

Beloit College

A Strategic Plan for the 21st Century

approved by
the Board of Trustees of Beloit College
February 8, 2008



Strategic Planning Committee

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VISION

Beloit College will be, and will be recognized as, one of the best liberal arts colleges in the United States.

MISSION STATEMENT

Beloit College engages the intelligence, imagination, and curiosity of its students, empowering them to lead fulfilling lives marked by high achievement, personal responsibility, and public contribution in a diverse society. Our emphasis on international and interdisciplinary perspectives, the integration of knowledge with experience, and close collaboration among peers, professors, and staff equips our students to approach the complex problems of the world ethically and thoughtfully.

BUILDING THE FUTURE

In an era when many people are less familiar with a liberal arts education and more concerned about the cost of higher education, Beloit College must emphasize its outstanding teaching and learning, its commitment to academic excellence and challenge, and the enormous value its students gain as a result. Beloit's successes in honing the skills, creativity, and understanding necessary for effectively and ethically engaging a complex world must be seamlessly presented to all of its audiences. To be successful in our mission, initiatives in academic and co-curricular affairs, recruitment and retention, communications and marketing, assessment and planning, infrastructure maintenance and improvements and fundraising must be undertaken.

ACADEMIC AND CO-CURRICULAR EXCELLENCE

Conjoined with thorough grounding in specific disciplines afforded by majors and minors, three academic initiatives at Beloit will forge a challenging, forward-thinking, and integrative model of undergraduate education and cross-disciplinary thinking.

Students' intellectual promise will be realized through the active promotion of global engagement, the acquisition and application of new knowledge, and interdisciplinary inquiry.

I. International Education

Through internationally focused curricular/co-curricular programming, site-based faculty development, and a signature study abroad program, Beloit will provide unparalleled preparation for world citizenship to all students by:

- Expanding and enhancing Cities in Transition
- Developing on-campus academic/co-curricular opportunities that foster intercultural competencies and make global education and experience a part of every student's Beloit experience
- Enhancing opportunities for faculty and staff development in international education

A centerpiece of this initiative will be the exciting Cities in Transition program. These site-based learning programs move students out of the study abroad classroom and into significant and focused exploration and research on the cultures in which they live and study.

II. *Venture*

Crafted to complement classroom academics, the Venture program affords students the opportunity to apply academic information, ideas, and values in an off-campus or out-of-classroom setting. Beloit College will expect students to take on challenging entrepreneurial projects, off-campus study, internships, independent research, or creative endeavors. We will:

- Increase funding for Venture grants across the curriculum and extend eligibility to students beyond the second year. These competitive grants will be available to all students and can be used for activities, both nationally and internationally, in which the students undertake well-researched projects that enhance their understanding of the world and their specific topics of interest.
- Expand and enhance first- and second-year activities designed to prepare students for Venture activities.

III. *Interdisciplinary Inquiry*

Recognizing that interdisciplinary study is essential preparation for all who seek fully to comprehend, challenge, and change the world, Beloit will break new ground for undergraduate teaching and learning at the intersections of the liberal arts disciplines that include:

- Science and Society

Capitalizing upon the interactive learning spaces and environmental theme of the new LEED-certified science building, as well as the newly created faculty position in cognitive science, the Science and Society

initiative will focus upon preparing students from across the disciplines in the relevance, management, and application of empirical data. Approaching problems and questions as scientists would, students will gain valuable insights into science and its interface with areas ranging from ethics to art to economics.

- Arts, Culture, and Community

The Arts, Culture, and Community initiative will build upon the anticipated opening of the new Fine and Performing Arts Center in downtown Beloit. Highlighting creativity as central to the human experience, this project will focus on the interplay among the arts, humanities, and the construction and critique of social identity.

- Museums Across the Curriculum

Emphasizing the unparalleled archival, visual and tactile learning opportunities offered by the Logan Museum of Anthropology and the Wright Museum of Art, the College will support the continuous and focused collaboration between the museums and various disciplines.

RECRUITMENT AND RETENTION OF AN OUTSTANDING AND DIVERSE LEARNING COMMUNITY

To be a model for the best undergraduate teaching and learning in the nation, Beloit College's learning community must reflect and engage the world, ensuring that all its members gain the intercultural competencies essential to ethical action.

Beloit sets the following goals for the recruitment and retention of an outstanding and diverse student and faculty population:

- Increase our domestic minority student enrollment to 15% within the next five years
- Increase our international student enrollment to 10% within five years
- Improve the overall six-year graduation rate to 80% within five years
- Increase the percentage of tenure-track minority faculty to 15% over the next 10 years

To meet these goals, Beloit will seek to build relationships with institutions and programs that represent groups traditionally underrepresented at liberal arts colleges. In addition to scholarship and recruiting efforts that will encourage people with varied backgrounds, beliefs and life experiences to attend Beloit College, we will focus on providing a positive experience for all of our students, assuring that they receive the appropriate support and services necessary for academic and personal success.

To recruit, retain, and develop the highest-quality faculty and staff, Beloit College must offer fair and competitive compensation. Across the board salary increases and merit-based awards will seek to:

- Mitigate salary and wage compression
- Provide regionally competitive staff compensation
- Provide nationally competitive faculty compensation

DEVELOPMENT AND MANAGEMENT OF RESOURCES TO SUPPORT BELOIT'S EXCELLENCE

To implement the critical programs and activities outlined in the strategic plan will require increased fundraising, the establishment of enrollment targets that support and benefit from the strategic initiatives, and the shifting of existing resources to these programs as well as to other existing programs that are key to the academic and personal success of Beloit students.

Priorities for the development of resources include:

- Identifying and pursuing further individual and foundation support for interdisciplinary inquiry, Venture, and international education programs and initiatives
- Increasing the annual fund to \$3.5 million within five years
- Increasing the endowment in the next 10 years to \$250 million. Immediately upon completion of the present campaign, another campaign will begin dedicated to raising new gifts to the endowment and funding the facilities listed in the Natural and Built Environment section.
- Reviewing enrollment size to determine the optimal number of students

PREMIER NATURAL AND BUILT ENVIRONMENT

In pursuing excellence in teaching and learning, Beloit College must maintain a campus that is welcoming, safe, and meets the needs of its students, faculty, and staff. Beloit's attractive and historic campus is one of its greatest assets, requiring investment in the preservation of that heritage while adapting it to the demands of 21st century learning.

The visual appeal of the campus will be enhanced by:

- Increasing the annual deferred maintenance budget to ensure our existing and new physical infrastructure is properly maintained and aesthetically pleasing

The Campus Master Plan will be refined to encompass evolving opportunities and to incorporate the following high-priority capital projects:

- A Fine and Performing Arts Center in downtown Beloit
- A facility to accommodate the academic departments currently housed in the World Affairs Center
- A restored World Affairs Center that will serve as the public gateway to the College
- A new track and field facility at Strong Stadium and an improved fitness facility at the Sports Center

These additions and renovations to the campus will reflect the core values that inform the construction of the new Science Center: commitment to innovative teaching, environmentally responsible and sustainable practices, and connection to the larger community.

FOCUSED INTEGRATED MARKETING AND COMMUNICATION

To be recognized as one of the best undergraduate teaching and learning institutions in the country and to achieve our institutional enrollment, fundraising, and academic goals requires a dynamic plan for marketing and communication. We will pursue this imperative by:

- Retaining an external consultant to advise the College on the appropriate structure, support and development of an integrated strategic marketing and communications plan that actively promotes Beloit's strengths and the value of the education it provides
- Investing in and capitalizing upon the technology needed to build and maintain a robust web presence that will communicate Beloit's distinctive programs and mission to both internal and external audiences

LEADERSHIP IN ASSESSMENT & PLANNING

In order to create and maintain a strategic advantage as a site of superb undergraduate education, a campus culture of data-driven decision-making must be further developed and supported. The Office of Institutional Research and Planning will provide senior staff, trustees, and the College community with the information necessary to effectively scan the higher education environment, set strategic goals, and monitor progress toward those goals. During the first two years of the strategic plan, emphasis will be placed on:

- Establishing criteria and effective measures of the impact of the three academic and co-curricular initiatives on enrollment, retention, graduation rates, and alumni giving
- Developing benchmarks and interim annual goals against which progress on diversity initiatives can be measured
- Evaluating the impact of marketing and communication initiatives on Beloit's image as perceived by key external and internal constituencies

Monitoring the progress and evaluating each component of the strategic plan will be a key component of the task of the long-range planning committee that will be established in 2008 as well as the administration of the College. This committee and the administration will be charged with the following:

- Setting interim annual goals for pursuing the outlined priorities within the strategic plan

- Regularly evaluating new programs and processes to ensure allocated resources are productively contributing to the strategic direction of the College
- Providing annual updates of Beloit's realization of these performance indicators to the campus community and the Board of Trustees

Beloit College must be – and be seen to be – an institution whose highest priority is academic achievement. Class size, innovation in curriculum and pedagogy, faculty achievement on the national and international stage, and competitive faculty salaries: excellence in each is essential to meeting the challenges before us. We must be focused on the one thing colleges and universities do that other institutions do not and cannot do: provide time, space and learned mentoring for students to pursue knowledge and ideas, wherever they may lead, whether immediately practical or wildly visionary, at the highest level of student ability, ambition, and energy.