

**Presidential Strategic Plan  
2007-2012  
Iona College**

**Presidential Strategic Plan**  
**2007-2012**  
**Iona College**

**Introduction**

Since 1996, Iona College has been committed to institutional strategic planning and has successfully designed and implemented Presidential Strategic Plans (PSP) for the years 1996-2001 and 2002-2007 which have demonstrably strengthened the College and elevated both the quality of its programs and its national reputation. In 2001, Iona's Board of Trustees revised the College's Mission statement and four years later adopted *Vision 2025* defining the College's long-range strategic vision and the principal characteristics that Iona should display by the year 2025. Building on the success of those previous planning efforts, the revised Mission and *Vision 2025* and in consultation with the Board of Trustees, administrative leaders, faculty, staff, students and alumni, the President of Iona College has developed this new Presidential Strategic Plan as the foundation for continued progress in achieving Iona's Mission and strategic vision during the period 2007-2012.

**History, Purposes and Traditions of Iona College**

Iona College is an institution founded on the traditions of the Congregation of Christian Brothers and American Catholic higher education. Concern for faith and learning guided Brother Edmund Rice in establishing the Congregation of Christian Brothers in 1802 to provide education for young men in Ireland, especially among the poor. Over the next century and a half the Christian Brothers extended their educational reach to Europe, Africa, Asia, North and South America, Australia and the United States. The Christian Brothers educational mission prospered in America and in September 1940, led by its first President, Brother William B. Cornelia, Iona College was founded in New Rochelle, New York, the first and only institution of higher education in the Congregation of Christian Brothers tradition. The continued leadership and visible presence of the Christian Brothers within the Iona community symbolize Iona's heritage, fundamental values and the energizing spirit of the College.

Over the past 67 years, Iona has remained true to its founding purposes and principles. The fundamental commitment of Iona is to serve society through liberal learning. This means providing to each student an excellent educational experience that will foster a love of life-long learning, instill a sense of moral purpose, cultivate an appreciation for art, literature and beauty and promote understanding of the political, economic, cultural and technological forces affecting modern life. An Iona education enables its students to develop a world view through an understanding of the history and cultures of our own and other societies and prepares its graduates for success in their personal, professional and civic lives within a global society. All members of the Iona community – faculty, students, staff, administrators, alumni and trustees – contribute to this noble purpose by creating a stimulating, rewarding and nourishing educational environment that will enable each individual to realize his or her full potential.

The Mission of Iona makes clear the College's fidelity to its founding purposes. To fulfill that Mission, the College has crafted *Vision 2025*, a vision of Iona's future rooted in its heritage but responsive to changing educational realities, challenges and opportunities. To achieve *Vision 2025*, the College has redefined its strategic goals and proposed new strategic initiatives to move the College forward in the coming five years, building on the successes and lessons learned during the past decade.

Iona's Mission, *Vision 2025*, Strategic Goals and Strategic Initiatives, as set forth in this Presidential Strategic Plan, constitute a dynamic agenda for action and change that can strengthen and reinvigorate the Iona community, enhance the excellence of its programs and academic reputation, attract and motivate outstanding faculty, staff and students, generate new revenues and position the College as one of the best and most respected institutions of higher education in the region.

## **Mission of Iona College**

Iona College is a diverse community of learners and scholars dedicated to academic excellence in the tradition of the Christian Brothers and American Catholic higher education. We commit ourselves to education within the rich heritage of these legacies, especially intellectual inquiry and the values of justice, peace and service.

Iona College graduates will be sought after because they will be:

- ethical and skilled decision-makers and problem solvers motivated to leadership, service and civic responsibility;
- independent thinkers informed and enriched by a liberal arts education;
- lifelong learners skilled in and adaptable to new information and technologies; and
- individuals who integrate the spiritual, intellectual, civic, emotional and physical dimensions of their lives.

The Iona College Community will achieve these goals by dedicated teaching, internships, creative research and scholarship, intensive career counseling and by student/faculty/staff/administrator participation in the many centers of excellence at Iona College.

## **Vision 2025 – Iona College**

Faithful to its founding aims, Iona is a highly attractive, leading Catholic college unique in its commitment to prepare and develop a confident and complete professional person, shaped by the legacy of the Christian Brothers and partnerships with the financial, arts, and media capital of the world.

### ***Spiritual Life:***

In the rich tradition of Brother Edmund Rice and American Catholic higher education, Iona College offers students multiple opportunities to become spiritually grounded, socially concerned, involved in both local and global communities, and available to be of service to others. An ethic of caring and justice permeates the college community.

### ***Academic Life:***

Iona's standing among the nation's most respected Catholic colleges and universities is affirmed by the quality and accomplishments of its faculty and students, and by the quality of its challenging undergraduate and graduate curricula, rooted in the Catholic intellectual tradition. With a range of programs in the humanities, the sciences and the professions, all containing both classroom and practical learning experiences, Iona's curriculum is unique in the pervasiveness of ethics and technology, in its reflection of the Christian Brothers' mission, in its cultivation of leadership, and in its relationships with the greater New York City area financial, media and arts organizations.

### ***Student Life:***

Iona College is a welcoming, attractive, student-centered community serving a diverse, academically talented, and increasingly residential student body. In the tradition of Edmund Rice, Iona effectively serves qualified first and second generation students. All students –residential, commuter, graduate, and returning adults—benefit from state of the art technology, Division I competitive athletic programs, active service learning programs, peer and alumni mentors, and superior facilities in which to live, study, recreate, and socialize.

## Our Future

- Iona's undergraduate student body will grow by no more than ten to fifteen percent.
- Three-quarters or more of Iona undergraduate students will live on or near campus.
- Iona's commuter students in all programs will feel welcomed, valued, and totally integrated into the campus community.
- Iona will actively and successfully recruit children of alumni.
- Iona College will increasingly focus on needs-based financial aid for students who meet the standards of the College and share Iona's values.
- A healthy and robust returning adult program will continue to be an important part of the college.
- The academic profile of incoming students will continue to improve relative to peer schools.
- Iona College will continue to be committed to diversity in its student body, staff, faculty, and administration.
- Iona students will have access to mentors throughout their college careers.
- Iona will have an extensive set of programs integrating Iona with New York City and its surrounding communities by leveraging fields that include:
  - the arts and culture to complement liberal arts studies,
  - the financial markets to complement programs in business and economics,
  - the media world to complement programs in English, marketing, and communications,
  - the pharmaceutical, chemical, and technology industries to complement programs in the natural and computer sciences,

- the health care, education, and social services fields to complement programs in health care, social work, psychology, marriage and family therapy, education, speech pathology/audiology, and criminal justice,
  - the needs of NYC to complement efforts to promote service and compassionate leadership, and to leverage students' ability to give back to the community.
- Iona graduate-level programs will be more robust in scope, size, and reputation.
- In the tradition of Edmund Rice, Iona's curricula will include an integrated focus on ethics, communications, leadership, and service.
- Iona's cash endowment will reach \$200 million in the next fifteen to twenty years, and the college will secure commitments to grow the endowment to much higher levels beyond 2025 as the alumni base grows.
- At least half of Iona alumni will participate in the Iona Community by providing financial support and being active in Iona-sponsored programs.
- Iona's communications, its place in New York City and the surrounding communities and its outreach to alumni and to feeder schools will dramatically enhance the visibility of the College.

### **Initiatives to be continued from the Presidential Strategic Plan 2002-2007**

There are a number of initiatives in the current strategic plan that can and should be continued even as newly identified initiatives are embraced. Specifically, we recommend that Iona continue to:

Integrate more fully into the daily life of the College the principles and values of its Mission Statement and promote among all the members of the Iona Community strong ethical values, spiritual growth, mutual respect and open and caring relationships.

- Assess the effectiveness of Iona's system of campus governance and revise the College's governance structure and processes as necessary to ensure that they facilitate freedom of expression, open and candid communication and mutual respect and serve the needs and interests of the College as a whole and each of its constituencies – faculty, administrative staff and students.
- Strengthen its undergraduate programs by providing an inspiring first-year experience, a sound Core Curriculum and more rigorous course requirements, performance expectations, and standards of academic quality to ensure that all Iona graduates receive a strong foundation to pursue graduate and professional education and successful careers.
- Seek professional accreditation for those programs that have not as yet been accredited, such as those related to Marriage and Family Therapy Education, Health Administration, School Psychology, and Criminal Justice and make the necessary investment in curriculum development, facilities and faculty to insure that those programs that will be considered for reaccreditation will receive satisfactory reviews.
- Establish an Institutional Review Board and associated policies and procedures to facilitate the College's efforts to expand its research activities and to procure federal and private funding for research.
- Update and enhance Iona's Information Technology Plan, invest in IT facilities, hardware and software; enhance technical readiness for employing new web-based administrative and instructional delivery systems; sustain Iona's leadership in the

evaluation and adoption of emerging technologies; and explore opportunities to incorporate those technologies into Iona's instructional programs to enhance student learning.

- Recruit, appoint and support a diverse faculty of highly-qualified teacher/scholars whose primary commitment is to teaching and who support enthusiastically Iona's values, traditions and goals.
- Require that faculty candidates for appointment to tenure-track positions hold a terminal degree appropriate to their field and strongly encourage current full-time faculty who do not hold terminal degrees to complete such degrees in order to qualify for reappointment or promotion in academic rank.
- Encourage and facilitate the professional development of members of the faculty, as well as their research and scholarly productivity, by providing seminars, fellowships, travel grants, release time and support for participation in professional meetings.
- Promote academic articulation agreements with Westchester, Rockland, Nassau Norwalk and other community colleges in the region to enable and encourage able graduates of those institutions to transfer to Iona for completion of their baccalaureate degrees.
- Sustain as nearly as possible the current balance between enrollment of undergraduate men and women (56% women and 44% men). If necessary, consider special incentives to attract larger numbers of able men students in order to sustain that balance.
- Increase multi-racial and multi-ethnic enrollment and design and implement new initiatives to attract significantly larger numbers of international students so that Iona might mirror the rich diversity of the City of New Rochelle and New York City and provide a more diverse educational and cultural environment for all Iona students.
- Improve the quality, scope and responsiveness to student needs of all student service providers to include staff training, adequate facilities, revision of business processes and removal of bureaucratic obstacles to improve efficient delivery of student services, and training students and staff to take full advantage of the capabilities of the campus website, Blackboard and the PeopleSoft system to enhance communication with and among students, staff and faculty.

## Strategic Goals and Initiatives

**Strategic Goal I: Iona will integrate more fully into the life of the College the traditions, principles and values defined in its Mission, foster the attainment of *Vision 2025*, and promote and facilitate freedom of expression and inquiry, effective governance, open communication and mutual respect among all members of the Iona community.**

Strategic Initiatives. To achieve this goal, Iona will:

1. Review and revise the Iona College Mission to communicate Iona's Christian Brothers heritage, purposes and ethical values, its commitment to teaching, learning and service, the centrality of its focus on humanistic, liberating and spiritual values and the institutional identity that the College should project in consideration of Iona's *Vision 2025* and evolving challenges and opportunities posed by changes in the educational needs of American society, the global higher education environment and the educational doctrine of the Roman Catholic Church.
2. Consider developing a kind of museum or display of archival exhibits that provide visible testimony to the contributions of the Christian Brothers and members of the Iona Community.
3. Develop a comprehensive plan to establish and maintain closer ties to the worldwide Congregation of Christian Brothers in order to strengthen Iona's historic commitment to the Congregation's traditions, values and principles, attract Christian Brothers from different cultures to the College, link Iona to the Edmund Rice International global vision, and open opportunities for student, faculty, and alumni exchange programs and networking with Christian Brothers institutions throughout the world.
4. Work closely with the Christian Brothers community in the United States and in other areas of the world, and the Iona Chapter of the Associates of the Congregation of Christian Brothers to identify, train and prepare younger Christian Brothers and Associates as candidates for faculty and administrative positions at Iona to ensure the continuance within the College of the principles and purposes as defined by the founder of the Congregation of Christian Brothers.

5. Promote the intellectual, moral, ethical and spiritual development of students and members of the Iona College community, including alumni, through integration of Iona's Mission into the College's curriculum, service activities and policies; mentoring programs for faculty, staff and students; campus-based volunteer opportunities that serve both the College and the broader community.
6. Appoint a select committee of faculty, administrators, staff, alumni and students to explore ways to encourage and facilitate more effective communication and dialogue among all members of the Iona College community through both traditional means and the Internet to ensure that they are made aware of changes to academic and administrative policies and procedures as well as opportunities to participate in extracurricular activities, athletic and social events, educational and cultural programs and volunteer service activities.
7. Encourage racial, ethnic, economic and gender diversity throughout the College, including the selection of members the Board of Trustees, administrators, faculty and staff to achieve representation more in keeping with the composition of Iona's student body, and encourage the Board of Trustees to enact term limits for members of the Board to promote diversity and renewal.
8. Encourage the Board of Trustees to initiate a program for periodic self-assessment of the Board's performance and regular training programs for all trustees in the characteristics of effective governing boards, the appropriate responsibilities of members of the Board and major national issues facing College boards of trustees, drawing on the resources of the Association of Governing Boards.

**Strategic Goal II: Iona will offer distinctive and challenging undergraduate and graduate degree programs in the liberal arts and sciences and the professions comparable in quality to those of the best of its peer institutions; prepare its graduates for lifelong learning and success in their personal, professional and civic lives within a global society; make available competitive professional development and continuing education programs in selected fields to serve the educational needs of employers, college graduates and other adult learners; and strengthen Iona's academic programs through more extensive use of student internships and programmatic linkages to the rich array of cultural and corporate resources in the New York City area.**

Strategic Initiatives. To achieve this goal, Iona will:

1. Establish signature graduate programs in the School of Arts and Science and the Hagan School of Business that will serve as centers of academic excellence and regional identifiers for the College and provide opportunities for private funding, recruitment of outstanding faculty and students, and enhancement of Iona's academic reputation.
2. Form an interdisciplinary committee, composed of both faculty and administrators, charged with investigating the feasibility of implementation of a standardized first year experience program.
3. Conduct a study to determine the demand in the region served by Iona for selected professional development and continuing education and certificate programs that would complement the College's degree programs, make more effective use of faculty and facilities, serve the educational needs of the region and prepare prospective students for possible entry into Iona's undergraduate and graduate degree programs. Based on that study, develop a proposal for instituting an appropriate array of such programs, to include academic areas to be covered, projected costs and benefits to the College, potential sources of funding and a schedule for implementing such programs.
4. Consider the establishment of a college-wide office of Continuing and Professional Education that would be responsible for developing, coordinating marketing and facilitating the offering of all College non-degree continuing education programs in coordination with the Deans and department chairs in the School of Arts and Science and the Hagan School of Business.

5. In respect to the Professional Studies Programs:
  - a. Conduct a comprehensive market analysis and assessment of the costs, benefits, effectiveness and competitiveness of the Professional Studies Programs.
  - b. Provide PSP students with additional educational options that will permit them to upgrade their professional and personal skills to enable them to re-enter the workforce successfully, such as short-term educational experiences, internships and certificate programs.
  - d. Expand PSP distance learning opportunities as well as opportunities to take courses at both the Main Campus and the Rockland Graduate Center.
6. Design and implement mandatory College-wide internship and service programs for all undergraduate day students that will provide a planned set of learning experiences to link student academic programs with the world of work and public service in a variety of venues that will prepare students for successful careers or graduate study and permit them to benefit from the many cultural and educational opportunities afforded by Iona's proximity to New York City. Enlist the leadership, advice and participation of Iona alumni, trustees and donors in efforts to establish the best internship opportunities in leading New York area corporations, professions and institutions.
7. Designate a central campus office to oversee and coordinate all of Iona's internship programs and to work with the Schools and academic departments to identify, develop and promote internship opportunities; coordinate and approve rigorous monitoring, evaluation and record-keeping processes to insure the consistency and quality of internship experiences; and provide students with information concerning the availability of internships, internship training and strategies for procuring internship positions and for successfully navigating the New York City environment.
8. Consider creating a special summer program for non-Iona students to introduce them to the cultural, educational, civic and business attractions as well as potential internship and job opportunities in New York City. Such a program might enable such visiting students to utilize housing, dining and recreational services and facilities on Iona's campus and to enroll as visiting students in selected Iona academic courses.
9. Investigate affordable alternatives for establishing an Iona College outreach office in a visible and easily accessible location in downtown New York City, and possibly in other areas, to be used as an information center for prospective Iona students, a meeting place for Iona students and faculty who live or work in the city, an extension of Iona's Advancement Office, and as a

potential site for selected instructional activities, either independently or in cooperation with another educational institution, company or professional association.

10. Conduct a comprehensive assessment of the Rockland Graduate Center to determine how that site can be most effectively and efficiently used to serve the educational needs of the Rockland area, to include an evaluation of the viability of programs currently offered at that site and an analysis of other potential uses based on community demographics, potential educational needs, competition from other colleges, possible corporate and public partnerships, and projected costs, benefits and revenues of alternative programs, to include undergraduate and graduate degree programs and professional development and continuing education programs that could be offered during the daytime hours during the week and on weekends.

11. Investigate the feasibility and desirability of expanding the College's international activities, such as its study abroad programs and faculty and student exchanges, to provide the Iona community broader opportunities for multicultural experiences in global education. This might include an assessment of how Iona's international programs should contribute to integrating cultural understanding and knowledge into the curriculum and ways in which Iona might broaden its international outreach through such initiatives as an international website, international internships and offering courses internationally through distant learning.

12. In preparation for the impending AACSB reaccreditation of the Hagan School of Business:

a. Reinvigorate the School's efforts to rebuild its partnerships with corporations in the region and to link its academic programs more closely to the needs of the School's corporate partners and their employees.

b. Design and implement a timely and effective system of student academic advising to ensure that students are fully informed regarding career opportunities, aware of their academic choices, and knowledgeable regarding graduation requirements and the content and quality of academic majors to enable them to make well-informed academic and career decisions.

13. To meet the special needs of adults in the Professional Studies Program and continuing education students, ensure that such students receive faculty mentoring to facilitate their reentry to academic life, innovative options for delivery of both academic and support services at times and places convenient to them, and special services to enable them to take advantage of Iona's educational opportunities, including child care, computing, dining and parking.

14. Improve the quality and accessibility to well-informed academic advising for all undergraduate students to ensure that students are equipped to make appropriate choices of academic majors, courses and use of academic support services.

**Strategic Goal III: Iona will provide library and information services and training to students, faculty and staff that are competitive with the best of its peer institutions, strengthen the quality and effectiveness of its academic programs and broaden access to new educational markets through the innovative use of instructional technologies and creative teaching and learning modalities, such as distance learning and linkages to a broad range of web-based educational resources.**

Strategic Initiatives. To achieve this goal, Iona will:

1. Increase the number of undergraduate and graduate courses offered through distance learning systems such as Blackboard in both regular terms and during inter-sessions and summer sessions and conduct systematic evaluations of ways to increase the effectiveness and attractiveness of distance learning courses.
2. Establish formal and ongoing orientation programs for all new faculty, staff and students, including adjunct faculty, returning adults and transfer students, to introduce them to the capabilities and uses of PeopleSoft, Blackboard and related technologies to enhance and facilitate administrative and instructional processes, to inform them of the availability of campus-based resources and services and legal issues related to downloading files, intellectual product ownership, online security, and appropriate etiquette in the use of the Internet.
3. Encourage and facilitate faculty use of Blackboard, PeopleSoft and related instructional technologies by expanding faculty in-service professional training in the use of those technologies and providing opportunities for faculty to become proficient in online course development, instructional design, course evaluation, student advising and student performance evaluation and to demonstrate their ability to use effectively those technologies.
4. To insure that its clientele are adequately served, continue to upgrade and expand the services of Ryan Library through completion of its planned renovation and expansion, development and equipping of flexible new meeting and learning spaces, upgrading technology, and expansion of electronic data bases and other web-based teaching, research and learning resources.

5. Ensure that the number of qualified staff members in the Office of Information Technology, CELTIC and the Library system are adequate to enable them to continue to provide a high standard of service to the Iona community and to meet the growing technology needs of the College in respect to both administrative and instructional applications.
  
6. Procure and implement an automated classroom scheduling system that is compatible with PeopleSoft, and modify existing policies and procedures to minimize the need for software modifications and maximize the capabilities of the selected scheduling system.

**Strategic Goal IV: Iona will recruit, support and reward a diverse faculty of exceptional quality who are devoted to teaching, intellectual and personal development of students, and scholarly achievement, as well as a diverse and highly qualified cadre of senior administrative leaders and support staff who are dedicated to the attainment of Iona's Mission and *Vision 2025*.**

Strategic Initiatives. To achieve this goal, Iona College will:

1. Recruit and appoint able senior administrators and staff members who represent the diversity of American society.
2. Consider engaging the services of a professional/consultant with a proven track record regarding diversity in higher education to do a comprehensive and systematic diversity audit of the College and make specific recommendations based upon his/her findings.
3. Design a comprehensive faculty recognition program that publicly recognizes faculty members who have made special contributions to the College and to their disciplines in the areas of teaching, advising, research or service.
4. Develop a systematic orientation program for Iona's adjunct faculty to instill in them a better understanding of Iona's Mission and traditions, academic organization and curriculum, and academic and support resources, policies and procedures in order to promote their attachment to Iona and to equip them carry out their teaching duties more effectively.
5. Closely monitor the anticipated faculty attrition that may occur in the next five years and develop, where appropriate, faculty succession plans to ensure the appointment of highly qualified and diverse replacement faculty, especially in fields where it is expected that Iona may face severe competition for qualified faculty candidates.

**Strategic Goal V: Iona will recruit, enroll, retain and graduate a diverse and academically-able student body comparable in quality to the finest of Iona's peer institution; establish selective student admissions criteria and enrollment goals for all undergraduate and graduate programs; and enhance student diversity and the academic quality of undergraduate students.**

Strategic Initiatives. To achieve this goal, Iona will:

1. Implement an increasingly rigorous admissions criteria and a comprehensive student enrollment plan for full-time undergraduate day students that will enable Iona to increase the number of freshman applicants and lower its acceptance rate, raise the average SAT scores of entering freshmen to at least 1150 and increase the freshman retention rate to 90% and the five-year graduation rate to 70% while increasing full-time undergraduate enrollments by no more than 5-10% in order to achieve greater selectivity in undergraduate admissions.
2. Develop a marketing plan specifically targeted to the sons and daughters of Iona alumni, encouraging them to make Iona their college of choice.
3. Develop and implement rigorous admissions criteria and comprehensive student enrollment plans for graduate programs in both the School of Arts and Science and the MBA program in the Hagan School of Business to increase enrollments while strengthening the academic rigor and competitiveness of those programs.
4. Develop and implement a comprehensive student enrollment plan for the Professional Studies Program that includes admission's policies to be confident they support an increasing enrollment in these programs.
5. Should Iona decide to offer continuing education and professional development courses in selected fields for part-time adult students, develop a comprehensive student enrollment plan for such a program, assuming use of the academic resources of both the School of Arts and Sciences and the Hagan School of Business at both the Main Campus and the Rockland Graduate Center and through distance learning.

6. Conduct periodic analyses of comparative academic, student, financial and program data concerning those colleges considered by Iona to be its peer and aspirant institutions, identify areas in which Iona does not compare favorably with those colleges, and take appropriate actions to modify its programs, policies and marketing initiatives to enhance its competitiveness.

**Strategic Goal VI: Iona will provide to its undergraduate students a distinctive student-centered collegiate experience designed to encourage and facilitate their intellectual, moral, spiritual, emotional, physical and social development.**

Strategic Initiatives. To achieve this goal, Iona will:

1. Ensure that all undergraduate resident and commuting students receive regular orientation and on-going training to enable them to make use of the full range of academic and support services available to them, interact easily with faculty and student mentors, enhance their intellectual, cultural, social, spiritual and physical development and benefit from library, computing, housing, and dining services within a secure and safe campus environment.
2. Provide transfer students with comparable and ongoing training so these students can acclimate more readily to the Iona community and become knowledgeable about its resources and opportunities.
3. Establish an Off-Campus Housing Office to work with students, private landlords and local government agencies to provide student access to a variety of safe, comfortable and affordable housing options in the vicinity of the campus and to advise students of the health and safety codes they should expect in off-campus housing.
4. Develop and foster greater opportunities for the Iona community to be involved in the fine arts through on campus educational and recreational events and participation in the multiple opportunities that are available in New York City and the greater metropolitan area.

**Strategic Goal VII: Iona will continue to increase and diversify its financial resources, maintain a balanced budget and a stable fiscal environment, enforce administrative accountability, allocate and manage its resources prudently, enhance the operational efficiency and effectiveness of academic and administrative services and provide both need-based and merit-based student financial assistance programs to sustain the intellectual, economic and racial diversity of the undergraduate student body.**

Strategic Initiatives. To achieve this goal, Iona will:

1. Conduct periodic analyses of faculty, administrative and staff compensation at peer and aspirant colleges and the regional labor market and adjust Iona's salaries and benefits to ensure that they remain competitive. Consideration also will be given to providing new forms of venture capital and compensation to encourage faculty, administrators and staff to undertake entrepreneurial initiatives to generate new revenues, grants and contracts that can strengthen the quality and competitiveness of the College.
2. Develop a strategy to fund new strategic initiatives defined in this plan, to include opportunities for generating additional net revenues, internal budget reallocations, private giving and partnerships with governments and corporate supporters of the College.
3. Implement a multi-year program to assist the academic departments in reviewing and assessing the purposes, quality, student demand, centrality, comparative advantage, direct and indirect costs, generated revenues and return on investment (ROI) of each of Iona's revenue-generating academic programs based on consistent criteria to determine the priority each program should enjoy in respect to resource allocations and whether each program should be enhanced, maintained at current levels or phased out to permit resources to be allocated to higher priority programs.
4. Require that proposals for new revenue-generating programs include information to permit the administration to make well-informed, objective decisions concerning such proposals, to include the need for the program, projected student demand, centrality to Iona's mission, comparative advantages relative to competing programs, impact on existing programs, projected direct and indirect costs, projected revenues, return on investment (ROI), entrepreneurial incentives and sunset provisions.
5. Annually study and, when possible, make adjustments to Iona's tuition, discounting and financial aid policies to ensure Iona's affordability to students of modest means, minimize student indebtedness, maximize net revenues and leverage student financial aid funds to achieve the College's recruitment, admissions, enrollment and retention goals.

6. Strengthen Iona's merit-based student financial aid programs to attract and retain exceptionally talented undergraduate students and student-athletes.

7. Consistent with *Vision 2025*, develop and implement a plan to increase Iona's institutionally-funded, need-based student financial aid program to augment federal and state aid programs in order to attract and retain larger numbers of low income and minority undergraduate students who demonstrate the ability and motivation to succeed at Iona.

**Strategic Goal VIII: Iona will complete implementation of the Campus Master Plan, continue to expand and improve its academic, administrative, athletic, recreational, housing and dining facilities and equipment, enhance its efforts to promote sustainable and environmentally-friendly campus development, and ensure a clean, safe, and attractive environment for working, living and learning.**

Strategic Initiatives. To achieve this goal, Iona will:

1. Construct attractive, safe, well-managed and affordable student housing developed and funded either by the College or by private developers on or near the campus to advance the achievement of the *Vision 2025* objective of housing 75% of full-time undergraduate students in such facilities over the next 20 years.
2. Complete the planned renovation and expansion of the Ryan Library to provide attractive and functional library and informational technology facilities and equipment to support student and faculty academic, computing and research needs.
3. Continue to improve and expand where feasible student recreational, cultural and athletic facilities, including renovation of the Rice Oval.
4. Continue to upgrade, modernize, and technologically-enhance existing academic, administrative and student support facilities, including classrooms, lecture halls, libraries, the television studio, faculty and administrative offices, recreational facilities, and student dining and residential space to ensure a safe, efficient and attractive teaching, learning and living environment.
5. Develop policies and procedures to promote a more sustainable and environmentally friendly campus, including sustainable construction, maintenance and HVAC initiatives, a comprehensive campus-wide recycling program, and programs to mitigate generation of waste, reduce pollution and make more efficient use of energy resources.
6. In advance of the next AACSB accreditation visit, conduct a study of the feasibility, costs and potential sources of funding for renovating and possibly expanding Hagan Hall to provide more attractive, functional and comfortable academic facilities, faculty and administrative offices, elevators, HVAC and instructional technology for the Hagan School of Business to support reaccreditation of its programs and improve its competitiveness with peer institutions.

**Strategic Goal IX: Iona will complete its current Capital Campaign and develop and implement plans for achieving the ambitious future fundraising objectives of *Vision 2025* in order to improve its facilities and services, enhance its endowment and support academic excellence. Iona will promote alumni pride and support for Iona and communicate to its diverse publics more effectively and persuasively the Mission, Vision, goals, strengths and needs of the College and the achievements and societal contributions of its faculty, students, staff and alumni.**

Strategic Initiatives. To achieve this goal, Iona will:

1. Complete the current Capital Campaign, to include collection of unpaid pledges and generation of the additional \$13 million funding needed to finance the renovation and expansion of the Ryan Library, and increase contributions to the Annual Fund by at least 35% over the next five years.
2. To promote the achievement of Iona's endowment goals as envisioned in *Vision 2025*, develop and implement a comprehensive Capital Campaign plan to grow the College's endowment to at least \$50-60 million by the end of FY 2012 and to generate additional private contributions to support signature academic programs and continued improvements in facilities, equipment and technology.
3. Strengthen and encourage the involvement of alumni in the life of the College by building closer and more meaningful communications between Iona and the Alumni Board, encouraging alumni membership on advisory boards to Iona's academic schools and programs, encouraging alumni participation in fund-raising and other advancement programs and in development of internship opportunities for students, developing a mentoring program to enable alumni to work closely with students, publicizing the achievements of Iona graduates, and selection of outstanding alumni to membership on the Board of Trustees.
4. Continue to assess and enhance Iona's public relations strategies, staffing and communications, identify areas that should be strengthened, conduct periodic surveys of alumni, friends and employers of Iona graduates to determine how Iona is viewed, and recruit and train a strong cadre of volunteers to support all fund-raising activities and advancement initiatives.

**Strategic Goal X: Iona will continue to build support for the College among governmental and civic leaders and the general public in the region that it serves and encourage and support community outreach programs and partnerships with local communities to enhance the quality of life, facilitate economic and social development and improve educational opportunities in the region.**

Strategic Initiatives. To achieve this goal, Iona will:

1. Monitor, assess and improve Iona's relationships with local, regional and state governments as well as neighborhood and civic associations to promote shared values, foster mutual understanding and build support for the College among political, civic and neighborhood leaders.
2. Collaborate with community and business leaders to revitalize the commercial and residential neighborhoods adjacent to the College and promote economic development, housing improvements, community beautification, public transportation, parking, traffic control and public safety in the neighborhood surrounding the campus.
3. Improve and expand the College's efforts to communicate to the New Rochelle community Iona's many educational, cultural, sports and economic contributions to the community, its educational mission and the interests and needs of the College, and broaden opportunities for Iona's neighbors to participate in activities at the College.
4. Encourage and facilitate volunteer community service on the part of Iona's students, faculty and staff consistent with the College's commitment to public service.