



**FOCUSED ON EXCELLENCE:
AN OPERATIONAL PLAN
2016 – 2020**

**SAINT JOSEPH'S COLLEGE
RENSSELAER, INDIANA**

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INTRODUCTION

Saint Joseph's College (SJC) is poised to continue to be a vibrant part of higher education among America's Catholic colleges and universities. As a small, private institution in today's highly competitive and challenging higher education marketplace, we continue to provide an excellent educational experience for our students. Our ability to serve students in this manner is a direct result of the many generous donors who have continued to share their time, talent, and treasure. In addition, SJC has been well served by our trustees, faculty, staff, students, alumni, and friends who work closely together to move the College forward.

Saint Joseph's College enters into this planning process with a real need to look to the future. Our dedicated trustees, faculty, staff, and committed alumni and friends continue to support our Catholic mission by putting our students' educational experiences first. With a commitment to liberal arts as the foundation for our undergraduate education through the nationally respected Core Program, SJC's academic programs coupled with a new emphasis on international outreach are significant strengths. The image of the College is improving based on feedback from alumni and friends and institutional momentum is building, which present the opportunities necessary to build a strong future. *Focused on Excellence* is based on these strengths and opportunities, yet the next five years will be challenging as the operational plan is implemented. We collectively must be bold, courageous, and audacious going forward so that SJC is positioned to better serve the Catholic Church and our community of learners, strengthen its foundational and operational pillars, and imagine a new Saint Joseph's College for the future.

The SWOT analysis completed as part of the operational plan (see Appendix A) clearly shows the College's greatest asset is its human capital—our people. Given SJC's financial situation, it is not only difficult to retain our committed faculty and staff but, at the same time, it is difficult to recruit excellent faculty for our programs; to gain more diversity in the ranks of our faculty, staff, and students; and provide appropriate compensation to our employees. Furthermore, the combined impact of salaries that have not kept pace with the higher education marketplace and reduced health and retirement benefits have resulted in a significant hardship on our employees, compounding the difficulty to attract and retain the personnel required to achieve our mission. SJC continues to rely very heavily on a traditional and declining demographic (white 18-22 year olds primarily from Indiana and nearby states), to discount its tuition at an unsustainable rate, and to graduate students at a rate that does not correspond to the quality of education provided. The College is also challenged by outdated residence halls; insufficient dining and student center spaces; poorly maintained infrastructure; and dated, inefficient classrooms.

This operational plan is being crafted after a time of exceptional difficulty, but given the impact that the 2008 recession has had on higher education, SJC is not alone in confronting challenges. The Strategic Planning Committee is called upon to set a new course for the College consistent with its established mission and history, and that at the same time, charts a new course to allow the College to meet its needs. With this work, comes the recognition of the demographic shifts in our primary markets, the ongoing public perception that education costs too much and that education is the same no matter what school one attends, and the growing student demand for majors and other programs. In addition, the College's financial resources are currently limited due to its heavy dependence on tuition revenue coupled with an endowment that is inadequate

for its size. To address these limitations, the College must plan an aggressive course of action to increase tuition revenue and to grow the endowment through specific gifts and planned giving to build and support new programs. The current financial situation dictates that the College cannot do all things and be all things, but must strategically develop new initiatives that will strengthen its position within Catholic higher education.

SJC's SWOT analysis is sobering as it is with many small liberal arts schools that venture to take an honest look at their current situation. While decisions have been made in the past that tried to position the College to respond to its strengths, weaknesses, opportunities, and threats, it is time to look at them anew within the current higher education landscape. The following conclusions are especially significant in light of the most recent SWOT analysis:

- ✚ SJC must identify and fully support its quality programs, establish viable recruitment and enrollment policies, and clearly articulate its expectations of its community members while making sure that the institution treats its members with the dignity and respect that belies a Catholic institution of higher learning.
- ✚ SJC will remain primarily a residential undergraduate college. The strength of an education at SJC lies in the interaction of faculty, staff, and students both in and out of the classroom. As part of the educational experience available to students, the College must upgrade the residential facilities on campus and develop on-line certificate programs, undergraduate degree completion opportunities, and graduate programs as outlined in the transformation plan overview (see Appendix B).
- ✚ SJC must invest in the use of technology to build an on-line learning community including hybrid courses (involving both face to face instruction and on-line education). In addition, exploring the viability of expanding summer program offerings (academic and community-based programs) both on and off campus is essential to increase revenue.
- ✚ Graduate-level programs, while a small but important component of SJC's mission, must grow in the future with the caveat that these programs generate revenues that not only meet their costs but also help sustain the undergraduate programs. As noted in the transformation plan, SJC's future growth is linked to the growth of existing programs and the development of viable future graduate programs.
- ✚ Much of the discussion and analysis that took place in the development of the operational plan identified key program areas that the College can build to help define our institution. Going forward, all programs must be reviewed to ensure data-driven investments are made that achieve the overall objectives of this plan.

As we celebrate our 127 year anniversary and review the role that Saint Joseph's College has played in Catholic higher education, there is a clear path for the future. This operational plan, *Focused on Excellence*, calls for actions to make Saint Joseph's College a first choice college for students who want to be part of a vibrant Catholic institution, who want to partake in enriching academic and co-curricular life, and who want to be servant-leaders (missionaries) beyond the walls of the College. SJC's alumni and friends view the College as a place with faculty and staff

who have tremendous talent and creativity and who are dedicated to transforming the lives of their students. With this mind, we offer the following overarching goal: By 2020, the position of Saint Joseph's College among American Catholic colleges and universities will be enhanced to reflect its mission as a Catholic liberal arts institution. *Focused on Excellence* describes the actions needed to achieve this overarching goal by building signature programs that are relevant to student interests and meet society's needs. The goals, objectives, and strategies of this plan, much like the transformation plan, are essential to building quality within the entire institution and enhancing SJC's position within Catholic higher education. United in our mission and faith, SJC can thrive in the 21st century and continue its long and rich history in forming graduates who are competent professionals capable of assuming leadership roles in the world.

BOARD OF TRUSTEES

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John Nichols, Secretary
Spencer Conroy, Vice President for Business Affairs & Treasurer (non-voting)
Jose Arteaga (Student Association President)
Benjamin Basile, C.P.P.S.
Mark Behnke
James Boler
Cassian Cheung
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John Gause
Margaret Guccione
Edward Habrowski
V. Rev. Larry Hemmelgarn, C.P.P.S.
Edwin Langhenry
Lawrence Laudick
Stephen Ligda
Terra Maienbrook (Faculty Representative)
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Michael Van Eekeren
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Carol Wood

PRESIDENT'S CABINET

Robert A. Pastoor, President
Ronald Brown, Interim Vice President for Enrollment Management
Spencer Conroy, Vice President for Business Affairs
Faith Delehanty, Special Assistant to the President
Leslie Frere, Vice President for Student Development
Gregory Scott Gilreath, Vice President for Information Technology
Chad A. Pulver, Vice President for Academic Affairs
Robert Reuter, C.P.P.S., Religious Advisor to the President
Gregory Roberts, Vice President for Institutional Advancement

STRATEGIC PLANNING COMMITTEE

Members of the President's Cabinet
Fred Berger, Communication Chair & Associate Professor of Communication
Allison Boyle, Student Representative
Stephen Ligda, Board of Trustees Member
William Massoels, Athletic Director
John P. Nichols, Special Assistant to the President
Heidi Rahe, Assistant Professor of Communication
Thomas Ryan, Associate Vice President for Academic Affairs

MISSION STATEMENT

Saint Joseph's College (Indiana), a Catholic college founded and sponsored by the Missionaries of the Precious Blood, pledges itself to a tradition of excellence and to a liberal education that is a united endeavor of intelligence and faith.

The College places exceptional emphasis on the education of the whole person. Its nationally known Core Curriculum complements up-to-date career preparation in the major. These academic programs enrich and are enriched by programs of spiritual growth, student development, and athletics.

The College actively seeks a diverse student body composed of men and women of all races, creeds, and socio-economic backgrounds who can thrive academically, spiritually, and socially in this inclusive community.

To fulfill this Mission, the College pledges:

- 1) To form graduates who are competent professionals, capable of assuming leadership roles in the world, who will embody Gospel values in their personal lives and professional careers, thus integrating human, professional, scientific, and technical enterprises with religious values.
- 2) To conduct the Core Curriculum and, through it, all College programs within the conceptual framework and value commitments of the “Christian Humanism” that is rooted in our Judeo-Christian and Greco-Roman traditions and inspired by the Second Vatican Council.
- 3) To give witness in a special way, in all aspects of campus life, academically and existentially, to the Christian Humanist values of justice and love and its commitment to human solidarity and interdependence on national and global levels.
- 4) To add to the emphasis to educate the whole student—intellectually, physically, socially, and spiritually—an abiding concern to provide personalized and individualized care.
- 5) To steward all the resources of the College in truth and justice, with the ultimate aim of achieving sustainability.
- 6) To extend personal and professional services as Church and public needs may require.

Board of Trustees (April 17, 1998)

Revised by the Board of Trustees (November 5, 2015)

Approved by the C.P.P.S. Corporate Board (December 10, 2015)

Revised by the Board of Trustees (February 19, 2016)

Approved by the C.P.P.S. Corporate Board (February 23, 2016)

VISION STATEMENT

Saint Joseph's College strives to be an exceptional Catholic college in the spirit of the Second Vatican Council that provides inclusive, student-centered learning experiences to transform individuals into graduates, well prepared to lead and serve an ever-changing world.

VALUES

The following values will be incorporated into all decisions, actions, programs, and endeavors:

Discovery

Embracing transformation of the mind, heart, and spirit

Community

Welcoming with commitment and compassion

Faith and Reason

Striving to understand truth and God's creation

Servant Leadership and Justice

Enriching the lives of others

OPERATIONAL GOALS

The Strategic Planning Committee developed one foundational principal and three pillars with specific objectives, strategies and responsible parties. The operational plan will enable Saint Joseph's College to:

- ✚ deepen its Catholic values,
- ✚ strengthen the C.P.P.S. charism,
- ✚ ensure academic excellence,
- ✚ operate with greater efficiency,
- ✚ establish sound fiscal strength, and
- ✚ provide a strong student-centered experience inside and outside of the classroom.

Academic Affairs will bolster strong programs and strengthen programs that require attention. Academic excellence will be fortified by establishing informational, technological, and human resources focused on student success. The College will also support, develop, and challenge the professionals charged with teaching and working with students.

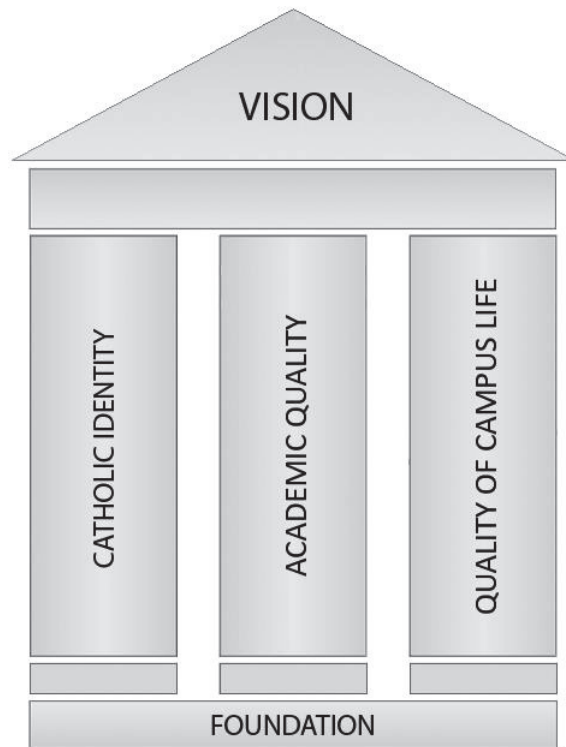
In order to advance SJC's mission, significant advancements must be achieved in technology. Each of the three pillars requires the appropriate technologies to ensure that outcomes are met. In all areas, these objectives will require a shift in the previous ways technology needs for the College have been supported. This shift requires a move to a more agile, customer-friendly approach, thereby enabling technology to be flexible to meet the needs of students, faculty, staff, alumni, and community partners. Information technology must meet the demands that online education, research initiatives, and community engagement require. To this end, the information technology department will partner with each division on campus to ensure the right investments are made in programs, services, and technologies to achieve student success.

While profitability is not the primary objective for Saint Joseph's College, generating sufficient financial resources is a prerequisite to fulfilling its mission and achieving strategic objectives. Throughout this operational plan, the overarching financial objective is the development and implementation of a sustainable operating model to do this. Achieving this objective will require a significant transformation in operational and educational processes and necessitate excellent decision making that leverages the use of technology to increase organizational effectiveness. By taking these steps, the financial footing needed to make SJC an exceptional college for many generations to come can be secured.

Institutional Advancement will obtain the financial resources to supplement the cost of education for students and strengthen the overall quality of instruction. The desired results are to provide a quality education through strong alumni programs, networks, and lifelong friends of the college.

The Student Development Division will focus on initiatives that create transformative learning experiences for students by providing a safe and healthy environment and fostering a renewed culture of personal responsibility and mutual respect. With this focus, the quality of campus life will be enhanced via improved student satisfaction, engagement, and career preparation.

OPERATIONAL GOALS (CONTINUED)



The Strategic Planning Committee developed a foundation and three pillars along with objectives and strategies designed to support them. The objectives and strategies for the foundation and the three pillars are assigned to the senior administrators shown below who have the responsibility to facilitate and monitor their success. The assignments are:

The Foundation: Bolstering financial, physical, and human capital – Vice President for Business Affairs and Vice President for Enrollment Management

Pillar One: Manifesting Catholic identity – President and new position of Vice President for Mission and Ministry once filled

Pillar Two: Enhancing academic quality – Vice President for Academic Affairs

Pillar Three: Heightening the quality of campus life – Vice President for Student Development

The ongoing responsibility of the Strategic Planning Committee will be to review and assess the implementation of the plan on a quarterly basis. Timelines and costs for each objective will be completed by August 1, 2016. The operational plan will govern primary initiatives over the next five years (2016-2020).

The Foundation: Bolstering Financial, Physical, and Human Capital

The financial foundation is the means for SJC to achieve its vision and mission; therefore, while the growth of institutional resources is not a pillar in and of itself, it is the foundation that will support each pillar. Over the next five years, the College must develop a financially sustainable operating model and make significant investments to grow additional revenue streams as part of this model. Accordingly, the resources needed to make those investments will be generated by new tuition revenue and by securing external funding. The accompanying transformation plan summary in Appendix B shows the fundraising goals by year for the next five years.

Objective One: Generate a balanced operating structure.	
Strategies	Responsible Party
Identify, articulate, and implement a sustainable operating model.	Primary: Vice President for Business Affairs Secondary: Division Vice Presidents
Engineer, operationalize, and implement a transformation funding plan.	Primary: Vice President for Business Affairs Secondary: Division Vice Presidents
Systematically track, report, and assess progress on the transformation funding plan.	Primary: Division Vice Presidents Secondary: Department Managers

Objective Two: Institutionalize operational evaluation, assessment, and organizational learning.	
Strategies	Responsible Party
Formally define and refine financial evaluation tools and methodologies for all programs linked to the CQI process.	Primary: Vice President for Business Affairs Secondary: All Divisions and Departments
Develop and implement faculty and staff evaluation processes linked to CQI performance.	Primary: Vice President for Academic Affairs Secondary: Human Resources, Supervisors
Use CQI feedback to create and implement improvement initiatives and for courses, programs, and departments.	Primary: Vice President for Academic Affairs
Standardize all processes within the College.	Primary: Divisional Vice Presidents Secondary: All Divisions and Departments

Objective Three: Invest in human, physical, and technological capital to develop an effective and efficient workforce.	
Strategies	Responsible Party
Focus on recruiting and retaining highly skilled faculty and staff.	Primary: Human Resources Secondary: Department Managers
Expand memberships and partnerships with external organizations to solidify infrastructure, reduce costs, and increase effectiveness.	Primary: Divisional Vice Presidents Secondary: All Divisions and Departments
Develop and implement human resource enhancement strategies.	Primary: Human Resources Secondary: Departments, Supervisors, Employees
Develop, provide, and support technologies and facilities that enable flexible, accessible, and reliable solutions to enhance programmatic efficiency and effectiveness.	Primary: Vice President for Business Affairs, Vice President for Information Technology Secondary: Vice President for Academic Affairs

Pillar One: Manifesting Catholic Identity

The following objectives and strategies were designed to provide support for programs to deepen the College's Catholic values, strengthen its C.P.P.S. charism, and enable members of the College community to pursue spiritual growth.

Objective One: Develop and heighten the community's understanding and appreciation of the history, culture, and aspirations of the Catholic intellectual and social justice tradition.	
Strategies	Responsible Party
Highlight the Charism of C.P.P.S. and incorporate the history, culture, and aspirations of the Catholic intellectual tradition and social justice in welcoming all new members of the community.	Primary: Campus Ministry Secondary: Human Resources, Division Vice Presidents
Implement systematic cultural awareness and renewal processes for all employees.	Primary: Human Resources Secondary: Campus Ministry, Division Vice Presidents

Objective Two: Exemplify the spirit of servant leadership to Saint Joseph's College, local, national, and international communities with students, employees, and alumni.	
Strategies	Responsible Party
Infuse the Catholic social justice tradition into the entire fabric of the institution.	Primary: Campus Ministry, Secondary: Vice President for Academic Affairs, Human Resources, Marketing
Add volunteerism as a focus for employees and include this expectation in employee performance evaluations.	Primary: Human Resources Secondary: Division Vice Presidents
Engage alumni and friends in volunteer opportunities.	Primary: Institutional Advancement Secondary: Campus Ministry

Pillar Two: Enhancing Academic Quality

While the College's academic programs are considered strong, Academic Affairs currently does not have a systematic framework that facilitates and encourages innovations for programs to remain financially viable as the market demands shift. Accordingly, Academic Affairs will develop new programs and strengthen existing programs that require attention. The pursuit of excellence will be accomplished by establishing informational, technological, and human resources focused on student outcomes and success measures. SJC will support, develop, and challenge the professionals charged with teaching and working with students.

The following objectives and strategies were created to ensure academic excellence and provide a strong student-centered experience both inside and outside of the classroom. Achieving this goal will require a significant transformation in the current operational and educational processes and necessitate excellent decision making that leverages the use of technology to increase organizational effectiveness. By taking these action steps, the financial foundation required to make SJC an exceptional college for many generations to come can be secured.

Objective One: Deliver state of the art educational programs.	
Strategies	Responsible Party
Foster an educational environment that incentivizes and facilitates innovation, change, evaluation, and assessment.	Primary: Vice President for Academic Affairs Secondary: President, Vice President for Institutional Advancement
Ensure content delivery that enhances student learning outcomes.	Primary: Vice President for Academic Affairs Secondary: Vice President for Information Technology
Generate external funding to support programs, research, and scholarship.	Primary: Vice President for Academic Affairs Secondary: Vice President for Institutional Advancement, Director of Grants and Contracts, Faculty

Pillar Three: Heightening the Quality of Campus Life

The Student Development Division will focus on initiatives that create transformative learning experiences for students by providing a safe and healthy environment and fostering a renewed culture of personal responsibility and mutual respect. With this focus, the quality of campus life will be enhanced via improved student satisfaction, engagement, and career preparation.

Objective One: Enhance quality developmental, spiritual, social and recreational programs by embracing a campus culture of mutual respect and personal responsibility.	
Strategies	Responsible Party
Increase programs that focus on respect and care of those in need of support.	Primary: Division of Student Development Secondary: Student Success Center, Academic Advisors
Increase student involvement in, and awareness of, campus safety efforts.	Primary: Campus Security, Physical Plant Director Secondary: Human Resources, All Divisions and Departments

Objective Two: Engage students in developmental, spiritual, social, and recreational programs that provide career and leadership development opportunities.	
Strategies	Responsible Party
Develop structured environments that promote student learning, engagement, and well-being.	Primary: Division of Student Development Secondary: None
Informed by C.P.P.S. and Catholic values, provide opportunities to welcome, transition, and engage students and families with the SJC community.	Primary: Vice President for Student Development, Vice President for Enrollment Management, and Vice President for Academic Affairs Secondary: Campus Ministry, Director of Events and Activities, Dean of New Students, Housing and Residence Life

APPENDIX A: SWOT ANALYSIS

STRENGTHS

No.	Description	Evidence
1.	The College furthers its post Vatican II and Ex Corde Ecclesiae mission statement through a loyal adherence to the Core Curriculum.	<ul style="list-style-type: none"> • Large percentage of credits awarded in Core.
2.	Accredited academic programs provide a foundation to recruiting students.	<ul style="list-style-type: none"> • Strong reputation at professional associations. • Specialized accreditation of certain academic programs.
3.	The Core-major interaction is designed to be an effective pathway toward student excellence.	<ul style="list-style-type: none"> • Gallup-Purdue Index components.
4.	College employees are dedicated and provide individualized care to students on multiple levels.	<ul style="list-style-type: none"> • Student services expenditures are 32% of total expenses compared to 16% on average based on IPEDS Data. • Faculty: Student Ratio of 14:1.
5.	Students have excellent opportunities to get involved in a diverse portfolio of extra- and co-curricular activities.	<ul style="list-style-type: none"> • Webpage provides list of clubs/sports opportunities.
6.	The College's generous scholarships and grants results in an affordable education for students from varying economic positions.	<ul style="list-style-type: none"> • US News and World Report lists SJC as a top value college in the Midwest. • Ruffalo-Levitz planning documents showing net tuition revenue compared to peers. • Conceptual – Net cost of 4 year graduation at SJC vs. 5 year graduation at state schools.
7.	The College has a safe, open and expansive campus.	<ul style="list-style-type: none"> • Clery Report • Open & expansive – physically observable.

WEAKNESSES

No.	Description	Evidence
1.	Saint Joseph's College's post Vatican II Catholic identity has not been institutionalized.	<ul style="list-style-type: none"> • Specific individuals know and understand SJC's identity, but intentional, systematic integration has not occurred throughout the entire College.
2.	Challenged retention and fluctuating enrollments have resulted in depressed net tuition revenue.	<ul style="list-style-type: none"> • Retention numbers have improved, but are below goals. • Incoming freshmen enrollments have fluctuated between 249 and 216 in the last two years.
3.	The College lacks a good balance between accountability and reward which can result in poor performance and the inability to attract and retain talented employees.	<ul style="list-style-type: none"> • No merit based salary adjustments in recent history. • Poorly defined, improperly aligned, and inconsistently applied employee performance evaluation process.
4.	Deteriorating physical infrastructure increasingly hinders the ability of faculty, staff, and students to operate effectively.	<ul style="list-style-type: none"> • Heating infrastructure problems. • Facilities condition assessment.
5.	Insufficient and unreliable technological infrastructure and support severely limit institutional efficiency, effectiveness, and innovation.	<ul style="list-style-type: none"> • HLC Report • Eduserve Report • Moodle Adoption Rates
6.	Heavily tuition dependent.	<ul style="list-style-type: none"> • Relatively small endowment. • Low annual fund contributions. • Crowe Horwath benchmarking survey.
7.	College operations are widely affected by dwindling financial resources.	<ul style="list-style-type: none"> • Audited financial statements. • DOE responsibility ratios.
8.	Amenities in the local community are not as extensive as some students have come to expect.	<ul style="list-style-type: none"> • Many view as a weakness while others view as a strength.
9.	Limited strategic planning and prioritization of new initiatives campus wide.	<ul style="list-style-type: none"> • Evidence is observable on a continuous basis.
10.	Strong adherence to status quo which severely limits adaptability.	<ul style="list-style-type: none"> • Large number of spousal and sibling employees which can limit open dialogue. • Culture of information hoarding (few employees with significant knowledge and minimal information dissemination).
11.	Limited operational evaluation on an institutional basis.	<ul style="list-style-type: none"> • Evidence is observable on a continuous basis.

OPPORTUNITIES

No.	Description	Evidence
1.	The inclusive Catholic identity of the College can be a rich resource for enrollment growth.	<ul style="list-style-type: none"> • http://www.usatoday.com/story/news/nation/2013/04/04/catholic-schools-failing-to-keep-up-enrollment/2054767/
2.	The College has employees and alumni who can suggest ways to reconfigure resources to seize emerging opportunities in the job market and strengthen the mission.	<ul style="list-style-type: none"> • IT alumni actively being utilized to improve Computer Science major and improve IT.
3.	Revenue and market diversification through new academic programs and opportunities can meet economic demands.	<ul style="list-style-type: none"> • Growing demand for non-traditional student programs. • Shifting demographics create opportunities to attract certain students with specially designed programs which cater to their unique needs. • Focus on grant applications and research expectations could provide revenue enhancement. • Growing international student enrollment based on demand.
4.	A sizeable network of graduates and friends willing to support the College with time, talent, and funds currently exists.	<ul style="list-style-type: none"> • 13,000+ living alumni.
5.	The intergenerational wealth transfer in coming years can be tapped by resourceful institutional advancement efforts.	<ul style="list-style-type: none"> • Registry report.
6.	Utilize technology to maximize efficiency, increase effectiveness, and generate new revenue streams.	<ul style="list-style-type: none"> • http://www.distancelearningportal.com/articles/ • http://www.distancelearningportal.com/articles/644/insights-into-global-demand-for-online-education.html
7.	Creation of a well-established link between academic and vocational outcomes.	<ul style="list-style-type: none"> • http://www.thelawlorgroup.com/trends2015
8.	Opportunities to shift resources from low value activities to high value activities.	<ul style="list-style-type: none"> • ROI analysis (work in progress).
9.	Optimize expense reduction and revenue enhancement through partnerships.	<ul style="list-style-type: none"> • Theoretical.
10.	Enhance SJC's reputation through involvement in professional, educational, and research associations.	<ul style="list-style-type: none"> • Theoretical.

THREATS

No.	Description	Evidence
1.	Fierce competition for students leads to intense pressure on recruiting costs, financial aid, student services, and academic programs.	<ul style="list-style-type: none"> • http://www.bloomberg.com/news/articles/2012-05-17/competition-is-killing-higher-education-part-1-
2.	The rapid rate of technological development is a constant financial challenge.	<ul style="list-style-type: none"> • Moore's Law. • http://bigthink.com/think-tank/big-idea-technology-grows-exponentially
3.	Increased and evolving federal regulation threatens the ability of employees to be student focused.	<ul style="list-style-type: none"> • Title IX, financial aid regulations, PCI compliance.
4.	There is nationwide questioning of the return on the investment in a liberal arts college education.	<ul style="list-style-type: none"> • http://www.thelawlorgroup.com/trends2015 • CNN Documentary: Ivory Tower. • ACC&U documents • CIC documents on liberal arts education
5.	Declining religious affiliations in Catholic and Christian groups and a movement toward spiritualism or atheistic and agnostic especially among younger generations.	<ul style="list-style-type: none"> • http://www.pewforum.org/2015/05/12/americas-changing-religious-landscape/ • Higher Education Research Institute (HERI)/ Cooperative Institutional Research Program (CIRP)
6.	Fewer Catholics are sending their children to a Catholic school.	<ul style="list-style-type: none"> • http://ncronline.org/news/catholics-america/catholic-education-does-it-still-make-difference • "Young Catholics in America" Dr. Christian Smith
7.	Changing demographics away from the populations which the College has traditionally served most effectively.	<ul style="list-style-type: none"> • http://www.wiche.edu/info/publications/knocking-8th/knocking-8th.pdf
8.	Declining C.P.P.S. involvement in SJC's operations.	<ul style="list-style-type: none"> • Number of priests on campus has been declining in recent years, and, if current trends persist, then a minimal number of C.P.P.S. priests will be involved in campus operations in the next decade.

APPENDIX B: TRANSFORMATION PLAN OVERVIEW

Critical to the success of Saint Joseph's College actualizing its strategic and operational goals is the achievement of a financially balanced operating structure. Accordingly, a significant amount of time has been spent conceptualizing the actions that need to be taken to redesign the operating structure in a sustainable manner. The resulting transformation plan postulates that moderate success overall with the key focal points presented below would generate sufficient additional revenue to reduce the structural operating deficit that currently exists over the next five years. The three transformation focal points are:

1. Grow undergraduate programs,
2. Develop new online/certificate programs, and
3. Expand and develop new graduate programs.

The College's total enrollment for the 2015 academic year ending in May 2016 is 1,024 students. Achieving operational sustainability can be realized by increasing the number of new students in the three focal point areas identified above while simultaneously improving retention rates for existing students for the next five years. As part of the transformation plan development process, a financial planning tool was created to calculate breakeven enrollment numbers for each focal point by traditional undergraduate students, international students, graduate students, and those students who would enroll in online programs (possibly a combination of multiple student types). The next steps involved using the breakeven calculations to develop specific goals to achieve a balanced operating budget combined with detailed financial plans for each focal point to project the path to operational sustainability. Finally, funding goals were established to address liquidity needs for achieving these goals. The enrollment goals for new students by each transformation focal point over the next five academic years are as follows:

Table 1: New Students by Academic Year – Cumulative Fall Projections

Focal Point	2016	2017	2018	2019	2020
Grow undergraduate programs	35	80	140	218	260
Develop new online/certificate programs	0	25	60	100	150
Expand and develop new graduate programs	30	45	55	70	80
Total	65	150	255	388	490

The enrollment goals for the next five years will require significant investments to maximize the probability of success. The funding for these investments is anticipated to be generated through new tuition revenue plus fundraising efforts with external sources illustrated in Table 2 below.

Table 2: Fundraising Goals by Academic Year

Funding Sources	2016	2017	2018	2019	2020	Totals
Major Gifts	\$ 1,300,000	\$ 1,600,000	\$ 800,000	\$ 800,000	\$ 800,000	\$ 5,300,000
Unrestricted Gifts	\$ 1,200,000	\$ 1,400,000	\$ 1,600,000	\$ 1,800,000	\$ 2,000,000	\$ 8,000,000
Grants	\$ 500,000	\$ 1,000,000	\$ 1,500,000	\$ 1,750,000	\$ 2,000,000	\$ 6,750,000
Corporate Partners	\$ -	\$ 100,000	\$ 150,000	\$ 200,000	\$ 250,000	\$ 700,000
Catholic Affiliates	\$ -	\$ 100,000	\$ 150,000	\$ 200,000	\$ 250,000	\$ 700,000
Totals	\$ 3,000,000	\$ 4,200,000	\$ 4,200,000	\$ 4,750,000	\$ 5,300,000	\$ 21,450,000

Existing reporting frameworks will be utilized to hold administrators and staff accountable for the achievement of enrollment and fundraising goals. These existing frameworks are:

1. **Monthly Reporting:** Monthly reports presented to the Enrollment Management Committee, Finance Committee, Institutional Advancement and Marketing Committee, and the Grants Management and Administration Committee.
2. **Assessment/Flexibility:** Formal goal review reports prepared annually by the Strategic Planning Committee and presented at February Board of Trustees meetings.
3. **Accountability:** Formal progress reports prepared by the Strategic Planning Committee and presented at each Board of Trustees meeting.

This dynamic reporting framework is intended to allow for reprioritization among the goals as necessary based on outcomes and as additional information is developed, obtained or becomes relevant to the success of the transformation plan as part of the strategic planning process with The Pelican Group.