

Objective 1: Implementation

To build a truly outstanding faculty dedicated to the Lafayette model of education

(Color codes: green - completed, blue - in progress, black - not yet initiated)

Goal	Actions and Development of Recommendations	Responsibility (& Other Participants)	Timeline								
			F '07	S '08	F '08	S '09	F '09	S '10	F '10	S '11	
Increase size of faculty by 35	Review and revise (if necessary) process for allocating new faculty positions. Consideration will be given to curricular goals of the SP and to strengthening and enhancing departmental, divisional, and interdivisional missions. Also will consider impact of possible changes to workloads and to changes to sabbatical policies.	FAP & Provost									
	Approve new positions (8 approved as of 5-2008)	Provost	x	x	x						
Provide means for faculty to provide more highly individualized learning and research opportunities for their students and to allow them to devote more time to their own research	Review and develop recommendations regarding faculty teaching load	FAP & Provost	x	x	x						
	Review and develop recommendations for enhancing sabbatical program	FAP, FCC, & Provost (PTR)	x	x	x						
	Review and develop recommendations to increase student research opportunities	ARC, Dean of College, & Provost		x	x	x					
Adjust faculty compensation to support goals of strategic plan	Review and develop recommendations for merit pay and other initiatives to reward faculty excellence	FCC, FAP, & Provost (PTR)		x	x	x					
	Review and develop recommendations for incentives to demonstrate and maintain faculty excellence	FCC, FAP, & Provost (PTR)		x	x	x					
	Review and develop recommendations for faculty development funding (Mellon Faculty Career Enhancement Grant)	FCC, ARC, & Provost		x	x	x					
Create a Center for Teaching and Learning	Benchmark innovative programs nationwide and develop recommendations regarding Center's structure, budget, and programming (including mission, goals, assessment of goals, staffing, oversight, etc.)	T&L, Dean of College, & Provost	x	x							
	Develop recommendations for physical plans	T&L, Dean of College, & Provost	x	x							

Objective 2: Implementation

To create a curriculum and learning environment for the new century that are innovative, progressive, challenging, and distinctive

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Goal	Actions and Development of Recommendations	Responsibility (& Other Participants)	Timeline								
			F '07	S '08	F '08	S '09	F '09	S '10	F '10	S '11	
General education approach that takes advantage of the College's distinctive curricular features	Assess the current structure, measure faculty and student views regarding the core curriculum effectiveness, explore resource needs of the current system, consider alternative models and their resource implications, and develop recommendations.	CEP (CWP, DH's, FAP, FYS, IT, Middle States, VaST)	x	x	x	x					
Education for the global environment: expand geographical and cultural scope of offerings	Develop recommendations to create a Center for Global Studies to emphasize multidisciplinary and interdisciplinary approaches to global issues, develop a global studies major, strengthen representation in selected area studies, and expand language offerings.	Ad Hoc Committee - Education for Global Environment (CEP, FAP)		x	x	x					
	Develop recommendations to enhance the commitment to study abroad, particularly in non-Anglophone countries.	Off-Campus Study, Director of International and Off-Campus Studies, Dean of College (CEP, FAP)		x	x	x					
Education for the local environment to enable students to benefit from experiential learning beyond the classroom	Develop recommendations for administrative structure of a Center for Community-Based Learning, Research, and Service (including mission, goals, assessment of goals, staffing, oversight, etc.)	CBL&R Committee, Provost	x	x	x	x					
	Develop recommendations for physical plans	CBL&R Committee, Provost, VP for Business Affairs	x	x	x	x					
Education for the built environment to broaden each student's education and fostering engineering and technological literacy	Develop recommendations concerning integration of Engineering Division's offerings into the educational experience of non-engineering students	Ad Hoc Committee - Engineering Integration (CEP, FAP, Provost)		x	x	x					
	Develop recommendations concerning integration of liberal-arts programming into the experience of engineering majors	Engineering Departments		x	x	x					
	Develop recommendations to increase the profile and standing of the AB Engineering Program	AB Engineering Advisory Committee	x	x	x	x					

Goal	Actions and Development of Recommendations	Responsibility (& Other Participants)	Timeline								
			F '07	S '08	F '08	S '09	F '09	S '10	F '10	S '11	
Support interdisciplinary teaching and research	Examine peer institutions to consider potential new models and metrics for the institutionalization of interdisciplinary programs and initiatives. Review the administrative infrastructure and governance models in place for interdisciplinary programs both individually and collectively. Assess whether interdisciplinary programs are properly resourced and what additional staffing and/or resources might be required to resolve any existing problems.	FAP & Provost	x	x	x						
	Review and assess methods for strengthening interdisciplinary curricular programs and interdisciplinary teaching	CEP, T&L, Dean of the College, Provost (PTR)		x	x	x	x	x			
Education for environmental understanding and action to increase campus commitment to the study of the natural environment, environmental issues, and environmental policies	Develop recommendations for new B.S. environmental sciences and engineering major	Environmental Science Advisory Committee & Provost (CEP)		x	x	x					
	Develop recommendations for new A.B. major in environmental studies	Environmental Science Advisory Committee & Provost (CEP)		x	x	x					
	Develop recommendations for adding an introductory course in environmental science and a capstone course	Environmental Science Advisory Committee & Provost (CEP)		x	x	x					
Education beyond the classroom to foster the sense of the entire campus as a vibrant place where learning is an all-inclusive, holistic activity	Develop goals/outcomes related to making connections between the curriculum and co-curriculum more seamless, develop measurement instruments for those outcomes, and recommend programming or other means for these outcomes to be achieved	Student Life Committee, Dean of College, VP for Student Affairs (Middle States)		x	x	x	x				
	Develop goals/outcomes related to having all components of the student experience being regarded as opportunities for enhanced learning and personal development, develop measurement instruments for those outcomes, and recommend programming or other means for those outcomes to be achieved	Student Life Committee, Dean of College, VP for Student Affairs (Middle States)		x	x	x	x				
	Develop goals/outcomes related to students' awareness of their responsibilities as members of a larger community, develop measurement instruments for those outcomes, and recommend programming or other means for those outcomes to be achieved	Student Life Committee, Dean of College, VP for Student Affairs (Middle States)		x	x	x	x				

Goal	Actions and Development of Recommendations	Responsibility (& Other Participants)	Timeline							
			F '07	S '08	F '08	S '09	F '09	S '10	F '10	S '11
Maximize each student's opportunities for success after graduation	Review national best practices for postgraduate advising programs and evaluate our program. Develop goals/outcomes related to graduate-school advising, develop measurement instruments for those outcomes, and recommend programming to provide a means for those goals to be achieved. Develop implementation steps for Talent Identification Program in first and sophomore years.	Graduate Studies and Fellowships Advisory Committee, Dean of College (Departmental Advising Liaisons)		x	x	x				
	Review national best practices for health-professions and legal-professions advising and evaluate our mentoring programs. Develop goals/outcomes for pre-professional mentoring, develop measurement instruments for those outcomes, and recommend programming to provide a means for those goals to be achieved	Health Professions Advisory Committee, Legal Professions Advisory Committee, & Dean of College		x	x	x				
	Develop goals/outcomes related to career counseling, develop measurement instruments for those outcomes, and recommend programming to provide a means for those goals to be achieved	Office of Career Services		x	x	x				

Objective 3: Implementation

To establish an integrated center for the life sciences equal in quality to the finest at any small college in the nation

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Goal	Actions and Development of Recommendations	Responsibility (& other Participants)	Timeline							
			F '07	S '08	F '08	S '09	F '09	S '10	F '10	S '11
Develop integrated, multidisciplinary life sciences program	Develop recommendations for multidisciplinary life sciences program including recommendations for mission, goals, assessment of goals, administrative structure, staffing, etc.	Ad Hoc Committee - Life Sciences (CEP, FAP & Provost)		X	X	X				
Provide special opportunities for students in the life sciences to benefit from internships and focused research	Enhance the summer EXCEL Scholars Program	ARC			X	X	X			
	Expand LEARN (Lafayette Alumni Research Network) opportunities	ARC			X	X	X			
	Create a Practitioners in the Life Sciences Internship Program	ARC			X	X	X			
Construct a Life Sciences Center	Develop recommendations for building design. Architectural firms submit preliminary plans AY 09-10 and then architect chosen. Construction begins F '10.	Ad Hoc Committee - Life Sciences (CEP, FAP & Provost)		X	X	X	X	X	X	X

Objective 4: Implementation

To make programs in the creative arts an essential feature of the College and ensure that they are known for their outstanding quality, presence, and relevance to both the campus and larger community

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Goal	Actions and Development of Recommendations	Responsibility (& other Participants)	Timeline							
			F '07	S '08	F '08	S '09	F '09	S '10	F '10	S '11
Strengthen core instructional programs	Develop recommendations to strengthen art	Art Department (CEP, FAP, Dean of the College, Provost)		x	x	x				
	Develop recommendations to strengthen music	Music Department (CEP, FAP, Dean of the College, Provost)		x	x	x				
	Develop recommendations to strengthen theater, including possibility of creating a major in theater arts, and for enhancing space for theater and instructional/technical support.	English Department/Theater faculty (CEP, FAP, Dean of the College, Provost)		x	x	x				
	Develop recommendations to strengthen creative writing	English Department/Creative writing faculty (CEP, FAP, Dean of the College, Provost)		x	x	x				
	Develop recommendations to strengthen film and media studies, including suggestions for space and instructional/technical support.	Film and Media Studies Advisory Committee (CEP, FAP, Dean of the College, Provost)		x	x	x				
Enhance cultural offerings	Develop recommendations to enhance performance series, gallery exhibitions, artistic residencies, and performance. Explore ways to obtain a demonstrably higher level of student engagement with all of these offerings.	Director of Cultural Programs, Director of Galleries, Dean of College, Provost, VP Student Affairs (DH's)			x	x	x			
Allocate additional space to the arts on campus	Develop design for expanding Williams Center for the Arts	Art, Music, & English Departments, Provost, VP for Business Affairs, Director of Williams Center		x	x	x	x	x		
	Create larger home for Experimental Printmaking Institute	EPI & Art Department, Provost, VP for Business Affairs		x	x	x	x	x		
	Develop N. Third Street corridor as a site for additional arts-related functions	Easton Committee & President (Art Department)	x	x	x	x	x	x	x	x

Goal	Actions and Development of Recommendations	Responsibility (& other Participants)	Timeline							
			F '07	S '08	F '08	S '09	F '09	S '10	F '10	S '11
Make broader campus culture more welcoming to the creation, display, performance, and appreciation of art	Develop recommendations and implement this goal	VP for Business Affairs (Director of Williams Center, Director of Galleries, Director of Theater, Departments of Art, Music, and English, Campus advisory committee?)		x	x	x	x	x	x	x

Objective 5: Implementation

To attract and support a diverse campus community and to promote, celebrate, and sustain this commitment to diversity in all

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Goal	Actions and Development of Recommendations	Responsibility	Timeline								
			F '07	S '08	F '08	S '09	F '09	S '10	F '10	S '11	
Enhance diversity of the student body	Develop recommendations to modify admissions and financial-aid practices to support need-blind/full-need admissions	Enrollment Planning Committee, Dean of Enrollment Services		x	x	x					
	Develop recommendations to continue to enhance diversity of student body	Diversity Committee, Enrollment Planning, Dean of the College		x	x	x	x				
	Increase financial resources to support need-blind/full-need admissions and reduce the extent of loans in the financial-aid packages provided to our students	President/FAP				x	x	x	x	x	
Enhance diversity in all areas of the College	Develop and implement more aggressive strategies to ensure diverse applicant pool for all positions at the College (NJ/PA HERC)	VP Human Resources & Provost		x	x	x	x				
	Provide greater opportunities for professional development of staff	VP Human Resources		x	x	x	x	x	x	x	x
	Develop faculty recruitment program focused on target-of-opportunity hires	FAP, Provost, & VP Human Resources	x	x	x	x	x	x	x	x	x
Enhance environment for diversity	Develop recommendations to enhance curriculum to support this goal	Diversity Committee, CEP, Dean of the College		x	x	x	x				
	Strengthen comprehensive support services (SI instruction, Bridge Program, new facilities in Scott hall)	Dean of the College		x	x	x					
	Enhance programming to support this goal	Student Life Committee, Director for Intercultural Development		x	x	x	x	x	x	x	x

Essential Resources

Initiatives to support essential resources: our campus, our endowment, and our communities

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Goal	Actions and Development of Recommendations	Responsibility (& other Participants)	Tim			
			F '07	S '08	F '08	S '09
Upgrade the campus infrastructure	Prepare a Campus Facilities Master Plan and develop plans to renovate Colton Chapel, Kunkel Hall, McKelvy House, Pardee Hall, Phi Delta Theta chapter house, and Van Wickle Hall. Initiate planning for a life sciences center, the Williams Center addition, an academic building, and an admissions welcome center.	VP for Business Affairs, Provost, and "client" groups	x	x	x	x
	Assess the investments needed for network infrastructure and staffing support and make recommendations.	IT Committee, Dean of Libraries & Instructional Technologies, Provost		x	x	x
	Recommend funding increases for the budgets of the general and special library collections to bring library funding to level of peer institutions and to support strategic initiatives	Dean of Libraries & Instructional Technologies		x	x	x
Augment financial resources for the present and the future	Increase the level of support provided by the annual-giving program to approximately \$10 million per year.	VP for Development and Alumni Affairs	x	x	x	x
	Increase the value of the endowment to more than \$1 billion.	VP for Development and Alumni Affairs	x	x	x	x
Strengthen the community - and communities - at Lafayette.	Continue to work with the City of Easton on initiatives that enhance the welfare of the city and its residents. Continue oversight of the North 3rd Street Project. Continue to outline steps for College Hill improvements to make it a more welcoming place both on campus and off. Consider appointing a Director of Community Relations.	VP for Business Affairs, President	x	x	x	x
	Strengthen Lafayette's presence both downtown and throughout the local community by creating a Center for Community Based Learning, Research, and Service (see Objective 2).	CBL&R Committee, Provost, VP for Business Affairs (T&L Committee)	x	x	x	x
	Develop recommendations for enhanced student-faculty-staff interactions and for greater involvement of alumni.	VP for Student Affairs, VP for Development and Alumni Affairs, VP for Human Resources, Dean of the College & Provost			x	x