

Alvernia University

2010 – 2013 Goals

IDENTITY

Alvernia commits to becoming a distinctive Franciscan University.

Main Goal:

To communicate Alvernia's distinctive Franciscan identity both internally and externally.

Supplementary Goal:

To expand the geographic scope of student and program markets and the engagement of alumni, parents, and friends, especially in the Mid-Atlantic Region.

New Goals:

To enhance Alvernia's identity by further developing the university culture and by developing an institution-wide diversity plan.

To enhance Alvernia's visibility and academic reputation through an expanded integrated marketing program.

KEY OBJECTIVES:

- Implement initiatives for Mission Education, Integration, and Assessment.
- Implement institutional diversity plan, including international initiatives.
- Implement "Best Practice" policies, procedures, programs for small universities.
- Implement marketing strategy for "Distinctive" "Franciscan" "University".
- Target marketing efforts to enhance Alvernia's reputation, regionally and nationally.
- Complete Francis Hall Renovation--Phase I --and New Main Campus Entrance.
- Complete Angelica Park entryway and landscaping projects for central campus.

EDUCATIONAL QUALITY

Alvernia commits to creating and sustaining excellent academic programs driven by an outstanding faculty.

Main Goals:

To improve program quality by creating interdisciplinary signatures and targeting resources to specific undergraduate and graduate programs.

To prepare all students for lives in the global community by stressing an integrated learning experience through general education, capstones, and participation in learning communities.

Supplementary Goals:

To improve the community of faculty through a systematic plan of effective recruitment, support, and evaluation that ensures the continuing development of excellent “teacher-scholars”.

To bolster student achievement by improving the demonstrated outcomes of the Alvernia education, especially as reflected in improved student retention.

New Goal:

To establish Alvernia as a leader in Graduate and Adult Education by expanding programs, markets, and delivery systems, especially through distance education.

KEY OBJECTIVES:

- Implement new mission-centered general education and core programs.
- Enhance targeted current programs, develop selected new programs, and expand transfer articulation agreements.
- Improve student learning outcomes (including retention and graduation rates).
- Implement strategic plan for graduate and adult education.
- Implement an institutional assessment system.
- Implement a Faculty Excellence Program.
- Create an Educational Technology Center (BH) and enhanced library spaces.

STUDENT COMMUNITIES

Alvernia commits to enhancing the learning environment for all students by strengthening and expanding the residential and educational environments.

Main Goal:

To create a state of the art teaching, learning, and living environment through improved facilities and services.

Supplementary Goals:

To develop a co-curriculum that includes enhanced programming in the arts, recreation and athletics, social and cultural experiences, contemporary and ethical issues, and leadership opportunities.

To expand in stages the residential community by increasing significantly the size and variety of living options, to a preferred capacity of 800 students after five years.

New Goal:

To expand technology support for campus, satellite, & distance education programs.

KEY OBJECTIVES:

- Implement comprehensive first-year program.
- Implement strategic plan for athletics and recreation.
- Implement targeted initiatives to improve technology and other support services for graduate, continuing studies, and distance education students.
- Implement living-learning communities.
- Improve facilities and/or identify new location for the Philadelphia Campus.
- Complete apartment complex and residential renovation program.

COMMUNITY & EXTERNAL ENGAGEMENT

Alvernia commits to expanding external engagement, especially with alumni, civic leaders, and learning partners, and to strengthening its visibility and reputation.

Main Goal:

To establish Alvernia as a leader in community-based learning and civic engagement through the Holleran Center for Community Engagement and the Center for Ethics and Leadership.

Supplementary Goals:

To engage the alumni [especially beyond Berks County] through special programming and expanded opportunities to connect with their *alma mater*.

KEY OBJECTIVES:

- Implement and market a comprehensive program for service and civic engagement.
- Establish Alvernia as a leading community cultural center through a new artists, lecturers, and performers series (Arts at Alvernia).
- Establish Alvernia as an emerging regional center for interfaith dialogue and for ethics and leadership programs.
- Establish the Seniors College and Leadership Berks as leading resources.
- Implement partnerships with the Montessori School & Millmont Middle School.
- Implement the expanded South Reading Youth Initiative.
- Expand alumni engagement and philanthropy, locally and regionally.

RESOURCE DEVELOPMENT

Alvernia commits to pursuing new and expanded opportunities for human and fiscal resource development to enhance both educational quality and long-term fiscal strength.

Main Goal:

To enhance current fiscal strength through steady, targeted enrollment growth, with an emphasis on improved undergraduate retention and increased adult education enrollment.

Supplementary Goals:

To develop new alternative sources of revenue.

To become an environmentally sensitive university community that embraces efforts toward sustainability.

New Goals:

To exceed the original goal of \$27 million for the Values and Vision Campaign.

KEY OBJECTIVES:

- Implement--and achieve goals of--a revised three-year financial model.
- Target an annual operating surplus of 2-3% for campus priorities.
- Implement a comprehensive retention plan—including academic initiatives—that raises freshman retention to above the median of the Alvernia Peer Group.
- Implement new faculty and staff compensation plans (both salary and benefits).
- Implement plans to achieve targeted alternative revenue sources.
- Achieve targeted sustainability goals.
- Implement expanded leadership development program.
- Exceed the Values and Vision Campaign goal ahead of schedule and implement the “extended campaign strategy”.