

SUMMARY OF STRATEGIC PRIORITY GOALS, OBJECTIVES AND INITIATIVES

The following table summarizes the goals, key objectives and strategic initiatives for the seven priority areas for Spelman College’s Strategic Plan.

Transform the Student and Faculty Experience: The Spelman MILE GOAL, OBJECTIVES, AND INITIATIVES <i>Goal: To transform the student and faculty experience at Spelman by integrating and connecting curricular and co-curricular experiences to provide students with the intellectual foundation, knowledge, skills, and competencies for continued intellectual growth, leadership, success, and service.</i>		
The Spelman MILE:	Objectives	Initiatives
Student Component: Undergraduate Research/Internship Program	<u>Objective 1:</u> Institutionalize College-wide Undergraduate Research/Internship Program across all majors and departments with shared institutional learning outcomes and specific departmental/major/minor learning outcomes.	<ul style="list-style-type: none"> • <i>Strategic Initiative 1:</i> Ensure that 100% of students participate in a college-wide senior capstone project (preceded by a preparatory course junior year). • <i>Strategic Initiative 2:</i> Ensure that all students have an undergraduate research or internship experience before graduating.
Student Component: International Experiences	<u>Objective 2:</u> Ensure all students gain a global perspective and have experiences that enhance global awareness by (1) recruiting more international students; (2) ensuring that every student participates in a curricular and/or co-curricular global experience abroad; and (3) engaging students intellectually in global consciousness in the curriculum.	<ul style="list-style-type: none"> • <i>Strategic Initiative 1:</i> Ensure Dean of International Initiatives is in place to lead the internationalization of the curriculum and co-curriculum by fall 2010. • <i>Strategic Initiative 2:</i> Increase opportunities for all students to participate in global experiences as part of curricular and/or co-curricular activities. • <i>Strategic Initiative 3:</i> Increase numbers of international students matriculating at Spelman.

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Student Component: Leadership Plan	<p><u>Objective 3:</u> Through the development and implementation of an individualized Spelman MILE Leadership Plan, intentionally integrate leadership development activities into each year of a student’s experience at Spelman.</p>	<ul style="list-style-type: none"> • <i>Strategic Initiative 1:</i> Through collaboration of the faculty, the Women’s Research and Resource Center, and LEADS, identify and define the components of a Spelman Leadership Plan and incorporate into the Spelman MILE. • <i>Strategic Initiative 2:</i> Through the advising process, develop an individualized Leadership Plan for each student with identifiable components for each year of a student’s experience at Spelman.
Student Component: Mentoring, Career Planning, Undergraduate, and Professional School Preparation	<p><u>Objective 4:</u> Create an integrated program focused on mentoring, career planning and graduate/professional school preparation to support preparation for life beyond Spelman.</p>	<ul style="list-style-type: none"> • <i>Strategic Initiative 1:</i> Through collaboration of faculty advising, the Career Planning and Development Office, the Undergraduate Deans Office, and the Alumnae Affairs Office, develop a cohesive alumnae mentoring experience that contributes to the delivery of a holistic liberal arts education. • <i>Strategic Initiative 2:</i> Integrate the alumnae mentoring program with faculty pre-major and major advising to create a seamless development opportunity for each student.

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<p>Student Component: Advising</p>	<p><u>Objective 5:</u> Enhance the advising process to ensure a cohesive approach to support every student in identifying and connecting her Spelman goals with her aspirations for life beyond Spelman.</p>	<ul style="list-style-type: none"> • <i>Strategic Initiative 1:</i> Develop an advising program that promotes the development of student-centered/faculty-guided curricular and co-curricular experiences to prepare every student for a life of success, leadership, and service. • <i>Strategic Initiative 2:</i> Institutionalize an advising program with distinct components each of the four years through the utilization of the Degree Works program.
<p>Student Component Literacies Across the Curriculum</p>	<p><u>Objective 6:</u> Teach literacies across the curriculum (writing, quantitative, visual, digital, etc.) to ensure students are able to demonstrate the skills necessary to enhance their learning and compete successfully in a global environment.</p>	<ul style="list-style-type: none"> • <i>Strategic Initiative 1:</i> Building on the years of success in the Comprehensive Writing Center, reinvigorate writing across the curriculum with general education outcomes and departmental outcomes identified in the context of the needs of the Empowered Student and the pedagogical preparation of the Millennial Professor. • <i>Strategic Initiative 2:</i> Building on the work of the faculty fellows funded by the Mellon Transforming Learning grant, develop quantitative literacy components so that they can be engaged by each student and mapped throughout each of the four years. • <i>Strategic Initiative 3:</i> Include visual and digital literacies in the curriculum so that they can be engaged by each student and mapped throughout each of the four years.

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Student Component: Technology	<u>Objective 7:</u> Support the integration of technology and emerging technology-learning methods across curricular and co-curricular experiences to enhance teaching and learning for all students. ²²	<ul style="list-style-type: none"> • <i>Strategic Initiative 1:</i> Create a Digital Media Initiative as a part of the Teaching Resource and Research Center to create a more robust learning environment.
Student Component: Community Engagement and Service Learning	<u>Objective 8:</u> Create a learning environment where community engagement and service learning is incorporated in the Spelman MILE experience.	<ul style="list-style-type: none"> • <i>Strategic Initiative 1:</i> Implement applications of academic disciplines and student service initiatives in community settings through collaboration between Academic Affairs and Student Affairs. • <i>Strategic Initiative 2:</i> Make national and global connections to local community issues in the curriculum and the co-curriculum.

²² Detailed information about Technology Objectives and Strategic Initiatives are available in the Spelman College Information Technology Strategic Plan (2009–2012).

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<p>Millennial Professor Component: Faculty Development Program</p>	<p><u>Objective 1:</u> Create a comprehensive Faculty Development Program grounded in curriculum and scholarship, research, and creative production development that prepares faculty to engage the student intellectually and pedagogically and advance learning in a competitive, global environment.</p>	<ul style="list-style-type: none"> • <i>Strategic Initiative 1:</i> Recruit and retain talented faculty who are valued, engaged, and well-supported in efforts to achieve excellence in teaching and scholarship. • <i>Strategic Initiative 2:</i> Develop a comprehensive Faculty Development Program for Spelman College that supports and maintains faculty interest in and enhancement of teaching, research, and service as synergistic entities informing one another. • <i>Strategic Initiative 3:</i> Develop self- and peer-evaluation systems on teaching effectiveness for faculty; review and continuously improve student evaluation forms and processes. • <i>Strategic Initiative 4:</i> Supplement existing Presidential Awards by increasing opportunities for peer recognition of excellence in teaching.
<p>Millennial Professor Component: Technology</p>	<p><u>Objective 2:</u> Support the integration of technology and emerging technology-learning methods to ensure faculty are able to demonstrate expertise in digital pedagogy with clear articulations of the desired outcomes related to the specific medium²³.</p>	<ul style="list-style-type: none"> • <i>Strategic Initiative 1:</i> Create policy and procedures that provide guidance for the usage of technology integration into the curriculum. • <i>Strategic Initiative 2:</i> Deliver a vehicle (virtual or physical) for faculty to create and share technology projects.

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<p style="text-align: center;">Strengthen the Academic Core GOAL, OBJECTIVES, AND INITIATIVES</p> <p style="text-align: center;"><i>Goal: To strengthen Academic Affairs by completing the General Education transformation, as this will provide the foundation for transforming the student and faculty experience.</i></p>		
Component	Objectives	Initiatives
Teaching Research and Resource Center	<u>Objective 1:</u> Support and further enhance the Teaching Research and Resource Center.	<ul style="list-style-type: none"> • <i>Strategic Initiative 1:</i> Seek outside grant support for initiatives in the Teaching Research and Resource Center. • <i>Strategic Initiative 2:</i> Structure programs in the Teaching Research and Resource Center to promote new teaching strategies that enhance student learning outcomes and prepare faculty to include writing across the curriculum, as well as quantitative, visual, and digital literacies. • <i>Strategic Initiative 3:</i> Focus faculty and curriculum development on interdisciplinarity, connected learning (e.g., internships with the academic curriculum, Free-Thinking Women Seminars), and pedagogical and content development that supports the Spelman MILE.
Student Success Center	<u>Objective 2:</u> Establish routes of collaboration among the newly renamed and refocused Student Success Center, the Math Laboratory, and the Comprehensive Writing Center.	<ul style="list-style-type: none"> • <i>Strategic Initiative 1:</i> Form an entity that meets regularly and coordinates the work of student support on campus. • <i>Strategic Initiative 2:</i> Coordinate the work of student success with the Undergraduate Deans Office and with advising.

Strengthen the Academic Core GOAL, OBJECTIVES, AND INITIATIVES <i>Goal: To strengthen Academic Affairs by completing the General Education transformation, as this will provide the foundation for transforming the student and faculty experience.</i>		
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Re-invigorate and Re-imagine Assessment	<u>Objective 3:</u> Align the recently approved Institutional Goals, Statement of Purpose, and Interdisciplinary Core Learning Outcomes with the Spelman MILE.	<ul style="list-style-type: none"> • <i>Strategic Initiative 1:</i> Identify learning outcomes for student and Millennial Professor components of the Spelman MILE. • <i>Strategic Initiative 2:</i> Integrate the Institutional Goals, Statement of Purpose, and the Interdisciplinary Core Learning Outcomes into the mission of the Teaching Research and Resource Center.

Strengthen the Constituent Core (Best-in-Class Constituents) GOAL, OBJECTIVES, AND INITIATIVES <i>Goal: To ensure that policies, procedures, and practices are in place to support the goals and mission of the College and are designed to identify, engage, recruit, and retain a "best-in-class" community of students, faculty, administration/staff, alumnae, parents, trustees and friends of the College.</i>		
Component	Objectives	Initiatives
Exemplary Experiences	<u>Objective 1:</u> Ensure that constituents receive and are provided with exemplary College experiences.	<ul style="list-style-type: none"> • <i>Strategic Initiative 1:</i> Consistently ensure a convenient, welcoming, informative campus and communications experience for guests and constituencies to enhance the College’s image and promote continued engagement.
Alumnae Meaningful Engagement	<u>Objective 2:</u> Ensure meaningful engagement of alumnae in the life of the College.	<ul style="list-style-type: none"> • <i>Strategic Initiative 1:</i> Strengthen the partnership between NAASC and the College to ensure consistent alumnae support for the College’s strategic goals and objectives. • <i>Strategic Initiative 2:</i> Engage alumnae in opportunities for lifelong learning.
Constituent Support	<u>Objective 3:</u> Provide continuous opportunities for constituents to develop and grow in a well-supported professional environment.	<ul style="list-style-type: none"> • <i>Strategic Initiative 1:</i> Recruit and retain talented staff and administration that are valued, engaged, and have opportunity for professional growth and development. • <i>Strategic Initiative 2:</i> Develop an in-house professional development/training program for staff that includes (1) standards of excellence (once defined) and (2) agreed-upon staff and management development topics. • <i>Strategic Initiative 3:</i> Recruit, retain, and engage a talented group of Trustees who act as strong advocates for the College in multiple ways.

Strengthen the Campus Infrastructure and Learning Core GOAL, OBJECTIVES, AND INITIATIVES		
Goal: To expand and improve the physical campus, technology infrastructure, and residential programs in order to facilitate a seamless living and learning environment with (a) increased focus on environmental responsibility, (b) increased student engagement and student-faculty interactions, and (c) increased student achievement and overall satisfaction with the collegiate experience.		
Component	Objectives	Initiatives
Physical Campus	<u>Objective 1:</u> Create and maintain a physical campus that supports and advances the College’s mission, while retaining the flexibility to adapt to the changing needs of the community.	<ul style="list-style-type: none"> • <i>Strategic Initiative 1:</i> Renovate at least two non-air-conditioned residence halls built during the early phases of residential life on campus. • <i>Strategic Initiative 2:</i> Create a more welcoming campus entry. • <i>Strategic Initiative 3:</i> Update the Master Plan to accommodate both projected living/learning needs and the needs associated with the acquisition of new property.
Living and Learning Environment	<u>Objective 2:</u> Develop an environment that encourages meaningful student engagement, formal and informal, and facilitates learning and critical thinking, health and wellness, and quality of life.	<ul style="list-style-type: none"> • <i>Strategic Initiative 1:</i> Establish study spaces and meeting spaces with smart technology in 100% of residence halls by 2015. • <i>Strategic Initiative 2:</i> Establish living and learning programs in all first-year residence halls by 2010 and in 80% of the remaining halls by 2015.
Physical Spaces	<u>Objective 3:</u> Create physical spaces to support the meaningful integration of curricular and co-curricular student experiences.	<ul style="list-style-type: none"> • <i>Strategic Initiative 1:</i> Create and/or refurbish group and individual study spaces throughout campus. • <i>Strategic Initiative 2:</i> Identify new and upgrade existing study spaces, lounge spaces, technology and amenities for commuter students.

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Component	Objectives	Initiatives
Technology ²⁴	<u>Objective 4:</u> Enhance the existing technology infrastructure, support staff, and comprehensive maintenance plan to improve the operations of the College.	<ul style="list-style-type: none"> • <i>Strategic Initiative 1:</i> Provide reliable, robust and secure access to information technology. • <i>Strategic Initiative 2:</i> Support the use of technology to enhance the administrative functions of the College. • <i>Strategic Initiative 3:</i> Maintain a trained and highly skilled information technology organization to support the strategic goals of the College.

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Sustainability	<p><u>Objective 5:</u> Identify opportunities to improve Spelman’s operating efficiency and, at the same time, establish the College as a model academic institution dedicated to reducing its impact on the environment by developing and implementing sustainability initiatives to generate environmental action by students, faculty, and administrators as an aspect of positive social change.</p>	<ul style="list-style-type: none"> • <i>Strategic Initiative 1: Sustainable Spelman:</i> Identify the appropriate structure and resources to support sustainability initiatives. • <i>Strategic Initiative 2: Sustainable Society:</i> Educate students, staff, faculty, alumnae and the community regarding their responsibilities as local, regional, and global citizens of the environment. • <i>Strategic Initiative 3: Sustainable Scholarship:</i> Encourage collaborative and individual scholarship and curriculum in sustainability; develop academic, corporate, and community partners in promoting sustainability activities for students, faculty and staff. • <i>Strategic Initiative 4: Resources Management (Waste, Water, and Energy):</i> Develop strategies to improve waste, water, and energy management. • <i>Strategic Initiative 5: Alternative Transportation:</i> Decrease by 10% the number of single-occupancy vehicles commuting to campus and increase alternative transportation and campus support for commuters.

Strengthen the Community Core (Community Engagement and Development)

GOAL, OBJECTIVES, AND INITIATIVES

Goal: To create and implement a community engagement and development program model for students, faculty, staff, alumnae, and neighborhood residents through collaborative partnerships. The program model will focus on a broad range of community interests, including education, health, economic development, and environmental sustainability.

Component	Objectives	Initiatives
Community Revitalization and Transformation	<p><u>Objective 1:</u> Participate in community revitalization and transformation by being an agent for impacting policies and systems for social and economic change.</p>	<ul style="list-style-type: none"> • <i>Strategic Initiative 1:</i> Increase visibility throughout the community including residents, neighborhood organizations, churches, schools, sister colleges, and government agencies. • <i>Strategic Initiative 2:</i> Become a community development partner with planning and economic development organizations, local businesses, land developers, and environmental initiatives to foster communications and healthy lifestyles. • <i>Strategic Initiative 3:</i> Conduct community-based research to engage local constituents in the community-planning and decision-making process.

Strengthen the Operational Core (Operational and Organizational Excellence)

GOAL, OBJECTIVES, AND INITIATIVES

Goal: To ensure that the College continuously improves all aspects of its organizational and operational processes and systems by creating an environment where each person understands and appreciates her/his own role, the role of others, and their interdependence in relation to the overall mission of the College through improved communication; to ensure that each person is committed to and accountable for performing her/his responsibilities with the highest standards of excellence.

Component	Objectives	Initiatives
Communication Effectiveness	<u>Objective 1:</u> Improve communications to ensure that the internal and external college communities have access to the information necessary to improve college services and program effectiveness.	<ul style="list-style-type: none"> • <i>Strategic Initiative 1:</i> Create an electronic Master Calendar to provide information about campus events that is accessible to all campus constituencies. • <i>Strategic Initiative 2:</i> Reorganize and redesign the College Web site to provide easy access to important information for current and prospective students, faculty, staff, and alumnae; Provide more departments and divisions with the capability to maintain content areas.
Standards of Excellence	<u>Objective 2:</u> Develop and implement standards of excellence to promote a culture of accountability such that goals and outcomes are aligned to measure continuous improvement in all campus operations.	<ul style="list-style-type: none"> • <i>Strategic Initiative 1:</i> Establish campus-wide standards of excellence in order to improve and enhance service quality and operating efficiency.
Shared Governance	<u>Objective 3:</u> Refine the current structure of governance at the College in order to advance the College’s efforts to administer, organize, and govern itself in an environment of collaboration and civility.	<ul style="list-style-type: none"> • <i>Strategic Initiative 1:</i> Develop a framework for all constituents to participate in the shared governance process.

Strengthen the Financial Core GOAL, OBJECTIVES, AND INITIATIVES <i>Goal: To obtain sufficient resources to meet the strategic needs of the College</i>		
Component	Objectives	Initiatives
Comprehensive Campaign	<u>Objective 1:</u> Develop and execute an effective comprehensive campaign, endowment strategy, and process to raise funds in support of the College’s initiatives and programs.	<ul style="list-style-type: none"> • <i>Strategic Initiative 1:</i> Conduct a comprehensive campaign to raise \$130–\$175 million to support current priorities. • <i>Strategic Initiative 2:</i> Within the campaign framework, develop fundraising strategies for specific programs or initiatives.
Grants and Government Funding	<u>Objective 2:</u> Increase revenue by identifying opportunities for grants and government funding.	<ul style="list-style-type: none"> • <i>Strategic Initiative 1:</i> Develop and execute an effective grants management strategy. • <i>Strategic Initiative 2:</i> Develop and execute an effective government funding strategy.
Tuition Pricing and Alignment	<u>Objective 3:</u> Align tuition pricing with the strategic goals of the College.	<ul style="list-style-type: none"> • <i>Strategic Initiative 1:</i> Determine the appropriate cost based on market conditions and price elasticity. • <i>Strategic Initiative 2:</i> Recruit and retain an economically diverse student body.