

STRATEGIC PRIORITIES OVERVIEW

During the strategic planning retreat, participants shared ideas and insights relating to their vision for Spelman College. At a high level, the vision for Spelman College is to create a vibrant learning environment and infrastructure to facilitate connected learning, stimulating interactions, and the development of the “whole person.” Teaching and learning will be authentic, interdisciplinary, globally focused and applicable. Spelman College will be infused with energy, a sense of service, compassion, kindness, action, respect, and collaboration. The key constituents – students; faculty, staff, and administrators; the Board of Trustees; alumnae; parents; friends of the College; and the community at large – share a spirit of lifelong learning, leadership, and service that strengthens not only the college experience for students, but also positively affects the life of anyone who comes into contact with someone connected to Spelman.

To achieve this vision, strategic priorities were identified as the key areas of focus for the 2010–2015 strategic plan:

Overarching Priority:

- Transform the Student and Faculty Experience: The Spelman MILE

Foundational Priorities:

- Strengthen the Academic Core
- Strengthen the Constituent Core (Best-in-Class Constituents)
- Strengthen the Campus Infrastructure and Learning Core
- Strengthen the Community Core (Community Engagement and Development)
- Strengthen the Operational Core (Operational and Organizational Excellence)
- Strengthen the Financial Core

During the planning process, priority teams⁷ were chartered and strategic action plans were developed for the priority areas. The following report summarizes the vision, goal, planning parameters, objectives, initiatives, and outcomes for each of the priority areas.

⁷ Please refer to the Appendix on page 78 for a complete listing of the Priority Team members.

TRANSFORM THE STUDENT AND FACULTY EXPERIENCE: THE SPELMAN MILE

Overview and Vision

Through the successful implementation of the strategic plan, teaching and learning at Spelman will be authentic, project-based, connected, and interdisciplinary. Students will engage in a rigorous liberal education that provides learning experiences within the context of intellectual growth and development, self-discovery, “whole person” development, a focus on graduate/professional study and career development, and a lifelong learning orientation. Undergraduate research projects and/or internships will be critical components of the learning experience. Traditional and foundational studies as well as globally focused courses and opportunities will intend to develop citizens who can effectively compete in the global cultures and economies. Spelman will increase its leadership in research, teaching, and service, and in its focus on women of the African Diaspora. Faculty will shape the signature learning experiences through a comprehensive four-year Liberal Education program – the Spelman MILE – to provide students with a solid foundation that allows her to identify opportunities for continuous improvement and growth.

The depth and breadth of the liberal arts and sciences experience at Spelman prepare our students to succeed and lead in the future, whether their interests lie in graduate or professional education or in career, professional and/or civic arenas.

Achieving this vision for creating signature learning experiences for our students will depend on the College’s capacity to provide long-term, operational budget support for initiatives, and the alignment and commitment of faculty, administrators, and staff to execute the initiatives, evaluate success, and continuously improve. The Provost Council, undergraduate deans and the Teaching Research and Resource Center must commit to establishing initiatives, following up on their execution, and evaluating their success or failure. Department and program chairs and directors must commit to implementing the initiatives within units, and faculty must support the initiatives as integral to the mission of the College.

Transform the Student and Faculty Experience: The Spelman MILE Goal and Planning Parameters

The overarching goal of this priority is:

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.

The following planning parameters frame the strategic action plan for the Transform the Student and Faculty Experience: The Spelman MILE priority:

- A reinvigorated, rigorous Spelman liberal arts education based on High Impact Learning Practices (listed in the Executive Summary) will be the foundation for student learning and success beyond Spelman College.
- The Spelman MILE will be a distinct signature program, characterized by an integrated learning experience for every student.
- The Spelman MILE will provide synergistic intellectual and experiential learning across the four years, with consistent MILEstones for each student.
- The Spelman MILE will ensure that all students have an undergraduate research or internship experience before graduating.
- The Spelman MILE will provide every student with the opportunity to participate in a curricular and/or co-curricular experience abroad that provides a learning experience that expands her conceptualization of the global community and her interactions with the international/global.
- Guided by an individualized Leadership Plan developed as part of the advising and mentoring process, The Spelman MILE will provide a variety of opportunities to develop and demonstrate leadership competencies (i.e., leadership will be woven into each student's experience throughout her four years).
- The Spelman MILE will provide every student with the opportunity to participate in an alumnae mentoring experience.
- The Spelman MILE, as an integrated program, requires collaboration among Academic Affairs, Student Affairs, Career Planning and Development, Alumnae Affairs, and support from all units on campus.
- Reflection, evaluation, and assessment will become a characteristic of the Spelman environment for students, faculty and staff in order to (1) realize the transformation of the student and faculty experience at Spelman and (2) track accomplishments and results (i.e., what we have done, how we have done it, and to what effect – all toward the end of academic excellence).

In addition, the Six Routes to Excellence⁸, as outlined earlier in the Message from the President, provide a framework for this priority and reflect the parameters listed above.

⁸Please refer to the Appendix on page 71 for a summary of the Six Routes to Excellence.

Transform the Student and Faculty Experience: The Spelman MILE Objectives and Initiatives

Student Components

Objective 1: Institutionalize College-Wide Undergraduate Research/Internship Program across all majors and departments with shared institutional learning outcomes and specific departmental/major/minor learning outcomes.

- *Strategic Initiative 1:* Ensure that 100% of students participate in a College-wide senior capstone project (preceded by a preparatory course junior year).
- *Strategic Initiative 2:* Ensure that all students have an undergraduate research or internship experience before graduating.

Objective 2: Ensure all students gain a global perspective and have experiences that enhance global awareness by (1) recruiting more students that are international; (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.

- *Strategic Initiative 1:* Ensure Dean of International Initiatives is in place to lead the internationalization of the curriculum and co-curriculum by fall 2010.
- *Strategic Initiative 2:* Increase opportunities for all students to participate in global experiences as part of curricular and/or co-curricular activities.
- *Strategic Initiative 3:* Increase numbers of international students matriculating at Spelman.

Objective 3: 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.

- *Strategic Initiative 1:* 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.
- *Strategic Initiative 2:* 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.

Objective 4: Create an integrated program focused on mentoring, career planning, and graduate/professional school preparation to support preparation for life beyond Spelman.

- *Strategic Initiative 1:* 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.
- *Strategic Initiative 2:* Integrate the alumnae mentoring program with faculty pre-major and major advising to create a seamless development opportunity for each student.

Objective 5: 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.

- *Strategic Initiative 1:* 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.
- *Strategic Initiative 2:* Institutionalize an advising program with distinct components each of the four years through the utilization of the Degree Works program.

Objective 6: 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.

- *Strategic Initiative 1:* 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.
- *Strategic Initiative 2:* 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.
- *Strategic Initiative 3:* 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.

Objective 7: Support the integration of technology and emerging technology-learning methods across curricular and co-curricular experiences to enhance teaching and learning for all students.⁹

- *Strategic Initiative 1:* Create a Digital Media Initiative as a part of the Teaching Resource and Research Center to create a more robust learning environment.

Objective 8: Create a learning environment where community engagement and service learning is incorporated in the Spelman MILE experience.

- *Strategic Initiative 1:* Implement applications of academic disciplines and student service initiatives in community settings through collaboration between Academic Affairs and Student Affairs.
- *Strategic Initiative 2:* Make national and global connections to local community issues in the curriculum and the co-curriculum.

⁹ Detailed information about Technology Objectives and Strategic Initiatives are available in the Spelman College Information Technology Strategic Plan (2009–2012).

Millennial Professor Components

Objective 1: 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.

- *Strategic Initiative 1:* Recruit and retain talented faculty who are valued, engaged and well-supported in efforts to achieve excellence in teaching and scholarship.
- *Strategic Initiative 2:* 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.
- *Strategic Initiative 3:* Develop self- and peer-evaluation systems on teaching effectiveness for faculty; review and continuously improve student evaluation forms and processes.
- *Strategic Initiative 4:* Supplement existing Presidential Awards by increasing opportunities for peer recognition of excellence in teaching.

Objective 2: 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 medium¹⁰.

- *Strategic Initiative 1:* Create policy and procedures that provide guidance for the usage of technology integration into the curriculum.
- *Strategic Initiative 2:* Deliver a vehicle (virtual or physical) for faculty to create and share technology projects.

¹⁰ Detailed information about Technology Objectives and Strategic Initiatives are available in the Spelman College Information Technology Strategic Plan (2009–2012).

STRENGTHEN THE ACADEMIC CORE¹¹**Overview and Vision**

In January 2008, as part of the transformation of the Spelman College curriculum and in response to a Board directive to provide measurable indicators of academic excellence, the Faculty Affairs and Educational Policy Committee of the Spelman College Board of Trustees met to identify indicators of Academic Excellence. This work resulted in the following indicators that serve as a vision for this priority:¹²

1. Begin with students of exceptional potential
2. Create a shared vision and commitment to explicit learning goals supported by operational excellence (i.e., re-center on learning)
3. Provide an exceptional first-year experience
4. Ensure a signature liberal education experience
5. Ensure that senior-year students demonstrate the capability to integrate and apply knowledge (i.e., require culminating performances)
6. Ensure a productive and engaged faculty

As the faculty continued to work on the general education during the summer and fall of 2008, and as they further discussed the findings in the Art and Science Group Report during the January 2009 Faculty Institute, the fact that these indicators are critical elements for the general education transformation at Spelman College was reinforced. The **Six Routes to Excellence**¹³ that emerged from the faculty's work reflect these indicators more specifically to Spelman and provide a framework for the Strengthen the Academic Core priority and its vision.

With the completion of the Mellon-funded curriculum transformation project "Transforming Learning: Interdisciplinarity and Connected Learning at Spelman College" by 2010, and by the strengthening of faculty development and faculty engagement, the culture of Spelman College will be one that is identifiably "learning driven." To accomplish this goal and sustain the transformative direction established in this strategic plan, additional elements of the Strengthen the Academic Core vision include:

¹¹ Please refer to the Appendix on page 73 for an overview of the Institutional Goals Statement of Purpose and the Interdisciplinary Core Curriculum Learning Outcomes (General Education).

¹² All of the indicators have been incorporated into the first two priorities of the strategic plan: Transform the Student and Faculty Experience and/or Strengthen the Academic Core.

¹³ Please refer to the Appendix on page 71 for a summary of the Six Routes to Excellence.

Defining excellence in a way particular to the institution.

- Using performance-based assessment along with other types of assessment (NSSE, standard tests, etc.).
- Continuing to identify clear, explicit, and widely shared student learning outcomes throughout the curriculum
- Focusing on teaching that results in students developing the habits, skills, and inquiry-based knowledge that promote lifelong learning.
- Maintaining alignment of student learning outcomes with the institution's mission and goals.
- Regularly revisiting and strengthening the College's commitment to continually improving undergraduate education.

Strengthen the Academic Core Goal and Planning Parameters

The overarching goal of this priority is:

To strengthen Academic Affairs by completing the General Education transformation, as this will provide the foundation for transforming the student and faculty experience.

To achieve this goal, Spelman will focus its strategic efforts and execution in three critical areas: (1) the Teaching Research and Resource Center, (2) the Student Success Center, and (3) the reinvigoration and reimagining of assessment.

The following planning parameters frame the strategic action plan for the Strengthen the Academic Core priority:

- Spelman College will remain primarily a teaching institution.
- Spelman College will build on the College's commitment to undergraduate research and internships connected to academic goals of students.
- Spelman College will enhance its advising and mentoring of students to ensure their intellectual growth and development for successful life beyond Spelman.
- Spelman College will continue to enhance faculty teaching, research, and creative expression as they fulfill the mission of the College.

Strengthen the Academic Core Objectives and Initiatives

The **Spelman College Teaching Research and Resource Center** was established in the fall of 2008 to support the continued, long-term development of the faculty to meet the demands of 21st century teaching and learning. It assists faculty in integrating their teaching and research in ways that enhance the learning experience of the Spelman student as well as faculty pedagogy and curriculum development to support the rigorous integrated liberal arts experience of the Spelman MILE.

Objective 1: Support and further enhance the Teaching Research and Resource Center.

- *Strategic Initiative 1:* Seek outside grant support for initiatives in the Teaching Research and Resource Center.
- *Strategic Initiative 2:* 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.
- *Strategic Initiative 3:* 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.

As part of the strategic planning process, the current Spelman College Learning Resources Center will be renamed the **Student Success Center**. Today, the Spelman College Learning Resources Center exists separately from other learning resources on campus, such as the Math Laboratory and the Comprehensive Writing Center. The Student Success Center will continue the mission of the current center with an added focus of advising, and coordinating student success activities and initiatives with the other entities, as well as with the Undergraduate Deans Office.

Objective 2: Establish routes of collaboration among the newly renamed and refocused Student Success Center, the Math Laboratory, and the Comprehensive Writing Center.

- *Strategic Initiative 1:* Form an entity that meets regularly and coordinates the work of student support on campus.
- *Strategic Initiative 2:* Coordinate the work of student success with the Undergraduate Deans Office and with advising.

Reinvigorating and Reimagining Assessment creates a campus environment that engages the College in inquiry, evidence-based learning, reflection, experimentation, and affirmation of its commitment to assessment and delivery of measurable outcomes.

Objective 3: Align the recently approved Institutional Goals, Statement of Purpose, and Interdisciplinary Core Learning Outcomes with the Spelman MILE.

- *Strategic Initiative 1:* Identify learning outcomes for student and Millennial Professor components of the Spelman MILE.
- *Strategic Initiative 2:* 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)**Overview and Vision**

To achieve success in all areas of the strategic plan, Spelman College must focus on creating exemplary experiences for its diverse constituencies, as well as providing opportunities for academic, professional, and personal growth and development. The following summary highlights the resulting behaviors, contributions, and experiences for key constituent groups:

- A diverse student body that is academically prepared to enter Spelman will access the many resources of the College and will graduate with all of the academic, social, personal, professional, spiritual, and cultural currency expected from a “best-in-class” Spelman College.
- Faculty who work with the Spelman community will lead the integration of all aspects of our students’ experiences; faculty will be recognized and supported in a manner which leads to their enthusiastic participation in all aspects of campus life and their retention as educators and mentors.
- An empowered administration and staff are recognized for their contributions to the intellectual community, and the College provides the professional development and institutional support necessary to attract and retain a “best-in-class” staff.
- The alumnae community will see Spelman as their base for lifelong learning, and will engage in the lives and activities of current and prospective students by providing their time, talent and contributions to the support and betterment of the College.
- A diverse and engaged Board of Trustees will lead the advocacy for the sustenance and growth of the College; they will be dedicated to the delivery of an exemplary College experience for every Spelman student.
- Wide public acknowledgement of Spelman College as the leader among colleges for women of African descent will exist among leaders in a multitude of industries; and thus, a diverse and influential community of friends of the College will be ready to lend support and expertise to Spelman as needed.
- Parents of current and past Spelman College students will perceive themselves to be critical members of the Spelman College community who provide guidance, support, and resources (as available and needed) to ensure an exemplary experience for all students.

Strengthen the Constituent Core Goal and Planning Parameters

The overarching goal of this priority is:

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.

The following planning parameters frame the strategic action plan for the Strengthen the Constituent Core priority:

- Goals will be established and measured in accordance with the goals of the College; and each goal will have a system of evaluation attached to ensure that each constituent group is supported for continuous “best-in-class” performance and productivity.
- Current recruitment practices for all groups will be benchmarked and reviewed to ensure that the highest standards are in place at all levels of engagement.
- Development programs and initiatives for constituent groups will be recommended, implemented, and evaluated on an annual basis.
- We are beginning with constituents who are in agreement that the goals of this priority are in the best interest of the College and who will be cooperative and collaborative in our goal setting and achievement.
- Where it is determined that “best-in-class” among constituent groups already exists, retention strategies will be employed; where it is missing, all effort will be made to establish such.
- In five years, there will be a comprehensive and integrated recruitment, development and retention plan shared with and celebrated by a “best-in-class” Spelman College.
- In choosing this priority, the College understands the tremendous investment necessary to achieve success. This investment is one that will include a change in culture, an alignment of function and skills with institutional needs that may change over time, and transparency of processes and policies that govern constituent evaluation and measures of success.

Strengthen the Constituent Core Objectives and Initiatives

Objective 1: Ensure that constituents receive and are provided with exemplary College experiences.

- *Strategic Initiative 1:* Consistently ensure a convenient, welcoming, informative campus and communications experience for guests and constituencies to enhance the College’s image and promote continued engagement.

Objective 2: Ensure meaningful engagement of alumnae in the life of the College.

- *Strategic Initiative 1:* Strengthen the partnership between NAASC and the College to ensure consistent alumnae support for the College's strategic goals and objectives.
- *Strategic Initiative 2:* Engage alumnae in opportunities for lifelong learning.

Objective 3: Provide continuous opportunities for constituents to develop and grow in a well-supported professional environment.

- *Strategic Initiative 1:* Recruit and retain talented staff and administration that are valued, engaged, and have opportunity for professional growth and development.
- *Strategic Initiative 2:* 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.
- *Strategic Initiative 3:* 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

Overview and Vision

Through the successful implementation of the strategic plan, Spelman will create a “green” campus that is energized, well-equipped and supported across campus – from the entrance of the College to the cafeteria to the residence halls, classrooms, and outdoor spaces. Spelman will be known as a place for continuous exploration, development, and growth; and the indoor and outdoor spaces will facilitate engagement, collaboration, and learning. The living and learning environment will be modern, technologically advanced, and at the same time will preserve the historical elements unique to Spelman. The College will optimize all spaces, incorporate modern conveniences and promote sustainability. Being on Spelman’s campus, no matter the length of time, will leave an impression that you are among leaders and future leaders who can and will change the world in which we live.

The design, development, and maintenance of a welcoming, safe, supportive, and sustainable campus and its infrastructure are foundational to Spelman’s ability to deliver signature experiences for its constituents. State-of-the-art campus facilities and amenities will support a vibrant, productive intellectual and social existence for students, faculty, staff, and visitors. By enhancing the look and feel, the infrastructure and amenities, and the levels of service, safety, and sustainability of the College environment, Spelman can create a competitive advantage in terms of recruiting, retaining, and delighting “best-in-class” constituents.

Strengthen the Campus Infrastructure and Learning Core Goal and Planning Parameters

The overarching goal of this priority is:

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.

To achieve this goal, Spelman will focus its strategic efforts and execution in four critical areas: (1) the physical campus, (2) the living and learning environment, (3) technology, and (4) sustainability.

The following planning parameters frame the strategic action plan for the Strengthen the Campus Infrastructure and Learning Core priority:

- Further planning for fundraising to develop improved space for the fine arts should be undertaken during this strategic planning period.
- The College will seek to acquire more land in the surrounding area and will collaborate with other AUC institutions and the external community in the planning/development of properties in the vicinity.
- Prior to 2014, the College will add additional parking only as associated with the new construction/renovation of buildings.
- Efforts to promote a sustainable environment should be directed to all campus constituents and to the community beyond.
- The College will continue to provide all faculty and staff (as appropriate) with computer and phone service and provide adequate access to computers for all students.

Strengthen the Campus Infrastructure and Learning Core Objectives and Initiatives

Objective 1: Physical Campus: 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.

- *Strategic Initiative 1:* Renovate at least two non-air-conditioned residence halls built during the early phases of residential life on campus.
- *Strategic Initiative 2:* Create a more welcoming campus entry.
- *Strategic Initiative 3:* Update the Master Plan to accommodate both projected living/learning needs and the needs associated with the acquisition of new property.

Objective 2: Living and Learning Environment: Develop an environment that encourages meaningful student engagement, formal and informal, and facilitates learning and critical thinking, health and wellness, and quality of life.

- *Strategic Initiative 1:* Establish study spaces and meeting spaces with smart technology in 100% of residence halls by 2015.
- *Strategic Initiative 2:* Establish living and learning programs in all first-year residence halls by 2010 and in 80% of the remaining halls by 2015.

Objective 3: Physical Spaces: Create physical spaces to support the meaningful integration of curricular and co-curricular student experiences.

- *Strategic Initiative 1:* Create and/or refurbish group and individual study spaces throughout campus.
- *Strategic Initiative 2:* Identify new and upgrade existing study spaces, lounge spaces, technology, and amenities for commuter students.

Objective 4: Technology¹⁴: Enhance the existing technology infrastructure, support staff, and comprehensive maintenance plan to improve the operations of the College.

- *Strategic Initiative 1:* Provide reliable, robust, and secure access to information technology.
- *Strategic Initiative 2:* Support the use of technology to enhance the administrative functions of the College.
- *Strategic Initiative 3:* Maintain a trained and highly skilled information technology organization to support the strategic goals of the College.

Objective 5: Sustainability: 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.

- *Strategic Initiative 1: Sustainable Spelman:* Identify the appropriate structure and resources to support sustainability initiatives.
- *Strategic Initiative 2: Sustainable Society:* Educate students, staff, faculty, alumnae, and the community regarding their responsibilities as local, regional, and global citizens of the environment.
- *Strategic Initiative 3: Sustainable Scholarship:* Encourage collaborative and individual scholarship and curriculum in sustainability; develop academic, corporate, and community partners in promoting sustainability activities for students, faculty, and staff.
- *Strategic Initiative 4: Resources Management (Waste, Water, and Energy):* Develop strategies to improve waste, water, and energy management.
- *Strategic Initiative 5: Alternative Transportation:* Decrease by 10% the number of single-occupancy vehicles commuting to campus, and increase alternative transportation and campus support for commuters.

¹⁴ Detailed information about Technology Objectives and Strategic Initiatives is available in the Spelman College Information Technology Strategic Plan (2009–2012).

STRENGTHEN THE COMMUNITY CORE (COMMUNITY ENGAGEMENT AND DEVELOPMENT)

Overview and Vision

Successful implementation of the strategic plan will engender a spirit of service and giving for Spelman College and its constituents. Spelman will be a leader and partner in the development and revitalization of the surrounding community. The College will be an agent for community transformation as it strives to impact policies and systems for social change, while simultaneously creating a learning environment where community engagement and civic responsibility are core dimensions of the Spelman experience.

Spelman College will share its lessons with and learn from the global community, as students, faculty, staff, and other members of the Spelman community work in concert to address issues and interests relating to education, health and wellness, economic development and environmental sustainability.

Strengthen the Community Core Goal and Planning Parameters

The overarching goal of this priority is:

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.

The following planning parameters frame the strategic action plan for the Strengthen the Community Core priority:

- **Community development** is the broad concept that considers geographical infrastructure work, economic development and empowerment, educational activities, and the physical, mental, and spiritual health of the citizens who live in that geographic area.
- **Community engagement** encompasses the interactions and relationships among the community development activities.
- **Community partners** include the Spelman College family, other Atlanta University colleges, residents, neighborhood organizations and planning units, public agencies, churches, public and private schools, business owners and other stakeholders within the Neighborhood Planning Unit-T (NPU-T) service area.
- The existing culture and legacy of community service at Spelman College, as well as the College's current exercise of redefining liberal arts education and the importance of service provide the context for strategic goals, objectives, initiatives, and activities associated with this priority.

- All of the planning should be done within the context of the recommendations in the pending community development proposal developed by Annie E. Casey Foundation/AUC Consortium partners.
- The Annie E. Casey Foundation and the AUC Consortium, in conjunction with community representatives, will develop a community development proposal that Spelman College can reference in order to fulfill strategic planning objectives. The concept of working “glocally” (a combination of globally and locally) describes the way of learning for Spelman students.

Strengthen the Community Core Objective and Initiatives

Objective 1: Participate in community revitalization and transformation by being an agent for impacting policies and systems for social and economic change.

- *Strategic Initiative 1:* Increase visibility throughout the community including residents, neighborhood organizations, churches, schools, sister colleges, and government agencies.
- *Strategic Initiative 2:* Become a community development partner with planning and economic development organizations, local businesses, land developers, and environmental initiatives to foster communications and healthy lifestyles.
- *Strategic Initiative 3:* Conduct community-based research to engage local constituents in the community planning and decision-making process.

STRENGTHEN THE OPERATIONAL CORE (OPERATIONAL AND ORGANIZATIONAL EXCELLENCE)

Overview and Vision

Foundational to Spelman College’s ability to achieve strategic and tactical success are the processes, systems, and structures which connect and govern its work. Spelman staff, faculty, alumnae, students, trustees, and friends have pride in the College, understand their connection to the mission, and feel empowered to perform their roles and responsibilities. Central to the vision for operational and organizational excellence is the concept of “world class service”. Additionally, an “I am Spelman” attitude is clearly felt and demonstrated by every member of the Spelman community.

The Spelman culture will prioritize academic excellence and support a spirit of collaboration. Accountability and ownership will be evident in the sense of urgency, attention to detail, and the willingness to do whatever is necessary to get the job done right as demonstrated by administrators, faculty, and staff. Processes and systems, including internal and external communications, will be better aligned to support efficiency and effectiveness. Consistent assessment and evaluation will support data-driven, timely decisions and foster a culture of continuous improvement. Constituents at all levels will be invested in the future of Spelman, as they participate in effective shared governance. Operational and organizational excellence will directly and positively impact the continuous commitment, satisfaction and achievement of Spelman’s constituents.

Strengthen the Operational Core Goal and Planning Parameter

The overarching goal of this priority is:

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.

The following planning parameter frames the strategic action plan for the Strengthen the Operational Core priority:

- Operational and organizational excellence is achievable through maximizing human and technological (e.g., Banner, Lotus Notes, etc.) resources and by establishing workable, innovative solutions.

Strengthen the Operational Core Objectives and Initiatives

Objective 1: Improve communications to ensure that the internal and external college communities have access to the information necessary to improve college services and program effectiveness.

- *Strategic Initiative 1:* Create an electronic Master Calendar to provide information about campus events that is accessible to all campus constituencies.
- *Strategic Initiative 2:* 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.

Objective 2: 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.

- *Strategic Initiative 1:* Establish campus-wide standards of excellence in order to improve and enhance service quality and operating efficiency.

Objective 3: 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.

- *Strategic Initiative 1:* Develop a framework for all constituents to participate in the shared governance process.