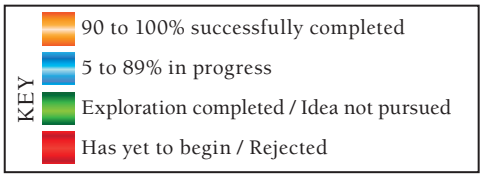
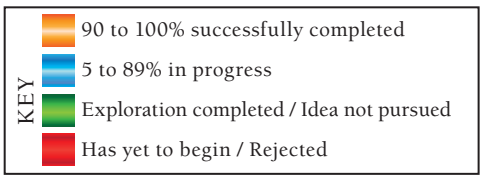
KALAMAZOO COLLEGE
STRATEGIC PLAN SCORECARD, 2007–2017



1. Implement Distinctiveness Initiative to outline integrated curricular model focused on global citizenship and intercultural and international distinctiveness.
2. Create interdisciplinary guilds for professional & personal development.
3. Empower faculty to be pedagogical innovators.
4. Reposition faculty and staff compensation.
5. Guarantee sustainable technology infrastructure.
6. Empower student voice, engagement, and leadership.
7. Insure a truly distinctive Kalamazoo College student experience.
8. Renovate Hicks Center.
9. Construct Fitness Center and Natatorium.
10. Perform Residence Hall Upgrades.
11. Build and Sustain a Diverse Student Body.
12. Implement branding and integrated marketing plan.
13. Strategically Invest in Advancement.
14. Build readiness to support comprehensive campaign.
15. Make life-long alumni engagement a distinction of Kalamazoo College.
16. Implement a comprehensive Enterprise Resource Planning (ERP) System.
17. Correct Advancement drawdown.
18. Invest in facilities and infrastructure renewal.
19. Strategically invest in Academic Programs.
20. Strategically invest in Student Development.
21. Strategically invest in Admissions.
22. Strategically invest in Athletic Programs
23. Increase retention of students.

For more detailed information on each item, please refer to the remainder of the document.

KALAMAZOO COLLEGE
STRATEGIC PLAN SCORECARD, 2007–2017

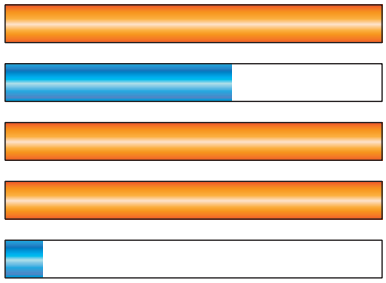


I. DEEPEN MULTI-DIMENSIONAL LEARNING

A. Support Curricular and Pedagogical Innovation

Recommendation A.1: Implement Distinctiveness Initiative Recommendations.

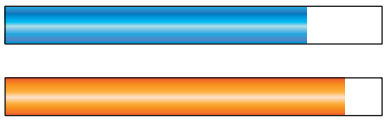
- Revise General Education requirements
- Develop Three Core Seminars
- Develop Integrated Interdisciplinary Minor (IIM)
- Explore academic calendar changes
- Develop Global Engagement Concentration Program
- Explore Center for Integrated Experiential Learning
- Explore flexible crediting system
- Explore Development of K Guides Program



Recommendation A.2: Create interdisciplinary Guilds.

Recommendation A.3: Empower faculty to be pedagogical innovators.

- Provide Funds for Pedgagical Innovation
- Add Instructional Technologist Expert

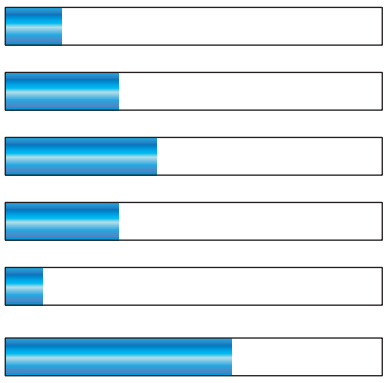


B. Recruit and Retain Outstanding Faculty and Staff

Recommendation B.1: Reposition faculty and staff compensation.

- The goal is to bring faculty salaries to the GLCA median with equivalent raises for all categories of staff.

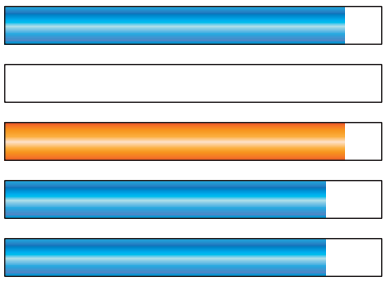
Year	GLCA Rank	Progress
2005-2006	11 of 11	BASELINE
2006-2007	10 of 11	
2007-2008	9 of 11	
2008-2009	9 of 12	
2009-2010	10 of 12	
2010-2011	11 of 12	
2011-2012	8 of 12	



C. Guarantee Sustainable Technology Infrastructure

Recommendation C.1: Provide competitive technology to promote student learning and sustain faculty research/staff productivity.

- Complete campus wireless network coverage
- Shorten Computer Rotation for faculty/staff
- Increase "smart" classrooms
- Provide access to print and electronic collections for scholarly work
- Enhance foreign languages/ fine arts computer labs



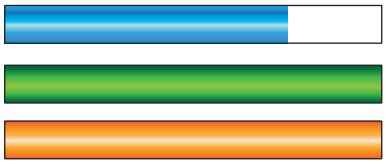
II. CREATE AN INCLUSIVE, STUDENT-FOCUSED ENVIRONMENT

A. Strengthen Sense of Community and Promote a Balanced Lifestyle

Recommendation A.1: Empower student voice, engagement, and leadership.

Recommendation A.2: Create a supportive student experience by strategically investing in Student Development.

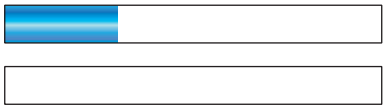
- Increase Student Development Time, Staff, & Equipment
- Explore Senior On-Campus Apartments
- * Institute First-Year Housing



Recommendation A.3: Renovate Hicks Center.

Recommendation A.4: Construct Fitness Center/Natorium.

- Construct Fitness Center
- Construct Natorium



Recommendation A.5: Perform residence hall upgrades.

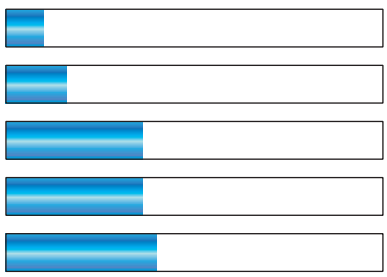
Note: Cosmetic renovations and furnishing upgrades completed; major structural renovations will not be completed during the timeline of the strategic plan.

B. Make Kalamazoo College More Diverse

- The goal is to raise at least $11 million for scholarship support.

- The goal is to have 50% outside Michigan student body by 2017

Academic Year	% out of State	Percentage Success
2007-2008	31%	BASELINE
2008-2009	33%	
2009-2010	34%	
2010-2011	36%	
2011-2012	36%	
2012-2013	38%	



- The goal is for K's student body to reach approximately 30% of U.S. Domestic Students of Color (DSC) + International Students (IS).

Academic Year	% of Student Body	Percentage Success
2007-2008	18%	BASELINE
2008-2009	19% [DSC = 15.9%; IS = 3.3%]	
2009-2010	23% [DSC = 12.5%; IS = 6.2%]	
2010-2011	25% [DSC = 17.5%; IS = 7.4%]	
2011-2012	25% [DSC = 17.5%; IS = 8.1%]	
2012-2013	30% [DSC = 22%; IS = 8%]	

- The goal is to maintain a student body gender balance than less than 45% male and no more than 55% female.

Academic Year	% Females in Student Body	Percentage Success
2007-2008	58%	BASELINE
2008-2009	57%	
2009-2010	57%	
2010-2011	56%	
2011-2012	57%	
2012-2013	58%	

III. INCREASE THE COLLEGE'S PRESTIGE AND VISIBILITY

Recommendation: Implement Branding, Integrated Marketing, and Communications Initiatives.

- Conduct Branding Research.
- Develop Integrated Marketing Initiative/Communications Initiative.

IV. SECURE NEEDED RESOURCES FOR THE FUTURE

A. Develop and Implement a Comprehensive Plan for Fundraising

Recommendation A.1: Strategically invest in Advancement.

Recommendation A. 2: Build readiness to support a comprehensive campaign.

B. Insure Stewardship of College Resources

Recommendation B.1: Make life-long alumni engagement a distinction of Kalamazoo College.

ONGOING

Recommendation B.2: Implement a comprehensive Enterprise Resource Planning (ERP) system review and obtain a new system.

Recommendation B.3: Correct Advancement drawdown from the endowment.

Recommendation B.4: Invest in facilities and infrastructure renewal.

C. Increase Enrollment to Enhance Educational Experience and Maximize College Resources

Recommendation C.1: Grow enrollment.

- The goal is to increase the student body to 1500 (150 new students) by 2013-2014.

Academic Year	Enrollment	Success
2007-2008	1340	BASELINE
2008-2009	1387	
2009-2010	1384	
2010-2011	1369	
2011-2012	1403	
2012-2013	1379	

Recommendation C.2: Strategically invest in Academic Programs.

- Add three tenure-track lines
- Invest in academic departments/experiential education

Recommendation C.3: Strategically invest in Admissions.

- Add Additional Personnel
- Increase Admissions Travel

Recommendation C.4: Strategically invest in Athletic Programs.

- Renovate athletic fields and field house
- Convert selected part-time coaches to full-time positions
- Enhance operating budget for athletics

Recommendation C. 5: Improve student retention.

* The annual goal is for first-year student retention to surpass 90%.

Cohort Entering In	Retention	Success
2007	91%	
2008	89%	
2009	92%	
2010	91%	
2011	90%	
2012	93%	