



**A SHARED VISION: DAEMEN'S
EMERGING NATIONAL DISTINCTION**

STRATEGIC PLAN
DAEMEN
2020 – 2025





A SHARED VISION: DAEMEN'S EMERGING NATIONAL DISTINCTION

FROM THE PRESIDENT

November 1, 2020

Dear Friend of Daemen College,

I am pleased to present to you the 2020-2025 Strategic Plan: A Shared Vision: Daemen's Emerging National Distinction. This plan represents the work of the entire Daemen community, and it outlines the College's systematic plan for continued growth, innovation and resiliency as we strengthen our reputation as a college of national distinction.



The development of this new strategic plan occurred under unprecedented and truly dire circumstances. The COVID-19 pandemic rocked the world of higher education like nothing before. Even before this pandemic hit, higher education institutions nationwide were facing a number of challenges. Daemen was not immune to these challenges, but, thanks to the strong foundation created by the previous strategic plan, the college was able to weather this storm with perseverance and resiliency. I am proud to say that Daemen is well positioned for the future and continues to be a college of national distinction.

Over the last five years, Daemen College has received substantial national recognition. For the 12th consecutive year, Daemen has been selected as a national College of Distinction in recognition of the institution's excellence in undergraduate higher education and innovative learning experiences offered to students. The college continues to earn special field of study distinctions in business, education, and nursing in honor of its expert blending of the liberal arts with professional programming.

Major milestones over the last five years include an elevation in Carnegie Classification to the top tier: Doctoral; becoming a state-designated multi-campus institution with our branch campus in Brooklyn; nearing successful completion of our first-ever comprehensive campaign: the Drive to 75 – which is over 95% to goal; successfully launching several new academic programs, including an MBA; welcoming the largest incoming first-year class; graduating the largest class in history; and completing numerous capital improvements to our campus facilities, including a state-of-the-art simulation center and the complete renovation of our science labs.

Our ascension in NCAA DII athletics has also rendered numerous milestones for the college, including several NCAA tournament appearances by our wildcats. Our women's volleyball, women's soccer, women's basketball and men's basketball have all punched tickets to postseason play. Daemen has established itself as the premiere DII program in the region.

The end of our current strategic plan presents an opportunity for both the celebration of accomplishments and evaluation for the future. As I look back on the past five years, I can say that the Daemen family has much to celebrate in its perseverance and strength during the complete upheaval of life as we knew it. While this plan will serve as a blueprint for the future, I also encourage everyone to take the time to reflect on the difficult path we have forged, especially over the last year, as we weathered a truly catastrophic storm. We are stronger, wiser and better prepared for what lies ahead than ever before.

Moving forward, A Shared Vision: Daemen's Emerging National Distinction will guide the college through the next five years as we continue to solidify our national recognition as an institution of academic excellence.



PLANNING PROCESS

The Strategic Planning Steering Committee was appointed in December 2019 and met regularly during the 2020 calendar year. The Steering Committee organized its work under five subcommittees – rigorous academics, outreach and service, campus life and climate, facilities and infrastructure, and fiscal stability. Members of these subcommittees established smaller working groups focused on specific themes inviting other members of the campus community to participate in developing strategic recommendations.

The five subcommittees were each chaired by members from the steering committee to ensure ongoing communication and integrated planning. Each subcommittee had a facilitator who followed a template that helped organize the groups' analysis of their focus area. With the mission, vision and values in mind, each subcommittee discussed the following questions: (i) Where are we today? (ii) Where do we want to go? (iii) What will be our tactics? (iv) What resources will we need? and (v) How will we know when we get there? These questions necessarily evoked assessment-based responses as well as integrated consideration of required resources.

Several strong and intersecting themes emerged clearly as a result of this process: these are reflected in the text of the Strategic Plan. During the annual assessment process, every academic and administrative unit is required to address explicitly how its goals and objectives are contributing to attainment of strategic plan goals and objectives, including progress on any Strategic Plan KPIs within the unit's purview. Cabinet-level review provides annual assessment of overall progress toward Strategic Plan goals and the capability to identify and address any specific areas for improvement, with the Vice President for Academic Affairs providing a status report to the College community.

Subcommittee and working group reports and associated assessment data, the foundation of this Strategic Plan, are furnished to all appropriate sectors of the institution for their information and continued use in securing the College's forward movement toward an environment of increasing professional excellence, intellectual rigor, and service in the global community.





MISSION:

The mission of Daemen College is to prepare creative, ethically-minded leaders for a diverse and interconnected world by integrating the intellectual strengths acquired through the liberal arts with the preparation necessary for professional excellence to make meaningful contributions to society.

VISION:

Daemen College seeks to become an institution of national distinction through recognized excellence in academics, co-curricular experiences, athletics, inclusion, and community service in an educational environment where **all** students, alumni, faculty, staff, and community partners are able to learn, grow and use their skills to create a better world.

VALUES:

At Daemen College,

1. *We are a community of scholars.*

We emphasize collaborative learning experiences led by faculty experts to foster the intellectual curiosity needed to promote research and life-long learning.

2. *We are focused on Inclusive Excellence.*

We recognize the value of cultural, individual, and experiential differences present throughout the institution and embrace this diversity through a culture of inclusion.

3. *We are student-centered.*

At its core, we are focused on developing the whole student and treating them as individuals to support their growth and future success while we ensure that a Daemen education affords students with the ability to achieve their goals, contribute positively to society, and grow as a person.

4. *We are community-minded.*

We recognize the power of service to strengthen communities - locally, nationally, and internationally - and we engage with our students, alumni, faculty, staff, and community partners to advance positive change.

5. *We are innovative.*

We encourage innovation by fostering creativity and offering an environment that supports opportunities for growth and change.

6. *We are stewards of resources.*

We respect the value of all our resources by keeping our commitments, acting consistently and fairly, and fulfill our duties to all parties. We are accountable for what we say and do.





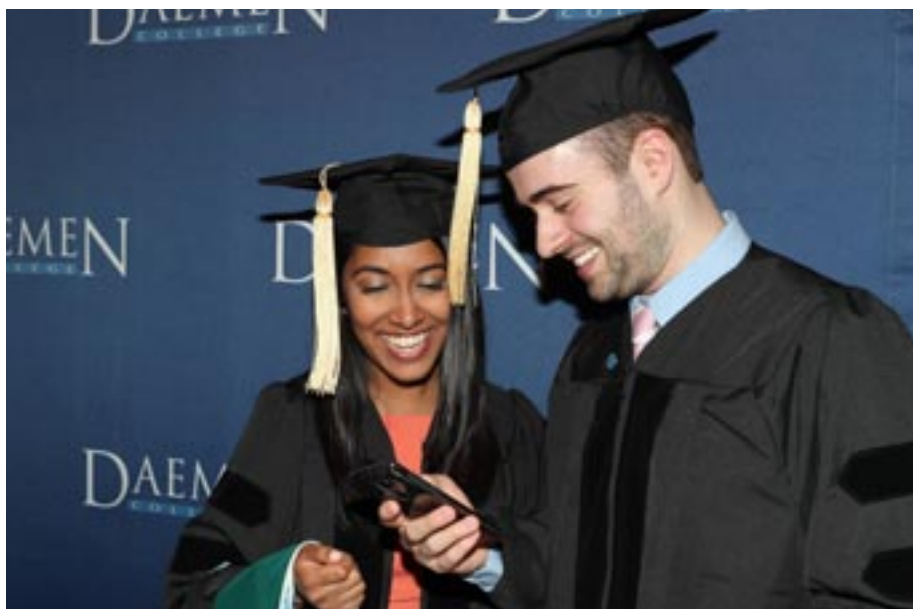
HISTORY:

Daemen College is a private, nonsectarian, co-educational, comprehensive college in Amherst, New York. Its attractive suburban location offers convenient access to the cultural amenities of metropolitan Buffalo and the scenic outdoor recreation areas of Western New York, the Niagara Frontier, and the Great Lakes. In addition, the College is near Canada, with cosmopolitan Toronto in easy driving distance.

The College was established in 1947 as Rosary Hill College by the Sisters of St. Francis of Penance and Christian Charity, whose foundress was Magdalene Daemen, a Dutch woman dedicated to working with the poor. Her faith and courage have inspired many to give themselves to the service of others. The College has been accredited by the Middle States Commission on Higher Education since 1956.

Institutional accreditation was last reaffirmed in 2016. Originally a liberal arts college for women, the College became co-educational in 1971, extending its commitment to academic excellence to the education of both men and women. In 1976, the College became independent and non-sectarian, changing its name to Daemen College. In 1992, New York State amended the college's charter, authorizing the award of graduate level degrees as well as baccalaureate degrees.

Committed to an academic atmosphere that leads to open inquiry and debate, Daemen has achieved a creative balance between programs providing career preparation and education in the liberal arts. Programs in the major and the competency-based core curriculum encourage students to expand their horizons beyond the classroom through internships, service-learning, clinical and field experiences, collaborative research with faculty, and study abroad. The Core Curriculum is designed to develop students' skills and competencies in seven areas that will benefit them personally and professionally throughout their lives.





FOCUS AREA ONE: RIGOROUS ACADEMICS

Narrative: Daemen College will continue to advance institutional outcomes that strengthen Daemen's reputation as a College of National Distinction and encourage purposeful collaboration, innovative research, and productive scholarly endeavors. Guided by the core tenet of Daemen's mission — to cultivate the value of the liberal arts and the skills necessary for professional excellence — the college will invigorate and expand existing undergraduate and graduate programs to align its growth with emerging markets, societal needs, and shifting demographics. In emphasizing a comprehensive, holistic approach to academic support services, we will foster a learning and teaching environment that is safe, welcoming, inclusive, and responsive to the needs of our diverse campus community.

Goal I: Daemen College will develop rigorous, dynamic academic programs that cultivate emerging markets, fulfill societal needs, and advance expanded opportunities for all students.

- A. **Strategy:** Promote development of new programs and curricular advancements that respond to emerging student interests and market demands.
- Identify priorities for program development based on institutional resources and employment opportunities.
 - Develop creative, progressive pathways (majors, accelerated programs, linked graduate-undergraduate degrees) that maximize versatility and distinction of academic offerings.
 - Foster growth of off campus academic opportunities through partnerships and curricula that bridge current and emergent populations.

Goal II: Daemen College will reinvigorate academic programs and curricula by strengthening academic offerings, enhancing learning outcomes, and promoting innovative pedagogies.

- A. **Strategy:** Implement curricular revisions to streamline general education, scaffold writing instruction, and adapt educational offerings to suit the needs of diverse students.
- Facilitate changes to the college's general education curriculum by implementing, delivering, and assessing revised learning objectives, streamlining general education and major requirements, and meeting goals for breadth and depth of curricular offerings.
 - Strengthen writing instruction to foster the qualities of fluency, adaptability, accuracy, resourcefulness and persistence in students' written work across disciplines.
 - Scaffold writing instruction across first-year, intermediate, and capstone levels by implementing revised college writing requirements.

- Optimize course offerings by measuring impact and effectiveness of course delivery options (flipped, hybrid, online, experiential, etc.) on student enrollment, access, outcomes, retention, persistence, and scheduling.
- Foster a culture of assessment to promote reflective pedagogy and identify opportunities for improvement of courses, curricula, departments, and programs.

Goal III: Daemen College will expand and facilitate use of educational technologies to meet curricular outcomes, diversify program offerings, extend distance education, and expand student access.

- A. **Strategy:** Identify opportunities for strategic expansion of distance education and integration of cutting-edge educational technologies across the curriculum.
- Evaluate distribution of instructional modalities (face to face, hybrid, distance education) across current course offerings to target areas for diversification of delivery options.
 - Assess educational and technological needs of students to prioritize strategic expansion of distance education offerings (e.g. graduate vs. undergraduate).
 - Survey faculty to measure existing capacity to develop and deliver distance education initiatives.
 - Establish baseline questions on distance education experience and pedagogy for use in faculty hiring process.
- B. **Strategy:** Enhance institutional infrastructure to sustain expansion of distance education and related instructional technologies.



- Audit departmental/institutional licenses for instructional technology to identify existing needs.
- Facilitate full quality assurance review procedures for all distance education offerings.
- Increase availability of existing fellowships to develop hybrid or online courses.
- Secure instructional (instructional design staff, faculty stipends, release time, etc.) and technological (licenses, hardware, software, etc.) resources required to expand and adopt new instructional technologies across programs.
- Increase availability of student services for distance education students, including registration processes (e-transcripts, application for graduation, instructor permissions), advisement and counseling services, and academic enhancement services (coaching, peer mentoring, etc.).

Goal IV: Daemen College will strengthen academic support systems by offering a holistic approach to recruitment, retention, and persistence.

- A. **Strategy:** Foster a safe and welcoming learning environment that recognizes, respects, and responds to the diverse experiences and aspirations of students.
- Implement and continuously improve training for faculty and staff that emphasizes inclusivity and understanding of diverse student populations (e.g. international, first-generation, underrepresented, multilingual, developmental, undeclared, branch campus, and online learners).
 - Coordinate communication of college recruitment, retention, and persistence efforts.
 - Utilize Network, Resources, Open, College & Career (NROC) Project and EdReady online courseware for pre-college assessments and student self-assessment.
- B. **Strategy:** Advance equitable engagement, retention, and persistence by implementing student support initiatives that foster inclusion and success.
- Recognize the unique circumstances and experiences of diverse learners and ensure policies, procedures, and systems are established to address their educational needs.
 - Expand the availability of academic coaches and Peer Led Team Learning (PLTL) staff.
 - Align hours and online presence of essential offices (technology support, registration and advisement, financial aid, library services, counseling services, instructional support, etc.) to suit student need and instructional schedules.
 - Research and develop academic support programming such as mandatory study, holistic advisement, and peer support opportunities.
 - Establish supportive alumni-student relationships by expanding alumni relations networking, mentoring, ambassadorship, and professional development programming.
- C. **Strategy:** Ensure accountability for improving diversity, inclusion, retention, and persistence across programs and units.

- Commit to inclusive hiring and employment practices and provide appropriate training and resources for search committees.
- Require reporting of diversity, inclusion, and cultural sensitivity efforts in annual departmental, administrative, and self-assessment reports.
- Establish annual report on college-wide diversity, inclusion, and retention efforts.
- Measure inclusive course design and faculty cultural competence in course evaluation process.
- Utilize resources to determine why students leave the college (e.g. exit survey) and address challenges to persistence to graduation.
- Develop intervention and re-engagement methods for at-risk and stop-out populations.

Goal V: Daemen College will strengthen and support professional development opportunities for all faculty.

- A. **Strategy:** Enhance faculty expertise by expanding faculty development opportunities across the employment continuum.
- Expand the number and variety of professional development trainings, workshops, and funds (fellowships, awards, stipends, etc.) offered for faculty across the college (full time and part time; junior, mid-career, and senior).
 - Enhance inclusive course design training (workshops, panels, etc.) to support instruction across modalities (face-to-face, hybrid, and distance education).
 - Provide funding for faculty and staff to participate in external professional development opportunities related to effective pedagogy and leadership (teaching workshops and conferences; leadership seminars for new Chairs, Deans, committee officers, program administrators, etc.).
 - Establish support (workshops, panels, invited speakers, etc.) and funding (fellowships, stipends, travel funds, etc.) for faculty development in writing pedagogy.
 - Enhance support (workshops, panels, invited speakers, etc.) and funding (fellowships, stipends, travel funds) for faculty development related to global education.
 - Expand support (workshops, panels, invited speakers, etc.) and funding (fellowships, stipends, travel funds) for professional development related to diversity and inclusion initiatives.
 - Design and deliver a session on diversity and inclusion in orientations for full- and part-time faculty.
- B. **Strategy:** Strengthen support for faculty developing and strengthening distance education initiatives and related instructional technologies.
- Establish continuum approach for faculty adapting courses for distance education modalities.
 - Offer additional faculty support (workshops and incentives) to promote integration of distance education across programs.
 - Increase the number and variety of instructional design training, workshops, and funds (fellowships, stipends, travel funds) offered for faculty across the college.



FOCUS AREA TWO:

CAMPUS LIFE & CLIMATE

Narrative: Daemen College recognizes the unparalleled value a robust co-curricular experience contributes to student learning. Additionally, in recognizing the interconnectedness of an ever-changing world, it is imperative that Daemen work to build a more inclusive campus community where all students are able to live, learn, and thrive in a safe, secure, and forward-thinking environment. At its core, the goal of Daemen College is to develop students as well-rounded, civic-minded citizens, and to do so, we must continue to foster a physical and social environment conducive to a free exchange of ideas, student expression, social responsibility, and lively activity.

Goal I: Daemen College will provide equitable pathways to success for all students, from initial recruitment to life after graduation.

- A. **Strategy:** Facilitate equitable access through inclusive college communication.
- Translate college signage and publications (marketing materials, student support information, program requirements, registration information, etc.) into Spanish.
 - Enable translation of web content into multiple languages.
 - Examine demand for adaptive and inclusive technologies across campus constituencies, generating a priority list for implementation.
 - Assess suitability of existing institutional communication systems (channels, outlets, formats, etc.) and styles (modalities, language, accessibility) and adjust to accommodate diverse student constituencies.
 - Investigate need for adaptive and inclusive online materials (e.g. forms, publications, and information), generating a priority list for publication.
 - Post a comprehensive list of adaptive technologies available to campus constituents.
- B. **Strategy:** Foster a vibrant and inclusive campus community through student-centered programming and services.
- Strengthen student life infrastructure to support student-driven organizations and projects on the Amherst and branch campuses.
 - Develop inclusive outreach strategies to inform students about opportunities to create, join, lead, and sustain college clubs and organizations.
 - Provide programs, resources, and services to ensure equitable access to student leadership opportunities.
 - Promote intramural, recreational, and alumni programming that builds a healthy and active community.
 - Elevate Daemen Athletics' programming and profile to greater community, inclusion, and school spirit.

- C. **Strategy:** Enhance cultural, civic, and professional engagement opportunities for students through community-minded programming, practices, and partnerships.
- Identify events open to students in the Buffalo-Niagara region to promote through student affairs programming.
 - Globalize the co-curricular experience through inclusion of cultural events in student life calendars and programming.
 - Enhance transportation services through community and campus partnerships (City of Buffalo, Village of Williamsville, other area colleges) to integrate the Amherst campus with surrounding communities.
 - Create a master schedule of transportation options available to campus community members.
 - Utilize the Daemen Athletics platform to engage the surrounding community and Daemen alumni across the country.
 - Create and sustain community partnerships to provide holistic care and services across campuses.
 - Develop a plan with local businesses and community leaders to both encourage students to go off campus and to bring community members to campus.
 - Partner with community, business, alumni, and governing board members to create additional professional development pathways for students (internships, work experiences, mentorships, networking opportunities, etc.).
 - Utilize Daemen Athletics' programming, assets, and partnerships to foster community engagement and name recognition.

Goal II: Daemen College will develop strategic communication systems to strengthen collaboration among all stakeholders.

- A. **Strategy:** Assess and improve campus communication systems to enhance consistency, transparency, efficiency, and accountability.
- Assess efficiency and effectiveness of current communication methods to enhance connectivity and information sharing.
 - Adopt evaluative tools to assess areas of strength, weakness, and opportunity in



current information-sharing with student populations.

- Create a schema (e.g. flow chart or decision tree) to establish a clear and effective internal communications structure and formalize processes, responsibilities, and chain of command for communication with all stakeholders.
- Unify communication strategies regarding campus life, academic processes, and administrative functions by developing common language for use across offices, campuses, and constituencies.
- Promote accountability by developing productive outlets (face-to-face and virtual) for sharing information, soliciting input, and inviting feedback from campus stakeholders.

B. **Strategy:** Establish inclusive, culturally-sensitive, and responsive communication strategies to support students and staff at pivotal times of need.

- Identify distinct orientation needs of non-traditional, distance, and branch campus learners, and develop appropriate programming to support their transition to the Daemen community.
- Develop virtual orientation modules to provide “just-in-time” support for diverse student populations.
- Implement a comprehensive onboarding process for employees that both highlights commonalities across campuses and suits the unique roles of staff and faculty.
- Enhance SPOT services by integrating a Career Services Center in Duns Scotus Hall and creating an “Ask SPOT” resource to answer student questions.
- Identify, brand, and, when suitable, combine complementary traditions and programs (e.g. Founders Celebration, Homecoming, and Alumni Weekend), in order to foster campus cohesion and extend the inclusivity and reach of individual events.
- Explore demand for more segmented alumni communications and implement strategies to boost inclusivity and reach.





FOCUS AREA THREE:

OUTREACH & SERVICE

Narrative: Daemen College will continue to establish innovative programs, centers, and partnerships to engage students in experiential learning and foster connections between classrooms, communities, and cultures. The college's ongoing commitment to experiential learning will be prioritized and leveraged through various centers and educational initiatives: global learning and study abroad; community-based and service learning; professional learning and internships; clinical practice and simulations; and lifelong learning opportunities.

Goal I: Daemen College will create, grow, and sustain forward-thinking partnerships by building collaborative infrastructure, resourcing engaged faculty and staff, and communicating the value of partnerships internally and externally.

- A. **Strategy:** Establish a streamlined infrastructure to identify opportunities for community and experiential learning partnerships and to prioritize initiatives aligned with the college's mission, vision, and strategic goals.
- Develop a prioritization process for new partnerships and initiatives to leverage internal capacity, assess available resources (human, financial, community, technological), and determine feasibility, fit, and fiscal impact.
 - Create a professional directory including faculty credentials, experience, and research specializations, as well as the missions, visions, and values of established centers, to identify existing resources for new collaborative efforts.
 - Review current workload policies and identify opportunities to integrate collaborative partnerships within them.
 - Engage with alumni, community and industry partners to facilitate collaborations that promote community, economic, professional, and academic advancement.
- B. **Strategy:** Provide institutional support and funding (stipends, grants, development resources) to foster collaborative community partnerships and associated scholarship.
- Establish funding to compensate faculty, staff, and community partners engaged in planning and delivery of collaborative learning opportunities (stipends, grants, etc.).
 - Facilitate professional development programming and support (leadership training, seed money, research funding, student assistantships) for faculty and staff engaged in collaborative community partnerships.
 - Secure resources to support collection, analysis, and communication of community partnership outcomes through storytelling.
 - Subsidize experiential learning and related innovations through funding received from centers and auxiliary initiatives.

- C. **Strategy:** Establish planning and assessment mechanisms (evaluative objectives, measures, and tools) to ensure excellence and accountability of collaborative partnership programs.
- Develop Customer Relationship Management (CRM) database to manage partnership programs.
 - Establish clear policies and procedures for faculty and staff use of CRM database.
 - Develop a clear and consistent assessment mechanism (process, flowchart, rubric) for use in prioritizing, reviewing, and sustaining collaborative initiatives.
 - Assess existing data on partnership outputs, outcomes, and quality improvement measures to establish methods for continuous evaluation of collaborative programming.
 - Develop an annual report on collaborative partnerships for use in college marketing, community and alumni relations, fundraising, and grant writing.
 - Leverage opportunities provided through partnerships to initiate and resource new strategic collaborations within local, national, and global communities.

Goal II: Daemen College will enhance community-based learning opportunities by prioritizing experiential learning programs; resourcing engaged faculty, staff, and community partners; and strengthening learning outcomes through program assessment.

- A. **Strategy:** Design innovative community-based experiential learning opportunities across departments and programs.
- Align experiential learning models (academic service learning, service days, community-based projects, strategic partnerships) with the college's curriculum, mission, and vision.
 - Ensure incorporation of community-based experiential learning opportunities in the new general education curriculum.
 - Specify the role of the Paul A. Saffrin Center for Sustainability and Civic Engagement in development, support, and delivery of community-minded experiential learning opportunities.
- B. **Strategy:** Provide resources to support faculty, students, and community partners engaged in community-based experiential learning initiatives.
- Enhance resources that support student engagement in community-based learning programs (e.g. orientation, transportation, activity monitoring software, etc.).
 - Establish funding (stipends, grants, release time) and professional development resources (peer-to-peer support, conference and seminar funding, etc.) for faculty, students, staff, alumni and community partners engaged in development and delivery of community-based learning initiatives.
 - Secure grants and external funding to support implementation of community-based learning initiatives and related scholarship.
- C. **Strategy:** Strengthen assessment mechanisms (evaluative objectives, measures, and tools) to ensure excellence and accountability of collaborative community-based learning initiatives.

- Assess existing data on partnership outputs, outcomes, and quality improvement measures to establish evaluation methods for community-based experiential education.
- Clarify standards, measures, and mechanisms for evaluating community-based learning program performance and community impact.
- Review college workload policies and identify opportunities to incorporate community-based experiential education within them.



Goal III: Daemen College will enhance global learning by prioritizing funding for international experiential learning programs, ensuring equitable access to global experiential learning for all students, and strengthening global education infrastructure.

- A. **Strategy:** Provide resources to enhance *inclusion* and participation of faculty, staff, students, alumni, and international partners in global experiential learning initiatives.
- Expand internal (alumni donations, college scholarships, staff stipends) and external (grants, sponsorships, Fulbright and Council of Independent College opportunities) support for global experiential learning opportunities.
 - Explore potential for work study, paid internship, and scholarship (presidential and trustee) funding of student participation in global experiential learning programs.
 - Implement a Global Ambassadors Program to provide tuition incentives for students engaged in global outreach and participation initiatives.
 - Establish global learning crisis fund to ensure participation and safety of students travelling abroad.
 - Secure support for global learning opportunities for persons with disabilities through membership in Disability International.
 - Increase funding for Global Education Task Force (GETF) initiatives supporting faculty interested or engaged in global experiential learning.
 - Resolve impediments to faculty participation in global education (e.g. faculty load, shadowing, etc.) and incentivize implementation of global experiential learning and service.
- B. **Strategy:** Promote student-centered design of global experiential learning opportunities to ensure inclusive engagement.
- Streamline introductory global experiential learning outreach for students (recruitment events, participation incentives, departmental engagement).
 - Explore potential for alternative delivery mechanisms, revised curriculum schedule, and/or additional program requirements to facilitate global experiential learning opportunities for students across programs.
 - Increase awareness and utilization of the Global Studies minor. Also, include the addition of micro-credentials to enhance the profile of global experiential learning.

- C. **Strategy:** Strengthen assessment mechanisms (evaluative objectives, measures, and tools) to ensure excellence and accountability of global experiential learning programs.
- Identify key measures for assessing global experiential learning student outcomes (academic performance, personal growth, professional development) and implement in program evaluation.
 - Adopt a data management system to track program participation and to ensure continuous reporting on global experiential learning initiatives.

Goal IV: Daemen College will enhance interprofessional, professional, and lifelong learning opportunities by cultivating inventive experiential programs for faculty, students, alumni, and community members.

- A. **Strategy:** Expand opportunities for Interprofessional Education by establishing collaborative research infrastructure and promoting avenues for interdisciplinary scholarship.
- Create a faculty steering committee to prioritize collaborative interdisciplinary research opportunities, integrate Interprofessional Education Collaborative (IPEC) standards across academic initiatives, and enhance delivery of lifelong learning programs.
 - Identify and recruit faculty members engaged in interdisciplinary research to advance interprofessional education initiatives.
 - Develop the Center for Interprofessional Learning and Simulation (CILS) to integrate interprofessional programs across campuses.
 - Establish an interprofessional education advisory board to foster and facilitate participation of community, alumni, and professional partners.
 - Secure internal (faculty stipends, student fellowships) and external (grants, corporate gifts) funding to initiate and sustain interprofessional education initiatives.
 - Identify opportunities to generate revenue through college centers, certificate programs, micro-credentialing, and other innovations.
- B. **Strategy:** Promote flexible, student-centered internship opportunities and pre-professional development (e.g. CFE 97) for all students.



- Identify and support Daemen College alumni willing to offer internship and mentorship opportunities to students.
- Conduct outreach to businesses, organizations, and institutions to cultivate strategic internship opportunities for academic programs (e.g. pre-professional majors).
- Develop and promote internship opportunities through expansion of open houses, career fairs, and networking events.
- Increase internal (stipends, scholarships) and external (work study, grants, fellowships) funding opportunities for students to promote participation in credit-bearing and/or paid internships locally, nationally, and globally.

C. **Strategy:** Provide resources to support staff, faculty, students, alumni, and community partners engaged in professional and lifelong learning initiatives.

- Identify and implement technology solutions to support internship activities and related lifelong learning opportunities.
- Establish professional development funding for internship coordinators to enhance curricular offerings and to promote participation in training, conferences, and certification programs.
- Expand faculty/staff incentives (stipends, workload, professional development funds) for planning and delivery of professional and lifelong learning programs.
- Extend incentives (stipends, tuition reimbursement, continuing education, etc.) and resources (staff coordination, technology access) to organizations, professionals, and community partners who participate in internship and lifelong learning programming.
- Provide marketing, logistical, and billing support for departments offering lifelong learning opportunities.

D. **Strategy:** Strengthen assessment mechanisms (evaluative objectives, measures, and tools) to ensure excellence and accountability of professional and lifelong learning programs.

- Host quarterly meetings with internship coordinators to facilitate information sharing on best practices for design, implementation, and evaluation of professional learning.
- Use a database to report on professional and lifelong learning activities (professional internships by program/discipline, post-internship employment, and economic impact).
- Review and standardize assessment, data tracking, and evaluation activities.
- Establish clear policies and procedures for updates, access, and optimal use of CRM database.





FOCUS AREA FOUR:

FACILITIES AND INFRASTRUCTURE

Narrative: Daemen College continues to experience dynamic growth of its student body, faculty, staff, and campus facilities, and the addition of our branch campus and distance education programs have resulted in diverse infrastructure needs. Daemen will foster a sustainable, state-of-the-art, and inclusive environment by beautifying campus grounds, supporting personnel infrastructure, and creating welcoming spaces both real and virtual. As the college expands its footprint geographically and virtually, we will magnify our focus on the safety of students, the security of data, and the stewardship of campus resources.

Goal I: Daemen College will update its current facility master plan to continue to operationalize campus facility and infrastructure plans, prioritize innovative and responsible use of campus assets, and modernize campus amenities.

- A. **Strategy:** Improve facilities planning process by coordinating responsible use of campus space, promoting inventive reuse of existing assets, and enhancing campus beautification efforts.
- Create a comprehensive plan for assessing use of campus space to enhance efficiency and usability of facilities.
 - Produce and implement a branch campus facilities plan addressing the need for student-centered study, social, and utilitarian spaces (e.g. lounges, cafeteria).
 - Develop a comprehensive catalog of campus spaces to use in assessing and addressing feedback from students, faculty, and staff on unmet space needs.
 - Conduct a thorough accessibility audit to prioritize inclusivity and equity across campuses.
 - Review, assess, and coordinate plans for renovation of science lab facilities and conversion of Research & Information Commons space for CILS.
 - Develop a business plan for utilizing MusicalFare facility on campus.
 - Create a comprehensive plan for creation, rehabilitation, and management of landscaping and outdoor spaces, including continuation of the college's tree planting campaign.
 - Continue implementation of a campus key card access system to increase safety and security.
- B. **Strategy:** Invigorate the college's commitment to environmental sustainability by prioritizing stewardship and responsible use of resources.
- Affirm commitment to LEED certification by adhering to sustainability requirements when renovating the Research & Information Commons.
 - Honor prior sustainability recommendations and guidelines when building and renovating new spaces on campus.
 - Ensure continued use of environmentally sustainable cleaning agents.

Goal II: Daemen College will enhance the physical and social features of its campuses to ensure that all facilities — tangible and virtual — are designed for inclusivity and responsible use.

- A. **Strategy:** Improve campus facilities by optimizing responsible use of existing space and prioritizing the creation of interactive, inclusive spaces for students, faculty, and staff.
- Develop a plan for modernizing current facilities by creating new and inclusive social space (e.g. seating, food, study, and meeting space) or redesign existing space for diverse and changing campus needs.
 - Enhance student-facing spaces across campuses (e.g. recreation facilities, 78W, the CHIP Center, etc.) and online to facilitate students' emotional, spiritual, social and physical health.
 - Create new multipurpose spaces and physical assets to address facilities plan goals (e.g. campus quad between Duns Scotus and the Wick Student Center) and to address student needs (e.g. gender-neutral bathrooms, accessibility ramps and elevators, well-equipped and versatile classrooms).
 - Renovate student housing to enhance living and learning environments by replacing furniture, enhancing aesthetics, and transforming underutilized spaces.
 - Align capital campaign goals with infrastructure needs outlined in strategic plan.
 - Develop funding streams for capital improvements by fostering philanthropy, coordinating fundraising efforts, and expanding alumni relations.

Goal III: Daemen College will support and sustain a vibrant campus community by investing in faculty and staff.

- A. **Strategy:** Enhance expertise and inclusion through improved recruitment, development, and retention of faculty and staff.
- Conduct a comprehensive compensation and job description review to assess the effectiveness of employee hiring, compensation, and retention practices in advancing institutional diversity and inclusion goals.
 - Annually review and assess employee benefits, including health insurance options, to ensure employee satisfaction, market standards, and industry competitiveness.
 - Assess past exit interview data to identify strategies for improving job satisfaction and performance.
 - Strengthen employee training and development resources to enhance faculty/staff retention and expertise.





FOCUS AREA FIVE:

FISCAL STABILITY

Narrative: Daemen College is a progressive institution aiming to attract an academically skilled, inclusive, and engaged student body. The college will work to align marketing, recruitment, enrollment, retention, and revenue goals while providing an educational experience that results in quality outcomes for students. Enrollment management goals will support a sustainable, integrated system designed to increase student access and success while maintaining the institution's fiscal stability.

Goal I: Daemen College will advance the institution and its fiscal stability through community engagement and outreach.

- A. **Strategy:** Strengthen fiscal responsibility by coordinating, enhancing, and optimizing donor outreach.
- Reach Comprehensive Campaign (Drive to 75) goal of raising \$22 Million.
 - Enhance the culture of philanthropy across campuses by fostering relationships and programming to engage current students and alumni in Institutional Advancement initiatives.
 - Increase fiscal engagement across internal (alumni, campus, student) and external (private foundations, corporate and community sponsorship) constituencies.
 - Identify and cultivate loyal leadership donors for additional campaigns.
- B. **Strategy:** Deploy advertising and marketing resources to generate contacts, applications, and enrollments of students to meet net tuition revenue goals.
- Develop an annual strategic marketing budget to optimize student recruitment activities.
 - Strengthen systems and resources available to measure, analyze, and communicate the effectiveness of marketing and media relations strategies.

Goal II: Daemen College will enhance fiscal responsibility by strengthening fiscal planning, assessment, and development.

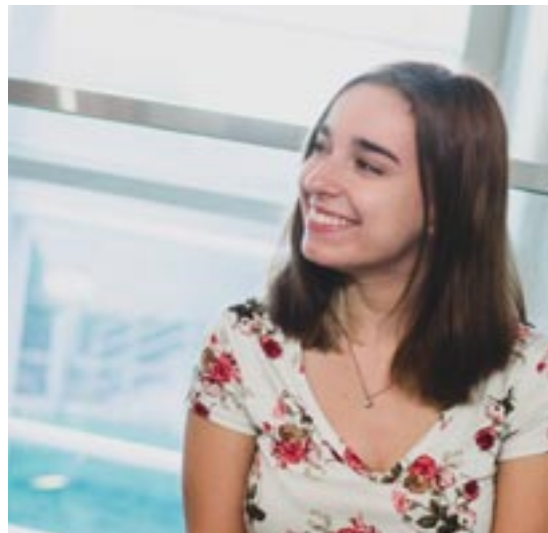
- A. **Strategy:** Strengthen systems for internal review of fiscal expenditures related to institutional growth, development, and sustainability.
- Assess and improve employee compensation standards by supporting annual review of salary and benefits by the College Compensation and Benefits Task Force (CBTF), ensuring the quality and cost effectiveness of compensation practices.

- Assess and improve the quality, allocation, and use of college facilities by supporting Facilities Master Plan Committee efforts, ensuring progress toward classroom modernization, technology enhancement, and campus improvements.
- Develop a plan to provide equitable, sufficient, and consistent funding to all faculty for research, travel, and professional development.

Goal III: Daemen College will use a data-informed approach to stabilize college enrollment, support student retention, and foster sustainable growth.

- A. **Strategy:** Assess, evaluate, and adjust enrollment strategies to enhance recruitment and balance college enrollments.
- Use predictive analytics to enhance enrollment, recruitment, and retention strategies.
 - Expand recruitment by conducting outreach in Western Pennsylvania and Eastern Ohio.
 - Manage the implementation of an early decision program for all majors, tied to a four-year undergraduate tuition degree, to annually bring in 25% of the entering class through this program.
 - Expand enrollments in majors outside of health professions and explore the feasibility of reducing first-enrollments in PA, PT, and/or Nursing with a focus on increasing capacity for graduate admissions.
 - Increase co-curricular and extracurricular campus activities based on student interest and feedback to enhance college profile and attract prospective students.
- B. **Strategy:** Improve retention and graduation rates by implementing student success initiatives that foster equity and inclusion.
- Provide targeted interventions to eliminate retention and persistence disparities between white and underrepresented students, as well as those between Pell Grant recipients and other student populations.
 - Improve student support by sharing data, identifying markers of student success, and enhancing communication between enrollment and academic affairs departments.
 - Create a coordinated approach to developing and fulfilling retention goals through Student Excellence and Persistence Taskforce (STEP) efforts.
 - Plan and apply for Title III funding to enhance retention and persistence outcomes.







**A SHARED VISION: DAEMEN'S
EMERGING NATIONAL DISTINCTION**

STRATEGIC PLAN
DAEMEN