

A large, light purple watermark of the Wilson College logo is centered on the page. It features a large 'W' with '1869' below it, all enclosed in a circular border.

*Setting the Balance:
Prioritizing the Student Experience*

Institutional Strategic Enrollment Goals

April 2017

1869

**WILSON
COLLEGE**

Wilson is about students. Everything we do is predicated on serving students, from classrooms and academic support services to residence life and the business office. The Wilson experience, regardless of what cohort a student may belong to, should be one that instills confidence, enthusiasm and trust between each student and the College.

The creation of the strategic enrollment planning report, *Setting the Balance*, deepened our understanding of how Wilson College will face the challenges of providing a financially stable future for the institution. Good strategic enrollment planning incorporates constant review and revision to respond to the changes in the marketplace. In many ways, *Setting the Balance* represented the continuation of ongoing evaluation at Wilson. The commission process that led to the Wilson Today plan provided an in-depth examination of the College, but changes in both the institution and the marketplace dictated that a fresh assessment of Wilson was necessary.

The goals set forth as part of *Setting the Balance* prioritize the individual student experience, representing both our philosophy of individual education and a new approach to strategic planning and institutional goals. How we create the Wilson experience for each student that we recruit, enroll, teach, graduate and with whom we build a lasting relationship, needs to be at the forefront of how we move forward. When we look at our processes, assessment and even our own working habits, we must focus on how we can improve the student experience.

Setting the Balance has provided new context for the College and helped refocus our goals through a student-first lens. This must be the priority for Wilson as we move forward. It is at the core of recruitment and retention efforts, as well as our ability to build relationships with students beyond graduation. Each of us plays a role in making each student successful.

Strategic Enrollment Goals: Institutional

1. Review and assess programs and processes through a student-first lens to determine impact on the enrollment and retention of each student cohort

 2. Collaborate across divisions to support achieving cohort recruitment and retention targets in order to improve the student experience and meet revenue goals

 3. Strategically allocate resources and prudently steward Wilson in a manner that places students at the forefront of decisions and allows the College to meet its financial obligations

 4. Evaluate and refine the Wilson College value proposition to meet the expectations of the new generation of students and parents

 5. Guided by the Campus Enhancement Plan and commitment to being student-centered, prioritize campus projects that support the achievement of targets for recruitment and retention
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Strategic Enrollment Goals: Division

College Division/Goals	Partner Divisions
Enrollment (ENR)	
1. Recruit and enroll a diverse and college-ready student body in numbers that meet established headcount goals	AA, FA, MC
2. Develop and implement strategies to assist faculty in the identification of future programs to consider that offer long-range and sizeable enrollments and with considerable employment potential for students	AA
3. Implement baseball in 2018-19 as the mandated fifth intercollegiate program for men per NCAA regulations	FA
4. Enhance the entering student athlete experience to improve their retention from first to second year from the current 74% to 80%, contributing to the overall student retention rate	AA, SD
5. Collaborate with the Business office to develop achievable targets for net tuition revenue while being sensitive to student loan expectations	FA
6. Enhance communication between the Financial Aid Office and other student-centered offices to provide a higher level of understanding of financial aid regulations and the effect those operations have on financial aid processes with subsequent impact on enrollment and retention	AA, FA, SD
Marketing and Communications (MC)	
1. Work closely with recruitment to create tighter integration between enrollment and marketing efforts	ENR, IT
2. Obtain and incorporate recruitment profile indicators and recruitment strategies to provide for more targeted marketing across all channels	ENR, AA, SD, FA
3. Research and review resonance of marketing messages with key audiences and revise accordingly	All Divisions
4. Establish action plans for individual marketing programs (e.g. digital marketing, social media, etc.) to continue to improve Wilson's visibility and help achieve enrollment goals	All Divisions
5. Establish program to communicate key messages and brand identity to campus for improved support	ENR
Academic Affairs (AA)	
1. Continue to assess academic programs for possible enhancement and to achieve the right mix of programs	ENR, FA
2. Continuously monitor and analyze faculty workloads in relation to enrollment growth and as part of an ongoing process of strategic development.	FA
3. Conduct comprehensive analysis of course offerings and space utilization	ENR, FA

4. Reimagine and enhance the system of academic advising to ensure student success	--
5. Assess, enhance or construct institutional systems as a means to support students' academic achievement	SD, FA, ADV
6. Continue to enhance internal processes and procedures in creating a transfer friendly culture to maximize the potential for enrolling undergraduate students who began their college education elsewhere.	FA, ENR

Student Affairs (SD)

1. Increase and streamline communication with new students from deposit through first day of class	ENR, AA, MC
2. Educate all faculty and staff who interact with first and second year students on the importance of their roles in the retention of all students	All Divisions
3. Enhance the First Year Experience and the Sophomore Experience for all students to increase retention.	AA
4. Expand the hours for student services to serve the expanding needs of all student cohorts.	AA
5. Promote and encourage experiential learning beyond the classroom through internships and study abroad.	AA, ADV
6. Design and institute opportunities for mentoring and affinity groups to increase connections for students.	ADV, AA
7. Provide opportunities for students to engage in meaningful service to the community.	MC, ADV

Finance and Administration (FA)

1. Keep students at the forefront of decisions in order to increase the College's financial stability	All Divisions
2. Enhance campus facilities to improve student learning and residential experiences	Advancement

Advancement (ADV)

1. Improve/increase constituent engagement (alumnae/i, community, corporations/foundations/organizations, parents, friends, government, students, campus partnerships) as a mechanism to provide greater levels of philanthropic support to benefit students in all cohorts	SD, ENR, MC
2. Targeted fundraising to support enrollment and retention goals and to improve the overall student experience by improving facilities and providing more scholarship dollars to ease the financial burden on students	MC
3. Plan for the sesquicentennial milestone to celebrate Wilson students and the Wilson experience as we move forward	MC