

**WARREN WILSON COLLEGE**  
**2010-2015 STRATEGIC PLAN**  
**ACTION PLANS SUMMARY**

Approved by WWC Board of Trustees April 23, 2010

**Strategic Priority 1:**  
**Strengthen Our Triad of Academics, Work and Service**

**Goal 1.1: Integrate objectives of the Triad and continually assess student learning.**

**Actions:**

- 1.1.1 Evaluate Triad education requirements.
- 1.1.2 Develop “Learning Across the Triad” educational outcomes.
- 1.1.3 Create a Triad learning portfolio.

**Goal 1.2: Increase experiential and innovative learning opportunities through academics, work and service.**

**Actions:**

- 1.2.1 Establish a Triad Teaching and Learning Center.
- 1.2.2 Support and recognize development of experiential and innovative learning opportunities.
- 1.2.3 Provide forums for on-going campus conversations about experiential learning.

**Goal 1.3: Ensure a productive and educational work experience for students.**

**Actions:**

- 1.3.1 Complete a formal review of the Work Program.
- 1.3.2 Promote accountability and pride in student work through GRAPPLE and other means.
- 1.3.3 Increase leadership opportunities for students within the work crews.
- 1.3.4 Create and implement policies/procedures for employing recent graduates as leadership mentors on work crews.

**Goal 1.4: Support staff and faculty development as teachers and mentors, including appropriate facilities for all areas.**

**Actions:**

- 1.4.1 Create policies/procedures for standardizing professional development funding for faculty and staff, and increase annual allocations.
- 1.4.2 Integrate expectations of learning across the Triad into faculty and staff performance evaluations.
- 1.4.3 Upgrade facilities, technology and other resources to support Triad educational needs.

**Goal 1.5: Engage in service-learning outreach that reflects the College's values and addresses the needs of our community partners.**

**Actions:**

- 1.5.1 Further integrate service into courses and work crews.
- 1.5.2 Create an interactive database that connects the campus to service opportunities in the community.
- 1.5.3 Collaborate with community partners to improve student effectiveness at service sites.

**Strategic Priority 2:  
Honor the Liberal Arts Tradition through  
Rigorous and Innovative Academics**

**Goal 2.1: Determine where the mission of the College belongs in the broad arena of higher education and establish clear goals for improving academic standing in that arena (*Academic Context*).**

**Actions:**

- 2.1.1 Create a list of benchmark institutions based on our academic aspirations.
- 2.1.2 Measure all programs and majors against benchmark data.
- 2.1.3 Identify and implement strategies for advancing the College in small liberal arts college rankings.
- 2.1.4 Become more academically selective.

**Goal 2.2: Identify, support and increase distinctive academic experiences (*Academic Climate*).**

**Actions:**

- 2.2.1 Make academic and scholarly accomplishments a more visible part of the fabric of everyday campus life.
- 2.2.2 Evaluate the goals of our general education curriculum and revise as needed, using the benchmarks referred to in 2.1.1.
- 2.2.3 Develop departmental goals that facilitate the transition from general education to discipline-specific curricula.
- 2.2.4 For every major, develop goals for discipline-specific learning that culminate in a senior capstone requirement.
- 2.2.5 Evaluate the role of master's degree programs within the College's mission.
- 2.2.6 Initiate a one-year intensive master of arts in teaching program that will be distinctive and nationally recognized.
- 2.2.7 Use the First-Year Experience and First-Year Seminar as opportunities to foster a climate of academic excellence.

**Goal 2.3: Increase resources for classroom teaching, faculty and student research, and student academic success (*Academic Resources*).**

**Actions:**

- 2.3.1 Develop a plan to employ a sufficient number of full-time faculty to accomplish the College's educational mission.
- 2.3.2 Establish clear guidelines for reliance on part-time and adjunct faculty.

- 2.3.3 Use benchmark data to establish goals for funding faculty, staff, and undergraduate scholarship.
- 2.3.4 Utilize results of a space utilization study to address academic infrastructure needs.
- 2.3.5 Seek funding for endowed professorships.
- 2.3.6 Increase awareness of grant opportunities, increase support of faculty in grant-writing efforts, and ultimately increase overall funding for academic endeavors through grants.

**Goal 2.4: Assess the academic curriculum to identify strengths and to address areas of weakness, making decisions that further highlight the distinctive strengths of the College's curriculum (*Continuous Academic Improvement*).**

**Actions:**

- 2.4.1 Complete the cycle of assessment and evaluation in Academic Affairs, creating long-term vision and goals for the academic program and each major.
- 2.4.2 Strengthen, add, omit, and/or combine academic programs to improve curriculum quality, respond to the market, and accommodate student interest.
- 2.4.3 Implement faculty evaluation process as outlined in the Policy on Faculty Evaluation and Contract Renewal, as revised in October 2009.
- 2.4.4 Strengthen undergraduate writing major and its connection to the MFA for Writers program, using the recently received Arthur Vining Davis Foundations grant.
- 2.4.5 Transform business and economics into a regional program of excellence, with special focus on entrepreneurship and connections to environmental studies.
- 2.4.6 Enhance connections between the music program and the Swannanoa Gathering.
- 2.4.7 Develop clear guidelines for recruitment of faculty.

**Goal 2.5: Make the academic program more visible to the Board of Trustees, donors, foundations, and in general and academic arenas (*Academic Visibility*).**

**Actions:**

- 2.5.1 Create a Board of Trustees committee focused on Academic Affairs.
- 2.5.2 Track alumni outcomes in Career Services and incorporate the data into academic assessment.
- 2.5.3 Expect academic administrators and the president to speak to external audiences about the distinctive liberal arts education at the College.
- 2.5.4 Increase the marketing team's promotion of the academic program.

**Strategic Priority 3:  
Foster Environmental Responsibility and Action**

**Goal 3.1: Implement and assess best practices and encourage innovation across campus in operations, policy and education.**

**Actions:**

- 3.1.1 Benchmark best practices in operations, facilities, and land management to improve environmental, cultural, and economic impacts.

- 3.1.2 Implement an environmental management system that administers the College's compliance with federal and state environmental regulations.
- 3.1.3 Provide opportunities for undergraduate research related to campus environmental and sustainability issues.
- 3.1.4 Use the ELC to support and assess the work of offices, departments, and crews in reaching college-wide sustainability goals.

**Goal 3.2: Honor our formal environmental commitments.**

**Actions:**

- 3.2.1 Create a summary of environmental and sustainability commitments, update it regularly and distribute it to the College community.
- 3.2.2 Educate the campus community regarding environmental and sustainability commitments in all appropriate venues including student, faculty, and staff orientations.
- 3.2.3 Implement approved environmental and sustainability policies, principles, and pledges, including the Climate Action Plan.

**Goal 3.3: Share best practices in educational outreach beyond campus.**

**Actions:**

- 3.3.1 Develop learning objectives for all environmental and sustainability outreach activities.
- 3.3.2 Evaluate environmental and sustainability effectiveness of outreach activities and make decisions accordingly.
- 3.3.3 Encourage faculty, staff and students to speak about the College's environmental and sustainability best practices to appropriate audiences.
- 3.3.4 Draw upon the quality of our environmental and sustainability outreach to attract the best students and to assist with fund-raising.
- 3.3.5 Use the College as a demonstration site for educational outreach.

**Strategic Priority 4:  
Promote Personal Growth and Responsibility**

**Goal 4.1: Advocate health, safety, personal responsibility, and wellness on campus.**

**Actions:**

- 4.1.1 Create a student work crew that raises awareness, educates, and advocates around substance use and related health issues.
- 4.1.2 Include a required component in First Year Experience that orients students to the history and values of the College and encourages a community culture that focuses on wellness and personal responsibility.
- 4.1.3 Continue to review campus-wide safety and address identified issues.
- 4.1.4 Establish and maintain inviting study and gathering areas throughout the campus, especially in residence halls.
- 4.1.5 Add professional staff in residence halls to enhance the quality of residential life and to help enforce policy.

- 4.1.6 Examine the feasibility of creating a tobacco-free campus by 2015.
- 4.1.7 Make adjustments to Public Safety staffing and training based on external review recommendations.
- 4.1.8 Continue assessing mental/physical health and academic support services to ensure that students' needs are met.

**Goal 4.2: Provide opportunities for personal, physical, moral and spiritual development.**

**Actions:**

- 4.2.1 Examine the feasibility of incorporating a wellness requirement for graduation.
- 4.2.2 Offer faculty, staff and students additional wellness programs and related continuing education.
- 4.2.3 Utilize results of space study to address both immediate and long-term needs of athletics and recreation, community gathering spaces, student programming and spiritual life.
- 4.2.4 Maintain student access to Asheville by providing transportation.
- 4.2.5 Support the continued development of the Athletic Department and its role in student life and wellness.

**Strategic Priority 5:**

**Enhance Civic and Community Engagement and Promote Social Justice**

**Goal 5.1: Increase programs on and off campus that deepen a sense of civic and community engagement and promote social justice.**

**Actions:**

- 5.1.1 Identify benchmarks and measure the College's programs with best practices.
- 5.1.2 Increase local and global opportunities for civic engagement and social justice, strengthening partnerships in the process.
- 5.1.3 Implement on-going opportunities for dialogue and education around power and privilege throughout the campus.
- 5.1.4 Create a common language that captures and promotes the College's definitions of service, civic engagement, and social justice.
- 5.1.5 Establish the role of civic engagement and social justice in all areas of the College.
- 5.1.6 Create additional opportunities for all members of the community to engage in service.
- 5.1.7 Consider awarding educational recognition in areas such as Civic and Community Engagement and Sustainability.

**Goal 5.2: Support co-curricular activities and civic and community engagement by ensuring adequate facilities and resources.**

**Actions:**

- 5.2.1 Identify leadership, coordination and funding to support civic engagement and social justice opportunities on and off campus.

- 5.2.2 Improve student transportation options to provide access to community partners and civic engagement opportunities.
- 5.2.3 Expand training, development and programming related to service, civic engagement and social justice for students, faculty, staff and greater community.
- 5.2.4 Support, recognize and share student and employee involvement in civic engagement and social justice.
- 5.2.5 Identify and create space that meets the needs of co-curricular activities and community meetings.

### **Strategic Priority 6: Increase Diversity and Advance Cross-Cultural and International Understanding**

**Goal 6.1: Establish and sustain a community that reflects our commitments to inclusivity and diversity.**

**Actions:**

- 6.1.1 Demonstrate the College's commitment to inclusivity and diversity, with a goal of increasing both.
- 6.1.2 Review and revise job descriptions/staffing in Human Resources and Multicultural Affairs offices to reflect collaborative efforts in programming, in the infusion of diversity into the curriculum, and in hiring and training.
- 6.1.3 Develop local and regional partnerships that foster strong interactions with diverse communities.
- 6.1.4 Educate the campus, search committees and hiring officers to conduct searches that generate a diverse applicant pool, revising policies and protocols as needed.
- 6.1.5 Make certain marketing and recruitment materials reach and appeal to a diverse applicant pool and accurately represent the current campus community.

**Goal 6.2: Increase domestic and international cross-cultural opportunities for students, staff and faculty.**

**Actions:**

- 6.2.1 Expand training, development, curricular initiatives and programming related to international and multi-cultural issues.
- 6.2.2 Seek funding for study abroad and other cross-cultural experiences, making them more accessible to all students.
- 6.2.3 Initiate or expand faculty/staff/student exchange programs and collaborative agreements with other institutions.

### **Strategic Priority 7: Ensure Sound and Responsible Fiscal Position and Practices**

**Goal 7.1: Increase fundraising and meet enrollment goals to support scholarships, financial aid, salaries, and capital expenditures.**

**Actions:**

- 7.1.1 Increase annual unrestricted revenue and funding for scholarships, and implement more structured major gift and grants programs.
- 7.1.2 Meet enrollment goals while increasing selectivity and key academic admission indicators.
- 7.1.3 Review compensation standards and goals annually, making an incremental effort toward achieving selected standards for all employees.
- 7.1.4 Monitor and work to secure work college funding.
- 7.1.5 Strive to meet the matching requirement for the second phase of the Bonner Foundation program.
- 7.1.6 Conduct a campaign readiness study for launching either a comprehensive campaign or several project-oriented campaigns.

**Goal 7.2: Explore options for non-traditional revenue that reflect our core values.**

**Actions:**

- 7.2.1 Evaluate alternative revenue potential of campus resources.
- 7.2.2 Inventory buildings, infrastructure, equipment, land, and natural resources to consider as possible sources of alternative revenue.
- 7.2.3 Complete a summer programming feasibility study.

**Goal 7.3: Use all resources responsibly and efficiently to support College operations.**

**Actions:**

- 7.3.1 Create and implement a comprehensive, integrated, five-year financial model that will be reviewed and updated annually.
- 7.3.2 Use the annual results of “Indicators of Institution at Risk” fiscal review to identify and address areas of vulnerability.
- 7.3.3 Establish a process for annually identifying possible cost savings, to include an incentive plan for students, faculty, and staff.
- 7.3.4 Address deferred maintenance and accessibility issues.
- 7.3.5 Building on the 2010 Land Use Plan, create a Master Campus Facilities Plan.

**Strategic Priority 8:  
Nurture an Unwavering Sense of Community**

**Goal 8.1: Determine the enrollment size that best fits the College mission, market, budget, and sense of community.**

**Actions:**

- 8.1.1 Assess how the College's mission, campus services, resources, and facilities are affected by enrollment size.
- 8.1.2 Select enrollment goals for FY 2011-12, FY 2012-13, FY 2013-14, and FY 2014-15.

- 8.1.3 Develop a plan to provide adequate personnel and services to meet the needs of the enrollment size determined.
- 8.1.4 Plan and conduct a space utilization study to address current and future needs.
- 8.1.5 Develop a plan to increase retention and graduation rates.
- 8.1.6 Determine how best to use need-based and merit scholarships to support the College mission, values and goals.

**Goal 8.2: Improve the quality of life on campus.**

**Actions:**

- 8.2.1 Conduct a campus-wide study of scheduling and academic calendar, followed by the development of an action plan that facilitates the campus community coming together.
- 8.2.2 Review employee job descriptions and workloads, with the goal of deleting, adding, redistributing, and/or prioritizing duties as appropriate.
- 8.2.3 Encourage more campus-wide communication on key issues through regular community meetings and other means.
- 8.2.4 Continue to strengthen alumni connections to Career Services, Admission and other areas of the College.

**Goal 8.3: Support participatory governance to honor our community values, give voice to all constituencies, and conduct College business effectively.**

**Actions:**

- 8.3.1 Appoint a taskforce of trustees and elected representatives from the current governance structure to examine governance options, analyze current system of shared governance, and recommend an improved process with enhanced participation.
- 8.3.2 Increase interaction among students, staff, faculty, and the Board of Trustees.
- 8.3.3 Improve employee orientation to ensure that the College's mission, history, values and system of shared governance are adequately communicated.