

WILSON COLLEGE STRATEGIC PLAN

2010-2015

1869

VISION

Wilson College will gain national recognition as a small, independent college known for its academic strength, distinctive pedagogy, innovative programs, and well-prepared graduates.

MISSION STATEMENT

Wilson is an independent college with a proud history of educating women since 1869 through rigorous study of the liberal arts and sciences. Today, Wilson's mission also includes women and men enrolled in adult degree and graduate programs. Guided by the Honor Principle and distinguished by its commitment to transformative student growth, Wilson College prepares all of its graduates for fulfilling lives and professions, ethical leadership, and humane stewardship of our communities and our world.

DEVELOPMENT OF THE STRATEGIC PLAN

In 2009-2010, an extensive, five-year strategic plan - with 81 goals - was completed and approved by the Board of Trustees. The plan was developed with the underlying assumption that the goals, objectives and strategies will have great potential for increasing enrollment. In order to achieve our programmatic goals and achieve financial equilibrium, we must enroll a minimum of 1,000 students, including minimums of 400 full-time residential students and 600 adult degree and graduate students. These are the enrollment assumptions built into the Enrollment Plan and the five-year Strategic Financial Planning Model.



To implement the plan in the most effective and efficient way, President Barbara Mistick, along with cabinet members, met in August 2011 and identified 11 achievable, strategic high-impact goals in the short and long term. Those goals were further defined along with actions steps, using the SMART goal-setting model (Smart, Measurable, Achievable, Relevant, Time-Bound) in fall and winter 2011-12.

Although most of the College’s Strategic Plan remains unchanged, including the vision and mission statements, it was determined that the three original goals should be expanded into five. They follow below.

The goals, which center on language from Wilson’s Vision Statement, are the key themes of the plan, including: “national recognition,” “academic strength,” “innovative programs” and “well-prepared graduates.” Some goals have already been implemented and are partially achieved. Continuing with the newly revised plan will keep Wilson on the right road to future success.

The full plan is available at www.wilson.edu/strategicplan.



Goal A: Strengthen the Student Learning Experience	Goal B: Provide Distinctive Innovative Programs	Goal C: Strengthen the College’s Long-Term Financial Stability	Goal D: Increase the College’s visibility and reputation	Goal E: Enhance Campus Facilities
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.	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.	Complete a strong, integrated strategic plan that sets optimal enrollment numbers for undergraduate and graduate students and enables long-term financial equilibrium.	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 both enrollment and financial support for the College.	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.
<div>Initiatives</div> <div><div>1. Create a more interactive and supportive First Year Experience for all students.</div><div>2. Support a rigorous learning environment by providing expanded support services for at-risk students.</div><div>3. Ensure continuous College assessment of student learning.</div><div>4. Cultivate a learning community with professional development programs for faculty, staff and administrators.</div><div>5. Increase student retention to 81%.</div><div>6. Create a campus technology plan.</div></div>	<div>Initiatives</div> <div><div>1. Enhance academic excellence with curricular and co-curricular service learning and internship opportunities.</div><div>2. Foster independent thinking by engaging all students in critical and creative thinking skills.</div><div>3. Identify and enhance Signature Programs to facilitate enrollment growth.</div><div>4. Provide academic and co-curricular programs that meet student needs.</div><div>5. Identify partnerships and articulation agreements that will build on our strengths and increase enrollment.</div><div>6. Encourage self-reflective awareness of global citizenship.</div></div>	<div>Initiatives</div> <div><div>1. Increase net revenue by \$3.5 million building enrollment to 1,000 students.</div><div>2. Determine appropriate mix of students, academic programs and majors to meet enrollment goals.</div><div>3. Launch capital campaign to achieve fund raising goals to support endowment and facilities improvements.</div><div>4. Develop and implement endowment fund investment strategies to achieve desired rate of return</div><div>5. Model financial management best practices.</div></div>	<div>Initiatives</div> <div><div>1. Implement integrated marketing plan.</div><div>2. Identify target markets and develop marketing plans that will attract the desired student demographic and reach enrollment goals by program.</div><div>3. Develop programs to engage alumnae, alumni, and community members to enhance visibility and reputation.</div><div>4. Model communications and marketing activities to assess best practice.</div></div>	<div>Initiatives</div> <div><div>1. Create an electrical grid inclusive of campus needs</div><div>2. Renovate John Stewart Memorial Library</div><div>3. Develop a plan for comprehensive residence hall improvements</div><div>4. Develop an Athletic Master Plan</div><div>5. Enhance campus environment</div></div>

STRATEGIC PLANNING COMMITTEES

Strategic Planning Implementation Committee 2011-2012

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Mary A. Hendrickson, Vice-President for Academic Affairs/Dean of Faculty, Associate Professor of Political Science, Co-Chair
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Lois Collingwood '12, Student, ADP
Brian Ecker, Vice President for Finance and Administration
Leslie Hoover '12, Student, CFW
Philip Lindsey, Head of Humanities Division, Associate Professor of Fine Arts
Christine Mayer '07, Program Manager, Fulton Center for Sustainable Living
Kathleen Murphy, Director of the Library
Mary Ann Naso, Vice President for Enrollment
Carolyn Perkins, Vice President for Student Development/Dean of Students
William K. Shoemaker, Director of the Master of Education Program
Edward Wells, Chair and Associate Professor of Environmental Studies

Strategic Planning Committee 2009-2010

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Kathleen Murphy, Director of the Library, Librarian
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Julie Raulli, Assistant Professor of Sociology
Edward Wells, Associate Professor of Environmental Studies
Jeff Zufelt, Vice President for College Advancement

Strategic Planning Data Committee 2009-2010

Elizabeth Anderson, Assistant Dean for Academic Assessment and Institutional Research
Linda Brittain, Dean of Financial Aid/Senior Enrollment Associate
Emily Helman '04, Director of Advancement Services
Jean Hoover, Registrar
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