Memorandum

To: Landmark College Community

From: Brent E. Betit, Ed.D.

Date: March 7, 2008

Re: Strategic framework

Dear members of the Landmark College Community:

For several months, the management team, governance bodies, and community have been engaged in an initiative to detail and refine a strategic document outlining a bold vision for the future, which was developed after a retreat of the Board held in September of 2006. This document in its various iterations has been circulated numerous times to the Landmark College community and remains available on the planning website at [https://intranet.landmark.edu/strategic_plan/](https://intranet.landmark.edu/strategic_plan/) (login required).

In December 2007, the Board reviewed the findings of the campaign feasibility study conducted by Community Counselling Service (CCS), a nationally recognized consulting firm specializing in fundraising. This study has significant implications for our near-term planning, and impacts our ability to immediately pursue all of the desirable elements of our vision for the future.

In light of the feasibility findings, the senior leadership team stepped back from the vision document, assessing our challenges and potential over the upcoming three-year strategic cycle, and ultimately creating a core strategy covering the period that will conclude with our 25th anniversary celebration. That document immediately follows this memorandum, and it will be the framework that guides our further development of a formal strategic plan.

The President and President’s Council has reviewed our core strategy at great length, working to refine and solidify it. We agree that it represents an honest, ‘realistically ambitious’ plan for the next three years. As the document states, “Clarity about our purpose, honesty about our capabilities, challenges, and potential, are all vital to the establishment of a motivating vision and an effective strategic plan. . . the present realities should not in any way discourage this resilient and strong community. The Board, the President, and the senior leadership team believe that there is vision and transcendent value in our purpose, and that, by enacting our mission each day with passion and integrity, we serve a vital global need and transform lives.”

The attached document is meant to be an internal, guiding document, not to be shared with those outside the community. It positions us to develop operational plans and budgets over the upcoming three-year strategic cycle, and to develop a public version of the plan. It is highly consistent with the vision document, but has a shorter time horizon. It describes our organizational steps over the next three years, which will lead us to the larger vision that we will ultimately achieve.
The Board reviewed this document in detail at its February meeting, and has authorized us to use this outline as the basis for developing a public strategic plan, which will integrate many of the elements of the prior vision statement, and which should be ready in draft form for the Board’s review at its May 2008 meeting.

In practical terms, the prior vision document has many elements that will be directly imported into the new strategic framework. Realism about our ability to finance various visionary objectives may limit which elements are ultimately imported into the 2008 – 2010 plan, but in general all of the work within the prior document remains relevant to our longer-term horizon and planning as a College.

The Chairs of the Faculty Senate and Staff Council, and the President of the Student Government Association, have already participated in a review of this new document, given their new role attending Board meetings. We will engage these shared governance bodies in further articulating and refining the plan, and we will also use established structures within departments to do the same. But we also invite comments from individuals within the larger community, which may be submitted via the planning web site.

For a full review of all of the planning materials and communications, and to comment on the plan, please visit the site at https://intranet.landmark.edu/strategic_plan/

We look forward to working with the community on this vital initiative.