A STRATEGIC PLAN FOR ELIZABETHTOWN COLLEGE, 2012-17

SECOND DRAFT MARCH 2012

“Education is the most powerful weapon which you can use to change the world.”

--Nelson Mandela
VISION STATEMENT

Elizabethtown College aspires to position itself as a nationally recognized college over the next five years. Building on its strengths as a successful undergraduate institution which is committed to the motto “Educate for Service,” the College will distinguish itself through its innovative integration of liberal arts and professional studies. The College will develop high-achieving students, engaging them through mentorship, high-impact practices of experiential learning, and integrated curricular and co-curricular opportunities. With a signature emphasis on global understanding and peace and a commitment to inclusive excellence, the College will educate students for a changing and more diverse world. Highlighting the College’s location in Lancaster County, near Harrisburg and the surrounding region, the College will bolster its sense of place as well as its heritage values of peace, justice, and human dignity. As a national leader in adult education, Elizabethtown College will further strengthen its continuing education program as an innovative and effective center in accelerated, distance, and adult learning. By 2017, Elizabethtown College will be recognized as an innovative institution with a unique focus on “learning everywhere,” will make its campus an even more vital and engaging community, and will steward its resources to carry out its mission at a higher level. By improving in these areas, Elizabethtown College will meet the following challenges facing American higher education:

1. Intense competition among colleges and for-profit institutions for a slow-growing pool of traditional age applicants;

2. A lively debate over how colleges should best deliver educational experiences for a rapidly-changing, more diverse, environmentally-conscious, and global world;

3. Concern about the value of a traditional college education, given graduates’ difficult employment prospects and indebtedness

The Strategic Plan meets these challenges by identifying the unique qualities of the traditional/residential program, qualities that differentiate Elizabethtown from other small, private colleges. The Plan also advances the continuing education program to provide access for adult learners to educational opportunities aligned with the College’s mission. The unique quality of the learning environment and our own cost effectiveness as an institution will make us an excellent value for those who pursue a college education.
GOAL 1: NATIONAL RECOGNITION

GAIN RECOGNITION AS A NATIONAL BACCALAUREATE COLLEGE BY TURNING ATTRIBUTES INTO ADVANTAGES.

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Gain recognition as a national baccalaureate college by turning attributes into advantages.

STRATEGIES

1. University Offerings in a College Setting: Affirm the College’s balance of arts & sciences and professional degree programs and market both the breadth and integration of these offerings as a competitive advantage.

2. Develop High Achieving Students: Demonstrate the College’s success in developing high-achieving students through “Learning Everywhere,” a program that engages students through mentorship, high-impact practices of experiential learning and integrated curricular and co-curricular opportunities. “Learning Everywhere” moves students towards greater intellectual challenge and meaningful life work.


4. Global Understanding and Peace: Establish “global understanding and peace” as a signature emphasis at the College by strengthening and enhancing opportunities for international engagement, study and practice of conflict transformation, and interfaith dialogue.

5. Inclusive Excellence: Build upon the College’s commitment to Inclusive Excellence in order to increase diversity among students, faculty, and staff and to enhance learning opportunities that are multicultural, inclusive, and accessible to all students.

6. Location: Identify Lancaster County, Harrisburg and the surrounding region as resources for learning and service and as a way to identify our location in the public mind.

7. Heritage: Emphasize the College’s heritage values of peace, justice and human dignity and advance the Young Center as a nationally and internationally recognized center for research on the Anabaptist and Pietist traditions.

8. Excellence in Adult Education: Offer high quality undergraduate and graduate degree programs to adult learners in a mission-aligned yet distinct educational unit.
GOAL 2: LEARNING EVERYWHERE

FOSTER A CAMPUS CULTURE THAT PROMOTES “LEARNING EVERYWHERE.”

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GOAL 2: LEARNING EVERYWHERE

Foster a campus culture that promotes “Learning Everywhere.”

STRATEGIES

1. **Learning Pathways:** Designate intentional pathways for all students that integrate curricular and co-curricular learning, provide “high-impact practices” such as undergraduate research, internships, study abroad, and civic engagement, and encourage student assessment of individual learning and progress toward institutional learning goals.

2. **Mentoring Partnerships and Career Preparation:** Promote mentorship and collaborative work for all students with faculty, staff, alumni, community and corporate leaders; design an effective cohort advising model (beyond the first-year program) that promotes student responsibility for learning and planning for career and purposeful life work.

3. **Problem-based Learning:** Increase curricular and co-curricular learning experiences which focus on real-world issues, ethical questions and unscripted challenges. Infuse problem-based learning with authentic consultations by alumni practitioners and other regional experts.

4. **Expanded Opportunities for Learning:** Create new opportunities within the academic calendar to support more innovative, problem-based pedagogy such as semester immersion experiences and short-term focused study (January/Summer/May terms).

5. **Instructional Technology:** Increase the effective integration of instructional technology, including online and hybrid courses, social media, and internet-based research and publication.

6. **Residential Learning:** Expand collaborative living-learning opportunities and develop a residential renewal plan in support of a high-quality residential learning experience.

7. **Athletics, Fitness and Wellness:** Build strong athletic, fitness and wellness programs and develop a plan for new facilities to advance these initiatives.

8. **Graduate Programs:** Develop 2-3 additional graduate programs based on academic strength, financial viability and market demand.
GOAL 3: STEWARDSHIP OF RESOURCES

ENSURE THE SUSTAINABILITY OF THE COLLEGE BY STRENGTHENING AND STEWARDING HUMAN, FINANCIAL, TECHNOLOGY AND PHYSICAL RESOURCES.
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Ensure the sustainability of the College by strengthening and stewarding human, financial, technology and physical resources.

STRATEGIES

1. **Faculty and Staff**: Recruit, develop, recognize and reward a high-quality and diverse workforce.
2. **Alumni Engagement**: Recognize alumni expertise and experience by fostering connections among alumni, students, faculty, and staff in such areas as student-mentorship, collaboration with Admissions, and interaction with academic programs.
3. **Fundraising**: Expand the College’s annual fundraising capacity, and launch a comprehensive capital campaign.
4. **Sponsored Research and Programs**: Establish an Office of Sponsored Research and Programs to increase external support for faculty and undergraduate research and campus programs.
5. **Enrollment**: Develop a five-year enrollment and financial aid plan to increase undergraduate and graduate enrollment in the traditional program to 2,000; and develop a five-year enrollment plan in Continuing Education.
6. **Strengthen and Expand Programs**: Establish ESL program to increase enrollment of international students. Identify 3-4 academic programs with potential for enrollment growth and implement plans to expand these programs while maintaining quality and appropriate faculty, staff, facilities, budgetary support, and balance of degrees.
7. **Information Technology**: Develop a five-year IT plan, aligned with the Strategic Plan, outlining needed information technology investments related to instructional and business process activities.
8. **Master Facilities Plan**: Develop a master facilities plan aligned with strategic objectives, mapping out the on-going care and renovation of campus facilities and identifying new construction such as an athletic/recreational center and a new residence hall.
9. **Environmental Stewardship**: Strengthen, coordinate, and advance the College’s commitment to the values and practices of environmental sustainability through expanded programs, comprehensive planning, and designation of a campus sustainability coordinator.
10. **Financial Planning**: Affirm principles that support a sustainable financial position and align financial resources and personnel with the Strategic Plan, using such means as administrative and academic unit reviews, position audits, focused budgeting methods, and guidelines for incremental improvements in financial projections.