

Community Announcement April 2011

TO: All faculty, staff, and students

FROM: Provost Carol Folt, provost@dartmouth.edu

SUBJECT: Community update on Strategic Planning

In 2009, when President Jim Yong Kim became Dartmouth's 17th president, he challenged our community to work together to chart a bold and aspirational path for Dartmouth's future in anticipation of our 250th anniversary in 2019.

We have taken this challenge to heart. Many preparatory conversations have taken place with the Board of Trustees, numerous Dartmouth faculty, senior administrators, students, alumni, and educational and professional leaders from outside of Dartmouth about how best to structure our planning initiative. Following these consultations, we now are entering into the formal phase of a comprehensive and collaborative strategic planning process.

Throughout our planning, we will look forward and outward to establish a future that builds on the strengths and distinctions that have made Dartmouth one of the most outstanding and enduring institutions of higher education and an exemplar for the power of the liberal arts. Our planning also will challenge us to strive beyond our current aspirations as we seek to create an extraordinary intellectual home for the world's top faculty and students; attain the highest levels of distinction for our teaching and discovery; support our distinguished research programs in addressing urgent problems and advancing intellectual frontiers; expand our international presence; accelerate interdisciplinary integration; educational innovation; work for the public good; advance creative practice and critical thinking; and offer student experiences and research programs that are second to none.

To accomplish this, we will draw on the energy and expertise of our entire community, while placing a strong emphasis on engaging the outside world. As we identify our institution-wide aspirations, we will develop strategic goals to guide Dartmouth over the next ten years. Our planning will involve selecting key topics to explore, gathering and analyzing information and data, identifying areas of opportunity, setting goals, developing specific implementation steps, and determining how to measure success.

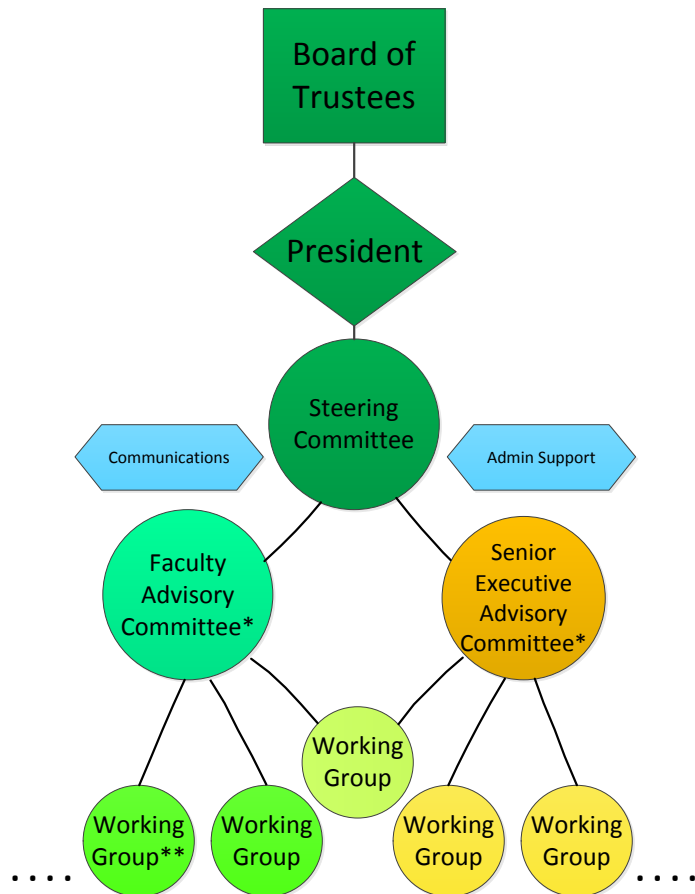
Our process, expected to conclude in December 2012, is designed to provide opportunities for input from across Dartmouth. Indeed, we depend on your creative energy, ideas, and commitment to Dartmouth's success to build a future that meets the challenges and takes advantage of the opportunities ahead.

The process employs a structure of three core committees plus a number of working groups:

- **Strategic Planning Steering Committee (SPSC)**, comprising the provost (chair); deans of arts and sciences, the College, professional schools, and graduate studies; executive vice president and CFO; senior vice president for Advancement; and the president’s chief of staff. The SPSC reports to the Board of Trustees and President Kim. It oversees the process as a whole and will coordinate approval of the final strategic plan. Please see <http://bit.ly/dUbbTC> for SPSC membership.

- **Faculty Strategic Planning Advisory Committee (F-SPAC)**, comprising seventeen junior and senior faculty nominated by deans of each of the schools and chaired by Denise L. Anthony, Associate Professor of Sociology and Chair of the Sociology Department. The F-SPAC will identify academic topics to be addressed, form working groups to study the topics, ensure two-way communication with and participation of the faculty, and provide reports and recommendations. The F-SPAC reports to the Provost. Please see <http://bit.ly/hDQp3g> for F-SPAC membership.

Strategic Planning Structure



* Advisory committee chairs serve as ex-officio on all leadership committees.
 ** All Working Groups memberships will be drawn from multiple Dartmouth constituencies.

- **Senior Executive Strategic Planning Advisory Committee (SE-SPAC)**, comprising twenty-six senior administrators and co-chaired by Maria Laskaris, Dean of Admissions and Financial Aid, and Martin N. Wybourne, Vice Provost and Francis and Mildred Sears Professor of Physics. The SE-SPAC will identify academic and student support and campus operations topics to be addressed, form working groups to study the topics, ensure two-way communication with and participation of staff and students, and provide reports and recommendations. The SE-SPAC reports to the Provost. Please see <http://bit.ly/f4eZFX> for SE-SPAC membership.

- **Working Groups** will study and prepare reports and recommendations on topics yet to be identified by the three core committees. Over the next few months, the committees, with input from the broader community, will select topics for study by Working Groups and then determine membership for the groups. The Working Groups will engage the Dartmouth community broadly during their deliberations and seek informed input from

people outside Dartmouth who can best help inform and create new ideas. Students, faculty, and staff will be involved in the Working Groups, with start dates of specific groups staggered over the next six months.

We are developing a website to provide information on strategic planning and to serve as an additional means to gather ideas, questions, and comments from the Dartmouth community throughout the process. The website will be activated by mid-May, and will be updated regularly with information about working group topics and membership, answers to frequently asked questions, project status, and other topics of interest related to long-term planning.

Broad engagement is key to the success of this planning process. We are establishing a communications support group to organize a variety of activities and communications vehicles that will provide regular channels for interaction and engagement. These initiatives will include opportunities expressly tailored for gathering input from students and alumni. We invite you to share questions and comments at <http://www.dartmouth.edu/~strategicplanning/input/index.html>

In closing, I extend from President Kim, the Board of Trustees and all the members of the Strategic Planning Steering Committee, our sincere appreciation to all of you who have agreed to serve on the committees guiding our strategic planning. We also thank in advance the many individuals who will participate in one way or another with the working groups and other events, and the entire Dartmouth community for inputs that will ensure we chart a course of excellence for Dartmouth's future.

Thank you,

Provost Carol L. Folt