

## **STRATEGIC PLANNING AND PLANS – PEER INSTITUTIONS FOR WILMINGTON COLLEGE**

### **BETHANY COLLEGE IN WEST VIRGINIA**

From

<http://www.bethanywv.edu/about-bethany/president-and-college-leadership>

As of Feb 25 2015

As the 19<sup>th</sup> president of Bethany, Dr. Miller envisioned a dynamic future for the state's oldest college, which was founded before West Virginia became a state. Using an operational approach befitting a nationally ranked, liberal arts institution, and embracing bold, comprehensive strategic initiatives, he has set the College on a progressive course. His personal devotion to the liberal arts, respect for the College's rich history, and working knowledge of the latest trends in higher education qualify him as one of the most effective small-college presidents in America today.

Working from a master plan, Dr. Miller identified five key areas of opportunity for Bethany:

- Expansion of the residential campus community through growth of enrollment
- Enhancement of College facilities, student services, and co-curricular programs
- Enrichment of students' global learning experiences through study-abroad initiatives
- Strengthening of the College's resource base through a comprehensive capital campaign
- Positioning of the College for even greater academic leadership and influence nationally

Dr. Miller's results-oriented presidencies have fostered his reputation for achievement. In the three institutions he has served, he has earned the respect of faculty, students, alumni, and community by expanding academic programs, building student-friendly facilities and programs, increasing alumni participation in annual giving, and enlarging community resources. His commitment to student and faculty research, collaborative initiatives with other institutions, internships, and career advantage for new graduates is well known.

**BLUFFTON UNIVERSITY**

## Bluffton University trustees review new strategic plan; approve tenure and promotions, new endowed scholarship

Posted by Fred Steiner on April 13, 2011 - 4:08pm

Bluffton University's next five-year strategic plan was a primary topic at the spring meeting of the university Board of Trustees April 8 and 9.

"In today's rapidly changing higher education environment, timely strategic planning is more crucial than ever," Bluffton President Dr. James M. Harder observed.

"Bluffton needs to anticipate future opportunities for growth that align with our institutional mission. At the same time, we must ensure that a Bluffton education continues to meet the changing needs and expectations of our students and of society."

The 2011-15 strategic plan identifies institutional goals in three categories, designed to enhance quality, strengthen capacity and foster innovation. During the coming months, faculty and staff will continue to provide input and make final edits to the draft. Upon receiving final board approval, the plan will go into effect in July.

The trustees also discussed significant progress with Extending Our Reach - The Campaign for Bluffton, a \$30 million comprehensive campaign which has raised \$29.2 million to date.

<http://www.blufftonicon.com/news/2011/04/13/bluffton-university-trustees-review-new-strategic-plan-approve-tenure-and-promotions>

Address by the President on what makes Bluffton unique? Sept 9 2014

<http://www.bluffton.edu/president/forum14.html>

### **CAMPBELLSVILLE UNIVERSITY in Kentucky**

Vision Statement 2025

Includes links to documents:

<http://www.campbellsville.edu/vision-2025>

**DEFIANCE COLLEGE**

<http://www.defiance.edu/offices/pr-marketing/documents/spring-2010-3-distinctive.pdf>

Model of Distinction – description of the undergrad experience

Personal Success Plan survey

<https://www.defiance.edu/personal-success-plan.html>

**GEORGETOWN COLLEGE in Kentucky**

<http://www.universityherald.com/articles/9151/20140429/georgetown-college-in-kentucky-to-cut-20-of-faculty-end-four-majors.htm>

Strategic Renewal Plan – eliminates 20% of faculty and 4 majors 24 April 2015

Sanctioned in 2014 by accreditor SACSCOC

<http://bizlex.com/2014/06/georgetown-college-sanctioned-by-accreditation-agency/>

Financial issues

**HEIDELBERG UNIVERSITY in Tiffin, Ohio**

Academic Strategic Plan in 2011

<http://www.heidelberg.edu/about/disclosures/academicstratplan>

Strategic Action Plan 2015 - Heidelberg Transformation, Improvement & Growth Strategic Action Plan.

<http://www.heidelberg.edu/offices/president/plan>

**MANCHESTER COLLEGE, North Manchester,**

No relevant info located.

**MARIAN UNIVERSITY, INDIANAPOLIS**

<http://www.marian.edu/about-marian/strategic-plan-2011-14>

**MARIETTA COLLEGE, OHIO**

[http://www.marietta.edu/strategic\\_plan/](http://www.marietta.edu/strategic_plan/)

Marietta Vision Statement: [http://www.marietta.edu/About/pdf/Vision\\_Statement\\_2020.pdf](http://www.marietta.edu/About/pdf/Vision_Statement_2020.pdf)

**MUSKINGUM UNIVERSITY – Ohio**

No relevant info located. Does have a facilities expansion/renovation plan in progress.

**OHIO DOMINICAN UNIVERSITY – Ohio**

[http://www.ohiodominican.edu/uploadedfiles/content/about\\_odu/mission/odustrategicplan.pdf](http://www.ohiodominican.edu/uploadedfiles/content/about_odu/mission/odustrategicplan.pdf)

- “Roadmap to the Future” 2012- 2017 (dated 2012)

**SAINT JOSEPHS COLLEGE, RENSSELAER, INDIANA**

[http://www.saintjoe.edu/sites/default/files/files/.uploads/strategic\\_plan.pdf](http://www.saintjoe.edu/sites/default/files/files/.uploads/strategic_plan.pdf) 2011 – 2014

**THIEL COLLEGE, Greenville, Pennsylvania**

<https://www.thiel.edu/about/presidents-office/strategic-plan> 2011 - 2016

In March 2011, in preparation for the sesquicentennial of Thiel College in 2016, a Strategic Planning Committee was established to develop a Strategic Plan and consultant Peter T. Mitchell was hired to facilitate the process. The committee has representatives from each area of the campus: board members, administration, faculty, staff and community leaders.

An ambitious timetable was drafted and the committee set to work. On each step of the way, various constituencies on campus were consulted to gather data and give input. The results of the committee's

findings were presented to the Board of Trustees at their Nov. 4, 2011 meeting. The Board provided feedback and the final draft was brought before the Board at their Feb. 11, 2012 meeting where it was unanimously approved.

### **THOMAS MORE COLLEGE, Crestview Hills, Kentucky**

<http://www.thomasmore.edu/TMC2020/> 2015 – 2020

During the summer of 2014, 75 people, representing all constituencies of the College, served on 12 planning subcommittees guided by faculty members. The committees were charged to develop the framework to plan for the College's success and stability going forward, while remaining true to the College's mission, vision, and values. The plan captures and highlights the transformation as the individual student comes to value, engage in, and thrive with a Thomas More College education.

### **TRINE UNIVERSITY – Angola, Indiana**

No relevant info located.

### **URSULINE COLLEGE, Pepper Pike, Ohio**

<http://www.ursuline.edu/docs/strategicplan/strategic%20plan.pdf> 2012 – 2017

[http://www.ursuline.edu/docs/hlc\\_only/Strategic%20Planning%202012.pdf](http://www.ursuline.edu/docs/hlc_only/Strategic%20Planning%202012.pdf) Stretch goals in 2012

### **WALSH UNIVERSITY, North Canton, Ohio**

Annual Report 2014 <http://www.walsh.edu/uploads/2014-annual-report-rev-14.pdf>

### **WANESBURG UNIVERSITY, Waynesburg,**

### **ADDITIONAL INSTITUTIONS:**

## **ADDITIONAL INFORMATION ON STRATEGIC PLANNING FUNDAMENTALS FOR COLLEGES:**

### **FLORIDA GULF COAST UNIVERSITY – PROVOST’S DOCUMENT ON STRATEGIC PLANNING BASICS**

[http://www.fgcu.edu/provost/files/strategic\\_planning\\_primer.pdf](http://www.fgcu.edu/provost/files/strategic_planning_primer.pdf)

**Dartmouth’s** Planning Process: <http://strategicplanning.dartmouth.edu/process/process-timeline/>

Faculty, students, staff, and alumni came together with an unprecedented collaborative spirit to explore an ambitious future for Dartmouth through an institution-wide strategic planning process. The goal was to articulate a compelling and aspirational vision for Dartmouth at its 250th anniversary in 2019.

By building on the strengths and distinctions that have made Dartmouth one of the most outstanding institutions in higher education, we will make a strong school even stronger and ensure that our programs remain relevant and continue to grow in stature for generations to come.

This comprehensive strategic planning process engaged more than 3,000 members of our community. Nine working groups offered ideas and suggestions for ways in which we can achieve even stronger academic excellence, student accomplishment, global engagement, and societal impact in the rapidly changing and competitive landscape of higher education.

Retreats with strategic planning leaders were held in June and October 2012 to review and synthesize working group reports, identify common themes, and explore big ideas. A two-page synthesis of each of the nine working group reports and the full reports were presented to the broader Dartmouth community in March 2013. The community was encouraged to comment on the reports for a one month period via the web, through in person forms, and standing committees. The feedback collected was integrated into the final stage of the strategic planning process- the presentation of the most compelling strategic opportunities to guide Dartmouth’s future. These strategic opportunities are now available for all to view on this website or via download.

### **Colorado College – A Year of Listening**

<https://www.coloradocollege.edu/strategicplanning/>

The Year of Planning is in its final stage. After receiving nearly 1,500 initiative submissions from the Colorado College community, our four committees have submitted 42 initiatives to the steering committee for consideration. These initiatives were thoughtful and bold ways for us to achieve the goals we announced in January at the Winter Conference.

As I have said since the beginning of our process, for this plan to be truly strategic, it cannot be a ‘wish list’. We must make choices. To begin to focus our plan, the steering committee met last week for a retreat to review and prioritize the initiatives. This retreat was extremely successful, as we identified both common and transformative ideas. In fact, it made our job easier that there was much overlap among the initiatives submitted by the committees.

In the coming weeks, I will meet with the committee chairs to relay the steering committee's suggestions. After continuing discussions over the next month, I will share the emerging shape of the plan with our Board of Trustees, faculty and staff in May. In July, our trustees will review the final plan and, with their approval, we will release it to the entire community in the fall.

Finally, I extend my sincere thanks to all of you for your help in creating what I think will be an ambitious plan to guide the next decade of Colorado College's future. Our year of planning has been a community effort and, therefore, I am optimistic that together we will make our plan a reality. As always, if there are questions please visit our year of planning website or let me know.

## Charge

Coordinate the work; provide guidance and resources as needed to the three strategic committees. Meet regularly and review chairs' status reports. Ensure ongoing communication is occurring to all constituents (campus, Board of Trustees, alumni, and CS community). Conduct periodic environmental scans of communication effectiveness. Update Strategic Planning website as appropriate. Enforce accountability to deadlines and plan the 2013 retreats. Assist in the writing of the final plan to incorporate the work of all the committees.

### **Engaged Teaching and Learning Committee**

## Guiding Questions

- How can we make the most of all the time our students spend with us?
- What are the next steps as our faculty continue to move from oracle to mentor?
- How can we do more to support faculty and students as they pursue scholarship and research?
- Considering our aspirations for engaged teaching, participatory learning, and more collaborative scholarship, what forms of technology should we acquire and support?
- How can we help students and faculty do more to expand the lesson of the liberal arts to life questions and career development?
- What do these changes mean for the physical campus?

### **A Distinctive Place of Learning Committee**

## Guiding Questions

- As our students represent more diversity and their lives revolve more around social media, how can the residential experience help them develop and maintain relationships, and live out the core values of the college?
- How can we benefit from our location in the Southwest as we offer one of the country's premier liberal arts experiences?
- As we become even more aware of the need to sustain the health of our physical environment, how can we use the undergraduate experience to instill lifelong habits of environmental conservation and stewardship? How can we do even more to protect the physical resources that will sustain the college in the future?
- How can we increase our presence as a critical strategic element of Colorado Springs?
- How can our alumni be more active and engaged?

## Extending Our Reach Committee

### Guiding Questions

- How can we be better known for what we do?
- How can our entrepreneurial spirit extend our reach?
- Should we consider establishing a physical location in another part of the U.S. or the world?

### *Year 1*

- How can Colorado College be positioned to be more nimble and at ease with change?
- Where are the opportunities for improved efficiencies in operations?

### *Year 2*

- What resources can we leverage to implement the strategic plan?
- What initiatives and efficiency opportunities will require additional resources? Which initiatives are fundraising opportunities?