



**WILSON
COLLEGE**



2015-2017
Bridge Strategic Plan

Approved by the
Wilson College Board of Trustees
May 2015

The 2010-2015 strategic plan runs through June 30, 2015. The Wilson Today plan, approved by the Board of Trustees in 2013, set in motion a transformative plan for the College. With the Wilson Today plan still in its early stages, additional time is needed to assess its initiatives. As a result, the following, short-term strategic plan will serve as a “bridge” to a more informed, full-scale strategic planning process. The *2015-2017 Bridge Strategic Plan* blends the goals of both the Wilson Today and the existing strategic plans, with goals established by fiscal year.

Note: This document uses the term cohorts to reference the three primary groups that constitute enrollment at Wilson College. The three cohorts that comprise total headcount are: 1) traditional undergraduates; 2) adult undergraduates enrolled thru the Adult Degree Program and the post-baccalaureate Teacher Intern Program; and 3) graduate programs of which there are now six.

Bridge Strategic Plan Goals - FY16

Strengthen the Student Learning Experience

Build on Wilson’s proud heritage of rigorous, women-centered education and distinctive pedagogy by providing all students with opportunities to develop a stronger sense of self and the capacity to become confident, articulate leaders in and outside of the classroom.

- » Establish a campus-wide focus on student retention. To achieve enrollment goals for all cohorts—traditional undergraduate students, adult degree program students, and graduate students—the College must increase the fall-to-fall retention rate and overall six year graduation rate through continuous examination of the internal structure to support student success.
- » Enhance a transfer receiving culture to maximize the potential for enrolling undergraduate students who began their college education elsewhere. Continue to examine the College’s internal processes and procedures that are perceived as obstructions to enrolling transfer students.
- » Implement the planning for and compliance with the Title III grant which will include the hiring of the Dean of Library and Information Technology Services, enhance the learning experience through improvement of information systems and technology across all parts of campus, and enhanced academic support.

Provide Distinctive Innovative Programs

Engage students in a liberal arts education that is distinguished by themes that are threaded throughout the curriculum and prepare students for global citizenship in a dynamic society. All programs and services will meet the needs of different constituencies of learners.

- » Achieve full implementation of new academic programs including Global Studies, Equi-Assist concentration within Equestrian Studies and Veterinary Medical Technology, and the onsite and online nursing programs. Additionally, seek accreditation for both nursing programs.
- » Develop new articulation agreements that include a 3/2 program with the Vermont Law School and a dual degree program with Seoul Women’s University.

Strengthen the College's Financial Stability

Construct a strong, integrated strategic plan that sets optimal enrollment numbers for undergraduate and graduate students and enable long-term financial equilibrium.

- » Integrate a comprehensive strategic enrollment plan to meet the goals identified in the Wilson Today Plan. This plan must include benchmark targets, international recruitment, and increases in student/faculty ratio and average class size.
- » Refinance Wilson College's debt by working with Susquehanna Group Advisors, the College's financial advisor, and the Finance Committee of the Board of Trustees, in order to find replacement financing for the \$31M debt.
- » Create an Office of Institutional Effectiveness to provide consolidated data and allow for more data driven decisions across the college.
- » Reevaluate and refine the enrollment goals for each cohort based on national enrollment trend data.

Increase the College's Visibility and Reputation

Establish and implement integrated marketing and communications best practices to build Wilson's brand among key constituents, identify target audiences and develop engaging messages and programs to increase enrollment and grow financial support for the College.

- » Reevaluate and refine the College's mission to be inclusive of all cohorts
- » Complete implementation of comprehensive integrated marketing program in support of all enrollment cohorts and other revenue generating programs (e.g. advancement) and continue ongoing and annual assessments of program metrics for improved effectiveness.

Enhance Campus Facilities

Improve infrastructure of the College through facility enhancement that meets the College's immediate needs, improves the current campus environment and creates master plans for future development.

- » Engage students in the evaluation of the need to create and repurpose outdoor recreational space.
- » Involve faculty, students, and staff in the study of repurposing the vacated spaces created by the completion of the library.
- » Renovate Rosenkrans Hall. Deferred maintenance is creating critical strains on campus facilities. In order to address deferred maintenance, and in anticipation of increased enrollment, Rosenkrans Hall will undergo critical infrastructure improvements.
- » Plan and fundraise for fitness, athletic and recreation facilities that includes a multi-use space which will serve the needs of our intercollegiate athletic programs and support future enrollment targets by accommodating recreational opportunities and intramural programs for the entire student body.

Make Wilson a Workplace of Choice

Improve the partnership between all employees to create an inclusive community where all employees understand their significance to the Wilson mission, where their voices are heard and contributions valued.

- » Partner with Leadership Wilson membership to continue to develop campus professionalism and cross-departmental partnerships.
- » Update job descriptions, review scope of work, and align similar positions across the College. Develop and implement a meaningful performance appraisal process. Begin discussions around compensation philosophy.
- » Provide additional opportunities for professional development with focus on core competencies.
- » Complete a comprehensive review of College policies and begin updates to the Employee Handbook.
- » Complete a comprehensive review of faculty governance and bylaws.

Bridge strategic plan goals - FY17

Strengthen the Student Learning Experience

Build on Wilson's proud heritage of rigorous, women-centered education and distinctive pedagogy by providing all students with opportunities to develop a stronger sense of self and the capacity to become confident, articulate leaders in and outside of the classroom.

- » Establish and create a living and learning program bridging the gap between faculty and student and student development staff.
- » Continue to explore best practices in the enhancement of a transfer receiving culture and implement those that will maximize enrollment potential.
- » Continue the campus-wide focus on student retention and 6 year graduation rates.

Provide Distinctive Innovative Programs

Engage students in a liberal arts education that is distinguished by themes that are threaded throughout the curriculum and prepare students for global citizenship in a dynamic society. All programs and services will meet the needs of different constituencies of learners.

- » Expand career development opportunities to serve all of the College's cohorts.
- » Evaluate other programs in allied health sciences for their enrollment potential and to take advantage of the College's science facilities.

Strengthen the College's Financial Stability

Construct a strong, integrated strategic plan that sets optimal enrollment numbers for undergraduate and graduate students and enable long-term financial equilibrium.

- » Continue to integrate a comprehensive strategic enrollment plan to build on the refined enrollment goals for FY16. This plan must include benchmark targets, international recruitment, and increases in student/faculty ratio, and average class size.

Increase the College's Visibility and Reputation

Establish and implement integrated marketing and communications best practices to build Wilson's brand among key constituents, identify target audiences and develop engaging messages and programs to increase enrollment and grow financial support for the College.

- » Work with Dean of Library, Information and Technology Services, the cabinet, the Office of Institutional Effectiveness to establish a comprehensive, institutional, mission-driven data collection/management program housed in a central database.
- » Create and strengthen the relationship with the PA Campus Compact to institutionalize community engagement opportunities for students inside and outside the classroom

Enhance Campus Facilities

Improve infrastructure of the College through facility enhancement that meets the College's immediate needs, improves the current campus environment and creates master plans for future development.

- » Engage faculty, students, and staff to evaluate space currently occupied by the Franklin County Career and Technology Center Practical Nursing Program for a student study, recreational or academic space.
- » Study the ongoing facilities needs of the nursing program as enrollment is anticipated to increase.
- » Continue to plan and fundraise for fitness, athletic and recreation facilities that includes a multi-use space which will serve the needs of our intercollegiate athletic programs and support future enrollment targets by accommodating recreational opportunities and intramural programs for the entire student body.

Make Wilson a Workplace of Choice

Improve the partnership between all employees to create an inclusive community where all employees understand their significance to the Wilson mission, where their voices are heard and contributions valued.

- » Partner with Leadership Wilson membership to continue to develop campus professionalism and cross-departmental partnerships.
- » Implement remaining changes to Employee Handbook policies identified in FY16.
- » Provide open communication and discussion to develop compensation philosophy. Review faculty and staff salaries to develop standards for compensation increases. Study issues related to salary compression among long-term employees.
- » Engage employees in a discussion and identification of meaningful professional development activities relevant to their specific responsibilities.
- » Implement the recommendation of the comprehensive review of faculty governance and by-laws for greater efficiency



**WILSON
COLLEGE**

Wilson College
Chambersburg, Pa.

www.wilson.edu