

Wells College

Vision Statement and Strategic Plan for 2015-2019

Approved by Board of Trustees: October 20, 2015

Updated: October 5, 2016

Reviewed, Evaluated and Updated by Cabinet: January 16, 2018

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 *(continued)*

Strategy	Action Step	Person/s*	Timing	Resources	Completion Date	Evaluation	
						Comments	Date
Curriculum development (continued)	5. Integration of campus values into the curriculum (e.g. sustainability)	Chair of Educational Policy Committee	Ongoing	Person to oversee Gen. Ed. Curriculum	Fall 2017	The General Education Curriculum is currently in the revision stage. The goal is to bring the revisions to Faculty at the beginning of the Spring 2017 semester. Considered Operational – to be removed going forward.	February 2017 Jan 2018
Faculty support	1. Improve and diversify faculty recruitment and retention	Chair, Faculty Advisory Committee/ Provost	Ongoing			Faculty search committees during the 2016-2017 academic year received training from Manager of Human Resources and the Director of Campus Life for Diversity and Inclusion. Retain for extended Plan.	Jan 2018
	2. Create* a faculty development program (*more accurate to state revitalize)	Chair, Faculty Advisory Committee/ Provost				Retain for extended Plan.	Jan 2018
	3. Address faculty equity and workload issues	Chair, Faculty Advisory Committee				Retain for extended Plan.	Jan 2018
Teaching technology	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	TAG/ Education Technology Coordinator	Evaluate needs yearly.		New lecterns added fall 2016, additional improvements to Zab Sem rooms and Auditorium underway late fall 2016.	Considered Completed and now Operational – to be removed going forward.	Jan 2018
	2. Expand the support and training of faculty in the use and integration of technology into their curriculum.	Education Technology Coordinator	Evaluate needs yearly.			Retain for extended Plan.	Jan 2018
	3. Pilot hybrid and online course offerings	IT, ETC, CC, Provost and Faculty	This must be driven by Faculty, not IT			Project has to be driven by Faculty, IT's role is to make sure we are ready to support it when it does get implemented. Considered not applicable for timeframe of Plan – to be removed going forward.	Jan 2018

*EPC = Educational Policy Committee // CC = Curriculum Committee // FAC = Faculty Advisory Committee // TAG = Technology Advisory Group

1. FOCUS ON ACADEMIC PROGRAMS *(continued)*

Strategy	Action Step	Person/s*	Timing	Resources	Completion Date	Evaluation	
						Comments	Date
Relationships with other institutions	1. Expand and improve existing relationships and partnerships (<i>e.g.</i> , community colleges, etc.)	President/ Provost	Initial Meetings - 2016-17		Ongoing.	CCC - met 1-26-16; OCC - met 4/20/16; TC3 - met 5/3/16; Herkimer Coll - met 12/5/16; Aub Comm Hosp - met 12/12/16 Considered Operational – to be removed going forward.	Jan 2018
	2. Explore additional partnerships (<i>e.g.</i> , business internships, professional school programs)	Exper Learning Office				Considered Operational – to be removed going forward.	Jan 2018
Connect academics to professions and outcomes	1. Become more intentional with efforts to bring together academics and professional careers	Exper Learning/Career Services				Retain for extended Plan.	Jan 2018
	2. Incorporate alumni in the educational process to inform students on their own paths to success	Alumni Office/ Career Services				Retain for extended Plan.	Jan 2018

*EPC = Educational Policy Committee // CC = Curriculum Committee // FAC = Faculty Advisory Committee // TAG = Technology Advisory Group

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 Date	Evaluation	
						Comments	Date
Analyze and document the current condition of facilities and grounds	1. Assess the impact and potential positive and limiting/negative/“opt-out” effects for enrollment decision-makers and new revenue initiatives	Admissions/ Soccer Coach/ Student Rep./ Dir. Campus Life and Leadership	Starting Immediately	Task Forces	August 1, 2016	Campus tour by responsible group and list was created Considered Completed and Operational – to be removed going forward.	April 2016 Jan 2018
	2. Consider facades, entryways, lighting, signage, landscaping, roadways and pathways	Office Manager, Facilities Services	Starting Immediately	Task Force	August 1, 2016	See above. Considered Completed and Operational – to be removed going forward.	Jan 2018
	3. Conduct an assessment of the magnitude of deferred maintenance	Outside consultant	March 2017	\$65,000	TBD	Cabinet has approved energy study on campus. Retain for extended Plan.	Jan 2018
	4. Assess and address improved accessibility	Consultant	TBD	\$5,000	TBD	Donation for 5 door openers:3- library, 2- Mcm, lighting, stair treads outside painted for visibly challenged students – complete.. Considered Completed and Operational – to be removed going forward.	Fall 2016- Spring 2017 Jan 2018
Develop an overarching facilities plan	1. Develop a plan/protocols for day-to-day upkeep	Campus Facilities	Jan 2016	School Dude Software \$2,500/year	Feb 2016	Program has been implemented; daily upkeep is more efficient. Considered Complete and Operational – to be removed going forward.	Spring 2017 Jan 2018
	2. Develop a plan/protocols for emergency needs	Campus Safety/ Campus Facilities	Mar 2017	Dept Directors	July 2017	Brian and Doug to begin developing. Retain for extended Plan.	Jan 2018
	3. Develop a plan/protocols for special projects	Cabinet/Cap ital Projects Group	TBD	New Dept and staff	TBD	Retain for extended Plan.	Jan 2018
	4. Develop a plan/protocols for deferred maintenance	Consultant/ Director of Facilities	TBD	assessment from deferred maintenance	ongoing	Retain for extended Plan.	Jan 2018
	5. Develop a plan/protocols for new capital projects (e.g., additional residence hall spaces)	Cabinet/Cap ital Projects Group	TBD	New Dept and Staff	TBD	Retain for extended Plan.	Jan 2018
	6. Evaluate and align structure and staffing to meet identified needs	Cabinet/Faci lities Managers	TBD	Needs an Agreed to Plan	TBD	Considered Complete and Operational – to be removed going forward.	Jan 2018

2. IMPROVE AND MAINTAIN THE CONDITION AND APPEARANCE OF CAMPUS *(continued)*

Strategy	Action Step	Person/s*	Timing	Resources	Completion Date	Evaluation	
						Comments	Date
Develop an overarching facilities plan (continued)	7. Align plan with climate action plan, curricular initiatives and sustainable practice	Sustainability and Facility Directors	TBD	The Plans	TBD	Proposals received for Solar Array, RFO, and Trane energy study. Considered Complete and Operational – to be removed going forward.	Jan 2018
Engage campus-wide community members in improvement efforts	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)	Cabinet and Department Heads	annually prior to Fall Semester opening; Presidential Inauguration project		Fall 2015, Fall 2016, Fall 2017	Students, faculty and staff participated in Campus-wide Clean-up Days the past three years (August 2015, 2016 and 2017). Review participation and benefit to campus projects when assessing organizing for following years. Alumni, students, faculty, staff and community members completed a couple campus improvement projects during the Presidential Inauguration weekend (Fall 2016). Considered Complete and Operational – to be removed going forward.	Jan 2018
Explore partnership possibilities to develop additional residential spaces	1. Partner with developers to create new residential and/or gathering spaces.	President/ Cabinet Members				Dorm designed and approved – awaiting need/growth. Considered Complete and Operational – to be removed going forward.	Jan 2018

3. MARKET & ADVERTISE TODAY'S **WELLS STORY** ---- This Section will be completely **REPHRASED** by the new Director for Communications & Marketing going forward as most items are considered operational or not assessible.

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 Date	Evaluation	
						Comments	Date
Launch and expand a new brand promise	1. Launch and expand a new brand promise: Wells College. Arrive Curious ∴ Graduate Prepared.	Comm Office	WIP			Website has been launched but will continue to expand. Goal – for students to arrive curious and open to new ideas and by definition, will be more prepared when they graduate. See statement above.	Jan 2018
	2. Develop a significant advertising campaign, including print, radio, television, billboard, etc.	Comm Office	WIP	Grant submitted to assist with regional advertising campaign	Spring, Summer and Fall 2016	TV, Billboard, Media and Electronic means of advertising are being designed. Regional advertising campaign planned for a 150-mile radius. See statement above.	Jan 2018
Integrated institutional messaging	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	Comm, Adm and Adv Offices	WIP	Dept Budgets; Pieces are being designed in-house and printed locally		Materials are updated and printed annually. Refreshed materials happens every 4 years. See statement above.	Jan 2018
	2. Leverage the College’s upcoming sesquicentennial for media and alumni engagement	Comm and Adv Offices	WIP			150 voices (40 students, 30-40 alum and 10-20 faculty and staff) will lead into a comprehensive campaign. See statement above.	Jan 2018
	3. Develop a pre-campaign communications plan for alumni and other donors and prospects	Comm and Adv Offices	WIP			Planning stage only will be completed by the end of the Strategic Plan. See statement above.	Jan 2018
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	Adv Office	WIP	Seed Fund from Alan and Jean Heuer	summer 2017	Campaign Feasibility study leads to a recommendation to the Board on launch date and working goal. See statement above.	Jan 2018

3. MARKET & ADVERTISE TODAY'S *WELLS STORY* (continued) ---- This Section will be completely REPHRASED by the new Director of Communications & Marketing going forward as most items are considered operational or not assessable.

Strategy	Action Step	Person/s*	Timing	Resources	Completion Date	Evaluation	
						Comments	Date
Engage a wider audience	1. Gather success stories from students, faculty, staff and alumni and use them across media platforms	Adm, Comm and Adv Offices	WIP			Student success stories are currently being used in a variety of platforms (Webpage, Facebook, magazine and posted throughout campus. 150 voices (40 students, 30-40 alumni and 10-20 faculty and staff) to be shared in a variety of platforms. See statement above.	Jan 2018
	2. Develop a marketing plan to directly engage parents, as well as guidance counselors and other educators, as significant decision-makers and influencers					Goal is to create an "adult viewbook" for parents - 2017-18 admissions cycle. This past fall, Comm/Adv Offices prepared a regional action campaign in Ithaca, Roch & Syr to celebrate the new Bus Prog. Plan should include livestream athletic events, guest speakers, lectures, etc. – can help with recruiting and keep parents and alumni engaged with campus happenings. See statement above.	Jan 2018
	3. Engage alumni and faculty in delivering admissions messages and materials					Fall 2015	300+ most engaged alumnae received a piece (from Adv) that shared how students are being recruited; included materials that could be shared with their own communities, family, friends, and others. At all Alumni events this past year, Adm pieces were given to participants so they could share. See statement above.

3. MARKET & ADVERTISE TODAY'S *WELLS STORY* (continued) ---- This Section will be completely *REPHRASED* by the new Director for Communications & Marketing going forward as most items are considered operational or not assessible.

Strategy	Action Step	Person/s*	Timing	Resources	Completion Date	Evaluation	
						Comments	Date
Develop a plan for public recognition of philanthropy	1. Establish a program for permanent, public recognition of \$million+ giving (e.g., walkway, wall of honor)	Adv Office	WIP			Advancement is already in discussion for consideration of a walkway, wall or other type of recognition of donors. See statement above.	Jan 2018
	2. Use campus events (e.g., inauguration) to honor philanthropy	Adv Office				This did not occur. See statement above.	Jan 2018
Quantify and market economic and social impact of the College	1. Intentionally record partnerships and economic activity to provide evidence of impact on the region	See Focus Area #5				See statement above.	Jan 2018
	2. Tell the story in various media outlets	Comm Office				See statement above.	Jan 2018

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 Date	Evaluation	
						Comments	Date
Update the Master IT plan	1. Work with a representative campus-wide committee to update the IT Master Plan	TAG	May 2016			Finished, but it is a living document and will continually be updated. Considered Complete and Operational – to be removed going forward.	May 2016 Jan 2018
Academic technologies enhancement	1. Continue to renovate and modernize the classroom technology across campus	IT and Educational Tech Coordinator (ETC)	Evaluate needs yearly			New Lecterns added to classrooms September 2016, Zabriskie Seminar rooms slated to get new classroom technology and Zabriskie Auditorium a state of art Video Conferencing set up. Considered Complete and Operational – to be removed going forward.	Jan 2018
	2. Evaluate IT staffing needs before the implementation of academic technology enhancements	IT Director and CFO	Evaluate needs yearly			Fall 2016, CFO and IT determined it would be effective to fill formerly outsourced Network Position internally and hire additional Help Desk staff. Considered Operational – to be removed going forward.	Jan 2018
	3. Develop a plan to fully implement a LMS system	IT Director and ETC	Fall 2016			Currently 100 classes using Moodle with 600 users logging in every two days. Ed Beck offering lunch and learn trainings. Considered Complete and Operational – to be removed going forward.	Jan 2018
	4. Develop a plan for implementing and supporting hybrid and online courses	IT, ETC, Provost and Faculty	Plan 2016; was to implement J-Term 2016-17, now unknown			This will not happen over J-term. Project has to be driven by Faculty, IT's role is to make sure we are ready to support it when it does get implemented. Considered Operational – to be removed going forward.	Jan 2018

4. **STRENGTHEN THE CAMPUS-WIDE INFORMATION TECHNOLOGY POSITION** *(continued)*

Strategy	Action Step	Person/s*	Timing	Resources	Completion Date	Evaluation	
						Comments	Date
Academic technologies enhancement (continued)	5. Provide sufficient internet bandwidth capacity to meet academic needs	IT Director	This was postponed it was supposed to happen Summer 2016 - New target Summer 2017	\$15,000/yr for 150Mbps		We are managing with our current bandwidth, so this was put off for budgeting reasons. Considered Complete and Operational – to be removed going forward.	Jan 2018
Administrative technology enhancements	1. Evaluate and improve the utilization of Jenzabar EX and the Globe in relevant College business operations functions	IT	Ongoing			TAG will be formulating a plan for how and when a formal evaluation of Jenzabar may occur. Globe is slated to be rebuilt for Fall 2017 Retain for extended Plan.	Jan 2018
	2. Develop a plan to provide staff and faculty system-wide training in use of business technologies	IT	Ongoing			Retain for extended Plan.	Jan 2018
	3. Improve the collection and use of data to enhance business operations	Sub-committee of TAG	Ongoing			A sub-committee under TAG has begun meeting to draft new standards. Retain for extended Plan.	Jan 2018
	4. Provide IT staff with ongoing training to support current and new administrative technology enhancements	IT Director	2016	\$4,000/yr		As budget allows. Considered Operational – to be removed going forward.	Jan 2018
IT risk mitigation and security enhancements	1. Provide network and computer security and troubleshooting training for IT staff	IT Director	2016	(included above)		As budget allows. Considered as a part of # 4 above and Operational – to be removed going forward.	Jan 2018
	2. Continue to evaluate current system risk mitigation and security as well as implement industry standards for improved security and disaster recovery.	IT Director	2016	\$10,000 for audit	Audit completed May 2016	Audit listed needed Policy/Procedural changes to implement. An ongoing process. Considered Complete and Operational – to be removed going forward.	Jan 2018
	3. Implement a single sign-on network security system to better manage password security across systems	IT Director	2016	\$4,000		Completed summer 2016. Considered Complete and Operational – to be removed going forward.	Aug 2016 Jan 2018

4. STRENGTHEN THE CAMPUS-WIDE INFORMATION TECHNOLOGY POSITION *(continued)*

Strategy	Action Step	Person/s*	Timing	Resources	Completion Date	Evaluation	
						Comments	Date
IT risk mitigation and security enhancements (continued)	4. Evaluate IT staffing needs to meet network and computer security implementation and on-going support	IT Director and CFO	Ongoing			Network Staff position and Help Desk positions hired – Nov, 2016. Considered Complete and Operational – to be removed going forward.	Jan 2018
IT infrastructure sustainability	1. Continue and expand the leasing of desktop computers and laptops to also include servers to improve their lifecycle schedule	IT Director	Ongoing			Considered Operational – to be removed going forward.	Jan 2018
	2. Develop a plan to support and enhance systems: firewall, servers, switches, wifi system and phone system	IT Director	Firewall-Summer 2016; WIFI 2018	FW-\$30,000; WIFI-\$200k		Firewall has been replaced. WiFi is huge on the students list of things they are dissatisfied with. Considered Complete and Operational – to be removed going forward.	Aug 2016 Jan 2018
	3. Plan for future growth for fiber and wifi to the athletic fields and technology infrastructure for future development	IT Director	2016-17	\$38,000		Considered Complete and Operational – to be removed going forward.	Jan 2018

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 Date	Evaluation		
						Comments	Date	
Develop a plan to effectively manage resources	1. Carefully manage institutional resources including: human resources; buildings and grounds; physical assets and art; and the endowment	Cabinet	annually; Oct BOT Mtg	N/A	October 2016 October 2017	Present the BOT with a balanced budget. Considered Complete and Operational – to be removed going forward.	Oct 2016 Oct 2017 Jan 2018	
	2. Embrace the entrepreneurial spirit that requires taking a risk and manage that risk as an asset	Cabinet			N/A	Considered a Philosophy and not measurable – to be removed going forward.	Jan 2018	
	3. Measure ROI and adjust accordingly	Cabinet/ CFO				N/A	Considered not measurable – to be removed going forward.	Jan 2018
	4. Use our small size as an asset	Cabinet				N/A	Considered a Philosophy and not measurable– to be removed going forward.	Jan 2018
Develop and strengthen partnerships focused on economic development and increased economic viability for Wells College and the wider community	1. Explore and strengthen partnerships with private enterprises (e.g., AII, Mackenzie-Childs, wineries)	Cabinet	FY 17			Working with AII for them to purchase WC property. Considered Operational – to be merged into new strategy going forward.	Jan 2018	
	2. Explore and strengthen partnerships with non-profits (e.g., musical theatre festival, visitors bureaus, Chambers of Commerce)	Cabinet	FY 17		ongoing	Member of 2 area chambers of commerce. (President- on BOD of Cayuga Cnty). Corp Relations planned. 2 on-campus business gatherings. Considered Operational – to be merged into new strategy going forward.	2017 Jan 2018	
	3. Explore and strengthen partnerships and relationships with local municipal/government organizations (e.g., village of Aurora, town of Ledyard, Cayuga County)	Cabinet	FY 17		ongoing	Working with Village of Aurora, Inns of Aurora and Cayuga County to create a new water plant for the Village. Considered Operational – to be merged into new strategy going forward.	July 2017 Jan 2018	
	4. Strengthen relationships with state and national governmental officials/organizations.	Cabinet	FY 17		ongoing	President has met with CIC and clcu presidents. Met with NYS Senator Helming and Finch - grant applied for to replace water filters. Considered Operational – to be merged into new strategy going forward.	July 2017 Jan 2018	

5. DEVELOP ADDITIONAL REVENUE STREAMS AND STRENGTHEN REGIONAL ECONOMIC ACTIVITY (continued)

Strategy	Action Step	Person/s*	Timing	Resources	Completion Date	Evaluation	
						Comments	Date
Utilize Wells' facilities in new and expanded ways, to benefit the College and the region	1. Establish an "Office of Conference and Events" to market facilities/opportunities and develop new programs and partnerships, manage ongoing events more effectively	Cabinet			N/A	On hold due to new conf center planned by Inns of Aurora and the need to renovate more residential space for use. Considered Operational – to be merged into new strategy going forward.	2017 Jan 2018
	2. Study utilization of Wells-owned properties for incubator space for student-driven entrepreneurship	Cabinet			N/A	Will not be completed during this plan cycle. Considered Operational – to be merged into new strategy going forward.	Jan 2018
	3. Consider new management model for golf course	CFO/Director of HR	FY 17		June 2017	Under review. Considered Operational – to be merged into new strategy going forward.	Jan 2018
	4. Consider revenue-generating uses for campus properties, including lakeside properties and lake access, and season-specific opportunities	Cabinet				Have begun reviewing properties to sell as needed. Considered Operational – to be merged into new strategy going forward.	Jan 2018
	5. Develop and promote summer programming (e.g., athletics camps, institutes)	Cabinet/ Athletics	FY 17		June 2017	BAC hosts institute each summer, sports camps will use campus space. Considered Operational – to be merged into new strategy going forward.	Jan 2018
	6. Offer housing opportunities for regional events	Cabinet				President has talked with Sue Edinger (Inns) about renting residence halls as "overflow" space for their guests. Considered Operational – to be merged into new strategy going forward.	Jan 2018
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	VP Advancement	FY 17	\$1.2. MM		Campaign staffing completed. Feasibility study Spring 2017. Considered Complete and Operational – to be removed going forward.	Jan 2018

5. DEVELOP ADDITIONAL REVENUE STREAMS AND STRENGTHEN REGIONAL ECONOMIC ACTIVITY (continued)

Strategy	Action Step	Person/s*	Timing	Resources	Completion Date	Evaluation	
						Comments	Date
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	Coord, of Corp and Foundation Relations	FY 17			Grants applied for: Endeavor Foundation Emerson Foundation etc. Considered Complete and Operational – to be removed going forward.	Jan 2018
	2. Build on existing relationships with corporate foundations and seek to engage new opportunities	Coord of Corp and Foundation Relations				We have joined 2 area chambers of commerce. (Pres. is on board of directors of Cayuga chamber Corporate relations plan is developed. Two on campus business gatherings are planned. Considered Complete and Operational – to be removed going forward.	Jan 2018
Use campus resources to benefit the region and increase the College’s visibility	1. Leverage academic centers to generate revenue, partnership and outreach.	Cabinet				Retain for extended Plan.	Jan 2018
	a. Center for Business & Entrepreneurship	Cabinet/ Director of Center for Business & Entrepren.				Retain for extended Plan, but included within the above action step.	Jan 2018
	b. Center for Sustainability and the Environment	Cabinet/ Director of Center for Sustain				Farmer’s Market Retain for extended Plan, but included within the above action step.	Jan 2018
	c. Book Arts Center	Cabinet/ Director of Book Arts Center				Retain for extended Plan, but included within the above action step.	Jan 2018
	2. Re-engage the College and campus staff with regional initiatives to promote community engagement (e.g. AuroraFest, economic development councils, area non-profits)	Cabinet	ongoing			ongoing	AuroraFest was canceled for 2016 and 2017; offered to host a new event Southern Cayuga Lake-a-Palooza, August 2017. Retain for extended Plan.