Swarthmore College Mission

The College’s mission may be found in the Introduction to our College Catalog, under section 1.1 Objectives and Purposes.

Swarthmore students are expected to prepare themselves for full, balanced lives as individuals and as responsible citizens through exacting intellectual study supplemented by a varied program of sports and other extracurricular activities. The purpose of Swarthmore College is to make its students more valuable human beings and more useful members of society. Although it shares this purpose with other educational institutions, each school, college, and university seeks to realize that purpose in its own way. Swarthmore seeks to help its students realize their full intellectual and personal potential combined with a deep sense of ethical and social concern.

The mission is expanded in subsequent sections, including 1.2 Varieties of Educational Experience, and the Educational Program chapter, particularly sections 7.2 Program for the First and Second Years, and 7.3 Programs for Juniors and Seniors.
Swarthmore College Goals for Student Learning

Defining Excellence

Swarthmore's commitment, first and foremost, is to intellectual rigor and creativity. Toward that end, we foster an appreciation of education as a process as well as a product. The experience we offer our students is intended to nurture the confidence, curiosity and humility to be challenged intellectually, to fulfill personal and professional aspirations, and to interact respectfully with those from a variety of backgrounds. We hold to the conviction that the best learning includes both synthesizing existing knowledge and producing new knowledge. We lay the foundation for students to understand the joys, inspirations, boundaries and goals of ethical and humane scholarship, engaging with the past and participating with others in the creation of an inclusive future.

Swarthmore’s mission is secular, but our roots in the Religious Society of Friends call us to tend to community with care. And, while students may choose their level and form of participation in that endeavor, one of our goals is that students leave the Swarthmore experience having engaged with people and places in ways that broaden their sense of themselves and others.

Achieving Excellence

Goal 1: Students will demonstrate critical thinking, depth of knowledge, capacity for individual research and/or production, and mastery of analytic and expressive skills through the core methodologies and competencies of the majors and minors.

Goal 2: Students will demonstrate knowledge, including analytic and expressive skill, across a range of disciplines, engaging with intellectual pursuits outside their major field of study.

Goal 3: Students will engage with different cultures, ideas, institutions, and means of expression to enable the critical examination of their own perspectives.

Goal 4: Students will have the opportunity to engage in activities that support personal development, encourage interaction with off-campus communities, and build interpersonal and leadership skills.

Swarthmore College Operational Goals

Recruit intellectually motivated students diverse in race, class, ethnicity, interests, and talents who, with adequate support, can succeed by the standards that have made Swarthmore a preeminent institution of higher learning. Attract and enroll students who possess tremendous capacity, love ideas and learning, and aim to direct their talents and gifts toward building a better world. [Admissions]

Attract, develop, and retain the talented, diverse, and highly qualified faculty and staff critical to maintaining our academic standard of excellence. [Human Resources]

Provides the academic infrastructure and services essential for ensuring student learning, and supports the academic mission of the College by empowering faculty, instructional staff, and support staff. [Provost]

Build and strengthen relationships with alumni, parents, community, foundations, and other friends and donors, communicating the needs and achievements of the College so that these individuals and groups can make their most meaningful contributions, in the form of expertise, ideas, insights, guidance of current students or young alumni, leadership, time, or money. [Advancement]

Coordinate strategic communications efforts at the College in order to advance and amplify the College’s role as one of the finest liberal arts institutions in the world, dedicated to educating students in order to advance the common good. [Communications]

Support students outside of the classroom, to provide experiences and services that contribute to their learning and enhances life at the College, and that prepare them for life after graduation. [Dean's Office]

Oversee the financial planning activities and results of the College and ensures that the College has the appropriate financial and physical infrastructure, services, and oversight to support the academic mission of the College. [Finance and Administration]
Divisional Mission and Goals

Admissions Mission and Goals

Mission: The role of the admissions office is to attract and enroll students who possess tremendous capacity, love ideas and learning, and aim to direct their talents and gifts toward building a better world. Primary among the College’s admissions priorities is a commitment to recruiting intellectually motivated students diverse in race, class, ethnicity, interests, and talents who, with adequate support, can succeed by the standards that have made Swarthmore a preeminent institution of higher learning. Our recruitment efforts must therefore be as effective and wide-reaching as possible.

Goals and Objectives:

1. Attract a diverse and talented group of prospective students and applicants to Swarthmore to meet the needs of the institution and to continue to work on the visibility of the institution domestically and internationally.
   a. Work to find efficiencies in the system to expand outreach while understanding budget constraints
   b. Continue to update messaging and train deans, staff, and student workers to share our message. i.e. Publications, web presence, and public presentations
   c. Expand outreach efforts to find more qualified underserved students, i.e. expanded DS outreach and CBO contact
   d. Leverage technology to find efficiencies to allow us to expand our outreach and to review, holistically the increased applications to the College in a timely manner
      i. Slate, CBE

2. Admit an academically and intellectually diverse and talented class to Swarthmore
   a. Timely review of applications and work with supporting groups to identify qualities we seek in entering classes
   b. Engage campus constituents to ensure we are bringing students who will thrive, given the appropriate support, while recognizing the ever-changing demographics and levels of preparedness of students prior to arrival on campus
   c. Leverage technology to find efficiencies to allow us to review increased applications, holistically, in a timely manner
   d. Slate, CBE

3. Enroll a diverse Class that meets objectives of College
   a. Continued exploration of new and revised yield initiatives geared towards bringing a diverse number of students to Swarthmore
b. Leverage technologies, including social media, and engage multiple constituencies including students, staff, faculty, and alumni to help us achieve our mission and objectives.

**Provost’s Division Mission and Goals**

**Mission:** The Provost’s Division provides the academic infrastructure and services essential for ensuring student learning, and supports the academic mission of the College by empowering faculty, instructional staff, and support staff.

**Goals:**
- Support the academic departments and programs in delivering instruction that is academically rigorous, achieves the student learning goals of the College and fulfills the requirements of majors, minors and other faculty approved graduation requirements.
- Support the recruitment, hiring, and retention of a diverse and excellent faculty through mechanisms that are transparent, fair and equitable. Oversee review, promotion, tenure, and compensation structures that provide appropriate support and feedback.
- Support faculty research and scholarly activity that contributes to faculty development, the creation of general knowledge and provides students with models and opportunities for practice in the academic enterprise. Ensure that research practices are in compliance with federal regulations, state and local laws, College policies, and ethical standards.
- Through collections that represent centuries of scholarship, historic records on non-governmental efforts towards peace and reconciliation, and records concerning the Religious Society of Friends (Quakers), provide information resources for teaching, learning, and research, and support the discovery, evaluation, and use of these resources.
- Foster student capacity for thoughtful engagement with the world beyond Swarthmore by providing access and support for high-quality educational opportunities across the globe.
- Prepare and motivate students to understand and engage issues of civic and social concern and, as active citizens of our democracy, to set their own paths towards shaping a more just and compassionate world.
• Support the use of technology in teaching, learning, and research, and provide reliable technology infrastructures that supports the core College business functions.

• Ensure that at every level of the College we have articulated our goals for student learning, are engaged in evaluating our effectiveness at achieving our goals, and are using the results of this work for decision-making, planning, and resource allocation that lead to improvement.

  o Goals for student learning at the academic department and interdisciplinary program level (majors, minors, courses) may be found at: http://www.swarthmore.edu/assessment/goals-student-learning

Dean of Students Division Mission and Goals

Mission: The Dean of Students division supports students outside of the classroom, to provide experiences and services that contribute to their learning and enhances life at the College, and that prepare students for life after graduation.

Dean's Office Goals for Student Learning:

Our students will cultivate a clear sense of self in community including the development of their sense of ethics and values with strong leadership, communication and decision making skills. In addition, students will become engaged and responsible citizens in a diverse society to make a positive impact in the world.

Sense of self in Community:
• clear understanding of community expectations
• ability to consider the needs of the community in relation to individual needs and desires
• Self-regulation
• Acknowledging limitations
• Learning from adversity and failure
• Self-care skills and learning to make healthy choices
• Knowing when and how to ask for help and utilize resources

Developing self and identity in relationship to Diversity, Inclusion, and Global Awareness
• Understand the influence of personal background and multiple identities
• Develop identity consolidation, differentiation of self from parents and family
• Develop clear understanding of community expectations
Develop ability to consider the needs of the community in relation to individual needs and desires
Develop the capacity to imagine other people's perspective
Develop tolerance and appreciation of other cultures and differences of identity and perspective
Develop understanding and considering how your actions impact and affect others
Align personal values with actions

Ethics / Values:
Developing a philosophy of life
Ability to articulate values
Having your ethics and values guide your decision making and planning for the future

Leadership and Communication:
Ability to work collaboratively as a leader and a follower
Ability to help facilitate a group
Ability to listen deeply to others and incorporate differing perspectives into your world view
Ability to manage conflict and disagreements within a group or team setting
Being able to manage a complex project including creating timelines, meeting deadlines, and managing large and small details
Ability to communicate clearly and respectfully your own ideas, perspectives, and needs

Decision-making:
ability to make decisions based on values and sense of self
ability to thoughtfully choose between competing goods
ability to apply critical analysis to the decision making process
ability to thoughtfully incorporate other's perspectives into the decision making process
develop the capacity/perspective to live and plan for the present in the context of also weighing choices and planning for the future

Dean's Office Operational Goals:

Assist first year students in their adjustment to the social and academic demands of the institution with a particular focus on first generation and low income students.[First Year Class]

Support course registration, course and classroom scheduling, grade collection and reporting, maintenance and integrity of student academic records, and administration of Honors program in support of the faculty regulations and educational policies of the College [Registrar]
Promote student conduct that appropriately balances rights, responsibilities, and community values. [Student Conduct]

Provide the foundation for cultivating a thriving residential community and co-curricular experience. [Student Engagement]

Engage and empower our community through advocacy, dialogue, and support networks to influence campus culture and promote inclusivity and identity consciousness [Intercultural Center]

Support a thriving and inclusive black campus community [BCC]

Provide individualized holistic care and campus-wide health and wellness education in a compassionate environment. [Health center]

Provides counseling and psychotherapy, crisis intervention, psychological testing, psycho-educational programming, 24/7 on-call emergency response, and consultation and training [CAPS]

Foster student leadership practice through innovative thinking [Center for Innovation and Leadership]

Support student’s academic well-being, success, and planning through service to faculty, students, staff, parents/guardians and outside constituencies in the areas of academic advising, academic support, student disabilities, fellowships, prizes and post-graduate planning. [Academic Affairs]

Help students gain self-understanding and connect their interests, values and skills with knowledge about careers and life beyond Swarthmore College. [Career Services]

Communications Office Mission and Goals

Mission: The Communications Office coordinates strategic communications efforts at the College in order to advance and amplify the College’s role as one of the finest liberal arts institutions in the world, dedicated to educating students in order to advance the common good. The communications office oversees communications initiatives relating to admissions, advancement, the College’s website, social media, and media relations. We work to ensure that Swarthmore faculty members’ insights and research are featured in the media and elsewhere; that our student, staff, and alumni achievements are shared broadly; and that the College’s dedication to academic vigor and Quaker values are well understood by a wide variety of
constituencies including prospective students and their families, students, faculty, staff, alumni, leaders in higher education, the media, and the broader community.

Goals:

Strengthen and extend the positive connections that are part of the Swarthmore experience, particularly among alumni, through production of the quarterly *Bulletin*. [College Bulletin]

Develop, coordinate, and oversee communications focused on promoting positive community engagement and garnering support—both financial and volunteer—for Swarthmore College and its institutional objectives and values. [Advancement Communications]

Produce communications and execute delivery strategies that differentiate Swarthmore from its peers and uphold the broader mission of the College to build strong incoming classes. [Admissions Communications]

Use media relations, digital media, and social media to increase awareness and recognition of Swarthmore College, highlighting its distinctive features, promoting its mission and initiatives, and sharing compelling stories of students, faculty, staff, and alumni [Media and Web Communications]

Human Resources Office Mission and Goals

**Mission:** The twofold mission of the Human Resources department is (1) to attract and retain highly qualified and diverse faculty and staff, which is critical to maintaining our academic standard of excellence, and (2) to retain and develop a talented workforce while providing the best possible employee workplace experience. In pursuing its mission, the department is guided by the core values of honesty and transparency. We are committed to affirming the dignity of all people, serving as advocates for staff and faculty at all levels, encouraging staff to develop the requisite skills for professional development, advocating for the understanding of all perspectives, and supporting the resolution of conflict.

**Goals:**

Design and implement marketing and recruitment strategies that enable the College to cultivate a positive workplace and inclusive community where employees have opportunities to develop both personally and professionally in healthy, fun, intellectual, and respectful ways.
Develop a workplace in which employees have opportunities to grow personally and professionally—a welcoming, healthy, and engaging community in which employees feel supported and their work valued and recognized.

Regularly review compensation at all levels in order to make adjustments necessary to ensure that salaries are competitive and that employees are being compensated equitably and in accordance with clear and consistent guidelines.

Within the College’s budgetary framework, ensure a wide-ranging and comprehensive benefits programs that offer employee options and that respond to the needs of their well-being.

Assess and make improvements to the department's operations by regularly evaluating the various processes and making appropriate use of new and relevant technologies, and keeping employees sufficiently informed of regulatory changes that may affect them.

**Finance and Administration Division Mission and Goals**

**Mission:** The Finance and Administration Division oversees the financial planning activities and results of the College and ensures that the College has the appropriate financial and physical infrastructure, services, and oversight to support the academic mission of the College.

**Goals:**

Ensure the financial resiliency of the College through oversight, care, and custody of all funds held by the College, including endowment, operating cash, gift planning assets, and retirement plan assets [Investment Office]

Provide the College community diversified business services, including processing financial transactions and protecting monetary assets by maintaining a robust control environment  [Business Office]

Provide students with access to financial resources to make up the difference between the direct and indirect costs of annual attendance and what students, and their parents, are able to contribute [Financial Aid]

Conduct research to support effective planning, assessment, and decision-making across the College [Institutional Research]

Manage the general legal affairs of the College, and evaluate and monitor institutional risks. [General Counsel]
Ensure a safe campus for the entire community through patrol, emergency response, crime prevention education, and individual safety escort. [Public Safety]

Plan, construct, manage, and maintain Swarthmore’s buildings, grounds (gardens, lawns, athletic fields, and natural woodlands), housing units, and infrastructure (electricity, sanitary, water, data infrastructure, heating and cooling plants including distribution and energy management) with attention to environmental sustainability [Facilities Management]

Provide a range of additional services that enhance the quality of campus life for students, faculty, and staff, including dining, OneCard, Campus and Community Store, post office, print services, event management and non-academic summer programs, and operations of the Inn at Swarthmore [Auxiliary Services]

**Advancement Division Mission and Goals**

**Mission:** The role of the Advancement Office in supporting the College mission is to build and strengthen relationships with alumni, communicating the needs and achievements of the College so that they can make their most meaningful contributions. These contributions may be in the form of expertise, ideas, insights, guidance of current students or young alumni, leadership, time, or money, and the relationships they reflect should be mutually beneficial and satisfying. The Advancement Office supplements this work with outreach to and relationship-building with parents, community, foundations, and other friends and donors.

**Goals:**

Engage many alumni, parents, and students in the College in strategic and meaningful ways through their time, treasures, and talents. [Alumni and Parent Engagement ]

Engage with leadership donors to advance the strategic priorities of the College [Individual Giving]

Discover, develop, and distribute information and data that enables Advancement and College leadership to prioritize, strategize, and efficiently engage constituents who can support the College in its mission [Research]

Provide data infrastructure, management and analysis to support advancement activities [Advancement Systems]

Connect Swarthmore College and its faculty with government agencies, philanthropic institutions, and corporations that have a shared interest in the research, programs, or goals of individual faculty members [Sponsored Programs]
Foster collaboration with foundations, corporations, and other external organizations that can help meet broad institutional goals through grant funding [Institutional Relations]

 Maintain alumni biographical information and other donor records that will help support Advancement work [Alumni and Gift Records]