Advancing the Distinctive Character of a Washington College Education

Implementation Plan for Washington College

Washington College
300 Washington Avenue
Chestertown, Maryland
(Revised May 12, 2016)
For more than two centuries a Washington College education has served as a model for liberal learning that prepares citizen-leaders to lead lives of purpose and passion. It combines and applies theoretical knowledge, investigative skills, and creative expression in ways that address complex problems and creative challenges. Washington College is a place where students learn to engage in processes of genuine creativity and discovery. In doing so, they develop the habits of liberal inquiry and effective civic engagement necessary to become leaders both locally and globally.

We seek to build on and enhance the distinctive quality and character of a Washington College education by strengthening the connections among classroom-based learning, our social and natural environment, and our history and culture. Our proximity to the Chester River and Chesapeake Bay, historical setting in and relationship with the Chestertown community, and connections to major centers of public and commercial life afford abundant and distinctive opportunities for teaching and learning. They are critical aspects of our distinctive approach to liberal education and thus represent key priorities for further development.

Students expect Washington College faculty and staff to challenge them to acquire the habits of analytical thought, clear communication, and civic responsibility. With an enhanced focus on our unique environment and cultural-historical context, students will find throughout their curricular and co-curricular experiences opportunities to develop the aesthetic insight, ethical sensitivity, and moral courage necessary to move the world.

To realize this vision more fully, Washington College commits to the following goals:
GOAL 1: Reaffirm the College's core mission of providing a superior liberal arts education to prepare our students for the challenges of the 21st century.

A liberal arts education develops in students skills that are timeless and universally applicable. It prepares them for the multiple career opportunities that will arise over their lifetimes. We reaffirm our commitment to these principles, convinced that the surest guarantee of student success is a residential environment that combines the best of pedagogical innovation and new technologies with our tested traditions of liberal arts learning, small classes, and co-curricular enrichment. We will continue to help our students grow as independent, creative, and critical thinkers, effective communicators, and citizen leaders in an atmosphere of unhurried conversations with faculty mentors across the disciplines.

Goal 1, Objective A: Develop a college-wide curriculum that re-commits to a liberal education vision appropriate for 21st century challenges and opportunities.

Tactics
1. Review the all-college curriculum and, if deemed appropriate by the faculty, propose alternatives that enhance alignment with the College’s mission and signature strengths. Coordinator: Provost
2. Maintain a student-to-faculty ratio of twelve to one with greater reliance on full-time faculty. Coordinator: Provost
3. Develop a menu of internship and field experiences that cultivate the skills and habits of mind essential to citizen leaders in academic, civic, and commercial arenas, locally, regionally, and globally. (See corresponding tactics in Goal 7, Objective C.) Coordinator: Assistant Dean for Academic Initiatives
4. Develop a state-of-the-art Center for Career Development (CCD) that works with students to help them integrate their liberal arts learning and their co-curricular experiences, especially their leadership experiences, so that they succeed in attaining careers of purpose and passion. The CCD will collaborate with faculty and staff across campus to engage students in appropriate career development activities in all four years. This tactic includes creation of a new, more centrally located space for the center. (See corresponding tactics in Goal 7, Objective C.) Coordinator: Director of Career Services, Assistant Dean for Academic Initiatives

Goal 1, Objective B: Enhance the mission of developing citizen leaders by focusing on the values of integrity, determination, curiosity, civility, leadership, and moral courage throughout the curriculum and as guiding principles in the co-curricular experience.

Tactics:
1. Develop a system for identifying for students existing opportunities within academic departments and centers that address values advanced within the College’s mission statement and support the development of citizen leaders. Coordinator: Provost
2. Create faculty development opportunities for significant revision of existing courses and the development of new courses that address values advanced within the College’s mission. Coordinator: Provost

Goal 1, Objective C: Support existing majors, minors, and programs, and expand opportunities for interdisciplinary study, in ways that meet emerging student interests and position the College to compete more effectively for the most academically talented prospective students.
Tactics:
1. Increase full-time faculty lines that fulfill at least one of the following institutional priorities:
   • addressing significant and persistent enrollment pressure within existing departments
   • filling critical gaps in one or more core areas of inquiry
   • enhancing opportunities for interdisciplinary teaching and learning
   • enabling the creation of new programs that represent strategic opportunities for the College.
   Coordinator: Provost
2. Seek funds for endowed chairs to provide additional support for or budget relief in academic departments and interdisciplinary programs in need of faculty lines (see previous tactic). Coordinator: Vice President for Advancement, Provost
3. Establish endowment support to underwrite salary and operating budget and enhanced programming support for the Rose O’Neill Literary House. Coordinator: Vice President for Advancement, Literary House Director
4. Develop staff resources necessary to support majors, minors, and programs. Coordinators: Vice President for Finance & Administration, Vice President for Advancement
5. Seek and invest faculty development resources in the creation of new courses that support interdisciplinary learning within disciplinary majors and across interdisciplinary majors and minors. Coordinator: Provost
6. Expand opportunities for team teaching in ways that do not add to faculty load or increase reliance on short term adjunct hiring. Coordinator: Provost (Complete)

Goal 1, Objective D: Provide a learning environment that is supported by innovative educational technology, information resources, and academic spaces that facilitate engaged learning within and beyond the classroom.

Tactics:
1. Build state-of-the-art teaching and learning spaces for departments that are currently under-resourced. These initiatives include 1) the construction of an academic building on the Kent County Board of Education site on Washington Ave., 2) the building, renovation, or acquisition of spaces suitable to properly support the studio art curriculum, 3) seeking the financial support necessary for the Kohl Gallery to serve as a space suitable for the proper stewardship of artwork entrusted to the Gallery and for engaged teaching and learning in the visual arts, including museum-quality HVAC for storage and exhibition of artworks, and 4) renovation of existing space or construction of new space for an Center for Career Development (CCD). Coordinator: Vice President for Finance and Administration.
2. Develop a sustainable fiscal plan that will support a robust collection of library, archives, and academic technology resources. The Library and Academic Technology (LAT) team will 1) recommend incremental increases in operational and capital budgets, 2) Seek more consortial agreements and opportunities to share resources to reduce costs, 3) reduce waste and space by moving to e-resources whenever possible, 4) move to electronic records management of the College’s official documents. Additionally, LAT will work with the Office of Advancement to increase annual giving through gifts, endowments and grants to operational and capital budgets. Coordinator: Dean of the Library and Academic Technology
3. Create innovative academic spaces, and implement educational technology and resources necessary to support teaching and learning in the twenty-first century. This includes 1) establishing and implementing classroom design standards that support and foster inquiry, collaboration, and discovery, 2)
updating technology-enhanced classrooms to ensure they are appropriately equipped with current and appropriate technology, and 3) re-envisioning the existing spaces in Academic Technology, a division of LAT, to reflect a trend towards developing spaces where a community of learners can conceive, collaborate, experiment, and create interesting projects in an informal do-it-yourself environment. Coordinator: Dean of the Library and Academic Technology

**Goal 1, Objective E:** Develop meaningful and sustainable assessment practices to ensure that Washington College is effectively pursuing its core mission of providing a superior liberal arts education in a manner consistent with our core values.

Tactics:
1. Develop a dedicated structure by which general education, the first-year program, and student learning outcomes within academic programs are meaningfully and sustainably assessed. Coordinator: Provost, Assistant Provost for Institutional Research & Assessment
2. Develop a dedicated and integrated structure by which all administrative units of the College are meaningfully and sustainably assessed. Coordinator: Chief of Staff
3. Develop greater expertise in institutional and learning outcomes assessment within the Office of Institutional Research, and among the faculty and staff. Coordinator: Provost & Assistant Provost for Institutional Research and Assessment

**GOAL 2:** Expand teaching and learning opportunities within and beyond the Washington College classroom that are distinctive and take advantage of the College’s unique setting.

Washington College and its surrounding community are endowed with a combination of historical and environmental richness that affords our students unparalleled learning opportunities. We will promote discipline-based learning while fostering strong connections across disciplinary boundaries. Our curriculum will combine liberal arts breadth with focused, practical application in contexts where answers are not pre-ordained. We will provide teachers and learners with the resources to build on this foundation and to advance the investigative skills and creative practice needed by a global society.

**Goal 2, Objective A:** Develop a wide variety of disciplinary and interdisciplinary connections between social, historical, and cultural context and the Washington College curriculum.

Tactics:
1. Create faculty development opportunities for significant revision of existing courses and the development of new courses that tie classroom work to the social, historical, and cultural context. Coordinator: Provost
2. Use the resources and connections of the CV Starr Center, the Rose O’Neill Literary House, the Center for Environment & Society, the Goldstein Program, the Institute for the Study of Religion, Politics, and Culture, and SANDBOX to connect discrete disciplines to each other as well as internships and independent and collaborative research opportunities. Coordinators: Center Directors (Complete)
3. Create teaching and research space on the waterfront that supports innovative environmental, earth, and life-science instruction and research. Coordinator: Vice President for Finance & Administration, Vice President for Advancement
4. Create better mechanisms to bridge the geographic divide between the College and the waterfront, to integrate the river more fully into the life of the College and encourage students, faculty, and staff to visit waterfront facilities by developing an accessible form of transportation between the College and the waterfront, and by creative scheduling and use of space. (Phase I: Improve access to hike & bike trail. Phase II: Develop motorized loop when waterfront campus is built.) Coordinator: Vice President for Finance & Administration

5. Create opportunities to use archival resources to engage students in local history and culture. Coordinator: Dean of the Library and Academic Technology

**Goal 2, Objective B:** Expand and support faculty-student and peer-to-peer collaborative teaching and learning opportunities.

**Tactics:**
1. Seek and expand endowment support in the arts, humanities, social sciences, and natural sciences for collaborative faculty-student research. So as to advance Goals 2 and 3, particular emphasis will be placed on research opportunities that connect student learning to the social, historical, cultural, and ecological context of Chestertown, the Eastern Shore, and the Chesapeake region. Coordinator: Provost, Vice President for Advancement
2. Charge appropriate faculty committees with exploring and instituting ways to recognize collaborative teaching and learning efforts in annual review, tenure review, and promotion decisions. Coordinator: Provost (Complete)
3. Expand support for academic summer and winter break programs that create teaching and learning opportunities beyond the traditional classroom. Coordinator: Provost
4. Develop peer-to-peer teaching, learning, and mentoring opportunities. Coordinator: Associate Provost
5. Develop more collaboration/partnership in the classroom between librarians, academic technologists and faculty. (e.g. embedded librarians and instructional technologists.) Coordinator: Dean of the Library and Academic Technology

**Goal 2, Objective C:** Promote the Senior Capstone Experience as a distinctive feature of the College’s approach to liberal learning.

**Tactics:**
1. Initiate or expand workshops in the sophomore and junior year that explore possibilities for Senior Capstone projects. Coordinator: Associate Provost
2. Develop discipline-based research and writing courses, to be offered as advance preparation for the Senior Capstone Experience. Coordinator: Provost (Complete)
3. Teach students to apply critical multimedia skills to the development and design of their SCE and academic eportfolios. Coordinator: Dean of the Library and Academic Technology
4. Seek endowment support to underwrite research expenses associated with students’ Senior Capstone Experience. Coordinator: Provost, Vice President for Advancement
5. Dedicate April as SCE Celebration Month to showcase student presentations of senior capstone projects. Coordinator: Provost (Complete)
6. Promote select archiving of SCEs as a showcase of WC students’ works. Coordinator: Dean of the Library and Academic Technology
Goal 2, Objective D: Develop curricular opportunities for engaged learning in a local, regional, national, and global context.

Tactics:
1. Work with existing and new international program partners to create international study, internship, and field experience opportunities. Seek endowment support to fund scholarships, with a priority on need-based scholarships. Coordinator: GEO Director
2. Create opportunities within the curriculum that prepare students to be effectively engaged during a study abroad experience and synthesize what they have learned during their study abroad experience with their major discipline(s) and/or liberal arts curriculum. Coordinator: GEO Director
3. Expand support for internship opportunities in Washington DC with partner organizations such as the Washington Center. Coordinator: Assistant Dean for Academic Initiatives
4. Leverage alumni networks and seek endowment funds to create and support internships that relate to students’ emerging career interests. Coordinator: Assistant Dean for Academic Initiatives, Vice President for Advancement
5. Eliminate the off-campus study fee to facilitate off-campus experiential learning and international experiences. Coordinator: Global Education Office Director

Note: The development of internship and field experiences in the local and regional communities (see Goal 1, Objective A, Tactic 3) will advance the College’s goal of expanding teaching and learning opportunities within and beyond the classroom that take advantage of the College’s unique setting.

GOAL 3: Position the College as a leader in the multidisciplinary study of the environment.

The effects of human interaction with the natural world have acquired greater relevance than ever. Climate change, pollution, biodiversity, and sustainable economic development are but a few of the most pressing concerns of our age. Making use of our unique location amid the estuarine system of the Chesapeake Bay and proximity to three major metropolitan areas, Washington College will emerge as a leading institution for the study of the environment in all of its facets, whether in the arts and humanities, social sciences, or the natural sciences.

Goal 3, Objective A: Expand our existing Environmental Studies program through the development of an Environmental Science major.

Tactics:
1. Grow the Environmental Studies Program to a department that would house both the Environmental Studies and Environmental Science majors. Coordinator: Provost (Complete)
2. Develop a curriculum for an Environmental Science major by studying our comparison institutions and through discussions with faculty in the sciences and math at Washington College. Coordinator: Provost (Complete)
3. Explore possibilities for creating campus-based summer programs in environmental studies and environmental science and expanding programs already in place. Coordinator CES Director
4. Establish a chapter of Pi Epsilon. Coordinator: Department Chair, Environmental Science & Studies (Complete)
5. Reinvigorate campus greening effort and support faculty initiatives to turn these efforts to pedagogical advantage. Coordinator: Vice President for Finance & Administration, CES Director

**Goal 3, Objective B:** Develop a wide variety of disciplinary and interdisciplinary connections between the natural environment and the Washington College curriculum.

**Tactics:**
1. Identify for students existing courses within the curriculum that emphasize an environmental theme. Coordinator: Provost
2. Create faculty development opportunities to substantively revise existing courses or create new courses that relate their disciplinary training to the study of the environment. Coordinator: Provost (Complete)
3. Build endowment for Chesapeake Semester. Coordinator: CES Director, Vice President for Advancement
4. Seek funds to support the arts & the environment programming, such as the SANDBOX initiative. Coordinator: SANDBOX Director, Vice President for Advancement

**Goal 3, Objective C:** Transform the Washington College campus into an environmental laboratory as faculty, staff, and students work together to maximize the use of environmentally sustainable technology in the classroom, employ green energy sources and technology where possible, and reduce campus waste flow.

**Tactics:**
1. Prioritize planned maintenance according to environmental as well as financial impact. Coordinator: Vice President for Finance & Administration
2. Develop long term energy plan, based upon a review of the best and most successful practices of other colleges for emulation. Coordinator: Vice President for Finance & Administration
3. Promote and celebrate the existing sustainability programs as part of this agenda. Coordinator: Associate VP for College Relations & Marketing

**Notes:** Several tactics embedded elsewhere in the strategic plan will advance the College’s goal of becoming a leader in the multidisciplinary study of the environment. For example, the tactics related to the creation of new faculty lines (see Goal 1, Objective C, Tactics 1 and 2) will help to ensure the curricular strength of an Environmental Science major. Further, the plans for the new academic building (see Goal 1, Objective D, Tactic 1) include teaching and learning space of Environmental Science and Studies. Finally, internship and field experience in local and regional environmental non-profit and research organizations (see Goal 1, Objective A, Tactic 3) will advance student learning beyond the traditional classroom.

**GOAL 4: Attract, enroll, and retain outstanding students.**

*Washington College will seek out and enroll a diverse pool of U.S. and international students whose accomplishments, aspirations, talents, and interests are well suited to the distinctive educational mission, offerings, and location of the College. The College will provide resources that enable students to succeed in and out of the classroom and to reap the full benefits and distinctions of a Washington College education. To foster student success throughout their undergraduate careers and after graduation, the College will provide students with*
activities, programs, and experiences designed to enhance our graduates’ competitiveness for nationally recognized graduate programs, job opportunities, volunteer activities, and other highly regarded post-baccalaureate options.

**Goal 4, Objective A:** Develop and implement an integrated marketing, advertising, and public relations plan that expands awareness of the College both within and beyond its traditional admissions markets, contributes to improved new student recruitment, builds institutional pride, and increases alumni and donor engagement.

Tactics:
1. Provide the IT infrastructure and staff to support an integrated marketing plan for admissions. Coordinator: CIO (Complete)
2. Develop a strategy for internal and external communications after clearly defining the Washington College brand (history, prestige, institutional pride), understanding the target audience (students, parents, alumni, donors), evaluating department needs (admissions, advancement, academic and non-academic departments) and measuring return on investment (through Google analytics, direct mail analysis). Coordinator: Vice President for Enrollment Management and Associate Vice President for College Relations & Marketing (Complete)

**Goal 4, Objective B:** Achieve and maintain a first-to-second-year retention rate of ninety percent or better and a six-year graduation rate, averaged over five years, of eighty-five percent or better.

Tactics:
1. Develop a premier first-year advising program that connects students to the College, supports their academic success, and enhances their understanding and appreciation of the liberal arts. Coordinator: Associate Provost
2. Improve on-campus internship opportunities. Coordinator: Associate Provost

**Goal 4, Objective C:** Evaluate the costs and benefits of enrolling a larger student body while simultaneously strengthening both the quality of applicants and their yield.

Tactics:
1. Set annually five-year enrollment and revenue goals for the College, including acceptance rate, yield, transfer, new students, and international students. Coordinator: Director of Admissions (Complete)
2. Track the budgetary and staffing implications of five-year enrollment projections. Coordinator: Vice President for Finance & Administration (Complete)

**Goal 4, Objective D:** Increase the racial, ethnic, religious, sexual orientation, national origin, and socio-economic diversity of the student body.

Tactics:
1. Starting at the prospect stage, create a strategy to message, connect with and recruit a diverse group of students. Coordinator: Vice President for Enrollment Management (Complete)
**Goal 4, Objective E:** Promote a merit and need-based financial aid strategy that improves access and opportunity for students while optimizing the relationship among students’ actual and perceived financial need, the College’s financial resources, and national economic trends.

**Tactics:**
1. Use historic data analysis of merit and need aid and create a merit and aid model based on GPA, SAT, HS rank and rigor, ethnicity and socio-economic background. Coordinator: Vice President for Enrollment Management (Complete)

**Goal 4, Objective F:** Enroll students across all current disciplinary areas of the College while also proposing new areas of academic study that speak to the interests of today’s college-bound populations.

**Tactics:**
1. Strategically purchase names and create a segmented marketing and outreach strategy by area of study. Coordinator: Vice President for Enrollment Management (Complete)

**Goal 4, Objective G:** Expand outreach and support services for students to compete for nationally competitive undergraduate and graduate-level scholarships and awards.

**Tactics:**
1. Devote increased staff time to coordinate and promote the value of nationally competitive undergraduate and graduate-level scholarships and awards to current and prospective students. Coordinator: Associate Provost

**GOAL 5: Support and recruit excellent teacher-scholars and staff committed to the distinctive character of a Washington College education.**

As the College increases its engagement with the surrounding community and environment as a part its regular curriculum, it will attract and support outstanding and diverse faculty and staff who value teaching and research innovation that connects the College’s physical, historical, and/or cultural context to the liberal education of our students.

**Goal 5, Objective A:** Actively promote pedagogical excellence and innovation.

**Tactics:**
1. Develop endowment to support curricular and pedagogical innovation initiatives coordinated through the Center for Teaching and Learning. Coordinator: Provost, Vice President for Advancement
2. Provide faculty professional development opportunities, programs, and resources that support excellence in teaching and demonstrate best use of instructional technologies. Coordinator: Dean of the
Library and Academic Technology

3. Plan unhurried conversation and workshops around innovative teaching and technology. Coordinator: Dean of the Library and Academic Technology

Goal 5, Objective B: Ensure sufficient staffing levels in order to keep pace with the current and anticipated needs of students and the College as a whole.

Tactics:
1. Develop a process and discipline for prioritizing staff allocation decisions. See tactical plan for staff positions that have been identified as potential priorities. Coordinators: Chief of Staff and Director of Human Resources
2. Seek underwriting support for a limited number of competitive full-year sabbatical leaves to support the development of teacher-scholars committed to exemplary service to Washington College. Coordinator: Provost, Vice President for Advancement

Goal 5, Objective C: Increase the racial, ethnic, and gender diversity of faculty and staff.

Tactics:
1. Develop an advertising and recruitment protocol for attracting a more diverse pool of candidates in every full-time faculty search. Coordinator: Director of Human Resources
2. Develop plan for increasing racial, ethnic, and gender diversity of staff and retaining underrepresented minority staff members, including an advertising and recruitment protocol for attracting a more diverse pool of candidates in every full-time staff search. Coordinator: Director of Human Resources

Goal 5, Objective D: Support and encourage the professional development of faculty and staff to ensure educational and workplace excellence.

Tactics:
1. Increase support for faculty conference travel to $3,000/year for faculty presenting their own original scholarship or creative work. Coordinator: Provost
2. Increase endowment funds for faculty to develop as teacher-scholars. Coordinator: Provost, Vice President for Advancement
3. Provide necessary training and technology to support staff professional development efforts. Coordinator: Dean of the Library and Academic Technology
4. Provide centralized funding for professional development of staff who are assigned institutional responsibilities. Examples are: Title IX Coordinator, 504 Coordinator, Safety Committee Chair, EOG Chair, and certification for grant administration. Coordinator: Director of Human Resources
5. Enhance the staff performance review process to include more specific plans for professional development into the annual review. Coordinator: Director of Human Resources (Complete)
6. Implement a requirement that all staff must take and document 14 hours of professional development during a calendar year. Coordinator: Director of Human Resource

Goal 5, Objective E: Provide a compensation package that will attain or exceed established salary benchmarks (rank-by-rank averages for II-B private, independent institutions for faculty and midpoint of assigned position levels for staff) and provide a competitive blend of benefits.
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Tactics:

1. Establish a process by which annual COLA, structural, and merit-based salary adjustments will be determined. Director of Human Resources
2. Based upon the salary adjustment process, on an annual basis calculate the incremental increase in faculty and staff salary needed to realize the established salary benchmarks – communicating this information to the Benefits and Finance Committee each year (specific month to be determined). Director of Human Resources
3. Provide sufficient resources in each annual budget to support the agreed-upon increment to the faculty and staff salary pool to implement the proposed COLA, equity, and merit adjustments as a first priority and not a contingency expense. If such an increment cannot be provided in any given year, a detailed explanation of the rationale, along with a plan for prioritizing this in the subsequent fiscal year, will be developed and shared with the College community. Vice President for Finance and Administration
4. Develop a plan to move the College’s matching funds to employee retirement contributions from 7.5% to 10% by Fiscal Year 2020. Vice President for Finance and Administration
5. Develop partnerships with professional daycare providers in the community that will expand the availability of reliable and reasonably priced childcare services for Washington College faculty and staff. Coordinator: Director of Human Resources

GOAL 6: Continue to strengthen mutually beneficial partnerships with the community that advance the mission of the College.

 Engagement with the Town of Chestertown and the wider region is both a method to foster a civic-minded campus culture and a means to contribute to the health and vitality of the region. Chestertown is Washington College’s home, to which students, faculty, staff, and alumni give enthusiastically of their time and talents; this volunteerism is an essential part of the Washington College experience. Washington College will be a major contributor to the economic and educational development of Chestertown and Kent County. The College’s signature Centers (the Rose O’Neill Literary House, the C.V. Starr Center for the Study of the American Experience, and the Center for the Environment & Society) will mark Washington College as a beacon for literary, artistic, civic, and environmental engagement, stewardship, and innovation.

Goal 6, Objective A: Encourage students, faculty, staff, and alumni to give time and talents to service learning and civic engagement throughout the local region.

Tactics:

1. Expand the mission of the Office of Student Development to the Office of Student Development and Community Service. Coordinator: Director of Student Engagement
2. Develop a web-based WC Talent Book for local non-profits Coordinator: Chief of Staff
3. Enhance the existing program of student organizations adopting local non-profit causes. Coordinator: Director of Student Engagement
4. Place students on local non-profit boards. Coordinator: Chief of Staff
Goal 6, Objective B: Serve as an important engine for the economic growth and vitality of Chestertown and Kent County.

Tactics:
1. Initiate and launch “Spend Local Purchasing Protocol.” Coordinator: Controller
2. Create a Washington College retail presence in downtown Chestertown. Coordinator: Bookstore Manager
3. Partner in the execution of the recommendations of the Chestertown Revitalization Task Force. Coordinator: Chief of Staff
4. Provide assistance that will encourage Washington College employees to live where they work. Coordinator: Chief of Staff (Complete)

Goal 6, Objective C: Extend and strengthen our commitment to be an active partner to improve the Kent County public schools.

Tactics:
1. Maintain founding partnership in Kent Forward. Coordinator: Chief of Staff
2. Develop partnership with Horizons. Coordinator: Chief of Staff

Goal 6, Objective D: Partner with local and regional business, non-profit, civic, and governmental entities to generate student opportunities for active learning through credit-bearing and non-credit bearing experiences.

Tactics:
1. Create and support a regional entrepreneurship and innovation incubator focused on sustainability through virtual and green technologies. Coordinator: CES Director

GOAL 7: Provide a well-designed, distinctive, and robust co-curricular program.

Washington College will provide meaningful and high quality co-curricular activities that support and complement a student’s academic experience and take advantage of the College’s location and environment. The co-curricular program will promote each student’s active engagement and offer plentiful opportunities for intellectual and social development grounded in the mission, vision, and enduring values of the College. We will ensure abundant co-curricular opportunities and resources, including a wide array of athletic and recreation activities, that enable students to consider, explore, and develop emerging interests, talents, and passions.

Goal 7, Objective A: Increase student engagement and satisfaction with campus life in areas known to support student success and retention as well as those considered integral to the College’s unique educational mission and its distinctive location and environment.

Tactics:
1. Strengthen advising effectiveness and general guidance and support for student organizations and club sports to improve the quality of the student experience, the number of students engaged, the diversity of organizations and clubs and their measurable contributions to a high quality campus life. Coordinator: Vice President for Student Affairs

2. Implement a comprehensive student activities program to ensure activities, programs and services contribute to student satisfaction and retention and meet the interests of all students consistent with national best practices and benchmarks. Coordinator: Vice President for Student Affairs

3. Enhance the effectiveness and visibility of the SGA to increase student understanding and involvement in student governance responsibilities. Coordinator: Vice President for Student Affairs

4. Evaluate the feasibility and desirability of adding a first year student residential program organized around theme living to better meet and support student needs and interests throughout the first year and to bring students and faculty together in appropriate ways. Coordinator: Associate Dean of Students/Director of Residential Life

5. Develop or enhance the recreational activities offered, including activities that emphasize and connect students to the Chesapeake/Eastern Shore region. Coordinator: Vice President for Student Affairs

6. Develop a schedule of capital support for residence halls from internal capital (funded depreciation) resources. Coordinator: Vice President for Finance & Administration

**Goal 7, Objective B:** Offer student-athletes the opportunity to compete on a national level in Division III athletics, best-in-class athletic facilities, exceptional programming for club, intramural, and recreational athletics, and appropriate staff and budgetary resources to achieve these aims.

Tactics:
1. Implement the 2013 Athletic Department Strategic Plan. Coordinator: Director of Athletics, Vice President for Advancement
2. Seek external funds for best-in-class athletic facilities. Coordinator: Director of Athletics, Vice President for Advancement

**Goal 7, Objective C:** Design and implement a comprehensive leadership program that will increase demonstrated knowledge and practice associated with effective and ethical leadership.

Tactics:
1. Develop specialized leadership training for elected/appointed student leaders, emerging leaders, advanced leaders and students interested in learning about leadership. Coordinator: Director of Student Activities
2. Convene a leadership program task force to make recommendations about creating and implementing: a co-curricular leadership program using the environment as a lens/framework to develop leadership understanding and competency, and a curriculum based leadership program. Coordinator: Vice President for Student Affairs

**Goal 7, Objective D:** Develop and promote the co-curricular program, along with the responsibility shared with students to craft it, so that the expectation of high levels of student engagement in intellectual and social activities becomes a distinguishing and well-accepted feature of the student experience.

1. Working with student leaders, faculty and staff, develop a statement or code describing the value,
GOAL 8: Generate resources sufficient for the realization of Washington College’s mission and the enactment of this Strategic Plan.

A new operating plan will ensure that Washington College continues a history of strong fiscal health as we manage costs, explore traditional and non-traditional methods to increase revenue, seek positive returns on investments, and continue to deliver on our academic mission. A comprehensive campaign will play a key role in achieving current and future aspirations. The effectiveness and efficiency with which current institutional resources are utilized will receive attention equal to that applied to the development of new resources. The primary filter for all budgetary initiatives will be to assure that they align with and support the mission of the College and implementation of the strategic plan.

Goal 8, Objective A: Implement a multi-year fiscal plan that explores opportunities for savings, expands revenue sources beyond student payments and private philanthropy, and aligns the operating and capital expenditures of the College with the goals and objectives of this strategic plan.

Tactics:
1. Vice President for Finance and Administration will a) prepare a five year capital plan for the College that will include all renovations (systems, infrastructure, IT) to advance the strategic plan and maintain and/or improve facility operations, b) in consultation with CIO, prepare a five-year IT renewal and replacement plan that dovetails with the College’s capital budget, c) prepare an annual five year fiscal projection including the priority operating needs identified by the strategic plan and incorporating the impacts of the capital plan. Coordinator: Vice President for Finance & Administration
2. Increase summer conference revenue by attracting new regional, national and international clients. Coordinator: Vice President for Finance & Administration (Complete)
3. Strengthen the financial position of the College through superior investment performance and endowment growth, disciplined use of funded depreciation, and careful management of debt. Coordinator: Vice President for Finance & Administration

Goal 8, Objective B: Create a long-term student revenue strategy that strikes an appropriate balance between the need to grow institutional resources and our students’ ability to pay.

Tactics:
1. Grow the inquiry pool by twenty percent, increase applicants, reduce admitted students and increase yield rate. Use the Net Price Calculator to effectively market cost. Coordinator: Vice President for Enrollment Management (Complete)

Goal 8, Objective C: Develop a comprehensive campaign to generate the resources necessary to achieve the goals and objectives of the strategic plan.

Tactics:
1. Recruit Campaign Planning Committee in Spring of 2013 to begin planning for a comprehensive campaign for Washington College. Following the approval by the Board of Visitors and Governors of this
strategic plan, develop a case statement for testing with possible campaign donors. If all proceeds on schedule, early campaign solicitations will occur following the testing period in the leadership (or quiet) phase of the campaign. Fifty to sixty percent of the campaign goal will be raised in this phase with the remaining to be raised in the public phase of the campaign, the total for which will be in the 9 figures. Coordinator: Vice President for College Advancement

2. Expand endowed scholarship support. Coordinator: Vice President for College Advancement

3. Complete ongoing campaigns. Coordinator: Vice President for College Advancement

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