

# A LIBERAL ARTS EDUCATION FOR THE 21ST CENTURY



## STRATEGIC PLAN WASHINGTON AND LEE UNIVERSITY MAY 18, 2007

*The bright future of Washington and Lee is grounded in its long-standing motto—non incautus futuri—as the University remains responsive to contemporary interpretations of our traditional values.*



## VISION STATEMENT FOR THE STRATEGIC PLAN

Our commitment to the values of liberal education is the thread woven through Washington and Lee's arts and sciences curriculum, its pre-professional programs and the School of Law. Despite differences of subject matter and method, the undergraduate and graduate programs of the University share a fundamental purpose: to develop every student's capacity to think freely, critically and humanely. Both inside and outside the classroom, the University seeks to cultivate judgment, love of learning, commitment to justice and honorable character vital for individual achievement and constructive participation in society.

These values are best fostered in a small community that nurtures strong ties among students, faculty and staff. Personalized attention and opportunity for one-on-one interactions between excellent teacher/scholars and outstanding students are hallmarks of the liberal arts model of education at Washington and Lee University. We strive to strengthen our campus and global community by promoting research, scholarship and the creative arts, by embracing diversity and by engaging in service to others. The bright future of Washington and Lee is grounded in its long-standing motto—*non incautus futuri*—as the University remains responsive to contemporary interpretations of our traditional values.

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## THE STRENGTHS OF THE PAST

Our strategic plan represents our vision for the next decade for Washington and Lee. Nonetheless, there are abiding values of our institution that should not change and that indeed will not change as we pursue strategies for continuous improvement.

- Academic excellence
- Liberal arts model
- Close student-teacher relationship
- Small, intimate academic setting
- Honor System
- Tradition of civility
- Student self-governance
- Leadership development

# A LIBERAL ARTS EDUCATION FOR THE 21ST CENTURY EXECUTIVE SUMMARY

## ***I. Recruit and Support Students with Exceptional Personal and Intellectual Characteristics***

- Attract need-based financial aid for undergraduate schools and the School of Law.
- Enroll greater numbers of qualified American ethnic minorities and students from low- and middle-income families.
- Create loan repayment fund for students entering public service.
- Supply tools for enhanced student recruitment efforts.

## ***II. Recruit, Retain and Develop Exceptionally Qualified Faculty and Staff Committed to the Values of the University***

- Provide faculty compensation consistent with peer institutions.
- Provide staff with competitive salaries, enhanced benefits, training opportunities.
- Enrich curriculum through endowed professorships, law clinical offerings, additional coaching interns, Artist/Scholar/Executive in Residence programs.
- Enhance faculty development programs, including funds for curricular initiatives and electronic research resources.

## ***III. Establish New Academic Programs and Enhance Existing Ones that Foster Learning, Engagement and Character***

- Launch new undergraduate curricular initiatives, including a freshman seminar pro-

gram, Latin American Studies program, Law and Commerce, Corporate Governance, increased attention to the Middle East.

- Strengthen existing programs in African-American Studies, Women's Studies, East Asian Studies, etc.
- Establish third-year law curricular initiative ("Bridge to the Profession").
- Enhance strong existing programs through endowment.
- Globalize the curriculum.
- Enhance leadership and ethics programming.
- Endow annual student research symposium: Science, Society and the Arts.
- Endow a student-faculty collaborative research fund.

## ***IV. Create a Campus for the 21st Century***

- Renovate Colonnade.
- Build a modern teaching facility on duPont site.
- Renovate and reconfigure interior of Lewis Hall; additional space for Law School.
- Transform Leyburn Library into 21st century learning venue.
- Renovate/rebuild underclass housing.
- Construct Center for Jewish Life.
- Enhance athletic facilities; renew Wilson Field.
- Renovate Doremus/Warner athletic complex.

## INTRODUCTION

When Robert E. Lee assumed the presidency of Washington College in 1865, he knew the task of educating leaders demanded an innovative academic program. The students of his day would face a set of challenges unlike those faced by previous graduates. He honored the past by building for the future.

Today Washington and Lee confronts a similar moment. In a world transformed by science and technology, globalization and new economic, political and cultural realities and where the solutions to problems require moral insight as well as analytical and technical skills, Washington and Lee must prepare its students for a daunting set of challenges. This does not mean changing the University. Instead, it calls for a renewed commitment to the timeless values of civility and integrity, enhanced by an ability to honor the quintessential Washington and Lee tradition: educating students for lives of consequence, motivated by a desire to serve others.

This strategic plan outlines “A Liberal Arts Education for the 21st Century.” It will be a distinctly Washington and Lee education—one that brings



dedicated faculty and staff together with students who demonstrate exceptional intellectual and personal promise. The plan embraces our long-standing values. But it also recognizes that students learn differently because of developments in technology and because of the sheer volume of information now available. Students want to understand how their education enables them

to thrive and flourish in a complex world. All this places faculty members in a more demanding role. They are teachers who must convey an ex-

citement for learning, and they are scholars who must also participate in the dynamic changes in their own fields of expertise so that they may be better teachers.

The landscape of higher education has itself changed. Liberal arts colleges and universities are only one of many choices for high school graduates, and they are among the most costly. In a society that seems increasingly to favor practical academic programs and quick return on investment, the value of a liberal arts education is not self-evident. Universities have not persuasively explained how a liberal arts education directly and significantly influences students' lives. Washington and Lee must offer an education, in and out of the classroom, that enables students to

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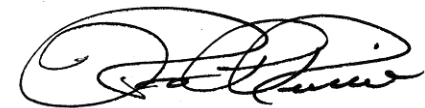
interpret the world and clarify the ethical values that will guide their most critical choices.

If the value of a liberal arts education is no longer self-evident, Washington and Lee has a particular opportunity to assume a leadership role among its peers. We offer not just an exceptional liberal arts education but also one especially appropriate for this day and age. Our increasingly strong interdisciplinary programs, in areas such as the environment, poverty and women's studies, and our international programs address some of the most challenging contemporary questions. Our professional programs in law, business and journalism shape campus conversations in ways that do not occur in other liberal arts colleges. These professional programs benefit because they exist in a liberal arts setting, and our liberal arts programs benefit because they exist alongside areas of inquiry attuned to the problems facing our society.

Another advantage Washington and Lee enjoys is our emphasis on education for character. The honor system, student self-governance and our existing academic programs in applied ethics are only the most obvious examples of an enduring commitment to an educational climate that cultivates moral and ethical reasoning. Our alumni speak well of an institution that prepared them for lives of integrity. Never was this responsibility

greater than it is today. At Washington and Lee, character remains an important component of a liberal arts education. It includes nurturing civil discourse in a setting where not everyone thinks alike or shares the same opinions and beliefs.

Our strategic plan will help the University leverage these distinctive capabilities. It will strengthen a host of academic programs across the campus and give added attention to how we educate students outside the classroom. It will provide the academic spaces we need for a 21st-century education, as well as the physical facilities that enable students, faculty and staff to work together in a civil, mutually supportive and collegial environment. Through enhanced *learning* opportunities, programs that *engage* our students and faculty, and a renewed commitment to shaping a student's *character* for a life of service, responsibility and integrity, Washington and Lee will provide a "Liberal Arts Education for the 21st Century."



KENNETH P. RUSCIO

May 2007



*A talented, engaged and diverse student body is itself an educational resource in a University that values a strong community as part of its academic foundation.*

## I. Recruit and Support Students with Exceptional Personal and Intellectual Characteristics

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### *Rationale*

In today's environment, it is more difficult for many of our promising youth to secure the best college education due primarily to rising costs. Washington and Lee seeks to diversify its pool of viable applicants, both nationally and socio-economically, to create the kind of learning environment we seek, and to attract qualified students eager to attend W&L. These students will bring the personal, ethical and intellectual characteristics that have long characterized our student body, regardless of their ability to afford Washington

and Lee. A talented, engaged and diverse student body is itself an educational resource in a University that values a strong community as part of its academic foundation.

### *Initiatives*

- Provide need-based financial aid for undergraduate schools and the School of Law to enrich learning environment.
- Continue the diversification of our stu-

dent population by enrolling greater numbers of qualified American ethnic minorities and students from low- and middle-income families.

- Create loan repayment fund for students entering public service.
- Provide the undergraduate and law admissions offices enhanced resources for recruiting an ever stronger student body.

## II. Recruit, Retain and Develop Exceptionally Qualified Faculty and Staff Committed to the Values of the University

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### *Rationale*

Each year the competition among top colleges and universities for well-prepared faculty committed to a career of engaged teaching and scholarship becomes greater. We need to create an environment in which the excellence of the community will be apparent to candidates for faculty and staff positions. Likewise, our current faculty are ever-more attractive to competitor institutions, and we need to provide the resources here for them to achieve their professional goals while being a part of this close-knit and welcoming environment. We must continue our tradition of seeing non-teaching staff as a critical part of the educational mission and create a workplace that is personally rewarding.

### *Initiatives*

- Attract, motivate and retain the very best faculty through a salary and benefits package consistent with peer institutions.



- Foster the loyalty and dedication of employees through competitive salaries, enhanced benefits, training opportunities and improved internal communication.
- Enrich curriculum, providing a more attractive environment for teaching and learning through additional faculty resources:
  - *Endowed professorships to expand the curriculum into new areas and strengthen existing areas; for example, Latin America, Middle East, International Relations, Law and Poverty.*
  - *Enhance law clinical offerings.*
  - *Enhance coaching and instruction for intercollegiate sports through four additional intern positions.*
- *Endow Artist/Scholar/Executive in Residence programs.*
- Provide enhanced faculty development programs to support curricular development and research efforts:
  - *Academic Initiatives Fund for innovative curricular proposals.*
  - *Electronic Research Resources (databases, etc.) to support faculty research.*
- Enhance teaching, learning, research and service mission through application of innovative and appropriate information and educational technologies and support services.



### III. Establish New Academic Programs and Enhance Existing Ones that Foster Learning, Engagement and Character

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#### *Rationale*

We prepare students for a future that requires more engagement with and connection to the world around them, as part of their education. Working within an established curriculum that takes advantage of traditional liberal arts, innovative interdisciplinary programs, and highly ranked professional programs, we need to continually examine, evaluate and embrace pedagogies that recognize different patterns of

student learning. Students must graduate not only with simple mastery of subject matter, but habits of analysis and continued learning that position them well for careers and post-graduate studies in an increasingly competitive environment. We must recognize the increasing importance of education outside the classroom through co-curricular and extra-curricular, especially education for living in a diverse society.

#### *Initiatives*

- Launch new undergraduate curricular initiatives to enrich learning environment:
  - *Freshman Seminar Program.*
  - *Interdisciplinary Program: strengthen programs in African-American Studies, Women's Studies, East Asian Studies; strengthen offerings in Latin America, Middle East, South Asia, International Studies, Law and Commerce, and Corporate Governance.*
  
- Become leaders in the national debate over how best to prepare law students for the practice of law:
  - *Establish third-year curricular initiative ("Bridge to the Profession")*
  - *Strengthen Transnational Law Institute.*
  - *Enrich clinical offerings.*
  - *Collaborate with undergraduate programs; e.g., Law and the Environment, Poverty Law.*
  
- Enhance existing programs through endowment:
  - *Environmental Studies, Poverty and Human Capability, Washington Term*



*Program, New York Internship Program, Week on Wall Street, Information Fluency Program, College and Williams School Writing Programs, Peer Technology Instruction, Williams Investment Society, Student Consulting Program, Law and History.*

- Globalization of the curriculum to prepare students for the 21st century:
  - *Attract permanent and visiting international scholars.*
  - *Increase international student population.*
  - *Introduce more courses related to globalization.*
  - *Provide resources for faculty development in global issues.*
  - *Establish additional exchange programs with international institutions.*
  - *Increase international internship opportunities for students.*
- *Facilitate cross-cultural experience for each student.*
- *Strengthen International Studies program.*
- Enhance leadership and ethics programming:
  - *Shepherd Program enhancements.*
  - *Professionalism initiative in School of Law.*
  - *Recruiting goals for need-based aid.*
- Endow annual student research symposium: Science, Society and the Arts.
- Foster modern student engagement pedagogy through endowment of a student-faculty collaborative research fund.

## IV. Create a Campus for the 21st Century

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### *Rationale*

An education for the 21st century requires a campus for the 21st century. Our academic spaces must be designed for changing patterns of student learning. At Washington and Lee, physical spaces must also be designed to preserve the close-knit, interpersonal nature of our campus culture.

### *Initiatives*

- Preserve our historic core and modernize our undergraduate teaching venues:
  - *Renovate Colonnade.*
  - *Create state-of-the-art academic facility on the duPont site.*
- Create a modern venue for the highest quality legal education:
  - *Renovate and reconfigure interior of Lewis Hall.*
  - *Build additional space for Law School; e.g., home for clinical programs.*
- Transform Leyburn Library into 21st century learning venue:
  - *Create an integrated library/technology services center (information commons).*
- *Renovate building to incorporate programmatic and infrastructure renewal.*
- *Renovate Doremus Gymnasium/ Warner Center.*
- Renew our commitment to a rich residential life experience for students:
  - *Renovate/rebuild underclass housing.*
  - *Build additional sorority house.*
  - *Provide improved residential space for upperclassmen/law students.*
- Enrich co-curricular environment through construction of Center for Jewish Life.
- Continue our commitment to high-quality athletic venues:
  - *Renew Wilson Field.*
- Continue our commitment to providing secure, reliable, functional and easy-to-use information and communication technology systems and services.

