

Making a Difference in the Lives of Our Students

We have the unique opportunity today to shape the future of Newbury College for our faculty, staff, students, and alumni. Fundamentally, this strategic plan is about taking action to grow our enrollments and institutional capacity. As a tuition-driven institution, we must develop new academic programs, expand our athletic and international recruitment activities, and introduce a capital campaign to transform Newbury over the course of the next five years.

This plan has three big ideas that we must achieve by 2020:

1. Build a new **residence hall complex** that will allow us to expand **our community** and create a more robust student environment on campus
2. Assess and prioritize **our academic programs** to ensure that they are **market-driven and mission-focused**
3. Grow day enrollment to **1,000 students**



Introduction

The strategic plan sets an ambitious agenda for Newbury College to achieve by 2020. While the plan is grounded in the College's mission statement, it establishes three areas of focus: (1) Facilities; (2) Academics; and (3) Resources – each helping to grow enrollment and fundraising. To achieve the stated objectives, the College must make substantial changes and secure the financial resources necessary to ensure that our strategic plan is not just a list of unfunded aspirations. The strategic plan has been carefully crafted to identify a tangible course of progress for the next five years. If we are to make a better Newbury tomorrow, we must act today in order to achieve the measurable goals expressed in this plan.

As we initiated the strategic planning process, it was evident that a number of environmental and institutional factors will influence the execution of this plan. Both the vitality and success of the institution is contingent upon enrollment growth, a successful capital campaign, and a strengthened brand and market position of Newbury. A common set of challenges confront most private higher education institutions in New England, including: (1) a declining traditional-aged student population; (2) declining state and federal financial aid resources, placing a greater burden and demand upon colleges; (3) increased federal accountability; and (4) conventional wisdom that challenges the value of a private college education.

The highly competitive New England higher education marketplace demands delivery of a truly distinctive student experience. In defining this initiative, we must place a greater emphasis on improving the experience of students at Newbury rather than competing with our peer institutions – though paying attention to our peers is vital. Facility expansion detailed throughout this plan will result in a modern campus where transformative learning and intellectual

Mission

Newbury College engages students in a career-focused education, grounded in the liberal arts, within a diverse and dynamic learning community. The College mentors students to become professionally competent, ethically aware, socially responsible, and prepared for lifelong learning. Committed to personalized and experience-based teaching, Newbury inspires students to become independent thinkers, valuable collaborators, and global-minded citizens.

Goal

The goal of the strategic plan is to establish a path to position Newbury as the region's most transformative career-focused college. To achieve this goal, the plan must be student-centric, and the College must continue to provide a balance of dynamic teaching and experiential learning. This focus will ensure that our students are well-prepared for the careers of the 21st century.

growth takes place, will assist with improving student retention, and will increase student enrollments. What will set Newbury apart from the competition, though, is our ability to develop mission-driven programs and our capacity to attract the human, technical, and financial resources needed to fulfill these objectives.

In order for us to transform Newbury, we must deliver a value proposition that is intentionally defined, measurable, and achievable.

Joseph L. Chillo, LP.D.
President

Conclusion

Over the next decade, there will be institutional challenges that require strategic decision-making and a continued focus on our mission and purpose. A highly competitive New England higher education landscape also requires Newbury to shape a distinctive position within the marketplace. Newbury College must respond with a well-established brand, grounded in its rich tradition and regional reputation. While this plan sets a high bar to exceed, anything less is unacceptable. At the fulfillment of this strategic plan, Newbury will:

1. Focus on students first to provide them with a **unique educational experience**;
2. Establish a stronger **baccalaureate culture** and intellectual climate;
3. Serve **1,000 traditional students** and **1,500 adult learners**;
4. Be the **destination College** for a career-focused education in the region;
5. Remain a dynamic and diverse **learning community**; and
6. Have successfully completed its **first capital campaign**.



STRATEGIC PLAN 2015-2020



To achieve these goals, we must go **F. A. R.**

Goal 1: Facilities

The Big Idea:

New Residence Hall and Dining Facility

BENEFIT: Improve retention and recruitment through the promotion of community cohesion and reduction of student “travel hassles” to class through consolidation of all existing resident students onto the main campus, allowing for a vibrant evening and weekend programming culture. Constructing a new residence hall that is on par with our competitors will guarantee on-campus housing for all first-year students. Consolidation of our resident students requires dining facility expansion to meet demand. This effectively eliminates off-campus housing and enhances the student experience at Newbury.

DATE: Fall 2019

Initiative 1:

Student Success Center

BENEFIT: To bring together key student service personnel to enhance the comprehensive delivery of academic support to improve retention. The Student Success Center utilizes proven, research-based student-retention strategies, which will result in increased student enrollment and net tuition revenue.

DATE: Fall 2015

Initiative 2:

New Culinary Kitchens

BENEFIT: Improve the instructional experience of students and faculty in Newbury’s signature academic program. Reinvestment in our culinary program will strengthen and revitalize this centerpiece of Newbury College. There is an opportunity to expand market share by focusing on short-term programs that yield career opportunities. New test kitchens and demonstration kitchens will not only optimize student learning but also allow for state-of-the-art instruction in contemporary practice and technique.

DATE: Renovations to be completed by 2020

Initiative 3:

Gym and Wellness Center (Includes Parking)

BENEFIT: Improve student recruitment and retention through the expansion of athletic facilities on campus. While it is challenging to measure the direct benefit of this initiative, it is critical to attract new students. A modern athletic facility benefits an array of student stakeholders, including athletes, who post both higher GPAs and graduation rates; Sport Management majors who benefit from the academic enrichment that the facility allows; and the student body who enjoy both

daily exercise and a variety of recreational activities. In addition, the gym and wellness center dramatically improves the overall campus environment and adds substantial value to the campus tour. Modern athletic fitness facilities and classrooms enable an expansion of Newbury’s intercollegiate and intramural sports programs, thereby increasing the number of student-athletes among our residential students. Similar to a new residence hall and dining facility, this will transform the campus experience for students and position Newbury for the next phase of growth.

While we acknowledge the need for a gym and wellness center through our Campus Master Plan, it is not financially feasible to execute at this time without a significant donor coming forward to assist with this specific initiative. As such, and until that time, we will explore possible partnerships with area colleges and public municipalities for usage of pre-existing athletic fields.

DATE: Beyond 2020

Goal 2: Academics

The Big Idea: Academic Assessment and Prioritization

BENEFIT: Enable the College to identify those programs that either contribute to or detract from the academic and fiscal health of the institution. The elimination of outdated programs enables the establishment and growth of new market-driven academic programs. Strategic program design will maximize student enrollment while operating within existing space.

DATE: 2014-15 and 2015-16 academic years

Initiative 1:

Academic Restructuring

BENEFIT: Enable the College to restructure into four identifiable schools with academic leadership responsible for each school. We will introduce four division chairs; with both administrative and teaching responsibilities. The four schools have been identified as the Roger

A. Saunders School of Business & Hospitality Management; the School of Culinary; the School of Social Sciences & Human Development; and the School of Arts & Design.

DATE: July 2015

Initiative 2:

Online Course and Program Development

BENEFIT: Though the market is becoming increasingly robust, there is an opportunity to develop a niche which enhances the mission and program delivery of the College. More importantly, it enables Newbury to develop a second revenue stream to strengthen its brand and position within the marketplace.

DATE: Spring 2015

Initiative 3:

Introduction of Graduate Degrees

BENEFIT: By adding new programs and faculty through the academic initiatives of this plan, we will be positioned to introduce at least three new graduate programs. These new graduate programs will be delivered through a low-residency instructional model, utilizing periodic on-ground instruction combined with online learning.

DATE: Beyond 2020

Goal 3: Resources

The Big Idea:

Grow Day Enrollment to 1,000 Students

BENEFIT: A more robust student body creates a vibrant campus community and strengthens the economic position of the College. This model assumes that we can attract 25 new students per year.

DATE: Increase the number of names purchased in the student search campaign (2015-16); expand the admissions staff (ongoing); develop new recruitment publications (2015-16); and develop 2+2 programs with community colleges (ongoing)

Initiative 1:

Expand Athletics Teams

BENEFIT: Through the addition of five new sports, we will expand our enrollment numbers as well as our recruitment base. The additional sports will enable the College to recruit highly qualified student athletes. The new sports may include field hockey, men’s and women’s lacrosse, and men’s

As we grow enrollments and academic programs, we will explore the possibility of increasing the number of full-time faculty with terminal degrees. In order for Newbury to remain financially flexible during this time of enrollment uncertainty, we will continue to operate with approximately 30 full-time faculty members.

Looking beyond 2020, we will analyze the opportunities surrounding the introduction of graduate degree programs to increase enrollments and the academic vibrancy of our teaching and learning community.



Initiative 3:

Conduct a Capital Campaign to Support New Facilities

BENEFIT: A successful campaign offsets expenses associated with the building of a new residence hall, a dining facility, and fitness facilities. It will also enable the College to create an additional revenue stream to support the growth of institutional capacity. Once we receive campaign counsel, we will establish the goal and timeframe to support the strategic plan. An appropriate goal is projected at \$8 to \$10 million.

DATE: Summer 2015 (with an anticipated campaign date of late 2015 for the silent phase)

Initiative 4:

Expand the Number of Trustees on the Board

BENEFIT: The opportunity to expand the number of trustees on the board enables the College to develop new intellectual and financial resources. As we expand the number of trustees from 13 to 25, we will be building our institutional capacity while creating the opportunities for financial resource development and the intellectual depth to address the challenges confronting higher education.

DATE: Ongoing until we have 25 trustees

Initiative 5:

Increasing the Number of Faculty and Staff

BENEFIT: Investing in our most important resource at the College – our people – is crucial to accelerating performance. Currently, we have too many central functions that operate as one-person departments with neither a succession plan nor capability to sustain key institutional knowledge. In addition, we must increase the number of full-time faculty with terminal degrees. A personnel and work-force assessment must be completed before positions could be recommended for consideration.

DATE: Ongoing

