

LANDMARK  COLLEGE

STRATEGIC PLAN

2017-2021

Strategic Plan 2017-2021

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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.

Vision

To fulfill our mission and provide a transformative educational experience, the College and our community remain dedicated to an ethos built on innovation, service to students with LDs, and willingness to continually grow and reinvent ourselves. To distinguish the College as the premier institution for students who learn differently, we plan to evolve in a disciplined but entrepreneurial way in response to changing LD education needs, societal needs and opportunities, and career aspirations of our students. The College aims to be identified as a leader in the post-secondary LD education field and to engage in collaborative and strategic alliances that will ensure our position as enduring pioneers. We are resolute in our commitment to embrace emerging, alternative technologies and learning environments that are changing the higher education industry today, in a way that best serves our LD-based systems and students. An overall environment optimized for student learning and living success, and which provides strategies, tools, and confidence for wellness and life-long competencies, remains a critically important element that contributes to the genius loci of our campus. Everything we do now and plan to do in the future is built on an understanding that student access to our programs is imperative--and directly linked to financial strength and institutional sustainability.

Goal - Innovation and Standards

Create and sustain an innovative culture that responds to changing needs while maintaining and advancing Landmark College standards for learning, engagement, and wellness.

Initiatives

- Continually identify and assess ambitious opportunities and innovations that could provide future growth and institutional transformation.
- Build capacity and support for pedagogical models and experiential learning opportunities that are driven by innovation in teaching/learning and enhanced through strategic partnerships with researchers, businesses, alumni, and stakeholder communities.
- Evaluate and modify programs and services to best serve the current and emerging student diagnostic profiles at the College.
- Optimize the academic calendar to create more opportunities for pedagogical innovation, experiential learning, student engagement, and diverse programs and services.
- Strengthen systems for setting, assessing, implementing, and maintaining Landmark College curriculum standards, incoming expectations, and student outcome benchmarks.
- Strengthen systems for setting, assessing, implementing and maintaining a Landmark College wellness model that develops competencies in each domain of wellness through curricular and co-curricular programming.
- Expand the number and variety of new academic degree offerings consistent with identified models to increase enrollment and student retention.
- Stay current with technology innovations and trends that engage and support academic and career success for students.
- Improve data quality and enhance information reporting capabilities to support decision making, provide reliable and comprehensive reporting on student achievement and outcomes, enhance student advising, inform recruitment, and improve compliance with federal and regional expectations.

Goal – Leadership, Recognition and Advocacy

Increase awareness of and clarity regarding Landmark College as a leader in educational research, pedagogical effectiveness, and advocacy for and by students who learn differently.

Initiatives

- Using the Landmark College identity, strengthen national awareness of post-secondary education for students with learning differences.
- Formally identify the most recent and emerging opportunities to integrate with state and federal legislative bodies to have an impact on how the public supports students with LD.
- Identify and pursue advocacy efforts that will have a significant impact on raising awareness of LD education efforts at the national and international level.
- Establish a process for identifying value-added distinctions in Landmark College degree programs, support systems, and pedagogical practice, and utilize these in strategic ways for marketing and recruitment.
- As part of an integrated marketing, financial aid, and admissions plan, improve and enhance marketing approaches and capabilities to establish and increase brand awareness.
- Maintain current and foster additional strategic alliances and partnerships with institutions and organizations related to LD.



Goal – Learning-Living Experience

Engage students in a learning-living experience that provides opportunities and environments for personal development, intellectual growth, career preparation, and global citizenship.

Initiatives

- Create outcomes-based living/learning communities that enhance personal and academic development.
- Strengthen student engagement with the local community and region.
- Provide a range of opportunities for personal development through interdivisional collaboration.
- Provide opportunities and environments for students to obtain competencies in leadership, entrepreneurship skills, and career-readiness.
- Update the current Master Plan (MP) to generate a true Institutional Master Plan (IMP) with an emphasis on improving facilities and spaces to provide more environments for intellectual exploration, entrepreneurship skill development, personal growth, and creativity.
- Provide programmatic opportunities to develop and engage in global citizenship.
- Increase employment support and placement outcomes for alumni with a Landmark College credential.



Goal – Equity and Inclusion

Provide an environment that builds and supports an increasingly diverse community of students, faculty, and staff in which all thrive academically, professionally, socially, and individually.

Initiatives

- Create curricular and co-curricular opportunities that increase understanding of, and respect for, the range of intersecting identities found within our campus and the broader community.
- Improve the recruitment and retention of diverse faculty, staff, and students with a particular focus on underrepresented groups.
- Develop a universal design approach to the design and implementation of activities, programs, and systems which enhance the College climate for underrepresented students, faculty, and staff, thus benefitting the entire community.
- Create an ambitious and sustainable institutional framework for supporting the ongoing development and evaluation of practices and policies related to diversity, equity, and inclusion.
- As part of the Institutional Master Plan (IMP), work toward universal accessibility following ADA guidelines for all buildings and resources.



Goal – Healthy Professional Community

Improve the way Landmark College attracts, fosters, and retains a professional community where program excellence and institutional effectiveness are maximized through expanded opportunities for personal wellness, professional development, and operational efficiencies.

Initiatives

- Model a campus community that intentionally operates in healthful, positive ways.
- Follow best practices of learning institutions by encouraging and facilitating transparent, open dialogue and communication practices.
- Enhance efforts to strengthen staff and faculty recruitment.
- Continually strengthen efforts to improve morale and overall job satisfaction.
- Continually develop competitive salary and benefit packages to best attract qualified faculty and staff to work at Landmark College.
- Enhance faculty and staff new employee onboarding, credentials, subject matter expertise, and understanding of learning-living traits found in our students.
- Evaluate and streamline systems of data management at the College to optimize faculty/staff work and reduce redundancy.
- Continually improve operational efficiencies and effectiveness through streamlined enterprise systems and technology while mitigating risks.
- Foster a security-positive culture and continue to mitigate information security risks.



Goal – Diversify Revenue and Strengthen Financial Model

Realize a forward-looking, multi-year financial and operational plan that includes a diversified portfolio of revenue sources and a bold, realistic enrollment plan to ensure the financial strength and stability of Landmark College.

Initiatives

- Generate a multi-year financial plan tied to Goals and Objectives of the Strategic Plan.
- Establish a multi-year integrated marketing, financial aid, and enrollment management plan.
- Ensure that admissions standards, financial and academic support, and curriculum design provide students with the opportunity to meet the expectations of Satisfactory Academic Progress.
- Sustainably operate online/hybrid and other alternative delivery modalities for different populations in the education community.
- Identify and pursue strategic alliances and partnerships with other entities which will allow LC to expand products and programs beyond the Putney campus (web-based, or other physical locations).
- Continue to examine strategies for grant-related efforts in order to access sources of funding that will enhance our capacity to grow.
- Increase college revenue generated from Institutional Advancement activities.
- Strengthen and optimize core financial, administrative, and data-related operations to improve operational efficiencies and effectiveness.
- Ensure that Landmark College is competitive with other colleges.
- Improve the campus carbon footprint and energy efficiencies as part of the Institutional Master Plan.
- Continually evaluate how Landmark College uses long-term debt to support the mission and activities of the College.
- Continually evaluate the goals of growing and managing the Endowment and how this investment supports the mission and activities of the College.
- Continually investigate new programs or services that could provide additional revenue to support the mission of Landmark College.