Strategic Priority 1:
Strengthen Our Triad of Academics, Work and Service

Goal 1.1: Integrate objectives of the Triad and continually assess student learning.

Actions:
1.1.1 Evaluate Triad education requirements.
1.1.2 Develop “Learning Across the Triad” educational outcomes.
1.1.3 Create a Triad learning portfolio.

Goal 1.2: Increase experiential and innovative learning opportunities through academics, work and service.

Actions:
1.2.1 Establish a Triad Teaching and Learning Center.
1.2.2 Support and recognize development of experiential and innovative learning opportunities.
1.2.3 Provide forums for on-going campus conversations about experiential learning.

Goal 1.3: Ensure a productive and educational work experience for students.

Actions:
1.3.1 Complete a formal review of the Work Program.
1.3.2 Promote accountability and pride in student work through GRAPPLE and other means.
1.3.3 Increase leadership opportunities for students within the work crews.
1.3.4 Create and implement policies/procedures for employing recent graduates as leadership mentors on work crews.

Goal 1.4: Support staff and faculty development as teachers and mentors, including appropriate facilities for all areas.

Actions:
1.4.1 Create policies/procedures for standardizing professional development funding for faculty and staff, and increase annual allocations.
1.4.2 Integrate expectations of learning across the Triad into faculty and staff performance evaluations.
1.4.3 Upgrade facilities, technology and other resources to support Triad educational needs.

Goal 1.5: Engage in service-learning outreach that reflects the College's values and addresses the needs of our community partners.

Actions:
1.5.1 Further integrate service into courses and work crews.
1.5.2 Create an interactive database that connects the campus to service opportunities in the community.
1.5.3 Collaborate with community partners to improve student effectiveness at service sites.

**Strategic Priority 2:**
**Honor the Liberal Arts Tradition through**
**Rigorous and Innovative Academics**

**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*).

**Actions:**
2.1.1 Create a list of benchmark institutions based on our academic aspirations.
2.1.2 Measure all programs and majors against benchmark data.
2.1.3 Identify and implement strategies for advancing the College in small liberal arts college rankings.
2.1.4 Become more academically selective.

**Goal 2.2:** Identify, support and increase distinctive academic experiences (*Academic Climate*).

**Actions:**
2.2.1 Make academic and scholarly accomplishments a more visible part of the fabric of everyday campus life.
2.2.2 Evaluate the goals of our general education curriculum and revise as needed, using the benchmarks referred to in 2.1.1.
2.2.3 Develop departmental goals that facilitate the transition from general education to discipline-specific curricula.
2.2.4 For every major, develop goals for discipline-specific learning that culminate in a senior capstone requirement.
2.2.5 Evaluate the role of master's degree programs within the College's mission.
2.2.6 Initiate a one-year intensive master of arts in teaching program that will be distinctive and nationally recognized.
2.2.7 Use the First-Year Experience and First-Year Seminar as opportunities to foster a climate of academic excellence.

**Goal 2.3:** Increase resources for classroom teaching, faculty and student research, and student academic success (*Academic Resources*).

**Actions:**
2.3.1 Develop a plan to employ a sufficient number of full-time faculty to accomplish the College's educational mission.
2.3.2 Establish clear guidelines for reliance on part-time and adjunct faculty.

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2.3.3 Use benchmark data to establish goals for funding faculty, staff, and undergraduate scholarship.
2.3.4 Utilize results of a space utilization study to address academic infrastructure needs.
2.3.5 Seek funding for endowed professorships.
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.

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).

Actions:
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.
2.4.2 Strengthen, add, omit, and/or combine academic programs to improve curriculum quality, respond to the market, and accommodate student interest.
2.4.3 Implement faculty evaluation process as outlined in the Policy on Faculty Evaluation and Contract Renewal, as revised in October 2009.
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.
2.4.5 Transform business and economics into a regional program of excellence, with special focus on entrepreneurship and connections to environmental studies.
2.4.6 Enhance connections between the music program and the Swannanoa Gathering.
2.4.7 Develop clear guidelines for recruitment of faculty.

Goal 2.5: Make the academic program more visible to the Board of Trustees, donors, foundations, and in general and academic arenas (Academic Visibility).

Actions:
2.5.1 Create a Board of Trustees committee focused on Academic Affairs.
2.5.2 Track alumni outcomes in Career Services and incorporate the data into academic assessment.
2.5.3 Expect academic administrators and the president to speak to external audiences about the distinctive liberal arts education at the College.
2.5.4 Increase the marketing team’s promotion of the academic program.

Strategic Priority 3:
Foster Environmental Responsibility and Action

Goal 3.1: Implement and assess best practices and encourage innovation across campus in operations, policy and education.

Actions:
3.1.1 Benchmark best practices in operations, facilities, and land management to improve environmental, cultural, and economic impacts.
3.1.2 Implement an environmental management system that administers the College's compliance with federal and state environmental regulations.

3.1.3 Provide opportunities for undergraduate research related to campus environmental and sustainability issues.

3.1.4 Use the ELC to support and assess the work of offices, departments, and crews in reaching college-wide sustainability goals.

**Goal 3.2: Honor our formal environmental commitments.**

**Actions:**

3.2.1 Create a summary of environmental and sustainability commitments, update it regularly and distribute it to the College community.

3.2.2 Educate the campus community regarding environmental and sustainability commitments in all appropriate venues including student, faculty, and staff orientations.

3.2.3 Implement approved environmental and sustainability policies, principles, and pledges, including the Climate Action Plan.

**Goal 3.3: Share best practices in educational outreach beyond campus.**

**Actions:**

3.3.1 Develop learning objectives for all environmental and sustainability outreach activities.

3.3.2 Evaluate environmental and sustainability effectiveness of outreach activities and make decisions accordingly.

3.3.3 Encourage faculty, staff, and students to speak about the College's environmental and sustainability best practices to appropriate audiences.

3.3.4 Draw upon the quality of our environmental and sustainability outreach to attract the best students and to assist with fund-raising.

3.3.5 Use the College as a demonstration site for educational outreach.

**Strategic Priority 4:**

Promote Personal Growth and Responsibility

**Goal 4.1: Advocate health, safety, personal responsibility, and wellness on campus.**

**Actions:**

4.1.1 Create a student work crew that raises awareness, educates, and advocates around substance use and related health issues.

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.

4.1.3 Continue to review campus-wide safety and address identified issues.

4.1.4 Establish and maintain inviting study and gathering areas throughout the campus, especially in residence halls.

4.1.5 Add professional staff in residence halls to enhance the quality of residential life and to help enforce policy.
4.1.6 Examine the feasibility of creating a tobacco-free campus by 2015.
4.1.7 Make adjustments to Public Safety staffing and training based on external review recommendations.
4.1.8 Continue assessing mental/physical health and academic support services to ensure that students' needs are met.

Goal 4.2: Provide opportunities for personal, physical, moral and spiritual development.

**Actions:**
4.2.1 Examine the feasibility of incorporating a wellness requirement for graduation.
4.2.2 Offer faculty, staff and students additional wellness programs and related continuing education.
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.
4.2.4 Maintain student access to Asheville by providing transportation.
4.2.5 Support the continued development of the Athletic Department and its role in student life and wellness.

**Strategic Priority 5:**
Enhance Civic and Community Engagement and Promote Social Justice

Goal 5.1: Increase programs on and off campus that deepen a sense of civic and community engagement and promote social justice.

**Actions:**
5.1.1 Identify benchmarks and measure the College's programs with best practices.
5.1.2 Increase local and global opportunities for civic engagement and social justice, strengthening partnerships in the process.
5.1.3 Implement on-going opportunities for dialogue and education around power and privilege throughout the campus.
5.1.4 Create a common language that captures and promotes the College’s definitions of service, civic engagement, and social justice.
5.1.5 Establish the role of civic engagement and social justice in all areas of the College.
5.1.6 Create additional opportunities for all members of the community to engage in service.
5.1.7 Consider awarding educational recognition in areas such as Civic and Community Engagement and Sustainability.

Goal 5.2: Support co-curricular activities and civic and community engagement by ensuring adequate facilities and resources.

**Actions:**
5.2.1 Identify leadership, coordination and funding to support civic engagement and social justice opportunities on and off campus.
5.2.2 Improve student transportation options to provide access to community partners and civic engagement opportunities.

5.2.3 Expand training, development and programming related to service, civic engagement and social justice for students, faculty, staff and greater community.

5.2.4 Support, recognize and share student and employee involvement in civic engagement and social justice.

5.2.5 Identify and create space that meets the needs of co-curricular activities and community meetings.

Strategic Priority 6:
Increase Diversity and Advance Cross-Cultural and International Understanding

Goal 6.1: Establish and sustain a community that reflects our commitments to inclusivity and diversity.

Actions:
6.1.1 Demonstrate the College’s commitment to inclusivity and diversity, with a goal of increasing both.
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.
6.1.3 Develop local and regional partnerships that foster strong interactions with diverse communities.
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.
6.1.5 Make certain marketing and recruitment materials reach and appeal to a diverse applicant pool and accurately represent the current campus community.

Goal 6.2: Increase domestic and international cross-cultural opportunities for students, staff and faculty.

Actions:
6.2.1 Expand training, development, curricular initiatives and programming related to international and multi-cultural issues.
6.2.2 Seek funding for study abroad and other cross-cultural experiences, making them more accessible to all students.
6.2.3 Initiate or expand faculty/staff/student exchange programs and collaborative agreements with other institutions.

Strategic Priority 7:
Ensure Sound and Responsible Fiscal Position and Practices
Goal 7.1: Increase fundraising and meet enrollment goals to support scholarships, financial aid, salaries, and capital expenditures.

**Actions:**
- 7.1.1 Increase annual unrestricted revenue and funding for scholarships, and implement more structured major gift and grants programs.
- 7.1.2 Meet enrollment goals while increasing selectivity and key academic admission indicators.
- 7.1.3 Review compensation standards and goals annually, making an incremental effort toward achieving selected standards for all employees.
- 7.1.4 Monitor and work to secure work college funding.
- 7.1.5 Strive to meet the matching requirement for the second phase of the Bonner Foundation program.
- 7.1.6 Conduct a campaign readiness study for launching either a comprehensive campaign or several project-oriented campaigns.

Goal 7.2: Explore options for non-traditional revenue that reflect our core values.

**Actions:**
- 7.2.1 Evaluate alternative revenue potential of campus resources.
- 7.2.2 Inventory buildings, infrastructure, equipment, land, and natural resources to consider as possible sources of alternative revenue.
- 7.2.3 Complete a summer programming feasibility study.

Goal 7.3: Use all resources responsibly and efficiently to support College operations.

**Actions:**
- 7.3.1 Create and implement a comprehensive, integrated, five-year financial model that will be reviewed and updated annually.
- 7.3.2 Use the annual results of “Indicators of Institution at Risk” fiscal review to identify and address areas of vulnerability.
- 7.3.3 Establish a process for annually identifying possible cost savings, to include an incentive plan for students, faculty, and staff.
- 7.3.4 Address deferred maintenance and accessibility issues.
- 7.3.5 Building on the 2010 Land Use Plan, create a Master Campus Facilities Plan.

Strategic Priority 8:

Nurture an Unwavering Sense of Community

Goal 8.1: Determine the enrollment size that best fits the College mission, market, budget, and sense of community.

**Actions:**
- 8.1.1 Assess how the College's mission, campus services, resources, and facilities are affected by enrollment size.
8.1.3 Develop a plan to provide adequate personnel and services to meet the needs of the enrollment size determined.
8.1.4 Plan and conduct a space utilization study to address current and future needs.
8.1.5 Develop a plan to increase retention and graduation rates.
8.1.6 Determine how best to use need-based and merit scholarships to support the College mission, values and goals.

Goal 8.2: Improve the quality of life on campus.

Actions:

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.
8.2.2 Review employee job descriptions and workloads, with the goal of deleting, adding, redistributing, and/or prioritizing duties as appropriate.
8.2.3 Encourage more campus-wide communication on key issues through regular community meetings and other means.
8.2.4 Continue to strengthen alumni connections to Career Services, Admission and other areas of the College.

Goal 8.3: Support participatory governance to honor our community values, give voice to all constituencies, and conduct College business effectively.

Actions:

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.
8.3.2 Increase interaction among students, staff, faculty, and the Board of Trustees.
8.3.3 Improve employee orientation to ensure that the College's mission, history, values and system of shared governance are adequately communicated.