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It is with great pleasure that I invite you to examine the Notre Dame de Namur University (NDNU) Strategic Plan for 2011 – 2014. It not only represents months of hard work by the members of the Planning Council, it also reflects the best analytical thinking of many members of the NDNU community. And yes, it reflects our hopes and dreams as well, hence the title “Access and Excellence.”

In some quarters, it has become fashionable to question the value of strategic planning in academe. Critics argue that it is based on a corporate governance model that is not appropriate for academia and, in any event, too often institutions create plans then place them on a shelf and never refer to them again. As for the former, we couldn’t disagree more. Experience has taught us that planning is essential for any institution that wants to thrive in today’s challenging environment. As for the latter, that may be true at some places, but it decidedly is not the case at NDNU. In recent years planning has become a serious business here, one that goes on continuously. Back in 2007 we created our first strategic plan of the 21st century. Since then, each plan that followed was informed by, and built upon, the foundations laid by its predecessor.

Today the Planning Council is a permanent body representing faculty, staff, administration and students, charged with monitoring the plan and reporting on its progress to the president and ultimately, the Board of Trustees, and making updates as necessary. In 2010 the Planning Council created the university’s current academic plan, and in 2011 it developed the current strategic plan.
The new plan has four strategic initiatives built around academic excellence, student enrichment, a collaborative community and fiscal sustainability. The Dorothy Stang Center for Social Justice and Community Engagement is given a much more central role in the university’s academic and co-curricular life. But most importantly, the initiatives and objectives laid out in the strategic plan give substance to NDNU’s twin commitment to access and excellence. It strengthens programs aimed at fostering success among first generation students and that will help NDNU continue to be designated as a Hispanic-Serving Institution (HSI). NDNU currently is the only private, four-year, nonprofit HSI university in Northern California, so designated by the federal government. At the same time it creates a pathway to a more challenging academic environment for all students.

The mission, vision and core values of the university served as a guide in the development of the new strategic plan. In fact, the university’s seven original core values were expanded to incorporate “Goodness,” a concept central to the Hallmarks of a Notre Dame de Namur Learning Community and to the motivating spirit of NDNU’s founding order.

For all of us in higher education, the last few years have been challenging, but for NDNU they have been among some of the most successful and satisfying in our history. Enrollment has grown to record levels, new programs have been introduced and more are being developed. No one is surprised at any of this. We planned it that way.

Sincerely,

Judith Maxwell Greig, Ph.D.
President
MISSION AND VISION

MISSION STATEMENT

Founded upon the values of the Sisters of Notre Dame de Namur and rooted in the Catholic tradition, Notre Dame de Namur University serves its students and the community by providing excellent professional and liberal arts programs in which community engagement and the values of social justice and global peace are integral to the learning experience. NDNU is a diverse and inclusive learning community that challenges each member to consciously apply values and ethics in his or her personal, professional and public life.

VISION STATEMENT

Notre Dame de Namur University will be recognized in the San Francisco Bay Area as a leader in integrating community engagement into high quality academic programs. NDNU’s programs will be widely known for their innovative synthesis of liberal arts learning, professionally-oriented learning and core values.
Core Values

Notre Dame de Namur University was founded by the Sisters of Notre Dame de Namur and the values espoused by the Sisters continue to inspire the university. The Core Values expressed here are closely linked to the Hallmarks of a Notre Dame de Namur Learning Community developed by the Sisters in collaboration with NDNU and other SND learning communities. These values should be considered in the context of the Hallmarks. The Core Values are listed in alphabetical order. There is no ranking implied. Commitments following each value elaborate rather than define the values.

Community

• A commitment to build a diverse, collaborative, open and student-centered community that holds itself and its members accountable to learn, serve, work and grow together in partnership

• A commitment to share the responsibility of governance and to create transparency and accountability in our decision-making

Diversity

• Commitments to celebrate, embrace, value and learn from the voices, perspectives and experiences of all our community members

• A commitment to ensure that the university offers its students, faculty and staff of diverse backgrounds opportunities that are accessible and fair to all constituents

• A commitment to seek and respect diverse points of view in the academic arena

Excellence

• A commitment to excellence in every academic and professional pursuit
**GOODNESS**

- A commitment to demonstrate the goodness of God by our actions on behalf of each person and all creation

- A commitment to value life as an ongoing spiritual journey of deepening relationship with self, others and the Divine

**INTEGRITY**

- A commitment to honor the sacredness and dignity of each person and the development of the whole person through our collaborative practices

- A commitment to match our actions and our words

**JUSTICE**

- A commitment to enhance the application of ethics, justice and peace at the personal, community and global levels

**LEARNING**

- A commitment to innovative learning of what is necessary for life, both as a directed process and as a lifelong practice

- A commitment to the search for truth, knowledge and meaning

- A commitment to keep alive the tradition of Catholic social teaching

**SERVICE**

- A commitment to community-based learning and other forms of service
Strategic Initiative 1: Academic Excellence

While maintaining its historic commitment to accessibility, NDNU will enhance the infrastructure and quality of all academic programs. We will pursue our distinctive vision of an innovative synthesis of liberal arts learning, professionally-oriented programs and core values. We will continue to enhance our students’ competencies in critical and creative thinking, analysis and problem-solving and communication skills of all kinds. This in turn will lead to a stronger academic reputation for the university, including our sophisticated approach to community-based learning, our effective evaluation of the core competencies and professional skills of our students, our distinctive and distinguished faculty and other measures of growth and excellence.
Foster academic success through excellent teaching, strong academic support services and personalized attention to attract and retain a diverse and inclusive student body.

i. Enhance our status as a Hispanic-Serving Institution in order to attract and educate underserved student populations.
ii. Expand the Academic Success Center as the primary vehicle for integrated academic support services.
iii. Develop an honors program.

Develop a distinguished faculty dedicated to superior teaching, student learning and excellent scholarship and research.

i. Create a vigorous faculty development program for enhancing teaching and scholarship.
ii. Increase support of disciplinary scholarship and research in order to enhance both teaching and institutional reputation.
iii. Increase the number of full-time faculty, and attract and retain outstanding faculty who will thrive at NDNU.

Enhance the quality, effectiveness and reputation of our academic programs.

i. Continue the process of shaping NDNU’s academic program portfolio in the context of the university’s mission to provide for the integration of excellent programs in the liberal arts and professional study, framed by community engagement and social justice.
ii. Ensure relevant and academically rigorous curricula in all programs.

Become a regional leader—most notably through the Dorothy Stang Center—in community-based and social justice-related education, service and research.

i. Achieve recognition as a Carnegie Classified “Community Engagement Institution.”
ii. Expand the programs of the Dorothy Stang Center as a clearinghouse for all community-based and social justice-related teaching and research at NDNU.
Strategic Initiative 2: Student Enrichment

NDNU will support each student’s success through a network of programs and services that promote intellectual, physical, and personal growth, and opportunities for spiritual growth, grounded in the Hallmarks of a Notre Dame de Namur Learning Community, the core values of the university and the Catholic social tradition.
Create a vibrant learning environment with programs, resources and services that support community engagement, spirituality and the values of social justice and global peace.

i. Develop a program within the Dorothy Stang Center that provides resource information for volunteer service and internships in the community.

ii. Continue to enhance the campus spirituality program, which honors the religious heritage of NDNU while bridging faith traditions for all students and provides support for faith, spiritual and personal development, especially as it relates to the institutional core values and Hallmarks.

iii. Build Call to Action Day to be symbolic of the campus' commitment to social justice by involving a majority of the campus community and welcoming participation from beyond the university.

Develop a diverse and inclusive learning community that promotes involvement, teamwork and leadership.

i. Foster a unifying spirit on campus and promote campus hallmarks and values.

ii. Enhance the campus residential program to contribute to a dynamic campus life and promote learning through theme floors.

iii. Enhance student talent and potential to be effective leaders and citizens.

iv. Increase service and support for the nontraditional population.
Strategic Initiative 3: Collaborative Community

NDNU will build on the progress that has been made in recent years toward the goal of creating an open, dynamic and diverse community that embraces both the immediate NDNU family and the larger surrounding community. The Dorothy Stang Center for Social Justice and Community Engagement will continue to be the catalyst for expanding NDNU’s outreach to the surrounding community.
Expand and enhance our partnerships regionally, with special attention to Belmont, San Mateo County and greater San Francisco Bay Area organizations to enhance NDNU’s position as a leader in community-based and social justice-related education, service and research.

i. Position the Dorothy Stang Center as a prominent locus for external partnerships, community-based learning, social justice education and research and fundraising.

Increase and strengthen the connection of alumni with the university and continue to build an alumni network that students can access through their undergraduate and graduate careers and beyond.

i. Improve the alumni database in partnership with academic departments.

ii. Create a mentorship program with an online resource to connect students to alumni, faculty and other mentors.

iii. Engage students before graduation to help them transition to active members of the alumni community.

Become an exemplar institution of effective collaboration.

i. Assess progress of changes made to governance process since 2007 based on the Governance Task Force recommendations.

ii. Foster greater integration of students into the university’s decision-making process.
NDNU will ensure the physical, technological and human resources necessary to support the learning environment with effective fundraising and diversified net revenue streams. Financial sustainability will include, but not be limited to, monitoring key operational performance indicators, academic demand studies and comparable organization’s metrics.

Enhance the institution’s financial position by growing institutional endowments and additional Advancement funding.

i. Increase giving significantly for all university needs, including annual operating support, new and renovated facilities and endowments.

ii. Increase alumni giving participation.

iii. Leverage HSI status to generate foundation, federal and state grants.

iv. Continue to implement the institution’s approved master plan.
Increase enrollment and net tuition revenue.

i. Commission an Academic Demand Study in order to assess NDNU’s portfolio of academic programs and new programs as it relates to the potential for sustaining enrollment growth.

ii. Invest in academic programs and infrastructure that generate enrollment and revenue growth.

iii. Develop a three-year enrollment management plan.

Review and enhance management policies and business processes to maximize operational efficiencies.

i. Enhance budgeting processes that are in alignment with Strategic Planning.

ii. Develop Enterprise Risk Management program of key institutional stakeholders.

iii. Develop a three-year budget forecast linked to the strategic plan.

Invest in the university’s physical plant and technology infrastructure in order to provide a safe, environmentally sustainable, high-quality learning environment and to accommodate future enrollment growth.

i. Develop a three-year plan for facilities utilization.

ii. Develop a three-year plan for Information Technology.

Attract and retain high quality, diverse and productive employees that support the mission of the university through the offering of competitive compensation, good working conditions, opportunity for advancement and personal and professional growth.

i. Develop a three-year human resources plan, which will include salary, benefits and professional development deliverables.
Notre Dame de Namur University

NDNU has drawn students from all over the world and served the needs of the Bay Area for 160 years. With 21 undergraduate, 12 graduate and 4 credential programs, NDNU is distinguished by its commitment to three principles – access for underserved populations, academic excellence, and engagement with its community.

Access

- NDNU is the only private non-profit four-year higher education institution in Northern California designated as a “Hispanic-Serving Institution” by the federal government
- Nearly 60% of NDNU’s incoming freshman are “Gen 1” students, the first in their family to attend college
- NDNU’s Professional Studies and graduate programs allow working adults to attain a bachelor’s or master’s degree

Excellence

- Educational rigor and social responsibility drive an educational philosophy grounded in the Catholic intellectual tradition and Catholic social teaching
- The student/teacher ratio of 13:1 and small classes assure personal attention
- More than 95% of NDNU’s full-time professors hold doctorates or a terminal degree
- NDNU established one of the first art therapy graduate schools in the country in 1981 and its unique curriculum is widely emulated
• NDNU’s School of Education has trained more than 3,000 of San Mateo County’s teachers, principals and superintendents; its graduates are in extremely high demand

• Alumni in senior positions as local police chiefs, mayors, and corporate and nonprofit executives received their Masters in Public Administration from NDNU

• NDNU’s computer studies department partners with Silicon Valley executives who teach specialized classes to meet the training needs of industry, providing a pipeline of qualified educated employees to industry and real-life experience to students

**Engagement**

• NDNU’s students, faculty and staff provide more than 100,000 hours of community service projects each year primarily in San Mateo County, providing trained interns for counseling in rape-crisis centers, homeless shelters and retirement communities, tutors and teachers’ aides in schools and volunteers for the Peninsula Conflict Resolution Center, Belmont schools, Habitat for Humanity and Shelter Network, to name just a few

• NDNU was named to the President’s Higher Education Community Service Honor Roll with distinction, one of only 114 universities so honored

• NDNU’s athletes won the Pacific West Community Engagement Award for 2011
ABOUT NDNU

ACADEMIC STRUCTURE

College of Arts and Sciences
School of Business and Management
School of Education and Leadership

FACULTY

105 total full-time equivalent (FTE) faculty
FTE students to FTE faculty ratio of 13 to 1

FALL 2011 ENROLLMENT

1967 full- and part-time students
1147 undergraduates, 66% female, 34% male
820 graduate students, 73% female, 27% male
28 states and 23 countries represented
1% American Indian or Alaska Native
12% Asian/Native Hawaiian/Pacific Islander
5% Black or African American
21% Hispanic/Latino
38% White
16% Unknown
5% Non-resident alien
3% Two or more races

FINANCIAL AID

The Financial Aid Office serves students seeking financial assistance and provides information to students and parents regarding the financial aid process. During 2010-11, over $28 million in financial aid was awarded, including over $7 million in NDNU scholarships and grants and $3 million in scholarships and grants from other sources.
Intercollegiate Athletics
Men: basketball, cross country, golf, lacrosse and soccer
Women: basketball, cross country, soccer, softball, tennis and volleyball
NCAA Division II, Pacific West Conference

University Accreditation
Fully accredited by Western Association of Schools and Colleges (WASC), California Commission on Teacher Credentialing (CCTC), and Board of Behavioral Sciences.

Mascot
NDNU’s mascot, The Argonaut, is named in honor of Jason and the Argonauts, mythical brave explorers who searched for the Golden Fleece during ancient times.

History
1851 - Founded as College of Notre Dame by the Sisters of Notre Dame de Namur in San Jose, CA
1868 - Incorporated and chartered as the first college in the state authorized to grant the baccalaureate degree to women
1922 - Purchased the Ralston Estate in Belmont
1923 - Moved to the current (Belmont) campus
1969 - Became fully co-educational
1972 - Began offering master’s degrees
1988 - Began evening degree completion program
2001 - Changed name to Notre Dame de Namur University
MEMBERS OF THE PLANNING COUNCIL

ADMINISTRATION AND STAFF

Hernan Bucheli, Chair, Vice President, Enrollment Management
Richard Rossi, Vice Chair, Director of Communications
Diana Demetrulias, Provost
Henry Roth, Chief Financial Officer and Vice President, Administration
Lisa Bjerknes, Interim Dean, College of Arts and Sciences
Barbara Caulley, Dean, School of Business and Management
Joanne Rossi, Dean, School of Education and Leadership
Jean Condé, Dean of Students
Chun Hwa Chu, Director of Institutional Research
Manny Nungaray, Director of Development
Karen Schornstein, Director of Marketing

FACULTY

Betty Friedman, Vice Chair, President of Faculty Senate, Professor of Art and Chair, Department of Art and Graphic Design
Roger Goodson, Professor of Business and Management
Monica GuhaMajumdar, Assistant Professor of Biology
Anabel Jensen, Professor of Education and Chair, Education Department
Debra Lambert, Professor of Music and Chair, Department of Music and Vocal Arts
Jean Nyland, Professor of Psychology and Director, Evening Psychology Program

STUDENT REPRESENTATIVE

Gloria Beltran, ASNDNU Secretary
NOTRE DAME DE NAMUR UNIVERSITY

Notre Dame de Namur University is an independent Catholic, coeducational institution serving nearly 2000 students. Founded by the Sisters of Notre Dame of Namur in Belgium in 1851 and chartered by the state in 1868, NDNU maintains a strong commitment to social justice and community engagement. The university is fully accredited and offers 21 liberal arts and career preparation undergraduate programs, 12 graduate degrees and four credentials. The 50-acre campus is located in Belmont, just south of San Francisco.

For more information, visit www.ndnu.edu.

NOTRE DAME DE NAMUR UNIVERSITY ADMINISTRATION

Judith Maxwell Greig, President
Diana Demetrulias, Provost
Hernan Bucheli, Vice President for Enrollment Management
Michael J. Romo, Vice President for Advancement
Henry Roth, Vice President for Finance and Administration