



**ON PURPOSE: OUR STRATEGIC FRAMEWORK
AN UPDATE
January 2011**

In order to “sustain our momentum,” it is important that we periodically review our progress on our strategic initiatives, and in particular, those actions we have set as priorities for the current academic year.

This document is an update on the actions we committed to in the *Strategic Priorities Memo for 2010-11*. We welcome feedback, comments, and questions. With regard to specific initiative, you are encouraged to contact the leads indicated. General questions and comments may be sent to either Ellen Falduto or John Sell.

An “in brief” version of this update is also available.

We anticipate two additional updates this academic year, one in late February/early March and the other following the close of the semester.

OUR STRATEGIC OBJECTIVES & PRIORITIES FOR 2010-11

I. INITIATIVES TO FULFILL OUR EDUCATIONAL PURPOSE WITH DISTINCTION

Diversity and Global Engagement

[Carolyn Newton & Kurt Holmes]

Center for Diversity and Global Engagement [progress assessment: good]

Priorities: to develop more programming, especially that which is more closely integrated with the educational program and which engages a wider range of students; to broaden perspectives on the Center itself, beyond the notion of it as a residence for international students and the offices and services located in Babcock; and to provide increased opportunities for faculty to expand their research and teaching in the areas of diversity and global engagement.

- A series of events has been planned, held, and scheduled (for the spring).
- Student programming is more integrated and engages a wider range of students than last year.
- Intentional efforts were made to connect The Forum’s programming and related activities with the Center.
- Currently working on integrating the Center with Residential Life and broadening understanding of Babcock to be more than a residence hall for international students
- Increased opportunities offered to support faculty in incorporating perspectives on diversity and global engagement in their teaching and research; need to continue efforts to establish connections between the Center and curriculum.
- Exploring opportunities for the Center to assist in Faculty Development activities.
- Engaging in a national conversation through AAC&U’s Shared Futures Program on curricular development and global education.

- Faculty connections are being made with external resources, such as the Council on International Educational Exchange
- Continue to work on collaboration and communication among the various functions and services located in the Center.

Global Social Entrepreneurship (GSE) [progress assessment: mixed]

Priority: evaluate the GSE program and identify options for sustaining and expanding it.

- GSE is having difficulty recruiting students because of the cost of participation in the in-country component of the program.
- Like “Wooster In...” programs, it is apparent that we need to address resources for GSE

“Wooster In...” Off-Campus Study Programs [progress assessment: mixed]

Priority: identify a sustainable model for new “Wooster In...” off-campus study programs.

- An analysis of the costs of our current “Wooster In...” programs and our off-campus non-Wooster programs is underway.
- Development of program implementation scenarios to inform financial plans is underway.

Environmental Studies [progress assessment: good]

Priority: support field study abroad for faculty interested in extending their expertise in the global nature of environmental problems.

- Grant funding has been designated to support summer travel experiences for faculty engaged in environmental studies research.

Student Educational Planning & Advising [progress assessment: good]

[Hank Kreuzman]

Priority: continue our efforts to create a comprehensive advising program and establish the Educational Planning and Advising Center (EPAC)

- Developed 10 point action plan to implement the elements of this initiative
- Making good progress on implementation: advising committee has been established, Center leadership identified and appointed, website developed but not yet launched, currently evaluating options for locating EPAC with minimal renovations, in process of creating and piloting programs appropriate for juniors and seniors and evaluating current programs for first-years and sophomores, and exploring digital portfolios as a reflective advising tool.
- Exploring external funding and options for program space.

Community of Learners [progress assessment: good]

[Kurt Holmes]

Priority: articulate a philosophy of campus life

- Defined student development and student life elements of the Graduate Qualities; refined based on discussions with the Educational Policy Committee.

- Developed mission statements and student learning and development outcomes for each area within Student Life; will develop an overarching mission statement for the division based on these and integrated with the Graduate Qualities.
- Encouraging students to take an advocacy role in promoting The Wooster Ethic; awareness initiative planned to begin with the start of the spring term.
- Identifying ways of informing and engaging faculty and staff in embracing The Wooster Ethic.

Wooster’s Independent Study Program [progress assessment: good]

[Carolyn Newton & Ellen Falduto]

Priority: develop a distinctive, integrated, and comprehensive approach to strengthening our students’ skills (oral and written communication skills, research sophistication, and application of technologies), provide support for students to present their work to wider audiences, and support faculty in their work with their students in these areas.

- Pilot program to create 50 “digital abstracts” and engage all students in all disciplines in preparing abstracts successfully launched: 66 students working with 52 faculty advisors representing 25 different departments/programs are participating in the pilot.
- Team to discuss the research ethics component of the program will convene at the start of the spring term.
- Process to develop a conceptual design for the space to serve as the center for this distinctive approach to supporting our students and faculty is underway.
- We are currently examining options for “how to store” digital abstracts and digital versions of Independent Study projects.
- Offering a workshop for faculty on advising I.S., including training in new technologies
- Sponsoring our annual I.S. Symposium in April

Bringing Theory to Practice [progress assessment: good]

[Hank Kreuzman & Carolyn Newton]

Priority: investigate further curricular integration of our existing programs and feasibility of new internship programs. Through a comprehensive assessment and planning project, identify how we can best structure a program of entrepreneurial opportunities for our students.

- Research on the best practices for internship programs at peer institutions is underway.
- We are developing a proposal for a program of greatly expanded opportunities for our students.
- EPAC is planning a “bringing theory to practice” workshop for February 2011.
- Self-study and external review visit of Lilly Project program completed; awaiting external reviewer’s report.
- Self-study of entrepreneurship program underway; anticipate external review visit in April 2011.

II. INITIATIVES TO STRENGTHEN THE FOUNDATION OF OUR COLLEGE

Comprehensive Resource Plan [progress assessment: mixed]

[Laurie Stickelmaier, Sally Patton, Scott Friedhoff, Ellen Falduto, John Sell]

Priority: develop a plan consisting of a resource generation plan and strategic resource allocation plan to support our efforts to achieve our strategic objectives.

- An endowment asset allocation policy strategy has been developed by the Investment Committee. The Committee is now considering how best to implement it and adjust investments over time.
- Further work on developing and refining our educational program-related strategic initiatives into operational plans will be complete by March. Salary policy initiatives recommendations should be complete by the end of the academic year.
- To assist us in developing our resource plan, Cabinet will participate in a Strategic Finance workshop sponsored by the Association of Governing Boards in late March.
- When all operational plans and recommendations are complete, they will be prioritized and potential funding sources will be identified (anticipate this work to begin in late Spring 2011)
- Following, prioritized recommendations and identified funding sources will be incorporated into an initial multi-year financial plan.

Optimal Size for Wooster [progress assessment: good]

[all]

Priority: Determine what the optimal size for Wooster is.

- Currently considering and studying 1,900 as a plausible model; including analysis of options for increasing off-campus study opportunities for students in order to effectively manage on-campus enrollment and grow student interest and participation in off-campus study.

Faculty Salary Project [progress assessment: mixed]

[Carolyn Newton, Laurie Stickelmaier, Teaching Staff & Tenure Committee, Financial Advisory Committee, Ellen Falduto]

Priority: Develop a set of principles and guidelines that will enable us to steward faculty salaries in a sustainable way over the long run.

- The Teaching Staff & Tenure Committee has evaluated a number of policy options and implications, identifying an initial set of three conceptual models. TS&T will discuss these with the faculty beginning in January. The goal is to come to a reasonable consensus with respect to career salary trajectory, the extent of merit, differentials between ranks, and tolerance for disciplinary differences.
- The Financial Advisory Committee is exploring salary metrics and benchmarks and resource implications.

Staff Salary Project [progress assessment: good]

[Laurie Stickelmaier, Ellen Falduto, Staff Salary Advisory Committee]

Priority: bring to a conclusion a study of hourly and salaried staff salaries that is currently underway with much the same discipline and principles as the Faculty Salary Project.

- Salary philosophy statement drafted and endorsed by the Committee and Cabinet.
- Work relating to reviewing and developing standards for job descriptions, job titles, and consolidating similar positions near completion.

- Competitive market assessment of a group of 150-175 jobs is in progress; verification of position matches to external survey positions is underway.

Campus Facilities Master Plan [progress assessment: good]

[Laurie Stickelmaier]

Priority: commission an update to our Campus Facilities Master Plan.

- Following an extensive search process, we have selected the firm of Dober Lidsky and Mathey to work with us in preparing our updated campus master plan.

Marketing Plan for Wooster [progress assessment: mixed]

[Scott Friedhoff, John Hopkins]

Priority: develop a comprehensive Marketing Plan for Wooster with the goal that in future guides Wooster will not be anyone's "best kept secret" but instead known much more broadly for its excellence in delivering on its core mission.

- A number of marketing activities are underway or in place (for example, the revised web home page)
- An Enrollment and Marketing Committee of the Board has been established.
- Committee will evaluate strategy options for what we market (an existing feature, a new initiative, etc.)

Strategic Plan for Information Technology [progress assessment: good]

[Ellen Falduto]

Priority: develop a strategic plan for Information Technology that is tuned both to our mission and resources as well as a vision for the role information and information technology will play in advancing our strategic framework.

- IT division priorities for 2010-11 focus on assessing the current state of information technology at Wooster, deploying what we have now to meet more of our needs, evaluating our current resource allocation and options, and identifying and putting a reliable common IT foundation in place (technology, applications, staffing)
- IT projects for 2010-11 shift IT's focus to our core mission (support of a number of this year's strategic priorities) and to grow campus use of and proficiency in using our institutional information system (Datatel)
- Focus on establishing and implementing replacement cycles within IT's existing resources; a cycle upgrade program for faculty personal computers is now in place, cycle replacement program for personal computers used by staff will be implemented in spring 2011; and developing a plan for cycle replacement of our server and network systems is a project for spring 2011
- This spring, the faculty members of the Library and Information Resources and Technology Committee, in collaboration with Instructional Technology, will assess our use of our learning management system and develop recommendations for a system that will best serve students and faculty at Wooster.
- A "SWOT" analysis of information technology from the faculty perspective is being compiled from interviews with the faculty who are receiving upgraded computers this semester.

III. INITIATIVES TO SUSTAIN OUR MOMENTUM

Strategic Framework [progress assessment: good]

[Grant Cornwell, Ellen Falduto, John Sell]

Priority: Share the comprehensive Strategic Framework with all Wooster constituencies.

- Strategic Framework shared and reviewed with the College community during fall 2010.
- Linking of strategic priorities and initiatives to resource allocation has been incorporated in the capital and information technology project request processes for FY11.
- Strategic planning team is visiting formally and informally with strategic initiative “leads” to follow-up on progress and assist in implementation planning.
- Regular campus updates begin with this document.

HLC Continuing Accreditation [progress assessment: good]

[Carolyn Newton, Ellen Falduto, Gary Gillund, Anne Nurse]

Priority: begin preparation for the Higher Learning Commission continuing accreditation process, which formally begins in 2011-12.

- Co-chairs team established.
- Preliminary discussion with HLC liaison on process, timeline, and HLC resources available to us.
- Co-chairs will attend the HLC Self-Study Workshop and Fair in April.
- Co-chairs will visit other GLCA institutions that have completed the process within the last year and are now moving to HLC’s new annual reporting process.
- Work on developing a plan for the self-study and identifying a steering committee and working groups will begin with the start of the spring term.