



A STRATEGIC PLAN FOR COLBY

(Final Version: May 1, 2002)

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INTRODUCTION

In the spring of 1999, the Board of Trustees and the President announced the initiation of a strategic planning process at Colby. In almost every way the time was ripe for the College to think creatively about its future. It had been approximately ten years since the completion of the last comprehensive planning process. A carefully planned presidential transition was imminent, and a comprehensive planning process would offer the new President an unparalleled opportunity to learn about the College and establish his own agenda for the future. In addition, the creative and forward-looking assessment of the College's competitive position would be critical to maintaining its steady and impressive gains in the admission arena.

The Board initiated the planning process with the re-engagement of its own planning committee, augmented for this purpose by several subcommittees including student, faculty, and staff representatives. The committee was charged with working with student, faculty, and staff representatives to prepare "Option Papers" for the new President, providing a broad overview of Colby's current challenges and strategic opportunities.

Following the presidential transition in July 2000, the second and final phase of the process began with the appointment of the President's Planning Group, a representative campus committee charged with advising the new president on institutional objectives, priorities, and planning initiatives. The Planning Group met throughout the 2000-01 academic year and into the following spring, reviewing extensive materials on every important facet and dimension of institutional life as well as the Option Papers produced the preceding year.

The planning process also benefited from the work of other campus committees, including the College Affairs Committee, the Financial Priorities Committee, and special *ad hoc* groups appointed to review the College's benefits programs and to support a campus master planning process. Three consulting groups were retained to provide specialized assistance in key areas.

Now, after more than two years of steady effort by several different groups and many individuals, the planning process has concluded. The purpose of this report is to describe the outcomes of the process and to set the stage for the implementation of the plan by the campus community and the Board of Trustees.

ASPIRATIONS AND DIRECTIONS

Many of the important discussions occurring throughout the planning process were aimed, appropriately, at the question of institutional aspirations. Where does Colby seek to go in the coming years? What are the broad goals and objectives that will guide us as we make decisions about resources, programs, organization, and the physical evolution of the campus? What is our institutional compass?

Owing in part to the pressures now pervasive throughout higher education, it is tempting to begin answering these questions in competitive terms. The competitive aspects and imperatives of our work and context cannot be ignored, of course, but in the absence of a clear internal sense of direction, they also can be distracting and even confounding.

And so we need at the outset to be clear about our *internal* compass—our core values, our identity, and our mission.

Clarity begins with the affirmation of the obvious and essential: any truly strategic plan for Colby must aim at improving the quality, power, and richness of the educational experience we offer to our students. This fundamental orientation is nowhere more vital than in setting a course for the academic program, for it is at the heart of what we do. But it must also guide us as we contemplate the future shape of student life, the physical evolution of the campus, and the evolution of our financial priorities. As we contemplate and define our strategic initiatives and priorities for the coming years, we must be able to answer clearly and firmly this question: how does each of our commitments, current and contemplated, contribute to the enhancement of the educational experience we are providing to our students?

Guided by the commitment to quality, we can and should have definite and stretching competitive aspirations. The College is legitimately proud of the manner in which its reputation has advanced in recent years, and we should be eager to see that progress continue. Colby's ambition in the coming years ought to be nothing less than to be more and more clearly identified as one of the premier liberal arts colleges in the nation. And nowhere is this sense of aspiration and excellence more important than it is in the academic program of the College, which is the key to our future reputation and stature in all areas.

Our ambitions with respect to both the quality and reputation will require substantial effort and achievement on a number of critical fronts:

Focusing creatively on the core mission: As the first step in imagining our collective future, we should agree to focus creatively and exclusively on our traditional mission.

In affirming our mission, we consciously adopt the strategy of holding fast to what we know and do best—the liberal education of undergraduates in a residential collegiate setting. This does not mean that we are exempt from change and innovation within the context of our traditional competencies, but it does define clearly the terrain of that innovation while avoiding the high-risk distractions of alternative paths.

Specifically, Colby's strategic interest lies in promoting and pursuing curricular balance, connection, and coherence over the disciplinary specialization and fragmentation characteristic of the research university; in affirming its commitment to the development of broad and highly adaptive intellectual capacities over the precise forms of technical expertise characteristic of professional schools and programs; and in maintaining, in the midst of the current fascination with information technologies, its wholehearted and exclusive commitment to the face-to-face relationships among students and faculty that have always been the hallmark of the Colby experience.

In response to the competitive pressures now being exerted by the university, professional, and virtual models of higher education, the College should direct its considerable intellectual resources and energies to the creative adaptation of its distinctive version of liberal learning to the challenges of our historical, social, and competitive circumstances. The guiding principles of this creative adaptation, spelled out in much greater detail in the "Strategic Initiatives" section of this report, below, are these:

- The College must continue to nurture, protect, and stimulate its remarkable culture of teaching as the core element of the residential college experience;
- The College must maintain its commitment to the essential intellectual capacities and competencies of liberal learning throughout the academic program and regularly evaluate and adjust the ways in which those skills are pursued in departmental curricula and through all-college requirements;
- Colby should affirm and extend its commitment to international education as a core element of the liberal arts experience;
- Colby should make a stronger and more definite commitment to project-based learning and to service learning as necessary complements to the formal and traditional methods of classroom instruction;
- Colby must do more to acquaint students with professional career opportunities and possibilities as an important adjunct to the broad ambitions of liberal learning, through expanded activities and programs of Career Services and more creative and extensive use of internships.

Creating a more distinctive academic profile: As we tend to the creative evolution of liberal learning, we should also pursue ways of making Colby's

academic profile more distinctive among the top-tier liberal arts colleges with which we compete for students. We should do so by committing organizational effort and financial resources to those areas of organic academic strength that, together and independently, will attract the students we most desire while complementing Colby's geographic location in central Maine, which figures so prominently—positively and negatively—in the perceptions of prospective students.

Initiatives building upon areas of particular organic strength and promise include:

- The creation of a programmatic Center for Public and International Affairs, uniting existing strengths, programs, and special resources in programs in the social sciences and Interdisciplinary Studies division;
- The reinforcement of Creative Writing;
- The reinforcement of Colby's Environmental Studies Program, in both its policy and scientific formations, including a sustainable campus greening initiative;
- The creation of an interdisciplinary concentration in Neuroscience that builds on existing strengths in Biology and Psychology;
- The further integration of the resources of the Art Museum with the teaching mission of the College;
- The pursuit of more definite and consequential strategic partnerships with important regional institutions, including Bates and Bowdoin colleges, and the Skowhegan School of Painting and Sculpture.

Enriching student life and culture: While the academic program is the core of the College, we know that the educational program and experience extend beyond the classroom into the places that students meet and interact. In addition, research and discussion both on and off the campus during the planning process revealed a number of concerns regarding campus atmosphere. And so, as we seek to strengthen the academic program, we must simultaneously enrich and broaden campus life and culture. Several areas of initiative are paramount here. Colby seeks to enroll intellectually ambitious students, and as we do so, we must take steps to enhance the intellectual climate on the campus. In a related way, we need to integrate more effectively students' residential and classroom experiences and to provide a richer array of cultural opportunities outside the classroom. Finally, we must be supportive of more diverse and compelling forms of social activity for students, while taking steps to diminish the role of alcohol as an organizing force in student social life.

Initiatives of particular importance and consequence should include:

- Efforts to expand the ambitions and program of the Pugh Center as a focal point for expressions of multiculturalism and diversity at Colby;
- Initiatives supporting a broader and more diverse array of student and College-sponsored social opportunities for students;
- Initiatives creating more and better student leadership opportunities.

Strengthening the admission profile: Colby's admission profile has improved markedly over the past several decades. In light of the competitive pressures we face, we will need to work hard to consolidate those gains. At the same time, we must amplify our aspirations on several fronts. Colby's applicant pool must achieve steady growth in coming years, and at a minimum should exceed 4,500—a 15 percent increase—by 2006. But growth must come in particular areas as well as sheer magnitude. First and foremost, we must enhance significantly the diversity of the applicant pool. This means increasing the numbers of ALANA students viewing Colby as a serious option, most obviously, but it also means fortifying other highly desirable groups that market survey research or common sense tell us are insufficiently represented in the pool—students representing greater socio-economic diversity, for instance, and students from important geographic regions of the country and, increasingly, from around the world. In every area, Colby should seek to expand the number of students of exceptional academic ability who express serious interest in the College.

Enlarging and diversifying the applicant pool will require a wide variety of efforts in admissions and communications. Some of the more significant areas of initiative include:

- Colby's participation in the innovative *Posse Program*, which will assist the College in recruiting and enrolling individuals from under-represented and diverse backgrounds;
- Strengthening and complementing existing efforts to recruit ALANA students, including the employment of more sophisticated search and direct mail techniques, and the cultivation of relationships with feeder organizations;
- Amplification of Colby's marketing and communication efforts in the admission arena generally, beginning with the complete redesign of admission marketing and communication materials and the broadening of Colby's direct mail efforts;
- Further refinement and enhancements of campus visits for all prospects;

Enhancing diversity: The goal of becoming a more diverse community cuts across all areas of the College and is embodied in every part of our strategic thinking. Much of what we must do lies in the academic, admission, and student life arenas discussed above, but additional initiatives will be pursued in every part of the institution, including personnel policies and practices, alumni

programs, the academic program, and College communications. Particular areas of focus include:

- Development of more rigorous forms of administrative accountability regarding the fulfillment of the College's diversity goals;
- Substantial revision and promulgation of new recruiting practices and requirements in all of the College's personnel searches;
- More careful and regular mechanisms of assessment and reporting, including annual reports in the key areas of student, faculty and staff retention and hiring, and campus environment and atmosphere;
- More thorough and systematic training for student leaders, faculty, and staff in the challenges and requirements of living in a more diverse environment.

Creative campus planning and development: We know that space needs, especially for the academic program, are among the most pressing currently facing the College. We also know that facilities are crucial to academic quality and competitive strength and success.

Our plans and priorities in the coming decade must therefore include the construction of several new facilities and extensive renovations to existing buildings, in keeping with our specific programmatic priorities. All of this work must be accomplished in the context of a visionary master plan for the future of the campus that embodies the College's core values and general aspirations. While several difficult issues related to timing and project scope need to be resolved, the key facilities priorities in the coming years are as follows:

- New space for programs in the social sciences, including space supporting the programmatic concept of a Center for Public and International Affairs, and for music instruction and performance;
- New and renovated space for additional faculty offices;
- New or substantially renovated space to relieve crowding in the natural sciences and for the relocation of Psychology to the academic quadrangle;
- Systematic renovation and modernization of classrooms;
- New or substantially renovated and expanded space for several key administrative programs, including, especially, the alumni and development programs of the College;
- Renovations and additions to Cotter Union in support of efforts to invigorate and enhance campus atmosphere and student social life;

- Continuation of plans for the systematic renovation and renewal of student residences and dining halls;
- Renovations to the Alfond Athletic Center.

These changes and additions will be pursued within the framework of a long-range campus development plan based upon the following key principles:

- Complementing the Larson master plan in a way that recognizes the original vision of that plan while expressing Colby's contemporary values and aspirations;
- Respect for the architectural values that distinguish Colby's campus;
- The further definition of a central academic core of the campus.

Strategic investments, financial strength, and equilibrium: Realizing Colby's programmatic potential and aspirations in the coming years will require the strategic arrangement and, in some instances, rearrangement of our financial priorities and commitments. This plan includes several key financial commitments in support of programmatic initiatives described elsewhere in this document, including:

- Increases in the faculty compensation budget supporting approximately ten new faculty positions;
- Increases to the financial aid budget in support of the general goals of access and affordability and the implementation of the Posse Program;
- Increases in the College's contributions to the retirement plan and health care plan for all employees in support of the College's recruitment and retention goals;
- Increases to operating funds supporting a more varied and representative campus social life for students, including substantially increased support for the Pugh Center;
- Increases to the annual budget allocation supporting the major maintenance and renewal of the physical plant.

In light of these and other projected commitments and intentions, one of our most important tasks in the years just ahead will be to continue the hard and vital work of increasing Colby's permanent financial resources. In spite of the great success of the last campaign, we remain relatively under-endowed with respect to our strongest competitors. The College must begin now to think about the next comprehensive campaign, which should seek to raise significant new funds in support of endowment, new facilities, and annual support for operations, and to strengthen Colby's culture of philanthropy. The key principles and objectives of this campaign will include the following:

- Gifts adding significantly to Colby's endowment, and particularly to endowment for financial aid;
- Gifts to endowments supporting the academic initiatives of the strategic plan;
- Gifts in support of the full construction costs of new facilities and to endowments supporting the incremental operating expenses of new facilities.

Even with such an ambitious undertaking on the horizon, we will have to grapple creatively and realistically with a financial situation characterized by slower annual growth in the comprehensive fee, slower growth in endowment support of the operating budget, and strong competitive pressures on the financial aid and compensation budgets. These revenue and expense pressures will mean that we will have to continue to manage our resources carefully and, in particular, to constrain the growth rate of our expenses. Key initiatives in this regard should include:

- Constraining the rate of increase in the costs of the administration of the College through the maintenance of the cap on the total number of administrative and support staff positions;
- Controlling the long-term rate of increase in the costs of Colby's benefits programs;
- Constraining the overall average rate of increase in the College's non-strategic operating budgets (e.g., non-personnel department and program budgets).

Deepening alumni engagement and support: Most of the initiatives advanced in this plan will require the support, financial and otherwise, of the alumni of the College. That support will come in many forms but most powerfully and directly in the next comprehensive campaign, which will be constructed around the elements of this plan.

Because this support is so central to its aspirations, the College will seek to deepen its engagement with alumni and to keep them even more closely

informed of our aspirations, needs, and opportunities. That engagement will require several important new initiatives for and with alumni, including:

- Broadening the base of Colby's alumni volunteer networks and programs, including annual giving, career networking, and Colby clubs;
- Providing a more attractive and central campus venue for alumni events and special programs and for adequate office space for alumni and development staffs and programs;
- Strengthening communications along lines suggested by recent market survey research among alumni.

Communicating Colby's strengths and aspirations: In coming years the College will need to spend more time, effort, and resources on the carefully coordinated and aggressive communication of its activities, strengths, and attributes to its various audiences, including prospective students, parents, alumni, and friends. As a first step in that direction, several initiatives are in order:

- Development of a comprehensive communications platform and program for the next several years, based upon information gleaned in the course of recent market survey research among Colby alumni, parents and friends, and prospective students and parents, and upon the aspirations of this strategic plan;
- Adoption of more systematic and aggressive marketing strategies, particularly in admissions;
- Reorganization of the management of Colby's Web site;
- Systematic redesign of the College's admission materials;
- Development of a coherent graphic identity program.

Waterville and the central Maine region: Market survey research conducted in the course of the strategic planning process underscored the importance of location as a decisive factor in college choice in general and in perceptions of Colby in particular. At the same time, the current state and future evolution of the region, and especially of downtown Waterville, are important to the satisfaction and retention of current students, faculty, and staff. For these reasons, and in light of the long and deep association between Colby and the surrounding community, the College must view the health and future of Waterville and the surrounding region as strategic issues and opportunities, and it must engage those issues in productive and meaningful ways, as part of Colby's larger strategic vision for the future. Accordingly, several key areas of initiative will be appropriate in the coming years:

- Continuing support for recent Colby initiatives assisting the revitalization of downtown Waterville;

- New support for promising Waterville and regional economic development efforts;
- Enhanced community service initiatives and opportunities for Colby students, including especially programs in the Waterville public schools.

These, then, are the broad features of a strategic path for Colby in the coming years. The remainder of this report describes the precise initiatives that must be undertaken along the way for the College to realize both its educational and competitive ambitions.

STRATEGIC INITIATIVES

Liberal Learning and the Academic Profile

Goals and Objectives

- Clarify the directions and priorities for the evolution of liberal learning at Colby in the context of the academic precepts;
- Clarify, communicate, and reinforce the particular strengths of Colby's academic program, particularly in areas that promise strategic and competitive advantage and distinction;
- Strengthen Colby's curricular and academic commitment to multiculturalism and diversity;
- Expand the breadth and effectiveness of programs and experiences related to career counseling and exploration.

Initiatives

Strengthening Liberal Learning

- Use Overseer visits and other moments of program review to evaluate and adjust the balance between the teaching of fundamental intellectual skills and capacities (e.g., writing and critical thinking) and disciplinary content (e.g., specific theory and data) within departments and programs and across the curriculum as a whole, with reference to the academic precepts;
- Consider implementing a "writing-across-the-curriculum" requirement and a speaking requirement, as complements to the current writing requirement;
- Revise the diversity requirement;
- Conclude the current evaluation of the efficacy and appropriateness of the wellness requirement;
- Strengthen education through research and other forms of project-based learning as distinctive aspects of the Colby undergraduate experience, and increase the number of opportunities students have to report on those experiences at professional meetings and conferences, both on and off the campus;

- Expand the number and types of experiences available to students through internships and service-learning programs;
- Ensure that students develop essential technology skills in the context of their work within majors.

Enriching the Academic Profile

- Strengthen areas of existing interdisciplinary activity and excellence in ways that will enhance Colby's academic profile. Commit a portion of the ten new faculty positions envisioned in this plan to this purpose, within the context of the following specific curricular initiatives, and following the completion of detailed program planning in each area of proposed initiative and careful consultation between the Dean and the Division Chairs.

Begin planning for the creation of a programmatic Center for Public and International Affairs, integrating and consolidating the interests and activities of programs concerned primarily with the study of social and political systems, institution, and policies—e.g., Anthropology, Economics, Government, Sociology, Environmental Studies, International Studies, Women's Studies, the Oak Institute, and relevant lecture series.

Reinforce Creative Writing at Colby by consolidating existing strengths in fiction and poetry, and cultivating new areas of strength and expertise in areas of non-fiction. Consider a visiting writer position that would bring distinguished writers to Colby in teaching and mentoring roles.

Reinforce the depth and quality of the Environmental Studies Program and the Environmental Science concentrations in Biology, Chemistry, and Geology, and, as an integral part of this effort, commit the College to the development of a sustainable campus greening initiative.

Implement an interdisciplinary concentration in Neuroscience utilizing current resources building on existing strength in Biology and Psychology.

Integrate the resources and activities of the Colby Art Museum more effectively into the undergraduate curriculum, perhaps through the addition of a second curator to the staff of the museum and the reinforcement of existing 'museum studies' courses among the offerings of the Art Department.

Pursue more definite and consequential strategic partnerships with important regional institutions that complement Colby's distinctive strengths or create important new opportunities, including Bates and Bowdoin colleges, and the Skowhegan School of Painting and Sculpture.

- Selectively reinforce existing academic departments and programs where compelling programmatic opportunities or current and prospective student interest offer justification for additional faculty positions made possible by this strategic plan. Commit a portion of the ten new faculty positions to this

purpose, utilizing departmental planning documents and the customary annual process of Dean and Division Chair review and recommendation as the mechanism for making allocation decisions;

- Encourage pedagogical innovation through the reinstatement of a course development fund;
- Increase start-up funding to maintain competitiveness in attracting the strongest possible new faculty to Colby;
- Increase funding for divisional research grants to support a higher level of scholarly activity, particularly in international areas;
- Evaluate the distribution of resources to academic departments and programs to bring outside speakers to Colby, particularly in areas that do not have endowed funds for such purposes, and increase equity of resource allocation.

January Program

- Increase substantially the number and quality of January internship opportunities;
- Develop a service-learning component of the January program involving both local and distant opportunities;
- Evaluate the Jan Plan to ensure consistency of course credit and that student effort is commensurate with the College's high expectations;
- Increase engagement of tenure-track and continuing faculty in the program;
- Provide the necessary financial and administrative support for the continuation of the unique January offerings of the Colby-Hume Center.

Career Preparation

- Improve the breadth and effectiveness of programs related to career counseling and exploration;
- Improve pre-law advising and continue to increase staff expertise in pre-medical advising;
- Reinforce the importance of internships to future employment and postgraduate education and create a Website to list opportunities;
- Develop a liaison with academic departments and programs to better integrate Career Services with student needs for internships, employment and postgraduate education;
- Base advising for health professions in Career Services, with continued faculty engagement in pre-professional advising for these professions;
- Expand and promote use of the Career Services Website to make certain it is used effectively by students and by faculty advisors;
- Continue development of alumni programs supporting career exploration, including especially more extensive and effective alumni career networks;
- Increase staffing in Career Services to support current and new initiatives.

Enriching Student Life and Culture

Goals and Objectives

- Enhance the intellectual climate and atmosphere on the campus;
- Integrate more effectively student academic, residential, and social experiences;
- Provide a richer variety of social and cultural programs for all students, and develop a more sophisticated institutional understanding of the nature and limitations of student social life and activities;
- Support an increasingly diverse community by assisting all students in appreciating the value and challenges of a diverse community, and by improving the campus climate for ALANA students, international students and other under-represented groups;
- De-emphasize the role of alcohol as an organizing force in social life through the provision of meaningful social alternatives, more accurate information on the normative use of alcohol among students at Colby, and health and wellness education;
- Heighten awareness of personal safety issues, including sexual assault and violence in relationships.

Initiatives

Enhance the Intellectual Climate on the Campus

- Ensure that the centrality and importance of intellectual life at Colby is reinforced in as many places and ways as possible, including new student orientation, COOT trips, and student leader training and communications;
- Re-institute a spotlight event program by sponsoring evening functions on a monthly basis coordinated by the Cultural Events Committee;
- Enhance the offerings of the Coffeehouse by increasing programming funds and publicity; improve visibility by renovating the Coffeehouse exterior in the Mary Low renovation project in the summer of 2002;
- Increase funding for student-led or -sponsored academic initiatives (e.g., journals, attendance at conferences, and independent projects).

Integrate Students' Academic, Residential, and Social Experiences

- Re-evaluate the Commons system for its effectiveness in governance and find ways to improve the social atmosphere within the Commons;
- Continue renovation of remaining residence halls, with special attention to common lounges;
- Investigate the adoption of "community precepts" articulating the College's standards of social conduct;
- Work with faculty residents, hall staff, and hall presidents to enhance the feeling of community in the halls and provide greater opportunities for faculty involvement;
- Increase the use of common space in the Cotter Union, athletic facilities, and other venues for high-quality social events in order to reduce reliance on residence hall venues for such events.

Provide a Richer Array of Social and Cultural Programs for All Students

- Develop a more sophisticated institutional understanding of student social life and activities through systematic survey research and other means as a prelude to the program enhancements and incremental resources provided for in this plan;
- In light of the mission of the Pugh Center, expand the scope and ambition of the programs it offers;
- Work with the student government on revisions to the Student Programming Board (SPB) enabling a more compelling and cohesive series of programs;
- Assess current offerings in order to identify specific enhancements in social/cultural programs and provide additional programming resources for the Student Activities Office;
- Make more funds available for students to attend regional and national NACA (National Association of Campus Activities) conferences;
- Increase expectations for student leaders sponsoring cultural and social programs (e.g., quantify the number of programs to be run each month), and monitor the quality of programming;
- Encourage more co-sponsorship of events and activities between the SPB, clubs, and academic departments;
- Provide additional resources for a transportation program that will facilitate more social and recreational options and increase the Jitney's efficiency and reliability;
- Ensure that the physical limitations of Cotter Union are addressed in the context of the overall Campus Plan and in planning for the allocation of the renovation funds.

Advance Diversity

- Expand the scope and ambition of the programs and activities sponsored by and in the Pugh Center in light of its mission as the focal point for multicultural programming on the campus;
- Expand diversity training for student leaders and diversity offerings for all students, beginning with first-year students during fall orientation and throughout the first semester;
- Intensify efforts in the Dean of Students Office and with faculty advisors on behalf of students of color and international students experiencing academic or social difficulties;
- Review GLBTT support services and funding and develop programs and strategies to increase GLBTT visibility on campus;
- Pursue opportunities to educate the campus on GLBTT concerns and coordinate those efforts with The Bridge, Project Ally, and faculty and staff involved in GLBTT curriculum development;
- Develop programs to better integrate international students in the broader undergraduate community;
- Seek resources to provide summer support and activities for international students;

- Assign the Associate Dean of Students for intercultural affairs the task of convening representatives from Athletics, the Health Center, Career Services, Counseling, Admissions, Alumni Relations, and Chaplains regularly to discuss issues of diversity;
- Conduct regular reviews of the persistence and graduation rates of ALANA students; initiate studies on the high achievement levels of ALANA students (e.g., Deans List, Latin honors, Phi Beta Kappa, and College awards);
- Direct each department in Student Services to submit an annual report to the Vice President for Student Affairs/Dean of Students on how that department is advancing the diversity goals of the college;
- Continue collaboration with the Trinity College Consortium on High Achievement and Success;
- Provide support for students of faiths not currently represented in the College's chaplaincy program.

Reduce Dependence on Alcohol As an Organizing Force in Social Life

- Provide funding for more and more creative non-alcoholic events;
- Ask the College Affairs Committee and the Student Affairs Committee of the Board to review the recommendations of the Trustee Commission on Alcohol (1995-1996) as a means of assessing current patterns of alcohol use and abuse and possible policy changes;
- Extend the use and promulgation of the "social norms" approach to understanding and changing the role of alcohol in campus social life;
- Conduct yearly orientation sessions with faculty and staff on current issues regarding the use of alcohol and other drugs.

Improve the Quality of Opportunities for the Development of Leadership Skills

- Target first-year and sophomore students for an Emerging Leaders Program;
- Evaluate training processes for newly elected or appointed leaders; focus more specifically on leadership development, alcohol training, and diversity training;
- Make the student awards luncheon a more prominent ceremony and increase public recognition of award recipients;
- Provide a Leadership Recognition Reception for club leaders, elected leaders, hall staff, and peer mentors at the end of each spring.

Promote a Safe and Secure Campus Environment

- Heighten awareness of personal safety issues, including sexual assault and violence in relationships;
- Develop a better series of written materials to define sexual assault, consent and procedures for seeking redress;
- Work with the Academic Affairs Committee to determine how the Wellness requirement or a revision of such a requirement could assist in raising awareness of safety issues;

- Provide an on-campus sexual assault victim advocate to assist students pursuing a case through the College judicial process.

Strengthening the Admission Profile

Goals and Objectives

- Increase the size, diversity, and talent of Colby's applicant pool (see first-year class profile among the appendices for specific goals);
- Enhance Colby's selectivity by raising the average SAT-I scores of entering classes, lowering the admission rate, and improving yield (see first-year class profile among the appendices for specific goals);
- Enhance the diversity of entering classes and strive to broaden access for all qualified students, irrespective of financial circumstances;
- Compete more successfully for students of exceptional academic ability, particularly in areas where such students may be under-represented at Colby;
- Maintain Colby's historic commitment to Maine students (see first-year class profile among the appendices for specific goals);
- Ensure the future affordability of a Colby education;
- Align the recruitment of athletes more closely with the recruitment of other groups of special interest to the College, e.g., legacies and students with distinctive artistic talents.

Initiatives

Marketing and Communications

- Redesign and revise the current suite of admissions and financial aid publications and develop a set of simple, eye-catching direct mail pieces, incorporating the findings of recent market survey research;
- Expand the use of direct mail (e.g., the Student Search service of the College Board) targeting high school juniors and sophomores;
- Develop an expanded financial aid brochure and well-integrated Web text offering user-friendly financial aid information (e.g., a needs calculator) and improving the perception of the value and affordability of a Colby education;
- Convene an Admissions Advisory Marketing Group that meets regularly and that includes representatives from relevant campus departments.

Recruitment Procedures

- Develop the "group travel" pilot program, which deploys multiple Colby admission and financial aid officers to key metropolitan areas across the country, and further extend the visibility of Colby in other creative and effective ways;
- Enhance the Colby Ambassadors program, which returns currently enrolled Colby students as Colby emissaries to their secondary schools;

- Enhance the Colby-in-Secondary Education program, by which Colby alumni in high schools are kept abreast of Colby admission efforts;
- Work with the Alumni Office to coordinate alumni gatherings in early April with retention receptions for newly admitted students; make appropriate use of other alumni events throughout the year;
- Ensure on-campus visits of the highest possible quality;
- Develop a procedure for evaluating the artistic talents of applicants, similar to the procedure already in place for evaluating musical talent;
- Control the number of rated athletes admitted to incoming classes, while maintaining gender equity, and appoint a single athletic liaison in the Physical Education and Athletics Department to work with one athletic liaison in the Admissions and Financial Aid offices.

Access and Affordability

- Augment the financial aid budget to support approximately 40 students recruited through the Posse Program;
- Ensure that Colby grants keep pace with increases in the comprehensive fee;
- Grow substantially Colby's restricted endowment for financial aid, with the long-term aspiration, beyond the parameters of the current planning process, of sustaining a "need-blind" admission process.

Organization

- Develop an office administrative structure that permits more autonomy, greater continuity, and closer oversight in geographical areas of responsibility;
- Focus the office organizational structure more effectively on marketing, Web management, and research efforts of the admissions and financial aid staff.

Multicultural Enrollment

- Become a participant in the Posse Program and recruit Colby's first Posse for admission to the Class of 2006;
- Expand the use of direct mail (e.g., Student Search) to contact prospective ALANA students;
- Expand the database of personal contacts, high schools, and other organizations that work with ALANA students (e.g., Arkansas Initiative, Native American Prep School, Prep-for-Prep), and adopt improved ways of communicating with them;
- Enhance campus visitation programs for ALANA students, to include greater parental participation and increased summertime visitation opportunities;
- Enhance existing relationships and build new relationships with the Arkansas Initiative, Prep-for-Prep, and the Native American Prep School;
- Develop a new brochure discussing multiculturalism at Colby and highlighting the College's commitment to building a richly diverse campus community;

- Work with the Alumni Office and Career Services to identify summertime employment opportunities or internships for a select group of newly admitted ALANA students; work with the Dean of Faculty to develop similar opportunities on campus for research assistantships with members of the faculty.

Enhancing Diversity

Goals and Objectives

- Improve the campus climate for persons of color and other under-represented groups by assisting every member of the community in appreciating the value and challenges of an increasingly diverse community;
- Enhance the vigor, consistency, and effectiveness of Colby's faculty, staff, and student recruitment policies and practices in light of the College's overall diversity goals;
- Review and revise Colby's institutional personnel policies and practices in ways that will support its broader goals for diversity;
- Strengthen Colby's curricular and co-curricular commitment to multiculturalism and diversity;
- Achieve greater diversity in the alumni volunteer base, programming, and divisional staffing, identifying and nurturing future alumni volunteer leaders from ethnically and racially diverse backgrounds;
- Maintain and reaffirm Colby's historical commitment to the principle of equal opportunity and non-discrimination in admissions, academic, and personnel policies and programs, including compensation.

Initiatives

Mission and Diversity

- The President will oversee development of a comprehensive statement on diversity that will become part of the College's mission statement and all standard publications.

Campus Culture and Climate

- The President, the Dean of Faculty, the Administrative Vice President, and the Director of Personnel will implement a comprehensive diversity education program for faculty and staff, beginning in the spring of 2001;
- The Assistant Director of Personnel will develop ongoing professional development workshops to educate administrative staff about Colby's diversity philosophy and ways to support employees working in an increasingly diverse community;

- The President, Vice Presidents and Deans, and the Director of Personnel will monitor and strengthen the mentoring, career counseling, and professional development opportunities for women and minorities;
- The Dean of Faculty, the Administrative Vice President, and the Director of Personnel will strengthen and refine the orientation process for new faculty and staff to ensure that new staff understand the value Colby places on diversity, resources available to members of the community, and procedures to address concerns;
- Orientation for new students will be reorganized to make room for more focused and effective programs regarding the benefits and challenges of living and learning in a diverse campus and student community;
- The Office of the Dean of Students will continue and strengthen the annual diversity training program for student leaders and residence hall staff;
- The Office of the Dean of Students will be charged with invigorating the Pugh Center, especially to underscore its intended purpose as a center for all students in the understanding and engagement of diversity.

Recruitment and Retention

- The Office of Admissions will revise and strengthen policies governing recruitment of ALANA students;
- The College will become a partner in the Posse Program and will commit an additional staff position to support this effort;
- So as to improve the yield of offers of admission to ALANA students, the Office of Financial Aid will continue to give priority to ALANA students in the matter of packaging aid awards and will, on a year-to-year basis, review and, to the extent possible, revise its policies to remain competitive with peer institutions (See Financial Aid);
- The Office of Vice President for Student Affairs and the Registrar will conduct an annual analysis of retention and persistence of ALANA students and will share that report with appropriate officers and committees;
- The Dean of Students Office will reinforce current practices to ensure that there is always direct, personal contact by members of the dean's office with students having personal and/or academic difficulties (an exercise that will require the close participation of faculty);
- The Administrative Vice President, Director of Personnel, the Dean of Faculty, and the Director of Equal Employment Opportunity will revise the College's Equal Employment Opportunity procedures and develop strategies to increase awareness of the procedures;
- Search leaders (department chairs, directors, and supervisors) will seek opportunities to define position descriptions, functions, duties, and associated assignments to develop a diverse applicant pool;
- Search leaders will submit written plans for each employment search, including the specific steps to be used to develop a diverse applicant pool;
- The College will continue to place advertisements in selected minority publications for all staff positions recruited on a regional or national basis;
- During the selection process the Personnel Office will review the demographic composition of the applicant pool with the hiring supervisor

and the appropriate Vice President or Dean to ensure that there is an applicant pool that is as diverse as possible and that appropriate consideration is given to all qualified applicants;

- The Director of Equal Employment Opportunity will continue to provide statistical information to faculty search committee chairs regarding the racial, gender, and ethnic composition of the national pool of recent Ph.D. recipients;
- The Personnel Office will develop a database of persons and organizations likely to disseminate information about Colby employment opportunities and/or nominate candidates for consideration and make these contacts available to hiring supervisors;
- Whenever possible, the Personnel Office will continue to make available to persons of color interviewing on campus the opportunity to meet with faculty and staff of color;
- The Director of Personnel, the Administrative Vice President, the Dean of Faculty, and the Director of Equal Employment Opportunity Officer will work with search committees and hiring supervisors to ensure compliance with recruiting procedures, particularly those requiring pro-active efforts to develop a diverse applicant pool;
- The Vice President for Administration and the Director of Personnel will review College policies and practices on a regular basis to ensure compliance with Colby's commitment to equal opportunity and non-discrimination as well as relevant federal and state federal and state non-discrimination laws.

Academic Program

- The diversity requirement will be revised and strengthened;
- The Dean of Faculty will make available a fund to support book purchases and related expenses for the development of new courses that meet the revised diversity requirement;
- The Dean of Faculty will supervise a study to determine persistence rates within majors to determine if there are trends in rates of withdrawal or failure within majors, particularly among ALANA students, and if so, work with faculty and others to find remedies.

Communication

- The Director of Communications will consider new ways to focus the communications instruments of the College so as to advance the diversity agenda.

Assessment and Accountability

- As part of its annual evaluation of the President, the Board of Trustees will review the President's role in furthering the diversity of Colby's faculty and staff and the development of an inclusive campus community;
- The Dean of Faculty, the Administrative Vice President, and the Director of Personnel will develop an assessment program surveying new minority faculty and staff about their experiences at Colby. Information obtained from

these surveys, along with information obtained from exit interviews, will be analyzed, reviewed for policy and/or programmatic implications, and, as appropriate, be included in the annual report on campus climate;

- The President and the senior staff will prepare an annual report assessing campus climate issues and will share that report with members of the campus community;
- Each Vice President and Dean will be reviewed annually by the President on her/his proactive efforts to identify, recruit, and retain a diverse faculty and staff;
- The President's senior staff will continue its annual review of recruiting efforts, particularly the recruitment and retention of women and minorities;
- The Administrative Vice President, the Director of Personnel, the Dean of Faculty, and the Director of Equal Employment Opportunity will develop an annual report providing demographic employment information, search results and statistical analysis regarding Colby's employment and recruiting experience for that year;
- Review College policies and practices, including compensation, on a regular basis to ensure internal equity, compliance with Colby's non-discrimination and equal opportunity policies, and compliance with relevant federal and State non-discrimination laws.

Campus Plan and Infrastructure

Goals and Objectives

- Plan and manage the growth of Colby's campus in ways that complement the Larson Plan while incorporating contemporary values and the principles of campus greening;
- Move academic programs not now centrally located to the academic core of the campus;
- Address Colby's most pressing needs for new academic space, consistent with the academic priorities of the College, the strategic plan, and financial resources;
- Improve and balance the College's classroom inventory through the renewal and rearrangement of existing space and the careful addition of new academic space, consistent with an understanding and requirements of the campus inventory;
- Create additional faculty and administrative office space through the reconfiguration of existing space and the addition of new space;
- Enhance student gathering space in both academic and non-academic settings;
- Enhance existing performance spaces while beginning long-term planning for new space.

Initiatives

New Facilities and Major Renovations/Additions

- Construct a single new academic facility for departments and programs affiliated with a Center for Public and International Affairs;
- Construct a new music performance and instruction space;
- Provide for a more centralized venue for alumni programs and administrative offices in alumni relations and development;
- Move Psychology to the academic core of campus;
- Provide additional gathering space in Cotter Union through major additions and renovations to the existing structure;
- Provide adequate spaces for Computer Science and Mathematics;
- Provide additional space for Physics and Geology;
- Improve and right-size classroom space across the campus, in accordance with the key findings of Phase I of the campus master planning process;
- Construct a black box theater as a renovation or addition to Runnals;
- Complete residence hall and dining facilities renovations (Averill, Johnson, Roberts Row, Heights, Roberts Dining);
- Renovate athletic facilities selectively and seek funding for a new outdoor artificial surface.

Campus Development

- Improve campus circulation, parking, entrances, signage, and recreation spaces while preserving and enhancing open spaces;
- Improve campus entrances;
- Implement a campus signage program.

Strategic Investment, Financial Strength and Equilibrium

Goals and Objectives

- Support the provisions of the strategic plan through the commitment of resources necessary to the accomplishment of the plan's stated objectives;
- Develop a balanced long-range financial planning projection embodying the College's financial priorities and establishing the framework for the development of annual operating budgets;
- Increase the permanent financial resources of the College;
- Strengthen the philanthropic culture and capacity of Colby's alumni body and friends;
- Maintain financial equilibrium by balancing operating budgets, by balancing the rates of growth of expenditures and revenues, and by preserving the value of Colby's permanent assets;
- Restrain the rate of growth of Colby's expense base.

Initiatives

Strategic Investments

- Maintain and enhance Colby's ability to recruit, enroll, and retain a more diverse student body through continuing real increases in the financial aid budget, continued funding of the Davis Scholars Program, and participation in the Posse Program;
- Ensure Colby's ability to recruit and retain high-quality faculty by enhancing the competitiveness of the College's total compensation package through sustained real increases in salaries and increased College contributions to a redesigned benefits program. The College's aspiration is to have a fully competitive salary and benefit package that ranks in the top half of our NESCAC comparison group in total compensation.
- Strengthen liberal learning and support the evolution of a more distinctive academic profile by adding ten faculty positions over the course of the planning period.
- Reduce over-crowding, provide space for new programmatic initiatives, and support liberal learning through construction of new facilities and major renovations;
- Increase annual budget allocations for renewal and renovation of the physical plant;
- Increase operating budgets in the Dean of Students Office in support of initiatives to broaden and enrich student social life, including funding for a reinvigorated program of the Pugh Center.

Financial Strength

- Begin planning for a comprehensive fund raising campaign, the goal for which will be determined upon completion of campaign planning and a feasibility study;
- Increase unrestricted giving at 5.5 percent (2.5 percent real) per year.

Financial Equilibrium

- Constrain the rate of increase in the costs of the administration of the College through the maintenance of the cap on the total number of administrative and support staff positions;
- Constrain the long-term rate of growth of the cost of Colby's benefits program through the elimination of the post-retirement health care plan for new employees and the implementation of cost-sharing in the plan for current employees;
- Constrain the overall average rate of increase in the College's non-strategic operating budgets to approximately 2% per year (e.g., non-personnel department and program budgets).

Deepening Alumni Engagement and Support

Goals and Objectives

- Strengthen alumni support for the College by broadening and strengthening the base of Colby's volunteer activities in the alumni and development programs;
- Develop more extensive and effective alumni career networks to benefit current students and recent graduates;
- Achieve greater diversity in the alumni volunteer base, programming, and divisional staffing, identifying and nurturing future alumni volunteer leaders from ethnically and racially diverse backgrounds;
- Provide a more coherent focus and venue for alumni events and activities on campus while increasing the efficiency of the College Relations division and creating opportunities for academic space on the central quadrangle and elsewhere.

Initiatives

Broadening the Volunteer Base

- Recruit and support a substantially broadened network of class agents, thereby securing Colby's recent Alumni Fund participation gains (50% or more), strengthening the reunion fund raising program – especially for the 25th, 40th, and 50th Anniversary classes – and achieving the real growth required by the strategic plan;
- Complete the development of formal job descriptions and performance expectations for all appropriate alumni volunteers serving programs managed by the Alumni Relations Office, communicate these job descriptions and performance standards to all current and newly recruited volunteers, and monitor performance.

Alumni Career Networks

- Partner with Career Services to build a strong and effective network of alumni and parents interested in helping students and young alumni explore and pursue their career goals.

Diversity

- Contact officers on the Development Staff will commit to a number of assessment visits with ALANA alumni each year to identify excellent candidates for volunteer leadership roles;
- The Alumni Council Nominating Committee will continue its focus on identifying, nominating, and recruiting ALANA alumni for Alumni Council Member-at-Large positions, for Young Alumni Trustee, and Alumni Trustee, and will work with the Director of Alumni Relations and class officers to identify ALANA candidates for class officer positions (including Class Representatives to the Alumni Council);

- Alumni market research will refine our understanding of Colby's ALANA alumni to refine our understanding of the attitudes, interests, and concerns of this group. This research (which should be completed by the summer of 2001) will inform our programming choices and communication strategies thereafter;
- Alumni Relations will continue its well-received program of periodic "affinity-group" reunions and other programs (similar to the SOBHU reunion of September 1998);
- The Vice President for College Relations and the Directors will work with the Director of Personnel and his staff to increase the diversity of candidate pools for future openings in College Relations.

A Coherent Focus and Venue

- Seek funds for a more appropriate and centrally located venue for alumni programs and activities on the campus, providing meeting and hospitality facilities for visiting alumni, the Alumni Council and its committees, and selected reunion classes, and for offices, conference rooms, and mail, staging, records, and storage facilities for alumni and development staffs.

Communicating Colby's Strengths and Aspirations

Goals and objectives

- Develop an integrated, sophisticated, and aggressive communications and marketing plan for the College that will focus Colby's communications in the service of the strategic aspirations of the College.

Initiatives

- Utilize the findings of market survey research to develop key messages and themes that will enhance Colby's visibility and reputation and encourage pride and loyalty among external constituents;
- Develop briefing materials on key messages and themes for all College representatives who interact with the public on behalf of Colby (development, admissions and financial aid officers, student tour guides, other administrators, faculty speakers, and volunteers);
- Develop a formal graphic identity program for all College publications and official Web pages;
- Develop a plan to incorporate key messages and themes in College communications, including publications, Web sites, and media relation's efforts;
- Create a new administrative organization for the management and evolution of Colby's Web site;
- Coordinate and integrate print and Web content to achieve greater impact and depth of content;

- Devise and implement a program for showcasing Colby's faculty, students and institutional strengths at appropriate venues around the country.

Waterville and the Central Maine Region

Objectives

- Engage productively in the strengthening of the civic environment in support of Colby's strategic aspirations and strong relations with the surrounding community;
- Contribute to the economic and commercial revitalization of downtown Waterville, in partnership with local government and other for-profit and not-for-profit entities;
- Support economic development efforts in the central Maine region;
- Increase the level and quality of student engagement in a variety of community service initiatives in Waterville and adjacent communities.

Initiatives

- Sustain the level and efficacy of recent Colby initiatives and commitments in downtown Waterville, including leadership of the Waterville Regional Arts and Community Center (WRACC), financial support for the Opera House, and funding for the downtown business development loan program;
- Provide financial support and Board involvement for the newly formed Main Street USA program;
- Provide financial support for the newly formed Kennebec Valley Growth Council;
- In partnership with the City and other for-profit and not-for-profit entities, assist in outreach efforts on behalf of the Head of Falls project in downtown Waterville;
- Support the institutionalization of the "Colby Cares About Kids" program as a significant component of a renewed community service and service-learning commitment by the College.

TIMETABLE, MEASURES, AND ASSESSMENT

Timetable

Formal implementation of the plan begins with the 2002/03 academic year (2003 FY), and extends through the 2011/12 academic year (2012FY). The full planning period is hence 10 years, with most implementation steps planned for the first five years.

Measures

The assessment of the College's progress toward its stated goals will depend in part on the application of quantitative and qualitative measures which can be used to gauge progress. Key measures include the following:

Quantitative Measures

Enrollment

- Stabilize the average fall/spring undergraduate campus enrollment at 1800 FTE in each year of the planning period, and aggressively manage the various components of total enrollment (admission, off-campus study) to ensure achievement of this measure;
- Increase the size of the applicant pool to at least 4,500 by 2006;
- Increase the mean combined SAT scores of the first-year class to 1350 by 2006;
- Decrease the admission rate to approximately 31 percent and increase the yield on offers of admission to 37 percent by 2006;
- Increase the number of ALANA students recruited to the first-year class to 72 (15 percent) by 2006;
- Ensure that approximately 12 percent of each entering class consists of students from Maine.

Retention and Graduation Rates

- Ensure that Colby's high retention and graduation rates continue throughout the planning period;
- Ensure that retention and graduation rates for ALANA students continue to track closely the rates for Colby's general student body.

Development

- Increase unrestricted annual giving by 5.5 percent per year (2.5 percent real) and achieve unrestricted annual giving totals of \$4.95 million in 2007 and \$6.5 million in 2012;
- Realize additions to endowment, net of investment return, of approximately \$90 million over the course of the ten-year planning period;
- Ensure that alumni participation in the Annual Fund exceeds 50% in each year of the planning period.

Financial

- Increase the total market value of the endowment to approximately \$500 million in 2006/07 and to \$700 million in 2011/12;
- Increase the annual renovation allocation to \$6 million in 2006/07, and to \$7.7 million by 2011/12;
- Increase the size of the faculty by approximately 10 positions over the course of the planning period in order to sustain a strong 10:1 student:faculty ratio;

- Monitor the comparative position of total compensation for Colby faculty among NESCAC institutions in light of the College's planning objectives.

Qualitative Measures

Student Satisfaction

The College has various means of assessing student satisfaction, including the senior exit survey and interviews, and those means must be adapted to assist in measuring the success of specific initiatives included in the plan, especially those associated with educational objectives and campus life and culture. The planned creation of a new Office of Institutional Research will be important to the assessment in this and related areas.

Campus Climate

Many of the goals in this plan touch on the issues of campus climate and atmosphere. As we attempt to gauge the success of the plan, we intend to develop better means of assessing and reporting on the impact of the plan's provisions on these important dimensions of institutional life. In the first year of the plan, the College will also make efforts to develop a more sophisticated understanding of the patterns and limitations of student social life and culture.

Alumni Satisfaction

As part of the planning process, alumni were surveyed extensively on their views of the College, its programs, communications, and other direct and indirect indices of satisfaction. This baseline of data will permit comparative future measurements of alumni satisfaction with the College.

Assessment

Annual Assessment

In the spring of each year, the President will deliver a report to the Board of Trustees formally assessing the College's progress in the implementation of the strategic plan. The report will take stock of both quantitative and qualitative measures and the detailed implementation schedule included in the final draft of the plan. This planning report to the Board will serve as one of the foundations for the preparation of the President's State of the College reports and the Annual Report of the President published in the fall and distributed broadly to the alumni/ae and parent communities.

In summer and early fall of each year, senior exit surveys and interviews will be analyzed for general levels of student satisfaction and, specifically, for information related to the provisions and objectives of the strategic plan. Reports on these analyses will be shared with the Board of Trustees.

Five-Year Assessment

The College is scheduled to undergo its decennial reaccreditation in 2006/07. The comprehensive self-study that serves as the basis for the reaccreditation process will be focused on the implementation of the plan and its impact on the College. In the course of preparing that self-study, the administration will review the key aspects of the strategic plan and attempt to evaluate dispassionately its strengths and weaknesses.

A five-year follow up to survey research conducted among Colby alumni will also be appropriate.

CONCLUSION

The broader Colby community is justifiably proud of the impressive progress the College has made over the last several decades. In nearly every way, Colby is a measurably better and stronger place. We are recruiting a more capable and diverse student body to the campus every year, and the academic program our students discover has grown steadily richer and more compelling. The Mayflower Hill campus, one of Colby's most important assets, has seen impressive physical changes and improvements, while its original beauty and appeal have been preserved. The improvement in the College's financial position is particularly striking, and is due in great part to the extraordinary commitment and generosity of Colby's ardent alumni/ae and friends. As a result of all of these changes, the national reputation of the College is advancing in steady and impressive ways.

All of this strength and success presents the College with a remarkable opportunity. Perhaps now more than at any other time in its history, Colby has the resources, the organizational health and confidence, and the public stature to enhance substantially the quality of its educational program and to aspire to be even more prominent among leading liberal arts colleges in the United States. This plan describes a path toward the realization of that aspiration and some of the principal signposts and milestones along the way. But the achievement of the particular goals and initiatives described here depends upon a deeper and more fundamental reality: all of Colby's successes, past and future, presume a strong and stable sense of community. In the challenging tasks that lie ahead, nothing will be more important than our resolve to maintain strong bonds of collective concern, respect, and endeavor. To this important and fundamental project, and the many others described herein, we must now commit ourselves.