



**ON PURPOSE: OUR STRATEGIC FRAMEWORK**  
**AN UPDATE – IN BRIEF**  
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*.

In brief, it is clearly evident that we have been at work on all of the priorities that we have set for 2010-11. We are making good progress on many priorities; others have either proved a bit more challenging than we anticipated, or we have determined aspects of them have warranted more detailed study, planning, or consultation before implementation.

The following document is an abbreviated version of the update. A more detailed, narrative version is also available.

A word about symbols of progress: an up arrow indicates that we believe we are making good progress; a sideways arrow indicates that while we are making progress, we are not making progress as quickly as we might like; a down arrow indicates that we are not making progress and we are revisiting our assumptions (at this time, we have no down arrow indicators).

This is our first concept for an update, so we welcome feedback, comments, and questions. With regard to specific initiative, you are encouraged to contact the leads indicated. General questions and comments and feedback on this format may be sent to either Ellen Falduto or John Sell.

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

*10 January 2011/EFF*

Strategic Objective			
Related Strategic Initiatives	Actions for 2010-11	Current Status	Commentary [activity leads]
<b>INITIATIVES TO FULFILL OUR EDUCATIONAL PURPOSE WITH DISTINCTION</b>			
<b>Diversity and Global Engagement</b> <i>[Carolyn Newton &amp; Kurt Holmes]</i>	<b>Center for Diversity and Global Engagement:</b> develop a more cohesive, dynamic, and vibrant program. Broaden perspectives on the Center itself. Provide increased opportunities for faculty to expand their research and teaching in the areas of diversity and global engagement.	↑	<ul style="list-style-type: none"> <li>A series of events has been planned, held, and scheduled (for the spring). [Susan Lee, Amyaz Moledina]</li> <li>Currently working on integrating the Center with Residential Life [Susan, Amyaz, Kurt Holmes]</li> <li>Increased opportunities offered to support faculty [Susan, Amyaz, Heather FitzGibbon]</li> <li>Engaging in a national conversation through AAC&amp;U's Shared Futures Program on curricular development and global education. [Heather]</li> </ul>
	<b>Global Social Entrepreneurship:</b> evaluate the program and identify options for sustaining and expanding it	↔	<ul style="list-style-type: none"> <li>Like "Wooster In..." programs, it is apparent that we need to address resources for GSE given difficulty in recruiting students because of the cost of participation [Heather, Amyaz]</li> </ul>
	<b>"Wooster-In..."</b> programs: identify a sustainable model for new off-campus study programs	↔	<ul style="list-style-type: none"> <li>Development of program implementation scenarios to inform financial plans is underway. [Kim Tunnicliff &amp; Off-Campus Study Advisory Committee]</li> </ul>
	<b>Faculty Support:</b> support field study abroad for faculty interested in extending their expertise in the global nature of environmental problems.	↑	<ul style="list-style-type: none"> <li>Grant funding has been designated to support summer travel experiences for faculty engaged in environmental studies research. [Heather]</li> </ul>
<b>Student Educational Planning &amp; Advising</b> <i>[Hank Kreuzman]</i>	<b>EPAC:</b> Continue our efforts to create a comprehensive advising program	↑	<ul style="list-style-type: none"> <li>Developed 10 point action plan to implement the elements of this initiative; making good progress on plan implementation. [Hank Kreuzman]</li> <li>Exploring external funding and options for program space. [Grant Cornwell, Ellen Falduto, Carolyn Newton, Hank, Heather]</li> </ul>
<b>Community of Learners</b> <i>[Kurt Holmes]</i>	<b>Campus Life Philosophy:</b> articulate a philosophy of campus life consistent with our mission and core values and Graduate Qualities	↑	<ul style="list-style-type: none"> <li>Defined student development and student life elements of the Graduate Qualities; used these to develop mission statements and student learning and development outcomes for each area within Student Life [Kurt Holmes, Student Life Deans &amp; Directors]</li> </ul>
	<b>The Wooster Ethic:</b> seek to deepen the campus's understanding and endorsement	↑	<ul style="list-style-type: none"> <li>Encouraging students to take an advocacy role in promoting The Wooster Ethic; Identifying ways of informing and engaging faculty and staff [Kurt Holmes]</li> </ul>

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<b>Wooster's Independent Study Program</b> <i>[Carolyn Newton &amp; Ellen Falduto]</i>	<b>McGregor Project:</b> develop a distinctive, integrated, and comprehensive approach to strengthening our students' skills in oral and written communication, research sophistication, and application of technologies.	↑	<ul style="list-style-type: none"> <li>Pilot program to create 50 "digital abstracts" successfully launched and oversubscribed;</li> <li>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. [Carolyn, Ellen, Hank, Heather, Mark Christel, Mark Wilson, Katie Holt, Matt Broda]</li> </ul>
	<b>Student &amp; Faculty Development:</b> provide support for students to present their work to wider audiences; support faculty in their work with their students in these areas	↑	<ul style="list-style-type: none"> <li>Offering a workshop for faculty on advising I.S., including training in new technologies [Heather]</li> <li>Sponsoring our annual I.S. Symposium in April [Heather]</li> </ul>
<b>Bringing Theory to Practice</b> <i>[Hank Kreuzman &amp; Carolyn Newton]</i>	<b>Internship Programs:</b> further curricular integration of our existing programs and the feasibility of creating new internship programs.	↑	<ul style="list-style-type: none"> <li>Researching best practices for internship programs at peer institutions. [Hank, Lisa Castor]</li> <li>Developing a proposal for a program of expanded opportunities for our students.</li> <li>EPAC is planning a "bringing theory to practice" workshop for February 2011. [Hank, Lisa]</li> </ul>
	<b>Entrepreneurship:</b> comprehensive assessment and planning project focused on our on-going work with our entrepreneurship program	↑	<ul style="list-style-type: none"> <li>Self-study of entrepreneurship program underway; anticipate external review visit in April 2011. [James Levin]</li> </ul>
<b>INITIATIVES TO STRENGTHEN THE FOUNDATION OF OUR COLLEGE</b>			
<b>Comprehensive Resource Plan</b> <i>[Laurie Stickelmaier, Sally Patton, Scott Friedhoff, Ellen Falduto, John Sell]</i>	Develop a plan consisting of a resource generation plan and strategic resource allocation plan to support our efforts in achieving our strategic objectives.	↔	<ul style="list-style-type: none"> <li>Endowment asset allocation policy strategy has been developed by the Investment Committee. [John Sell]</li> <li>We continue work on developing a strategic financial plan. [Laurie Stickelmaier]</li> </ul>
<b>Optimal Size for Wooster</b> <i>[all]</i>	Determine what the optimal size for Wooster is.	↑	<ul style="list-style-type: none"> <li>Currently considering and studying 1,900 as a plausible model</li> </ul>
<b>Faculty Salary Project</b> <i>[Carolyn Newton, Laurie Stickelmaier, TS &amp; T, FAC, Ellen Falduto]</i>	Develop a set of principles and guidelines that will enable us to steward faculty salaries in a sustainable way over the long run.	↔	<ul style="list-style-type: none"> <li>The Teaching Staff &amp; Tenure Committee has identified an initial set of three conceptual models. TS&amp;T will discuss these with the faculty beginning in January. [TS&amp;T]</li> <li>The Financial Advisory Committee is exploring salary metrics and benchmarks and resource implications. [FAC]</li> </ul>

<b>Strategic Objective</b>			
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<b>Staff Salary Project</b> <i>[Laurie Stickelmaier, Ellen Falduto, Staff Salary Advisory Committee]</i>	Bring to conclusion a study of hourly and salaried staff salaries, with much the same discipline and principles as the Faculty Salary Project.	↑	<ul style="list-style-type: none"> <li>Salary philosophy statement drafted and endorsed by the Committee and Cabinet.</li> <li>Competitive market assessment of a group of 150-175 jobs is in progress; verification of position matches to external survey positions is underway.</li> </ul>
<b>Campus Facilities Master Plan</b> <i>[Laurie Stickelmaier]</i>	Commission an update to our Campus Facilities Master Plan.	↑	<ul style="list-style-type: none"> <li>Selected Dober Lidsky Mathey to work with us to prepare an updated plan.</li> </ul>
<b>Marketing Plan for Wooster</b> <i>[Scott Friedhoff, John Hopkins]</i>	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.	↔	<ul style="list-style-type: none"> <li>A number of marketing activities are underway or in place (for example, the revised web home page)</li> <li>Enrollment &amp; Marketing Committee will evaluate strategy options for what we market (an existing feature, a new initiative, etc.)</li> </ul>
<b>Strategic Plan for Information Technology</b> <i>[Ellen Falduto]</i>	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.	↑	<ul style="list-style-type: none"> <li>IT division priorities for 2010-11 focused on realigning IT to Wooster's core mission and more effectively deploying existing IT resources.</li> <li>Establishing and implementing replacement cycles within IT's existing resources underway</li> <li>Assessment of our learning management system planned for spring term.</li> <li>A "SWOT" analysis of information technology from the faculty perspective is underway.</li> </ul>

<b>INITIATIVES TO SUSTAIN OUR MOMENTUM</b>			
<b>Strategic Framework</b> <i>[Grant Cornwell, Ellen Falduto, John Sell]</i>	Share the comprehensive Strategic Framework with all Wooster constituencies.	↑	<ul style="list-style-type: none"> <li>Framework shared and reviewed during fall 2010. [John, Ellen]</li> <li>Linking of strategic priorities and initiatives to resource allocation incorporated in the capital and IT project request processes for FY11.</li> <li>Regular campus updates begin with this document.</li> </ul>
<b>HLC Continuing Accreditation</b> <i>[Carolyn Newton, Ellen Falduto, Gary Gillund, Anne Nurse]</i>	Begin preparation for the HLC continuing accreditation process	↑	<ul style="list-style-type: none"> <li>Co-chairs team established.</li> <li>Work on developing a plan for the self-study and identifying a steering committee and working groups is the focus for the spring. [Anne Nurse, Gary Gillund, Ellen]</li> </ul>