



EMMANUEL
COLLEGE

TOGETHER WE THRIVE

Emmanuel College Strategic Plan 2024-2034



Emmanuel, we hail thee,
Thy glorious deeds untold!

—Alma Mater



From the beginning, Emmanuel College has taken bold and creative actions to ensure the vibrancy of its Catholic educational mission. Think of the transition from a local commuter college to a regional residential institution in the 1960s. Or the move to coeducation and the partnership with Merck & Co. in 2001. More recently, the COVID-19 pandemic proved that our community remains exceptionally agile and deeply committed to engaging students in a transformative, values-centered educational experience.

In the wake of the pandemic, the pace of change in higher education only continues to accelerate. As a result, we now face another watershed moment, one that calls us to apply in full our signature skills of adaptation, innovation, and reinvention.

The pages ahead serve as a roadmap for how we as a community can rise to the demands before us in the years to come. Moreover, they show how Emmanuel can thrive as never before by making the most of the extraordinary possibilities arising from the convergence of our people, spirit, and location in the heart of one of the world's most dynamic cities.

Just as the College community contributed to the plan's themes and priorities, so now we invite all constituents—Trustees, students, faculty, staff, alumni, and friends—to work in common cause to translate the plan into action. Together, let's create a strong, sustainable, and inspiring future for Emmanuel, and do something beautiful for our students and for our world.

Beth Ross, Ed.D.
President

MISSION

2 To educate students in a dynamic learning community rooted in the liberal arts and sciences and shaped by strong ethical values, a commitment to social justice and service, the Catholic intellectual tradition, and the global mission of the Sisters of Notre Dame de Namur.

VISION

Emmanuel will be widely esteemed as the college in the heart of Boston that leads the nation in combining an extraordinary liberal arts and sciences education in the Catholic intellectual tradition with a commitment to strong relationships, ethical values, and service to others. Students will choose Emmanuel as the place to develop in every respect while preparing for lives of leadership, professional achievement, global engagement, and profound purpose.

THE MOMENT TO ACT

Emmanuel faces increased pressure to provide an innovative and competitive educational experience while sustaining tuition affordability.

A strong enrollment is the key to Emmanuel's future. Yet a confluence of macro-trends is making this more challenging.

- The long-foreseen “demographic cliff”—a marked decrease in the number of college-bound students, particularly in the Northeast—has now arrived.
- The level of competitiveness in the student-recruitment marketplace is intensifying in unprecedented ways.
- The value of a four-year, residential liberal arts education is coming under greater scrutiny in the media.
- Increasingly, male students are less likely than female students to enroll and stay enrolled in college.

And yet...



Emmanuel's outlook is positive because our fundamentals are incomparable.

- 400 The Fenway remains one of the best addresses in higher education.
- Our faculty's commitment to students is equaled by their accomplishments as scholars, artists, and researchers, as reflected by their strong record of success in securing prestigious fellowships and grants.
- The hallmarks of Emmanuel remain as vibrant as ever: a pervasive ethic of care, a strong sense of belonging, a rich campus life, a focus on forming the whole student, and a commitment to informed and respectful discussions of the critical issues of our time.
- Above all, Emmanuel's future is promising because the world needs our graduates—ethical and effective leaders with the skills to compete on the global stage.

**Our potential is
boundless.**

In recent years—even in the midst of the pandemic—Emmanuel has advanced its programs and resources in response to evolving student needs and the demands of tomorrow’s professions.

- The formation of five academic schools in Business & Management; Education; Humanities & Social Sciences; Nursing & Clinical Sciences; and Science & Health
- New academic programs in rising fields such as Biotechnology, Computer Science, Finance, Marketing, Mathematical Modeling, Data Analytics, and Global & Public Health
- Guaranteed internships
- Expanded career-preparation programs
- A four-year undergraduate Nursing program and a state-of-the-art Nursing Skills Laboratory
- New Institutional Learning Goals and a revised General Education Program
- Course-Based Undergraduate Research Experiences (CUREs)
- A new 18-story, apartment-style residence hall
- Initiatives in support of student success
- A new Wellness Center
- A successful Campaign for Our Second Century, the largest fundraising effort in the College’s history
- A vibrant, community-wide, yearlong Centennial celebration in 2019

And our momentum is strong.

STRATEGIC GOAL 1

UNLEASH OUR POTENTIAL

by creating superb learning
and growth experiences that
prepare students for personal
and professional success—
making the most of our location
in the heart of Boston.



STRATEGIC GOAL 1: UNLEASH OUR POTENTIAL

ACADEMIC OPPORTUNITY: Invest in academic programs and faculty support to provide a robust student learning experience leading to strong outcomes.

- Develop new undergraduate academic programs that draw on market research, meet the interests and needs of high school students, align with the College's mission, and address the evolving workforce demands of the local and global economy.
- Review and enhance existing undergraduate programs to ensure relevance in today's rapidly changing environment and continued alignment with the College's mission.
- Support faculty in their teaching, scholarly pursuits, creative work, and service, recognizing the range of experiences among all faculty.

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STUDENT EXPERIENCE: Offer comprehensive student support and co-curricular programs to enhance student success.

- Provide a comprehensive student experience by providing academic support, co-curricular programs, and career preparation services designed to support student success both in and out of the classroom.
- Cultivate a supportive and inclusive community that is committed to student success and achievement.
- Create intentional and welcoming campus spaces for students to experience Emmanuel and engage in the wide range of activities available.
- Evaluate campus housing opportunities to align with enrollment targets.
- Create a comprehensive commuter experience that provides targeted support and engagement opportunities.

ATHLETICS: Provide competitive athletic experiences that contribute to a vibrant, unified, and inclusive campus community.

- Evaluate existing athletic programs and consider additional programs to ensure Emmanuel offers sports that are of interest and in demand among today's students.
- Develop a process for reviewing new athletic programs that considers space, cost, and other factors.
- Explore opportunities for increasing recreation and club-level athletic offerings.

WELLNESS: Enhance and expand programs and services that promote positive student physical, spiritual, and mental health and wellness awareness, skills, and behaviors.

- Cultivate a holistic, campus-wide approach to mental health promotion and support.
- Develop and implement training programs for faculty and staff to increase awareness of mental health and wellness issues and to provide tools for supporting students in distress.
- Provide educational and experiential opportunities that nurture the intellectual, spiritual, social, and emotional development of students.



EVER EVOLVING, EVER EMMANUEL

Forming Highly Skilled and Compassionate Nursing Professionals

The Maureen Murphy Wilkens School of Nursing & Clinical Sciences exemplifies Emmanuel's commitment to preparing students for success in a dynamic and competitive career marketplace

As part of its continual pursuit of programmatic innovation, Emmanuel in 2018 made the strategic decision to establish a full-time Bachelor of Science in Nursing program (BSN) as part of its undergraduate offerings. The program would build on Emmanuel's four-decades-long legacy in nursing education, coupled with its foundational commitment to excellence in the liberal arts and sciences.

Today, all of the College's nursing offerings—BSN, RN-to-BSN, and master's degrees and certificates in Nursing Education and Nursing Management—are housed in the state-of-the-art Maureen Murphy Wilkens School of Nursing and Clinical Sciences. Within this realistic clinical-care setting, students acquire hands-on skills from experienced professors while learning to care for the whole patient in body, mind, and spirit.

The caliber of Emmanuel's nursing programs is reflected in the success of the first cohort to graduate from the undergraduate BSN program. Members of the Class of 2023 moved directly into positions at Boston Children's Hospital, Spaulding Rehabilitation, Massachusetts General Hospital, and other renowned institutions. Moreover, they posted a remarkable 93 percent pass rate for first-time test takers of the National Council Licensure Examination, or NCLEX, and subsequently achieved a 100 percent pass rate.

STRATEGIC GOAL 2

ENSURE EMMANUEL'S STRENGTH IN ITS SECOND CENTURY

by keeping the College on a strong and sustainable financial path—and by assuring the physical, intellectual, and human capital we need to thrive in our second century.



STRATEGIC GOAL 2: ENSURE EMMANUEL'S STRENGTH IN ITS SECOND CENTURY

PROGRAM GROWTH: Expand non-traditional program offerings to support the College's long-term financial stability.

- Leverage campus facilities to expand and enhance program offerings within the health sciences.
- Expand program offerings in the five academic schools through Graduate and Professional Programs.
- Leverage campus equipment, expertise, and systems to offer professional credentials for internal and external audiences.

REVENUE GENERATION: Increase and manage revenue in support of a sustainable financial model.

- Develop fundraising strategies to increase annual giving (the Emmanuel Fund) and grow the endowment and planned giving.
- Develop a sustainable financial model that balances enrollment and financial aid strategies.
- Create and execute a plan to maximize revenue gained from the rental of College facilities.

PHYSICAL CAMPUS: Ensure campus resources are allocated to strategic priorities in support of the student experience and the College's financial stability.

- Evaluate and explore opportunities for all College-owned real estate.
- Assess and reallocate space based on greatest possible impact on strategic goals.
- Evaluate campus housing opportunities and develop a multi-year housing model that supports the College's enrollment goals.

PARTNERSHIPS: Establish partnerships aimed at creating new revenue streams, enhancing student opportunities, and promoting the visibility of the College.

- Enhance existing academic partnerships and establish new ones, both domestic and international, to expand the reach and impact of Emmanuel College.
- Expand local government and business partnerships to increase program enrollment.
- Engage in partnerships in support of student internships and employment.
- Establish strategic corporate sponsorships that relieve budget and increase Emmanuel's visibility.

MOMENTUM MEETS THE MOMENT

Equipping Students with Work-Ready Biotech Skills

CERTI-Biotech builds on the College's work with the Massachusetts Life Sciences Center to cultivate a diverse talent pipeline for the growing number of biotechnology companies in Massachusetts

In 2023, the Massachusetts Life Sciences Center (MLSC) awarded Emmanuel a \$580,000 grant in support of a new program aimed at further equipping students to become innovators and leaders in the Commonwealth's thriving biotech sector.

The program, CERTI-Biotech (Certified Employment Ready as Trained Instrumentalists in Biotechnology), trains and certifies students in hands-on skills needed to excel in professional biotechnology research settings. The initiative is timely in view of a projected life sciences talent workforce shortage in Massachusetts over the next five years.

The MLSC grant recognizes Emmanuel's historic strength in the sciences, the caliber of faculty-student research, and the leading-edge spaces and instrumentation for scientific discovery contained within the modern Maureen Murphy Wilkens Science Center.



STRATEGIC GOAL 3

BECOME A CLEAR CHOICE

for students and their families as they weigh Emmanuel against our peers.



STRATEGIC GOAL 3: BECOME A CLEAR CHOICE

VALUE PROPOSITION: Raise the profile of the College through a clear and concise value proposition that is shared widely.

- Create greater awareness of Emmanuel College.
- Create greater awareness of Emmanuel by investing in a marketing campaign of the College's brand.
- Develop an omnichannel marketing campaign that is awareness focused and includes effective content marketing.

ENROLLMENT EXPERIENCE: Provide and promote an academic and co-curricular student experience that aligns with market demand and provides the revenue needed for financial stability.

- Informed by market research, identify the programs, features, and benefits that are most influential in the student decision-making process.
- Develop and/or enhance academic and co-curricular programs to attract students.
- Promote those programs, features, and benefits that are most influential in the student decision-making process.

REPUTATION: Improve the reputation and name recognition of the College.

- Improve the metrics with the greatest impact on the reputation and positive name recognition of the College:
 - Decrease the acceptance rate/increase yield rate.
 - Increase retention and graduation rates.
 - Increase student salary after graduation.
- Increase Emmanuel's exposure by promoting faculty subject matter experts to media outlets and professional and community organizations.
- Develop a plan to improve Emmanuel's standing in college rankings.

COMMUNITY ENGAGEMENT: Engage with the broader community to enhance and communicate the value proposition.

- Identify and strengthen community relationships/partnerships to:
 - Create more visibility.
 - Provide internships/learning opportunities.
 - Enhance fundraising education and engagement.
 - Create student pipelines (traditional undergraduate and GPP).



IN THE HEART OF BOSTON

Part of an Ecosystem of Inquiry, Industry, and Innovation

At Emmanuel, the “power of proximity” delivers a uniquely dynamic student experience—and a launching pad for high-impact careers

With a short ride on the “T,” Emmanuel students can reach the doorstep of dozens of industry-leading organizations, where they build professional experience, contacts, and know-how.

Emmanuel’s immediate neighborhood is home to renowned names in clinical care and biomedical research, including Brigham & Women’s Hospital, Boston Children’s Hospital, Dana-Farber Cancer Institute, Harvard Medical School, and Beth Israel Deaconess Medical Center. These and other sites offer superb internship and research opportunities for Emmanuel students, positioning them for success in applying to doctoral programs and in entering science-related professions.

Just steps from the Emmanuel campus lies one of Boston’s fastest-growing neighborhoods. Over the last decade, Fenway-Kenmore has seen a surge in investment and development, with shops, theaters, cafés and restaurants opening along the streets adjacent to the iconic Fenway Park.

The energy of the city, and its diverse and historic neighborhoods, provide a vibrant backdrop to the Emmanuel experience. Two of Boston’s most eminent cultural institutions—the Museum of Fine Arts and the Isabella Stewart Gardner Museum—are a five-minute walk from campus.

STRATEGIC GOAL 4

HOLD TRUE

to who we are.

Constancy amid change. Rootedness amid reinvention. Part of what makes Emmanuel special is its ability to uphold its founding vision, values, and commitments even as it continually adapts to shifts in its external environment.

No matter how Emmanuel may change outwardly in the years ahead, we will remain true to the convictions and characteristics that have been at the heart of our community for over a century.

And we will live our mission in new and deeper ways for the benefit of students and the promotion of a more just and peaceful society.



STRATEGIC GOAL 4: HOLD TRUE

INSTITUTIONAL IDENTITY: Celebrate the College's roots in the Catholic intellectual tradition and the global mission of the Sisters of Notre Dame de Namur.

- Deepen the community's understanding of the Catholic intellectual tradition, its history, and its continuing relevance to the College's core efforts to create and transmit knowledge.
- Enhance connections with the worldwide ministries and network of the Sisters of Notre Dame de Namur.
- Establish a center focused on engaging the community in the study and work of social justice.
- Exercise intentionality in recruiting and retaining faculty and staff who are distinguished and expert in their fields and whose skills, experience, and dedication align with the College's mission and goals.

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PEOPLE AND CULTURE: Invest in a welcoming and pluralistic community that stands in opposition to all forms of intolerance.

- Establish initiatives and services designed to amplify engagement, empathy, social justice, civil discourse, mentoring, and inclusion as core values of the College.
- Integrate strategic goals and mission-driven values and commitments into departmental planning.
- Support professional development and engagement opportunities for faculty and staff to further empower them as agents of progress in our community and beyond.

EMPOWERMENT: Keep the transformative power of an Emmanuel education within the reach of promising students—and invest in programs that advance their success once enrolled.

- Ensure that Emmanuel remains accessible to accomplished students representing a broad range of socioeconomic backgrounds.
- Make student financial aid and endowed scholarships a strong focus of fundraising appeals via annual giving (the Emmanuel Fund) and major-gift solicitations.
- Invest in and raise money for programs designed to ensure that students have every opportunity to succeed in college (e.g. RISE, EC Pulse).
- Extend opportunities not only to undergraduate students, but also to non-traditional students, faculty, and staff.

INNOVATION: Anticipate, embrace, and adjust to changes in our external environment, employing the creative and entrepreneurial spirit that has characterized Emmanuel from its founding in 1919.

- Establish an Institute for Excellence and Innovation to enhance academic programs, promote research, advance professional growth, and cultivate collaboration among faculty, students, and local and national partners.
- Develop and implement an Office of Sponsored Research.
- Support an innovative and entrepreneurial culture, one that acknowledges and rewards individuals for their creativity and initiative.



WHO WE ARE

A Culture of Care: Emmanuel's "Superpower"

From the beginning, Emmanuel has known that learning happens best when it takes place in the context of a caring, kind, and unified community

Emmanuel has long been synonymous with a spirit of warmth, welcome, and inclusion. This remains as true today as ever; in fact, following a three-day on-site evaluation in 2022, an eight-person external accreditation team remarked on the pervasive culture of care and mutual respect that they encountered on campus. They described it as Emmanuel's "superpower."

A common commitment to *cura personalis*, or care for the whole person, is part of what is often called the "Emmanuel essence." Rooted in a profound respect for the dignity of the human person, it can be seen in the authentic interest that faculty and staff mentors take in each student's well-being and success, as well as in the broad range of support services designed to ensure that students thrive in every dimension of College life.

Alumni often speak of the deeply formative nature of their Emmanuel experience. This is reflected in the enduring friendships they share with former classmates, roommates, and teammates—and in their desire to ensure that current and future students enjoy the same, if not greater, opportunities for learning, empowerment, and growth.

Measures of Success

- **Academic Program and Enrollment Growth:** Monitor success in academic growth by continuously evaluating enrollment data and the impact of new program introductions.
- **Strategic Partnerships Impact:** Periodically assess the tangible impacts of collaborative initiatives on academic excellence and institutional advancement.
- **Student Success Index:** Track progress in academic achievement, retention, graduation, and alumni accomplishments each semester in a comprehensive Student Success Index.
- **Institutional Reputation/Brand Perception:** Utilize regular surveys and analysis to gauge brand perception and reputation benchmarks, informing strategies for strengthening the College's brand.
- **Community Engagement:** Evaluate the effectiveness of community engagement initiatives through continuous monitoring and reporting of data and stakeholder feedback.
- **People and Culture Vibrancy Index:** Measure progress in fostering a vibrant academic community through regular assessments of employee and student satisfaction and retention rates.

Into Action

From the beginning, Emmanuel has sought to create a strategic plan that not only sets long-range goals, but also serves as the basis for focused action. Accordingly, the College has formed Strategic Action Teams tasked with translating priorities into specific checklists—and with tracking, reporting, and celebrating achievements from year to year. It is only through this kind of persistent implementation that the College’s vision will be brought to life in tangible and measurable ways.

Moreover, the College views the plan itself as a living document, one that is regularly updated to reflect changing demands and opportunities in its external environment. Emmanuel’s Senior Leadership Team will work continually to allocate human and financial resources in accordance with key priorities in any given period.

How We Worked

In the fall of 2022, Emmanuel's leadership initiated a College-wide process aimed at developing a comprehensive strategic plan for the years 2024 through 2034.

From Fall 2022 through Spring 2023, the campus community engaged in conversation and reflection on the College's strategic priorities. To ensure that all voices were heard, open feedback sessions were held for students, faculty, and staff. In addition, discussions took place in the context of meetings involving members of faculty and staff departments, academic and administrative leadership teams, and the Student Government Association. These engagements resulted in several thousand comments, all of which were considered in the development of the plan.

From Spring through Fall 2023, successive iterations of the strategic plan were presented to the Board of Trustees, College leadership teams, and faculty and staff. A final draft was prepared by College leadership in December 2023 and approved by the Board of Trustees in January 2024.

We thank all members of the community for their contributions, and in a special way acknowledge the following individuals for the roles they played in advancing the strategic planning process:

Beth Ross President	Josef M. Kurtz Provost/Chief Academic Officer/ Professor of Biology	Cynthia O’Callaghan Chief Strategist and Special Assistant to the President	Anupama Seshan Associate Professor of Biology
Maureen Ashburn Executive Director of the Career Center	Melanie Leussis Associate Professor of Psychology	Sam O’Neill Special Assistant to the President	Adam Silver Associate Professor of Political Science
Kelly Basile Associate Professor of Management	Keith Lezama Vice President of Diversity, Equity, and Inclusion/ Chief Diversity Officer and Deputy Title IX Coordinator	Sean Philpott Vice President of Information Resources & Planning/Chief Information Officer	Patricia Tower Vice President of Finance and Administration
Susan Benzie Vice President of Mission & Ministry	Bryan Mahoney Associate Vice President of Integrated Marketing	Kristen Pierce Dean of Students	Alison Vallereux Executive Director of Institutional Research
Olivia Berry Director of Athletics	Javier Marion Associate Professor of History	Mary Pociask Administrative Assistant to the President	Petros Vamvakas Associate Professor of Political Science
Laurel Clanton Bolden Senior Assistant to the President	Erin Farmer Noonan Vice President of Human Resources, Risk Management, Compliance and Title IX Coordinator	Jennifer Porter Associate Vice President of Student Financial Services	Thomas F. Wall Professor of Philosophy
Mark Flynn Associate Professor of English		Sandra M. Robbins Vice President of Enrollment	

Emmanuel College | Overview*

Accredited by the New England Commission of Higher Education (NECHE)

Over 20,000 living alumni

Over 2,000 total students

ARTS & SCIENCES

1,800 students

70+ majors, minors, and concentrations across five schools:

- Business & Management
- Science & Health
- Humanities & Social Sciences
- Education
- Nursing & Clinical Sciences

108 full-time faculty members

13:1 student-faculty ratio

16 academic honor societies

100% of students complete at least one internship as part of the core curriculum

38 countries and 37 states and territories represented on campus

16 Division III varsity athletic teams

100 areas of involvement, including clubs and organizations, leadership positions, athletic teams and honor societies

Study abroad opportunities are available through 15 program providers to 65+ countries

14 Fulbright scholarship recipients since 2011

Student Outcomes

Outcomes for the Class of 2022, one year following graduation:

98% of graduates seeking employment had found a job

95% of graduates seeking acceptance to graduate school had been accepted

Graduates were working and studying in 20 states across the U.S. and in six countries spanning three continents

Internships

All Emmanuel students complete one or more internships as an integral part of their educational experience.

Nearly a third of all internships result in job offers for Emmanuel students. Top employers for Emmanuel graduates reflect the College's strong connections with organizations throughout the city and especially within its neighborhood, including:

- Boston Children's Hospital
- Massachusetts General Hospital
- Brigham and Women's Hospital
- Beth Israel Deaconess Medical Center
- Dana-Farber Cancer Institute
- Boston Red Sox
- Boston Public Schools
- Harvard Medical School

Faculty-Student Research

Students engage in research and scholarship under the guidance of faculty members as early as their first year. Some receive summer research grants to conduct ongoing research full time.

Emmanuel professors continue to receive prestigious research grants from organizations including the National Science Foundation (NSF) and the National Institutes of Health (NIH).

Tuition And Fees

2023-2024 Tuition: \$46,200

2023-2024 Room & Board (double room): \$17,500

Financial Aid

In 2023-2024, the College provided over \$52 million in financial assistance, underscoring its commitment to educational opportunity and affordability.

99% of all traditional students receive some form of financial assistance from Emmanuel College in the form of financial aid, a merit award, or other grant

29% of Emmanuel students are first-generation college students

ONLINE GRADUATE & PROFESSIONAL PROGRAMS**Nursing:**

- Undergraduate RN-to-BSN
- Master of Science in Nursing (MSN) and graduate certificate in nursing, both with tracks in Nursing Education and Nursing Management

Business & Management:

- Master of Business Administration (MBA)
- Specialized tracks and graduate certificates in Business Analytics, Human Resource Management, and Research Administration

Education:

- Master of Education (M.Ed.) program
- Graduate certificates for Diversity, Equity & Inclusion, Sheltered English Immersion, and Moderate Disabilities

Instructional Design:

- Certificate in Instructional Design

Strategic Plan

Priorities at a Glance

UNLEASH OUR POTENTIAL	ENSURE EMMANUEL'S STRENGTH	BECOME A CLEAR CHOICE	HOLD TRUE
Academic Opportunity	Program Growth	Value Proposition	Institutional Identity
Student Experience	Revenue Generation	Enrollment Experience	People and Culture
Athletics	Partnerships	Reputation	Empowerment
Wellness	Physical Campus	Community Engagement	Innovation