



Strategic Plan 2011 - 2015: Comprehensive Metrics Update

Achieving Excellence. Pursuing Truth. Transforming Lives.

Core Value: 1 **Advancing the Catholic & Dominican Mission of Providence College**

Initiative: 1.1 *Having surveyed the College community about its understanding and experience of the mission, and engaged in campus wide discussions about the mission, we will revise the mission statement of the College to clearly and succinctly articulate the Catholic, Dominican, and liberal arts mission. The revised mission statement will be accompanied by documents explaining the history, values, and objectives that attend upon it.*

Metric: 1.1.1 500 members of the campus community will have been canvassed concerning the College's mission and the revised Mission Statement will have been approved by the Board in June 2012 [REVISED TO FEBRUARY 2013 BOARD APPROVAL]

| Year | 2011_Yr | 2012_Yr | 2013_Yr | 2014_Yr | 2015_Yr |
|---------|---------|--|--|---------|---------|
| 2011_Yr | Pending | 750+ members of the College community participated in 39 open forums to discuss/comment on drafts; the fourth and final revised mission statement draft was presented to Fr. Shanley in January 2013 and to the BOT in February 2013 | Revised Mission Statement approved by Board of Trustees; President announced approval to campus; February 2013 | tbd | tbd |

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Core Value: 1 **Advancing the Catholic & Dominican Mission of Providence College**

Initiative: 1.2 *We will increase opportunities for service by implementing Faith Works, a program of domestic service for incoming students, and by implementing programs for international service; will revise the RCIA program and increase the number of faith formation programs; and will initiate Faith Speaks, a program of outreach and evangelization that includes seminarian interns and a post-graduate residential service program for recent alumni/ae.*

Metric: 1.2.1 Minimum of 25 new students will participate in Faith Works by August 2012

| | | | | | | | | | |
|---------|---|---------|--|---------|--|---------|-----|---------|-----|
| 2011_Yr | 0, program scheduled to begin August 2012 | 2012_Yr | 26 incoming students and 7 upperclassmen mentors participated in the first FaithWorks program in August 2012 | 2013_Yr | 36 incoming students and 10 upperclass mentors participated in August 2013 | 2014_Yr | tbd | 2015_Yr | tbd |
|---------|---|---------|--|---------|--|---------|-----|---------|-----|

Metric: 1.2.2 10% increase in student attendance at Mass and participation in service by 2012-2013

| | | | | | | | | | |
|---------|---|---------|---|---------|---|---------|-----|---------|-----|
| 2011_Yr | Mass: 753 avg weekend attendance, Fall 2011; Service: 1632 students participated, Fall 2011 | 2012_Yr | Mass: 1025 avg weekend attendance based on first four weeks of semester, Fall 2012; Service: 1550 students participated (not a unique student count), Fall 2012 | 2013_Yr | Mass: 1120 avg weekend attendance based on first four weeks of semester (+49% v. 2011), Fall 2013 (entire semester avg 998); Service: max. 1545 students participated (not a unique student count) (-5% v. 2011), Fall 2013 | 2014_Yr | tbd | 2015_Yr | tbd |
|---------|---|---------|---|---------|---|---------|-----|---------|-----|

Metric: 1.2.3 1 additional Dominican chaplain by August 2012

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|---------|--|---------|---|---------|--|---------|-----|---------|-----|
| 2011_Yr | 1 Chaplain, 1 Asst. Chaplain, 1 new Asst. Chaplain pending for July 2012 | 2012_Yr | 1 Dominican Chaplain; 1 continuing Dominican Asst. Chaplain; 1 new Dominican Asst. Chaplain | 2013_Yr | 1 Dominican Chaplain; 2 continuing Dominican Asst. Chaplains (1 part-time) | 2014_Yr | tbd | 2015_Yr | tbd |
|---------|--|---------|---|---------|--|---------|-----|---------|-----|

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Metric: 1.2.4 1 additional lay campus minister by August 2012

| | | | | | | | | | |
|---------|---|---------|---|---------|---|---------|-----|---------|-----|
| 2011_Yr | 3 lay campus ministers; search underway for 1 new campus minister | 2012_Yr | 4 lay campus ministers: one each for social justice, Faith Abroad, retreats, and Director of liturgical music | 2013_Yr | 3 lay campus ministers presently. As of January 30, 2014, searches will have begun for two campus ministers - one to fill a vacant position, one to fill a new position. A fifth position is pending approval for a Dominican religious sister to be added. | 2014_Yr | tbd | 2015_Yr | tbd |
|---------|---|---------|---|---------|---|---------|-----|---------|-----|

Metric: 1.2.5 Minimum of 5 seminarian interns by 2012-2013

| | | | | | | | | | |
|---------|---|---------|--------------------------------------|---------|--|---------|-----|---------|-----|
| 2011_Yr | 0, program scheduled to begin August 2012 | 2012_Yr | 0; program slated to begin fall 2013 | 2013_Yr | This proposition has been abrogated after discussion among the Mission and Ministry executive committee and the President's Office | 2014_Yr | tbd | 2015_Yr | tbd |
|---------|---|---------|--------------------------------------|---------|--|---------|-----|---------|-----|



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Core Value: 1 **Advancing the Catholic & Dominican Mission of Providence College**

Initiative: 1.3 *We will establish a guest lecture series to bring notable figures to campus to address issues of theological and spiritual significance to the College community especially through the four major endowed lectures in the Center for Catholic and Dominican Studies; and having surveyed alumni/ae about their needs and desires in this regard, we will initiate a program of lectures, days of reflection, and retreats for local alumni clubs.*

Metric: 1.3.1 \$250,000 endowment for 4 main lectures offered by CCDS by June 2013

| | | | | | | | | | |
|---------|-----------------------|---------|--------------------------|---------|--|---------|-----|---------|-----|
| 2011_Yr | ~85,000 as of 6/30/11 | 2012_Yr | ~\$100,000 as of 6/30/12 | 2013_Yr | ~\$125,000 as of 6/30/13; ~\$150,000 as of 12/31/13 | 2014_Yr | tbd | 2015_Yr | tbd |
|---------|-----------------------|---------|--------------------------|---------|--|---------|-----|---------|-----|

Metric: 1.3.2 Minimum of 4 spiritual/faith development programs offered to alumni by 2012-2013

| | | | | | | | | | |
|---------|---|---------|--|---------|--|---------|-----|---------|-----|
| 2011_Yr | 3 alumni spiritual/faith development programs | 2012_Yr | 12: in person – 1 retreat day; online/Web – 4 Advent reflections, 4 Lenten reflections, 2 Christmas reflections, 1 directory of parishes for young alumni/ae | 2013_Yr | Ad hoc requests for spiritual/faith development programs unknown due to staff transitions; directory of parishes for young alumni/ae still in place online | 2014_Yr | tbd | 2015_Yr | tbd |
|---------|---|---------|--|---------|--|---------|-----|---------|-----|



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Core Value: 1 **Advancing the Catholic & Dominican Mission of Providence College**

Initiative: 1.4 *We will expand the Fr. Philip A. Smith, O.P. Student Fellowship Program which provides students with opportunities for study or service abroad in a Catholic and Dominican context.*

Metric: 1.4.1 Minimum of 10 Fr. Smith fellowships per year beginning 2013-2014

| | | | | | | | | | |
|---------|--|---------|--|---------|---|---------|-----|---------|-----|
| 2011_Yr | 8 Fr. Smith fellowships for the summer of 2011 | 2012_Yr | 7 Fr. Smith fellowships for the summer of 2012 | 2013_Yr | 10 Fr. Smith fellowships for the summer of 2013 | 2014_Yr | tbd | 2015_Yr | tbd |
|---------|--|---------|--|---------|---|---------|-----|---------|-----|



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Core Value: 1 **Advancing the Catholic & Dominican Mission of Providence College**

Initiative: 1.5 *We will begin an international travel pilgrimage program called In the Footsteps of St. Dominic that will enable faculty, staff, alumni/ae, parents, donors, and Trustees to visit places of historic Dominican significance in the company of Dominicans. We will do so with a view to enhancing their experience and understanding of the Dominican Order and its spirituality, and how they should affect the life and work of the College.*

Metric: 1.5.1 Minimum of 15 participants for In the Footsteps of St. Dominic for summer 2013

| Year | 2011_Yr | 2012_Yr | 2013_Yr | 2014_Yr | 2015_Yr |
|-------|--------------------------------|--------------------------------|---|---------|---------|
| Value | 0, program has not yet started | 0, program has not yet started | A program for In the Footsteps of St. Dominic for this past year was proposed to the Board of Trustees, but was not implemented due to lack of interest | tbd | tbd |



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Core Value: 1 **Advancing the Catholic & Dominican Mission of Providence College**

Initiative: 1.6 *We will establish and seek donor and foundation support for a program of vocational discernment, tentatively called Providential, that will bring the lens of faith and discernment to questions of career, major, service, and life dedication, whether in religious life and priesthood, or in marriage. This will operate in collaboration with offices and programs such as Career Services, the Center for Student Engagement, the Feinstein Institute, and Academic Advising.*

Metric: 1.6.1 Minimum of 15 student participants in a pilot Providential program

| Year | 2011_Yr | 2012_Yr | 2013_Yr | 2014_Yr | 2015_Yr |
|-------|--------------------------------|--------------------------------|--|---------|---------|
| Value | 0, program has not yet started | 0, program has not yet started | While there have been a number of vocational retreats for men and women held in conjunction with the community at St. Pius V Church, no movement has been made on this project | tbd | tbd |

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Core Value: 2 **Enhancing Academic Excellence**

Initiative: 2.1 *We will implement the new Core Curriculum by offering courses that meet the Core’s mission-related learning goals; by hiring the faculty necessary to support smaller seminar sizes in the Development of Western Civilization Program and in meeting all Core proficiencies and requirements; and by educating faculty and students as to the meaning, value, and proper completion of the full Core.*

Metric: 2.1.1 75% of courses needed for full implementation of the new Core Curriculum approved by Fall 2012; 100% approved by Fall 2015

| Year | 2011_Yr | 2012_Yr | 2013_Yr | 2014_Yr | 2015_Yr | | | | |
|---------|--|---------|--|---------|---|---------|-----|---------|-----|
| 2011_Yr | 20% of courses needed approved as of December 2011 | 2012_Yr | 70% of courses needed approved as of December 2012 | 2013_Yr | 84% of courses needed approved as of December 2013 (highest need areas are Intensive Writing II and Oral Communication proficiencies) | 2014_Yr | tbd | 2015_Yr | tbd |

Metric: 2.1.2 18-20 students in average DWC seminar in Fall 2012; 15-18 in Fall 2015 and beyond

| Year | 2011_Yr | 2012_Yr | 2013_Yr | 2014_Yr | 2015_Yr | | | | |
|---------|--|---------|--|---------|--|---------|-----|---------|-----|
| 2011_Yr | 22 student average (non-Honors DWC seminars) | 2012_Yr | 17 student average (non-Honors DWC seminars) | 2013_Yr | 16 student average (non-Honors DWC seminars) | 2014_Yr | tbd | 2015_Yr | tbd |

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Core Value: 2 **Enhancing Academic Excellence**

Initiative: 2.2 *We will recruit and retain superior faculty who will contribute to the mission of the College, who are exceptional scholars and teachers, and who will help to attract highly qualified and diverse students.*

Metric: 2.2.1 100% of ordinary faculty hired with terminal qualifications, annually

| | | | | | | | | | |
|---------|--|---------|--|---------|--|---------|-----|---------|-----|
| 2011_Yr | 100% Ordinary faculty hired with terminal qualifications (Fall 2011) | 2012_Yr | 100% Ordinary faculty hired with terminal qualifications (Fall 2012) | 2013_Yr | 100% Ordinary faculty hired with terminal qualifications (Fall 2013) | 2014_Yr | tbd | 2015_Yr | tbd |
|---------|--|---------|--|---------|--|---------|-----|---------|-----|

Metric: 2.2.2 100% of term faculty hired with terminal degree or equivalent experience

| | | | | | | | | | |
|---------|--|---------|--|---------|--|---------|-----|---------|-----|
| 2011_Yr | 100% term faculty hired with terminal degrees or equivalent experience (Fall 2011) | 2012_Yr | 100% term faculty hired with terminal degrees or equivalent experience (Fall 2012) | 2013_Yr | 83% term faculty hired with terminal degrees or equivalent experience; 12 term faculty hires/10 with terminal degree or equivalent (Fall 2013) | 2014_Yr | tbd | 2015_Yr | tbd |
|---------|--|---------|--|---------|--|---------|-----|---------|-----|

Metric: 2.2.3 Minimum 95% of faculty hired from the top 100 ranked institutions annually (per US News & World Report or comparable international rankings)

| | | | | | | | | | |
|---------|--|---------|--|---------|--|---------|-----|---------|-----|
| 2011_Yr | 100% of Ordinary faculty hired for whom rankings are available in US News & World Report top 100 (Fall 2011) | 2012_Yr | 73% (8/11) of Ordinary faculty hired for whom rankings are available in US News & World Report top 100 (Fall 2012) | 2013_Yr | 90% (9/10) of Ordinary faculty hired for whom rankings are available in US News & World Report top 100 (Fall 2013) | 2014_Yr | tbd | 2015_Yr | tbd |
|---------|--|---------|--|---------|--|---------|-----|---------|-----|

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Initiative: 2.2 *We will recruit and retain superior faculty who will contribute to the mission of the College, who are exceptional scholars and teachers, and who will help to attract highly qualified and diverse students.*

Metric: 2.2.4 Minimum of two new endowed chairs/professorships funded by 2015, at least one in the School of Professional Studies

| 2011_Yr | 2012_Yr | 2013_Yr | 2014_Yr | 2015_Yr |
|---|--|---|---------|---------|
| 1 endowed chairs/professorships currently (Randall) | Search underway for new endowed chair/professorship (Ruane), bringing total at the College to 2) | Ruane chair filled; search underway for third endowed chair (Walsh) | tbd | tbd |

Metric: 2.2.5 Retain a minimum of 95% of tenured faculty annually [REVISED 1/26/2012: Retain minimum 90% three-year retention rate, 80% five-year retention rate, 70% ten-year retention rate among Ordinary faculty]

| 2011_Yr | 2012_Yr | 2013_Yr | 2014_Yr | 2015_Yr |
|--|--|---|---------|---------|
| 3-year retention rate for the cohorts 2004-2008 was 88% (60/68); 5-year retention rate for the cohorts 2004-2006 was 74% (26/35) | 3-year retention rate for the cohorts 2004-2009 was 90% (82/91); 5-year retention rate for the cohorts 2004-2007 was 72% (31/43) | 3-year retention rate for the cohorts 2004-2010 was 89% (93/105); 5-year retention rate for the cohorts 2004-2008 was 78% (53/68) | tbd | tbd |



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Core Value: 2 **Enhancing Academic Excellence**

Initiative: 2.3 *We will create a Center for the Study of Humanities Scholarship in Western Civilization to serve as an intellectual center of interdisciplinary teaching, learning, and research, aligned with, and supportive of, the curricular and co-curricular goals of the College's Development of Western Civilization Program.*

Metric: 2.3.1 Center for the Study of Humanities Scholarship in Western Civilization, established by 2014

| | | | | | | | | | |
|---------|---------|---------|--|---------|--|---------|-----|---------|-----|
| 2011_Yr | Pending | 2012_Yr | Initiative on hold, Center for the Study of Humanities Scholarship will not be pursued | 2013_Yr | Center for the Study of Humanities Scholarship will not be pursued | 2014_Yr | tbd | 2015_Yr | tbd |
|---------|---------|---------|--|---------|--|---------|-----|---------|-----|

Metric: 2.3.2 Positive qualitative evaluation of (Center's) goal attainment by 2015-16 (e.g., number of programs sponsored, satisfaction with programs, etc.)

| | | | | | | | | | |
|---------|---------|---------|--|---------|--|---------|-----|---------|-----|
| 2011_Yr | Pending | 2012_Yr | Initiative on hold, Center for the Study of Humanities Scholarship will not be pursued | 2013_Yr | Center for the Study of Humanities Scholarship will not be pursued | 2014_Yr | tbd | 2015_Yr | tbd |
|---------|---------|---------|--|---------|--|---------|-----|---------|-----|

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Core Value: 2 **Enhancing Academic Excellence**

Initiative: 2.4 *We will create a Center for Student Engagement to promote, enhance, and expand the College's efforts to engage students deeply in their learning through expanded experiential research, study, and service opportunities, and by recognizing publicly students' best scholarly and creative work.*

Metric: 2.4.1 (NAMED) Center for Student Engagement established no later than 2014

| 2011_Yr | 2012_Yr | 2013_Yr | 2014_Yr | 2015_Yr |
|---------|--|---|---------|---------|
| Pending | Search underway for the Center's director; space will be identified in 2013-2014 | Center's director hired April 2013; programs being launched; temporary space established in Ruane Center, permanent proposed in next phase of Library renovations | tbd | tbd |

Metric: 2.4.2 Minimum of three prestigious post-graduate fellowships (e.g., Fulbright, MacArthur, Rhodes, Truman, etc.) secured by students annually

| 2011_Yr | 2012_Yr | 2013_Yr | 2014_Yr | 2015_Yr |
|--|---|--|---------|---------|
| 4 prestigious post-graduate fellowships secured (13 applications), 2010-11 | 2 prestigious post-graduate fellowships secured (9 applications), 2011-12 | 2 prestigious post-graduate fellowships secured (10 applications), 2012-13 | tbd | tbd |

Metric: 2.4.3 Minimum 75% of undergraduate students engaged in out-of-classroom fieldwork, research, or academic service by the time they have graduated

| 2011_Yr | 2012_Yr | 2013_Yr | 2014_Yr | 2015_Yr |
|---|---|--|---------|---------|
| NSSE 2011: 71% (practicum, internship, field experience, etc.); 22% (research with faculty member outside of course/program requirements) | NSSE 2011: 71% (practicum, internship, field experience, etc.); 22% (research with faculty member outside of course/program requirements) | Next NSSE administration in Spring 2014; NSSE 2011: 71% (practicum, internship, field experience, etc.); 22% (research with faculty member outside of course/program requirements) | tbd | tbd |

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Metric: 2.4.4 Positive quantitative and qualitative evaluation of annual Celebration of Student Scholarship & Creativity (e.g., number of presenters, quality of presentations, etc.)

| Year | 2011_Yr | 2012_Yr | 2013_Yr | 2014_Yr | 2015_Yr | | | | |
|---------|--|---------|---|---------|---|---------|-----|---------|-----|
| 2011_Yr | 46 exhibits, 68 students, 22 academic departments/programs represented | 2012_Yr | 52 exhibits, 100 students, 26 academic departments/programs represented | 2013_Yr | 85 exhibits, 123 students, 31 academic departments/programs represented | 2014_Yr | tbd | 2015_Yr | tbd |

Metric: 2.4.5 National Survey of Student Engagement (NSSE) results in Top 50% of participating institutions across the five benchmarks established by NSSE, based on 2014 survey administration

| Year | 2011_Yr | 2012_Yr | 2013_Yr | 2014_Yr | 2015_Yr | | | | |
|---------|--------------------------------------|---------|--------------------------------------|---------|---|---------|-----|---------|-----|
| 2011_Yr | NSSE 2011: top 50% in 1/5 benchmarks | 2012_Yr | NSSE 2011: top 50% in 1/5 benchmarks | 2013_Yr | Next NSSE administration in Spring 2014; NSSE 2011: top 50% in 1/5 benchmarks | 2014_Yr | tbd | 2015_Yr | tbd |

Metric: 2.4.6 Minimum 30% of students studying abroad while matriculating at PC by 2015

| Year | 2011_Yr | 2012_Yr | 2013_Yr | 2014_Yr | 2015_Yr | | | | |
|---------|---|---------|---|---------|---|---------|-----|---------|-----|
| 2011_Yr | 21% of UG graduating class studied abroad | 2012_Yr | 26% of UG graduating class studied abroad | 2013_Yr | 31% of UG graduating class studied abroad | 2014_Yr | tbd | 2015_Yr | tbd |

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Initiative: 2.5 *We will earn AACSB accreditation for the School of Business in 2012 by meeting or exceeding all standards with respect to strategic management, participants, and assurance of learning, and will provide the support and facilities to develop a distinctive practice-based curriculum model building on the liberal arts and virtue ethics to ensure that our students are equipped to compete in the global economy.*

Metric: 2.5.1 Full AACSB accreditation earned in 2012

| | | | | | | | | | |
|---------|---------|---------|----------------------------------|---------|----------------------------------|---------|-----|---------|-----|
| 2011_Yr | Pending | 2012_Yr | Accredited by AACSB 7/24/2012 | 2013_Yr | Accredited by AACSB 7/24/2012 | 2014_Yr | tbd | 2015_Yr | tbd |
|---------|---------|---------|----------------------------------|---------|----------------------------------|---------|-----|---------|-----|

Metric: 2.5.2 Full, ongoing compliance with all AACSB standards (e.g., 90% of business faculty academically- or professionally-qualified, 100% of faculty meet expectations for intellectual contributions, etc.)

| | | | | | | | | | |
|---------|---------|---------|---|---------|---|---------|-----|---------|-----|
| 2011_Yr | Pending | 2012_Yr | In full compliance, as indicated by AACSB accreditation 7/24/2012 | 2013_Yr | In full compliance, as indicated by AACSB accreditation 7/24/2012 | 2014_Yr | tbd | 2015_Yr | tbd |
|---------|---------|---------|---|---------|---|---------|-----|---------|-----|

Metric: 2.5.3 Inaugurate Center for Business Engagement by filling Ruane Chair by 2012

| | | | | | | | | | |
|---------|---------|---------|--|---------|---|---------|-----|---------|-----|
| 2011_Yr | Pending | 2012_Yr | Search for Ruane Chair in process; candidate offer pending | 2013_Yr | Ruane Chair filled, Center for Business Education Innovation established, September 2013 (Chair's hiring announced April 2013) | 2014_Yr | tbd | 2015_Yr | tbd |
|---------|---------|---------|--|---------|---|---------|-----|---------|-----|

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Core Value: 2 **Enhancing Academic Excellence**

Initiative: 2.6 *We will reposition the School of Continuing Education as the school of first choice for motivated adult learners and invest in graduate programs related only to areas of academic strength and capacity.*

Metric: 2.6.1 Increase SCE student matriculations by average of 5% per year, 2012-2015

| | | | | | | | | | |
|---------|-----------------------------|---------|-----------------------------|---------|---|---------|-----|---------|-----|
| 2011_Yr | 907 SCE students, 2010-2011 | 2012_Yr | 818 SCE students, 2011-2012 | 2013_Yr | 846 SCE students, 2012-13 (-7% v. 2011) | 2014_Yr | tbd | 2015_Yr | tbd |
|---------|-----------------------------|---------|-----------------------------|---------|---|---------|-----|---------|-----|

Metric: 2.6.2 Increase SCE student course enrollments by average of 5% per year, 2012-2015

| | | | | | | | | | |
|---------|--------------------------------------|---------|--------------------------------------|---------|--|---------|-----|---------|-----|
| 2011_Yr | 3392 SCE course enrollments, 2010-11 | 2012_Yr | 3301 SCE course enrollments, 2011-12 | 2013_Yr | 3265 SCE course enrollments, 2012-13 (-4% v. 2011) | 2014_Yr | tbd | 2015_Yr | tbd |
|---------|--------------------------------------|---------|--------------------------------------|---------|--|---------|-----|---------|-----|

Metric: 2.6.3 Increase SCE student course enrollments in online courses by average of 5% per year, 2012-2015

| | | | | | | | | | |
|---------|---|---------|--|---------|---|---------|-----|---------|-----|
| 2011_Yr | 779 online enrollments (distance learning, hybrid), 2010-11 | 2012_Yr | 1049 online enrollments (distance learning, hybrid), 2011-12 | 2013_Yr | 1131 online enrollments (distance learning, hybrid), 2012-13 (+45% v. 2011) | 2014_Yr | tbd | 2015_Yr | tbd |
|---------|---|---------|--|---------|---|---------|-----|---------|-----|

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Initiative: 2.6 *We will reposition the School of Continuing Education as the school of first choice for motivated adult learners and invest in graduate programs related only to areas of academic strength and capacity.*

Metric: 2.6.4 Complete strategic plan for graduate education at Providence College by 2012

| | | | | | | | | | |
|---------|---------|---------|----------------------------|---------|----------------------------|---------|-----|---------|-----|
| 2011_Yr | Pending | 2012_Yr | Strategic plans in process | 2013_Yr | Strategic plans in process | 2014_Yr | tbd | 2015_Yr | tbd |
|---------|---------|---------|----------------------------|---------|----------------------------|---------|-----|---------|-----|

Metric: 2.6.5 Demonstrate increased student matriculations and enrollments, overall, among the College's graduate programs by 2015

| | | | | | | | | | |
|---------|---|---------|---|---------|---|---------|-----|---------|-----|
| 2011_Yr | 990 students, 3250 enrollments, 2010-11 | 2012_Yr | 860 students, 2883 enrollments, 2011-2012 | 2013_Yr | 859 students, 2953 enrollments, 2012-13 | 2014_Yr | tbd | 2015_Yr | tbd |
|---------|---|---------|---|---------|---|---------|-----|---------|-----|

Metric: 2.6.6 Ongoing approval of SCE and graduate education programs by the Rhode Island Department of Elementary and Secondary Education

| | | | | | | | | | |
|---------|---------|---------|------------------------------|---------|------------------------------|---------|-----|---------|-----|
| 2011_Yr | Pending | 2012_Yr | Programs approved until 2014 | 2013_Yr | Programs approved until 2014 | 2014_Yr | tbd | 2015_Yr | tbd |
|---------|---------|---------|------------------------------|---------|------------------------------|---------|-----|---------|-----|



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Initiative: 2.6 *We will reposition the School of Continuing Education as the school of first choice for motivated adult learners and invest in graduate programs related only to areas of academic strength and capacity.*

Metric: 2.6.7 Provide instructional technology support for on-line and hybrid course initiatives

| Year | 2011_Yr | 2012_Yr | 2013_Yr | 2014_Yr | 2015_Yr |
|------|---|---|---|---------|---------|
| | 6-8 week online workshop provided, 9 participants | 10 week online workshop provided, 10 participants; new instructional technologist position authorized, with primary responsibility to support faculty teaching online | 12 faculty participants in online workshop; 20 SCE faculty participants in teaching with tech workshops; 12 SCE faculty provided one-to-one instructional tech support; new instructional technologist position hire expected Spring 2014 | tbd | tbd |

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Initiative: 2.7 *We will meet a higher level of student financial need and will reduce the amount of student loan indebtedness of our graduates through aggressive fundraising and strategic deployment of institutional aid.*

Metric: 2.7.1 Reduce the current financial aid gap of 18% by 10% by 2015 by fundraising and strategic reallocation of financial aid

| | | | | | | | | | |
|---------|-----------------------|---------|-----------------------|---------|--|---------|-----|---------|-----|
| 2011_Yr | 18% financial aid gap | 2012_Yr | 16% financial aid gap | 2013_Yr | 16% financial aid gap (11% reduction v. 2011) | 2014_Yr | tbd | 2015_Yr | tbd |
|---------|-----------------------|---------|-----------------------|---------|--|---------|-----|---------|-----|

Metric: 2.7.2 Eliminate loans for targeted undergraduate populations and reduce loans for all students by 2015

| | | | | | | | | | |
|---------|---|---------|---|---------|---|---------|-----|---------|-----|
| 2011_Yr | \$32850 avg loan debt (student loans: federal, private) for Class of 2011 | 2012_Yr | \$26832 avg loan debt (student loans: federal, private) for Class of 2012 | 2013_Yr | \$31070 avg loan debt (student loans: federal, private) for Class of 2013 | 2014_Yr | tbd | 2015_Yr | tbd |
|---------|---|---------|---|---------|---|---------|-----|---------|-----|

Metric: 2.7.3 Analysis of results of two-year pilot study of need-aware merit awards for selected populations by 2015

| | | | | | | | | | |
|---------|--|---------|---|---------|--|---------|-----|---------|-----|
| 2011_Yr | Class of 2016: 6% yield on Albertus Magnus Scholarships offers; 11% yield on Friar Scholarships offers | 2012_Yr | Class of 2017: 11% yield on Albertus Magnus Scholarships offers; 12% yield on Friar Scholarships offers | 2013_Yr | Class of 2018 data not yet determined | 2014_Yr | tbd | 2015_Yr | tbd |
|---------|--|---------|---|---------|--|---------|-----|---------|-----|

Strategic Plan 2011 - 2015: Comprehensive Metrics Update

Achieving Excellence. Pursuing Truth. Transforming Lives.

Core Value: 2 **Enhancing Academic Excellence**

Initiative: 2.8 *We will establish a culture of accountability and continuous improvement in the academic community by conducting external reviews of all academic departments, programs, and offices; by establishing a faculty post-tenure review and development program, including provisions for merit-based compensation; and by conducting authentic annual assessment of learning and performance goals on a department-by-department basis.*

Metric: 2.8.1 Minimum of five external reviews completed each year, 2012-2015

| 2011_Yr | 2012_Yr | 2013_Yr | 2014_Yr | 2015_Yr |
|--|---|--|---------|---------|
| 3 CIP reviews completed in 2010-11 (Enrollment Services, Instructional Technology Development, Psychology) | 6 CIP reviews completed in 2011-12 (Academic Media Services, Chemistry & Biochemistry, Feinstein Institute for Public Service, Health Policy & Management, Public & Community Service Studies, Public Administration) | 7 CIP reviews completed in 2012-13 (Art & Art History, Black Studies, Center for International Studies, Financial Aid, Foreign Language Studies, Institutional Research, Parent Program) | tbd | tbd |

Metric: 2.8.2 Minimum 90% departments/programs/offices in Academic Affairs with high quality, authentic, annual assessment programs by 2013

| 2011_Yr | 2012_Yr | 2013_Yr | 2014_Yr | 2015_Yr |
|---|---|---|---------|---------|
| 50% academic departments/programs engaging in high quality assessment | 71% academic departments/programs engaging in high quality assessment | 74% academic departments/programs engaging in high quality assessment, based only on reports submitted in 2012-13 | tbd | tbd |

Metric: 2.8.3 Minimum of three Core Curriculum mission-related learning outcomes assessed directly by 2015; all others scheduled for assessment according to defined cycle

| 2011_Yr | 2012_Yr | 2013_Yr | 2014_Yr | 2015_Yr |
|--|---|---|---------|---------|
| 1 Core Curriculum mission-related learning outcome nearly complete (writing) | 1 Core Curriculum mission-related learning outcome assessed 2010-12 (writing) | 1 Core Curriculum mission-related learning outcome assessed 2010-12 (writing); 2 in process (oral communication, overall Core learning) | tbd | tbd |

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Achieving Excellence. Pursuing Truth. Transforming Lives.

Core Value: 2 **Enhancing Academic Excellence**

Initiative: 2.8 *We will establish a culture of accountability and continuous improvement in the academic community by conducting external reviews of all academic departments, programs, and offices; by establishing a faculty post-tenure review and development program, including provisions for merit-based compensation; and by conducting authentic annual assessment of learning and performance goals on a department-by-department basis.*

Metric: 2.8.4 Post-tenure faculty review/development program established by 2013; a faculty merit/recognition program will be considered concurrently or immediately following

| | | | | | | | | | |
|---------|---------|---------|---------|---------|---------|---------|-----|---------|-----|
| 2011_Yr | Pending | 2012_Yr | Pending | 2013_Yr | Pending | 2014_Yr | tbd | 2015_Yr | tbd |
|---------|---------|---------|---------|---------|---------|---------|-----|---------|-----|

Metric: 2.8.5 Positive quantitative and qualitative evaluation of faculty post-tenure review/development and merit compensation program (e.g., number of reviews per year, percentage of individual goals attained, analysis of merit awards, etc.)

| | | | | | | | | | |
|---------|---------|---------|---------|---------|---------|---------|-----|---------|-----|
| 2011_Yr | Pending | 2012_Yr | Pending | 2013_Yr | Pending | 2014_Yr | tbd | 2015_Yr | tbd |
|---------|---------|---------|---------|---------|---------|---------|-----|---------|-----|

Strategic Plan 2011 - 2015: Comprehensive Metrics Update

Achieving Excellence. Pursuing Truth. Transforming Lives.

Core Value: 3 **Embracing Diversity**

Initiative: 3.1 *We will create an Office of Institutional Diversity, staffed by a Chief Diversity Officer who, in consultation with the Vice President for Mission and Ministry, will be charged with promoting an institutional culture that supports the many forms of diversity reflective of the Catholic Church, and who acts as the focal point to strengthen existing, and create new, diversity-related programs and initiatives.*

Metric: 3.1.1 We will establish the Office no later than January 2012. Overall success will be determined according to the metrics for the diversity initiatives listed below

| | | | | | | | | | |
|---------|---------|---------|---|---------|---|---------|-----|---------|-----|
| 2011_Yr | Pending | 2012_Yr | OID established/CDO hired, January 2012 | 2013_Yr | OID established/CDO hired, January 2012 | 2014_Yr | tbd | 2015_Yr | tbd |
|---------|---------|---------|---|---------|---|---------|-----|---------|-----|

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Core Value: 3 **Embracing Diversity**

Initiative: 3.2 *We actively will recruit, support, and retain diverse faculty, staff, students, and Trustees.*

Metric: 3.2.1 Minimum 24% admission yield annually

| | | | | | | | | | |
|---------|-----------|---------|-----------|---------|-----------|---------|-----|---------|-----|
| 2011_Yr | 16% yield | 2012_Yr | 17% yield | 2013_Yr | 18% yield | 2014_Yr | tbd | 2015_Yr | tbd |
|---------|-----------|---------|-----------|---------|-----------|---------|-----|---------|-----|

Metric: 3.2.2 Minimum 15% multicultural enrollment of undergraduate students by 2015

| | | | | | | | | | |
|---------|--|---------|--|---------|--|---------|-----|---------|-----|
| 2011_Yr | 13% multicultural enrollment (Class of 2015) | 2012_Yr | 16% multicultural enrollment (Class of 2016) | 2013_Yr | 18% multicultural enrollment (Class of 2017) | 2014_Yr | tbd | 2015_Yr | tbd |
|---------|--|---------|--|---------|--|---------|-----|---------|-----|

Metric: 3.2.3 Minimum 12% multicultural representation among faculty and staff by 2015

| | | | | | | | | | |
|---------|--|---------|--|---------|---|---------|-----|---------|-----|
| 2011_Yr | Faculty 8.7%, Staff 9.9%, Overall 9.5% multicultural | 2012_Yr | Faculty 8.1%, Staff 9.2%, Overall 8.5% multicultural | 2013_Yr | Faculty 8.1%, Staff 10.1%, Overall 9.2% multicultural | 2014_Yr | tbd | 2015_Yr | tbd |
|---------|--|---------|--|---------|---|---------|-----|---------|-----|

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Core Value: 3 **Embracing Diversity**

Initiative: 3.2 *We actively will recruit, support, and retain diverse faculty, staff, students, and Trustees.*

Metric: 3.2.4 Minimum 140 Liberal Arts Honors students enrolled annually [REVISED 2012: 125 target]

| | | | | | | | | | |
|---------|---------|---------|---------|---------|---------|---------|-----|---------|-----|
| 2011_Yr | 134 LAH | 2012_Yr | 108 LAH | 2013_Yr | 137 LAH | 2014_Yr | tbd | 2015_Yr | tbd |
|---------|---------|---------|---------|---------|---------|---------|-----|---------|-----|

Metric: 3.2.5 Maintain minimum 90% undergraduate student retention rate, in the aggregate and across sub-populations

| | | | | | | | | | |
|---------|--|---------|--|---------|--|---------|-----|---------|-----|
| 2011_Yr | 90% overall, some variability in sub-populations | 2012_Yr | 90% overall, some variability in sub-populations | 2013_Yr | 91% overall, some variability in sub-populations | 2014_Yr | tbd | 2015_Yr | tbd |
|---------|--|---------|--|---------|--|---------|-----|---------|-----|

Metric: 3.2.6 Maintain minimum 84% undergraduate student graduation rate, in the aggregate and across sub-populations

| | | | | | | | | | |
|---------|--|---------|--|---------|--|---------|-----|---------|-----|
| 2011_Yr | 85% overall (6-year rate), some variability in sub-populations | 2012_Yr | 87% overall (6-year rate), some variability in sub-populations | 2013_Yr | 85% overall (6-year rate), some variability in sub-populations | 2014_Yr | tbd | 2015_Yr | tbd |
|---------|--|---------|--|---------|--|---------|-----|---------|-----|



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Core Value: 3 **Embracing Diversity**

Initiative: 3.2 *We actively will recruit, support, and retain diverse faculty, staff, students, and Trustees.*

Metric: 3.2.7 Increased diversity among Trustees, National Board of Overseers, and other relevant advisory boards/committees

| | | | | | | | | | |
|---------|---|---------|--|---------|--|---------|-----|---------|-----|
| 2011_Yr | 6 women, 1 person of color on Board of Trustees | 2012_Yr | 6 women (17%), 1 person of color (3%) on Board of Trustees | 2013_Yr | 7 women (21%), 1 person of color (3%) on Board of Trustees | 2014_Yr | tbd | 2015_Yr | tbd |
|---------|---|---------|--|---------|--|---------|-----|---------|-----|

Metric: 3.2.8 Positive quantitative and qualitative analysis of academic and student development support services (e.g., # students who receive tutoring, # students who receive regular academic counseling, academic performance of students who receive assistance)

| | | | | | | | | | |
|---------|---|---------|---|---------|---|---------|-----|---------|-----|
| 2011_Yr | All strong based on OAS assessment work; 5002 tutoring sessions and 1358 writing center sessions, 2010-11 | 2012_Yr | All strong based on OAS assessment work; 5133 content tutoring sessions and 2024 writing center sessions, 2011-12 | 2013_Yr | All strong based on OAS assessment work; 6754 content tutoring sessions and 2594 writing center sessions, 2012-13 | 2014_Yr | tbd | 2015_Yr | tbd |
|---------|---|---------|---|---------|---|---------|-----|---------|-----|



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Core Value: 3 **Embracing Diversity**

Initiative: 3.3 *We will integrate diversity explicitly and meaningfully into the College's curriculum by requiring proficiency in the area of diversity/cross cultural understanding and by extending a more global outlook into the study of the development of Western Civilization.*

Metric: 3.3.1 75% of courses needed for full implementation of diversity proficiency approved by fall 2012; 100% approved by fall 2015

| 2011_Yr | 2012_Yr | 2013_Yr | 2014_Yr | 2015_Yr |
|---------------------------------------|--|--|---------|---------|
| 15% courses approved by December 2011 | 100% courses approved by December 2012 | 100% courses approved by December 2013 | tbd | tbd |

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Core Value: 3 **Embracing Diversity**

Initiative: 3.4 *We will provide ongoing opportunities for community interactions to facilitate greater understanding of, and appreciation for, the value of diverse perspectives and voices.*

Metric: 3.4.1 Positive quantitative and qualitative analysis regarding diverse interactions reported by our students by 2015

| 2011_Yr | 2012_Yr | 2013_Yr | 2014_Yr | 2015_Yr |
|---|--|---|---------|---------|
| Overall, not positive (alumni surveys) and vs. comparison institutions (ACUHO-I/EBI Resident Study, NSSE) | Overall, not positive (alumni surveys) and vs. comparison institutions (ACUHO-I/EBI Resident Study, NSSE); qualitative focus groups planned for 2013 | Overall, not positive, but improving in areas (alumni surveys) and vs. comparison institutions (ACUHO-I/EBI Resident Study, NSSE); qualitative focus groups report currently in review (generally, underrepresented groups report concerns) | tbd | tbd |

Metric: 3.4.2 20% increase in the number of Student Affairs programs that facilitate diversity interactions by 2012

| 2011_Yr | 2012_Yr | 2013_Yr | 2014_Yr | 2015_Yr |
|--|---|---|---------|---------|
| 17 Office of Student Multicultural Activities programs | 26 Office of Student Multicultural Activities programs (53% increase) | 19 Office of Student Multicultural Activities programs + 12 co-sponsored by Multicultural Activities (+82% v. 2011); focus on improving quality | tbd | tbd |

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Core Value: 3 **Embracing Diversity**

Initiative: 3.4 *We will provide ongoing opportunities for community interactions to facilitate greater understanding of, and appreciation for, the value of diverse perspectives and voices.*

Metric: 3.4.3 15% improvement in diversity-related results and rankings in the ACUBO-I/EBI Resident Study by 2013

| 2011_Yr | 2012_Yr | 2013_Yr | 2014_Yr | 2015_Yr |
|--|--|---|---------|---------|
| Factor-Diverse Interactions: Mean 4.98/7.00 (Rank 7/7 Select 6, 79/82 Carnegie, 267/282 All); Factor-Climate: Fellow Residents are Tolerant: Mean 5.56/7.00 (Rank 7/7 Select 6, 64/82 Carnegie, 233/282 All) | Factor-Diverse Interactions: Mean 4.98/7.00 (Rank 7/7 Select 6, 79/82 Carnegie, 267/282 All); Factor-Climate: Fellow Residents are Tolerant: Mean 5.56/7.00 (Rank 7/7 Select 6, 64/82 Carnegie, 233/282 All) | Factor-Diverse Interactions: Mean 5.32/7.00 (Rank 5/7 Select 6, 56/70 Carnegie, 190/250 All) (7% improvement); Factor 9-Climate: Fellow Residents are Tolerant: Mean 5.55/7.00 (Rank 7/7 Select 6, 62/70 Carnegie, 221/250 All) (no % change) | tbd | tbd |

Metric: 3.4.4 NEW / Establish off-campus, neighborhood space to facilitate and increase campus/community interactions

| 2011_Yr | 2012_Yr | 2013_Yr | 2014_Yr | 2015_Yr |
|---------|---|--|---------|---------|
| Pending | In partnership with the Smith Hill Community Development Corp., established the PC/Smith Hill Annex on 231 Douglas Avenue in January 2012 | PC/Smith Hill Annex on 231 Douglas Avenue established in January 2012; programming is in place and growing | tbd | tbd |



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Core Value: 4 **Preparing Our Students for Lives of Meaning & Purpose**

Initiative: 4.1 *We will facilitate student wellness initiatives including physical fitness, alcohol and drug education and prevention, and health promotion as a means of enhancing student achievement and the quality of student life.*

Metric: 4.1.1 Maintain a minimum of 50% of student participation in recreational sports (intramurals)

| | | | | | | | | | |
|---------|----------------------------|---------|----------------------------|---------|----------------------------|---------|-----|---------|-----|
| 2011_Yr | 53% participation, 2010-11 | 2012_Yr | 55% participation, 2011-12 | 2013_Yr | 54% participation, 2012-13 | 2014_Yr | tbd | 2015_Yr | tbd |
|---------|----------------------------|---------|----------------------------|---------|----------------------------|---------|-----|---------|-----|

Metric: 4.1.2 Reduce binge drinking levels by 9% by 2015

| | | | | | | | | | |
|---------|---|---------|---|---------|---|---------|-----|---------|-----|
| 2011_Yr | 60.7% of students report binge drinking, Fall 2011 (was 62.8% in Fall 2009) | 2012_Yr | 60.7% binge, based on 2011 CORE Alcohol & Drug Survey; next administration of the survey scheduled for 2013 | 2013_Yr | 57.9% binge, based on *preliminary* 2013 CORE Alcohol & Drug Survey (5% decrease) | 2014_Yr | tbd | 2015_Yr | tbd |
|---------|---|---------|---|---------|---|---------|-----|---------|-----|

Metric: 4.1.3 Reduce patient waiting time to 24 hours maximum for Student Health Services by 2013

| | | | | | | | | | |
|---------|--|---------|--|---------|---|---------|-----|---------|-----|
| 2011_Yr | Currently developing method for tracking more precise wait times | 2012_Yr | <6 hours avg wait time, none >24 hours | 2013_Yr | <8 hours - most students are seen the same day they request an appointment; all students are seen within 24 hours; emergencies are seen immediately | 2014_Yr | tbd | 2015_Yr | tbd |
|---------|--|---------|--|---------|---|---------|-----|---------|-----|



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Core Value: 4 **Preparing Our Students for Lives of Meaning & Purpose**

Initiative: 4.1 *We will facilitate student wellness initiatives including physical fitness, alcohol and drug education and prevention, and health promotion as a means of enhancing student achievement and the quality of student life.*

Metric: 4.1.4 20% increase in wellness program options available to students by 2013

| Year | Metric Data |
|---------|--|
| 2011_Yr | 674 wellness programs sponsored, 2010-11 |
| 2012_Yr | 1250 wellness programs sponsored, 2011-12 (85% increase) |
| 2013_Yr | 1324 wellness programs sponsored, 2012-13 (+96% v. 2011) |
| 2014_Yr | tbd |
| 2015_Yr | tbd |

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Core Value: 4 **Preparing Our Students for Lives of Meaning & Purpose**

Initiative: 4.2 *We will develop and support comprehensive career counseling services, expanded internship and mentoring programs, and access to meaningful employment opportunities available to undergraduate students through connections with community business leaders and the PC alumni network.*

Metric: 4.2.1 20% increase in number of students using Career Services by 2013

| | | | | | | | | | |
|---------|---|---------|--------------------------------------|---------|--|---------|-----|---------|-----|
| 2011_Yr | Currently developing method for tracking more precise usage rates | 2012_Yr | 4439 participants (duplicated count) | 2013_Yr | 6526 participants (duplicated count) (+47%); 5021 unduplicated | 2014_Yr | tbd | 2015_Yr | tbd |
|---------|---|---------|--------------------------------------|---------|--|---------|-----|---------|-----|

Metric: 4.2.2 20% increase in internship placement sites by 2015

| | | | | | | | | | |
|---------|--|---------|---|---------|---|---------|-----|---------|-----|
| 2011_Yr | 437 placement sites available, 2010-11 | 2012_Yr | 538 placement sites available, 2011-12 (23% increase) | 2013_Yr | 581 placement sites available, 2012-13 (+33% v. 2011) | 2014_Yr | tbd | 2015_Yr | tbd |
|---------|--|---------|---|---------|---|---------|-----|---------|-----|

Metric: 4.2.3 20% increase in student participation in internships by 2015

| | | | | | | | | | |
|---------|-----------------------------------|---------|---|---------|--|---------|-----|---------|-----|
| 2011_Yr | 362 academic internships, 2010-11 | 2012_Yr | 383 academic internships, 2011-12 (6% increase) | 2013_Yr | 370 academic internships + 130 non-credit (+38% v. 2011), 2012-13 (currently refining methods to collect non-credit based internships) | 2014_Yr | tbd | 2015_Yr | tbd |
|---------|-----------------------------------|---------|---|---------|--|---------|-----|---------|-----|



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Core Value: 4 **Preparing Our Students for Lives of Meaning & Purpose**

Initiative: 4.2 *We will develop and support comprehensive career counseling services, expanded internship and mentoring programs, and access to meaningful employment opportunities available to undergraduate students through connections with community business leaders and the PC alumni network.*

Metric: 4.2.4 Additional counselor in place by 2012

| | | | | | | | | | |
|---------|--------------------------------|---------|--------------------------------|---------|--------------------------------|---------|-----|---------|-----|
| 2011_Yr | 5 full-time, 1 part-time, 2011 | 2012_Yr | 6 full-time, 1 part-time, 2012 | 2013_Yr | 7 full-time, 1 part-time, 2013 | 2014_Yr | tbd | 2015_Yr | tbd |
|---------|--------------------------------|---------|--------------------------------|---------|--------------------------------|---------|-----|---------|-----|

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Core Value: 4 **Preparing Our Students for Lives of Meaning & Purpose**

Initiative: 4.3 *We will expand availability of career services to the College's MBA and other graduate student populations, creating a comprehensive post-graduate career services program.*

Metric: 4.3.1 Positive quantitative and qualitative analysis of MBA and graduate student use of, and satisfaction with, career services (measured by # of students who receive career counseling, and # of job placements)

| Year | 2011_Yr | 2012_Yr | 2013_Yr | 2014_Yr | 2015_Yr |
|---------|---|--|--|---------|---------|
| 2011_Yr | Currently developing method for more precise tracking | 21 graduate students counseled, 2011-12; graduate student job placements not yet tracked | 20 graduate students counseled, 2012-13; dedicated service to graduate students began in 2013-14, more than 100 students counseled to date, job placement data tracking will begin | tbd | tbd |



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Core Value: 4 **Preparing Our Students for Lives of Meaning & Purpose**

Initiative: 4.4 *We will be involved and visible in the local community by providing a wide variety of community service/outreach and service-learning opportunities for our students through our support of the efforts of the Feinsein Institute for Public Service, the Office of Residence Life, and the Office of the Chaplain/Campus Ministry.*

Metric: 4.4.1 10% increase in students' participation in College-sponsored community service by 2014

| 2011_Yr | 2012_Yr | 2013_Yr | 2014_Yr | 2015_Yr |
|--|--|---|---------|---------|
| 60,955 hours service provided by Providence College community, 2010-11 (unable to identify students' service only) | 58,775 hours service provided by Providence College community, 2011-12 (unable to identify students' service only) (4% decrease) | 2012-13 service hours not currently available and previous year's data may be unreliable; the College's Service Board and Institutional Research are currently developing a new, more accurate methodology for gathering and reporting these data | tbd | tbd |



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Core Value: 4 **Preparing Our Students for Lives of Meaning & Purpose**

Initiative: 4.5 *We will foster a mission-driven, student-centered varsity athletics program that competes successfully at the NCAA Division I level while assisting the College in strengthening and broadening its institutional profile.*

Metric: 4.5.1 Increase overall combined ticket revenue in Men's and Women's Basketball and Ice Hockey by 5% annually in each of the next five years

| | | | | | | | | | |
|---------|---------------------------------------|---------|---|---------|---|---------|-----|---------|-----|
| 2011_Yr | \$2,420,637 combined revenue, 2010-11 | 2012_Yr | \$2,367,225 combined revenue, 2011-12 (2% decrease) | 2013_Yr | \$2,496,425 combined revenue, 2012-13 (5% increase) | 2014_Yr | tbd | 2015_Yr | tbd |
|---------|---------------------------------------|---------|---|---------|---|---------|-----|---------|-----|

Metric: 4.5.2 All student athletes to participate in one or more community service initiatives annually

| | | | | | | | | | |
|---------|----------------------------|---------|----------------------------|---------|----------------------------|---------|-----|---------|-----|
| 2011_Yr | 76% participation, 2010-11 | 2012_Yr | 81% participation, 2011-12 | 2013_Yr | 93% participation, 2012-13 | 2014_Yr | tbd | 2015_Yr | tbd |
|---------|----------------------------|---------|----------------------------|---------|----------------------------|---------|-----|---------|-----|

Metric: 4.5.3 Athletes' Graduation Success Rate (GSR) at 94% annually

| | | | | | | | | | |
|---------|---------|---------|---------|---------|---------|---------|-----|---------|-----|
| 2011_Yr | 92% GSR | 2012_Yr | 90% GSR | 2013_Yr | 89% GSR | 2014_Yr | tbd | 2015_Yr | tbd |
|---------|---------|---------|---------|---------|---------|---------|-----|---------|-----|

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Core Value: 4 **Preparing Our Students for Lives of Meaning & Purpose**

Initiative: 4.5 *We will foster a mission-driven, student-centered varsity athletics program that competes successfully at the NCAA Division I level while assisting the College in strengthening and broadening its institutional profile.*

Metric: 4.5.4 Positive ratio of complimentary (as opposed to negative) media coverage

| | | | | | | | | | |
|---------|---|---------|---|---------|---|---------|-----|---------|-----|
| 2011_Yr | Currently developing method for more precise tracking | 2012_Yr | Currently developing method for more precise tracking | 2013_Yr | Have not yet developed method for more precise tracking | 2014_Yr | tbd | 2015_Yr | tbd |
|---------|---|---------|---|---------|---|---------|-----|---------|-----|

Metric: 4.5.5 Annual Top 100 finish in the NCAA Division I Learfield Sports Directors' Cup

| | | | | | | | | | |
|---------|--|---------|--|---------|--|---------|-----|---------|-----|
| 2011_Yr | Ranked 113th in Learfield Sports Directors' Cup ranking, 2010-11 (D-I) | 2012_Yr | Ranked 149th in Learfield Sports Directors' Cup ranking, 2011-12 (D-I) | 2013_Yr | Ranked 115th in Learfield Sports Directors' Cup ranking, 2012-13 (D-I) | 2014_Yr | tbd | 2015_Yr | tbd |
|---------|--|---------|--|---------|--|---------|-----|---------|-----|

Metric: 4.5.6 Annual Top 10 finish in NCAA Division I-AAA (non FBS/FCS) Learfield Sports Directors' Cup

| | | | | | | | | | |
|---------|---|---------|--|---------|--|---------|-----|---------|-----|
| 2011_Yr | Ranked 8th in Learfield Sports Directors' Cup ranking, 2010-11 (DI-AAA) | 2012_Yr | Ranked 23rd in Learfield Sports Directors' Cup ranking, 2011-12 (DI-AAA) | 2013_Yr | Ranked 12th in Learfield Sports Directors' Cup ranking, 2012-13 (DI-AAA) | 2014_Yr | tbd | 2015_Yr | tbd |
|---------|---|---------|--|---------|--|---------|-----|---------|-----|

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Core Value: 4 **Preparing Our Students for Lives of Meaning & Purpose**

Initiative: 4.6 *We will expand athletic scholarship opportunities (particularly in under-funded priority athletic programs), actively recruit premier coaches, and provide state-of-the-art athletic facilities.*

Metric: 4.6.1 12.6 Men's Lacrosse scholarships by 2014-2015 (2 add'l in 2012-2013; 2 add'l in 2013-2014; 2.3 add'l in 2014-2015)

| 2011_Yr | 2012_Yr | 2013_Yr | 2014_Yr | 2015_Yr |
|--|---|---|---------|---------|
| 2.3 Men's Lacrosse scholarships added for 2011-12 (added to 6.3) | 2 Men's Lacrosse scholarships added for 2012-13 | 8.3 Men's Lacrosse scholarships currently | tbd | tbd |

Metric: 4.6.2 [CORRECTED METRIC] 18 Women's Ice Hockey Scholarships by 2012-2013 (5.5 additional)

| 2011_Yr | 2012_Yr | 2013_Yr | 2014_Yr | 2015_Yr |
|--------------------------------------|---|--|---------|---------|
| 12.5 Women's Ice Hockey scholarships | 2 Women's Ice Hockey scholarships added for 2012-13 | 16.5/18 Women's Ice Hockey scholarships currently (16.5 funded through operating budget, 1.5 funded by donor gift) | tbd | tbd |

Metric: 4.6.3 12 Women's Field Hockey Scholarships by 2012-2013 (3 additional)

| 2011_Yr | 2012_Yr | 2013_Yr | 2014_Yr | 2015_Yr |
|-------------------------------------|--|--|---------|---------|
| 9 Women's Field Hockey scholarships | 1 Women's Field Hockey scholarship added for 2012-13 | 10 Women's Field Hockey scholarships currently | tbd | tbd |

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Core Value: 4 **Preparing Our Students for Lives of Meaning & Purpose**

Initiative: 4.6 *We will expand athletic scholarship opportunities (particularly in under-funded priority athletic programs), actively recruit premier coaches, and provide state-of-the-art athletic facilities.*

Metric: 4.6.4 12 Women's Softball Scholarships by 2013-2014 (1.5 additional)

| Year | Metric Value |
|---------|--|
| 2011_Yr | 10.5 Women's Softball scholarships |
| 2012_Yr | 10.5 Women's Softball scholarships |
| 2013_Yr | 10.5 Women's Softball scholarships currently |
| 2014_Yr | tbd |
| 2015_Yr | tbd |

Strategic Plan 2011 - 2015: Comprehensive Metrics Update

Achieving Excellence. Pursuing Truth. Transforming Lives.

Core Value: 5 **Building Lifelong Relationships, Growing Financial Resources, and Increasing Overall Institutional Effectiveness**

Initiative: 5.1 *We will develop a new brand and positioning strategy to support the College as a nationally-known, first-choice, destination school.*

Metric: 5.1.1 Minimum 24% admission yield annually

| | | | | | | | | | |
|---------|-----------|---------|-----------|---------|-----------|---------|-----|---------|-----|
| 2011_Yr | 16% yield | 2012_Yr | 17% yield | 2013_Yr | 18% yield | 2014_Yr | tbd | 2015_Yr | tbd |
|---------|-----------|---------|-----------|---------|-----------|---------|-----|---------|-----|

Metric: 5.1.2 Measurable positive increase (at least 5% annually) of geographical diversity of incoming freshman class

| | | | | | | | | | |
|---------|--|---------|--|---------|---|---------|-----|---------|-----|
| 2011_Yr | 17% non-MA/NY/CT/NJ/RI in incoming class | 2012_Yr | 18% non-MA/NY/CT/NJ/RI in incoming class (6% increase) | 2013_Yr | 16% non-MA/NY/CT/NJ/RI in incoming class (11% decrease) | 2014_Yr | tbd | 2015_Yr | tbd |
|---------|--|---------|--|---------|---|---------|-----|---------|-----|

Metric: 5.1.3 Completion of a marketing/branding study by 2012

| | | | | | | | | | |
|---------|---------|---------|--|---------|--|---------|-----|---------|-----|
| 2011_Yr | Pending | 2012_Yr | Branding initiative in process; 160over90 selected as vendor | 2013_Yr | Brand development process complete; formal adoption by the President's Senior Cabinet for July 1, 2013 | 2014_Yr | tbd | 2015_Yr | tbd |
|---------|---------|---------|--|---------|--|---------|-----|---------|-----|

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Initiative: 5.2 *We will develop a comprehensive program of renovation and new construction to provide facilities whose quality meets or exceeds that of our strongest competitor institutions. Plans for new facilities to be constructed within the next five years include a Humanities Building, a state-of-the-art Business School, a new residence facility, and a Track/Soccer/Lacrosse Complex.*

Metric: 5.2.1 Move average age of plant from 17 years to Moody's A average (currently 11.2 years by 2017)

| | | | | | | | | | |
|---------|---------------------------------|---------|---------------------------------|---------|---------------------------------|---------|-----|---------|-----|
| 2011_Yr | 16.6 years average age of plant | 2012_Yr | 16.2 years average age of plant | 2013_Yr | 15.2 years average age of plant | 2014_Yr | tbd | 2015_Yr | tbd |
|---------|---------------------------------|---------|---------------------------------|---------|---------------------------------|---------|-----|---------|-----|

Metric: 5.2.2 Renovate an average 1/7 of residential hall bedrooms or residential square footage each year

| | | | | | | | | | |
|---------|--|---------|--|---------|--|---------|-----|---------|-----|
| 2011_Yr | Cumulative: 30%/265,446 sq. ft.; Annual: 17.3%/153,196 sq. ft. | 2012_Yr | Cumulative: 37%/330,937 sq. ft.; Annual: 7.4%/65,491 sq. ft. | 2013_Yr | Cumulative: 48%/410,237 sq. ft.; Annual: 9.2%/79,300 sq. ft. (note: Dore Hall removed from base housing stock; Dore represented 3.6% of stock or 32,130 sq. ft.) | 2014_Yr | tbd | 2015_Yr | tbd |
|---------|--|---------|--|---------|--|---------|-----|---------|-----|

Metric: 5.2.3 Reduce average energy consumption per square foot by 1% per year through 2017

| | | | | | | | | | |
|---------|--------------|---------|--|---------|---|---------|-----|---------|-----|
| 2011_Yr | Not reported | 2012_Yr | Adjusting for weather by using the Million Metric British Thermal Units (MMBTU), consumption dropped 4,424 MMBTU (209,780 from 214,204) - 2% decline | 2013_Yr | Adjusting for weather MMBTU remained unchanged, .1178 in FY2012 vs. .1179 in FY2013 (note: consumption decreases offset by inefficient heating of Ruane job site during winter to enable timely job completion) | 2014_Yr | tbd | 2015_Yr | tbd |
|---------|--------------|---------|--|---------|---|---------|-----|---------|-----|

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Metric: 5.2.4 Project funding by November 1, 2011

| | | | | | | | | | |
|---------|--------------|---------|---|---------|--|---------|-----|---------|-----|
| 2011_Yr | Not reported | 2012_Yr | Completed; plan approved by Providence City Plan Commission | 2013_Yr | 1st phase capital building program complete (Ruane, Schneider, Hendricken); new School of Business, Huxley Ave Soccer/Lacrosse Stadium in design; transformed campus access/parking, renovation to Albertus, improvements to Slavin/Alumni in planning | 2014_Yr | tbd | 2015_Yr | tbd |
|---------|--------------|---------|---|---------|--|---------|-----|---------|-----|

Metric: 5.2.5 Humanities building completed (new construction) for fall 2013 to support the new Core Curriculum

| | | | | | | | | | |
|---------|---------|---------|--|---------|--|---------|-----|---------|-----|
| 2011_Yr | Pending | 2012_Yr | Project on schedule for July 2013 completion | 2013_Yr | Ruane completed as scheduled; received nat'l recognition for design quality (American School & University Magazine, Architectural Portfolio – Citation for Outstanding Design in Higher Education) | 2014_Yr | tbd | 2015_Yr | tbd |
|---------|---------|---------|--|---------|--|---------|-----|---------|-----|

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Metric: 5.2.6 Business School opening for fall 2015

| | | | | | | | | | |
|---------|---------|---------|--|---------|---|---------|-----|---------|-----|
| 2011_Yr | Pending | 2012_Yr | Pending; finalizing program/design Spring 2013, potential construction beginning Fall 2013 pending fundraising | 2013_Yr | School of Business in design stage; design will be completed before Summer 2014; start of construction dependent on successful philanthropic campaign | 2014_Yr | tbd | 2015_Yr | tbd |
|---------|---------|---------|--|---------|---|---------|-----|---------|-----|

Metric: 5.2.7 Residence facility opening for fall 2014

| | | | | | | | | | |
|---------|---------|---------|---|---------|--|---------|-----|---------|-----|
| 2011_Yr | Pending | 2012_Yr | Pending; scope and timing of project being reassessed | 2013_Yr | Demand for additional residence capacity dependent on enrollment projections and study abroad participation; decision to move ahead on project pending | 2014_Yr | tbd | 2015_Yr | tbd |
|---------|---------|---------|---|---------|--|---------|-----|---------|-----|

Metric: 5.2.8 Track/Soccer/Lacrosse complex completed in/by fall 2013

| | | | | | | | | | |
|---------|---------|---------|---|---------|---|---------|-----|---------|-----|
| 2011_Yr | Pending | 2012_Yr | Track & Turf field in design, construction starting Spring 2013 pending Board approval; Soccer & Lacrosse will be designed in 2013 for construction beginning Spring 2014 | 2013_Yr | 1st phase completed (Track/Turf Field); Soccer/Lacrosse Stadium design proceeding; relocation plans for softball and tennis being developed | 2014_Yr | tbd | 2015_Yr | tbd |
|---------|---------|---------|---|---------|---|---------|-----|---------|-----|

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Metric: 5.2.9 NEW / Reach agreement with the City of Providence regarding payments in lieu of taxes and property acquisitions

| Year | 2011_Yr | 2012_Yr | 2013_Yr | 2014_Yr | 2015_Yr |
|---------|---------|---|---|---------|---------|
| 2011_Yr | Pending | Agreed with City of Providence to purchase portions of three City streets adjacent to the campus in return for additional payments in December 2012 | Seeking zoning change for College-owned land parcel adjacent to two of the three streets purchased; will allow expansion of Institutional Zone for first time | tbd | tbd |

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Initiative: 5.3 *We will continue to enhance the College's use of information and instructional technologies to support academic and administrative excellence. The pending Instructional Technology Strategic Plan will help to inform the College's decisions regarding its support for teaching and learning.*

Metric: 5.3.1 Prepare a comprehensive IT Strategic Plan by 2013

| | | | | | | | | | |
|---------|---------|---------|---|---------|---|---------|-----|---------|-----|
| 2011_Yr | Pending | 2012_Yr | Pending; ITeC plan completed in 2012 and being used for planning purposes | 2013_Yr | Pending; ITeC plan completed in 2012 and being used for planning purposes | 2014_Yr | tbd | 2015_Yr | tbd |
|---------|---------|---------|---|---------|---|---------|-----|---------|-----|

Metric: 5.3.2 Complete IT Security Review (by outside consultant) by March 2012

| | | | | | | | | | |
|---------|---------|---------|--|---------|--|---------|-----|---------|-----|
| 2011_Yr | Pending | 2012_Yr | review indicated IT security systems and processes are solid, but enhanced documentation of security measures is necessary | 2013_Yr | Fully documented the processes identified in Security Audit; documentation maintained at off-campus site immediately and remotely accessible by key employees 24/7; proceeding with business interruption planning process | 2014_Yr | tbd | 2015_Yr | tbd |
|---------|---------|---------|--|---------|--|---------|-----|---------|-----|



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Initiative: 5.4 *We will use pertinent and objective data to drive decision-making and we will strengthen our campus-wide assessment program, including purposeful use of external, independent evaluations in order to promote continuous improvement and overall institutional effectiveness.*

Metric: 5.4.1 Positive reviews from regional and specialized accreditors, including NEASC

| | | | | | | | | | |
|---------|---------|---------|---|---------|---|---------|-----|---------|-----|
| 2011_Yr | Pending | 2012_Yr | NEASC Fifth-Year Interim Report accepted by the Commission on Institutions of Higher Education, November 2012 | 2013_Yr | NEASC Fifth-Year Interim Report accepted by the Commission on Institutions of Higher Education, November 2012 | 2014_Yr | tbd | 2015_Yr | tbd |
|---------|---------|---------|---|---------|---|---------|-----|---------|-----|

Metric: 5.4.2 Minimum of three external reviews/consultations, outside of Academic Affairs, by 2015

| | | | | | | | | | |
|---------|---------|---------|--|---------|---|---------|-----|---------|-----|
| 2011_Yr | Pending | 2012_Yr | IT security review completed in 2012; Branding study to be completed in early 2013 | 2013_Yr | IT security review completed in 2012; Branding study completed in 2013; Faculty/Staff compensation study in process | 2014_Yr | tbd | 2015_Yr | tbd |
|---------|---------|---------|--|---------|---|---------|-----|---------|-----|

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Initiative: 5.5 *We will enhance our alumni network through a focused program of communication, career programming and outreach, ongoing celebration and promotion of the College's Catholic and Dominican identity, promotion of applications from prospective students, engagement of local clubs in community service, and outreach to current students and younger alumni.*

Metric: 5.5.1 Grow from 33 to 38 regional alumni clubs through July 2015

| | | | | | | | | | |
|---------|--------------------------|---------|--------------------------|---------|--------------------------|---------|-----|---------|-----|
| 2011_Yr | 33 regional alumni clubs | 2012_Yr | 34 regional alumni clubs | 2013_Yr | 35 regional alumni clubs | 2014_Yr | tbd | 2015_Yr | tbd |
|---------|--------------------------|---------|--------------------------|---------|--------------------------|---------|-----|---------|-----|

Metric: 5.5.2 Identify and organize eight affinity groups through July 2015

| | | | | | | | | | |
|---------|-------------------|---------|-------------------|---------|-------------------|---------|-----|---------|-----|
| 2011_Yr | 3 affinity groups | 2012_Yr | 4 affinity groups | 2013_Yr | 5 affinity groups | 2014_Yr | tbd | 2015_Yr | tbd |
|---------|-------------------|---------|-------------------|---------|-------------------|---------|-----|---------|-----|

Metric: 5.5.3 Grow Reunion Weekend attendance by 5% each year

| | | | | | | | | | |
|---------|-------------------------------|---------|--|---------|---|---------|-----|---------|-----|
| 2011_Yr | 742 Reunion Weekend attendees | 2012_Yr | 966 Reunion Weekend attendees (30% increase) | 2013_Yr | 1223 Reunion Weekend attendees (27% increase) | 2014_Yr | tbd | 2015_Yr | tbd |
|---------|-------------------------------|---------|--|---------|---|---------|-----|---------|-----|



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Metric: 5.5.4 Identify and train 1-5 alumni, per class, to serve as class agent, for all classes by July 2015

| | | | | | | | | | |
|---------|-----------------|---------|------------------|---------|------------------|---------|-----|---------|-----|
| 2011_Yr | 84 class agents | 2012_Yr | 117 class agents | 2013_Yr | 126 class agents | 2014_Yr | tbd | 2015_Yr | tbd |
|---------|-----------------|---------|------------------|---------|------------------|---------|-----|---------|-----|



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Initiative: 5.6 *In alignment with the College's 2017 Centennial celebration, we will advance our comprehensive campaign: "Our Moment: The Next Century Campaign for Providence College."*

Metric: 5.6.1 Raise \$116M in campaign commitments by July 2015 towards \$140M goal

| | | | | | | | | | |
|---------|--|---------|--|---------|--|---------|-----|---------|-----|
| 2011_Yr | \$36.6M in campaign commitments, as of 6/30/2011 | 2012_Yr | \$55.5M in campaign commitments, as of 6/30/2012 | 2013_Yr | \$71.8M in campaign commitments, as of 6/30/2013 | 2014_Yr | tbd | 2015_Yr | tbd |
|---------|--|---------|--|---------|--|---------|-----|---------|-----|

Metric: 5.6.2 Increase total yearly revenue (cash and pledges) to \$20M to include unrestricted, corporate/foundation, current use restricted, facility, and endowment giving

| | | | | | | | | | |
|---------|--------------------------------|---------|--------------------------------|---------|--------------------------------|---------|-----|---------|-----|
| 2011_Yr | \$15.7M for FY ended 6/30/2011 | 2012_Yr | \$23.8M for FY ended 6/30/2012 | 2013_Yr | \$16.3M for FY ended 6/30/2013 | 2014_Yr | tbd | 2015_Yr | tbd |
|---------|--------------------------------|---------|--------------------------------|---------|--------------------------------|---------|-----|---------|-----|

Metric: 5.6.3 Increase total donors to 17,500 by July 2015

| | | | | | | | | | |
|---------|---|---------|---|---------|---|---------|-----|---------|-----|
| 2011_Yr | 13582 total donors for FY ended 6/30/2011 | 2012_Yr | 13669 total donors for FY ended 6/30/2012 | 2013_Yr | 13323 total donors for FY ended 6/30/2013 | 2014_Yr | tbd | 2015_Yr | tbd |
|---------|---|---------|---|---------|---|---------|-----|---------|-----|



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Metric: 5.6.4 Reach 30% in alumni participation by July 2015

| | | | | | | | | | |
|---------|--|---------|--|---------|--|---------|-----|---------|-----|
| 2011_Yr | 22% alumni participation rate for FY ended 6/30/2011 | 2012_Yr | 20% alumni participation rate for FY ended 6/30/2012 | 2013_Yr | 17% alumni participation rate for FY ended 6/30/2013 | 2014_Yr | tbd | 2015_Yr | tbd |
|---------|--|---------|--|---------|--|---------|-----|---------|-----|

Metric: 5.6.5 Grow Harkins Society membership to 250 members by July 2015

| | | | | | | | | | |
|---------|--|---------|--|---------|--|---------|-----|---------|-----|
| 2011_Yr | 106 Harkins Society members, as of 6/30/2011 | 2012_Yr | 116 Harkins Society members, as of 6/30/2012 | 2013_Yr | 131 Harkins Society members, as of 6/30/2013 | 2014_Yr | tbd | 2015_Yr | tbd |
|---------|--|---------|--|---------|--|---------|-----|---------|-----|