





THE COLLEGE OF  
**WOOSTER**




**ON PURPOSE: OUR STRATEGIC FRAMEWORK**  
**AN UPDATE – IN BRIEF**  
February 2014


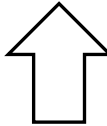
Reports on our activity and assessment of progress towards our Strategic Priorities for 2013-14 indicate that in all cases, we are making good progress on what we have set out to accomplish this year. An update on each priority follows.

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.

<b>INITIATIVES TO FULFILL OUR EDUCATIONAL PURPOSE WITH DISTINCTION</b>			
<p><b>Future of Sciences at Wooster</b> <i>[Carolyn Newton]</i></p>	<p>Set to work in earnest to define the scope of a future facilities project to support our vision of the future of inquiry and teaching in the life sciences</p>		<ul style="list-style-type: none"> <li>• Report received on initial program planning for integrated science center from Dober Lidsky Mathey. 18 Architectural firms visited campus on Nov. 16; 12 firms submitted responses to the RFI and the selection committee chose six finalists from this group to respond to the RFP. These six firms will be giving campus presentations late in the spring and the top three firms will be selected in June.</li> </ul>
<p><b>Community of Learners</b> <i>[Kurt Holmes, Angela Johnston]</i></p>	<p>Focus our strategic attention on respect as the principle to govern our overall campus climate by engaging our shortcomings educationally.</p>		<ul style="list-style-type: none"> <li>• The student group “k(NO)w” has become an active advocacy group around issues of sexual respect.</li> <li>• Student Government addressed a pattern of minor vandalism which had developed on campus.</li> <li>• The “<i>Wooster Ethic</i> Committee” composed of students and staff is offering bi-weekly programs. A “recommitment ceremony” provided an opportunity for all community members to re-sign the <i>Wooster Ethic</i>.</li> <li>• The Administration has engaged the local rape crisis center in a working partnership for mutual support and advocacy/victim education.</li> <li>• There have been several co-sponsored programs by the Staff Committee, HR, and the CDGE for staff and students on race, sexual respect, and white privilege that were facilitated by outside speakers.</li> </ul>

<b>Strategic Objective</b>			
<b>Related Strategic Initiatives</b>	<b>Actions for 2013-14</b>	<b>Current Status</b>	<b>Commentary</b>
<p><b>Beyond CoRE</b> <i>[Heather FitzGibbon]</i></p>	<p>Engage students and faculty in imagining new directions for Independent Study.</p>		<ul style="list-style-type: none"> <li>• Convened a faculty workshop on the future of Independent Study, involving over 60 faculty discussing strategies for advising I.S. and imagining new directions for I.S.</li> <li>• To engender interdisciplinary faculty research connections, held “speed dating” workshops for faculty to share research interests.</li> <li>• Sponsored two summer interdisciplinary faculty/student research projects, resulting in a public history project, and a publication on the economics of the Amish.</li> <li>• Held “Research Matters” and “Teaching Matters” sessions on the use of digital technologies and collaborative research.</li> </ul>
<p><b>APEX</b> <i>[Hank Kreuzman]</i></p>	<p>Deepen student engagement with APEX both practically and philosophically.</p>		<p><i>Internships/Career Opportunities:</i></p> <ul style="list-style-type: none"> <li>• 76% of all seniors have had one-on-one career counseling in Career Planning (as of February 17, 2014)</li> <li>• New program - 28 student serving as Health Coaches (internship) with Wooster Community Hospital</li> <li>• Launched web based system postings ( 267 new job and internship posting)</li> <li>• Applications for APEX Fellowships up 25% for first round</li> <li>• Implementation of WooLink (Simplicity) on track (beta release scheduled for May &amp; will go live July)</li> </ul> <p><i>Retention/Academic Engagement:</i></p> <ul style="list-style-type: none"> <li>• 50 students serving as peer tutors</li> <li>• Academic Focus (Football Team reached average GPA 3.0)</li> <li>• Developing plan for STEM retention with focus upon students of color</li> </ul> <p><i>Assessment:</i></p> <ul style="list-style-type: none"> <li>• Internal assessment of APEX in process</li> <li>• 5-year-out alumni survey revamped and revised</li> </ul>

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<b>Related Strategic Initiatives</b>	<b>Actions for 2013-14</b>	<b>Current Status</b>	<b>Commentary</b>
<b>INITIATIVES TO STRENGTHEN THE FOUNDATION OF OUR COLLEGE</b>			
<b>Gault Schoolhouse &amp; Student Residences</b> <i>[Kurt Holmes, Jackie Middleton]</i>	<ul style="list-style-type: none"> <li>Convert the Gault Family Learning Center into the Gault Schoolhouse residence.</li> <li>Assess our entire stock of student residences measured against our enrollment plan and begin to develop a feasible multi-year plan to maintain all of our residences at a level of quality we judge appropriate.</li> </ul>		<ul style="list-style-type: none"> <li>Gault Schoolhouse renovation project progressing very well; project remains on schedule and within approved construction an ancillary budgets and occupancy in August 2014. Innovative 'pod' bedroom model has been well-vetted, and contractor will begin to build the units within the next few weeks</li> <li>Continuing process to produce a detailed and inclusive residential facilities plan that will raise the overall level of housing stock over the next five years and provide a blueprint for the necessary renovation, construction and demolition of residential spaces, to increase the quality of facilities, and to diversify housing styles An updated audit of each space will determine the overall deferred maintenance per facility, operational effectiveness, and cost/probably cost implications for necessary code and compliance upgrades; programmatic assessment will include amenities, housing style, air conditioning, location and room size. Draft report is scheduled to be presented at June 2014 meeting of Campus Stewardship Committee.</li> </ul>
<b>Marketing Plan for Wooster</b> <i>[Scott Friedhoff, John Hopkins]</i>	<p>We will continue to review and revise our marketing plan by analyzing which of our efforts have had the greatest impact and exploring new ideas.</p>		<p>While the Marketing Plan is a living document and nearly every goal ongoing (and those that are not we have fully accomplished), we have implemented the actions associated with each goal and are achieving positive results.</p>
<b>Campaign Planning</b> <i>[Grant Cornwell, Laurie Houck, Trustees]</i>	<p>We will design and structure our fund raising strategy.</p>		<ul style="list-style-type: none"> <li>Recruited campaign chair, honorary chairs and steering committee</li> <li>Raised campaign gifts focused on core priorities</li> <li>Have a campaign plan for implementing a comprehensive multi-year campaign</li> </ul>

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<b>INITIATIVES TO SUSTAIN OUR MOMENTUM</b>			
<b>Refresh our Strategic Framework</b> <i>[Grant Cornwell, Ellen Falduto, John Sell]</i>	We will refresh our Strategic Framework, revisiting or strategic objectives and engaging in a collaborative process to identify promising strategic initiatives to achieve them		<ul style="list-style-type: none"> <li>Completed update of Institutional SWOT</li> <li>Visioning and potential initiatives discussions completed with trustees (June 2013), faculty committees (fall 2013). Students and staff discussions in March/April 2014.</li> <li>Much focus on emerging strategic initiative of “revenue diversification,” most evident in work on understanding Wooster’s pricing strategy, its opportunities and utcomes.</li> </ul>
<b>Leadership</b> <i>[Grant Cornwell]</i>	We will attract a new Vice President for Finance and Business to provide highly expert, mission-driven leadership in our finance and business functions essential for the next phase of our advancement.		<ul style="list-style-type: none"> <li>Deanna McCormick hired as new Vice President for Finance &amp; Business. She’ll join Wooster in April 2014.</li> </ul>