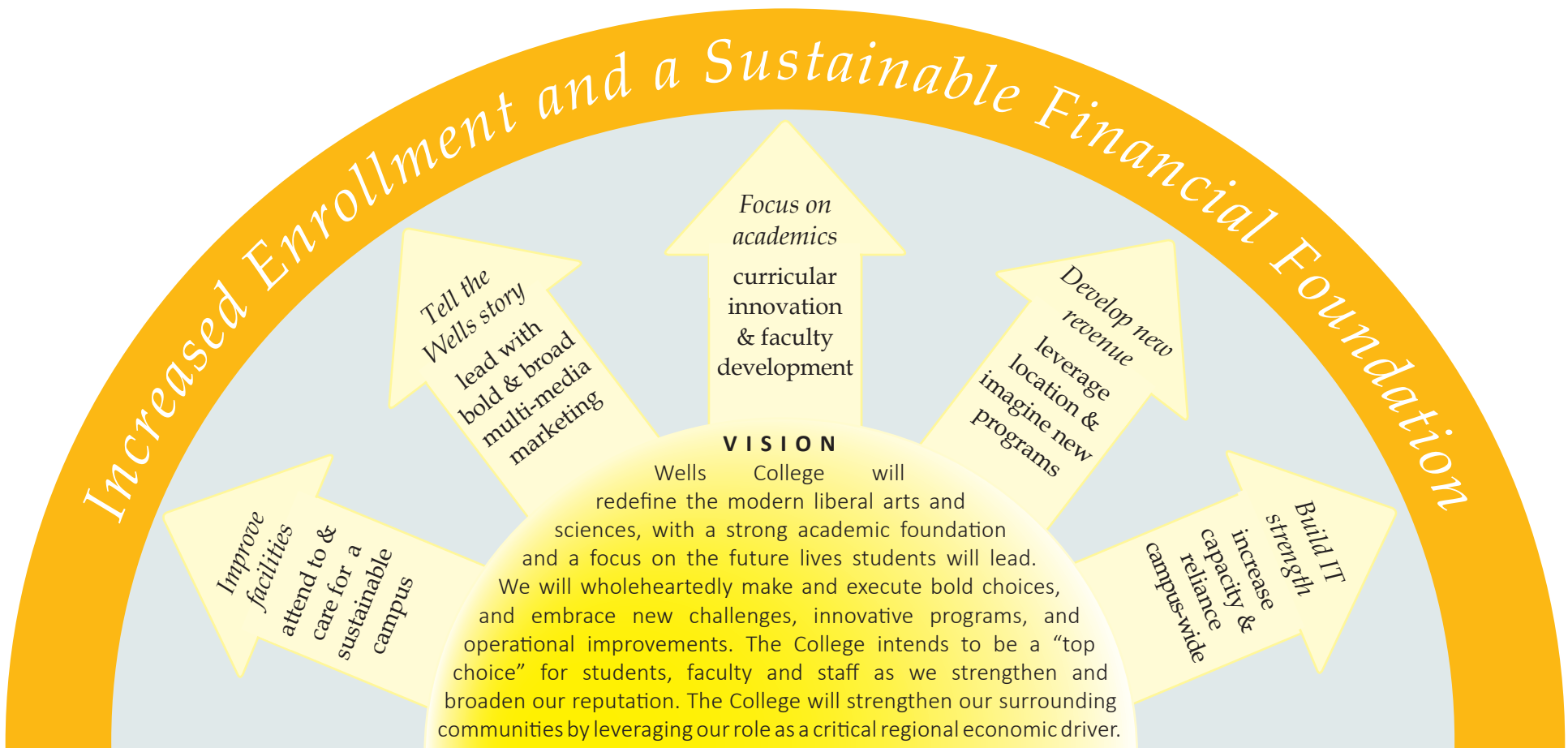


# Wells College

VISION AND STRATEGIC PLAN FOR 2015-17

October 20, 2015



Wells College. ARRIVE CURIOUS .: GRADUATE PREPARED.

**Wells College**  
Vision Statement and Strategic Plan for 2015-2017  
*October 20, 2015*

**VISION STATEMENT**

Wells College will redefine the modern liberal arts and sciences, with a strong academic foundation and a focus on the future lives students will lead. We will wholeheartedly make and execute bold choices, and embrace new challenges, innovative programs, and operational improvements. The College intends to be a “top choice” for students, faculty and staff as we strengthen and broaden our reputation. The College will strengthen our surrounding communities by leveraging our role as a critical regional economic driver.

**STRATEGIC GOALS**

**5 Primary Areas of Focus Driving Toward 2 Specific Outcomes**

**OUTCOMES:**

1. Increased enrollment (from both recruitment and retention).
2. A sustainable financial outlook and foundation.

**AREAS OF FOCUS:**

1. Investing in and strengthening the **academic program**, including curricular and faculty development.
2. Improving the **condition and appearance of campus**, ranging from deferred maintenance, to capital improvements, to day-to-day upkeep.
3. **Marketing**. Telling the Wells story more broadly and boldly, among new audiences and new media.
4. Strengthening the College’s campus-wide **Information Technology** position.
5. Leveraging the College’s location to **develop additional revenue streams** and to **strengthen regional economic activity**, generating improved visibility and benefit to the community.

**STUDENT PROMISE:** Wells College. **Arrive Curious ∴ Graduate Prepared.**

## 1. FOCUS ON ACADEMIC PROGRAMS

*A focus on academics is critical to attracting and retaining students. Wells College will cultivate a reputation as a high quality, innovative, relevant academic institution and a “top choice” destination for bright, capable, degree-seeking students. In order to enhance our academics and improve our value proposition, key areas of focus are:*

Strategy	Action Step	Person/s	Timing	Resources	Completion	Evaluation
Curriculum development	<ol style="list-style-type: none"> <li>1. Redefine and redirect thinking and communication about the liberal arts and sciences (modern, relevant, connected to careers and outcomes)</li> <li>2. Overall curricular development to assure breadth, depth, cohesion, etc.; intentionally link development of co-curricular programming</li> <li>3. Development of new programs</li> <li>4. Revitalization of existing programs</li> <li>5. Integration of campus values into the curriculum (e.g. sustainability)</li> </ol>					
Faculty support	<ol style="list-style-type: none"> <li>1. Improve and diversify faculty recruitment and retention</li> <li>2. Create a faculty development program</li> <li>3. Address faculty equity and workload issues</li> </ol>					
Teaching technology	<ol style="list-style-type: none"> <li>1. Expand the partnership between the Faculty Education Technology Coordinator and IT to improve teaching spaces to meet the needs of faculty, and to keep the College current with educational trends</li> <li>2. Expand the support and training of faculty in the use and integration of technology into their curriculum</li> <li>3. Pilot hybrid and online course offerings</li> </ol>					
Relationships with other institutions	<ol style="list-style-type: none"> <li>1. Expand and improve existing relationships and partnerships (e.g., community colleges, etc.)</li> <li>2. Explore additional partnerships (e.g., business internships, professional school programs)</li> </ol>					
Connect academics to professions and outcomes	<ol style="list-style-type: none"> <li>1. Become more intentional with efforts to bring together academics and professional careers</li> <li>2. Incorporate alumni in the educational process to inform students on their own paths to success</li> </ol>					

2. IMPROVE AND MAINTAIN THE CONDITION AND APPEARANCE OF CAMPUS

*The condition of campus is a highly visible indicator – to prospective students and employees, campus visitors, and the current campus community – of the wellbeing of the College. It provides a critical first impression and has a profound impact on the overall quality of relationships with the College.*

Strategy	Action Step	Person/s	Timing	Resources	Completion	Evaluation
Analyze and document the current condition of facilities and grounds	<ol style="list-style-type: none"> <li>1. Assess the impact and potential positive and limiting/negative/“opt-out” effects for enrollment decision-makers and new revenue initiatives</li> <li>2. Consider facades, entryways, lighting, signage, landscaping, roadways and pathways</li> <li>3. Conduct an assessment of the magnitude of deferred maintenance</li> <li>4. Assess and address improved accessibility</li> </ol>					
Develop an overarching facilities plan	<ol style="list-style-type: none"> <li>1. Develop a plan and protocols for day-to-day upkeep</li> <li>2. Develop a plan and protocols for emergency needs</li> <li>3. Develop a plan and protocols for special projects</li> <li>4. Develop a plan and protocols for deferred maintenance</li> <li>5. Develop a plan and protocols for new capital projects (e.g., additional residence hall spaces)</li> <li>6. Evaluate and align structure and staffing to meet identified needs</li> <li>7. Align plan with climate action plan, curricular initiatives and sustainable practice</li> </ol>					
Engage campus-wide community members in improvement efforts	<ol style="list-style-type: none"> <li>1. Develop opportunities to involve students, faculty, staff, and alumni in campus-wide improvement efforts (e.g., campus-wide clean-up days, adopt-a-building, gardening efforts, a campus pride campaign)</li> </ol>					
Explore partnership possibilities to develop additional residential spaces	<ol style="list-style-type: none"> <li>1. Partner with developers to create new residential and/or gathering spaces.</li> </ol>					

3. MARKET & ADVERTISE TODAY'S *WELLS STORY*

*Tell the story of “who and what Wells is” more boldly with ongoing and new audiences as well as utilizing new and current media. Improve how we market academic and co-curricular programs and the College as a whole.*

Strategy	Action Step	Person/s	Timing	Resources	Completion	Evaluation
Launch and expand a new brand promise	<ol style="list-style-type: none"> <li>1. Launch and expand a new brand promise: Wells College. Arrive Curious ∴ Graduate Prepared.</li> <li>2. Develop a significant advertising campaign, including print, radio, television, billboard, etc.</li> </ol>					
Integrated institutional messaging	<ol style="list-style-type: none"> <li>1. Develop an overall marketing, communications and media relations plan; a new website, new print publications, social media, mass media and profilers/aggregators with a focus on academic programs, outcomes and affordability</li> <li>2. Leverage the College’s upcoming sesquicentennial for media and alumni engagement</li> <li>3. Develop a pre-campaign communications plan for alumni and other donors and prospects</li> </ol>					
Plan for a comprehensive fundraising campaign	<ol style="list-style-type: none"> <li>1. Plan and prepare a feasibility study for a comprehensive fundraising campaign that aligns with the College’s upcoming sesquicentennial</li> </ol>					
Engage a wider audience	<ol style="list-style-type: none"> <li>1. Gather success stories from students, faculty, staff and alumni and use them across media platforms</li> <li>2. Develop a marketing plan to directly engage parents, as well as guidance counselors and other educators, as significant decision-makers and influencers</li> <li>3. Engage alumni and faculty in delivering admissions messages and materials</li> </ol>					
Develop a plan for public recognition of philanthropy	<ol style="list-style-type: none"> <li>1. Establish a program for permanent, public recognition of \$million+ giving (e.g., walkway, wall of honor)</li> <li>2. Use campus events (e.g., inauguration) to honor philanthropy</li> </ol>					
Quantify and market economic and social impact of the College	<ol style="list-style-type: none"> <li>1. Intentionally record partnerships and economic activity to provide evidence of impact on the region</li> <li>2. Tell the story in various media outlets</li> </ol>					

4. STRENGTHEN THE CAMPUS-WIDE INFORMATION TECHNOLOGY POSITION

*The campus community, including students, faculty and staff, depends on technology to facilitate an excellent Wells experience. Information Technology is committed to providing timely effective solutions, systems, and technical support to advance the academic mission and business process of the College.*

Strategy	Action Step	Person/s	Timing	Resources	Completion	Evaluation
Update the Master IT plan	1. Work with a representative campus-wide committee to update the IT Master Plan					
Academic technologies enhancement	1. Continue to renovate and modernize the classroom technology across campus 2. Evaluate IT staffing needs before the implementation of academic technology enhancements 3. Develop a plan to fully implement a LMS system 4. Develop a plan for implementing and supporting hybrid and online courses 5. Provide sufficient internet bandwidth capacity to meet academic needs					
Administrative technology enhancements	1. Evaluate and improve the utilization of Jenzabar EX and the Globe in relevant College business operations functions 2. Develop a plan to provide staff and faculty system-wide training in use of business technologies 3. Improve the collection and use of data to enhance business operations 4. Provide IT staff with ongoing training to support current and new administrative technology enhancements					
IT risk mitigation and security enhancements	1. Provide network and computer security and troubleshooting training for IT staff 2. Continue to evaluate current system risk mitigation and security, and implement industry standards for improved security and disaster recovery 3. Implement a single sign-on network security system to better manage password security across systems 4. Evaluate IT staffing needs to meet network and computer security implementation and on-going support					

Strategy	Action Step	Person/s	Timing	Resources	Completion	Evaluation
IT infrastructure sustainability	<ol style="list-style-type: none"> <li>1. Continue and expand the leasing of desktop computers and laptops to also include servers to improve their lifecycle schedule</li> <li>2. Develop a plan to support and enhance systems: firewall, servers, switches, wifi system and phone system</li> <li>3. Plan for future growth for fiber and wifi to the athletic fields and technology infrastructure for future development</li> </ol>					

5. DEVELOP ADDITIONAL REVENUE STREAMS AND STRENGTHEN REGIONAL ECONOMIC ACTIVITY

*Diversify reliance on traditional tuition and room and board revenue, and develop additional revenue streams. Facilitate collaborative opportunities between the College, village, and regional communities that will ultimately bring benefit to all partners. This outwardly focused initiative also presents a sense of optimism, energy and entrepreneurial spirit to the external community.*

Strategy	Action Step	Person/s	Timing	Resources	Completion	Evaluation
Develop a plan to effectively manage resources	<ol style="list-style-type: none"> <li>1. Carefully manage institutional resources including: human resources; buildings and grounds; physical assets and art; and the endowment</li> <li>2. Embrace the entrepreneurial spirit that requires taking a risk and manage that risk as an asset</li> <li>3. Measure ROI and adjust accordingly</li> <li>4. Use our small size as an asset</li> </ol>					
Develop and strengthen partnerships focused on economic development and increased economic viability for Wells College and the wider community	<ol style="list-style-type: none"> <li>1. Explore and strengthen partnerships with private enterprises (e.g., AII, Mackenzie-Childs, wineries)</li> <li>2. Explore and strengthen partnerships with non-profits (e.g., musical theatre festival, visitors bureaus, Chambers of Commerce)</li> <li>3. Explore and strengthen partnerships and relationships with local municipal/government organizations (e.g., village of Aurora, town of Ledyard, Cayuga County)</li> <li>4. Strengthen relationships with state and national governmental officials/organizations.</li> </ol>					
Utilize Wells' facilities in new and expanded ways, to benefit the College and the region	<ol style="list-style-type: none"> <li>1. Establish an "Office of Conference and Events" to market facilities/opportunities and develop new programs and partnerships, manage ongoing events more effectively</li> <li>2. Study utilization of Wells-owned properties for incubator space for student-driven entrepreneurship</li> <li>3. Consider new management model for golf course</li> <li>4. Consider revenue-generating uses for campus properties, including lakeside properties and lake access, and season-specific opportunities</li> <li>5. Develop and promote summer programming (e.g., athletics camps, institutes)</li> <li>6. Offer housing opportunities for regional events</li> </ol>					



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Plan for a comprehensive fundraising campaign	1. Plan and prepare a feasibility study for a comprehensive fundraising campaign that aligns with the College's upcoming sesquicentennial					
Explore additional grant opportunities	1. Develop relationships with and explore funding opportunities through the Regional Economic Development Councils and other such agencies to support ongoing programs 2. Build on existing relationships with corporate foundations and seek to engage new opportunities					
Use campus resources to benefit the region and increase the College's visibility	1. Leverage academic centers to generate revenue, partnership and outreach. <ul style="list-style-type: none"> <li>a. Center for Business &amp; Entrepreneurship</li> <li>b. Center for Sustainability and the Environment</li> <li>c. Book Arts Center</li> </ul> 2. Re-engage the College and campus staff with regional initiatives to promote community engagement ( <i>e.g.</i> AuroraFest, economic development councils, area non-profits)					