Cedar Crest College
Strategic Planning
Community Day
The Thriving Private Institution
Thriving private institutions share nine critical elements.

We know these elements are necessary to institutional health. Here’s how the elements are lived out on thriving campuses.
Thriving private institutions know that urgent times call for strong leadership grounded in trust, collaboration, and action.

- Leadership teams across campus are functional and effective.
- There is an appropriate balance between leadership and inclusivity.
- Timely decisions are made with less processing, and more efficient preparation.
- The board owns the mission and vision, and knows and executes its role appropriately.
Thriving private institutions craft a concise, compelling vision to live out their mission.

- The vision is inspiring, motivating, succinct, and memorable.
- The institution has made the necessary collaborative efforts for the vision to be owned by all.
- The vision and refined mission now emerge after initial planning events occur.
- There is a plan for sharing the vision with all constituencies.
Thriving private institutions craft a concise, compelling vision to live out their mission.

Mission is **what you do.** ... and is long term.

Values are **why you do what you do.** ... and are long-term.

Vision is **how you are going to address mission in this moment in time.** ... and is revised every five to seven years.
Thriving institutions are proud of the work they do.

- Strategic investments are made in people, programs, and places.
- There is an affirming culture on campus.
- Levels of constituency engagement are increasing.
- The institution teaches well the students it has.
- Students seek out the institution, and stay.
- Elements of regional and national visibility are leveraged.
Thriving private institutions understand who their students are, and how to communicate the right message to them at the right time to draw them closer.

- Market research is central to understanding current realities.
- There is an explicit and consistent understanding of brand and value proposition(s).
- Social Media is being used appropriately and consistently.
- Marketing messages are outcome driven.
- The institutional story is internally and externally shared.
- Marketing resources are organized for success.
Thriving private institutions habitually ask themselves if what they are doing is working, and if not, they change. Both leading and lagging indicators are used to evaluate progress and weaknesses. Collected data is used strategically, evaluated for relevance and usefulness, and considered when making course corrections.
Thriving private institutions create bold, living plans, paying close attention to connection and communication with the entire campus community.

- Planning reflects clarity, transparency, and agility.
- Planning is collaborative, but efficient.
- Planning is focused around action.
- Budget planning is aligned with strategic initiatives.
CULTURE OF PLANNING AND INNOVATION

leverage

strategic

operational
Thriving private institutions recognize that the execution of their mission and vision is dependent upon the financial health of the institution.

\[ \text{NET REVENUE} \quad \& \quad \text{STRATEGIC FINANCE} = \begin{cases} \text{no margin} & \text{no mission} \end{cases} \]
Thriving private institutions recognize that the execution of their mission and vision is dependent upon the financial health of the institution.

- The campus is **growing** and maximizing net tuition revenue.
- The student demographic of the next two decades drives entrepreneurial thinking about alternative revenue streams.
- Metrics are established and used for adding and deleting programs.
- The budget process is conservative and collaborative.
Thriving private institutions know their students, meet them where they are, and take them to a place of their highest potential.

- Unwavering attention is paid to innovative teaching and learning practices.
- The institution has a strong orientation toward student service.
- Learning represents a strong integration between academic and student affairs.
- Institutional opportunities abound on campus for connecting, engaging, discerning, and preparing for life.
- Advising is being retooled for this generation of students.
- Student success metrics are improving.
Thriving private institutions focus on virtual and physical spaces that are transformative to the student experience.

- Planning for the campus environment supports engaged learning inside and outside the classroom.
- Physical spaces communicate the institutional story.
- Residence halls are reflective of current best practices in living and learning environments.
Thriving private institutions focus on virtual and physical spaces that are transformative to the student experience.

- The campus master plan is compelling and living.
- Investments in technology are firmly tied to mission and vision.
- Buildings and grounds are assets, not liabilities.
Thriving private institutions focus on virtual and physical spaces that are transformative to the student experience.
In the end, it all comes back to your students.
- Courageous & Collaborative Leadership
- Vision
- Institutional Self-Esteem
- Institutional Story
- Habit of Reflection & Intentionality
- Culture of Planning & Innovation
- Net Revenue & Strategic Finance
- Student Learning & Success
- Transformative Environments
Theme 1

Leading Edge Academics:

Cedar Crest College aspires to be a global thought leader in adult & traditional education for women.

What are the priorities and challenges that Cedar Crest should consider when looking at how to achieve this strategic theme?
Transformational Student Experiences:

Cedar Crest College is committed to graduating leaders able to navigate a complex world.

What are the priorities and challenges that Cedar Crest should consider when looking at how to achieve this strategic theme?
Theme 3

A College of Greater Impact:

Cedar Crest College will be bigger and gain importance in the region, the nation and the world. Cedar Crest will be more diverse, far-reaching and have an increasing impact on its students, its community and higher education.

What are the priorities and challenges that Cedar Crest should consider when looking at how to achieve this strategic theme?
Theme 4

The Aspiration for Others

Cedar Crest College will be the go-to college as an example of how best to solve problems or best serve our students. By doing so, Cedar Crest will gain in reputation and distinction.

What are the priorities and challenges that Cedar Crest should consider when looking at how to achieve this strategic theme?