



Strategic Planning Playback Sessions



February 3, 2016, 11:30 a.m. - 3:30 p.m.

February 4, 2016, 10:00 a.m. - 2:00 p.m.

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/>
- Strategic directions draft developed (Fall 2015)

Strategic planning timeline

| | |
|----------------------|--------------------------------------------------------------------------------|
| February 5, 2015 | Open call for proposals |
| September 3, 2015 | Strategic planning retreat |
| October 27-28, 2015 | Presentations to faculty and staff |
| November 2, 2015 | CMP review of emerging strategic directions |
| December 8, 2015 | CMP review of revised strategic directions draft |
| January 19, 2016 | Strategic directions reviewed and refined at faculty retreat |
| February 2 & 4, 2016 | Playback sessions for staff, faculty and students |
| February 3, 2016 | Presentation to Student Government Association |
| May 2016 | Draft plan presented to Board of Trustees and circulated for community comment |
| Summer 2016 | Plan revision |
| Fall 2016 | Presentation of final plan |

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

CMP members 2014-2015

Kathleen McCartney, Chair

Katherine Rowe, Vice Chair

Nancy Bradbury, English

Patrick Coby, Government

Elliot Fratkin, Anthropology
(Faculty Council rep)

Michael Howard, VP for
Finance & Administration

Cade Johnson '16

Kimberly Kupinski '15

Courtney Lannert, Physics

Elisa Lanzi, Smith Libraries

Donna Lisker, Dean of the
College

Robert Newton, Geosciences

Joe O'Rourke, Associate
Provost

Beth Raffeld, VP for
Development (non-voting)

Rebecca Shaw, Associate
Dean of Students

Dano Weisbord, Director of
Sustainability

CMP members 2015-2016

Kathleen McCartney, Chair

Katherine Rowe, Vice Chair

Julia Collins '17

Robert Dorit, Biological
Sciences

Elliot Fratkin, Anthropology
(Faculty Council rep)

Michael Howard, VP for
Finance & Administration

Cade Johnson '16

Barbara Kellum, Art (Faculty
Council rep)

Elisa Lanzi, Smith Libraries

Donna Lisker, Dean of the
College

Bill Peterson, Associate
Provost

Beth Raffeld, VP for
Development (non-voting)

Rebecca Shaw, Associate
Dean of Students

Jeffrey Ramsey, Philosophy

Alan Rudnitsky, Education and
Child Study

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

Strategic Direction 5

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?