

Higher Ground

A Plan for Marietta College 2004-2010

Presented by the Planning Committee

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In 2010 Marietta College will celebrate its 175th birthday. Like any institution that has existed for that long, Marietta College has responded favorably to the ebb and flow of events, gaining strength in good times, weathering crises, and emerging from trouble with new energy and direction, discovering within itself the ability to change and grow. In 1999, with the College struggling with finance and enrollment, the Board of Trustees commissioned the development of a Strategic Plan and made it clear that nothing short of financial stability through enrollment growth would be an acceptable outcome. That Plan, entitled *To Thrive in the Floodplain*, in recognition both of the challenges facing most small liberal arts colleges at the beginning of the 21st century and the special character of Marietta College's location, articulated nine core values, expressing the commitments on which Marietta College would build its future:

- (1) A liberal arts foundation
- (2) In-depth programs of study that prepare students for graduate school and careers
- (3) A residential college
- (4) Preparation of students to succeed in an increasingly technological society
- (5) Connection of the liberal arts and the world of work
- (6) Sound financial planning
- (7) Service to the region
- (8) Development of citizen-leaders
- (9) Preparation of students to thrive in a diverse, global society.

Consistent with those values and the realities confronting the College, the Plan, which was fundamentally a growth plan, called for reallocations of funds among academic programs, reductions in administrative expenses, careful attention to budget administration, technological improvements, and the construction of science and recreation facilities. The goals of the Plan were closely linked to the comprehensive campaign that was already under way, since the enrollment growth envisioned in the Plan depended on the College's ability to fund the construction projects, provide additional student aid, and enhance technology.

In spring 2004, Marietta College has reason to be proud. Circumstances are considerably better than they were in February 2001 when *To Thrive in the Floodplain* was approved. New student enrollment is growing at a pace faster than that anticipated by the Plan, putting the College in a position to meet the goal of 1250 full-time undergraduate students in 2005-06 despite the disappointment of the 2002 admission year. Retention percentages are rising, reflecting the hard work of faculty and staff through the ARC and the Hartel Fellows program and the improved condition of facilities and technology on campus. The budget has balanced for three consecutive years and is on track to do so for a fourth, even in the face of downturns in the market and a decision to keep tuition rate increases somewhat lower than those of our peers. In April 2003 the campus celebrated the successful conclusion of the Comprehensive Campaign, which raised more than \$63 million on a goal of \$45 million, and in February 2004, the Board of Trustees received a report indicating that 142 of 158 objectives and strategies in the Plan had been addressed fully or partially.

The metaphor of the floodplain remains valid, however, as higher education today faces a host of challenges.

- Increased public scrutiny and governmental skepticism about the value of the degrees we award and our stewardship of public funds suggest that there will be more, rather than less, regulation of our activities.
- Higher education's need for funds grows exponentially, with some analysts telling us that by 2015, the gap between higher education's needs and its resources will be a startling \$38 billion. (Alan E. Guskin and Mary B. Marcy, "Facing the Future: Faculty, Work, Student Learning and Fundamental Reform," December, 2001.)
- The numbers of students projected to graduate from public high schools will grow 7% between 2003 and 2008, then decline 2% from 2008 to 2011. Ohio's pattern is different. Its growth, 2% from 2003 to 2008, is more modest, and by 2011, its numbers will be 1.2% lower than in 2003. (U.S. Department of Education, National Center for Education Statistics.) The significant growth occurs in the West and the South, and is strongest among the Latino population.

Although the national trends indicate that the next few years will not be easy, the successes of the past years and the increased strength of Marietta College suggest that the College can now shape its destiny more actively than it could even a few years ago. Our position in the marketplace is stronger than it was; our friends have proved extraordinarily generous; our sense of identity has grown; and our ability to manage financially has improved. That does not mean that all is well. We struggle still with budgets that are always tight, a small endowment, tuition rates that are well above the mean for Ohio's private colleges, several buildings still in need of major renovation, and for the first time in a long time, a projected shortage of housing space that could seriously impede the College's ability to grow and remain a residential college. In such an environment, we must make sound strategic decisions that ensure the future of Marietta College.

In the face of these challenges, we have accepted the charge to extend the Strategic Plan to 2010 and to prepare for the College's 175th birthday with enthusiasm and optimism. We have worked to ensure that enrollment success continues, and to address the problems that success will bring. We reaffirm the nine core values as the right definition of Marietta College, and to indicate our commitment, we have included in the text of our plan references to the core values being addressed, e.g., a commitment to build the liberal arts base would be marked (*CV 1*). Recognizing that limitations in our physical plant will limit growth for some time, we have conceptualized the extension of the Plan, *Higher Ground*, as a plan to strengthen the institution by building quality, and to grow through enhanced retention. We believe that this strengthening of the College will position it to continue to grow more surely than riding whatever short term growth wave there might be to the fullest only to shrink as our primary markets contract.

As we affirm our commitment to the nine core values, we add six operating principles that will guide our work as we continue to build the College. Those principles, which are embedded in *Higher Ground*, are as follows. Marietta College will be:

1. Student centered. The education of students is the only reason for the existence of Marietta College. Everything we do must be directly or indirectly related to the enhancement of the experience of our students at Marietta College.

2. Success oriented. We should expect to do anything we attempt well, and to hold ourselves to high standards.
3. Supportive of the faculty and staff who give their careers to the College and its students. Without a faculty and staff who believe that the work they do is noble and who, therefore, commit far more than the minimum required to do their jobs, Marietta College could not succeed. It is imperative that we provide to our faculty and staff the tools they need and the rewards they deserve.
4. Committed to assessing how well we are doing and to using the results to improve our work. Our publics—parents, students, government sponsors of financial aid programs, and our accrediting agencies—expect us to demonstrate that our students learn what we try to teach them. We embrace the practice of assessment both of student outcomes and of our administrative processes and believe that by continuing self-assessment, we can ensure that the educational experience at Marietta College is of high quality.
5. Attentive to our connections with community, alumni, and friends. Marietta College exists within a context of place and time. We accept gladly our obligation to make the greater Marietta area better for our presence here, and to provide a sense of connection and community to generations of alumni and friends of the College.
6. Flexible enough to take advantage of opportunities. *Higher Ground* represents our best thinking, but we acknowledge that circumstances change, and recognize that the ability to make adjustments when plans do not work and to respond creatively to opportunities as they arise is one of the great strengths of a small college.

We present *Higher Ground*, an extension of the current Strategic Plan, as a design for a Marietta College that will be better and stronger than it is today. Each of the seven goals of this Plan is closely related to the corresponding goal of *To Thrive in the Floodplain*. We can accomplish some of our plans with few new resources, but the reality is that quality is expensive. The achievement of this Plan will depend on our ability to identify new resources for faculty positions, student support, program initiatives, and the renovation of some facilities to meet our students' needs. We, therefore, commit ourselves to the next stage of planning, planning for the intensive fundraising effort that is needed to underwrite our aspirations.

Goal 1—To strengthen Marietta College by enhancing student success, enrolling a better prepared and more diverse student body, and deriving growth from improved quality.

Marietta College exists to educate students well for life and career. While we are very proud of our alumni—our success stories—we find it regrettable that the current four-year graduation rate for students who enter as freshmen is 47%, and the six-year graduation rate is 57%. That does not distinguish Marietta College among Ohio's colleges and universities, public and private, which have a combined average six-year graduation rate of 55%. The negative fallout from our mediocre graduation rate is felt in a variety of ways, including pressure to admit larger incoming classes to cover attrition, disappointing levels of alumni loyalty and giving, and a public perception that Marietta College is good but not excellent. We believe that our graduation rate should be significantly higher than the state average if we

expect to continue to maintain our geographic diversity and our high tuition rates. We are also confident that higher graduation rates will signal to the marketplace that Marietta College has grown stronger, and that that will stimulate growth. We are also aware, of course, that enrollment will grow as retention rates improve even if the size of the incoming class remains stable. The growth foreseen in this plan is stimulated by enhanced quality, not by the admission of larger classes.

Objective A—Improve the four-year graduation rate to 52% for students entering in fall 2006, 57% for those entering in 2008 and 62-65% for those entering in fall 2010. To achieve a 65% graduation rate will require freshman to sophomore retention rates of 84%, sophomore to junior rates of 87% and junior to senior rates of 95%.

Strategy 1—Develop and update models on an annual basis to show progress toward retention goals—*Dean of Enrollment—annual*

Strategy 2—Fully fund the Hartel Fellows Program to bring faculty into close contact with freshmen in their residence halls—*Vice President for Advancement—2004-05 (CV-3)*

Strategy 3—Monitor, evaluate and strengthen the Academic Resource Center, the Hartel Fellows Program and the first-year seminar and lab to ensure that they are accomplishing their goals of improving first-year student success—*Provost and Dean of Students—ongoing (CV-3)*

Strategy 4—Review and evaluate the advising program to ensure that all students, freshmen and upperclassmen, are receiving the guidance necessary to ensure their academic success—*Provost and Assistant Dean— 2005-06*

Strategy 5—Increase selectivity in the admission process—*Dean of Enrollment*

- a. Enhance the profile of the freshman class by 2010 as follows: (2007 benchmarks are given so that we can measure progress, understanding that improvement will most likely not occur in equal increments.)

	Current	2007	2010
Mean high school gpa	3.28	3.38	3.45
% gpa >3.75	16	20	25
% gpa >3.50	33	37	45
% gpa>3.0	71	80	85
% gpa>2.5	91	95	98
Top 10%	19	30	35
% ACT >24	41	44	50
%ACT >30	7	10	15
%SAT V>600	25	35	40
%SATM>600	25	35	40

- b. Increase the applicant pool to allow the College to admit no more than 75-80% of applicants by 2010—*Dean of Enrollment*

Objective B—Enhance the diversity of the incoming freshman class to more nearly reflect the population of Ohio as follows: (CV 9)

	Current	2007	2010
U.S. minorities	6%	8%	12%
International	5%	6%	7%
Non-Ohio	40%	45%	50%

Strategy 1—Add a half-time minority admission counselor to develop a detailed plan to recruit minority students more vigorously—*Dean of Enrollment—beginning summer 2004*

Strategy 2—Incorporate alumni of color into planning for and recruitment of a more diverse student body—*President, Director of Alumni Relations—2004-05 and ongoing*

Strategy 3—Celebrate diversity on campus and implement the support activities described in the 2003 Diversity Task Force Report—*Dean of Students, Coordinator of Multicultural Affairs—ongoing*

Strategy 4—Assess annually the need for resources to provide support for students of color and international students—*Cabinet*

Objective C—Monitor the effectiveness of the Gateway program and expand it if necessary to see that Marietta College remains attractive and affordable to students from the region.

Objective D—Continue to develop an annual admission plan and program that produce the targeted results and identify the resources needed to achieve them—*Dean of Enrollment—2004-05*

Objective D—Renovate Fayerweather Hall at a cost of approximately \$3 million to enable the College to house its projected enrollment of 1250 FTE—*Board of Trustees, Vice President for Administration and Finance, Dean of Students—May 2004 with completion expected by fall 2005 (CV 3, 6)*

Objective F—Explore ways to house an additional 50 students through additional fraternity or off-campus housing to allow the undergraduate student body to grow through improved retention to 1300-1350 FTE by 2008—*Dean of Students, Vice President for Administration and Finance—ongoing (CV 6)*

Objective G—Recognizing that undergraduate growth is to some degree capped by the existence of housing and the limited resources available to build more, explore opportunities to develop a few select graduate programs, with the expectation that full-time graduate enrollment will not exceed 250 by 2010 (CV 6)

Graduate programs should be:

- Of high quality, built on existing strengths (CV 2)

- Responsive to regional need or needs of Marietta College students and alumni (CV 7)
- Capable of generating a positive revenue stream, and to sustain itself at the beginning without draining resources from undergraduate program or requiring additional positions (CV 6)

Strategy 1—Review the effectiveness and financial viability of the new master’s degree programs in physician assistant studies, psychology and corporate media before adding more programs—*Planning Committee, Provost, Faculty, Vice President for Administration and Finance*

Strategy 2—Consider the addition of new programs as demand, faculty interest, and projected revenues dictate—*Provost, Faculty—ongoing*

Objective H—With the help of Marietta College faculty and alumni, develop an integrated marketing plan to raise awareness of Marietta College in primary, secondary and tertiary markets—*Dean of Enrollment, Vice President for Advancement, Director of College Relations—2005-06 (CV 6)*

Strategy 1—Solicit the pro bono services of alumni in the marketing field to assist with the plan—*Dean of Enrollment, Vice President for Advancement, Director of College Relations—fall 2005*

Strategy 2—Identify funding sources for enhanced marketing effort—*Vice President for Administration and Finance, Vice President for Advancement, President—spring 2006 and ongoing*

Objective I—Build the endowment to provide financial aid to keep a Marietta College education affordable and to see that the College remains competitive in the marketplace—President, Vice President for Advancement, Dean of Enrollment

We are committed to a strategy of enhancing quality and diversity **while continuing to serve our region**. The primary indicator of success will be graduation rates, but we believe that the credentials of the incoming classes are so closely tied to graduation rates that they cannot be overlooked. We expect that improved retention will bring growth, and in fact, the retention models attached as Appendix A indicate that as retention rates improve, the student body will outgrow the College’s ability to house it. Well before we graduate 65% of the student body in four years, we will be faced with a need either to build housing (at a cost of approximately \$50,000/bed in 60 bed unit additions to McCoy Hall) or to cut the size of entering classes. We expect to visit this question on an annual basis.

Goal 2—To build the financial resources of the College and ensure financial sustainability.

To Thrive in the Floodplain and the campaign that supported it had as their fundamental purpose ensuring the financial stability of the College. Their aim was to reverse years of operating deficits and to garner the resources to build the facilities, scholarships, technology and programs so that the College could attract 1250 full-time students. We are on track to achieve that aim. Nevertheless, finances remain a challenge for Marietta College. The

endowment is small by national standards, the physical plant needs considerable renovation, and our aspirations exceed our means.

Although the College is not as vulnerable as it once was, the competition will be fiercer in future years. We commit ourselves now to the goal of building not to stability but to sustainability, so that on our 175th anniversary, we will know that the College will be able to weather the challenges of the years to come. Some of the objectives listed below seem to be mundane extensions of current practice, but they are so important to that goal of sustainability that it is important to reiterate them here.

Objective A—Continue to balance the operating budget on an annual basis—*Vice President for Administration and Finance—ongoing (CV 6)*

Include the following actions:

- Increase funding for deferred maintenance
- Eliminate the use of “below the line” expenditures from endowment to cover operating expenses and limit “below the line” expenditures to fund only extraordinary campaign expenses and new trustee-approved initiatives
- Develop in advance and annually update plans for the use of operating surpluses to fund deferred maintenance and other one-time needs
- Use benchmarking and auditors’ reports to compare Marietta College financial profiles to those of peer and aspirational peer institutions

Objective B—Ensure that the annual budget process is open, collegial and responsive to change in the College and the external environment through the continued use of the Budget Advisory Committee (BAG) and Planning Committee— *Vice President for Administration and Finance, Planning Committee—ongoing (CV 6)*

Objective C—Strengthen communication of budget planning and results to campus community through regular and frequent formal feedback to budget managers—*Vice President for Administration and Finance, Provost, President—ongoing (CV 6)*

Objective D—Develop ongoing plans for Board of Trustees that account for the College’s capital needs and its indebtedness—*Vice President for Administration and Finance—ongoing (CV 6)*

Objective E—Annually update 3-5 year budget models incorporating the most current enrollment numbers and salary projections—*Vice President for Administration and Finance—annual (CV 6)*

Objective F—Continue to seek cost savings through consortial activities and market scanning—*Vice President for Administration and Finance—ongoing*

Objective G—Enhance the endowment, program and infrastructure of the College through an intensified, targeted fundraising program tentatively projected to begin in 2005 and run through at least spring 2010—*Vice President for Advancement, President, Board of Trustees, Cabinet—2004-05 (CV 6)*

Strategy 1—Use Strategic Plan extension and requests from departments and programs to establish funding opportunities—*Cabinet, Planning Committee—Fall 2004*

Strategy 2—Assess prospect list through outside demographic analysis of Advancement database and through staff travel to identify additional prospects—*Begin summer 2004 and continue through 2005*

Strategy 3—Establish fundraising priorities and goals and the case for support, and consult with key constituencies about the vision—*2004-05*

Strategy 4—With the assistance of outside professional counsel, conduct feasibility study to determine scope of a major campaign, i.e., comprehensive campaign versus project campaigns—*winter-spring 2005*

Strategy 5—Establish campaign parameters, including timetable of activities, staffing needs, and funding sources for a campaign—*winter-spring 2005*

Strategy 6—Identify and recruit campaign leadership—*2005*

Strategy 7—Begin to cultivate and solicit gifts for the leadership phase—*2005*

Building quality requires resources. The core of *Higher Ground* is quality, and it will be clear as this document unfolds that many of its objectives can be reached only with additional resources. Our ability to articulate our needs and our dreams—*and to identify donors who will invest in our vision*—will be central to our success.

Goal 3—To enhance the quality, depth and distinctiveness of the educational program at Marietta College, and thereby the success of its graduates and the reputation of the College.

The key to Marietta College's ability to attract a stronger, more diverse student body is to offer programs with high quality and student appeal. Students and their families must perceive that the value of a Marietta College education more than outweighs its cost. Although there are some actions that the College can take immediately to strengthen its programs, moving our programs to a new level of quality will require significant financial investment that is likely to be available only as a result of sustained fundraising activity.

Objective A—Strengthen the college's commitment to the Liberal Arts (*CV I*)

Strategy 1—Develop a liberal arts minor that includes the general education curriculum plus some additional work. Explore the possibility of including an experiential element and including within the general education curriculum and this minor the course distribution needed to qualify students for Phi Beta Kappa (funding to support faculty workload issues will be required) —*Provost, Division Coordinators, and Faculty—2005-06*

Strategy 2—Seek funding to enhance the environment on campus by developing an artists series and a speakers series to bring a variety of points of view to students, faculty, staff and community. Begin with Marietta College alumni and seek outright funding for current programs while seeking to raise a permanent

endowment to support the program. (Potential \$2-3 million endowment)—*Vice President for Advancement, President*

Strategy 3—Support the new general education program and enhance the interdisciplinary nature of the general education requirement with criteria that allow courses from across the disciplines to count in various content areas—*Provost and faculty—ongoing*

Objective B—Strengthen the College’s commitment to the connection of the liberal arts and the world of work (CV 5)

Strategy 1—Seek funding to provide financial support for internships related to their majors for students with a 3.25 gpa or better in fields that do not provide practica or work experiences as part of the major. The Career Center will assist those students who want such an experience in locating it. (Potential \$2 million endowment to subsidize internships not provided by external employers)—*Vice President for Advancement, Provost, Director of Career Services, Division Coordinators*

Strategy 2—Develop a visiting professional program that would rotate, as appropriate, among the College’s professional programs. Begin with Marietta College alumni (perhaps retired) who may be willing to donate their time while developing ongoing funding and/or a permanent endowment to support the program (\$500,000-\$1 million endowment plus identification of appropriate living space)—*Provost, Chairs of Professional Programs, Dean of the McDonough Center, Vice President for Advancement*

Objective C—Strengthen those programs that are most likely to attract outstanding students through their quality and distinctiveness (CV 2)

A strong small college science program—Marietta College has a strong and interesting array of offerings in the sciences, including the traditional basic sciences and mathematics, environmental science, the only program in petroleum engineering at a liberal arts college in the United States, strong offerings in the health sciences including the sports medicine program and the physician assistant master’s degree program. As a result of the construction of the Rickey Science Center, the endowment of positions and scholarships in physics and the addition of a position in biology, and the success of the physician assistant master’s degree program, the College has momentum in the sciences. Given these strengths and the fact that the sciences attract students with strong credentials, it makes sense for the College to continue to invest in this area.

Strategy 1—Develop funding to enable all science majors with a 3.25 gpa or better to have a paid summer research experience (on or off campus) between the junior and senior years—(approximately \$2 million needed) —*Vice President for Advancement, Provost, Faculty, Grants Officer—by 2010*

Strategy 2—Explore the development of additional interdisciplinary science majors (possible additional faculty position needed) —*Provost, Science Division Coordinator, Faculty—2005-06 and ongoing*

Strategy 3—Seek funding to create an endowed science research professorship to provide additional research opportunities for students and to enhance the stature of the science program (approximately \$2 million)—*President, Provost, Vice President for Advancement—2005-06 and ongoing*

Strategy 4—Seek grant funding and/or endowments for science equipment and endow equipment funds for biology and chemistry (approximately \$2 million) — *Faculty, Grants Officer, Vice President for Advancement—2005-06 and ongoing*

Strategy 5—Explore the possibility of adding select master’s degree programs in the sciences, including an off-site PA program (the program would need an estimated \$500,000 in start-up funds) — *President, Provost, Science Division Coordinator, Director of Physician Assistant Program, Faculty—2006-07 and ongoing*

Strategy 6—Develop a marketing plan to showcase Marietta College’s strength in the sciences to prospective students in the primary markets and beyond—*Dean of Enrollment, Science Faculty—2004-05 and ongoing*

Benchmarks to measure success of science initiatives:

- a. Raise percentage of the undergraduate class graduating with degrees in the sciences, including sports medicine, petroleum, and computer science from 22 to 27-30 by spring 2010.
- b. Place 35-50% of science graduates in graduate or professional schools within 3 years of graduation and the other 50-65% in appropriate professional positions.

Leadership—Enhance the leadership program to reclaim its position at the forefront of U.S. leadership programs. (*CV 2, 8*)

Strategy 1—Increase the teaching power of the leadership program by 2010 by adding a faculty position that would be funded through an endowed chair— (\$1.5 million) —*President, Provost, Dean of the McDonough Center, Vice President for Advancement*

Strategy 2—Secure the experiential and service aspects of the McDonough Center by establishing a Center for Civic Engagement that would provide service learning opportunities to all interested students on campus as well as a funded civic engagement lecture series (\$1.6 million endowment by 2010, some of it for budget relief)—*Dean of the McDonough Center, President, Vice President for Advancement*

Strategy 3—Enhance the international aspect of the McDonough Center by developing firm academic relationships with at least five foreign universities by 2010. These universities will provide study abroad and exchange opportunities for students and faculty—*Dean of the McDonough Center, Director of International Programs—2007 (CV 9)*

Strategy 4—Coordinate with the Career Center, the Department of Economics, Management and Accounting, and the internship initiative described in Objective B, Strategy 1 above to ensure that the College responds to alumni requests that students in the leadership program have outstanding opportunities for professional development in for-profit businesses as well as the not-for-profit sector—*Dean of the McDonough Center, Charter Committee—ongoing (CV 5)*

Strategy 5—Provide technological enhancements to the McDonough Auditorium, the Media Room and the Case Study Room to keep them at the forefront of teaching and performance centers—*Dean of the McDonough Center, Director of Information Technology, Vice President for Advancement—2010 (CV 4)*

Strategy 6—Develop a plan to market the leadership program actively to high school student leaders—*Dean of Enrollment, Dean of the McDonough Center—2004-05 and ongoing*

Strategy 7—Engage in active fundraising to provide budget relief for existing needs of the McDonough Center as well as strategies a, b, c, e above, including \$1 million for international education initiatives and \$300,000 for technological enhancements—*Dean of the McDonough Center, Grants Officer, Vice President for Advancement—2004-05 and ongoing*

Benchmarks—We expect the leadership program to reach the following objectives by 2010:

- a. Enroll at least 300 total students in the leadership program (certificate, minor and major) compared to 240 in fall 2003
- b. Enroll 100 students in Leadership 101 compared to 67 in fall 2003
- c. Enroll 15 students in the ILS major by fall 2007; 20 by fall 2009
- d. Have 30 students participate in leadership study abroad programs annually

Objective D—Develop a Center for Excellence in Teaching and Learning that brings together and enhances the strengths of education, psychology and communication. The work of the Center will involve several major components, including the following:

- faculty development at Marietta College, especially in the areas of technology, teaching resources, and videotaping of classes (CV 2, 4)

- outreach to the Marietta community and the Appalachian region through teacher development, focus on the needs of rural schools and provision of resources for public debate (*CV 7*)
- educational opportunities for Marietta College students through tutoring of local students, work in and observation of a magnet classroom for at-risk students, use of a communication lab to gain experience in public speaking, and access to a social science lab where quantitative and qualitative data can be gathered through focus groups, communication, education, and psychological research (*CV 2, 5*)

This concept, based on proposals from the departments of education and communication, has powerful potential for public outreach, enhancement of teaching and learning at Marietta College, and elevation of the teacher education program to a new level of excellence and service.

Strategy 1—Convene members of all affected departments to develop a unified concept for the major functions of the Center—*Provost and Faculty—2004-05*

Strategy 2—Identify a space, perhaps in Mills Hall, to house the Center as an integrated whole and plan the renovation of that space—*Provost, Vice President for Administration and Finance, Faculty—2005*

Strategy 3—Seek funding for the Center, including a Director, renovations, and appropriate technology (Director position would require endowment of \$1.5 million) —*President, Vice President for Advancement, Grants Officer, Faculty—2005 and ongoing*

Objective E—Strengthen the College’s emphasis on international study and diversity (*CV 9*)

Strategy 1—Strengthen area studies programs—especially Asian Studies and Latin American Studies—*Provost, Faculty—2005 and ongoing (CV 1, 9)*

Strategy 2—Expand study abroad programs, providing at least 5 for credit short courses abroad annually by 2010 and seek endowment of \$1.5 million to support study abroad—*Provost, Faculty, Director of Study Abroad (CV 9)*

Strategy 3—Seek grant funding to develop a language lab for individualized instruction, perhaps in proximity to the Center for Excellence in Teaching and Learning—*Provost, Faculty, Vice President for Advancement, Grants Officer—by 2010 (CV 1, 2, 9)*

Strategy 4—Develop a living/learning community comprised of U.S. minority students, international students and others with three courses taught around themes of international/multicultural concern—“Come to Marietta and experience the world” (approximately \$500,000 endowment) —*Provost, Dean of Students, Faculty, Vice President for Advancement, Grants Officer—by 2008 (CV 3, 9)*

Strategy 5—Constantly seek ways to increase sensitivity to diverse backgrounds of students, faculty and staff by holding annual conversations and, as needed, charging task forces to develop new initiatives. The goal is to make Marietta College a welcoming place for all—*President and Provost—ongoing*

Strategy 6—Emphasize the focus on internationalization and diversity by maintaining and developing courses that meet the general education requirement in Global Issues and Diversity—*Provost and Faculty—ongoing*

Objective F—Capitalize on the location of Marietta College and complement its outstanding indoor recreation facilities by developing a strong outdoor recreation program, perhaps with a minor in that field (CV 3)

Strategy 1—Develop a plan for program and staffing of the outdoor recreation program—*Provost, Athletics Director, Director of Recreation Center, Director of Student Activities, Faculty—2005-06*

Strategy 2—Seek funding for a Director of Outdoor Recreation as well as for equipment and student activities—*Vice President for Advancement, Athletics Director, Grants Officer—2006 and ongoing*

Strategy 3—Through marketing efforts, make outdoor recreation a distinctive part of the identity of Marietta College—*Dean of Enrollment, Athletics Director*

Objective G—Review and support appropriately the programs enhanced by the Strategic Plan and other growth areas (CV 2)

Strategy—Review enrollment and quality data as well as qualitative narrative from faculty in programs on a regular basis and make appropriate adjustments—*Planning Committee, Provost*

Objective H—Develop in the library a comfortable, technologically sophisticated working and learning environment that supports the needs of students in the early and middle 21st Century (CV 1, 2, 4)

Strategy 1—Work with consultant and space planners to identify needed renovations—*Provost, Vice President for Administration and Finance, Director of Library—2004-05*

Strategy 2—Seek funding for purchase of books, periodicals, and databases—*Vice President for Administration and Finance, Vice President for Advancement, Grants Officer—ongoing*

Objective I—Continue to expand the use of technology in instruction at Marietta College by funding the Information Technology Support Plan as appropriate and prepare for the expiration of the Title III grant (CV 4)

Strategy 1—Maintain and upgrade course management software

Strategy 2—Maintain instructional technologist, instructional technician and internet manager positions now funded by Title III

Strategy 3—Provide ongoing IT support for all academic programs

Strategy 4—Provide support for distance education initiatives

Strategy 5—Assess the financial and social impact of providing wireless technology for all students—*Provost, Vice President for Administration and Finance, IT Director—2005-06 and ongoing*

Marietta College's future lies in the quality of its academic program. The higher education landscape is cluttered with colleges and universities, and only the strong will survive. Marietta College is in a low-density population area, small, and expensive. Students have to travel to get here, and they pass many other colleges and universities along the way. Our commitment to quality is, in fact, a commitment to survival.

Goal 4—To demonstrate through assessment and ongoing planning the quality of the Marietta College education and the responsiveness of the College to its constituencies.

Our commitment to quality at Marietta College is inseparable from an ongoing plan to demonstrate that quality to all of our constituents. We are committed to assessment of learning outcomes and administrative processes and to improvement based on the findings of our assessment endeavors. Only through ongoing analysis and self-evaluation can we be confident that Marietta College's claims to increased quality are well-founded.

Objective A—Continue and strengthen the assessment of student learning in academic programs and general education

Strategy—Document the use of outcomes assessment in the improvement of the academic program—*Provost, Division Coordinators, Assessment Committee—ongoing*

Objective B—Continue the work of the Planning Committee in the following areas:

- academic and administrative program review
 - participation in establishing budget priorities
 - monitoring of progress on plan and its extension
 - sounding board for program and staff organization
- President, Planning Committee—ongoing*

Objective C—Establish a campus wide evaluation of senior level administrators (Cabinet, Directors) to correspond with review of their programs by Planning Committee, using program review results as data for that evaluation—*President, Vice President for Administration and Finance, Planning Committee—2004-05 and ongoing*

Strategy—Establish expectations of administrative units based on administrator and program review and document changes and improvements in programs based on those reviews—*President, Cabinet, Planning Committee—2004-05 and ongoing*

Objective D—Formalize the feedback process for academic and administrative program reviews—*Planning Committee—2004-05 and ongoing*

Objective E—Develop an assessment program for co-curricular programs and use results to enhance the development of community at Marietta College—*Dean of Students, Cabinet—2004-05 and ongoing*

Goal 5—To enhance the College’s ability to recruit and retain outstanding faculty and staff.

Marietta College’s commitment to quality must begin with attention to the faculty and staff who provide the educational experience that draws and retains students. We articulate that understanding in the operating principle that commits the College to making Marietta College’s working environment a good one. The College must compete successfully in the marketplace for faculty from the best graduate schools in the country and for administrators as well as faculty who choose Marietta College from the array of options at their disposal. We must also recruit and retain a good local workforce to fill positions at all levels. In order to be successful in this endeavor, we must compensate our faculty and staff appropriately and provide a sense of community in the workplace.

Objective A—By making compensation a top priority in budget development, improve compensation for faculty and staff at Marietta College over three years beginning in 2004-05—*Cabinet*

Strategy 1—Establish faculty compensation at the 40th percentile of AAUP Private Independent College salaries

Strategy 2—Establish administrator salaries at 80% of median of salaries of CUPAHR Baccalaureate Colleges

Strategy 3—Establish staff wages at the mid-point between the 25th percentile and the median for Marietta/Parkersburg Metropolitan Statistical Area

Strategy 4—Provide salary and wage increases necessary to maintain Marietta College’s position once the appropriate benchmarks are reached

Financial implication—Overall annual percentage increase for three years equals 4.97%, or \$507,703—amounts vary by rank and base salary

Objective B—Enhance faculty development funds and establish a staff development fund parallel to the faculty fund to support staff and administrators’ professional growth

Strategy 1—Charge faculty development committee to identify unmet needs in the area of faculty development, and seek funding to meet those needs—*Provost, Faculty Development Committee, Cabinet—2004-05 and ongoing*

Strategy 2—Charge a subcommittee of President’s Council to identify unmet needs in the area of administrator development and seek funding to address those needs—*Cabinet, President’s Council—2004-05 and ongoing*

Strategy 3—Charge the Support Council and representatives of the Physical Plant to identify unmet needs in the area of staff development and seek funding to address them—*Director of Human Resources, Cabinet—2004-05 and ongoing*

Objective C—Establish and maintain at Marietta College a work environment that is supportive of all faculty and staff

Strategy—At least annually, engage Faculty Council, President’s Council and Support Council in assessment of work environment, including its support of diversity, and in development of strategies to address issues—*Cabinet—annually*

Objective D—Using the Dyson Baudo Recreation Center, develop a faculty/staff wellness program that is sustainable, effective and fun—*Athletics Director, Director of Recreation Center, Human Resources Director—2005-06*

Goal 6—To maintain and improve the College’s infrastructure so that it can support the educational goals and administrative needs of the campus.

During the past five years, Marietta College has made great progress in upgrading its infrastructure. The general campus fix-up, the systems upgrades throughout the freshman residence hall complex, and the construction of McCoy Hall, the Rickey Science Center, the Dyson Baudo Recreation Center and the Beren Tennis Center have greatly improved the attractiveness and functionality of the campus. Likewise, the investment in technology by the Board of Trustees and through the Title III grant made possible the wiring of the residence halls, the building of smart classrooms, the installation of some wireless technology and the infusion of technology throughout the curriculum.

In spite of this remarkable progress, the fact remains that Marietta College has an old physical plant and classrooms that have changed little since the 1950’s. Technology advances at a rapid rate, so that the progress we have made makes new investment imperative. As we work to elevate the quality of all we do at Marietta College, we need to be sure that the infrastructure of the College supports and sustains our efforts.

Objective A—Maintain and upgrade technological support of educational and administrative services in accordance with 2004 IT Support Plan—*IT Director, Vice President for Administration and Finance—ongoing (CV 4)*

Strategy 1—Improve communications infrastructure (backbone network) to permit faster internet access, elevated network security, digital media services, and future growth capacities—*Summer 2004—Funding identified*

Strategy 2—Provide web-access to administrative functions (student records, budget data, etc.)—*IT Director—2004 and ongoing*

Strategy 3—Maintain and upgrade WebCT course management hardware and software— *IT—ongoing*

Strategy 4—Cyclically replace personal computers and Apple computers for faculty and staff and in computer laboratories—*IT Director— annual and ongoing*

Strategy 5—Maintain and upgrade the Marietta College website— First update from admission budget; Webmaster position budget in operations —*IT—beginning 2004-05*

Strategy 6—Maintain sufficient number of well-trained staff to support educational and administrative services, including help desk function

Objective B—Provide funding for technological support through the annual operating budget and through continued pursuit of grants—*Vice President for Administration and Finance, Cabinet, Grants Officer—ongoing*

Strategy 1—Allocate funding to IT for academic years 2004-05 and 2005-06 as identified in the 2004 *IT Support Plan* (approximately \$168,000 annually for Objective A, Strategies 2, 3, 4 plus unidentified amount for web page—funding as possible from operations)—*Vice President for Administration and Finance*

Strategy 2—Continually pursue grant funding to reduce IT expenses in the operating budget and to fund new IT initiatives—*Vice President for Advancement, Grants Officer*

Strategy 3—Identify funding sources, including the operating budget and grants, to cover \$350,000 projected IT funding need brought about by 2006-07 expiration of Title III grant—*Vice President for Administration and Finance, Vice President for Advancement, Grants Officer*

Objective C—Maintain campus physical plant in a manner that accommodates academic and administrative programs and is adaptable to program changes. Within the limits of financial resources, provide accessibility to persons with mobility restrictions and comply with current safety codes—*Director of Physical Plant, Vice President for Administration and Finance (CV 2, 3)*

Strategy 1—Complete a space utilization study to determine optimal use of existing facility spaces and costs of space improvements and/or conversions—*Vice President for Administration and Finance, Physical Plant Director, Faculty—2004*

Strategy 2—Update and modernize educational furniture, furnishings, and equipment in classrooms, laboratories, libraries, and associated educational support spaces—*Provost, Vice President for Administration and Finance—ongoing*

Strategy 3—Renovate or otherwise improve the following buildings in order to bring building systems and amenities to acceptable levels for the support of educational and administrative function: Selby-Bartlett, Hermann Fine Arts, Fayerweather, Mills, Gilman, Gathering Place, Dawes Library, Thomas, Erwin, Brown Petroleum, Geology Annex, and McKinney. Where full renovation is not needed, invest in cosmetic improvements and modern furniture to create 21st century style learning environments —funding sources unidentified—potential funding from operations surplus revenues, gifts and grants—*Provost, Faculty, Vice President for Administration and Finance, Physical Plant Director—ongoing*

Strategy 4—Extend the useful life of Parsons Hall by repairing and upgrading existing building systems—funding from deferred maintenance and potentially from operations surplus revenues—*Physical Plant Director—2006*

Strategy 5—Consider active and aggressive fundraising and excess operating revenues as funding sources for building renovations and improvements—*Vice President for Advancement, Vice President for Administration and Finance—2005 and ongoing*

Objective D—Establish and fund a facilities management operation with resources sufficient to operate and care for an expanded and improved physical plant and a larger campus population (*CV 6*)

Strategy 1—Provide sufficient staffing and staff training, including safety training, to accommodate larger physical plant and to oversee the disposal of hazardous waste on campus (*funding sources unidentified—potential funding from operations surplus revenues, gifts and grants*) —*Vice President for Administration and Finance, Provost, Physical Plant Director—ongoing*

Strategy 2—Monitor utility systems, markets and usage to contain costs and to take advantage of efficiencies—*Vice President for Administration and Finance, Physical Plant Director—ongoing*

Objective E—Formalize the role of the Human Resources function in the management of position control, compensation budgeting and expenditures (*CV 6*)

Strategy—Centralize the process by which positions are defined, authorized, funded, and filled—funding as possible from operations, with the probable need of a Safety Officer position—*Cabinet, Vice President for Administration and Finance, Human Resources Director—2004-05*

The College administration and those hired to assist us with space planning and library design will continue to refine our plans and to assign dollar costs to them. As we seek fundraising opportunities, it will be important to help our friends see how inseparable our educational goals are from our infrastructure needs. Our ultimate need in this area is to build a war chest that can be dedicated to bricks and mortar, furnishings and technology.

Goal 7—To develop at Marietta College a sense of community that extends from the campus to other locations and to others who are connected to Marietta College.

Community is a fundamental concept at Marietta College, and it has many manifestations. Students arriving at Marietta College have an opportunity, perhaps for the first time in their lives, to define themselves as part of a larger whole and to decide how they want to interact with their peers. The College encourages them to be responsible citizens here, and in all of the places their lives and careers will take them. We strive to instill in them a sense of caring for their peers and for those in the larger community who need them. We also seek to provide opportunities for them to have fun, to socialize, and to establish ties that will bind them to each other and to the College.

To the degree we are successful in building a strong sense of community on campus, we have an opportunity to extend that community in time, engaging our alumni in the life of the College. This is essential work, since the accomplishments of our alumni are tangible proof of the value of a Marietta College education. And we are proud to acknowledge that the personal and financial support of those alumni whose lives Marietta College helped shape is absolutely essential to the ongoing health of the College.

Finally, Marietta College exists as part of the greater Marietta community. In other parts of this Plan, which we will not reiterate here, we have articulated strategies that help define what our place here should be. From the development of artists series and speakers series to our commitment to civic engagement, volunteer service, and the creation of graduate programs that serve the region, we acknowledge and celebrate the place in which we are located.

Objective A—Develop at Marietta College a community that meets Ernest Boyer’s description of the college community as “purposeful, open, just, disciplined, caring and celebrative”

Strategy 1—Incorporate the above principles into the new student orientation program and the first year lab—*Dean of Students—2005-06 and ongoing*

Strategy 2—Expand the use of residence halls for academic and community building activities, including Hartel Fellows Program, programs that support civic engagement, and learning communities —*Dean of Students, Provost—2004-05 and ongoing (CV 3)*

Strategy 3—Make the campus CREED an integral part of students’ understanding of their role at Marietta College, and explore the establishment of an honor code—*Dean of Students, Faculty—2005-06 and ongoing*

Strategy 4—Work with campus constituencies to produce a plan to celebrate our diversity—national and international—and to educate our students about the power of learning from others from different backgrounds—*Dean of Students, Provost, Coordinator of Multicultural Affairs, International Student Coordinator, Diversity Committee—ongoing (CV 3, 9)*

Strategy 5—Celebrate the history of the College and find ways to enhance its traditions—*Dean of Students, Provost—2005-06 and ongoing*

Strategy 6—Charge the Director of Student Activities and the Director of the Dyson Baudo Recreation Center to work with students to develop a plan to be sure that the College provides appropriate and interesting opportunities for students to have fun without the use of alcohol and other illegal drugs—*Dean of Students, Director of Student Activities, Director of Dyson Baudo Recreation Center—2004-05, to be updated annually.*

Strategy 7—Provide annual budget increases for student activities to enhance programming on campus—*Cabinet*

Objective B—Develop in Marietta College students a commitment to be engaged citizens of their communities —*Dean of Students, Provost, Faculty (CV 7, 8)*

Strategy 1—Develop a living/learning community with three courses taught around themes of civic engagement (approximately \$250,000 endowment)—*Provost, Dean of Students, Faculty, Dean of the McDonough Center, Vice President for Advancement—by 2008*

Strategy 2—Offer in each academic year at least one program that emphasizes civic engagement and provides students the opportunity to be citizen leaders—*Provost, Dean of Students, Dean of the McDonough Center*

Objective C—Develop the facilities needed to house students and student activities

Strategy 1—With the help of space planners, clarify the relationship between Gilman Student Center and the Gathering Place, and establish their future uses—*Dean of Students, Vice President for Administration and Finance, Student Senate, Cabinet—2004-05*

Strategy 2—Provide adequate staffing, including student staffing, for the Gathering Place. Investigate the possibility of establishing an entrance on Butler Street and painting a mural on the brick wall facing Butler Street to make the building more attractive—*Division of Student Life, Director of Physical Plant—2004-05 and ongoing*

Strategy 3—Renovate Fayerweather Hall to accommodate at least 50 students and plan for the development of an upperclass special interest community there—*Vice President for Administration and Finance, Dean of Students—2004-05*

Strategy 4—On an annual basis, assess enrollment projections and make appropriate housing plans, including exploration of fraternity housing, off-campus housing, and construction of wings of McCoy—*Cabinet*

Objective D—Administer surveys to assess student learning outcomes and student satisfaction and develop programs to respond to identified needs—*Dean of Students—2004-05 and ongoing*

Objective E—Develop an intercollegiate athletics program that is appropriate to the needs of Marietta College students and manageable within the College’s budget

Strategy 1—Using the report of the Athletics Review Committee, April 2004, engage the campus, including faculty, staff, students, and administration in a dialogue on the role of athletics on the campus—*President—2004-05*

Strategy 2—Based on the dialogue described above and data from the report, decide and communicate to the athletics department and the entire College community the College’s expectations about the meaning and measurement of success in the athletics program—*President, Cabinet, Planning Committee, Athletics Director—spring 2005*

Strategy 3—Define the funding necessary to make the expectations described in Strategy 2 above reasonable and identify sources of that funding, including the operating budget and fundraising—*Athletics Director, Vice President for Administration and Finance, Vice President for Advancement—2004-05*

Strategy 4—Annually assess the individual athletics programs’ success and make adjustments as needed to ensure that students have the best possible experience and that quality is emphasized in all that we do—*Athletics Director—ongoing*

Objective F—Develop and support a vigorous recreation program using the outstanding facilities available at Marietta College—*Athletics Director, Director of Dyson Baudo Recreation Center, Director of Student Activities—2005*

Objective G—Strengthen Marietta College’s ties to its alumni and friends

Strategy 1—Provide support, financial and personal, for the Strategic Plan developed by the MCAA in spring 2004—*Alumni Relations Director, Vice President for Advancement, President*

- a. Develop 6-10 regional alumni organizations to welcome new alumni moving into an area and to organize ongoing alumni activities—*2004-05 and ongoing*
- b. Involve MCAA Board members in fundraising and friendraising—*2004-05 and ongoing*

Strategy 2—Enhance communications with alumni and friends of the College

- a. Provide permanent e-mail addresses for new alumni—*2005-6 and ongoing*
- b. Establish an on-line alumni community—*2005-06*
- c. Develop a plan and funding requirements for the expansion of number of issues, pages, and wider distribution of *The Navy Blue and White*—*2004-05, for implementation as funding allows*

- d. Explore new alumni communication strategies for GOLDs (Graduates of Last Decade)—*2004-05 and ongoing*

Strategy 3—Consider the needs of alumni in any College decisions about the development of graduate or on-line programs—*Provost, Vice President for Advancement—ongoing*

Strategy 4—Engage alumni in support of the College through an enhanced program of events and fundraising activities as outlined in The Marietta College Alumni Relations Plan 2004—*Vice President for Advancement, Alumni Relations Director—2004-05 and ongoing*

Strategy 5—Develop a Parents' Advisory Council to assist the College in communication with parents, enhancement of family weekend, and planning for parents' fundraising—*Vice President for Advancement, Dean of Students, Dean of Enrollment—2005-06 and ongoing*

Benchmarks:

- Increase the percentage of alumni giving by 10 percentage points by 2010
- Increase the size of the annual fund by 15% by 2010

Conclusion

In 2010, when it celebrates its 175th anniversary, Marietta College will be a stronger, more vibrant institution. Its roots will be deeper and its foundations more solid. We will know that we have indeed moved to *Higher Ground*. Investments in quality will have enhanced the reputation and the market position of the College and the financial wellbeing of the institution. Marietta College will be able to control its destiny more effectively than it has before.

The Marietta College of 2010 will be a *better* institution. Its graduates will have access to more breadth and depth in their educational experience, improved programs, and more exposure to the workplace. Enhanced programs will be reflected in placements in outstanding graduate and professional schools and in first jobs on a career track. Leadership will once more be identified as a hallmark of education at Marietta College. Graduates will be both intellectually sophisticated and personally grounded, ready to accept not only the challenges of the workplace but also the obligations of citizens committed to working with others from diverse backgrounds toward a freer, more just society.

Graduates in 2010 will understand that they have been part of a community of learners. They will have benefited from classrooms that reflect the learning styles of the early 21st century,

and will have had access to a variety of pedagogical styles and technologies that prepare them to continue to learn throughout their lifetimes. Faculty and staff members who are appropriately rewarded for their service to students and the College will have mentored them.

The ties of alumni to the College will be firmer and more extensive. Alumni will embrace the story of Marietta College in the early 21st century—a story of growth and quality, and they will be proud of their alma mater. Their pride will be reflected in a more vibrant alumni body, more active in events, more likely to return to campus, and more inclined to support the College financially. The concept of the Long Blue Line will have more meaning for alumni and students.

We know that our goals are ambitious, and our dreams, expensive, and that the time we have given ourselves to accomplish them is short. We hold before our readers and ourselves the words of Daniel H. Burnham, Director of Works for the World's Columbian Exposition, 1893, "Make no small plans. They have no power to stir men's souls." We believe that the men and women who must share our dreams are more likely to be stirred by a bold vision of quality than by anything less. We believe that they will recognize, as we do, that our students deserve nothing less. We look forward to sharing our dreams with friends of the College and to securing the support of the Marietta College community broadly defined.

For the grand celebration of the College's 175th birthday, which will coincide with the culmination of our fundraising efforts for this Plan, we will engage in activities that reaffirm Marietta College's identity as an outstanding contemporary liberal arts College. Those activities might include an academic symposium or alumni colleges around the country, a campus-community service project, a special reunion on campus, and of course, a birthday party, at which we unveil the third volume of the history of Marietta College. It is our challenge over the next six years to build the momentum for this celebration by lifting Marietta College to a new level of excellence. This challenge is worthy of the best intellect, energy and financial capital that we can invest in it.