

**A Community of Hope**  
**A Strategic Plan for King's College**  
**2021-2024**

**Mission Statement**

King's College is a Catholic institution of higher education animated and guided by the Congregation of Holy Cross. King's pursues excellence in teaching, learning, and scholarship through a rigorous core curriculum, major programs across the liberal arts and sciences, nationally-accredited professional programs at the undergraduate and graduate levels, and personal attention to student formation in a nurturing community.

**Vision Statement**

Since its founding in 1946, King's has been dedicated to the Holy Cross ideal of transforming minds and hearts with zeal in communities of hope. The College's commitment to students expressed both in the curriculum and in co-curricular programs encouraging service, fostering reflections, and cultivating leadership skills. Inspired by the teaching and example of its namesake, Christ the King, who taught by example and ruled by love, King's forms graduates who will champion the inherent dignity of every person and will mobilize their talents and professional skills to serve the common good. In the words of its founding president, "King's teaches its students not only how to make a living, but how to live."

**King's as Catholic and Holy Cross**

Faithful to Blessed Basil Moreau's vision to educate people of diverse backgrounds and to the vision of its founders to educate the children of coal miners, King's provides an outstanding Catholic higher education to all qualified students who embrace its mission, including many first-generation college students.

As a Holy Cross institution, King's embodies the educational vision of Father Moreau, founder of the Congregation of Holy Cross. Father Moreau taught that quality education demands academic excellence, creative pedagogy, engaged mentorship, co-curricular participation, and a collaborative spirit.

As a Catholic institution of higher learning, King's honors faith and reason as mutually enlightening ways of knowing, probes life's great questions of meaning and purpose, encourages inter-religious and ecumenical encounters, and fosters habits of moral virtue. While promoting service to the poor and marginalized, King's educates for justice as a means to peace, witnesses to truth, and invites all to an encounter with the living God.

**Goals**

As a Catholic institution of higher education, King's College pursues the following four goals:

- 1) Invite all to an encounter with the living God
- 2) Pursue excellence in teaching, learning, and scholarship
- 3) Form graduates who will serve the common good
- 4) Engage in wise stewardship of resources

## Recent Success

Over the past three years, in implementing its *2018-2021 Strategic Plan: Transformation*, college-wide pursuits resulted in a wide range of significant accomplishments, including the following:

- 1) Implementation of a new Core Curriculum that provides a strong, integrated, and mission-centered experience for students.
- 2) Transformation of the historic Memorial Church into the new Chapel of Christ the King.
- 3) Inauguration of the new Engineering Department, which offers degrees in civil and mechanical engineering and is housed in the newly renovated Mulligan Center for Engineering.
- 4) Development of a School of Health Sciences, housed in the newly named Dr. Richard Alley Center for Health Sciences and comprised of an online M.S. in Nutrition Science and accredited programs that include an M.S. in Physician Assistant Studies, a Master of Science in Athletic Training, and an R.N. to B.S. in Nursing.
- 5) Reaccreditation of the William G. McGowan School of Business by AACSB, the premier accreditation for schools of business. King's College remains one of the smallest colleges in the world to hold this distinction and for the first time this accreditation includes a graduate program, the online M.S. in Health Care Administration.
- 6) Implementation of the College's first Winter Intersession in 2020-2021.
- 7) Creation of a summer undergraduate research program to fund faculty-supervised student research in disciplines from across the College.
- 8) Expansion of high-impact experiences for students, including record (pre-pandemic) participation in study-abroad programs and completion of first-year linked-courses experiences.
- 9) Addition of Men's Volleyball, Women's Golf, and E-Sports to the College's athletic offerings. King's College currently offers 27 sports, the most in the Middle Atlantic Conference.
- 10) Enhancement of the Betzler Athletic Complex through the addition of a track and field facility and replacement of the turf field at McCarthy Stadium, which supports multiple athletic teams.
- 11) Procurement of \$21.6 million, raised through gifts from private benefactors (approximately \$15.4 million) and government sources (approximately \$6.2 million), to fund institutional priorities and grow the College's endowment to a record level of over \$120 million.

## A Community of Hope

As King's College celebrates the 75<sup>th</sup> anniversary of its foundation, the *2021-2024 Strategic Plan: A Community of Hope* builds on a strong foundation to advance our mission to teach students not only how to make a living, but how to live. All times are marked with uncertainty, though these three years will bring particularly unique challenges and opportunities, such as the transition to a post-pandemic world, rapidly changing regional demographics, and evolving societal expectations for institutions of higher education.

As a community of hope, King's College must ensure that it is well-positioned to meet these challenges with courage and conviction. Hope inspires the courage, hard work, and perseverance necessary to effect meaningful change. Hope also makes possible the strength to endure in the pursuit of a noble mission. In its early years, King's College educated the sons of coal miners. Today, it provides an outstanding Catholic higher education to all qualified students who embrace its mission. Throughout, ours has been—and will continue to be—a community of hope bearers, animated and guided by the Congregation of Holy Cross.

Over these next three years, King’s College will build on its many strengths, which include rigorous academic programming across the liberal arts and sciences, nationally-accredited professional programs, praiseworthy academic support services and co-curricular programming in campus ministry, student affairs, and athletics, and dedicated alumni outreach and business operations. We aim to strengthen each divisional area and better position the College for success in the next quarter century. We also aim to strengthen the collaborative spirit that marks King’s College as a caring and nurturing community. Along the way, we will provide opportunities for our students—including underrepresented and first-generation students—to engage in transformative experiences that will prepare them to mobilize their skills and talents to serve the common good.

### **Priorities for our Community of Hope**

**2021-2024**

Towards achievement of its educational mission and institutional goals, King’s College has established seven broad priorities to guide its efforts over the next three years. We will attend to each priority through joint pursuit of targeted strategic initiatives. From our collective effort and commitment in realizing these initiatives, King’s College will emerge as a stronger, more resilient community of hope, better positioned to serve the students and families of our region well into the future.

#### **Priority One: Cultivate the academic success of our students.**

King’s College has a long and successful history of helping students with a variety of talents and abilities to achieve personal and professional success. With its welcoming and nurturing environment, the College is a place where students find the mentors, faculty, and coaches who help them realize their full potential. Over the next three years, the College will strengthen its systems for supporting a new generation of students, thereby ensuring that those students enjoy experiences marked by academic, personal, and spiritual growth.

#### **Strategic Initiatives:**

- 1.1 Assess the College’s use of present software resources related to academic advisement, academic alerts, registration, and course scheduling and implement changes that will enhance systematic information sharing among faculty and academic and student support staff to promote student success and retention.
- 1.2 Assess current academic advisement structures and practices, examine the potential benefit of hiring professional advisors, and implement changes that will more effectively serve our most at-risk first-year students and our Hispanic and African American students.
- 1.3 Implement faculty and staff development opportunities focused on increased knowledge of our first-year students and underrepresented students, their academic preparation in high school, and barriers to their success.
- 1.4 Implement strategies targeted at increasing student success in the courses with the highest DFW (percentage of students earning less than C or withdrawing) rates.
- 1.5 Refine and coordinate retention strategies, including the role of Resident Counselors.
- 1.6 Develop financial support for a new Student Success Center.

**Priority Two: Position the College to optimize recruiting and enrollment.**

Recruitment of students has become increasingly competitive among colleges and universities. At King's College, we will attract students who will be well-served by our mission. We will accomplish this by engaging in the best evidence-driven practices in enrollment management and through messaging strategies that enable prospective students to recognize the advantages of the King's College experience.

**Strategic Initiatives:**

- 2.1 Utilize data-driven strategies for recruitment and financial aid that are consistent with the College's mission and values and that achieve institutional goals for undergraduate enrollment, graduate enrollment, and net tuition revenue.
- 2.2 Position and distinguish the College to establish affinity with prospects in its market area and become the first choice of students.
- 2.3 Enhance the presentation of academic programs, emphasizing meaningful opportunities for academic and career development.
- 2.4 Engage alumni and friends in the recruitment of students.

**Priority Three: Maintain robust program development.**

Offering in-demand programs that prepare students for lifelong learning and rewarding careers will continue to be central to the success of our academic institution. We will build on recent program expansion efforts by developing additional graduate and undergraduate programs that will diversity the College's ability to attract and prepare the next generation of students. While a strength of King's College is the robust, in-person experience, the College will continue to expand access to its mission by offering new opportunities for distance learning. And we will continue our pursuit of highly recognized and rigorous accreditations.

**Strategic Initiatives:**

- 3.1 Pursue a Doctoral Program in Occupational Therapy, inclusive of earning candidacy status by the Accreditation Council for Occupational Therapy Education (ACOTE) in December 2023 and enrolling first graduate students in Fall 2024.
- 3.2 Develop additional undergraduate programs that build on college strengths and offer excellent career opportunities. (New programs to consider may include Sports Management, Social Work, and Data Science.)
- 3.3 Continue building the College's online curricular offerings at both the graduate and undergraduate levels. (New online graduate programs to consider may include Nursing, Psychology, and specialized degrees in business. New undergraduate programs to consider for online delivery may include Human Resource Management, Psychology, and Secondary Education).
- 3.4 Maintain and pursue accreditations that bring competitive advantages for the College.

**Priority Four: Enhance excellence in teaching and mentoring.**

To remain competitive in the higher education landscape, King's College will extend its commitment to student-faculty interaction and student engagement in high impact learning experiences. Over the next three years, it will emphasize creative pedagogy and engaged mentorship, hallmarks of a Holy Cross education.

**Strategic initiatives:**

- 4.1 Strengthen the delivery of student-centered and evidence-based pedagogy.
- 4.2 Implement additional and new technology to enhance student learning.
- 4.3 Expand programs and experiences (including the summer undergraduate research program, study abroad, and the Core Curriculum learning communities) that foster student-faculty engagement.

**Priority Five: Create a more robust student experience on campus.**

One hallmark of a Holy Cross education is the experience of living and learning in an atmosphere that values human flourishing. As the Covid-19 pandemic has challenged the student experience on campuses across the country, King's College prioritized in-person learning and resolved to operate at full residency. The College will rededicate itself to welcoming students into a dynamic community, one that provides for students' physical, mental, and spiritual well-being, increases students' diversity of experience and perspective, and encourages service to the larger world of which we are all a part.

**Strategic Initiatives:**

- 5.1 Develop dedicated community space and programming for commuter students.
- 5.2 Provide dynamic campus activities with increased programming and leadership opportunities.
- 5.3 Develop a mentorship program for underrepresented student populations.
- 5.4 Expand the Esports portfolio of games and programs.
- 5.5 Identify and implement strategies to enhance academic and athletic success across the College's sports programs.

**Priority Six: Strengthen our collaborative spirit.**

The sense of community at King's College is often identified as a strength by students and employees. To be a community that brings hope to the students and families of our region, we must continue to nurture the collaborative spirit on our campus. Over the next three years, the College, under the leadership of its President, will strengthen the ways in which we work together to fulfill our mission.

**Strategic Initiatives:**

- 6.1 Establish a Presidential Committee on Diversity, Equity, and Inclusion.
- 6.2 Establish a Senior Leadership Advisory Council that will replace the current Institutional Planning and Resource Committee.

### 6.3 Commission a Self-Study of the College's Catholic and Holy Cross Identity.

#### **Priority Seven: Secure our financial future.**

King's College is proud of its long record of financial success, including many years of operating surpluses, a large endowment for a school of our size, and the ability to complete significant capital projects without adding new debt. Still, the external challenges facing higher education today are unprecedented. We will build on our record of success by exercising an entrepreneurial spirit and appropriately reimagining operations and procedures to position the College for long-term sustainability and extending its history of providing access to a high-quality affordable education to all students.

#### **Strategic Initiatives:**

- 7.1 Align college operations with student enrollment and appropriate peer benchmarks.
- 7.2 Develop and implement a new campus master plan to optimize the use of campus space and facilities.
- 7.3 Execute a successful comprehensive campaign.
- 7.4 Engage in entrepreneurial endeavors to diversify revenue streams.