Eight years ago, as the result of a strategic planning process, we articulated a set of Strategic Directions for Gettysburg College that defined a course of action focused on four key themes: Engagement, Distinction, Access, and Connection.

A year after the Board of Trustees adopted these Strategic Directions, our nation experienced a seismic economic shift that had significant impact on Gettysburg College, as it did on most institutions of higher education. Despite those economic challenges, we have made tremendous progress in the implementation of our Strategic Directions over the last few years: we have expanded our faculty size; increased opportunities for students to conduct research with faculty; renovated several academic buildings; enhanced our athletic facilities; established the Garthwait Leadership Center; developed Eisenhower Institute programs; witnessed a substantial growth in career networking and internship opportunities; enrolled a more diverse student body; launched a $150 million comprehensive campaign; and advanced a host of other programs and projects.

I invite you to take a moment to review our Strategic Directions report and the recent accomplishments of the Gettysburg College community, which have significantly enhanced the educational experience of our students. We certainly have much to celebrate!

Janet Morgan Riggs ’77
President
The Value of a Gettysburg Education

A strong liberal arts education prepares students for engaged citizenship and fulfilling personal lives. During their four years on campus, our students learn to think critically, communicate effectively, solve problems, and understand diverse cultural perspectives.

A great education also carries with it a sense of social responsibility—an expectation of advancing the greater good. Today, some criticize the liberal arts approach as not having practical value. At Gettysburg, however, we believe that this form of education is invaluable—our world needs more students with this kind of preparation.

By increasing our focus on career development, we are uniquely positioned to match a Gettysburgian’s talent and passion with future plans. We help students achieve their personal and professional goals. We guide them through resume writing and interview techniques, connect them with job-shadowing experiences, and help them land top-notch internships. Gettysburg earned one of the best scores in the nation in The Princeton Review’s 2014 ranking, “Colleges that Pay You Back.”

In addition to the contributions that our alumni make to their communities and to the world, our young alumni employment rate, graduate school placement, and early to mid-career salaries continue to distinguish Gettysburg from its peers.
Our Strategic Directions were crafted with a commitment to develop more fully the strengths that distinguish Gettysburg College—strengths that grow from our history, our location, and our liberal arts tradition—and to advance in areas that characterize the nation’s most highly regarded liberal arts colleges. The following pages provide a sampling of the progress we’ve made across our four key themes—Engagement, Distinction, Access, and Connection—and illustrate the ways in which we’ve enhanced the student experience, advancing our mission to prepare students for active leadership and participation in a changing world.
At Gettysburg, students engage in a residential liberal arts education that is grounded in traditional values, but that is contemporary in its curriculum. By adding new faculty positions, we have lowered our student-faculty ratio from 11:1 to 10:1, enabling closer student-faculty interactions both inside and outside of the classroom. New academic offerings prepare our students for professional and civic lives in a fast-changing globally interconnected world and include Globalization Studies, Public Policy, Middle East and Islamic Studies, Public History, and Judaic Studies. Generous gifts and competitive research grants, such as a $1.3 million Howard Hughes Medical Institute grant and a $600,000 Mellon Foundation grant, have enabled more opportunities for our students to engage in faculty-mentored research and creative work. To support our academic programs, we’ve also undertaken a number of significant facilities projects, infrastructure enhancements, classroom upgrades, and new partnerships with peer institutions.
ENGAGEMENT

Gettysburg will offer the most compelling educational experience possible, emphasizing active engagement through a variety of learning experiences inside and outside the classroom that build leadership potential in our graduates.

Gettysburg provides a 24-7 learning environment that is not limited to time spent in the classroom. Through a robust first-year seminar and Burg program, students merge coursework, current events, and personal interests. The program creates residential spaces for students in related first-year seminars, extending their academic environment outside of the classroom. Burg participation has had a positive impact on student learning. Our expanded College House system allows students to live according to their interests and includes the Hillel, Jazz, International, Humor, and Farm Houses, among many others. The houses provide space for students and faculty mentors to engage in discussions that further contribute to the intellectual climate on campus. Off campus, more students than ever are gaining real-world experience through internships, and three out of five students spend at least one semester abroad—putting us among the top 10 liberal arts colleges in the nation for this experience.
Gettysburg will build upon existing areas of distinction while pursuing new opportunities that capitalize on our unique strengths. We will develop distinction for our academic and co-curricular programs and our pedagogy.

Gettysburg’s proximity to historic battlefields provides a distinctive backdrop for lessons in leadership through the Garthwait Leadership Center, minors in Civil War Era Studies and public history, and Civil War Institute programs. Several faculty scholars were called on for their expertise by the media during the 2013 sesquicentennial commemoration of the Battle of Gettysburg and the Gettysburg Address, elevating the College’s visibility and reputation. The College’s proximity to Washington, D.C. provides access to leading policy makers and political strategists through a rich array of programs that have been developed through the College’s Eisenhower Institute. In addition, the Sunderman Conservatory of Music became an accredited institutional member of the National Association of Schools of Music. Our award-winning Center for Public Service helps students engage with their global and local communities to advance social justice.

DISTINCTION

Gettysburg will build upon existing areas of distinction while pursuing new opportunities that capitalize on our unique strengths. We will develop distinction for our academic and co-curricular programs and our pedagogy.
Creating a campus that cultivates inclusivity by actively engaging students with diversity has been a focus for Gettysburg College over the past eight years. Today, the College is the most diverse it’s been in our 183-year history. This is due, in part, to key partnerships with community-based organizations, an increased commitment in financial aid dollars, and a more comprehensive strategy for recruiting international students. As Gettysburg continues to become more accessible, we have invested in additional programming, mentoring, and advising for our students, and we have appointed a Chief Diversity Officer to help lead ongoing diversity efforts. In 2012, Gettysburg College was named the home for the Consortium for Faculty Diversity in the Liberal Arts and this year, we were awarded a $606,000 grant from the National Science Foundation to recruit academically talented, financially disadvantaged students into the STEM fields.

**ACCES S**

We will broaden access to a Gettysburg education, creating a campus environment that is increasingly rich in diversity. We will celebrate difference as a vital part of the learning environment and make sure that a Gettysburg education prepares students for leadership in a diverse and complex world.

---

**FINANCIAL AID GROWTH**

- **IN 2007** $33M AWARDED
- **IN 2015** $50M AWARDED

**DIVERSITY GROWTH**

- **DOMESTIC STUDENTS OF COLOR**
  - 2007: 207
  - 2015: 346
- **INTERNATIONAL**
  - 2007: 47
  - 2015: 138

**CAMPUS CLIMATE**

- 4/5 STARS
- 2014 LGBTQA ASSESSMENT
- CAMPUSPRIDE.ORG

**NEW POSITIONS WERE CREATED TO SUPPORT:**
- DIVERSITY AND INCLUSION (2014)
- ISSUES OF GENDER EQUITY/TITLE IX (2015)
- INTERNATIONAL STUDENTS (2013)
- GENDER IDENTITY, EXPRESSION, AND SEXUAL ORIENTATION (2012)
Since 2007, Gettysburg College has implemented a number of strategies to increase the institution’s visibility and academic reputation within the higher education marketplace. These efforts have resulted in a stronger sense of institutional pride, increased philanthropic support, and the engagement of a global network of alumni, parents, and friends eager to provide meaningful career experiences for our students. We have connected Gettysburgians across the generations through our campus traditions and created some new ones, like the Twilight Walk, which was established in 2013 to welcome first-year students to the alumni network. The College has worked to strengthen connections with young alumni—our Burgians of the Last Decade (BOLD)—to keep them engaged beyond their time at Gettysburg. In 2012, Gettysburg played a leadership role in securing an $800,000 Mellon Foundation grant to help 11 liberal arts colleges in Pennsylvania discover resource-sharing options and enhance institutional offerings.

**Gettysburg great**

**THE CAMPAIGN FOR OUR COLLEGE**

$100M AND COUNTING

36% ARE FIRST-TIME DONORS

17,717 TOTAL DONORS

**CAREER CONNECTOR CHALLENGE**

FIVE-YEAR INITIATIVE TO EXPAND THE GETTYSBURG NETWORK AND CREATE CAREER EXPERIENCES FOR STUDENTS.

6,067 CHALLENGE TOTAL

5,000 EXTENDED GOAL

1,832 ORIGINAL GOAL

**CONNECTION**

Preeminent liberal arts colleges are known for the sense of connection they foster among students, faculty, staff, and alumni. Community thrives on connection. Gettysburg will undertake greater efforts to build connections that support learning, engagement, and leadership by fully realizing the potential in our common heritage.

1,000 TO 1

The Cory Weissman Story

4.3 STARS

+123,000 VIEWS

NETFLIX

2011

WOMEN’S LACROSSE TEAM

NCAA DIVISION III CHAMPIONS

500%

INCREASE SINCE 2008

8,418 FOLLOWERS

17,240 CONNECTIONS

4,455 FOLLOWERS

+123,000 VIEWS
Gifts to our endowment support Gettysburg College’s core mission and our ability to deliver the best possible liberal arts education to our students today and our students of the future.

The endowment is not merely a number in an account ledger—it has been built through the generosity of generations of donors who have shared a common desire to advance our great College.

Even in turbulent economic times, our endowment has grown from $234 million to $296 million during our Strategic Directions process. This is due in large part to thoughtful management—earning a net return of $90 million—and generous gifts totaling $50 million.

During this time, the College’s endowment has provided over $78 million in support of our programs and student financial assistance.

In order for Gettysburg to remain competitive among our peers, however, we must continue our efforts to increase our endowment through gifts to the College. This truly is essential to our success as an institution.
It is now time to consider what’s next for our great College. The higher education landscape continues to change quickly. We face questions of value—the value of a college education, and a liberal arts experience in particular. Technology is transforming learning and teaching. The higher education marketplace has become more and more competitive. Consumers expect more with regard to opportunities and amenities, but express a lower willingness to pay for them. There is talk of “free” college and there are opportunities to take classes and earn certificates online.

However, in this fast-changing environment it is clear that the core focus of a Gettysburg education continues to resonate among prospective families. We teach students to think critically, to communicate effectively, to solve problems, and to lead with integrity. There is no better preparation for the globally interconnected world in which our graduates will live and work than a residential liberal arts education.

As we lay the groundwork for our next strategic plan this year, we must commit ourselves to responding to the needs of today’s students and tomorrow’s world, building upon our extraordinary legacy and global network of support, and providing an education that remains among the best in the nation.