

**TO: President Carol Christ**

**FROM: Common Ground Campus and Alumnae Committees**

**DATE: October 16, 1006**

**RE: Strategic Planning Proposals**

**We submit the following ten strategic planning proposals in an attempt to realize the intersections between the fifteen Common Ground working recommendations and the eight strategic directions identified by the campus planning process.**

**The heading for each proposal identifies the strategic direction that it aims to advance, drawing at once from the original Common Ground working recommendations and from additional priorities that have emerged through multiple Common Ground campus feedback opportunities as well as in strategic planning roundtables.**

**Given the number of proposals and the limited time frame for gathering and assimilating the campus feedback to the original working recommendations while developing the proposals, we nonetheless determined to offer at least a brief (and in some cases more detailed) outline of the ten major ideas or concepts that emerged as a result of Common Ground strategic planning discussions during the fall semester.**

**For greater clarity, we would like to summarize, once again, the vision, principles and goals in the area of diversity developed for the college as a result of the 2006 report, Common Ground: Community in Diversity at Smith College:**

### **Vision**

*As a central element of its commitment to excellence, Smith College seeks to provide an environment that fosters the recruitment and success of a diverse student, faculty, and staff community.*

### **Diversity Principles**

- **Power and privilege influence access to opportunities and resources, according to distinctions among people based on race, age, ethnicity, gender, sexual orientation, social class, religion, and disability.**
- **Within any given community, people will have multiple and complex social identities that both connect them to and differentiate them from others.**

- **Valuing diversity requires not simply an acknowledgement of differences, but a commitment to overcoming inequities and fostering a hospitable and respectful community.**

### **Diversity Goals**

**Diversity initiatives at the college have three goals:**

- 1) to enable all to recognize and learn about the varied traditions, backgrounds, and capacities that members of the community bring to the college, and to recognize that each member has something to teach and something to learn;**
- 2) to foster critical thought about equality, inequality, power and privilege in society;**
- 3) and, finally, to reduce (as much as is possible) inequalities in the college community that are based on such differences.**

**Achievement of these goals must be a key priority in any academic environment that aspires to support intellectual exploration, innovative research, and effective problem-solving. Creating a community that is accepting and respectful of all its members is not, then, simply one of our goals; rather, the vision of such a community must be recognized as central to every aspect of each of the strategic priorities for the college, from curriculum to co-curriculum, associated with providing an excellent education.**

**The Common Ground Strategic Planning Proposals that follow seek to realize these goals.**

**COMMON GROUND STRATEGIC PLANNING PROPOSALS**  
**October 16, 2006**

**Strategic Direction I: *Strengthen Essential Student Capacities***

- **CIVIC ENGAGEMENT AND LEADERSHIP IN A DIVERSE WORLD COURSE REQUIREMENT**

**Strategic Direction II: *Promote a Culture of Research, Inquiry, and Discovery***

- **FACULTY HIRING AND RETENTION INITIATIVE**
- **“CUTTING EDGE” FACULTY READING GROUPS AND LECTURE SERIES**

**Strategic Direction III: *Encourage Purposeful Engagement with Society’s Challenges***

- **“WAYS OF LEARNING” PEDGAGOGICAL DEVELOPMENT WORKSHOPS**

**Strategic Direction IV: *Deepen Students’ Awareness and Appreciation of Other Cultures and Global Issues***

- **GLOBALIZATION, SOCIAL IDENTITY, AND EQUITY PROFESSORSHIPS**

**Strategic Direction V: *Prepare Women for Rewarding Lives in a Rapidly Changing World***

- **DIFFICULT DIALOGUES INITIATIVE**
- **STAFF HIRING AND DEVELOPMENT INITIATIVE**

**Strategic Direction VI: *Support and Promote Environmental Sustainability***

- **DISABILITY ACCESS REVIEW OF FACILITIES AND PROGRAMS**

**Strategic Direction VII: *Open Doors to Women of Promise***

- **STUDENT SCHOLARS COMMUNITY**

**Strategic Direction VIII: *Extend Smith’s Impact on the World***

- **ALUMNAE CONFERENCE ON RACE AND COMMUNITY**

## **Addendum: Strategic Planning Intersections**

**Given that the Committee on Mission and Priorities is charged with identifying intersections between the various proposals that are submitted for consideration, the Common Ground committees would like to indicate our support for the following Strategic Initiatives submitted by other groups and individuals, as well as the support of other groups for the Common Ground initiatives.**

### **JOINT INITIATIVE**

- **Disability Access Review of Facilities and Programs [*with Disability Access Advisory Committee*]**

### **COMMON GROUND SUPPORT FOR OTHER INITIATIVES:**

- **Colleague Circles Initiative [*Faculty Microclimate Change Project*]**
- **Picker Fellowships for Curricular Development [*Faculty Microclimate Change Project*]**
- **Cohort Support for Mendenhall and Mellon Fellows [*Faculty Microclimate Change Project*]**
- **Regional Symposia for Women of Promise [*Faculty Microclimate Change Project*]**
- **Emerging Scholars Initiative [*Faculty Council*]**
- **Global Visual Culture Initiative [*Dept of Art and Museum of Art*]**

### **OTHER SUPPORT FOR COMMON GROUND INITIATIVES:**

- ***Faculty Council* and *SGA* support for Common Ground Faculty Hiring and Retention Initiative**
- ***Faculty Council* and *SGA* support for Common Ground “Cutting Edge” Faculty Reading Groups and Lecture Series**
- ***CAP* and *SGA* support for Common Ground “Ways of Learning” Workshop proposal**
- ***SGA* support for Common Ground Student Scholars Community proposal**
- ***Residence Life* and *SGA* support for Common Ground Difficult Dialogues Initiative**