

APPENDIX R

**Strategic Action Plan of Gettysburg College
(January 1999)**

(Assessment of Progress as of March, 2002 prepared by A.C.E. Fellow Carolyn Newton,
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Bold – Accomplished or Continuing	(47 %)
<i>Italicized, – Partially Accomplished or In Progress</i>	(47 %)
Regular type – Considered but Rejected	(<1 %)
<u>Underlined</u> – Not Yet Attempted	(6 %)

❖ **Enhanced Academic Excellence**

- Development of the Faculty
 - *Create 8 additional endowed chairs*
 - Establish a Visiting Senior Scholars Program to bring distinguished scholars to campus for a year's residency
- Distinctive Programs
 - Civil War Studies and History
 - **Develop a minor in Civil War Era Studies**
 - **Develop the Gettysburg Semester, an intensive fifteen-week program for undergraduates from other institutions**
 - *Establish an endowment to support the Civil War Institute, the Gettysburg Semester, the Luce Chair, and enhanced Civil War scholarly activities*
 - *Renovate Thaddeus Stevens Hall as a center for the College's strong history programs, including exhibit space for artifacts and documents*
 - Science & Psychology
 - *Establish an interdisciplinary program in Neuroscience*
 - **Expand interdisciplinary program in Environmental Studies**
 - *Increase support for student research grants and senior projects in all fields of science*
 - *Enhance Health and Exercise Science programming*
 - *Create a summer research program for students, offering stipends and materials costs for collaboration with faculty*
 - **Construct a new building to house Chemistry, Biochemistry/Molecular Biology, Environmental Studies, Health and Exercise Sciences, and most of Mathematics and Computer Science**
 - **Renovate McCreary Hall to provide improved quarters for Biology, Psychology, and the projected Neurosciences program, along with a new greenhouse, herbarium, and research animal-care facilities**
 - *Refurbish Masters Hall to provide improved facilities for Physics/Astronomy and portions of the Mathematics/Computer Science departments*
 - Writing Program
 - **Develop a writing minor**

- **Establish a Writer-in-Residence program to attract nationally known writers to the College as visiting scholars [Substituted the Young Writer-in-Residence program]**
 - **Enhance commitment to the Writing Center, the Writing House, and Writing-Across-the-Curriculum efforts**
 - Management and Organizational Studies
 - **Develop a focus on the modern, complex corporate organization through traditional courses in business, management, finance, and economics, but grounded in a strong liberal arts education**
 - Public Affairs
 - *Pursue effective relationship with the Eisenhower World Affairs Institute or organize a Center for Public Affairs to provide students with internship opportunities, contact with national figures, programs on campus and in Washington, and educational and research opportunities for faculty and students in matters of public issues*
 - *If an effective relationship does not develop that can accomplish these objectives, organize a Center for Public Affairs on campus*
- ❖ **Learning Beyond the Classroom**
- Center for Teaching, Learning and Advising
 - Create a facility to include a Center for Teaching Excellence, a demonstration “smart” classroom, and the Instructional Technology Group of Information Resources
 - Bring together the Internship Office, the Office for Off-Campus Programs, the Center for Public Service, the Writing Center, and a Quantitative Skills Center
 - *Cluster academic advising, portfolio development, international student advising, pre-medical and pre-law advising programs, career counseling, and possibly the Registrar’s Office*
 - Enhanced Technology for Teaching and Learning
 - *Prepare and implement a comprehensive campus technology plan*
 - **Support programs and services offered by the Instructional Technology group**
 - **Continue development of our unique CNAV system**
 - **Enhance technological support for career planning and portfolio development**
 - **Establish a Center for Technology Advancement**
 - Center for Public Service
 - *Endow Directorship of the CPS [In Campaign]*
 - *Establish service scholarships for service learning trips*
 - **Create faculty development program to encourage incorporation of service-based courses in the curriculum**
 - Lifelong Learning
 - *Explore ways to encourage alumni to pursue a life of learning beyond graduation and maintain an intellectual connection with the College [Have established an Alumni College]*
- ❖ **Dynamic Student Life**
- Residential Life
 - **New Residence Halls & Renovations**

- **Construct a series of new residential buildings to house a total of approximately two hundred upperclass students in suite-style housing**
- *Renovate other residence halls on campus over the next decade*
- Residence Life Advisory Group
 - **Convene an advisory group to review the goals of the residential and social life programs, to evaluate the College's policies and programs, and to report its findings to the Board of Trustees**
- Social, Athletic and Recreational Life
 - New Recreation/Fitness Facility
 - *Create a new facility to include a recreational gym with basketball courts, weight training, and cardiovascular equipment; this facility may also include the Health and Counseling Center, racquetball courts, an indoor track, and some social space [Planned]*
 - Intercollegiate Athletic Participation
 - **Support travel by student athletes to compete with others from the best liberal arts colleges in the country**
 - **Retain commitment to balances and competitive athletic programs for women and men**
 - Outdoor Recreation Program, Club Sports, and Intramurals
 - **Support the growth of the outdoor adventure program**
 - **Strengthen club sports and intramural programs by linking them more closely to student activities in College Life and residential hall programming**
 - Natatorium
 - *Build a new facility, possibly adjacent to the new Recreation/Fitness facility*
 - All-Weather Field
 - *Review (and install if appropriate) a lighted artificial all-weather field for both athletic and recreational sports*
- ❖ **Vibrant College Community**
 - Admissions and Retention
 - Increased Applications
 - **Increase selectivity of admissions by increasing applications, increasing early decisions, and promoting the Presidential Scholars program**
 - Understanding Retention
 - Develop a series of workshops to educate faculty and administrators on retention issues
 - **Improve attrition tracking so that information is obtained from every student who withdraws**
 - *Establish an office for advising our most outstanding students in order to promote their application for national awards and scholarships*
 - Financial Aid
 - *Increase the endowment available for financial aid*
 - Diversity
 - Strategic Diversity Plan
 - *Institute a plan setting forth recruitment and retention actions*
 - *Recruit 80-100 students from diverse populations into entering class by 2004 [This number has increased to 50 in the entering class of 2001-02]*
 - *Increase the total number of students from diverse groups to 10% of the student body by 2004*

- Scholarships
 - **Establish an endowment to provide increased financial aid to recruit students from under-represented groups**
- Peer Diversity Educators
 - **Continue a peer education program focusing on issues of diversity**
- Performing Arts
 - *Develop Performing Arts Center*
 - *Enhance Musical Arts Program*
 - *Strengthen instruction in strings*
 - **Offer musical talent scholarships**
 - **Establish string ensemble in residence**
 - **Enhance quality and diversity of musical performances by visiting artists**
 - *Improve Music Department space*
 - *Explore enhancements to Theatre Arts Program*
- Outreach Initiatives
 - Alumni House
 - *Renovate the “White House” to provide alumni social and meeting space, as well as offices for alumni relations staff*
 - Marketing Plan
 - **Expand the chief public relations officer’s responsibilities and reorganize the public relations office to include an integrated marketing program [Leadership for this effort is also being provided by the Vice President for Enrollment Management]**
 - **Create a campus communications task force and an alumni advisory group on communication and marketing issues**
 - **Appoint a graphic designer**
- Campus Environment
 - *Implement selected recommendations of the June 1997 Landscape Master Plan*