

**DOUGLASS
RESIDENTIAL
COLLEGE**

2025-2030

**Strategic
Plan**

November 2024

Contents

- Mission
- Vision
- Values
- Strategic Planning Process
- Critical Priorities

Douglass Residential College

is where Rutgers students come to ground their education in feminist perspective and develop in a dynamic community as leaders who will change the world.

Mission

Douglass Residential College is where Rutgers students come to ground their education in feminist perspective and develop in a dynamic community as leaders who will change the world.

Through cutting-edge programs, supportive living and learning communities, and real-world collaborative opportunities, Douglass educates, supports, and prepares students to confidently lead, inspire, influence, and achieve. Douglass offers the academic excellence of a premier research university while empowering its unique community of students to take on the problems of today's world and contribute to building a more just and equitable future for women.

Vision

Douglass is a vibrant living and learning community at Rutgers focused on educating feminist leaders across disciplines to become global citizens and agents of positive change in the world. Internally at Rutgers, nationally, and internationally, we have a reputation as a leading model for women's education, incorporating a culture of inclusive advancement within one of the finest universities in the country.

Values

- **Women's experiences:** Programming focusing on learning from feminist leaders, texts, and scholars to advance gender parity.
- **Belonging:** Educating each other within a respectful space so that students can self-advocate and claim their voice.
- **Experiential:** Creating opportunities for students to engage in hands-on experiences that manifest long term career and personal growth.
- **Leadership:** Modeling and encouraging students to engage with their leadership identities and be ethical changemakers and influencers in their world.
- **Community:** Finding others who share our goals and journeys and can be a support system or source of knowledge and opportunities.

Strategic Planning Process

The strategic plan was developed with input from Douglass stakeholders, including students, faculty, staff, administrators, and alumni. An internal steering committee met regularly during the 2023-2024 academic year, engaging groups as varied as the Douglass Governing Council, Red Pines, Dean's Cabinet, Douglass Staff, Douglass Advisory Board Strategic Planning Committee, LLC partners, faculty fellows, externship site mentors, and others in information-gathering sessions. Over several months, the stakeholders refined the mission, vision, and values for Douglass and identified critical priorities that offer direction for the next five to seven years of Douglass' future. These critical priorities are aligned with the mission, vision, and values, and further advance the Academic Master Plan under the leadership of the Rutgers-New Brunswick Chancellor. The Dean's Cabinet, Douglass staff, and Advisory Board will implement the strategic plan.

Special thanks to the Rutgers Office of Organizational Leadership for their support of these efforts.

CRITICAL PRIORITY #1

Living and Learning Together

Douglass is a trailblazer, at Rutgers and nationally, in the delivery of living and learning experiences focused on women students that enhance their college education in practical, holistic, and outcome-oriented ways.

Key Objectives

- Integrate a living and learning experience into the first year for all Douglass students regardless of major or interest
- Rethink living and learning to be about more than where students sleep and to encompass a wider variety of student experiences, including hands-on and experiential learning
- Expand faculty partnerships around interdisciplinary feminist work in LLCs, faculty fellows, course offerings, and program design
- Build and renovate Douglass campus infrastructure to support LLC program delivery, in residential, academic, and student affairs spaces

CRITICAL PRIORITY #2

Women and Leadership

Douglass offers students opportunities to develop as leaders towards the goal of a more just and ethical world, with a particular emphasis on women's experience.

Key Objectives

- Identify and uphold ethical feminist leadership principles across Douglass programs and initiatives
- Integrate leadership development theory more deliberately across Douglass programming, and include leadership development goals in relevant program design
- Expand Douglass' role in research production and dissemination both as experiences for undergraduates and on the topic(s) of undergraduates, women's education, and leadership

CRITICAL PRIORITY #3

Community Engagement

Douglass is a multidimensional community – internal to Douglass, with Rutgers University, with the local New Brunswick community, and with the global feminist community – that offers mentorship, engagement, and hands-on opportunities for service connected to academic accomplishments.

Key Objectives

- Integrate community-based, service-learning, interdisciplinary experiences more deliberately across Douglass programming, and include community engagement goals in relevant program design
- Expand faculty partnerships around feminist work in social justice, community organizing, climate and sustainability, and nonprofit management
- Build infrastructure on the Douglass campus that promotes engagement with the local and regional community, and drives students to engage with each other and other members of the Rutgers community

CRITICAL PRIORITY #4

Four Year Pathway

Douglass follows a four-year pathway model that integrates hands-on experiences early, builds on prior experiences, and connects to better post-graduation outcomes for students headed both to careers and to graduate school.

Key Objectives

- Build follow-on programming opportunities for students in their second year to transition from the first year living and learning experiences
- Ensure first- and second-year students have access to high-impact, hands-on, experiential learning opportunities that scaffold to greater involvement
- Build pathways for key majors and high-demand areas of student interest that can be integrated with the university pathways, and ensure that prospective students can envision themselves on one of those pathways
- Work with schools and units to create efficiencies in program delivery, ensuring that Douglass remains value-added without additional requirements that might dissuade enrollment

CRITICAL PRIORITY #5

The Douglass Brand and Reputation

Douglass is unique and offers unparalleled opportunities for student participation and external support towards greater gender parity, more robust community engagement, and building the next generation of feminist leaders.

Key Objectives

- Renew the Douglass Brand through an inclusive and thoughtful process, including positioning statement, brand essence, value propositions, and creative platform
- Focus communications efforts on key functions, including recruiting more students to programs and converting more alumni to donors, and identify technology and other support systems to automate communication functions
- Build the reputation of Douglass nationally and internationally through curated communications focused on the mission, vision, and values of Douglass
- Ensure the Douglass campus reflects the mission, vision, and values of Douglass

DOUGLASS RESIDENTIAL COLLEGE 2025-2030 STRATEGIC PLAN

Website: www.douglass.rutgers.edu

Questions? Please contact Wendy Silverman at wendy.silverman@rutgers.edu