A Strategic Plan for King’s College 2013-2018

Mission Statement
King's College, a Catholic college in the Holy Cross tradition, provides students with a broad-based liberal arts education which offers the intellectual, moral, and spiritual preparation that enables them to lead meaningful and satisfying lives.

Vision Statement
King's College will offer an innovative, Catholic, liberal arts education by strengthening our shared commitment to the development of the individual student for lifelong learning, professional success, responsible citizenship, and spiritual growth.
Offer excellent academic and professional programs built upon a strong liberal arts core and the Catholic intellectual tradition.

The environment for higher education today includes significant challenges, such as changes in student profiles, new teaching and learning methods, volatile job markets, and new economic realities. In Goal One, King’s College rises to meet these challenges by ensuring its curriculum and educational offerings evolve to best serve students’ needs, while maintaining and capitalizing on the values of an education grounded in the liberal arts and Catholic intellectual and moral traditions.

Furthermore, education at King’s goes beyond traditional learning in the classroom. Active engagement of students in high impact learning practices, such as service learning, experiential learning, undergraduate research, study abroad, and first-year and capstone courses and seminars, is a cornerstone of a King’s education. This requires a commitment from our faculty to be both outstanding teachers and excellent scholars.

Together, the King’s Community can offer a transformative learning experience that develops students to their full potential and provides them with an educational foundation that will allow them to be responsible and virtuous contributors within our rapidly changing global community.

OBJECTIVES:

1.1: Promote our Core Curriculum as the centerpiece of a liberal arts education in the Catholic intellectual and social justice traditions, which cultivates intellectual curiosity, and complements personal and professional success.

1.2: Pursue undergraduate, graduate, and certificate programs that meet the changing needs of our students and society: regionally, nationally, and globally.

1.3: Demonstrate leadership to the academic community in the area of assessment of student learning by expanding our efforts to foster a culture of critical review that leads to effective teaching and student learning.

1.4: Increase support for faculty in their efforts to be outstanding teachers, accomplished scholars, and engaged citizens.

1.5: Enhance and institutionalize high impact learning practices (HIPs) that increase faculty-student interaction, student engagement, and achievement.
Strengthen communication and collaboration within the college community to enhance our shared responsibility for mission.

One critical distinction of the Catholic college lies in how it carries out its learning and scholarship. Its identity is a matter of faith, virtue, and community. Thus, the development of the individual student at the heart of the King’s mission calls for an organizational structure and governance built to support the common good.

Goal Two reflects the college’s commitment to its mission and to a responsibility for that mission that is shared by all constituencies of the college. Calling for collaboration and communication, it aims to make King’s a more deliberative, inclusive, transparent, accountable, and ethical institution.

OBJECTIVES:

2.1: Ensure that our system of shared governance enables all members of the college community to participate in institutional decision making.

2.2: Develop and implement an organizational structure that promotes shared responsibility for mission and community across divisions and departments.
Enhance our shared commitment to providing students an integrated educational experience that enables them to grow intellectually, morally, professionally, socially, and spiritually.

In collaboration with academic study, co-curricular programs at King's College educate the whole person. They develop leadership skills, provide healthy recreation, teach about the world, and allow students to become self-confident citizens. King's offers students diverse opportunities outside of the classroom—clubs and organizations, workshops, lectures, service-learning, cultural experiences, internships, study abroad, and career preparation.

Numerous support services at the college assist students in these activities.

In an effort to strengthen the essential role of the co-curriculum, Goal Three seeks to expand the college's co-curricular offerings, to tie the co-curriculum to academics more intentionally, and to build an integrated program of student support services.

OBJECTIVES:

3.1: Develop an integrated co-curriculum that supports our academic mission.

3.2: Institute a comprehensive plan for the professional development of our students.

3.3: Build an integrated program of student support services.

3.4: Enhance and develop civic engagement initiatives that address local and global issues.
Practice just and wise stewardship of our human, physical, and financial resources.

Strong student enrollment and retention are critical for our educational and financial success. If King’s is to succeed in a competitive college market, we must be able to cogently and convincingly explain why prospective students should choose King’s. Our unique mission, our demonstrated quality, and our value make King’s a compelling choice for students seeking academic rigor, professional preparation, and personal and spiritual development.

King’s College changes lives. That profound impact creates lifelong relationships with our alumni that the college must continue to foster. Engaged alumni actively support the college and its goals, helping to provide a new generation of students with the opportunities and experiences that distinguish a King’s College education.

To sustain this vitality, Goal Four articulates a plan for wise and just stewardship of our human, physical, and financial resources. By managing these resources wisely—making sound fiscal policy and decisions, investing in strategic growth, and inspiring a productive and motivated workforce—King’s will not only anticipate and respond to changes in the market and in higher education, it will also support a thriving mission.

**OBJECTIVES:**

4.1: Ensure measured growth in enrollment amidst changing student needs.

4.2: Develop advancement efforts to support our educational mission.

4.3: Closely monitor and control expenses by ensuring efficiency and effectiveness in all areas.

4.4: Make the campus more efficient, sustainable, and attractive.

4.5: Use our current talents and facilities to generate additional revenue sources.
Enhance understanding of the charism and educational philosophy of the Congregation of Holy Cross and use these mission-based principles to shape and form the college.

King’s College’s Catholic and Holy Cross identity forms the core of our mission and shapes every aspect of our community. We seek to engage, inspire, and transform the students entrusted to our care by the education of their minds and hearts within a community of committed scholars and mentors.

A unique constellation of academic excellence, personal mentoring, community service, and spiritual formation makes the King’s experience an exceptional one. Convinced of this exceptional value, our Strategic Plan mines the depth and breadth of our mission in order to strengthen its personal appropriation by each member of our community and to share its vitality and value with our external constituencies.

Growing from our Catholic and Holy Cross heritage, Goal Five seeks to craft a more robust Mission Statement, to educate each segment of our community in the Holy Cross educational charism and philosophy, to embrace diversity as an expression of our Catholic identity, and to collaborate with the global Holy Cross community.

OBJECTIVES:

5.1: Implement and assess program specific applications of the Holy Cross charism and philosophy of education.

5.2: Create and market a more robust and compelling mission statement.

5.3: Concretely apply the principles of the Holy Cross educational philosophy and the founding mission of King’s to the recruitment, development, and retention of the student body, faculty, administration and staff.

5.4: Position the college to be a leader in the networking of Holy Cross institutions nationally and globally.
Strengthen integrated communication of our mission and endeavors to the external community.

King’s faces increasing competition to recruit successful students and to acquire external funding to secure our financial future. A strong message with a consistent and cohesive voice, increased marketing, and a vibrant outreach program will help King’s meet these challenges.

Thus, Goal Six seeks to strengthen the King’s College brand identity and to expand outreach and recruitment opportunities for all constituencies of the college community. A compelling brand will help our internal and external audiences recognize King’s as an innovative liberal arts college founded by the Congregation of Holy Cross.

OBJECTIVES:

6.1: Raise awareness of King’s College by strengthening the brand, marketing presence, and outreach.

6.2: Expand participation of internal and external communities in the marketing process of King’s College.