

VISION 2020

A White Paper on the Future of Wilmington College

*Prepared by Jim Reynolds, President
January 2013*



Wilmington
College

"We are now faced with the fact, my friends, that tomorrow is today. We are confronted with the fierce urgency of now. In this unfolding conundrum of life and history, there is such a thing as being too late. Procrastination is still the thief of time. Life often leaves us standing bare, naked, and dejected with a lost opportunity."

- Dr. Martin Luther King, Jr.

Five years ago, I prepared a white paper on the future of the academic enterprise at Wilmington College and opened that paper using this same quote. It was March of 2008, and the campaign to elect the next president was in full swing. Then Senator Obama used this quote often in his campaign by underscoring the "fierce urgency of now" phrase from Dr. King's speech. In my 2008 paper, I focused on the phrase "there is such a thing as being too late" as I discussed our necessity to change the academic landscape at the College. Today, as I re-read the text from Dr. King's address, I am struck by the line, "Life often leaves us standing bare, naked, and dejected with a lost opportunity".

In this paper, my purpose is to offer a vision for the future of the College that will prevent us from looking back at some future point "dejected with a lost opportunity". My goals are to: 1) provide some basic facts and interpretation about our current situation; 2) help articulate what defines us as an institution since this is critical to how the student market will perceive the College as we go forward; 3) offer a vision for the future that is distinctive and keeps our promise of a transformational education for each of our students; and 4) candidly discuss the resources necessary for the success of the College in the future.

It is important from the outset to say that I write this paper from the *welt anschauen* (world view) of a pragmatic optimist. My definition of optimism is more accurately described as a search for the good in every situation in which I am involved. It is not a "Pollyannaish" view of the world. Rather, it is looking for the positives with a clear understanding and acceptance of the negatives and risks associated with any course of action. Likewise for me, pragmatism is defined as the honest assessment of any situation in which I am involved. In order to come to a solution or path forward, I have to honestly (perhaps bluntly) describe the situation as I see it.

Given that framework, I would describe our current situation in the following way: I believe that the future of the College can be a bright one but there are some necessary steps forward that we must take in order for us to magnify the intensity of the brightness. Some of the path forward is uncomfortable because we have to take account of what we have done (or left undone) and act in a way to correct the errors. Likewise, some of the path forward is risky because it will require financial decisions that have a likelihood of success but no guarantees. We can always ask for more data

or reach out to other consultants for their expertise, but those activities essentially make an enemy of the good in favor of the perfect. That is to say, taking additional time in an attempt to find the perfect financial solution for the College will only delay the inevitable. As I view our current position, I have come to the conclusion that we have reached the crossroads that we have been talking about for the past five years. I believe that our ten year trajectory, *if nothing changes*, is a declining curve, bending towards the x-axis and ultimately reaching a point where the College is no longer a viable enterprise. We certainly can argue about the rate of decline but I don't believe we can argue about the shape of the curve. Thus, our work together must be to redefine the College in a way that improves the trajectory to a much more positive one such that the College may sustain itself for the foreseeable future. I realize that this is no small task but I firmly believe that it is absolutely possible for us, together with the faculty and staff, to institute the changes necessary for success.

Over the past 16 months, I have been encouraged by the cultural shift that I have seen and felt here. Many more faculty and staff are engaged in creating a different environment – one that celebrates success and discusses issues with openness and honesty. They, like me, are tired of simply surviving. We have much to offer as an educational institution and the majority of people who work here on a daily basis want to make this a destination, not a fallback for prospective students. This is not to say that we have created a utopian society here. But, for the first time since I arrived in the summer of 2007, I feel the desire to succeed among the majority of faculty and staff members. This is significant – but it has a finite shelf life. Without positive movement forward, this will fade away and we will be left with a demoralized work force and no real institutional future. In the following section, I identify the issues that are most important for us to face together.

I. The Institutional Issues We Face

"The truth does not change according to our ability to stomach it."

– Flannery O'Connor

Whenever I have taken the challenge of trying to define the issues that the College faces, I have tried to think broadly and to categorize those issues into as large a context as I can develop, for two important reasons. First, simply developing a bullet point list of things that could be considered "wrong" with any organization is fraught with disaster. The longer the list, the more negative the context and ultimately, the list becomes the issue. Second, all things are not equal and our goal should be to try to work with the most important issues that we face, not every issue we face. If we can solve the big issues, the smaller ones will mostly dissipate. Thus, the list that I develop here is not a long list but it contains what I consider to be the most important issues – the ones that keep us from overall success.

- 1. We have no brand** – there are a number of reasons for this, many of which we have talked about in detail before. We have made decisions in the past that have limited our ability to take an institutional identity to the market that we are trying to reach. We have cut budgets that were at one time used for marketing, advertising and more recently for our web presence. In the current market, we have no intentional, coordinated social media presence and our web presence is, at best, lackluster. The bottom line for us is that without a definable brand, we have no way to recruit students because they have no idea who we are and for what we stand. This was illustrated in a dramatic way through the study that was done for us by Stamats, Inc. where, when queried, 40% of prospective students and their parents could not name a positive or a negative aspect of Wilmington College. If we are to be successful in the future, we must brand ourselves in a way that is distinctive and unique so that we can differentiate ourselves from our competitors. This is likely the most immediate challenge we face given the admissions recruitment calendar.
- 2. Our physical facilities are a competitive disadvantage** – Despite the physical beauty of the outdoor landscaping of the College, the majority of the buildings on campus are in significant need of updating/upgrading. However, there are three important areas that have a significant impact on our ability to recruit students. First, if we operate under the assumption that our opportunities for growth in academic programs are anchored in the allied health fields and agriculture, then we must quickly complete an expansion and renovation of Kettering Hall of Science. It is difficult to recruit additional students into science and agriculture related programs given the current configuration of Kettering. Commissioned in 1960, this building has served an important purpose but is inadequate for the current day practice of science and agriculture. Second, approximately 60% of each entering class of first year students comes to Wilmington College with the desire to compete in intercollegiate athletics. Given that fact, we must address the inadequacies of Hermann Court and the lack of space needed to conduct our NCAA Division III athletics program. We cannot compete with similar institutions that have newly constructed or renovated athletic facilities. Despite what many would wish to believe, intercollegiate athletics is a driver for enrollment at Wilmington and our lack of up-to-date facilities is a strong negative for recruitment. In addition, two of our largest majors, Athletic Training and Sport Management are housed in Hermann Court and they have run out of space for many of their needs. Last, our residence halls, particularly Austin Pickett (the first year student residence hall), do not appeal to prospective students and prevent them from making a positive decision towards enrollment. Prospective students are used to modern day amenities (e.g., air conditioning, upgraded bathroom facilities, moveable furniture in the rooms) and it is difficult to convince them that they can do without these “essentials”. We

also forego revenue with the residence halls in their current condition because we have limited space in which to offer summer camp or conference opportunities. Refurbishing our residence halls is not a frivolous way to spend capital dollars, especially considering that a not-insignificant portion of our net revenue is found in our room and board costs.

- 3. We cost too much and we earn too little** – I believe our response to this issue, combined with a strong brand, will determine our success in recruiting students in the future. In my opinion, our “sticker price” is higher than justified for the value we deliver for our students. Based on the article from *Art & Science Group* we read for the October 2012 Board meeting (“A Majority of Students Rule Out Colleges Based on Sticker Price”), we know that many prospective students and their families in the economic groups from which we predominantly recruit will dismiss the possibility of attending Wilmington based on the sticker price, irrespective of the fact that they intend to apply for financial aid. Coupled with the fact that our brand is non-existent, this means that we have to increase our discount rate (or, in other terms, decrease our net student revenue) in order to have a chance to successfully recruit these students. Thus, we lose on the front end (because of high sticker price, students don’t apply) *and* we lose on the back end (in order to successfully recruit students, we have to increase our discount rate). This is clearly not sustainable and we need to find our way out of both of these dilemmas. We have discussed the idea of a decrease in tuition with a concomitant decrease in financial aid and if we choose to go forward with this, we will need to do two things first: 1) we will need to first develop a strong brand and market that brand, and 2) we will need to allow the appropriate lead time so that we can market this change in tuition as a positive response to the affordability issue that is prominent in present day discussions of higher education. If we made a decision today to reduce our tuition, we would not be able to get to the market before the fall semester of 2013. Thus, time is of the essence if we are to be an “edge leader” in affordability.

II. The Definition of Who We Are

“What you leave behind is not engraved in stone monuments, but what is woven into the lives of others.”

– Pericles

Perhaps the most difficult thing to articulate for Wilmington College is a succinct definition of who we are. Many such attempts in the past have been awkward at best because they have been unable to capture the essence of this place. We have fumbled for the most part with taglines, with characteristics of the many things we do here. We have sometimes defaulted to our core values which, solid and impeccable they may

be, don't actually help us to articulate "who we are" but rather help to define "how we do what we are". The net result for many of us is that we are frustrated because we can feel something special here but just aren't able to articulate it. Recently, I read an article written by one of our faculty members, Terry Miller, which was published in *Friends Journal* entitled "Exploring Silence in Higher Education" (December 2012, pp. 26 – 28). In his article, Terry referred to the objective of the College's mission in this way:

"I think it would be safe to say that the objective of Wilmington's Quaker mission ... has never been to convert students to Quakerism; rather it's to bring students to what George Fox has described as the 'teacher within', the critical thinking and searching that we want students to engage in as a result of the kind of learning culture we're trying to build". (Miller, pg. 27)

Terry's way of operationalizing the mission appeals to me insofar as it is part of a larger definition of the College. For me, the critical elements that define us as Wilmington College can be summarized as follows:

- Creating the "teacher within" so our students become critical thinkers in their lives;
- Developing in our students a "right relationship" with the world as they experience it;
- Teaching our students to serve others in a way that respects the uniqueness and human dignity of those they serve; and
- Providing the space and place for our students to seek the truth as they know it.

Much of what we are as a College is related to how we prepare our students for lives of service and success. I think that we have a unique educational construct because of our Quaker heritage but much of who we are is embedded in the way we embody those ideals and pass them on to the students we teach. That's why it has been difficult to define who we are, other than in "pithy" taglines. We teach students in a holistic fashion – head, heart and hands – rather than just by one dimension and for our students, it makes a transformational difference.

III. The Vision for the Future of Wilmington College

“And the day came when the risk to remain tight in a bud was more painful than the risk it took to blossom”.

– Anais Nin

Over the past 16 months, in my position as Interim President and now President, I have met with literally hundreds of alumni and friends of the College. In almost every case, the people that I have spoken with have said that Wilmington College changed their lives. When I asked what it was about the College that changed them, the answers were varied but often returned to some central themes – a caring community, opportunities for success outside the classroom, faculty and staff who believed that their lives were better for having served students. I have often responded to these alumni and friends that those elements remain here today – that is one of the great strengths of this institution and the bedrock foundation on which we can build something significant. But clearly, those characteristics aren’t enough to carry us forward. One of the benefits of leading an academic organization is that each day, I am surrounded with bright, articulate individuals who have a more altruistic approach to their work than may be found within a traditional, for-profit organization. Because of that, there is no dearth of opinions or recommendations related to how we may go forward as a college. In addition, many of our Board members are not bashful about sharing their ideas for progress. For each person who has shared their thoughts, I have taken their suggestions and spent much reflective time trying to codify what I believe are the elements of our path forward. It may be surprising to know that many of the recommendations/suggestions that I have received have been similar in their nature. What this suggests to me is that there is a high level of understanding of what needs to be done. Now, the time has come for us to have the courage to do something.

In several public meetings with the faculty and staff as well as with our Board, I have offered what I think are the elements for future success for the College. I list them here with some additional discussion.

- 1. A Commitment to Sustainability** – the word “sustainability” is one we most often use when we talk about Wilmington but it has many different meanings related to the context in which the discussion takes place. When I think about sustainability, I believe it refers to a mindset of decision making that is “college-centric” and student-oriented. For example, a sustainable business plan for the next five years takes into account trends in the marketplace of which we should be aware as well as economic data that provides context to discussions of enrollments. A sustainable curriculum is one that is dynamic, not static, seeks to create the environment where the “teacher within” can flourish, and recognizes the job market as a place where useful information for curricular change can be

gathered. A sustainable work program is one in which students are engaged in thoughtful and practical work that augments their field of study. A sustainable student body is one that is diverse, with geographic and international diversity an important component. A sustainable athletics program is one in which leadership and success is directly correlated to the commitment of the student-athletes on the field/pitch/court and in the classroom. A sustainable model of customer service is one where every member of the College community is empowered to help when needed. We need to use sustainability as a guiding principle for decision making – if it doesn't fit when looking through our "sustainability lens", we should discontinue doing whatever it is.

- 2. Work as a Brand and as an Affordability Lever** – our history is permeated with programs of work and work study. Whether the Randall program or the work cooperative of the late 1960's – 1970's, even to the most recent DHL/ABX summer program for students, the College has had a long history and tradition of self-help that allowed students to eliminate or greatly decrease the cost of college. At a time when the national conversation about higher education is becoming more focused on affordability, we have to take the opportunity to re-create a sustainable work program for students to help with the cost of attendance. Whether it is through re-distributing federal work study dollars or institutional work study dollars, or through the provision of a benefit for service to the College (e.g., a room grant), we must use this as a part of the branding of the College as well. But, I would caution that a work program for Wilmington must serve the purpose of adding value to the educational program for our students. We can't create a program that is simply a way for the College to complete menial tasks by using student help. By creating a brand that links the value of work to the affordability of a college degree, I believe we can successfully compete for students who today want to have meaningful professional development, leading to job opportunities.
- 3. Development of Sustainable Partnerships** – it's not tenable to believe that we can continue alone if we want to be successful in the future. Our future vitality as an institution will depend upon the partnerships that we are able to create or re-define. Our relationships with "feeder" programs from local community colleges will be critical to our success both on the Main campus and at our Cincinnati branches and will require us to be creative in how we develop articulation agreements. The need for us to partner with providers of online instruction will necessitate a change in the way in which we provide instruction, particularly for non-traditional students who are seeking to complete a degree but are encumbered with life circumstances that don't allow for in-person class attendance on a regular basis. We also will need to think creatively about how we can leverage partnerships to provide revenue for projects of importance to the College.

Many of the vision plans that I have seen during my professional experience in higher education have essentially been a list of items that were authoritatively given out as what will be accomplished over the next several years. While that certainly may be a beneficial way to catalog things, I'd like to ask you to suspend the idea of a list and permit me to offer a "retrospective" view of the College from a point in the future. My goal in this is not to limit our vision to a list of items to be accomplished but to begin to imagine Wilmington as a holistic organization, much more than the sum of its parts. "Looking back" from a future point is a way for us to create some space between the practicalities of the present and allow us to see the possibilities we have. I've chosen to write this in the third person, as if someone else (perhaps a news reporter) might have written the story.

"An Invisible College Becomes Remarkable"

The Story of Wilmington College

May 2020

At the close of its 150th academic year, members of the Wilmington College community have completed one of the most productive and transformational decades in the College's history. In the space of just seven years, the College has gone from a small, almost invisible institution to a thriving hub of sustainable leadership and innovative change. It is a remarkable story – one that bears repeating as an example of how committed men and women can do the seemingly impossible.

Seven years ago, the College was at a crossroads. Enrollments were stagnant and declining. Wilmington had no regional brand or presence to speak of. The physical facilities were in need of significant repair and despite the innovative changes made to the academic curriculum over the previous four years and some signature programs in the sciences, agriculture and athletic training, interest in Wilmington had waned to an almost imperceptible level.

"It was a difficult time in the College's history" said Jim Reynolds, the College's 18th President. "But, what was remarkable was that our faculty and staff and members of our Board of Trustees along with the senior administrators believed that we could change for the better – even though it involved some risk taking".

And change they did. First on the agenda was a branding exercise that identified the distinctive features of a Wilmington College education and helped to create a new marketing campaign to raise the awareness of prospective students and their families about the College. "In retrospect, that was a pivotal element to our success", said Reynolds. "We were almost an invisible college, despite the really good things that we offered here for students". Part of the branding and marketing included a way for students to be able to afford a private college education – a work program designed

to augment the leadership skills of students and a recalculation of tuition charges so that the “sticker price” was reduced by several thousand dollars. “The work program was really a no-brainer for us but the tuition reduction – that was an incredibly bold decision on the part of our Trustees. They recognized the issue and were willing to take a calculated risk that paid off with an uptick in student matriculations”, offered Reynolds.

Second on the change agenda was a decision to invest in the physical facilities of the College. “We knew that if we improved some of our physical spaces, we could create excitement among prospective students and their families and we chose to work on three main facilities”, said Reynolds. In the summer of 2015, a newly renovated and expanded Center for Sciences and Agriculture was commissioned. This 45,000 square foot facility was built at a cost of \$13 million and was LEED Certified at the Gold level because of its sustainable and environmentally friendly design. “This was our largest building project and even though we started all of the facilities projects around the same time, we knew this one would take longer”, offered Reynolds. At the same time, the College invested \$3.5 million in a Center for Sports Science facility anchored by three partners, Beacon Orthopedic, Drayer Physical Therapy and Clinton Memorial Hospital. “The partnership with Beacon, Drayer and CMH was a natural for us and allowed us to cash flow a new facility and greatly expand the opportunities for our athletic training students, our student-athletes as well as our general student body”, Reynolds related. The Center for Sports Science was commissioned in the summer of 2014. Last on the facilities agenda was a program to update the largest residence hall on campus. “Austin Pickett has been our first year residence hall since 2008 and what we quickly realized was that A-P was becoming a competitive disadvantage for us – we had to upgrade the facility and make it more student friendly”, said Reynolds. The New Austin Pickett Hall was commissioned in the summer of 2014 with a cost of approximately \$2.5 million.

A third decision was made to re-affirm the commitment Wilmington College had made to adult degree seeking students on their Cincinnati campuses. “We realized that we still had opportunity for successes in the Cincinnati market but we were not structured in a way that allowed us to be as competitive as we would have liked”, said Reynolds. “We moved into a blended provider model that took advantage of a partnership with The Learning House, a company that helped us create online courses and programs that were coupled with onsite learning. This change helped us to re-direct our efforts in the market and target those individuals who needed the flexibility of the online coursework but also knew that their success was related to the high touch dynamic between faculty and students that Wilmington has always prided itself on”.

The last visionary change to the College was the creation of the Center for Applied Leadership and Sustainable Change (see Appendix I for a schematic diagram) as an

overarching organizational structure for the newly created College Work Program. “All credit is due to three individuals of our faculty and staff for the concept – Corey Cockerill, Ruth Dobyns and Michael Snarr. Over the course of almost a year during the early part of this decade, the three of them created a concept from conversations that took place with a wide variety of stakeholders, including me. I was greatly impressed with their creativity and it was one of the driving forces for our Work Program which encompasses many different work experiences, both on campus and off”, Reynolds commented. “The Center serves students by directing them to opportunities for learning, for service, and for applied work within their fields of interest. Most of the programs organized under the Center already existed as stand-alone programs, but as proposed by Corey, Ruth and Michael, these programs were combined into a more integrated and intentional model. For students seeking leadership opportunities in either Work Program positions or in field work positions (e.g., internships, fellowships, etc.), the Center directs students through the appropriate channels and networks, helping them to achieve their applied leadership goals in an intentional and coordinated way”.

As a result of the desire for success on the part of members of the College community, Wilmington College now boasts a total enrollment on the Main campus of 1350, a positive revenue stream from the campuses in Cincinnati, and several new academic programs, included the country’s first 4 + 1 program leading to Athletic Training Certification along with Physical Therapy Assistant licensure. Reynolds reports that alumni giving is at an all-time high and that the value of the endowment has almost doubled compared to the 2012 – 13 fiscal year. Although he believes that such lists have to be taken with a “grain of salt”, Reynolds also reports that Wilmington College has been ranked in the top 10 Regional Baccalaureate Institutions by U.S. News and World Report for the past two years.

Asked for a final comment, Reynolds took a moment to reflect and then offered the following:

“It’s almost hard to imagine how far we’ve come in this short time period. I always knew that we were this complete of an educational institution but without the determination of our campus community and our Board of Trustees, we would not be in this position. I have been privileged to be a part of an incredible success story and it brings me such joy and pride to have been able to help create this legacy. We all stand on the shoulders of giants – the blessing for me is that I got to work with the ones that saved this College”.

IV. The Resources We Need

“We find that after years of struggle we do not take a journey, but rather a journey takes us.”

– John Steinbeck

As is the case with most forward looking plans, the vision that I have laid out is one that will require a level of resources that hasn't been allocated or perhaps even imagined. Thus, the primary question is how to pay for it. I have given this careful thought and I see three sources of funding in the near term that will be required for any success we hope to have. I list them here but with a preamble – I believe that the changes we make will help to drive our enrollment upwards but I have not taken any portion of increased enrollment as a way to pay for the improvements. This is not to say that increased revenue from increased enrollment isn't desired or required. However, if we are constantly fixated on the 14 day counts as a way out of our predicament, without any other investment of capital, we will not succeed.

- 1. The Galvin Gift Fund** – by way of background, in 2009 the College received an unrestricted bequest gift in the amount of \$1.9 million from the estate of Mrs. Galvin. During the January 2010 Board Meeting, the Board agreed to partition the gift into two parts. The first part, \$1 million, would be restricted for use in the Kettering Project. The second part, \$900,000, could be used by the College for “strategic initiatives to increase revenue and help the College become more efficient and effective” with permission of the Board. As of the writing of this white paper, this portion of the Galvin Gift Fund has been left untouched. There is approximately \$920,000 in a very safe investment account managed by our endowment managers. I would propose that a branding/marketing process should be paid from these funds.
- 2. Increased Alumni Giving** – over the past 16 months, I have been working with our Office of Advancement to create opportunities for alumni engagement and reconnection with the College. I believe we are being successful and that beginning this year, we will begin to see some of the fruits of our labors. This is a process that takes time, requires both friend raising as well as fundraising, and demands that we do a careful examination of our business practices so that we can increase our success. As many of you know, we have engaged campaign counsel and that has helped us to re-examine how we go about the business of fund raising. I also believe that we have a staff that is in tune with our needs and they are unafraid of asking for investments from our alumni. Thus, I feel that over the next 2– 4 years, we will see a significant uptick in our alumni giving rate

and that will help us financially going forward. I am asking that the Office of Advancement increase our alumni giving by 5 – 8% each year beginning with this year.

- 3. Financing Capital Improvements** – this is certainly the step that requires the most risk on the part of the College. Currently, the rates for borrowing money are at all-time lows and because of some programs through the federal government, the duration for amortizing the payments can approximate that of a home mortgage. Thus, the conditions are ripe for prudent borrowing in order to help create transformative change. I would propose that we borrow \$19.7 million through a program with the USDA in order to complete the projects that I have listed in the vision section of this paper. If we were to borrow the money, we would have to pay off the debt to National Bank and Trust that they currently hold (~ \$6.5 million), leaving us with approximately \$13.2 million from the USDA and approximately \$5.5 million in proceeds (approximately \$3.0 million) and pledges (approximately \$2.5 million) from the Center for the Sciences and Agriculture (CSA) Campaign. This would leave us approximately \$19 million in cash and pledges. Building the CSA and a Center for Sports Science will cost approximately \$16.5 million. The remainder could be used to renovate Austin Pickett. We have received some verbal commitments from Beacon Orthopedic and Drayer Physical Therapy to be partners in the Center for Sports Science facility as tenants with long term leases, but these are not contractually obligated at this time. However, their interest is high and I believe that if we can create a facility that allows them to have space, they will solidify their commitments. I also have had conversations with Clinton Memorial Hospital and their new CEO and he also has expressed a desire to have space in a new facility. We would still continue with the Capital Campaign for the CSA but could also expand this campaign to become a more comprehensive campaign devoted to both capital and programmatic needs.

V. Conclusions

“...And even if we are occupied with most important things, if we attain to honor or fall into great misfortune -- still let us remember how good it was once here, when we were all together, united by a good and kind feeling...”

– Fyodor Dostoevsky

Let me conclude this paper by saying that like many of you, I see this as a step forward that should not be taken lightly. It requires a level of commitment on all of our parts that we haven't had to make previously. But as I have reflected and carefully dissected all of this, I keep coming back to the point I made earlier in this jeremiad of a white paper – our future trajectory, ***if nothing changes***, is a negative arc. If we make only

cosmetic changes and strive to manage and allocate our resources better, then ten years from now I believe there won't be anything left to save. Colleges and universities are not traditional businesses. I tend to view them as places where the Japanese idea of *kaizen* – small, continuous incremental improvements – doesn't work unless that period of *kaizen* is preceded by some type of seismic shift. Jim Collins, author of "Good to Great" refers to these seismic shifts as "BHAG's" – big, hairy, audacious goals. Higher education doesn't have a significant track record of creating BHAG's and so the incremental improvement typically is invisible to the naked eye. We can't afford to go forward incrementally. Our time for BHAG's is now – and it might not come again. If I were to put it more bluntly, I believe that if we do nothing, ten years from now, I will be called on to lay the College down if I am still the president at that time. Similarly, if we take these risks and they don't pan out, ten years from now, if I am still the president, I will be called on to lay the College down. But if we take the risks and they do pan out, which I firmly believe with all my heart they will, then ten years from now we will all be able to write the story of triumph of Wilmington College and secure its future for many years to come. I ask that you carefully consider the options, and join with me to move us forward.

APPENDIX I

Proposed Center for Applied Leadership & Sustainable Change at Wilmington College

- Denotes existing component
- Denotes new/proposed

