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THE COLLEGE OF  
**WOOSTER**

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**ON PURPOSE: OUR STRATEGIC FRAMEWORK**  
**AN UPDATE – IN BRIEF**  
**#2 (2010-11)**  
May 2011

In order to “sustain our momentum,” we have committed to review periodically our progress on our strategic initiatives. This document is our second update on the actions we committed to in the *Strategic Priorities Memo for 2010-11*. In addition to serving as an update, it will serve to inform priorities in each area for 2011-12 and the *Strategic Priorities Memo for 2011-12*.

It remains clearly evident that we have been at work on all of the priorities that we have set for 2010-11. We have made good progress on many priorities; others are more challenging than we anticipated or as we work on them we find more detailed study, planning, or consultation is needed.

*Interpreting symbols of our 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).*

23 May2011/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>• Many events planned and held during the 2010-11 academic year; A slate of events is scheduled for 2011-12. [Susan Lee, Amyaz Moledina]</li> <li>• Continuing to work 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> <li>• Engaging Center more deeply with Forum [Hank Kreuzman]</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.</li> <li>• Will continue to seek ways to support faculty leaders.</li> <li>• New handbook for faculty leaders developed. [Kim Tunnicliff &amp; Off-Campus Study Advisory Committee]</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 sustainability in terms of faculty resources and student interest. [Heather, Amyaz]</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> <li>• Conceptual design of program space nearly complete.</li> </ul>

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<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>Completed draft of “Community of Learners” strategic vision for student learning outside the classroom. Student Development Committee and Trustees will discuss at the June meeting [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>Students took an advocacy role in promoting The Wooster Ethic this year. We will continue to build upon their enthusiasm next year.</li> <li>Providing “Wooster Ethic” information sessions for alumni groups, campus department and divisions. [Kurt Holmes]</li> </ul>
<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” had enthusiastic initial response, yet yielded only 22 submittals. Follow-up with students and faculty as to reasons for non-submittals and evaluation of pilot underway.</li> <li>Research Ethics resource webpage launched</li> <li>Conceptual design for the space to serve as the center for this distinctive approach to supporting our students and faculty nearly complete. Board endorsed funding for project.</li> <li>EPC produced new guidelines for IS projects of double majors.</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>Sponsored our annual I.S. Symposium in April; now have over 50% of students presenting.[Heather]</li> <li>Faculty voted to institute this event as a permanent feature of the calendar.</li> </ul>

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<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>• Completed research on best practices for internship programs at peer institutions. [Hank, Lisa Kastor]</li> <li>• Developed a proposal for a program of expanded opportunities for our students.</li> <li>• EPAC offered a “bringing theory to practice” workshop for February 2011. [Hank, Lisa]</li> <li>• AMRE is offering 25 internships in the summer of 2011.</li> <li>• The Center for Entrepreneurship is sponsoring 21 internships this summer.</li> <li>• The Lilly Program has funded 14 internships for this summer.</li> <li>• Approved future hiring of an Associate Director of Career Services for Internships</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 and external review visit completed. [James Levin] These reports are being used to evaluate the program and plan for the future.</li> <li>• Offering internships in the summer of 2011.</li> </ul>

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<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>• Cabinet members will work on developing a strategic financial plan during the summer. [Laurie Stickelmaier]</li> <li>• Early stages of planning for a comprehensive fundraising campaign to provide new resources to support our work to achieve our vision for the College are underway.</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 1,900 as the 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 Financial Advisory Committee developed its recommendations for salary metrics and benchmarks within the context of the College's resources. The Board received the report at its March 2011 meeting.</li> <li>• The Teaching Staff and Tenure Committee developed, and the Faculty endorsed a set of principles and guidelines for faculty salaries, to be presented to the Board at its June 2011 meeting.</li> </ul>
<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 was completed; work continues to reconcile higher education institution-based benchmarks with those from the not-for profit and local for-profit sectors</li> <li>• Human Resources &amp; Cabinet will review salary band assignments for all jobs and check for internal equity within and across departments.</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> <li>• Assessment of existing campus underway; taskforces for infrastructure, housing and way finding created and beginning their work; update will be presented at June Campus Stewardship meeting; working group meetings are scheduled for the summer</li> </ul>

<b>Strategic Objective</b>			
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<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 have been initiated (e.g., new web page, extensive video production) and are underway (e.g., on-line tour, Cleveland Campaign).</li> <li>In June the Enrollment &amp; Marketing Committee will discuss institutional marketing plan details: target audiences, objectives, outcomes measurement, 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>Student Technology Assistant program designed, endorsed by Cabinet, and in process of implementation</li> <li>Established and implemented replacement cycles within IT's existing resources for PCs (faculty, staff, classroom); central systems and network replacement cycle proving more difficult; faculty &amp; IT staff (and campus master plan) considering options for classroom technology</li> <li>Assessment of our learning management system underway (LIRTC)</li> <li>A "SWOT" analysis of information technology from the faculty perspective continues.</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 FY12. More intentional process planned for FY13.</li> <li>Regular campus updates continue with this document.</li> <li>June 2011 Board retreat to focus on "indicators that matter."</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>Steering Committee in place; working group members being recruited</li> <li>Self-study timeline complete; design underway</li> <li>Resource and reference materials and "evidence" to be gathered during summer 2011. [Anne Nurse, Gary Gillund, Ellen]</li> </ul>