Strategic Planning Update
Projects Underway

• Academic department and program briefs connecting educational programs to our institutional mission;
• SWOT exercises related to delivery of our mission and our competitive market;
• Thorough assessment of our market position, researching our relative strength against our direct competitors, and the perceptions of Rollins among students engaged in the college selection process;
• Design of a methodology to discern rigorously a peer group of colleges to be used for benchmarking analysis; and
• Discussion of the design of a dashboard of key performance indicators that we might track to assess the overall impact of our strategic initiatives.
The Charge from President Cornwell
Planning Phase 2: Strategic Context and SWOT Analysis

• An analysis of our strategic context and an assessment of our strategic strengths, weaknesses, opportunities, and threats.

• A look inward, assessing our programs and resources, and outward, conducting an environmental scan of the economic, demographic, political, cultural, and competitive context.

Results of the SWOT Analyses
Methodology

• Individual responses; Qualtrics and paper (17 groups)
• Focus group exercise table reports (13 sessions)
• Table reports combined for an overall perspective
• Thematic analysis\(^1\) to pinpoint, examine, and record patterns (or "themes") within data
• Qualtrics surveys scanned for unique individual comments

Groups Participating To Date

- Faculty (Liberal Arts, Crummer, Emeriti) – 24
- Students (College of Liberal Arts) – 12
  (Holt students are completing Qualtrics surveys.)
- Staff and Administration – 39
  - Academic Affairs
  - Finance and Services
  - Holt School
  - Crummer School
  - Enrollment and Marketing
  - Student Affairs
  - Institutional Advancement
  - Athletics
  - President’s Cabinet

A Pyramid of Consensus

- All College
- Groups
- Individuals

Faculty (& Emeriti), Staff, Students, Alumni, and Trustees
The top three to five themes for each cohort were first identified using the small group data. For the themes presented here, faculty, staff, and student cohorts each received one vote. Because the three cohorts had dissimilar numbers of groups, raw numbers could not be used to determine top themes across cohorts.

[Legend: Orange = top theme for all cohorts; Yellow = top theme for two cohorts; White = top theme for one cohort]

**Strengths:**
Internationalization includes – international students, study-abroad programs, courses focusing on global issues.

Hands-on/caring – refers to personalized attention to students.

Community engagement – includes local, national, and international projects by students and the College as an institution.

Committed faculty and staff references “service excellence” and teaching excellence.
All College MISSION Themes

Strengths

• “The overarching culture on campus is very student-centered and we treat each student as an individual, often intervening in positive and productive ways to make sure we meet each student’s specific needs and goals.”

• “We also have an amazing variety of immersion trips and community engagement opportunities available to students, which allow them to grow as individuals working towards the greater good of our local, national and international communities.”

• “Smaller classroom settings give students the opportunity to know their professors and build interdependence with their peers.”

• “We focus on global citizenship in a number of different ways: a concerted effort in recruiting more international students, our high percentage of students enrolled in study abroad programs, sending faculty abroad through social awareness and sustainability programs.”
Weaknesses:

Diversity - refers to students, faculty, and staff, and to the campus climate needed to support a diverse community. References were made to racism, homophobia and misogyny. References were also made to the gender imbalance on campus among students and in some administrative departments.

Silos – including those among the three schools, between faculty and staff, among student organizations, and among administrative departments.

Mission – no data on how we are doing and lack of clarity on what the phrases of the mission mean.

Ranking – calls for changing from being a regionally ranked school in *U.S. News* to a nationally ranked one to expand our admissions pool and elevate our reputation.

Career preparation – includes lack of internship opportunities and on-campus recruiters, and a critique of Career Services as not being very helpful.

The importance of paid internships is mentioned since all students cannot afford to take time off from work for unpaid internships.

rFLA – makes study abroad problematic, lengthens the time to graduation for transfers, and does not include a wide selection of classes.
All College MISSION Themes
Weaknesses

- “To prepare global citizens, we need to have a community of diverse backgrounds. Our definition of diverse should be wide and capture many facets of diversity including but not limited to race, socio-economic class, gender identity, sexuality, political affiliation, and religion.”

- “We fall short in having outcomes data - we have very little data to back our statement of empowering our graduates to have productive careers.”

- “Haven't exactly defined what a global citizen is.”

- “Ineffective at dealing with racist, homophobic and misogynist comments and attitudes.”

- “Internships are hard to set up and thus we don’t offer as many as we could.”

- “We have a history of working in silos where expertise is valued and working collaboratively is undervalued.”
**Opportunities:**
Partnerships mentioned are with corporations, other colleges and universities, nonprofits. Functions include shared programs, internships, job opportunities, recruiting.

Location – refers to Florida, being urban, close proximity to Latin America and the Caribbean.

Leverage community engagement – fewer projects but longer term and focused so they have a significant impact on the community, whether local or global.
All College MISSION Themes
Opportunities

- “Orlando is a growing city in many sectors including tech and healthcare, Rollins should recognize the opportunity this presents and make sure we are helping to meet the needs these emerging industries face.”

- “There are needs in the community that are being addressed by a number of organizations, some of which do their jobs better than others. I think it would be great for Rollins to select an area and take a leadership/sponsorship role to improve and advance service learning while becoming known as a standard bearer for community service.”

- “Rollins needs to put more emphasis on undergrad internships and post-graduation career opportunities so that our ‘story’ shows a strong link to employment.”

- “How can we expand the leadership aspects of the mission deeper into the classroom?”
**Threats:**

Competition – low-cost public universities, for-profits, demographic changes, including fewer 18-21 year-olds in some of our target markets.

Cost – While the price of tuition rises every year, amounts of scholarship awards do not.
All-College MISSION Themes

Threats

- “The cost of a college education has grown exponentially for the past two decades while competition for students continues to grow fierce due to myriad alternatives.”

- “The rise of free online classes and competency-based requirements for jobs may lead to a devaluing of the credentials Rollins can offer.”

- “The media likes to give students the impression that a liberal arts education is a waste of time.”

- “Rollins must continue to properly manage fraternity and sorority life on campus to ensure the safety of our students and Rollins’ image, as these organizations are increasingly garnering negative national attention for their actions.”
Strengths:
Brand – a high-quality liberal arts school and graduate program in business.
All College MARKET Themes

Strengths

- “I think what we do well is really emphasizing the impact our location has on the experience our students can have, such as the many opportunities the city of Orlando offers in regards to career development, as well as how the city is an international destination, which attracts a rather large international population to campus.”

- “We care truly care. We offer individualized attention. We offer beautiful serene surroundings, great food, social opportunity & an amazing fully rounded education.”

- “Location; beauty of campus; small class size; individualized attention; faculty connection and support; community engagement; high impact practices; high focus on care of students.”

- “We have small classes where students have genuine relationships with their faculty members and each other.”
Weaknesses:
Brand – much discussion of the country club, rich kids school, party school, not a serious institution.

Marketing – a consistent message; better outreach to local, national, and global community; website flawed with non-functional links.
All College MARKET Themes
Weaknesses

• “Although 85% of our students receive some form of financial aid, I think that many families wouldn’t even consider Rollins because of the high cost of attendance, especially first-generation students.”

• “The perception that we are a rich kids school, a party school, and easy to get in to if you have the money.”

• “A general market weakness for decades has been the misperception that the College is that ‘cute little college in Virginia.’ Still needs greater marketing effort to remove that perception forever.”

• “Almost TOO pretty, cheerful, amiable. An occasional building occupation might be good.”
**Opportunities:**
Recruiting – recruit a more diverse student body; recruit in new markets in the Southeast; go to Advanced Placement (AP) classes, middle schools; wider presence in Florida high schools.

New programs – 3/2 programs, certificate programs, even a hospitality major.
All College MARKET Themes
Opportunities

- “Veteran services programs are abundant in Central Florida and veterans issues are being addressed across the nation. Part of the challenges faced today are the complexities of military transition to higher education and to new careers.”
- “More opportunities for job training/shadowing programs.”
- “With the state of the world as it is, and how it has been evolving in a downward trend, students may want to be part of changing the world and be change makers.”
- “Collapse of for-profit colleges might be making students think more about the importance of selecting a highly regarded institution for their degrees.”
- “We could become a ‘go-to’ institution for prospective UG and Grad applicants from Latin America.”
Threats:
Political climate — security concerns, anti-foreigner rhetoric discourages international applications.
All College MARKET Themes

Threats

- “The disenfranchisement of the American worker and the marginalization of the American middle class means that unless Rollins is able to improve its efforts to draw in middle and lower income students by improving affordability, it sends the message that the only people who are worthy to be global citizens are those who were born with enough privilege to afford it.”

- “The high cost of attendance does not compare well to competitive options within Florida for college applicants. The vast majority of universities are lower in cost.”

- “I had a college advisor from my high school, a selective college prep program, who strongly discouraged me and the rest of the students who showed interest from applying here.”

- “I hope that people never feel unsafe or unwelcome in our area due to recent hate filled acts that happened in the area.”
Admissions Market Position Project
Assessments and Data Utilized

- National Student Clearinghouse: Fall 2015
- Admitted Student Questionnaire (ASQ): Fall 2016
When students who are Florida residents are admitted to Rollins and one or more of these schools, where do they eventually enroll?

The size of the circle represents the number of students involved.

x-axis: SAT scores; y-axis: tuition
When students who are out-of-state residents are admitted to Rollins and one or more of these schools, where do they eventually enroll?

The size of the circle represents the number of students involved.

x-axis: SAT scores; y-axis: tuition
Admitted Student Questionnaire (ASQ)

- Survey sent to all admitted students
- Asked to compare their Rollins experience with other institutions
- 22% response rate

ASQ: Percent of Respondents Rating the Following as the Most Important College Characteristics

- Availability of majors 89%
- Quality of majors of interest 84%
- Cost of attendance 78%
- Value for price 78%
- Academic reputation 76%
- Personal attention 72%
- Quality of campus housing 54%
### ASQ: Characteristics Rated Most Important When Selecting a College

<table>
<thead>
<tr>
<th>Rollins Rated Higher</th>
<th>Rollins Rated Lower</th>
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<tr>
<td>Personal Attention</td>
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<td>Surroundings</td>
<td>Availability of Majors</td>
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<td>Quality of Campus Housing</td>
<td>Value for the Price</td>
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<td>Academic Reputation</td>
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### Public vs. Private Admissions Overlaps

![Pie chart showing 50% Public and 50% Private]
## Top Public Overlaps

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<thead>
<tr>
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**Cross Apps** – number of students who applied to both institution named and Rollins  
**Cross Admits** – number of students who were admitted to both institution named and Rollins  
**Rollins Head to Head Win** – percentage of cross admits who enrolled at Rollins
### Top Private Overlaps

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### Rollins Head-to-Head Admissions Win/Loss

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2016 External Environmental Scan
(see **Key External Factors 2016** for additional information)

1. Value of a liberal education in preparing students to succeed in the global economy
2. Declining enrollments overall; dramatic increases in minority and non-traditional student populations
3. Budget and financial concerns as the U.S. economy remains anemic
4. Institutional effectiveness, assessment, accreditation, and continuous improvement demands
5. Ongoing Federal and state political pressures

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2016 Environmental Scan

6. The “Completion Agenda” (student success, retention, and degree completion)
7. Expansion of the global economy and emerging markets in China, India, and Latin America will increase demand for globally competent talent
8. Exponential increase in use of technology/innovation
9. Stakeholder expectations that degrees lead to jobs; prioritization of career development initiatives
10. Increased attention on higher education’s historical role in contending with pressing social issues
12 Strategic Questions for 2016

• Based on Dr. Cornwell’s interactions with faculty, staff, students, alumni, and trustees during the past 18 months
• Validated in SWOT exercises and analyses
• Each warrants our careful attention as we craft a plan for how best to move Rollins forward
• Task forces charged with examination and asked to report by December 1

Strategic Questions for 2016
(see Strategic Questions 2016 for additional information)

1. a. Elaborating mission
   b. Balancing major enrollments
2. Integration of global learning experiences
3. Mission/best structure for the Holt School
4. New facility for the Crummer School; impact on Crummer’s mission and competitive position
5. New facility for CFAM; impact on connection of art to educational experience
6. Diversity and inclusion
Strategic Questions for 2016

7. Civic engagement, community-based learning, social entrepreneurship, social innovation, changemaking

8. Post-graduate direction and success

9. On-campus residency requirements

10. Attaining a 90% persistence rate from first to second year and an 80% six-year graduation rate in Liberal Arts

11. Transparent, rational, and fiscally responsible guidelines to steward faculty compensation

12. Data stewardship, analytics, integrity, integration
To achieve greater clarity and specificity about the College’s mission, President Cornwell asked academic department chairs and program heads to convene their faculty to consider how their course of study contributes to the preparation of their students to be global citizens and responsible leaders, ready to lead meaningful lives and have productive careers.

The same request was also issued to the student affairs division.
Planning Web and Blackboard Sites

Public Website

https://www.rollins.edu/strategic-planning/

College-Only Access Blackboard Site

- Strategic Planning 2016: Community Page
  - 00000.SP.CommunityPage.201609: Strategic Planning 2016: Community Page
- Campus login required
- Quick links on planning web page
- Contents:
  - SWOT Aggregate Group Reports
  - Department/Program Mission Reports
  - Task Forces and Members (Mid-October)
  - Task Force Reports (December)