Focus Fourteen
The 2011-2014 Strategic Plan
Introduction

The essential aim of Focus Fourteen, the 2011–2014 Strategic Plan, is to illuminate the positive qualities of Medaille College. It is intended to inspire a future that improves the lives of our students and the quality of our community.

The plan continues the previous strategic planning work of the College. Our approach was based on inquiry and inclusion, inviting everyone at the College to engage in a process that illuminated the unique, positive qualities of Medaille. The ideas in the plan reflect the spirit of the whole College, and we hope that they stimulate our creative spirit as we move into the future together.

Focus Fourteen, the 2011–2014 Strategic Plan, has four overarching Strategic Themes and nineteen specific Areas of Strategic Focus. These provide the framework for our priorities and the development of goals, objectives, and actions to be implemented throughout the College.

The following pages include Medaille’s Mission, Vision, Strategic Themes, quotes from participants, and Areas of Strategic Focus. This document also contains a description of our approach, responsibilities for planning, next steps, as well as the Annual Planning and Assessment Calendar. We invite you to read and reflect on these ideas, and most importantly, integrate them into the work that you do for Medaille College.
Mission

Medaille College concentrates on excellence in teaching, with an emphasis on personal attention to its diverse student body. Its curriculum provides a solid liberal arts and sciences foundation with early access to career-oriented education. The faculty and all of those involved in the mission of education challenge students and themselves to the highest possible standards of achievement, but that challenge is balanced by support for every individual student and a concern that each one succeeds.

Vision

Medaille College will be known as the leader in preparing learners for career success and a lifelong commitment to a civic and sustainable future in Buffalo, the region, and the world.
STRATEGIC THEME 1  

Student Success

Strengthen commitment to the success of all students

Medaille College inspires students to reach their potential through individual support, a coherent learning experience, and collaborative relationships with faculty, staff, and one another. We support students to meet high academic standards, embark on a path of success, and contribute to a civic and sustainable future in their communities.

QUOTES FROM THE INTERVIEWS  
Honoring the voices

“Genuine student focus–faculty and staff have great care and concern for their success.”

“Being with students through challenging–stressful moments in life and being there to celebrate positive breakthroughs–positive growing experiences.”

“Give kids a second chance by looking at the whole person.”

“What we do best is service the students.”

“Medaille is at its best when we realize students recognize something in themselves that they never knew before.”
AREAS OF STRATEGIC FOCUS

1.1 Relationships
Increase opportunities for all students to form relationships inside and outside the classroom with a variety of members of the Medaille community, in order to enhance their personal, academic, and career success.

1.2 Coordinated Services
Provide students with an intentional network of support services that encompasses all areas of student life and promotes a high-quality learning experience.

1.3 Enrollment
Engage in a process that grows enrollment, fosters excitement about our students’ chosen educational experience, and provides a clear understanding of their commitments and obligations.

1.4 Student Leadership
Provide leadership opportunities that give students increasing experience and responsibility and help them understand that leadership is essential to educational and professional advancement and to continuous improvement of our communities.

1.5 Learning
Provide a coherent learning experience for every student that connects foundational and discipline-specific learning, links theory and practice, and promotes student success in college and beyond.
STRATEGIC THEME 2

Program Development

Continue to develop new and improve existing programs to meet the educational needs of a diverse community.

Medaille College offers cutting-edge programs in multiple delivery formats that prepare students for career success and provide the foundational and integrative learning that will help them be engaged citizens, adapt to rapid change, and think globally.

QUOTES FROM THE INTERVIEWS

Honoring the voices

“Expanding programs in emerging fields.”

“Diversity of programs.”

“Continue to be leaders in adult education.”

“. . . offerings for student majors with a strong career focus.”
AREAS OF STRATEGIC FOCUS

2.1 Program Development
Continue to expand existing and develop new programs that align with Medaille’s mission and vision, and have the potential to improve our financial position, including online programs and those that cross a variety of borders.

2.2 Program Improvement
Refine the institutional assessment cycle to ensure that all programs are assessed regularly, that assessment criteria and procedures are widely communicated and consistent across the College, and that program assessment informs the budget process and leads to improvement of student learning.

2.3 Program Support
Provide dedicated resources to support new and existing educational programs in order to attract, develop, and retain quality faculty and staff and to establish effective infrastructures in support of quality programming.
STRATEGIC THEME 3

Resource Development and Allocation

Build on emerging success in resource development and allocation

*Medaille College mobilizes all its assets to maximize student learning, deliver exemplary service, and transform lives. We procure and allocate resources to enhance our academic programs, support faculty and staff innovation and development, provide state of the art learning environments, and strengthen our strategic partnerships.*

QUOTES FROM THE INTERVIEWS

Honoring the voices

“The Academic Support Center is a terrific resource that all students should take advantage of.”

“Title III grant—no other colleges in the area received the grant.”

“Design of the Rochester campus/involved in the process.”
AREAS OF STRATEGIC FOCUS

3.1 People
Develop a comprehensive and cohesive faculty and staff development program to realize individual potentials, create an empowering learning environment, and increase student success.

3.2 Fund Raising
Develop a culture of giving among the College’s constituencies—alumni, faculty/staff, trustees, parents, students, etc.—and leverage the power of Medaille’s compelling mission and vision with government entities and private foundations, so that we maximize support from all of these sources and provide a growing stream of revenue to fund endowment, scholarships, programs, and facilities.

3.3 Budget Process
Utilize a well-planned, well-communicated budgeting process linked to the 2011-2014 Strategic Plan, which incorporates a data-driven, college-wide assessment cycle and ensures overall financial health of the institution.

3.4 Facilities
Review the multi-campus Master Plan and target new priorities and projects in order to provide state-of-the-art learning environments that support student learning and promote staff innovation and development. The planning and design of these projects will include input from primary constituents, including faculty, staff, students, and administration.

3.5 Technology
Identify and develop the comprehensive technical and human resources needed to meet current and ongoing technology needs of the Medaille community.

3.6 Marketing
Expand our marketing and advertising in all areas in order to increase enrollment, engage alumni, grow our friend- and fund-raising, and recruit talented faculty and staff.
STRATEGIC THEME 4

Community

Extend our strong sense of community

*Medaille College is a culture of individuals who collaborate and communicate to support student success. We model cooperation, integrity, and authentic civic engagement to strengthen our College and to promote meaningful community relationships.*

QUOTES FROM THE INTERVIEWS

Honoring the voices

"The PEOPLE are the college."

"Medaille is a community. Its small size fosters a caring environment for students, staff and faculty."

"... walk into any office and immediately have a connection with the people there; it wasn’t forced."

"Even in really bad times, the College had a certain ‘grit’ and determination to do well by the students."

"As we connect more with the community we become more of a ‘Buffalo’ college."
AREAS OF STRATEGIC FOCUS

4.1 Civic Engagement
Model community involvement through student, staff, and faculty civic engagement and volunteerism.

4.2 Curricular Involvement
Integrate community involvement into the curriculum to support student success while contributing to the community.

4.3 Collaboration
Develop the College’s capacity for communication, collaboration, and reflective practice, to serve as a model and resource for civic engagement in our regional community.

4.4 Traditions
Create traditions that energize Medaille constituents and foster respect, connection, integrity, and life-long learning. Develop and promote these traditions throughout the College in order to engage our faculty, staff, and students and establish a sense of belonging and pride in the institution.

4.5 Partnerships
Develop meaningful, mutually beneficial and strategic relationships that both build the College’s identity as an entrepreneurial learning community and demonstrate its commitment to a civic and sustainable future in Buffalo, the region, and the world.
HOW DID WE GET HERE?

When it was time to update the Strategic Plan for 2011–2014, the decision was made to use an approach that would meaningfully involve as many people as possible. After looking at a number of alternatives, Appreciative Inquiry was chosen as the process to develop the plan.

During the Spring of 2010, Appreciative Inquiry was tested by the Guiding Coalition and with its approval, this approach was introduced to the Medaille Community during the College Colloquia in June 2010 and August 2010. The Core Planning Team was organized during that same period.

In the Fall of 2010, the Core Planning Team designed and facilitated 12 discovery sessions to uncover the strengths of Medaille. This involved over 230 members of the College in paired interviews, small group work, and resulted in the Areas of Strategic Focus. These were introduced and confirmed to the College through department meetings in December 2010.

The Core Planning Team hosted two all-college Planning Summits and, based on the Strategic Themes, developed images of the future and Areas of Strategic Focus. The group provided an overview of the work to date to the whole College community through meetings with the faculty, staff, administration, and the Board of Trustees.

During the Spring of 2011, the Core Planning Team facilitated four all-day design sessions to refine the Areas of Strategic Focus. Each day dealt with one Strategic Theme, and participants refined the ideas from the Summits, developing more specific initiatives, measures of evaluation, targets for success, responsibilities, and timelines.
Focus Fourteen 2011-2014

Focus Fourteen, the 2011–2014 Strategic Plan, was approved by the Board of Trustees in May 2011. It was introduced to the College community during the College Colloquium on June 2, 2011, and has since been the foundation for planning at Medaille College.

The Process and Participation

Introduction to Appreciative Inquiry
2010 Colloquiums

Introduction to Process
Board of Trustees

12 Inquiry Sessions
230 People

5 Feedback Sessions
150 People

2 Summits
200 People

Department Feedback Sessions
200 People

Review of Planning
Board of Trustees

4 Design Sessions
100 People

Review Strategic Themes and Areas of Focus

60 People

Implementation College Wide

Approval of Plan
Board of Trustees

Align Divisional and Unit Plans
Cabinet
RESPONSIBILITY FOR PLANNING

The responsibility for the implementation, support, assessment, communication, and leadership of the 2011–2014 Strategic Plan includes everyone at Medaille.

Individual members of the College were involved in the development of the plan and are essential in its implementation and development.

Units and Departments align their plans with the Strategic Themes, Areas of Strategic Focus, and the annual priorities.

The Cabinet has taken ownership of the plan; sets annual priorities from the Areas of Strategic Focus; identifies Goals, Objectives, and Actions for Divisional Plans; monitors the implementation of these initiatives; and communicates accomplishments to the College community.

The Guiding Coalition (GC) supports the planning effort by helping to update and monitor Unit/Department Master Plans, support their implementation, and provide regular updates.

The Core Planning Team (CPT) promotes Medaille’s engagement in the planning process, and supports coordination between planning, assessment, and Middle States activities.

The Institutional Assessment Coordinating Team (IACT) facilitates ongoing assessment of Unit/Department as well as College-wide initiatives.
NEXT STEPS IN THE PLANNING PROCESS

The next step calls on the College community to develop and implement initiatives based on the Areas of Strategic Focus.

This final step “is an invitation to action inspired by the prior days of discovery, dream and design. For some this is the day they have been waiting for, a time to finally get to work on the specifics of what will be done! At this point we seek to invite personal and group initiative and self-organizing. We seek to demonstrate the large group’s commitment to action, and support for those who choose to go forward working on behalf of the whole.” (Ludema, J., Whitney, D., et al. The Appreciative Inquiry Summit)

It is during this stage that Medaille College can realize an additional strength that emerged during the planning process. “Innovation – Extend Medaille’s strong entrepreneurial spirit by fostering the creative potential of all its constituents and by supporting innovation and technological advancements that help meet the needs of our changing world.” This idea is imbedded in the implementation of Focus Fourteen.

It is essential that individuals, departments, units, committees, and innovation teams be provided the opportunity, leadership, and support required to succeed in developing and implementing future initiatives.
## ANNUAL PLANNING AND ASSESSMENT CALENDAR

<table>
<thead>
<tr>
<th>Task</th>
<th>Time Period</th>
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<tbody>
<tr>
<td>Perform Environmental Scan</td>
<td>December- February</td>
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<tr>
<td>Establish Cabinet Priorities</td>
<td>February</td>
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<tr>
<td>Align Divisional Plans</td>
<td>February - April</td>
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<tr>
<td>Set College-Wide Initiatives</td>
<td>February - April</td>
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<tr>
<td>Prepare Institutional Budget</td>
<td>February - April</td>
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<tr>
<td>Obtain Board of Trustees Approval</td>
<td>May</td>
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<tr>
<td>Implement Plan</td>
<td>Throughout Academic Year</td>
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<tr>
<td>Collect Assessment Data</td>
<td>Throughout Academic Year</td>
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<tr>
<td>Submit Assessment Reports</td>
<td>December</td>
</tr>
<tr>
<td>Review Assessment Reports</td>
<td>January- February</td>
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<tr>
<td>Submit Academic Assessment Action Plans (AAP’s)</td>
<td>April</td>
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<tr>
<td>Submit Administrative AAP’s</td>
<td>April</td>
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<tr>
<td>Communicate with College</td>
<td>August, February, and June</td>
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ACKNOWLEDGEMENTS

We wish to thank the members of the Core Planning Team for their energy and effort in leading and supporting the College through the planning process.

Barbara Bilotta, Director of Human Resources
Kevin Bosner, Ph.D., Assistant Professor, Business (deceased)
Matthew Carver, Vice President for Business and Finance
Katherine Cline ’13, Student
John Crawford, Vice President for College Relations
Susan Dunkle, Ed.D., Assistant Professor, School of Education
Sara Fluskey, Director of Development and Alumni Relations
Brad Hollingshead, Ph.D., Associate Dean for Foundational Learning and Assessment
Judith Horowitz, Ph.D., Associate Vice President and Dean, SAGE
Douglas Howard, Ph.D., Vice President for Academic Affairs
Richard Jurasek, Ph.D. (ex officio), President
Barbara Kurasch, Senior Director of Academic Services, SAGE
Mary Lindstrom, Research Project Specialist
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Bryan Proch ’12, Student
Lawrence Robinson, Clinical Assistant Professor, Management and Leadership
Sergio Rodriguez, Coordinator of Veterans Recruitment and Services
Anthony Vetrano ’14, Student

Most importantly, we wish to thank the entire Medaille Community, who came together to share stories of success and to help shape our future together.
“...organizations are, fundamentally, mysteries and miracles of human relatedness; they are living systems, alive and embedded in ever widening webs of infinite strength and limitless human imagination. In short organizations are universes or centers of connected strengths.”

-David Cooperrider

(Notes)
We invite you to experiment with Appreciative Inquiry in new ways, and add to our understanding of life-centered organizations and positive change. In short, we invite you to make our college a better place, one person, one department, and one action at a time.

(Notes)
Focus Fourteen
The 2011-2014 Strategic Plan

Together We Learn.
Together We Strive.
Together We Grow.

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medaille.edu