

The following is a current draft of the EXECUTIVE SUMMARY of the Strategic Long Range Plan from the SLRP committee, which is being released for community review.

The SLRP committee urges you to give feedback about the Strategic Plan. Please contact Community Senate President Floyd McKissick with any comments.

EXECUTIVE SUMMARY

Since October of 2002, Guilford College has been engaged in a comprehensive, highly participatory strategic planning process designed to formulate an institutional plan for 2005-2010. This has been a data-driven endeavor, one that intentionally links the plan to the college's core values of community, diversity, equality, excellence, integrity, justice, and stewardship. These core values were defined anew by the college community during the planning process. The resulting plan is a dynamic one that will be reviewed annually and changed as needed to meet the college's changing circumstances.

The planning process produced a restatement of the Mission of Guilford College. It is as follows: "To provide an excellent, transformative liberal arts education where the institution and its members model values, behaviors, and attitudes that develop critical thinkers and social change agents based on the Quaker principles of integrity, peace, equality, and simplicity in a strong, inclusive learning community."

To begin with, Guilford College recommits itself to excellence in undergraduate education and to teaching being our core business. Our continuing goal is to excel at education that transforms our students and our world. With this in mind, Guilford will focus on principled problem-solving across the curriculum as a means to contribute not only to the practical education of students but also to the solution of problems in our community and world. Other academic initiatives include the following:

By 2006, Guilford will create an Interdisciplinary Center for Principled Problem Solving and by the following year we will integrate this theme into the general educational matrix. By 2007, Guilford will identify four "academic focus programs" housed in the Interdisciplinary Center. These focus areas will be emerging spheres of knowledge that reflect cross-disciplinary curricular and co-curricular approaches to examining and solving complex problems facing society. While focusing on selected academic areas to provide excellence and depth to the curriculum, Guilford will also preserve its liberal arts and business breadth.

In addition, "The Guilford Challenge" will be instituted, integrating curricular and co-curricular experiences to help prepare students to analyze information, lead and organize others and make responsible, principled decisions.

As another continuing goal, Guilford intends to expand its academic community by leveraging partnerships with other colleges and universities, and will only develop graduate programs in collaboration with others.

Guilford embraces a "Lifetime of Learning" that extends education from age 16 with The Early College program through ages 18-22 in the traditional programs and 23 and beyond through CCE and other programs.

Guilford intends to grow its enrollment with an objective of 3,300 stu-

dents by the year 2010. Expansion will come not only from new students but also from improved retention. The projected student body will include 1,500 from the traditional pool of students, 100 students from Early College and 1,700 students from the non-traditional pool.

As another continuing goal, Guilford College recommits itself to Quaker values and practices. By 2005, the college will adopt policies and procedures that affirm the role of Quaker principles in organizational life and decision-making. In addition, the college will promote diversity of all forms-racial, religious, ethnic, geographical, sexual identity, social, and ideas-and strive to become an anti-racist institution.

In addition, Guilford aims to improve in areas considered more tactical and operational but still crucial to the institution, such as building community and enhancing our reputation. We also need to be able to pay for the plan, and to increase our financial resources. Toward those ends, our plan includes the following:

Guilford will achieve a balanced operating budget by FY 2006, including the costs of the strategic plan.

Guilford will begin a new capital campaign to raise \$75 million in 2008-2014.

Guilford will grow its endowment value to \$100 million by 2010.

Steps will be taken to attract the number and type of faculty and staff necessary to support the academic mission. Action steps call for evaluating each member of the current faculty and staff and targeting individuals for an initial phase of salary remediation. Another action step calls for creating new endowed professorships for each of the academic focus areas.

Guilford will upgrade its facilities, infrastructure and physical plant. An objective is set to complete five of nine projected major facilities upgrade projects within budget and on time by the summer of 2010. Cost of the nine projects will be approximately \$40 million.

Other planned steps are designed to improve faculty, staff and student satisfaction within the campus community.

Steps will be taken to strengthen our external identity and academic reputation. We will be more active in preparing our students for the worlds of work and post-graduation education. We also will strengthen alumni ties.

The timing of The Strategic Plan for Guilford College 2005-2010 is very significant. This planning process began four months after the July 2002 arrival of Kent John Chabotar as the college's new president. The plan provides the opportunity for Guilford to strengthen itself by addressing both internal challenges and important strategic issues facing the college and higher education in the years just ahead.