How Can Staff Contribute To A Growth Strategy?

> We believe
> – that **it will take *everyone working together* to overcome negative thinking** – to learn to think progressively, to be positive and adopt a "can do" attitude
>
> – that **accountability needs to be reinforced**:
>   ▪ *The Wesleyan Way* should be our cultural mantra
>   ▪ We should all have permission to hold each other accountable for *The Wesleyan Way*
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> – that **the cultivation of a trusting environment** depends on
>   ▪ transparency
>   ▪ shared mega data
>   ▪ a consistent, well understood strategy - "*We need a plan and confidence in our ability to stick to the plan.*"

❖ Staff has a leadership role in developing an <u>**Organizational Culture**</u> which promotes growth.

1. **By promoting the regular flow of information among faculty and staff** so that we can all work together more effectively to address universally important issues , including
   o **Regular "state of the college" briefings attended by <u>all</u> faculty and staff and facilitated by top administration,** e.g. feedback from trustee meetings; updates on strategies to boost enrollment (including to-date enrollment numbers from Admissions and Athletics); positive news which motivates
   o **A visual model of our overall recruiting system so that everyone "gets" the full picture,** e.g. the roles and interrelationships of administrators, staff, coaches, and faculty; an annual calendar of ALL recruiting activities (Admissions and Athletics)

2. **By helping build a team which, top to bottom, believes that it must be <u>everyone's</u> job to recruit if we're to achieve sustainable growth**. This starts with
   o **A campus-wide recruiting team.** Once we have a visual recruiting model, each area identifies where it fits and how it impacts enrollment. (Start with small groups, share inputs, bring together the whole)
   o **A new behavioral model that reinforces the value of inter-departmental cooperation,** i.e*. improved decisions based on shared experiences.* This extends to each of us individually and our ability to take the initiative * to ask others for information * to help others understand what we do and what we need, and * to show/demonstrate the relevance of our work
   o **Keeping score and celebrating the wins!**

3. **By supporting and maintaining clear, consistent Customer Service Standards** including:
   o **Cross-training** to reinforce the value of interdependence and ensure that too much responsibility isn't vested in one position
   o Consistent employee orientation: **an on-boarding process** reinforcing what it means to belong to the KWC family
   o A monthly **welcoming event** for all new employees.
   o **Job assessments to improve efficiency and reinforce shared priorities,** getting rid of unnecessarily burdensome, bureaucratic processes
   o **A more flexible approach to employee management** – updated policies for a fresh employment experience
   o **Recognizing results!**

❖ Staff can help develop and implement an effective <u>**Branding & Marketing**</u> strategy

4. **By having sufficient data to understand the overall recruiting strategy and where and how we can support it**, including
   - o A short synopsis of a consistent recruiting message, the "'case" for attending KWC
   - o Details regarding what we're doing to match our unique competencies with specific markets
   - o Details regarding where we are especially competitive, e.g. our graduation rates with first generation students
   - o Data on recruiting strategies, e.g. how we track the results of college fairs and how they compare to coaches' recruiting efforts
   - o Sales training, i.e. tips and techniques for identifying prospects and closing the deal

5. **By helping Admissions orchestrate high quality campus visits for prospects and their families**, which could require
   - o Revised online sign-up times, establishing a minimum number of days advance notice in order to arrange a "full tour" for prospects (a quality issue feeding into our image), **offering "abbreviated tours" on short notice**, and circulating weekly updates to faculty and staff regarding upcoming campus visits

6. **By helping set and reach clear on-campus goals to strengthen the marketability of our product**, supporting
   - o High levels of student engagement
   - o Close connections between athletes and non-athletes
   - o Programming which creatively connects academics and co-curricular activities
   - o Strong alumni support – a commitment cultivated well before graduation - to improving campus facilities in order to assume a more competitive position in the marketplace

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How Can Students Contribute To A Growth Strategy?

❖ Students can provide leadership to help improve <u>**Student Life**</u>

1. **By helping establish a new student leadership model where more innovative campus activities are initiated and led by students**,
   - o *Focusing:*
     - ▪ Eliminating barriers that separate us from each other and *creating a new sense of connectedness*
     - ▪ Holding weekend events which keep people on campus
     - ▪ Targeting the **unique needs of** commuter students
   - o *Listening*: gathering student input and **testing specific strategies** to expand student involvement
   - o *Communicating*: embracing **more sophisticated marketing tactics**, more effectively using social media, significantly reducing student emails, and significantly **increasing** on-campus signage (a "can't be denied" promotion, for example, of every single sporting event)

2. **By helping revamp KW1101 to become a unique freshman year experience** which will attract prospective students
   - o *Create experiences* which are less about giving individuals information and more about building/reinforcing the notion of a campus community (less "I" and more "We")
   - o Differentiate clearly from competitor schools (constant research required) and use continuous feedback from KWC students to keep the program fresh .
   - o Capitalize on the "FIND YOURSELF" theme, *sharing specific concrete examples* to demonstrate its impact.

3. By helping develop strategies to attract/engage bigger groups of students, actions which reinforce the value of *affiliation* and expose students to *greater diversity – all part of the Wesleyan experience*:
   o Quit isolating freshmen. Engage the entire campus in welcoming them. Focus everyone on creating connections.
   o Approach students as young adults, making a clearer break between high school and college. Adopt a new approach which clearly communicates "new opportunities and new choices."
   o Give off-campus students a reason to engage. Offer incentives to get students to attend events.

4. By working with ALL campus organizations to produce one big, highly visible weekend event - spreading ownership, increasing engagement, attracting major attention, *something big that everyone wants to attend.*
   .

❖ Students can help better connect Branding & Marketing tactics with prospective students

5. By contributing to a message that differentiates, focusing first on improving the internal image (more colorful, greater visual representation of the KWC logo throughout the campus beyond its connection to athletics)

6. By using social media more effectively to create a buzz and employ media that actually reaches students and prospective students (examples cited included Brescia's Pandora commercials, Ted Talks, Snapchat)

7. By involving students in hosting more community events which specifically target regional high school students
   o Use basketball games more creatively to cultivate connections with small groups of high school students
   o Have KWC cheerleaders host high school cheerleaders for special events
   o Have KWC music and choir participants host high school band and choir members for special events
   o Have KWC athletes and coaches host high school athletes for off-season activities, e.g. "Come practice, shoot around, play, etc"

8. By helping develop a presence that can't be ignored, i.e.
   o Creating a big, splashy presence via on-campus events and a ubiquitous, easily recognized presence throughout the community.
   o Improving the promotion of campus events, employing easily edited electronic signage at highly visible/multiple campus locations
   o Building anticipation: Focusing more on special events, creating a multi-week calendar, *more than advertising the week before.*

9. By promoting the faculty – the personal attention they provide, how they care about students - as a top asset
   o Select one week (e.g. each semester) when student government leaders encourage ALL students to post Face Book messages about their favorite professors. (Create incentives. Make it fun.)
   o Create specific opportunities for interaction with faculty outside the classroom.

How Can Faculty Contribute To A Growth Strategy?

> We believe an effective growth strategy must address
>
> – The quality of students we are targeting
>   o Their economic fragility and lack of academic preparedness
> – The support system needed for the students we *are* attracting
>   o The lack of academic/tutoring offerings and inconsistent student accountability
> – The need for more academic scholarships to compete for better students

> – The recruitment power currently vested in **coaches** (our de facto recruitment strategy)

❖ Faculty can be a partner in resetting the <u>**Organizational Culture**</u>

1. By developing an athletics and faculty partnership based on a joint commitment to accountability and underscored by full support from administrative leaders and the president's office
   o **Researching what works at other schools**, e.g. **mandated study halls for athletes** (especially important for freshmen) where support staff and ALL faculty are fully committed, very involved!
   o Ensuring **consistent follow through** on Cares team recommendations and monitoring athlete class attendance (change weekly lists from "who's traveling" to "who's NOT traveling")

2. By strengthening the link between Admissions and Faculty to expand faculty's role in campus visits and admissions decisions.

3. By developing a stronger partnership between the Faculty and Development to strengthen the everyday student experience, i.e. funds for student "extras" that many faculty now provide individually.

4. By helping establish and maintain feedback loops which ensure more effective support for at-risk students, including
   o More faculty follow up to academic alerts ("I send an alert and may never know what has happened as a result.")

5. By leading efforts to more actively acknowledge student performance, i.e. a positive version of academic alerts

6. By helping develop a more effective web presence. **A weak web and social media presence is a negative force on enrollment growth.** This is the first "port of call" in recruiting, a key marketing tool and crucial first image. Data is incomplete and out of date.

How do we get out of survival mode?

   o **An effective growth strategy will balance** (a) the need for special academic support for a high percentage of KWC students with (b) *consistent* student accountability for his/her academic performance.
   o **A major cultural tension exists around "Retention vs. Standards"** - as exemplified by
      o an inconsistent application of "rules" by faculty
      o unclear expectations for new faculty
      o a lack of strong interdisciplinary relationships to support program and student events and activities
   o **Marketing a quality KWC product requires clear performance standards.** Consistency does *not,* however, mean an absence of flexibility.

❖ Faculty can help make changes which will improve <u>**Student Life**</u>

7. By addressing the needs of our commuting population so that a high percentage of our student body becomes a more integral part of campus life:
   o Creating a welcoming space, set **up "commuter lounges" around campus**; reclaim some space given over to offices; look for space within individual departments,
   o Promoting the availability of dorm rooms to commuters for special events (nominal charges)

o Helping develop **initiatives to attract and retain** non-traditional students, e.g. child care or scheduling innovations [**NOTE**: As enrollment grows, dedicated commuter space is likely to become a bigger issue. Conduct a**n assessment of space utilization** *now* to identify the most underutilized areas and transform their use around student needs.]

8. **By helping create a unique, contemporary learning environment**
    o Classroom setups that respond to current lifestyles, i.e. versatile spaces that encourage collaboration.
    o "Cool" student lounges, i.e. 4 or 5 public spaces, diverse areas designed as **informal learning spaces** (white boards, movable furniture, etc which can be used for group projects outside of class)

9. **By providing leadership in** setting expectations regarding student success.
    Our ability to know who we are and to stay up to date with changes affecting our students is a significant marketing issue. The frequent bending of the rules reflects an internal lack of identity, a too-ready willingness to dilute, to compromise, the product.

10. **By helping strengthen** the connection between coaches and faculty – developing more reliable system links and improving across-the-board cooperation.

11. **By creating** a positive version of the academic alert system: recognition   for performance, academic accolades (and including online students)

12. **By promoting** the Sophomore Experience as a marketing asset

13. **By helping revamp and improve** freshman orientation to create a more unique, more relevant, more competitive offering

14. **By helping develop strategies to address** the missing WOW factor. (*What does the prospective student and his/her parents SEE when they visit KWC? Go look at other institutions!*
    o **Recovery of our** open spaces: Quick and easy fixes: ping pong table, foosball table, "hang out" space with televisions; later hours for Jasmine's; an innovative student-led coffee house

Other faculty observations regarding Student Life:
    ✓ KWC provides a "childish" environment, more like middle school and high school than college.
    ✓ The weekend exodus impedes students' social development and there is a clear need for more young adult activities, e.g. dances with local bands, more creative use of space.
    ✓ More events on campus will enrich the student experience, especially if they are designed to build *internal* community. More informal social events can also serve to better connect ALL disciplines