

10-1997

# 1997 Educational Improvement Strategy

Wofford College

Follow this and additional works at: <http://digitalcommons.wofford.edu/collegebooks>

 Part of the [Higher Education Commons](#)

---

## Recommended Citation

Wofford College, "1997 Educational Improvement Strategy" (1997). *College Books*. Book 9.  
<http://digitalcommons.wofford.edu/collegebooks/9>

This Book is brought to you for free and open access by the College Archives at Digital Commons @ Wofford. It has been accepted for inclusion in College Books by an authorized administrator of Digital Commons @ Wofford. For more information, please contact [stonerp@wofford.edu](mailto:stonerp@wofford.edu).



Wofford College

---

1997

Educational

Improvement

Strategy

Draft Proposal

---



# Wofford College

---

## 1997 Educational Improvement Strategy

---

### Part One

- I. Overview
- II. Situation Analysis
- III. Vision of Wofford
- IV. Value Proposition
- V. Strategy

---

### Part Two

- VI. Enrollment
- VII. Academics
- VIII. Student Life
- IX. Athletics
- X. Facilities
- XI. Development
- XII. Finance
- XIII. Planning and Marketing

---

### Part Three

- XIV. Organization
-

## I. Overview

---

### A. Need for a New Masterplan

1. In 1987, Wofford adopted its first long-range strategic plan, the Masterplan, for the purposes of improving quality in student selection, academic programs, student life, athletics, and facilities and equipment.
2. Since the Masterplan was intended to be a living document, it was revised by task-forces in 1988 and 1989 and by the Board of Trustees in 1992 and 1996.
3. As a result of its implementation of the Masterplan, Wofford has made major quality improvements in all areas of college life. However, during the past several years, the magnitude of these improvements in quality has plateaued as measured against the Masterplan objectives and external competitive rankings of competitive schools.
4. If Wofford is to continue and expand its leadership role in liberal arts education in the Southeast, it must renew its commitment to measurably improve the quality of its educational programs and processes and enhance its financial resources.

### B. The New Masterplan: The 1997 Educational Improvement Strategy

1. The Educational Improvement Strategy (EIS) is the proposed Masterplan to guide Wofford over the next ten to twenty years.
2. The EIS is based upon the 1987 Masterplan and incorporates all subsequent revisions by the Board of Trustees in 1989, 1992, and 1996. The proposed changes to these documents reflect the work of the cross-functional teams, various committees of the Board of Trustees, and the administration.
3. The purpose of the EIS is to provide a framework for establishing the level of educational quality Wofford will pursue (Part One), the means by which it intends to fulfill this direction (Part Two), and the organization structure necessary to manage these efforts effectively (Part III).

### C. Choices

As compared to ten years ago when the original Masterplan was adopted, Wofford College is now on a competitive level with the best liberal arts colleges in the Southeast. Many of these schools have long traditions of academic excellence and superior financial resources. If Wofford is to remain competitive with these schools and, over time, improve its relative standing, it must commit to fulfilling its potential. To fail to do so will not only be a lost opportunity; it will relegate Wofford to the merely-good schools that have no reason for being. A dedication to excellence will require hard choices and sacrifices.



## II. Situation Analysis: Overall

### A. 1998 Princeton Review Comparative Analysis

College Name	Cost	Cost (OS)	I Q. of Life	II Academics	III Admissions	IV Financial Aid	Total Quality Pts	Academic Quality Pts
Birmingham-Southern College	\$18,470		86	84	77	92	339	161
Bucknell University	\$26,280		89	89	89	77	344	178
Clemson University	\$7,083	\$12,391	79	69	77	81	306	146
Davidson College	\$26,613		90	93	97	83	363	190
Duke University	\$28,400		81	89	98	75	343	187
Emory University	\$27,670		78	91	92	79	340	183
Furman University	\$20,705		84	86	81	82	333	167
Kenyon College	\$25,190		88	91	88	84	351	179
Lafayette College	\$27,680		79	86	85	78	328	171
Lehigh College	\$27,180		78	79	88	78	323	167
Middlebury College	\$29,340		82	89	97	77	345	186
Millsaps College	\$18,124		81	84	78	87	330	162
UNC - Chapel Hill	\$6,500	\$15,040	87	79	90	78	334	169
Oberlin College	\$27,599		72	89	88	75	324	177
Reed College	\$28,380		87	94	85	77	343	179
Rhodes College	\$21,502		91	89	84	90	354	173
University of Richmond	\$21,325		96	87	89	77	349	176
USC - Columbia	\$7,070	\$12,265	76	67	73	74	290	140
University of the South	\$21,250		87	89	86	86	348	175
Southwestern University	\$19,269		78	84	80	88	330	164
Vanderbilt University	\$28,330		87	86	89	79	341	175
University of Virginia	\$9,065	\$19,309	77	84	94	75	330	178
Wake Forest University	\$23,600		89	87	94	79	349	181
Washington & Lee University	\$21,343		91	94	97	80	362	191
Williamette University	\$25,480		78	85	84	91	338	169
College of William and Mary	\$9,618	\$19,990	85	87	94	71	337	181
Wofford College	\$18,860		87	85	77	94	343	162

Campus Life = enrollment, environment, affiliation, % male/female, % out of state, % transfers, % from public HS, % live on campus, % minority, % international, # countries represented

Academics = calendar, student/teacher ratio, profs interesting rating, profs accessible rating, hours study per day, avg. intro class size, avg. lab size, avg. regular class size

Admissions = # applicants, % accepted, % accepted attending, ranges verbal/math SAT/ACT, average verbal/math SAT, avg. ACT, minimum TOEFL, grad top 10% class, top 25% class, top 50% class

Financial Aid = % freshmen receiving aid, % aid need-based, % UG receiving aid, % freshmen with grant (avg.), % freshmen with loan, % UG with job (avg.)

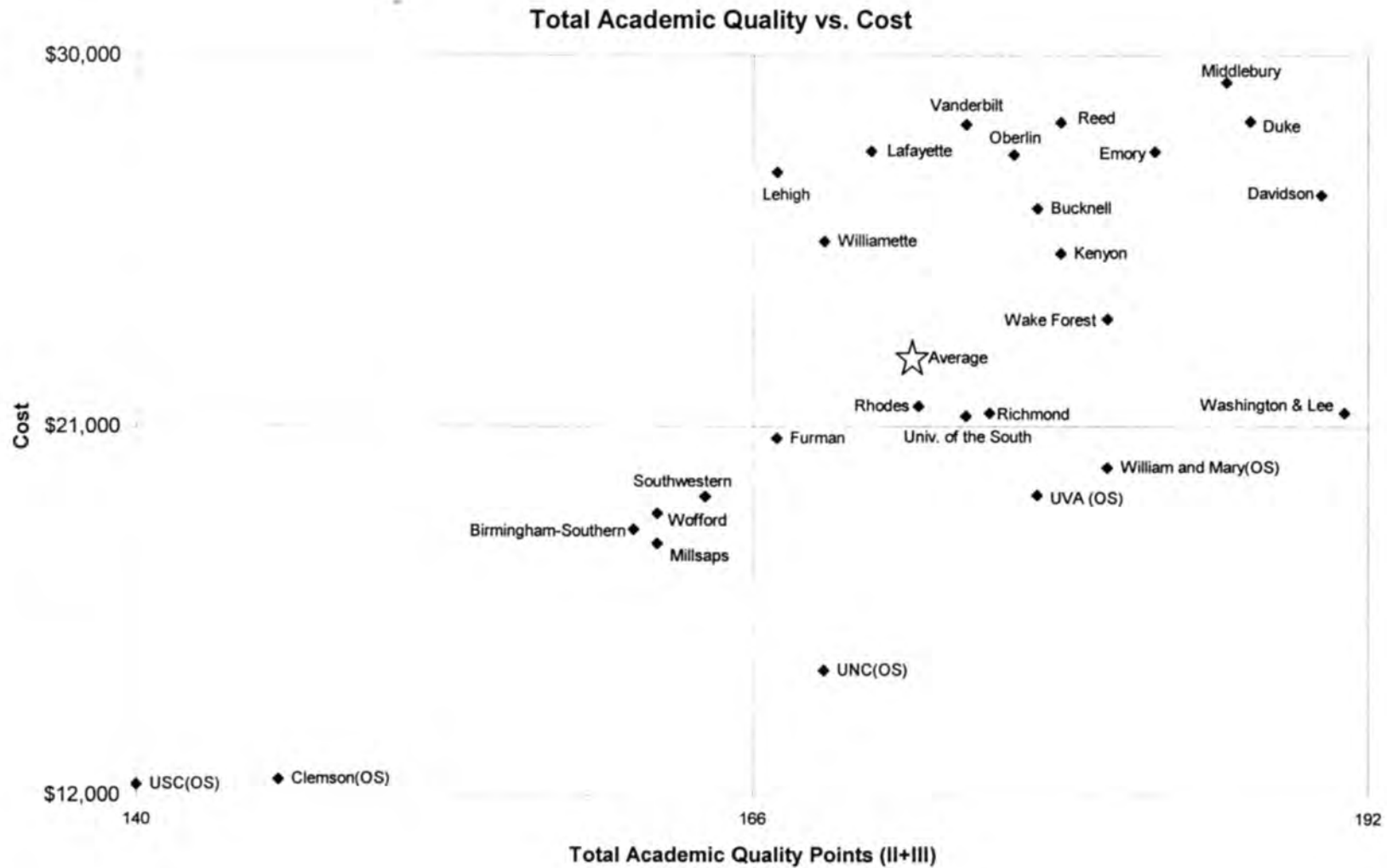
II. Situation Analysis: Overall

A. Value Map *Total Quality (Princeton Review I-V) vs. Cost*



## II. Situation Analysis: Overall

### B. Value Map: *Academic Quality (Princeton Review II+III) vs. Cost*



## II. Situation Analysis: Overall

### C. Internal Criteria

Indicator	1990-1991	1991-1992	1992-1993	1993-1994	1994-1995	1995-1996	1996-1997	1997-1998	
Total Headcount	1107	1155	1157	1138	1139	1140	1196	1098*	*Fall enrollment only
PT Headcount	40	61	52	68	62	61	63	43*	*Fall enrollment only
Fall FTE (>=9 Hours)	1052	1082	1092.3	1070.3	1072.3	1070.67	1072.3	1061.67	Excluding abroad
Completed Apps	985	1052	1194	1119	1112	1134	1166	1379	
Approved	715	924	1010	935	916	989	1032	1130	
Yield	73%	88%	85%	84%	82%	87%	89%	82%	
Student who Matriculate	261	295	287		311	286	291		
Matriculation Yield	36.5%	31.9%	28.4%	0.0%	34.0%	28.9%	28.2%	0.0%	
Total Black	88	95	98	91	85	71	74	85*	
Total Other Minorities	29	31	42	34	37	38	26	23*	
Persistence	n/a	n/a	n/a	n/a	91.0%	85.8%	92.7%	89.0%	
FTE Faculty			74	73	76	73	73.7		
Tenured Faculty			50	52	52	54	53		
% of FT Faculty Tenured			81%	81%	78%	82%	80%		
FT Faculty	63	63	62	64	67	66	66		
PT Faculty	23	24	31	27	26	28	14		
Instructional Expenditures (part of E&G)	\$3,752,367		\$4,282,105	\$4,535,747	\$4,892,939				
Total E&G Expenditures	\$14,174,808		\$16,014,808	\$16,652,292	\$17,952,233				
Auxiliary Enterprise Expenditures	\$4,298,498		\$4,810,362	\$4,905,003	\$5,334,465				
Total Expenditures (E&G and Aux Ent)	\$18,473,306		\$20,825,170	\$21,557,295	\$23,286,698				
% of Instructional to Total E&G Expenditures	26%		27%	27%	27%				
Instructional Expenditure per FTE	\$3,567	\$0	\$3,920	\$4,238	\$4,563				
Revenue for Sponsored Research									
Estimated Level of Deferred Maintenance									
Tuition per FT Student	\$9,015	\$9,790	\$10,490			\$13,795	\$14,675	\$15,390	
Room & Board per FT student	\$3,950	\$4,060	\$4,060			\$4,060	\$4,060	\$4,280	
Inst. F. Aid (School & Grants)	\$4,989,573		\$5,501,956		\$6,158,608				
External Financial Aid									
Institutional Financial Aid as % of Total									
Financial Aid per FT Student									
Excess of Op Rev to Expenses (CF)									
Outstanding Plant Debt as % of Unres End									
Market Value of Endowment Funds	\$22,716,685	\$28,121,115	\$37,244,872	\$45,293,529	\$52,140,708				
Market Value of End per FTE	\$21,593.81		\$34,097.66	\$42,318.54	\$48,625.11				
Total Return on Endowment Funds	\$1,255,020		\$1,562,447	\$2,010,313	\$2,135,353				
Endowment Utilization Rate									
Current Funds Rev (E&G + Aux)	\$18,700,221		\$20,922,378	\$21,638,218	\$23,351,443				
Tuition and Fees Revenue	\$9,028,504		\$10,948,151	\$11,784,823	\$13,081,586				
Endowment Income	\$1,255,020		\$1,322,284	\$1,604,183	\$1,609,677				
Aux. Enterprises Revenue	\$4,351,454		\$4,860,015	\$4,748,271	\$4,725,787				
% of CF Rev from Tuition and Fees	48.3%		52.3%	54.5%	56.0%				
% of CF Rev from Inv., Rent, Endow.	6.7%		6.3%	7.4%	6.9%				
% of CF Rev from Aux. Ent.	23.3%		23.2%	21.9%	20.2%				



## II. Situation Analysis: Overall

### D. Conclusions

1. In the category of small liberal arts colleges:
  - Wofford, Furman, and Birmingham-Southern are clustered in one tier
  - Rhodes and Sewanee are in a second tier.
  - Davidson and Washington and Lee are in a third tier.

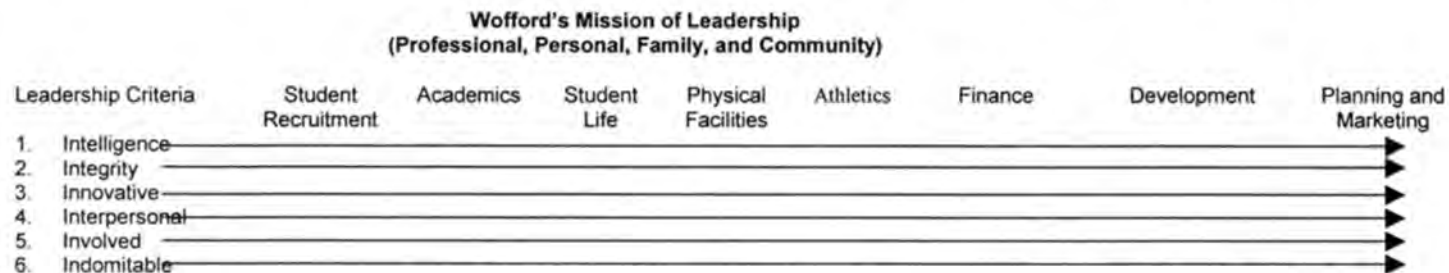
The gap in academic quality between each tier has increased in the past three years.

2. Wofford ranks very well in total quality, but compares unfavorably in academic quality because of its very low admission score.
3. Wofford fares well in cost comparisons, but this is a result of comparatively high financial aid and relatively low fees.
4. There is generally a close association between cost and both actual and perceived academic quality.

## III. Vision and Mission of Wofford

### A. Vision:

1. Wofford will be dedicated to educating future leaders for the Southeast in the 21<sup>st</sup> century by providing superior leadership centered on a liberal arts education.
2. This distinctive role will differentiate Wofford from its competitors and allow it to have the same impact in the Southeast in the future as it has had in South Carolina in the past.
3. The assumption of this role will require Wofford to amplify the criteria of effective leadership across its educational processes.



### III. Vision and Mission of Wofford

---

#### A. Mission:

1. Mission Statement: Wofford will be a preeminent liberal arts college in the southeast dedicated to educating future leaders of the Southeast by providing superior quality liberal arts learning experience to outstanding students taught by an excellent faculty in updated physical facilities with technologically advanced equipment.
2. Wofford must continually and specifically redefine through its Masterplan the exact standards of quality/excellence it must maintain in order to fulfill its mission.

### IV. Value Proposition

---

- A. While Wofford's vision and mission statements provide general guidance and direction to the college's educational programs, the value proposition it elects to offer its constituents will determine the specific quality of its academic program, the associated costs, and the price it will charge.
- B. The college must make an explicit decision as to where it desires to position itself against its competitors on the value maps contained in Section II of the situation analysis. In order to make this decision, the comparative quality of education benefits, the costs required by the level of the chosen benefits, and the price charged for them will have to be clearly defined and then translated into the college's program.
- C. Value Proposition Statement: For Wofford to fulfill its vision and mission over the next ten years, it will seek to provide academic quality benefits comparable to:
  1. 0-3 years: Furman at comparable costs
  2. 3-18 years: Rhodes and Sewanee at costs 5-10% less
  3. 15-20 years: Davidson and Washington and Lee at costs 10-15% less

## V. Strategy

---

A. The vision, mission, and value proposition of Wofford will be effectuated by the implementation of the EIS as follows:

- **Part One:**

The approval of a new vision (III.A.), the revised mission (III.B.), the proposed value proposition (IV), and the strategy (V).

- **Part Two:**

The adoption of the mission (objective) and the focus on five goals and action plans for each area of the college:

- VI. Admissions
- VII. Academic
- VIII. Student Life
- IX. Physical Facilities
- X. Development
- XI. Finance
- XII. Planning and Marketing
- XIII. Athletics

- **Part Three:**

The approval of an organizational structure which will align the structure of the Board and all other support groups, the administration, and the cross-functional teams with the basic quality objectives of the EIS.

B. In order to improve Wofford's actual and perceived academic quality as rapidly as possible, the College must focus its efforts and resources on achieving the priority objective of:

1. Admissions: Student quality and selectivity
2. Facilities: Old Main, Science building, and the technology network
3. Resources:
  - (a) Finance: Capital Campaign, endowment, and fees
  - (b) Marketing: Favorable name recognition and commitment



## PART TWO

---

1997

Educational

Improvement

Strategy

## VI. Enrollment: Situation, Mission, Goals, and Action Plans

### A. Situation Analysis

Wofford's greatest opportunity for improvement in the Princeton Review lies within its Admissions score. The key to improving this score is to improve the quality of the entering class. Increasing the number of applications is vital to improving quality and selectivity while maintaining the number of entering students. Currently, the college ranks 24<sup>th</sup> among the 27 benchmark schools in the admissions area.

#### 1. Student Recruitment Comparative Quality Criteria

College Name	Cost	Adm Rating	Selectivity			Quality		Diversity	
			Total Apps	Accept %	Yield %	Avg SAT	Top 10%	Minority %	Out State %
Birmingham-Southern College	\$18,470	77	648	95	44	1186	41	10	24
Bucknell University	\$26,280	89	7364	49	25	1245	53	10	67
Clemson University	\$12,391	77	7956	78	41	1130	31	11	28
Davidson College	\$26,613	97	3182	31	96	1321	90	9	76
Duke University	\$28,400	98	13584	30	41	1380	84	25	87
Emory University	\$27,670	92	10040	44	27	1220	81	24	80
Furman University	\$20,705	81	2894	80	29	1219	54	6	69
Kenyon College	\$25,190	88	2401	67	26	1291	52	11	74
Lafayette College	\$27,680	85	4544	63	20	1156	37	9	75
Lehigh College	\$27,180	88	7178	54	28	1210	43	10	71
Middlebury College	\$29,340	97	4738	29	39	1390	66	13	95
Millsaps College	\$18,124	78	1064	78	38	1210	7	9	39
UNC - Chapel Hill	\$15,040	90	15798	37	60	1220	72	20	18
Oberlin College	\$27,599	88	3863	65	27	1340	46	27	91
Reed College	\$28,380	85	2086	76	23	1318	47	15	86
Rhodes College	\$21,502	84			23	1187	55	9	64
University of Richmond	\$21,325	89	5405	50	30	1270	45	8	85
USC - Columbia	\$12,265	73	9029	78	38	1067	31	20	19
University of the South	\$21,250	86	1837	66	30	1230	52	5	82
Southwestern University	\$19,269	80	1231	79	32	1195	41	19	13
Vanderbilt University	\$28,330	89	8667	60	30	1272	62	22	87
University of Virginia	\$19,309	94	16898	33	50	1296	79	23	34
Wake Forest University	\$23,600	94	6450	42	34	1305	69	12	60
Washington & Lee University	\$21,343	97	3260	34	40	1355	75	6	88
Williamette University	\$25,480	84	2138	74	27	1200	55	20	52
College of William and Mary	\$19,990	94	7421	43	41		70	17	34
Wofford College	\$18,860	77	1226	84	28	1157	36	10	35



## VI. Enrollment: Situation, Mission, Goals, and Action Plans

---

### A. Situation Analysis

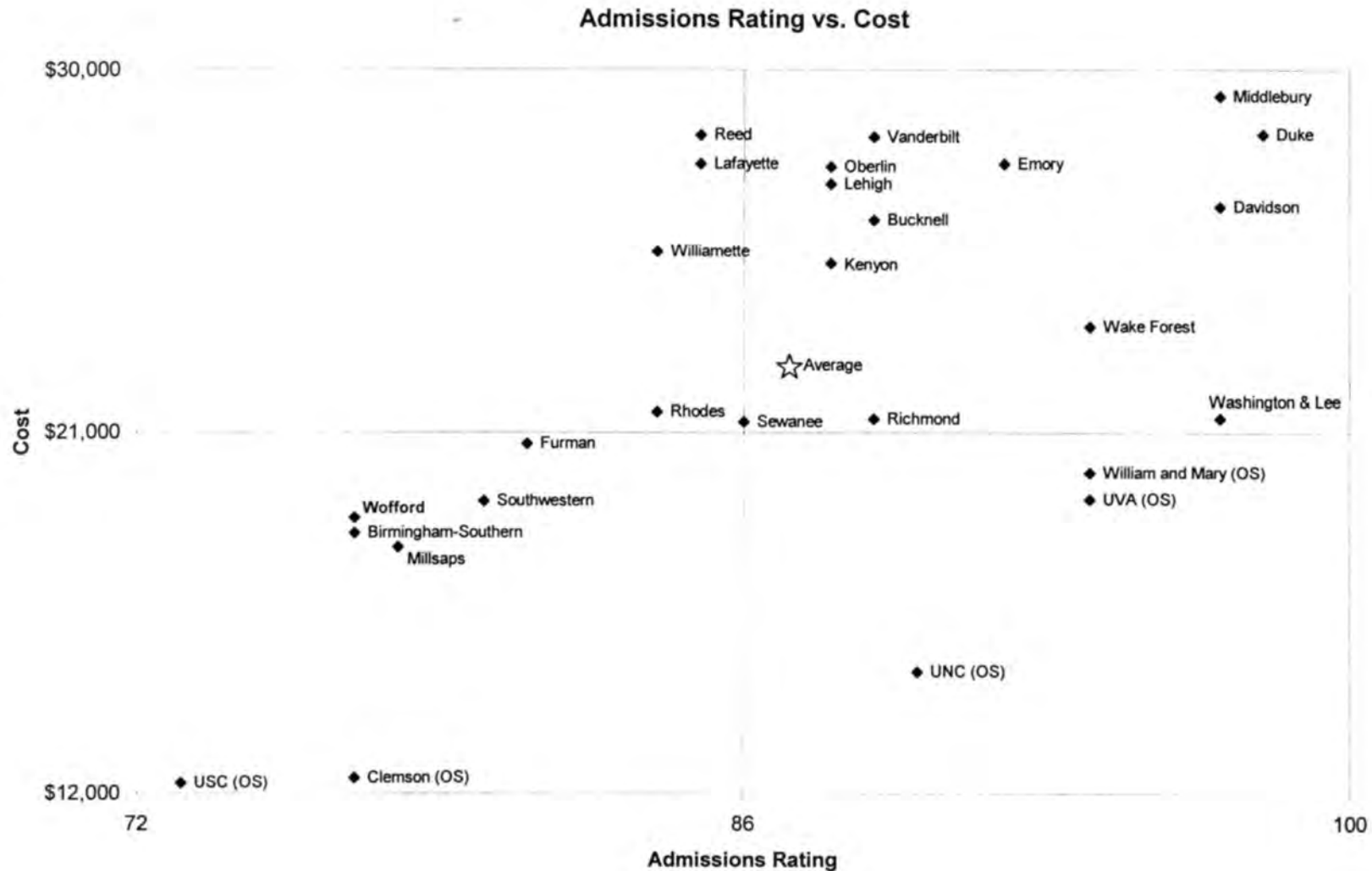
#### 2. Issues

- Comparative admissions rankings are Wofford's weakest quality area because of poor name recognition outside of South Carolina and economic and educational environments. Wofford's ranking in this area has slipped in the last three years.
- Applications, acceptances, number of acceptances attending and high financial aid reveal that Wofford is not the preferred school for students.
- Wofford is too dependent upon applicants from South Carolina where only 398 students in 1996 scored 1200 or better on the SAT.

## VI. Enrollment: Situation, Mission, Goals, and Action Plans

### A. Situation Analysis

#### 3. Student Recruitment Comparative Value Map




## VI. Enrollment: Situation, Mission, Goals, and Action Plans

### B. Mission

Wofford College will select men and women of good character of diverse cultural, economic and geographic backgrounds who demonstrate the ability for superior academic work, for contribution to the campus, and for making a positive impact on the world through their lives and careers.

### C. Goals and Action Plans

#### I. Three Year Goals and Action Plans

Goal	Action Plans	Year One	Year Two	Year Three	Year Four	Total Recurring	Capital/One Time
 <i>Comparative Quality Criteria:</i> To improve quality of entering class (class rank, SAT)	60% from Top 10%, 80% from Top 20%, 95% from Top 40% , and SAT Avg. of 1200 by 2001 <ul style="list-style-type: none"> <li>Target portions of Financial Aid (Palmetto Fellows, Nat. Merit)</li> <li>Create incentives for coaches to recruit outstanding students</li> <li>Encourage specialized recruiting by Wofford faculty/ staff (i.e., chorus, band, theater, publications, debate, academic team)</li> </ul>	<ul style="list-style-type: none"> <li>\$125,000</li> <li>Budgeted</li> <li>\$25,000</li> </ul>	<ul style="list-style-type: none"> <li>\$125,000</li> <li>Budgeted</li> <li>\$25,000</li> </ul>	<ul style="list-style-type: none"> <li>\$125,000</li> <li>Budgeted</li> <li>\$25,000</li> </ul>	<ul style="list-style-type: none"> <li>\$125,000</li> <li>Budgeted</li> <li>\$25,000</li> </ul>	<ul style="list-style-type: none"> <li>\$500,000</li> <li>Budgeted</li> <li>\$100,000</li> </ul>	
<i>Leadership Dimensions:</i> To incorporate Wofford's leadership emphasis in the Admissions program	Develop methods for identifying the six I's of leadership <ul style="list-style-type: none"> <li>Clearly define leadership goals</li> <li>Distinguish our brand of leadership from other programs (i.e., Converse)</li> <li>Target financial aid at groups who will contribute to leadership goals</li> </ul>						\$50,000
To Improve Selectivity	Expand Applicant Pool (2001 by 2001) <ul style="list-style-type: none"> <li>Purchase more names through Student Search Service</li> <li>Purchase names from PLAN (Prelim ACT) in selected states</li> <li>Increase contact with inquiries (tele-counseling, mail)</li> <li>Increase publications and advertising budgets</li> <li>Improve website and add on-line application</li> </ul>	<ul style="list-style-type: none"> <li>\$10,000</li> <li>\$10,000</li> <li>\$ 5,000</li> <li>\$25,000</li> <li>Budgeted</li> </ul>				<ul style="list-style-type: none"> <li>\$10,000</li> <li>\$10,000</li> <li>\$ 5,000</li> <li>\$25,000</li> <li>Budgeted</li> </ul>	
	Decrease Acceptance Rate (65% by 2001) <ul style="list-style-type: none"> <li>Two part application</li> <li>Early decision plan</li> </ul>	Budgeted					
	Improve Yield on Acceptances (33% by 2001) <ul style="list-style-type: none"> <li>Increase financial aid budget</li> <li>Increase follow-up with accepted students</li> <li>Increase faculty, alumni and student involvement with follow-up</li> <li>Create enrollment prediction models from historical data</li> </ul>	<ul style="list-style-type: none"> <li>\$200,000</li> <li>Budget</li> <li>\$ 10,000</li> <li>Budget</li> </ul>				<ul style="list-style-type: none"> <li>\$200,000</li> <li>Budgeted</li> <li>\$ 10,000</li> <li>Budgeted</li> </ul>	
To Increase Diversity of Entering Class (Geographic, Ethnic)	12% Minority, 50% Out of State <ul style="list-style-type: none"> <li>Offer incentives to certain out-of-state applicants (Provide data on Ga. Hope Program and competition's incentives)</li> <li>Add a counselor position in admissions (minority recruitment)</li> <li>Send Bonner Scholars Program nomination to guidance counselors</li> </ul>	<ul style="list-style-type: none"> <li>\$100,000</li> <li>\$30,000</li> <li>Budgeted</li> </ul>	<ul style="list-style-type: none"> <li>\$100,000</li> <li>Budgeted</li> <li>Budgeted</li> </ul>	<ul style="list-style-type: none"> <li>\$100,000</li> <li>Budgeted</li> <li>Budgeted</li> </ul>	<ul style="list-style-type: none"> <li>\$100,000</li> <li>Budgeted</li> <li>Budgeted</li> </ul>	<ul style="list-style-type: none"> <li>\$400,000</li> <li>\$30,000</li> <li>Budgeted</li> </ul>	
To Increase Visibility and Improve Marketing	<ul style="list-style-type: none"> <li>Improve Web Site</li> <li>Conduct a cross functional marketing study</li> <li>Conduct studies of benchmarks for marketing ideas and comparisons</li> <li>Research paid advertising opportunities</li> <li>Survey guide books that do not list Wofford</li> </ul>	<ul style="list-style-type: none"> <li>Budgeted</li> <li>Budgeted</li> <li>Budgeted</li> <li>\$10,000</li> <li>Budgeted</li> </ul>				<ul style="list-style-type: none"> <li>Budgeted</li> <li>Budgeted</li> <li>Budgeted</li> <li>\$10,000</li> <li>Budgeted</li> </ul>	
	Total						

## VI. Enrollment: Situation, Mission, Goals, and Action Plans

---

### C. Goals and Action Plans

#### 2. Three to Ten Year Goals

1. To improve quality to a level that allows the college to *reduce* merit based aid.
2. To develop additional measures of quality (fit to Wofford's needs).
3. To be competitive with benchmark colleges in quality and selectivity measures.

## VII. Academics: Situation, Mission, Goals, and Action Plans

### A. Situation Analysis

Wofford's academic score is near the middle cluster of scores for the benchmark institutions. The faculty received relatively high marks on being interesting and accessible. The report from students on the amount of time they spend studying places Wofford near the middle of the distribution for the group, suggesting that Wofford could demand more work. The student faculty ratio is the highest of any non-state benchmark school. Improving this would improve the competitive ranking (and provide more time for curriculum and course planning and for working with students individually).

Salary comparisons (not shown on the table of Princeton data) indicate Wofford faculty behind Furman about 2.5%. The top liberal arts colleges in the nation start beginning faculty about \$5,000 ahead of Wofford's average starting salary.

#### 1. Academic Comparative Quality Criteria

College Name	Cost	Cost (IS)	Academics	Prof Interesting	Profs Accessible	Hours of Study	Student/ Fac Ratio
Birmingham-Southern College	\$18,470		84	93	89	3.21	11:1
Bucknell University	\$26,280		89	92	95	3.58	13:1
Clemson University	\$12,391	\$7,083	69	65	63	2.87	18:1
Davidson College	\$26,613		93	96	96	3.98	12:1
Duke University	\$28,400		89	72	74	3.11	5:1
Emory University	\$27,670		91	66	65	2.78	5:1
Furman University	\$20,705		86	91	92	3.38	12:1
Kenyon College	\$25,190		91	95	96	3.48	10:1
Lafayette College	\$27,680		86	87	92	3.54	10:1
Lehigh College	\$27,180		79	74	84	3.31	11:1
Middlebury College	\$29,340		89	84	78	3.67	11:1
Millsaps College	\$18,124		84	94	91	3.10	13:1
UNC - Chapel Hill	\$15,040	\$6,500	79	70	70	3.07	
Oberlin College	\$27,599		89	92	91	3.75	11:1
Reed College	\$28,380		94	96	94	4.20	10:1
Rhodes College	\$21,502		89	97	96	3.35	10:1
University of Richmond	\$21,325		87	92	95	3.17	11:1
USC - Columbia	\$12,265	\$7,070	67	66	64	2.82	18:1
University of the South	\$21,250		89	97	96	3.40	9:1
Southwestern University	\$19,269		84	66	64	3.06	11:1
Vanderbilt University	\$28,330		86	78	81	3.61	8:1
University of Virginia	\$19,309	\$9,065	84	70	73	3.48	12:1
Wake Forest University	\$23,600		87	87	89	3.41	12:1
Washington & Lee University	\$21,343		94	98	97	3.35	10:1
Williamette University	\$25,480		85	88	91	3.20	11:1
College of William and Mary	\$19,990	\$9,618	87	89	87	2.98	11:1
Wofford College	\$18,860		85	95	94	3.31	14:1



## VII. Academics: Situation, Mission, Goals, and Action Plans

---

### A. Situation Analysis

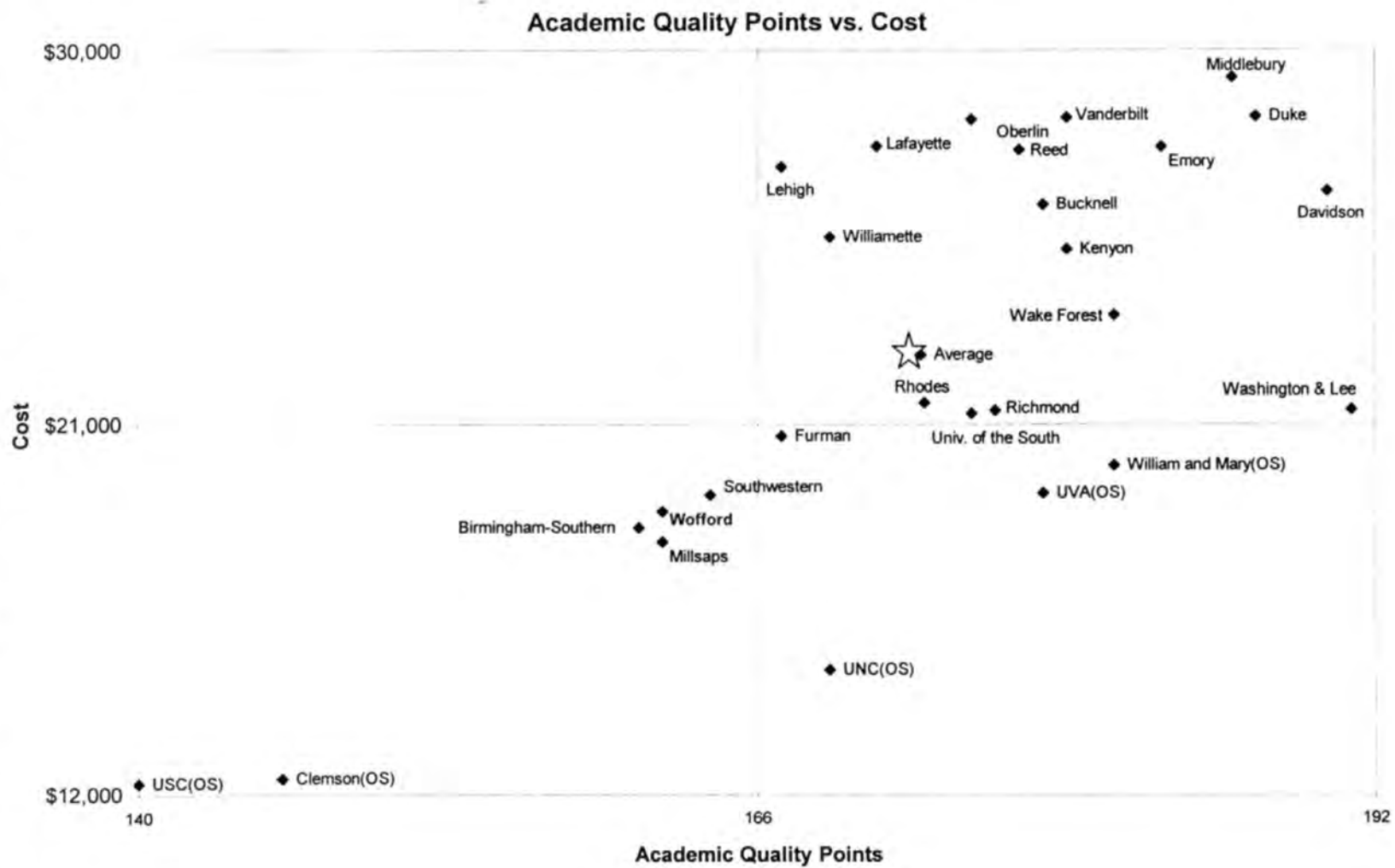
#### 2. Issues:

- Wofford's science facility is inferior and must be replaced. Its primary teaching facility, Main Building, needs major repairs.
- The quality of teaching at Wofford is clearly one of its biggest assets, and this resource gives it a distinctive advantage over both state and mid-size private schools.
- Wofford's student/faculty ratio is the highest of any non-state school in the benchmark group. If this ranking could be improved to that specified in the Masterplan while maintaining a strong teaching culture, the competitive rankings could improve.
- Wofford should decide whether it wishes to encourage more graduate education by its students based upon the anticipated importance of graduate degrees in the future.
- The importance of preparation for a meaningful career is of increasing interest with parents and students, and the College will have to assure more responsibility that its education is not only meaningful but also relevant.

## VII. Academics: Situation, Mission, Goals, and Action Plans

### A. Situation Analysis

#### 3. Academic Comparative Value Map




## VII. Academics: Situation, Mission, Goals, and Action Plans

### B. Mission (Basic Objectives of Activity Area)

Wofford College will effectively prepare students for lives of personal fulfillment and productive citizenship and leadership in service to others.

### C. Goals and Action Plans

#### 1. Three Year Goals and Action Plans

Goal	Action Plan	Year One	Year Two	Year Three	Year Four	Total Recurring	Capital/One Time
<b>Comparative Quality Criteria:</b> To increase standings in academic ratings: Improve faculty/student ratio, improve faculty compensation to remain competitive, increase percentage of graduates attending graduate or professional school, improve retention rate to 95%, improve five-year graduation rate to 85%	<ul style="list-style-type: none"> <li>Add one faculty member per year for each of three years</li> <li>Add two percent a year above inflation to faculty salaries</li> <li>Appoint advisor in each major</li> <li>Align curriculum with school expectations</li> <li>Emphasize test scores</li> </ul>	<ul style="list-style-type: none"> <li>\$63,000</li> <li>\$74,000</li> <li>\$ 2,000</li> <li>Budgeted</li> <li>Budgeted</li> </ul>	<ul style="list-style-type: none"> <li>\$66,000</li> <li>\$75,000</li> </ul>	<ul style="list-style-type: none"> <li>\$70,000</li> <li>\$77,000</li> </ul>	<ul style="list-style-type: none"> <li>\$74,000</li> <li>\$78,000</li> </ul>	<ul style="list-style-type: none"> <li>\$273,000</li> <li>\$78,000</li> <li>\$2,000</li> <li>Budgeted</li> <li>Budgeted</li> </ul>	
<b>Leadership Dimensions:</b> To incorporate Wofford's leadership emphasis in the Academic Program.	Review and renew curriculum in relationship to leadership dimensions: <ul style="list-style-type: none"> <li>Organize study and planning teams</li> <li>Compare with the best colleges</li> <li>Fund time for course and curriculum planning (3 years)</li> <li>Create out-of-class experiences in leadership education</li> <li>Create internship and research opportunities</li> </ul>	<ul style="list-style-type: none"> <li>Budgeted</li> <li>Budgeted</li> <li>\$70,000</li> <li>Budgeted</li> <li>Budgeted</li> </ul>				<ul style="list-style-type: none"> <li>Budgeted</li> <li>Budgeted</li> <li>0</li> <li>Budgeted</li> <li>Budgeted</li> </ul>	
 To enable further use of information technology in teaching and learning	<ul style="list-style-type: none"> <li>Add temporary position in library (3 years)</li> <li>Add three positions to technical services staff</li> <li>Train student staff</li> <li>Increase budget for hardware/software</li> </ul>	<ul style="list-style-type: none"> <li>\$56,000</li> <li>\$176,100</li> <li>\$60,000</li> <li>\$50,000</li> </ul>	<ul style="list-style-type: none"> <li>\$9,000</li> <li>\$50,000</li> </ul>	<ul style="list-style-type: none"> <li>\$9,000</li> <li>\$50,000</li> </ul>	<ul style="list-style-type: none"> <li>\$9,000</li> <li>\$50,000</li> </ul>	<ul style="list-style-type: none"> <li>0</li> <li>\$203,100</li> <li>\$ 60,000</li> <li>\$200,000</li> </ul>	
To develop program of assessment for academic programs.	<ul style="list-style-type: none"> <li>Create half-time position in assessment</li> </ul>	<ul style="list-style-type: none"> <li>\$29,300</li> </ul>	<ul style="list-style-type: none"> <li>\$1,500</li> </ul>	<ul style="list-style-type: none"> <li>\$1,500</li> </ul>	<ul style="list-style-type: none"> <li>\$2,200</li> </ul>	<ul style="list-style-type: none"> <li>\$34,500</li> </ul>	
To enhance the study-abroad program.	<ul style="list-style-type: none"> <li>Provide more time for director</li> <li>Include one study-travel experience in interim for every student</li> </ul>	<ul style="list-style-type: none"> <li>\$12,000</li> <li>\$750,000</li> </ul>	<ul style="list-style-type: none"> <li>\$600</li> <li>\$37,500</li> </ul>	<ul style="list-style-type: none"> <li>\$700</li> <li>\$37,500</li> </ul>	<ul style="list-style-type: none"> <li>\$700</li> <li>\$37,500</li> </ul>	<ul style="list-style-type: none"> <li>14,000</li> <li>\$868,000</li> </ul>	
	Total						

#### 2. Three to Ten Year Goals

1. To implement programs recommended from the curriculum review.
2. To add seven faculty members.
3. To create a sabbatical program.

## VIII. Student Life: Situation, Mission, Goals, and Action Plans

### A. Situation Analysis

#### 1. Academic Comparative Quality Criteria

The value map indicates that Wofford College is in a relatively positive situation among competitors when the score for Quality of Campus Life (as rated by the Princeton Review) is charted against comprehensive costs. Statistics indicate that Wofford's student body is not as diverse as others. Wofford ranks in the second quartile according to the percentage of non-white students and in the fourth quartile according to out-of-state and foreign student enrollment.

College Name	Cost	Qual of Life	Total Enroll	% male	% out state	% tran	% pub HS	% on-camp	% frat	% sor	% Afr-Amer	% Asian	% Cauc	% Hlsp	% Inter	# countries
Birmingham-Southern College	\$18,470	86	1409	43	24	18	71	80	62	70	7	3	88	1	1	7
Bucknell University	\$26,280	89	3340	50	67	4	72	84	40	38	2	4	90	2	2	40
Clemson University	\$12,391	79	12520	55	28	23	80	52	15	25	9	1	88	1	1	37
Davidson College	\$26,613	90	1613	51	76	1	60	92	65	71	4	3	88	2	2	39
Duke University	\$28,400	81	6272	54	87	3	66	88	30	42	8	12	72	4	7	43
Emory University	\$27,670	78	5736	47	80	8	70	65	33	33	10	11	76	3	2	90
Furman University	\$20,705	84	2461	45	69	1	75	58	35	35	4	1	94	1	2	16
Kenyon College	\$25,190	88	1547	47	74	4	68	99	12	2	4	4	86	3	3	24
Lafayette College	\$27,680	79	2026	54	75	1	68	98	11	67	4	3	91	2	8	50
Lehigh University	\$27,180	78	4232	62	71	7	70	75	44	39	3	5	84	2	5	52
Middlebury College	\$29,340	82	2120	50	95	2	55	97			3	4	79	6	9	75
Millsaps College	\$18,124	81	1252	48	39	4	57	71	57	52	5	3	90	1	1	5
UNC - Chapel Hill	\$15,040	87	15363	41	18	18	86	40	18	19	10	5	80	2	3	55
Oberlin College	\$27,599	72	2842	42	91	7	67	75	0	0	8	10	73	3	5	45
Reed College	\$28,380	87	1248	47	86	11	72	68			1	9	76	4	10	13
Rhodes College	\$21,502	91	1465	44	64	5	58	77	54	57	5	3	91	1	3	18
University of Richmond	\$21,325	96	2945	51	85	4	73	94	40	44	3	3	92	1	2	42
USC - Columbia	\$12,265	76	15747	46	19	29	80	40	9	9	17	2	78	1	2	116
University of the South	\$21,250	87	1266	50	82	5	52	98	68	55	3	1	93	1	3	17
Southwestern University	\$19,269	78	1183	42	13	11	87	76	36	38	3	5	79	11	2	14
Vanderbilt University	\$28,330	87	5748	52	87	2	60	80	38	50	4	5	78	3	3	47
University of Virginia	\$19,309	77	12211	48	34	17	77	48	30	30	11	10	75	2	2	91
Wake Forest University	\$23,600	89	3565	49	60		75	80	41	48	8	2	88	1	2	22
Washington & Lee University	\$21,343	91	1645	59	88	1	67	67	82	70	2	2	94	1	2	22
Williamette University	\$25,480	78	1727	43	48	16	83	75	31	23	1	6	80	3	3	23
College of William and Mary	\$19,990	85	5357	42	34	12	82	78	26	26	7	6	83	2	2	36
Wofford College	\$18,860	87	1066	54	35	2	79	92	53	55	7	2	91	1	1	4

## VIII. Student Life: Situation, Mission, Goals, and Action Plans

---

### A. Situation Analysis

#### 2. Issues:

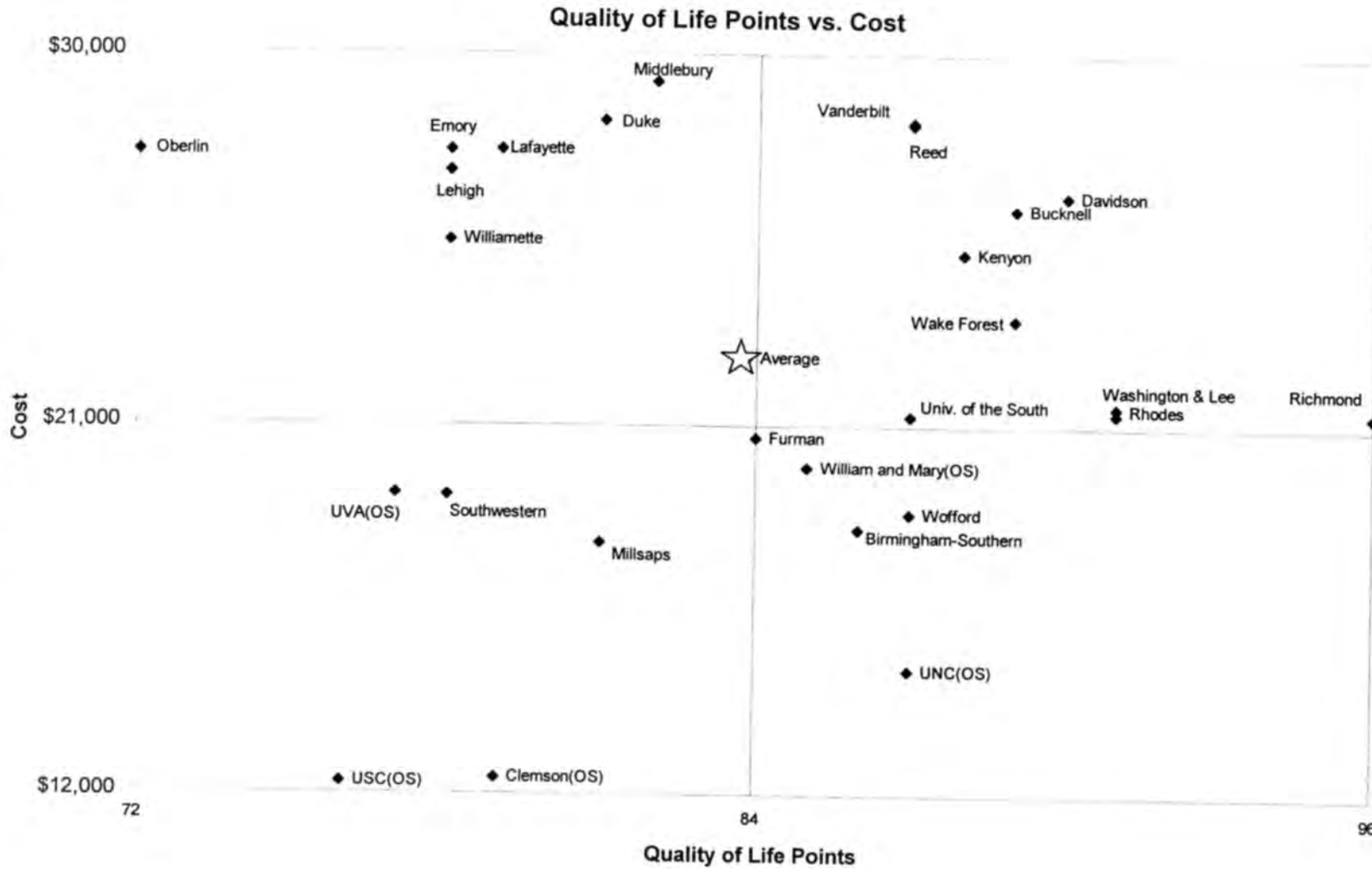
- Campus Life is Wofford's second strongest area, but this aspect of education is not measured by most ranking services.
- Wofford is penalized by most ranking services because of its high percent of in-state students and its lack of a broad minority population implies a lack of diversity and name recognition.



## VIII. Student Life: Situation, Mission, Goals, and Action Plans

### A. Situation Analysis

#### 3. Student Life Comparative Value Map






## VIII. Student Life: Situation, Mission, Goals, and Action Plans

### B. Mission (Basic Objective of Activity Area)

Wofford College will provide opportunities and guidance for students to develop a community in which they grow mentally, spiritually, socially, emotionally, intellectually, and physically as they prepare for lives of fulfillment, effective citizenship, and service to others.

### C. Goals and Action Plans

#### 1. Three Year Goals and Action Plans

Goal	Action Plan	Year One	Year Two	Year Three	Year Four	Total Recurring	Capital/ One Time
<i>Comparative Quality Criteria</i> To improve Wofford's standing in the student life criteria.	<ul style="list-style-type: none"> <li>Study freshmen retention and graduation rates</li> <li>Gather information on programs, staffing, and budgets at benchmark institutions</li> <li>Develop plans to improve student life based benchmark information</li> </ul>	Budgeted					
<i>Leadership Dimensions</i> To incorporate Wofford's leadership emphasis in the Student Life program.	<ul style="list-style-type: none"> <li>Implement the Emerge (leadership skills) program</li> <li>Update the Judicial System</li> <li>Support the Experimental Learning experiment</li> </ul>	<ul style="list-style-type: none"> <li>\$2,000</li> <li>Budgeted</li> <li>\$1,000</li> </ul>				<ul style="list-style-type: none"> <li>\$2,000</li> <li>Budgeted</li> <li>\$1,000</li> </ul>	
 To improve the quality, quantity and diversity of the student activities program	<ul style="list-style-type: none"> <li>Coordinate, increase, and oversee volunteer service activities</li> <li>Assess current status of volunteer program</li> <li>Assign two Bonner Scholars as statisticians and researchers for volunteer service</li> <li>Appoint campus Ethical Ethos Council</li> <li>Involve student-athletes in a campus voluntary service team</li> <li>Form a Community Agencies Council to assist director</li> <li>Plan faculty and staff retreat to discuss civic study and service</li> </ul>	• \$5,000	• \$5,000	• \$5,000	• \$5,000	• \$20,000	
	<ul style="list-style-type: none"> <li>Identify and eliminate the obstacles facing minority students</li> <li>Redecorate Campus Life Building lobby</li> <li>Assist students in providing quality entertainment programs</li> <li>Increase participation of non-Greek students in intramural program</li> </ul>	<ul style="list-style-type: none"> <li>\$ 5,000</li> <li>\$ 40,000</li> <li>\$100,000</li> <li>\$ 2,000</li> </ul>	<ul style="list-style-type: none"> <li>Budgeted</li> <li>Budgeted</li> <li>\$50,000</li> <li>Budgeted</li> </ul>			<ul style="list-style-type: none"> <li>\$ 5,000</li> <li>\$ 40,000</li> <li>\$150,000</li> <li>\$ 2,000</li> </ul>	
 To develop a model Greek Life program	<ul style="list-style-type: none"> <li>Complete the Greek Life Task Force planning process</li> <li>Strengthen the governance structure of the Greek letter organizations</li> <li>Assign responsibilities to a professional staff member (create &amp; fund office)</li> <li>Initiate planning for a new Greek court</li> <li>Improve the contribution of the Greek organizations to the college and to its members</li> </ul>	<ul style="list-style-type: none"> <li>\$ 1,000</li> <li>Budgeted</li> <li>\$ 5,000</li> </ul>				<ul style="list-style-type: none"> <li>\$ 1,000</li> <li>Budgeted</li> <li>\$ 5,000</li> </ul>	
	<ul style="list-style-type: none"> <li>Initiate planning for a new Greek court</li> <li>Improve the contribution of the Greek organizations to the college and to its members</li> </ul>	<ul style="list-style-type: none"> <li>Budgeted</li> <li>Budgeted</li> </ul>				<ul style="list-style-type: none"> <li>Budgeted</li> <li>Budgeted</li> </ul>	
 To improve auxiliary services.	<ul style="list-style-type: none"> <li>Benchmark the best practices of small college public safety departments</li> <li>Implement best practices in training, staffing, policies, and procedures</li> <li>Investigate and benchmark the best plans for a new residence hall</li> <li>Benchmark the best practices for food service operation</li> </ul>	<ul style="list-style-type: none"> <li>\$250</li> <li>\$25,000</li> <li>Budgeted</li> <li>Budgeted</li> </ul>				<ul style="list-style-type: none"> <li>\$250</li> <li>\$25,000</li> <li>Budgeted</li> <li>Budgeted</li> </ul>	
	Total	\$186,250	\$55,000	\$5,000	\$5,000	\$251,250	

## VIII. Student Life: Situation, Mission, Goals, and Action Plans

---

### C. Goals and Action Plans

#### 2. Three to Ten Year Goals

1. To form a faculty committee with alumni and parent representatives to design a pre-professional curriculum and intern service track
2. To further develop the Freshman Reader as an integral part of new student orientation
3. To form a college committee to explore the pros and cons of honor codes, evaluate their use at selected colleges and discuss what an effective code for Wofford would be like
4. To identify sources of funds for staffing, technology support and program costs
5. To initiate plans to implement outdoor leadership program
6. To develop comprehensive freshman year program
7. To adapt residence life program to reflect changing characteristics of student body (out-of-state, athletes, minorities)

## IX. Athletics: Situation, Mission, Goals, and Action Plans

### A. Situation Analysis

#### 1. Quality Criteria (Schools subjectively rated on a scale of 1-10)

Among the selected group of 14 peer Division I institutions, Wofford is tied for third in graduation rate for athletes, ranks twelfth in entering SAT score and in the number of scholarship equivalencies, and is tied for last in the number of sports sponsored. The athletic department expenditures ranked last among Southern Conference schools, and coaching salaries trail the conference average significantly. Wofford facilities are superior in many areas, the athletic GPA mirrors that of the general student body, and the college scored a 3.67 on the GPA Quality Chart (third best in the peer group).

GPA Quality Chart							
College	Grad Rate %		SAT		Predicted Graduation Rate Difference* +/-		GPA
Bucknell	92	A	1245	A	+14	A	4.00
Clemson	41	F	1130	B	-19	F	1.00
Davidson	79	C	1311	A	-4	D	2.33
Duke	93	A	1380	A	0	C	3.33
Furman	73	C	1220	A	-1	D	2.33
Lafayette	86	B	1193	B	+6	B	3.00
Lehigh	90	A	1224	A	+14	A	4.00
UNC	63	D	1220	A	-8	D	2.00
Richmond	83	B	1270	A	NA	NA	I
USC	73	C	1067	C	+21	A	2.67
UVA	83	B	1296	A	+3	B	3.33
Vanderbilt	79	C	1289	A	0	C	2.67
Wake Forest	71	B	1205	A	-16	F	2.33
Wofford	90	A	1157	B	+23	A	3.67

\* Using US News and World Report Formula

#### 2. Issues:

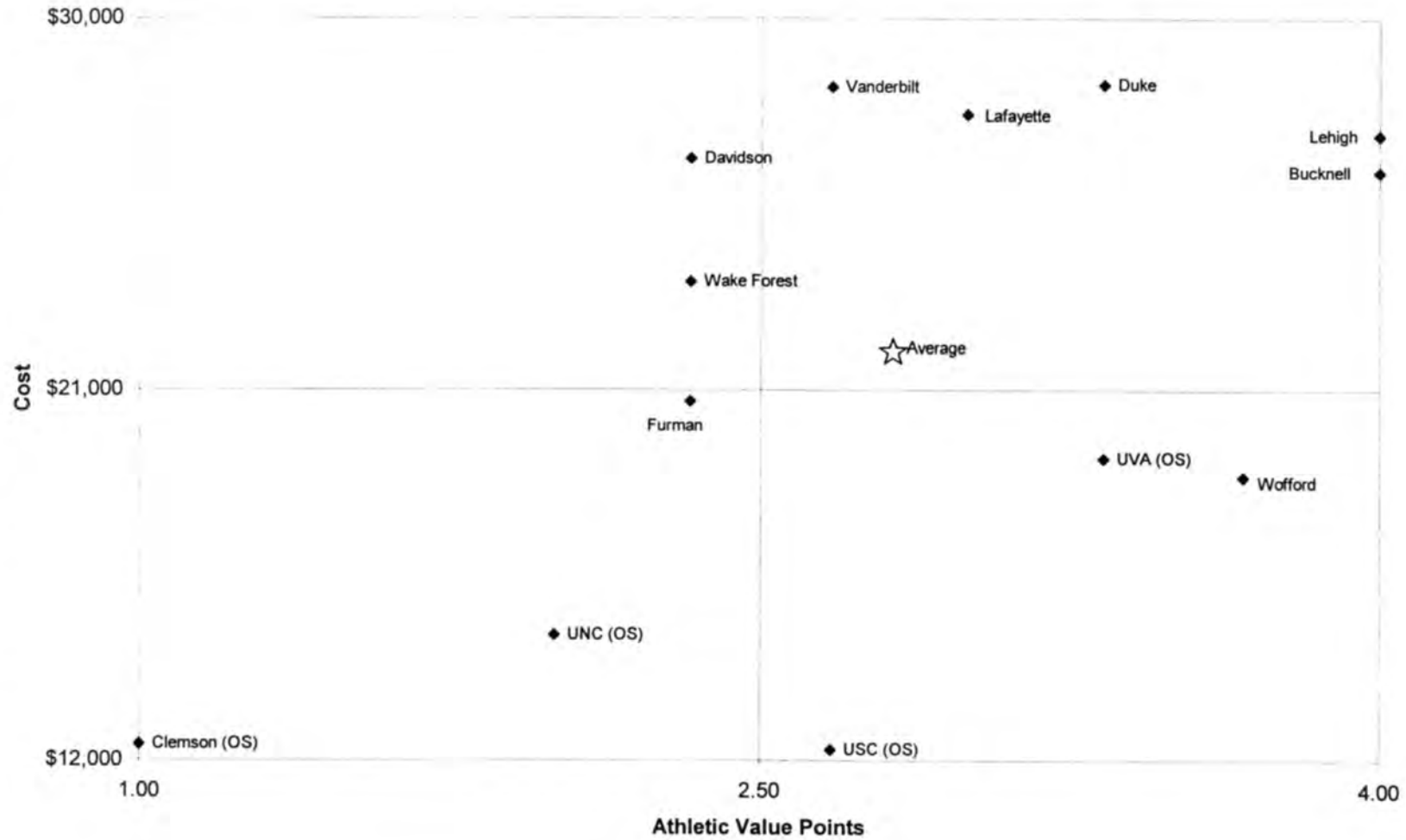
- Wofford must add additional scholarship dollars to be competitive at the Division I level.
- Athletic Department staffing needs and salaries must improve in order to be "in the league" with its new peer group.

## IX. Athletics: Situation, Mission, Goals, and Action Plans

### A. Situation Analysis

#### 3. Athletics and Marketing Comparative Value Map

Athletic Value Points vs. Cost




## IX. Athletics: Situation, Mission, Goals, and Action Plans

### B. Mission

Wofford College will provide high quality educational experiences for its students through successful competition in intercollegiate athletics in the Southern Conference and intramural activities on campus, while simultaneously maintaining and enhancing the academic profile and achievements of its student-athletes, and contributing significantly to the successful marketing of the college.

### C. Goals and Action Plans

#### 1. Three year goals and action plans

Goal	Action Plans	Year One	Year two	Year Three	Year Four	Total Recurring	Capital/ One Time
<i>Comparative Quality Criteria</i> (Athletic graduation rates, Entering profile/SAT, Value added graduation rate, GPA relative to student body, Scholarship equivalencies Quality of facilities)	<ul style="list-style-type: none"> <li>Annually assess quantitative criteria <i>A-C</i> and update "GPA Quality Chart"</li> <li>Measure and report regarding <i>D</i> and <i>E</i> annually</li> <li>Develop a plan by December 1997 to visit all 14 schools and assess quality of facilities</li> </ul>						
<i>Leadership Dimension</i> To incorporate Wofford's leadership emphasis into the Athletic and Intramural Programs.	<ul style="list-style-type: none"> <li>Annually improve entering profile</li> <li>Involve student athletes in non-athletic leadership roles</li> <li>Emphasize leadership throughout programs</li> </ul>						
 To improve scholarship equivalencies by 3 per year for 3 years.	<ul style="list-style-type: none"> <li>Increase Terrier Club giving (current 97 goal = \$725,000) to:               <ul style="list-style-type: none"> <li>\$770,000 for 98 (36 equivalent)</li> <li>\$825,000 for 99 (37 equivalent)</li> <li>\$880,000 for 00 (38 equivalent)</li> </ul> </li> <li>Increase Endowment equiv. by one equiv. per year</li> <li>Increase General Fund funding by one equiv. per year</li> </ul>	<ul style="list-style-type: none"> <li>T Club</li> <li>T Club</li> <li>T Club</li> <li>T Club</li> <li>T Club</li> <li>T Club</li> <li>\$20,500</li> </ul>	<ul style="list-style-type: none"> <li>T Club</li> <li>T Club</li> <li>T Club</li> <li>T Club</li> <li>T Club</li> <li>T Club</li> <li>\$21,500</li> </ul>	<ul style="list-style-type: none"> <li>T Club</li> <li>T Club</li> <li>T Club</li> <li>T Club</li> <li>T Club</li> <li>T Club</li> <li>\$24,000</li> </ul>		<ul style="list-style-type: none"> <li>T Club</li> <li>T Club</li> <li>T Club</li> <li>T Club</li> <li>T Club</li> <li>T Club</li> <li>\$66,000</li> </ul>	
To develop an approved plan to assure Title IX compliance.	<ul style="list-style-type: none"> <li>Conduct NCAA institutional self-study (97-98)</li> <li>Receive NCAA visiting Peer Review Team (99)</li> <li>Submit plan for approval to OCR (99-00).</li> </ul>						
To develop a high quality fitness and intramural program.	<ul style="list-style-type: none"> <li>Develop plans with campus life for new program (97-98)</li> <li>Incorporate food service nutrition plan into program (97-98)</li> <li>Implement new fitness/intramural program (98-99), use intern concept</li> <li>Evaluate and adjust (Summer 99)</li> </ul>	<ul style="list-style-type: none"> <li>\$18,000</li> </ul>			→	<ul style="list-style-type: none"> <li>\$18,000</li> </ul>	
	Total	\$38,500	\$21,500	\$24,000		\$84,000	

#### 2. Three to ten year goals:

- To play a major role in marketing the institution by developing a more effective marketing plan and competing successfully in the Southern Conference.
- To produce more revenue through effective marketing and scheduling. Work to schedule one I-A football game/year and continue basketball scheduling approach.
- To improve understanding of the College's mission among athletic staff & ensure integration of the program into campus community.

## X. Facilities: Situation, Mission, Goals, and Action Plans

### A. Situation Analysis (Schools subjectively ranked on scale of 1-10)

In general, the buildings and grounds of Wofford are more than adequate to serve the needs of the institution. The college's campus is well established and, in parts, historically significant. Several new facilities have been built, and the maintenance of the grounds and buildings has improved significantly during the past decade. Wofford's competition, though, has also changed. In the immediate area, Furman, Davidson and Wake Forest have all improved their campuses with the addition of new facilities and increased attention to the grounds. Furman and Wake Forest have the luxury of a relatively new campus with plenty of space for a very well planned environment. They do not, and cannot, however, have an *historical* campus. As a result, Wofford must continue its momentum for functional buildings with charm and class, combine them with a beautiful, well-maintained campus, and find new and innovative ways to bring the history to the campus.

#### I. Quality Criteria

College Name	Cost	Cost (IS)	Acad Facilities	Dorms	Athletic Facilities	Rec Facilities	Grounds	Attractiveness	Total Facility Score
Birmingham-Southern College	\$18,470		5	4	5	5	7	7	33
Bucknell University	\$26,280		8	6	7	7	7	8	43
Clemson University	\$12,391	\$7,083	5	5	10	9	7	7	43
Davidson College	\$26,613		8	6	8	8	8	9	47
Duke University	\$28,400								
Emory University	\$27,670		8	5	7	9	5	6	40
Furman University	\$20,705		7	5	8	7	9	8	44
Kenyon College	\$25,190								
Lafayette College	\$27,680								
Lehigh College	\$27,180								
Middlebury College	\$29,340								
Millsaps College	\$18,124		6	4	5	5	6	6	32
UNC - Chapel Hill	\$15,040	\$6,500	6	5	10	9	8	8	46
Oberlin College	\$27,599								
Reed College	\$28,380								
Rhodes College	\$21,502		8	5	6	7	7	8	41
University of Richmond	\$21,325		9	6	8	8	10	10	51
USC - Columbia	\$12,265	\$7,070	5	7	10	9	5	5	41
University of the South	\$21,250		6	4	6	7	8	8	39
Southwestern University	\$19,269		8	7	6	7	8	7	43
Vanderbilt University	\$28,330		7	6	10	10	9	8	50
University of Virginia	\$19,309	\$9,065	6	5	10	9	8	8	46
Wake Forest University	\$23,600		8	5	8	9	9	8	47
Washington & Lee University	\$21,343		7	4	6	6	7	8	38
Williamette University	\$25,480								
College of William and Mary	\$19,990	\$9,618	9	8	7	7	8	9	48
Wofford College	\$18,860		5	4	8	6	6	7	36



**X. Facilities: Situation, Mission, Goals, and Action Plans**

---

**A. Situation Analysis (Schools subjectively ranked on scale of 1-10)**

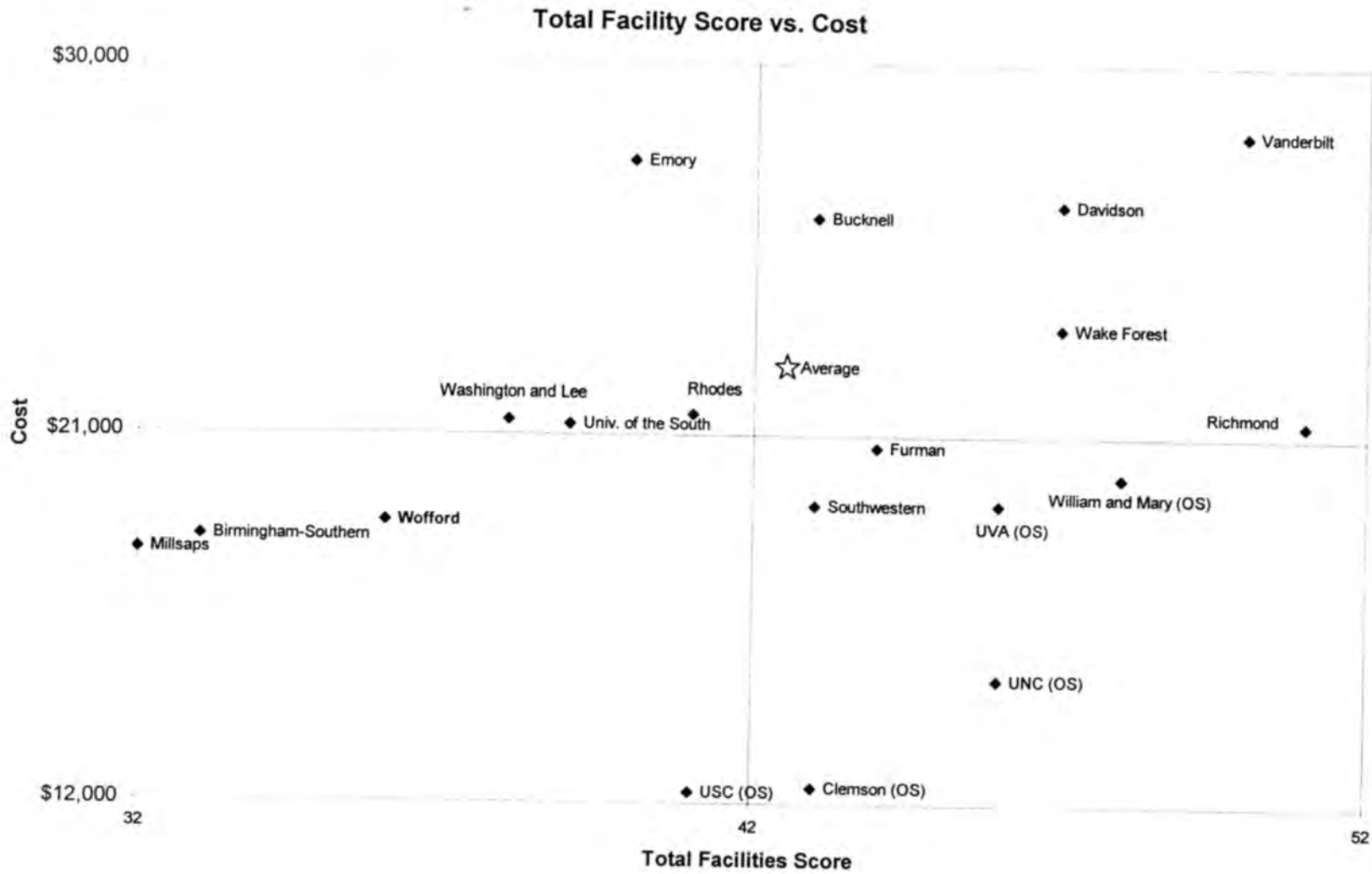
**2. Issues:**

1. Wofford has a critical need to construct a new science facility, repair Main building, and install a campus network in order to just maintain, not improve, the caliber of its academic programs.
2. Large deferred maintenance liabilities and new construction requirements.

**X. Facilities: Situation, Mission, Goals, and Action Plans**

**A. Situation Analysis**

**3. Facilities Comparative Value Map**





## X. Facilities: Situation, Mission, Goals, and Action Plans

### B. Mission (Basic Objective of Activity Area)

To provide and maintain exceptional physical facilities that are cost efficient and include technologically advanced equipment.

### C. Goals and Action Plans

#### 1. Three Year Goals and Action Plans

Goals	Action Plans	Year One	Year Two	Year Three	Year Four	Total Recurring	Capital/ One Time
<i>Comparative Quality Criteria:</i> To improve Wofford's ranking (17 among 19 benchmark schools) to the top half by 2000.	<ul style="list-style-type: none"> <li>Revisit all 18 of the facilities benchmark schools (6 per year for 3 years)</li> <li>Identify and visit other selected campuses for best practices</li> <li>Incorporate best practices into facilities planning/management</li> </ul>	\$5,000				\$5,000	
<i>Leadership Dimensions:</i> To incorporate Wofford's leadership emphasis into the Facilities Planning and Maintenance of the College.	To make the buildings and grounds part of the educational experience by implementing study teams for special projects and involving students in on-campus work. <ul style="list-style-type: none"> <li>Receive the final report from the Energy Challenge by October 1997, and use as a model for new projects.</li> <li>Benchmark Macalester and Berea Colleges for student work information.</li> </ul>	\$10,000				\$10,000	
 To renovate the needed existing facilities on a planned schedule.	<ul style="list-style-type: none"> <li>Complete renovation of Main Building by Fall 1999.</li> <li>Prioritize other renovation needs at the October 1997 retreat.</li> </ul>						• \$ 6 million
 To plan and construct the needed new facilities.	<ul style="list-style-type: none"> <li>Begin construction/renovation/equipment upgrade of science facilities by Summer 1998.</li> <li>Complete the new campus technology network by Fall 1998.</li> <li>Replace Wightman Hall with new dormitory by Fall 1998</li> <li>Acquire, at a reasonable price, property adjacent to the college on a continuing basis.</li> <li>Investigate and benchmark the best dorm arrangement/plan for Wofford by December 1997.</li> <li>Prioritize the other new facility needs at the October 1997 retreat.</li> </ul>						<ul style="list-style-type: none"> <li>\$16 million</li> <li>\$2.2 million</li> <li>\$ 4 million</li> </ul>
To have no deferred maintenance by 2003 and to maintain and beautify the grounds/facilities to a superior level.	<ul style="list-style-type: none"> <li>Quantify, monitor, and fund facility renewal.</li> <li>Conduct an audit and inspection of all present facilities by January 1998.</li> <li>Integrate the facility renewal plan into the budgeting process by February 1998.</li> <li>Develop information and reporting systems to convert the list of needs into meaningful management information by June 1998.</li> <li>Complete 20% of the five-year renovation plan every year.</li> </ul>	• \$900,000				• \$900,000	
Total		\$91,500				\$91,500	\$25 million

X. **Facilities: Situation, Mission, Goals, and Action Plans**

**C. Goals and Action Plans (continued)**

2. Three to Ten Year Goals

1. To fund and implement the renovation needs prioritized at the October 1997 retreat: <ul style="list-style-type: none"><li>• Marsh Hall (single rooms?)</li><li>• Wightman Hall (tear down?)</li><li>• Law Field (baseball)</li><li>• President's Home</li><li>• Infirmary</li><li>• Burwell (Fine Arts Center?)</li><li>• Snyder House</li><li>• Dupre Administration</li></ul>
2. To fund and implement the new facility needs prioritized at the October 1997 retreat: <ul style="list-style-type: none"><li>• Auxiliary Gymnasium</li><li>• Greek Houses</li><li>• Dining Hall</li></ul>
3. To have no deferred maintenance, beautiful and well maintained facilities, and equipment replaced/upgraded: <ul style="list-style-type: none"><li>• Campus Masterplan</li><li>• Promote Historic Character of Campus</li><li>• Additional Parking</li><li>• Irrigation System</li><li>• New Sidewalk Plan</li><li>• Formal Fertilization Program</li><li>• Repave Parking Lots</li><li>• Updated Technology/Grounds/Maintenance Equipment</li><li>• Maintenance Staffing Study</li><li>• Signage Study</li><li>• Improve Access for Disabled Individuals</li><li>• Library Study for Future Space Needs (archives moved?)</li><li>• Add Parking Lot(s)</li><li>• Study Feasibility of Interconnected Campus Boiler/Refrigerator Systems</li><li>• Carpet Replacement Schedule</li></ul>
4. To have a well established student work program and project study teams.

## XI. Development: Goals, Mission, and Action Plans

### A. Situation Analysis:

Though Wofford has made tremendous strides in the attraction of financial support to the college's programs in recent years, including increasing the endowment by almost nine times since the mid 1980's, it still has greater difficulty in securing major financial support from alumni than would be the case at many of the stronger benchmark institutions. As Wofford has gotten stronger in recent years, its level of ambition and expectations is outstripping the ability of its key constituency to keep up.

The major donor prospects (for six and seven-figure gifts) who have been identified in the *Great Expectations* campaign tend *not* to be alumni, and despite greater alumni volunteer involvement than ever before in this campaign, the college has trouble translating that enthusiasm and involvement into significant dollars. Overall, there is concern that alumni do not completely understand or feel involved enough in Wofford's dreams and aspirations to become heavy investors.

#### 1. Quality Criteria

College Name	Cost	Gift Support	\$ Current Op	% Alum	\$ Alumni	Alumni Solicited	\$ Alum per Alum Solic	E&G Expenditure	\$ Endow Value	\$ Endow per	
Birmingham-Southern College	\$18,470	\$7,578,000	\$3,404,000	36.4	\$2,850,000	11289	\$	252	\$25,406,000	\$94,572,000	\$60,545
Bucknell University	\$26,280	\$13,635,000		32.8							
Clemson University	\$12,391	\$27,598,000	\$13,203,000	14.7	\$5,814,000	74857	\$	78	\$272,342,000	\$140,912,000	\$8,635
Davidson College	\$26,613	\$15,378,000	\$4,677,000	53.1	\$7,902,000	13866	\$	570	\$46,033,000	\$172,804,000	\$106,801
Duke University	\$28,400	\$181,258,000	\$134,927,000	39.2	\$33,240,000	90840	\$	366	\$677,600,000	\$1,008,900,000	\$88,314
Emory University	\$27,670										
Furman University	\$20,705	\$14,970,000	\$4,822,000	40.5	\$5,447,000	20912	\$	260	\$50,874,000	\$156,358,000	\$58,495
Kenyon College	\$25,190	\$4,009,000		43.4							
Lafayette College	\$27,680	\$11,357,000	\$3,378,000	42.7	\$6,571,000	17989	\$	365	\$55,671,000	\$358,773,000	\$163,823
Lehigh College	\$27,180	\$36,580,000		45.2							
Middlebury College	\$29,340	\$11,162,000		48.3							
Millsaps College	\$18,124	\$3,888,000	\$937,000	32.0	\$1,022,000	10719	\$	95	\$24,573,000	\$67,819,000	\$47,426
UNC - Chapel Hill	\$15,040	\$94,632,000	\$55,990,000	27.5	\$31,215,000	159000	\$	196	\$742,220,000	\$596,841,000	\$24,422
Oberlin College	\$27,599	\$10,879,000	\$4,615,000	42.1	\$8,024,000	28657	\$	280	\$82,917,000	\$326,266,000	\$112,817
Reed College	\$28,380	\$7,369,000		42.5							
Rhodes College	\$21,502	\$14,916,000	\$3,173,000	50.3	\$8,595,000	11134	\$	772	\$33,038,000	\$161,872,000	\$112,333
University of Richmond	\$21,325	\$58,685,000		35.1							
USC - Columbia	\$12,265	\$27,532,000	\$21,238,000	22.9	\$4,979,000	155501	\$	32	\$399,552,000	\$102,209,000	\$2,692
University of the South	\$21,250	\$10,140,000	\$4,175,000	41.8	\$3,565,000	11208	\$	318	\$39,424,000	\$175,276,000	\$132,584
Southwestern University	\$19,269	\$16,530,000	\$5,097,000	33.1	\$2,950,000	9412	\$	313	\$25,780,000	\$214,287,000	\$169,934
Vanderbilt University	\$28,330	\$62,213,000	\$45,351,000	27.4	\$14,149,000	84508	\$	167	\$522,304,000	\$1,112,000,000	\$110,383
University of Virginia	\$19,309	\$104,359,000		26.1							
Wake Forest University	\$23,600	\$39,661,000	\$22,810,000	44.5	\$9,764,000	33004	\$	296	\$387,295,000	\$474,904,000	\$78,666
Washington & Lee University	\$21,343	\$30,329,000	\$8,688,000	47.0	\$23,408,000	18593	\$	1,259	\$54,952,000	\$532,803,000	\$267,069
Williamette University	\$25,480	\$13,432,000	\$2,083,000	38.2	\$2,122,000	15792	\$	134	\$44,449,000	\$141,538,000	\$56,055
College of William and Mary	\$19,990	\$24,108,000	\$6,532,000	28.9	\$7,879,000	55674	\$	142	\$94,385,000	\$245,822,000	\$31,834
Wofford College	\$18,860	\$9,206,000	\$2,362,000	39.0	\$3,017,000	10418	\$	290	\$16,140,000	\$59,845,000	\$53,769

## **XI. Development: Goals, Mission, and Action Plans**

---

### **A. Situation Analysis:**

#### **2. Issues:**

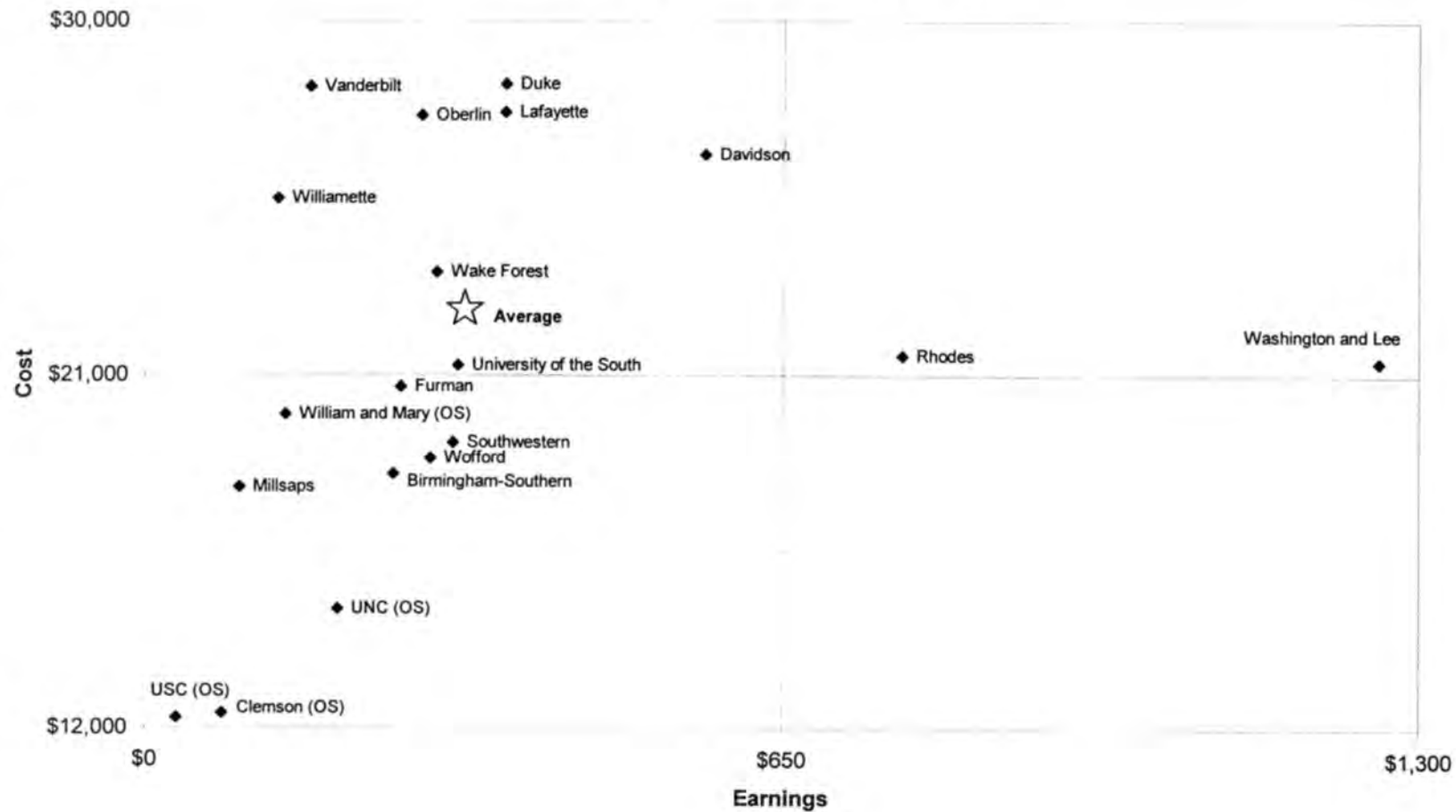
- While Wofford has dramatically increased its endowment in the past ten years, it is substantially lower than better ranked benchmark schools and constrains resources available for quality improvements.

# XI. Development: Goals, Mission, and Action Plans

## A. Situation Analysis:

### 3. Development Comparative Value Map

Alum Giving per Alum Solicited vs. Cost






## XI. Development: Goals, Mission, and Action Plans

### B. Mission (Basic Objective of Activity Area)

To attract and retain financial support for the programs, projects, and facilities of Wofford College, according to priorities established by the Board of Trustees.

### C. Goals and Action Plans

#### 1. Three Year Goals and Action Plans

Goal	Action Plans	Year One	Year Two	Year Three	Year Four	Total Recurring	Capital/ One Time
<i>Comparative Quality Criteria</i>	Add \$10 million in endowed gifts <ul style="list-style-type: none"> <li>Continue using Daniel Challenge funds for new scholarships</li> <li>Intensify planned giving mailing info about giving stocks, real estate, and other appreciated assets</li> <li>Complete revised publication about endowed funds (<i>Windows</i>)</li> <li>Revise and update Lifetime Leadership gift societies</li> </ul>	<ul style="list-style-type: none"> <li>C-Budget</li> <li>C-Budget</li> <li>\$25,000</li> <li>C-Budget</li> </ul>				<ul style="list-style-type: none"> <li>C-Budget</li> <li>C-Budget</li> <li>\$25,000</li> <li>C-Budget</li> </ul>	
<i>Leadership Dimensions</i> To incorporate Wofford's leadership emphasis into the Development Program.	Create program systematically to raise consciousness about college needs among alumni and other major constituencies. <ul style="list-style-type: none"> <li>Students – six 1's (awareness = good alumni)</li> <li>Secure additional field officers for development</li> <li>Use alumni meetings, NAC conference, etc. for programming</li> </ul>	\$50,000				\$50,000	
 To complete the remaining building projects in the <i>Great Expectations: Campaign for Wofford</i> (Main Building and New Science Building)	<ul style="list-style-type: none"> <li>Main Building Campaign</li> <li>Develop compelling case for each alumnus to have reason to participate</li> <li>Secure challenger(s) of \$1 million (e.g. 10 donors of \$100K)</li> <li>Secure 5-10 additional donors at the \$50-\$100K level</li> <li>Send general mailing to each alumnus to "mop up"</li> <li>Science Building Campaign</li> <li>Finalize plan for site location, building design, campaign size</li> <li>Secure donor partnership(s) to begin fundraising</li> <li>Develop size of gift chart</li> <li>Establish solicitation committee for major gifts</li> <li>Send general mailing to science alumni to "mop up"</li> </ul>	<i>Campaign Budget</i>	<i>Campaign Budget</i>	<i>Campaign Budget</i>	<i>Campaign Budget</i>		
To complete the remaining technology projects in the <i>Great Expectations: Campaign for Wofford</i> .	Technology network campaign <ul style="list-style-type: none"> <li>Determine remaining amount needed for completion</li> <li>Continue solicitation with identified prospects</li> <li>Determine other revenue sources to complete project</li> </ul>	<i>Campaign Budget</i>	<i>Campaign Budget</i>	<i>Campaign Budget</i>	<i>Campaign Budget</i>		
Plan and initiate major projects for next campaign: (Residence Hall improvements, Campus grounds and other building renovations, Add at least \$10 million in new endowed gifts by 2001)	Complete campaign for dormitory and grounds improvements <ul style="list-style-type: none"> <li>Finalize plans for improvements</li> <li>Develop list of prospects</li> <li>Establish committee for major gift solicitations</li> <li>Mop up somehow</li> </ul>	<i>Campaign Budget</i>	<i>Campaign Budget</i>	<i>Campaign Budget</i>	<i>Campaign Budget</i>		
	<b>Total</b>	\$75,000				\$75,000	

XI. Development: Goals, Mission, and Action Plans

---

**C. Mission (Basic Objective of Activity Area)**

2. Three to ten year goals:

- |  |
|--|
| <ol style="list-style-type: none"><li>1. To raise \$50-\$100 million for projects emerging from the October '97 retreat</li><li>2. To add 2-3 major gifts officers</li><li>3. To add a grants-writing component to the Development Program</li></ol> |
|--|

## XII. Finance: Situation, Mission, Goals, and Action Plans

### A. Situation Analysis

Wofford College ranks very high relative to the benchmarks in the percentage of students attending receiving financial aid. The college's "discount" (institutionally funded scholarships and grants) was 24.9% in 1995-96 and 25.4% in 1994-95. This discount is budgeted to be 24.9% in both 1996-97 and 1997-98. The college derived 83.9% of its current fund revenue from tuition in 1995-96 and 82.9% in 1994-95. Wofford's endowment is low relative to the benchmark schools both in absolute terms and on a per student basis.

#### 1. Cost/Price Criteria (Schools subjectively rated on a scale of 1-10)

College Name	Cost	Total Enroll	\$ Current Op	\$ Cur Op per Student	E&G Expenditure	\$ Endow Value	\$ Endow per Student	5% Endow	CO per Student + 5% Endow per Student
Birmingham-Southern College	\$18,470	1409	\$3,404,000	\$2,416	\$25,406,000	\$94,572,000	\$60,545	\$3,027.25	\$5,443.15
Bucknell University	\$26,280	3340							
Clemson University	\$12,391	12520	\$13,203,000	\$1,055	\$272,342,000	\$140,912,000	\$8,635	\$431.75	\$1,486.30
Davidson College	\$28,613	1613	\$4,677,000	\$2,900	\$46,033,000	\$172,804,000	\$106,801	\$5,340.05	\$8,239.62
Duke University	\$28,400	6272	\$134,927,000	\$21,513	\$677,600,000	\$1,008,900,000	\$88,314	\$4,415.70	\$25,928.30
Emory University	\$27,670	5736							
Furman University	\$20,705	2461	\$4,822,000	\$1,959	\$50,874,000	\$156,358,000	\$58,495	\$2,924.75	\$4,884.12
Kenyon College	\$25,190	1547							
Lafayette College	\$27,680	2026	\$3,378,000	\$1,667	\$55,671,000	\$358,773,000	\$163,823	\$8,191.15	\$9,858.47
Lehigh College	\$27,180	4232							
Middlebury College	\$29,340	2120							
Millsaps College	\$18,124	1252	\$937,000	\$748	\$24,573,000	\$67,819,000	\$47,426	\$2,371.30	\$3,119.70
UNC – Chapel Hill	\$15,040	15363	\$55,990,000	\$3,644	\$742,220,000	\$596,841,000	\$24,422	\$1,221.10	\$4,865.57
Oberlin College	\$27,599	2842	\$4,615,000	\$1,624	\$82,917,000	\$326,266,000	\$112,817	\$5,640.85	\$7,264.71
Reed College	\$28,380	1248							
Rhodes College	\$21,502	1465	\$3,173,000	\$2,166	\$33,038,000	\$161,872,000	\$112,333	\$5,616.65	\$7,782.52
University of Richmond	\$21,325	2945							
USC – Columbia	\$12,265	15747	\$21,238,000	\$1,349	\$399,552,000	\$102,209,000	\$2,692	\$134.60	\$1,483.30
University of the South	\$21,250	1266	\$4,175,000	\$3,298	\$39,424,000	\$175,276,000	\$132,584	\$6,629.20	\$9,926.99
Southwestern University	\$19,269	1183	\$5,097,000	\$4,309	\$25,780,000	\$214,287,000	\$169,934	\$8,496.70	\$12,805.24
Vanderbilt University	\$28,330	5748	\$45,351,000	\$7,890	\$522,304,000	\$1,112,000,000	\$110,383	\$5,519.15	\$13,409.02
University of Virginia	\$19,309	12211							
Wake Forest University	\$23,600	3565	\$22,810,000	\$6,398	\$387,295,000	\$474,904,000	\$78,666	\$3,933.30	\$10,331.62
Washington & Lee University	\$21,343	1645	\$8,688,000	\$5,281	\$54,952,000	\$532,803,000	\$267,069	\$13,353.45	\$18,634.91
Williamette University	\$25,480	1727	\$2,083,000	\$1,206	\$44,449,000	\$141,538,000	\$56,055	\$2,802.75	\$4,008.89
College of William and Mary	\$19,990	5357	\$6,532,000	\$1,219	\$94,385,000	\$245,822,000	\$31,834	\$1,591.70	\$2,811.04
Wofford College	\$18,860	1066	\$2,362,000	\$2,216	\$16,140,000	\$59,845,000	\$53,769	\$2,688.45	\$4,904.21

## **XII. Finance: Situation, Mission, Goals, and Action Plans**

---

### **A. Situation Analysis**

#### **2. Issues**

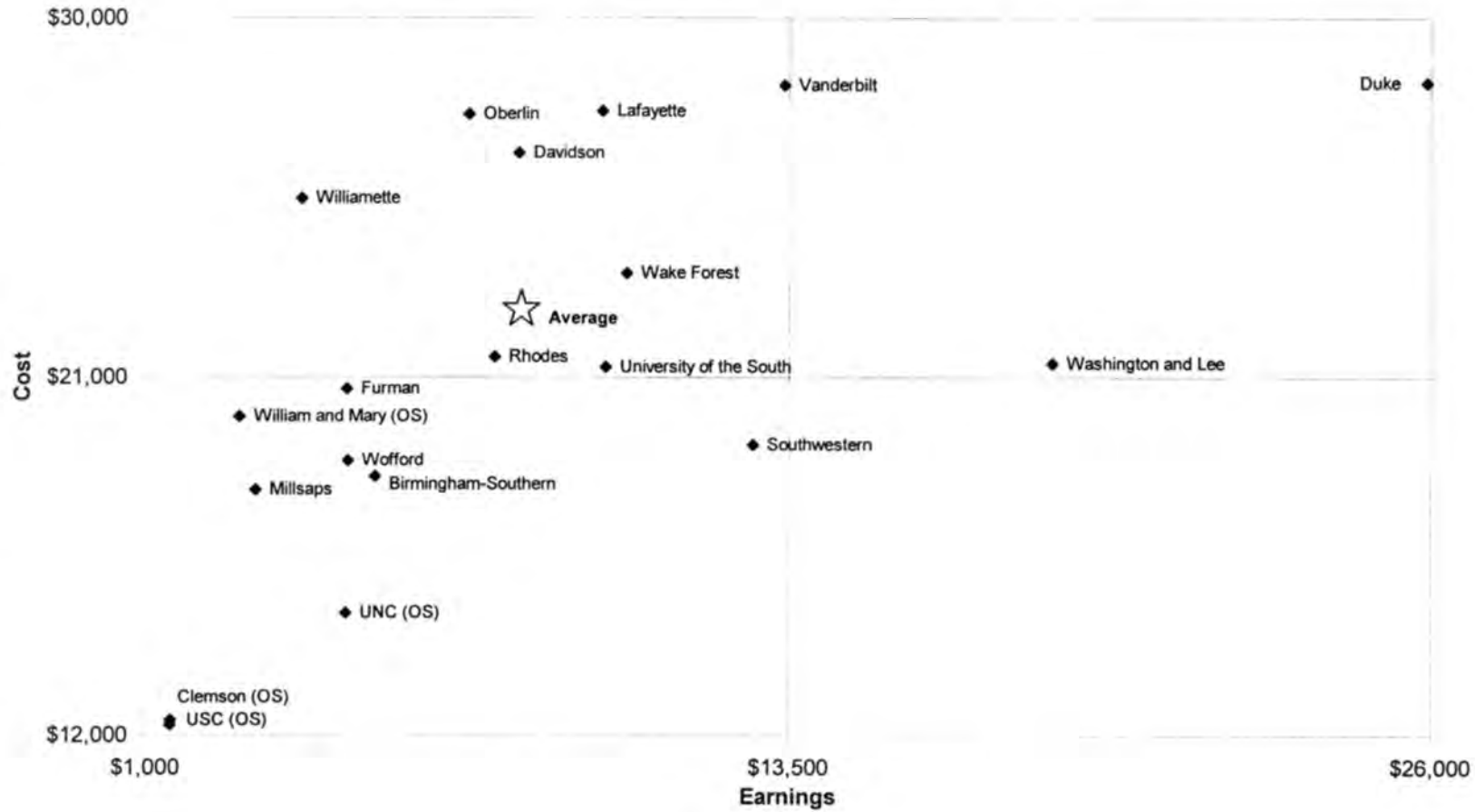
- Wofford's fees were at the national average for four year colleges in 1993, but they are now almost 10% below the national average which limits funds for quality improvements.
- Wofford's comparative low cost, high financial aid, and relatively low endowment constrain resources necessary to improve quality.
- There is a high correlation between high selectivity and high gross and net cost, and as institutional quality improves, pricing flexibility will likewise.
- With one exception, Wofford has the largest percent of students receiving aid, which imposes a large financial burden on the school and lessens funds for merit aid. This percentage is caused by the high percent of students from SC which has relatively low average household income as well as by the less affluent student Wofford appears to attract.
- Wofford has a significant gross and net cost advantage against better ranked schools and this factor could be exploited as Wofford's actual and perceived academic rankings are improved.

## XII. Finance: Situation, Mission, Goals, and Action Plans

### A. Situation Analysis

#### 3. Finance Comparative Value Map

Per Student Current Op + Endowment Earnings vs. Cost



## XII. Finance: Situation, Mission, Goals, and Action Plans

### B. Mission

Wofford College will develop and efficiently manage the financial resources required to achieve the stated mission of the college.

### C. Goals and Action Plans

#### 1. Three year goals and action plans

Goal	Action Plans	Year One	Year Two	Year Three	Year Four	Total Recurring	Capital/ One Time
<i>Comparative Quality Criteria</i> To continuously improve the College's financial strength relative to its peer institutions.	<ul style="list-style-type: none"> <li>Make use of financial analysis to measure charge and monitor trends relative to Wofford and to peer institutions</li> <li>Benchmark peer institutions (business practices, financial management structure) and incorporate best practices</li> </ul>	<ul style="list-style-type: none"> <li>Budgeted</li> <li>\$5,000</li> </ul>				<ul style="list-style-type: none"> <li>\$5,000</li> </ul>	
<i>Leadership Dimension</i> To incorporate Wofford's leadership emphasis into the financial management area of the college.	<ul style="list-style-type: none"> <li>Make use of student/faculty teams to study business challenges (Milliken's summer program)</li> </ul>	• \$10,000	• \$11,000	• \$12,000	• \$13,000	• \$13,000	
To provide resources currently sufficient to support the College's mission.	<ul style="list-style-type: none"> <li>Operate the current fund "in the black" (revenues greater than expenses).</li> <li>Demonstrate a positive return on net assets, both unrestricted and restricted.</li> <li>Develop a 3-year financial plan for the college which incorporates short-term Board-mandated goals.</li> </ul>	Budgeted					
Ensure future availability of resources to support the College's mission.	<ul style="list-style-type: none"> <li>Develop and implement a Board-determined tuition policy for the next 5-10 years.</li> <li>Strengthen non-tuition revenues, including endowment and other sources.</li> <li>Develop a 10-year financial plan, which incorporates Board-approved goals throughout for all areas of the College.</li> <li>Adapt the budgeting process to help achieve Board-determined goals.</li> <li>Determine the most appropriate critical mass (student body size) to enable Wofford to achieve its stated goals.</li> </ul>	Budgeted					
Apply resources efficiently and effectively to support the College's mission.	<ul style="list-style-type: none"> <li>Monitor financial results of current operations to ensure that the budgeting process supports achievement of Board-mandated goals for areas other than the Business Office.</li> </ul>	Budgeted					
Total		\$15,000	\$16,000	\$17,000	\$18,000	\$18,000	

#### 2. Three to ten year goals:

1. Develop an endowment per student that is at least the average of the benchmark colleges.
2. Seek additional revenue sources from campus operations.

### XIII. Planning and Marketing: Situation, Mission, Goals, and Action Plans

#### A. Situation Analysis

Wofford has moved steadily upward in national reputation and visibility, moving from a single guidebook recognition in 1984 to regional small college status and then into the national rankings in numerous selective college rankings and polls. For most recent years, the college has achieved status in the Second Tier of the annual US News & World Report rankings of the 160 colleges in Carnegie's Liberal Arts I category. In 1997, the Second Tier institutions are those ranked between numbers 43 and 92, and along with Wofford can be found (in the southeast) Agnes Scott, Austin, Birmingham-Southern, Furman, Hendrix, Millsaps, Randolph-Macon Women's, Rhodes, Southwestern, and Sweet Briar. Tier One includes the top 25 colleges and ranks the top 43 colleges. Southern colleges in Tier One are Davidson, Washington & Lee, University of the South (Sewanee), and Centre. Achieving Tier One status would indicate improved national visibility and name recognition for Wofford.

#### 1. Quality Criteria

Tier	College Name	Cost	Reputation	Retention Rate	96 Grad Rate	Predicted Rate	Value Added	% Classes <20	% Classes >50	SAT/ACT 25th-75th%	Top 10% HS	Accept Rate	Alum Giving
I	Davidson (8th)	\$ 26,613	3.5	96%	89%	83%	+6	59%	1%	1240-1410	76%	38%	54%
I	Washington and Lee(8th)	\$ 21,243	3.2	93%	87%	85%	+2	67%	1%	1270-1440	75%	34%	53%
I	University of the South (27th)	\$ 21,250	2.8	88%	88%	81%	+7	72%	1%	1140-1320	52%	43%	49%
I	Centre (40th)		2.6	83%	73%	72%	+1	59%	0%	25-29(ACT)	59%	82%	67%
II	Birmingham Southern	\$ 18,470	2.3	90%	70%	67%	+3	61%	1%	24-30(ACT)	49%	95%	33%
II	Furman	\$ 20,705	2.6	89%	76%	74%	+2	58%	1%	1140-1330	54%	80%	41%
II	Millsaps	\$ 18,124	2.2	84%	78%	67%	+11	57%	0%	25-29(ACT)	50%	78%	31%
II	Rhodes	\$ 21,502	2.8	86%	73%	79%	-6	63%	1%	1180-1370	60%	75%	46%
II	Southwestern	\$ 19,269	2.3	84%	71%	74%	-3	66%	1%	1080-1310	41%	79%	37%
II	Wofford	\$ 18,860	2.0	89%	84%	67%	+17	60%	2%	1040-1230	36%	89%	42%

#### 2. Issues

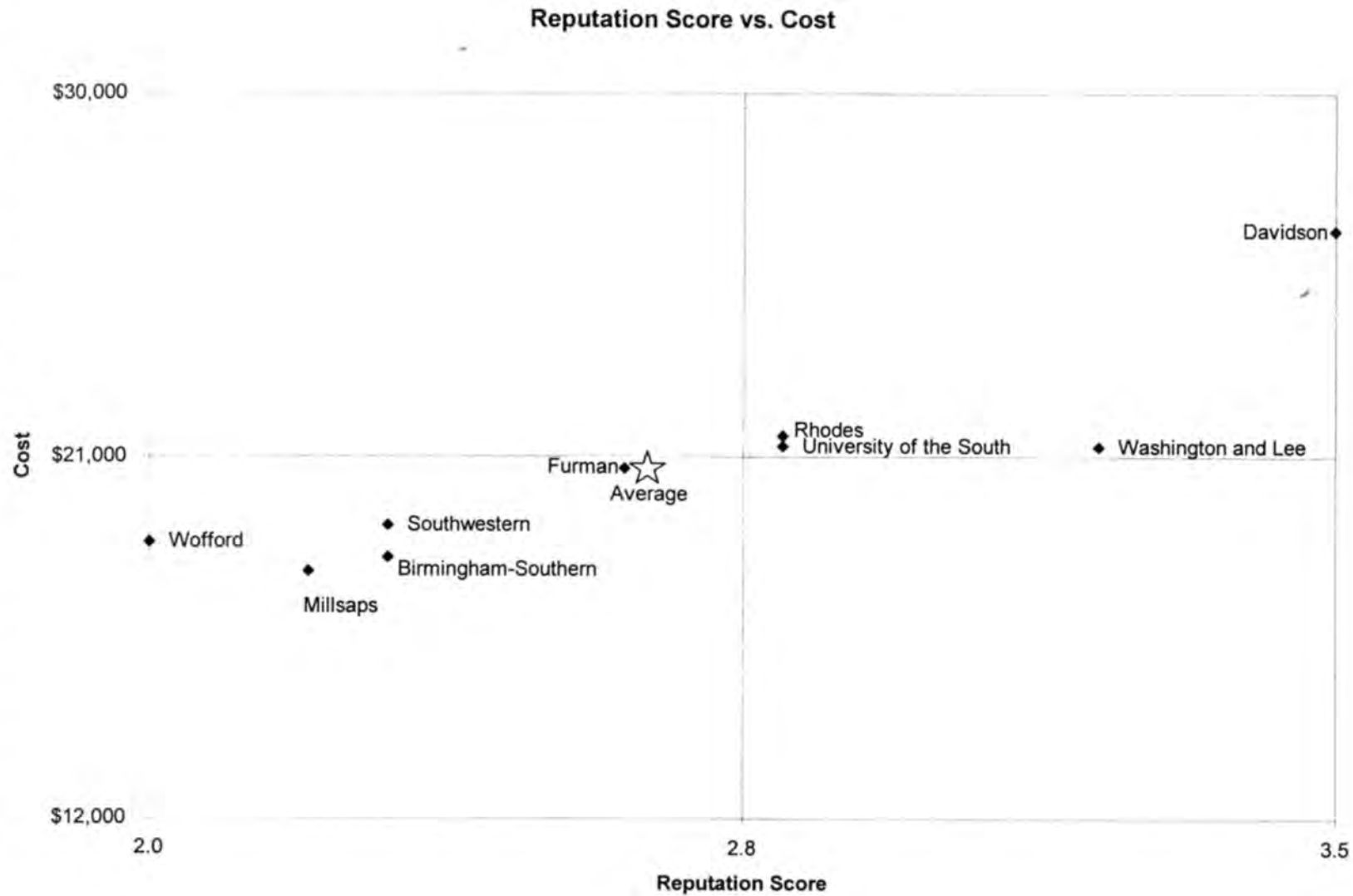
- South Carolina as a state is perceived as isolated, conservative, and low in educational reputation, which makes marketing a South Carolina college (i.e., Wofford) more difficult.
- Wofford's traditional recruiting base has been heavily South Carolina oriented (usually about 70% of the student body), where national campuses usually have 30-40% in-state enrollments. With only 398 students in SC meeting in 1996 the College's SAT objective of 1200, Wofford must dramatically expand its applicant pool outside of SC or reduce its entering students.
- Marketing budgets at Wofford are limited by past practices and scarce resources, and more funds are needed for increasing audiences for publications, advertisements, national associations visibility, and staff. PR budgets at Wofford are 1/3 to 1/2 of those at rival peer campuses.
- The relationship of real quality to perceived quality reputation must be explored seriously. Superior academic programs well supported will be marketable. New majors are needed, vibrant general education leadership reform is needed and more educational support services are needed upon which to base market reputation.



### XIII. Planning and Marketing: Situation, Mission, Goals, and Action Plans

#### A. Situation Analysis

##### 3. Comparative Value Map



### **XIII. Planning and Marketing: Situation, Mission, Goals, and Action Plans**

---

#### **B. Mission**

Planning: Wofford will sustain and refine the institutional planning and evaluation program inaugurated in 1986, providing timely and accurate data on the college and on benchmark campuses elsewhere to several offices and committees using information and planning mandates for institutional improvement.

Marketing: Wofford will retain and enhance its in-state reputation as the premiere private liberal arts college within South Carolina and will progressively improve its name-recognition and visibility in the Southeastern United States by providing and publicizing high quality undergraduate education comparable to that in the best **50** colleges in the nation.

### XIII. Planning and Marketing: Situation, Mission, Goals, and Action Plans

#### C. Goals and Action Plans

##### 2. Three to Ten Year Goals

1. To coordinate cross-functional teams to implement goals in the eight functional areas
2. To increase media attention to Wofford
3. To increase peer-college appreciation
4. To increase admissions applications to 2,500
5. To increase leadership grants for niche markets
6. To increase southeastern out-of-state enrollment to 50% of enrollment
7. To implement curricular improvements: new majors and general education leadership core
8. To improve physical facilities and marketing of them
9. To focus on computer-active student recruitment and creative writing recruitment and pre-professional reputation linkages (medicine, dentistry, law, ministry, graduate study)
10. To have a Rhodes Scholar selected
11. To develop departmental networks to high school teachers, graduate schools, and alumni
12. To improve website information
13. To develop campus work and internship programs: a student-operated campus
14. To develop a consortia of like-minded campuses for northeastern recruiting and publicity



## PART THREE

---

1997

Educational

Improvement

Strategy

## **XIV. Organization**

---

### **A. Situation Analysis**

1. The organization structure of the Board and the administration had essentially remained static for many years until the Board recognized the need in October 1996 to reorganize the administration and create cross-functional teams to support the activities of the administration departments.
2. The mission, goals, and responsibilities of the Board and its committees and the administrative departments have also generally remained the same since the adoption of the Masterplan in 1987.
3. In conjunction with the formulation and implementation of the 1997 EIS, it is appropriate to conform the responsibilities, accountabilities and organization structure of the Board and its committees and the administration to the new plan.

### **B. Proposed Reorganization and Assignment of Responsibilities**

1. It is proposed that, as shown in XIV. D., the following changes in organization structure be made so that there is

Complete alignment of organization structure and purpose among the Board committees, administrative departments and cross-functional teams:

- In order to improve focus and create clear responsibilities, a Board committee would exist for each cross-functional team or administrative function. This would entail the creation of two new Board committees: one for physical facilities (moved from Finance) and one for admissions (moved from Education).
- A cross-functional team would likewise exist for each Board committee or administrative department. This would require the formulation of one new team for student life and the splitting of the resource team into separate ones for development and finance.
- Because of the recent reorganization of the administration, it is felt that it is more properly structured.

2. In order to clarify the roles and responsibilities of the aligned Board committees, administrative departments and cross-functional teams, it is proposed that each organization entity utilize the mission, goals and action plans of the relevant sections of the EIS as their purpose and objectives.

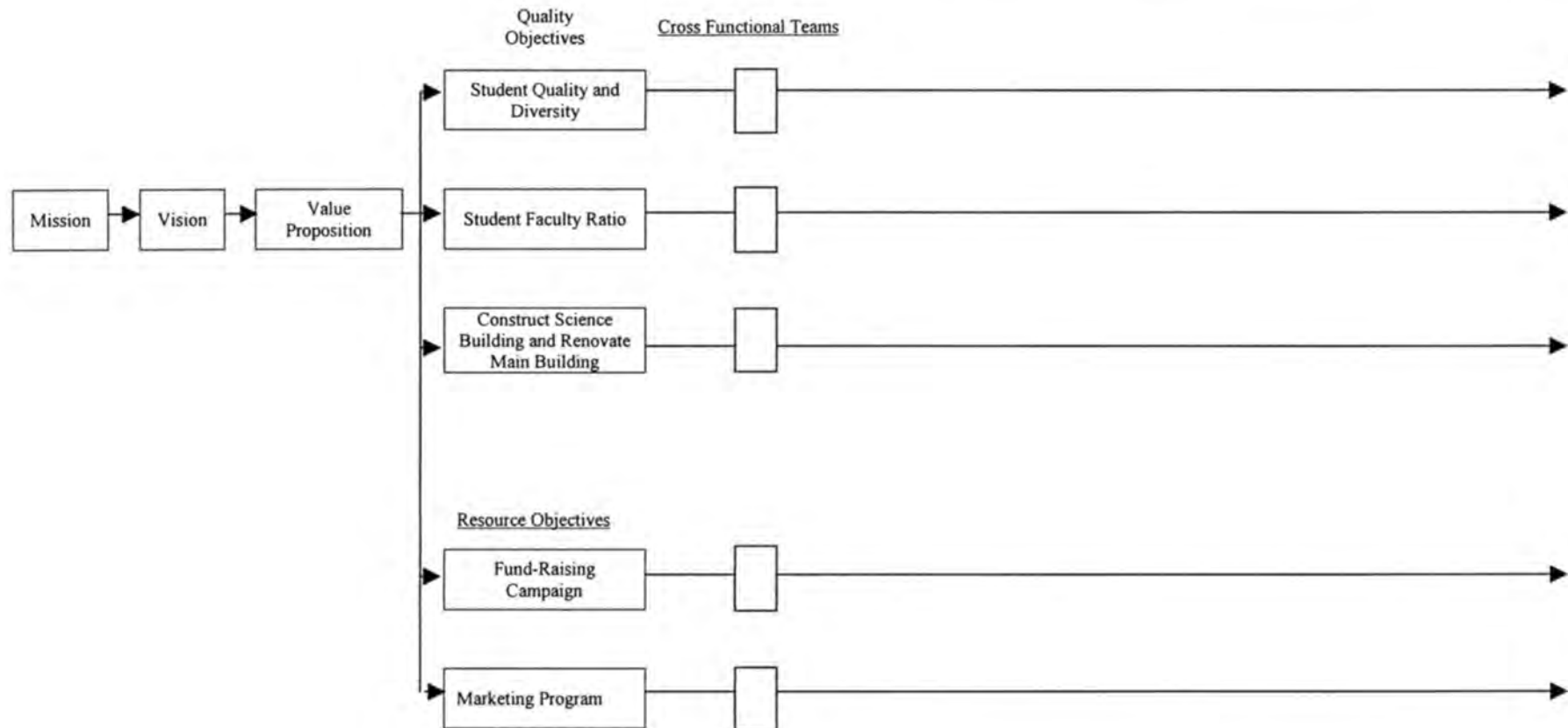
Under this assignment of responsibilities, the three linked structures would share commonality of responsibilities and accountabilities, the achievement of which would enable the college to meet its objectives for quality and cost for a particular area.

# XIV. Organization

## C. Current Educational Improvement Strategy and Organization

### Organization Structure

<u>BOARD</u>	Committee on Student Affairs	Committee on Education	Committee on Development	Committee on Finance	Committee on Planning & Marketing	Executive Committee (Athletic)
<u>ADMINISTRATION</u>	Student Affairs	Academic	Development	Finance	Athletic	Office of President



# XIV. Organization

## D. Proposed Educational Improvement Strategy and Organization

