

Staff: Group 1 (October 15, 2015, 1:00 p.m.)

12 participants (4 volunteers to proof feedback report)

Organizational Culture

- Poor inter-departmental cooperation (departmental silo's) is exacerbated by lack of time and money, as well as not having all of the information (*we all don't see the same big picture*)
- Need a behavioral model (who WE are; our expectations of ourselves) that reinforces the value of inter-departmental cooperation, i.e. *improved decisions based on shared experiences*. For example,
 - **WE believe that each of us should take the initiative...**
 - To ask others for information
 - To help others understand what we do and what we need
 - To show/demonstrate the relevance of our work
- Develop 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)
 - A breakout of enrollment numbers (by Admissions and Athletics)
- Enlarge the recruiting team. Once the visual is in place, each area identifies where it fits and how it impacts enrollment. (Start with small groups, share inputs, bring together the whole, create a campus-wide recruiting team)
- A largely new admissions group needs significant in-house support and training. *We should all help.*
- Set clear, consistent Customer Service Standards for the whole that includes cross-training to ensure that too much responsibility isn't vested in one position.

Branding & Marketing

- What's the marketing plan? How efficiently are we using all of marketing resources? If we're ALL in the enrollment game, we ALL need data on recruitment, e.g.
 - What's the data on college fairs: How productive are they? How do we track results? How much time do they require each year? How do they help us reach target markets? *How many enrollees come from them as compared to coaches' recruits?*
- What are our Admissions standards? How does the way we manage admissions impact our image, our brand?
 - Accommodation vs. Preparation: how much advanced notice should we require before setting up a campus tour? What do we sacrifice by saying yes too quickly? Some ideas:
 - Revise online sign-up times.
 - Offer "abbreviated tours" on short notice, and require a minimum number of days advance notice in order to arrange a "full tour" (a quality issue feeding into our image)
 - With advance notice, admissions can communicate who's going to be on campus each week and engage the full team, faculty and staff, to support the visit.

Staff: Group 2 (October 15, 2015, 2:15 p.m.)

14 participants (8 volunteers to proof feedback report)

Organizational Culture

- Need an aspirational model *from the top down*. The Wesleyan Way: Is it for ALL? Or just students?
- We need to celebrate individual achievements – and overcome a scarcity mentality
- Being part of a real team begins with consistent employee orientation.
 - We need an **on-boarding process**, a KWC standard which articulates what it means to belong to the KWC family – and a **monthly welcoming event** for all new employees.
- Information dissemination (or the lack thereof) is a major issue. We suggest
 - Regularly scheduled (mandated) “state of the college” briefings for all faculty and staff - **facilitated by top administration** e.g. immediately after trustee meetings
 - Sharing positive news as well as challenges (our history of meeting as a whole has been typically prompted by negative events)
- Get rid of data silo’s. Shared mega data will improve our decisions.
- Cross training will reinforce the value of interdependence.
- Job assessments are needed to improve efficiency and reinforce shared priorities. We need to get rid of unnecessarily burdensome, bureaucratic processes (e.g. room reservations)
- The cultivation of trust requires
 - transparency,
 - the sharing of data, and
 - a consistent, well understood strategy. (“We need a plan and confidence in our ability to stick to the plan.”)
- Need a more flexible approach to managing employees, updating policies for a fresh employee experience
- 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*
 - Adherence to the tenets of *The Wesleyan Way* should be a part of our performance evaluations
- Recognition for results is motivating. We all want to feel valued!

Branding & Marketing

- We are ALL recruiters – every single one of us. In order to be effective and well coordinated...
 - We ALL need recruiting “cheat sheets” – a short synopsis of a consistent recruiting message (a consistent case for attending KWC) – and we ALL need sales training (tips and techniques for identifying prospects and closing the deal)

Administrative Staff: Group 3 (October 15, 3:30 p.m.)

6 participants

Student Life

- Student engagement is a marketable product *that we can sell*.
- We must better connect athletes and non-athletes!
- Commuters: we must improve our support; increase our efforts to integrate them into campus life
- Programming: we need creative ways to connect academics and co-curricular activities
 - CETL and KW1101 - important parts of the product package
- Better connect alums with students
 - Alum mentoring as part of the Sophomore Experience?
 - Alumni relations: focus on/cultivate the alum commitment before graduation
- Develop a stronger support system for working students (paid internships?)
- Facility needs and residence hall upgrades: we need to share competitor data to illuminate/better understand our current position in the marketplace

Organizational Culture

- A critical need: consistent communications with faculty and staff in order to share data and address universally important issues
 - Make personal connections
 - Ensure the regular flow of information
 - **Hold monthly briefings**, short meetings with everyone e.g.
 - Start with feedback from focus groups and new strategies to boost enrollment
- Must shift thinking, *starting with Bart*, that it's everyone's job to recruit if we're to achieve sustainable growth (retention is a key piece of net increases)
- It will take everyone working together to overcome negative thinking (old habits, old hierarchy): think progressively, think positively, adopt a "can do" attitude
- Keep score. Celebrate the wins! (but must be within the work day)

Branding & Marketing

- Must expand *The Wesleyan Way* to ALL
- Target marketing means matching our unique competencies with specific markets
 - Must be clear about what is unique (which requires understanding where we are in the competitive marketplace)
 - Example: our graduate rates for first generation students is 3x the national average
 - Must overcome internal territorialism in order to promote certain programs (such as zoology and accounting)
- We need sales for training for everyone!