

Strategic Plan, 2010-2020: Ambitions and Objectives

Preamble

For more than half a century Lawrence Freshmen have read Plato's *Republic* in our flagship Freshman Studies program. They learn that being *just* requires an individual and society to balance spirit, appetite, and reason. Lawrence also strives for balance: balance between tradition and innovation; between the arts and sciences; between individual study and community experiences. We also seek balance in our environment, with a commitment to sustainability and a campus that contains both a 2009 LEED-certified campus center and an 1853 academic building on the National Register. Our strategic plan for the next decade seeks balance by proposing new initiatives while continuing support for our many programs of distinction.

Students also learn from Plato that balance is not an end in itself; rather, balance ensures a good life and a just society. In keeping with our mission statement, Lawrence strives to provide academic, residential, and co-curricular programs that encourage students to seek balance in their own lives, contribute to society, and find meaning in their existence. Our strategic plan for the next decade seeks to maintain the strength of these programs while proposing new initiatives that will help students better prepare for life after Lawrence and for consequential roles in an increasingly diverse and global society.

1. Enhance the Transformative Nature of Our Liberal Arts Education
Demand excellence in liberal arts education and in student life to provide transformative experiences for our students.

1. Support Lawrence's goal of developing liberally educated students by sustaining and enhancing our distinguished curriculum that includes Freshman Studies, Individualized Learning, excellence in a rich variety of major programs, and Senior Experience.
2. Strengthen our commitment to a developmental trajectory for our students that promotes the capacity for working both independently and collaboratively in and outside the classroom, the capacity to create innovative solutions to problems, and the intellectual maturity to make thoughtful decisions.
3. Support and enhance faculty and staff excellence through improved compensation, financial support for professional activity and travel, professional development programming, and adequate staffing levels.
4. Improve retention and graduation rates through the design and implementation of retention programs, in order to maximize the number of students who benefit from a complete Lawrence experience.
5. Ensure that Lawrence remains a community rich with varied perspectives and voices.
6. Promote the distinctive, high quality characteristics of Lawrence as an institution with excellence in both its conservatory and college degree programs, to move Lawrence toward increased national recognition, thereby enhancing the value of a Lawrence degree.

2. Create a Stronger Campus Community

Strengthen the Lawrence community by promoting integration of diverse people and departments across the University, and fostering decision-making processes that are both inclusive and respectful of diverse opinions.

1. Enroll and retain students representing underserved and international populations; explore the use of targeted recruitment to hire and retain a more diverse faculty and staff.
2. Ensure staff are an integral part of the campus community.
3. Foster increased opportunities for cross-fertilization among departments, offices, academic disciplines, and the college and conservatory.
4. Ensure that shared governance and responsibility among the trustees, the administration, the faculty, the staff, and LUCC are at the core of university decision-making.
5. Identify wellness-related needs of students, faculty and staff, implement and promote appropriate programs, and assess effectiveness of campus-wide wellness efforts.
6. Encourage, establish, and maintain connections between Lawrence and the wider community.

3. Prepare Students for Life after Lawrence

Recognizing that a strong liberal arts education is the best preparation for a rapidly evolving global environment, we must encourage, support, and fund curricular and extra-curricular programs that enhance students' post-Lawrence preparedness.

1. Support career services for students through expanded offerings including enhanced alumni career connections with students and faculty, increased numbers of internships, and development of other experiential opportunities for students.
2. Assess and improve pre-professional advising for students; undertake advising summits to connect faculty to alumni and other constituents in a variety of fields.
3. Increase the awareness of and emphasis on student fellowship and scholarship opportunities.
4. Prepare students to be active and engaged Lawrence alumni upon graduation and throughout their lifetimes.
5. Provide students the foundation necessary for attaining lives of responsible, meaningful, engaged citizenship in a diverse and ever-changing world.
6. Instill in students an appreciation for the ideal of a liberal education as a process of life-long learning, a commitment to the pursuit of knowledge and understanding, and a respect for the perspectives of others.

4. Invest in and Promote Sustainability

Create a community that fosters informed discussion about environmental sustainability, uses natural resources wisely, and promotes stewardship of the Earth.

1. Create a permanent structure with responsibility for assessing sustainability efforts, proposing initiatives, and nurturing a campus-wide culture of conservation and sustainability.
2. Integrate educational opportunities with sustainability efforts.
3. Reduce use of fossil fuel-derived energy (or carbon footprint) by 25% of the 2003-2008 average.
4. Promote Lawrence's commitment to environmental stewardship.

5. Improve Facilities and Technology

Create a physical and technological campus environment that nurtures our community and supports our strategic ambitions.

1. Significantly increase the annual capital expenditures budget to meet educational and technology needs; eliminate deferred maintenance.
2. Renovate Downer to create a Student Inter-Arts Commons and a Welcome and Engagement Center. Move the Development Office to Wilson House.
3. Renovate student residences to create and improve living spaces in Landis-Peabody, Plantz, and Trever.
4. Complete a comprehensive Campus Master Plan including technology- and energy-related infrastructure, creation of a Learning Commons and upgrades to athletic facilities.
5. Provide and support user-friendly, secure, and reliable technology services that enhance and enable effective teaching, learning, and efficient execution of university business.
6. Develop an innovative web presence that facilitates easy and efficient content creation and management, and effectively communicates the university's identity and mission.

6. Strengthen our Financial Position

Align our academic aspirations and strategic objectives with long-term fiscal sustainability

1. Expand the role of the Long Range Financial Planning Committee to include responsibility for (a) integrating annual budgeting with long-range financial and strategic planning, (b) ensuring that financial planning and budgeting reflect institutional strategic objectives, and (c) assessing institutional success in promoting transparency and communication concerning financial operations.
2. Implement an annual budget model that is consistent with the revenue and expense forecasts developed by the Long Range Financial Planning Committee and which will maintain endowment spending at the Board-mandated policy level, utilize the line of credit for seasonal cash flow maintenance only, and generate cumulative cash surpluses over each five-year planning horizon.
3. Complete preparations for the next comprehensive campaign by maximizing the donor base, identifying appropriate fund-raising goals to support new and continuing strategic initiatives, and building the readiness of the Development Office.