

**STRATEGIC ISSUES INTEGRATED
(CABINET, FACULTY, DIRECTORS)
April, 2008**

This is a compilation of the priority Strategic Issues raised by the Cabinet, the Faculty Elected to Committees, and the Director-Level Administrative Staff. No Issues have been eliminated. They are color coded as follows: Cabinet = black; Faculty = blue; Directors = green.

A. INSTITUTIONAL IDENTITY

1. What does it mean to be a liberal arts college in the 21st century?
2. **What type of institution do we want to be, and, in turn, communicate to potential students? Do we wish to be a nationally prominent or a regionally prominent college and what does that mean?** What should the target profile/positioning of the College be in relation to our peer institutions in the eyes of the potential market & our constituencies?

B. DIVERSITY AND GLOBAL ENGAGEMENT

3. **What are Wooster's definitions of "diversity" and "global engagement" and what should be its related institutional goals? What is the college's overall goal/target position in terms of diversity & global engagement, including educating the general citizenry about pressing issues in our world? Should we seek to make diversity and global engagement one of the college's strengths for which it is recognized in comparison to our peer institutions?** How do we define what diversity and global engagement means for us and what our goals are regarding them?
4. How do we ensure that our Mission and educational programs align with these goals?
5. How do we best support the needs of a diverse, globally engaged student body and college? **What will it take to create a climate of inclusion that will help ensure retention and the ability of a diverse workforce and student body to contribute fully to the college?**
6. **How do we increase the diversity of our campus community?**

C. PROGRAM/OFFERINGS

7. Are our offerings consistent with the profile of our "target" student and, to the degree not, what do we do about it? **How do we continuously make the challenging choices related to aligning the curriculum with our strengths, resources and priorities?**
8. **How do we continue to develop, improve and support independent study so that it continues to be a defining strength of the college?** What should the future of the Independent Study program be to evolve the signature program, preserve its position as one of the finest UR programs in the country, and leverage its value?
9. Should the curriculum be reviewed and potentially refined in light of the fact that over the course of the last decade, technological change has driven extraordinary social, economic, political and cultural change around the world? **How do we provide more opportunities for engaging in experiences aligned with diversity & globalization?**

D. ENROLLMENT & FINANCIAL AID

10. What range of characteristics (academic & activity profile, gender, ethnicity, national origin, social demographic) should the College aim to achieve? **What types of students would we like to draw in light of our overall goal as a college? What do we want our student body to look like, including in terms of international, minority and non-traditional populations?**
11. What is the optimal size for Wooster's student body? **What size student body should we aim for? What is our optimal enrollment size?**
12. How will the college handle the changing demographics in the next 10 years, especially the projected decrease in student enrollment and the change in ethnicity patterns? **How do we recruit/enroll more effectively for diversity & global engagement? How do we recruit/enroll more effectively for academic quality? How can we increase demand for a Wooster education in order to improve selectivity and reduce the discount?**
13. In what ways should the College restructure the distribution of aid so as to achieve greater net revenue, diversity and student academic profile (there is creative tension among these three objectives)? **How do we become less tuition dependent while maintaining a diverse, competent student population? Who do we want to target with our financial aid?**
14. **How do we make our financial aid more of a recruitment asset? How do we more efficiently utilize financial aid resources to support our enrollment goals?**
15. **How can our retention rates be improved to support overall enrollment objectives?**
16. What would success look like in terms of net student revenue?
17. **What should the college's level of investment in financial aid be in relation to other institutional priorities?**

E. CAMPUS STEWARDSHIP

18. How do we optimize the degree to which the Campus Plan aligns with our emerging Strategic Plan? **How can our direction with facilities, including IT infrastructure, contribute to achieving the college's mission and long term goals?**
19. **How do we catch up, afford to catch up, and continue to stay current with maintenance given the threat of significant loss of marketability to students and staff? How can the College achieve predictable, sustainable, and strategically prioritized patterns of investment in its facilities and IT infrastructure? What is the optimal approach for making physical plant/campus-related decisions?**
20. How and to what extent should issues of sustainability be made strategic elements of campus stewardship? **To what extent are we going to prioritize and pursue "green"?**
21. Is it essential to remain a completely residential campus or are there compelling reasons to develop off-campus alternatives?
22. **Where should the college take its overall use of technology (including instructional support) to help achieve our major strategic goals?**
23. **What should the college's level of investment in facilities, including IT infrastructure, be in relation to other institutional priorities?**

F. GOVERNANCE AND ORGANIZATIONAL STRUCTURE

24. **What governance model should we strive to create (and based on what criteria)?**
In what ways does the Board of Trustees need to evolve its organization and behavior so as to contribute more strategically to the governance of the College? What are the respective purviews of faculty, administration and board in decision making? **How can we improve our approach to governance and structure to better support the institution's constituents and priorities?**
25. **What organizational structure should we strive to create (and based on what criteria)?** How do we improve our current organizational structure (including processes, people and policies) in order to reduce redundancies, improve the logical flow of responsibilities, increase cross-functional collaboration and transparency, and improve timeliness of action?
26. **What is an optimal approach to planning our desired governance model & organizational structure, including the role of those affected by the major decisions?**
27. **How can the College put in place a budgeting process that is more transparent, strategically intentional, and timely? How do we make the budgeting process more inclusive, meaningful and strategic?**

G. HUMAN RESOURCES

28. **What should our human resource focus and priorities be over the next period, including our approach to salary and benefits? What is our faculty and staff compensation strategy?**
29. **How do we manage the work demands placed on faculty, including further reduction in faculty teaching load, so that they can be excellent scholars and excellent teachers?**
30. **How do we improve faculty and staff recruitment, development and retention?**
31. **How can we establish a junior faculty leave program that does not impinge on the current research and study leave program and its criteria for granting leaves?**

H. COMMUNITY & COLLEGIALITY

32. **What do we mean by "college community" and what is our work to achieve it?**
33. **What are our standards for professionalism and accountability and how do we support those standards?**
34. **What are some ways in which we can improve and maintain a collegial working relationship between administration and the various campus constituencies? How do we continue to foster community, trust and communication among faculty, administration, staff, students and the broader Wooster public? How can we achieve greater collegiality and collaboration between and among faculty and staff?**
35. **How can we support the clear interest in interdisciplinary projects, research, courses, and other collaborations?**
36. **What is the college's target relationship to the wider community and how do we optimize it?**

I. FUNDRAISING & FRIENDRAISING

- 37. What are our fundraising/friendraising goals and what is our process for setting funding priorities? How can we ensure alignment of funds secured with our strategic and curricular goals and balance investment in physical capital with investment in human and intellectual capital?**
- 38. How can we be more effectively engage alumni in “giving back” to the College, especially more recent graduates? How do we identify and nurture the next generation of donors, including our current students?**
- 39. Having just completed a major, “stretching” comprehensive \$148 million Campaign, how do we present the idea that we intend to undertake very soon the largest capital project ever undertaken here in a way that will positively engage our “Campaign weary” alumni, parents, and friends?**
- 40. Should we increase our investment in our fundraising capacity and, if so, along what lines? What structure, roles and buy-in do we need to be successful?**
- 41. What is the College's cultural ability to use and service debt to achieve its strategic goals and what role should debt have in our total financial strategy?**