



The Strategic Plan
for
Landmark College

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Our Mission

Landmark College's mission is to transform the way students learn, educators teach, and the public thinks about education. We provide highly accessible approaches to learning that empower individuals who learn differently to exceed their aspirations and to achieve their greatest potential. Through the Landmark College Institute for Research and Training, the College aims to extend its mission across the nation and throughout the world.

Our Impact

Landmark College is a two-year liberal arts institution of higher education, serving students with learning disabilities and attention deficit disorders, which fosters the capacity for independent creative thought and engaged and responsible world citizenship. Integrating principles of universal design and strategic learning within a technology-rich, learning-centered environment, Landmark's faculty and staff bring unprecedented experience and expertise to their work with students. In the classrooms and residence halls, through the advising model, and through an extensive network of support systems, students receive a high degree of individual attention as they develop self-understanding, self-advocacy and lifelong learning skills, and learn to function autonomously in mainstream settings.

In recognition of the great societal need for effective educational programs and practices, the Landmark College Institute for Research and Training (LCIRT) engages in and supports research relevant to the field, and provides consultancy and professional development opportunities to educators and educational systems, both nationally and internationally, extending Landmark's mission across the nation and throughout the world.

Through programs for high school and visiting college students, on our Vermont campus and in other settings, Landmark seeks to reach a broader population of students than it can serve in its degree programs alone, providing short-term courses of study, focused on self-understanding and strategy development, with the goal of preparing students to better succeed in their own academic settings.

Our Values

Landmark College acknowledges, but does not accept, the societal practice of labeling and stigmatizing students who learn differently. Every aspect of the campus environment is designed to promote individual development and peer interactions that challenge the fundamental assumptions inherent in these labels and that build on the strengths and talents that accompany different ways of learning. The College provides a collaborative teaching and learning environment that supports students in finding their own educational uniqueness and in confidently engaging with and contributing to society and the world. Simply put, we approach every student as a distinctive individual learner with enormous potential and promise.

We strive to create and foster a collaborative academic community in which commitment to mission, experience, research, reflection, and dissemination in the processes of teaching, learning, and support for students, are core values of the work of faculty and staff. In this environment, we consider students our partners in learning; we value their wholeness, humanity, and resourcefulness; we embrace the strengths and challenges they bring to their learning and our teaching; and we care about them as individuals, working with them in groups and one-on-one, so that each student can reach his or her greatest academic potential.

STRATEGIC FRAMEWORK

Strategy for 2009-2012

Landmark College's strategic plan is designed to cover fiscal years 2009-2012, a period that includes the College's 25th anniversary celebration year. The College has defined a **strategic framework** to guide its planning, objectives, and activities over the three year period. The strategic framework is focused on both our *organizational strategy* (who we are; who we serve; clarity regarding our social value and purpose), and our *value strategy* (competitiveness, capabilities, support, and position in the field and market). In formulating our strategy, we have attempted to create an ambitious but realistic framework for planning and organizational development over the three year strategic cycle. Landmark College's strategic framework comprises five main elements, in order of organizational priority and strategic impact:

1. **Access to a Landmark Education:** Build on our success in developing understanding and support among our constituents, with the explicit intent to create the foundation for a substantial scholarship endowment.
2. **Sustainability:** Conduct a comprehensive evaluation and planning process to restructure Landmark's programs and organizational systems, in order to assure that the College is sustainable and positioned to remain an enduring international leader in higher education.
3. **Core Programs:** Continue refining, augmenting, and improving our core programs and resources to further establish and solidify our position as the leader in the field and to provide transformational experiences to students who learn differently.
4. **External Opportunities:** Expand the reach and impact of the College through the activities of the Institute for Research and Training and through collaborative approaches to related strategic initiatives, which support our objective to extend our mission "across the nation and throughout the world."
5. **Institutional Advancement & Alumni Leadership:** Sustain a robust development capability that offsets operating expenses and positions the College to pursue strategic capital investments, support innovation, and moderate tuition increases; build a strong alumni relations capacity, to ensure that Landmark College becomes and remains a resource and center for alumni activities, and benefits from the leadership and support of its growing body of alumni throughout the nation and world.

Summary

Our primary objective is to establish Landmark College as an **enduring international resource**, providing accessible, transformational educational experiences to a diverse spectrum of learners, and extending our mission externally, “across the nation and throughout the world.”

Landmark must build on its success in developing understanding and support among our broad circle of supporters. Continuing to innovate, to lead the field, and to provide educational opportunities to students, depends in large part on the College’s ability to create a general endowment, to defray capital costs through capital fundraising and judicious debt, and to significantly augment scholarship dollars through a robust annual fund and major giving for endowment.

Our long term strategy depends on strengthening and augmenting our core programs, developing plans for expansion of our reach, reputation, and external initiatives, and creating a foundation for moving Landmark, over time, from being almost wholly tuition-driven toward a more robust and sustainable financial and programmatic model, one based on a healthy distribution of revenue sources ranging from tuition, to endowment, to multiple incremental revenue streams related to Institute operations, strategic initiatives, and new, campus-based program development.

The College must assure that its core degree and other programs are developed in a way that enables it to continue to set the standard for the education of individuals who learn differently. Planning, implementation, and resource allocation must assure that programs, curriculum, instruction, and support systems continue to develop and innovate, and become increasingly effective, keeping pace with developments in research and theory. Effective, concerted efforts of all departments that contribute to the success of the core programs will be required. A focus on effective use of resources to **maximize student outcomes** will be required in every area of the College to assure our enduring value to students throughout the nation and world.

A mandate inherent in Landmark's mission is to develop and disseminate strategies and techniques that will improve upon current educational approaches and raise the international standard in teaching students who learn differently. During the three year span of our strategic plan and beyond, the Landmark College Institute for Research and Training will spearhead efforts in this realm of the mission, which must include development of a broad, College-wide approach to organizing and expanding the program development activities of the College, drawing on its comprehensive resources and its evidence-based practices.

Finally, Landmark College intends to utilize the involvement and leadership of our growing body of alumni throughout the world who can provide witness to the transformative effects of the Landmark educational approach.

Clarity about our purpose, and honesty about our capabilities, challenges, and potential, are all vital to the establishment of a motivating vision and an effective strategic plan. The Board, the President, the senior leadership team, the faculty, and the staff believe that there is vision and transcendent value in Landmark College’s purpose, and that, by enacting our mission each day with passion and integrity, we serve a vital global need and transform lives.

This strategic framework defines over-arching categories and directions that will motivate, guide, and organize strategic, tactical, and operational planning within and between College departments for the fiscal years 2009 - 2012.

STRATEGIC GOAL 1: ACCESS TO EDUCATION

As a unique educational experience, Landmark College seeks to provide access to its programs to a broad and diverse spectrum of learners, working to establish a scholarship endowment that ensures students are not denied access to matriculation solely because of socioeconomic status, and that growth in the student population can be sustained.

Objective 1, Creating a General Scholarship Endowment: Create understanding and support among our constituencies to build an endowment that provides significant access to the Landmark College educational experience for students with need.

Objective 2, Providing Direct Institutional Aid to Support Student Opportunity: Incrementally increase discount rates to 27% by the close of fiscal year 2012, managing the overall financial aid budget strategically and with visibility at the senior management level, and leveraging discounting to promote student retention and student outcomes.

Objective 3, Enhancing Enrollment Management Initiatives: Through recruitment and enhanced retention efforts, seek to sustain incremental growth in student enrollment, up to our functional campus capacity.

STRATEGIC GOAL 2: SUSTAINABILITY

Engage in an intensive, College-wide evaluation and planning process to restructure Landmark's programs and organizational systems, in order to assure that the College is sustainable and positioned to remain an enduring international resource and leader in higher education.

Objective 1, Organizing Leadership and Planning Structures to Establish an Effective Planning Initiative: Establish responsibility for the planning process that provides for high-level authority, transparency, accountability, and momentum in the initiative.

Objective 2, Delivering a Plan: Deliver a program plan detailing a functional and sustainable business and program model to the Landmark College Board of Trustees for its review at the November 2009 meeting.

Objective 3, Implementing the Plan: Fully implement the approved plan over the remaining strategic cycle

STRATEGIC GOAL 3: PROGRAM DEVELOPMENT AND RESOURCE ENHANCEMENT

GOAL 3A: ACADEMIC PROGRAMS

Sustain and strengthen the core academic programs in light of new research and ongoing developments in the fields of postsecondary education and learning disabilities, while also developing and implementing a systematic approach to assessment, planning, and evaluation of potential new directions for the degree program in the coming years.

Objective 1, Providing Consistently Positive Student Outcomes and Effective Student Support: Strengthen programs of study that promote highly successful student outcomes on the Putney campus, while responding to developments in the market and to emerging theoretical research and internal assessment data.

Objective 2, Supporting Faculty Development and Serving the Mission: Enhance the comprehensive faculty experience, establishing a fulfilling and dynamic collegiate environment that effectively serves faculty needs while powerfully supporting the College's mission and providing opportunities for professional advancement and recognition.

Objective 3, Ensuring Library Services Support a High-Quality Teaching and Learning Environment: Enhance the Library's ability to support the professional development and scholarship of Academic and Student Affairs faculty and staff, programmatic changes and plans through the expansion of scholarly resources, research services, and technology resources.

Objective 4, Integrating Technology and Pedagogy: Develop and implement the next stage of technology integration into curriculum and instruction, including professional development support for faculty.

Objective 5, Enhancing International Student Support Services: Develop and implement a comprehensive and integrated approach to international student programming.

GOAL 3B: STUDENT LIFE

Continue building a vibrant and comprehensive student life program that provides a high quality environment for living and learning, offering the resources and amenities that deliver a fulfilling collegiate experience for our students.

Objective 1, Providing a Safe, Supportive, and Stimulating Environment: Enhance and maintain physical and staff resources, and associated programming, necessary to allow students the pursuit of their educational goals.

Objective 2, Contributing to Educational Opportunities and Student Learning: Fully participate in the education of our students as student affairs educators, acknowledging the full breadth of experience that constitutes the student's educational experience. Design program elements to reflect explicit developmental needs of students as delineated in student development theory and in our understanding of learning differences and AD/HD.

GOAL 3C: CAMPUS ENVIRONMENT

Ensure that our physical environment, our resources, our technology, and our systems are explicitly designed to respond to the full spectrum of our students' needs and aspirations.

Objective 1, Improving the Living, Learning, Working, and Teaching Environment: Enhance our physical environment to support effective programming and pursuit of the mission across all elements of the organization, and to ensure that it responds to the programmatic needs of the College and its community and is designed and maintained in light of contemporary collegiate needs.

Objective 2, Enhancing the Teaching and Learning Environment through Technology: Improve integration of technology in the curriculum to effectively support teaching and learning.

Objective 3, Integrating Emerging Technologies: Evaluate and pursue emerging technologies that have potential application for teaching and learning and administrative operations.

Objective 4, Leveraging our Web-Based Resources: Design and support the web-based architecture and resources to effectively support marketing, academic, enrollment, residential, LCIRT, and administrative initiatives.

Objective 5, Supporting Workflow Efficiencies through Technology: Design and support a more comprehensive and integrated enterprise database system architecture and workflow process.

GOAL 3D: ASSESSMENT AND EVALUATION

Continue improvements to our existing assessment and evaluation programs, ensuring that we employ data and findings to support subsequent planning processes, using the results of evaluative activities to guide further decision-making and improvements in all aspects of management and operations, and establishing quantitative descriptions of our student outcomes and our ability to provide value.

Objective 1, Achieving Program Improvements through Assessment: Integrate assessment strategies into all college activities and create a culture of quality through evaluation.

Objective 2, Establishing the Value of the Landmark College Education: Establish clear descriptors of the value realized by students attending and graduating from Landmark College to strengthen our recruitment efforts and to satisfy increasing demands for accountability from accrediting agencies, the government, and consumers.

GOAL 3E: ENVIRONMENTAL LEADERSHIP

Maintain a consistent focus on environmental sustainability principles as an organic part of the College's operations, working to reduce our environmental footprint and modeling principled corporate behavior.

Objective 1, Integrating Environmental Sustainability Principles into our Operations: Establish a campus-wide carbon footprint and waste reduction program at Landmark College, implementing a range of discrete but coordinated measures to reduce the College's overall environmental footprint.

Objective 2, Establishing Future Environmental Stewards: Promote environmental stewardship within our campus community by integrating and enhancing curricular, programmatic, and operational initiatives throughout the campus.

STRATEGIC GOAL 4: EXTERNAL INITIATIVES AND PROGRAMMING

GOAL 4A: LANDMARK COLLEGE INSTITUTE FOR RESEARCH AND TRAINING

In recognition of the great societal need for effective educational programs and practices, the Landmark College Institute for Research and Training engages in and supports research relevant to the field, and provides consultancy and professional development opportunities to educators and educational systems, both nationally and internationally, extending our mission across the nation and throughout the world.

Objective 1, Sustaining the Institute as an Essential Aspect of our Organizational Development: Establish the comprehensive resources and systems that will enable the Institute to

expand its capacity and build its capabilities in order to successfully pursue its mission and contribute to the impact and organizational stability of the College.

Objective 2, Developing a Research Program: Develop a research program to: establish LCIRT's leadership in areas of interest to the education community; support dissemination of research-based information to academic and professional audiences; and develop innovative projects and services of value to the national and international community.

Objective 3, Establishing State-of-the-Art Professional Development Activities: Establish LCIRT as a recognized authority for improving education, especially postsecondary education, through professional development offerings, focusing professional development efforts and partnerships in areas of identified national and international need.

Objective 4, Providing Needs-Based Consulting Activities: Establish LCIRT as a recognized authority for improving education through customized consulting activities.

GOAL 4B: STRATEGIC INITIATIVES

Evaluate, pursue and implement new strategic initiatives in areas not specifically served within LCIRT's scope of services. Identify opportunities for entrepreneurial development and revenue growth.

Objective 1, Researching, Organizing and Positioning to Pursue Strategic Initiatives:

Establish lines of authority and strategic priorities to explore and externally deliver Landmark's high value/high success programs and services.

Objective 2, Establishing a Strategic Initiative Activities Implementation Plan: Pursue a discrete number of high value strategic opportunities, ensuring that the systems, protocols, staffing and other scalable resources are in place.

STRATEGIC GOAL 5: INSTITUTIONAL ADVANCEMENT & ALUMNI LEADERSHIP

GOAL5A: INSTITUTIONAL ADVANCEMENT

Sustain a robust development capability that offsets operating expenses and positions the College to pursue strategic capital investments, support innovation, and moderate tuition increases.

GOAL 5B: ALUMNI RELATIONS

Significantly increase alumni participation in Board activities and other volunteer leadership opportunities to serve the College, create networking opportunities, and call on the alumni body to serve Landmark with their time, talents and philanthropy.