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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.



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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

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- 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.