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

Strength 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

Formulate 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

Arenda 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

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IT'S OUR WOFFORD: A STRATEGIC VISION FOR WOFFORD COLLEGE

VIA 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.

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MAKE IT HAPPEN: SUPPORTING THE VISION

Execute a Comprehensive Funding Campaign

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

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OPPORTUNITIES FOR IMPLEMENTATION: AT-A-GLANCE

V=Visioning  I=Implementing  A=Action

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**RECOMMENDATION ONE**

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

- Establish Collaborative Curriculum Design Initiative
  - Expand the Collaborative Curriculum Design Initiative, providing a structure for faculty to design an innovative course offering, through collaboration with multiple centers and offices across campus. **V-**

- Expand the Center for Innovation and Learning
  - Expand the Center for Innovation and Learning to increase its visibility and advance teaching excellence. **V-**

- Develop Undergraduate Research
  - Develop under-graduate research and scholarship activities. **V-**

- Subsidize Intern Abroad
  - Subsidize one travel-study opportunity abroad during intern for each student with the intention of cultivating cross-cultural competency. **V-**

- Enhance and Develop Interdisciplinary Majors and Programs
  - Integrate interdisciplinary programs into existing governance and organizational structures and develop a defined process for promoting new and enhanced interdisciplinary programs. **I-**

- Increase Faculty Diversity
  - Invest in additional resources to increase faculty diversity through improved recruitment procedures and faculty development initiatives. **I-**

- Increase Use of High Impact Practices through Mentoring of Faculty
  - Hire a coordinator of curriculum enhancement to increase student encounters with High Impact Educational Practices (HIPs), form program of HIPs, and propose course revisions to incorporate HIPs. **A-**

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**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; develop and sustain infrastructure initiatives to support these students once on campus. **V-**

- Create Global Studies Center
  - Centralize global learning and global teaching opportunities. **V-**

- Expand “The Space” in the Mungo Center
  - Increase career coaching staff and supportive student management software; launch a new Wofford Annual Experience to advance student career development. **V-**

- Develop Second-Year Interest-Based Residential Communities
  - Develop a community-based residential communities that will increase retention and satisfaction and provide student development in leadership, writing, oral presentation, teamwork and career planning skills. **V-**

- Increase First-Year Living Learning Communities
  - Increase the number of available living learning communities through intentional planning and investment in staffing, space and resources; relocate to Marsh Hall; hire a director of living communities; continue financial support of LEc courses. **A-**

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**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). **I-**

- Increase Geographic Diversity
  - Increase diversity with regard to race, ethnicity, nationality and socioeconomic status to enhance student experience and grow Wofford’s reputation. **I-**

- Improve Retention and Graduation Rates
  - Improve retention and graduation rates through increased campus engagement, student quality and selectivity; improve student satisfaction by enhancing the Wofford experience. **I-**

- Increase Completed Applications
  - Increase applications to improve the probability of meeting annual enrollment goals while maintaining net revenue. **A-**

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**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 administrators based on a competitive application process. **V-**

- Implement Employee Exchange and Support
  - Implement Systems to enhance existing employee exchange programs and support development of new inbound and outbound exchanges; provide specific funding to support faculty summer teaching abroad. **V-**

- Create a Teaching Abroad Opportunities Website
  - Create a website for information on existing teaching abroad opportunities for Wofford faculty. **V-**

- Examine Institutional Culture
  - Work with a consultant to craft an institutional survey on Wofford culture after consulting with the president and senior staff. **V-**

- Develop Diversity-Related Social Programming Fund
  - Develop a fund dedicated to diversity-related social programming. **V-**

- Create a Virtual Exchange
  - Enhance the Wofford Exchange to empower students to develop their understanding of different countries, cultures and communities. **V-**

- Restructure Diversity Leadership
  - Hire a chief diversity officer and redefine the director of diversity and inclusion position. **I-**

- Fund Mentoring Meals
  - Establish a program to provide free or subsidized meals or beverages for faculty/staff and students during Wofford-sponsored mentoring activities. **I-**

- Create a Mentorship Program for New Faculty
  - Start an open enrollment mentorship program for new faculty to build relationships and trust. **A-**

- Develop Diversity Training for Faculty/Staff
  - Invest in professional development and training on diversity and inclusion for faculty and staff. **I-**

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**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. **V-**

- Create Additional Campus Coffee Houses
  - Increase support for mentoring by adding campus coffee houses. **V-**

- Create New Facilities for Environmental Studies
  - Build a LEED certified (or equivalent) 21st-century learning facility as a replacement for Black Science Annex to house the Environmental Studies Department and other associated programs. **V-**

- Create Interest Housing
  - Construct a modern residence facility to replace the current Marsh Hall and address growing housing needs; living-learning communities and student-led interest housing. **V-**

- Create the Wofford Exchange
  - Establish the Wofford Exchange: a physical and online site that provides offices and offices to coordinate civic engagement, experiential learning activities and partnerships with external communities; provide a multifaceted civic learning, sustainability and engagement hub that supports collaborative leadership and student success. **V-**

- Create an Office of Sustainability
  - Create an Office of Sustainability to help develop and enhance the college’s current and future efforts to support sustainability and sustainability education. **I-**

- Create an Academic Commons
  - Create an Academic Commons Steering Committee charged with adopting a strategic plan for the Sandor Teszler Library and Academic Commons and with developing the Academic Commons as a new Academic Commons. **A-**

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**SUPPLEMENTAL VIA RECOMMENDATIONS**

- Modify Mission Statement
  - Modify the college’s mission statement to reflect a growing global focus and explicit commitment to sustainability. **A-**

- Create Statement of Core Values
  - Draft a list of shared institutional values to be shared with the Wofford community for reflection, comment and study. **I-**