

Executive Summary: College Strategic Plan
January 2006

In a planning process that began in October 2005 and culminated in a day-long planning session on December 12 involving more than 50 College faculty members, the College first reaffirmed these four goals articulated in the 2004 *College Compass*:

1. **Re-center the College's role** as a steward of a 4-year educational experience that is grounded in the liberal arts tradition.
2. **Foster a vibrant intellectual life** at Washington and Lee for our students and ourselves.
3. **Create a work environment that inspires excellence** in teaching, scholarship, and service, and that nurtures the development of leaders in the College.
4. **Create a comprehensive and sustainable approach to diversifying** our faculty, our student body, our curriculum, and our co-curricular enhancements.

At the end of the December 12 planning session, the College established two sets of priorities, first for the College itself, and second for the institution at large.

The College-specific initiatives are, in order of priority:

- *Create a program of Freshman Seminars*
- *Raise to major status current non-major programs, with the goal of further building the breadth and diversity of the undergraduate curriculum*
- *Improve communication and trust between faculty and administration*
- *Create more endowed chairs to expand curriculum in strategic directions*
- *Establish a visiting artist/scholar residency program*

Recommendations with wider institutional impact include, in priority order:

- *Increase need-based financial aid*
- *Support the creation of an Information Commons and other Library improvements*
- *Support Spring Term by fully endowing it*
- *Increase the number of staff, augment their skill level, and increase compensation*
- *Move fraternity and sorority rush to sophomore year*
- *Move towards a five course teaching load*
- *Set and meet a goal of 20% American minority students*
- *Create an International Village*
- *Increase faculty research support*
- *Recruit minority faculty members for senior positions and leadership roles*
- *Develop an International Studies Program*
- *Create a Teaching Innovation Fund*
- *Improve sabbatical funding*

The draft Strategic Plan was approved by the College faculty on January 16 and has been forwarded to the Academic Task Force and Consolidation Committee.