

Mission

The mission of Hampshire College is to foster a lifelong passion for learning, inquiry, and ethical citizenship that inspires students to contribute to knowledge, justice, and positive change in the world and, by doing so, to transform higher education.

Vision

We believe that graduating learners with the ingenuity, purpose, capacity, and grit to mobilize collaborative innovation and cooperative action is the most valuable contribution a college can make to society. We envision Hampshire alumni continuing to change lives, communities, and the world for the better.

Hampshire students take charge of their own intellectual and artistic development and integrate an active, independent, critical, and reflective perspective into their lives as a whole. Hampshire aims to graduate lifelong learners with the courage to challenge boundaries, ask questions, and ignite knowledge with creativity.

We envision Hampshire thriving as an innovator, providing inquiry-based, learner-centered education, and empowering students to think, discover, innovate, and advocate. We aspire to respond to the challenges of the twenty-first century by graduating adaptive entrepreneurs of change equipped to be creators of the ideas, art, and means of progress.

We envision a community that draws resilience, strength, and meaning from every kind of diversity. Hampshire aspires to foster a welcoming community inclusive of individuals from an array of backgrounds and perspectives. We believe that diversity is central to the academic experience, campus culture, and transformative learning.

We envision a community known for practicing:

- ▶ Active Inquiry posed rigorously by independent thinkers, creators, and doers.
- ▶ Creativity as invention that spans and links arts, humanities, and sciences.
- ▶ Social Justice as a goal of discourse, a responsibility of citizenship, and an accountable way to bring our ideals to life in the world.
- ▶ Entrepreneurship as the skill and determination to turn ideas into action.
- ▶ Sustainability as an approach to living that honors our obligation to the future.

Strategic Priorities

Strategic Priority A

Hampshire will offer a distinctive academic program that emboldens students and faculty to be adaptive learners and innovators who interrogate our world and create multiple paths of discovery and original inquiry.

Rationale: Hampshire's academic program should encourage students, faculty, and staff to create both individual and collective knowledge; it should foster both curiosity and community. A Hampshire education should provide students with the knowledge, abilities, and skills they need to face the unknown, ask them to drive their own paths of inquiry, and support them with mentoring and community. Hampshire's academic program should be open to new possibilities and developments in academic disciplines, societal concerns, and, as always, the questions and interests of its students. Reflective interrogation is at the core of Hampshire's approach to learning because it is required for progress in both knowledge and justice.

- ▶ *Objective A1:* Reimagine our curriculum to address the challenges and possibilities of learning that is student centered and collaborative, both among students and with faculty.
 - Review and revise the curricular and divisional structure.
 - Simplify requirements and transitions.
 - Increase expectations for goal setting and reflection from students.
 - Place greater emphasis on cohort and intellectual community building.
 - Better prepare students for the demands of a Division III project.
 - Support and integrate interdisciplinary programs.

- ▶ *Objective A2:* Support and rebalance faculty teaching, research, art, and governance.
 - Establish new systems to rationalize and equalize the workload for all faculty, including different models for advising.
 - Create and strengthen ways of supporting students that are not purely dependent on individual faculty advisors.
 - Provide additional support for faculty research, art, and development opportunities.
 - Re-examine and simplify existing governance structures to reduce the demands of governance on faculty time.

- ▶ *Objective A3:* Reboot curricular and pedagogical innovation by building learning experiences and structures that emphasize community-engaged and global learning, connecting theory and practice, and supporting entrepreneurship.
 - Incentivize and recognize faculty for curricular and pedagogical innovation.
 - Create facilities and informal learning spaces that facilitate better and more creative and collaborative learning.
 - Encourage cross-disciplinary course and faculty/student, faculty/faculty, and student/student collaborations.
 - Systematically document learning outcomes qualitatively, quantitatively, and anecdotally.

- ▶ *Objective A4:* Harness and creatively employ new technologies for innovative teaching and advising, as well as for documenting and sharing student and faculty work.
 - Develop short- and long-term plans for using technologies for teaching and learning, and for creating, capturing, and sharing faculty and student work, including e-portfolios, blogs, digital archives, applications for navigating Hampshire, and a variety of technology-rich environments for exploration, interdisciplinary cross-fertilization, and prototyping.

Strategic Priority B

Hampshire will attract, welcome, support, and graduate a diverse group of students who thirst for meaningful education, want authentic assessment beyond grades, seek to pose compelling questions, and want to collaborate with faculty and peers.

Rationale: We will focus on attraction, selection, and yield as means to bring capable and motivated students to Hampshire. We should identify students who will thrive in our community and who choose Hampshire with enthusiasm informed by a clear and comprehensive understanding of the College and its expectations of students.

- ▶ *Objective B1:* Effectively communicate Hampshire's identity and distinctive educational model to the outside world.
 - Define the characteristics of the type of student who is likely to thrive at Hampshire, and whom we would like to find, admit, and enroll.
 - Better articulate our rigorous academic standards and more effectively challenge negative myths about Hampshire.
 - Effectively communicate a formulation of our collective identity and distinctive characteristics that will attract students whose characteristics suggest that they will thrive here.
 - Strategically implement, regularly assess, and continuously improve the effectiveness of these communications efforts.

- ▶ *Objective B2:* Enroll students whose purposes, characteristics, and aspirations are well aligned with Hampshire's educational model and who are likely to thrive in Hampshire's educational environment.
 - Ensure that all elements of our approach to recruiting and admissions are evidence-based and closely aligned with the College's mission and values.
 - Mobilize Hampshire's stakeholders to encourage prospects to visit and apply.
 - Improve the campus visit experience and post-visit communication.
 - Utilize institutional data effectively in tailoring criteria with which to identify and select applicants for admission.

- ▶ *Objective B3:* Support and motivate students throughout the cycle of admission, retention, and graduation.
 - Provide adequate and competitive need-based financial aid.
 - Design and implement improved welcome and acculturation programs for new and transfer students, such as orientation, living and learning communities, and thematic housing.
 - Develop or strengthen student personal and academic support programs and services to improve the student experience and increase rates of retention and graduation.
 - Improve academic facilities and living spaces.

Strategic Priority C

Hampshire will cultivate a healthy campus community and enrich the student experience so that all students may thrive; feel a sense of belonging; have access to facilities and resources that are critical to their personal growth, wellness, and development; and have opportunities for collaboration and community building.

Rationale: Hampshire endeavors to create vibrant learning and living environments in which all students are encouraged to thrive intellectually and socially, and to contribute to the College's academic, residential, and social communities.

Hampshire seeks to strengthen connections between academic, intellectual, residential, and social experiences in order to help students develop and practice

thoughtful engagement as interdependent members of the campus community and as local, regional, national, and global citizens. Hampshire will approach student learning as a holistic endeavor that occurs everywhere and all the time, inside and outside of the classroom, and as an ongoing and lifelong process.

- ▶ *Objective C1:* Seek to ensure that students admitted to the College can pursue a Hampshire education regardless of financial means.
 - Strive to overcome financial barriers to students' full participation in all educational experiences, including enrollment in courses, internship and externship opportunities, study abroad, and networking programs and events.

- ▶ *Objective C2:* Endeavor to maintain and improve current spaces and to develop new formal and informal residential, social, and learning spaces to support collaborative learning and community engagement.

- ▶ *Objective C3:* Strengthen connections among students' academic, residential, and social lives to cultivate a culture of lifelong learning and thoughtful, engaged participation in and engagement with community.
 - Focus on educating the whole student through integrating learning experiences inside and outside the classroom.
 - Reflect Hampshire's vision in day-to-day operations.

- ▶ *Objective C4:* Help students strengthen the connections between their minds and bodies through improved support services and dedication to healthy living.
 - Enhance student personal and academic support services with a concentration on health and wellness.

- ▶ *Objective C5:* Explore intersections among wellness, social justice, and sustainability to promote safety and the adoption of healthy life choices.
 - Strengthen our campus as a safe and healthy community supported by shared commitments to wellness, social justice, and sustainability.

Strategic Priority D

Hampshire will influence higher education by articulating the educational transformations we have accomplished and developing and disseminating current and future innovations in teaching and learning—including sharing distinctive faculty, student, and staff work in and across disciplines to inspire and guide new directions in the field.

Rationale: Hampshire is a unique institution that prepares graduates who do remarkable things. The College continues to challenge the norms of higher education and demonstrate the merits of our radical approach to undergraduate education. Sharing our achievements with the community beyond Hampshire will increase the reach and impact of our work and challenge the College to continue making positive contributions to all fields, including higher education.

- ▶ *Objective D1:* Inject a strong vision of what Hampshire does as a leader in higher education and clearly and creatively highlight that vision on our website and in other digital media.
 - Assess and refresh our current website and social media marketing and communications.

- ▶ *Objective D2:* Launch a campaign that challenges current national directions in higher education policy, reshapes the debate about how colleges are rated and assessed, and proposes an alternative model as a map for higher education.
 - Proactively engage in national dialogues in higher education through appropriate channels, including op-ed pieces in trade and major media publications, white papers, and talks and addresses by the president and faculty leaders.

- ▶ *Objective D3:* Deliver a disciplined and consistent message to relevant constituencies in order to differentiate Hampshire from other institutions and clarify our distinguishing features.

- Develop and implement a multimedia program of communication targeted to potential students, parents, and advisors; alumni and donors; and educators and educational policy leaders.
- ▶ *Objective D4:* Establish a digital publishing group to document what Hampshire has done historically for higher education and to disseminate our current practices of teaching, learning and mentoring. This publishing group will showcase outstanding faculty, student, and staff works that are directly linked to the innovative frameworks we use at the College.
 - Collect and catalogue previous and current Hampshire faculty, student, and staff works and determine effective means and channels for sharing these works with the outside community and world.
 - ▶ *Objective D5:* Create greater recognition, pride, and identity in what Hampshire does uniquely well as an institution of higher education, and encourage faculty, staff, and students to write, deliver presentations at conferences, and participate in discussions and debates on how the College continues to transform education.
 - Focus on and celebrate our strengths, successes, and accomplishments as a community, and work to continually share these highlights with our colleagues across higher education.
 - ▶ *Objective D6:* Celebrate the 50th anniversary of the chartering of the College with a conference honoring the founders and highlighting the trajectory into our current pedagogies in a digital book.
 - Design and develop a digital publication recognizing and celebrating our unique past, present, and future in higher education and disseminate this publication as an outcome of the College's 50th anniversary.

Strategic Priority E

Promote diversity and inclusive excellence at all levels of the College to enrich our campus community and advance our intellectual and creative endeavors.

Rationale: Diversity is at the core of our collaborative, creative, inquiry-based model of education and our pedagogy depends upon the free and open exchange of ideas informed by different perspectives, fields, and methodologies. We seek to enrich our campus community and advance our intellectual and creative endeavors to be inclusive of the knowledge and experiences of groups who have been historically underserved and underrepresented in the academy.

- ▶ *Objective E1:* Develop, support, and retain College leadership that is committed to issues of diversity and inclusion and representative of historically underrepresented and underserved communities.
 - Make both diversity and competency in working with diverse populations priorities in selecting trustees and College leaders.
- ▶ *Objective E2:* Proactively recruit and retain faculty, staff, and administrators from underrepresented groups.
 - Recruit and hire faculty, staff, and administrators who have been historically underrepresented or marginalized.
- ▶ *Objective E3:* Increase the number and retention of students from underrepresented communities.
 - Recruit, admit, enroll, retain, and graduate students who have been historically underrepresented or marginalized.
 - Identify and investigate potential partnerships with organizations external to Hampshire to increase underrepresented students.
- ▶ *Objective E4:* Cultivate, and encourage broad participation in, opportunities to develop and enhance cultural competencies, multiple cultural perspectives, and dialogue among administrators, staff, faculty and students.

- ▶ *Objective E5:* Enrich the curriculum to significantly reflect the strengths, assets, talents, and perspectives of underrepresented and underserved groups and fields.
 - Actively engage and embed perspectives and voices of historically underrepresented and underserved communities in our academic curriculum.