

FOCUSED ON DISTINCTION: A PLAN FOR MARIETTA COLLEGE 2010-2015

May 2010

Marietta College stands on the brink of true distinctiveness among America's colleges and universities. That claim is made possible by the successes of two previous strategic plans: *To Thrive in the Floodplain, a Plan for Marietta College 2000-2005*, which charted a course for enrollment growth, and *Higher Ground, a Plan for Marietta College 2004-2010*, which emphasized quality and growth through retention, and by the existence of *Vision 2020*, a framework for planning for the next decade.

The College is far stronger than it was ten years ago. Full-time undergraduate enrollment has grown by more than 25% while the quality and diversity of entering classes have increased. Retention and graduation rates continue to rise, and the academic culture at Marietta College has improved significantly. More varied academic programs including three new graduate degrees and undergraduate majors or minors in fields as diverse as astronomy, international leadership studies, and health science add vitality and strength. A dated campus has become a dynamic and modern environment for learning with the addition of six new facilities and the major renovation of six others. While budgets are still challenging, the survival of Marietta College is not in doubt, and Marietta College offers an educational experience that it could not have contemplated ten years ago. This progress has been made possible by the generosity of donors and the collaboration of trustees, faculty, staff, students, alumni and friends who have worked together to move Marietta College forward.

As we celebrate the 175th anniversary of the chartering of Marietta College and review the progress that has occurred in the past decade, we see clearly the possibility of moving Marietta College to new levels of excellence and distinctiveness, which we define as distinction. This plan, *Focused on Distinction*, calls for actions consistent with the framework provided by *Vision 2020* to make Marietta College a college of choice for students whose high aspirations match its excellence, who contribute to the rich academic and co-curricular culture here, and who are preparing themselves to be problem solvers and leaders in their lives and careers. Marietta College will be seen by faculty and staff as a place where talent, creativity and dedication thrive and are rewarded. We will achieve this outcome by continuing to focus on excellence in all that we do, by building our current niche areas into signature programs that reach students beyond narrow disciplinary boundaries, by investing in people, and by telling our story purposefully and confidently.

Against that background, we offer the following overarching goal: ***By 2015, the position of Marietta College among American colleges and universities will be enhanced to reflect both its excellence and its distinctiveness.*** The goals, strategies and objectives of this plan are designed to move Marietta College forward toward a position of true distinction. We will measure our success by increased admission selectivity and diversity, student success in graduation, job placement and graduate school admission, improved position within our peer group and toward our aspirant peers, appropriate support of faculty and staff, and enhanced financial strength of the College. *Focused on Distinction* describes the actions needed to heighten the excellence and the reputation of Marietta College.

Mission Statement and Core Values

After consultation with the campus community and the Board of Trustees, the Strategic Planning Committee offers the following Mission Statement, which was approved by the faculty in March 2010. This statement describes both the current educational purpose and the aspiration of the College community. The Seven Core Values explain our mission in more detail and elaborate on the concept of a contemporary liberal arts education. The Mission Statement and Core Values will become official upon approval by the Board of Trustees. The revised Mission Statement is:

Marietta College provides a strong foundation for a lifetime of leadership, critical thinking, and problem solving. We achieve this mission by offering undergraduates a contemporary liberal arts education and graduate students an education grounded in advanced knowledge and professional practice. Intellectual and creative excellence defines the Marietta experience.

We revised the presentation of the Core Values, but not their basic content. By reducing the number of values from nine to seven, we eliminated “financial planning” because it simply did not fit in what is a description of educational values, and folded “technology” into “the world of work” because we see technology as a tool, similar to books or internships, and not as an end in itself. The language of the core values has been updated to reflect a campus community that is more unified in its purposes than it was when the nine core values were adopted in 2000. Please see Appendix A for the Seven Core Values.

Peer and Aspirant Peer Group Definition

Marietta College has identified peer and aspirant peer groups as part of its previous strategic planning processes. This is important because it gives us a point of comparison, a means of gauging our success in positioning ourselves more successfully within the higher education marketplace. Because we now compare quite favorably with our peers and have made significant progress against the old aspirant peer group, we have produced a new set of peers and aspirant peers based on the same criteria as those we used before.

The new peer group for Marietta College includes Albion, Augustana, Hartwick, Roanoke, Saint Anselm, Saint Mary’s (Maryland), Saint Vincent, Simpson, Washington and Jefferson, and Wittenberg.

The new aspirant peers include Allegheny, Alma, The College of Wooster, DePauw, Dickinson, Earlham, Franklin and Marshall, Gettysburg, Illinois Wesleyan, and Messiah.

Our Current Position (SWOT Analysis)

Marietta College enters this planning process in a position of considerable strength. Talented and dedicated faculty and staff, engaged Board members, and generous alumni and friends provide an excellent educational experience and the support to make that education possible. The programs of the College, including a commitment to the liberal arts as the foundation for any undergraduate education, a general education curriculum focused on the core values, strong and distinctive graduate, professional and niche programs, and a strong international emphasis are significant strengths. It is a true sign of

progress that enrollment, including a strong growth trajectory, a positive trend in retention, and increasing quality in the freshman class, can now be considered a strength of Marietta College. Likewise, improvements in the physical plant, academic and recreational, have made the College an excellent environment for students and a source of pride for the community. Finally, there is a sense that the image of the College, both internally and externally, is good and improving, that the 175th anniversary events have given us positive leverage, that the marketing communication capacity of Marietta College has improved, and that institutional momentum is building.

All of these are positive signs, reflecting progress over the past decade or so. *Focused on Distinction* is based on the conviction that Marietta College has the opportunity to build on its strengths, its momentum, and the framework of Vision 2020, a still stronger, more distinctive, and more educationally significant future for its students and itself.

We do not expect the next five years to be easy, or that we will be able to do everything we might imagine. It is not unusual to find that some of the challenges facing an organization are closely related to its strengths, and that is the case at Marietta College. We recognize that our people are our greatest asset, but we must work very hard to recruit first-choice faculty for many programs, to diversify faculty, staff and students, and to compensate our people appropriately. The modest improvements in salary at Marietta College over the last decade have not kept the College competitive, and until that issue is addressed, it will be increasingly difficult for the College to attract and retain the faculty and staff it needs to continue to thrive. In spite of the progress in enrollment over the past decade, the College continues to rely heavily on a traditional and declining demographic (white 18-22 years olds primarily from Ohio and neighboring states), to discount its tuition at a rate that points to limited market appeal, and to graduate its students at rates that are too low for a high tuition college of the academic strength of Marietta. In spite of the improvements to the physical plant that have occurred over the past decade, the College is still challenged by an outdated residence hall, insufficient dining/student center space and dated and inefficient classroom furniture.

This Strategic Plan is being crafted during a particularly difficult time for higher education. The challenges described above, primarily related to finance, mirror the difficulties faced by most colleges in a struggling economy. The rise of for-profit and on-line education, coupled with the economic downturn, threatens to change the landscape of higher education indefinitely. The Strategic Planning Committee, like the Vision 2020 task force before it, is called upon to chart a course that is true to the fundamental values and history of Marietta College while allowing for and responding to those environmental changes that cannot be denied. They include, in addition to the economy and the rise of competitive educational paradigms, a demographic shift that affects our primary markets geographically and racially/ethnically, a public perception that education costs too much and a misunderstanding of the value it presents, and volatility in student demand for majors and disciplines. The reality that Marietta College's financial resources are limited, that the College remains tuition driven, and that its endowment remains small means that the College must choose a course carefully, remaining true to our fundamental principles, building a distinctive niche without trying to do all things, and deferring some initiatives so that we can concentrate on the most important ones.

The SWOT analysis is sobering at Marietta College as it would be anywhere. We have made decisions over the past decades that determine how the College will respond to some of the threats it faces and which opportunities it is most advantageous to seize. Among those decisions, the following are especially significant:

1. Marietta College will embrace quality in its programs, in its recruitment and enrollment policies, and in its expectations and treatment of all members of the community.
2. The College will remain primarily a residential undergraduate college. Our investment in buildings, from the McCoy Residence Hall to the Legacy Library solidifies this direction. We know that the strength of a Marietta College education lies in the interaction of faculty, staff, and students in the classroom, in the residence halls, and on campus. Over the years, we have invested to create an environment in which this style of education will remain viable and important.
3. The College embraces a variety of pedagogical styles, including those that use technology to build a learning community. Hybrid courses (involving both face to face instruction and on-line education) thrive at Marietta College, and we are building a robust summer school primarily through on-line education. We will continue to seek out and support innovative pedagogies that are appropriate to our mission and our students.
4. Graduate education is an important component of Marietta College's mission. The College has developed high quality graduate programs to meet regional, national, and even international need and has asked these programs to generate revenues that help sustain the undergraduate programs.
5. The discussion and analysis that occurred during the development of *Vision 2020* identified niche areas on which the College can build true signature programs that define its distinctiveness. We will continue to invest in those programs.

With this background, we present seven goals that we see as essential to building both quality and distinctiveness, and thereby enhancing the position of Marietta College in American higher education.

GOAL 1—ENHANCE THE DISTINCTIVENESS OF A MARIETTA COLLEGE EDUCATION BY TRANSFORMING THE NICHE PROGRAMS IDENTIFIED IN *VISION 2020* INTO SIGNATURE PROGRAMS INTEGRAL TO THE IDENTITY OF THE COLLEGE, AND EXTENDING THEIR BENEFITS TO THE ENTIRE STUDENT BODY.

Through its Mission Statement and Seven Core Values, Marietta College reaffirms the commitment articulated in *Vision 2020* to a liberal arts foundation for all and a rich combination of liberal arts and professional majors. Further, we see significant distinctiveness in an educational experience in which Marietta College students, regardless of their majors, develop problem -solving skills related to our four signature programs: globalization and the rise of China as a world power, energy and environmental protection, leadership, and health and wellness. This experience can and will be provided in a variety of ways, and for the duration of this Plan, it makes sense to focus on our choice of speakers and co-curricular emphases to highlight a theme of the year. In addition, since each one of these four areas is multidisciplinary, we will encourage the use of faculty development resources to support course revisions to include material related to problem solving in the signature areas. This approach, coupled

with a carefully planned marketing campaign can position the College distinctively, attract able students, and provide all students with tools to address some of the pressing problems of today.

1. A. Internationalism, with an emphasis on China

The Strategic Planning Committee reaffirms the core value of global perspective and diversity as well as the commitment in *Vision 2020* to build on the current China program as one of our distinctive niches. Marietta College has a competitive advantage in the large number of Chinese students who matriculate here, in the SAFEA agreement that has brought groups of Chinese professionals to Marietta for short courses, and in the China office. We must make a strategic commitment now to provide an educational experience that will attract American students who are interested in Asia and to integrate Chinese students more successfully into the culture of Marietta College so that the College can reach its goal of positioning its students to compete successfully in a world in which China is a dominant power.

We recognize the importance of providing students the opportunity to explore other areas of the world. China is an emerging world superpower, but other countries and regions, including India and Latin America, will also change the economic and political balance of the world in which our students work and lead. We will maintain our presence in other parts of the world and expand it where we can, but expect that for the duration of this plan, the first priority will be China.

Strategy 1.A.1—Position Marietta College as a college of choice for students who want to experience China and to explore careers related to China.

Objective a—Develop an Asian Studies/China Studies Major and market Marietta College aggressively to high schools where Chinese is taught (10 majors/class by 2015) — Provost, Faculty, Admission Office

Objective b—Enhance and market study abroad opportunities in China with a goal of having 10 U.S. students study abroad in China by 2015-16—Provost, International Student Office

Objective c — Develop programs that integrate Chinese students more fully into the life of the campus, including a living, learning community that includes Chinese and American students. President commissions a working group from international Student Office, Student Life, Leadership Center, and Academic Affairs to develop a plan in 2010-11 with implementation expected in the next academic year.

Strategy 1.A.2—Ensure that the China Institute and the China office have the resources they need to maintain and expand Marietta College’s presence in China—Cabinet, Director of China Office

Objective a—Increase Assistant Director’s compensation and position her to succeed as Director

Objective b—Hire additional support staff to support Beijing office

Objective c—Increase travel budget to accommodate additional staff

Objective d—Continue to position Marietta College competitively in China, including possibly establishing an office in western China to support broader recruitment

Strategy 1.A.3—Find creative ways to increase international travel opportunities by developing more short-travel courses and perhaps sending learning communities abroad with Marietta College faculty—President appoints working group to develop models and proposals that will be budget neutral

Objective—25% of Marietta College graduates have an international experience

Strategy 1.A.4—Maintain our secondary emphasis on Brazil and Latin America with an expectation that we will grow in that area when resources permit

1. B— Energy and the Environment

The petroleum engineering program has been strength of Marietta College for many years and gives the College a unique position in the marketplace. Over the past five years, the program has prospered, graduating an average of 18 petroleum engineers (plus 3 geologists) annually. In two out of the past three years, we have graduated 23 petroleum engineers, and the industry advisory committee has indicated that the need is high. We have approved the hiring of a new tenure track position in petroleum engineering for 2010-11 and a master's level position to accommodate the demand for geology labs.

The outlook for petroleum engineering well beyond the duration of this plan remains very strong. The exploitation of the natural gas resources in the Marcellus Shale, located in our area, indicates that the prospects for the field are very good. Nevertheless, the economic downturn has had an adverse impact on hiring in this discipline, reminding us once again that petroleum engineering is very susceptible to market forces. That reality, coupled with the imperative for environmental protection made even more urgent by the crisis in the Gulf of Mexico, suggests that this is the time to explore ways to position Marietta College for the study of energy more widely conceived and connect that study more closely to the protection of the environment.

There are clear connections between this niche area and the China niche, since the role of China in the production and use of energy will have significant impact on both the world economy and the environment. Likewise its environmental emphasis connects this niche to the College's health and wellness emphasis. It is important that Marietta College exercise creativity in making these connections, continue to prepare students for productive careers in the oil and gas industry, and expand opportunities to understand the issues described here to as many of our students as possible.

Strategy 1.B.1—Support and, if possible expand the Introduction to Energy Resources course for non-majors

Strategy 1.B.2—Explore all of the options available for a program—major or minor—in energy, and develop plans appropriately—Petroleum Engineering Study Group—Provost, Curriculum Committee

Objective a—Study group develops a proposal using grant given in 2010

Objective b—If adding energy program is feasible and shows long term-growth potential, add a position where needed to support energy studies—Provost

Objective c—Develop laboratory space—Provost, Director of Physical Plant

Objective d—15 students in energy studies by 2015

Strategy 1.B.3—Alternative to 1.B.2—Objective d—If energy studies program does not prove feasible in the scope of this plan, add a policy studies position with some energy expertise in political science—Provost

Strategy 1.B.4—Commit to sustainability

Objective a—Seek grant funding for Marietta College’s increased participation in the Waste Minimization Component of the national RecycleMania competition, using the following three measures to reduce waste— Director of Physical Plant, Sustainability Council

- Minimize single use service in dining, catering and concessions—Chartwells
- Optimize cardboard collection and recycling
- Continuous improvement of recycling through education, strategy and publicity

Objective b—Implement best value purchasing policies dedicated to safeguarding the environment by purchasing and using environmentally responsible products and services in all areas where Green Seal or Energy Star certified ratings exist—Physical Plant

Objective c—Implement US Green Building Council’s LEED standards for all new construction with a goal of Silver Certification

Objective d—Adopt the American Society of Landscape Architects Guidelines and Performance Benchmarks for sustainable sites

Objective e—Participate in the Presidents’ Climate commitment

1. C—Health and Wellness

Marietta College has strong undergraduate programs in the basic sciences and athletic training, a record of sending students to medical and graduate school, a Master of Arts in Psychology, and a flourishing Physician Assistant master’s degree program. The Dyson Baudo Recreation Center is an outstanding facility, providing faculty, staff, and students as well as members of the wider community opportunities to stay fit. For the past few years, the Department of Human

Resources has spearheaded a campus wellness program that provides incentives for faculty and staff to participate in educational programming and to keep up their own fitness regimens. Given the ever increasing importance of health and wellness to individuals and to our society, Marietta College has an opportunity both to publicize more effectively the package of opportunities the College offers and to add to an area that is already strong.

Strategy 1.C.1—Market as a package to prospective students and friends of the College the academic and recreational opportunities in health and wellness at Marietta College, including graduate and medical school placement rates and the commitment of the College to help students achieve habits of mind, body, and spirit that lead to healthy, happy lives—Enrollment management, Admission, Student Life College relations

Objective a—Develop surveys and other instruments to capture with accuracy the career paths of students immediately after graduation and after five and ten years—Career Center, Alumni Relations, Departments

Objective b—Increase admission to graduate schools in the sciences and health professions and to medical school by 25% by 2015—Science faculty, Career Center

Strategy 1.C.2—Explore the addition of a second graduate program in the health/wellness area and working with faculty, develop a business plan that shows a significant return on initial investment within two to three years of program start—Provost, Faculty, Vice President for Administration and Finance, Cabinet

Objective a—Seek grant support for investment for start-up costs exclusive of capital expenses

Objective b—Provide capital investment for program space

Strategy 1.C.3—Develop a campus student health/wellness center to replace the current contract service and include counseling. Where possible, include faculty and staff in the educational programs of the center—Student Life

Objective a—Seek grant or donor funding for capital cost

Objective b—Fund personnel and operations through student health fee

1. D—Leadership

Since the founding of the McDonough Center for Leadership and Business, Marietta College has had a strong niche as a place both to study leadership and to develop leadership skills. Over the past decade or so, as the marketplace has become crowded with leadership programs and many liberal arts colleges have identified leadership development as part of their mission, Marietta College has established three areas of emphasis to keep its program distinctive. Those areas are civic engagement, business leadership, and international leadership. Innovations have included the development of the Executive in Residence program, which brings a business leader into the

classroom for an extended period of time; the hiring of a VISTA volunteer, thereby increasing community involvement and service learning opportunities for students; and the establishment of an international leadership major, the first and only major in the McDonough Center's program. The Teacher as Leader Certificate established by the College's Education Department and the McDonough Center suggests a model of effective collaboration that can be duplicated across campus. The McDonough faculty is working to implement many of the recommendations of an external consultant from the Jepson School at the University of Richmond to be sure its academic program stays at the forefront of leadership programs.

Leadership development at Marietta College is not confined to the McDonough Center. Student life and athletics professionals see leadership development as part of their mission, and do excellent work in this area. One of the opportunities available to Marietta College is to create a framework of leadership education and development that includes and links all of the efforts currently under way so that students understand the range of opportunities at their disposal. The Vice President for Student Life and the Dean of the McDonough Center are working together to make this ideal a reality.

Marietta College has a distinctive Leadership Program now and a Mission Statement that includes preparation for leadership. The challenge is to expand the range of leadership education beyond the McDonough Center and to move it to the next level of innovation and sophistication.

Strategy 1.D.1—Strengthen service and engagement across the campus by developing an Institute for Civic Engagement—Dean of McDonough Center, Grants Officer, Advancement

Objective a—Seek budget relieving grant funding for the Director's position—Seek endowment to support this position, marketing it as an opportunity to make the McDonough Center a true resource for the community and a way of providing a deeper and more distinctive problem-solving engagement to students

Objective b—Provide operations support to new Director of Experiential Education and Service Learning—Vice President for Administration and Finance

Strategy 1.D.2—Encourage collaboration between leadership and student life by developing a continuum of leadership development opportunities across the campus

Objective a—Map the existing opportunities on campus, identifying and addressing overlap and deficiencies—Vice President of Student Life, Dean of the McDonough Center

Objective b—Develop a co-curricular transcript to encourage both engagement and reflection on co-curricular activity—Student Life with assistance from academic activities and McDonough Center

Strategy 1.D.3—Build on the success of the women in leadership conference in spring 2010 to strengthen the academic reputation of the leadership center with annual undergraduate research conferences—Dean of McDonough Center

Strategy 1.D.4—Seek endowment funding for executive in residence and leader in residence programs to bring professionals to campus to work with students on an extended basis

GOAL 2—SUPPORT EXPERIENTIAL EDUCATION AND PEDAGOGICAL INNOVATIONS APPROPRIATE TO A CONTEMPORARY LIBERAL ARTS COLLEGE.

Vision 2020 identified experiential education—internships, extensive service learning opportunities, investigative studies, and study abroad— as important components in the education of our students. Research nationally and at Marietta College shows that engaged students retain at their colleges and graduate at a high rate. These experiences also prepare students for graduate study or careers by giving them practical, hands-on applications of classroom learning. For those reasons, experiential education is at the heart of a contemporary liberal arts education and of the mission of Marietta College.

Marietta College has committed itself to being a “bricky” college where residential students learn from faculty and each other in the face to face environment of the classroom, the residence hall, the campus and the community. This plan does not assume a departure from that commitment, but it does recognize that for some programs and some students, a balance between face to face education and education mediated by technology is desirable. For example, the College has had considerable success offering on-line summer school courses to its students, whose completion rate in these courses is very high. The newly redesigned Master of Education program relies heavily upon on-line teaching combined with traditional coursework. The realities of the marketplace, both for programs such as the ones mentioned above and for students whose work schedules make it impossible for them to enroll on a full-time basis, suggest that Marietta College should be flexible in the mix of “bricky” and “clicky” while maintaining its core principles.

Strategy 2.1—Increase by 25% the number of students having internships or investigative studies experiences by 2015—Provost, Faculty, Career Center

Objective a—Perform an inventory of current internships, investigative studies, and other significant research, creative, and service experiences to determine the baseline for the 25% increase—Provost, Dean of the McDonough Center, Faculty

Objective b—Seek grant and/or gift funding to support increased investigative studies and if necessary, unpaid internships—Advancement, Grants Officer

Strategy 2.2—Partner with community organizations to provide meaningful service learning opportunities that provide real benefit to the community—McDonough Center

Objective—Make this part of the job description of the Director of the Institute for Civic Engagement identified in 1.D.1

Strategy 2.3—Explore the possibilities of blended courses mediated by technology and of graduate programs with significant on-line components—Provost, Instructional Technologist, Faculty

Objective—Analyze the marketplace to determine the need and opportunity for teacher credentialing of nontraditional students and establish programs if they are fiscally sound—Provost, Education Faculty

Strategy 2.4—Establish a working group to develop pathways to three-year degrees through the receipt of credit from such pre-college work as AP and PSEO and the judicious use of summer school—Vice President for Enrollment Management, Provost

Strategy 2.5—Open Marietta College’s on-line summer courses to alumni—Provost, Enrollment Management, Alumni Relations

GOAL 3—ATTRACT AND RETAIN THE FACULTY AND STAFF NEEDED TO MOVE THE COLLEGE TO THE NEXT LEVEL OF ACADEMIC DISTINCTION AND GIVE THEM CONFIDENCE THAT THEIR EFFORTS ARE BOTH APPRECIATED AND REWARDED.

While Marietta College has grown in enrollment, in the quality of its physical plant, and in the strength of its programs over the past decade, it has made minimal progress in rewarding the faculty and staff who have made the progress possible. Many employees would not respond affirmatively to the question “are you better off now than you were 5 or 10 years ago?” If the College is to continue to thrive, nothing will be more important than its ability to continue to attract and retain the talented people whose creativity, intellect and commitment make the educational experience here special. It is also important to support faculty and staff development, both on campus and through travel, to ensure that they stay current in their fields and that our students receive the best possible education. The primary focus of this plan is on salary of full-time faculty and staff, but we acknowledge that adjunct faculty and those who are willing to take on teaching overloads provide a great service to our students, and we add a modest objective to recognize their work.

Strategy 3.1—Conduct an equity study (including gender equity) of current faculty salaries, and address the findings of that study—Provost, Faculty Council, Vice President for Administration and Finance

Strategy 3.2—Increase faculty salaries to the 50th percentile of their benchmarks by 2015—President, Provost, Cabinet, Faculty Council

Strategy 3.3—Award staff and administrators the same percentage increase as faculty —President, Vice President for Administration and Finance, Cabinet

Strategy 3.4—Increase adjunct and overload pay by 20% by 2015

Strategy 3.5—Provide additional funding for faculty and staff development to accommodate growth in the numbers of faculty and staff—Provost, Faculty Council, Vice President for Administration and Finance, Cabinet

Strategy 3.6—Appoint a campus wide commission to study and make recommendations on the subject of merit pay—President, Human Resources, Faculty Council

Objective—If merit pay is recommended, establish a pool of funds to be awarded based on the suggestions of the committee.

GOAL 4—REALIZE THE IDEALS OF THE RESIDENTIAL COLLEGE AND COMMUNITY BY DEVELOPING EXCELLENT STUDENT LIFE AND ATHLETICS PROGRAMS AND DOCUMENTING THE VALUE ADDED THOSE PROGRAMS PROVIDE OUR STUDENTS.

The Core Values of Marietta College affirm our commitment to community, including a residential college for undergraduates. Education at Marietta College takes place both inside and outside the classroom. The College is committed to providing an environment that helps students develop their individual integrity and reach their personal goals. Co-curricular opportunities including musical ensembles, theater productions, student government and residence hall offices, publications, fraternities and sororities, clubs and organizations, and athletics enhance student learning and enliven the campus. These activities not only provide students opportunities for enjoyment and personal fulfillment, but they also provide decision-making and leadership development. The commissioning of external reviews of both campus life and athletics and the development of plans by both the Athletics Director and the Vice President for Student Life have positioned the College to craft programs that are innovative, educational, geared to the needs of students, and measurable in their outcomes. Marietta College can and should offer a co-curricular experience that truly enhances the education of its students.

Strategy 4.1—Finalize the Pioneer Pledge being prepared by the on-campus Campus Life and Athletics Committee and use it to create a culture of honesty, integrity, responsibility, respect and engagement on campus.—Student Senate, Faculty Council, President

Objective—Align the judicial system in support of the Pioneer Pledge and develop measurements to document changes in student behavior.—Vice President for Student Life

Strategy 4.2—Establish and implement a student development model that identifies the dimensions of development, the desired outcomes related to those dimensions, specific competencies related to those dimensions, and factors in the environment that research has shown to foster development of those competencies and use this model to complete implementation of the Schroeder Report.—Vice President for Student Life

Strategy 4.3—Establish a temporary one-stop shop at the beginning of each semester so that students can resolve issues with registration, financial aid, and billing in one place.—Vice President for Enrollment, Vice President for Administration and Finance, Provost

Strategy 4.4—Recognize and celebrate the achievements of all students in co-curricular activities and market these achievements to prospective students, alumni, and other

members of the Marietta College community.—President, Vice President for Student Life, Vice President of Enrollment, Vice President for Advancement, Athletics Director

Strategy 4.5—Mirroring the activities in Strategy 4.4 above and consistent with the Athletic Director’s stated plans, develop a program that assists student athletes to develop values and integrates them appropriately into the life of the community—Athletics Director, Vice President of Student Life

Objective a— Develop on-going educational life-skills programming for student athletes that meshes with and augments athletic practice schedules

Objective b— Celebrate and promote the outstanding academic achievements of student athletes

Objective c—Study student athlete progress through cohort analysis with more precise Datatel reports

Strategy 4.6—Encourage and enable coaches to recruit student athletes capable of academic success, student leadership and athletic excellence—Athletics Director, Coaches

Objective a— Enhance assistant coaching staff and intern positions over time

Objective b —Use the academic success of current student athletes to recruit future bright student athletes

Strategy 4.7—Expand athletics operating budgets to make them equitable with other OAC competitors in such areas as post-season tournament travel, uniform replacement, and standardized per diems—Athletics Director, Vice President for Administration and Finance

GOAL 5—CONSISTENT WITH THE COLLEGE’S MASTER PLAN, IMPROVE AND DEVELOP FACILITIES FOR A GROWING POPULATION OF MARIETTA COLLEGE STUDENTS

Marietta College facilities have been greatly enhanced over the past decade. The additions of the McCoy Residence Hall, the Dyson Baudo Recreation Center, the Rickey Science Center, the Beren Tennis Center, the Legacy Library, and the Anderson Hancock Planetarium as well as the major renovations of Fayerweather Hall, Brown Petroleum Building, and the football, soccer, and softball fields have transformed the campus. During this academic year, the Board has approved borrowing to upgrade several academic facilities: a chemistry lab in Selby, the stage in Hermann Fine Arts Center, space for psychology in Mills Hall, improvements to Erwin Hall for education, and the renovation of the Moose Lodge for the Physician Assistant Program. There is little doubt that the new buildings first supported the enrollment growth that was essential to the health of the College, then contributed to the recent growth in quality of incoming classes that has enhanced the academic culture at Marietta College and led to increased retention rates. The Master Plan approved by the Board of Trustees in 2008 guides our thinking about building projects. We do not have a new academic facility in the plan for the next five years, but acknowledge that the needs of the fine arts are becoming acute, and that planning for their facilities needs should begin as soon as possible.

There are those who argue that the growth in facilities over the past decade has come at the expense of programs and personnel, and there is some validity to those arguments. Facilities exist to provide environments for teaching and learning, the central activities of the College. Our donors have been extraordinarily generous, and by making these projects possible, have given Marietta College the tools it needed first to survive, then to thrive. Nevertheless, the level of debt, some of it short term, incurred by the College over the past few years has been significant, and we must be mindful of what is both possible and prudent over the next few years.

In spite of those hesitations, the fact is that the undergraduate population at Marietta College cannot grow significantly unless and until we build a new residence hall. Our current housing is full, and the possibilities for allowing seniors to live off campus are limited by zoning laws. Parsons Hall is coming to the end of its useful life, and we have schematics for a building to replace Parsons and add 100 beds. It is time to review and update those plans with input from the Vice President for Student Life and to make plans to move forward with construction as soon as possible. The addition of new beds could also force the College to expand or reconfigure its dining services.

There are needs for athletics facilities improvements that cannot be tied directly to enrollment growth, but which will have an impact on student athletes, and in some cases, the community. The gift we have received for Don Drumm Stadium will make a tremendous difference to recruitment for the football program, and to the experience of student athletes. Fans who attend any Marietta College or Marietta High School event at the stadium will benefit from the renovations. In addition to the stadium, the facilities that house our crew and baseball programs are due for upgrading, and efforts to find the resources to make those enhancements possible must begin.

Strategy 5.1—Review and refine existing plans as necessary and construct a new residence hall to allow for growth and to replace antiquated facilities —Vice President for Student Life, Vice President for Administration and Finance, Director of Residence Life, Director of Physical Plant, Cabinet

Objective—Break ground as soon as plans and budgets allow

Strategy 5.2—Develop a plan focused on extending dining hours or facilities to accommodate the growth made possible by the residence hall —Vice President for Administration and Finance, Vice President for Student Life, Chartwells

Strategy 5.3—Address the pressing need for improvements in athletics facilities.

Objective a—Complete the renovation of Don Drumm Stadium in time for the beginning of the 2011 football season

Objective b—Explore the feasibility of renovations to the boathouse and the field at Don Schaly Stadium, and completion of the softball field project (bleachers), and move forward as fundraising allows

Strategy 5.4—Begin planning for the addition or renovation of space for the fine arts, and explore temporary solutions to crowded conditions —Faculty, Provost, Vice President for Administration and Finance, Director of Physical Plant

GOAL 6—LEVERAGE THE ENHANCEMENTS IN QUALITY AND DISTINCTIVENESS OUTLINED IN GOALS 1-5 TO POSITION MARIETTA COLLEGE MORE COMPETITIVELY IN THE HIGHER EDUCATION MARKETPLACE.

The overarching goal of this Plan is to position Marietta College in the higher education marketplace in a way that is consistent with the College’s excellence and distinctiveness. Each goal of this Plan attempts to deepen the quality of the education provided by Marietta College and to emphasize the distinctiveness of that education. Marietta College has a great story to tell, and as we reach the goals we have set for the College, that story will become even more powerful. This plan breaks from its predecessors in treating enrollment targets primarily as outcomes, as measures of our success rather than as ends in themselves. That in itself is a sign of strength. It would be unreasonable to believe, however, that enrollment will simply take care of itself. The College will continue to shape its student body by investing in enrollment activities, opening new markets and reaching out to underrepresented groups. Both marketing and enrollment require planning and resources which must be allocated if this plan is to be as successful as it can be.

Strategy 6.1—Develop a marketing and recruitment plan that stresses the signature programs, experiential education, and the strengths in the College’s co-curricular and athletics programs and targets new markets—Vice President of Enrollment, Associate Vice President for Alumni and College Relations

Objective a—Increase the geographic and racial/ethnic diversity of the College’s graduating classes—10% of graduating classes American minority by 2015

Objective b—Explore the addition of bridge and advising programs for underrepresented and first generation students and seek grant funding to support this effort

Objective c—Increase the size of the undergraduate applicant pool to 3,500 and accept no more than 65% of completed applications by 2015

Objective d—When the new residence hall is completed, increase the undergraduate student body by 100 students over a two to three year period

Objective e—Set specific enrollment and graduation benchmarks to reflect the enhanced position of Marietta College by 2015-16 (Averages for classes entering in 2011 through 2015 were established both to signal a need to end the large swings in retention and graduation rates and to place emphasis on the immediacy of these goals.) Benchmarks for fall 2015 are as follows:

Size: Undergraduate FTE enrollment 1,520
Freshman enrollment 420

Diversity: No more than 57% of freshmen from Ohio
No more than 15% of freshmen from WV, western PA
International freshmen=10% of freshman class
Chinese freshmen 7% of freshman class

Quality:	Freshman ACT 25 th -75 th percentile range—22-27 ACT median 25 35% of freshmen in top 10% of high school class 62% of freshmen in top 25% of high school class 90% of freshmen in top 50% of high school class
Financial Aid:	Discount rate—≤41% Net revenue=CPI increase+1 percentage point annually
Retention & Graduation Rates:	Average 4 year graduation rate 2011-15=60% Average 6 year graduation rate =68%

Strategy 6.2—Update data on peer and aspirant peers on an annual basis. By 2015, three of the aspirants should move to the current peer group—Director of Institutional Research, Cabinet

Strategy 6.3—Document improvements to the financial position of the College—Vice President for Administration and Finance, Vice President for Advancement

Objective—Endowment at \$75 million in 2015 with an additional \$10 million in endowment pledges

Strategy 6.4—Document success of graduates 6 months, 5 years, and 10 years after graduation—Faculty, Career Center, Alumni Relations

GOAL 7—DEVELOP THE RESOURCES TO SUPPORT THIS PLAN AND TO ENHANCE THE LONG-TERM STRENGTH OF MARIETTA COLLEGE.

This Plan is ambitious, as it should be. The work to establish firm financial projections and to identify funding sources is ongoing, and will continue well after the implementation of the plan begins. Our ability to achieve all of our goals will be dependent primarily on our ability to raise endowment funds to support people and programs. The plan demands a comprehensive campaign, one that will have endowment as a primary focus and bricks and mortar as a secondary one.

Strategy 7.1—Develop cost estimates and budget models for the implementation of this plan over a five year period —Vice President for Administration and Finance with Strategic Planning Committee and Cabinet

Strategy 7.2—Conduct a feasibility study, produce a campaign case statement and launch the silent phase of a campaign by the end of 2012—Vice President for Advancement

Strategy 7.3—Engage in an open budgeting process involving faculty, cabinet, and staff to support the goals of the plan—Cabinet, Faculty Council

Conclusion

The Strategic Planning Committee has been asked to chart a course, first for the next five years, ultimately for the much longer term, to make the College more distinctive, more vibrant, more effective, and financially stronger. We have taken that charge very seriously, and present *Focused on Distinction* with confidence and enthusiasm. We believe that there is power in the plan as a whole to move the College forward, and that the whole is greater than any specific initiative described here. We conclude that the most important actions that the College can take over the lifetime of this plan are transforming the niche programs into signature programs, with first priority to the China experience; attending to the compensation needs of faculty and staff; completing the renovation of Don Drumm Stadium; building a new residence hall to replace Parsons and allow for growth; deepening the financial resources of the College through an endowment campaign; and focusing on excellence in all that we do.

In this year of celebration of the 175th anniversary of the chartering of Marietta College, we submit *Focused on Distinction* with the knowledge that we have remained true to the intentions and values of our founders while planning for a College they could never have imagined. Ten years ago, we could not have envisioned where Marietta College would be today. We cannot foresee all of the changes that *Focused on Distinction* will bring about or all of the opportunities and threats that will await the strategic planning committee that will convene in 2014-15. We know that the College is strong and dynamic and we are confident that it is on the brink of a new level of excellence and competitiveness consistent with its mission and core values.

STRATEGIC PLANNING COMMITTEE MEMBERS

Janet L. Bland
Erin M. Boyle (Fall 2009)
Daniel C. Bryant
Hub B. Burton
Tracey M. Dutton
Dorothy J. Erb
David C. Freeman
Larry R. Hiser
Rita Smith Kipp
Dennis E. Kuhl
Lori A. Lewis
Joshua A. Maxwell (Spring 2010)
Robert A. Pastoor (Spring 2010)
Tanya Judd Pucella
David J. Rhodes
Jean A. Scott
Fred R. Smith
Gloria Stewart
Kyle P. Thauvette
Brenda J. Treadway
Lon S. Vickers (Fall 2009)
Matthew S. Young

Fraser G. MacHaffie, Secretary

THE SEVEN CORE VALUES

At the center of a Marietta College education are Seven Core Values that form the foundation for learning and living.

1. Liberal Arts Foundation

MARIETTA COLLEGE reaffirms the liberal arts as foundational in an education of the highest quality. Undergraduates in traditional majors and professional programs take a variety of general education courses in the primary areas of knowledge. This time-tested approach to learning stresses the development of skills such as critical thinking, problem solving, and effective communication, and upholds the value and breadth of our intellectual heritage.

2. In-Depth Programs of Study

MARIETTA COLLEGE is committed to offering programs of study that prepare undergraduates for challenging careers or admission to well-respected graduate and professional schools. It offers select graduate degrees consistent with the mission of the College and where it has the expertise and resources to meet or exceed baselines of excellence. Both graduate and undergraduate degree programs promote an active engagement with learning and opportunities to apply knowledge to practical experiences.

3. Global Perspective and Diversity

MARIETTA COLLEGE prepares students to thrive in a diverse society and in a world where social interaction, work, and exchange occur across geographical, cultural, and linguistic boundaries. They learn that economic growth, political stability, human adaptation, and sustainability all rely upon cooperative efforts among the nations and peoples of the world.

4. World of Work

MARIETTA COLLEGE maintains its founders' emphasis on education "in the various branches of useful knowledge," and we believe that the liberal arts remain the best preparation for any career. Through classroom instruction, the use of technology, independent research, and practical experiences in their chosen fields, as well as through a wide variety of opportunities to lead and serve in collaboration with others, students prepare for productive lives. "A contemporary liberal arts education" means preparation for the world of work and the ability to translate knowledge into effective action.

5. Community

MARIETTA COLLEGE, primarily a residential college for its undergraduates, is dedicated to the development of the whole student and affirms the interdependence of life inside and outside of the classroom. In this dynamic community, students, faculty, and staff share a commitment to integrity and respect for others and develop our distinctive ethos. Believing that the work of all employees at the College contributes to the students' educational experience, we strive to provide the necessary tools and working environment and promote a commitment to service and self-direction among College employees. Graduates of the College comprise "the long blue line," an alumni community forged in friendships and common experiences.

6. Leadership

MARIETTA COLLEGE offers students opportunities to be citizen-leaders both on and off campus and thus to prepare themselves for leadership and responsible citizenship in their professions and their communities. Professional programs convey the ethical standards appropriate to their professions and in other ways prepare students for leadership in their fields.

7. Service

MARIETTA COLLEGE is part of a historic town and for almost two centuries has served its region through the education, arts, and intellectual enrichment it brings to the surrounding community. Likewise, the students, faculty, and staff of MARIETTA COLLEGE find opportunities for civic engagement and for learning through service on the campus, in the region, and beyond.