



ON PURPOSE: OUR STRATEGIC FRAMEWORK
AN UPDATE – IN BRIEF
January 2012

Periodically reviewing our progress towards our strategic objectives and on our strategic initiatives is essential to “sustaining our momentum.” Our comprehensive dashboard is both qualitative and quantitative. The latter is the “dashboard [metrics] project,” the former is our periodic update report on our progress on the commitments we made in our annual *Strategic Priorities Memo*.

This document is the former: an update on the actions we committed to in the *Strategic Priorities Memo for 2011-12* – a year of “implementation.”

In brief, it is clearly evident that we have been at work on implementing all of the priorities to support our strategic objectives of “fulfilling our educational purpose with distinction” and “strengthening the foundation of our College” and with good progress. Similarly, we are making good progress on those planning-related initiatives targeted towards “sustaining our momentum” for the long-term.

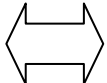




Our update follows.





Our “symbols of progress” convention: 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 (**we have no down arrow indicators**).

Our next update will follow at the end of the semester.





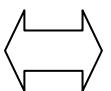
Strategic Objective			
Related Strategic Initiatives	Actions for 2011-12	Current Status	Commentary [activity leads]

INITIATIVES TO FULFILL OUR EDUCATIONAL PURPOSE WITH DISTINCTION

<p>Diversity and Global Engagement <i>[Carolyn Newton & Kurt Holmes]</i></p>	<p>Continue to develop the mission of the Center for Diversity and Global Engagement by focusing on programmatic integration with Student Life and the academic program.</p>		<ul style="list-style-type: none"> • Efforts continue to focus on integrating the Center programmatically with Student Life and the academic program.
<p>Student Educational Planning & Advising <i>[Hank Kreuzman]</i></p>	<p>Build and launch the Educational Planning and Advising Center</p>		<ul style="list-style-type: none"> • Advising Center, Lilly Project, Learning Center, and Career Services continue to function as a coordinated unit. This involves integration of work in ARCH, course registration during the year, and planning, advising, and career services workshops. • Pilot Peer Tutors supports students in 10 majors. • Peer Mentors Program continues to grow and support students in need of non-academic support and advice. • Publications and Web for all EPAC offices are being integrated. • Pilot Portfolio Project is on track for full implementation for the incoming class of 2016. • Preparing for the final design and renovation of the new EPAC space in the library.
<p>Community of Learners <i>[Kurt Holmes]</i></p>	<p>Develop and initiate an implementation plan for the "Community of Learners" vision so that our approach to learning outside the classroom is every bit as purposeful and mission-centered as our approach to our academic program.</p>		<ul style="list-style-type: none"> • Growing "Wooster Ethic Committee" which is planning Civility Week for February • Improved safety on campus with added blue lights, safety walks, and community awareness • Campus Community events such as Neighbor's Dinners, "Community Day," and special events • Opening of the Scot Center
<p>Independent Study/Mentored Undergraduate Research <i>[Carolyn Newton & Heather Fitzgibbon]</i></p>	<p>Continue to develop educational practices designed to substantiate and advance our claim to be the nation's premier undergraduate college for mentored student research.</p>		<ul style="list-style-type: none"> • New proposal to the Howard Hughes Medical Institute submitted; if funded will increase student opportunities. • NFS S-STEM grant received; it will develop research capacity in science and math departments. • Clare Booth Luce grant received; it will support women students in research in the physical sciences.
	<p>Build and launch the student research center, a distinctive new space designed to enhance the process of individual and collaborative inquiry through engagement with each other, information resources, and technologies in a</p>		<ul style="list-style-type: none"> • CoRE (student research center) opened January 15, 2012. • McGregor funds used to hire Digital Projects Coordinator. • Initiated new projects in CoRE, for example: Research Matters seminars for faculty; IT workshops for students and faculty; Pericles

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	creative, supportive, and inspiring environment.		writing workshops; Faculty group IS meetings; Course sessions to develop video-communication skills.
INITIATIVES TO STRENGTHEN THE FOUNDATION OF OUR COLLEGE			
Faculty Salary Project <i>[Carolyn Newton, Laurie Stickelmaier, TS & T, FAC, Ellen Falduto]</i>	continue the work being done with the faculty and staff salary projects		<ul style="list-style-type: none"> • TS&T continues its work to refine the faculty salary policy. Various models have been presented to the faculty, faculty have provided feedback through both discussion at a faculty meeting and with members of TS&T and through a survey. • The preliminary GLCA AAUP Salary report indicates that we continue to make progress towards the GLCA median of each rank.
Staff Salary Project <i>[Laurie Stickelmaier, Ellen Falduto, Staff Salary Advisory Committee]</i>			<ul style="list-style-type: none"> • Work continues on implementation and rollout of the Staff Wage & Salary Program • Project timeline includes development of orientation materials, communication and training through August 2012
Marketing Plan for Wooster <i>[Scott Friedhoff, John Hopkins]</i>	Develop a multi-year marketing plan for extending regional, national, and international awareness of The College of Wooster and of our quality and value. To ground this effort, we will continue to refine our key messages, seeking to capture and convey what is true and good about the College.		<ul style="list-style-type: none"> • Trustees and College personnel continue to do the groundwork to develop a comprehensive, multi-year marketing plan. • Conducted an experimental, one-month campaign in Cleveland to test potential of concept. • College marketing guru, John Lawlor, will join trustees at our March meeting to set the stage for next steps.
College Advancement Plan <i>[Grant Cornwell, Laurie Houck]</i>	Begin to craft a strategic plan for the next generation of College advancement at Wooster.		<ul style="list-style-type: none"> • VP preliminary organizational assessment complete • Consultant review due February 2011 • Early campaign plan developing • Assessment of fundraising capacity starting late spring '12 through spring '13 (internal and external assessment)

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INITIATIVES TO SUSTAIN OUR MOMENTUM			
HLC Continuing Accreditation <i>[Ellen Falduto, Gary Gillund, Anne Nurse]</i>	Commence the Higher Learning Commission (HLC) reaccreditation self-study.		<ul style="list-style-type: none"> Final (“gamma”) version of criteria issued in November; working groups revised their work plans accordingly Working Groups collecting evidence in earnest; beginning to analyze evidence Engaging campus through “community meetings” on each criterion; two sessions held Fall term, three planned for this term Need to ensure this remains a (top) priority for the campus through Fall 2012
Campus Facilities Master Plan <i>[Laurie Stickelmaier]</i>	Assess, revise, and ratify the Campus Facilities Master Plan for Wooster		<ul style="list-style-type: none"> In final prioritization stage of the Master Planning Projects for draft Plan Presentation of draft Plan to Campus Stewardship and the Board for approval in March 2012
Comprehensive Resource Plan <i>[Laurie Stickelmaier]</i>	Develop a comprehensive financial plan for advancing our strategic initiatives and achieving our objectives.		<ul style="list-style-type: none"> Five-year financial planning matrices for each initiative are in process of development Completed matrix will be joined with the 5-Year Financial Budget Model to create a comprehensive financial plan
Dashboard Project <i>[Ellen Falduto, John Sell]</i>	Assess, revise, and launch our performance metrics dashboard.		<ul style="list-style-type: none"> Dashboard revised following Trustee discussion (October 2011) Dashboard summary populated and demonstrated for Executive Committee (January 2012) Work to populate committee dashboards continues
Horizon Group <i>[Grant Cornwell, John Sell, Ellen Falduto]</i>	Extend the horizon of our strategic planning through research and inquiry into the long-term prospects for higher education in general and The College of Wooster in particular.		<ul style="list-style-type: none"> The “Horizon Group” consists of faculty and Cabinet; members facilitate discussions Topics explored during the fall term included “Global Context for American Higher Education and Private Liberal Arts Colleges,” “Demography,” and “Liberal Education as an American Paradigm” At its 1st spring term meeting, contributing to our self-study, the group identified emerging issues and factors that impact, or have the potential to impact, how we advance our mission.