Strategic planning process review

- Comprehensive process led by Committee on Mission and Priorities (CMP)

- Engaged students, faculty, staff

- Open call for proposals (Spring 2015)
  - 190 received

- Review of proposals (Summer 2015)
  - Proposal status: [http://www.smith.edu/planning/](http://www.smith.edu/planning/)

- Strategic directions draft developed (Fall 2015)
<table>
<thead>
<tr>
<th>Date</th>
<th>Event Description</th>
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<tbody>
<tr>
<td>February 5, 2015</td>
<td>Open call for proposals</td>
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<tr>
<td>September 3, 2015</td>
<td>Strategic planning retreat</td>
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<tr>
<td>October 27-28, 2015</td>
<td>Presentations to faculty and staff</td>
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<tr>
<td>November 2, 2015</td>
<td>CMP review of emerging strategic directions</td>
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<td>December 8, 2015</td>
<td>CMP review of revised strategic directions draft</td>
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<tr>
<td>January 19, 2016</td>
<td>Strategic directions reviewed and refined at faculty retreat</td>
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<tr>
<td>February 2 &amp; 4, 2016</td>
<td>Playback sessions for staff, faculty and students</td>
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<tr>
<td>February 3, 2016</td>
<td>Presentation to Student Government Association</td>
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<tr>
<td>May 2016</td>
<td>Draft plan presented to Board of Trustees and circulated for community comment</td>
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<tr>
<td>Summer 2016</td>
<td>Plan revision</td>
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<tr>
<td>Fall 2016</td>
<td>Presentation of final plan</td>
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Emerging strategic directions

1. Attract, enroll and retain an excellent and diverse student body

2. Expand experiential learning

3. Invest in state-of-the-art learning spaces

4. Grow faculty capacity in emerging areas

5. Foster a creative campus

6. Develop the next generation of environmental leaders

7. Create and maintain an inclusive educational, working and living environment

8. Engage alumnae throughout the life course
<table>
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<th>CMP members 2014-2015</th>
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<tr>
<td>Kathleen McCartney, Chair</td>
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<td>Nancy Bradbury, English</td>
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<td>Patrick Coby, Government</td>
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<td>Elliot Fratkin, Anthropology (Faculty Council rep)</td>
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<td>Michael Howard, VP for Finance &amp; Administration</td>
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<tr>
<td>Cade Johnson ’16</td>
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<td>Kimberly Kupinski ’15</td>
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<tr>
<td>Courtney Lannert, Physics</td>
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<td>Elisa Lanzi, Smith Libraries</td>
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<td>Donna Lisker, Dean of the College</td>
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<td>Robert Newton, Geosciences</td>
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<td>Joe O’Rourke, Associate Provost</td>
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<td>Beth Raffeld, VP for Development (non-voting)</td>
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<tr>
<td>Rebecca Shaw, Associate Dean of Students</td>
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<td>Dano Weisbord, Director of Sustainability</td>
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## CMP members 2015-2016

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<td>Julia Collins ’17</td>
<td>Bill Peterson, Associate Provost</td>
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<td>Robert Dorit, Biological Sciences</td>
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<td>Michael Howard, VP for Finance &amp; Administration</td>
<td>Jeffry Ramsey, Philosophy</td>
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<tr>
<td>Cade Johnson ’16</td>
<td>Alan Rudnitsky, Education and Child Study</td>
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<tr>
<td>Barbara Kellum, Art (Faculty Council rep)</td>
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Strategic Direction 1

Attract, enroll and retain an excellent and diverse student body

Ensure access to a diverse and engaging learning community as a path to equality and excellence

Invest in targeted outreach programs
  ○ Counselors
  ○ Coaches

Invest in public profile
  ○ Targeted social media
  ○ New website

Implement strategic financial aid program
  ○ Reduce need- conscious decisions
  ○ Improve packaging across all income tiers

Enhance campus culture
  ○ Leadership programs
  ○ Revitalize cultural/intellectual life in the houses
  ○ Strengthen campus discourse
  ○ Revitalize athletics
Strategic Direction 2

Expand experiential learning

*Promote a culture of guided purposeful inquiry across all divisions in ways that benefit faculty, students and staff*

Focus and fund Concentrations

Enhance Praxis
- Connect liberal arts to experience, in the U.S. and abroad

Give every student access to a research experience
- Expand SURF
- Provide early research experiences for first-years
- Create classroom-based research experiences across the divisions
- Foster co-authored papers across the divisions

Prepare students for global cultural fluency
- Create short-term, flexible study abroad opportunities
- Expand study abroad options for STEM majors

Forefront innovation in the curriculum and co-curriculum
- Design Thinking
- Jill Ker Conway Innovation Center

Enhance agency of lab instructors for research with students
Strategic Direction 3

Invest in state-of-the-art learning spaces

Maintain academic excellence by renovating classroom spaces to reflect evolving ways of teaching and learning

Classrooms
- Case study classrooms for dynamic learning
- Spaces for collaboration
- Outdoor classrooms
- Cutting-edge spaces for seminars, studios, labs and lectures
- Co-located formal and informal learning spaces
- Video conferencing capability

Innovation/maker spaces

Reimagine Neilson Library
- Flexible and sustainable
- Magnet for solo and group study
- Technology rich (material collections, digital services and tools)
- Center of expertise
Strategic Direction 4

Invest in curricular and programmatic innovation where Smith can set itself apart

Grow faculty expertise in emerging areas, in all disciplines

Critically evaluate and apply data to solve human problems
- Visualization and visual studies
- Data sciences
- Computational methods
- Digital humanities
- Spatial analysis

Build creative capacities as makers, creators, and innovators
- Design thinking
- Creative Writing
- See also Creative Campus goals

Navigate a rapidly changing globally networked society
- Digital/media studies
- Global studies and languages
- International policy

Provost’s Curricular & Research Innovation Fund
- Problem-based teaching
- Collaborative research
- Acquiring new expertise

Integrate inclusive teaching across the curriculum
Foster a creative campus

*Create synergies to make the arts and humanities vibrant and visible and to deepen the benefits of efforts we already make*

Office for the Arts
- Coordinate programming across creative departments
- Coordinate student research and creative experiences
- Grantmaking and fundraising

Pursue campuswide themed initiatives through the arts
Strategic Direction 6

Develop the next generation of environmental leaders

*Use the campus as a sustainability research/teaching laboratory to promote innovation*

Align curriculum and operations to address real world challenges
- e.g., permeable pavement parking lot monitoring capacity for student research

Advance the concept of the “not so big” campus
- Provide incentives for sharing space

Invest in leading practices for operational sustainability
- Revisit landscape practices and landscape master plan
- Continue to pursue enlightened food/dining practices

Continue to reduce carbon footprint
Strategic Direction 7

Create and maintain an inclusive educational, working and living environment

*Prepare members of the Smith community to explore the varying perspectives, outlooks and values that contribute to inclusion and justice in the world*

Assess campus climate
- Survey and organize listening events, formal and informal, for students, staff and faculty
- Share results
- Develop inclusion strategic plan

Recruit, retain and support more students, staff and faculty of color
- Maintain Bridge
- Expand access to National Council for Faculty Diversity and Development programs
- Sustain and refine implicit bias program for hiring departments

Promote a climate of full inclusion in classrooms, houses and workplace

Provide sustained education on living, learning and working in an intercultural educational context
- Collaborate with Sherrerd Center on teaching in multicultural classrooms
- Revisit and strengthen academic freedom statement

Develop additional programs based on ideas from the Smith community
Strategic Direction 8

Engage alumnae throughout the life course

*Deepen alumnae connections to Smith and to one another in order to demonstrate the power of Smith in the world*

Build and strengthen alumnae networks
- e.g., Smith Women in Business

Expand career-focused young alumnae programming

Empower alumnae as ambassadors for Smith
- Admission recruitment
- Jobs/internships
- Fundraising
- Reputation

Explore new options for pre-college and executive education
Questions about the strategic directions

- Does this set of initiatives reflect your aspirations and ambitions for Smith?

- What are your top three strategic directions?

- What (if anything) is missing?