



Fulfilling the Promise.

A Strategic Plan for Albright College Executive Summary

"Test All Things. Hold fast to that which is good."
Thessalonians 5:21

The charge to Albright College's Strategic Planning Committee was to "hold fast to that which is good" as we chart the future of Albright. The strategic planning process was interactive and collaborative, engaging a diverse group of Albright stakeholders to define an excellence that is uniquely our own and to continue Albright's momentum and accomplishments.

While holding fast to the traditions that have defined us since 1856, Albright also embraces the challenges of an ever-changing world and new definitions of citizenship in a global society. In the face of greater diversity, new technologies and global competitiveness, we reaffirm the enduring power and practical value of the liberal arts. The skills, capacities and adaptability of those who are liberally educated are needed more than ever in a "knowledge economy."

Albright's interdisciplinary focus and characteristic individualized education is possible because of the extraordinary commitment of our faculty to work together across disciplines to create unique opportunities for our students. Even beyond academics, our heritage and character is as a diverse and caring learning community whose members work together to foster each individual's intellectual and personal growth.

A review of our mission, vision and values has reaffirmed their essence, but we have proposed recrafting their language to more fully reflect their richness and depth: "Our mission is to inspire and educate the scholar and citizen in each student. Built on a strong foundation in the liberal arts and sciences and the best of human values, our distinctive integrative education synthesizes theory with practice, promotes critical thinking and effective self-expression, and fosters a commitment to a lifetime of service and learning."

With substantial accomplishments, new leadership and strengths noted by the Middle States Commission on Higher Education in their review, Albright College has identified four strategic priorities:

Fostering Academic Excellence

Our goal is to be a learning community with an unwavering commitment to student success. Strategic initiatives include a general studies review to ensure that our students know the world, understand the world and engage with the world; increased opportunities for experiential learning; enhancement of College physical spaces to nurture learning; and strengthened learning resources.

Strengthening Our Residential Learning Community

Building upon our mission and interdisciplinary focus, we will further develop our student-centered campus, enriching programming beyond the classroom for all students, and enhancing intellectual and spiritual discovery and wellness for all students -- traditional, adult and graduate -- and their particular needs, including improving campus facilities and services. We will attract and retain an exceptional student body and a diverse community of learners.

Enhancing Community Relations

Our initiatives are focused on being an engaged campus and strengthening relationships with key constituencies to the mutual benefit of both the College and those constituencies. We will focus specifically on strengthening alumni programs and services; embracing Greater Reading, especially in creating initiatives such as internships and projects connecting us with the growing Latino community; and building on our strength in the arts as a resource to the community.

Achieving Financial Stability

Financial stability is the underpinning of Albright's strategic initiatives. Our objectives include alignment of planning and budgeting; a strategic capital infusion; increasing sources of revenue; improving operational efficiencies; and building on our success in fundraising, especially through Crossing Boundaries: The Campaign for Albright and the Fund for Albright.

Finally, the College will develop an operational plan that will articulate how these goals will be achieved and measured. Because our commitment is to make our strategic agenda a living process, the Strategic Planning Committee will be a standing committee. The Committee will conduct a periodic review of the strategic agenda and the operational plan and modify, revise and update them as necessary and monitor the key strategic indicators that measure success.

Charge to the Albright College Strategic Planning Committee

From President Lex O. McMillan III

November 2005

Test All Things. Hold fast to that which is good. - Thessalonians 5:21

The Board of Trustees approved the current Albright College strategic plan in early 2002. Although much progress has been made, in the intervening years, the College has gone through dramatic changes, and the environment in which we carry out our mission is rapidly changing as well.

In this sesquicentennial year and the first of my presidency, it seems appropriate for us to take stock, to review and evaluate our existing plans, and to consider how to move the College forward in increasingly challenging times. The last two years have seen record incoming classes. After a number of years of financial struggles, we have achieved balanced budgets and have gained the important external endorsement of a Moodys' bond rating. We have recently completed a new stadium and received the largest gift in the history of the College, which will enable us to create a new center for fitness and well being. We are planning to break ground in the near future on a new science building and are developing plans for other much-needed facilities improvements. We continue to be recognized for our distinctive emphasis on interdisciplinary education, the strength of our academic programs, and the special relationships between our students and our faculty.

These accomplishments and strengths set the stage for the review of our current strategic plan. Much time and effort went into developing our current plan. The Commission on the Future involved input from all of our constituencies. We are currently expending much effort in the Middle States review. In any institution there is a danger that too much effort is spent in planning and not enough time in implementing the plan. Accordingly, our task is not to start with a blank slate, but to review and update the existing plan.

Our goal is to present an updated plan to the Board of Trustees for its endorsement at the October 2006 meeting. Since we strive for continuous improvement, this committee will

become a standing committee charged with advising the president and the Board of Trustees on strategy.

I view this process as interactive and collaborative. There are no sacred cows. We want to build excitement and momentum. We seek to define and pursue an excellence that is uniquely our own, an excellence that is rooted in the distinctive character and historic strengths of Albright College. In order to do this we must first do the following:

- Prepare an analysis of our strengths, weaknesses and opportunities.
- Identify obstacles to the strategy and solutions.
- Answer the question: Does our strategy differentiate Albright?

In addition, we must complete the following tasks:

- Review and revise as appropriate the current strategic plan adopted by the Board of Trustees in 2002.
- Develop a clear process for connecting the annual operational and capital improvement budget-making process to the priorities articulated in the strategic plan.
- Align the strategic planning process with our Middle States Review and Report.
- Develop a process and benchmarks for continuing assessment and revision of our plan.
- Engage the on-campus community as well as alumni and friends in the development, implementation, and assessment of the plan.
- Keep the Board of Trustees informed of progress through their regular meetings in March and May of 2006.

Present the proposed completed plan to the Board for endorsement at its October 2006 meeting.

President's Message

Test all things. Hold fast to that which is good. - Thessalonians 5:21

At the first meeting of the College's Strategic Planning Committee, which I recently convened, Professor Richard Androne offered this trenchant Pauline admonition to the Thessalonians as a phrase that characterized our work.



Co-chaired by Professor Thomas Brogan and John Baily '65, vice chair of the Board of Trustees, the Committee is a broadly representative group of Albrightians that will chart the future of the College. Our task is ambitious. It includes reviewing and revising the current strategic plan adopted by the Board of Trustees in 2002; connecting the budget-making process to plan priorities; aligning the strategic-planning process with our Middle States Review; and developing an ongoing process to assess and revise our plan - all in time for the Board's endorsement in October.

Those are important tasks indeed, but the Strategic Planning Committee's charge is actually far broader and deeper than this rather nuts and bolts list. I am asking them not just to revise, but to set about *re-visioning*.

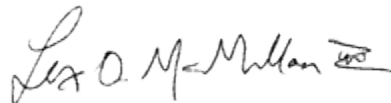
The act of planning has to work simultaneously in two directions -- looking back and looking forward. Albright is among the oldest institutions of higher learning in the nation, and the deep foundation of our rich heritage and history must be acknowledged -- we must, indeed, "hold fast to that which is good." From a thoughtful examination of what is good and what we must be certain to retain, we will turn to the future, knowing that the path ahead is not predetermined by our past, but will rather be the outcome of enhancing the good and building on it for the future.

Visioning for the future is a process that is both creative and disciplined, and along the way we must ask ourselves a lot of challenging questions. What makes the difference between a great college and a good one? (James Collins' *Good to Great: Why some companies make the leap-- and others don't*, is instructive for higher education in its analysis of why some institutions get ahead of the pack and stay out in front, in reputation and productivity.) What can we be best in the world at? What are we deeply passionate about? What drives our economic engine? How do we survive and thrive in a competitive higher education marketplace? How do we prepare for the unknowns of a rapidly changing world? How do we achieve an excellence uniquely our own?

Finally, and most importantly, what is the central value proposition of Albright College? Why have generations of faithful faculty and staff members, as well as alumni, parents and friends devoted themselves so generously to nurturing and advancing this place? Although it would be premature for me to offer a definitive answer to these questions, it has become clear to me in my short time here that the special relationship between our faculty and our students lies at the heart of what makes Albright great - and what makes it worth strengthening and supporting in the days ahead.

The Strategic Planning Committee will engage the on-campus community, alumni and friends in the conversation around these questions, and will ask for your input not just in the development of the plan but in its implementation and on-going assessment. I assure you that your voices will be heard and that you will have opportunities to respond to the work we are doing.

I look forward to our conversation.



Lex O. McMillan III

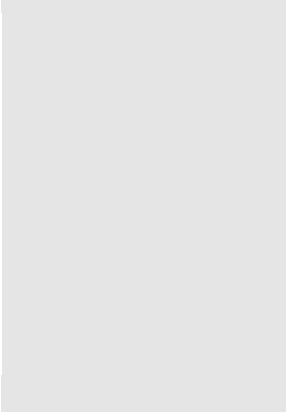
Strategic Planning Committee 2008-09 Roster

Co-Chairs

W. C. Jack Miller '82, Vice Chair, Board of Trustees
Thomas Brogan, Ph.D., Dept. Chair/Professor of Political Science

Members

Richard Androne, Ph.D., Professor of English
Andrea Chapdelaine, Ph.D., Provost & Vice President for Academic Affairs
Gina Crance, Vice President for Student Affairs & Dean of Students
Rosemary Deegan, Director of Library Services
Charles Durbin, Director of Information Technology
Greg Eichhorn, Vice President for Enrollment Management & Dean of Admission
Barbara Fahy, Ph.D., Chair of Faculty
Simon Foster '10, Student Representative
Scott Hoh '89, Alumni Association Representative
Paul L. Marrella '88, Alumni Association Representative
Barbara Marshall, Associate VP of College Relations & Marketing
Lex O. McMillan III, Ph.D., President of Albright College
Rick Melcher '85, Associate VP for Administrative & Financial Services & Controller
Thomas Meyers, Ph.D., Professor of Sociology/Director of Institutional Research



Mark Notaro, Interim Director of Facilities
Timothy J. Steinrock, SPHR, Associate Vice President and Director of Human Resources
Frieda Texter, Ph.D., Dept. Chair/Professor of Chemistry & Biochemistry
Melissa Wells '86, Instructor in Business Administration, Accelerated Degree Program
Bill Wood, Vice President for Administrative & Financial Services

Vacant, Director of Planning & Assessment