

WWC ACTION PLANS YEAR 1 -- Timeline with Progress Notes as of September 24, 2010				
FALL 2010				
	STEPS	PAC MEMBER	START DATE	PROGRESS / EDIT NOTES
1.1.1	Evaluate Triad education requirements. (SP: Triad)	Paula Garrett	Fall 2010	The General Education team is working on requirements in academics. Both work and service are evaluating requirements. As the semester progresses, we will compare notes to examine what the full triad looks like and feels like for our students.
1.2.3	Provide forums for on-going campus conversations about experiential learning.	Paula Garrett	Fall 2010	Move from Spring 2011 to Fall 2010. Four faculty workshops to be held this year on interdisciplinary learning. Work supervisor retreat to include workshop on experiential learning. Efforts will be ongoing.
1.3.1	Complete a formal review of the Work Program. (SP: Triad)	Ian Robertson	Fall 2010	Draft presented to the Work Program Advisory Committee (WPAC) on Thursday, 9/2/10.
1.3.2	Promote accountability and pride in student work through GRAPPLE and other means. (SP: Triad)	Ian Robertson	Fall 2010	Presentation to and initial discussion with WPAC on Thursday, 9/16/10.
1.3.4	Create and implement policies/procedures for employing recent graduates as leadership mentors on work crews. (SP: Triad)	Ian Robertson	Fall 2010	Initial discussion with WPAC on Thursday, 9/2/10. Began the design of a required form to be used by supervisors to request interns.
2.1.1	Create a list of benchmark institutions based on our academic aspirations. (SP: Academics)	Paula Garrett	Fall 2010	Last spring, we created a benchmark list of 18 institutions and completed through comparative analysis of our programs. Individual majors are required to use these data in program reviews this year. As we collect all program data at the end of this year for SACS, we will begin to establish goals for the entire academic program.
2.1.2	Measure all programs and majors against benchmark data. (SP: Academics)	Paula Garrett	Fall 2010	This comparative analysis is required in all program reviews for 2010-2011.
2.2.2	Evaluate the goals of our general education curriculum and revise as needed, using the benchmarks referred to in 2.1.1. (SP: Academics)	Paula Garrett	Fall 2010	We completed a benchmark review of gen ed this summer, presenting our findings at faculty retreat, and are reviewing possible changes in the next few weeks.
2.3.1	Develop a plan to employ a sufficient number of full-time faculty to accomplish the College's educational mission. (SP: Academics)	Paula Garrett	Fall 2010	I have made the case for rightsizing the faculty. The next step is to walk through this logic with the trustee committee on academic affairs and establish a strategy for reaching this goal.

2.3.2	Establish clear guidelines for reliance on part-time and adjunct faculty. (SP: Academics)	Paula Garrett	Fall 2010	The Associate Dean for Faculty has drafted guidelines for adoption by the faculty.
2.3.5	Seek funding for endowed professorships. (SP: Academics)	Richard Blomgren	Fall 2010	Advancement needs confirmation from VPAA if this will be a rotating position or department-specific professorship. Next step would be to draft sample proposal showing how the professorship would be chosen, rotated, etc. so Advancement can move forward as funding opportunities are presented.
2.4.2	Strengthen, add, omit, and/or combine academic programs to improve curriculum quality, respond to the market, and accommodate student interest. (SP: Academics)	Paula Garrett	Fall 2011	Moved from Fall 2010 to Fall 2011. Division chairs are responding to all program reviews in their areas to make big picture recommendations to me by Dec 15, 2010.
2.4.3	Implement faculty evaluation process as outlined in the Policy on Faculty Evaluation and Contract Renewal, as revised in October 2009. (SP: Academics)	Paula Garrett	Fall 2010	We completed a first successful term with the new evaluation progress in spring 2010. We will continue to intensify the expectations for faculty productivity, particularly research and professional development.
2.4.7	Develop clear guidelines for recruitment of faculty. (SP: Academics)	Paula Garrett	Fall 2010	We have drafted a complete policy for recruitment of faculty. It will be used this year in all faculty searches.
2.5.1	Create a Board of Trustees committee focused on Academic Affairs. (SP: Academics)	Sandy Pfeiffer	Fall 2010	The Academic Affairs Committee charter was approved at the 9/10/10 meeting of the Executive Committee of the Board of Trustees. The new Academic Committee will have its first meeting at the October meeting of the full Board.
2.5.2	Track alumni outcomes in Career Services and incorporate the data into academic assessment.	Paula Garrett	Fall 2010	Moved from Spring 2011 to Fall 2010. Career Services Director position is currently Interim, and search is underway. However, Director of Institutional Research is coordinating participation in a new Work College Consortium Alumni Survey which will be conducted in October 2010. Resulting data will be incorporated into academic assessment and the college's March 2011 Interim Report to SACS.
2.5.4	Increase the marketing team's promotion of the academic program. (SP: Academics)	Richard Blomgren	Fall 2010	The marketing team is working to help faculty publicize accomplishments and continue to share positive academic outcomes of our students in all communication outlets in our control.

3.2.2	Educate the campus community regarding environmental and sustainability commitments in all appropriate venues including student, faculty, and staff orientations. (SP: Environmental Responsibility)	Margo Flood	Fall 2010	Planning for the action while simultaneously launching some action steps as below: draft of detailed plan completed July 28; meeting with individual stakeholders for additional input, to be merged by early October into the 2010-2011 Action Plan. Conducted presentations for new employee orientation, faculty division retreats, first-year students. Improving website presentation of materials. The ELC has established a Sustainability Film Series for the 2010-2011, where students will have the opportunity to view films related to issues of sustainability and participate in a panel discussion to deepen their understanding and inspire commitment and practices.
3.2.3	Implement approved environmental and sustainability policies, principles, and pledges, including the Climate Action Plan. (SP: Environmental Responsibility)	Margo Flood	Fall 2010	Planning for the action while simultaneously launching some action steps as below: draft of detailed plan completed July 28; meeting with individual stakeholders for additional input, to be merged by early October into the 2010-2011 Action Plan. Information campaign is underway to inspire action campus-wide. Residence Life is taking a very active role this year, spurred by the Dorm Energy Challenge. Though the news is embargoed, Warren Wilson will receive a national award in October for its Climate Action Plan. This extra visibility will energize our work. Calculations underway to compute cost savings in energy expenses since signing the ACUPCC pledge. Work Program evaluations and staff evaluations rank employees on their participation in the College's Sustainability commitment. A process in underway to further clarify this evaluation process so employees understand specific ways to support this goal.

3.3.4	Draw upon the quality of our environmental and sustainability outreach to attract the best students and to assist with fund-raising. (SP: Environmental Responsibility)	Margo Flood	Fall 2010	Planning for the action while simultaneously launching some action steps as below: draft of detailed plan completed July 28; meeting with individual stakeholders for additional input, to be merged by early October into the 2010-2011 Action Plan. A Sustainability Scholarship Endowment was developed as part of a strategy to attract accomplished students. Our environmental and sustainability accomplishments are receiving national attention that draws a large student pool. For this fall alone, Warren Wilson placed on the Princeton Review's national Green Honor Roll of 14 colleges and universities with a perfect score of 99, was ranked in Sierra magazine's top 20 institutions nationwide working on climate action and sustainability, and will receive a national award in October for our Climate Action Plan. The ELC's Sustainability Speakers Series is drawing interest from key College donors. The speakers are serving as anchors this semester for Advancement cultivation dinners.
3.3.5	Use the College as a demonstration site for educational outreach. (SP: Environmental Responsibility)	Margo Flood	Fall 2010	Planning for the action while simultaneously launching some action steps as below: draft of detailed plan completed July 28; meeting with individual stakeholders for additional input, to be merged by early October into the 2010-2011 Action Plan. Assessment of current reality campus-wide is planned as the first step to build a framework for high quality outreach, develop guidelines for appropriate database entry of names of participants, identify appropriate learning objectives to ensure consistent quality in outreach events. Sustainability Speaker Series will bring hundreds of people to campus this fall for Bill McKibben and Lester Brown further cementing the College's leadership role in the region. Mountain Green Conference is holding its first webinar in October and plans are underway to combine Olson Huff's conference with Warren Wilson's for 2011.
4.1.1	Start a student crew to raise awareness, educate, and advocate around substance use and related health issues. (SP: Personal Growth & Responsibility)	Deb Myers	Fall 2010	The SUPER (Substance Use Peer Education and Resources) Crew is hired and working under the supervision of Phil Wiltzius, Area Coordinator.

4.1.5	Add professional staff in residence halls to enhance the quality of residential life and to help enforce policy. (SP: Personal Growth & Responsibility)	Deb Myers	Fall 2010	Four Master's level, professional Area Coordinators (ACs) have been hired and are living in residence hall apartments. The ACs have been working to develop culture change related to the documentation of policy violations and the tone of residential communities. The ACs provide 24-hour support to student RAs and RDs who need assistance.
4.1.6	Examine the feasibility of creating a tobacco-free campus by 2015. (SP: Personal Growth & Responsibility)	Deb Myers	Fall 2010	A task force has been established with eight members of the WWC community including four students, three students elected by Caucus and one appointed by the Dean of Students. The task force will meet bi-weekly through the academic year to develop a recommendation report to be submitted to the President in May 2011.
4.1.7	Make adjustments to Public Safety staffing and training based on external review recommendations. (SP: Personal Growth & Responsibility)	Jonathan Ehrlich	Fall 2010	On busy weekends the campus will now have two officers working from 7 pm – 3 am. This will be done by adjusting shift times, versus hiring additional staff.
4.2.5	Support the continued development of the Athletic Departemnt and its role in student life and wellness. (SP: Personal Growth & Responsibility)	Deb Myers	Fall 2010	The Athletics department is compiling data regarding campus opinion of the role of athletics, the requirements to move to the National Association of Intercollegiate Athletics (NAIA), and is exploring the opportunity to join the Appalachian Athletic Conference (AAC).
5.1.1	Identify benchmarks and measure the College's programs with best practices. (SP: Civic Engagement)	Cathy Kramer	Fall 2010	Meeting with Service staff and Service Learning Advisory Committee and asked them to identify aspirant institutions. Met with campus compact rep to identify benchmark programs in their network.
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. (SP: Diversity)	Jonathan Ehrlich	Fall 2010	The Director of Human Resources is working with each search committee to educate them on proper search procedures.
6.1.5	Make certain marketing and recruitment materials reach and appeal to a diverse applicant pool and accurately represent the current campus community. (SP: Diversity)	Richard Blomgren	Fall 2010	Note that "diverse" applicant pool does not mean become all things to all people. Continue to survey prospects and parents and analyze results in relationship to our published admission goals and plan. Updating and altering the admission plan as needed. Also "current campus community" needs definition – who we are or who we want to be?

6.2.1	Expand training, development, curricular initiatives and programming related to international and multicultural issues. (SP: Diversity)	Deb Myers	Fall 2010	The Multicultural Resource Center is shifting its focus from “hang-out” space to meeting space for a growing number of students involved in multicultural student groups. The Director of Multicultural Affairs is exploring, on behalf of WWC, opportunities for collaboration with the HBCU North Carolina Central University.
7.1.1	Increase annual unrestricted revenue and funding for scholarships, and implement more structured major gift and grants programs. (SP: Finance)	Richard Blomgren	Fall 2010	Realigned an existing position with increased responsibility for annual and other operational funds. Plan for 2010-11 in process.
7.1.5	Strive to meet the matching requirement for the second phase of the Bonner Foundation program. (SP: Finance)	Richard Blomgren	Fall 2010	Need to raise \$1,000,000 by August 2011. Seeking foundation support and considering redistribution of an existing commitment. Because of the restrictions of the agreement, the Bonner Match has mixed interested to a group of prospects who must be careful selected. We need about \$900,000 from a handful of individuals, with the last 10% coming from a general appeal.
7.1.6	Conduct a campaign readiness study for launching either a comprehensive campaign or several project-oriented campaigns. (SP: Finance)	Richard Blomgren	Fall 2010	Initial phase prospect research completed. Major gift prospects now being individually researched, with high priority given to those whose interests might align with a new academic building. Draft RFP sent to 21 firms with informal interviews underway. Anticipating selecting 5 finalists for formal proposals and 3 on-campus interviews. This is a major action on Advancement Committee agenda for October 2010.
7.3.1	Create and implement a comprehensive, integrated, five-year financial model that will be reviewed and updated annually. (SP: Finance)	Jonathan Ehrlich	Fall 2010	This model was developed last year, and is continually being refined and updated as part of the budgeting process.
7.3.2	Use the annual results of “Indicators of Institution at Risk” fiscal review to identify and address areas of vulnerability. (SP: Finance)	Jonathan Ehrlich	Fall 2010	This is scheduled to happen December 2010 as the college’s financials will be complete, and the areas of this valuation having to do with finances will be based on those results every year. The information regarding retention, financial aid, and the annual fund will have to come from the offices other than the accounting office; that information will be obtained by emailing questions to the responsible parties.

7.3.4	Address deferred maintenance and accessibility issues. (SP: Finance)	Jonathan Ehrlich	Fall 2010	This is a continuing goal which is addressed as funding is available.
7.3.5	Building on the 2010 Land Use Plan, create a Master Campus Facilities Plan. (SP: Finance)	Jonathan Ehrlich	Fall 2010	Proposals for Facilities and Space Needs Analysis contract have been received and are being evaluated. (see 8.1.4)
8.1.1	Assess how the College's mission, campus services, resources, and facilities are affected by enrollment size. (SP: Community)	Sandy Pfeiffer	Fall 2010	We may begin discussing this assessment during committee meetings at the October Board of Trustees meeting, in the context of discussions about possible enrollment growth.
8.1.2	Select enrollment goals for FY 2011-12, FY 2012-13, FY 2013-14, and FY 2014-15. (SP: Community)	Richard Blomgren	Fall 2010	Before and during the October 2010 meeting of the Board of trustees, the PAC and trustees will begin discussing a process for determining the appropriate enrollment for the College for the 10-year period ahead--considering criteria such as market forces, campus culture, infrastructure needs, academic quality of students, strength and number of academic programs, and potential goals of a comprehensive campaign.
8.1.4	Plan and conduct a space utilization study to address current and future needs. (SP: Community)	Jonathan Ehrlich	Fall 2010	RFP's were put out for bid and proposals were received. Evaluation of proposals is underway.
8.1.5	Develop a plan to increase retention and graduation rates. (SP: Community)	Deb Myers	Fall 2010	Deb: The Dean of Students has taken responsibility of addressing retention issues on campus. Currently data is being gathered regarding departing and persisting students in order to better understand retention issues. Best practices are being reviewed in order to recommend immediate, short-term, and long-term solutions to improve retention. Richard: Work with the DOS to identify areas of concern in our admission effort. Retention begins with admission. Review the status of each departing student to identify issues that might have served as negative indicators in the recruitment and admission process.
8.1.6	Determine how best to use need-based and merit scholarships to support the College mission, values and goals. (SP: Community)	Richard Blomgren	Fall 2010	Continue to identify prospects for cultivation and solicitation for endowed scholarships. Reviewing enrollment results and use of Sutton awards. Measuring yields on merit based awards vs. need based awards.

8.2.3	Encourage more campus-wide communication on key issues through regular community meetings and other means. (SP: Community)	Sandy Pfeiffer	Fall 2010	Work has begun. For example, at the 9/21/10 Student Caucus meeting, the president (a) asked Caucus co-conveners to begin considering more Community Meetings for the year, (b) confirmed his agreement to meet with co-conveners twice a month, and (c) noted his decision to announce each week (by web or email) a time period during which he would have a weekly "open hour" for students in his office or in the Cowpie.
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. (SP: Community)	Sandy Pfeiffer	Fall 2010	The Governance Task Force met in June, July, and September, with another meeting planned for October and a full-day retreat for November. Information will be solicited from and shared with the campus community, with recommendations going to the Board in February or April of 2011.
8.3.3	Improve employee orientation to ensure that the College's mission, history, values and system of shared governance are adequately communicated. (SP: Community)	Jonathan Ehrlich	Fall 2010	The orientation this year included significant additional information related to these topics.

SPRING 2011				
	STEPS	PAC MEMBER	START DATE	PROGRESS / EDIT NOTES
1.1.2	Develop "Learning Across the Triad" educational outcomes. (SP: Triad)	Paula Garrett	Spring 2011	The Triad Deans have begun working on these.
1.3.3	Increase leadership opportunities for students within the work crews. (SP: Triad)	Ian Robertson	Spring 2011	The number of experienced students working an extra five hours per week has been increased for the 2010-2011 academic year.
1.4.1	Create policies/procedures for standardizing professional development funding for faculty and staff, and increase annual allocations. (SP: Triad)	Jonathan Ehrlich	Spring 2011	This will be part of the budgeting process.
1.5.1	Further integrate service into courses and work crews. (SP: Triad)	Cathy Kramer	Spring 2011	Identified clusters of student crews within our crew to work on integration issues. Held one professional development opportunity for faculty and three more are scheduled for this semester as well as two sessions for work crew supervisors. Secured funding to bring speaker in for this year to address making service more effective for these groups. Requested information form faculty to establish base line. Writing job description for faculty liaison position.
2.2.6	Initiate a one-year intensive master of arts in teaching program that will be distinctive and nationally recognized. (SP: Academics)	Paula Garrett	Spring 2011	We have established a budget for this, have the proposal before the Board, SACS, and NCATE.
2.3.4	Utilize results of a space utilization study to address academic infrastructure needs. (SP: Academics)	Paula Garrett	Spring 2011	Draft proposal for use of new academic space has been written. Space study RFP went out, responses reviewed, and potential hire determined.
2.5.3	Expect academic administrators and the president to speak to external audiences about the distinctive liberal arts education at the College. (SP: Academics)	Sandy Pfeiffer	Spring 2011	Members of the President's Advisory Committee (PAC) have begun discussions of opportunities for making such presentations. One example of an event already scheduled is an invited speech to be given by the president in January 2011 to the Asheville chapter of the American Association of University Women (AAUW).
3.1.2	Implement an environmental management system that administers the College's compliance with federal and state environmental regulations. (SP: Environmental Responsibility)	Jonathan Ehrlich	Spring 2011	Moved from Fall 2010 to Spring 2011. 1. Have funded yearly internship. 2. Have funded EPA compliance budget. 3. Will fund audit in spring.

3.1.4	Use the ELC to support and assess the work of offices, departments, and crews in reaching college-wide sustainability goals. (SP: Environmental Responsibility)	Margo Flood	Spring 2011	Planning for the action while simultaneously launching some action steps as below: draft of detailed plan completed July 28; meeting with individual stakeholders for additional input, to be merged by early October into the 2010-2011 Action Plan. Meetings have been scheduled with work crews and are now underway to discuss their practices and provide them with tools to reduce their energy use and encourage innovation using the Climate Action Plan and AASHE STARS assessment as benchmarks. The ELC is working with the Energy Services Crew to provide quarterly energy reports campus-wide to encourage reductions and measure progress.
4.1.3	Continue to review campus-wide safety and address identified issues. (SP: Personal Growth & Responsibility)	Jonathan Ehrlich	Spring 2011	Public Safety will continue to check all buildings on campus monthly for safety concerns. All 500 plus fire extinguishers will now be checked monthly instead of yearly, as required by the fire code.
4.1.8	Continue assessing mental/physical health and academic support services to ensure that students' needs are met. (SP: Personal Growth & Responsibility)	Deb Myers	Spring 2011	Data regarding student visits to the Health and Counseling Centers are being tracked. During the Spring the National Collegiate Health Assessment will be administered on campus to gather data which will be used to better understand WWC students' needs regarding mental and physical health. Summer advising and registration for new students is under consideration to better prepare new students for academics at WWC.
4.2.2	Offer employees additional wellness-incentive programs and related continuing education. (SP: Personal Growth & Responsibility)	Jonathan Ehrlich	Spring 2011	The Director of Human Resources is working on this. We are offering an on-campus Weight Watchers program.
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. (SP: Personal Growth & Responsibility)	Deb Myers	Spring 2011	A space study regarding the co-curricular needs of the WWC student community will be conducted during the Spring of 2011.
4.2.4	Maintain student access to Asheville by providing transportation. (SP: Personal Growth & Responsibility)	Ian Robertson	Spring 2011	Together with the Dean of Students and the City of Asheville, the College is partnering on a grant proposal that would extend the bus service from Warren Wilson on to Black Mountain. In addition, the new service would add four new times the bus would come to WWC, allowing riders to be at the College before 8:00 am and at 12:30 pm.

5.1.3	Implement on-going opportunities for dialogue and education around power and privilege throughout the campus. (SP: Civic Engagement)	Cathy Kramer	Spring 2011	Assigned cluster within student crew to identify current practices across campus and organize collaboration. Interviews taken place with 5 organizations to establish current programming. Meeting schedule for October to establish plans for collaborative programming efforts.
5.1.4	Create a common language that captures and promotes the College's definitions of service, civic engagement, and social justice. (SP: Civic Engagement)	Cathy Kramer	Spring 2011	Will assign a sub-committee of Service Learning Advisory Committee to address this. Committee given preliminary information, committee assignment will take place at our October meeting.
5.2.2	Improve student transportation options to provide access to community partners and civic engagement opportunities. (SP: Civic Engagement)	Cathy Kramer	Spring 2011	Tracking transportation use and requests for service sponsored trips and course based service to determine current needs.
6.1.3	Develop local and regional partnerships that foster strong interactions with diverse communities. (SP: Diversity)	Sandy Pfeiffer	Spring 2011	Discussions have begun about partnerships with organizations such as the YMI in Asheville, North Carolina Central University (an HBCU in Durham), and Asheville-Buncombe Community College.
7.1.2	Meet enrollment goals while increasing selectivity and key academic admission indicators. (SP: Finance)	Richard Blomgren	Spring 2011	Counselors are increasing individual contact to increase yield on inquires. In essence, returning to a recruitment effort vs. an admission effort. Establish new student enrollment goals based upon capacity of 938.
7.1.4	Monitor and work to secure work college funding. (SP: Finance)	Ian Robertson	Spring 2011	Together with Robin Taffler, Director of the Work Colleges Consortium, and under the direction of National Association of Independent Colleges and Universities (NAICU), we are continuing to monitor and position the work colleges to insure the ongoing funding of our work programs.
7.3.3	Establish a process for annually identifying possible cost savings, to include an incentive plan for students, faculty, and staff. (SP: Finance)	Jonathan Ehrlich	Spring 2011	This is under discussion.
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. (SP: Community)	Paula Garrett	Spring 2011	Moved from Fall 2010 to Spring 2011. Scheduling and calendar meetings have been held. Further study of schedule underway. Calendar and space issues will now be coordinated by Liz Brace.
8.3.2	Increase interaction among students, staff, faculty, and the Board of Trustees. (SP: Community)	Sandy Pfeiffer	Spring 2011	An initial goal is to have students, staff, and/or faculty involved in some way at every meeting of the Board of Trustees through various means (such as trustee meals in the dining hall or student and employee participation in Board events). The president announced the student piece of this goal at the 9/21/10 Student Caucus meeting.