



ACTION PLANS -- Including PAC Revisions thru 09/22/10

*Each action has been assigned a "Lead PAC Member," indicated below.
Changes in "Start Date" made since April 2010 are highlighted in turquoise.*

1.0 Strategic Priority 1: Strengthen Our Triad of Academics, Work and Service			
1.1 Goal 1.1: Integrate objectives of the Triad and continually assess student learning.			
	STEPS:	LEAD PAC MEMBER	START DATE:
1.1.1	Evaluate Triad education requirements.	Paula Garrett, Vice President for Academic Affairs (VPAA)	Fall 2010
1.1.2	Develop "Learning Across the Triad" educational outcomes.	Paula Garrett, VPAA	Spring 2011
1.1.3	Create a Triad learning portfolio.	Paula Garrett, VPAA	Fall 2011
1.2 Goal 1.2: Increase experiential and innovative learning opportunities through academics, work and service.			
	STEPS:	LEAD PAC MEMBER	START DATE:
1.2.1	Establish a Triad Teaching and Learning Center.	Paula Garrett, VPAA	Fall 2011
1.2.2	Support and recognize development of experiential and innovative learning opportunities.	Paula Garrett, VPAA	Fall 2011
1.2.3	Provide forums for on-going campus conversations about experiential learning.	Paula Garrett, VPAA	Fall 2010
1.3 Goal 1.3: Ensure a productive and educational work experience for students.			
	STEPS:	LEAD PAC MEMBER	START DATE:
1.3.1	Complete a formal review of the Work Program.	Ian Robertson, Dean of Work (DOW)	Fall 2010
1.3.2	Promote accountability and pride in student work through GRAPPLE and other means.	Ian Robertson, DOW	Fall 2010
1.3.3	Increase leadership opportunities for students within the work crews.	Ian Robertson, DOW	Spring 2011
1.3.4	Create and implement policies/procedures for employing recent graduates as leadership mentors on work crews.	Ian Robertson, DOW	Fall 2010

1.4	Goal 1.4: Support staff and faculty development as teachers and mentors, including appropriate facilities for all areas.		
	STEPS:	LEAD PAC MEMBER	START DATE:
1.4.1	Create policies/procedures for standardizing professional development funding for faculty and staff, and increase annual allocations.	Jonathan Ehrlich, Vice President for Administration & Finance (VPAF)	Spring 2011
1.4.2	Integrate expectations of learning across the Triad into faculty and staff performance evaluations.	Jonathan Ehrlich, VPAF	Fall 2011
1.4.3	Upgrade facilities, technology and other resources to support Triad educational needs.	Paula Garrett, VPAA	Spring 2012
1.5	Goal 1.5: Engage in service-learning outreach that reflects the College's values and addresses the needs of our community partners.		
	STEPS:	LEAD PAC MEMBER	START DATE:
1.5.1	Further integrate service into courses and work crews.	Cathy Kramer, Dean of Service (DOSv)	Spring 2011
1.5.2	Create an interactive database that connects the campus to service opportunities in the community.	Cathy Kramer, DOSv	Fall 2012
1.5.3	Collaborate with community partners to improve student effectiveness at service sites.	Cathy Kramer, DOSv	Fall 2011

2.0 Strategic Priority 2: Honor the Liberal Arts Tradition through Rigorous and Innovative Academics			
2.1	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).		
	STEPS:	LEAD PAC MEMBER	START DATE:
2.1.1	Create a list of benchmark institutions based on our academic aspirations.	Paula Garrett, VPAA	Fall 2010
2.1.2	Measure all programs and majors against benchmark data.	Paula Garrett, VPAA	Fall 2010
2.1.3	Identify and implement strategies for advancing the College in small liberal arts college rankings.	Paula Garrett, VPAA	Fall 2011
2.1.4	Become more academically selective.	Richard Blomgren, Vice President for Advancement, Admission & Marketing (VPAAM)	Fall 2011
2.2	Goal 2.2: Identify, support and increase distinctive academic experiences (Academic Climate).		
	STEPS:	LEAD PAC MEMBER	START DATE:
2.2.1	Make academic and scholarly accomplishments a more visible part of the fabric of everyday campus life.	Paula Garrett, VPAA	Fall 2011
2.2.2	Evaluate the goals of our general education curriculum and revise as needed, using the benchmarks referred to in 2.1.1.	Paula Garrett, VPAA	Fall 2010
2.2.3	Develop departmental goals that facilitate the transition from general education to discipline-specific curricula.	Paula Garrett, VPAA	Fall 2012
2.2.4	For every major, develop goals for discipline-specific learning that culminate in a senior capstone requirement.	Paula Garrett, VPAA	Fall 2011
2.2.5	Evaluate the role of master's degree programs within the College's mission.	Paula Garrett, VPAA	Fall 2012
2.2.6	Initiate a one-year intensive master of arts in teaching program that will be distinctive and nationally recognized.	Paula Garrett, VPAA	Spring 2011
2.2.7	Use the First-Year Experience and First-year Seminar as opportunities to foster a climate of academic excellence.	Paula Garrett, VPAA	Fall 2011

2.3 Goal 2.3: Increase resources for classroom teaching, faculty and student research, and student academic success (Academic Resources).			
	STEPS:	LEAD PAC MEMBER	START DATE:
2.3.1	Develop a plan to employ a sufficient number of full-time faculty to accomplish the College's educational mission.	Paula Garrett, VPAA	Fall 2010
2.3.2	Establish clear guidelines for reliance on part-time and adjunct faculty.	Paula Garrett, VPAA	Fall 2010
2.3.3	Use benchmark data to establish goals for funding faculty, staff, and undergraduate scholarship.	Paula Garrett, VPAA	Fall 2011
2.3.4	Utilize results of a space utilization study to address academic infrastructure needs.	Paula Garrett, VPAA	Spring 2011
2.3.5	Seek funding for endowed professorships.	Richard Blomgren, VPAAM	Fall 2010
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.	Richard Blomgren, VPAAM	Fall 2011
2.4 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).			
	STEPS:	LEAD PAC MEMBER	START DATE:
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.	Paula Garrett, VPAA	Fall 2012
2.4.2	Strengthen, add, omit, and/or combine academic programs to improve curriculum quality, respond to the market, and accommodate student interest.	Paula Garrett, VPAA	Fall 2011
2.4.3	Implement faculty evaluation process as outlined in the Policy on Faculty Evaluation and Contract Renewal, as revised in October 2009.	Paula Garrett, VPAA	Fall 2010
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.	Paula Garrett, VPAA	Fall 2011
2.4.5	Transform business and economics into a regional program of excellence, with special focus on entrepreneurship and connections to environmental studies.	Paula Garrett, VPAA	Fall 2011
2.4.6	Enhance connections between the music program and the Swannanoa Gathering.	Paula Garrett, VPAA	Fall 2011
2.4.7	Develop clear guidelines for recruitment of faculty.	Paula Garrett, VPAA	Fall 2010

2.5	Goal 2.5: Make the academic program more visible to the Board of Trustees, donors, foundations, and in general and academic arenas (Academic Visibility).		
	STEPS:	LEAD PAC MEMBER	START DATE:
2.5.1	Create a Board of Trustees committee focused on Academic Affairs.	Sandy Pfeiffer, President	Fall 2010
2.5.2	Track alumni outcomes in Career Services and incorporate the data into academic assessment.	Paula Garrett, VPAA	Fall 2010
2.5.3	Expect academic administrators and the president to speak to external audiences about the distinctive liberal arts education at the College.	Sandy Pfeiffer, President	Spring 2011
2.5.4	Increase the marketing team's promotion of the academic program.	Richard Blomgren, VPAAM	Fall 2010

3.0 Strategic Priority 3: Foster Environmental Responsibility and Action			
3.1	Goal 3.1: Implement and assess best practices and encourage innovation across campus in operations, policy and education.		
	STEPS:	LEAD PAC MEMBER	START DATE:
3.1.1	Benchmark best practices in operations, facilities, and land management to improve environmental, cultural, and economic impacts.	Margo Flood, Chief Sustainability Officer (CSO)	Fall 2011
3.1.2	Implement an environmental management system that administers the College's compliance with federal and state environmental regulations.	Jonathan Ehrlich, VPAF	Spring 2011
3.1.3	Provide opportunities for undergraduate research related to campus environmental and sustainability issues.	Margo Flood, CSO	Fall 2011
3.1.4	Use the ELC to support and assess the work of offices, departments, and crews in reaching college-wide sustainability goals.	Margo Flood, CSO	Spring 2011
3.2	Goal 3.2: Honor our formal environmental commitments.		
	STEPS:	LEAD PAC MEMBER	START DATE:
3.2.1	Create a summary of environmental and sustainability commitments, update it regularly and distribute it to the College community.	Margo Flood, CSO	Fall 2011
3.2.2	Educate the campus community regarding environmental and sustainability commitments in all appropriate venues including student, faculty, and staff orientations.	Margo Flood, CSO	Fall 2010
3.2.3	Implement approved environmental and sustainability policies, principles, and pledges, including the Climate Action Plan.	Margo Flood, CSO	Fall 2010
3.3	Goal 3.3: Share best practices in educational outreach beyond campus.		
	STEPS:	LEAD PAC MEMBER	START DATE:
3.3.1	Develop learning objectives for all environmental and sustainability outreach activities.	Margo Flood, CSO	Fall 2011
3.3.2	Evaluate environmental and sustainability effectiveness of outreach activities and make decisions accordingly.	Margo Flood, CSO	Spring 2012
3.3.3	Encourage faculty, staff and students to speak about the College's environmental and sustainability best practices to appropriate audiences.	Margo Flood, CSO	Fall 2011
3.3.4	Draw upon the quality of our environmental and sustainability outreach to attract the best students and to assist with fund-raising.	Margo Flood, CSO	Fall 2010
3.3.5	Use the College as a demonstration site for educational outreach.	Margo Flood, CSO	Fall 2010

4.0 Strategic Priority 4: Promote Personal Growth and Responsibility			
4.1 Goal 4.1: Advocate health, safety, personal responsibility, and wellness on campus.			
	STEPS:	LEAD PAC MEMBER	START DATE:
4.1.1	Create a student work crew that raises awareness, educates, and advocates around substance use and related health issues.	Deb Myers, Dean of Students (DOST)	Fall 2010
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.	Deb Myers, DOST	Spring 2012
4.1.3	Continue to review campus-wide safety and address identified issues.	Jonathan Ehrlich, VPAF	Spring 2011
4.1.4	Establish and maintain inviting study and gathering areas throughout the campus, especially in residence halls.	Deb Myers, DOST	2012-2013
4.1.5	Add professional staff in residence halls to enhance the quality of residential life and to help enforce policy.	Deb Myers, DOST	Fall 2010
4.1.6	Examine the feasibility of creating a tobacco-free campus by 2015.	Deb Myers, DOST	Fall 2010
4.1.7	Make adjustments to Public Safety staffing and training based on external review recommendations.	Jonathan Ehrlich, VPAF	Fall 2010
4.1.8	Continue assessing mental/physical health and academic support services to ensure that students' needs are met.	Deb Myers, DOST	Spring 2011
4.2 Goal 4.2: Provide opportunities for personal, physical, moral and spiritual development.			
	STEPS:	LEAD PAC MEMBER	START DATE:
4.2.1	Examine the feasibility of incorporating a wellness requirement for graduation.	Paula Garrett, VPAA	2014-2015
4.2.2	Offer faculty, staff and students additional wellness programs and related continuing education.	Jonathan Ehrlich, VPAF	Spring 2011
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.	Deb Myers, DOST	Spring 2011
4.2.4	Maintain student access to Asheville by providing transportation.	Ian Robertson, DOW	Spring 2011
4.2.5	Support the continued development of the Athletic Department and its role in student life and wellness.	Deb Myers, DOST	Fall 2010

5.0 Strategic Priority 5: Enhance Civic and Community Engagement and Promote Social Justice			
5.1	Goal 5.1: Increase programs on and off campus that deepen a sense of civic and community engagement and promote social justice.		
	STEPS:	LEAD PAC MEMBER	START DATE:
5.1.1	Identify benchmarks and measure the College's programs with best practices.	Cathy Kramer, DOSv	Fall 2010
5.1.2	Increase local and global opportunities for civic engagement and social justice, strengthening partnerships in the process.	Cathy Kramer, DOSv	Fall 2011
5.1.3	Implement on-going opportunities for dialogue and education around power and privilege throughout the campus.	Cathy Kramer, DOSv	Spring 2011
5.1.4	Create a common language that captures and promotes the College's definitions of service, civic engagement, and social justice.	Cathy Kramer, DOSv	Spring 2011
5.1.5	Establish the role of civic engagement and social justice in all areas of the College.	Cathy Kramer, DOSv	Spring 2013
5.1.6	Create additional opportunities for all members of the community to engage in service.	Cathy Kramer, DOSv	Fall 2011
5.1.7	Consider awarding educational recognition in areas such as Civic and Community Engagement and Sustainability.	Cathy Kramer, DOSv	Fall 2011
5.2	Goal 5.2: Support co-curricular activities and civic and community engagement by ensuring adequate facilities and resources.		
	STEPS:	LEAD PAC MEMBER	START DATE:
5.2.1	Identify leadership, coordination and funding to support civic engagement and social justice opportunities on and off campus.	Cathy Kramer, DOSv	Spring 2012
5.2.2	Improve student transportation options to provide access to community partners and civic engagement opportunities.	Cathy Kramer, DOSv	Spring 2011
5.2.3	Expand training, development and programming related to service, civic engagement and social justice for students, faculty, staff and greater community.	Cathy Kramer, DOSv	Fall 2011
5.2.4	Support, recognize and share student and employee involvement in civic engagement and social justice.	Cathy Kramer, DOSv	Fall 2011
5.2.5	Identify and create space that meets the needs of co-curricular activities and community meetings.	Cathy Kramer, DOSv	Fall 2011

6.0 Strategic Priority 6: Increase Diversity and Advance Cross-Cultural and International Understanding			
6.1 Goal 6.1: Establish and sustain a community that reflects our commitments to inclusivity and diversity.			
	STEPS:	LEAD PAC MEMBER	START DATE:
6.1.1.	Demonstrate the College's commitment to inclusivity and diversity, with a goal of increasing both.	Sandy Pfeiffer, President	Fall 2011
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.	Sandy Pfeiffer, President	Fall 2011
6.1.3	Develop local and regional partnerships that foster strong interactions with diverse communities.	Sandy Pfeiffer, President	Spring 2011
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.	Jonathan Ehrlich, VPAF	Fall 2010
6.1.5	Make certain marketing and recruitment materials reach and appeal to a diverse applicant pool and accurately represent the current campus community.	Richard Blomgren, VPAAM	Fall 2010
6.2 Goal 6.2: Increase domestic and international cross-cultural opportunities for students, staff and faculty.			
	STEPS:	LEAD PAC MEMBER	START DATE:
6.2.1	Expand training, development, co-curricular initiatives and programming related to international and multi-cultural issues.	Deb Myers, DOST	Fall 2010
6.2.2	Seek funding for study abroad and other cross-cultural experiences, making them more accessible to all students.	Richard Blomgren, VPAAM	Fall 2011
6.2.3	Initiate or expand faculty/staff/student exchange programs and collaborative agreements with other institutions.	Paula Garrett, VPAA	Fall 2011

7.0 Strategic Priority 7: Ensure Sound and Responsible Fiscal Position and Practices			
7.1	Goal 7.1: Increase fundraising and meet enrollment goals to support scholarships, financial aid, salaries, and capital expenditures.		
	STEPS:	LEAD PAC MEMBER	START DATE:
7.1.1	Increase annual unrestricted revenue and funding for scholarships, and implement more structured major gift and grants programs.	Richard Blomgren, VPAAM	Fall 2010
7.1.2	Meet enrollment goals while increasing selectivity and key academic admission indicators.	Richard Blomgren, VPAAM	Spring 2011
7.1.3	Review compensation standards and goals annually, making an incremental effort toward achieving selected standards for all employees.	Sandy Pfeiffer, President	Fall 2011
7.1.4	Monitor and work to secure work college funding.	Ian Robertson, DOW	Spring 2011
7.1.5	Strive to meet the matching requirement for the second phase of the Bonner Foundation program.	Richard Blomgren, VPAAM	Fall 2010
7.1.6	Conduct a campaign readiness study for launching either a comprehensive campaign or several project-oriented campaigns.	Richard Blomgren, VPAAM	Fall 2010
7.2	Goal 7.2: Explore options for non-traditional revenue that reflect our core values.		
	STEPS:	LEAD PAC MEMBER	START DATE:
7.2.1	Evaluate alternative revenue potential of campus resources.	Jonathan Ehrlich, VPAF	Fall 2011
7.2.2	Inventory buildings, infrastructure, equipment, land, and natural resources to consider as possible sources of alternative revenue.	Jonathan Ehrlich, VPAF	Fall 2011
7.2.3	Complete a summer programming feasibility study.	Sandy Pfeiffer, President	Spring 2012
7.3	Goal 7.3: Use all resources responsibly and efficiently to support College operations.		
	STEPS:	LEAD PAC MEMBER	START DATE:
7.3.1	Create and implement a comprehensive, integrated, five-year financial model that will be reviewed and updated annually.	Jonathan Ehrlich, VPAF	Fall 2010
7.3.2	Use the annual results of "Indicators of Institution at Risk" fiscal review to identify and address areas of vulnerability.	Jonathan Ehrlich, VPAF	Fall 2010
7.3.3	Establish a process for annually identifying possible cost savings, to include an incentive plan for students, faculty, and staff.	Jonathan Ehrlich, VPAF	Spring 2011
7.3.4	Address deferred maintenance and accessibility issues.	Jonathan Ehrlich, VPAF	Fall 2010
7.3.5	Building on the 2010 Land Use Plan, create a Master Campus Facilities Plan.	Jonathan Ehrlich, VPAF	Fall 2010

8.0 Strategic Priority 8: Nurture an Unwavering Sense of Community			
8.1	Goal 8.1: Determine the enrollment size that best fits the College mission, market, budget, and sense of community.		
	STEPS:	LEAD PAC MEMBER	START DATE:
8.1.1	Assess how the College's mission, campus services, resources, and facilities are affected by enrollment size.	Sandy Pfeiffer, President	Fall 2010
8.1.2	Select enrollment goals for FY 2011-12, FY 2012-13, FY 2013-14, and FY 2014-15.	Richard Blomgren, VPAAM	Fall 2010
8.1.3	Develop a plan to provide adequate personnel and services to meet the needs of the enrollment size determined.	Sandy Pfeiffer, President	Fall 2011
8.1.4	Plan and conduct a space utilization study to address current and future needs.	Jonathan Ehrlich, VPAF	Fall 2010
8.1.5	Develop a plan to increase retention and graduation rates.	Deb Myers, DOST	Fall 2010
8.1.6	Determine how best to use need-based and merit scholarships to support the College mission, values and goals.	Richard Blomgren, VPAAM	Fall 2010
8.2	Goal 8.2: Improve the quality of life on campus.		
	STEPS:	LEAD PAC MEMBER	START DATE:
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.	Paula Garrett, VPAA	Spring 2011
8.2.2	Review employee job descriptions and workloads, with the goal of deleting, adding, redistributing, and/or prioritizing duties as appropriate.	Sandy Pfeiffer, President	Fall 2011
8.2.3	Encourage more campus-wide communication on key issues through regular community meetings and other means.	Sandy Pfeiffer, President	Fall 2010
8.2.4	Continue to strengthen alumni connections to Career Services, Admission and other areas of the College.	Richard Blomgren, VPAAM	Fall 2011

8.3	Goal 8.3: Support participatory governance to honor our community values, give voice to all constituencies, and conduct College business effectively.		
	STEPS:	LEAD PAC MEMBER	START DATE:
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.	Sandy Pfeiffer, President	Fall 2010
8.3.2	Increase interaction among students, staff, faculty, and the Board of Trustees.	Sandy Pfeiffer, President	Spring 2011
8.3.3	Improve employee orientation to ensure that the College's mission, history, values and system of shared governance are adequately communicated.	Jonathan Ehrlich, VPAF	Fall 2010