

# 2020-2025 STRATEGIC PLAN

## MIDTERM UPDATE

### Completed Measures

#### Goal 1

- Objective 1, Measure 1: Reorganize D.C. Semester Program to allow 20 or more students to study in D.C. each fall and spring semester
- Objective 1, Measure 2: Grow the D.C. Winter Seminars from three to four seminars, increasing cap from 75 to 100 students
- Objective 1, Measure 4: Explore increasing each individual D.C. Summer Institute's cap from 20 to 25 students
- Objective 2, Measure 8: Implement a Personal Fulfillment Plan to encourage students to intentionally reflect on their D.C. experiences and consider their lives/careers beyond W&M
- Objective 2, Measure 10: Ensure every Study in D.C. student is given the opportunity to connect one-on-one with a member of the Center team at least once during their experience
- Objective 4, Measure 1: Release at least one Request for Proposals (RFP) for each opportunity per academic year
- Objective 4, Measure 2: Select at least one new faculty member for each opportunity each year
- Objective 4, Measure 3: Select at least one faculty member from a new department each year
- Objective 4, Measure 6: Work with the Studio for Teaching & Learning Innovation to expand innovative teaching possibilities for D.C. academics
- Objective 4, Measure 8: Determine feasibility and plan for a D.C. faculty symposium in partnership with the Teaching & Learning Symposium.

## Goal 2

- Objective 2, Measure 3: Provide a cohesive D.C. alumni experience by aligning event practices with University Advancement and the Washington Area Alumni Business Association (WAABA)
- Objective 3, Measure 1: At least one member of the Washington Center team proactively volunteers to serve on a university committee annually
- Objective 3, Measure 2: At least one member of the Washington Center team proactively volunteers to present to university leaders at all levels annually
- Objective 3, Measure 3: Each Washington Center team member attends at least two campus-wide events per academic year

## Goal 3

- Objective 1, Measure 2: Washington Center director participates in a minimum of 12 donor visits each year
- Objective 1, Measure 3: Increase the annual giving to the Study in D.C. Scholarship Fund by 10% each fiscal year (including board giving, events, and other private gifts)
- Objective 1, Measure 4: Explore the creation of additional scholarship funds and/or endowments
- Objective 1, Measure 6: Create 12 or more compelling stories for marketing purposes, including the alumni magazine and website

## Goal 4

- Objective 1, Measure 3: Increase accessibility to the scholarship by making the application simpler
- Objective 1, Measure 4: Clarify application process online to encourage more applications
- Objective 1, Measure 5: Design a more streamlined scholarship awarding process by using data and consulting experts to reduce uncertainty and clarify opportunities for students

## Goal 5

- Objective 1, Measure 1: Update Center's budget based on revenue/expense analysis to align with Center's priorities and intended impact
- Objective 2, Measure 1: Execute a streamlined process for events

## Goal 6

- Objective 1, Measure 4: Explore options for staff to take classes and earn additional degrees with financial assistance
- Objective 2, Measure 2: Maintain budget for all staff to participate in one professional development activity or conference/year
- Objective 2, Measure 4: Find and participate in supervisor training for employees with direct reports
- Objective 3, Measure 2: Establish annual summer internship for undergraduate student or Graduate Assistant
- Objective 3, Measure 3: Investigate establishing additional Center positions, including Faculty Director



## Updates & Edits

Some objectives and measures were edited a result of natural office change and some as a result of the COVID-19 pandemic and complete Center relocation.

### Updated Measures

The following measures received updated language. For the original language, see full Strategic Plan

- Goal 2, Objective 1, Measure 3: Engage in programming with each professional school: Law, Education, Business, and VIMS
- Goal 3, Objective 1, Measure 7: Determine useful data and develop data-gathering systems to incorporate statistics into all fundraising plans, advertising materials, and websites

### Eliminated Measures

After careful consideration and thought, the following objectives and measures were eliminated. Justification for each is outlined below.

- Goal 1, Objective 3: Eliminated in the Washington Center strategic plan and reflected in new Vision 2026 plan
- Goal 2, Objective 1, Measure 2: After meetings with each dean, increased Washington Center publicity and the 20th anniversary celebration, the spirit of this goal is accomplished
- Goal 2, Objective 1, Measure 4: The partnership between the Washington Center and STLI is strong and ongoing. And while no formal partnerships exist between the Washington Center and the Charles Center, the spirit of this measure has been met. Additionally, Washington Center internship courses are hosted by the Charles Center and Interdisciplinary Studies

- Goal 2, Objective 1, Measure 5: Eliminated as initial explorations determined a lack of feasibility and is not aligned with current university priorities. However, the Washington Center relationship with Arts & Sciences is being formalized and will strengthen in the future.
- Goal 3, Objective 1, Measure 1: Center Director Roxane Adler Hickey is currently serving on the newly revamped, university-wide "Sponsorship Advisory Group"
- Goal 3, Objective 2, Measure 2: Board is encouraged to engage with donors but updates to the Board structure preclude them from independently planning stewardship events and/or gifts
- Goal 6, Objective 1: The spirit of this objective has been met and the measures have been eliminated. Working closely with HR under current conditions and university financial limitations, the WC positions have been reorganized to clarify opportunities for growth in duties and compensation

## **New Measures**

- Goal 1, Objective 1, Measure 6: (FROM VISION 2026) Triple Washington Center applied-learning placements
- Goal 2, Objective 3, Measure 1: (FROM VISION 2026) Initiate and pursue partnerships with employers and governmental agencies in Washington, D.C., for academic programs and/or applied research projects that serve employer interests to advance William & Mary's presence as a thought leader in the capital region. (Part of goal 1, Expand W&M's Reach, specifically 1a, Advance research and scholarship of consequence)
- Goal 2, Objective 3, Measure 2: (FROM VISION 2026) Identify new and emerging academic areas well matched to market analysis to expand D.C. enrollments on campus, on site and online. (Part of goal 2, Educate for Impact, specifically 2a, Spur innovation via new programs and integrated disciplines; and goal 3, Evolve to Excel, specifically 3c, Optimize places, workflows and systems for operational excellence)

- Goal 1, Objective 3, Measure 3: (FROM VISION 2026) Capitalize on the energy and expertise of our strong alumni base as well as our close proximity to major employers in Washington to create career connections, services and internships for W&M students in close collaboration with the Office of Career Development & Professional Engagement. (Part of goal 2, Educate for Impact, specifically 2c, Create meaningful pathways for career success)
- Goal 1, Objective 3, Measure 4: (FROM VISION 2026) Capitalize on the W&M Washington Center's location and connections to generate new opportunities for students, faculty and alumni related to policy, social justice and law-making in our nation's capital.
- Goal 3, Objective 1, Measure 8: Create and launch "Friends of the Washington Center" Giving Society to increase donors with our board participation
- Goal 3, Objective 1, Measure 9: Plan and execute 2026 25th anniversary fundraising campaign
- Goal 4, Objective 4:
  - Measure 1: Enhance the Ambassador Program to include at least 10 engaged ambassadors and become a potential pipeline for the board
  - Measure 2: Refine, utilize, and better advertise the many new ways for alumni to get involved with the Washington Center
- Goal 5, Objective 4:
  - Measure 1: Work with Creative to consider updates to Center branding and images
  - Measure 2: Refresh marketing materials and strategies to go with the updated branding