

Wells College 2020-2025 Strategic Plan (prioritized) - Draft

Revised 2-17-2020

**Phase: 1=Survive; complete in years 1-2; 2=Sustain; complete in years 2-4; 3=Thrive; complete by year 5*

Priorities // Strategies // Actions	Point Person (Name/Title)	Phase*	Resources	Timeline	Assessment	Comments
1. Articulation of the College's Identity. <i>The College will use the self-study process to review its Mission statement and to identify what makes Wells unique, ultimately formulating a clearer vision of institutional goals and articulating institutional identity.</i>						
a. Celebrating Wells						
i. Celebrate Wells history and ever-changing traditions, making them more visible and meaningful to students through displays, programming, social media, and other methods of communication	Chris Pollock, Dir Comm/Mktg	1	\$2,480 materials and personnel time for an annual event	by 2022	Participation numbers	Expect event to take place 2020-2021 which is earlier than scheduled; assesses by end of FY21
ii. Promote and maintain an atmosphere of respect, acceptance, and inclusion	Jonathan Gibraltar, President	1	\$33,000/year	by 2022	Number of BIRT incidents; Satisfaction survey results	
iii. Review the Honor Code for relevance and appropriateness to current students, then enhance and expand understanding of and adherence to the Honor Code, and take concrete steps to improve accountability	Charles Kenyon, Interim DOS	3	\$5,000 - consulting	Spring 2021	Review completed; Number of HC cases	
iv. Using an inductive, bottom-up process, answer these questions: Who are our students? Who succeeds here? Build exemplar profiles in success, particular to Wells. Follow a similar process for faculty and staff.	Paul Applebee, Registrar/Dir Inst'l Research; Chris Pollock, Dir of Comm/Mktg	2	\$4,000 - personnel; \$50,000-75,000 for second round of market research	by 2024	Questions answered; Number of profiles completed	Expect completion by July 31, 2020 ahead of schedule for in-house work; June 2021 for market research to be completed
b. Institutional Identity						
i. Support a college-wide culture of accountability, using assessment, performance evaluation, and other similar tools	CIPE	1	\$38,000 - personnel	by 2022	% completing assessment reports and performance evaluations	Adopt new annual report structure
ii. Conduct additional research on institutional identity to answer these questions: What do our current and prospective students see as Wells' identity? How do faculty and staff experience and understand our institutional identity? (Paul, #2) What makes Wells particularly able to attract and retain students, faculty, and staff at this point in its history?	Gerard Turbide, VP Enrollment Svcs	2	See 1.a.iv for estimated costs	by 2024	Research completed	
iii. In a process connected to institutional identity and driven by institutional identity, prioritize and optimize programs	Cindy Speaker, Provost & Dean of the College; Fac Ad hoc Comm-Program Prioritization	1	Would be incorporated into faculty standing committee work; \$25,000 estimate from consultants on optimization analysis	by 2022	Number of program changes	Expect the process for academic programs to be articulated in the Academic Master Plan
c. Community Outreach						
i. Encourage a shared Wells identity by creating multiple opportunities for alumni and current students to connect with one another	Director, Alumni Engagement	3	\$70,200/year	by 2025	Number of events; Number of participants	personnel and events
ii. Use campus resources (including the three Centers) to benefit the region and increase College visibility as a caring, contributing institution	Chris Pollock, Dir Comm/Mktg	3	\$10,000-15,000 for marketing video that highlights how Wells and its students benefit the region	by 2025	Number of inquiries/contacts	Target production date by the 2021-2022 academic year

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iii. Develop and implement communications strategies to raise Wells' profile in the region	Chris Pollock, Dir Comm/Mktg	1	\$7,000-10,000 for creation and launch of social media campaign possibly partnering with local chambers of commerce and other B@B outlets	by 2022	Number of inquiries; Number of social media metrics such as unique reach, impressions and pay-per-click ratios	Campaign to be developed by summer 2022
2. Enrollment Management. <i>In order for the College to remain viable, recruitment and retention must continue as priorities.</i>						
a. Recruitment						
i. Use admissions process to bring in students who are financially able to be here and academically able to succeed	Gerard Turbide, VP Enrollment Svcs	1	\$75,000 for new initiatives	by 2022	Reduced # of students leaving with these exit codes	entire admissions budget of \$1.2 million annually supports this goal; \$17k of new funding is to implement segment analysis
ii. Ensure that admissions process communicates clearly about the Wells experience, helping us recruit and retain students aware of and attuned to the College's rural, small-town location and campus culture	Gerard Turbide, VP Enrollment Svcs	1	\$75,000-\$100,000 annually	by 2022	Content analysis of communication messages	for new position and an operating budget
iii. Develop high-school focused summer programs to support recruitment, involving many areas of the campus	Mike Lindberg, Dir Athletics	2	\$800 - personnel time	by 2024	Number of summer progrms; Number of College areas involved	programs to be self-supporting
iv. Use more discipline-specific student recruiting, to make sure we get students who want the programs we have here at Wells	Gerard Turbide, VP Enrollment Svcs	1	no additional cost	by 2022	Changes in recruiting process	
b. Retention						
i. Study the Wells path to graduation: identify and address factors that prevent graduation and/or impede progress	Paul Applebee, Registrar & Dir Inst'l Research; Charles Kenyon, Interim DOS and Retention Comm	1	PA - \$4,000 - personnel; CK - \$3,930 - personnel	PA & CK - Spring 2020	Study completed; results shared	
ii. Increase retention by enhancing students' feeling of community across campus	Charles Kenyon, Interim DOS	1	\$25,000/year	Fall 2020	Retention numbers	
iii. Create a structure to fully investigate the College's retention issues and ensure that solutions are implemented for continuous improvement	Cindy Speaker, Provost & Dean of the College	1	\$50,000/year	by 2022	Retention numbers	Investigation into retention issues will take personnel time, solutions going forward will take that as well as an integrated system for tracking
c. Priorities						
i. Provide support for a strong, robust academic program	Cindy Speaker, Provost & Dean of the College	1	Additional \$25,000/year	by 2022	Amount of program funding, changes over time	Increase opportunities for summer research, in-residence program and guest speakers and lectures

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ii. Recruit, retain, and develop a diverse student community	PACDEI	1	\$64,000/year + \$200K	ongoing	Retention numbers by diversity group	
iii. Improve collection, sharing, and usage of data to support both recruitment and retention	Paul Applebee, Registrar & Dir Inst'l Research	1	\$4,000 - personnel	by 2022	Data availability	Expect completion by July 31, 2020
iv. Use assessment to determine the impact of student life programming and enhance our offerings	Charles Kenyon, Interim DOS	2	\$5,000 (software)	Fall 2020	Assessment plan completed; ration of \$ spent to numbers participating	
v. Tie student life programming more closely to the College mission	Charles Kenyon, Interim DOS	3	\$10,500 - personnel	Spring 2020	Program analysis before/after	
3. Support of the Student Experience. <i>Maintaining an excellent academic program and providing an education of the whole student are major goals of the Wells College experience, including how to better integrate newer applied programs into the liberal arts and sciences at Wells.</i>						
a. Excellence						
i. Preserve/encourage academic rigor	Cindy Speaker, Provost & Dean of the College	3	\$5,000 - personnel/year	by 2025	Senior thesis analysis	Longitudinal study required
ii. Support inclusive scholarship and teaching	Cindy Speaker, Provost & Dean of the College	2	Additional \$25,000/year for faculty development	by 2024	Amount of resources allocated; number of awards, recognitions	
iii. Reduce faculty turnover, to enhance continuity of the academic experience for students, particularly in advising and mentorship	Cindy Speaker, Provost & Dean of the College	2	\$100,000 annually	by 2024	Reduced faculty turnover	\$50,000 already in operating budget for faculty programs; plus \$50,000 in external (grant) funding
iv. Ensure that performance on student learning goals is continuously monitored and analyzed, and that changes are made to support improvement	EPC; Cindy Speaker, Provost & Dean of the College	1	Incorporated in standing faculty committee work	by 2022	Committee report on outcomes assessment	Need to address the role of the Registrar & Director of Institutional Research in the academic assessment process
b. Programs						
i. Conduct a thorough review of the College's majors and minors, including a process to plan for expanding existing programs, developing new programs, and eliminating programs, as needed	Cindy Speaker, Provost & Dean of the College; Fac Ad Hoc Comm-Program Prioritization	1	Would be incorporated into faculty standing committee work	by 2022	Review conducted; Number of changes made	Expect the process for review of majors and minors to be articulated in the Academic Master Plan
ii. Enhance program excellence and support students' ability to plan for and achieve their academic goals	Cindy Speaker, Provost & Dean of the College	1	No additional funding beyond what's noted above in 2.b.iii.	by 2022	Advisor survey results; results of study under 2.b.i.	Ties to 2.b.iii.

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iii. Increase sense of community and feeling of social unity within each major	Cindy Speaker, Provost & Dean of the College	1	\$5,000/year	by 2022	Student survey results	Ensure that all majors include interaction outside the classroom for students to interact with each other and their faculty.
c. Infrastructure						
i. Ensure reliable information technology systems that meet student expectations and measure up to our peer institutions in terms of technology, campus network, wifi, and other similar resources	Dan Wentworth, Dir IT	2	\$1,340,568	by 2024	IT survey results; Peer comparison study	
ii. Evaluate and improve essential technology resources, particularly Jenzabar and the Globe	Dan Wentworth, Dir IT	2	\$111,254	by 2024	Changes mad ein Jenzabar & Globe	
iii. Ensure continuity of the student experience by engaging in risk mitigation and security enhancement, as well as planning for disaster recovery	Dan Wentworth, Dir IT	2	\$70,000	by 2024	Mitigation, enhancement, planning completed	\$45,000 in ongoing annual costs; \$25,000 one-time expenses
iv. Upgrade all dormitory rooms currently being used, and develop additional upgraded residential spaces as needed	Brian Brown, Dir Facilities Ops	2	\$3.3 million	by 2024	Number of rooms upgraded; % of rooms occupied	\$2.49 million for all dorm rooms at \$10,000 each; \$60,000 for two dorm lounges; \$750,000 for bathrooms in Main
v. Establish, communicate, and utilize a campus-wide facilities plan; prioritize issues that create safety risks and/or directly impede student learning	Brian Brown, Dir Facilities Ops	1	\$200,000	by 2022	Plan completed	Hire outside consultant to develop plan
vi. Improve communication and engagement around facilities issues	Brian Brown, Dir Facilities Ops	3	\$12,000	by 2025	User survey results	personnel
vii. Renovate and modernize classroom technology, providing an educational technology environment that meets student expectations	Dan Wentworth, Dir IT	2	\$202,123	by 2024	Dollars spent; results of Regsitrar annual review	
d. Whole Student						
i. Provide opportunities for students to participate in community service and community engagement activities	Charles Kenyon, Interim DOS	3	\$30,000/year	Fall 2021	Participation numbers	
ii. Continue to integrate basic life skills into our programs to better help students succeed after graduation	Cindy Speaker, Provost & Dean of the College	3	\$30,000/year personnel and project costs	by 2025	Rubric showing where/in what courses	
iii. Broaden the range of opportunities in experiential learning	Cindy Speaker, Provost & Dean of the College	3	No additional costs as within the work of the Academic & Career Advising Center	by 2025	Before/after lists by category	Key will be expanding the use of Handshake as a platform
iv. Ensure that students know of and understand services that are here to support them, including offices in the Learning Commons and medical/psychological services; ensure that these services are well-matched with student needs	Charles Kenyon, Interim DOS; Linda Galbato, Dir Career Svcs	1	\$500 marketing	Spring 2020	Number of students using services	

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v. Improve our approach to student advising, and ensure that sufficient mental health services are available for students, so advisors can refer them to those services with confidence when needed	Charles Kenyon, Interim DOS; Linda Galbato, Dir Career Svcs	2	\$15,000/year	Fall 2020	Advising survey	
Financial Resources. Evaluating various business models and programs to						
4. increase revenue streams and right-size the student body so that the College remains financially sustainable.						
a. Revenue						
i. Expand the use of grants in all areas of the campus, by supporting those willing to apply for and administer grants	Larry Jerome, VP Advancement	2	\$75,000	2022	Number of grants applied for/received	
ii. Conduct a successful capital campaign	Larry Jerome, VP Advancement	1	\$2.5M	2022	Meet campaign goals	\$416,667/year
iii. Create a regular ongoing system for approved sale of unneeded assets, rather than continuing to store items that are infrequently used	Marian Brown, Dir Ctr of Sustainability /Environment	1	See comment	by 2022	Dollar amount of sales by year	Should not be assigned to M Brown; should be assigned to VP/CFO
iv. Find more income-generating ways to use campus during summer months, such as lake research and social activities	Carl Sgrecci, VP-CFO; Hallmark	2	\$1,000	by 2024	Dollar amount of income	
v. Right-price potential summer programs, using true costs (including opportunity cost and overhead) to set pricing, rather than using only direct costs	Susan Weatherby, Controller	1	\$1,200	by 2022	Profitability ratio of events	personnel
b. Planning						
i. Mitigate potential financial risk from major negative events, through emergency preparedness and continuity planning	Carl Sgrecci, VP/CFO	2	\$5,000	by 2024	Plans completed and communicated	
ii. Create a new budget process, one that allows for a more flexible response to enrollment changes and fluctuating tuition income within a single academic year	Carl Sgrecci, VP/CFO	1	range of \$25,000-\$50,000	by 2022	New process in place	
c. Investment						
i. Develop and share a complete and accurate deferred maintenance list	Brian Brown, Dir Facilities Ops	1	\$80,000	by 2022	List completed and shared	for study by outside consultant
ii Utilize Wells' facilities in new and expanded ways	Jonathan Gibraltar, President	3	\$8,250/year	by 2025	List of new and expanded uses	
5. Workplace of Choice. The College fosters the development of the "whole person" for staff and faculty, just as it does for students.						
a. Continuous Improvement						
i. Engage in ongoing assessment of all programs and services, and provide support for positive change when things are not working well	CIPE	1	\$35K	by 2022	% of College areas completing assessment reports; # of changes made	Adopt new annual report structure
ii. Create a healthier campus climate, in which all members of our community feel included, supported, and valued [Note: ensure inclusion of faculty]	Charles Kenyon, Interim DOS	3	\$115,000 plus \$5,000 every other year	Fall 2021	Climate survey data	
iii. Improve salaries and benefits for staff and faculty	Carl Sgrecci, VP-CFO; Kit Van Orman, Dir HR	3	\$460,000 annually	by 2025	\$ increases	to restore faculty and staff salary cuts
iv. Improve training and onboarding process for new employees	Kit Van Orman, Dir HR	3	\$5,000/year	by 2025	List of process changes	

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v. Increase numbers of faculty and staff in key areas across campus, to relieve overburden that has fallen on many positions	Kit Van Orman, Dir HR	2	\$170,000/year	by 2024	HR workload study; changes made	
vi. Address faculty and staff equity and workload issues	Kit Van Orman, Dir HR; Fac Advisory Comm	2	\$25,000	by 2024	HR workload study; changes made	
vii. Improve and diversify faculty and staff recruitment and retention	Kit Van Orman, Dir HR	1	\$10,000 year	by 2022	Numbers recruited and retained, by diversity group	\$888,000 retirement & salaries
viii. Improve collection and use of data on staff and faculty satisfaction, tracking and making progress on issues and concerns	Paul Applebee, Registrar & Dir Inst'l Research	3	\$4,000 - personnel	by 2025	Satisfaction survey	Expect to have process in place by July 31, 2020
b. Support Services						
i. Ensure reliability of key information technology resources, including regular maintenance and updates for computers and other digital technologies, planning for disaster recovery, risk mitigation, and security enhancements with minimal effect on functionality	Dan Wentworth, Dir IT	2	\$220,350	by 2024	Plans in place; reliability measures	
ii. Support the safety and confidence of faculty and staff through emergency preparedness and continuity planning	Director, Safety-Security	2	\$10,000 for response plan and training	Spring 2021	Plans in place	
iii. Provide viable options for childcare to support staff and faculty	Kit Van Orman, Dir HR	3	\$22,500/year	by 2025	Availability of childcare services; usage numbers	based on voucher program
iv. Develop an ombudsman role to help mediate concerns and disputes, outside of existing reporting structures and seniority hierarchies	Kit Van Orman, Dir HR	3	\$76,800/year	by 2025	Number of disputes reported and resolved	
c. Learning and Personal Growth						
i. Promote a sense of community for faculty and staff; work to identify and mitigate any factors that undermine that sense of community	Kit Van Orman, Dir HR	3	\$5,000 for climate survey	by 2025	Climate survey results	
ii. Particularly for faculty, develop a community of scholarship, a community of scholars (including scholarship of teaching)	Cindy Speaker, Provost & Dean of the College	3	\$25,000 - conference and workshop support	by 2025	Faculty survey	
iii. Provide training for IT staff so they are able to support new technologies, network security, and computer security for College faculty and staff in all areas	Dan Wentworth, Dir IT	2	\$30,690	by 2024	Number of training hours completed	
iv. Provide training for all faculty and staff in use of technology applications	Dan Wentworth, Dir IT	3	\$41,640	by 2025	Number of training events; Number of participants	
v. Revitalize faculty development program	Cindy Speaker, Provost & Dean of the College	3	\$25,000 - conference and workshop support	by 2025	Number of programs offered; Number of participants	
vi. Provide staff development opportunities	Kit Van Orman, Dir HR	3	\$25,000	by 2025	Number of programs offered; Number of participants	Up to \$50,000