

Emory & Henry College

Strategic Plan Draft

March 7, 2008

1. Goal 1: Academic Programs.

To provide the highest quality liberal arts education that combines tradition and innovation, Emory & Henry will cultivate an academic climate that is rigorous, personal, and transformative.

- 1.1 Create a signature academic experience at the undergraduate level through a revitalized general education program and strengthened academic majors.
 - 1.1.1 Develop new general education program with assessable proficiencies and innovative core curriculum and (if approved by faculty) begin implementation by fall 2008 and finish by spring 2013.
 - 1.1.2 Review and revise academic major programs in light of new general education program and the expectation to provide competitive academic programs that are rigorous, personal, and transformative.
- 1.2 Strengthen faculty-staff and student relationships through learning communities, academic enrichment programs, and academic advising enhancements.
 - 1.2.1 Design and implement a college-wide honors program that enriches current programs.
 - 1.2.2 Provide resources and expectations to expand undergraduate research experiences.
 - 1.2.3 Develop college-wide guidelines for internships and increase number of students taking internships.
 - 1.2.4 Develop a structure and process that supports student-led initiatives for learning communities.
 - 1.2.5 Review and revise the academic advising system.
- 1.3 Develop and support a quantitative literacy program that is a national model of success for other higher education institutions.
 - 1.3.1 Establish a quantitative learning center and appoint a director by fall 2008.
 - 1.3.2 Develop and implement a quantitative literacy proficiency requirement and new curricular and co-curricular elements of the quantitative literacy program.
- 1.4 Strengthen and focus lyceum and cultural programming and integrate the programming more fully into the life of the community.

- 1.4.1 Clarify the goals of the lyceum program and make changes that support these goals.
- 1.4.2 Develop strategies to coordinate cultural programming across the College more effectively and provide more focus and higher visibility.
- 1.5 Strengthen current graduate programs and consider the development of new graduate programs that support the College's mission and vision.
 - 1.5.1 Clarify goals for current and future graduate programs individually and collectively, focusing on needs of the community.
 - 1.5.2 Develop consistent policies and procedures for graduate programs.
 - 1.5.3 Establish a process for reviewing proposed new graduate programs.
- 1.6 Expand study abroad opportunities and level of participation by students, faculty, and staff.
 - 1.6.1 Provide opportunities and resources for faculty and staff to develop study abroad courses for students.
 - 1.6.2 Establish processes and systems that assist students in learning about and participating in study abroad.
 - 1.6.3 Develop resources and systems that enable study abroad opportunities to be affordable to large numbers of students.
 - 1.6.4 Develop opportunities for student undergraduate research experiences to be connected with study abroad experiences.

2. Goal 2: Leadership and Service

To cultivate models of positive social change in our region, the nation, and the world, Emory & Henry will promote leadership and service among its students, faculty, and staff.

- 2.1 Establish an Institute on Public Policy that assesses needs and provides education and training to strengthen public policy leadership.
 - 2.1.1 Charge a task force or committee to define and organize an Institute on Public Policy that is committed to study, discussion and action and that impacts public policy related to the environment, to education, and to regional community issues.
 - 2.1.2 Implement recommendations of committee by appointing a director and providing space for the Institute.
- 2.2 Strengthen leadership and service opportunities throughout the undergraduate and graduate curriculum.
 - 2.2.1 Develop service learning components in courses in all academic divisions.
 - 2.2.2 Explore the development of a leadership fellows program.

2.3 Enhance religious life programming to strengthen leadership and service opportunities.

2.3.1 Develop specific strategies to foster religious leadership on campus.

2.3.2 Provide support for diverse religious experiences.

2.4 Increase global and cultural understanding of our students, faculty, and staff.

2.4.1 Emphasize understanding of diversity through components of the Lyceum program.

2.4.2 Develop stronger understanding of the local community through regular interaction with county representatives and regular attendance at Board of Supervisors meetings.

2.4.3 Investigate calendar options including a May term to support growth in student study abroad experiences.

2.4.4 Develop study-travel opportunities in the United States.

2.4.5 Initiate additional exchange agreements to increase the number of international students on campus.

3. Goal 3: Assessment and Institutional Effectiveness

To meet the educational needs of its students most effectively, Emory & Henry will deliver programs that demonstrate quality, effectiveness, and relevance through exemplary planning and assessment practices.

3.1 Assess all academic and non-academic program plans on an annual basis with a focus on improving efficiency and effectiveness.

3.1.1 Fully implement the use of the new assessment report template.

3.1.2 Conduct faculty and staff assessment workshops.

3.1.3 Reform a college-wide committee responsible for planning and assessment processes.

3.2 Strengthen institutional research capabilities and practices by improving processes for gathering and analyzing institutional data and for obtaining comparative data from other institutions.

3.2.1 Create a data collection and reporting process that is coordinated through the Office of Institutional Research and Institutional Effectiveness Office.

3.2.2 Use our peer and aspirant institution lists to develop additional benchmarking studies and to monitor progress in all categories.

3.2.3 Develop a comprehensive list of all external and internal reports and individuals responsible for their completion and submission.

3.3 Develop a sustainable and flexible plan for administering nationally generated student and employee surveys and for actively using the results.

- 3.3.1 Develop a master schedule for administering student, alumni, and employee surveys.
 - 3.3.2 Organize a regular schedule for using the results of this data in academic and non-academic program planning and assessment.
 - 3.3.3 Develop and use internal survey instruments for assessment.
- 3.4 Develop a program review process that involves external evaluators and results in the identification of distinctive premier programs at the College.
- 3.4.1 Develop guidelines for program review process.
 - 3.4.2 Develop program and unit evaluation schedule.
 - 3.4.3 Complete program reviews for a majority of the academic and non-academic programs at the College by 2012.

4. Goal 4: Quality of Campus Life

To enhance the quality of campus life, Emory & Henry will provide an inclusive and vibrant campus culture, competitive compensation, and professional and personal development opportunities.

- 4.1 Develop an integrated enrollment management operation that focuses on student recruitment and retention in order to meet overall enrollment goals.
- 4.1.1 Complete the integration of enrollment related departments into one division.
 - 4.1.2 Examine existing committees related to recruitment and retention and reorganize to better support enrollment goals.
 - 4.1.3 Develop a 2-year, rolling enrollment management and marketing plan that specifies goals for size, diversity, retention, graduation rate, discount revenue, etc.
- 4.2 Provide innovative and intensive first-year orientation and transition experience for students.
- 4.2.1 Implement a summer academic orientation program that initiates earlier and consistent contact with deposited students and provides for a smooth transition.
 - 4.2.2 Refine and improve the first-year registration process to include earlier academic placement for students, on-site advising by faculty, and class registration oversight.
 - 4.2.3 Ensure that General Education and academic major requirements are accommodated in a balanced way according to each student's academic profile.
- 4.3 Provide learning resources to support students with identified needs.
- 4.3.1 Ensure earlier identification, documentation, and communication with advisors and instructors of students with support needs.

- 4.3.2 Review and determine effectiveness of support services on a two-year cycle and adjust staffing as necessary to meet student needs.
- 4.3.3 Strengthen commitment to academic learning and tutoring labs.
- 4.4 Exemplify a student-centered approach to service in all offices and areas of the College.
 - 4.4.1 Provide service-training programs for employees.
 - 4.4.2 Strengthen academic advisor training.
 - 4.4.3 Develop a consistent and shared communications plan to integrate information sent from all offices to students and parents into a logical and efficient process.
- 4.5 Develop and implement a faculty-staff recruitment and retention plan that includes goals for compensation, workload, and professional development.
 - 4.5.1 Engage a consultant to evaluate and assess professional positions, position descriptions, and salary ranges within regional or industry standards. Set goals for staff compensation accordingly.
 - 4.5.2 Analyze faculty salaries and set goals for increasing salaries using benchmarks from the peer and aspirant institution lists.
 - 4.5.3 Provide staff development support to increase customer service delivery and efficiency of every office.
 - 4.5.4 Analyze faculty workload and provide support to balance workload and expectations.
 - 4.5.5 Identify additional resources for faculty development.
- 4.6 Strengthen co-curricular and extra-curricular programs including athletics, outdoor experiences, recreation, and Greek life.
 - 4.6.1 Develop a plan to expand support for current athletic programs and to add new programs.
 - 4.6.2 Ensure adequate space and resources for recreation, intramurals, outdoor experiences, and other wellness initiatives.
 - 4.6.3 Review Greek Life organizations and strengthen their work on and off campus.
 - 4.6.4 Identify additional programming for student activities both on and off-campus.

5. Goal 5: Technology and Facilities.

To provide a supportive environment, Emory & Henry will maintain services, technologies and facilities for the highest quality living and learning.

- 5.1 Develop and implement a College technology plan that builds on our Title III grant and provides support for current and future administrative and academic needs.
 - 5.1.1 Review and reorganize the college technology governance structure. Make changes to those committees that currently exist and implement a

College Technology Committee that includes academic and administrative areas and makes recommendations to the Executive Council.

- 5.1.2 Charge the new Campus Technology Committee with developing a plan that builds on the Title III grant and coordinates with the college's strategic plan.
- 5.1.3 Develop a process of receiving information from an administrative users group and prioritizing initiatives to forward to the appropriate groups and individuals managing our ICE (Independent College Enterprise) administrative computing support. A part of this prioritization should include evaluation of the College's continuing to participate in the ICE consortium.

5.2 Complete the College's campus facilities master plan and begin the implementation of this plan.

- 5.2.1 Complete drafting the master plan by spring 2008, including timeline and cost estimates.
- 5.2.2 Provide a master plan project timeline no later than spring 2009 that coordinates with operational budgeting and capital campaign planning.
- 5.2.3 Complete the renovation of Byars and Wiley and improvements to the Athletic Stadium.
- 5.2.4 Build the Center for the Arts.
- 5.2.5 Pursue a grant (for example, Getty Foundation) for historic preservation, to pay for preparation of a conservation plan for Emory & Henry's historic buildings and landscapes that coordinates with the campus master plan.

5.3 Review the College's calendar and scheduling processes to explore ways to improve customer service.

- 5.3.1 Review the academic year calendar and the course time slot calendar to determine whether improvements can be made to strengthen the community.
- 5.3.2 Provide a more supportive scheduling process for events and spaces on campus which includes one touch-point for the scheduling of all needs related to events.
- 5.3.3 Develop a maintenance and facilities management scheduling process that improves response rate and communication.

5.4 Explore opportunities for facilities projects to support handicap accessibility, environmental sustainability, economic development, and other community priorities.

- 5.4.1 Update the Americans with Disabilities Act (ADA) survey completed in the early 1990's and prepare a timeline for implementing additional ADA facilities enhancements.
- 5.4.2 Select specific initiatives from the American College & University Presidents Climate Commitment and apply timeline to achieve climate neutrality.

- 5.4.3 Connect with Washington County’s Economic Development group to present Emory & Henry as an energetic community member and an asset to the area.
- 5.4.4 Complete an economic impact analysis.

6. Goal 6: Public Relations and Marketing.

To strengthen our reputation as a national liberal arts College, Emory & Henry will develop and implement a comprehensive public relations and marketing plan.

- 6.1 Develop a concise branding statement that synthesizes and distinguishes our academic and co-curricular programs.
 - 6.1.1 Identify a process (consultant, committee, task force) to draft a college brand statement.
 - 6.1.2 Enhance use of research to help define the distinctive qualities of the college and to improve awareness of the advantageous intersections between its distinctive features and the demands of the market place.
- 6.2 Develop a comprehensive marketing plan that promotes the Emory & Henry brand through print, broadcast, electronic and other media.
 - 6.2.1 Develop a structure for ongoing improvements to the website.
 - 6.2.2 Strategically review the College’s events calendar to schedule events for optimal exposure.
 - 6.2.3 Utilize the talents and opportunities provided through campus media including WEHC and EHC-TV.
 - 6.2.4 Enhance the marketing of athletics to build overall pride in the scholar-athlete tradition.
- 6.3 Extend the college network of partnerships with media, alumni, community leaders, and other key opinion leaders and stakeholders.
 - 6.3.1 Strengthen the work of the Marketing Council while developing other advisory boards to assist in media relations, advertising, and other forms of brand promotion.
 - 6.3.2 Identify key student events, performances, and presentations and create promotional strategy that encourages greater community involvement in these events.
 - 6.3.3 Develop and enhance partnerships with area educators, churches, and community programs that highlight strengths of our programs and students.
 - 6.3.4 Define the role of members of our college advisory boards (Board of Visitors, Parents Council, Alumni Board) more clearly and strengthen their role.

7. Goal 7: Fund-raising and Revenue

To support the needs of the College, Emory & Henry will develop and conduct successful and robust fund-raising campaigns and strengthen other revenue-generating activities.

7.1 Expand the College's donor base through an increase in percentage of alumni giving, number of major donors, and numbers of foundation and corporate donors.

- 7.1.1 Design and execute a plan to increase alumni participation annually toward reaching an overall goal of 50%.
- 7.1.2 Identify and solicit support from the largest 100 corporations in Southwest Virginia and Northeast Tennessee.
- 7.1.3 Identify local, regional, and national foundations and submit grant proposals to support the strategic plan.
- 7.1.4 Review staffing needs and employ additional support for major gift solicitation and planned giving.

7.2 Increase dollar amount in annual fund giving and increase number of deferred and planned gifts.

- 7.2.1 Increase annually by 5% the dollar amount contributed to each of the E&H Fund and the I-HEY Fund through new donors and increased gifts in all gift clubs.
- 7.2.2 Identify and target solicitation for annual giving from supporters of college affinity groups (e.g., concert choir, Greek organizations, athletic teams, etc.)
- 7.2.3 Increase annually by 5% membership in the Society of 1836.

7.3 Develop and begin implementation of a comprehensive major campaign that focuses on increasing the College's endowment to \$125 million and builds on the College's current campaign for the Center for the Arts and the Selfe Athletic Stadium.

- 7.3.1 Obtain endowment gifts averaging \$4 million per year.
- 7.3.2 Successfully complete the campaign for the Center for the Arts and The Selfe Athletic Stadium.
- 7.3.3 Plan and implement a comprehensive campaign with a timeline that includes retaining a consultant in fall 2008, completing a feasibility study by spring 2009, and launching the campaign by January 2010.

7.4 Evaluate and reposition the college's tuition price and tuition discounting percentage to meet overall enrollment and revenue goals.

- 7.4.1 Plan annual tuition rate to achieve and maintain tuition between the median and 75th percentile of peer institutions.
- 7.4.2 Manage tuition discount rate to achieve revenue goals and to maintain discount rate in favorable comparison with peer institutions.

7.5 Work to identify and implement additional revenue-producing and cost-savings activities.

- 7.5.1 Increase summer program net profit by at least 15% within 5 years.
- 7.5.2 Host athletic tournaments and academic programs on our campus.

- 7.5.3 Partner with regional community organizations to utilize our athletic facilities and fields.
- 7.5.4 Investigate locating retirement village, professional office, retail opportunities (or other revenue generating operations) on property adjacent to I-81.
- 7.5.5 Pursue historic tax credit for all eligible projects.
- 7.5.6 Consider cost-savings opportunities such as centralized purchasing, consortial health care options, etc.

Foundation Elements for the Strategic Plan

As foundation elements for the development of the goals and objectives for the strategic plan, the Task Force identified the following:

Foundation 1: To clarify the College's identity, Emory & Henry describes its academic programs with special attention to the roles of the liberal arts and professional education.

Emory & Henry's academic programs reflect a learning community that fulfills every student's potential and affirms the liberal arts as the intellectual foundation that leads to lives of service, productive careers, and global citizenship.

At the undergraduate level, Emory & Henry maintains a vibrant educational program that supports primarily a residential experience and seamlessly incorporates commuter students into its learning communities. The strength of its academic program is its emphasis on the liberal arts as a preparation for careers, for graduate and professional school, and for life-long learning.

At the graduate level, Emory & Henry focuses on programs that support specific needs in the community and are guided by the strengths of its undergraduate programs. The graduate programs serve well-qualified students in their personal and professional development.

Foundation 2: Emory & Henry determines the optimal size of the institution, including undergraduate and graduate enrollment and the numbers of faculty and staff needed to support that enrollment.

Establish a sustainable enrollment of 1200 undergraduate students (1100 FTE) and 100 graduate students by 2012 as the first phase of reaching Emory & Henry's optimal size of 1500 undergraduate students (1400 FTE) and 100 graduate students. To reach that size and to assure a quality educational experience for students, the College should meet the following benchmarks:

- Maintain approximately 50% male and 50% female for undergraduates.
- Maintain participation in athletics to be approximately 35 - 40% for full-time undergraduates and increase participation in athletics by women to 35-40% of student athletes.
- Increase residential population to 75-80% of undergraduates.
- Increase academic preparation of entering freshmen to average high school gpa of 3.45, SAT 25th percentile of 975, and 75th SAT percentile of 1200.
- Increase freshmen to sophomore retention to 76% and 6-year graduation rate to 60%.

- Increase percent of need met for students to 85% and maintain percent of need-based loan of total t, f, r, b at 12%.
- Increase percentage of students from northern Virginia, central and western Tennessee, and eastern and central North Carolina to 40%.
- Increase percentage of students from outside contiguous five-state region to 15%.
- Reach goal of 15% students of color and international.
- Reach goal of 11% faculty of color and 5% staff of color.
- Maintain a student-faculty ratio of 12 to 1.
- Increase student-staff ration to 7 to 1.
- Strengthen faculty salaries to reach the 75th percentile by rank of peer institutions.
- Strengthen staff salaries to reach the 75th percentile rank of appropriate comparison group.