



**W&M WASHINGTON
CENTER
STRATEGIC PLAN
2020-2025**

OUR PLAN

As the first Strategic Plan of the Washington Center, this document represents a path to future growth in planned and thoughtful ways. Knowing that the Washington Center may need to adjust and recalculate priorities as William & Mary develops a university-wide strategic plan, our plan is a fluid map, dynamic enough to adjust as the university does. In the meantime, the Center will continue to thrive and pursue priorities and initiatives developed here and produce quarterly updates on progress. We look forward to advancing strategic initiatives forward together as a university.

OUR GOALS

Over the next five years, the Center will focus on the following six goals:

1. Grow Study in D.C. Opportunities
2. Expand Collaboration with the University
3. Expand Fundraising Initiatives
4. Create Sustainable Scholarship Funding Practices
5. Increase Center Operational & Financial Stability
6. Create a Clear Staff & Support Structure



OUR VISION

The W&M Washington Center will thrive as an integral part of the greater W&M community, boldly producing innovative opportunities for all.

OUR MISSION

The W&M Washington Center integrates excellent academics and experiential learning to produce high-impact opportunities for all. The Center facilitates meaningful connections and provides a place of belonging for the entire W&M Community.

OUR CORE VALUES

The William & Mary Washington Center is committed to excellence. Our programs and initiatives are designed for the W&M community to flourish through fulfilling, high-impact experiences and personal balance. The university's mission and values guide our practices and we believe in continuous reflection to steer the Center forward with innovation.

In our planning, communications, operations, and daily interactions, we are:

Purposeful: We are intentional and thoughtful about everything we do.

Welcoming: We are collaborative, cohesive, and open-minded, allowing our Center to grow and thrive. We are positive, supportive, encouraging, and we have fun. Diversity is celebrated and inclusion is integral.

Thoughtful: We are considerate, and we treat everyone with kindness and respect. Humility, honesty, trust, and teamwork are the foundation of our relationships.

Conscientious: We are transparent, and we operate with integrity. Our constituents and partners can trust us to honor our word and to hold ourselves accountable in our processes and decisions.

Strategic: We are reflective of past experiences, use data to guide decisions, consider larger connections, look towards the future, and take risks.

GOAL 1

Grow Study in D.C. Opportunities

The Washington Center will adapt and refine our existing academic offerings to appeal to broader, diversified populations of students. Our focus is to produce fulfilling, high-impact experiences in an environment reflective of diversity and inclusion at W&M. Of key importance is fostering a sense of belonging for our students (and the entire W&M community) in DC.

GOAL 1

How We'll Get There

OBJECTIVE 1: Grow the *existing* Study in D.C. opportunity capacity

- ▶ Measure 1: Reorganize D.C. Semester Program to allow 20 or more students to study in D.C. each fall and spring semester
- ▶ Measure 2: Grow the D.C. Winter Seminars from three to four seminars, increasing cap from 75 to 100 students
- ▶ Measure 3: Grow the D.C. Summer Institutes (DCSI) from three to four institutes
- ▶ Measure 4: Explore increasing each individual D.C. Summer Institute's cap from 20 to 25 students
- ▶ Measure 5: Increase student enrollment in Study in D.C. academic opportunities from 73% to at least 85% of seats filled

OBJECTIVE 2: Through carefully planned *new* programmatic growth, ensure all students have equal opportunity in D.C.

- ▶ Measure 1: Gather and project potential Study in D.C. student data, including academic major trends, demographics, and highly enrolled courses
- ▶ Measure 2: Explore opportunities for new partnerships with departments not yet included in Study in D.C. programming
- ▶ Measure 3: Expand our advertising, marketing, and scholarship opportunities to intentionally reach students underrepresented in D.C.
- ▶ Measure 4: Enroll a consistent 5% of W&M students studying in D.C. per academic year (currently at roughly 4%)
- ▶ Measure 5: Work with the Reves Center and the Office of Undergraduate Admission to establish and implement a global campaign specifically focused on Study in D.C. opportunities for international students to increase international student enrollment
- ▶ Measure 6: Renew our focus on student wellness by identifying wellness support services in the D.C. area, possibly with other D.C.-based universities, to increase and enhance our current offerings
- ▶ Measure 7: Revitalize the previous Diversity and Inclusion Action Plan to reflect new priorities and initiative
- ▶ Measure 8: Implement a Personal Fulfillment Plan encourage students to intentionally reflect on their D.C. experiences and consider their lives/careers beyond W&M
- ▶ Measure 9: Develop goals to enhance career-academic connections that we provide for students

- ▶ 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 3: Broaden and cultivate our network in D.C.

- ▶ Measure 1: Increase our contacts in professional and policy making institutions by at least 50%
- ▶ Measure 2: Develop standing partnerships with ten new organizations to grow internship and speaker opportunities

OBJECTIVE 4: Increase faculty access to teaching opportunities in D.C.

- ▶ Measure 1: Release at least one Request for Proposals (RFP) for each opportunity per academic year
- ▶ Measure 2: Select at least one new faculty member for each opportunity each year
- ▶ Measure 3: Select at least one faculty member from a new department each year
- ▶ Measure 4: Design and implement new faculty outreach plan to help faculty find a sense of belonging in the Washington Center
- ▶ Measure 5: Encourage and provide the structure/resources needed for faculty in STEM departments to apply to teach in our Study in D.C. opportunities
- ▶ Measure 6: Work with the Studio for Teaching & Learning Innovation to expand innovative teaching possibilities for D.C. academics
- ▶ Measure 7: Consult with William & Mary's existing resources to propose a new research program within the Center
- ▶ Measure 8: Determine feasibility and plan for a D.C. faculty symposium in partnership with the Teaching & Learning Symposium

GOAL 2

Expand Collaboration with the University

With a focus on enhancing whole-institution thinking, we aim to increase collaboration between the Washington Center and the larger university, with an emphasis on integration. Every member of the W&M community should know what the Washington Center is and what we do; everyone at W&M should see connections and possibilities for engagement with the Washington Center.

GOAL 2

How We'll Get There

OBJECTIVE 1: Increase campus partnerships

- ▶ Measure 1: Determine the Center's partnership baseline data and increase engagement with new partners by at least 20%
- ▶ Measure 2: Develop a "Listening Campaign Part II" to proactively raise awareness about the Washington Center across the institution
- ▶ Measure 3: Create at least one new partnership with each professional school: Law, Education, Business, and VIMS
- ▶ Measure 4: Create a strategy with the Charles Center and the Studio for Teaching and Learning Innovation to collectively create more interdisciplinary opportunities in D.C.
- ▶ Measure 5: Collaborate with Reeves Center, Charles Center, and Center for the Liberal Arts to define and integrate non-traditional COLL 300 courses into the curriculum
- ▶ Measure 6: Formalize and increase partnership opportunities with Swem Library

OBJECTIVE 2: Coordinate with University Advancement to increase intentional alumni engagement

- ▶ Measure 1: Produce a data analysis of our Center alumni database
- ▶ Measure 2: Grow Washington Center constituent/alumni database by 20%
- ▶ 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: Expand Center leadership opportunities on campus

- ▶ Measure 1: At least one member of the Washington Center team proactively volunteers to serve on a university committee annually
- ▶ Measure 2: At least one member of the Washington Center team proactively volunteers to present to university leaders at all levels annually
- ▶ Measure 3: Each Washington Center team member attends at least two campus-wide events per academic year

GOAL 3

Sustainable Scholarship Funding

By creating a strategic, collaborative fundraising plan, the W&M Washington Center can expand fundraising initiatives to support key priorities, including the Study in D.C. Scholarship Fund. With a focus on creating a culture of sustained scholarship giving and by bolstering Center donor stewardship, we will strive to increase major gifts, donor retention, student giving, and explore relevant grant opportunities.

GOAL 3

How We'll Get There

OBJECTIVE 1: Partner with University Advancement to create a comprehensive Center fundraising plan

- ▶ Measure 1: Design, develop, and approve a solicitation plan for corporations and major donors
- ▶ Measure 2: Washington Center director participates in a minimum of 12-18 donor visits each year
- ▶ Measure 3: Increase annual giving to the Study in D.C. Scholarship Fund by at least 10% each fiscal year (including board giving, events, and other private gifts)
- ▶ Measure 4: Explore the creation of additional scholarship funds and/or endowments
- ▶ Measure 5: Collect and track all scholarship data from past and present to project future need
- ▶ Measure 6: Create 12 or more compelling stories for marketing purposes, including the alumni magazine and website
- ▶ Measure 7: Incorporate statistics into all fundraising plans, advertising materials, and websites

OBJECTIVE 2: Partner with University Advancement to develop a sustainable stewardship plan for Center donors

- ▶ Measure 1: Execute 1-3 stewardship events annually, and include past recipients
- ▶ Measure 2: Engage the Center Advisory Board in stewardship planning
- ▶ Measure 3: Create annual stewardship piece for major donors that highlights scholarship participants
- ▶ Measure 4: Ensure that all Washington Center donors receive a hand-written note from a student or staff member each year

OBJECTIVE 3: Execute a grant-writing plan

- ▶ Measure 1: Meet with Corporate & Foundation Relations and the Office of Sponsored Programs to research relevant grant opportunities and create a list of potential funders
- ▶ Measure 2: Apply for three grants

GOAL 4

Expanded Fundraising Initiatives

The Washington Center aims to meet the need of all Study in D.C. Scholarship Fund applicants demonstrating medium to high need.

GOAL 4

How We'll Get There

OBJECTIVE 1: Identify and increasingly meet need for Study in D.C. scholarship applicants

- ▶ Measure 1: Meet full financial need by working with Financial Aid to gather data on future scholarship needs and develop a scholarship plan
- ▶ Measure 2: Create specific scholarship opportunities for underrepresented students
- ▶ Measure 3: Increase accessibility to the scholarship by making the application simpler
- ▶ Measure 4: Clarify application process to encourage more applications
- ▶ 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

Operational & Financial Stability

The Washington Center will engage in meaningful analysis in order to make updates to the Center's fluctuating revenue system and allow our finances to stabilize and grow. Additionally, we aim to increase revenue-generating opportunities, including a formalized event system. Finally, to support an upgraded event system, the Center must maintain and invest in our physical space and technology.

GOAL 5

How We'll Get There

OBJECTIVE 1: Develop stronger financial stability and predictability

- ▶ Measure 1: Update Center's budget based on revenue/expense analysis to align with the Center's priorities and intended impact
- ▶ Measure 2: Increase communication with university financial operations by establishing regular check-ins
- ▶ Measure 3: Explore additional revenue possibilities, including grants, endowments, and new programs/classes

OBJECTIVE 2: Professionalize the event planning process

- ▶ Measure 1: Execute a streamlined process for events
- ▶ Measure 2: Update event website to clearly communicate the best layouts for Center space to include pictures, diagrams, and furniture options
- ▶ Measure 3: Unroll marketing plan to increase new revenue-generating event constituents by 20%

OBJECTIVE 3: Maintain and upgrade Center space

- ▶ Measure 1: Establish a regular IT contact schedule to maintain and update technology
- ▶ Measure 2: Develop a maintenance plan for physical space to include painting, carpet cleaning, and furniture updates, with timelines and costs to better preserve assets and reduce unexpected larger costs
- ▶ Measure 3: Increase the Center's commitment to sustainable practices through the development of a sustainability plan in consultation with the Office of Sustainability

GOAL 6

Create a clear Staff & Support Structure

The Center seeks to create a sustainable staff structure with clear hierarchy, mobility, and development opportunities to increase staff retention, efficiency, and satisfaction.

GOAL 6

How We'll Get There

OBJECTIVE 1: Increase sustainability of positions

- ▶ Measure 1: Explore possibilities for meeting a greater need of E&G salary support, to include funding for six positions
- ▶ Measure 2: Meet with Human Resources to create a long-term plan for promoting and retaining staff
- ▶ Measure 3: Explore new endowment funding opportunities for positions
- ▶ Measure 4: Explore options for staff to take classes and earn additional degrees with financial assistance

OBJECTIVE 2: Increase staff training and professional development opportunities

- ▶ Measure 1: Formalize Center onboarding practice for future new employees
- ▶ Measure 2: Maintain budget for all staff to participate in one professional development activity or conference per year
- ▶ Measure 3: Create and implement an internal team professional development plan
- ▶ Measure 4: Find and participate in supervisor training for employees with direct reports

OBJECTIVE 3: Explore options for future Center staff growth

- ▶ Measure 1: Establish a clear staff hierarchy with room for upward mobility
- ▶ Measure 2: Establish annual summer internship for undergraduate student or Graduate Assistant
- ▶ Measure 3: Investigate establishing additional Center positions, including Faculty Director

OUR FINAL THOUGHTS

While William & Mary is in the process of determining what our larger presence in Washington, D.C. might entail, our strategic plan gives us direction *today*. Aligning and pivoting with university decisions, the success of the Washington Center lies within its dedicated team working seamlessly with campus partners. With this plan as a north star, by 2025 our Center will continue to thrive with more underrepresented students than ever before, accessing more resources and innovative programming with a larger array of faculty and disciplines making connections in D.C. With an increase in alumni engagement and scholarship funding, the Center will be a place for *all students* to experience high-quality experiential learning. With a renewed focus on wellness and personal reflection, students who study in D.C. will be well-prepared for life after William & Mary.



WILLIAM & MARY
WASHINGTON CENTER