COMMENTARY ON THE DRAFT STRATEGIC MAP FOR 2017-2020
Taken largely from the summary of the Strategic Planning Committee meetings on March 20-21, 2017

READING THE STRATEGIC MAP

Westmont's strategic map is a one-page display of the college's central challenge, strategic priorities and strategic objectives for a three-year period.

- The oval at the top of the strategic map is the central challenge.
  - It is the focal point for strategy
  - It focuses on what the organization needs to do in the next three years to support its mission
- The central challenge is supported by several strategic priorities (letters A – H).
  - Strategic priorities are the few critical things we must do in order to meet our central challenge
  - There are two tests of a strategic priority:
    ■ Is each priority necessary to meet the central challenge?
    ■ Are the strategic priorities taken together sufficient to meet the challenge?
- In strategic map logic, a cross-cutting strategic priority:
  - Is placed at the bottom of the strategic map to show that it is foundational to the strategy
  - Spans the map from left to right to demonstrate that efforts to achieve the cross-cutting priority will be embedded in the efforts to implement all the other strategic priorities on the map
  - Requires that no plan to implement the other strategic priorities will be considered complete unless it includes emphasis on the cross-cutting priority
- Strategic objectives are the next level "what to do" steps (#s 1-5) designed to achieve strategic priorities A – E.

THE THINKING BEHIND MAP COMPONENTS

Before building the strategic map over a two-day period, the Strategic Planning Committee (SPC) received and considered helpful input from students, faculty, staff, trustees, Alumni Council, Young Alumni Council, and Parents Council. SPC discussion of the strategic map components included the following points.

Central Challenge:
“Strengthen Westmont's Capacity to Increase Student Access and Foster Lifelong Success”

- Focuses on building and strengthening the capacity Westmont needs to successfully carry out its mission and implement its strategic plan
- Emphasizes the critical importance of increasing student access to a Westmont education – ensuring Westmont is affordable for qualified students that want to attend Westmont
- Stresses that the unique value of a Westmont education extends beyond a four-year experience to foster the lifelong success of students and alumni
Strategic Priority A:
“Strengthen Educational Excellence Through Innovation”

- Focuses on using innovation to continuously improve Westmont’s educational experience
- Emphasizes launching the right new programs to attract qualified students and prepare them for a life of impact
- Stresses enhancing the educational ethos of Westmont and implementing innovative learning practices to enhance the value and impact of a Westmont education

Strategic Priority A is supported by the following strategic objectives.

- **Strategic Objective A-1, “Develop new and enhance current academic programs”:**
  - Focuses on ensuring that Westmont’s educational programs increase student access and foster lifelong success
  - Stresses developing the new academic programs Westmont needs to attract the right students and prepare them for a life of impact
  - Emphasizes ongoing efforts to use innovation to enhance Westmont’s current academic programs

- **Strategic Objective A-2, “Strengthen curricular and co-curricular collaboration”:**
  - Recognizes that dynamic interplay between curricular and co-curricular programs is an essential aspect of creating a distinctive Westmont experience
  - Stresses implementing innovative ways to strengthen that collaboration in order to optimize the development of Westmont students and alumni

- **Strategic Objective A-3, “Hire and retain diverse faculty”:**
  - Emphasizes ongoing efforts to hire diverse faculty to meet the needs of an increasingly diverse student body and support achievement of Cross-cutting Strategic Priorities F and G
  - Stresses increased efforts to retain diverse faculty in a highly competitive environment with the high cost of living in Santa Barbara and the financial constraints of the College

- **Strategic Objective A-4, “Enhance intellectual engagement and motivation campus-wide”:**
  - Focuses on creating a campus-wide culture and ethos that enhances support for intellectual engagement and motivation
  - Emphasizes using innovative approaches – such as the first-year seminar and other innovative practices – to foster this objective
  - Stresses cultivating attitudes and values among all students that help them appreciate the Westmont opportunity as a gift and take it seriously

- **Strategic Objective A-5, “Cultivate high-impact learning practices”:**
  - Focuses on continuing educational innovation to foster the lifelong success of students and alumni
  - Emphasizes using high-impact practices such as research, internships, and creative projects to enhance student learning and support lifelong success

Strategic Priority B:
“Prepare Students and Alumni for a Life of Impact”

- Complements Strategic Priority A by emphasizing co-curricular aspects of the Westmont experience and the role they play in fostering the lifelong success of students and alumni
- Emphasizes Westmont’s commitment to educating the total person – including intellectual, emotional, and spiritual development
- Stresses helping students respond to the unique challenges they face as young adults and preparing them for a life of impact
Strategic Priority B is supported by the following strategic objectives.

- **Strategic Objective B-1, “Cultivate ongoing implementation of student vision for calling and career”:**
  - Builds on current efforts to strengthen calling and career as an essential element of the Westmont experience
  - Emphasizes continuing efforts by both the Career Development and Calling Office and the entire College to prepare students and alumni for a life of impact
  - Stresses ongoing efforts to ensure that each graduate is ready for “what next” – graduate school, career entry, etc.

- **Strategic Objective B-2, “Build, sharpen, and streamline student success initiatives”:**
  - Recognizes that an increasing number of Westmont students face intellectual, physical, emotional, and spiritual challenges
  - Stresses efforts to ensure the College provides appropriate support to students as they face those challenges both during their undergraduate experience and as they leave Westmont

- **Strategic Objective B-3, “Strengthen faith formation for a mature Christian life”:**
  - Focuses on continuing efforts to cultivate deep love for God among Westmont students and the entire community
  - Includes strengthening a wide range of efforts that foster Christian maturity as part of the total Westmont experience – including educational experiences, chapel, student life, etc.

- **Strategic Objective B-4, “Nourish a sense of belonging for all students”:**
  - Focuses on multiple efforts across the College to create a sense of belonging – including creating a mindset, ethos, and culture that supports belonging
  - Stresses developing appropriate skills to help students and the entire Westmont community participate in and support a sense of belonging for all students

- **Strategic Objective B-5, “Expand and deepen alumni engagement”:**
  - Recognizes the significant challenge that Westmont faces in expanding and deepening the engagement of alumni throughout their lifetime
  - Emphasizes developing mechanisms to encourage alumni engagement and the tools to support alumni in cultivating a robust lifelong engagement with the College
  - Stresses creating a robust professional network of alumni that provides a magnet for lifetime engagement

**Strategic Priority C:**

“Achieve Targeted Enrollment Growth”

- Focuses on growing Westmont’s enrollment – both on the limit of Montecito campus and globally – to ensure the largest possible number of students benefit from the Westmont experience
- Encompasses building the College’s capacity to support enrollment growth – including new program development, improved student recruiting, increased retention and more effective strategic marketing

Strategic Priority C is supported by the following strategic objectives.

- **Strategic Objective C-1, “Grow campus and global enrollment to 1450 students”:**
  - Focuses on growing enrollment to extend Westmont’s mission to a larger number of students and alumni
  - Stresses ensuring the Montecito campus consistently achieves full enrollment of 1200 students
  - Emphasizes growing global enrollment in multiple sites to increase total Westmont enrollment to 1450 students
- Strategic Objective C-2, "Reach new markets with new programs and new sites":
  - Focuses on expanding Westmont’s footprint to reach new potential students and develop new markets.
  - Stresses the critical role of new programs and new sites to achieving targeted enrollment growth.

- Strategic Objective C-3, "Bolster recruitment and retention strategies":
  - Recognizes the recruitment challenges that Westmont faces in an increasing competitive environment and growing questions about the value of a liberal arts education.
  - Emphasizes strengthening Westmont’s ability to recruit the students it needs to achieve targeted enrollment across sites.
  - Stresses improving Westmont’s ability to retain students in order to:
    - Optimize the Westmont experience for all students.
    - Achieve the benefit that improvements in retention provide for the College.

- Strategic Objective C-4, "Develop and implement ongoing strategic marketing":
  - Recognizes that ongoing efforts to improve strategic marketing are necessary to:
    - Achieve enrollment growth.
    - Support a successful comprehensive campaign.
    - Enhance the presence and stature of the College regionally and nationally.
  - Emphasizes building on efforts to date to strengthen the College’s strategic marketing ensuring it becomes an ongoing core capability of the College that supports its success and sustainability.

- Strategic Objective C-5, "Build a volunteer network of engaged alums, parents, and friends":
  - Focuses on developing and implementing a network of engaged volunteers focused on consistent efforts to improve Westmont’s enrollment, advancement and alumni engagement.
  - Emphasizes building that network in the identified epicenters that Westmont has targeted for enrollment, advancement and alumni engagement efforts.
  - Stresses the critical role of this network in complementing the efforts of Westmont faculty and staff in carrying out the College’s mission and strategic plan.

**Strategic Priority D:**
"Increase Financial Strength and Sustainability"

- Recognizes that achieving Strategic Priorities A, B and C requires creating and implementing a sustainable financial model to support the College.
- Emphasizes multiple efforts to ensure the mission of the College is vital and sustainable— including achieving endowment growth, increasing annual giving, and increasing both net tuition and non-tuition revenue.

Strategic Priority D is supported by the following strategic objectives.
- **Strategic Objective D-1, "Create and implement a sustainable financial model":**
  - Recognizes the ongoing financial challenges that Westmont currently faces and will continue to face in the foreseeable future.
  - Stresses developing and implementing a sustainable financial model that ensures the College’s vital mission will continue to thrive on an enduring basis.

- **Strategic Objective D-2, "Implement comprehensive campaign":**
  - Recognizes the critical role of the next comprehensive campaign in building Westmont’s financial strength and sustainability.
  - Stresses using that campaign to:
    - Grow the endowment.
- Increase the number of endowed faculty chairs.
- Support new initiatives the College needs to build its capacity and extend its reach.

■ **Strategic Objective D-3, “Increase annual giving”:**
  - Recognizes the importance of growing annual giving in order to increase the College’s financial strength and sustainability
  - Emphasizes continuing efforts to increase the number of gifts and grow the average size of those gifts

■ **Strategic Objective D-4, “Grow net tuition revenue”:**
  - Recognizes the need to increase net tuition revenue in order to increase the College’s financial strength and sustainability
  - Stresses ongoing efforts to improve net tuition revenue without compromising Westmont’s access and affordability

■ **Strategic Objective D-5, “Grow non-tuition revenue”:**
  - Focuses on growing sources of revenue that don’t depend on tuition
  - Includes a wide-range of potential strategies, including:
    - Growing revenue from Westmont institutes and centers
    - Providing non-credit educational experiences on a fee basis
    - Increased use of Westmont infrastructure – particularly during the summer

**Strategic Priority E:**
“Increase Resilience And Adaptability”

■ Recognizes that Westmont faces significant challenges both internally and externally
■ Focuses on addressing internal challenges related to resource allocation, infrastructure requirements, and attracting and retaining diverse staff
■ Emphasizes managing critical external issues – including societal issues, political challenges and responding to rapid change in the external environment

Strategic Priority E is supported by the following strategic objectives.

■ **Strategic Objective E-1, “Increase organizational agility”:**
  - Recognizes that rapid change in the external environment requires Westmont to increase its adaptive capability
  - Emphasizes more effective scanning of the external environment in order to proactively respond when necessary
  - Stresses increasing the speed of innovation as well as ongoing efforts to streamline Westmont’s systems and processes to ensure effectiveness and efficiency

■ **Strategic Objective E-2, “Implement process to regularly review and allocate resources”:**
  - Stresses the critical role of ensuring the allocation of Westmont’s resources optimizes its mission impact
  - Emphasizes reviewing the effectiveness of resource allocation and making appropriate adjustments as needed
  - Includes ensuring Westmont leadership is proactive in identifying activities that are no longer necessary so that resources can be reallocated to higher priority efforts

■ **Strategic Objective E-3, “Improve physical infrastructure”:**
  - Recognizes that continuing efforts are needed to enhance Westmont’s infrastructure
  - Emphasizes ongoing efforts to renovate facilities such as residence halls and address deferred maintenance issues
  - Stresses ongoing efforts to address other critical aspects of Westmont’s infrastructure – such as technology and other mission-critical support

■ **Strategic Objective E-4, “Attract and retain quality, diverse staff”:**
Focuses on increasing the diversity of staff and improving staff retention – particularly with the high costs of Santa Barbara and the constraints Westmont faces in terms of compensation

Emphasizes efforts to ensure Westmont has a diverse staff capable of supporting its mission and essential services

- **Strategic Objective E-5, “Engage and respond appropriately to mission-critical legislation and regulations”:**
  - Recognizes that Westmont will continue to face legislative and regulatory challenges
  - Emphasizes proactive efforts to monitor the legislative and regulatory environment
  - Stresses using prudent decision making to determine when to engage and how to respond appropriately to the mission-related legislative and regulatory challenges

**Cross-cutting Strategic Priority F: “Increase Diversity and Global Engagement Across the College”**

- Places continuing emphasis on increasing the diversity of the College – complementing increasing student diversity with increasing the diversity of faculty and staff
- Stresses ongoing efforts to increase global engagement across the College, particularly in an environment of increasing global challenges

**Cross-cutting Strategic Priority G: “Nourish the Commitment, Culture, and Skills to Thrive as a Diverse Community”**

- Recognizes that increasing the diversity of the Westmont community places unique challenges on the College’s community life
- Emphasizes implementing efforts to nourish commitment to growing as a diverse community
- Emphasizes helping students and the entire Westmont community develop the capacity for critical commitment
- Stresses developing the culture of the College and the skills of community members to help Westmont thrive as an increasingly diverse community

**Cross-cutting Strategic Priority H: “Enrich Our Life with God”**

- Focuses on ensuring that all aspects of the College continue to hold Christ as preeminent
- Emphasizes ongoing efforts to ensure that enriching our life with God is at the core of everything we do as a College community and as members of it