

Strategic Plan, 2011

Initial Strategies for Achieving our Ambitions and Objectives

Preamble

This document is a compilation of strategies that members of the Lawrence University community might employ to implement the objectives outlined in the 2011 Strategic Plan.

These strategies were either provided to or developed by the Strategic Planning Task Force, and are here organized by the Ambitions to which they most directly relate. This compilation is not intended to be exhaustive, nor is it intended to be a final compendium of all possible strategies. Rather, it is intended as a guide for departments, committees, and other groups as they work toward achieving the objectives put forward in the 2011 Strategic Plan. The Strategic Planning Task Force hopes this compendium will also provide inspiration for individuals or groups to develop additional strategies to share with the campus community. It is important to note that not all the strategies listed here can be implemented immediately; again, this is a compilation of ideas, not a prescriptive list. These strategies have been assigned to particular campus offices, committees, and individuals in a working document that can be found on the Task Force web site. Included in that document are particular strategies to be undertaken by the Board of Directors and the Alumni Board that are not listed here.

Ambition 1: Enhance the Transformative Nature of our Liberal Arts Education

Enhance the role of the library in support of our learning program and support the library accordingly.

Re-evaluate the GER program in light of our overall educational mission.

Consider the development of innovative new programs.

Determine the optimal student; faculty ratio to support Individualized Learning; including

Senior Experiences, appropriate advising loads across all departments and programs, and reduced class sizes, particularly in introductory courses.

Enhance interdisciplinary curricula and programs.

Enhance students' abilities to identify research questions, obtain information, and use it ethically.

Provide additional support for Senior Experience projects, particularly those that emphasize the development of self-direction.

Embrace and capitalize on the idea that our liberal arts education provides a strong foundation for innovative and entrepreneurial activity.

Enhance the role of the library as a "Learning Commons" where students can develop essential learning skills, such as writing.

Complete implementation of the 5-year plan for faculty compensation increases.

Promote faculty scholarship by providing financial resources to support scholarship, creative activity, pedagogical innovation, and travel to conferences.

Encourage a culture of peer teaching observation and assessment within the entire faculty Improve the instruments and methodologies for student evaluation of teaching.

Provide support to ensure that Freshman Studies instructors achieve excellence.

Increase faculty development opportunities related to service learning pedagogy, project-based and experiential learning, and civic engagement.

Assess targeted admissions and mentoring programs to determine whether such programs are effective and whether they should be expanded to other constituencies.

Strengthen Student Academic Services.

Utilize retention studies to reach retention and graduation rate targets [when said targets are established].

Increase our emphasis on global education, including learning of other cultures through study abroad and immersion programs, integration of off-campus study with on-campus programs.

Establish a goal for the percent of students we wish would have an off-campus programs experience.

Explore curricular innovations that would enhance students' exposure to diverse populations in this country and propose suggested innovations to the faculty.

Add programming that provides a comprehensive link to global economy.

Set the "gold standard" for Conservatory/College integration.

Undertake a review of the Freshman Studies program and continue to support and celebrate our distinctive Freshman Studies Program as a vital shared intellectual experience for students and faculty.

Increase national visibility of our emphasis on Individualized Learning.

- Increase interdisciplinary collaboration and foster dialogue between con and college.
- Collect, preserve, and make accessible the intellectual and artistic accomplishments of students, faculty, and staff by creating and maintaining an institutional repository.
- Develop and disseminate innovative pedagogical strategies and approaches.
- Lessen the geographical divide.
- Open more conservatory courses to college students, or create more survey courses.
- Implement the optimum Conservatory/College student ratio determined in 2011.
- Develop a long-range strategic plan for library staffing, program, and facilities.
- Continue to develop [library] collections and provide increased access to resources that represent a full range of perspectives.
- Establish regular assessment of off-campus study (domestic and global).
- Use assessment results to identify and support faculty and staff needs.
- Assess staffing levels and programmatic needs for interdisciplinary programs.
- Better coordinate faculty development efforts across campus.
- Identify a position to support dissemination of pedagogical innovation and other faculty development activities.
- Use assessment to demonstrate Lawrence's impact on students.
- Provide scholarships for off-campus curricular travel, Senior Experiences, and internships.
- Further integrate the London Centre and Appleton campuses to take full advantage of the uniqueness and potential of having a well-established Lawrence program in London.
- Establish regular assessment of off-campus study (domestic and global).
- Update the 2006 staffing plan to identify areas where faculty lines might be added or removed in the process of adjusting the size of the faculty.
- Encourage and support more international opportunities and experiences.
- Continually challenge ourselves and our students to develop ideas, approaches, and methodologies that have not existed before, thus teaching our students through instruction and example to overcome challenges and enjoy the rewards of creative activity.
- Increase the visibility of Community Engaged Learning on campus.
- Develop incentives for faculty to undertake engaged learning in their courses.

Ambition 2: Create a Stronger Campus Community

Create and implement a 5-year plan for staff compensation.

Capitalize on athletic facilities and personnel to assist in the development of wellness programs on campus.

Develop community-enhancing programming spaces within the library for collaboration, discussion, and public intellectual life.

Explore the use of targeted recruitment to hire and retain more diverse faculty and academic staff.

Establish retention and graduation rate targets and implement programs to achieve them.

Be mindful of facilities geography to provide cross-fertilization between departments and academic disciplines.

Develop a clearer set of policies for long-term contingent faculty regarding evaluation, mentoring, promotion, salary increases, and job security.

Enroll and retain students representing underserved and international populations.

Implement the optimum Conservatory/College [student] ratio determined in 2011.

Assess and implement changes to administrative and committee structures to ensure shared responsibility and governance are at the core of University decision-making, including strategic planning.

Develop greater diversity awareness in members of the Tenure Committee as well as members of faculty search committees.

Through the LUCC finance committee, give priority to co-sponsored events and collaborative projects that bring together campus communities.

Codify connections between parallel student and campus committees.

LUCC should help to promote wellness initiatives.

Support and revitalize activities that nurture a shared intellectual life across campus (*e.g.* convocations, conferences).

Celebrate existing campus traditions and develop new student-oriented traditions (*e.g.* declaration of major, completion of Senior Experience).

Evaluate campus diversity and recommend means to improve campus integration.

Provide increased opportunities for social interactions and group activities.

Sponsor campus-wide active events (*e.g.* bike rides, intramurals) to increase engagement of non-varsity athletes with athletics and wellness activities.

Explore methods for systematically managing University records of enduring value.

Ambition 3: Prepare Students for Life after Lawrence

Promote the role of the library in the idea of life-long learning and collaborative activity with programming and community experiences in the library.

Expand *Lawrence Scholars* programming to other areas.

Encourage alumni to provide internships and post-graduate jobs.

Undertake advising summits to connect faculty to alumni in a variety of fields.

Promote alumni of distinction on-campus and in the wider community.

Create multi-cultural programming for prospective and current students.

Expand and support the Office of Multicultural Affairs and encourage faculty knowledge and support of the goals and methods of these offices.

Ambition 4: Invest in and Promote Environmental Sustainability

Develop a sustainability statement in accord with Lawrence's Mission Statement.

Consider the environmental impact of new campus initiatives.

Create a culture of conservation via collaboration, education, and incentives.

Improve Lawrence's "green" profile as reported by organizations such as Sierra Magazine, Sustainable Endowments Institute, AASHE, and Peterson's Guide.

Implement ongoing assessment of sustainability efforts.

Promote and support waste reduction and recycling.

Support academic and community engagement projects that promote innovative sustainability efforts.

Develop and promote new and existing environmental courses.

Use LUCC committees to provide input on changes to dining services, promote environmental responsibility in residence halls and financially support student initiatives for sustainability.

Increase the purchase of locally grown foods to 20% by 2015.

Promote Lawrence at regional and national sustainability conferences.

Ambition 5: Improve Facilities and Technology

Evaluate the potential benefit of outside consultants to complete or update a comprehensive Campus Master Plan.

Install sprinklers in small houses.

Develop a strategy to accommodate Plantz/Trever renovations.

Move ITS from the library and renovate according to Campus Plan.

Leverage technology advances to improve existing methods, procedures, and systems to maximize the efficient use of limited resources.

Develop and implement comprehensive disaster recovery policies, procedures and systems that protect the university from service interruptions.

Create a dynamic reporting system that empowers users to find, manipulate, and process university data.

Provide systems and policies that ensure the security of university and individual data.

Provide infrastructure that allows for the easy and efficient use of technology throughout the campus regardless of platform, device, or location.

Ambition 6: Strengthen our Financial Position

Develop and present the annual budget as part of a multi-year plan including revenue and expense projections.

Continue to assess the financial implications of the goals of the Strategic Plan and disseminate results and recommendations to decision-making bodies.

Implement Board-approved recommendations of the Task Force on Enrollment Strategies for enhancing net tuition revenue.

Establish a goal for total endowment growth, determine the feasibility and timeline for achieving that goal, and raise the necessary funds.

Determine specific targets for annualized growth of Lawrence Fund revenue.

Establish room and board revenue targets in line with our competitive peers and consistent with the perceived quality of the services Lawrence provides.

Explore the potential for increasing revenue streams from conferences, facility rental, etc.

Resolve outstanding balance sheet issues (Interfund obligation; short-term line of credit balance; lack of cash reserves).

Develop a plan for funding the maintenance backlog.

Establish clear policies, procedures and criteria for the review of new and existing programs and the reallocation of existing resources.

Maximize operating efficiencies through investment in sustainability initiatives and employee wellness programs.