Introduction
For 145 years, Centenary College has afforded its students the tools necessary for productive leadership, responsible citizenship and the pursuit of diverse careers. Centenary’s dedication to academic excellence continues to fuel the growth of the College, helping to expand its outreach into the community and beyond. Centenary College’s historic roots are inherent in the institution’s future. The core competencies nurtured by a devoted faculty and staff provide student enrichment to develop critical thinking, master the synthesis of complex and disparate information, and communicate effectively both orally and in writing.

Celebrating Our Past: Forging Our Future will guide the development and prioritization of investment in initiatives that focus on student learning and service. This plan will require thoughtful deployment of resources in meeting the objectives while we ensure that the investments made by our students and their families go hand in hand with our commitment to productivity, efficiency and affordability.

Executive Summary
Centenary College has leveraged its rich history to design, and strive for excellence in, Celebrating Our Past: Forging Our Future, which will position the College to meet critical needs of our community, our region and society. Through comprehensive planning and a culture that embraces change, the College will increase its visibility in the state of New Jersey and beyond. We will enter into strategic partnerships that take advantage of our institutional competencies.

The College will continue to demand academic rigor and actively pursue means through which the educational experience can be enhanced for all students. Paramount objectives will be to increase the number of lines for talented faculty to expand student opportunities for research and to develop a comprehensive plan to renew the physical plant and collections of the library.

The co-curricular environment will be enhanced with additional links to the academic landscape and will be strengthened through cross-disciplinary activities that educate the whole student in an inclusive environment. Comprehensive enrollment planning and financial aid allocation will allow Centenary to achieve its optimal size in all identified markets. In order to achieve specified goals, the institution will engage all stakeholders in collaborative efforts required to launch an endowment campaign continuing our fundraising success.

The College will provide a physical environment that enables the College to provide space for students, faculty and staff to advance the institutional mission.

Core Competencies
Celebrating Our History: Forging Our Future is built on the strength of Centenary’s core competencies.

- Values a student-centered learning environment exemplified by a high level of faculty interaction, small classes and learning formats that fit the needs of a diverse learning population.
- Offers traditional, accelerated, blended and online programs that provide the flexibility needed by both traditional age and adult learners.
- Embeds community service in both the core curriculum and co-curricular environments as part of graduation requirements.
- Continually assesses its progress. Extensive and college-wide assessment both for learning outcomes and institutional priorities.
Strategic Goals

Strategic Goal 1
Strategic Alliances and Differentiation: Our External Relationships

• Enter into strategic alliances and public-private partnerships that will raise the institution’s visibility both on the state and regional levels, serving as a “Beacon” for higher education in the Northern corridor.
• Foster interdisciplinary connections in programs that achieve academic advancement, higher levels of image and name recognition, and financial strength;

Strategic Goal 2
Delivering on the Core Mission of Academic Rigor and Integrity

• Undertake initiatives that expand its pursuit of True Learning;
• Design academic programs to meet the needs of current and future careers;
• Advance our nearly 150-year-old tradition of educational excellence.

Strategic Goal 3
Education of the Whole Student and the Co-curricular Environment

• Strengthen our learning community by enriching programs beyond the classroom for all students;
• Develop the whole student such that academic success, professional accomplishment and personal contentment are achieved
• Enrich the community by integrating more closely co-curricular and extracurricular programs with a community service mission.

Strategic Goal 4
Financial Flexibility

• Ensure future economic health through a multifaceted approach, via strategic program offerings, student recruiting, awarding of financial aid and fundraising;
• Analyze and cut costs through all means available, including those that leverage technology.

Strategic Goal 5
Physical Environment

• Provide a physical environment that plays a pivotal role in delivering a superior academic and co-curricular learning environment;
• Invest in infrastructure systems and capital needs that will enhance the academic philosophy.