

The background is a dark blue gradient with a subtle pattern of white dots. Overlaid on the left side are several concentric circles and a large circular scale with degree markings from 140 to 260. Some of the circles have arrows indicating a clockwise direction.

# KENTUCKY WESLEYAN BOARD OF TRUSTEES

“ROAD TO THERE” FOLLOW-UP JUNE 2015

STRATEGIC PLANNING

OCT. 2015

# ROAD TO THERE: WHAT IT WILL LOOK LIKE WHEN WE GET THERE!

1000-1250  
students

Financial Health

Campus  
Engagement  
(Academically &  
Socially)

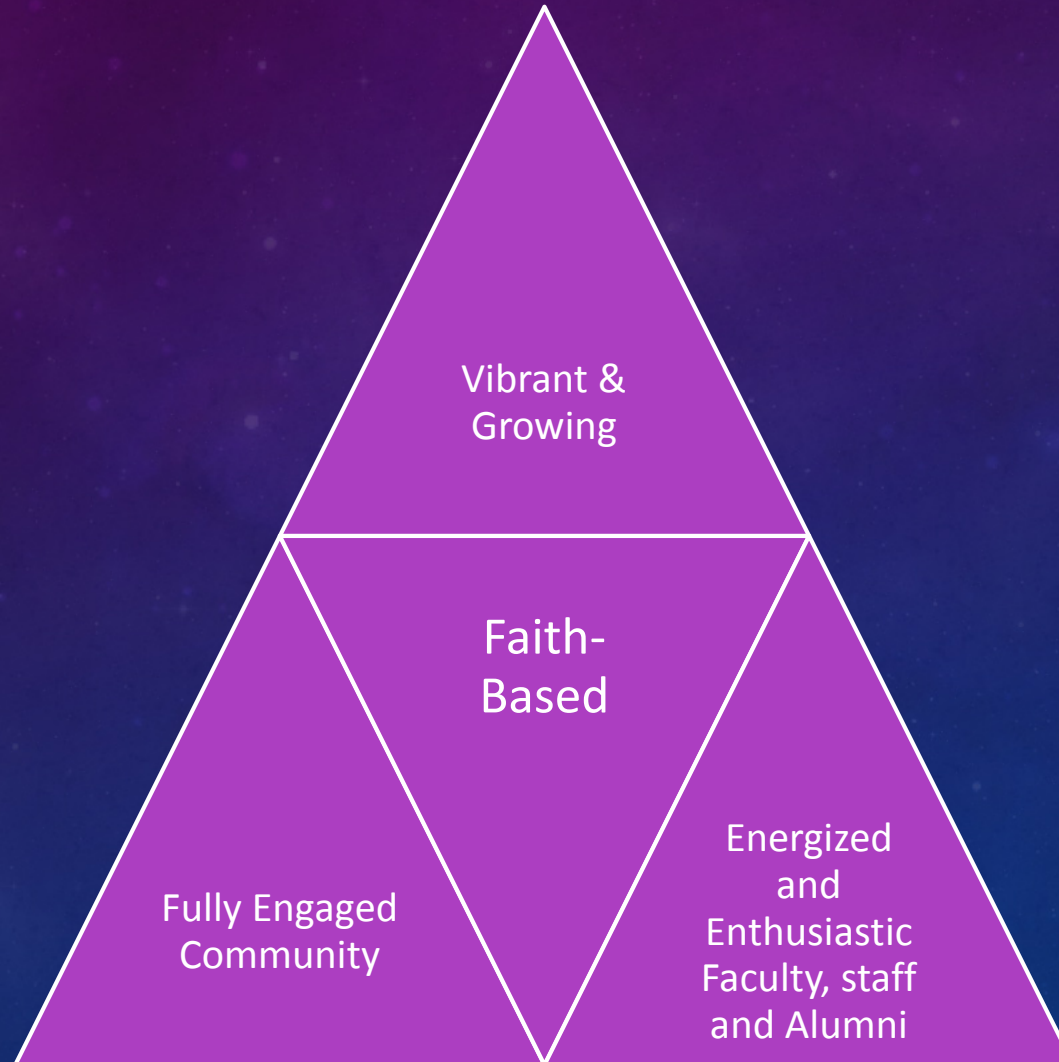
Modern Facilities

Graduation and  
Retention Rates  
Above Peers

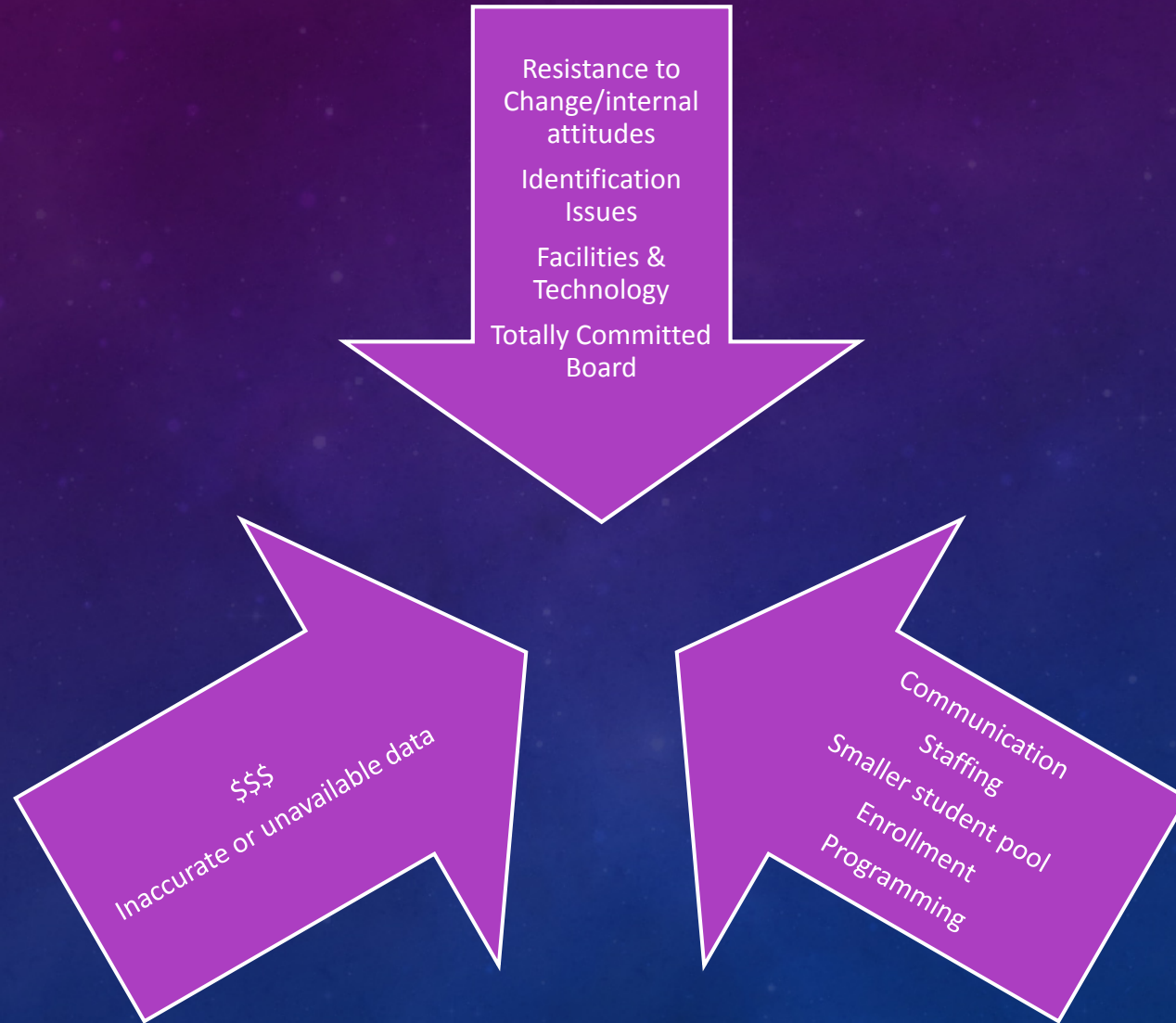
Increased  
Employee  
Compensation



# VISION

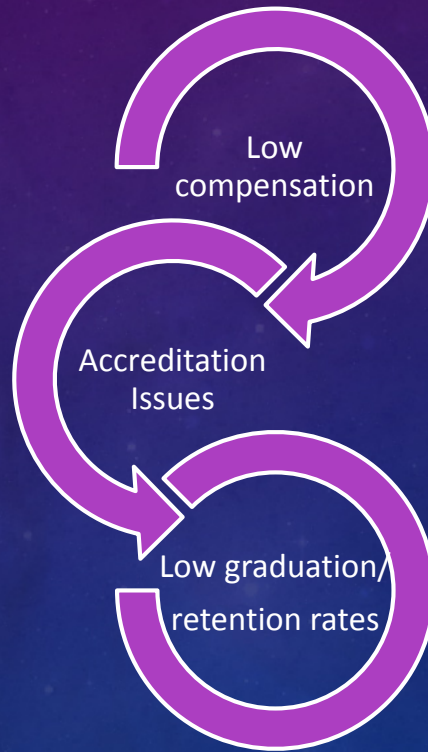
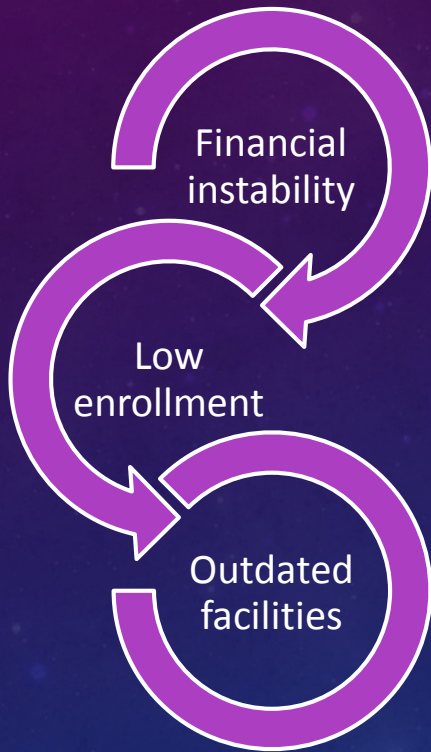


# ROADBLOCKS





# NOW



# GAPS

INCREASE  
ENDOWMENT

**54%**  
increase in  
Trustee  
Giving

50%  
increase in  
alumni  
giving

Add 350  
students

Reduce  
Endowment  
debt by 50%

\$313k to \$1M  
Unrestricted  
annually

Move residency from  
70% to 95%

Renovate  
facilities

Others?



# PRESIDENT'S INSTRUCTIONS TO PLANNING GROUP

- Action Plan that Can be Implemented Now
  - What should we Focus on?
  - How do we Achieve the Plan?

# 2010-2013 STRATEGIC AGENDA

<u>Goal 1</u>	<u>Goal 2</u>	<u>Goal 3</u>	<u>Goal 4</u>	<u>Goal 5</u>
A competitive, globally relevant product package	A coordinated marketing system	An infrastructure which adequately supports college goals	Clear roles and effective organizational processes	Expand Revenues to Support Strategic Goals
<u>3-Year Objectives - 11</u> <u>Total Centered On:</u>	<u>3-Year Objectives – 5</u> <u>Total Centered On:</u>	<u>3-Year Objectives – 9</u> <u>Total Centered On:</u>	<u>3-Year Objectives – 6</u> <u>Total Centered On:</u>	<u>3-Year Objectives – 2</u> <u>Total Centered On:</u>
Academic Programs	Identity	Faculty and staff	Restructured Positions, Processes, and Policies	Capital Campaign
Engagement	New Markets	Academic and Residential Facilities	Financial Forecasting Model	Develop New Sources of Revenue
Athletics	Marketing plan	Upgrading Technologies Across Campus Units	Institutional Dashboard	
Student Life	Enrollment Management		Communications Plan	
Online Students	Partnerships		Board Governance Practices	
Career Development				



# OUTCOMES

FROM THE

## 2010-2013

### STRATEGIC AGENDA



**Goal 1: Create Competitive, globally relevant product package**

**Goal 2: Develop a coordinated Marketing System**

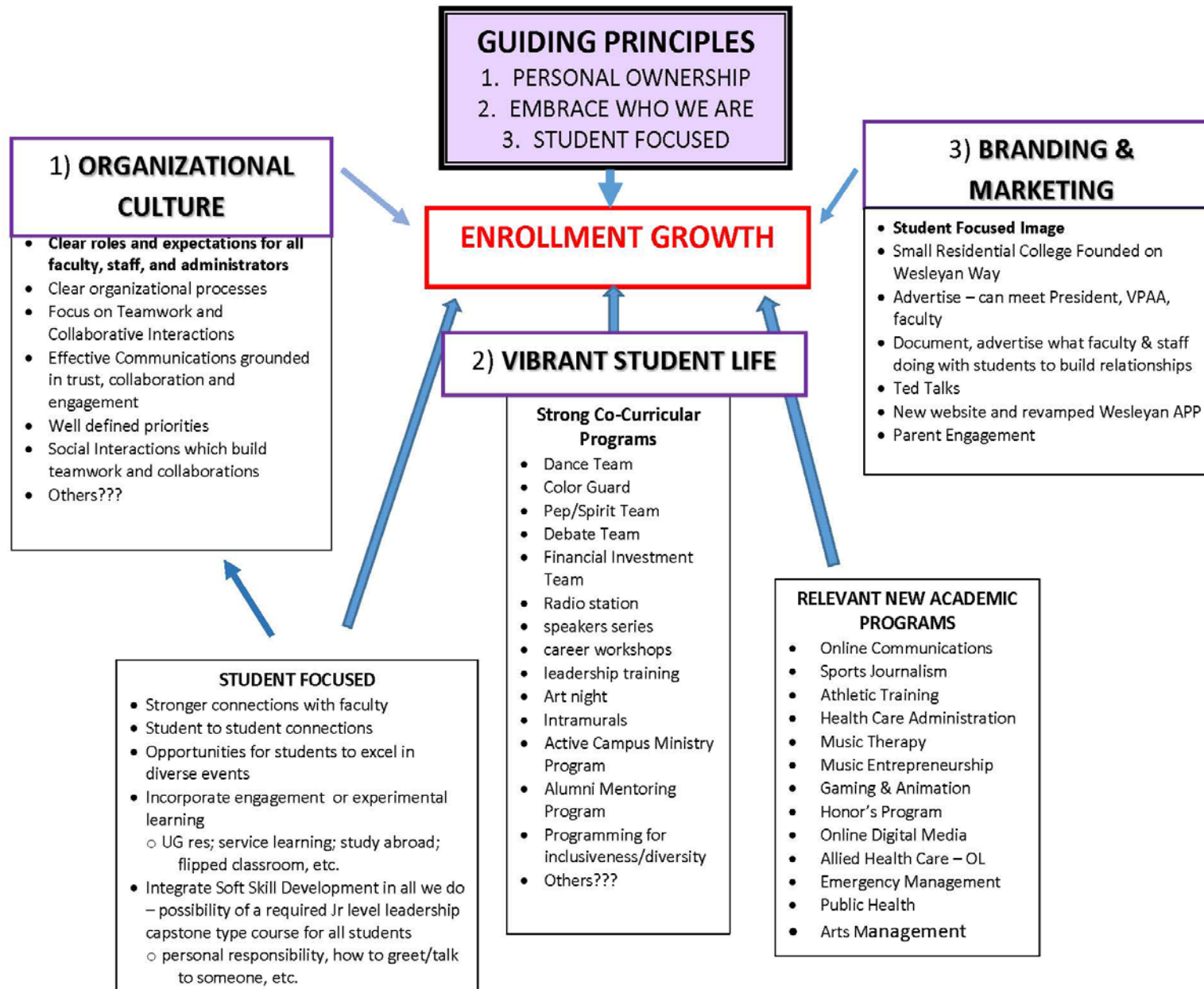
**Goal 3: Create an Infrastructure that Adequately Supports College**

**Goal 4: Define Clear Roles and Effective Organizational Processes**



- Added 3 online & two traditional degree programs
- Incorporated study trips, service learning projects, internships, etc.
- Added the CETL
- Extended markets
- Social media & other digital media included in marketing efforts
- Renovations to Kendall, Martin House, Admissions HRC & Winchester.
- Improved bandwidth, computers & added Hobsons & CAMS
- Reorganized academic and admin. structures
- Developed a financial forecasting model

# STRATEGIC PLANNING GROUP





# EMBRACE WHO WE ARE

75% KY residents, majority from GRADD region where per capita income is approx. \$28K

	Fall 2011	Fall 2012	Fall 2013	Fall 2014
Full-time	689	617	602	656
Pell eligible	354 (51%)	289 (47%)	308 (51%)	333 (51%)
EFC <\$1000	221 (32%)	180 (29%)	192 (32%)	209 (32%)
First Gen.	242 (35%)	198 (32%)	193 (32%)	NA

## Composition of Student Body

	Fall 2011	Fall 2012	Fall 2013	Fall 2014
Average ACT	22	22	22	22
Average HS GPA	3.14	3.28	3.28	3.24

- ACT Range 19-24
- ACT indicates a 20 means a student has a 50% chance of making B's

EMBRACE WHO WE  
ARE

## College Scorecard (AIKCU provided the data)

Institution	% Receiving Federal Loans	Typical Total Debt	Graduation Rate
Asbury	68	\$26,000	70
Bellarmino	57	\$25,000	64
Brescia	83	\$29,347	36
Campbellsville	47	\$19,500	44
Centre	49	\$26,063	85
Lindsey Wilson	81	\$19,169	31
<b>Western Kentucky</b>	<b>54</b>	<b>\$24,431</b>	<b>43</b>
Kentucky State	68	\$34,942	16
<b>Kentucky Wesleyan</b>	<b>91</b>	<b>\$23,650</b>	<b>37</b>

Average Privates:	66%,	\$22,948	48
Average Publics:	53%,	\$24,336	43

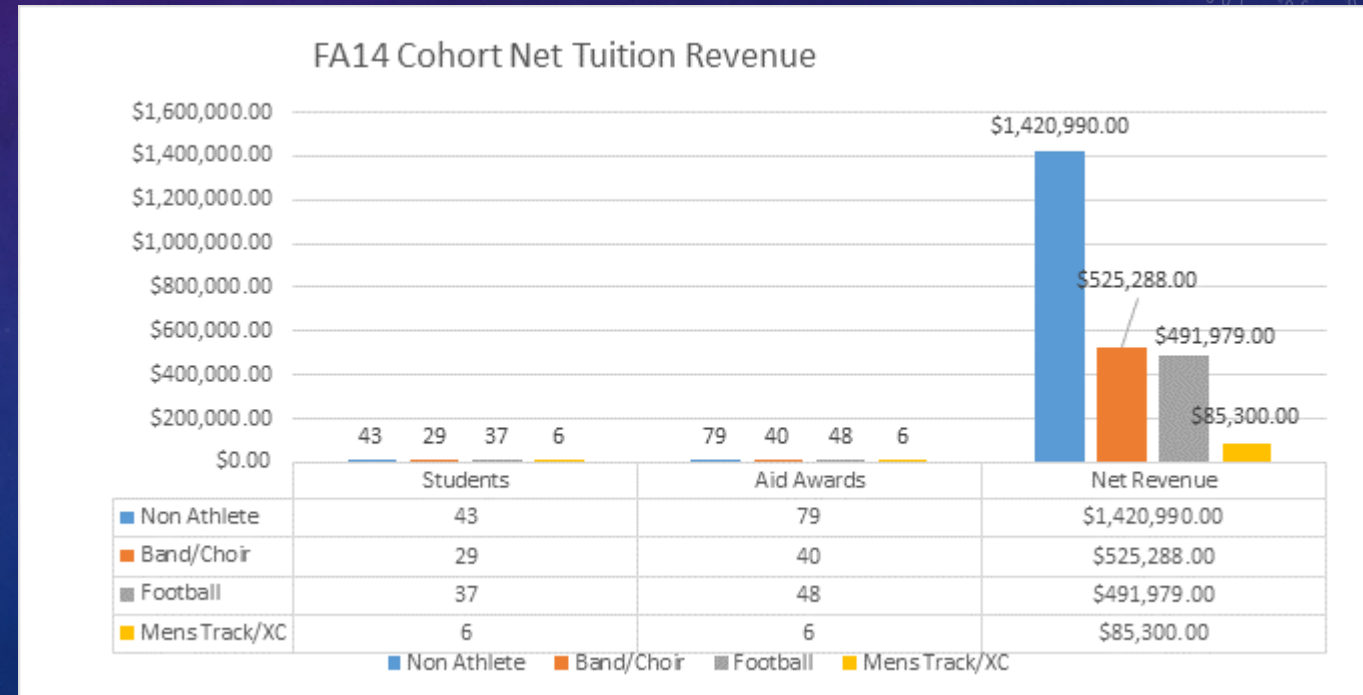


# PROFILE OF 2014 ENTERING COHORT

	% of total Full-time students	Pell Eligible	EFC < \$1000	Net Tuition Revenue* per student	Tuition Discount*
Athletes	55%	50%	49%	\$10250	52%
Music	12%	13%	10%	\$13132	39%
No Affinity	33%	37%	42%	\$18218	16%

\*fall 2014 Cohort, athletics represented by football

	Fall 2014
Full-time	656
Pell eligible	333 (51%)
EFC <\$1000	209 (32%)
First Gen.	NA



# PERSONAL OWNERSHIP

## Staff Perspective

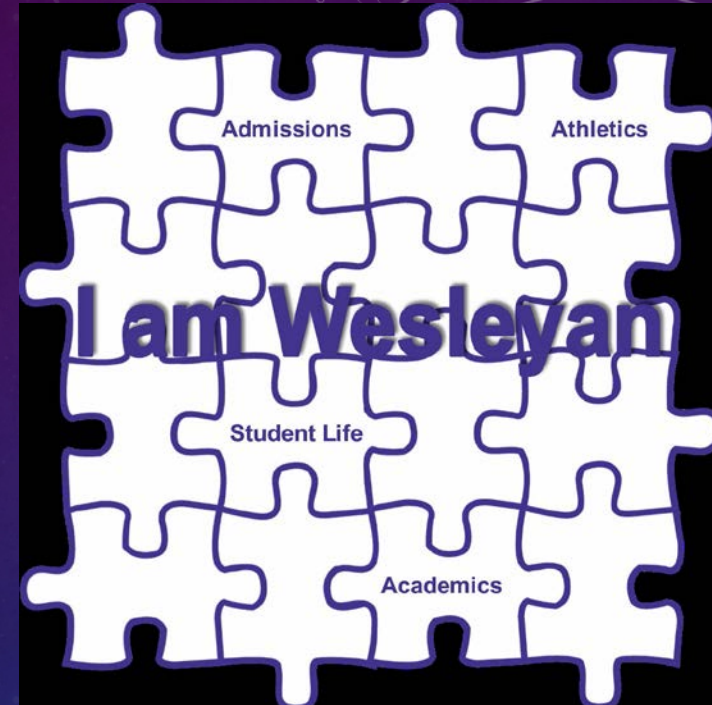
### Personal Ownership means:

#### I am Wesleyan

- You are part of the puzzle and the puzzle isn't complete without you
- You're a partner, shareholder, you have a stake in this institution
- Wesleyan isn't Wesleyan without you, and you feel personal ownership because you're part of the fabric of the institution
- Also means Wesleyan needs your whole piece of the puzzle, can't do things half way
- You have to feel like Wesleyan isn't Wesleyan without you meaning...

### You need to feel valued. Can be done through:

- Performance evaluations
  - Perhaps evaluated based on how we meet the Wesleyan Way or levels or personal ownership
  - Awards based on who exceeded The Wesleyan Way expectations
  - Employee of the Month or some recognition
- Through picking up the phone or sending someone an email





# PERSONAL OWNERSHIP

## Faculty Perspective

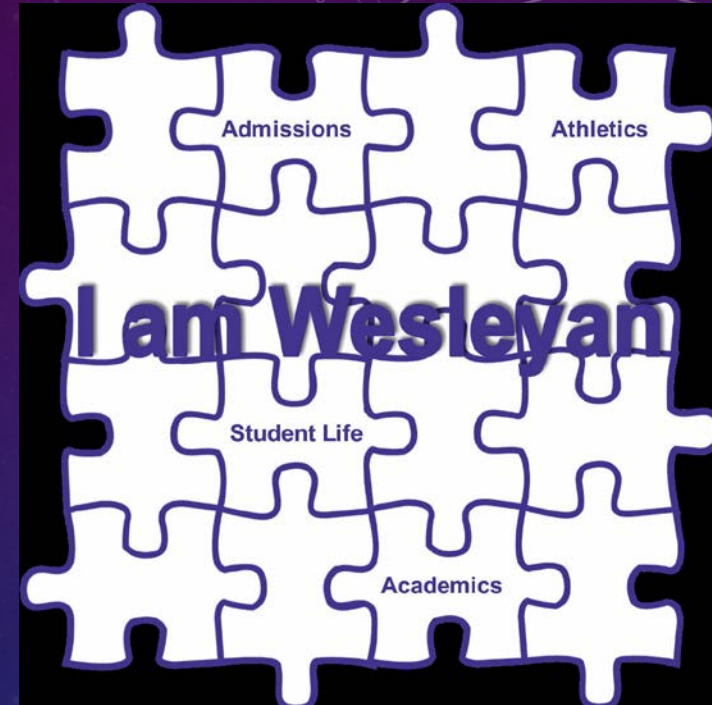
**Personal Ownership** is to embrace the “Wesleyan Way” so that individual faculty members accept responsibility for exceeding high standards without waiting for direction or needing praise.

Personal ownership means acting according to each individual's integrity. The role of faculty is to educate students in subject areas in ways that prepare students for life after college. Owning student education means committing to students' needs as if those were the needs of the faculty member.

Simply put, every administrator, faculty, staff, and student should act like Wesleyan is his/her first responsibility.

Mentality to show the “Wesleyan Way”:

- Willingness to improve how our Wesleyan environment beyond our individual areas or "silos."
- Willingness to improve how we physically/orally present ourselves to the best of our ability.
- Willingness to improve and adapt how we teach "ANY" student to exceed his/her highest standards.
- Commitment to teach each student by identifying his/her initial aptitude in the subject, working to maximize strengths while minimizing weaknesses, and demonstrating growth according to assessment rubrics and best practices performance measurements.
- Commitment to tenets of liberal arts education.
- Willingness experiment with pedagogies to find which are most successful for individual subject areas to motivate students.
- Commitment to connecting individual subject areas to larger, holistic vision of higher education.
- Willingness to improve on personal outcome satisfactions not in the contract for the good of the STUDENT!





# PERSONAL OWNERSHIP

## Administrative Perspective

**Personal Ownership** means, as a leadership group, our role and each individual's responsibility is to create an environment that supports faculty, staff, and students personally as well as professionally. This can best be accomplished by:

- Creating a collaborative, inclusive, courteous and civil working environment
- Being imaginative and forward thinking (entrepreneurial) in addressing and solving problems
- Providing timely and appropriate communications to the campus community
- Recognizing and acknowledging faculty and staff contributions to the college, as they are integral components of Wesleyan's success
- Ensuring that College policies and procedures are student centered and efficient
- Ensuring the College complies with federal, state, and other external regulatory bodies that oversee higher education
- Ensuring the college evolves as a progressive, relevant organization that meets the changing demands and expectations of higher education in the modern, dynamic, global environment of the 21st century
- Accepting personal responsibility to see that the job gets done correctly and on time





# PERSONAL OWNERSHIP

## TRUSTEES Perspective

**As a Trustee, Personal Ownership** is asking what have we done today to better the College? It means taking personal responsibility for the health and success of the College, so that it will make a difference in the lives of its students, faculty and staff. This can best be accomplished by:

- Investing our time, expertise, and financial resources in the College
- Being an Ambassador for the College and promoting the College wherever we go
- Making well-informed and wise decisions
- Seeking out any and all resources and solutions that will benefit the College
- Reaching out to other alumni to engage them for the benefit of the alma mater





WHERE ARE WE?



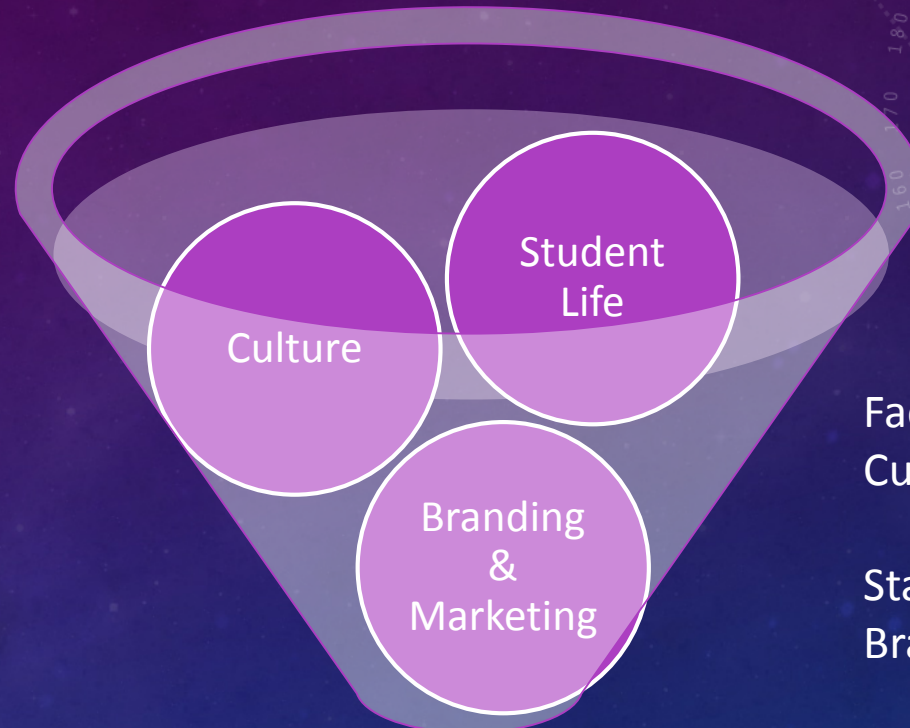
## FOCUS GROUPS OCT. 14 AND 15 (10-15 PEOPLE PER GROUP)

Each group will start with the Concept of Personal Ownership

WHAT do we want this (the Planning Groups schematic) to look like if we all accept Personal Ownership –

From your perspective what is most important and why?

Actionable items that can be completed in 12-18 months



Faculty – Student Life and Culture

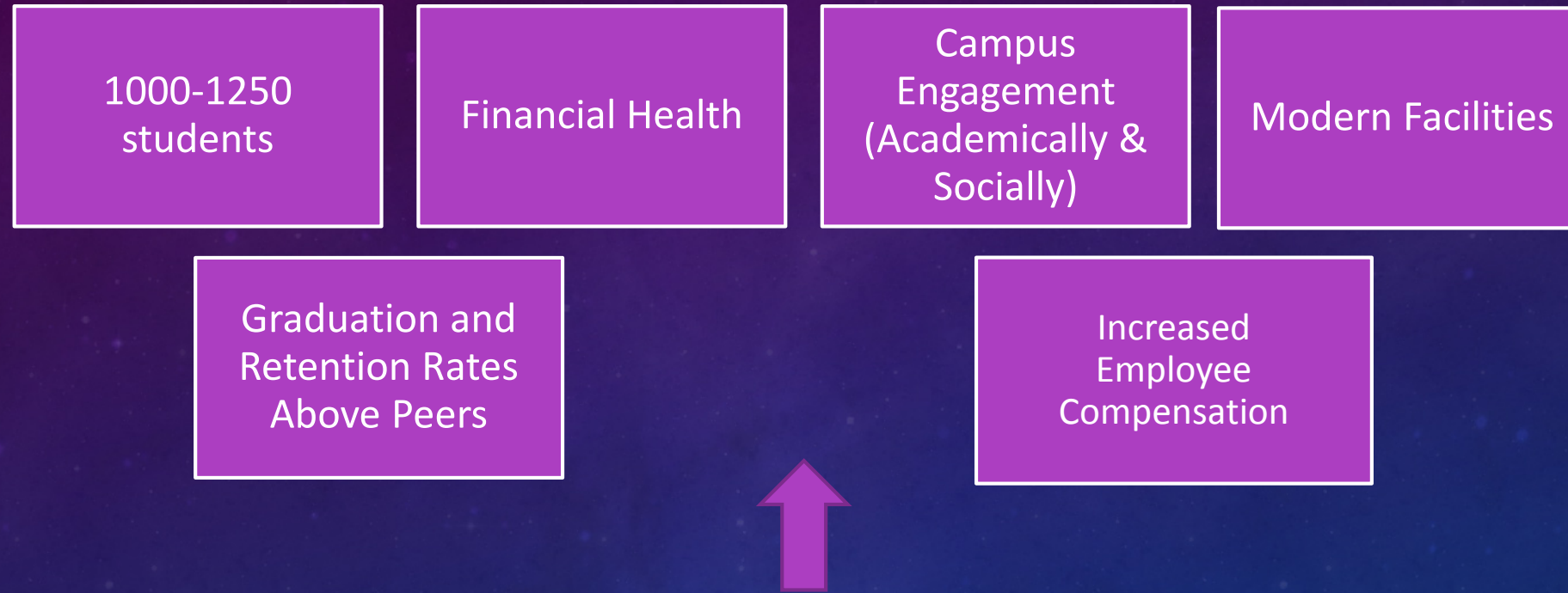
Staff – Culture and Branding/Marketing

Students – Student Life and Branding/Marketing

Priorities

Allocate Resources

# ROAD TO THERE: WHAT IT WILL LOOK LIKE WHEN WE GET THERE!



Meeting Operational Objectives (actionable items)  
focused around Personal Ownership, Embracing  
Who We Are, Being Student Focused





QUESTIONS?