

**Wabash College**  
**2008-2013 Strategic Plan**  
**The Liberal Arts at Wabash College — Serving the Needs of the Country**

**Our Prospect**

Wabash College endures and thrives because it remains true to its mission as a liberal arts college that educates men to think critically, act responsibly, lead effectively, and live humanely.

It is appropriate, therefore, that our strategic planning process has focused primarily on the men who will attend Wabash and the faculty who will engage them and transform their lives. It is the people of Wabash — dedicated faculty and staff and eager, committed students — who are the heart of the College.

We have also focused on our campus and on our community, broadly construed. Wabash teaching and learning occurs in Crawfordsville and around the globe — through overseas and domestic immersion trips and study programs, internships, and research. Indeed, Wabash may be said to exist wherever students study, faculty teach, and alumni live and work.

In the competition among colleges and universities for qualified male students and excellent faculty and staff, Wabash has certain advantages, including its clear and compelling mission and core values; a proven record as a college that changes lives; a liberal arts faculty dedicated, through good teaching and scholarly research, to engaging, challenging, inspiring, and transforming students; and generous alumni and friends committed to a tradition of aligning philanthropy to mission. Our strategies reaffirm and strengthen these foundations of the College.

Achieving the mission of the College has never been more important. Our country, now more than ever, needs good men who can be counted on, wherever they live and work, to think critically, act responsibly, lead effectively, and live humanely. Our country needs Wabash, and Wabash will serve the needs of the country.

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**Our Mission and Core Values**

**Mission**

**Wabash College educates men to think critically, act responsibly,  
lead effectively, and live humanely.**

**Core Values**

*A rigorous liberal arts education that fosters*

An appreciation for the intellectual and physical aspects of a good life

An understanding of and appreciation for other cultures

*A personal context to teaching and learning that encourages*

Candid, respectful, face-to-face conversations

Freedom of thought

A local scholarly community that creates lifelong relationships

*Individual responsibility and trust that are*

Based on moral and ethical awareness

Expressed in the Gentleman's Rule

Required for leadership and teamwork

*A socially, economically, and ethnically diverse student body characterized by*

A dedication to the serious pursuit of learning

A culture of competition without malice

A few years of residence, a lifetime of loyalty

*A tradition and philosophy of independence that*

Keeps the College from external control

Allows the Wabash community to shape significantly its own destiny

Promotes independence and self-reliance in its students and graduates

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**Our Strategic Goals**

- 1. Attract, support, retain, and prepare qualified young men who want to be taught by Wabash faculty and whom Wabash faculty want to teach: young men with broad interests, abilities, and talents who have a solid work ethic; are independent, self-reliant, and intellectually curious; have a sense of integrity and commitment to service; and come from diverse backgrounds.**
- 2. Attract, develop, support, retain, and encourage excellent faculty who will enhance the mission and core values of Wabash College: committed scholars who pursue teaching excellence as their highest priority; are energized by a sense of community and collegiality; and are passionate about student engagement.**
- 3. Provide through faculty leadership and engagement in the liberal arts curriculum the skills, knowledge, and experiences our students will need to think critically, act responsibly, lead effectively, and live humanely in a constantly changing global society.**
- 4. In furtherance of Goals 1 through 3, build or renovate, as appropriate and feasible, academic, athletic, and residential facilities that are designed as integral parts of the Wabash College community and liberal arts experience.**
- 5. In furtherance of Goals 1 through 4, study and formulate recommendations concerning the application of intellectual capital in support of Crawfordsville and Montgomery County.**

**Further Considerations**

Although this Plan focuses on the central role of faculty and students in a Wabash liberal arts education, we are mindful of the important contributions made by the members of our staff. It is a premise of this plan that the President will see to the efficient and effective organization and operation of the staff, identify and address staff needs, and work hard to attract, develop, and retain excellent staff personnel whose efforts further the mission of Wabash College.

These goals lay out our key areas of strategic focus. We must be flexible, however, so that we can adjust our priorities as progress is made and circumstances change. To this end, the College has developed — and will continue to develop — the financial, academic, and other modeling and measurement tools we need to forecast the financial impact and assess the institutional effectiveness of our actions and to respond appropriately to new ideas and challenges.

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**Our Strategic Goals with Initial Key Tactics**

***Strategic Goal 1: Attract, support, retain, and prepare qualified young men who want to be taught by Wabash faculty and whom Wabash faculty want to teach: young men with broad interests, abilities, and talents who have a solid work ethic; are independent, self-reliant, and intellectually curious; have a sense of integrity and commitment to service; and come from diverse backgrounds.***

- A. Design a compelling and comprehensive marketing program that attracts students and parents to the Wabash experience – as reflected in the Mission and Core Values and Goals 1, 2 and 3 – and to Wabash as a college that changes lives.
- B. Increase the number of qualified students in the applicant pool; attract a class of at least 250 new students each year; and maintain enrollment of at least 900 to 925 students.
- C. Supplement the College's resources for student financial aid to sustain and enhance our principled effort to meet financial need and reduce the loan burdens of our students.
- D. Add and strengthen programs that make Wabash competitive in the market, in the context of a liberal arts curriculum – for example, collaborative engineering programs and an enhanced business sequence.

***Strategic Goal 2: Attract, develop, support, retain, and encourage excellent faculty who will enhance the mission and core values of Wabash College: committed scholars who pursue teaching excellence as their highest priority; are energized by a sense of community and collegiality; and are passionate about student engagement.***

- A. Supplement the College's resources (a combination of increased salaries, effective teaching loads, and administrative and technology support) to recruit, develop, and retain faculty.
- B. Use the Center of Inquiry to support faculty development, student engagement, and innovation in teaching and learning, thereby enhancing the reputation of our faculty.
- C. Establish desired outcomes and other criteria to measure progress under this Goal.

***Strategic Goal 3: Provide through faculty leadership and engagement in the liberal arts curriculum the skills, knowledge, and experiences our students will need to think critically, act responsibly, lead effectively, and live humanely in a constantly changing global society.***

- A. Refashion the freshman year program as a part of the liberal arts curriculum to stimulate intellectual growth, ensure a rewarding Wabash experience, and maximize retention.
- B. Increase opportunities for student/faculty scholarship and research, immersion trips, and other forms of student/faculty engagement.
- C. Add professional staff to bolster student writing, speaking, and quantitative skills; increase foreign language course offerings; and support interdisciplinary teaching in all-College courses.
- D. Draw upon the research activities and capacities of the Center of Inquiry continually to enrich and increase the effectiveness of Wabash education.
- E. Increase the number of internships and use the Schroeder Center for Career Development to increase student access to alumni mentors and to post-graduate opportunities.

***Strategic Goal 4: In furtherance of Goals 1 through 3, build or renovate, as appropriate and feasible, academic, athletic, and residential facilities that are designed as integral parts of the Wabash College liberal arts experience.***

- A. Upgrade selected athletic and academic facilities.
- B. Design new or reconfigured independent men's housing.
- C. Design a new or reconfigured campus center.

***Strategic Goal 5: In furtherance of Goals 1 through 4, study and formulate recommendations concerning the application of intellectual capital in support of Crawfordsville and Montgomery County.***

- A. Involve Wabash alumni with expertise and experience in community development.
- B. Explore opportunities for further student, faculty, and staff involvement in the local community, including community service, employment, and internship programs.