



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

We have made good progress on the majority of our strategic priorities for 2011-12. As a year focused on “implementation,” we opened two facilities that were designed to support our core mission: the Collaborative Research Center in Andrews Library (CoRE) and the Scot Center. At the end of the academic year, we were poised to begin construction of APEX in the lower level of Gault Library. The Board of Trustees endorsed a new Campus Facilities Master Plan for the College, progress continues on faculty and staff salary projects, and our self-study for continuing accreditation by the Higher Learning Commission is well underway.

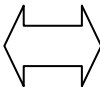

We have a number of initiatives where implementation is underway, and will be for some time, as achieving our vision for these initiatives will take time. Our efforts in diversity and global engagement, the Community of Learners, and achieving the learning goals of CoRE will take more than a year, and more than one cycle of our Strategic Framework.




It remains 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.





A reminder about 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**).

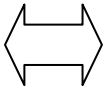
July 2012/EFF

Strategic Objective			
Related Strategic Initiatives	Actions for 2011-12	Current Status	Commentary [activity leads]
INITIATIVES TO FULFILL OUR EDUCATIONAL PURPOSE WITH DISTINCTION			
Diversity and Global Engagement <i>[Carolyn Newton & Kurt Holmes]</i>	<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"> The Center continued to develop and strengthen programs that connect closely with the curriculum. The Center continued to work towards a stronger connection with Forum events. The Center's self-study will be completed in Fall 2012 and an external reviewer will be invited to continue the assessment process in Spring 2013. The "Leader in Residence" program and focused programming by the Center's Program Coordinator advanced the Center's connection with Residence Life. The leadership model for the Center was changed from a co-director model to a single directorship. A new director was appointed effective July 1, 2012. We were one of 32 institutions selected by the AAC&U to participate in a project aimed at developing general education programs in global engagement, including attention to scientific literacy. We will apply this work in developing a shared definition of global engagement, and potential outcome measures.
Student Educational Planning & Advising and Integrating Theory & Practice <i>[Hank Kreuzman]</i>	<p>Cultivate a sense of purpose and intentionality in each of our students, give them guidance in developing their plans, and offer them ample opportunity to put their ideas to work in the world through a program of experiential and entrepreneurial learning opportunities.</p> <p>Build and launch the Educational Planning and Advising Center</p>		<ul style="list-style-type: none"> Space renovation is currently in progress and is on track for completion by fall, 2012. Changed the name of EPAC to APEX (Advising, Planning, and Experiential Learning) Continued to integrate the work of the Advising Center, the Lilly Project, the Learning Center, Career Planning, Entrepreneurship Program Appointed John Ramsay as Associate Dean of Experiential Learning, and launched a search for an Associate Director. Developed an Experiential Learning Opportunities Booklet. Sponsoring a summer AMRE project on Experiential Learning Designed and composed a suite of print publications for APEX; designed and implemented the APEX website and the integration of this website with the current websites Advising Center, the Lilly Project, the Learning Center, Career Planning, and Entrepreneurship Program

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			<ul style="list-style-type: none"> Completed a successful pilot project on e-portfolio - all incoming students in Class 2016 will develop personal Educational Planning Portfolios
Community of Learners <i>[Kurt Holmes]</i>	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.		<ul style="list-style-type: none"> Wooster Ethic Committee" sponsored Civility Week in February Integrated Wooster Ethic into ARCH and Orientation (FYS Faculty worked with Residential Life to talk to all incoming students about the Wooster Ethic) Improved safety on campus with added blue lights, safety walks, and community awareness Campus Community events and outreach such as Neighbor's Dinners, "Community Day," special events, and community volunteer activities Increased campus engagement through "spirit" and campus-wide activities.
Independent Study/Mentored Undergraduate Research <i>[Carolyn Newton & Heather Fitz Gibbon]</i>	Continue to develop educational practices designed to substantiate and advance our claim to be the nation's premier undergraduate college for mentored student research.		<ul style="list-style-type: none"> Senior Research Symposium: 264 students participating, presenting posters, oral presentations, and digital presentations. This represents a dramatic increase in presentations since the inception of the program five years ago Crafted a policy for digital IS submission so that all student IS projects are housed in a central repository. The abstracts of these projects can be searched. Achieved 100% compliance with this policy. NSF 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.
	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 creative, supportive, and inspiring environment.		<ul style="list-style-type: none"> Completed and opened Collaborative Research Environment in January, 2012, 271 events or activities scheduled since January involving over 10 academic departments. Highlights include a Skype event involving Great Decisions speakers, numerous presentations during the Senior Research Symposium, and various classroom presentations. Developed mission statement and learning goals for CoRE Established advisory committee to develop future programming

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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 continued its work to refine the implementation of the faculty salary policy that was endorsed by the Board in 2011. TS&T's work resulted in guidelines for distribution of the salary pool and bi-annual faculty reports. Fall 2011 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"> The new staff salary program was rolled out to all employees on campus through a series of meetings held by the Interim Director of Human Resources. Reactions were favorable. HR has begun using the system to grade and market price new jobs and changes to jobs, as well as to help determine FY13's market adjustments. Work will continue to refine position placement and prepare for further market adjustments. Discussions regarding standardizing compensation practice and the role of performance in setting annual increases are planned for 2012-13.
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 continued 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. Continued development of core messages and took action to compellingly convey them to target audiences (primarily prospective students) Continued work on developing and drafting the multi-year marketing plan will continue during summer 2012, with a draft complete by the October Board meeting.
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 completed and presented February 2012 Early campaign plan in progress; plan to be developed during summer 2012 Assessment of fundraising capacity began in late spring '12 and will continue through spring '13 (internal and external assessment) Multi-year plans for each area in the division were developed based on the College's Strategic Framework and early campaign plan outline

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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"> With approved final version of the HLC's new criteria in hand, working groups collected evidence in earnest; analyzed it; and provided outlines of their findings, observations, commendations, recommendations, and items for "follow up" The process engaged the campus through "community meetings" on each criterion; two sessions held Fall term, three held in Spring, as well as continued meetings with committees as needed Work on drafting detailed outlines for each criterion began in June (to be complete by September) 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"> The final Campus Facilities Master Plan presentation was approved in concept for future planning by the Campus Stewardship Committee and the Board during the June 2012 Board meetings.
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 were substantially completed; revenues will be finalized in 2012-13. Matrices will be updated annually. Completed matrices have been linked with the 2012-13 Budget and the 5-Year Financial Budget Model, using the Sources and Uses Document as appropriate, to create the 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"> Revised dashboard concept, with "key indicators" completed for June 2012 Board meeting "Committee-based" dashboards, though desirable and interesting, are too complex at this point Work to revise the concept will continue, informed by a "then-now" (2006 – 2012) performance indicators analysis to be completed summer 2012

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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. • In June, members of the group met with the IT Committee of the Board to discuss “Technology, teaching and learning: What will emerging technologies mean for Wooster?”