

The background of the cover is a photograph of the Wiley College Administration Building. It is a two-story red brick building with a classical portico supported by four white columns. The entrance has a set of steps and a ramp. The building is surrounded by green trees and a lawn. The text is overlaid on the top half of the image.

**WILEY**  
COLLEGE

# **STRATEGIC PLAN 2021-2026**

**WILEY INSPIRES: GOING FORTH AS A BEACON OF LIGHT**

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# Message from President Herman J. Felton, Jr., J.D., Ph.D.

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I am honored to lead Wiley College's 2021-2026 strategic planning process. During my tenure as President, I continue to be inspired by those around me – Wiley's students, faculty, staff and administrators, Board Members, community leaders, and alumni. I have also been inspired by the history and legacy of Wiley College. My role is to lead us toward better effectiveness and efficiency while protecting our great institutional heritage.

The theme of my presidency at Wiley and this strategic plan – "Wiley Inspires" – seeks to create a space where every individual that encounters our campus can go forth as a beacon of light. Wiley College has a 148-year history of investments made by faithful, hardworking students, faculty, and administrators, all of whom were committed to moving Wiley forward.

Many members of the Wiley community have invested their time and talent in developing this strategic agenda. The process began with a planning committee, multiple convenings, and an external consultant working to develop an initial draft. Their efforts provided the framework that was shared with the campus community. After feedback and modification, we are ready to begin the work. Certainly, every idea was not included, but there is unequivocal consensus on the goals deemed mission-critical.

The early stages of engagement are always heavy on planning and light on action. But know that we are united in purpose and aim; it is all hands on deck. The strategic outcomes outlined in this plan represent Wiley's greatest possibilities, but they can only be achieved together. Over the next half-decade, we must communicate, share, collaborate, engage, and remain focused.

I invite all Wiley stakeholders to embrace this vision for our future and the disciplined work required for us to ensure that "Wiley Inspires."

Sincerely,



Herman J. Felton, Jr., J.D., Ph.D.

President and CEO

Wiley College





## STRATEGIC PLAN 2021-2026

### "WILEY INSPIRES: GOING FORTH AS A BEACON OF LIGHT"

#### Campus Mission:

Wiley College is a premier liberal arts institution, affiliated with the United Methodist Church, with an intentional focus on social good and leadership.

#### Vision Statement:

Wiley College is a nationally recognized liberal arts college serving as a beacon of light inspiring individuals to serve as catalysts of social change in their community and professions.

## Strategic Goals



### Goal 1: Enhance Student Enrollment and Completion



### Goal 2: Pursue Academic Performance and Achievement



### Goal 3: Improve Financial Strength and Operations



### Goal 4: Increase Internal and External Resource Development



### Goal 5: Obtain Institutional Effectiveness and Efficiency

## Introduction to the Wiley College Strategic Plan

The call for a new strategic plan was issued on March 15, 2019, during the inaugural address at President Felton's installation as the seventeenth president of Wiley College. The framing for campus concerns and commitments took center stage at the May 2019, August 2019, July 2020, January 2021, and July 2021 Faculty-Staff Institutes. Detailed data collection and environmental scans were conducted by an external consultant during the spring, summer, and fall terms of 2021. The campus executive cabinet served as the strategic planning steering committee. The entire campus was in the development of this plan. Records of the various meetings and engagements are available in the Office of the President.

In 2020 efforts were made to revise the existing strategic plan to modernize goals and opportunities. Those engaged in the process realized that Wiley needed to rapidly increase expectations and enhance processes across the institution. Initial work toward strategic improvement focused on admissions, enrollment management, student services, campus life, academic retention, career development, and student advising. Wiley maintains an aim at better outcomes and improved customer service.

With the arrival of new campus staff, faculty and administrators identified a need to review the college catalog, faculty handbook, and an array of academic policies. There is an ambition to increase faculty development and teaching excellence on campus. Student success is a cornerstone of the Wiley College experience. Regularized assessment will reify institutional effectiveness.

Since the strategic planning process began, the campus community has committed to greater business efficiency and a comprehensive review of administrative operations. The campus desires to retire antiquated systems and utilize software that supports quality and stakeholder satisfaction. Data suggests that there is a correlation between increased administrative effectiveness and decreased operational costs. Both outcomes are positive directions for Wiley.

Finally, the necessity to expand the Wiley College brand in external communities is central to long-term resource development. The campus is pursuing actions that will result in increased philanthropic, alumni, and community support. Additionally, recent marketing and communications projects have resulted in a positive response to the institution. Even more, federal and corporate support has demonstrably increased.

Although Wiley College is making significant progress, it is necessary that "Wiley Inspires" as we move forward into new frontiers and horizons.

## Strategic Planning vs. Strategic Thinking

Strategic planning has long been critiqued as a procedure that usually results in a file or a shelf full of plans. Organizations frequently embark on extensive strategic planning initiatives but fall short when it comes to implementing the processes necessary to genuinely impact the organization's destiny. We know, however, that Wiley College will not be able to affect the future unless we set well-formulated goals and take the steps necessary to achieve them. Terminal goals are produced in the same way that enabling objectives are developed when teaching a course. Wiley's strategy follows a similar pattern. The achievement of each strategic aim is critical to the plan's success. This plan differs from others in that each goal includes carefully defined objectives as well as specific plans for moving forward.

Stakeholders must have the freedom to think strategically and embrace agility, as with any effective planning process. Higher education is a fast-changing environment that is becoming increasingly competitive. Wiley College must be willing to challenge its goals and objectives along this strategic route in order to satisfy the expectations of today's economy. Wiley must change and adapt as the landscape does. This plan is a rallying cry for collaboration and consensus, as well as transparency and communication. What we do, not what we say, will determine our future.



## Institutional History and SWOT Assessment

Wiley College, founded in 1873 in Marshall, Texas, is a Historically Black, primarily liberal arts, residential, co-educational, baccalaureate degree-granting institution affiliated with The United Methodist Church. Committed to the principle of educational access, the College serves traditional and non-traditional students from diverse backgrounds who have expressed a desire and potential for learning in a Christian environment.

In 1873, less than eight years after all hostilities were quieted from the Civil War, the Freedman's Aid Society of the Methodist Episcopal Church founded Wiley College near Marshall, Texas, for the purpose of allowing Negro youth the opportunity to pursue higher learning in the arts, sciences, and other professions.

Wiley College opened its doors just south of Marshall with two frame buildings and an overwhelming desire to succeed in a climate fraught with racism and Jim Crow laws. So entrenched was their desire to succeed that in 1880, rather than moving Wiley College farther out of town, the founders of the College moved nearer to Marshall on 55 acres of wooded land where the College stands today. Land was cleared, and four additional buildings were constructed as student enrollment soared to 160 students with seven full-time faculty members. Wiley College had effectively become the first Black college west of the Mississippi River.

The College, in fulfilling its basic purpose of providing a liberal arts education with a global focus, endeavors to provide an intellectually stimulating environment, promoting student competencies in communication as well as critical and analytical thinking. The College also supports spiritual, ethical, moral, and leadership development. To achieve these superordinate goals, the College promotes an atmosphere of academic freedom and employs a faculty committed to excellence and innovation in teaching, advising, and scholarship. The faculty provides a rigorous curriculum for preparing graduates for professional or graduate studies and/or productive careers in traditional and emerging career fields.

Wiley College is committed to shared governance and exemplary stewardship of its resources. The College employs innovative techniques and strategic planning in all its administrative processes, using cutting-edge technology in the delivery of services to its clientele. Acknowledging its covenant relationship with The United Methodist Church, the College affirms the ideal of social responsibility and seeks to contribute to the welfare and revitalization of its community.

For the last 148 years, Wiley has offered educational opportunities to the citizens of Texas, the nation, and the world. The Wiley College spirit remains vibrant in the face of remarkable social change, global terrorism, economic strife, and adversity. The beacon light that is Wiley College will shine forth unsullied for generations to come. The insightful vision of years past that made Wiley College a preeminent Black college in the south is alive and well.



# STRENGTHS, OPPORTUNITIES, WEAKNESSES AND THREATS

Effective strategic planning includes an honest engagement of institutional Strengths, Opportunities, Weaknesses and Threats. This process is called the SWOT process. Ideally, strategic planning should include this assessment from the onset. The SWOT process builds the foundation on which the strategic plan's goals and objectives are crafted. Strengths and Weaknesses are internally focused, while Opportunities and Threats are externally focused, each is defined below:

- **Strengths:** Wiley College characteristics that give it an advantage over other colleges.
- **Weaknesses:** Characteristics that place Wiley College at a disadvantage relative to other colleges.
- **Opportunities:** External elements that the Wiley College could use to its advantage given its strengths.
- **Threats:** External elements that could impact Wiley College's success if not strategically managed.

The Wiley College SWOT assessment has identified common themes that undergird the institution's strategic priorities for the near course. Over the next five years, the campus will focus on significantly increasing academic outcomes and purposeful completion while raising the College's name recognition and reputation. Even more, Wiley College must build the college endowment and increase financial stability while recruiting and retaining excellent personnel.

Wiley College achieves excellence through its ability to gather insight from the members of the campus community. Throughout various points in the process, campus community members shared their Wiley College experiences and expectations through surveys and family meetings. A review of the data confirms that faculty and staff are invested in creating an environment improved through research and aligning their service activities with the aims of institutional advancement. They are equally concerned about salaries, raises, cost of living adjustments, and bonuses.

Similarly, staff viewed themselves as the framing infrastructure for the institution. They repeatedly articulated a need for supportive professional development to continuous improvement and transparency on campus. Correlative information was derived from community members, business leaders, and alumni.

The students proved to be technology savvy and expressed a lifelong engagement with wireless interfaces. Inasmuch as technology drives student experiences, Wiley College must innovate the mediums for how they access information and communicate. As the institution grows, the ability to increase student access to technology will require an increased utilization of tools for students and strengthening of campus broadband capabilities.

This strategic plan – “Wiley Inspires: Going Forth as a Beacon of Light” – makes use of all of the data generated in the SWOT process. The goals and objectives maximize the campus' strengths and opportunities while managing external threats and potential weaknesses.



# Core Values

The acronym that results from the declarative values commitment statements spells WILEY INSPIRES. With this strategic initiative, all Wiley stakeholders are called to go forth as beacons of light. To this end, all members of the Wiley College community are encouraged and expected to demonstrate:

**W- WISDOM**

**I - INTELLECT**

**L - LEGACY**

**E - EXCELLENCE**

**Y- YEARNING**

**I - INCLUSIVITY**

**N-NURTURING**

**S-STUDENT CENTEREDNESS**

**P-PERSEVERANCE**

**I -INSPIRATION**

**R - RESPECT**

**E- EDUCATION**

**S- SPIRITUALITY**

All of the decisions that need to be made in order to accomplish the strategic initiatives laid out in this plan, and thus accomplish the college's Vision, must be made within the Values articulated above.



## **STRATEGIC PLANNING**

Wiley's Strategic Goals and Objectives have been crafted to align with the Wiley chart of organization. This type of alignment was utilized to ensure there is no confusion regarding positional authority, and the accountability for results.

Wiley College's Strategic Plan 2021-2026, "Wiley Inspires: Going Forth as a Beacon of Light", includes five goals. The Goals are:

- Goal 1     Enhance Student Enrollment and Completion**
- Goal 2     Pursue Academic Performance and Achievement**
- Goal 3     Improve Financial Strength and Operations**
- Goal 4     Increase Internal and External Resource Development**
- Goal 5     Obtain Institutional Effectiveness and Efficiency**

## **Goals, Objectives, Timelines for Deployment and Results, and Responsibilities**

Under the President's direction, Wiley College's senior leaders are responsible for the data analysis that is required to accomplish each goal as well as the tactical deployment of each objective assigned to them. Each senior leader will work with the appropriate Wiley committees, departments, colleges, and business units, ensuring shared governance where warranted. Each Senior leader will routinely report progress to the College President and Cabinet colleagues. Each senior leader will provide quarterly progress reports to the President, these reports will be utilized to develop biannual reports to the Board of Trustees and the campus community.

For simplicity, a legend was utilized to code the individual or group who is responsible for developing and deploying each tactic as well as those responsible for reviewing and approving tactics and results. The legend can be found in the table below.

Office of the President	OP
Vice President for Academic Affairs	VPAA
Assistant Vice President for Marketing and Communication	AVPMC
Internal Auditor	IA
General Counsel	GC
Vice President for Business and Finance	VPBF
Executive or Special Assistant to the President	EAP
Vice President for Institutional Advancement	VPIA
Academic Dean & Chairs	AD&C
Faculty	F
Staff	S
Institutional Effectiveness	IE
Institutional Research	IR

It is expected that the decisions made in support of institutional strategy will be made using data, where none exist, processes will be launched to either secure the data necessary from external sources or internally from Institutional Research. Some of the information necessary to deploy this plan will require data collection from constituent groups through surveys, focus groups, or other means. The Wiley College's senior leaders responsible for each goal will immediately assess data resources to establish current benchmarks along with growth targets.

Each Institutional goal and associated strategic objectives will be tracked and reported in a uniform manner. Strategic objectives are included in project charts to assist in timely work resulting in strategic results. Each strategic objective is mapped. A College "Dashboard" will be utilized to track progress on all goals and related objectives.

## Wiley's Strategic Goals, Objectives, and Timelines

Successful strategic planning processes include opportunities to make midcourse revisions. As both the internal and external environments change, so must institutional strategy. With this in mind, midcourse revisions should be entertained after the 4th quarter and the 8th quarter. Each of Wiley's strategic goals includes objectives and timelines for activity completion. The project charts that correspond with each Goal are plotted out eight quarters or two years. The Wiley College administrative midcourse corrections may be made at the end of the 4th quarter and the end of the 8th quarter.



### OBJECTIVES

- 1.a Increase Student Enrollment**
- 1.b Establish a Recruitment Plan to increase enrollment**
- 1.c Increase College's Employment Promise**
- 1.d Increase enrollment by reducing barriers**
- 1.e Increase communication with prospective students through technology to strengthen yield**
- 1.f Increase AP transfer and cross-enrollment agreements**
- 1.g Establish/Increase community college transfers from Texas community colleges**
- 1.h Increase engagement of Academically well-qualified students**
- 1.i Increase prospective student engagement before the senior year**
- 1.j Increase use of data to strengthen admission metrics**
- 1.k Increase academic extremely well-qualified students through international student enrollment**
- 1.l. Increase rapid response decisions**
- 1.m. Increase implementation for intrusive admission counseling**
- 1.n Increase student experience through review of data**
- 1.o Bolster student engagement**
- 1.p Increase integration of advising processes career counseling & career development**
- 1.q Increase student research, internships, employment, international travel, and study abroad participation**
- 1.r Increase alignment with student learning outcomes and career readiness**
- 1.s Increase community engagement through the development of continuing education**
- 1.t Increase employer outreach to impact enrollment**

### OBJECTIVES

- 2.a Increase implementation of institutional effectiveness plan
- 2b. Increase program reviews and annual program assessments
- 2.c Increase academic programs sustainability
- 2. d increase the number of associates degrees in Criminal Justice
- 2.e increase the enrolled student progression
- 2.f Increase the number of college stakeholders in specific engagements
- 2.g Increase completion/ graduation rate
- 2.h Increase the rate of STEM program enrollment, retention, and graduation
- 2.i increase post-graduate opportunities
- 2.j Enhance faculty professional development opportunities
- 2.k Update promotion and tenure policies
- 2.l Increase recruitment and retention of diverse faculty and staff
- 2.m Increase recognition programs of staff, faculty, and students
- 2.n Increase research quality and productivity
- 2.o Bolster faculty distinctiveness
- 2. p Increase the number of faculty involved in interdisciplinary research and collaboration with external institutions.
- 2.q Increase faculty, staff, and student participation in conscientious shared governance
- 2. r Increase student engagement in community service, and service-learning experiences
- 2. s Promote Social Good and Leadership Programs
- 2.t Enhance processes necessary to ensure an exemplary SACS Reaffirmation process

**OBJECTIVES**

- 3.a Increase quality and efficiency in all College operations by implementing process improvements**
- 3.b Increase funding of strategic initiatives**
- 3.c Increase administrative performance through fund allocations**
- 3.d Align faculty workload with resources and program capacity**
- 3.e Enhance resource development through grants, contracts from federal and state agencies, corporations, and foundations**
- 3.f Campus master plan**
- 3.g Deferred Maintenance**
- 3.h Increase the efficiency and user satisfaction of all business units**
- 3.i Reduce energy usage through environmentally sustainable methods**



## **OBJECTIVES**

- 4.a Increase brand awareness and the image of the Wiley College brand**
- 4.b Increase internal and external communications**
- 4.c Increase pride in Wiley College**
- 4.d Increase alumni engagement with students**
- 4.e Increase tracking of alumni**
- 4.f Increase alumni feedback cycles**
- 4.g Increase fundraising**
- 4.h Increase relationships between the College and the local community**

## **OBJECTIVES**

- 5.a Increase employee perceptions**
- 5.b Improve campus culture investments**
- 5.c Assess Wiley's ability to meet all seven Baldrige Criteria**
- 5.d Increase institutional diversity**

# APPENDIX

The goals and strategies included in this plan represent the next steps toward meeting the Baldrige Criteria for Excellence in Education. Wiley is also determined to move forward within the Baldrige Performance Excellence in Education Framework. The "Baldrige" process requires systematic assessment and continuous improvement across all college departments. This focus on process improvement links tactics to results. The Baldrige framework is based on the following core values and concepts.

These values and concepts represent the beliefs and behaviors that are found in high-performing organizations:

- Systems perspective and systems improvement
- Visionary leadership
- Student-focused service
- Valuing the people within the College that are mission central
- Organizational learning and agility
- Focus on success
- Managing for innovation
- Management by fact
- Societal responsibility
- Ethics and transparency
- Delivering value and results

The Baldrige process includes an annual assessment of the College against the following Baldrige performance criteria:

- Leadership - the ability of Wiley's senior leaders to lead.
  - Strategy - the ability of Wiley to develop and deploy strategic initiatives.
  - Student Focus - the ability of Wiley to meet and exceed the expectations of students and alumni.
  - Measurement, Analysis, and Knowledge Management - the ability of Wiley to use data to improve College outcomes.
  - Workforce - the ability of Wiley to demonstrate that it values its workforce.
  - Operations - the ability of Wiley to continuously improve all operational processes.
  - Results - the ability of Wiley to use data in decision-making in order to increase all institutional outcomes.
- Results data must demonstrate progress toward improvement.



## ACKNOWLEDGEMENTS

Many dedicated individuals took the time and used their talents in crafting this strategic plan. The plan was developed as a road map to move Wiley toward its vision. Many of those involved have invested their professional careers in the mission of Wiley, and for that, they are greatly appreciated.

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