

LUX ET VER

SOMETHING

GREAT



ANNA MARIA
COLLEGE

Our Mission

As a Catholic institution inspired by the ideals of the Sisters of Saint Anne, Anna Maria College educates students to become individuals who will transform their world as ethical leaders and community-oriented professionals.

Charisms of Esther Blondin, Our Foundress

- To provide a faith-based education in co-educational settings.
- To educate the whole person.

Our Values

CULTIVATION OF PERSONAL MORAL RESPONSIBILITY

We expect students to develop as ethically responsible human beings, through serious reflection and active engagement.

LIBERAL ARTS

The College prepares students to adapt to future challenges with creativity and innovation, by integrating a liberal arts education with personal development and professional achievement.

JUSTICE AND PEACE

Acknowledging our place within the world, the College emboldens students to identify injustices and to contribute peaceful solutions to them.

DEVELOPMENT OF THE WHOLE PERSON

A balanced education, curricular and co-curricular, aims to inspire holistic personal growth in students as lifelong learners.

SERVICE TO THE COMMUNITY

In line with the values of our foundress, the College stimulates within students a sense of responsibility and dedication to the community through selfless service to family, friends, colleagues, and those in need.

FAITH AND REASON

Drawing upon the Catholic intellectual tradition, the academic environment provides students an education that honors faith and reason as complementary paths of wisdom in the search for truth and meaning.

RESPECT FOR HUMAN DIGNITY

We welcome all, regardless of background, and encourage critical thought and ideas in the pursuit of truth.

Anna Maria College encourages a lifestyle capable of sustaining these values in balance.

Something Greater

I AM PROUD to share *Something Greater*, Anna Maria College's strategic plan for our next decade of service and expansion.

In aspiring to *Something Greater*, our college community of faculty, professional staff, trustees, and close stakeholders advances our mission of preparing outstanding community-oriented professionals and leaders. We recommit to our core values, built on the Catholic intellectual tradition, for educating the whole person, integrating the liberal arts, fostering personal service and moral responsibility, and respecting human dignity.

At the same time, we creatively harness higher education's dynamic state of change by looking at new ways to teach our students and give them formative professional experiences, deepening the relevance of our current academic programs, creating new offerings for emerging needs of Greater Worcester and our region, and leveraging innovative learning technologies—while expanding access and affordability for students and families rightly concerned about escalating costs.

We already have gained significant momentum. A redesigned undergraduate experience educates our students in the literacies required to succeed



professionally and live meaningfully in our contemporary society. Our fall 2018 incoming freshman class is the largest in recent history, the result of building market capacity, brand, and reputation. A rigorous system of program renewal and development will ensure the continued impact of our academic and co-curricular programs. We are strategically investing in our faculty, campus, and learning technologies, while enlarging our operating capabilities through prudent fiscal stewardship.

We have begun an exciting era at Anna Maria College, and I invite you to learn about and join in our progress and growth.

A handwritten signature in black ink, reading "Mary Lou Retelle". The signature is fluid and cursive, with the first name "Mary" and last name "Retelle" clearly legible.

Mary Lou Retelle

President, Anna Maria College

Our Educational Hallmarks

THE *Something Greater Strategic Plan* sustains Anna Maria's exceptional educational and professional value by forging professional and liberal learning that is oriented to the future requirements of changing professions and that produces outstanding graduates who can lead in a changing world. We focus on three closely aligned dimensions:

EXCEPTIONAL PROFESSIONAL PROGRAM SUBSTANCE AND OUTCOMES

The substance of each program offering, at all degrees and instructional deliveries, will be of exceptional educational and professional value critical to each student's individual achievement and success in community-service and other professions. These include curriculum design, professional content, instruction, technologies, and student life. Student learning and development will have well-defined, measurable outcomes.

KEY LITERACIES FOR CONTEMPORARY ACHIEVEMENT

Each student will acquire and practice key literacies necessary for achievement in her or his intended profession, as well as for leading a life of civic, spiritual, and personal consequence. Literacies will be in the humanities, social sciences, natural sciences, creativity and

imagination, critical thinking, communication, information and research, cultural and global dynamics, personal morality, and professional ethics. Students will develop these literacies through the general education curriculum, their discipline and major requirements, participation in co-curricular activities and student life, and experiential opportunities.

MORAL, ETHICAL, AND SERVICE- ORIENTED CHARACTER

Each student will develop outstanding personal character, a lifelong moral compass, the capacity for ethical decision making, and an orientation toward service to others. Moral, ethical, and service-oriented character is developed through ethical reflection, service learning, campus ministry, the general education and major curricula, specially designed courses, and senior capstone projects—all guided by the critical concerns of the Sisters of Saint Anne.

Five Strategic Themes

FROM THIS CLEAR
VISION OF THE
EXCEPTIONAL VALUE
THAT AN ANNA
MARIA EDUCATION
PROVIDES OUR
STUDENTS, ALUMNI,
AND COMMUNITY,
WE HAVE ARRANGED
OUR INSTITUTIONAL
STRATEGIES AND
GOALS ACROSS FIVE
MAJOR THEMES:

THEME 1



**SUSTAIN
REGIONAL
LEADERSHIP IN
THE COMMUNITY
PROFESSIONS**

THEME 2



**ENHANCE AND
DEEPEN THE
UNDERGRADUATE
EXPERIENCE**

THEME 3



**CREATE
PURPOSEFUL
COMMUNITY
PARTNERSHIPS**

THEME 4



**EXPAND
ACCESS AND
OPPORTUNITY**

THEME 5



**STRENGTHEN
ORGANIZATIONAL
CAPABILITY**

THEME 1

Sustain Regional Leadership in the Community Professions

FROM their first day on campus, Anna Maria students perform as professionals-in-training, integrating the knowledge, skills, ethical development, and experience to become leaders who are passionate about serving their communities and acting as catalysts for positive change. Our *Something Greater Strategic Plan* strengthens our commitment to connecting liberal and professional learning so that our graduates gain the literacies and

competencies to excel in their professions and communities. Significant investments in program development will extend the College's impact by keeping our academic majors current with professional requirements; adding new academic degrees and majors where there are demonstrated needs; and expanding our online, continuing education, and skills development programs with our community partners.



A Legacy of Leadership in the **COMMUNITY PROFESSIONS**

Since our founding in 1946, our College has sustained a mission of rigorously preparing students for professional roles in demand in Greater Worcester, New England, and beyond, while grounding them in the liberal arts and cultivating in them personal moral responsibility, service to others, and spiritual awareness. Our 28 undergraduate majors, 13 graduate and online degree programs, and 22 certificate programs develop expertise in business, nursing and health sciences, education, community services, human development, communications, and music and art education and therapy. Internships and clinical and experiential learning deepen knowledge through practice.



THEME 1

Sustain Regional Leadership in the Community Professions

1 CONTINUOUS ACADEMIC PROGRAM RENEWAL

Design and carry out a systematic approach to academic program review and enhancement to ensure that the College's offerings are of the highest academic quality and professional relevance. Target strategic investments to continually build program capabilities, resources, and enrollments.

2 CONTEMPORARY LITERACIES ACROSS THE UNDERGRADUATE EXPERIENCE

Establish a set of literacies in such areas as creativity, critical thinking, communication, information fluency, cultural and global dynamics, and morality and ethics, which contribute to professional success and purposeful living. Design and teach these literacies across the core curriculum, academic majors, co-curricular offerings, student and residential life, and experiential learning. Measure learning outcomes to ensure mastery of these literacies.



“Throughout planning, we concentrated on how to accentuate the impact of the College’s professional degree programs while strengthening the integration of the liberal arts. This has led to a series of exciting academic program developments.”

—Christine L. Holmes, Ed.D., Vice President for Academic Affairs

3 EXPANDED DEGREE OFFERINGS IN AREAS OF PROFESSIONAL STRENGTH

Evaluate professional disciplines where the College has established strengths in faculty, curriculum, reputation, technology, and other capabilities. Develop and offer graduate degrees, continuing education, online, and other programming in these areas, to extend the College’s educational impact and expand enrollments.

4 NEW PROGRAMS FOR EMERGING PROFESSIONS

Identify through environmental and competitive scanning opportunities for new program development consistent with the College’s mission, value proposition, capabilities, and resources. Design and launch new undergraduate, graduate, and continuing education programs where there are identified needs particularly in the regional community.

5 ADVISING, COUNSELING, AND CAREER GUIDANCE

Significantly invest in the College’s advising, counseling, and career guidance resources to expand personalized assessment, internships and experiential learning, career mentoring, employer outreach, and job placement and advancement.

THEME 2

Enhance and Deepen the Undergraduate Experience

EDUCATION and development of the whole person is a core value, guiding charism, and distinctive element of the Anna Maria undergraduate experience. Transformation into professional leaders and responsible individuals takes place regularly and systematically during each student's learning journey: in our classrooms, through student

organizations and clubs, in our residence halls, on our playing fields and courts, and in the local community. The *Something Greater Strategic Plan* invests significantly in proven strategies to engage students more broadly and deeply in a close-knit campus culture of active learning, character formation, and caring mentorship.



Community-Oriented **LEADERSHIP**

Preparing community-oriented leaders is a distinguishing hallmark of an Anna Maria education. All our students gain essential leadership talents, while honing their personal leadership styles:

- The capacity for empathy, fostered by community and exposure to new cultures.
- The capability to solve problems collaboratively, intelligently, and creatively.
- The power to motivate and inspire, through strong organizational and communications skills and a passion for purpose.
- The ability to get things done, by demonstrating a strong work ethic to perform on what they learn.



THEME 2

Enhance and Deepen the Undergraduate Experience

1 LIVING-LEARNING UNDERGRADUATE COMMUNITIES

Develop living-learning communities in the College's residence halls that bring together undergraduates with similar professional, co-curricular, and service and volunteer interests. Create and deliver affinity-oriented programming around each group's interests that expands upon the academic curriculum and provides opportunities for civic engagement, volunteering, spiritual growth, health and wellness, cultural exposure, global awareness, collaboration, and other areas of personal development and competence.

2 INDIVIDUAL STUDENT SUCCESS AND ACHIEVEMENT

Design and offer a First-Year Experience Program for all incoming first-year undergraduates that orients them to the College; individually assesses and guides them in selecting co-curricular activities, organizations, and clubs; teaches academic and professional success techniques; promotes a common thread linked to the first-year general education curriculum; and fosters personal acclimation, engagement, and school spirit. Monitor improvements to student academic success, satisfaction, and retention.



“By building a comprehensive varsity sports program, we are expanding educational opportunities for new populations of students, while instilling key skills for leadership, service and collaboration and fostering a remarkable school spirit.”

—Serge DeBari, Director of Athletics

3 CO-CURRICULAR, RESIDENTIAL, AND COMMUTER ENGAGEMENT

Grow the number and variety of student activities, organizations, and clubs around students’ demonstrated interests. Enhance the College’s service-learning and community service programs, partners, and locations, including service-based coursework and summer fellowships. Introduce an annual speakers’ series. Design and implement a comprehensive engagement strategy for commuter students and address dining, parking, and other logistical needs.

4 ON-CAMPUS RESOURCES AND AUXILIARY SERVICES

Invest in on-campus resources particularly around dining, retail and bookstore, internal communication technologies, common and small-group spaces, parking, and other services related to an outstanding undergraduate experience.

5 STUDENT ATHLETIC SUCCESS AND COLLEGE PRIDE

Build the College’s varsity and club sports programs for student engagement and development, optimal roster sizes, competitiveness, and enhanced school pride. Selectively add sports around demonstrated student interests.

THEME 3

Create Purposeful Community Partnerships

A CRITICAL goal of the *Something Greater Strategic Plan* is to cultivate, develop, and engage external partnerships across the Greater Worcester community to heighten the value of an Anna Maria education while supporting the region's educational and economic advancement. Fundamental to this strategic goal is expanding internship,

clinical, and student-teaching partnerships across our professional programs, as well as engaging corporations, businesses, hospitals, community agencies, and other organizations in designing and delivering degree programs and continuing education that are highly relevant to their industries, workforces, and specific requirements and needs.



Dedication to **COMMUNITY**

Anna Maria College is a major influence in the educational, cultural, and economic vitality of our regional community. Here are some examples:

- Eighty-five percent of our nearly 1,500 students come from Greater Worcester and New England.
- Nearly 80% of our students remain in the region to work immediately upon graduation.
- Our students and faculty contribute approximately 5,700 hours annually in community service and volunteer activities.
- Each year our students are involved in some 500 internships, student teaching, nursing and clinical experiences, and other program-related employment in the region.



THEME 3 Create Purposeful Community Partnerships

1 CONTINUING AND PROFESSIONAL EDUCATION OUTREACH

Engage business, healthcare, education, and other community partners in strategic conversations on educational, training, and human resource development needs in the region and for their organizations. Determine where the College's curriculum, discipline content, faculty, and capabilities best align with needs and requirements. Design and deliver degree, certificate, training, continuing education, onsite/online, and other programs.

2 PROGRAMS FOR COMMUNITY EDUCATION AND INVOLVEMENT

Expand community, educational, cultural, spiritual development, sports, and other on-campus programming to enhance the College's service to the local community while augmenting the involvement of its faculty and staff and the use of its campus, facilities, and other resources. Heighten on-campus participation particularly during the summer months through precollege programs, camps (academic, technology, performing arts, sports), and spiritual retreats.



“Esther Blondin, foundress of the Sisters of Saint Anne, has been a guiding inspiration for our vision, especially her dedication to access and to educating the whole person for lives of consequence and service.”

—Rollande M. Quintal, S.S.A., Dean of Mission Integration

3 EDUCATIONAL PARTNERSHIPS AND PATHWAYS

Cultivate, develop, and strengthen external regional partnerships in support of internships, clinical and field experiences, student-teaching, project learning, service learning, civic engagement, graduate placement, applied research, and faculty consulting. Expand regional recruitment and admission of transfer students; build relationships with community colleges and other referral sources. Strengthen and broaden recruitment of undergraduate and graduate students across New England.

4 ALUMNI, STAKEHOLDER, AND COMMUNITY ENGAGEMENT

Design and implement a systematic program of alumni engagement and participation around demonstrated interests, affinity, satisfaction, and age groupings. Identify key stakeholder and community leadership groups for outreach, cultivation, and engagement, such as business and organization executives, elected and appointed government officials, diocesan and religious leaders, community and philanthropic leaders, and media representatives.

THEME 4

Expand Access and Opportunity

THE SISTERS of Saint Anne founded Anna Maria College with the purpose of expanding access to a quality education in the liberal arts and professions. Our *Something Greater Strategic Plan* continues our mission around access, by setting tuition pricing and expanding scholarship support to ensure that a private, residential college education is within the

financial reach of all our students and families. Expansion of our online degree, hybrid, and certificate programs increases opportunities for working adults. Investments in enlarging our visibility, reputation, and market reach will result in the enrollment growth, student profile, and external fundraising essential for sustaining our financial strength.



How Scholarships **PROVIDE ACCESS**

Anna Maria College's scholarship and financial aid programs are vital for ensuring that students and families from all economic backgrounds can take advantage of our undergraduate and graduate degree programs to further their professional opportunities. During the 2017-18 academic year, 850 undergraduates—99 percent of our total undergraduate student body—received \$18 million in institutional support.



THEME 4 Expand Access and Opportunity

1 FINANCIAL ACCESSIBILITY, STRENGTH, AND SUPPORT

Increase the College's scholarship and financial aid resources, through endowment and annual awards, to enhance student accessibility to high-quality undergraduate and graduate degree programs. Develop tuition, room-and-board, and other pricing policies to reflect the overall exceptional value of an Anna Maria education, to support marketing and recruitment among targeted program and student market segments, and to manage optimal net revenue return. Promote exceptional value and return on investment as prominent features of the College's brand.

2 MARKET REACH, ACCESS, AND OPPORTUNITY

Expand the College's geographic markets throughout New England and beyond, while strengthening share in established regional and program markets. Introduce early outreach to high school sophomores and juniors to capture their attention sooner in the recruitment cycle. Invest in and intensify student marketing and recruitment for transfer undergraduates, graduate students, and online students. Broaden student-athlete recruitment channels.



“As a result of our outreach strategies under the *Something Greater* plan, our fall 2018 incoming class is the largest, most geographically diverse, and academically talented in Anna Maria’s recent history.”

—John W. Hamel, Vice President for Enrollment Management

3 INTERNATIONAL OUTREACH

Research and assess programs and partnerships for international student enrollment in such areas as undergraduate transfers, dual undergraduate-master’s degree offerings, professional master’s degree and certificate programs, online programs, precollege summer institutes, and English as a second language. Design and implement programming, student life, marketing, and recruitment strategies for high-potential offerings and markets and to enhance international enrollment.

4 VISIBILITY, IDENTITY AND REPUTATION

Create a comprehensive and compelling brand identity for the College that elevates its reputation for exceptional educational value, a transformational student experience, and demonstrated outcomes for professional and personal achievement. Expand Anna Maria’s visibility especially in support of student recruitment, program and market expansion, alumni engagement, and partnership development. Integrate web, digital, and social media as brand channels. Nourish a culture of internal brand “championship” among students, faculty, and staff.

THEME 5

Strengthen Organizational Capability

THE EXCEPTIONAL educational experience and professional preparation that our students gain at Anna Maria College result from our judicious management and careful investment of our institutional capabilities, capacity, and resources. Our *Something Greater Strategic Plan* calls for ongoing development of our faculty and professional staff, campus and facilities, instructional and administrative technologies, and learning and student life

resources and partnerships. We will garner higher return on these assets and strengthen our community relationships by expanding the use of our campus, facilities, and technological resources for educational, cultural, recreational, and conference programming and events. We will deepen our engagement with our alumni and friends, and expand philanthropic support through a major campaign that sustains our growth and vitality.



President
MARY LOU RETELLE

“Our strategic plan recognizes that colleges and universities can no longer operate doing business as usual. In these changing times for higher education, our trustees, faculty, and administrative staff are intensifying our purpose and efforts to design and provide an educational experience of remarkable value and lasting impact—all the while being exceptional stewards of our mission, values, and resources.”



THEME 5 Strengthen Organizational Capability

1 FUNDRAISING AND EXTERNAL SUPPORT

Determine and prioritize external fundraising requirements and opportunities from the strategic plan. Grow donor cultivation and financial support for key strategic and operational priorities. Enhance donor engagement and stewardship. Assess readiness and feasibility for a major fundraising campaign. Prepare and launch a capital campaign.

2 NEW REVENUE OPPORTUNITIES FROM EXISTING ASSETS

Inventory and conduct a usage study of campus, facilities, and technology assets. Evaluate assets for potential revenue opportunities in such areas as conference services, summer camps, events, catering, gym and athletic field rentals, and other facilities rentals. Develop and implement an integrated business, marketing, and performance plan for leveraging new revenue opportunities.



“Anna Maria College substantially contributes to the economic development and lifeblood of the Greater Worcester community. *Something Greater* deepens and extends our critical partnerships across the region’s businesses, schools, health care agencies, and community organizations.”

—Timothy P. Murray, AMC Trustee, President/CEO Worcester Regional Chamber of Commerce

3 STRATEGIC INVESTMENTS IN CAMPUS TECHNOLOGY AND RESOURCES

Determine instructional, learning support, and administrative technology needs and requirements under the strategic plan, and develop an integrated, staged technology plan for resource investment, acquisition, and implementation. Develop and initiate a short-term campus renovation and facilities enhancement plan to accommodate the initial phase of strategic plan implementation. Develop a long-range Campus and Facilities Master Plan for strategic investment in the College’s campus consistent with the strategic plan.

4 ORGANIZATIONAL STEWARDSHIP AND EFFECTIVE DECISION MAKING

Evaluate the College’s organizational structure and optimally align it according to the Enterprise Strategy and for strategic plan implementation. Assess and determine staffing requirements for growth under the strategic plan. Design and implement decision-support, forecasting, and performance dashboards to inform institution decision making. Determine communications strategies to update the College community on strategic progress and create internal and public communication channels.

The Strategic Planning Program

BEGUN during the 2016-17 academic year, Anna Maria College's strategic planning program fully engaged members of our learning community in deep investigations and creative strategic discussions about our College's future over the next 10 years. It incorporated best-of-class techniques to align enterprise, brand, and performance strategies.

The *Something Greater* plan is being implemented in three phases:

1. Secure the Foundation
2. Accelerate Growth
3. Achieve the Vision

Underway, the first phase is launching a remarkable trajectory of growth and progress.

Our planning program's major milestones include:

- **Fall 2016:** Audit of operations, brand reputation, and competitive positioning. Statements of Mission, Institutional Values, and Enterprise Strategy.
- **Spring 2017:** Development of operational and brand strategies, through faculty and staff Strategy Planning Teams.
- **Summer 2017:** Strategy prioritization, costing, and scheduling. Board of Trustee approval.
- **Fall 2017:** *Secure the Foundation* phase begins: Adoption of a new undergraduate core curriculum. Student life initiatives for the first-year experience and living/learning residential communities. Academic program reorganization. Brand rollout.
- **Spring 2018:** Renewal of existing academic majors. Expansion of varsity sports program. Student recruitment for geographic diversification and access. Internal brand training.
- **Summer 2018:** Investments in Campus Center Renovation, Miriam Classroom upgrades, and Madonna Residence Hall fire-safety. New brand-centric website.
- **Fall 2018:** Largest incoming class in recent history. Business planning to expand graduate degree, online, and continuing education programs.

BOARD OF TRUSTEES

Yvette E. Bellerose, SSA '72

Sisters of Saint Anne
Marlborough, Massachusetts

Annette J. Bibeau, SSA '57

Secretary, Sisters of Saint Anne
St. Marie Province
Marlborough, Massachusetts

Peter J. Dawson, Esq.

Mirick O'Connell
Worcester, Massachusetts

Rita M. DeRoy, SSA '68

Sisters of Saint Anne
Marlborough, Massachusetts

Gerard A. Dio '91G

Retired Fire Chief
Worcester, Massachusetts

Maureen A. Griffin

Former VP, Benefit Operations
Managing Counsel-Law/
Regulatory Affairs
Unum
Worcester, Massachusetts

**Kimberly A. Kennedy '97G,
Vice Chair of the Board**

Assistant VP, Operations
Arbella Insurance Group
Quincy, Massachusetts

Jacqueline LeBoeuf, SSA '72, '08G

Wellness Counselor
Sisters of Saint Anne
Marlborough, Massachusetts

Barbara G. Lyman, Ph.D., '69

Provost & Executive Vice President
Shippensburg University of PA
Shippensburg, Pennsylvania

Julia M. McNamara, Ph.D.

President Emerita
Albertus Magnus College
New Haven, Connecticut

Timothy P. Murray

President and CEO
Worc. Reg. Chamber of Commerce
Worcester, Massachusetts

Michael T. Nockunas '11, '12G

Director of Public Safety
Worcester State University
Worcester, Massachusetts

Brian A. O'Connell, Esq.

Business Manager
Haverhill Public Schools
Haverhill, Massachusetts

Christopher M. Powers

Senior VP, Employee Benefits
Risk Strategies Company
Worcester, Massachusetts

Elizabeth Ann Quinn '65

Retired Superintendent
Old Rochester Regional School District
Mattapoisett, Massachusetts

Rev. Richard F. Reidy

Vicar General
Diocese of Worcester
Worcester, Massachusetts

Mary Lou Retelle, ex-officio

President
Anna Maria College
Paxton, Massachusetts

Ellen M. Savickas

Community Leader
Paxton, Massachusetts

John L. Shea '90G

VP, Chief Information Officer
Eaton Vance Management
Boston, Massachusetts

David H. Smith, CPA

CEO & Treasurer
Washburn-Garfield Corporation
Worcester, Massachusetts

John J. Spillane, Esq., Chair

Partner
Spillane & Spillane, LLP
Worcester, Massachusetts

Dennis J. Thompson '79G

President and Owner
Thompson Benefit Group, Inc.
Merritt Island, Florida

Stephen H. Yerdon

Retired Executive Director
Devereux Advanced Behavioral
Health MA and RI
Rutland, Massachusetts

