

WARREN WILSON COLLEGE
Three-Year Action Plan: 2006/07, 2007/08, 2008/09
Planning Form

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PRESIDENT

Action 1: Review the effectiveness of the structure/leadership of the seven main administrative units at the College [relates to Assessment goal in Convocation Address, which noted five areas of concern: Assessment, Planning, Enrollment, Campus Culture, and Communication]

Responsible Ad Council Member(s): The president

Other Main Responsible Parties: The president may seek information from Administrative Council members, Board of Trustees members, and other parties, as determined appropriate and useful for the task

Connection to Strategic Plan (Theme and Number): Shared Governance #5, though the effectiveness and efficiency of the campus structure and senior leadership undergirds the entire Strategic Plan

Expected Completion Date: June 2007, although regular review of Administrative Council members will occur every year and reviews of structure will be ongoing

Main Steps and Schedule (attach sheets as needed):

1. Observe operation of units (2006-2007 academic year)
2. Observe work of leadership (2006-2007 academic year)
3. Consider any changes that may be needed (2006-2007 academic year)
4. Announce any changes that are selected (2006- 2007 academic year)
5. Continue review and assessment, using our Goals and Objectives system already in place (annually)

Note: Underlying this action plan is the understanding that (a) a tight operational budget requires that we regularly review administrative costs, (b) members of the Administrative Council will be evaluated each year, like all other staff members, and (c) the Board of Trustees will conduct annual evaluations of the president, in addition to periodic major reviews of his work. Also note that a search for the VPAA/dean of the college position will begin July 2007.

Date: December 11, 2006

Action 2: Establish an iterative planning process that includes developing the Action Plan, assessing it, revising it, and preparing new plans [relates to Planning goal in Convocation Address, which noted five areas of concern: Assessment, Planning, Enrollment, Campus Culture, and Communication]

Responsible Ad Council Member(s): The president, in concert with all members of the Administrative Council

Other Main Responsible Parties: Other staff members in areas represented by the Administrative Council, as determined by the Administrative Council

Connection to Strategic Plan (Theme and Number): Implied and assumed relevance to the entire Strategic Plan

Expected Completion Date: Ongoing, each year.

Main Steps and Schedule (attach sheets as needed):

1. Administrative Council prepares first 3-year Action Plan draft (12/06)
2. President sends it to faculty, staff, and others for review (12/06)
3. Action Plan is finalized (1/07-2/07)
4. Action Plan is assessed for the first time (7/07)
5. Revisions are made to the Action Plan and schedule (8/07)
6. Steps 4 and 5 are repeated annually (exact schedule to be determined)

Note: The Action Plan has been established because the current Strategic Plan needs additional focus, ranking, and detail (for example, with respect to dates and accountability). It is hoped the Action Plan will lead to the creation of a revised Strategic Plan with more specificity. Therefore, we probably will shift to a planning process that results in (a) a detailed Strategic Plan that covers a longer period of time and (b) yearly Action Plans that emphasize annual goals and objectives.

Date: December 11, 2006.

Action 3: Conduct an enrollment study to determine the correct size of enrollment in Fall 2009 and beyond--enrollment will stay roughly the same until then [relates to Enrollment goal in Convocation Address, which noted five areas of concern: Assessment, Planning, Enrollment, Campus Culture, and Communication]

Responsible Ad Council Member(s): The president, in consultation with other members of the Administrative Council

Other Main Responsible Parties: Various members of faculty and staff, as deemed determined by the president in consultation with the Administrative Council

Connection to Strategic Plan (Theme and Number): The Program #2, and implied in all parts of the Strategic Plan that relate to quality and campus culture

Expected Completion Date: Spring-Summer 2008, so that there will be time to plan for implementation for any possible changes by Fall 2009

Main Steps and Schedule (attach sheets as needed):

1. Collect information and opinions from all College constituencies, especially those represented by the system of Governance (Fall 2007-Spring 2008)
2. Review information collected in Administrative Council, with additional consultation with College constituencies and as needed (Spring 2008)
3. Present any recommendations to the Board of Trustees (Fall 2008)
4. Plan for changes, if any are proposed and approved (Fall 2008-Spring 2009)
5. Implement changes, if any are proposed and approved (Fall 2009 and beyond)

Date: December 11, 2006

Action 4: Initiate plans to create more diversity in the employee body, student body, and programming/student support [relates to Campus Culture goal in Convocation Address, which noted five areas of concern: Assessment, Planning Enrollment, Campus Culture, and Communication]

Responsible Ad Council Member(s): The president, in concert with members of the Administrative Council

Other Main Responsible Parties: Human Resources director and others, as determined by the president

Connection to Strategic Plan (Theme and Number): Enrollment and Retention #5, The Program #5, and an implied connection to any parts of the Strategic Plan dealing with culture and quality of campus life

Expected Completion Date: Summer 2007, for first phase

Main Steps and Schedule (attach sheets as needed):

1. Meet with Diversity Task Force (Fall 2006)
2. Use DTF recommendations to develop a final job description for director of multicultural affairs position (Fall 2006)
3. Determine whether we will hire from within or conduct a search (Fall 2006)
4. Hire director of multicultural affairs, who will report to the president (Spring 2007)
5. Set budget for diversity/multicultural affairs activities (Spring 2007)
6. Work with director of multicultural affairs to set agenda for year ahead (Summer 2007)

Date: December 11, 2006

Action 5: Improve internal communication on campus, with special emphasis on transparency of actions [relates to Communication goal in Convocation Address, which noted five areas of concern: Assessment, Planning, Enrollment, Campus Culture, and Communication]

Responsible Ad Council Member(s): The president, in consultation with other members of the Administrative Council (in particular, the VPBA and VPAA regarding salary study)

Other Main Responsible Parties: Possibly other faculty and staff, as determined by the president of the College

Connection to Strategic Plan (Theme and Number): Essential to the success of virtually every part of the Strategic Plan

Expected Completion Date: June 2007 for first phase, and then ongoing

Main Steps and Schedule (attach sheets as needed):

1. Distribute first monthly report from president (Summer 2006)
2. Begin keeping summaries of Administrative Council meetings (Summer 2006)
3. Begin regular listening sessions with diverse campus individuals and groups (Summer 2006)
4. Begin detailed discussion of budget in Administrative Council (Summer 2006)
5. Announce communication initiative at Convocation (Summer 2006)
6. Request that VPBA and VPAA begin salary study (Spring 2007)
7. Focus on transparency during final budget process (Spring-Summer 2007)
8. Evaluate results of communications initiative and revise plan (Summer 2007)
9. Continue to evaluate and revise communications plan (ongoing each year)

Date: December 11, 2006

ACADEMIC AFFAIRS

I believe that a sizable portion of *administrative* action during the next few years must focus on consolidating the growth in the student body, faculty, academic majors, and facilities enjoyed over the last 10 years and on developing a plan for managing our growth potential in the years to come. While we take special efforts to hold our enrollment near a yearly average of 800 students, we need to make the efforts necessary to determine the optimal size for the College based on solving the quadratic equation representing enhanced retention, the pool of excellent prospective students, the interests of those students, and the resources required for an outstanding educational program. We can find a size for this college that provides a sustainable workload for faculty, staff, and students; an excellent educational program; an equally excellent student body; and a continued contribution to the world.

Since my term as Interim Vice President for Academic Affairs extends only through 2007-08, it seems presumptuous for me to forecast the details of an action plan into 2008-09. The plan I offer for Academic Affairs through the spring of 2008 focuses on collecting the data necessary to ground right sizing and consolidating the academic components of our triad education program.

However, we will have to engage in active learning and evolve the College even while understanding its strengths and bolstering its weaknesses. We cannot wait until 2008 or 2009 to address the issues of size and distribution of faculty, number of majors and concentrations, and faculty load factors involved in providing an optimal education program. We need to know what an optimal program for 800 students looks like in order to answer the question of whether we should grow, shrink, or settle into serving an average of 800 students per year. So actions in this plan also have to do with improving the academic program now.

I can make few successful changes in the academic program alone. The actions and timetable I have projected here will require the good will and good efforts of the faculty and its leadership.

John P. Casey

Interim Vice President for Academic Affairs

December 1, 2006 **Draft**

Action 1: Provide the basic parameters needed for college size deliberations in 2008 and/or 2009, based on determining the requirements of a quality academic program for an average 800 student body.

Responsible Ad Council Member(s): VPAA

Other Main Responsible Parties: Faculty Body and Director of Educational Assessment and Institutional Research

Connection to Strategic Plan (Theme and Number): Strategic Theme #1 - 3

Expected Completion Date: May 15, 2008

Main Steps and Schedule:

- 1. Develop a formula for the calculation of the faculty load generated by each category of credit bearing activity.**

Jan. 15, 2007(or earlier): VPAA presents load formula to the Faculty Body Policy Committee.

April 3, 2007: Latest date for presentation of Faculty Body recommendation to VPAA.

May 1, 2007: VPAA reports to Faculty Body on recommendation to the President.

Fall Faculty Retreat 2007: Implement Faculty Load Reporting Form.

Sept. 2007: With Presidential approval, full implementation of load formula in approving spring 2008 course schedule.

- 2. Establish maximum class size, minimum maximum class capacity, and minimum class size limits to be employed in offering consistently strong academic programs.**

Jan. 15, 2007(or earlier): VPAA presents proposal to the Faculty Body Policy Committee.

April 3, 2007: Latest date for presentation of Faculty Body recommendation to VPAA.

May 1, 2007: VPAA reports to Faculty Body on recommendation to the President.

Aug. 23-24, 2007: With Presidential approval, full application to registration by new and readmitted students.

- 3. Establish productivity and cost of instruction guidelines for use in the redistribution of existing faculty and budget resources and/or requests for additional resources needed to offer consistently strong academic programs.**

Sept. 1, 2007: Provide, for review by dept chairs, productivity and cost figures for departments and individual faculty for the four semesters through spring 2007 based upon the load formulas developed under steps 1 and 2 above and comparison figures from national sources and benchmark institutions.

Nov. 1, 2007: VPAA requests from individual department chairs recommendations for improving productivity and cost of instruction consistent with a quality department program as determined by department members.

Spring Faculty Retreat 2008: VPAA presents productivity and cost guidelines to Faculty Body for review and recommendation in fall, 2008.

4. Develop a structure for academic department and program management that provides for equalization of total load across the faculty and/or compensation calculations based on load factors.

Nov. 15 – Dec. 20, 2006: VPAA and Director of Educational Assessment and Institutional Research review existing course reductions and the possibility for additional reductions available in the 2007-08 projected budget.

Jan. 16, 2007: VPAA presents at Faculty Retreat a course reduction/compensation formula for department/program chairs and some other faculty performing administrative duties which attempts to balance existing reductions and equitability, to be used temporarily (not beyond Spring 2008) while a permanent total load formula is developed.

Jan. 15 – May 1, 2007: Director of Educational Assessment and Institutional Research conducts faculty surveys concerning academic program structure, seeking information such as:

- experiences with a division structure for Social Science and Natural Science,
- interest in consolidation of departments for administrative purposes,
- recommendation of appropriate duties for department chairs, and
- evaluation of Chairs Committee serving as an advisory body for VPAA.

Fall Faculty Retreat 2007: faculty survey results reviewed and VPAA presents to Faculty Body one or more structures for academic department and program management for review and recommendation by April 15, 2008.

April 2008: Administrative Council reviews Faculty Body and VPAA recommendations.

May 15, 2008: VPAA presents recommendation to President.

1. Close the circle of planning, assessment, and replanning.

June 2007: Evaluate success of action plan and compliance with the timetable.

July 2007: Amend plan and timetable as necessary.

Aug. 2007: Present amended plan and timetable to Administrative Council and Faculty Body.

Dec. 2007: Evaluate success of action plan and compliance with the timetable.

Jan. 2008: Amend Plan and timetable as necessary.

Jan. 2008: Present amended plan and timetable to Administrative Council and Faculty.

May 2008: Evaluate success of action plan and compliance with the timetable.

June 2008: Recommend amended plan and timetable to President.

Action 2: Establish a basis for consolidating the academic program by obtaining a recent review of every academic department or program emphasizing existing or potential distinctive features.

Responsible Ad Council Member(s): VPAA

Other Main Responsible Parties: Director of Educational Assessment and Institutional Research and academic department chairs

Connection to Strategic Plan (Theme and Number): Strategic Theme #1 - 3

Expected Completion Date: June 1, 2008

Main Steps and Schedule:

1. Initiate academic department reviews with volunteers.

Jan. 15, 2007: VPAA transmits to chairs of the following departments (and other volunteers) guidelines for completing a program review consisting of an abbreviated version of the usual five-year program review and a Focused Report requesting information of particular concern in developing or improving upon distinctive features of the department program:

- Environmental Studies
- Art
- Global Studies (Peace and Justice Studies, Appalachian studies, and Women's Studies)
- Modern Languages
- Theatre
- Music

Jan. 15, 2007: VPAA transmits to Education Department guidelines for a Focused Report to complement department review for reaccreditation.

May 15, 2007: Department reports due to VPAA.

2007-08: As budget limitations allow, VPAA provides funding to enhance selected distinctive features.

2. Complete department reviews.

Aug. 2007: VPAA identifies departments for which an adequate Five-year Review or other self-study is available and transmits to these departments as needed guidelines for a Focused Report.

Aug. 2007: VPAA transmits to the remaining departments program full review guidelines.

Jan. 2008: Department reports due to VPAA.

3. Consult with other administrative units.

Jan. 2008: At winter Administrative Council Retreat, VPAA initiates discussion of the value of individual majors and programs to each administrative unit.

Jan.- March 2008: VPAA consults individually with Dean of Admissions/Director of Marketing, Small Marketing Group, VP for College Relations, Dean of Service-Learning and Dean of Work.

4. Report recommendations.

May 13, 2008: VPAA presents draft recommendations for consolidating the academic program to the President and Administrative Council.

June 3, 2008: VPAA presents draft recommendations to Faculty Body.

June 30, 2008: VPAA presents final recommendations to the President.

5. Close the circle of planning, assessment, and replanning.

June 2007: Evaluate success of action plan and compliance with the timetable.

July 2007: Amend plan and timetable as necessary.

Aug. 2007: Present amended plan and timetable to Administrative Council and Faculty Body.

Dec. 2007: Evaluate success of action plan and compliance with the timetable.

Jan. 2008: Amend Plan and timetable as necessary.

Jan. 2008: Present amended plan and timetable to Administrative Council and Faculty.

May 2008: Evaluate success of action plan and compliance with the timetable.

June 2008: Recommend amended plan and timetable to President.

Action 3: Provide for greater cohesion in the general education program.

Responsible Ad Council Member(s): VPAA

Other Main Responsible Parties: Faculty Body and Director of Educational Assessment and Institutional Research

Connection to Strategic Plan (Theme and Number): Strategic Theme #1 - 1

Expected Completion Date: June 30, 2008

Main Steps and Schedule:

1. Conduct review of Liberal Arts Area requirements.

Dec. 1, 2006: VPAA presents to Faculty Body Programs Committee a proposal for division of the existing Global Issues Liberal Arts Area requirement into two requirements in order to more adequately support the College Mission description of an education with a strong commitment to “environmental responsibility” and “international and cross-cultural understanding.”

May 1, 2007: Faculty Body makes recommendation concerning the Global Issue Area requirement to VPAA.

Fall Faculty Retreat 2007: VPAA requests that the appropriate Faculty Body Committee be given the task of completing a review of all the Liberal Arts Area requirements in order to:

- insure clarity in the definition of each liberal arts area and inclusion of new areas of study,
- provide greater balance in the number of courses available to fill each area, and
- develop a common set of learning outcomes (competencies) for each area.

May 2008: Faculty Body presents a recommendation concerning Liberal Arts Area requirements.

2. Under the supervision of the Director of Educational Assessment and Institutional Research, complete development of learning outcomes for all elements of the general education program, including every course that serves the academic core of general education.

Jan. 2008: Complete development of learning outcomes.

March 2008: Statement of general education learning outcomes required as part of the course syllabus for every course offered for Fall 2008 registration and beyond.

3. Close the circle of planning, assessment, and replanning.

June 2007: Evaluate success of action plan and compliance with the timetable.

July 2007: Amend plan and timetable as necessary.

Aug. 2007: Present amended plan and timetable to Administrative Council and Faculty Body.

Dec. 2007: Evaluate success of action plan and compliance with the timetable.

Jan. 2008: Amend Plan and timetable as necessary.

Jan. 2008: Present amended plan and timetable to Administrative Council and Faculty.

May 2008: Evaluate success of action plan and compliance with the timetable.

June 2008: Recommend amended plan and timetable to President.

Action 4: Bring quality enhancement efforts into compliance with the timeline of the Quality Enhancement Plan.

Responsible Ad Council Member(s): VPAA or First Year Experience Committee Chair and Administrative Council members of First Year Experience Committee

Other Main Responsible Parties: Director of Educational Assessment and Institutional Research and First Year Experience Committee

Connection to Strategic Plan (Theme and Number): Strategic Theme #2 - 2

Expected Completion Date: June 30, 2008 for third year of QEP (Impact report to SACS due August, 2009)

Main Steps and Schedule:

1. Second year of Quality Enhancement Plan.

Dec. 20, 2006: Complete collection of assessment data for Fall 2006 First Year Seminars.

Jan. - May 2007: Collect assessment data for January Student Orientation, spring First Year Seminars, and programming for transfer students.

April 15, 2007: Complete assessment and evaluation of the First Year Experience through Fall 2006 and spring 2007 orientation.

April 15, 2007: provide preliminary report to First Year Experience Committee to inform deliberations concerning modification of the QEP.

June 30, 2007: Publish results of the assessment and evaluation of the First Year Experience and modifications to be made on the Quality Enhancement Plan, if any.

Aug. 2007: Provide training sessions for faculty and staff involved in the first year experience.

2. Third year of Quality Enhancement Plan.

Dec. 20, 2007: Complete collection of assessment data for Fall 2006 First Year Seminars.

Jan. – May 16, 2008: Collect assessment data for January Student Orientation, spring First Year Seminars, and programming for transfer students.

April 15, 2008: Complete assessment and evaluation of the First Year Experience through Fall 2006 and spring 2007 orientation.

April 15, 2008: provide preliminary report to First Year Experience Committee to inform deliberations concerning modification of the QEP.

June 30, 2008: Publish results of the assessment and evaluation of the First Year Experience and modifications to be made on the Quality Enhancement Plan, if any.

3. Close the circle of planning, assessment, and replanning.

June 2007: Evaluate success of action plan and compliance with the timetable.

July 2007: Amend plan and timetable as necessary.

Aug. 2007: Present amended plan and timetable to Administrative Council and Faculty Body.

Dec. 2007: Evaluate success of action plan and compliance with the timetable.

Jan. 2008: Amend Plan and timetable as necessary.

Jan. 2008: Present amended plan and timetable to Administrative Council and Faculty.

May 2008: Evaluate success of action plan and compliance with the timetable.

June 2008: Recommend amended plan and timetable to President.

Action 5: Integrate the Environmental Leadership Center more fully into Academic Affairs and the academic program.

Responsible Ad Council Member(s): VPAA

Other Main Responsible Parties: Director and Staff of Environmental Leadership Center

Connection to Strategic Plan (Theme and Number): Strategic Theme #1 - 3

Expected Completion Date: May 15, 2007

Main Steps and Schedule:

1. Review Environmental Leadership Center

Sept. 25, 2006: VPAA presents request for ELC review.

Dec. 15, 2006: Environmental Leadership Center review report due to VPAA.

Dec. 15, 2006 – Jan. 15, 2007: Administrative Council reviews ELC report.

2. Restructure ELC as needed.

Feb. 1, 2007: VPAA presents to the President recommendations, if any, for restructuring the ELC.

Feb. 2007: President consults with others as necessary.

Feb. 27, 2007: President directs VPAA to restructure ELC as deemed necessary.

March 2007: VPAA conducts restructuring of ELC.

March – May 2007: VPAA initiates efforts to integrate the ELC with individual academic departments, Academic Affairs, and College programming.

May 2007: Integrate ELC into Action Plans.

ADMISSION

Action 1: Achieve and maintain an average enrollment of 800 full-time equivalent undergraduate students.

Responsible Ad Council Member(s): Dean of Admission

Other Main Responsible Parties: Admission Staff, the Entire College Community

Connection to Strategic Plan (Theme and Number):

Strategic Theme #2.2 Enrollment

Expected Completion Date: Overall enrollment goal achieved in fall of 2006 and to be reviewed annually.

Main Steps and Schedule (attach sheets as needed):

Maintain enrollment through the following actions. (*Admission portion of goal.*)

1. Attain a new student enrollment of 310* for August 2007 in the following categories:
223 Freshmen students
62 Transfer students
25 Readmit / Leave of Absence students
310 Total
**Pending retention predictions for fall 2007 with an overall goal of 850 head-count on the first day of classes.*
With the following major attributes:
Maintain the number of full-pay and "high ability to pay" students.
Maintain the number of academically able students - B or better HS GPA.
2. Evaluate admission efforts and outcomes each fall and publish an analysis for administration, trustees, faculty, and staff. Next analysis to be published by October, 2007. www.warren-wilson.edu/~adcommittee/end2006.htm
3. Review, revise, and follow the Admission Plan beginning with an annual summer retreat of the admission staff. Next planning session scheduled for June, 2007. www.warren-wilson.edu/~adcommittee/AdPlan2007.htm

Date: November 28, 2006

Action 2: Create an overall marketing effort by developing and coordinating plans for each target audience.

Responsible Ad Council Member(s): Dean of Admission, V.P. for College Relations, President

Other Main Responsible Parties: Dir. of Public Information, Web Director, Small Marketing Group Members.

Connection to Strategic Plan (Theme and Number):

Strategic Theme #3 Telling the Story #1

Expected Completion Date: Ongoing on a yearly cycle.

Main Steps and Schedule:

From the SLRP: “Warren Wilson College strives to be intentionally effective in sharing its unique mission with others. We celebrate and take pride in our vision for education and will tell the story strategically with integrity and authenticity.”

1. Create a marketing group. Completed March, 2002 and ongoing weekly.
2. Develop a marketing plan. Completed and to be updated yearly but with limited resources. Most efforts are individually directed by four areas: Admission, College Relations, “on campus” and the ELC. These four areas provide the majority of our external and internal communications.
3. Undertake ongoing review of publications. Completed and ongoing for admission. Numerous surveys are administered yearly and published in the admission market overview.
4. Survey of alum / donor related publications TBA per Carla.

See attached grid from the Telling the Story Plan for job descriptions of the primary communicators and the related priority messages.

Date: November 7, 2006

The Messengers and Massagers

On line Style Guide (<http://www.warren-wilson.edu/~communications/designguide.pdf>)

Campus Communications Resource Web Page (<http://www.warren-wilson.edu/~communications/>)

Telling the Story Plan (<http://www.warren-wilson.edu/~adcommittee/tellingthestoryplan.htm>)

Director of Public Information

Coordinates external communications of the college including its news and information functions. Director handles all media relations, as well as crisis communications. Identifies and develops news and feature stories for print and broadcast media distribution. Director is also responsible for providing information, including compilation of data for numerous surveys, to college guides and rankings publications. Works closely with Dean of Admission and marketing group regarding the college's message and marketing, including content on website and for Owl & Spade magazine. Reports directly to Dean of Admission and indirectly to the Vice President for College Relations.

Director of Publications

Responsible for overseeing external and some internal College publications in design, look, editorial content and use of the College logo. Design and oversee the editorial content of a semiannual alumni magazine sent to all donors and friends of the college and some perspective students in addition to alumni. Also responsible for producing the annual president's report with honor roll of donors, other publications specific to College Relations, ads for general PR of the college, project management and annual update of the College Catalog and overall assistance and advice to campus constituencies on publication design and production. Maintain photo file and provide photos and logos to those on and off campus. Work closely with Campus Communications Director and marketing committee on a variety of publications projects.

Vice President For College Relations

Oversees Annual Fund, Alumni Relations, Church Relations, Campus Communications, and Publications. Vice President is also responsible for comprehensive development program. Works closely with the marketing committee.

Dean of Admission

Dean is responsible for design and implementation of annual admission publication campaign. Oversee direct mail, print, web, electronic advertising, and database management for admission. Work with all programs and departments of the college to present a unified presentation to prospective students and related audiences. Responsible for admission of students and convening Marketing Group meeting.

Director of Campus Communications

Director is responsible for the internal communication systems of the college. Works closely with the director of public information and publications director. Participates in the College's marketing group. Assists in writing/editing the College's alumni magazine, "Owl and Spade." Produces a weekly bulletin for internal and external audiences.

Supervises student work crews who produce the campus newspaper and an online, non-fiction magazine. Assists other departments/groups/individuals to improve communication with the wider College community.

Web Director

Coordinates the implementation and maintenance of the various web pages hosted by and for the college. Supervises the Web Crew in updating/adding/changing web pages for the college. Works with the Dean of Admission in creating overall look for the website. Collaborates with the small marketing group, web crew, faculty, staff, and various departments in producing and maintaining online content.

Director of Development

Director is responsible for all aspects of mass marketing philanthropy to all donor segments. Specifically this includes oversight of design and implementation of an annual direct mail strategy, formulation of a strategy for the College Internet presence to all donor segments, implementation of the phone-a-thon, and planning of regional events. The Director of the Annual Fund also assists in work with major donors, alumni affairs, and various College boards. This position reports to the VP for College Relations.

Director of Alumni Relations

Responsible for communicating with the alumni on a regular basis to keep them informed of programs, goals and needs of the College as well as to strengthening the relationships both between individual alumni and with their alma mater. Specifically this includes assistance with the oversight and design for the alumni internet /web presence, the “Owl and Spade” alumni notes, implementation of the phone-a-thon. The Director of Alumni Relations also organizes opportunities both on and off campus for alumni friends to gather and reconnect. The director also supervises the student crew that produces the College yearbook, and participates in the “big” marketing group. This position reports to the VP for College Relations.

Network Administrator

Suggests and researches new methods for using the web sites for effective communication.

Environmental Leadership Center – Associate Director

Responsible for telling the environmental story of the College to the region, and bridging the resources of the College to the region to improve environmental literacy. the design, writing, and oversight of all publications of the ELC (Catalyst, Internship Portfolio, Heartstone, brochures, etc) focused upon improving environmental literacy and featuring the environmental news of the College; the content and management of the ELC website; evaluation of the core programs of the ELC and design of new ones; fundraising including all foundation grant writing; design and delivery of regional projects for nonprofits (GIS reports, organizational development consulting, other special projects as needed); design and delivery of mission-related regional events (Forum series with Environmental Defense as an example) and Expeditions.

Our Audiences

The major audiences of the college can best be explained in the following grid.

Major Cluster Audiences And Sub Audiences					
Prospectives Students Parents of prospects Guidance counselors	Alums 4 yr. grads 2 yr. grads Farm School, Dorland Bell, ANTC, High School Grads Alum Board Students	Donors, Trustees Friends Boards Churches Parents Foundations Affinity groups	Media & Press Print & Electronic News Media College Guides News Bureaus & Wire Services	WWC Community Students Faculty & Staff Volunteers Current Parents Boards	WNC Greater Community Swannanoa Asheville Buncombe County Organizations that resonate with our mission
People Responsible Dean of Admission Admission Staff Design Staff Web Dir.	People Responsible VP College Relations Dir. Alumni Relations Dir. Development	People Responsible President VP College Relations Dir. Development Dir. Alum Relations Dir. Planned Giving Dir. Web	People Responsible Public Information Dir. Web Director	People Responsible Campus Communicatio ns Dir.	People Responsible Public Information Dir. ELC Dir. Of Community Outreach
Major Messages to Cluster Audiences					
Warren Wilson is <i>not</i> for everyone. Warren Wilson is <i>unique</i> in higher education. Academics, Work, and Service combine for a <i>holistic</i> education. <i>Environmental</i> <i>ism</i> is a major tenet of the	You made the <i>right</i> decision in attending. The College <i>needs</i> your support. The College compares well with other colleges. The College is here to support you. The College wants your stories to share	Warren Wilson is <i>worthy</i> of your support. Warren Wilson is a <i>solid</i> <i>investment</i> .	The office must reach reporters, editors, news directors and others in an effort to generate favorable media coverage, and respond to their inquiries when they have initiated a story that may	You made the <i>right choice</i> in choosing Warren Wilson College. Warren Wilson is a <i>safe</i> and positive place. Your need to be an <i>engaged</i> member of the campus community. WWC is a community where your	The College is a good neighbor. The College serves the community well. The College is worthy of your support. Warren Wilson is academically strong. Positive environmental

<p>college. <i>International</i> experiences are an important component of your education.</p>	<p>with other alumni and other audiences. Your time here was valuable to you and to Warren Wilson. Communicate the mission today and its connection to our history. Your degree is worth more today.</p>		<p>or may not be favorable. College guides and rankings data</p>	<p>contributions and efforts are necessary, appreciated and respected. Being a member of the WWC community is a source of pride.</p>	<p>message of action and education. If The College served you well please share that news with others.</p>
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Action 3: Insure the truthfulness, accuracy, and integrity of the story being told.

Responsible Ad Council Member(s): Dean of Admission, V.P. for College Relations

Other Main Responsible Parties: Director of Public Information, Web Director, Small Marketing Group Members.

Connection to Strategic Plan (Theme and Number):

Strategic Theme #3 Telling the Story #2

Expected Completion Date: Ongoing. Evaluated on a yearly cycle as delineated in the Admission Plan and the Telling the Story Plan.

Main Steps and Schedule (attach sheets as needed):

Truthfulness, accuracy and integrity are measured in the following ways:

1. Survey of admitted students.
2. Survey of prospective students who have visited campus.
3. Survey of parents of enrolled students.
4. For admission publications we undertake a sampling of enrolled students, faculty, and staff asking them to respond to our printed publications. These results are tallied to see if there are any text or image examples that do not portray the college accurately.
5. In the past, withdrawing students were asked if the college misrepresented any information during the recruitment process.
6. The College Catalog is updated yearly and in the past has gone through a multi-step proofing process.
7. Anecdotal information is gathered from prospective students during the visit process and admission counselors pay attention to any disconnects from what we say and what we do.
8. The public information office goes to great lengths to ensure that everything it distributes externally and internally is accurate and truthful. All information is verified not only with the Warren Wilson people involved in a story of interest, but also with external sources when necessary. There is no embellishment or hyperbole, as they erode credibility. During campus crises, the office always seeks to provide the best obtainable version of the truth within legal constraints such as FERPA. Misinformation or disinformation inevitably will backfire and cause even greater harm to the College.
9. (College relations will need to fill in with any specific notes on their process.)

Date: November 7, 2006

Action 4: More effectively broadcast the story to each target audience, and increase the exposure of the College in the local, regional, and national media.

Responsible Ad Council Member(s): Dean of Admission, President

Other Main Responsible Parties: Director of Public Information, Web Director, Small Marketing Group Members.

Connection to Strategic Plan (Theme and Number):
Strategic Theme #3 Telling the Story #3

Expected Completion Date: Ongoing on a cycle delineated in the Admission Plan and the Telling the Story Plan. Results are provide to the community in the Admission Report and Market Overview on a yearly basis. (Note that two major plans are revised each year with detailed steps to more effectively broadcast our story.)

Main Steps and Schedule (attach sheets as needed):

1. Review, revise, and follow the Telling the Story Plan. Reviewed yearly starting with an annual summer retreat of the major “story tellers.”
(<http://www.warren-wilson.edu/~adcommittee/tellingthestoryplan.htm>)
2. Review, revise, and follow the Admission Plan. Reviewed yearly starting with an annual summer retreat of the admission staff.
(<http://www.warren-wilson.edu/~adcommittee/AdPlan2007.htm>)
3. The Small Marketing Group provides direction and strategy for major marketing and communication efforts of the College.
4. The Small Marketing Group meets weekly in order to share plans and ideas for upcoming publications and events.
5. A “Big Marketing Group” meets several times a semester with two primary objectives. First, to serve as a sounding board for our on going marketing efforts. Secondly, to serve as the committee for first review of any major policy changes.

Date: November 7, 2006

Background:

National/Regional Media Coverage of Warren Wilson College (1997-2006)

Ben Anderson

It is unlikely that many – if any – small colleges can match the quality of national and regional media coverage Warren Wilson College has received within the past decade. Many people have contributed to this success, including the dean of work and president who is in reality the chief public relations/marketing officer of the college. (See “Campus Case” No. 30, featuring WWC, in the CASE book, Public Relations and the Presidency.) What are the ingredients for successful national/regional media relations in a higher-education environment that includes about 3,500 institutions nationwide, not to mention the news media’s typical focus on “negative” stories? Foremost are knowledge of the news media and how they operate, knowledge of their personnel, knowledge of what constitutes a potential story, and knowledge of your institution. And as with many things in life, timing and a bit of luck often are crucial. It also is essential to be deftly persistent and aggressive, and be able to accept the fact that for each major story that appears, there are likely to be dozens of strong efforts that go nowhere or fall through for a variety of reasons. Although a college may rarely score with the national media, the important thing is to remain in the game and promptly seize every possible opportunity to generate favorable coverage. Of the extensive beneficial coverage – including radio and TV – the college has enjoyed in recent years, perhaps the following rank as the most impressive stories:

The New York Times (Sunday profile) – One media relations consultant in New England says that a Sunday feature in the Times likely could be valued at about \$10 million in direct and indirect benefits to an institution. Very few colleges have been able to pull off such a story in the Times on any day of the week. The seed for the Warren Wilson profile was planted in June 1999, when I attended the Keith Moore conference in Harrisburg, Pa., and sought out the luncheon table of Times education writer Ethan Bronner. Ethan seemed especially interested in the work program, but a couple of months later was taken off education to cover the Middle East. Fortunately, just a short time later he was named education editor and I renewed contact with him. When Doug Orr was planning a trip to New York in late fall, I asked Ethan if he would be willing to meet with Doug. Ethan said that he instead had an education writer in mind named Jacques Steinberg. Because the focus was the work program, I asked Ian Robertson if he would fly to New York City specifically for the meeting at the Times. A couple of months later, Jacques visited the campus and the profile with photo was published in February 2000. Our efforts in courting the Times were noted in an article in University Business titled, “Get Ink II.”

USA Today (half-page profile) – Keith Moore also played a role in this story, suggesting that I try to set up meetings with Washington media people while Doug was in town for a NAICU meeting. He suggested a writer at USA Today, but as it turned out she was in the process of moving to a new assignment so I decided to try a relatively new USAT higher ed reporter named Mary Beth Marklein. Mary Beth agreed to meet with Doug and me for

half an hour at her office in Arlington, but things went so well that the meeting stretched on for about an hour. A week or two later, Mary Beth called and asked if she could visit in a few weeks. She spent about a day and a half on campus and wrote a profile that appeared in May 1998. She called and wrote me many times in the interim seeking more information and background for her story, and the result was an extremely accurate and balanced story.

The Sunday Boston Globe (Learning section front-page profile) – Credit for the origin of this lengthy profile must go to The Swannanoa Gathering – in which Globe writer Michael Kenney participated – and to Laura Herrmann who had initial media relations contact with Michael as I was on vacation. Upon my return I had numerous phone conversations with Michael, and tremendous help from Ian in gathering photos showing students at work. The large spread was published in September 2000, on the heels of a feature on the Gathering. The headline, “A college that isn’t for everyone,” was a direct play off our viewbook and marketing tagline and probably did a great deal to draw readers’ attention.

The Chronicle of Higher Education (“Notes from Academe” back-cover narrative) – I had been in contact with Lawrence Biemiller, senior writer for arts and architecture, for several years before his and the college’s interests intersected with the Chronicle’s October 2006 report on campus sustainability. After receiving a tremendous amount of material on the college’s numerous environmental initiatives, Lawrence decided to focus on the college farm and spent three days on campus. In addition to the printed version, an online slide show accompanied the chronicle.com version of the story.

Southern Living (Carolina Living profile) – A major bow to Margo Flood is in order for this extremely rare profile of a college in Southern Living. Margo’s longtime friendship with Ben Brown, a contributing writer to the magazine who lives in Franklin, led Ben to campus initially. I aggressively followed up, and Ben visited on a scouting mission in order to decide when and where to go on campus when he returned with a photographer in a few months. As with the other writers at major publications, Ben decided to focus on the work program but also zeroed in on the farm. His story with several beautiful springtime photos appeared in March 2004.

Outside Magazine (No. 4 among “40 Best College Towns”) & USA Today photo follow-up – The origins of this story began in the dark winter days after the Schafer fire, when I received a call from an Outside intern who was contacting dozens of colleges regarding their outdoor opportunities and settings. I gave him about an hour on the phone initially, and followed up by sending him considerable printed material. A few months later Outside followed up by seeking out a Warren Wilson student to write a piece about the college using guidelines provided by the magazine. John Bowers was instrumental in this process and his and the student’s work helped land the college in No. 4 on the magazine’s nationwide list published in the September 2003 issue. JB (Laura was ill at the time) and WWC graduate Rose McLarney also were extremely helpful in helping me select photos of outdoor sports activities when USA Today followed up with its own Top 10. We selected five excellent photos for submission to the photo editor, I wrote detailed

captions for each including IDs, and the paper ended up running a large picture of a Warren Wilson paddler in its Friday travel section in August 2003.

Associated Press National Wire (feature with section on EcoDorm in 100+ papers) -- In addition to the college's growing renown, I think we can credit someone at the University of Vermont for referring AP higher ed reporter Steve Giegerich to me for a story on campus greening. As I recall, Larry Modlin, Paul Bartels and I all contributed information for the story that included four paragraphs on the EcoDorm and was picked up by more than 100 papers nationwide including The New York Times and The Baltimore Sun in December 2002 and January 2003.

The Atlanta Journal-Constitution ("A" section news feature on Service Day) – I doggedly sought out John Harmon, who lived in the North Georgia mountains and frequently did stories from Western North Carolina, to try to generate interest in the 1997 Service Day in Chimney Rock. John and his editor finally decided it would be a good story for the AJC, and he visited our campus and covered Service Day, writing a story that appeared on a Saturday in August 1997.

The (Raleigh) Sunday News & Observer (front-page profile) – Despite my best efforts, Cynthia Barnett was not able to cover the 1997 Service Day, but we stayed in touch and a few months later she came to campus for a two-day visit to write a profile on the college. Her lengthy piece with terrific photos was published in November 1997.

The Sunday News & Observer (front-page feature on Berry Site) – Confident that this would be a good story for the N&O, I basically hounded chief science writer Catherine Clabby for about three years on this one before she finally bit. Her story – the lead feature in the paper that day – with large front-page photograph appeared in August 2004.

The Charlotte Observer (Sunday section-front feature on EcoDorm) – Another example of seizing the moment, as I called brand-new higher education reporter Diane Suchetka after a conference in Charlotte and arranged a brief meeting with her in the newspaper lobby. We stayed in touch, and I kept pushing the EcoDorm, and two years later she featured the new dorm in a lengthy campus greening story that was published in March 2004. The piece was one of Diane's last major stories in Charlotte before she took a job in Cleveland. A replacement for her has yet to be named.

Note: The college also has been featured in University Business, on an NPR nationally syndicated program, UNC-TV ("North Carolina Now" twice and "North Carolina People"), WUNC-FM ("The State of Things" twice), Our State Magazine and North Carolina Magazine.

BUSINESS AFFAIRS

Action 1: Institute performance appraisal system for all staff

Responsible Ad Council Member(s): Primary, Larry R. Modlin, requires support of all members and the President

Other Main Responsible Parties: Human Resources Director and Personnel Advisory Committee

Connection to Strategic Plan: Strategic Theme #2, Right Resources and Organization

Expected Completion Date: May 2007

Main Steps and Schedule:

1. Devise common format for the written portion of the annual appraisal – completed by January 25, 2007
2. Train staff supervisors on requirements and expectations – completed by February 25, 2007
3. Monitor completion by supervisors by May 1, 2007

Date: December 8, 2006

Action 2: Maintain a balanced budget with clean audit opinion

Responsible Ad Council Member(s): Primary, Larry R. Modlin, requires support of all members and the President

Other Main Responsible Parties: Controller's staff, budget managers, physical plant management

Connection to Strategic Plan: Strategic Theme #2, Right Resources and Organization

Expected Completion Date: Ever green

Main Steps and Schedule:

1. Provide information to all budget managers and administrators on budgets and expenses on a regular basis. Annual planning begins with a macro-level financial operating plan based on broad strategies as developed by the Ad Council for presentation to the Board in October of each year. Solicitation of refined budget information from all budget managers and cost centers in March of the following year for consolidation and presentation to the Board at the April meeting. Further refinement after enrollment is know in September for final revision and approval by the Board at the subsequent October meeting.
2. With the Controller's staff, ensure adequate controls over cash, investment and inventory management consistent with sound business practices.

Date: December 8, 2006

Action 3: Evaluate appropriate health insurance benefits

Responsible Ad Council Member(s): Primary, Larry R. Modlin, requires support of all members and the President

Other Main Responsible Parties: Consultant, Bill Collins, Human Resources Director and Personnel Advisory Committee

Connection to Strategic Plan: Strategic Theme #2, Right Resources and Organization

Expected Completion Date: varies

Main Steps and Schedule:

1. Evaluate available options – November 2007
2. Determine appropriate benefit plans – on-going
3. Determine schedule for implementation of any changes
4. Evaluate Flexible spending plan options

Date: December 8, 2006

Action 4: Review Policies and Procedures Manuals, consolidating, updating and reformatting to create a consistent, easy to use Staff Handbook and campus-wide manual of Policies and Procedures

Responsible Ad Council Member(s): Primary, Larry R. Modlin, requires support of all members of the Administrative Council and the President

Other Main Responsible Parties: Gail Baylor, the Personnel Advisory Committee and a technical writing consultant

Connection to Strategic Plan: Strategic Theme #2, Right Resources and Organization

Expected Completion Date: May 2007

Main Steps and Schedule:

1. Thoroughly review existing Human Resource Handbooks and other campus wide policies to become aware of the present status.
2. Review policies and procedures handbooks for other institutions to check for missing or poorly devised policies and procedures
3. Devise common format and pagination for the policy manuals
4. Create simple Staff Handbook extracting relevant portions of the overall policies and procedures
5. Create PDF version for the campus website, with indexing system and update mechanism

Date: December 11, 2006

COLLEGE RELATIONS

Action 1: Reduce Dependency on tuition through increased giving. This includes annual fund, restricted annual gifts, and endowment.

Responsible Ad Council Member(s): Vice President for College Relations and the President.

Other Main Responsible Parties: Director of Development, Director of Annual Fund, Assistant Director of Annual Fund, and Chair of the BOT.

Connection to Strategic Plan (Theme and Number): Strategic Theme#2/Fundraising

Expected Completion Date: June 30, 2009

Main Steps and Schedule (attach sheets as needed): 1. Raise \$657,000 annual fund by June 30, 2007. 2. Raise \$689,000 annual fund by June 30, 2008. 3. Raise \$725,000 annual fund by June 30, 2009.

Main Steps and Schedule:

1. Raise \$657,000 annual fund by June 30, 2007.
2. Maintain BOT and Alumni Board participation in giving to the annual fund at 100%. 6/30/2007
3. Strengthen BOT participation in solicitation for the annual fund. 6/30/2007
4. Raise \$689,000 annual fund by June 30, 2008.
5. Raise \$725,000 annual fund by June 30, 2009.
6. Continue to build volunteer opportunities for development. 6/30/2009
7. Further market options for restricted annual giving. (scholarship, program support) 6/30/2009
8. Continue to generate an average of \$250,000 per year in unrestricted bequests. 6/30/2009
9. Continue to write all new deferred gifts for endowment. 6/30/2009
10. Plan strategic calls for the President. 6/30/2007
11. Review and assess yearly plan and goals prior to July for revisions to be discussed at the yearly staff planning retreat.

Date: December 8, 2006

Action 2: Increase staff and BOT contacts with major gifts and planned gift prospects. Complete identification of the top 350 prospects.

Responsible Ad Council Member: Vice President for College Relations and President.

Other Main Responsible Parties: Director of Development, Director of the Annual Fund, and Assistant Director of the Annual Fund.

Connection to Strategic Plan (Theme and Number): Strategic Theme #2/Fundraising

Expected Completion Date: June 30, 2007

Main Steps and Schedule: These visits are 1 on 1 with a purpose of cultivation, asking, or stewardship.

1. VP responsible for 15 visits a month. VP averaged 13 per month in 2006-06.
2. Director of Development responsible for 15 visits a month. DD averaged 18 per month in 2005-06.
3. Director and Assistant Director of Annual Fund will be responsible for 5 visits each month. Start January 2007.
4. The President will be responsible for 3-5 major gift calls a month. Start January 2007.
5. The Chair of the BOT will be available to make major gift calls as appropriate.
6. Director of Development and Director of Research will continue to screen current and potential donors to qualify them as major donors. Complete identification of the top 350 prospects by March 2007.
7. The Board of Trustees, President, and Ad Council will be encouraged to bring forward names to be included as major prospects.

Date: December 8, 2006

Action 3: Engage the community in planning for a campaign allowing adequate planning time.

Responsible Ad Council Member: VP for College Relations, VP for Academic Affairs, VP for Business, Dean of Admissions, Dean of Students, Dean of Service Learning, Dean of Work, and the President.

Other Main Responsible Parties: Director of Development

Connection to Strategic Plan: Strategic Theme #2/Fundraising

Expected Completion Date: January 2008

Main Steps and Schedule:

1. Development with the appropriate VP or Dean will meet with the appropriate personnel from each division to discuss financial needs to meet strategic goals for the next ten years. This step will be completed by September 30, 2007. The schedule for each division will be made in conjunction with the administrative council. Tentative Schedule:
 - Academic area – January to May 2007
 - Work area - May to September 2007
 - Student Life - January to May 2007
 - Service learning – January to May 2007
 - Business and Endowment - June to September 2007
 - Facilities – June to September 2007
2. President and Ad Council will prioritize the list of needs for the feasibility study. September 2007
3. Community-wide input into this process will be sought through the shared governance structure. This process will be completed by January 2008.
4. Needs list presented to the BOT. February 2008
5. Feasibility study will start in 2008.

Date: December 8, 2006

Action 4: Review all development policies and procedures.

Responsible Ad Council Member: VP for College Relations and the President.

Other Main Responsible Parties: Director of Development and Director of Research

Connection to Strategic Plan: Strategic Theme #2/Fundraising

Expected Completion Date: May 2008

Main Steps and Schedule:

1. Reviewed General Development Policy at the October 2006 BOT meeting.
2. All development policies (real estate policy, named opportunity policy, gift acceptance policy, etc.) reviewed by the VPCR and President.
3. Review one or two policies per Trustee Meeting until February 2008.

Action 5: Meet the needs of the trustee approved “Priority Projects.”

Responsible Ad Council Member: VP for College Relations and the President.

Other Main Responsible Parties: Director of Development, Director of Annual Fund, and Assistant Director of Annual Fund.

Connection to Strategic Plan: Strategic Theme #2/Fundraising

Expected Completion Date: June 2009

Main Steps and Schedule:

1. Work with Ad Council at the beginning of each year to present a list of priorities to the trustees. Following approval by the trustees, Development will market appropriately.
2. Prepare and Plan for a College wide campaign as instructed by the President and the Board of Trustees.

Date: December 8, 2006

Action 6: Increase electronic communications to non-alumni donors and prospects.

Responsible Ad Council Member: VP for College Relations

Other Main Responsible Parties: Director of Development, Director of Annual Fund, Director of Alumni Affairs, Director of Internal Communications, Web Director, and Director of Publications.

Connection to Strategic Plan: Strategic Theme # 2/Fundraising and Strategic Theme #3

Expected Completion Date: June 2007

Main Steps and Schedule:

In conjunction with the small marketing group develop electronic newsletter based on existing newsletter for alumni. Evaluate the web site, compare with best practices, and further develop to better serve non-alumni donors.

1. First electronic newsletter out by January 2007. The newsletter will be mailed every other week.
2. Evaluate the electronic newsletter July 2007.
3. Explore best practices for e-newsletter with our benchmark colleges by March 2007.
4. Evaluate and further develop the WWC Alumni, Family, and Friends web site by July 2008.

Date: December 8, 2006

SERVICE-LEARNING

Action 1: Enhance integration / complementarities between the service-learning and academic programs and service-learning and the work program.

Responsible Ad Council Member(s): Dean of Service-Learning

Other Main Responsible Parties: VPAA, Dean of Work, Assistant Dean of Service-Learning, Associate Dean for Faculty and Curriculum, SLAC (Service-Learning Advisory Committee), WPAC (Work Program Advisory Committee), Director of Educational Assessment and Institutional Research

Connection to Strategic Plan (Theme and Number):

Strategic Theme 1, Program, items 1, 9, and 10

Strategic Theme 2, Right Resources and Organization, items 1, 2, and 3 under Collaborative and Cooperative Partnerships

Expected Completion Date: May, 2009

Main Steps and Schedule (attach sheets as needed):

1. Facilitate lunch conversations with interested faculty for exploration of (educational) efficacy and desirable resources for development of service-learning courses. *February-April, 2007*
2. Facilitate exploratory discussions with interested faculty or a subcommittee of faculty body re/faculty processes and incentives for development and teaching of service-learning courses. *[S-L support, protocols for communication with community partner organizations, evaluation, hiring process, orientation of new faculty, etc. VPAA and Assistant Dean of Service-Learning engage with faculty in these discussions.] Results reviewed by VPAA and Faculty Body, with further action as deemed appropriate.] February-April, 2007*
3. Assistant Dean of Service-Learning collaborates with Associate Dean for Faculty and Curriculum and college relations staff in exploring grant sources for service-learning course development and community based research projects. *June-December, 2007*
4. Service-Learning hosts lunch conversations with interested work crew supervisors exploring break / weekend / Saturday service trips for individual work crews.
5. Joint subcommittee of SLAC and WPAC explores possibilities for collaboration, may create recommendation for SLAC and WPAC. *February-late March, 2007*
6. SLAC and WPAC (jointly) consider recommendations from subcommittee, if forthcoming, and determine further action. *Late March-April, 2007*
7. If proposal emerges, presented to Staff Forum and Student Caucus. *Fall, 2007*
8. If approved, proposal goes to president for consideration (and trustees, pending presidential approval, if policy issues involved). *Fall, 2007, or Spring, 2008*
9. Implementation of new initiatives, if approved. *Spring Semester, 2008 or Fall Semester, 2009 or phased in over a designated period (depending on scope).*

10. Assessment of new initiatives followed by program adjustments. *February-May, 2008-2009 or as designated by approved plan (see #9, above)*

Date: December 11, 2006

Action 2: Facilitate a campus-wide intensive visioning process, including an on-line survey and focus groups related specifically to future service-learning programming and graduation requirements.

Responsible Ad Council Member(s): Carolyn Wallace

Other Main Responsible Parties: Director of Educational Assessment and Institutional Research, *Assistant Dean of Service-Learning*, members of SLAC (the Service-Learning Advisory Committee), Administrative Council

Connection to Strategic Plan (Theme and Number):

Strategic Theme # 1, items 9 and 10
Strategic Theme #2, items 1 and 2

Expected Completion Date: May, 2009

Main Steps and Schedule (attach sheets as needed):

1. Solicit the support and participation of the Service-Learning Advisory Committee in creation and implementation of detailed plan. *December, 2006*
2. Create a list of questions for on-line (Zoomerang) Survey. *February, 2007*
3. Create and implement a “marketing plan” to maximize participation in survey among students. *February, 2007*
4. Conduct on-line survey. *March 1-7, 2007 [March 17-25 is Spring Break]*
5. Develop scope and format and questions for focus groups. *March 1-15, 2007*
6. “Market” participation in focus groups. *March 26-April 1, 2007*
7. Conduct Focus Groups. *April 2-15, 2007*
8. Compile Focus group findings. *April 16-22, 2007*
9. Conduct initial SLAC review of findings. *April 23-May 10, 2007*
10. Ad Council initial review of findings. *June, 2007*
11. Faculty Body reviews findings and offers input to SLAC. *October, 2007*
12. SLAC develops proposal and presents to Staff Forum and Student Caucus. (S-L Staff and SLAC may facilitate further campus-wide dialogue during this process. *September, 2007-March, 2008*)
13. Depending on outcome of governance protocols, proposal goes to president and possibly trustees. *April, 2008*
14. Program changes implemented based on approved program revisions. *August, 2008-May, 2009* (possibly phased over a period of years)
15. Assessment and further program adjustments will occur on a schedule to be determined by length of phasing in period, will include benchmark adjustments schedule to be determined by nature and scope of program revisions.

Date: December 11, 2006

STUDENT LIFE

Action 1: Implement new programs and initiatives with the goal of examining and increasing first to second year retention.

Responsible Ad Council Member(s): Dean of Students, VPAA

Other Main Responsible Parties: Assistant Dean of Students, Director of Residential Life, Director of Housing, Program Coordinator for First Year Programs and RD, Director of Student Activities, Director of Counseling, Director of Academic Support Services, First Year Experience Committee, Orientation Planning Committee, Director of Educational Assessment and Institutional Research, Student Life Committee

Connection to Strategic Plan (Theme and Number): Theme #2 Enrollment and Retention, items #1 and 2

Expected Completion Date: These efforts are ongoing, see specific start dates in the following section.

Main Steps and Schedule (attach sheets as needed):

- 1) **Evaluate and make improvements in the orientation program based on assessment of learning outcomes and student feedback.** Significant changes were implemented by the orientation planning committee for August 2006. Each year an evaluation will take place following the orientation programs in August and January and the committee will meet in November to plan for January and begin in March to plan for August.
- 2) **Implement specific residence hall programming and support for first year students.** A new position of Coordinator of First Year Programs and RD of Sunderland was added to the professional staff for the 2006-07 school year. The coordinator will work with other staff and RA's to present programming that is consistent with the transition issues that are relevant for first year students. These efforts were begun in the fall of 2006 and will be ongoing each year.
- 3) **Enhance the written resources given to new students regarding campus offices and services.** A first year resource guide was distributed to all new students in August 2006 focusing on the resources and services available to new students at Warren Wilson. The guide was designed by a student and produced by the Student life Office and will be updated and distributed each year in August and January.
- 4) **Include transition sessions in the first year seminars addressing issues of adjustment to Warren Wilson and college in general.** The effectiveness of the sessions will be measured each year and the First Year Experience Committee will make recommendations for any adjustments in the program based on these.

- 5) **Provide additional support for our students with disabilities.** A part time position, Educational Access Coordinator, was added in November 2006. Each student submitting documentation and a request for academic, work or living accommodations will now have individual contact each semester from that person to evaluate appropriate accommodations and faculty and work crew supervisors will receive more specific information and support in providing those. These efforts will be ongoing beginning in January 2007. The college will purchase additional assistive technology for students during the spring of 2007. The Assistant Dean will update policies regarding students with disabilities during 2007 -08 to make clear to all within the community what accommodations are appropriate. The Educational Access Coordinator will provide professional development for faculty and staff to give them more information about working with students with specific disabilities more effectively. These began in the fall of 2006 and will continue on a regular basis responding to current needs.
- 6) **Collect more comprehensive data on student withdrawals.** The Director of Educational Assessment and Institutional Research has designed a program to be used in gathering and evaluating data related to our students who leave. The Dean and Assistant Dean of Students began using the program in fall of 2006 to record information from exit interviews with students who withdraw during the term. Efforts will be made by phone and through mail to gather the same data from students who leave between semesters. This will begin in January of 2007 and continue each year. The data is then readily accessible and can be used in assessment and program planning for fall of 2007.
- 7) **Maintain adequate mental health resources for students.** With an increase in students coming to college with significant mental health issues, the counseling center has increased the amount of psychiatric support available to students by contracting with a psychiatrist to provide services on campus. The hours available have increased to four per week in November 2006. The level of mental health support available to students will be monitored over the next years and adjusted if appropriate to make sure that students maintain prompt access to mental health providers.
- 8) **Create more designated, theme and affinity areas in residence halls increasing options available to first year students, especially quiet areas.** New options were available to first year students in Fall 2006 and the success of the areas will be evaluated and revised each spring for the following year by the Student Life Committee.

Date: November 16, 2006

Action 2: Raise student engagement in issues of diversity through programming and increased support for underrepresented students on campus.

Responsible Ad Council Member(s): Dean of Students, President

Other Main Responsible Parties: Multicultural Advisor, Director of Student Activities, Director of Residential Life, Diversity Task Force

Connection to Strategic Plan (Theme and Number): Theme #2 Enrollment and Retention, item # 5

Expected Completion Date: Efforts are ongoing with dates associated with specific implementation steps outlined in the following section.

Main Steps and Schedule (attach sheets as needed):

- 1) **Support the President as he increases the multicultural affairs position from five hours per week to full time.** The Diversity Task Force will complete a job description to be submitted to the President during the first semester of 2006. The President will then determine the appropriate process for filling the position with a start date in July 2007.
- 2) **Continue the tradition begun last year of designating the first day of second semester as MLK Jr. Day Celebration.** The day will have a triad day format culminating in workshops offered on topics related to diversity and justice issues consistent with the interests of Dr. King. An evening program will also be offered as a campus community event. This program will occur for the second time this January 2007 and each subsequent January.
- 3) **Provide training and professional development for residence and student life staff related to issues of diversity.** A new presenter was used for residence life/peer group leader training in fall 2006 and each year this issue will be addressed with at least a half-day session during the fall training. The student life staff will have at least one professional development session each year with a focus on diversity issues. The first will be in the spring of 2007.
- 4) **Incorporate diversity issues into the first year experience through having a mandatory session during the orientation week and also having a transition session on this topic during the first year seminar.** A new presenter was used during fall 2006 orientation and will be continued each year. A diversity transition session will be implemented for the first time in December 2006 and then continued each year.

- 5) **Actively assure that the programs presented through Student Activities reflect a diversity of interests with guest performers representing diverse backgrounds and experiences.** While this is not a new initiative, but instead an ongoing commitment, it is essential to our programming efforts and so bears mentioning in the context of this plan. This awareness will continue to guide programming throughout each year.

- 6) **Include offerings focused on issues of difference, oppression and privilege in residential programming.** Programs will be offered in the spring of 2007 related to these topics and will continue to be a part of the offerings coordinated through the residence life staff each year.

Date: November 16, 2006

Action 3: Integrate environmental sustainability more fully into the every day lives of students.

Responsible Ad Council Member(s): Dean of Students, VPAA

Other Main Responsible Parties: Campus Greening Crew, Environmental Leadership Center, Residence Life Staff

Connection to Strategic Plan (Theme and Number): Theme #1, items 6 and 7

Expected Completion Date: New initiatives have been implemented in the fall of 2006 and will continue each year.

Main Steps and Schedule (attach sheets as needed):

- 1) **Integrate issues of sustainability into the orientation program.** New students will learn about sustainability efforts on campus through the addition of the Green Walkabout for all students and inclusion of these programs in the “Living in Community” program on the first night. This happened for the first time in the fall of 2006 and will continue each orientation.
- 2) **Include a transition session on issues of sustainability in the first year seminar classes.** The first one based in the presentation model used for a community meeting in the spring of 2006 will be in November 2006 and will then continue each year.
- 3) **Distribute compact fluorescent light bulbs to all new students at the start of the year.** This occurred in October of 2006 and was accompanied by education from residence life staff and the campus greening crew on issues of energy conservation. This will occur in the same way each fall.
- 4) **Reinforce ongoing sustainability efforts in the residence halls.** The residence life staff will be trained to encourage recycling, composting, reduced energy use and other ongoing campus sustainability initiatives. Initial training has been provided to staff at the August training and in meetings during fall of 2006 and will be continued with possible expansion for the fall training in subsequent years.

Date: November 16, 2006

Action 4: Address in a comprehensive way, issues of safety and support related to sexual assault and relationship violence on campus.

Responsible Ad Council Member(s): Dean of Students

Other Main Responsible Parties: Counseling Center, Members of the Coalition for Education and Support for a Safe Community, Locksmith, Director of Public Safety

Connection to Strategic Plan (Theme and Number): Theme #1, item #11 and Theme #2 Collaborative and Cooperative Partnerships, item #1

Expected Completion Date: The new initiatives will be completed by January 2009, but many efforts will be ongoing.

Main Steps and Schedule (attach sheets as needed):

- 1) **Secure outside resources to support a focused and comprehensive approach to addressing issues of sexual assault and relationship violence.** Grant funding approval to support programming and new initiatives (\$191, 851) was secured in September from a proposal submitted to the Department of Justice, Office of Violence Against Women, in January of 2006.
- 2) **Develop a strong coalition of campus participants and community partners.** This group including representatives from many campus constituencies and three off campus non-profit agencies will meet monthly to evaluate campus efforts to provide education for our community regarding sexual assault and relationship violence and services and support to victims. The coalition will begin to meet in January of 2007 and meet monthly during the academic year through at least January of 2009.
- 3) **Hire a coordinator of the Education and Support for a Safe Community (ESSC) program.** The search will take place in the fall of 2006 with the goal of having the person begin in January of 2007 and continue through at least January of 2009. This person will supervise a student crew of four, train and coordinate the Sexual Assault Response Advocates and provide direct support to victims of sexual assault, relationship violence and stalking.
- 4) **Provide specific training on sexual assault and relationship violence for residence life staff, peer group leaders, public safety, and other faculty and staff members.** The training will focus on understanding issues, responding to victims and on and off campus reporting options and will be provided by our community partner agencies in August of 2007 and each year following.

- 5) **Present programming and publications including a mandatory orientation session and ongoing programming throughout the year in residence halls, for student groups and for the campus in general.** These efforts will be coordinated by the ESSC crew and could include the Clothesline Project in October, an arts event in February and a Take Back the Night in April. This programming will begin in spring 2007.
- 6) **Support our students in providing service at our community partner agencies, Our Voice, Helpmate and Pisgah Legal Services.** The ESSC crew with the support of Service Learning will provide coordination and transportation for students doing community service at our partner agencies. This will begin in the fall of 2007 and continue through at least January 2009.
- 7) **Provide additional training to our sexual misconduct hearing panel.** This group was established in spring of 2006 and further training will be provided as new members are recruited for spring of 2007 and then each year following.
- 8) **Install new swipe card locking systems in campus buildings.** The priority will be to convert the locking systems in buildings where students are especially vulnerable after hours such as residence halls, and the art and science buildings. The conversion will be completed over the summer of 2007.

Date: November 16, 2006

Action 5: Create dialogue within our community about issues related to campus culture while implementing the plans developed by the spring 2006 working group on addressing substance use on campus.

Responsible Ad Council Member(s): Dean of Students

Other Main Responsible Parties: Director of Student Activities, Director of Wellness and Wellness crew, Counseling Staff, Director of Residential Life, Residence Life Staff, Public Safety, Athletics, Members of the Campus Culture working group, Director of Educational Assessment and Institutional Research

Connection to Strategic Plan (Theme and Number): Theme #1, items 9, 11 and 12 and Theme #2 Enrollment and Retention, item #3

Expected Completion Date: While efforts in this area are ongoing, specific elements of the plan will be completed by spring of 2008.

Main Steps and Schedule (attach sheets as needed):

- 1) **Engage an interested group of faculty, staff and students in regular conversations about campus culture.** The goal of this group will be to increase dialogue with participation from more members of the community about these issues. This group will work with student caucus to host a community meeting about campus culture during the spring of 2007. They will also continue to make recommendations to the Dean of Students about initiatives that address issues related to students making healthy lifestyle choices. Formal recommendations will be reported each spring.
- 2) **Implement a student survey each spring to assess substance use issues on campus.** Following an extensive use survey in spring 2001, the most recent survey was done in the spring of 2006. The effectiveness of the survey will be evaluated and improvements will be made. It will then be implemented each spring for the purpose of providing comparison data.
- 3) **Create clear and enforceable policies around substance use with educational interventions included in sanctions.** A new matrix for policies and sanctions related to substance use were created by the Student Life Committee in spring of 2006 and implemented in the fall of 2006. The changes will be evaluated in the spring of 2007 and each subsequent year for the following fall.
- 4) **Train public safety and residence life staff members on policy enforcement.** A very clear outline was provided to all staff in August of 2006 and will be part of future fall training programs. Accountability for enforcement is an ongoing issue for supervisors.

- 5) **Provide information to new students and parents about substance use issues at college.** Through orientation programs and written information both parents and new students will receive information related to common issues on college campuses related to substance use as well as specific information about the Warren Wilson campus culture. This topic was covered during the “Living in Community” session for fall orientation 2006 and the role will be expanded for the program in fall 2007. Parents will be given additional information about substance use and supporting their students around this issue through revisions to the Parent Handbook and other publications in fall 2007 and then each August and January.
- 6) **Present ongoing programming around substance use issues for students including peer led initiatives and passive programming.** A transition session included in the first year seminars with a focus on wellness dealt directly with issues related to substance use during the fall of 2006 and will continue to hold that focus as presented by a counselor in future fall sessions for new students. A major student led program was developed in the spring of 2006 and has been presented regularly during the fall of 2006. A mandatory version of this program was presented to all first year students in October and will be repeated each fall.
- 7) **Offer regular activities and special events for students that do not include alcohol.** New programs implemented in fall of 2006, with intentions to continue as appropriate based on student feedback, include regular music, game and movie nights in first year residence halls. Wellness activities received increased funding for the 2006 year and will continue to be evaluated and adjusted in the future. The intramural program was also expanded for the 2006 year with the addition of an intramurals coordinator in athletics. That program will continue to be funded at the current level.
- 8) **Provide intervention and resources related to treatment and recovery for our students struggling with substance use issues.** The counseling center will provide an alcohol screening day in the spring of 2007 and then each subsequent spring. We will continue our current practice of using online assessment and counseling referrals as part of our student conduct process with educational and counseling intervention at each violation level. The counseling center will serve as an initial provider of services with referral to off campus agencies when appropriate.

Date: November 16, 2006

WORK PROGRAM

Action 1: Develop a comprehensive Workplace Safety Training Program

Responsible Ad Council Member(s): Ian Robertson, Dean of Work

Other Main Responsible Parties: Occupational Safety and Training Coordinator – Sue Quigley, Work Crew Supervisors, Campus Safety Committee

Connection to Strategic Plan (Theme and Number): SLRP Theme 2: The Right Resources and Organization: Technology, Land and Infrastructure, #4: Develop, regularly update, and implement management plans for the core campus, physical plant, farm, garden, and forest that adhere to the College's Environmental Commitment Statement.

Expected Completion Date: December 31, 2007

Main Steps and Schedule (attach sheets as needed):

1. Identify training requirements for each crew through job hazard analysis
2. Create written training materials
3. Train Work Crew Supervisors on material and assess the effectiveness of the training through annual audit process
4. Create work crew training database to track compliance and training completion of required training as prescribed by regulatory agencies
5. Create written programs establishing policy to OSHA requirements for this training
6. Continually update and manage program to regulatory requirements

Date: November 16, 2006

Action 2: Work Program Office Manual

Responsible Ad Council Member(s): Ian Robertson, Dean of Work

Other Main Responsible Parties: Director of Work Program Operations – Karen Huntley

Connection to Strategic Plan (Theme and Number): SLRP Theme 2: The Right Resources and Organization: Technology, Land and Infrastructure, #3: Increase the use of technology in the most appropriate and cost-efficient manner.

Expected Completion Date: August 2007

Main Steps and Schedule (attach sheets as needed):

1. Review all current protocols, forms, letters, etc., with the Dean of Work – completion date: April 2007
2. Rewrite/update protocols, forms, letters, etc. – completion date: August 2007
3. Amended procedures, protocols to be included in Supervisors' Handbook Fall 2007

Date: November 16, 2006

Action 3: Computerized Payroll System

Responsible Ad Council Member(s): Ian Robertson, Dean of Work

Other Main Responsible Parties: Director of Work Program Operations – Karen Huntley

Connection to Strategic Plan (Theme and Number): SLRP Theme 2: The Right Resources and Organization: Technology, Land and Infrastructure, #2: Develop and implement a plan to keep information technology current, and #3: Increase the use of technology in the most appropriate and cost-efficient manner.

Expected Completion Date: January 2008

Main Steps and Schedule (attach sheets as needed):

1. Write needs for new system before system can be implemented in a training mode – work with Dean of Work and Ray Stock – completion date: March 2007
2. Review updated system- upon completion by Apron – hopeful completion date: June 2007
3. Train those supervisors that will be involved with the one semester “training mode” payroll
4. Review and make changes – to be completed throughout the Fall 2007 semester
5. Train all supervisors on new payroll system: Winter Break 2007/2008
6. Implement new payroll system: Spring 2008

Date: November 16, 2006

Action 4: Review numbers of students assigned to individual crews

Responsible Ad Council Member(s): Ian Robertson, Dean of Work

Other Main Responsible Parties: Karen Huntley, Work Supervisors, Work Program Advisory Committee (WPAC), Katie Green, and Sue Quigley

Connection to Strategic Plan (Theme and Number): SLRP Theme 1: The Program: #2: Increase excellence in teaching, advising and mentoring.

Expected Completion Date: May 2007

Main Steps and Schedule (attach sheets as needed):

1. December 2006: Research average crew size over ten-year period;
2. January/February 2007: Invite Supervisors to assist the WPAC in setting the min/max crew size;
3. January 2007: Review industry standards for supervisor employee ratios;
4. February/March 2007: Review accident reports by crew to determine high/low safety risks

Date: November 16, 2006

Action 5: Initiate the assessment of the educational component of the College's Work Program

Responsible Ad Council Member(s): Ian Robertson, Dean of Work

Other Main Responsible Parties: Work Program Advisory Committee (WPAC), Don Ray, Director of Educational Assessment and Institutional Research

Connection to Strategic Plan (Theme and Number): SLRP Theme 1: The Program: #8: Provide opportunities for faculty, staff, and students to acknowledge, examine, and celebrate the ethics and value of work in the educational process.

Expected Completion Date: March 8, 2007

Main Steps and Schedule (attach sheets as needed):

1. September 2006 – Discuss plans with WPAC
2. October 2006 – Invite Don Ray to meet with WPAC
3. November 2006 – Develop an assessment tool that incorporates questions tailored to the student's class standing
4. December 2006 – Discuss assessment need and tool with community
5. February-March 2007 – Distribute questionnaire and report finding

Date: November 16, 2006

Action 6: Continuation of the Swannanoa School of Culinary Arts, lengthening the 2007 program by one week

Responsible Ad Council Member(s): Ian Robertson, Dean of Work

Other Main Responsible Parties: Susi Gott Seguret, Director of SSCA; Katie Green, Administrative Assistant

Connection to Strategic Plan (Theme and Number): SLRP Theme 2: The Right Resources and Organization: Collaborative and Cooperative Partnerships, #4: Develop further the College's summer workshop and conference program with partner organizations.

Expected Completion Date: The SSCA anticipates adding a week per year, beginning in 2007, until the program parallels the Swannanoa Gathering across the summer (2010).

Main Steps and Schedule (attach sheets as needed):

SSCA 2007 TIMELINE

September 2006

- Present 5-year plan and modified business plan to President Pfeiffer and Larry Modlin
- Write and send out fall newsletter

October 2006

- Book the chefs
- Send out chef contracts

November 2006

- Develop and print brochures
- Publicize : all media
- Write insert for SG newsletter (before Thanksgiving)

December 2006

- Seek sponsorships

January 2007

- Design SG catalog pages
- Gather cookbook data from chefs
- Write and send winter newsletter

February 2007

- Put cookbook together

March 2007

- Make extra equipment orders
- Schedule chefs for Carolina Kitchen appearances

April 2007

- Do inventory

May 2007

- Final publicity push
- Write and send spring newsletter

June 2007

- Figure and make bulk orders
- Buy wine
- Verify volunteers and paid assistants, plus helpers for pre-week set-up
- Put in work orders

July 2007

- Set up Cowpie, Cabin, and Ecodorm
- Conduct sessions
- Complete evaluation and utilize results to propose future programs

Date: November 16, 2006