

Strategic plan

November 10, 2023



A Letter to the COA Community

In 1972, students, staff, and faculty gathered on campus to begin COA's first academic year. COA was an evolution in education—a trial, an assessment, a hypothesis, an experiment.

COA's experiment was to transform the underpinnings of higher education in the United States from rote learning to interdisciplinary, collaborative learning with a bold purpose — saving the planet. Our founding president, Ed Kaelber, described us as leading the way, like a “cat’s whiskers” that would turn higher education’s attention toward ecological health.

What did we learn from our experiment?

In 1972 we were the only school in the country focused entirely on human ecology. Now interdisciplinary and place-based education pervade university programs. The same holds true for experiential learning and the belief that problem solving involves understanding both the context and the text of a situation. COA's education philosophy is a powerful, rigorous, respected and seminal approach to higher education.

“Our opportunity over the next six years is to advance our inspiring legacy as an innovative, bold liberal arts college whose graduates facilitate our collective human experience in communities and organizations throughout the world.”
2023 Strategic Planning Task Force

We take this opportunity to reassess our priorities and identify the tasks that will guide our institution over the next six years. We commit to human ecology as a framework for understanding and shaping the world around us and we celebrate being experimental and collaborative. COA is a more evolved organization in a more complex world and these complexities require more efficient systems so that we can improve the quality of student experience and our impact on MDI, on the world around us, and on higher education.

Contributors to the 2030 Strategic Plan include staff, faculty, students, alumnx, and trustees who collectively invested hundreds of hours over the past twelve months to inform this plan. These voices define COA: voices that hold space for those in need and speak up for what is right; voices of those who engage in difficult conversations and strive for understanding, connection and mutual fulfillment. These are the voices who use the quiet when they can and bring the noise when they must; the voices that are not daunted by the unknown but rather seek to shape the future in ways that will enlighten our understanding of the world to come.

The 2030 Strategic Plan requires us to improve student wellbeing and post-graduation readiness, to update our campus systems and infrastructure as new technologies rapidly emerge, and to fortify the financial health of the college and its employees. Simultaneously the 2030 Strategic Plan invites us to stretch outward and upward; to refine our participatory governance; to embody adaptive leadership; and to continue to celebrate our interdisciplinary and human ecological perspective. We must move forward on all fronts collectively, balancing all of our priorities, as it is their interdependency that is the work ahead.

With excitement, dedication and hope,

The COA Strategic Planning Task Force

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College of the Atlantic 2030 Strategic Plan

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I. The Planning Journey

Building upon the 2015 Strategic Plan (The MAP), the COA community has engaged in conversation and deliberation about opportunities and challenges critical to its identity and future. Since 2020, issue-specific planning groups, departments, and student projects have reported on food access and insecurity, housing, diversity, equity and inclusion, infrastructure, human resources, library services, and academic priorities. The 2030 Strategic Plan builds upon past and current initiatives by COA working teams. They inform this plan and include:

- Academic working committee documents from 2008 to 2023
- NECHE 2023 Report
- Community Priorities & Recommendations for Diversity, Equity and Inclusion at COA, Spring 2022
- Phase I Diversity, Inclusion, and Equity Strategic Plan, College of the Atlantic, Draft 5.0, May 2021
- Hungry Ecologists – a report on the prevalence of food insecurity at COA, June 2020
- MAP Strategic Priorities 2015

A new strategic planning effort began in the fall of 2022 with a community-driven process that included interviews, small group discussions, surveys, and ACM presentations. In January 2023, COA retained Sarah Strickland, a consultant and project manager, for a seventeen member Strategic Planning Task Force composed of staff, students, faculty, cabinet members, and trustees.

Trustees	Cabinet	Staff	Faculty	Students
Heather Evans Beth Gardiner Hank Schmelzer	Heather Albert- Knopp Darron Collins Kara Daul Shawn Keeley Rob Levin Josh Luce Bear Paul	Katie Hodgkins Nick Jenei	Kourtney Collum Ken Hill Jamie McKown Bonnie Tai	Rehannah Baksh Alya Kiiashko

The Task Force’s charter was to review the gathered information from the community, to provide advice on an inclusive design to complete the project, and to prepare a draft plan for consideration by the rest of the COA community. The Task Force followed the broad framework described below to manifest the “through lines” from external trends and internal themes into strategic priorities and objectives.



The 2030 Strategic Plan is designed to be an institutional roadmap for college leadership, faculty, students, and trustees in decision-making and priority setting over the next six years. It is a synthesis of a large [project library](#) of information that has been collected and is presented as a set of strategic priorities and objectives that will require ongoing discussion, annual plans, and budgets to implement.

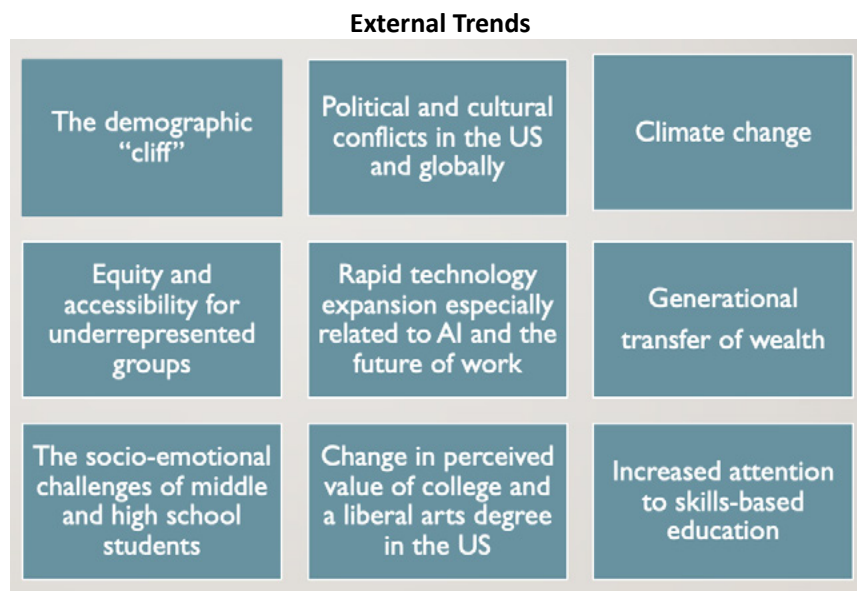
The 2030 Strategic Plan includes objectives for a presidential search and the continued work by the Academic Working Group in developing priorities for the next eight years. These will be priorities for the trustees, faculty, and cabinet in 2024.

Based on the community's feedback during the five October 2023 listening sessions, a final document will be prepared and presented to ACM for endorsement on November 15. Approval of the plan by the trustees will follow in January 2024.

II. External & Internal Highlights

Due to commitment to vision and hard work, COA’s academics, enrollment, finances, and place in the MDI community are robust. The last ten years have been a time of remarkable growth and progress with two successful capital campaigns, the construction of three new buildings, the doubling of student housing, achieving our long-time enrollment goal of 350 full-time equivalent students, and eight consecutive years heading Princeton Review’s list of Green Colleges.

COA’s next chapter and our 2030 Strategic Plan are challenged by complicated external trends including changing political, social, and cultural environments, emerging student demographic trends, and higher education’s responses to meet these challenges. Additional information is available in the [project library](#).



Five important organizational premises emerged from interviews, surveys and group discussions that inform our 2030 Strategic Plan’s priorities and objectives.

1. Legacy, Value, and Market

- COA’s experimental and intellectual legacy can sustain the college for the next fifty years with increased visibility and inspired messaging that builds upon COA’s value and successes.
- Higher education continues to incorporate academic features that once distinguished COA.

2. Changing Student Profile

- Incoming students over the next ten years are predicted to have a different demographic profile than COA’s past students and alumnx.

3. Systems as Barriers

- COA's systems and infrastructure have not evolved to keep up with our academics, enrollment, finances, business operations, and location creating operational and community challenges.

4. Extended Founders' Transition

- COA continues to be in an extended "founders' transition" due to faculty, administration, staff and benefactor changes over the past ten years and continuing for the near future.

5. The MDI and COA Partnership

- COA's revenue model is closely linked to our perceived and demonstrated value as a vibrant intellectual and economic hub for the MDI community at large.

The following considerations for 2023 – 2024 must inform the next steps to advance the 2030 Strategic Plan.

- The presidential search will likely be completed by summer 2024.
- A fundraising campaign to honor Darron Collins' tenure will take place in 2024.
- Completing approved and ongoing projects in the capital campaign pipeline are a priority.
- The Academic Working Group will continue to meet well into 2024.
- There will be approximately a year-long timeline to on-board a new president and bring their vision forward.
- COA's five-year financial forecast has limited capacity for increased operating expenses.
- There is a 3-4-year preparation period for the next large capital campaign.

III. Mission, Vision & Value

COA's mission and vision are reaffirmed through our strategic planning and NECHE processes over the past year. Both will be revisited in 2024 after the Academic Working Group completes its planning process.

Our mission is to enrich the liberal arts tradition through the study and practice of human ecology which guides all aspects of education, research, activism, and interactions among the college's students, faculty, staff, and trustees.

Our vision is a world where people value creativity, intellectual achievement, and the diversity of nature and human cultures. With respect and compassion, individuals will construct meaningful lives for themselves, gain appreciation for the relationships among all forms of life, and safeguard the heritage of future generations.

COA's academic program encourages students to view the world as an interrelated whole through the unifying perspective of human ecology. That perspective is most effectively developed through an education that:

- Encourages students to pursue individual academic interests within the context of a broad, questioning, and transformative education in the arts, sciences, and humanities.
- Promotes the acquisition and application of knowledge through transdisciplinary course work, place-based, experiential, project- and community-based immersive learning via courses, internships, group studies, independent research, advanced senior projects, leadership opportunities, expeditionary programs, and co-curricular practices and engagements.
- Offers a college self-governance system that fosters active and responsible citizenship and develops collaborative decision-making skills.
- Deepens a commitment to sustainability and social justice.

COA students explore the roots of contemporary social, cultural, political, and environmental issues. They examine relationships between humans and our environments with the premise that our world's most pressing problems require solutions that cross the boundaries of academic disciplines and require fresh combinations of ideas. Students come to COA because they want to be part of creating a more sustainable and humane world. Exploring human ecology requires the skills and dispositions necessary to live and work in a complex world, both locally and globally. COA students graduate having mastered intellectual and practical skills that are highly valued in the future studies and careers they pursue.

IV. Community Commitments

COA's community has expressed three themes consistently over the past year. The 2023 Strategic Planning Task Force recommends that these three themes are embraced fully as commitments to inform all choices and decisions made by the community.

People

Diversity, equity and inclusion for current and future community members underpin COA's strategic choices.

COA has historically attracted a largely white student body and faculty due to our size and geographic location. Davis Scholars' contribute an important international and cultural perspective. National demographics are shifting, and the number of high school aged students is declining. **COA's diversity, equity and inclusion goals will be implemented by integrating DEI values and practices into the strategic priorities and objectives as illustrated in Exhibit A.**

For COA to advance strategic priorities we must develop reliable and diverse funds and income streams required to increase staff and build the necessary infrastructure to support an inclusive, fair, diverse, connected, participatory, and experience-based learning and working environment.

Finding innovative solutions that motivate donors and align with COA values is necessary to enact our next chapter.

Infrastructure

COA's staffing and infrastructure requirements are funded to advance its values and vision.

Recognition

COA's value, visibility and recognition as a leading college in human ecology expands in the US and internationally.

Our size and current trends in higher education demand us to continue to be innovative in our approach to teaching and learning, while ensuring that we reflect our core mission—human ecology—and that our students and graduates are recognized as responsive and proactive to the needs of the world. **Moving forward, COA will build on its legacy and academic model to attract and retain a diverse and inspired student body who are committed to serving the planet and all its inhabitants.**



College of the Atlantic COA 2030 Strategic Plan

Mission

Enrich the liberal arts tradition through the study and practice of human ecology, which guides all aspects of education, research, activism, and interactions among the college’s students, faculty, staff, and trustees.

Vision

A world where people value creativity, intellectual achievement, and the diversity of nature and human cultures. With respect and compassion, individuals will construct meaningful lives for themselves, gain appreciation for the relationships among all forms of life, and safeguard the heritage of future generations.

Community Commitments

People

Diversity, equity, and inclusion for current and future community members underpin COA’s strategic choices.

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Strategic Priorities

A. Governance and Leadership	B. Academic Innovation	C. Value and Visibility	D. Student Wellbeing & Post-Graduation Readiness	E. Financial Health of COA and its Employees	F. Campus Systems and Infrastructure
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V. 2030 Strategic Priorities with Objectives

Priority A: Governance and Leadership

Fostering community-wide trust, engagement, and collaboration among students, staff, faculty, and trustees must be a priority. A more widely shared understanding of participatory decision-making at COA will contribute to this priority. Understanding the complexity of decision-making at COA is a baseline for building principles and practices of diversity, equity, and inclusion. Student engagement in COA's governance approach will ensure that they graduate with experience building inclusive and democratic governance practices.

Current

- a. Complete a successful search for COA's next president.
- b. Review the COA mission and vision statements.
- c. Increase opportunities for students, faculty, staff, and trustees to exchange ideas and perspectives.
- d. Complete a study of COA's academic leadership structure, positions, and responsibilities that includes an assessment of, faculty release time, academic support staff jobs and capacities and under resourced programs.

Emerging

- e. Revise and establish governance policies, practices and orientation materials to ensure a transparent, inclusive, equitable, and effective participatory model that responds to COA's evolving and complex decision-making environment, and the culturally and linguistically diverse students, faculty, and staff.
- f. Implement transparent processes for resource allocation and compensation.

Priority B: Academic Innovation

COA must continue to be innovative in its approach to teaching and learning, while ensuring that its academic philosophy reflects its core mission in human ecology.

Current

- a. Continue to invest in the approved Academic Priorities Plan (Exhibit B) and the NECHE commitments (Exhibit C).
- b. Attract and retain faculty and staff who reflect the changing student profile, help nurture an inclusive learning environment, and bring demonstrated transformational teaching to the community.
- c. Invest in institutional aspirations for a curriculum, faculty composition and institutional culture that sustain a more diverse range of student cultures, languages, and ways of knowing.

Emerging

- d. Complete a comprehensive academic and curricular plan for the COA human ecology degree that ensures transformational teaching and community learning and addresses the relevant topics outlined in Exhibit D.
- e. Assess the efficacy and feasibility for centralizing academic supports such as the writing center, study skills, academic accommodations, tutoring, and library resources.
- f. Recognize, clarify and resource the critical role staff have in the education of students.

Priority C: Value and Visibility

Long-term financial sustainability in a highly competitive market is strengthened when COA is more widely recognized and valued. Recognition will come from increased brand awareness, our unique approach to education, and the value that the human ecology degree brings to a graduate's future endeavors.

Current

- a. Clarify and communicate current value propositions for COA's audiences.

Emerging

- b. Invest resources to amplify the value propositions with increased staff, marketing, outreach and promotion more broadly.

Priority D: Student Wellbeing and Post-Graduation Readiness

High student satisfaction with the COA experience contributes to sustained enrollment, persistence, graduation rates, and fiscal strength. Student wellbeing services, advising, and career support help every COA student and graduate advance their aspirations. A broader sense of well-being requires the college's increased attention to diversity, equity, inclusion, and accessibility in every aspect of a student's journey at COA.

Current

- a. Identify and invest in the resources needed for all students to be food secure.
- b. Invest resources and develop programming to promote a sense of belonging, connection, and cohesion for all students.
- c. Expand investment in behavioral health resources to meet the needs of all students.

Emerging

- d. Develop an equity fund to help students access basic needs, academic, and co-curricular opportunities.
- e. Strengthen and revamp a career/advisor services program to support student and alumnae aspirations, employment, or advanced educational pathways.
- f. Invest in the college's financial aid program to meet 100% of students' financial needs.

Priority E: Financial Health of COA and its Employees

Strengthening institutional and individual finances will improve the student experience and student outcomes beyond college. A more robust financial position helps COA attract and support the best and most diverse student body, regardless of their ability to pay tuition. We want to ensure COA's compensation strategy improves, continues to benefit current faculty and staff while also attracting and retaining new staff and faculty well positioned to contribute to COA's mission and the implementation of this strategic plan.

Current

- a. Invest in student enrollment and retention strategies that:
 - Maintain full-time equivalent enrollment at 350 (+/- 10) including a target of 80-90 Davis Scholars.
 - Improve the first- to second-year retention rate across all key demographics.
 - Improve the four- and six-year graduation rates across all key demographics.
- b. Incorporate increased staff and faculty compensation and professional development funds into the annual operating budget.

Emerging

- c. Develop and launch the next capital campaign to support strategic plan priorities.
- d. Develop off-campus, COA-managed housing options for staff and faculty.
- e. Complete a feasibility/business plan to offer alternative, year-round, revenue-producing programs.
- f. Increase philanthropy from off-MDI individuals, foundations, and corporations while continuing to expand upon the tremendous support COA receives locally.

Priority F: Campus Systems and Infrastructure

Accessible, user-friendly, adaptive systems and practices improve efficiency and increase opportunities to participate in creative work for everyone in a rapidly evolving technology landscape. Our community will thrive when supported by financial investments in administrative and IT systems, human resources, facilities, landscape, housing, food, and support services.

Current

- a. Implement approved and ongoing infrastructure improvement projects.
- b. Complete a system-wide process improvement study for all policies and procedures that will inform the IT investment, result in increased staff/faculty productivity, and reduce administrative barriers for students.

Emerging

- c. Build a capital improvement fund.
- d. Invest in campus-wide, integrated, secure, coherent IT systems that support teaching, research, on- and off-campus learning, business/admissions office functions, and campus-wide communications.
- e. Complete a ten-year campus master plan for developed and undeveloped properties that assesses academic, administrative, and other needs and:
 - Increases the college's commitments to an ecologically regenerative, biologically diverse landscape, and resilient campus that is fossil fuel free by 2030.
 - Ensures the COA campus is physically accessible to all for year-round use.
 - Includes a plan for satellite property maintenance and long-term sustainability.

VI. Implementation

Following the ACM endorsement vote on November 15, the first stage of implementation planning will be the last task for the 2023 Strategic Planning Task Force.

In December, the task force will develop an implementation accountability chart (IAC) that follows the COA governance structure to identify positions, committees, and/or task forces that will be responsible for advancing a strategic plan priority and/or objective forward over a suggested timeframe.

In January, the IAC will be reviewed with faculty and staff to adjust the assignments.

At the January 27, 2024 trustee meeting, the endorsed 2030 Strategic Plan and the IAC will be presented for approval. If approved, oversight for implementation planning will be managed by the new president and the cabinet and executed by individuals and groups identified in the IAC.

A sample of what the implementation accountability chart might look like is in Exhibit E. This is a suggested format only, the task force will make final decisions about the template.

VII. Exhibits

Exhibits A, B, C and D provide added context and information from parallel and ongoing planning efforts that have taken place in 2023.

Exhibit E is a sample of an implementation accountability chart (IAC) that the task force may use to complete its last task.

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Exhibit A: Commitments to Diversity, Equity and Inclusion in the COA 2030 Strategic Plan

As outlined in section IV's community commitments, diversity, equity and inclusion initiatives are infused throughout the plan, not in a single, stand-alone objective. To highlight these initiatives, this exhibit displays the key objectives from the plan that will support DEI efforts.

Priority A: Governance & Leadership

Objective c: Increase opportunities for students, faculty, staff and trustees to exchange ideas and perspectives.

Objective e: Revise and establish governance policies, practices and orientation materials to ensure a transparent, inclusive, equitable, and effective participatory model that responds to COA's evolving and complex decision-making environment, and the culturally and linguistically diverse students, faculty, and staff.

Priority B: Academic Innovation

Objective c: Attract and retain faculty and staff who reflect the changing student profile, help nurture an inclusive learning environment, and bring demonstrated transformational teaching to the community.

Objective d: Invest in institutional aspirations for a curriculum, faculty composition and institutional culture that sustain a more diverse range of student cultures, languages, and ways of knowing.

Exhibit A – See Academic Model topics

Exhibit B – See Academic Priorities

Exhibit C – See NECHE commitments

Priority D: Student Wellbeing and Post-Graduation Readiness

All Objectives

- a. Identify and invest in the resources needed for all students to be food secure.
- b. Invest resources and develop programming to promote a sense of belonging, connection, and cohesion for all students.
- c. Expand investment in behavioral health resources to meet the needs of all students.
- d. Develop an Equity Fund to help students access basic needs, academic, and co-curricular opportunities.
- e. Strengthen and revamp a career/advisor services program to support student and alumni aspirations, employment or advanced educational pathways.
- f. Invest in the college's financial aid program to meet 100% of students' financial needs.

Priority F: Campus Systems and Infrastructure

Objective b: Complete a system wide process improvement study for all policies and procedures that will inform the IT investment, result in increased staff/faculty productivity, and reduce administrative barriers for students.

Objective d: Invest in a campus-wide, integrated, secure, coherent IT system that supports teaching, research, on- and off-campus learning, business/admissions office functions, and campus-wide communications.

Objective e: Complete a ten year campus master plan for developed and undeveloped properties that assesses academic, administrative, and other needs and...ensures the COA campus is physically accessible to all for year-round use.

Exhibit B: Academic Priorities

Adopted by the Faculty, May 2023

Assumptions: The following are principles that the college has previously endorsed as priorities, and we assume will continue to guide and inform ongoing strategic investments.

- The College will commit to address understaffing of the academic program to return to its stated goal of a 10:1 student:teacher ratio
- Faculty and staff salaries still need attention. Salary compression, housing affordability, and retirement with dignity need funds.

Positions: The faculty support making additional investments to enhance the curriculum by adding the following new positions through capital fundraising.

- Indigenous studies
- Public health/human health
- Interdisciplinary arts

Immediate Needs: The faculty support making additional non-personnel investments in the curriculum:

- The construction of a dedicated Performing Arts space that could accommodate, among other things, theater, music, movement training, etc.
- The outfitting of a 2nd hybrid Media Lab that will relieve pressure on the existing media lab and provide a flexible space for both teaching and student projects.
- Additional funds to increase course budgets across the board for all faculty as well as potentially setting aside reserved funds for classes who may need additional funds beyond the baseline.
- Increased funding for expeditionary courses and related activities.
- Develop a comprehensive plan to address academic transportation needs, especially ground transportation involving vans and buses. This would include modernizing our existing fleet and expanding our capacity.

Positions and shared work in need of more discussion and further definition: The following topics have consistently emerged in previous curricular planning efforts, and they have continued to emerge as priorities in conversations with faculty over the last two years. They have not been endorsed as the most immediate need but do require further discussion and follow up.

- Writing and Communication
- Language Instruction
- Create an Academic Innovation Fund to capitalize on the transformational opportunity presented by the ongoing transition in faculty with an eye to dramatically enriching the curriculum.

Exhibit C: NECHE Commitments (June 2023)

NECHE's Eight Significant Issues and Initiatives	NECHE 10 Year Goal (2033)	Strategic Plan Priority
Persistence	<ul style="list-style-type: none"> Improve our first- to second-year retention rate and four- and six-year graduation rates, even by a few percentage points, would provide an added layer of fiscal stability as we confront the approaching demographic shifts among college-aged students. 	Priority E: Financial Health
Strategic Plan Implementation	<ul style="list-style-type: none"> Our focus over the next 10 years, including the period leading up to our next decennial report to the Commission, will be on the implementation of the strategic plan, including establishing measurable objectives and strategies, putting operational initiatives into place, and building appropriate metrics for progress and improvement. 	Priority A: Governance and Leadership
Stronger connections between institutional goals and learning outcomes	<ul style="list-style-type: none"> Bring forth recommendations for more meaningfully evaluating student work in relation to the core goals and as our new cohort of staff in the registrar's office, institutional research, career services, and others work to develop appropriate systems for better analysis and use of both internal and external data. 	Priority B: Academic Innovation
The next capital campaign	<ul style="list-style-type: none"> Identify the funding opportunities and priorities from the 2030 Strategic Plan that will solicit enthusiasm and participation by donors in the next capital campaign to support COA's strategic priorities. 	Priority E: Financial Health
Systematization	<ul style="list-style-type: none"> As an institution we have not taken full advantage of the efficiencies that would be available with more unified, integrated IT and data systems operations. Our DEI commitments will be served by improving our systems so that we may present more equitable, inclusive, and standardized interfaces. Moving forward, we will embrace systems improvements in sectors across the college. 	Priority F: Campus Systems and Infrastructure
Staff/faculty changes and housing	<ul style="list-style-type: none"> The significant retirement trend in staff and faculty presents challenges but also gives us the opportunity to reexamine our collective direction as part of our 10-year strategic plan and through various working groups and committees. More proximately, hiring new staff and faculty has become increasingly difficult because of the inadequacies of the local housing market. Attracting excellent faculty and staff necessitates that we address some of these housing needs ourselves. We have the property to do that but need a plan and additional financial resources. 	Priority E: Financial Health Priority F: Campus Infrastructure

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Exhibit C: NECHE Commitments (June 2023)

NECHE's Eight Significant Issues and Initiatives	NECHE 10 Year Objectives	Strategic Plan Priority
<p style="text-align: center;">Focus on Careers</p>	<ul style="list-style-type: none"> The strategic planning process identified improved career preparedness services as an area of critical need for the college. As we welcome new staff in this area, we will seek to develop ways to support all of our students more in this regard, during the time of their studies here, into the period immediately following graduation, and beyond. We have an engaged, positive alumx base and many professional connections that have been developed over the years, all of which give us a solid footing. As we learn to incorporate better use of data, improve and deploy more advanced systems, continue to focus on our human connections, and take a proactive approach to career preparedness, we can expect to step off that footing and make solid progress over the next decade. 	<p style="text-align: center;">Priority D Student Wellbeing and Graduate Readiness</p>
<p style="text-align: center;">Diversity, Equity and Inclusion</p>	<ul style="list-style-type: none"> Working toward an anti-racist curriculum and a college community that is diverse, equitable, and inclusionary is of vital importance to COA as an institution, and relates directly to our mission to investigate, and improve, our relationships with our social and natural communities. As we work to craft our 2030 strategic plan the elements outlined in the 2021 DEI strategic plan remain front and center, and it is our objective to incorporate these elements as much as actionably possible into the strategic plan. The DEI strategic planning process, and subsequent guiding document, remain elements of great importance as we plan and implement our future. Implementing specific objectives and strategies as related to DEI at COA will be an important part of our work in the decade ahead. 	<p style="text-align: center;">Priorities A, B, D, E, F</p>

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