Pitzer College: Strategic Planning Goals and Objectives, 2019-2024
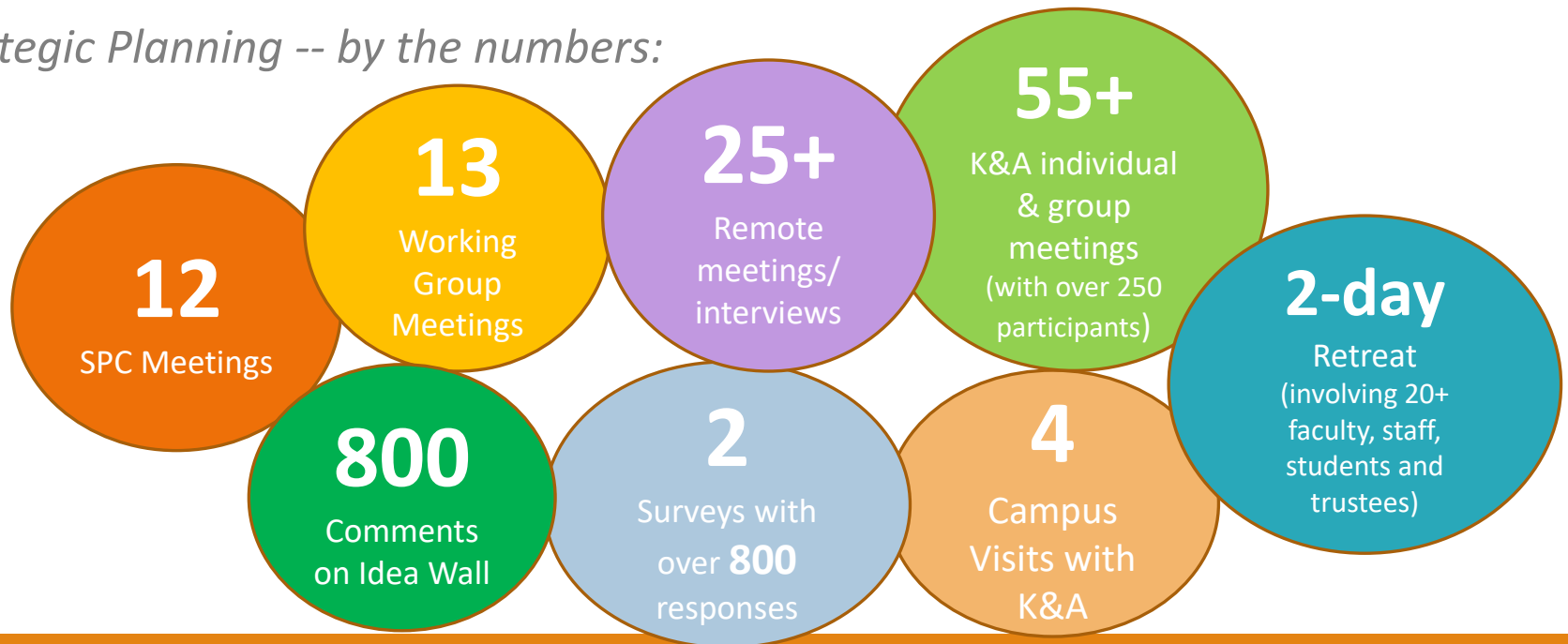
Strategic Planning: Process Review

Phase I: Information Gathering (AY 2017-18; September 2018 – January 2019)

Phase II: Priorities, Goals and Objectives (January – April 2019)

Phase III: Implementation Planning (April – September 2019)

Strategic Planning -- by the numbers:

12 SPC Meetings

13 Working Group Meetings

25+ Remote meetings/ interviews

55+ K&A individual & group meetings (with over 250 participants)

2-day Retreat (involving 20+ faculty, staff, students and trustees)

800 Comments on Idea Wall

2 Surveys with over **800** responses

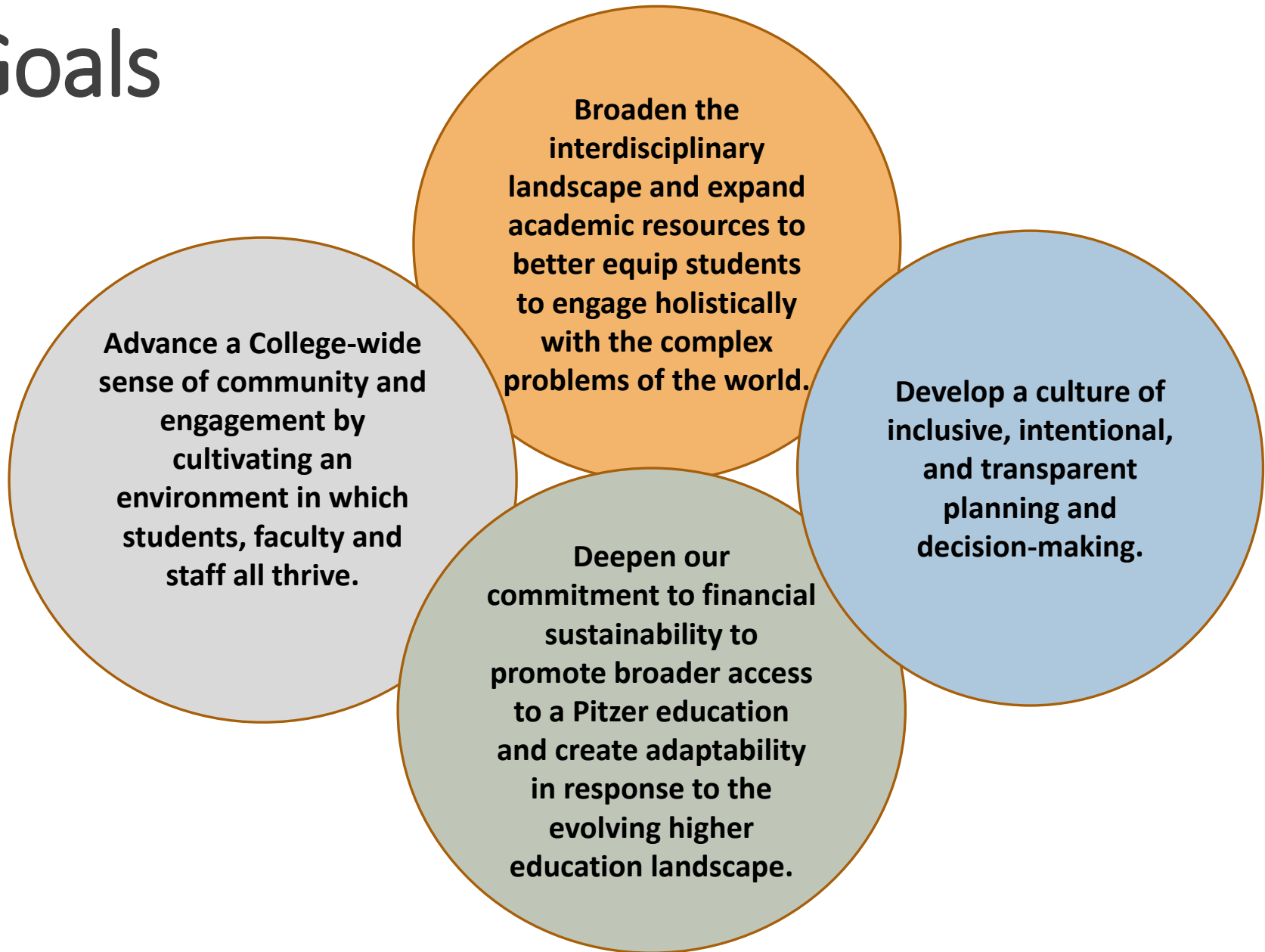**4** Campus Visits with K&A

Goals and Objectives

Strategic Planning Goals

◦ What will we do during the planning period to accomplish our mission and work toward our vision?

Strategic Planning Objectives

◦ How will we accomplish each goal?

Goals

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

Advance a College-wide sense of community and engagement by cultivating an environment in which students, faculty and staff all thrive.

Develop a culture of inclusive, intentional, and transparent planning and decision-making.

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.

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

Objectives:

- ❑ 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 Keck Science 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.

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

Objectives:

- ❑ 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 inclusive 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: 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.

Objectives:

❑ 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.

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

Objectives:

❑ 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.