WOFFORD’S STRATEGIC VISION: AT-A-GLANCE

**RECOMMENDATION ONE**

**EDUCATE SUPERIOR STUDENTS: THE VISION OF ACADEMIC EXCELLENCE**

- Academic Space for Expansion of Sciences (including the Environmental Studies program)
  - Centralize undergraduate research/scholarship and expand space for the sciences
- Strengthen Curriculum
  - Establish Collaborative Curriculum Design initiative
- Recruit and Retain Superior Faculty
  - Increase faculty diversity and development initiatives
- Create Academic Commons
  - Redesign of the library as a connecting point
- Develop Center for Arts and Creativity
  - Build the Rosalind Sallenger Richardson Center for the Arts

**RECOMMENDATION TWO**

**PREPARE EXEMPLARY LEADERS AND CITIZENS: THE VISION OF THE STUDENT EXPERIENCE**

- Sophomore Interest Residential Communities
  - Develop interest-based residential communities to boost retention
- Expansion of "The Space"
  - Fully integrate professional development into student experience
- Living/Learning Communities for First-Year Students
  - Increase number of LLCs, renovate residence hall for LLCs, secure program leadership
- The Wofford Exchange
  - Centralize international programs, community-based learning and professional development

**RECOMMENDATION THREE**

**RECRUIT AND RETAIN TALENTED STUDENTS: THE VISION OF ENROLLMENT**

- Seek a Fully Funded Scholarship Program
  - Emphasize endowed scholarships in the upcoming fund-raising campaign
- Increase and Enhance Diversity
  - Grow visibility and reputation beyond traditional markets
- Execute a Strategic Enrollment Plan
  - Support growth of applicant pool, quality applicants, selectivity and diversity

**RECOMMENDATION FOUR**

**STRENGTHEN THE COMMUNITY: THE VISION OF THE WOFFORD EXPERIENCE**

- Enhance Collaboration throughout Community
  - Create a Collaboration Fund for innovative ideas
- Create a Fellows Program for Recent Graduates
  - Build a network of recent graduate, faculty and staff mentors
- Enhance Internal Communication Practices
  - Reimagine intranet and internal communications systems
- Enhance Shared Governance
  - Develop a more systemic form of representation
- Increase and Support Diversity throughout Community
  - Invest in diversity education, leadership and programming
- Employee Orientation and Evaluation Process with Support Enhancements
  - Formalize policies for orientation, evaluation and recognition

**RECOMMENDATION FIVE**

**ENHANCE THE COLLEGE: THE VISION OF THE SUSTAINABLE PHYSICAL CAMPUS**

- Academic Space for Expansion of Sciences (including the Environmental Studies program)
  - Centralize undergraduate research/scholarship and expand space for the sciences
- Address the Condition of Marsh Hall
  - Renovate Marsh Hall for LLCs
- Arena for Intercollegiate Athletics
  - Complete the Jerry Richardson Indoor Stadium
- Greek Village and Interest Housing
  - Construct an inclusive Greek Village with spaces for diversity and inclusion
- The Wofford Exchange
  - Centralize international programs, community-based learning and professional development
- Center for Arts and Creativity
  - Build the Rosalind Sallenger Richardson Center for the Arts

MAKE IT HAPPEN: SUPPORTING THE VISION

- Execute a Comprehensive Funding Campaign (including emphasis on endowed scholarships)
- Execute a Comprehensive Marketing and Communications Campaign
- Execute a Facilities Master Plan
# STRATEGIC VISION V.I.A. TEAM RECOMMENDATIONS

## V.I.A. Implementation Update
September 2017

Wofford College will be a premier, innovative and distinctive national liberal arts college defined by excellence, engagement and transformation in its commitment to prepare superior students for meaningful lives as citizens, leaders and scholars.

## OPPORTUNITIES FOR IMPLEMENTATION: AT-A-GLANCE

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<tr>
<th>RECOMMENDATION ONE</th>
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<tbody>
<tr>
<td>Establish Collaborative Curriculum Design Initiative</td>
<td>Invest in International Student Initiatives</td>
<td>Improve Academic Quality</td>
<td>Create a Collaboration Fund</td>
<td>Create a Center for Diversity, Equity and Inclusion</td>
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<td>Establish the Collaborative Curriculum Design Initiative, providing a structure for faculty to design and sustain curriculum initiatives to support them</td>
<td>Invest in programs to increase the number of International students; develop and sustain infrastructure initiatives to support these students once on campus</td>
<td>Improve academic quality to improve student achievement and outcomes (quality measures include recalculated GPA, SAT and ACT scores and class rank percentiles)</td>
<td>Create a Collaboration Fund dedicated to pursuits across campus to be allocated by a team of relevant faculty, staff and administrators based on a competitive application process</td>
<td>Create Additional Campus Coffee Houses</td>
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<td>Expand the Center for Innovation and Learning</td>
<td>Expand “The Space” in the Mungo Center</td>
<td>Increase Geographic Diversity, Minority Enrollment, International Enrollement and Socioeconomic Diversity</td>
<td>Implement Employee Exchange and Support Program Systems to enhance existing employee exchange programs and support development of new inbound and outbound exchanges; provide specific funding to support existing student teaching abroad opportunities</td>
<td>Create New Facilities for Environmental Studies</td>
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<td>Expand the Center for Innovation and Learning to increase its visibility and advance teaching excellence</td>
<td>Increase the number of available residential communities that will provide student development in leadership, writing, oral presentation, teamwork and career planning skills</td>
<td>Improve retention and graduation rates</td>
<td>Examine Institutional Culture</td>
<td>Build a LEED certified (or equivalent) 21st century learning facility as a replacement for the Sandor Teszler Library and other associated programs</td>
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<td>Develop Undergraduate Research</td>
<td>Increase First-Year Living Learning Communities</td>
<td>Improve retention and graduation rates</td>
<td>Create a Virtual Exchange</td>
<td>Create the Wofford Exchange</td>
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<td>Develop undergraduate research and scholarship activities</td>
<td>Increase the number of available living learning communities through faculty-driven program development, and establish a director of diversity</td>
<td>Increase probability of meeting admission goals, while maintaining net revenue</td>
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<td>Subsidize Interim Abroad Opportunity</td>
<td>Increase Faculty Diversity</td>
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<td>Restructure Diversity Leadership</td>
<td>Create an Office of Sustainability</td>
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<td>Subsidize one travel-study opportunity abroad during Intern year for each student with the intention of cultivating cross-cultural competency</td>
<td>Invest in faculty diversity through hiring of new and enhanced interdisciplinary programs</td>
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<td>Hire a chief diversity officer and redefine the director of diversity and inclusion position</td>
<td>Create an Office of Sustainability to help develop and enhance the college’s current and future efforts to support sustainability and sustainability education</td>
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<td>Enhance and Develop Interdisciplinary Majors and Programs</td>
<td>Increase Use of High Impact Practices through Mentoring of Faculty</td>
<td>Increase the number of available living learning communities through faculty-driven program development, and establish a director of diversity</td>
<td>Reform the Wofford Exchange; a physical Nexus for centers and offices to coordinate civic engagement, experiential learning activities and partnerships with external communities; provide a multifaceted civic living, sustainability and engagement hub that supports collaborative leadership and student success</td>
<td>Create an Academic Commons</td>
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<td>Integrate interdisciplinary programs into existing governance and organizational structures and develop a defined process for promoting new and enhanced interdisciplinary programs</td>
<td>Hire a coordinator of curriculum enhancement to increase student encounters with High Impact Educational Practices (HIPs), form program of CLF Fellows to propose course revisions to incorporate HIPs</td>
<td>Develop Diversity-Related Social Programming Fund</td>
<td>Create a Mentorship Program for New Faculty</td>
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<td>Create Statement of Core Values</td>
<td>Develop Diversity Training for Faculty/Staff</td>
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<td>Start an optional formal mentorship program for new faculty to build relationships and trust</td>
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<td>Modify Mission Statement</td>
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## SUPPLEMENTAL VIA RECOMMENDATIONS

- **Modify Mission Statement**
  - Draft a list of shared institutional values to be shared with the Wofford community for reflection, comment and study

- **Create Statement of Core Values**