

Dickinson

Strategic Framework and Priorities 2018-21

A Revolutionary Past

Chartered in 1783 at the close of the American Revolution, Dickinson was the first college established in the newly recognized United States. Our founder, Dr. Benjamin Rush, a revolutionary thinker and signer of the Declaration of Independence, envisioned a new kind of college—one dedicated to useful education in the liberal arts and sciences—as the best guarantor of a meaningful, successful life and the best foundation for democracy. He envisioned this education as a dynamic combination of wisdom inherited from the past and new knowledge generated by discovery and by engagement with the issues of the present.

For more than two centuries, Dickinson has embraced the vision of an ever-evolving education, an education that prepares rising generations for successful, active, informed lives as global leaders, working for the common good. This history remains at the core of our Dickinson identity.

A Revolutionary Future

Dickinson will seek new ways to strengthen the individualized, interdisciplinary education it provides while continuing to prepare scholars with intellectual agility, ethical grounding, intercultural understanding and the skills to work toward a just and sustainable world. The world needs the global leaders Dickinson educates, individuals imbued with a revolutionary spirit that challenges assumptions, seeks new and sustainable solutions and understands cultural differences. We will tackle the challenges ahead together, as an inclusive, collaborative community committed to shared governance and transparency.

Our revolutionary moment is not over.

Mission

Dickinson College provides a useful, innovative and interdisciplinary education in the liberal arts and sciences to prepare students to lead rich and fulfilling lives of engaged global leadership, working for the common good.

Our Strategic Commitments

This Strategic Framework embodies our commitment to meet the challenges of our age with a Dickinson mindset that is innovative, forward thinking and civically focused.

I. An Innovative Education

We commit to continue to provide a rigorous and exceptional education in the liberal arts and sciences that simultaneously draws on the wisdom of the past, strives for new knowledge and dynamically embraces contemporary challenges and future possibilities. That education will stress ethical decision-

making and be supported by emerging technologies, preparing students with the problem-solving skills they'll need to creatively meet the challenges of this new age.

- We will attract and retain the highest quality teacher-scholars and endow them with the necessary resources and time to pursue creative pedagogies, innovative uses of technology, productive research and performance agendas, and collaborative work with students and each other.
- We will increase recruitment and retention of a diverse student, faculty and staff population reflective of our broader world.
- We will be an inclusive community and make Dickinson a model for diversity and inclusion in a complex world.
- We will deepen, expand and connect our strengths in global education, sustainability, civic engagement and interdisciplinary programs to establish Dickinson as a preeminent leader in educating citizen leaders with the skills to synthesize multiple sources of knowledge and perspectives in solving complex problems.
- We will increase internship opportunities and commit that every student who wants an internship experience will have one. We will increase support for students applying to graduate school and competitive grant programs and improve our career planning and development services for all students. We will more intentionally integrate our alumni community by providing opportunities for mentoring and professional sponsorship.
- We will expand our dynamic educational approach beyond the four-year undergraduate experience by designing and delivering innovative and globally important bridge and graduate programs that address critical issues such as human security, humanitarian response and peace building.

II. Cultivating Community

We commit to providing students an unrivaled learning experience in an inclusive and vibrant residential community that reflects our institutional values and aspirations. Dickinson will be a place where all students feel a sense of belonging and pride in their identity as Dickinsonians, regularly interact with individuals different from themselves and become comfortable with having their assumptions challenged.

- We will guide students through essential questions and purposeful reflection to ensure that they are active participants in their Dickinson education, recognize the value of their experiences in and out of the classroom and graduate prepared to lead lives of consequence.
- We will create innovative programming and spaces to offer increased opportunities for inclusion and interaction among our faculty, students and staff. These will be transformative living and learning spaces—true incubators for collaboration, innovation and community.
- We will strengthen the bonds of our community through a shared identity as Dickinsonians, improving the student experience through residential life, clubs and organizations, and other aspects of student social life.

- We will provide intentional leadership training and development, as well as leadership opportunities that allow our student-scholars to learn, gain valuable experience and have a voice in Dickinson decisions.
- We will provide strong support for excellent competitive intercollegiate athletics, robust opportunities in the arts, and other co-curricular and extracurricular activities so that all students enjoy meaningful opportunities to pursue areas of interest, develop the capacity to lead and contribute to a rich campus culture.

III. Educating Global Citizen Leaders

We commit to civic learning and community engagement as fundamental to the Dickinson experience. We envision a civically engaged campus culture that enriches the connections between the academic program and student life, and intentionally integrates a global mindset, sustainability principles and values, and interdisciplinary and civic learning. We will provide innovative opportunities to ensure that our students understand the complex issues facing society and graduate with the experience of working with others to address the important challenges of our times.

- We will integrate civic engagement throughout the academic program and within student life, building capacity for a lifetime of engagement beyond the limestone walls.
- We will deepen our institutional commitment to the greater Carlisle area, working in collaboration with local and regional organizations to enhance opportunities for reciprocal value and benefit to the community. Dickinson is an anchor institution that seeks to contribute to the social, economic and cultural fabric of the community.
- We will also collaborate with local, national and global communities to produce community-engaged research and scholarship.
- We will expand opportunities for social innovation, digital literacy and entrepreneurship efforts that transform the classroom into a laboratory for the liberal arts. Students will be prepared to address the challenges of tomorrow with an emphasis on exploration, creative thinking and social, environmental and economic justice.

IV. Sustaining our Strength

We commit to responsible stewardship of the college and its physical, financial and human resources.

- We will develop a sustainable financial model that will provide access to a Dickinson education for deserving students and supports our programmatic aspirations and curricular needs. To this end, we will work to contain tuition costs, build our endowment especially in support of financial aid, and seek new sources of funding through philanthropic support, grants and external agreements.

- We will deepen ties with our alumni by welcoming them into a lifelong relationship with the college. We will design meaningful alumni engagement opportunities, including them as proud and valued partners in our greater Dickinson community.
- We will recognize members of the staff as equal partners in the delivery of the Dickinson experience. We will ensure that they have the tools necessary to carry out their responsibilities, promote their ongoing professional growth through on-site training opportunities and support for external professional development experiences.
- We will boldly launch new global efforts to market our mission, programs and record of success, ensuring that Dickinson is recognized for its outstanding and innovative liberal-arts education.

Our Immediate Priorities

Our strategic framework outlines our vision and values for Dickinson. We have identified several key priorities on which we will focus in the next three years.

I. Develop a Sustainable Financial Model

- Develop and maintain multi-year sustainable financial models (three years) that result in balanced budgets (Oct. 2018/on-going).
- Develop and maintain enrollment management plans that include sustainable strategies for domestic and international recruitment, that expand our enrollment and increase retention and net revenue while ensuring academic excellence and diversity (Oct. 2018/on-going).
- Develop new programs to generate additional revenue sources for the college:
 1. High School Summer Programming (Nov. 2018)
 2. Dickinson Summer Classes (Nov. 2018)
 3. Community College Transfer Opportunities (Jan. 2019/on-going)
 4. Graduate Programs (June 2019)
 5. Alumni Programs (May 2019)
- Maintain general operating reserves equal to one month of operating expenditures and healthcare reserves equal to 50 percent of projected claims (on-going).
- Maintain the college's A+ credit rating with Standard and Poor's (on-going).
- Launch fundraising initiative—including priorities such as faculty endowed chairs and scholarships (in 2019).

II. Redefine a Revolutionary Education

- Define a 21st-century skill set (Spring 2019).
- Enhance and fund ongoing "high impact" practices: internships, research, study abroad, seminars including first-year, service learning (on-going).

- Embed ethics and inclusion, and expand civic engagement across the campus (June 2019/on-going).
- Create a life-long learning and engagement plan for alumni, including alumni-in-residence, travel study and online certificate programs (Jan. 2019).

III. Create Center for Advising, Internships and Lifelong Career Development

- Develop mission statement and launch new center (Sept. 2018).
- Enhance support for students in identifying their authentic interests and in connecting those interests to their Dickinson experience and post-graduation life plans (on-going).
- Increase internships with goal of offering high-quality internships to every student who wants one (Sept. 2019).
- Extend long-term support for alumni in career counseling (on-going).

IV. Center for Civic Learning and Action

- Establish the Center for Civic Learning and Action, hire an executive director and director, create a mission statement and goals (Dec. 2018).
- Expand community partnerships and programs locally, nationally and internationally (June 2019/on-going).
- Articulate how the academic program supports civic learning and supports students in connecting that learning to civic engagement activity (on-going).

V. Institutionalize Inclusion

- Embed the identified competencies, behaviors and values across campus (Jan. 2019/on-going).
- Develop plan to connect inclusivity/social justice training with civic learning and action and ethics curriculum/programs (June 2019).
- Expand and deepen inclusion/social justice training with a goal of 50 percent participation by students, faculty and staff (Summer 2019).

VI. Enhance Opportunities for Student Engagement and Involvement

- Create meaningful social gathering spaces to increase opportunities for student interaction (Jan. 2019).
- Define learning goals for the Dickinson residential experience and bring programs in line with these goals (May 2019).
- Build community and strong affinity for the college (on-going).
- Create comprehensive leadership program (Aug. 2019).