



CALVIN  
College

# HWTPL?\*



**STRATEGIC OBJECTIVES  
AND INITIATIVES**  
2008–2013

*\*How will this promote learning?*



# STRATEGIC OBJECTIVES AND INITIATIVES

## 1.A. Our primary efforts will strengthen our core mission: educating undergraduates, in the context of a Reformed learning community, who will assume positions of influence and bring the Christian faith to bear in the world.

- 1.A.1. We will seek to revitalize our shared, institutional understanding of the Reformed identity of the college.
- 1.A.2. We will articulate a renewed vision of Christian liberal arts for this generation of students.
- 1.A.3. We will continue to support professional programs based on a liberal arts foundation.
- 1.A.4. We will continue to support a master's in education program known for its high quality, accessibility, and Christian perspective.
- 1.A.5. In accordance with our enrollment plan, we will actively recruit and retain students who are likely to become an integral part of a Christian intellectual project with global vision and influence.
- 1.A.6. We will actively recruit and retain faculty and staff who are committed to this Reformed Christian intellectual project.

## 1.B. We will tie key decisions, innovations, and evaluative standards to the central commitments of the college, as they are reflected in the *Expanded Statement of Mission (ESM)* and *From Every Nation (FEN)*. We will develop a set of benchmarks, based on these central commitments, to inform decision-making and ensure transparency throughout the college.

## 1.C. Strengthening our core educational mission will be a central funding priority for annual budgets and fundraising efforts.



## OBJECTIVE 1:

## FOCUS ON MISSION

*We will invigorate Calvin College's identity and mission in terms that connect its particular history with its global future.*

# 2

## OBJECTIVE 2:

### FOCUS ON LEARNING

*We will educate students in a learning community that is well designed to prepare them for lives of service and influence in God's world.*

#### 2.A. We will strengthen our emphasis on teaching and learning in community.

2.A.1. As a strategy for learning, we will build a campus culture marked by **FAITH**. Our identity will be rooted in our covenantal commitment to our faith and fostered in practices of Christian worship.

- Promote faculty/staff partnerships dedicated to the faith formation of students.
- Strengthen and unite leadership across divisions related to faith formation.
- Reinvigorate our understanding of our work as worship.
- Promote a chapel program that serves as a faith curriculum for the campus community.

2.A.2. As a strategy for learning, we will build a campus culture marked by **CARE AND COURAGE**. Our engagement with contemporary issues, and with each other, will be marked by care, courage, passion, and wisdom.

- Model active engagement through on-campus speakers and guests.
- Teach students civil discourse in the classroom and in campus life.
- Support practices that build stronger relationships among co-workers and among students.
- Offer anti-racism training for all faculty, staff, and students.
- Support programs that engage the entire campus in contemporary issues.
- Periodically evaluate our capacity to disagree with care and courage.

2.A.3. As a strategy for learning, we will build a campus culture marked by **RECONCILIATION AND PARTNERSHIP**. We will work for full implementation of the anti-racist, multicultural, reconciling goals of *FEN*, model genuine partnership between women and men, and model inclusion of people with disabilities in the life of the community.

- Increasingly reflect the *FEN* goals for the curriculum and for all aspects of community life.
- Challenge both women and men to aspire to lives of leadership.
- Ensure unbiased access to all programs.
- Model, where possible, gender-fair and family-friendly policies for all employees.



## FOCUS ON LEARNING

- Continue our leadership in educating students with disabilities.
- 2.A.4. As a strategy for learning, we will build a campus culture marked by **GLOBAL CONNECTION AND LOCAL RESPONSIBILITY**. We will prepare students for engagement both in a global context and in their future local contexts.
- Continue to embed the cross-cultural engagement goals of the core curriculum in core and major course offerings.
  - Increase the cross-cultural competence of the campus through programs of faculty and staff development.
  - Provide a greater proportion of students with an international learning experience.
  - Encourage campus-wide initiatives that address global and local issues.
- 2.A.5. As a strategy for learning, we will build a campus culture marked by **INTERDISCIPLINARY SYNERGY**. We will foster cross-divisional and interdisciplinary approaches to learning.
- Develop and support a variety of undergraduate learning communities.
  - Develop programs to support team-teaching.
- 2.A.6. As a strategy for learning, we will build a campus culture marked by **CREATION CARE**. We will strive to model practices that support environmental sustainability.
- Develop sustainability as an educational goal.
  - Provide support for sustainability practices, compatible with resources.
  - Conduct a yearly sustainability audit.
- 2.A.7. As a strategy for learning, we will build a campus culture marked by **DEVELOPMENTAL MENTORING**. We will maintain a culture of academic support so that each student who joins this college receives appropriate challenge and support for learning and for academic decision-making.
- Support an enhanced advising program so that students receive personalized guidance and information for academic decision-making before, during, and close to the end of their study here.
  - Support a strong honors program that encourages students to take on additional academic challenges and prepare for academic leadership.
  - Support programs that enhance faculty-student engagement.

# 2

## FOCUS ON LEARNING

### 2.B. **We will focus on engaged and enacted (practiced) learning throughout the undergraduate experience.**

2.B.1. We will promote students' early and eager engagement in the college experience.

- Review and revise our first-year program until it meets the varied needs of these students.
- Promote early engagement between faculty and first-year students.

2.B.2. A greater proportion of students will experience the links between classroom learning and the issues and questions of contemporary life through the following:

- ◆ internships
- ◆ mentored research experiences
- ◆ service-learning
- ◆ direct engagement in local issues
- ◆ leadership opportunities throughout the campus and the community

- Evaluate the range, availability, and extent of participation in these experiences across majors and programs.
- Bring offices involved in experiential learning together for mutual coordination and support.

2.B.3. We will improve the learning-living experience for juniors and seniors.

2.B.4. The athletic program will continue to provide opportunities for leadership development.

2.C. **We will cultivate a culture of educational excellence through alignment around outcomes, cycles of review, targeted funding, and programs of faculty and staff development.**

- 2.C.1. We will focus on our fundamental educational outcomes and align all institutional efforts toward meeting these outcomes.
- Encourage all administrative units to participate in meeting learning outcomes for students and provide staff development for this purpose.
  - Intensively study one learning outcome each year and develop workshops relating to each one.
- 2.C.2. We will support an integrated and manageable assessment program that satisfies accreditation requirements and helps us ensure educational quality.
- Continue assessment of core learning outcomes, including learning goals related to *FEN*.
- 2.C.3. Our commitment to excellent academic programs will be supported through cycles of curricular review, departmental strategic planning, strong departmental leadership, and targeted funding.
- 2.C.4. Our commitment to excellent teaching throughout the college will be supported through enhanced faculty development and through improved evaluation and recognition programs.
- Strengthen our program for faculty development to include early and active mentoring in the first year, training in the effective use of active and collaborative teaching methods, cross-cultural competence in the classroom, and the scholarly study of the implications of Christian foundations for pedagogy.
  - Expand the peer review of teaching as a way to foster pedagogical development and assess faculty for reappointment.
  - Expand the teaching award program to include multiple awards for excellent teaching.



## FOCUS ON LEARNING

# 3

## OBJECTIVE 3:

### FOCUS ON ORGANIZATIONAL INTEGRITY

*We aim to be a community that lives what it teaches, and teaches what it lives. Therefore, much of our effort will focus on strengthening an infrastructure that ensures the sustainability and excellence of the college and its mission.*

#### **3.A. We will cultivate strong campus investment in the mission of the college by sustaining our shared governance system and improving internal communication functions.**

- 3.A.1. We will continue a commitment to shared governance, with support for faculty investment in college governance.
- Strengthen faculty, staff, and student education about the governance structure and about committee work.
  - Implement faculty-approved changes from the task force on governance and communication.
- 3.A.2. We will continue to align the strategic plan and governance.
- Conduct a yearly retreat for the Planning and Priorities Committee (PPC).
- 3.A.3. We will strengthen our methods of internal communication.

#### **3.B. We will increase operational efficiency and financial sustainability by bringing financial and resource analyses into priority-setting across campus.**

- 3.B.1. We will begin a detailed financial analysis of all current programs.
- 3.B.2. We will require forecasting of anticipated resource costs and benefits in making decisions about new initiatives.

#### **3.C. We will strengthen connections with donors, including an enhanced donor pool beyond historic constituencies, and will bolster their support for the mission of the college.**

- 3.C.1. We will complete the capital campaign and lay groundwork for the next one.
- 3.C.2. We will emphasize support for general operating endowment.
- 3.C.3. We will involve PPC in central recommendations about development priorities.
- 3.C.4. We will attempt to expand medium-level and younger donor bases.
- 3.C.5. We will strengthen our external communication strategy.



## FOCUS ON ORGANIZATIONAL INTEGRITY

### **3.D. We will support the library and information services that serve the academic and administrative activities of the college.**

- 3.D.1. We will develop a remodeling plan for the library to support the identification and use of the library as a central learning space.
- 3.D.2. We will develop a strategic plan for acquiring high-quality digital resources to enhance learning.
  - Enhance the emerging collection of unique, essential, and expensive collections of digital sources and comprehensive full-text databases of scholarly journals.
  - Provide support to secure permanent access of electronic back files of paper journals to allow removal of hard copy from library shelves.
- 3.D.3. We will continue to support information literacy throughout undergraduate programs.
- 3.D.4. We will continue to support information technology that meets the needs of both teaching and learning as well as administration and student services at a level comparable to peer institutions.
- 3.D.5. We will provide a safe, secure computing environment.

### **3.E. We will address space and facility needs by funding building renovations, acquisitions, and new construction, guided by the *Campus Master Plan* and the *Sustainability Statement*.**

- 3.E.1. We will develop a new campus master plan with a ten-year horizon.
- 3.E.2. We will renovate and maintain, as needed, the following:
  - ◆ Spoelhof Center
  - ◆ Fine Arts Center
  - ◆ Art Department facilities
  - ◆ Hekman Library
  - ◆ campus residences
  - ◆ world language offices
  - ◆ administrative offices
  - ◆ welcome spaces for admissions, alumni, and parents
  - ◆ new acquisitions within the expanded footprint of the campus

# 3

## FOCUS ON ORGANIZATIONAL INTEGRITY

- 3.E.3. We will develop a central planning group and process for space allocation.
- 3.E.4. We will build a new campus commons to enhance community life.
- 3.E.5. We will build additional residential living space.
- 3.E.6. We will maintain a campus that is physically safe and environmentally sustainable.

### **3.F. We will strengthen the staff, faculty, and student work forces of the college to ensure efficient and effective departmental operations.**

- 3.F.1. We will enhance mechanisms to recruit and retain a diverse staff and faculty who are committed to the Reformed Christian identity and mission of the college.
  - Consolidate the expertise necessary to recruit and retain international faculty.
  - Enhance recruiting networks to recruit faculty and staff of color.
  - Evaluate and use effective strategies for the retention of diverse faculty and staff.
- 3.F.2. We will maintain competitive wages and benefits.
- 3.F.3. We will strengthen leadership development efforts for faculty and staff throughout the college.
- 3.F.4. We will maintain a workplace that encourages employees to balance the demands of their work with their personal lives.
  - Support flexible and family-friendly employment strategies and resources.
- 3.F.5. We will enhance employee and student wellness.

**4.A. We will be a vital source of collaborative scholarship, relating faith to issues of current and lasting importance in our world.**

- 4.A.1. We will support interdisciplinary, collaborative research.
- Continue to support interdisciplinary reading groups and seminars.
  - Support collaborative planning by larger scholarly clusters (e.g., arts and humanities, global studies, sciences, and social sciences).
- 4.A.2. We will support undergraduate research throughout the curriculum.
- Invite undergraduates, where possible, into the work of the centers, summer seminars, and institutes.
  - Continue to make undergraduate involvement a priority for college support of faculty research.
  - Support undergraduate travel related to research opportunities.
- 4.A.3. We will support faculty involvement in external scholarly networks.
- Support grant-funded work through centralized grant accounting.
  - Continue to increase funding for faculty travel and external collaboration.
- 4.A.4. We will continue to support centers and institutes as a primary strategy for institutionalizing collaborative, strategic scholarly work.
- Strengthen existing centers, institutes, and chairs through external grants and gifts.
  - Develop new centers and institutes that fit the mission of the college only as our calling and capacity in these areas become apparent. Some areas in which such leadership is possible include:
    - an interdisciplinary science research center
    - an enterprise center that links industry with faculty and student expertise
    - a center for global engagement
    - a center for business excellence
  - Support certificate programs and other continuing education alternatives through institutes and centers.



**OBJECTIVE 4:**

**FOCUS ON  
INFLUENCE**

*As a Christian community of learners, we will seek broad influence through the discovery and application of knowledge and through the beauty and joy of creative work.*

# 4

## FOCUS ON INFLUENCE

### **4.B. We will seek a greater public voice and wider sphere of influence through our scholarship.**

- 4.B.1. Institutes and centers will explore and undertake collaborative work in order to strategically influence public scholarship and make Calvin College known as an excellent source of Christian thought.
- 4.B.2. We will encourage faculty members to engage in the role of public intellectual and will provide support and recognition for this work.
- 4.B.3. We will explore alternate forms of communicating the work of the faculty and staff of the college.
  - Explore the possibility of establishing an open-source database of Christian scholarship.
  - Make scholarship and teaching more accessible to a broader audience, both online and in print.
- 4.B.4. We will support a regular program of collaborative conferences and will encourage Calvin faculty contributions to those conferences (e.g., Faith and Music, Faith and Writing, Faith and Science, Faith and Multiculturalism, Faith and Teaching, Faith and International Development, Worship and the Arts, etc.).

### **4.C. We will honor diverse forms of faculty scholarship and encourage academic departments to support them.**

- 4.C.1. Throughout the hiring and reappointment process, academic departments will be encouraged to think broadly and strategically about how to encourage and evaluate a variety of scholarly career models.
  - Recognize models for community-based scholarship and provide support for this work.
  - Recognize the scholarship of teaching and learning and provide support for this work.
  - Recognize performance as scholarship and provide support for this work.

**5.A. We seek to foster academic work that serves the Reformed church and the broader church throughout the world.**

- 5.A.1. We will serve as a center for intellectual vibrancy within the Reformed tradition.
- Provide support for explicitly Reformed scholarship that speaks to a wider audience.
  - Maintain a strong Calvin Worldview Lectureship.
  - Centers and institutes will be intentional about producing scholarly work that serves the church.
- 5.A.2. We will work with Calvin Theological Seminary to develop a master's degree program in philosophical theology.
- 5.A.3. We will support academic programs of immediate relevance to the congregational life of the church, such as the youth ministry minor, worship program, social research related to congregational life, theological leadership, and so on.
- 5.A.4. We will seek synergy between our international connections and the global presence of our supporting churches.

**5.B. We will partner with local city groups, agencies, and businesses for learning and service.**

- 5.B.1. We will maintain support for community-based research, especially research that involves students.
- 5.B.2. We will enhance support for intentional living arrangements in the city.
- 5.B.3. We will foster stronger partnerships with other colleges and universities in Grand Rapids.
- 5.B.4. We will foster strong partnerships with for-profit and non-profit organizations that support student and faculty work.
- 5.B.5. We will develop and enhance the college's network of accountability agents within ethnic minority communities.



**OBJECTIVE 5:**

**FOCUS ON  
PARTNERSHIP**

*Calvin College, through its academic mission, will serve the church as a valued partner in higher education and will serve varied local, national, and global communities.*

# 5

## FOCUS ON PARTNERSHIP

### **5.C. We will be a valued partner of other colleges and universities both in this country and around the world.**

- 5.C.1. We will continue strong partnerships with other Reformed colleges and universities.
- 5.C.2. We will develop and share resources related to the theory and practice of Christian higher education.
- 5.C.3. We will support faculty in their work with international partners.

### **5.D. We will expand our networks of alumni and parents and strengthen their investment in the mission of the college.**

- 5.D.1. We will communicate the importance of alumni and parents to the campus community through creative communication and on-campus welcome.
- 5.D.2. We will provide opportunities for alumni and parents worldwide to be involved in a variety of educational and service partnerships with academic departments and college offices.
- 5.D.3. We will develop new ways for alumni and parents worldwide to experience Calvin through internet technologies.
- 5.D.4. We will challenge alumni and parents to become more deeply involved and invested in the college.





# CALVIN

College

Office of the Provost  
3201 Burton Street SE  
Grand Rapids, Michigan 49546  
[www.calvin.edu/go/stratplan](http://www.calvin.edu/go/stratplan)  
616.526.6102  
[provost@calvin.edu](mailto:provost@calvin.edu)