
COTTEY'S 2011 PLAN: BUILDING A MODEL FOR WOMEN'S EDUCATION

2008 Update of the Plan

APPROVED BY THE COTTEY COLLEGE BOARD OF TRUSTEES IN APRIL 2006
STRATEGIES COMPLETED IN JANUARY 2007
ASSESSED, REVISED, AND UPDATED IN APRIL 2008

MESSAGE FROM THE PRESIDENT

The following pages reflect the work of the Planning Committee and the President's Council to assess, revise, and update Cottey College's *2011 Plan: Building a Model for Women's Education*. The plan remains an expression of our aspirations for the future, grounded in an informed understanding of the challenges of higher education today and Cottey's current position.

The *2011 Plan: Building a Model for Women's Education* is a strategic plan for the next five years, and a plan that sets the direction of the College for the next decade. The result of two years of study, research, and dialogue, the *2011 Plan* was the first in a sequence of planning steps. The second step was development of the *2027 Campus Master Plan*. In creating this exciting, futuristic document, the architectural firm Gould Evans used the focus group notes and the themes of the *2011 Plan* as the basis for a model that will provide direction for the next 20 years. Following the development of the campus master plan, we began the process of assessing the feasibility of a comprehensive campaign to fund growth in enrollment, programs, and services. Our fund raising consultants from Ketchum used both the *2011 Plan* and the campus master plan to develop a case statement.

The revised mission and vision statements of the College on page 5 continue to provide foundation and inspiration for the planning process. The themes that sound throughout the plan are inspired by the mission:

- the liberal arts and women's education
- dynamic campus experience
- national reputation in women's leadership
- diverse and supportive environment
- increased collaboration and partnerships
- fiscal responsibility

Please note as you read the plan set forth on the following pages that the guide to the typographical marks that indicate progress is at the bottom of each page. If a strategy has no typographical marks around it, work is in progress on that strategy and has not been completed. In parentheses following each strategy is an assignment of responsibility and an expected completion date. Another review and revision of strategies is scheduled for spring 2009.

The process that led to this plan included the efforts of many, many people. I express my deep appreciation to everyone who shared in this work.

Judy Rogers, Ph.D.

REVIEW OF THE PROCESS

"Times change too swiftly for an organization to permit itself to be trapped by contentment and indecision. An organization must continually attempt to adjust itself to the internal and the external environment or it will not survive."

Joan K. Bradshaw, President of International Chapter of the P.E.O. Sisterhood, 1987-89

Led by the Planning Committee, composed of ten representatives of the faculty, staff, and students, all College constituencies participated in a disciplined two-year effort to articulate a plan that expresses Cottey's desired future and charts its development for the next five years.

The first step for the committee, begun in March 2005, was to develop a list of comparison institutions to establish benchmarks for assessing Cottey's well-being and identifying areas where Cottey can grow. After careful research, seven institutions agreed to participate in a benchmark study with Cottey: Agnes Scott College, College of Saint Benedict, Randolph-Macon Woman's College, Salem College, Stephens College, Sweet Briar College, and Westminster College.

An analysis of the College's internal strengths and weaknesses and external opportunities and threats followed. Using the results of the analysis of internal documents, reports, and assessment data, the committee developed planning themes and planning questions to guide the collection of ideas and opinions from representatives of all College constituencies. Committee members assessed the current climate in higher education by reading selected articles from professional journals.

In fall 2005, special meetings with focus groups generated information, opinions, and answers to the planning questions. In addition to the meetings with campus constituencies, special focus groups of trustees, P.E.O.s, alumnae, parents, and members of the local community considered the themes and questions.

The responses from each group were recorded in hand-written notes. The committee divided into groups according to the four planning themes, and each group reviewed all of the notes from the focus group discussions. Following this review, each planning theme group drafted goals and objectives for their assigned theme, as well as mission and vision statements. From these, the first draft of the strategic plan and a revised mission statement were developed.

The draft was circulated to faculty, staff, students, and trustees, and a campus-wide discussion of the draft document took place in an Open Forum on February 1, 2006. In a careful and deliberate process, the committee considered all comments while taking into account the goal of the process--a plan that sets forth a vision and a plan of action for the next five years. The Planning Committee submitted "Cottey's 2011 Plan: Building

a Model for Women's Education" to the Cottey College Board of Trustees at their April 2006 meeting.

The members of the President's Council led the final phase of the planning process: to gather the ideas and information needed to formulate strategies. The Planning Committee served as a coordinating group to gather, assemble, edit, and disseminate the information. The first draft of strategies was presented as an informational briefing to the board of trustees in October. A complete document was presented to the board of trustees and distributed to the campus in January 2007, and work began to implement the strategies to accomplish the objectives.

During the fall of 2007, members of the Planning Committee identified key indicators that would establish a pattern of evidence of progress toward accomplishing the objectives. The President's Council continued to work on implementing strategies, pausing in July 2007 and January 2008 to review and document progress, using those key indicators and others they identified. In October 2007, the Cottey College Board of Trustees approved a few slight modifications to the objectives.

In January 2008, the Planning Committee met with members of the President's Council to review progress toward the objectives and the patterns of evidence that reflect that progress.

MEMBERS OF THE PLANNING COMMITTEE

2005-2008

President	Judy Rogers, Chair
Vice President for Academic Affairs	Mary Kitterman
Chief Financial Officer	Mary Haggans
Dean's Council representative (2007)	Melinda Rhodes
Division Chair elected by Dean's Council	Brenda Ross
Dean's Council rep. (2005-06) and Chair of the Faculty (2006-08)	Dyke Kiel
Chair of the Faculty (2005-06) and Dean's Council rep. (Fall 2006)	Angela Firkus
Dean's Council representative (2007-08)	Catherine Campbell
Staff representative from Student Life (2005-07)	Helen Lodge
Staff representative from Student Life (2007-08)	Diane Martin
Staff representative from Institutional Advancement (2005-07)	Kristine Fulton
Staff representative from Institutional Advancement (2007-08)	Terri Fallin
Coordinator of Institutional Research	Nancy Kerbs
Student representative (2005-06)	Ivy Fitzgerald
Student representative (2006-07)	Elizabeth Ferree
Student representative (2007-08)	Rachel Richardson
Staff	Tricia Bobbett

MISSION

Cotley College, an independent liberal arts college, educates women to be contributing members of a global society through a challenging curriculum and a dynamic campus experience. In our diverse and supportive environment, women develop their potential for personal and professional lives of intellectual engagement and thoughtful action as learners, leaders, and citizens.

VISION

In 2011, Cotley College will be known as a model liberal arts college for women's education, providing opportunities to develop scholarship and creativity and to exercise responsibility, initiative, and leadership.

PLAN GOALS

- GOAL 1 Increase enrollment to 500 students while maintaining a challenging liberal arts curriculum and a supportive learning environment.
- GOAL 2 Build a national reputation in women's education by providing a wide range of distinctive educational opportunities.
- GOAL 3 Strengthen and focus the academic, student life, and leadership programs to foster a vital college community.
- GOAL 4 Cultivate external partnerships and establish links to connect students to the local and regional community.
- GOAL 5 Develop nationally recognized women's leadership programs.
- GOAL 6 Recognize the funding requirements of growth, including start-up costs of new programs, increased institutional aid to students, and capital improvements to the campus.
- GOAL 7 Engage P.E.O.s, alumnae, friends, and external associates in partnerships to recruit, market, and raise funds to support the strategic plan of the College.

STRATEGIC PLAN GOALS AND OBJECTIVES

GOAL 1 Increase enrollment to 500 students while maintaining a challenging liberal arts curriculum and a supportive learning environment.

OBJECTIVE A. Recruit and retain students who are able to succeed at Cottey College.

Key Indicators that establish a Pattern of Evidence:

Fact Book
Missouri Blitz Notebook
Training Manuals
Agendas from meetings with divisions
Communications Flow
Web Site
Marketing Plan

Strategies

1. Achieve an enrollment of 339 students through recruitment and an 80 percent retention rate. (Enrollment Management, Student Life, Academic Affairs, and others: 2007-08)
2. Increase the number of inquiries, applications, and conversion and yield rates at each stage of the enrollment pyramid. (Enrollment Management and others: Ongoing)
3. [[Strengthen communication and collaboration with faculty. (Enrollment Management and Academic Affairs: Ongoing)]]
4. <<Develop and implement The Missouri Blitz. (Enrollment Management and Missouri P.E.O.s: 2007-08)>>
5. [[Improve communication and contact with P.E.O.s and alumnae to encourage their support of recruitment. (Enrollment Management and Institutional Advancement: Ongoing)]]
6. [[Strengthen Cottey's name recognition in the region (Missouri, Kansas, Oklahoma, and Arkansas) and establish relationships with particular high schools that will result in Cottey accepting students from those high schools each year. (Enrollment Management and others: Ongoing)]]
7. [[Improve use of technology for recruitment. (Enrollment Management: Ongoing)]]
8. [[Improve marketing aspects of financial aid. (Enrollment Management: Ongoing)]]
9. [[Improve and expand high school and private college counselor awareness of Cottey College. (Enrollment Management: Ongoing)]]
10. [[Develop summer programs to recruit and retain diverse student populations. (Academic Affairs, Institutional Advancement, and Leadership Team: 2008-09)]]

11. <<Implement a strategic plan to follow up with summer program participants. (P.E.O. Relations: 2006-07)>>
12. <<Front load programs and services to increase engagement and support for students during the first six weeks of school. (Student Life and Academic Affairs: Ongoing)>>
13. Collect, analyze, and share additional data to guide recruitment and retention initiatives. (Student Life, Enrollment Management, Academic Affairs, and Institutional Research: Ongoing)
14. Strengthen early warning system. (Student Life and Academic Affairs: Ongoing)
15. <<Expand communication and involvement with parents of current students. (Student Life and Academic Affairs: Ongoing) >>
16. ++Increase emphasis on the importance of personal choice and its relationship to academic and personal success, beginning with New Student Orientation and continuing throughout the year. (Student Life and Academic Affairs: 2008-09)++
17. ++Complete and enhance student life pages on the Internet and intranet. (Student Life: 2008-09)++

Objective B. Maintain a student-faculty ratio of 10 to 1.

Key Indicator that establishes a Pattern of Evidence:
Fact Book

Objective C. Maintain appropriate staffing to support services for students.

Key Indicator that establishes a Pattern of Evidence:
Data from ACT COS and SOS

Objective D. Strive to enroll international students to comprise 10 percent of the total student enrollment.

Key Indicators that establish a Pattern of Evidence:
Fact Book
Web Site

Strategies

1. <<Develop publication for international students including information on finances and financial aid, application requirements, the international community at Cottey, and testimonials from current students and recent graduates. (Enrollment Management: 2007) >>
2. <<Provide links to international student information through Cottey Web site. (Enrollment Management and Public Information: 2007)>>

3. Be proactive in seeking exchange students in the USA. (Enrollment Management: Ongoing)
4. Specifically inquire about exchange students during high school visits. (Enrollment Management: Ongoing)
5. Seek P.E.O. referrals for exchange students. (Enrollment Management and P.E.O. Relations: Ongoing)
6. ++Develop relationships between international counselors/educators and Enrollment Management staff by increasing communication and personal interaction.++
7. Explore dual admissions programs with other institutions to provide additional degree options to our international students. (Academic Affairs: Ongoing)
8. ++Seek membership in the Council of Independent Schools (CIS) and participate in a tour of Latin America. (Enrollment Management: 2008-09)++

Objective E. Increase the diversity of the student body.

Key Indicators that establish a Pattern of Evidence:

Fact Book
 Dashboard
 Grants Notebook
 Geographic Distribution

Strategies

1. Recruit a cohort of students of color equal to 10 percent of the entering class each fall. (Enrollment Management and Leadership Team: 2008-09)
2. Develop grant proposals to support recruitment, scholarships, and support programs for ethnically diverse students. (Leadership Team: 2008-09)
3. ++Continue recruitment efforts in Chicago area. (Enrollment Management and Leadership Team: 2008-09)++

Objective F. Adopt strategies that promote the location of the College.

Strategies

1. Ensure all Cottey employees are aware of the positive features of the Nevada area. (External Relations Committee: Ongoing)
2. Promote the positive features of the Nevada area in recruitment materials and on the Web site. (Enrollment Management: 2008-09)
3. Invite a representative of the community to discuss the area and its opportunities at appropriate campus visit events. (Enrollment Management: Ongoing)

GOAL 2 Build a national reputation in women's education by providing a wide range of distinctive educational opportunities.

Objective A. Enhance and strengthen the current liberal arts core and help students integrate knowledge from different disciplines.

Key Indicators that establish a Pattern of Evidence:

Fact Book

Assessment Results - Academic Profile

Biennial Report

Assessment Results - California Critical Thinking Skills Test

Strategies

1. [[Continue the review, revision, and restructuring of the academic learning outcomes, the core curriculum, and graduation requirements. (Academic Affairs: 2008-09)]]
2. [[Continue to assist students in selecting courses and pursuing opportunities that lead to successful transfer in their declared major. (Academic Affairs: Ongoing)]]

Objective B. Encourage the development of new academic programs and degree levels that attract students and build on the strengths of the College.

Key Indicators that establish a Pattern of Evidence:

Board Action establishing support for new academic programs

Faculty Meeting Minutes

Reports from International Relations Consultant

Reports from Mass Communications Consultant

Strategies

1. [[Develop programs in political science/international relations and mass communications/media studies. (President, VPAA, and faculty in designated programs: 2007-08)]]
2. [[Continue to propose and develop new courses, clusters of courses, certificates, majors, or degrees for programs. (President, VPAA, and faculty in designated programs: Ongoing)]]
3. <<Appoint a group to study the feasibility of offering specific, selected baccalaureate programs. (President and Study Group: 2007-08)>>

4. **Strengthen the pre-professional program in nursing and develop pre-professional programs in health sciences such as pre-med and pre-vet, pharmacy, and physical therapy. (Science faculty and VPAA: 2007-08)**
5. **Develop pre-engineering program. (Chair of Science/Mathematics Division, Science/Mathematics faculty, and VPAA: Spring 2008)**
6. **Develop a women's studies certificate program. (Faculty and VPAA: 2008)**
7. ++Inventory program brochures and develop a plan and budget for reproduction. (Enrollment Management: Spring 2008)++
8. **Review and act upon the final report of the Freshman Seminar Study Group. (Dean's Council, Chair of the Faculty: 2007-08)**
9. **Study ways of enhancing the pre-education major in secondary education in science, mathematics, music, and other interested departments. (Science/Mathematics faculty, Music faculty, Education faculty, and VPAA: 2007-08)**
10. Study the feasibility of developing an associate's degree in music fine arts. (Fine Arts faculty: 2008-09)
11. **Investigate the expansion of the string program in the music curriculum. (Music faculty: Fall 2008)**
12. Identify programs that distinguish the College for promotion and marketing. (VPAA and faculty: 2008-09)
13. Develop relationships between Cottey faculty and faculty members in member schools in the National Coalition of Girls' Schools for use in marketing and promotion of programs. (Interested faculty, VPAA, and Enrollment Management: Ongoing)

Objective C. Ensure that the curriculum supports students' interest in majors and careers.

Key Indicators that establish a Pattern of Evidence:

Majors guides
Minutes from Academic Committee and Subcommittee
Data used to determine priorities for new programs

Strategies

1. **To support student interest in international studies and study abroad, offer course in a non-European language (i.e., not based on the Roman alphabet), such as Russian, Mandarin, Japanese, or Arabic. (Academic Affairs: 2007-08)**
2. [[Maintain a current and updated set of "Majors Guides" for the use of the enrollment management admissions representatives and for placement on the Internet and the intranet. (Faculty and Academic Affairs staff: Ongoing)]]
3. **Pursue participation in the American Humanics program (a program that prepares students for work in philanthropic agencies, such as Girl Scouts, etc.) (Transfer/Career Planning coordinator, faculty, and VPAA: 2006-07) **

4. [[Continue to include data regarding students' career interests when drafting and evaluating new academic program proposals. (Faculty, Academic Affairs, and VPAA: Ongoing)]]

Objective D. Foster an environment that stimulates active, engaged learning.

Key Indicators that establish a Pattern of Evidence:

- Fact Book (Data from ACT COS and ACT SOS)
- Student Activity Records
- Volunteer Program & Service Learning Records
- SGA Minutes
- Enrollment Trends in leadership courses
- Semester Schedule of Events (including CLASS)
- Attendance Records for Campus Events
- Faculty and Staff Professional Development Awards
- SAILS Library Assessment
- Technology Committee Surveys
- Budget for Smart Classrooms
- Enrollment in LEO and leadership courses

Strategies

1. [[Continue to encourage and provide appropriate support for professional development for faculty and staff, including Corley grants and budgeted funds for conferences and enrichment experiences. (President's Council: Ongoing)]]
2. [[Provide support for the Library strategic plan, including the development of the assistant director of the library position into a role that will expand library instruction for faculty and students; and the exploration of additional creative approaches to developing an engaging, student-centered environment in the Library. (Academic Affairs: Ongoing)]]
3. Increase integration of technology in the classroom to enhance student learning. (Academic Affairs: Ongoing)
4. **Develop a position description and propose a budget for an instructional technologist who would support curriculum development and the integration of technology into the classroom. (Academic Affairs: 2008)**
5. [[Create additional classrooms to meet growing demands of technology-assisted learning. (Academic Affairs: Ongoing)]]
6. [[Provide support for the technology plan, including ensuring appropriate levels of technological support and security to the academic and administrative programs and support for the work of the Technology Committee as they continue to evaluate technology requests, streamline processes for technology acquisition, and make recommendations on future directions. (Technology Committee and President: Ongoing)]]

7. [[Expand the CLASS series to include additional intellectually and/or artistically engaging programs. (Campus Activities: Ongoing)]]
8. ++Explore ways to enhance intellectual and artistic environment. (Campus Community: 2008)++
9. ++Explore the possibility of adding a summer program coordinator to the College staff to expand program possibilities. (Academic Affairs, Institutional Advancement: 2008)++

Objective E. Collaborate with other higher education institutions to expand specific degree program offerings available to our students.

Key Indicators that establish a Pattern of Evidence:

Data on Articulation Agreements
Data on Women's College Fair

Strategies

1. Through the Transfer and Career Planning Office, develop a set of articulation guides, as follows: in each state where Cottey recruits, have one private and one large public transfer and articulation agreement. Where feasible, work toward dual admission agreements. (Academic Affairs: Ongoing)
2. [[Continue to develop articulation agreements with the American University system located in international capitals, such as the University of Richmond in London and the American University in Paris. (Academic Affairs: Ongoing)]]
3. [[Continue to support the annual Women's College Fair (Campus constituents: Ongoing)]]
4. Continue to develop discipline-specific articulation agreements throughout the country. (Academic Affairs: Ongoing)

Objective F. Explore the role of distance education in fulfilling the goals of the College.

Key Indicators that establish a Pattern of Evidence:

Course Enrollment
Survey Results

Strategies

1. <<Expand the distance education summer school for summer 2007 by identifying student needs more clearly. (Distance Education administrators and faculty: 2007)>>

2. Expand training for faculty who wish to develop hybrid courses for use during residential semesters. (Distance Education administrators and faculty: Ongoing)
3. [[Integrate online and hybrid courses into the total curriculum in a strategic manner. (Academic Affairs and faculty: 2007-08)]]
4. <<Determine whether the College wishes to expand the markets for distance education program. (Distance Education administrators, faculty, and President's Council: 2007)>>

Objective G. Foster relationships with alumnae, P.E.O.s, businesses, government entities, and others to establish a link between a liberal arts education and career preparation and to provide students practical experiences in their chosen fields.

Key Indicators that establish a Pattern of Evidence:

Missouri Campus Compact Grant
 VISTA Volunteer on Academic Affairs Staff
 Career Mentor Program Materials
 Service Learning Program Materials

Strategies

1. <<In a collaborative effort among the Transfer and Career Planning office, the Alumnae Office, and the Office of P.E.O. Relations, create a network of career mentors for Cottey students. (Transfer/Career Planning coordinator and Alumnae Coordinator: Spring 2007) >>
2. ++Increase communication for the mentor network via online community, *The Viewpoint*, and at Founder's Day Weekend. (Public Information and Alumnae: 2008-09)++

Objective H. Develop programs that connect students' service and volunteer opportunities with curricular and extracurricular activities.

Key Indicators that establish a Pattern of Evidence:

Missouri Campus Compact Grant
 VISTA Volunteer on Academic Affairs Staff
 Career Mentor Program Materials
 Service Learning Program Materials
 SGA Meeting Minutes

Strategies

1. <<Develop an experiential learning center housed within the Academic Assistance Center to assist students with service learning, internships, and volunteer opportunities. (Academic Affairs: 2006-09) >>

2. [[Work with faculty to identify opportunities to include service learning components in their courses. (Academic Affairs and interested faculty: 2007-08)]]
3. Explore the purchase of master calendar software that will support the increased integration of curricular and extracurricular activities. (Academic Affairs and Student Life: 2008-09)

GOAL 3 Strengthen and focus the academic, student life, and leadership programs to foster a vital college community.

Objective A. Encourage and support an emphasis on diversity and multicultural study in the curriculum and in extracurricular activities.

Key Indicators that establish a Pattern of Evidence:

- Fact Book (Data from ACT COS and ACT SOS)
- Campuswide access to Multicultural Calendar online
- Programs and Publicity for cultural/heritage celebrations
- 2007 Missouri Community Service Commission Award
- Changes in CLASS selection process
- Final report to Lumina Foundation
- Cotley Diversity Corps Survey
- Integration of multicultural programs into leadership program
- Expanded Summer Programs Mailing List

Strategies

1. **Develop a mentoring program for students of color. (Student Life and Academic Affairs: 2007-08) **
2. [[Plan on-campus and off-campus cultural celebration experiences, e.g., heritage months/days, road trips for participation in cultural celebrations. (Student Life and Academic Affairs: 2006-07)]]
3. Work with the faculty and staff who participated in the summer 2006 diversity workshop and attended diversity conferences in 2006 and with other interested faculty and staff to integrate multicultural study into the curriculum. (Academic Affairs: 2007-09).
4. [[Continue to develop programs and services to attract and retain a cohort of new students of color based on research associated with the Lumina Project. (Leadership Team: 2007-09)]]
5. **Seek additional grant funding for continued development of diversity projects at Cotley. (Leadership Team: 2007-09)**
6. [[Extend diversity outreach to summer programs. (Leadership Team and Institutional Advancement: Ongoing)]]
7. Develop “HerStory”: Informal conversations about life experiences of international students and students from diverse cultural backgrounds

within the residence halls. (Student Life, International Friendship Circle, and Cottey Diversity Corps: 2007-09)

8. ++Investigate possibility of a summer bridge program for women of color and first-generation students. (Student Life and Academic Affairs: Spring 2008)++

Objective B. Develop an integrated plan for international studies and experiences.

Key Indicators that establish a Pattern of Evidence:

Annual Student Evaluations of the Trip to a European City
Guatemala Service Learning Course
Proposed New Zealand trip (2009)

Strategies:

1. [[Continue to evaluate and improve the Cottey trip to a European city with student surveys yearly, and more comprehensive evaluations every two or three years. (International Travel Advisory Board and Institutional Research: 2007-09)]]
2. Explore both credit and non-credit study abroad programs and experiences. (Academic Affairs and International Travel Advisory Board: 2008-09)
3. Enhance Cottey's participation in the Midwest Institute for International and Intercultural Education. (Academic Affairs: 2008-09)
4. **As part of the development of the new political science/international relations program, investigate a Model UN program at Cottey. (Faculty and VPAA: 2007-08)**
5. ++Increase the global perspective of the curriculum. (Faculty and VPAA: 2008-09)++

Objective C. Develop strategies for recruiting and retaining a more diverse faculty and staff.

Key Indicator that establishes a Pattern of Evidence:

Fact Book (Faculty Diversity)

Strategies

1. [[Using guides from professional organizations such as AAC&U and ACE, research ways to diversify the search applicant pools for faculty and/or staff positions. (Dean's Council, Human Resources, and search committees: Ongoing)]]
2. [[Encourage search committees to consider a more diverse pool of both domestic and international applicants. (President, Human Resources, and Academic Affairs: Ongoing)]]

Objective D. Establish a campus center where students gather to relax, interact, and exchange ideas.

Key Indicators that establish a Pattern of Evidence:

Chellie Club Redecoration
SGA minutes/committee reports

Strategies

1. [[In the short term, create an inviting coffee house atmosphere in the Chellie Club through a partnership between SGA, Food Service, and Student Life. (Student Life, Student Government Association, CFO, and Food Service: 2007-08)]]
2. <<Ensure the campus master planning process addresses the need for a campus center. (Student Life, CFO, and Campus Master Plan Steering Committee: 2007)>>
3. ++Explore creative opportunities to increase the hours of operation of the Chellie Club. (CFO, Food Service, Student Life 2008-09)++

Objective E. Enhance student life programs to promote learning opportunities in suite and community living.

Key Indicators that establish a Pattern of Evidence:

Fact Book (Data from ACT COS and ACT SOS)
Student Organization Records
Minutes from Student Wellness Interest Group
Student Wellness Survey
CORE Survey
Programming Records
Information related to the softball program
Student Life Committee minutes

Strategies

1. [[Implement student developmental programming focused on improving communication, conflict resolution, tolerance, and appreciation for differences. (Housing and Counseling: 2006-07)]]
2. **Develop alternative housing options. (Student Life and Academic Affairs: 2008)**
3. [[Develop a student wellness and activities program based on the seven dimensions of wellness. (Student Wellness Interest Group, Student Life: Ongoing)]]
4. <<Provide training for suicide prevention to faculty, staff, and students. (Counseling: Ongoing)>>

5. **Expand opportunities for spiritual learning and development. (Spiritual Life: Ongoing) **
6. **Add non-scholarship competitive sports to the athletic program beginning with swimming and/or tennis. (Athletics: 2007-08) **
7. [[Develop a competitive softball program. (Athletics: 2008-09)]]
8. ++Provide support for competitive athletic programs in basketball, volleyball, and softball to allow students to participate and develop in these sports. (Athletic Department: Ongoing)++

Objective F. Strengthen the intellectual nature and content of curricular and extracurricular activities to demonstrate the value of a scholarly life.

Key Indicators that establish a Pattern of Evidence:

Fact Book (Data from ACT COS and ACT SOS)
 Semester Schedule of Events
 CLASS Brochure
 Grants Notebook

Strategies

1. [[Seek funding to support additional speakers, guest lecturers, and scholars related to the academic program learning goals. (Academic Affairs, Campus Activities, and Development: Ongoing).]]
2. **Establish a faculty exchange program. (Academic Affairs: 2007-08)**
3. [[Seek funding to expand programs of the Center for Women's Leadership. (Leadership Team, Director of the Center for Women's Leadership, and Development: 2007-08)]]

GOAL 4 Cultivate external partnerships and establish links to connect students to the local and regional community.

Objective A. Enhance opportunities for students to travel to various locations in the area.

Key Indicators that establish a Pattern of Evidence:

Travel Authorizations
 Quarterly Reports
 Posters and other information related to the trips

Strategies

1. [[Create new travel opportunities for students, i.e., take advantage of programming offered by external agencies, visit area attractions, and organize trips focused on diversity and culture. (Student Life, Student Organizations, and Faculty: Ongoing)]]
2. **Facilitate travel by creating a plan to provide drivers for student trips. (President's Council: 2007)**
3. [[Increase number of off-campus recreational events, e.g., swimming party, float trip, horseback riding. (Student Life: Ongoing)]]

Objective B. Increase student awareness of and engagement in the larger community in which they live--civic, political, cultural, and historical.

Key Indicators that establish a Pattern of Evidence:

Fact Book (Data from ACT COS and ACT SOS)

Program and publicity related to "Outstanding Women of Missouri"

List of Appointees to City of Nevada boards and committees

Strategies

1. **Create a series of events related to politics, history, and civic engagement. (Academic Affairs: 2007-08)**
2. **Enhance the partnership with the Bushwhacker Museum and cultivate new partnerships to create additional student interaction. (Transfer/Career Planning Coordinator: 2007-08)**
3. [[Encourage appointments of students to city/county committees and boards. (President's Office: Ongoing)]]
4. [[Continue collaboration with the Missouri Women's Council, the Missouri Women's Business Center, and other statewide organizations. (President and Academic Affairs: Ongoing)]]

Objective C. Cultivate campus and community interactions.

Key Indicators that establish a Pattern of Evidence:

SGA Minutes

Volunteer Program records

Student Organization Records

Press Releases and local advertising

Strategies

1. [[Encourage student organizations to plan an annual community service project. (Student Life: Ongoing)]]
2. **Partner with the Nevada Public Library, Nevada Schools Libraries, Cottey Library, and Cavener's Bookstore to host a discussion of a celebrated book and bring the author to Nevada/Cottey. (Academic Affairs: 2007-08)**
3. << Increase promotion of Cottey events to the area community. (Public Information: 2007-08) >>
4. [[Continue to work with members of the Nevada community to explore diversity issues. (Lumina Leadership Team: Ongoing)]]
5. ** Explore opportunities to assist with child care needs in the Nevada community, including education and assistance for providers and families as well as academic, volunteer, and internship opportunities for students. (President: 2008-09) **
6. ++Run a weekly ad in the local newspaper outlining current events and news on campus. (Public Information: 2008-09)++
7. ++Design and implement a promotion plan for the 125th anniversary of the College. (Public Information: 2008-09)++
8. ++Promote area church and host family program and explore expanding the host family program beyond church affiliations. (Student Life: 2008-09)++
9. ++Engage the City of Nevada and Chamber of Commerce in planning for New Student Orientation. (Student Life: Ongoing) ++

GOAL 5 Develop nationally recognized women's leadership programs.

Objective A. Promote the leadership development of students with a comprehensive program that integrates the women's leadership courses, the Leadership Experience Opportunity (LEO) certification program, and leadership opportunities in student organizations.

Key Indicators that establish a Pattern of Evidence:

LEO and Leadership Course Enrollments
Fact Book (Data from ACT COS)
Grants Notebook
Press Releases and local advertising

Strategies

1. Seek funding for and build a challenge course at B.I.L. Hill to use for leadership development for suites, student organizations, and area youth and leaders. (Student Life: 2008-09)

2. [[Promote and market the scope of leadership opportunities and the strengths of the Cottey leadership program to prospective students. (Leadership Team and others: Ongoing)]]
3. <<Seek funding to offer a professional training program for students assuming positions as officers of student organizations. (Leadership Team: 2007)>>
4. <<Develop a Leadership Capstone course that will contribute closure to LEO and enhance the academic component of leadership education. (Faculty and Leadership Team: 2007)>>
5. Seek endowment and support for the continued improvement of the LEO Program (Leadership Team and Development: Ongoing)
6. [[Include the diversity component in each level of the LEO program and in the leadership classes. (Leadership Team: Ongoing)]]
7. <<Create special recognition for students who complete all four levels of LEO. (Leadership Team: 2007-08)>>
8. ++Expand information on Cottey Web site regarding leadership programs. (Public Information and Leadership Team: 2007-09)++

Objective B. Incorporate the Center for Women's Leadership fully into the life of the College.

Key Indicators that establish a Pattern of Evidence:

LEO Program Materials
 Campus Master Plan
 Center for Women's Leadership Annual Report

Strategies

1. [[Create opportunities for the leadership team members to take part in the academic program and for faculty to participate in the LEO program. (Leadership Team and Academic Affairs: Ongoing)]]
2. Promote the activities of the Center effectively to the campus. (Center for Women's Leadership: Ongoing).
3. ++ Implement renovations to the Center for Women's Leadership recommended in the campus master plan. (President:2008-09)++

Objective C. Design and implement model programs that promote the leadership development of women and girls.

Key Indicators that establish a Pattern of Evidence:

LEO Program Materials
 Presidential Leadership Program Materials
 Center for Women's Leadership Annual Report
 Leadership Classes Syllabi

Strategies

1. [[Continue to promote the Leadership Class as an excellent personal and professional development opportunity for women in the Nevada community. (Public Information and Leadership Team: 2007-08)]]
2. [[Offer a leadership educational module during the international trip. (Leadership Team: 2007)]]
3. [[Expand the Leader-in-Residence Program. (Leadership Team: 2007)]]
4. Continue to promote and offer the Cottey Nevada High School President's Leadership Program. (Center for Women's Leadership and President: 2008-09)
5. **Continue to promote and develop the Cottey-Cather Writing Contest for high school girls. (Center for Women's Leadership: 2006-2007) **

Objective D. Foster and support research that enhances the knowledge of women's leadership.

Key Indicator that establishes a Pattern of Evidence:
Women's College Coalition/Hardwick-Day Research

Strategies

1. [[Develop and report on research specific to women's colleges. (Institutional Research: Ongoing)]]
2. Join the Women's College Coalition efforts to use NSSE data to support the value of a women's college. (Institutional Research: 2008-09)

GOAL 6 Recognize the funding requirements of growth, including start-up costs of new programs, increased institutional aid to students, and capital improvements to the campus.

Objective A. Develop and implement a comprehensive fund drive including expectations, levels of permanent endowed support by type (i.e. scholarships, general endowment), and funds needed to retrofit or expand facilities.

Key Indicators that establish a Pattern of Evidence:
Comprehensive Readiness Advisory Committee Meeting Minutes
Campaign Files
Case Statement
2027 Master Plan
Fact Book
Audit Report
Quarterly Investment Performance Reviews

Budget Modeling
Ratio Analysis
Level of endowed and quasi-endowed funds

Strategies

1. Collect capital campaign materials from peer institutions. (Institutional Advancement: 2008-09)
2. [[Mine existing database for untapped sources of support by analyzing giving trends and zip code studies. (Institutional Advancement: Ongoing)]]
3. <<Develop the preliminary outline of funds to include in the campaign. (Institutional Advancement: 2006-2008)>>
4. <<Identify at least three capital campaign consulting firms to be interviewed by the board of trustees. (Institutional Advancement: 2007-08)>>
5. Create marketing plans and allocate funding to market new programs to appropriate audiences. (President's Council and others: Ongoing)
6. ++Conduct a campaign readiness assessment. (Institutional Advancement: 2007-08)++
7. ++Implement recommendations of the campaign readiness assessment. (Institutional Advancement: 2008-10)++
8. ++Create campaign materials in print and on the Web site to support and enhance the capital campaign. (Institutional Advancement: 2008-10)++
9. ++Assess the investment performance of institutional funds and how they might impact the comprehensive campaign.++ (CFO: 2008-10)
10. ++Provide an annual independent audit to support fund-raising efforts and ensure funds are being appropriately expensed to support program needs.++ (CFO: 2008-11)
11. ++Use budget modeling as a predictor of future financial needs. (CFO: 2008-11)++

Objective B. Monitor and manage the role of financial aid and its impact on funding enrollment growth.

Key Indicators that establish a Pattern of Evidence:

Noel-Levitz Reports
Tuition Discount Rate

Strategy

1. [[Implement the Noel-Levitz Enrollment and Revenue Management System. (Enrollment Management and Business Office: Ongoing)]]

Objective C. Evaluate start-up costs of new programs.

Key Indicators that establish a Pattern of Evidence:

Baccalaureate Study Group Report
Board of Trustees Action to support new programs

Strategies

1. [[Assist those proposing new programs in identifying the costs associated with implementing and maintaining the planned additions. (Business Office and program manager: Ongoing)]]
2. [[Assist Academic Affairs staff and faculty in developing proposals to receive funding from the College's reserve funds (as approved by the board of trustees in October 2006) for the support of new academic courses and programs. (Business Office and Academic Affairs: Ongoing)]]

Objective D. Support salary and benefit levels for faculty and staff that are competitive with comparison institutions and reflect today's economic environment.

Key Indicators that establish a Pattern of Evidence:

CUPA-HR Administrative Comparative Salary Data
Faculty Salary Proposal
IPEDS Data on Faculty Salaries and Comparison Institutions
Ad Hoc Health Care Committee Report
Participation levels for Wellness Program
Climate Survey
Health Benefits Survey
Annual Health Fair
Information from TIAA/CREF regarding retirement benefit

Strategies

1. << Review administrative salaries with comparison institutions using CUPA-HR administrative salary survey and recommend action plan. (Business Office: 2006) >>
2. << Review faculty salaries with comparison institutions using salary data and recommend action plan. (Academic Affairs and Business Office: 2006-07) >>
3. [[Continue periodic review of faculty and administrative salaries using comparison institutions and other data. (Business Office and Academic Affairs: Ongoing)]]

4. ++ Periodically review and recommend hourly wage levels pending area competitive wages and minimum wage changes. (Business Office: Ongoing) ++
5. ++ Continue periodic review of staff benefits. (Business Office: Ongoing) ++
6. ++ Expand employee wellness program. (President's Council: Ongoing) ++

Objective E. Complete and implement new facilities master plan following the approval of the strategic plan.

Key Indicators that establish a Pattern of Evidence:

2027 Master Plan

Quarterly Reports and Board Minutes

Utility Usage and Costs

Strategies

1. << Work with Gould Evans to create a framework to involve the campus community to develop a campus master plan, and present the findings to the board of trustees. (President and CFO: 2006-07) >>
2. << Ensure that the campus master plan values sustainability, balancing the opportunities associated with growth and the distribution of funding to fulfill the College's mission. (Campus Master Plan Steering Com.: 2006-07) >>
3. << Visit existing facilities to expose campus constituents to possibilities to be included in the planning phase; i.e. Student Life staff visit student activity centers or residence halls. (Campus Master Plan Steering Committee: 2006-07) >>
4. <<Ensure facilities master plan provides data that will support a comprehensive fund drive. (Steering Committee and Institutional Advancement: 2006-07)>>
5. ++Continue efforts to introduce energy conservation and sustainability initiatives into campus operations. (Physical Plant and Campus Community: Ongoing)++
6. ++Review facility modifications needed to support ongoing or new programs. (President's Council: Ongoing.)++
7. ++Implement the Campus Master Plan to support the strategic plan. (President's Council: Ongoing)++
8. ++Preserve and enhance the campus infrastructure, ~~of~~ including buildings and equipment. (Physical Plant, CFO, and President: Ongoing.)++
9. ++Continue to explore more cost-effective ways to operate existing and new facilities. (Physical Plant, CFO, and President: Ongoing.)++

GOAL 7 Engage P.E.O.s, alumnae, friends, and external associates in partnerships to recruit, market, and raise funds to support the strategic plan of the College.

Objective A. Increase direct and active communication with P.E.O.s and alumnae.

Key Indicators that establish a Pattern of Evidence:

Report from Task Force for P.E.O. Recruitment
Cotley Chairman Online Community
Inventory of Recruitment Materials sent to P.E.O.s/alumnae
Class Agent List
Class Agent Manual

Strategies

1. <<Establish a Task Force for P.E.O. Recruitment. (President: 2007)>>
2. <<Launch a Cotley Chairman online community. (P.E.O. Relations: 2006-2007)>>
3. **Explore expanding the online community for state boards. (P.E.O. Relations: 2007-2008)**
4. Redesign the entire class agent program. (Alumnae Relations: 2006-2008)
5. <<Develop a position description and propose a budget for a Webmaster in order to deliver current, accurate, and essential information on the College Web site. (Institutional Advancement: 2007)>>
6. ++Redesign P.E.O. Web pages for easier use. (Web Master and P.E.O. Relations: 2008-09)++
7. ++Design and implement a plan to communicate with constituents beyond the standard contacts related to gifts. (Institutional Advancement: 2008-09)++
8. ++Increase income through matching gifts by improving follow-up and internal reminder procedures. (Institutional Advancement: 2008-09)++
9. ++Produce an alumnae directory as a tool for updating biographical data on alumnae as well as increasing communication among alumnae and with the College. (Alumnae Office: 2008-09) ++

Objective B. Involve the alumnae board and the board of trustees' Development Committee in partnerships with each other and with the College to improve fund-raising efforts.

Key Indicators that establish a Pattern of Evidence:

CCAA Board Member Job Description
Comprehensive Readiness Advisory Committee Meeting Minutes
Planning Study Preparation Guide and Related Materials
Minutes of CCAA Board Meetings

Strategies

1. <<Write an alumnae board member job description. (Alumnae Relations: 2006-2007)>>
2. <<Replace three Cottey College Alumnae Association (CCAA) board members. (Alumnae Relations: 2006-07)>>
3. **Expand the alumnae class agent program to include class campaign coordinators. (Alumnae Relations: 2009-10)**
4. **Designate a CCAA board member to serve on the Development Committee. (Board of Trustees: 2007-09)**
5. ++Encourage alumnae board members to promote Cottey within their class and their community. (Alumnae Office: Ongoing)++
6. ++Include Development Committee members and alumnae board members in the campaign readiness assessment process. (Institutional Advancement: 2008)++
7. ++Present the results of the campaign readiness assessment to the Development Committee and the alumnae board. (Institutional Advancement: 2008)++
8. ++Work with the alumnae board to identify key individuals who could serve as leaders in a capital campaign. (Institutional Advancement: 2008)++

Objective C. Publicly recognize financial support of Cottey.

Key Indicators that establish a Pattern of Evidence:

Viewpoint
Stockard Society Notebook
Public Information Press Release Files

Strategies

1. Develop a donor recognition plan. (Development: 2007-09)
2. **Expand the annual donor report to include significant gifts from non-alumnae and P.E.O. chapters. (Development & Public Information: 2008-09) **
3. [[Have philanthropy and/or donor spotlights in at least two issues of *The Viewpoint*. (Development and Public Information: Ongoing)]]
4. Submit significant contributions by P.E.O.s, alumnae, corporations, foundations, and others to *The P.E.O. RECORD* and other appropriate news sources. (Public Information: Ongoing).
5. <<Launch the Virginia Alice Cottey Stockard Society. (Development: 2006-2007)>>

Objective D. Create a program that would encourage students and their parents to begin philanthropic support of the College.

Key Indicators that establish a Pattern of Evidence:

Donor Files
Orientation Schedule

Strategies

1. [[Encourage the graduating class to make a class gift to the College each year. (Alumnae Relations and Development: Ongoing)]]
2. [[Solicit parents to contribute to Cottey in recognition of their daughters' graduation. (Development: Ongoing)]]
3. [[Include a component on financial support (especially scholarships) in the Orientation program and/or materials. (Development: Ongoing)]]

Objective E. Develop partnerships with foundations, corporations, and government agencies.

Key Indicators that establish a Pattern of Evidence:

Donor Files
Grants Notebook

Strategies

1. Build at least ten comprehensive profiles each year for possible corporate or foundation support. (Development: 2006-10)
2. [[Encourage collaboration between the development office and faculty and staff to develop proposals for funding projects and submit at least five proposals each year. (Development: Ongoing)]]
3. Develop a partnership with the regional Girl Scout Councils to eventually co-host a Wider Opportunity. (Development: 2006-09)
4. [[Host a President's Breakfast each semester to update the community on Cottey. (Development: Ongoing)]]