IT'S OUR WOFFORD: A STRATEGIC VISION FOR WOFFORD COLLEGE
VIA implementation Update
January 2017

WOFFORD’S STRATEGIC VISION: AT-A-GLANCE

- V = Visioning  - I = Implementing  - A = Action

**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

**Expansion of “The Space”**

Grow visibility and reputation beyond traditional markets

**Execute a Strategic Enrollment Plan**

Support growth of applicant pool, quality applicants, selectivity and diversity

**Employee Orientation and Evaluation Process with Support Enhancements**

Formalize policies for orientation, evaluation and recognition

**RECOMMENDATION FOUR**

STRENGTHEN THE COMMUNITY: THE VISION OF THE WOFFORD EXPERIENCE

Enhance Collaboration throughout Community
Create a Collaboration Fund for innovative ideas

**Enhance Internal Communication Practices**

Reimagine intranet and internal communications systems

**Create a Fellows Program for Recent Graduates**

Build a network of recent graduate, faculty and staff mentors

**Enhance Shared Governance**

Develop a more systemic form of representation

**Increase and Support Diversity throughout Community**

Invest in diversity education, leadership and programming

**Center for Arts and Creativity**

Build the Rosalind Sallenger Richardson Center for the Arts

**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

**Academic Commons**

Redesign of the library as a connecting point

**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

- V = Visioning  - I = Implementing  - A = Action

**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 February 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

<table>
<thead>
<tr>
<th>RECOMMENDATION ONE</th>
<th>RECOMMENDATION TWO</th>
<th>RECOMMENDATION THREE</th>
<th>RECOMMENDATION FOUR</th>
<th>RECOMMENDATION FIVE</th>
</tr>
</thead>
<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, Equality and Inclusion</td>
</tr>
<tr>
<td>-V-</td>
<td>-V-</td>
<td>-I-</td>
<td>-V-</td>
<td>-V-</td>
</tr>
<tr>
<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 Enrollment and Socioeconomic Diversity</td>
<td>Implement Employee Exchange and Support Programs</td>
<td>Create Additional Campus Coffee Houses</td>
</tr>
<tr>
<td>-V-</td>
<td>-V-</td>
<td>-I-</td>
<td>-V-</td>
<td>-V-</td>
</tr>
<tr>
<td>Develop Undergraduate Research</td>
<td>Develop Second-Year Interest-Based Residential Communities</td>
<td>Improve Retention and Graduation Rates</td>
<td>Examine Institutional Culture</td>
<td>Create New Facilities for Environmental Studies</td>
</tr>
<tr>
<td>-V-</td>
<td>-V-</td>
<td>-I-</td>
<td>-V-</td>
<td>-V-</td>
</tr>
<tr>
<td>Subsidize Interim Abroad Opportunities</td>
<td>Increase Faculty Diversity</td>
<td>Increase Completed Applications</td>
<td>Restructure Diversity Leadership</td>
<td>Create Interest Housing</td>
</tr>
<tr>
<td>-V-</td>
<td>-V-</td>
<td>-I-</td>
<td>-V-</td>
<td>-V-</td>
</tr>
<tr>
<td>Enhance and Develop Interdisciplinary Majors and Programs</td>
<td>Increase First-Year Living Learning Communities</td>
<td>Create a Teaching Abroad Opportunities Website</td>
<td>Create a Teaching and Learning Center</td>
<td>Create an Academic Commons</td>
</tr>
<tr>
<td>-V-</td>
<td>-V-</td>
<td>-I-</td>
<td>-V-</td>
<td>-V-</td>
</tr>
<tr>
<td>Create a Mentorship Program</td>
<td>Develop Diversity-Related Social Programming Fund</td>
<td>Develop Diversity Training for Faculty/Staff</td>
<td>Develop the Wofford Exchange</td>
<td>Create an Office of Sustainability</td>
</tr>
<tr>
<td>-V-</td>
<td>-V-</td>
<td>-I-</td>
<td>-V-</td>
<td>-I-</td>
</tr>
</tbody>
</table>

### RECOMMENDATION ONE: EDUCATE SUPERIOR STUDENTS: THE VISION OF ACADEMIC EXCELLENCE

- **Establish Collaborative Curriculum Design Initiative**
  - Establish the Collaborative Curriculum Design Initiative, providing a structure for faculty to design and develop curricula through collaboration with multiple centers and offices across campus.
  - **Vision**
  - **Implement**
  - **Action**

### RECOMMENDATION TWO: PREPARE EXEMPLARY LEADERS AND CITIZENS: THE VISION OF THE STUDENT EXPERIENCE

- **Invest in International Student Initiatives**
  - Invest in programs to increase the number of international students and develop and sustain infrastructure initiatives to support these students once on campus.
  - **Vision**
  - **Implement**
  - **Action**

### RECOMMENDATION THREE: RECRUIT AND RETAIN TALENTED STUDENTS: THE VISION OF ENROLLMENT

- **Improve Academic Quality**
  - Improve academic quality to improve student achievement and outcomes (quality measures include recalculated GPA, SAT and ACT scores and class rank percentiles).
  - **Vision**
  - **Implement**
  - **Action**

### RECOMMENDATION FOUR: STRENGTHEN THE COMMUNITY: THE VISION OF THE WOFFORD EXPERIENCE

- **Create a Collaboration Fund**
  - Create a Collaboration Fund dedicated to pursuits across campus to be allocated by a team of relevant faculty, staff and students and based on a competitive application process.
  - **Vision**
  - **Implement**
  - **Action**

### RECOMMENDATION FIVE: ENHANCE THE COLLEGE: THE VISION OF THE SUSTAINABLE PHYSICAL CAMPUS

- **Create a Center for Diversity, Equality and Inclusion**
  - Create and staff a Center for Diversity, Equity and Inclusion.
  - **Vision**
  - **Implement**
  - **Action**

### 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.
  - **Vision**
  - **Implement**
  - **Action**