



Landmark College Strategic Plan

2012-2017

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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 research and training, the College aims to extend its mission across the nation and throughout the world.

Vision Statement

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.

GOALS

- I. *Vanguard*
Be a Recognized Leader in Post-Secondary Teaching and Learning, by Developing Model Approaches Built on Research and Evidence-Based Practices
- II. *Value*
Enhance Curricular and Co-Curricular Experiences, Opportunities and Outcomes
- III. *Vibrancy*
Promote and Support Community Wellness and Engagement
- IV. *Validation*
Ensure a Life-Long and Transcendent Landmark Experience Through Alumni Involvement and Support to the College and Students, and Through Enhanced Service to and Connections with Alumni
- V. *Vitality*
Ensure the Financial Strength and Stability of Landmark College

Strategic Plan Goals, Objectives, and Tactics with Links to KPI Summary

Contents

Landmark College Strategic Plan.....	2
2012-2017.....	2
Mission	2
Vision Statement.....	2
1. Vanguard	6
Be a Recognized Leader in Post-Secondary Teaching and Learning, by Developing Model Approaches Built on Research and Evidence-Based Practices	6
(Relevant, Overall Key Performance Indicators (KPIs) are linked to a table at the end of document: Retention, Graduation, Student Satisfaction, Finance)	6
1.1 Build a culture of inquiry and research related to post-secondary education for students with learning differences.	6
1.2 Fully understand the needs of our current, diverse student population, and anticipate the needs for emerging populations of learners.	7
1.3 Distinguish the College and solidify its reputation by developing model programs identified as best practices within higher education.	8
1.4 Strengthen our commitment to creativity, innovation and technology application.	9
1.5 Build capabilities and experience in technology-rich distance/e-learning platforms suited for students with LDs – and in so doing expand our footprint and provide better student and educator access to our models.	10
2. Value	11
2.1 Promote academic excellence in existing and new programs, resulting in increased enrollment and retention.	11
2.2 Through assessment-driven quality improvement efforts, ensure excellence in our curriculum, instruction, and student support services.....	12
2.3 Enhance faculty credentials and expertise.	12
2.4 Assess the effectiveness of our programs through integration of competency-based student outcomes.....	13
2.5 Maintain the enduring ethos of Landmark by understanding and aligning programming with our ever-changing students in terms of LD diagnoses, strengths, needs and career aspirations.	13
2.6 Improve the student co-curricular experience through strengthening of athletics and other student activities and opportunities.	14
2.7 Continually improve physical plant elements tied to curricular and co-curricular activities, and in so doing leverage the attractiveness of our campus. .	15
2.8 Foster a diverse campus community and internationalize the campus and the student experience.	15
3. Vibrancy	16
3.1 Develop and maintain safe, comfortable, and inviting living and learning spaces that allow and encourage positive interactions, respect, and appreciation for self and others.	16

3.2 Create co-curricular activities and programs that support innate strengths and interests of students, and develop confidence and competence in each domain of wellness.....	17
3.3 Foster engagement, accountability, civic responsibility, the development of positive relationships, and life-long skills of self-care and self-regulation. .	18
3.4 Establish, promote and maintain an atmosphere of curiosity and tolerance towards the wide range of viewpoints, backgrounds, and experiences available to students both within the College as well as the global community.	18
3.5 Provide expanded and improved opportunities for athletics, recreation, and other forms of fitness and physical well-being.	19
3.6 Model a healthy, positive campus community by developing and supporting policies and practices that help staff and faculty make healthy choices and become more educated health care consumers.....	19
3.7 Become a true learning institution by encouraging practices among faculty, staff and students that provide for transparent, open dialogue.	20
4. Validation	21
4.1 Strengthen the Alumni Relations Office team.	21
4.3 Increase the number of alumni connected with and supportive of the College by developing programs and systems that bring alumni back to campus and that foster connections between alumni and enrolled students.	22
4.4 Improve the Alumni Advisory Board (AAB) profile, mission, processes and results.	23
5. Vitality.....	23
5.1 Continually improve our Institutional Advancement capabilities, resulting in increased support to the College and growth of the endowment	23
5.2 Best manage enrollment while maintaining admissions selectivity	24
5.3 Build a stronger, sustainable business model for the College that includes diverse revenue sources.....	25
5.4 Build a model that offers increased student access to our programs (affordability).....	26
5.5 Improve and enhance marketing approaches and capabilities to ensure optimal contact with existing and prospective students.	26
5.6 Develop infrastructure and practices that reduce expenses.....	27
Strategic Plan KPI Summary	29
Enrollment	29
Retention	29
Graduation.....	29
Student Satisfaction	30
Finance	31
Institutional Advancement	31

1. Vanguard

Be a Recognized Leader in Post-Secondary Teaching and Learning, by Developing Model Approaches Built on Research and Evidence-Based Practices

(Relevant, Overall Key Performance Indicators (KPIs) are linked to a table at the end of document: [Retention](#), [Graduation](#), [Student Satisfaction](#), [Finance](#))

1.1 Build a culture of inquiry and research related to post-secondary education for students with learning differences.

Obj.	Tactic #	Tactic	Position Resp. (bold is primary)	Indicators	Start	Complete/Update
1.1	1	Define and fully establish the Research Resources office to support all College divisions and goals and objectives related to discovery and applied research.	LCIRT President IA	Research Resources office roles and responsibilities identified and communicated to community.	Spring/13	Fall/13
1.1	2	Focus efforts on ways to enhance scholarly activities by faculty and staff - such as grant proposals, published articles, other evidence of scholarship and research.	Academic Deans LCIRT	Research findings will support development of several journal articles. Assignments and releases to be determined prior to each academic year (number available). Each will result in a tangible outcome (e.g., journal article submission, art exhibit, grant proposal or similar).	Fall/13	Ongoing
1.1	3	Organize a conference on campus that supports our programs and research, provides networking and strategic alliance opportunities and which brings to Landmark leaders in the LD fields	LCIRT Pres. Academic Deans	First conference held fall, 2013.	Fall/13	Ongoing
1.1	4	Develop strategic alliances with possible affiliation (professional) entities and encourage faculty and staff collaboration	LCIRT Pres. Academic Deans SVP	Establishment of working dialogues and collaborative proposals. Increase in number and/or quality of presentations by faculty and staff present at conferences tied LDA, AHEAD, CAST, CHADD, AANE, NASPA, Eye-to-Eye, et al.	Fall/12	Ongoing
1.1	5	Establish an internal mini-grant program to provide funding for pilot studies that can serve as the foundation for externally funded research projects	President Academic Dean CFO	Budgeting for mini-grant program for FY 2014. Generation of proposals for 2014-2015 academic year.	Fall/13	Ongoing

1.1	6	Create online modules for research methodologies and publications that are available to faculty and staff	LCIRT	Updated module production; usage by faculty and staff tied to scholarly outcomes.	Fall/13	Spring/14
1.1	7	Establish an annual Landmark College Research Day Symposium during which faculty and staff will present and display completed and ongoing scholarly endeavors.	LCIRT Academic Deans	Research Day Symposium raises awareness of scholarship and faculty-student interactions	Fall/13	Ongoing
1.1	8	Maintain support for the brown bag lunch series each semester on topics of research interest and LD education	SVP LCIRT	Number of research/scholarship/grant proposals submitted which involve LC teaching and discovery research aims to increase	Fall/12	Ongoing
1.1	9	Schedule collaborative consultations between LCIRT and the LC community	LCIRT Academic Dean	Anticipate at least two LCIRT/LC strategic alliances.	Fall/13	Ongoing
1.1	10	Establish collaborations with community college (CC) partners in order to disseminate LC models and practices, and to advance E-learning elements	President SVP LCIRT Academic Deans	Establishment of collaborative programming with a CC partner	Fall/12	Fall/16
1.1	11	Identify and pursue foundational, state and federal research grant funding (in collaboration with experts in the field when possible).	IA President LCIRT	Increase in number of grant proposals generated and submitted. Grant funding secured in support of research on post-secondary learning disability oriented education.	Fall/12	Ongoing
1.1	12	Continually update scholarship-related elements of the rank and promotion policy and guidelines	Academic Deans Pres.	Evidence of faculty scholarship enhancement tied to R+P elements and expectations.	Fall/12	Fall/13

1.2 Fully understand the needs of our current, diverse student population, and anticipate the needs for emerging populations of learners.

Obj.	Tactic #	Tactic	Position Resp.	Indicators	Start	Complete/ Update
1.2	1	Form strategic alliances with LD institutions at the middle and high school levels (e.g., Greenwood, Winston Prep, Groves Academy, Landmark School, Gow School, Lab School, et al.)	Pres. Academic Deans LCIRT SA	Alliances solidified and outcomes and shared programs and efforts identified during 2013.	Spring/13	Ongoing

1.2	2	Continue to refine placement and first year (FY) tracks and courses based on student needs and College strategies - as an overall effort to understand our educational model and the effectiveness of the system.	Academic Deans LCIRT SA	Create an assessment plan to evaluate the fall 2012 changes in tracks to be used starting in fall 2013.	Spring/13	Spring/14
1.2	3	Establish an ASD/social pragmatics transitions short term program	SVP SA EM	Enroll at least 20 students in an ASD (fee-based) pilot program for 2013.	Fall/12	Summer/13
1.2	4	Realize a Science, Technology and Innovation Center that serves as a locus for research into teaching and learning for post-secondary students with complex learning needs.	IA Pres. LCIRT	Establish updates structure and strategy for campaign by November 2012. By late 2014 complete fundraising and break ground.	Fall/12	Spring/15
1.2	5	Create a comprehensive research project outline focused on identifying, predicting, and analyzing emerging demographic trends within the HS and post-secondary student population	SVP EM LCIRT	Assemble a task force to pursue a comprehensive, industry-wide demographic research project intending to predict student learning needs over the next decade.	Spring/13	Spring/14
1.2	6	Develop a plan to improve our identity among competitors and prospective students/families, as well as collaborators	Marcom LCIRT Pres.	New identity politics approach plan created implemented	Spring/13	Spring/14

1.3 Distinguish the College and solidify its reputation by developing model programs identified as best practices within higher education.

Obj.	Tactic #	Tactic	Position Resp.	Indicators	Start	Complete/ Update
1.3	1	Assess our short term programs (STPs) from budgetary, resource and strategic planning perspectives. Centralize high-level management of our short-term programs.	SVP EM BUS Academic Deans DOS	By December 2012 a strategy team will evaluate existing STPs, and a 2-year STP strategy will be created for implementation.	Fall/12	Fall/13
1.3	2	Develop a distance/e-learning advisory group, develop a strategic plan to increase our efforts to offer and assess academic courses and programs with e-learning content (online and similar).	Pres. Academic Deans LCIRT ITS-Ed Tech	Online learning advisory group provides update in spring 2013	Fall/12	Ongoing

1.3	3	Evaluate feasibility for an innovative “Learning Profile Assessment Center” (LPAC) that expands our current student neuropsychology/educational testing resources.	LCIRT SVP Academic Deans	Analysis of needs and set of recommendations regarding expanded LPAC produced. Provide diagnostic and other placement services to students coming to LC. Provide services for the larger New England community	Summer/13	Fall/15
1.3	4	Establish and disseminate findings regarding the efficacy of universal design for learning in the field of LD.	LCIRT Academic Deans ITS-Ed Tech	Conference presentations, publications, and enrollment in graduate certificate UD/AT program	Fall/12	Ongoing
1.3	5	Improve current pre-orientation ASD/Social Pragmatics program.	SA EM	Improved student and family satisfaction and outcomes	Summer/13	Summer/14
1.3	6	Develop collaborations with other institutions relating to ASD and social pragmatics programs.	SVP EM SA	Formal collaborations emerge and elevate LC visibility as a leader in post-secondary ASD programming	Spring/13	Ongoing
1.3	7	Continue to refine and improve our core (common) curriculum so that it provides students with LDs the competencies needed in college and in general.	Academic Deans OIE	Evaluation of common core, in line with ongoing efforts to develop the BA program core.	Fall/12	Fall/14

1.4 Strengthen our commitment to creativity, innovation and technology application.

Obj.	Tactic #	Tactic	Position Resp.	Indicators	Start	Complete/Update
1.4	1	Pilot innovative course and program scheduling including extended semester orientation periods, “mini-mesters” and the like.	Academic Deans Pres. BUS	Preliminary proposals developed and submitted to Deans and President	Spring/14	Spring/17
1.4	2	Develop and integrate blended/e-learning into our curriculum, in a careful, deliberate and informed manner.	LCIRT Academic Deans ITS-Ed Tech	Development of online and e-learning enhanced courses. Student outcomes in related courses.	Fall/13	Ongoing
1.4	3	Establish an internal group to discover, define and broadly discuss/disseminate how “innovation” strengthens LC programs and scholarly efforts.	MarCom LCIRT Pres.	Innovation assessment generated. Innovative approaches to current and anticipated College challenges proposed.	Spring/13	Ongoing
1.4	4	Continue efforts to integrate creative and highly visible works of art on campus	Academic Deans BUS	Additional creative works installed on campus	Fall/12	Ongoing
1.4	5	Create collaborative relationships with educational software companies, to beta test and co-develop assistive technology solutions for students.	LCIRT SVP ITS	Contact and discussions held with LC team	Fall/13	Spring/16

1.5 Build capabilities and experience in technology-rich distance/e-learning platforms suited for students with LDs – and in so doing expand our footprint and provide better student and educator access to our models.

Obj.	Tactic #	Tactic	Position Resp.	Indicators	Start	Complete/ Update
1.5	1	Form a distance/online/e-learning advisory group to help determine the state of online learning at the College, and assist with strategic initiatives related to development of more online learning and assessment of student outcomes for various LD profiles.	Pres. Academic Deans LCIRT ITS-Ed Tech	Group meets regularly and creates a summary of achievements and possibilities at the College, and helps forge a strategic plan for e-learning elements across the College.	Fall/12	Ongoing
1.5	2	Develop and integrate blended/e-learning into our curriculum, in a careful, deliberate and informed manner.	Academic Deans LCIRT ITS-Ed Tech	Number of courses with e-learning elements. Student outcomes in e-learning rich courses.	Spring/13	Ongoing
1.5	3	Formally plan to create a graduate/continuing education division at the College	Pres. LCIRT Academic Deans	Initial proposal involving structure and strategy produced by Fall 2013.	Fall/13	Fall/15
1.5	4	Collaborate with established leaders in online education (Champlain, SNHU, et al.) in terms of best practices for online courses aimed at students with LDs.	LCIRT Academic Deans ITS-Ed Tech	Preliminary discussions and draft collaborations developed.	Fall/13	Ongoing
1.5	5	Establish collaborations with community college systems (e.g., Lone Star in Texas) centered around needs and opportunities in distance learning for students with LDs.	LCIRT Pres. SVP	Grant proposals linking two institutions created for submission to major foundations	Fall/12	Spring/14
1.5	6	Evaluate the effects MOOCs are starting to have on higher education, and how LD approaches may or may not fit into this course availability and curriculum (open courseware) development	LCIRT Pres. SVP Academic Deans	Assessment provided, discussions on campus scheduled with faculty and staff.	Spring/13	Spring/15
1.5	7	Develop capabilities in the Library for student support with distance learning	LIB ITS	Inventory of capabilities and needs produced.	Fall/13	Fall/15

2. Value

Enhance Curricular and Co-Curricular Experiences, Opportunities and Outcomes

(Relevant KPIs linked to table at end of document: [Enrollment](#), [Retention](#), [Graduation](#), [Student Satisfaction](#), [Finance](#))

2.1 Promote academic excellence in existing and new programs, resulting in increased enrollment and retention.

Obj.	Tactic #	Tactic	Position Resp.	Measurable Indicators/Metrics	Start	Complete/ Update
2.1	1	Model STEM (science, technology, engineering, mathematics) programs, providing empirical evidence that they break down barriers to STEM learning	LCIRT Academic Deans	Student outcomes provide evidence of efficacy for STEM learning at LC	Fall/13	Ongoing
2.1	2	Support the new STEM-based AS programs	Academic Deans EM	Enrollment in STEM program courses strong. Students declare the majors.	Fall/12	Ongoing
2.1	3	Improve the academic program review process, including ways to best undergo meaningful program and student assessment	Academic Deans SVP (IE)	Optimize the common core educational curriculum and model by integrating an assessment-based approach into our academic operations and curricula.	Fall/13	Ongoing
2.1	4	Evaluate division and department organization structure with the goal to improve program assessment, best manage the academic programs and personnel, support emerging graduate/online courses and programs, and create an expandable BA offerings platform.	Pres. Academic Deans	Possible structures and strategies emerge as joint efforts with faculty/senate	Fall/12	Fall/13-Spring/14
2.1	5	Continue to formally assess the current advising model, advisors and workload, approaches, in an effort to optimize advising and meet other needs on campus.	Academic Deans Pres.	Revised advisor workload/work focus structure proposal produced	Fall/12	Fall/13
2.1	6	Develop a formal plan to create and staff a Writing Center that serves current and anticipated student needs	SVP Academic Deans Pres.	English Department to appoint a Writing Center Task Force [WCTF], with a goal of delivering a program model and budget.	Fall/13	Fall/15
2.1	7	Establish certification programs (e.g., EMT) that support direct-to-the-workforce educational experiences for some students	SVP Academic Deans	Feasibility proposal generated and student interest determined via survey	Summer/13	Summer/14

2.2 Through assessment-driven quality improvement efforts, ensure excellence in our curriculum, instruction, and student support services.

Obj.	Tactic #	Tactic	Position Resp.	Indicators	Start	Complete/ Update
2.2	1	Develop first year curriculum and experiences that better serve the educational and developmental needs and interests of first year students	Academic Deans SVP/IE SA	Improved attendance and pass rates for EN/FY classes	Fall/13	Ongoing
2.2	2	Continue to refine and improve our core (common) curriculum so that it provides students with LD the competencies needed in college and in general.	Academic Deans IE	Evaluation of common core, in line with ongoing efforts to develop the BA program core.	Fall/13	Fall/14
2.2	3	Evaluate student satisfaction and student learning outcomes in all programs, and recommend changes depending on needs and opportunities	SVP/IE Academic Deans SA	Development of a comprehensive, differentiated assessment plan for the review of all key student programs.	Fall/13	Ongoing
2.2	4	Strengthen the Academic Support services (DCAS) through a formal assessment of function, services, student needs and resources.	Academic Deans LCIRT	Student satisfaction with DCAS services increases. Student academic performance enhanced with any DCAS system improvements	Spring/13	Spring/15
2.2	5	Develop formal internship mechanisms and build into the curriculum of specific majors, in a way that starts to build a more deliberate Applied Learning effort/office/division as part of academics on campus.	Pres. Academic Deans	Number of student INT/applied learning experiences increases each year.	Fall/13	Ongoing
2.2	6	Formally evaluate e-portfolio approaches designed to yield evidence of student outcomes and deliverables, in ways that also improve assessment efforts.	IE Academic Deans	A cross-divisional task force recommends an e-portfolio program at LC.	Fall/13	Spring/14
2.2	7	Build and strengthen the Transfer and Career Services office	EM	Staffing and systems evolve to prepare for BA graduates (careers)	Fall/13	Fall/15

2.3 Enhance faculty credentials and expertise.

Obj.	Tactic #	Tactic	Position Resp.	Indicators	Start	Complete/ Update
2.3	1	Provide additional opportunities for scholarship through course releases tied directly to scholarship and professional advancement	Pres. Academic Deans BUS	Collaborative research and scholarship endeavors increase, as evidenced by grant awards and grant applications, as well as publications, shows, exhibits etc.	Spring/13	Ongoing

2.3	2	Develop a mentorship program that links faculty and staff engaged in current or nascent scholarly programs with faculty seeking to develop research programs.	Academic Dean LCIRT	Number of scholarly outcomes (performances, publications, presentations etc.)	Fall/13	Ongoing
2.3	3	Evaluate current sabbatical policy to ensure opportunities for career development and credentialing exist.	Pres. Academic Deans SVP	Increase in the number of new credentials earned by existing faculty and staff.	Spring/13	Ongoing
2.3	4	Through continued efforts to improve faculty compensation, tie a long-term strategy for compensation increases to (scholarship and other) efforts that strengthen the College	Academic Deans Pres. BUS	Collaborative effort by faculty and administration yield proposals based on multi-year, tuition/revenue-related compensation increase plans	Fall/12	Ongoing

2.4 Assess the effectiveness of our programs through integration of competency-based student outcomes.

Obj.	Tactic #	Tactic	Position Resp.	Indicators	Start	Complete/ Update
2.4	1	Develop and assess applied learning (internships) requirements and electives within academic programs.	Academic Deans Pres. SVP	Student satisfaction and increase in internship experiences, sites, outcomes.	Fall/13	Ongoing
2.4	2	Integrate “senior thesis” capstone course requirements in academic major programs, to help generate additional evidence of core competencies.	Academic Deans Pres.	Approval of capstone courses as required elements in various programs. Student outcomes evidence that show competencies in various fields.	Fall/13	Fall/16
2.4	3	Connect core competencies such as ability to reason, to listen, to communicate effectively, etc., to any co-curricular efforts such as that tied to (community) service.	SA SVP	Student engagement in co-curricular activities, and evidence of communication, organization, civility, ability to listen and take direction.	Fall/13	Fall/15
2.4	4	Formally evaluate e-portfolio approaches designed to yield evidence of student outcomes and deliverables that will assist in student and program assessment efforts	IE Academic Deans	A cross-divisional task force recommends an e-portfolio program at LC.	Fall/13	Fall/16

2.5 Maintain the enduring ethos of Landmark by understanding and aligning programming with our ever-changing students in terms of LD diagnoses, strengths, needs and career aspirations.

Obj.	Tactic #	Tactic	Position Resp.	Indicators	Start	Complete/ Update
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2.5	1	Continually evaluate student interests and industry trends, in order to provide academic programs that fit with needs and goals.	Academic Deans SVP LCIRT	Creation of minor programs and new elective and required courses that reflect important and desired changes in academic offerings.	Fall/13	Ongoing
2.5	2	Develop minor programs tied to the BA Liberal Studies program which could evolve into new BA/BS degree offerings	Academic Deans	Generation of minor program proposals for submission to curriculum committee.	Fall/13	Ongoing
2.5	3	Establish a means to more efficiently and reliably test students and understand their LD profiles.	LCIRT SVP	Establishment of expanded testing resources	Spring/13	Fall/14
2.5	4	Continue to refine and improve our core (common) curriculum so that it provides students with LDs the competencies needed in college and in general.	Academic Deans	Evaluation of common core, in line with ongoing efforts to develop the BA program core.	Fall/13	Fall/14
2.5	5	Establish certificate-type programs that support direct-to-the-workforce educational experiences for some students (e.g., EMT training)	SVP Academic Deans	Student satisfaction and connections to local agencies.	Fall/13	Fall/14
2.5	6	Determine the efficacy of the current coaching model for a variety of student profiles and better integrate services and principles into the program design and delivery	Academic Deans Pres. SVP	Coaching staff generates empirical evidence that this service provides improved student outcomes. RDs, Advisors & other support service providers have a baseline training and ability to use coaching principles	Spring/13	Spring/15

2.6 Improve the student co-curricular experience through strengthening of athletics and other student activities and opportunities.

Obj.	Tactic #	Tactic	Position Resp.	Measurable Indicators/Metrics	Start	Complete/ Update
2.6	1	Evaluate current athletic programming with a goal to improve and increase opportunities for students to be part of athletics teams and activities	SA BUS	Student interest and engagement in athletics programming	Fall/12	Ongoing
2.6	2	Develop a plan to raise funds for creation of a contemporary athletics playing field to support LC programs and summer period LD/athletics camps and programs for visiting students of all ages.	IA Pres. SVP	Plan emerges from fall 2012 master planning activities	Fall/14	Fall/16
2.6	3	Evaluate if student club expansion is desired and beneficial, or if student club quality and satisfaction is the main priority.	SA IE	Associate Dean of Students conducts a review and evaluation of student co-curricular programs and clubs.	Spring/13	Fall/13
2.6	4	Work more closely with the SGA to identify student needs and desires as related to co-curricular interests.	SA Pres. SVP	Student clubs refined and expanded	Fall/13	Ongoing

2.7 Continually improve physical plant elements tied to curricular and co-curricular activities, and in so doing leverage the attractiveness of our campus.

Obj.	Tactic #	Tactic (in order of importance)	Position Resp.	Indicators	Start	Complete/ Update
2.7	1	Preserve and highlight the architectural significance of the Edward Durell Stone-designed campus and buildings through capital expense planning	BUS IA SVP	Improvements are congruent with original architectural themes	Spring/13	Ongoing
2.7	2	Identify and pursue grant funding opportunities for renovation of the campus buildings and related/architecturally significant grounds	IA Pres.	Identification and pursuit of relevant grant opportunities.	Spring/13	Ongoing
2.7	3	Increase number of loaned or owned sculptures and other works of art by others or our students throughout the campus.	Academic Deans Pres.	Campus is provided with more color and overt displays of creativity.	Spring/13	Ongoing
2.7	4	Create a phased plan to rehabilitate the Fine Arts Building.	BUS Academic Deans SVP	Plan (details) produced by spring, 2014.	Fall/13	Fall/15
2.7	5	Continually improve Click Center-housed programs and environment, and maximize use of the quad practice field, including summer use for non-Landmark groups during summer months.	SA IA	Student usage of Click Center facilities, student satisfaction with physical environment of the Center	Spring/13	Ongoing
2.7	6	Develop a plan to renovate first floor of the Student Center	SVP SA BUS	Plan produced by May 2014.	Spring/14	Spring/15
2.7	7	Establish certification programs that support direct-to-the-workforce educational experiences for some students (e.g., EMT training)	SVP Academic Deans	Student satisfaction and connections to local/community agencies.	Fall/13	Ongoing
2.7	8	Create a strategic landscape architecture plan for improvement of the College grounds	BUS	Plan produced by June 2014.	Fall/13	Summer/14

2.8 Foster a diverse campus community and internationalize the campus and the student experience.

Obj.	Tactic #	Tactic	Position Resp.	Indicators	Start	Complete/ Update
2.8	1	Improve the systems and academic connections related to study away and study abroad.	Academic Dean/ Int'l Educ (IEDU)	Improved connections (content, disciplines, themes, staff) to academic departments and divisions.	Fall/12	Spring/14

2.8	2	Increase and expand study abroad and study away opportunities.	IEDU Academic Deans BUS Pres.	Student enrollment in study abroad activities.	Fall/12	Ongoing
2.8	3	Evaluate the current strategy and practices for financial aid for Study Abroad programs.	EM BUS	Student enrollment in study abroad trips, gain in efficiencies for aid and program revenue.	Fall/12	Spring/14
2.8	4	Develop the relationships needed to generate a pipeline of international students to come to Landmark for STPs or academic year programs.	IEDU SVP EM	Number of strategic alliances and preliminary discussions with possible feeder schools.	Fall/13	Ongoing
2.8	5	Develop programs for on campus International students that help with acclimation, integration, and cultural awareness. For example, early cohort and extended orientation programs for international students	IEDU SA EM	Student retention and satisfaction, and increased student awareness of international student identities and cultures.	Spring/13	Ongoing
2.8	6	Develop the World Languages program as one means to expose students to cultural differences and commonalities.	Academic Deans	World Languages programming enhanced to support more aggressive international student recruitment.	Fall/14	Ongoing

3. Vibrancy

Promote and Support Community Wellness and Engagement

(Relevant KPIs linked to table at end of document: [Enrollment](#), [Retention](#), [Graduation](#), [Student Satisfaction](#), [Finance](#), [Institutional Advancement](#))

3.1 Develop and maintain safe, comfortable, and inviting living and learning spaces that allow and encourage positive interactions, respect, and appreciation for self and others.

Obj.	Tactic #	Tactic	Position Resp.	Indicators	Start	Complete/ Update
3.1	1	Develop indoor spaces across campus conducive to quiet and small group study & discussion	SA SVP BUS	Creation of improved study space. Student satisfaction.	Fall/13	Fall/14
3.1	2	Examine the smoking & tobacco use policies to continue to ensure the growing numbers of smoke and tobacco free areas on campus.	SA HR	Creation of revised policy. Satisfaction of policy changes (students and employees). Decrease in tobacco usage by students and community members.	Fall/12	Fall/13

3.1	3	Develop a proposal that identifies creation of small areas around campus for student (and staff) art and creative expression	SA BUS Academic Deans	Creation of at least one new space for interaction, reflection, creation.	Spring/13	Fall/14
3.1	4	More visibly promote the model of the wellness halls (Davis & Chumley) to go beyond the original scope of “substance-free halls” and encompass a comprehensive model for wellness and wellness programming	SA HR	Student awareness of the wellness halls. Student programming related to wellness increased.	Spring/13	Spring/14
3.1	5	Renovate and update the café court & student center lower level to serve as a more attractive and comfortable space for student use.	SA BUS	Creation of preliminary renovation plan.	Spring/14	Spring/16
3.1	6	Establish a stronger programming capability related to spirituality and wellness	SA Academic Deans	Student use of spirituality space	Spring/13	Ongoing
3.1	7	During annual budget and CAPEX creation, include annual Residence Hall upgrade and renovation plans.	SA BUS SVP	Student and family satisfaction with residential environments	Fall/13	Ongoing

3.2 Create co-curricular activities and programs that support innate strengths and interests of students, and develop confidence and competence in each domain of wellness.

Obj.	Tactic #	Tactic	Position Resp.	Measurable Indicators/Metrics	Start	Complete/ Update
3.2	1	Facilitate student engagement by providing a comprehensive range of activities that build student pride and College spirit.	SA	Student engagement in activities, student satisfaction	Spring/13	Ongoing
3.2	2	Enhance all forms of Adventure and Experiential Education, to develop autonomy and independence.	SA Academic Deans	Level of involvement in offerings, resultant improvements in student confidence and independence.	Summer/13	Ongoing
3.2	3	Continue to support and develop the Landmark Community Outreach Group (LCOG) and its collaboration with the Putney Corps as a sustainable vehicle for community service.	SA	Increase % of student outreach participation and engagement	Spring/13	Ongoing
3.2	4	Develop student leadership training and promote mentoring on campus.	SA	Enhance student leadership training in discrete areas (SGA, RA, CAB, LCOG, and Work Study.	Spring/13	Spring/15

3.3 Foster engagement, accountability, civic responsibility, the development of positive relationships, and life-long skills of self-care and self-regulation.

Obj.	Tactic #	Tactic	Position Resp.	Measurable Indicators/Metrics	Start	Complete/ Update
3.3	1	Continue to develop co-curricular offerings which address the struggles with anxiety and self-care which many of our students face: meditation, yoga, diet, exercise, sleep, meds management, etc.	SA Academic Deans (Advising)	Student behavior and performance in classes and in residence halls	Spring/13	Spring/15
3.3	2	Formally evaluate and strengthen the Student Conduct System and staffing structure.	SA Pres. SVP	Expedited processing of cases, improvement in student conduct and outcomes. Improved understanding of conduct system. Improved training & communications	Spring/13	Spring/14
3.3	3	Continue to develop the scope and function of the Students of Concern committee (working in conjunction with the Counseling Department).	SA Academic Deans	Enhancements in support systems and outcomes for students	Fall/12	Ongoing
3.3	4	Assess effectiveness of the existing roommate development, communication and mediation models to help students better develop interpersonal, negotiation and advocacy skills among roommates and peers.	SA SVP	A study of existing effectiveness produced, allowing proposals for improvements in systems and strategies	Fall/13	Fall/14
3.3	5	Continue to develop a visible and active recycling & sustainability program on campus	BUS/Facilities SA	Improved recycling outcomes, more visible and integrated recycling systems	Fall/13	Ongoing
3.3	6	Continue to develop developmental (for students) and training (for staff) in the area of sexual respect, healthy relationships and sexual assault prevention.	SA	Improved awareness of health relationships, consensual understanding, and reporting requirements of staff/faculty.	Spring/13	Ongoing
3.3	7	Continue to develop programs that support recovery and harm reduction from alcohol and other drugs	SA	Increased support opportunities for students in recovery. Increased perception of substance-free environment on campus.	Fall/13	Ongoing

3.4 Establish, promote and maintain an atmosphere of curiosity and tolerance towards the wide range of viewpoints, backgrounds, and experiences available to students both within the College as well as the global community.

Obj.	Tactic #	Tactic	Position Resp.	Measurable Indicators/Metrics	Start	Complete/ Update
3.4	1	Leverage the new International Education office to provide programming for all students regarding different cultures, ethnicities etc.	SA Academic Deans	Student behavior in residence halls as related to tolerance and understanding	Fall/13	Ongoing

3.4	2	Continue to develop the mission and programmatic offerings of the Women's Center.	SA Academic Deans	Student participation in Center offerings and programs.	Spring/13	Ongoing
3.4	3	Maintain a vibrant and ongoing dialogue about male/female relations throughout the year, as well as an active LGBT presence on the campus.	SA Academic Deans	Measurable increases in student understanding of diversity among peers	Spring/13	Ongoing
3.4	4	Develop a stronger spirituality programming and resources capability.	SA	Student participation in programs increases	Spring/13	Ongoing

3.5 Provide expanded and improved opportunities for athletics, recreation, and other forms of fitness and physical well-being.

Obj.	Tactic #	Tactic	Position Resp.	Indicators	Start	Complete/ Update
3.5	1	Formally review and propose a plan to improve and expand equestrienne programming and services for team sports, PE courses, and riding lessons.	SA Pres. Academic Deans	Proposal for Principles of Equine Therapy course (1, 2 or 3 credit) submitted to curriculum committee by April 2013	Summer/13	Spring/14
3.5	2	Develop assessment practices to support the hypothesis of the positive correlation between fitness, recreation and health lifestyles and academic success.	SA Academic Deans LCIRT	Pilot studies begin to provide evidence of connections between wellness/lifestyle and academic performance	Fall/13	Fall/16
3.5	3	Examine the feasibility of a possible PE course requirement for students each semester, as part of a revised common core curriculum	SA Academic Deans	Formal consideration of possible revision to common core	Spring/14	Spring/15

3.6 Model a healthy, positive campus community by developing and supporting policies and practices that help staff and faculty make healthy choices and become more educated health care consumers.

Obj.	Tactic #	Tactic	Position Resp.	Indicators	Start	Complete/ Update
3.6	1	Develop a Wellness Advisory Group to guide program and policy directions on high-level issues (nutrition, exercise, mental wellness).	HR SA	Identify an area (or areas) of focus each year for high-level examination and development.	Fall/12	Fall/13
3.6	2	Develop and disseminate an employee wellness plan.	HR BUS	Employee compliance and adoption of plan elements	Spring/13	Fall/13
3.6	3	Use social media platforms with specific community-wide wellness initiatives (e.g., weight loss team challenges), in light of recent research showing increased effectiveness with such interactive elements.	HR IT SA	Participation levels and measurable wellness outcomes (e.g., weight loss)	Fall/12	Ongoing

3.6	4	Formally consider an Employee Assistance Program which would provide employees wellness resources/referrals and workshops such as: Smoking Cessation, Healthy Eating/Nutrition Stress Management	HR BUS	Employee awareness of resources, and adoption of healthful approaches	Fall/13	Fall/14
3.6	5	Identify modifications to the health plan to provide financial incentives for health club memberships, voluntary on-campus health screenings or on-campus fitness programs.	HR SA	By end of fall 2013, 50% of faculty/staff voluntarily participate in programming.	Spring/13	Ongoing
3.6	6	Support a sustainable on-campus weight loss and weight management program	HR	Consistent participation in programs aimed at facilitating weight loss among employees	Spring/13	Ongoing

3.7 Become a true learning institution by encouraging practices among faculty, staff and students that provide for transparent, open dialogue.

Obj.	Tactic #	Tactic	Position Resp.	Indicators	Start	Complete/ Update
3.7	1	Solicit from the community candid and constructive thoughts related to our identity and our opportunities for improved branding	Pres. Marcom SVP Academic Deans SA	Deliberate marketing and branding efforts that increasingly define the College as an LD institution with innovation and service as strengths.	Spring/13	Ongoing
3.7	2	Establish a more structured involvement of faculty and staff in President's Council (PC) meetings	Pres. SA	Participation in PC meetings and input related to operational elements.	Fall/12	Ongoing
3.7	3	Help faculty and staff to better understand our business through study of competitor institutions	SVP BUS Pres.	Adoption of desirable practices, messaging and programming as seen at other institutions	Fall/13	Ongoing
3.7	4	Initiate monthly or semester-based open forums between higher administration and faculty and staff. & students.	Pres. Academic Deans DOS/SA	Better dialogue and opportunities for collaborative efforts between faculty, staff and administration	Fall/12	Ongoing
3.7	5	Continue formal discussions and planning measures to set faculty and staff compensation goals that are fiscally responsible and reward excellence and productivity.	Pres. BUS HR	Staff and faculty satisfaction. Increases in revenue and student satisfaction tied to our efforts to deliver an excellent college experience.	Fall/12	Fall/14
3.7	6	Establish the presence of SGA at faculty senate and PC meetings at least once a semester	SA Pres.	SGA feedback provided to PC	Fall/12	Ongoing

3.7	7	Re-institute monthly evening meetings with the Dean of Student/Academic Dean in the residence halls.	SA Academic Deans	Increased awareness of student issues, and student understanding of the roles of administrators	Fall/12	Ongoing
3.7	8	Identify ways to directly involve SGA leaders in College governance and planning efforts	SA Pres. Academic Deans	Shared governance enriches the processes at the College	Fall/12	Ongoing
3.7	9	Encourage employees to spend an afternoon in another staff or faculty office, to gain new perspectives.	HR SVP Pres.	Understanding of challenges and opportunities across the College	Spring/13	Ongoing
3.7	10	Evaluate the opportunity to create programs that allow staff members not directly tied to students in the classroom to interact with our students, e.g., through colloquium-style no/low credit courses.	SA Academic Deans Pres.	Submission of proposals that demonstrate innovative thinking and new ties to our students.	Spring/14	Ongoing

4. Validation

Ensure a Life-Long and Transcendent Landmark Experience Through Alumni Involvement and Support to the College and Students, and Through Enhanced Service to and Connections with Alumni.

(Relevant KPIs linked to table at end of document: [Retention](#), [Student Satisfaction](#), [Finance](#), [Institutional Advancement](#))

4.1 Strengthen the Alumni Relations Office team.

Obj.	Tactic #	Tactic	Position Resp.	Indicators	Start	Complete/ Update
4.1	1	Develop an internal self-study and strategic plan for the IA/Alumni Relations office	IA Pres. SVP	Self study produced and informs overall structure and strategy for IA	Fall/12	Fall/13
4.1	2	Support new Alumni Relations office by directly tying progressive communications capabilities to all alumni (and current student) strategic efforts	IA MarCom	Better alumni engagement	Spring/13	Ongoing
4.1	3	With Academic Affairs, create an internship program that places an alumnus/a in the Institutional Advancement office for training in the field	IA Academic Deans	Student participation in IA efforts; resultant student satisfaction and applied learning experience.	Fall/13	Fall/14

4.2 Strengthen and support a sense of pride within the Landmark College community.

Obj.	Tactic #	Tactic	Position Resp.	Indicators	Start	Complete/ Update
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4.2	1	To address any Landmark stigma, develop a formal plan for an improved identity politics strategy.	MarCom Academic Deans IA Pres.	Clear, bold identity for the College that distinguishes us and leverages our unique mission and student population	Spring/13	Spring/14
4.2	2	Create and sustain new traditions intended to foster a culture of pride within the extended community; e.g., homecoming (alumni gatherings), Community Day, etc.	SA IA	Student engagement and satisfaction	Spring/13	Ongoing
4.2	3	Use bookstore merchandising to better brand, and to build class and college pride	SA BUS	Student retention and alumni engagement	Fall/13	Ongoing
4.2	4	Create a comprehensive student leadership curriculum, training and opportunities	SA	Participation in service and leadership opportunities (e.g., SGA and LCOG)	Fall/12	Fall/14
4.2	5	Continue to develop a visible an active recycling & sustainability program on campus	BUS SA	Improved recycling systems	Spring/13	Ongoing

4.3 Increase the number of alumni connected with and supportive of the College by developing programs and systems that bring alumni back to campus and that foster connections between alumni and enrolled students.

Obj.	Tactic #	Tactic	Position Resp.	Indicators	Start	Complete/ Update
4.3	1	Create an annual alumni Speaker's Series that brings successful/satisfied Landmark College alumni to campus to address students and the larger community	IA Pres. MarCom	Number of speaking engagements increase each year	Spring/13	Ongoing
4.3	2	Use web-based approaches to maintain contact with our alumni population, including Facebook, Twitter, LinkedIn, and other social media	MarCom IA	Alumni Advisory Board enhancements and alumni giving improvements	Spring/13	Spring/14
4.3	3	Connect applied learning/internship opportunities and curriculum requirements to alumni, through creation of a job shadowing and mentoring network opportunities	IA Academic Deans	Number of applied learning/internships undertaken by students and involving alumni	Fall/13	Ongoing
4.3	4	Create regional alumni reunions that connect alumni with each other and with officials and employees of the college	IA	Increase alumni participation number	Spring/13	Ongoing
4.3	5	Develop online platforms and services to support alumni with various LD-related needs	LCIRT IA MarCom	Production of alumni support resources by late 2013	Fall/13	Fall/16
4.3	6	Establish a bi-annual alumni publication that explicitly focuses on alumni-College connections, and that illustrates the contributions of Landmark alumni and students	IA	Alumni involvement increases, alumni giving improved	Fall/13	Ongoing

4.3	7	Increase leadership and giving opportunities for alumni in college events	IA Pres.	Increase contributions to the Annual Fund	Spring/13	Ongoing
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4.4 Improve the Alumni Advisory Board (AAB) profile, mission, processes and results.

Obj.	Tactic #	Tactic	Position Resp.	Indicators	Start	Complete/ Update
4.4	1	Revise structure, purpose, process and activities of AAB	IA Pres.	Revised guidelines and AAB expectations generated.	Spring/13	Fall/13
4.4	2	Establish a robust, technology-mediated environment (SKYPE or similar) to support periodic engagement with a distributed AAB membership	IA MarCom	A technology-mediated AAB meeting environment improves alumni connections and input	Fall/13	Fall/15
4.4	3	Directly involve AAB in strategic plan and initiatives of Alumni Relations office.	IA	Increased alumni participation in on campus activities and other tactics tied to student experiences	Spring/13	Ongoing
4.4	4	Utilize the experience and perspectives of AAB members to help develop a formal plan for an improved identity politics strategy	MarCom IA/AR	Identity of the College solidified and based on uniqueness and focused aims	Fall/13	Spring/14

5. Vitality

Ensure the Financial Strength and Stability of Landmark College

(Relevant KPIs linked to table at end of document: [Enrollment](#), [Retention](#), [Graduation](#), [Student Satisfaction](#), [Finance](#), [Institutional Advancement](#))

5.1 Continually improve our Institutional Advancement capabilities, resulting in increased support to the college and growth of the endowment

Obj.	Tactic #	Tactic	Position Resp.	Indicators	Start	Complete/ Update
5.1	1	IA office to create a 5-year fundraising strategy and plan aligned with the needs and objectives of the strategic plan.	IA Pres.	Plan informs other strategic initiatives	Spring/13	Fall/13
5.1	2	Develop an updated structure and strategy for the current Capital Campaign	IA Pres.	Refined strategy for time line and funding of Science, Technology and Innovation Center	Fall/12	Spring/13

5.1	3	Assess effectiveness of current grants system, and enhance capabilities	IA LCIRT	Assessment and set of recommendations submitted to President.	Spring/13	Spring/14
5.1	4	Identify and pursue foundation-based funding as well as research related funding opportunities	IA LCIRT	Proposals submitted to funding agencies	Fall/12	Ongoing
5.1	5	Identify a peer organization dataset and align our fundraising investments and related outcomes with peer norms.	IA SVP/IE BUS	Optimize our fundraising efforts and outcomes	Summer/13	Spring/14

5.2 Best manage enrollment while maintaining admissions selectivity

Obj.	Tactic #	Tactic	Position Resp.	Indicators	Start	Complete/ Update
5.2	1	Identify consulting agencies to set an improved financial aid strategy based on relevant College data.	Pres. BUS Pres. EM	Services established by January 2012. Updated financial aid strategy system in place by May 2013.	Fall/12	Ongoing
5.2	2	(Further to tactic and strategy above) Construct a data warehouse and augment our Power Campus analytics to establish the capacity to support predictive analytics for our admissions applicant pool.	ITS EM	Elements created to support new financial aid strategy	Spring/13	Fall /14
5.2	3	Identify new strategies and structures for the EM (admissions/recruiting) division aimed at improving final enrollment, yield/conversion, etc.	EM Pres. SVP	Formal report for improved structure and strategy provided to President.	Spring/13	Spring/14
5.2	4	Identify an overall strategy to market globally and to students with LDs.	MarCom EM Pres.	Increase number of international students each academic year	Fall/13	Ongoing
5.2	5	Assess the need for new/different summer program offerings for high-functioning students with LDs as part of central oversight of short-term programs (STP). Example is ASD/social pragmatics program/track for HS students (2013)	SVP EM Academic Deans	Needs assessment provides guidance as College evolves to offer needed programs	Fall/12	Ongoing
5.2	6	Improve our student psycho-educational testing resources and our ability to interpret diagnostic testing cases for prospective and existing students.	LCIRT SVP EM Academic Deans SA	Identify regional neuropsychologists to assist with diagnostic testing, interpretation	Fall/12	Spring/14

5.3 Build a stronger, sustainable business model for the College that includes diverse revenue sources.

Obj.	Tactic #	Tactic	Position Resp.	Indicators	Start	Complete/ Update
5.3	1	Develop a plan for a graduate/continuing education division at the College.	Pres. LCIRT Academic Dean	Proposal to create division provided to President.	Spring/13	Spring/15
5.3	2	Plan and implement an overall infrastructure to deliver distance-learning programs and online learning for Landmark College students.	LCIRT Academic Deans ITS	Success of certificate UD AT program (student enrollment, business plan and outcomes)	Spring/13	Ongoing
5.3	3	Market and support the current grad certificate program in UD/AT. And, formally evaluate options to expand online graduate programs.	MarCom LCIRT Academic Deans	Student enrollment and student outcomes	Fall/12	Ongoing
5.3	4	Establish central oversight of STP (short term programs) marketing and messaging, planning and scheduling, contracts, to ensure budgetary and program execution efficiencies.	SVP EM Academic Deans BUS SA	Increase efficiencies in net revenue for STPs and improved student satisfaction and outcomes	Fall/12	Spring/14
5.3	5	Develop an LCIRT self-study and strategic plan that contains elements tied to revenue generation	LCIRT Pres. BUS	Enhanced efficiencies within LCIRT	Spring/13	Fall/13
5.3	6	More deliberately market the FAB Greenhoe Theater to external entities, to create a supportive revenue stream	BUS IA	Number of events held in Theater	Spring/13	Ongoing
5.3	7	Maximize food service revenue during regular College academic programs, while also maximizing customer service and hospitality to families (free meals)	BUS	Increase in food service revenue each year	Fall/12	Ongoing
5.3	8	Maximize room revenue in existing dormitories during regular College academic programs.	BUS SA	Increase in room revenue each year	Spring/13	Ongoing
5.3	9	Establish a Conferencing office within IA (tied to special events). Through Conferencing (et al.) evaluate campus facilities and determine what resources are required to rent campus facilities to outside organizations during the January break or summer months.	IA BUS	Improved coordination of on-campus events and increase in revenue generated	Spring/13	Spring/14
5.3	10	Increase revenue tied to the study abroad and study away programs	IEDU/BUS Academic Deans	Number of study abroad and study away programs offered	Fall/12	Ongoing

5.3	11	Increase revenue through bookstore operations	BUS	(Evaluate ways to accomplish and then) expand bookstore space and branding opportunities and strategies.	Fall/13	Ongoing
5.3	12	Continue to work to improve compensation levels for staff and faculty, as part of an overall effort to gain strength and efficiencies in all programs and areas of the College	Pres./HR BUS	Improved employee satisfaction and increased revenue tied to student enrollment and program efficiencies	Spring/13	Ongoing
5.3	13	Establish certification programs that support direct-to-the-workforce educational experiences for some students. For example, EMT programs that do not significantly affect a student's common core or program credit generation requirements	SVP Academic Dean	Student satisfaction and interactions with regional agencies e.g. internship opportunities	Fall/13	Fall/15

5.4 Build a model that offers increased student access to our programs (affordability).

Obj.	Tactic #	Tactic	Position Resp.	Indicators	Start	Complete/ Update
5.4	1	Immediately work with consulting agencies to set an improved financial aid strategy based on relevant College data.	EM Pres. BUS	Strategic alliance established by January 2012. Updated financial aid strategy system in place by May 2013.	Spring/13	Ongoing
5.4	2	Evaluate feasibility regarding a draw on existing College Endowment to support effective financial aid program	BUS Pres.	Improved yield (admitted to deposit/enrolled students)	Spring/13	Fall/13
5.4	3	Identify new strategies and structures for the EM (admissions/recruiting) division aimed at improving final enrollment, yield/conversion, etc.	EM Pres. BUS	Formal report for improved structure and strategy provided to President.	Spring/13	Spring/14
5.4	4	Build and pilot test blended and online learning environments for current undergraduate (UG) students	LCIRT Academic Deans Pres. ITS-Ed Tech	Increase in online/blended UG courses available and offered each semester	Fall/13	Ongoing
5.4	5	Generate a curriculum track that allows course and credit generation during a semester/session with reduced housing costs	Academic Deans Pres. BUS	Student retention and satisfaction, and increased dorm capacity.	Spring/14	Spring/15

5.5 Improve and enhance marketing approaches and capabilities to ensure optimal contact with existing and prospective students.

Obj.	Tactic #	Tactic	Position Resp.	Indicators	Start	Complete/ Update
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5.5	1	Combine existing marketing approaches with web strategies and web 2.0-based communications vehicles	MarCom EM	Number of inquiries and applications increases	Spring/13	Ongoing
5.5	2	Determine in quantifiable ways the effectiveness of different marketing and messaging platforms, approaches, media (e.g., radio, print, web et al.)	MarCom/SVP EM	Increase in inquiries and applications for academic programs	Fall/12	Fall/13
5.5	3	Maintain integrated efforts directly tied to retention improvements	SVP SA Academic Deans	Retention figures increase over next 3 consecutive semesters	Fall/12	Ongoing
5.5	4	Develop a formal plan to establish an updated identity politics strategy.	MarCom Pres. Academic Deans	Bold, honest approach that leverages our uniqueness	Fall/13	Fall/14
5.5	5	Create an interactive online presence that enables students to engage with the college from the point of first contact through the alumni. For example, develop web-based mobile interactive computing technologies (e.g., Apps) that connect accepted/deposited students with our programs and keep such students and their families focused on enrollment at the College	MarCom EM Academic Deans ITS-DBS	Develop web-based mobile interactive computing technologies (e.g., apps) that connect accepted/deposited students with our programs and keep such students and their families focused on enrollment at the College	Fall/13	Fall/14
5.5	6	Identify ways to effectively market on a global level	MarCom EM	Increase in applications from international students	Fall/13	Fall/15

5.6 Develop infrastructure and practices that reduce expenses.

Obj.	Tactic #	Tactic	Position Resp.	Indicators	Start	Complete/ Update
5.6	1	Develop a comprehensive energy conservation plan	SVP BUS	Improved efficiencies and reduced expenses	Summer/13	Summer/14
5.6	2	Establish a multi-year strategic communication plan focused on educating and changing the behavior of our campus community (in ways that conserve expenses).	MarCom BUS	Draft plan submitted to President Dec. 2013	Fall/13	Ongoing
5.6	3	Pursue grant funding to support energy efficiency investments	SVP BUS IA	Identification of grant announcements and development of strategic proposals in 2013	Fall/13	Ongoing
5.6	4	Mitigate financial and reputation risk by implementing an adequate data recovery capability for information backup, recovery, and business continuity. Evaluate and address information security vulnerabilities.	ITS	Information integrity maintained.	Fall/13	Ongoing

5.6	5	Continue to develop a visible and active recycling & sustainability program on campus	SA BUS SVP	Improved recycling system and sustainability practices	Spring/13	Spring/14
5.6	6	Revisit and assess the Enterprise Content Management and workflow technology platform, implementing available automation and benefitting from its efficiency increases.	BUS SVP ITS	Show measurable benefits from efficiencies gained.	Fall/13	Fall/15
5.6	7	Revisit and consider the Organizational Efficiency Task Force's report on expense reduction, adopting relevant strategies and tactics.	BUS SVP BUS	Increase expense reduction in measurable ways; increase reduction each year.	Spring/13	Spring/14

Strategic Plan KPI Summary

	2 Years Prior (AY 2010-2011) (FY 11)		1 Year Prior (AY 2011-2012) (FY12)		Year 1 of SP (AY 2012-2013) (FY13)		Year 2 of SP Goal (AY 2013-2014) (FY14)		Year 3 of SP Goal (AY2014-2015) (FY15)		Year 4 of SP Goal (AY 2015-2016) (FY16)		Year 5 of SP Goal (AY2016- 2017) (FY17)	
Enrollment	Fall	Spring	Fall	Spring	Fall	Spring	Fall	Spring	Fall	Spring	Fall	Spring	Fall	Spring
Applicants	556	199	571	177	512	202	525	210	535	220	550	225	575	230
Percent of total applicants admitted (fall)	62%	71%	64%	70%	64%	70%	64%	64%	62%	64%	60%	62%	60%	62%
Percent of admitted who enrolled (fall)	344	142	368	123	327	141	336	145	331	141	330	140	390	179
Enrollment average for fall and spring	65%	73%	66%	72%	64%	72%	65%	70%	65%	72%	67%	72%	69%	72%
	225	103	242	88	208	102	218	94	215	101	221	100	238	103
	487	480	488	450	472	462	***470	***450	495	465	505 **+35	475	520	490
Average Per Year	484		469		467		***490		480		490		505	
Retention	(FY 11)		(FY12)		(FY13)		(FY14)		(FY15)		(FY16)		(FY17)	
Fall to Spring	81%		81%		**85%		85%		85%		85%		85%	
Spring to Fall	60%		67%		67%		67%		69%		69%		70%	
Fall to Fall First Time Full Time	*64%		*51%		*60%		**70% (goal)		70%		72%		74%	
Graduation	(FY 11)		(FY12)		(FY13)		(FY14)		(FY15)		(FY16)		(FY17)	
First Time Full Time 150%	*18% 06 cohort		*27% 07 cohort		**35% 08 cohort		35% 09 cohort		37% 10 cohort		40% 11 cohort		40% 12 cohort	

*As reported in IPEDS

**3/30/12 Substantive Change Proposal Submitted to NEASC

***revised 5/15/13

	2 Years Prior (AY 2010-2011) (FY 11)	1 Year Prior (AY 2011-2012) (FY12)	Year 1 of SP (AY 2012-2013) (FY13)	Year 2 of SP Goal (AY 2013-2014) (FY14)	Year 3 of SP Goal (AY2014-2015) (FY15)	Year 4 of SP Goal (AY 2015-2016) (FY16)	Year 5 of SP Goal (AY2016- 2017) (FY17)
Student Satisfaction							
Spring Graduates Exiting Survey "Would you recommend LC to others?"	93%	100%	100%	100%	100%	100%	100%
Spring Graduates Exiting Survey "Overall, how has your experience at Landmark met your expectations?" % reporting expectations met or exceeded	93%	94%	96%	96%	98%	98%	100%
Student Involvement							
New Student Fall Check-in Survey , "Have you gotten involved in sports, clubs, or other campus activities?" (percentage reporting "yes")	51%	49%	55%	60%	65%	65%	70%
Spring Graduates Exiting Survey: Average satisfaction level reported for athletics, campus events, and student leadership opportunities using 5-point scale.	*3.34	*3.61	**4.00	4.00	4.25	4.25	4.5

*Between "Neutral" and "Satisfied" scale points

**"Satisfied"

	2 Years Prior (AY 2010-2011) (FY 11)	1 Year Prior (AY 2011-2012) (FY12)	Year 1 of SP (AY 2012-2013) (FY13)	Year 2 of SP Goal (AY 2013-2014) (FY14)	Year 3 of SP Goal (AY2014-2015) (FY15)	Year 4 of SP Goal (AY 2015-2016) (FY16)	Year 5 of SP Goal (AY2016- 2017) (FY17)
Finance							
Net Tuition Revenue	74.5%	72.3%	73%	75%	75%	75%	75%
Institutional Advancement							
Endowment	\$13.5M	\$14.9M	\$15.5M (YTD)	\$16M	\$16.5M	\$17M	\$17.5M
Annual Fund	\$393,000	\$468,000	\$550,000 (goal)	\$550,000	\$550,000	\$600,000	\$600,000
Annual Fund Landmark Community Participation	48%	80%	85% (goal)	85%	90%	90%	95%