

## THE BALANCED SCORECARD

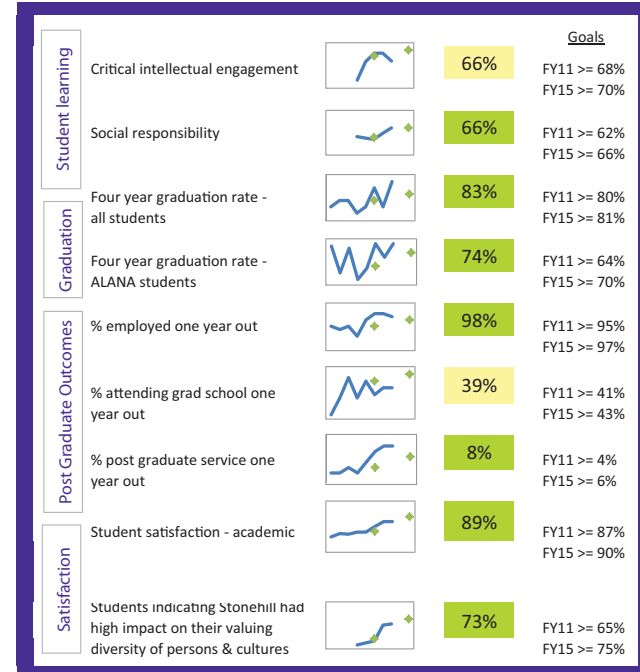
As Stonehill prepared to launch *Above & Beyond*, the strategic planning committee and the division heads decided to revise Stonehill's institutional dashboard. The result is Stonehill's new dashboard, the balanced scorecard. Used by many organizations both within and outside of higher education, the balanced scorecard approach provides a broad but comprehensive picture of institutional performance that has at its focus those whom the organization aims to serve. As Stonehill implements its strategic plan, it will look to the balanced scorecard to monitor progress in the following four key interrelated areas: student outcomes; key internal processes; innovation and organizational learning; and resource management. For each measure, the scorecard shows a blue trend line depicting historical data since 2006, where available, and green data points depicting both short-term goals and goals for 2015, which are also presented in the 'goals' column. The scorecard also displays for each metric the most recently available data, which is presented in color coded boxes that characterize performance relative to short-term goals. For a more detailed version of the scorecard and for information about how the metrics are computed, visit [www.stonehill.edu/balanced-scorecard](http://www.stonehill.edu/balanced-scorecard)

### STONEHILL COLLEGE | BALANCED SCORECARD

FY 2013 DATA WITH FY 2014 WHERE AVAILABLE

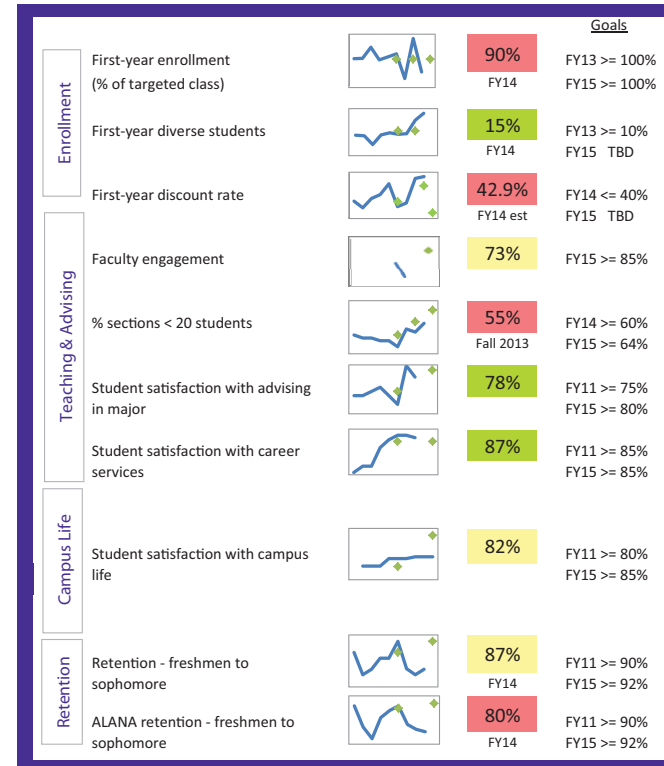
#### STUDENTS

HOW WELL DO WE SERVE THEM?



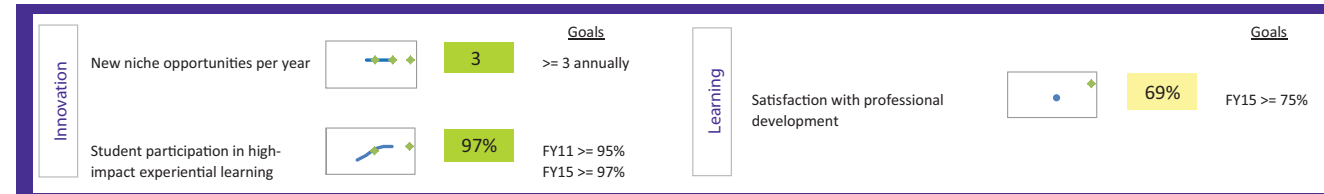
#### ESSENTIAL INTERNAL PROCESSES

HOW WELL ARE WE PERFORMING THEM?



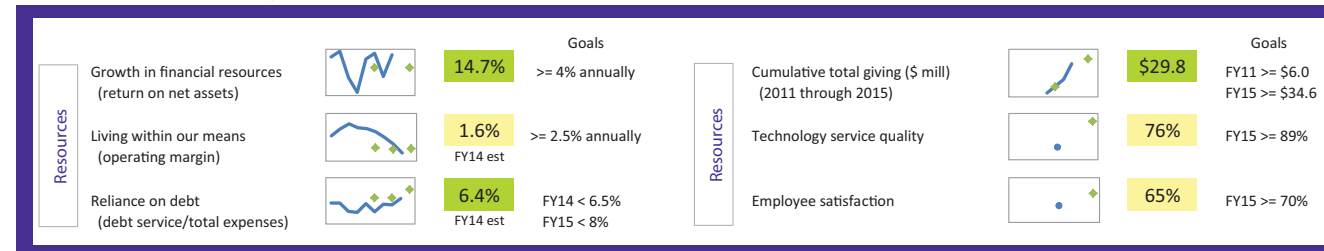
#### INNOVATION AND ORGANIZATIONAL LEARNING

WHAT ARE WE DOING TO SUSTAIN INNOVATION IN OUR CORE EDUCATIONAL MISSION AND TO ENSURE OUR COMPETITIVE ADVANTAGE INTO THE FUTURE?



#### RESOURCES

ARE WE MANAGING OUR HUMAN, FINANCIAL AND TECHNOLOGICAL RESOURCES EFFECTIVELY AND WILL WE CONTINUE TO HAVE THE RESOURCES THAT WE NEED TO EXCEL?



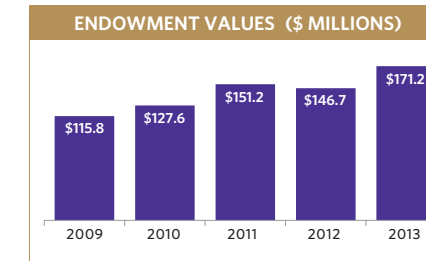
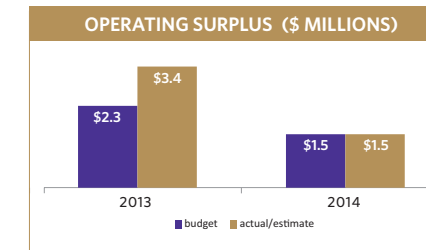
Green = better than current goal, Yellow = close to current goal, Red = well short of current goal

## FINANCIAL RESULTS

Stonehill finished fiscal year 2013 with an operating surplus of \$3.4 million, ahead of the budgeted target of \$2.3 million (the surplus is the excess of operating revenues over operating expenses). The favorable results were due in part to higher than budgeted enrollment and Conference & Event Services revenue. The surplus was utilized to fund capital expenditures and principal payments on debt, neither of which is factored into the operating surplus figure. Early estimates

indicate that Stonehill will finish fiscal year 2014 with a surplus of approximately \$1.5 million.

Stonehill's endowment finished fiscal year 2013 with an investment return of 11.8%, well above the budgeted return of 6.5%. This return, combined with \$13.3 million in endowed gifts and endowment spending of \$6.2 million, gave the endowment a value of \$171.2 million as of June 30, 2013.



#### PLANNING COMMITTEE

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Chief Information Officer

**Stephen Beauregard**  
Assistant Vice President for Planning, Chair

**Craig Binney**  
Associate Vice President for Finance

**Emily Broe '16**  
SGA Representative

**Daniel Doherty '15**  
SGA Representative

**Joseph Favazza**  
Provost and Vice President for Academic Affairs

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Associate Professor of Chemistry

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**Sarah Varadian**  
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# Above & Beyond

STONEHILL COLLEGE  
STRATEGY REPORT, FALL 2013

#### ABOUT THE STRATEGY REPORT

The Strategy Report is designed to heighten the Stonehill Community's awareness of the strategic plan as it is implemented and to keep the Community up to date on progress along the way. In this edition, you'll read about progress the College made during the third year of the plan as well as what's ahead for this year. This edition also includes feature stories that demonstrate how *Above & Beyond* is being lived out both in Stonehill's growing commitment to sustainability and the College's plans to expand the Sally Blair Ames Sports Complex. The Strategy Report is issued twice a year.

#### ABOUT ABOVE & BEYOND

*Above & Beyond*, Stonehill's third strategic plan, is the product of a planning effort that began in the Spring of 2008 with a series of town hall meetings at which then President Rev. Mark Cregan, C.S.C., presented his vision for the planning period. Moving the plan to completion is Stonehill's tenth president, Rev. John Denning, C.S.C. *Above & Beyond* was launched in August 2010 at the Academic Year Opening Celebration. For more on the strategic plan, visit:

[www.stonehill.edu/offices-services/planning-committee/the-strategic-plan/](http://www.stonehill.edu/offices-services/planning-committee/the-strategic-plan/)





## RAISING EXPECTATIONS WITH THE SALLY BLAIR AMES EXPANSION

One of the objectives of *Above & Beyond's* Raising Expectations strategy is to promote a healthy campus culture in support of Stonehill's mission to educate the whole person. Among other initiatives, the strategy calls for the College to provide students with facilities that best support their wellness. Toward that end, plans are well under way to expand the Sally Blair Ames Sports Complex. "Our goal with the expansion is to provide a wider range of opportunities for wellness and fitness. Healthy and active students are more likely to be focused and balanced in their approach to academics and to life in general. In addition, if we can encourage more students to develop a healthy lifestyle while in college, we believe that it is something that will serve them well after they graduate from Stonehill," said Vice President for Student Affairs Pauline Dobrowski.

Built in 1988 when Stonehill's enrollment was approximately 1,950 students, the Sports Complex is no longer able to satisfy the demands that have been placed upon it in recent years as the College has grown to roughly 2,500 students. An important component of Stonehill's campus master plan, the expansion will provide a greater amount of space for student fitness, dance, and recreational sports, including a larger weight room and fitness area. The addition will also provide more space for varsity athletics, including a larger weight room, additional locker rooms, team meeting space, and offices. It will also contain a multipurpose area, allowing for enhanced flexibility in the years to come.

In total, the project will add approximately 50,000 square feet to the existing 69,000 square foot facility, making it the largest building owned by the College. The project will also include the redesign of 24,000 square feet of existing space. Construction is set to begin this spring and is scheduled to be completed in the summer of 2015. The expansion, which will be financed with a combination of fundraising and internally generated funds, will be named The Rev. Mark T. Cregan, C.S.C. Athletics & Fitness Center, in honor of Stonehill's former president.

While the expansion will certainly meet current needs in the areas of fitness and athletics, it will bring other benefits as well. As some athletics offices move into the newly expanded facility, it will free up space that the department currently utilizes in the Old Student Union and the College Center. How these areas are utilized in the future will become more clear as the College develops its next strategic plan later this year. "When this expansion project is completed, our hope is that Stonehill students, who already have access to one of the best outdoor facilities in the Northeast-10, will have access to one of the best indoor facilities as well," added Pauline. "Excitement is certainly building across campus for this project, and we all look forward to how this new space will enhance our current athletic and recreation programs here at Stonehill."



## BUILDING CHARACTER WITH SUSTAINABILITY

Composting. Green kits. Meatless Mondays. Energy conservation. There's a lot going on in the area of sustainability at Stonehill, and students and staff alike are behind it all. Such efforts fit nicely with the strategic plan's Building Character strategy, which calls for Stonehill to articulate and live what it means to be a Catholic institution of higher education in the Holy Cross tradition. Although *Above & Beyond* contained relatively few sustainability initiatives when it was initially launched in the summer of 2010, the Environmental Stewardship Council (ESC) subsequently developed a sustainability plan that will provide Stonehill with an overall framework for future sustainability efforts. The plan, which was unveiled last year, is now an important element of *Above & Beyond's* Building Character strategy.

Stonehill's sustainability plan builds on the momentum that the College has gained in recent years in this area. The Farm at Stonehill, for example, was launched in 2011 for the purpose of growing and distributing produce to local food banks, soup kitchens and other organizations for the benefit of area families who lack access to affordable, nutritious, sustainably grown fruits and

vegetables. In addition, Stonehill celebrated Earth Day in 2012 by becoming the 12th Catholic college to sign the St. Francis Pledge, which publicly affirmed Stonehill's commitment to care for the environment and protect the poor and vulnerable. And later that year, the Martin Institute began two years of programming around the theme of Environmental Justice, Sustainability and Economic Development.

The sustainability plan is comprehensive, with initiatives spanning the curriculum, campus programming, resource conservation, food service, and awareness, among others. Already, much has been accomplished. Last year, for instance, a new energy management system was implemented, enabling the College to track and optimize energy usage in a number of campus buildings. Also, residence hall and athletic facility showerheads and sink aerators were replaced with low-flow fixtures, the cost of which was recovered in just 47 days with the resulting energy cost savings. In addition, Boland Hall's heating system was converted from oil to natural gas, composting in the Dining Commons was launched, and now single stream recycling is making it even easier for Stonehill to utilize resources in an environmentally

responsible way. The list of initiatives continues to grow. Together, they embody Stonehill's commitment to sustainability.

Looking ahead to the coming year, there's a lot to get to. At the top of the list is a solar farm, currently under construction, which will sit on fifteen acres of the David Ames Clock Farm behind the offices of Facilities Management. Stonehill has entered into a contract with two vendors that will oversee and finance the farm's construction and maintenance. Scheduled to be up and running in the spring of 2014, the 2.7 megawatt solar farm will produce approximately 20% of Stonehill's electricity and is projected to generate \$2.2 million in energy savings over the 15-year contract period. In addition, students will have an opportunity to learn about the technology that solar farms employ. Jessa Gagne, the College's Energy Manager, is excited about the project. "The installation of the solar farm is a great example of the types of sustainability initiatives we hope to pursue. Projects and programs that allow us to be better stewards of the environment, lower costs, and enhance student learning are emblematic of what we're after with the sustainability plan."

## ABOVE & BEYOND - 2013 & 2014 HIGHLIGHTS

*Above & Beyond* is a five-year plan spanning fiscal years 2011 through 2015. Stonehill made a substantial amount of progress on the plan last fiscal year, and work will continue in the year ahead. Below are some highlights.

In the **Raising Expectations** strategy, Stonehill launched First Year Writing Seminars for all first-year students and made a number of other enhancements to the Cornerstone Program. The College also made substantial progress fundraising for the Sally Blair Ames Sports Complex expansion project. Fundraising and planning for the expansion continues, and construction will begin this spring (see the story in this report for more). Stonehill will also continue efforts this year developing a co-curricular transcript for students, as outlined in the Raising Expectations strategy. In the **Building Character** strategy, Stonehill developed a Brockton-area post-graduate service program, which was launched this year. The program is pairing recent Stonehill graduates with area nonprofit organizations to assist in meeting the needs of the region. In addition, a plan for environmental sustainability was unveiled last year; implementation of the multi-year plan will continue this year (see the story in this report for more).

The **Creating Advantage** strategy calls for Stonehill's academic programs to seek out ways to be distinctive. In that spirit, the College launched several new initiatives. For example, Stonehill entered a partnership with Regis College whereby Regis will accept up to four undergraduate courses in Stonehill's Health Administration program toward the Master of Science in Health Administration program at Regis. Stonehill also launched Integrating Democratic Education at Stonehill (IDEAS) courses last year in which students develop and teach a one-credit course in subjects in which they have an interest. Six IDEAS courses were held last semester with additional courses scheduled this year. Stonehill also completed the development of a new Bachelor's of Science in Environmental Science; the major is being offered this year for the first time. New distinctive and innovative academic programs are under development this year as well.

In the **Enhancing Diversity** strategy, the percentage of first-year students from racially and ethnically diverse backgrounds grew to 13% in the fall of 2012, and then again to 15% this fall. In addition, 13.5% of all students studying abroad last fiscal year enrolled in programs in non-traditional countries, up from 4.2% in fiscal year 2008. The Enhancing Diversity strategy also called for Stonehill to conduct a campus accessibility audit, which the College did last year. Initiatives and projects resulting from the study are being implemented, and additional study will continue this year. The **Strengthening Community** strategy moved forward on a number of fronts. For example, Stonehill conducted an internal communications audit last spring; initiatives stemming from the audit will be implemented after further development and review. Also, a redesign of the College's website was launched in fiscal year 2013, and earlier this fiscal year, Stonehill's new visual mark was unveiled. In addition, Stonehill completed a compensation study for non-union staff employees; salary adjustments resulting from the study are being implemented this fiscal year and next.

