



# PITZER COLLEGE

*Sustainable Excellence*

---

Strategic Plan 2025

## **Table of Contents**

President's Message

Provida Pitzer: Planning for the Future

Goal I

Goal II

Goal III

Goal IV

Acknowledgements

Pitzer College Mission & Values



Pitzer College

Established 1963



## President's Message

---

It is my pleasure to share with you *Sustainable Excellence*, an overview of the Pitzer College Strategic Plan 2025.

This new plan reflects the dedicated efforts of many members of our community. It is the outcome of an inclusive and consultative process involving students, faculty, staff, alumni, parents and trustees. College Council unanimously endorsed the plan in April 2019 and the Board of Trustees did the same shortly thereafter.

Our new strategic plan affirms Pitzer's mission and core values and provides a guiding framework for Pitzer to thrive and advance in a rapidly changing environment over the next five years. It will move the College forward by making us stronger and more flexible, allowing us to adapt to new types of learners and address emerging issues and needs.

In concert with our history and tradition, the entire Pitzer community was encouraged to contribute to this plan through multiple avenues. And, while countless individuals participated in its development, I am particularly thankful to the members of the Strategic Planning Committee and the Strategic Planning Working Groups for their unflagging commitment and noteworthy contributions.

I hope you share my enthusiasm for this plan, as it truly reflects the strength, vision and collaboration of our beloved College. I am confident that as we move into the implementation process over the coming months, we will accurately and effectively respond to the priorities of our community.

*Provida Futuri,*

Melvin L. Oliver  
President





Since its founding in 1963, Pitzer has celebrated inquiry—what the College’s first president called “that constant search for truth and freedom begun ages ago when man first lifted his eyes from the earth and asked a question.” The youngest of Claremont’s undergraduate colleges, Pitzer has never stopped questioning itself and everything else, looking for new and better ways to educate students as they become engaged citizens of an ever-evolving world.

Pitzer College’s Strategic Plan 2025 is part of that tradition—a new blueprint born from inquiry and analysis that charts the next phase of the College’s future. College Council and the Board of Trustees unanimously approved the plan in spring 2019 after more than a year of discussion and deliberation among Pitzer students, faculty, staff and trustees.

As outlined in the following pages, the approved plan is a response to that community-wide assessment. The strategic-planning process involved roughly 100 meetings and more than 800 survey responses. Pitzer’s Strategic Planning Committee brought the community together to think hard about the College’s strengths and weaknesses, its opportunities and challenges, and its imperatives and aspirations.

The plan’s four primary goals address issues that the Pitzer community identified as the College’s top priorities. At a glance, they are:

- Expand interdisciplinary opportunities and academic resources
- Cultivate a greater sense of community and engagement across campus
- Strengthen financial sustainability to broaden access to a Pitzer education
- Ensure inclusive, transparent and effective institutional decision-making

These goals illuminate both today’s realities and tomorrow’s possibilities at Pitzer.

Pitzer started out as the fifth of the undergraduate Claremont Colleges with five majors that emphasized the social and behavioral sciences. As times changed, its roster of majors grew, now standing at more than three dozen. One of the first colleges in the US to create an environmental studies program, Pitzer is also home to the country’s first secular studies program. Pitzer recently led the charge to create a Claremont Colleges-wide initiative to confront the issue of mass incarceration in the US.





The Pitzer community counts such flexible and innovative programs among the College's main strengths. But stakeholders said Pitzer must continue to find new ways to address students' evolving academic interests, including STEM, economics and business-related fields.

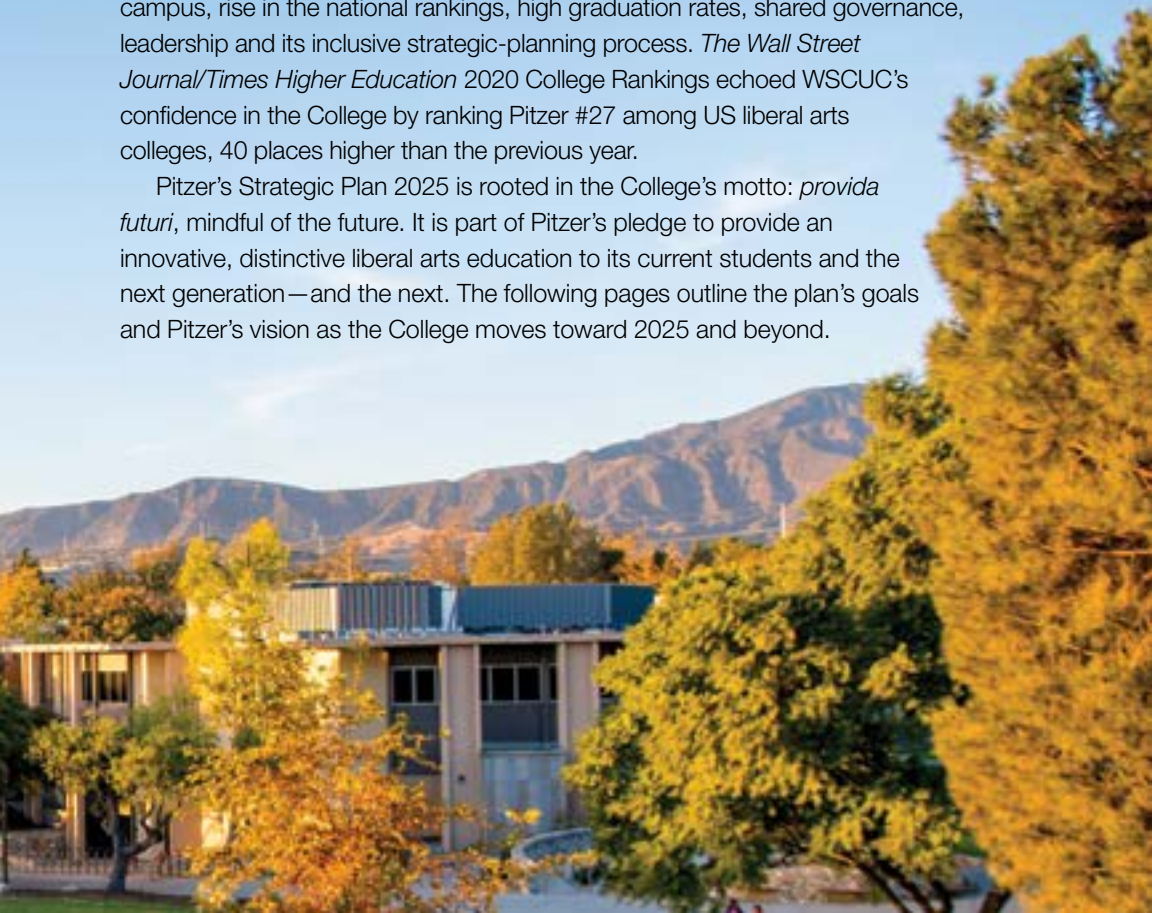
The community also cited Pitzer's five core values—Social Responsibility, Intercultural Understanding, Interdisciplinary Learning, Student Engagement and Environmental Sustainability—as crucial components of the College's character.

In many ways, those values infuse the curriculum and campus life. Graduation guidelines include social responsibility and intercultural understanding requirements. Professors from distinct disciplines pair up to co-teach courses. Students participate in college governance and live in LEED-certified residence halls. Yet the strategic plan calls for the College to go even further in its commitment to living those core values. In short, the strategic plan charts a way for Pitzer to build on its successes and strengths while addressing areas in need of further exploration and development.

Exactly how the College achieves those goals is now in the hands of the Strategic Plan Implementation Committee. Convened in fall 2019 and composed of faculty, staff and student representatives, the committee is charged with identifying specific actions and developing a timetable for implementation over the next five years.

Pitzer is embarking on this stage of the strategic plan shortly after the WASC Senior College and University Commission (WSCUC) reaffirmed the College's accreditation for another eight years. During that process, WSCUC commended Pitzer's commitment to teaching excellence, its clear educational objectives, beautiful campus, rise in the national rankings, high graduation rates, shared governance, leadership and its inclusive strategic-planning process. *The Wall Street Journal/Times Higher Education 2020 College Rankings* echoed WSCUC's confidence in the College by ranking Pitzer #27 among US liberal arts colleges, 40 places higher than the previous year.

Pitzer's Strategic Plan 2025 is rooted in the College's motto: *provida futuri*, mindful of the future. It is part of Pitzer's pledge to provide an innovative, distinctive liberal arts education to its current students and the next generation—and the next. The following pages outline the plan's goals and Pitzer's vision as the College moves toward 2025 and beyond.







## *Enhance Academic Resources & Support*

---

**GOAL I:** Broaden the interdisciplinary landscape and expand academic resources to better equip students to engage holistically with the complex problems of the world.

A Pitzer education is distinctive in many ways, including its curricular flexibility and the integration of the core values within the academic program and co-curricular experience. In addition to preserving these areas of distinction, it is important to ensure our academic structures effectively serve the College and respond to current and emerging student interests and needs.

Expanding and enhancing academic resources will provide students with the knowledge and tools to be successful, engaged and adaptive citizens of their communities, both locally and globally.

To expand interdisciplinary opportunities and academic resources, we will:

- Create new interdisciplinary strategies, leveraging existing academic programs, both to guide and respond to students' changing academic interests.
- Rethink the allocation of faculty lines through cross-disciplinary, faculty-led conversations, to advance the College's academic plans and priorities.
- Further integrate the Keck Science program into traditional core academic programming to expand interdisciplinary learning opportunities and promote creativity and innovation in the sciences.
- Improve student learning by using added resources to create new program offerings, enhance academic space and technology, support increased enrollment at Keck Science and support existing faculty lines and majors.
- Enhance academic support services to better meet the needs of an increasingly diverse student body.
- Reimagine the first- and second-year student experiences in ways that increase retention and improve academic and career advising.







## *Build a Thriving Community*

---

### **GOAL II:** Advance a College-wide sense of community and engagement by cultivating an environment where students, faculty and staff all thrive.

Pitzer's core values prominently factor into why individuals choose to study and work at the College. We should celebrate these distinctive elements of the institution and ensure that we act in alignment with our stated values.

Bringing together members of the community to improve learning and the student experience in an increasingly diverse and rapidly changing environment will be critically important, particularly as the College grows.

To cultivate a greater sense of community and engagement across campus, we will:

- Facilitate the bringing together of students, faculty and staff in both formal and informal settings by expanding the portfolio of shared experiences.
- Steward campus facilities and technology to promote learning, community and engagement.
- Promote intercultural understanding and community trust through cross-group dialogue and other means.
- Anticipate, identify and respond to the diverse needs of all members of the College community, emphasizing inclusion and equity.
- Improve the overall student experience, using student-led dialogue as the basis for planning.
- Develop a long-term strategic enrollment plan that increases access to the College, optimizes the use of College resources and positions the College to have a more socioeconomically diverse student body.





**GOAL III:** Deepen our commitment to financial sustainability to promote broader access to a Pitzer education and create adaptability in response to the evolving higher education landscape.

Pitzer's excellent reputation, increased selectivity and improved student retention are noteworthy. However, the College's relatively modest endowment and dependency on tuition revenue pose potential risks for the long-term financial health of the institution.

Strengthening and diversifying our finances will assist the College in an increasingly competitive environment as we seek to attract more and diverse students while promoting the College's values.

To strengthen our financial sustainability to broaden access to a Pitzer education, we will:

- Implement a thoughtful plan for enrollment growth to increase revenue and realize the benefits of scale.
- Build a more robust, nimble and creative advancement operation.
- Build our brand, create more awareness and capture more of our public's mind share through a concerted communications program emphasizing the accomplishments of our students, alumni, faculty and staff, and how these reflect and reinforce the College's core values.
- Diversify revenue sources, including building the endowment, to create a more flexible foundation for the future.





## *Optimize Planning & Decision-Making*

---

### **GOAL IV:** Develop a culture of inclusive, intentional and transparent planning and decision-making.

Shared governance is central to Pitzer's founding and a significant element of campus culture historically. However, tension arises between the desire for widespread consultation by multiple groups and the need for efficient decision-making based on accurate and timely information.

Instilling within the community the value and importance of collaborative and forward-thinking processes based on data and research will result in more effective decisions for the institution.

To ensure inclusive, transparent and effective institutional decision-making, we will:

- Build a flexible, collaborative infrastructure to collect, store, analyze and share data to inform institutional planning and decisions.
- Align consortium collaborations with the College's strategy and goals.
- Make governance structures, policies and processes more effective, ensuring they draw fully on the wisdom of all stakeholders.



## Acknowledgments

---

Strategic Plan 2025 was made possible by the participation of the entire Pitzer community, on campus and off. Key groups and individuals included:

### **Strategic Planning Committee:**

Co-chairs: Brinda Sarathy and Don Gould

Carlos Alvarez '15

Matthew Brunstad '20

Melissa Coleman

Brendan Schultz '19

Mike Segawa

Shahan Soghikian '80

### **Strategic Planning Working Groups:**

#### Financial Sustainability & Facilities/IT

Mark Bailey

Yvonne Berumen '97

Mark Crawbuck

Bob Goldstein

Patrice Langevin

David Levin '90

Neil Macready

Giang Nguyen '20

Keon Rabbani '19

Jon Reingold P'18

Brinda Sarathy

Shahan Soghikian '80

Laura Troendle

Kathy Yep

#### Academic Planning

Ahmed Alwishah

Brent Armendinger

Tom Brock '83

Melissa Coleman

Maddy Gould '19

Rose Kim '21

Jill Klein P'15

Michael Lindberg '20

Victor Milhon-Martin

Adrian Pantoja P'18

Lars Schmitz

Brendan Schultz '19

Andrea Scott

#### Campus Life & Climate

Carlos Alvarez '15

Will Barndt

Janet Dickerson

Shaafi Farooqi '19

Dan Hirsch

Barbara Junisbai

Alissa Roston '78, P'06

Mike Segawa

Bill Sheinberg '83, P'12

Zyana Slade-Bridges '21

Sandy Vasquez

Krystle Yu '19

## *Pitzer College*

---

Est. 1963

### **Our Mission**

Pitzer College produces engaged, socially responsible citizens of the world through an academically rigorous, interdisciplinary liberal arts education emphasizing social justice, intercultural understanding and environmental sensitivity. The meaningful participation of students, faculty and staff in college governance and academic program design is a Pitzer core value. Our community thrives within the mutually supportive framework of The Claremont Colleges, which provide an unsurpassed breadth of academic, athletic and social opportunities.

### **Our Values**

At Pitzer, five core values distinguish our approach to education: Social Responsibility, Intercultural Understanding, Interdisciplinary Learning, Student Engagement and Environmental Sustainability.

PIZZER COLLEGE

Est.

1963

PITZER  
COLLEGE







[www.pitzer.edu/strategic-plan](http://www.pitzer.edu/strategic-plan)