Strategic Plan: Strategies for Implementation
April 13, 2011
Overall responsibility for making certain that, collectively, we achieve the ambitions of the Strategic Plan rests jointly with the President, the President’s Cabinet, and the Faculty Committee on University Governance. Strategies and Objectives of The Plan have been assigned to administrative leaders, offices, and campus committees as follows. The Ambition supported by each strategy is noted parenthetically.

**Academic Affairs**

**Athletics**
Capitalize on athletic facilities and personnel to assist in the development of wellness programs on campus. (2, with Wellness)

*Responsible individuals:* Provost, with Director of Athletics, supported by the Intercollegiate Athletics Committee

**Center for Teaching and Learning**
Develop and disseminate innovative pedagogical strategies and approaches. (1-1)
Enhance the role of the library as a “Learning Commons” where students can develop essential learning skills, such as writing. (with the library) (1)
Implement programs to achieve retention and graduation rate targets (when such targets are established) (with Enrollment Committee & Provost) (2)

*Responsible individuals:* Chair of Committee on Teaching Development and Provost’s Office

**Conservatory**
Set the “gold standard” for Conservatory/College integration. (1-1 & 1-6) (with the curriculum committee)
- Teach classes for the college on the north side of College Ave and vice versa to lessen the geographical divide.
- Open more conservatory courses to college students, or create more survey courses specifically for college students.
- Increase interdisciplinary collaboration and foster dialogue between conservatory and college departments.
- Implement the optimum Conservatory/College student ratio determined in 2011. (with Admissions & Financial aid)
- Utilize retention studies to reach retention and graduation rate targets [when said targets are established]. (with Student Affairs) (2)

*Responsible individuals:* Dean of the Conservatory & Conservatory Planning Committee, working with the Provost and the Curriculum Committee

**Freshman Studies Director**
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 (with Curriculum Committee & Provost) (1)
Provide support to ensure that Freshman Studies instructors achieve excellence. (1)
The Library
Develop a long-range strategic plan for library staffing, program, and facilities. (1)
Enhance the role of the library in support of our learning program and support the library accordingly. (1-1)
Enhance the role of the library as a “Learning Commons” where students can develop essential learning skills, such as writing. (with CTL) (1-1)
Continue to develop collections and provide increased access to resources that represent a full range of perspectives. (1-5)
Enhance students’ abilities to identify research questions, obtain information, and use it ethically. (1-2)
Collect, preserve, and make accessible the intellectual and artistic accomplishments of students, faculty, and staff by creating and maintaining an institutional repository. (1-6)
Develop community-enhancing programming spaces within the library for collaboration, discussion, and public intellectual life. (2)
Promote the role of the library in the idea of life-long learning and collaborative activity with programming and community experiences in the library. (3)
Explore methods for systematically managing University records of enduring value. (1-6)

Off-Campus Programs
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. (1-2)
Establish a goal for the percent of students we wish to have an off-campus experience. (1-2)
Establish regular assessment of off-campus study (domestic and global). (with Research Administration) (1-2)

Responsible individuals: Associate Dean of the Faculty and Off-Campus Programs Coordinator

Provost’s Office
Continue to support and celebrate our distinctive Freshman Studies Program as a vital shared intellectual experience for students and faculty. (with FRST Director) (1-1)
Strengthen support for our new Senior Experience Projects, particularly those that emphasize the development of self-direction. (1-2)
Use assessment results to identify and support faculty and staff needs. (1-3)
Promote faculty scholarship by providing financial resources to support scholarship, creative activity, pedagogical innovation, and travel to conferences. (1-3)
Complete implementation of 5-year plan for faculty compensation increases. (1-3)
Enhance interdisciplinary curricular and programs. (1-1)
Explore the use of targeted recruitment to hire and retain more diverse faculty and academic staff. (2)
Strengthen Student Academic Services. (1, 3)
Better coordinate faculty development efforts across campus. (1-3)
Encourage a culture of peer teaching observation and assessment within the entire faculty. (with the Tenure Committee and Faculty Resource Person) (1-3)
Assess and improve pre-professional advising on-campus. (3)
Utilize retention studies to reach retention and graduation rate targets (when said targets are established). (2) (with Enrollment Committee & CTL)
Identify a position to support dissemination of pedagogical innovation and other faculty development activities. (1)
Be mindful of facilities geography to provide cross-fertilization between departments and academic disciplines. (2)
Develop a clearer set of policies for long-term contingent faculty regarding evaluation, mentoring, promotion, salary increases, and job security. (2)
Increase awareness of and emphasis on student fellowship and scholarship opportunities. (3)

**Responsible individuals:** The Provost and Dean of the Faculty

**Long Range Financial Planning Committee**
Continue to assess the financial implications of the goals of the Strategic Plan and disseminate results and recommendations to decision-making bodies. (6)
Develop and present the annual budget as part of a multi-year plan including revenue and expense projections. (with Financial Services) (6)
Establish a goal for total endowment growth, determine the feasibility and timeline for achieving that goal, and raise the necessary funds. (with Development) (6)
Determine specific targets for annualized growth of Lawrence Fund revenue. (with Development) (6)
Explore the potential for increasing revenue streams from conferences, facility rental, etc. (6)
Establish clear policies, procedures and criteria for the review of new and existing programs and the reallocation of existing resources. (with Curriculum Committee) (6)

**Evaluate the potential benefit of outside consultants to complete or update a comprehensive Campus Master Plan. (5)**

**Responsible individuals:** Provost and VP for Business Affairs

**Admissions & Financial Aid**
Enroll and retain students representing underserved and international populations. (2)
Assess targeted admissions and mentoring programs to determine whether such programs are effective and whether they should be expanded to other constituencies. (1, 2)
Implement the optimum Conservatory/College [student] ratio determined in 2011. (with Provost & Dean of Conservatory) (2, 6)
Establish retention and graduation rate targets. (with Enrollment Committee) (2)
Implement Board-approved recommendations of the Task Force on Enrollment Strategies for enhancing net tuition revenue. (6)

**Responsible individuals:** Vice President for Enrollment, supported by the Committee on Enrollment
**Lawrence University Alumni Association**

**Broad assignments:**
- At Board meetings, periodically review the Ambitions and Objectives of the Strategic Plan.
- Continue to partner with the administration in developing a robust and successful series of programs to engage Lawrence alumni, parents, and friends with the college in meaningful ways.
- Serve as a partner in enhancing Lawrence’s reputation locally, regionally, and nationally.

**Specific assignments:**
- Serve as Lawrence’s most visible volunteers by assisting with events and other engagement programs in geographic regions across the country. (3)
- Identify existing, and develop new, internship opportunities for students in work environments with which you have connections or contacts; when possible, serve as mentor to student intern(s). (3)
- Participate in alumni career conferences or other Lawrence Scholars programs when appropriate. (3)
- Assist admissions efforts by volunteering at admissions fairs and promoting Lawrence to prospective students. (6)
- Serve as “connectors” by encouraging classmates and others to become more engaged with Lawrence; *e.g.*, use Facebook to promote “This is Lawrence” video series, return to reunions and encourage classmates to return, help heighten the college’s visibility through word of mouth. Develop and cultivate alumni networks for social and career benefits. (3)
- Explore educational opportunities for students that might link with Board activities. (*e.g.*, LUAA board of directors’ responsibilities generally) (1)
- Adopt an Objective of the Strategic Plan as an important part of your personal commitment of energy and ideas, and/or philanthropy to Lawrence.

**Board of Trustees**

**Broad assignments:**
- At Board meetings, periodically review and reinforce the Ambitions and Objectives of the Strategic Plan.
- Keep our Ambitions and Objectives in mind during Board discussions and decision-making.

**Specific assignments:**
- Identify existing, and develop new, internship opportunities for students in work environments with which we have connections or contacts; when possible, serve as mentor to student intern(s). (3)
- Explore educational opportunities for students that might link with Board activities. (*e.g.* investment strategies; board of directors’ responsibilities generally) (1)
Adopt an Objective of the Strategic Plan as an important part of Board Members’ personal commitment of energy and ideas, and/or philanthropy to Lawrence.

*Responsible individual: Chairman of the Board*

**Development and Alumni Relations**

*Alumni & Constituency Engagement*

Expand *Lawrence Scholars* programming to other areas. (3)
Encourage alumni to provide internships and post-graduate jobs. (3)
Undertake advising summits to connect faculty to alumni in a variety of fields. (3)
Promote alumni of distinction on-campus and in the wider community. (with Communications) (3)

*Responsible individuals: Vice President for Development and Alumni Relations, with Vice President for Students affairs with respect to Career Center activities*

**Communications**

Increase national visibility of our emphasis on Individualized Learning. (1)
Increase visibility of community engaged learning (with Pieper Professor) (1-6)
Promote alumni of distinction on-campus and in the wider community. (with ACE) (3)
Promote Lawrence at regional and national sustainability conferences. (4)
Promote Lawrence’s commitment to environmental stewardship. (4)

*Responsible individuals: Vice President for Financial Affairs, working closely with the Director of Communications; Vice President for Enrollment*

**Development Office**

Provide scholarships for off-campus curricular travel, Senior Experiences, and internships. (1)
Establish a goal for total endowment growth, determine the feasibility and timeline for achieving that goal, and raise the necessary funds. (with LRFPC) (6)
Determine specific targets for annualized growth of Lawrence Fund revenue. (6)
Complete preparations for the next comprehensive campaign by maximizing the donor base, identifying appropriate fund-raising goals to support new and continuing initiatives, and building the readiness of the Development Office. (6)

*Responsible Individuals: Vice President for Development, with the Provost.*

**The Faculty**

*Assessment Committee*

Establish regular assessment of off-campus study (domestic and global). (1)
Use assessment to demonstrate Lawrence’s impact on students. (1)

*Responsible individuals: Chair of the Assessment Committee, supported by the Curriculum Committee & Provost*

**Committee on Environmental Sustainability**

Develop a sustainability statement in accord with Lawrence’s Mission Statement. (4)
Improve Lawrence’s “green” profile as reported by organizations such as Sierra Magazine, Sustainable Endowments Institute, AASHE, and Peterson’s Guide. (4)
Create a culture of conservation via collaboration, education, and incentives. (4)
Support academic and community engagement projects that promote innovative sustainability efforts. (4) (with Pieper Professor)
Integrate educational opportunities with sustainability efforts. (4)
Assist the university in reducing use of fossil fuel-derived energy (or carbon footprint) by 25% of the 2003-2008 average. (with Facilities Services)
Consider the environmental impact of new campus initiatives. (with President) (4)
Implement ongoing assessment of sustainability efforts. (4)
Promote and support waste reduction and recycling. (4)
Promote Lawrence at regional and national sustainability conferences. (with Communications) (4)

**Responsible Individual:** Committee Chair

**Curriculum Committee**
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. (1-3)
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. (1-1)
Assess staffing levels and programmatic needs for interdisciplinary programs. (1-1)
Re-evaluate the GER program in light of our overall educational mission. (1-2)
Undertake a review of the Freshman Studies program, (with FRST director) (1-1)
Explore curricular innovations that would enhance students’ exposure to diverse populations in this country and propose suggested innovations to the faculty. (1-5)
Embrace and capitalize on the idea that our liberal arts education provides a strong foundation for innovative and entrepreneurial activity. (1-2)
Encourage and support more international opportunities and experiences. (1, 3)
Develop and promote new and existing environmental courses. (4)
Establish clear policies, procedures and criteria for the review of new and existing programs and the reallocation of existing resources. (6)
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. (1)
Add programming that provides a comprehensive link to global economy. (1 & 3)
Set the “gold standard” for Conservatory/College integration. (1-1,6) (with the conservatory)
Expand the *Innovation and Entrepreneurship* program to other areas. (1-2)
Consider the development of innovative new programs (1-1)

**Responsible individuals:** Provost and Curriculum Committee

**Enrollment Committee & Enrollment Planning Task Force**
Establish retention and graduation rate targets and utilize previous retention studies to reach them. (in conjunction with VP for enrollment, CTL, Student Academic Services & Dean of Students) (2)

**Responsible individuals:** VP for Enrollment
Faculty Committee on University Governance
Oversee the implementation of the Strategic Plan relative to faculty governance and the work of University Committees. (with President and Cabinet)
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. (with the President) (2)
Create governance or administrative structure to implement & assess sustainability efforts beyond the term of the President’s Committee on Sustainability. (4)
Responsible individual: Committee Chair

Long Range Financial Planning Committee
Continue to assess the financial implications of the goals of the Strategic Plan and disseminate results and recommendations to decision-making bodies. (6)
Develop and present the annual budget as part of a multi-year plan including revenue and expense projections. (with Financial Services) (6)
Establish a goal for total endowment growth, determine the feasibility and timeline for achieving that goal, and raise the necessary funds. (with Development) (6)
Determine specific targets for annualized growth of Lawrence Fund revenue. (with Development) (6)
Explore the potential for increasing revenue streams from conferences, facility rental, etc. (6)
Establish clear policies, procedures and criteria for the review of new and existing programs and the reallocation of existing resources. (with Curriculum Committee) (6)
Responsible individuals: Provost and VP for Business Affairs

Pieper Professor
Increase the visibility of Community Engaged Learning on campus. (1, 3)
Increase faculty development opportunities related to service learning pedagogy, project-based and experiential learning, and civic engagement. (1-3)
Develop incentives for faculty to undertake engaged learning in their courses. (1-3)
Develop a university-wide system for tracking and assessing credit-bearing service learning, including independent studies and tutorials. (1-2)
Support academic and community engagement projects that promote innovative sustainability efforts. (with Committee on Sustainability) (4)
Responsible individuals: VP for Student Affairs and Provost, working with holder of the Chair

Tenure Committee
Encourage a culture of peer teaching observation and assessment within the entire faculty. (with the Provost’s Office and Faculty Resource Person) (1-3)
Improve the instruments and methodologies for student evaluation of teaching (with Research Administration) (1-3)
Develop greater diversity awareness in members of the Tenure Committee as well as members of faculty search committees. (2)
Responsible individual: Tenure Committee Chairs

Wellness Committee
Identify wellness-related needs of students, faculty and staff, implement appropriate programs, and assess effectiveness of campus-wide wellness efforts. (2)
Provide increased opportunities for social interactions and group activities. (2)
Sponsor campus-wide active events (e.g. bike rides, intramurals) to increase engagement of non-varsity athletes with athletics and wellness activities. (2)
Capitalize on athletic facilities and personnel to assist in the development of wellness programs on campus. (2)
Responsible individuals: Committee Co-Chairs

Financial Affairs
Facilities Services
Consider the environmental impact of new campus initiatives. (with Committee on Environmental Sustainability) (4)
Implement ongoing assessment of sustainability efforts. (ibid) (4)
Promote and support waste reduction and recycling. (ibid) (4)
Reduce use of fossil fuel derived energy (or carbon footprint) by 25% (over 2003-2008 average) by 2015. (ibid) (4)
Assist with renovation of Downer, Wilson House, and student residences. (4)
Responsible individuals: VP for Financial Affairs, working closely with the Chair of the Committee on Sustainability.

Financial Services
Develop and present the annual budget as part of a multi-year plan including revenue and expense projections. (with LRFPC) (6)
Establish room and board revenue targets in line with our competitive peers and consistent with the perceived quality of the services Lawrence provides. (with Dean of Students) (6)
Work toward elimination of outstanding balance sheet issues (Interfund obligation; short-term line of credit balance; lack of cash reserves). (6)
Develop a plan for funding the maintenance backlog. (6)
Maximize operating efficiencies through investment in sustainability initiatives and employee wellness programs. (6)
Significantly increase the annual capital expenditures budget. (5)
Responsible individuals: VP for Financial Services

Information Technology Services
Provide and support user-friendly, secure, and reliable technology services that enhance and enable effective teaching, learning, and efficient execution of university business.
Develop an innovative web presence that facilitates easy and efficient content creation and management, and effectively communicates the university's identity and mission.
**LUCC**
Support the Strategic Plan through its resolutions and financial support of student groups and activities.
Through the finance committee, give priority to co-sponsored events and collaborative projects that bring together campus communities. (2)
Codify connections between parallel student and campus committees. (2)
Help to promote wellness initiatives. (2)

Create multi-cultural programming for prospective and current students. (3)
Promote environmental responsibility in residence halls; make recommendations for changes to policies and facilities to encourage sustainability. (4)
Financially support student initiatives for sustainability. (4)
Promote and support waste reduction and recycling. (4)

**President’s Office**
**Office of Research Administration**
Assess targeted admissions and mentoring programs to determine whether such programs are effective and whether they should be expanded to other constituencies. (1, 2)
Improve the instruments and methodologies for student evaluation of teaching (with Tenure Committee) (1)
Use assessment to demonstrate Lawrence's impact on students (with assessment committee) (1)
Establish regular assessment of off-campus study (domestic and global). (with Off-Campus Study) (1)

**The President**
In addition to holding ultimate responsibility for implementation of The Strategic Plan and communication with the Board of Trustees:
Support and revitalize activities that nurture a shared intellectual life across campus (e.g. convocations, conferences). (2)
Create and implement a 5-year plan for staff compensation. (1,2)
Explore the use of targeted recruitment to hire and retain more diverse staff. (2)
Assess and implement changes to administrative and committee structures to ensure shared responsibility and governance are at the core of University decision-making. (with FCUG, 2)
Provide increased opportunities for cross-fertilization among departments, offices, academic disciplines, and the college and conservatory. (2)
Consider the environmental impact of all new campus initiatives. (with Committee on Sustainability) (4)
Engage outside consultants to complete a comprehensive Campus Master Plan including technology- and energy-related infrastructure, creation of a Learning Commons and significant upgrades to athletic facilities. (5)
**Student Affairs**

**Bon Appétit**

Increase the purchase of locally grown foods to 20% by 2015. (4)

*Responsible individuals:* Vice President for Student Affairs, with the Chair of the Sustainability Committee

**Campus Life**

Undertake student affairs external review to ensure that appropriate staffing, programs, and services are available to students. (2)

Establish room and board revenue targets in line with our competitive peers and consistent with the perceived quality of the services Lawrence provides. (with Financial Services) (6)

Celebrate existing campus traditions and develop new student-oriented traditions *(e.g. declaration of major, completion of Senior Experience).* (2)

Utilize retention studies to reach retention and graduation rate targets [when said targets are established]. (with the Provost’s Office & Enrollment Committee) (2)

Evaluate campus diversity and recommend means to improve campus integration. (2)

Develop environmentally sound lifestyle choices in residential life. (4)

*Responsible individual: VP for Student Affairs*

**Career Center**

Expand and encourage student internships and other experiential programs. (3)

Expand and support the Career Center and integrate faculty knowledge and support into these offices’ goals and methods. (3)

Encourage alumni to provide internships and post-graduate jobs. (with ACE) (3)

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

*Responsible individuals:* Vice President for Student Affairs, supported by the holder of the Pieper Chair

**Multicultural Affairs (office and Committee on Diversity)**

Expand and support the Office of Multicultural Affairs and encourage faculty knowledge and support of the goals and methods of these offices. (3)

Create multi-cultural programming for prospective and current students. (3)

*Responsible individuals:* VP for Students Affairs, supported by the Committee on Diversity

**Wellness Committee**

Identify wellness-related needs of students, faculty and staff, implement appropriate programs, and assess effectiveness of campus-wide wellness efforts. (2)

Provide increased opportunities for social interactions and group activities. (2)

Sponsor campus-wide active events *(e.g. bike rides, intramurals)* to increase engagement of non-varsity athletes with athletics and wellness activities. (2)

Capitalize on athletic facilities and personnel to assist in the development of wellness programs on campus. (2)
Responsible individuals: Committee Co-Chairs