



STRATEGIC PLAN

2018-2023



Mission Statement

Grounded in the liberal arts and sciences, Elmira College provides a collaborative and supportive environment that enables students to become active learners, effective leaders, responsible community members, and globally engaged citizens. Proud of its history and tradition, the College is committed to the ideals of community service, and intellectual and individual growth.

Vision Statement

Elmira College will be recognized as a leader in broad-based, interdisciplinary education, offering innovative programs that combine experiential learning, on- and off-campus leadership opportunities, and community engagement. The College's curricular and co-curricular programs will demonstrate a commitment to diversity, inclusion, and global awareness with a strong emphasis on the interconnectedness of world cultures and the historical exchange of ideas.

President's Statement

Keeping the Promise



History and Character

Elmira College was chartered at a time when ideas about human rights, as illustrated by the women's suffrage movement, permeated much of the thinking in Upstate New York. It is this spirit that led the institution's founders to establish the first American college for women offering academic programs equivalent to those available to men at the time.

The College began admitting men in 1969 and continues the tradition of offering a strong, high-quality academic experience for students studying at the undergraduate and graduate levels to this day. Providing students from all walks of life with the opportunity to reach their full potential is at the heart of EC's educational mission.

Present Day Challenges

Today, higher education is beset by many challenges, including a declining number of traditional-age college students, increasing government regulation, and the erosion of public confidence in the value of a college degree.

The critical question that Elmira must ask itself is "How do we provide a quality academic experience and meaningful learning opportunities associated with a liberal arts education while remaining relevant to the needs of today's students?"

Elmira's Strategic Plan 2018-23 responds to this question by calling for the development of a collaborative and supportive education that prepares students to become active learners, effective leaders, responsible community members, and globally engaged citizens. While the plan builds on aspects of previous planning efforts, it also departs from them in significant ways.

Background

This document represents the culmination of a two-year effort to update the College's strategic plan and revise the planning process in light of current challenges. Two primary goals over the next five years will be to increase enrollment and enhance the College's financial health. More students will make for a richer, more diverse campus environment and enable the institution to continue providing a quality educational experience. An improving financial picture will also provide the resources necessary to ensure that employees are compensated fairly and for the institution to offer competitive programs and services.

The current planning process began in 2016 with the appointment of the Long Range Planning Committee (LRPC), which is responsible for overseeing the assessment and planning processes and ensuring that planning and resource allocation are informed by assessment results. During the 2017-18 year, a revised mission statement was approved by the faculty and board of trustees. This new statement offers two primary advantages, including a focus on the essential elements of the Elmira College educational experience and the fact that it is more readily assessable.

In addition, the LRPC conducted a SWOT analysis (Strengths-Weaknesses, Opportunities-Threats) and surveyed key constituents including faculty, staff, students, alumni, and community leaders to solicit input and engage them in the planning process. During the 2017-18 year, the committee hosted two town hall meetings designed to inform the campus community about progress on the plan. Additionally, a consulting firm was hired this past summer to assist the College in building a realistic plan for the next five years while achieving financial viability.

We enter this five-year planning phase with a fundamental confidence in the value of our mission coupled with a new conviction to address the institution's difficulties head-on.



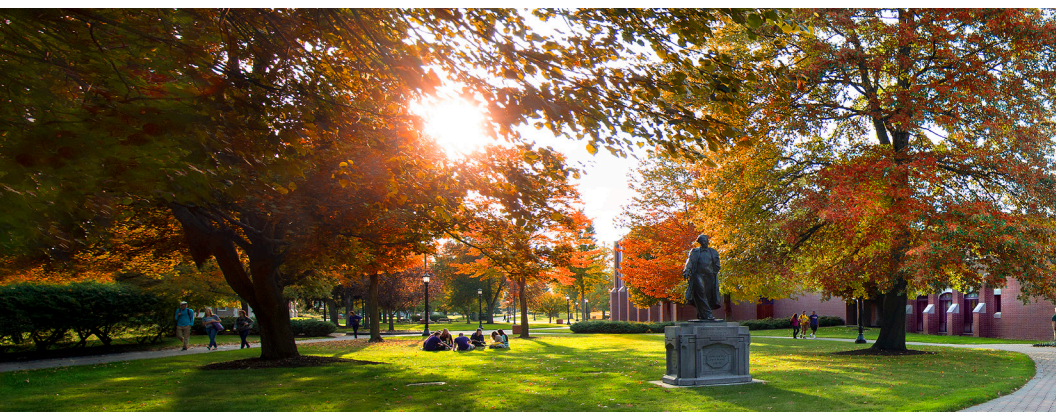
The Plan

The 2018-23 strategic plan includes the following strategic objectives: providing a student-centered education, co-curricular experiences that promote the development of personal and career-related skills, strengthened enrollment, financial sustainability, engaged and supportive stakeholders, and a campus culture that engenders collaboration, communication, and outreach to the wider community.

A. Student-Centered Academic Programs.

A student-centered education is mission related, responsive to students' interests, and career enhancing. The College will focus on the development of programs that bring new emphasis to Elmira's identity and heritage, while offering active and engaged learning opportunities that give students the skills they need to succeed – the ability to think critically, communicate clearly and solve complex problems. Emphasis in the full-time curriculum will be placed on programs that cannot be easily replicated through online learning. In addition, through its Continuing Education and Graduate Studies program, the College will offer online, cohort-based and accelerated programs that effectively meet the needs of the local community.

As finances become steady, we will introduce new programs, especially those featuring hands-on learning and internships, to engage students' passion and launch them towards meaningful work. These programs will capitalize on the institution's strengths, including opportunities for faculty-student research and collaboration, vigorous internship and community service programs, its partnership with LECOM (Lake Erie College of Osteopathic Medicine), and historical ties to Mark Twain. Students will be prepared to pursue employment in a variety of settings, and able to apply their skills and intellectual powers to enhance and evolve with the modern workplace.



B. Develop Co-Curricular Experiences that Promote Student Learning and Engagement.

The College has benefited for many years from robust student life and athletic programs that honor the institution's traditions and promote academic success. Over the next five years, the College will seek to enhance these programs by focusing on opportunities to develop career and life skills such as leadership, collaboration, and service to the community along with campus traditions that are relevant to today's students.

C. Strengthened Enrollment.

Throughout this strategic plan and in all departments, outcomes focus on strengthening admissions, retention and persistence to graduation. Each of these initiatives fortify students' engagement with their studies, campus life, and career aspirations. Strengthened enrollment comes not just from numbers but from variety in the student body and engagement of students' talents and aspirations.

A key strategy for enhancing the size of the student body is a tuition reduction plan, which will assist in boosting full-time freshman enrollment to 300 and overall full-time undergraduate enrollment to 1,100. Other initiatives associated with enhancing enrollment include coordinating recruitment by athletics and admissions staffs, increasing recruitment efforts in high-productivity areas, diversifying the geographic and socioeconomic background of the applicant pool, and increasing the freshman retention rate to 85%. This objective also includes a strategy for increasing part-time undergraduate and graduate enrollment.

While we strive to grow our numbers for financial and educational reasons, we also will focus on helping students thrive in a campus environment dedicated to intellectual and personal growth, as outlined in The Elmira Commitment.



D. Financial Viability.

A five-year financial plan provides a roadmap, including appropriate tactics and metrics, for achieving this strategic objective. Financial stability comes from disciplined reductions in spending as well as the introduction of new programs and the leveraging of current assets. As we impose control on spending and identify new ways to use campus spaces and promote efficiencies, we expect to make compelling appeals to stakeholders to support the good outcomes they see.

Supporting goals include refinancing of the college's debt, a collaborative budget process that includes development of a capital budget and reserves, development and implementation of an employee compensation plan, enhanced purchasing efficiency, and the development of a campus master plan with a focus on physical accessibility.

E. Cultivate and Engage Stakeholders.

Engaged and proud stakeholders represent the key to a successful college. Having come through a period of short-term leadership, we must rebuild our connection to our base and reach out to potential new donors and foundations. In addition to reconnecting with all our stakeholders, we are especially interested in reaching out to younger alumni. What are the values and interests of these EC graduates and how can we engage them in the work of the College? We need to inspire alumni to share their talents and to work with us to strengthen the College and its impact on current students and the world at large.

Specific goals under this objective include increasing support of the College from all sources and growing the membership of our governing board to full capacity.

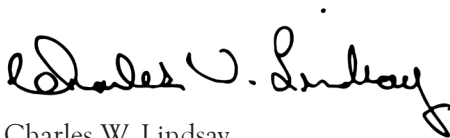
F. Campus Culture and Communication.

Ultimately, the vitality of the College's educational experience depends upon active engagement and support for the institution among members of the campus community as well as outreach to the City of Elmira and surrounding region. Institutional health requires a campus culture that respects the tenets of shared governance by fostering respect, inclusiveness, collaboration, and effective communication and by providing faculty and staff with opportunities for professional development. A redesigned website and effective use of electronic media will support the goal of engaging faculty and staff with the institution's mission and help to promote effective outreach and recruitment.

Conclusion

The priorities and initiatives laid out below reflect an alignment of Elmira's mission, strengths, and enhancements to our educational programs. They challenge the Elmira community to think about the work of the institution in new ways and to improve the quality of the work that will be ongoing.

As we embark on the next chapter in the history of this great college, let us continue to build an Elmira that renews the promise of providing a rich and vibrant community experience for students, faculty, and staff. Let us continue to build an Elmira that offers academic and co-curricular programs that inspire imagination, creativity, discovery and a spirit of collaboration. Let us continue to build an Elmira that reflects the heritage and traditions of the College while connecting in meaningful ways to the City of Elmira, the Southern Tier and the world, so that we can change the world in ways we have not yet imagined.



Charles W. Lindsay
President



2018 - 2023 STRATEGIC

A. Provide student-centered academic programs that graduate students who are analytical, critical thinkers, and civic-minded leaders prepared for success in graduate school and employment in diverse careers.

- Develop and implement new part-time, non-credit and graduate programs
- Revise freshman year academic experience
- Develop and implement recommendations for academic program redesign
- Prioritize and support faculty role as academic advisors and mentors
- Prioritize and support faculty development initiatives
- Expand opportunities for faculty-student research and collaboration
- Promote cultural and intellectual engagement on campus

B. Empower and engage students through comprehensive and inclusive co-curricular experiences that promote academic success, involvement in experiential learning, health and wellness, teamwork, and the development of global thinkers who are respectful and responsible leaders.

- Coordinate Enrollment Management and Athletics Plans and programs that support the institutional mission
- Implement and integrate EC traditions relevant to today's students
- Develop, implement, and enhance career services programs that improve the overall student experience and graduation rate of students
- Establish and sustain a minimum cumulative grade point average for each athletic team
- Explore strategies for relocating athletic facilities closer to the main campus
- Develop process for the installation of a turf field on campus

C. Recruit, enroll, and retain motivated students who exemplify the characteristics and ideals consistent with our mission.

- Increase freshman and overall undergraduate enrollment
- Improve freshman retention rate
- Improve geographic and socioeconomic application pool diversity
- Promote coordinated recruitment between athletics and admissions

OBJECTIVES AND GOALS

D. Achieve and maintain financial viability using relevant data to maximize revenues, minimize expenses and build a sustainable capital budget that includes development of a campus master plan to improve accessibility and enhance the physical space of the college.

- Complete private placement of College debt
- Develop collaborative budget process
- Develop and implement an employee compensation plan
- Improve employee benefits and human resources efficiencies
- Develop a Campus Master Plan
- Develop a capital budget and reserves
- Enhance purchasing efficiency
- Benchmark financial ratios against NACUBO

E. Cultivate and engage Elmira College's current and prospective stakeholders, specifically alumni, students, parents, foundations, corporations and community members in order to increase philanthropic support.

- Increase budget-relieving annual support of the College from all sources
- Increase the membership of the Board of Trustees & the Alumni Board to capacity
- Secure 10 new major or planned gifts of at least \$10,000 annually
- Improve the engagement of alumni from the most recent 30 classes
- Assess readiness and prepare for a potential major campaign

F. Promote a campus culture that supports collaboration, effective communication, active engagement of the campus community, professional development, and outreach to the City of Elmira and surrounding area in an inclusive environment that respects its members.

- Establish regular communication with the entire Elmira College Community
- Engage with the City of Elmira and surrounding area
- Develop an employee program that focuses on wellness, professional development and loyalty to the College
- Redesign website and other electronic media to improve marketability and overall web, social media presence



ELMIRA COLLEGE

One Park Place | Elmira, NY 14901

www.elmira.edu