

FOUR AREAS OF FOCUS

Four areas that cut across all three goals have emerged as high priorities for immediate attention. These are the areas in which some form of renewal, reconception, reemphasis, or change is likely to lead most effectively toward our goals. They are:

1. Curriculum to Career
2. New Markets
3. Academic Core
4. Admission and Retention

STRATEGIC TURNS:

CURRICULUM TO CAREER AND NEW MARKETS

The essential strategic priority for the immediate future must be a freshly conceived, fully developed, appropriately supported, and aggressively marketed program that bridges a core foundational education in the liberal arts and sciences with deliberate, intentional, and practical preparation for success after graduation. Such a program is essential to attracting and retaining the students we seek, educating them to prosper in the twenty-first century, and aligning the College's offerings—both curricular and cocurricular—with its mission of purposeful engagement in the world.

Mount Holyoke's full strategic attention must be directed at ensuring that the undergraduate program attracts, retains, and produces students who are prepared for success in the twenty-first-century world, and at broadening the College's scope to serve additional revenue-generating populations of students who can benefit either from existing offerings or from new offerings that are consistent with our core mission and values.



Read the full document at www.mtholyoke.edu/go/planning.



MOUNT HOLYOKE COLLEGE

Strategic Planning 2010–2011

Summary of the Strategic Planning Committee's Final Report

This is a summary of the Strategic Planning Committee's report on its work during the academic year 2010–2011. The report (see end for url) and this summary set forth the core elements of a Strategic Plan for Mount Holyoke for the five year period 2011–2016. Those core elements will be further developed during the academic year 2011–2012.

STRENGTHS AND CHALLENGES

Mount Holyoke's strengths are the clarity and salience of its mission; the centrality of academic excellence in that mission and in the daily life of the campus; an exceptional faculty; a rich set of academic programs and course offerings; the diversity and internationalism of the student body, faculty, and curriculum; a talented and productive staff; committed and generous alumnae; a strikingly beautiful campus; an ethos of collaboration and cooperation; and a tradition of service to all sectors of society across the U.S. and around the world.

The hallmarks of the Mount Holyoke curriculum include innovative courses, programs, and pedagogy anchored within a traditionally structured set of requirements; a commitment to student learning made manifest in close student-faculty connections at all levels and particularly in the College's culture of student and faculty research; our historic strength in the sciences and humanities and our more recently developed strength in the social sciences and in interdisciplinary fields; a curriculum in conversation with the world beyond our gates, beyond our locus in New England, and beyond the United States; the respect of faculty for students' work and students' choices; and a historic but continually updated understanding that we are educating students to engage the world with intention and with purpose.

The College is, however, increasingly pressed to find new ways of attracting excellent students, doing more with fewer resources (instructional, financial, human) than our peers, and fostering connections for our students among their academic, cocurricular, and experiential realms of

learning. Mount Holyoke's challenges fall into four overlapping categories. One set of challenges stems from trends in higher education generally, in liberal arts education more specifically, and in Mount Holyoke's academic experience particularly. Central to that experience is an extraordinarily intense and often highly personalized faculty-student interaction. Other challenges are financial ones stemming from Mount Holyoke's particular array of expense and revenue drivers, as well as larger questions about the future of the financial model upon which the small residential liberal arts college has long rested. There is a third challenge of explaining to the kinds of students we hope to attract and to their families exactly what it is that Mount Holyoke distinctively offers, and what difference a Mount Holyoke education makes. This requires more than sharpening our communication about what we have to offer; it will require some enhancements and modifications to what we do. Finally, there are challenges of community and culture. We must ensure that the pressures on staff and faculty to do more with less do not erode the bonds of mutual respect, trust, confidence, and pride that enable us to continue our remarkable work.

THREE STRATEGIC GOALS

1. Mount Holyoke College will demonstrate a deep and abiding commitment to a liberal education grounded in the arts and sciences that prepares the next generation of women leaders for life, profession, and service through purposeful engagement with the world.
2. Mount Holyoke College will develop and begin to implement a financial model that is sustainable and achieves the College's goals while continuing to produce a balanced annual operating budget.
3. Mount Holyoke College will ensure that its policies, practices, and campus culture support the mission and values of the College, and are innovative, responsive to challenge and change, and continuously assessed and improved.