
INTEROFFICE MEMORANDUM

TO: MARIETTA COLLEGE COMMUNITY
FROM: PENNY ROSE
SUBJECT: MEETING SUMMARY 1/16/04
DATE: MARCH 2, 2004

The committee was on a tight timeline to recommend an extension of the strategic plan by the end of the academic year. The president has volunteered to present a preliminary report at the faculty meeting on January 26. The plan will also be on the agenda for the board meeting in February. Prior to that, she would like to have some conversation with the campus community regarding the direction of the plan. She began by reviewing the memo sent to each of the planning committee members in October 2003.

Discussion centered on growth of the college. Should Marietta College grow beyond 1250? What are the implications of building new residence halls, costs? What happens to financial aid if the college grows to 1500? The applicant pool has grown and given us enough students to make getting to 1250 seem feasible. Can we get to 1500? Growth brings with it its own set of problems. If the student body is increased, would more staff be required in counseling, building services, etc.? Significant upgrade of existing structures would need to be done. Two years from now additional bed space may be needed. Scott asked that Lon Vickers share housing projections with the committee. Would expenses be worth increasing size of enrollment? It was pointed out by the auditors that institutional support at MC is at 9% (lean and mean) in staff size.

The president's vision is to level off at 1250, focus on quality and selectivity, and then grow again. The plan will include goals for enhanced quality in the incoming class, improved retention and graduation rates. If we improve retention, there will be some growth, and that can provide a platform for further growth.

What is the appropriate student/faculty ratio that is both cost effective and a selling point of MC? If we grow, what programs would need new faculty? Thought needs to be put into this and modeling done. If faculty were distributed appropriately, we could have a 15/1 student/faculty ratio with no harm. We need to take a look at load and departmental growth and develop targets and goals for departmental faculty.

There was discussion of the relationship between the liberal arts and professional programs. There are a number of relationships, which are not mutually exclusive. First, the core values established both the College's commitment to the liberal arts and to the professional programs—combining the liberal arts and the world of work. We can pursue both simultaneously as the College has for most of its history. Second, revenue from professional programs' enrollments helps support the liberal arts. Third, liberal arts programs can enhance their viability by making themselves integral to other programs. An example is the connection between modern languages and EMA or leadership. Fourth, the College should not diminish the identity of the liberal arts program by reducing it to a service level.

MC is working to make faculty salaries more competitive, a project that will involve both the budget priorities of the College and the next campaign.

A group of architects and engineers was on campus before the holidays to prepare a space utilization plan. This will be used as a guide when looking at facilities on campus.

Need to think about ways of enhancing quality. What does this mean? We have made qualitative improvements and enhancements. Think strategically how to make quality enhancements.