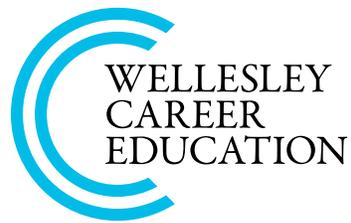


STRATEGIC PLAN

2017 – 2020

*Guiding the redesign of Career Education
at Wellesley College*



Ongoing revised document, last edited 4/12/18.







Christine Y. Cruzvergara
*Associate Provost & Executive
Director, Career Education*

REDESIGNING CAREER EDUCATION AT WELLESLEY COLLEGE

In the past year, we have redesigned Career Education at Wellesley to better prepare, connect, influence, and advantage our women as they seek to craft lives of purpose and realize their full potential. Career Education has a unique role on a college campus, it sits at the perfect intersection between academia and industry. One foot planted in the beautiful history and foundation of the liberal arts education and one foot planted in the ever-changing economy and marketplace. While we honor the incredible experience our students will have at Wellesley, the confidence they receive, and the voice they find as a result of their education here, we are also forward-facing and focused on the world beyond Wellesley. We will work with our students to help them envision the lives they want to lead and the contributions they will inevitably make to the world.

As a liberal arts institution, it is about the interconnection between ideas. The multidisciplinary understanding and tension to solve the complex issues we face. It's about recognizing the strength and power of women supporting one another and paving the way for unique and nuanced leadership our world needs. Our model reinforces this. In the way our teams are structured. In the way our staff collectively come together with colleagues and faculty around campus to serve as a board of advisors for our students. In helping them recognize that the path forward is often dotted with unexpected forks in the road, with obstacles unforeseen, and that there is beauty and opportunity present if you just step back and view it from the right perspective.

At the heart of Career Education, we are about connections and community — a strength that has always epitomized Wellesley. This strategic plan outlines four main areas of focus that will guide our work for the next three years.

Christine Y. Cruzvergara
Associate Provost & Executive Director, Career Education

September 2017

WELLESLEY CAREER EDUCATION'S *vision*

To be the leader in cultivating women leaders of the future

WELLESLEY CAREER EDUCATION'S *mission*

*To prepare & inspire every Wellesley woman to craft
a lifetime of opportunity & realize her full potential*

INSTITUTIONAL *priorities*

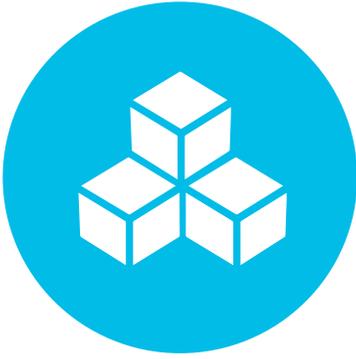
Inclusive Excellence

Financial Sustainability

Diversity, Equity and Inclusion

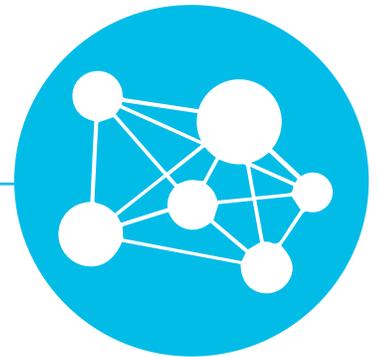
Student Health and Wellness

Campus Renewal



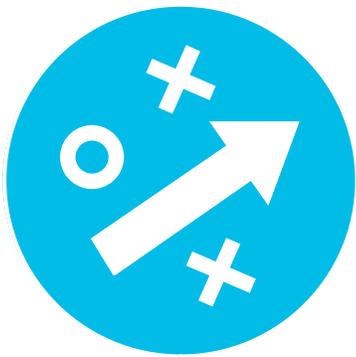
PILLAR 1

*To prepare Wellesley women
for their career journey*



PILLAR 2

*To connect Wellesley women to
opportunity & communities*



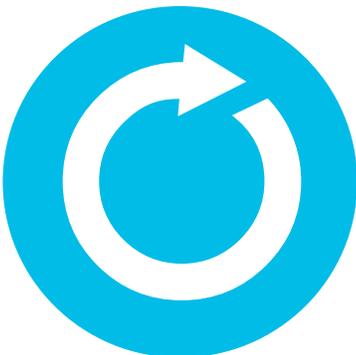
PILLAR 3

*To influence Wellesley's
reputation through
outcomes & outreach*



PILLAR 4

*To advantage Wellesley
through strategic partnerships
with institutions &
organizations to further
advance women's careers*



PILLAR 5

*To sustain the Career
Education Program*



PILLAR 1

Goal 1: Every student interacts in-person with Career Education at least once each year during her first two years at Wellesley

TARGET

Career Education will engage 100% of first-years and sophomores in an in-person appointment, event, or experience

INSTITUTIONAL PRIORITIES

- Diversity, Equity and Inclusion
- Inclusive Excellence / Maintaining Academic Excellence

GOAL 1 STRATEGIES

YEAR 1

- Develop a strategy for using data annually to drive individual outreach to students who have not yet engaged with our office in person
- Collaborate with colleagues and students across campus to increase first-year and sophomore engagement, including assessment activities with First Year Mentor groups, workshops for student organizations, student leader presentations, pop-up advising, etc.
- Pilot a “Career Readiness” retreat for sophomores
- Promote core programming workshops to emphasize foundational career skills

YEAR 2

- Engage with students in meaningful ways during First Year Orientation to provide them with early exposure to our model and philosophy
- Encourage sophomore students to come to career fairs as an exploration opportunity
- Emphasize first-year participation in Day to Make a Difference
- Refine and offer an expanded “Career Readiness” retreat for sophomores

YEAR 3

- Evaluate the first two years to identify successful and less successful partnerships and events; work to continue, institutionalize and expand successful ventures in the interest of making them integral to the Wellesley culture
- Continue to evolve and expand the Career Readiness sophomore retreat
- Establish an endowment for the Career Readiness sophomore retreat

To prepare Wellesley women for their career journey

Goal 2: Career Education will partner with offices across campus to ensure that Wellesley-sponsored experiential learning emphasizes students' personal and professional development

TARGET

Students who participate in experiential learning with Career Education and our campus partners are able to identify and articulate the transferable skills and professional development gained from Wellesley-sponsored experiential learning

INSTITUTIONAL PRIORITIES

- Inclusive Excellence / Maintaining Academic Excellence
- Student Health and Wellness

GOAL 2 STRATEGIES

YEAR 1

- Streamline internship and grant programs across campus to increase accessibility and quality and continue to promote and expand registration for non-academic credit for summer internships
- Continue outreach to faculty and staff to describe and champion what Career Education offers that can enhance student experiential learning
- Utilize the Tanner Conference to provide students with information about all of the experiential learning opportunities available to students
- Develop new partnerships with faculty and departments across campus to support and expand community-based learning and civic engagement project based learning

YEAR 2

- Continue to deepen partnerships with faculty who offer courses that have students go out into the community to support civic engagement and project based learning

YEAR 3

- Develop trainings, workshops and other resources for supervisors of student employees (including student researchers) to help support students' professional development in partnership with Student Financial Services



PILLAR 2

Goal 1: Create career communities across digital and physical spaces where key stakeholders support each other through mentorship, knowledge sharing, and experiential learning

TARGET

Increased optimism about the future resulting from a sense of belonging with their career community

INSTITUTIONAL PRIORITIES

- Diversity, Equity and Inclusion
- Inclusive Excellence / Maintaining Academic Excellence

GOAL 1 STRATEGIES

YEAR 1

- Introduce and promote engagement in career communities through on-campus events, individual relationships and advising, and online resources
- Identify key alumnae champions to serve as active participants
- Bolster engagement within The Wellesley Hive to drive community conversation, increase personal advisory board connections, and build alumnae influencers
- Explore opportunities to establish group advising

YEAR 2

- Capitalize on key partnerships with alumnae and employers by engaging them in Wellesley signature programs and establishing new traditions that are unique to each community
- Evaluate the impact of The Hive on the growth and activity of career communities, and re-evaluate strategies
- Identify key student ambassadors to engage as active participants with Career Education
- Establish skill series for students to gain competencies unique to their career community

YEAR 3

- Establish a structure for a Wintersession job shadowing program
- Establish employer in-residence program that will represent all career communities
- Develop funding relationships with employers to support industry-specific career treks
- Partner with WCAA to develop an award program for mentors and champions of career communities

To connect Wellesley women to opportunity & communities

Goal 2: Cultivate relevant and quality opportunities for students and alumnae based on their interests, values, and ambitions

TARGET

Increase the number, quality, variety, and accessibility of opportunities for students and alumnae based on their interests, values, and ambitions

INSTITUTIONAL PRIORITIES

- Inclusive Excellence / Maintaining Academic Excellence

GOAL 2 STRATEGIES

YEAR 1

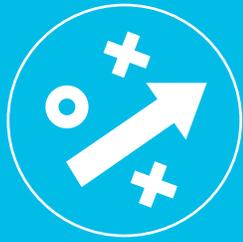
- Use data to align employer outreach to student and alumnae interests and goals
- Promote and educate students about Wellesley-funded experiential learning opportunities to ensure they can make informed decisions
- Expand opportunities for, awareness of, and student participation in civic engagement activities

YEAR 2

- Promote and educate alumnae about Wellesley-funded experiential learning opportunities to ensure they can make informed decisions
- Increase sharing of opportunities from alumnae and non-traditional employers/organizations through current platforms
- Further refine the quality of programming associated with experiential learning
- Identify regions and industries in which we need to develop more global expertise, relationships and opportunities for our students and alumnae
- Expand partnerships with faculty in support of course-based service learning

YEAR 3

- Expand the scale and scope of civic engagement opportunities
- Develop funding relationships with employers to support industry-specific career treks
- Develop expertise and employer education on the benefits of recruiting women and liberal arts students
- Develop strategies for international employer development based on evaluation of industry trends and student interests/needs



PILLAR 3

Goal 1: Utilize storytelling to advance the Career Education brand and strengthen stakeholder knowledge, engagement, and positive perception

TARGET

Collect, organize, and share 100 stories that represent Wellesley's diversity and aspirations for inclusive excellence.

INSTITUTIONAL PRIORITIES

- Inclusive Excellence

GOAL 1 STRATEGIES

YEAR 1

- Develop and launch new website and visual identity to promote the Career Education brand across campus and beyond
- Develop collection techniques for all staff to begin capturing and documenting powerful stories and outcomes
- Create editorial calendar and thematic approach to sharing stories across channels to connect stakeholders with Career Education

YEAR 2

- Focus on issue-based story collection and explore user-generated video content project
- Establish sustainable methods of archiving, filtering, and communicating stories
- Design methods for bringing stories to life in physical spaces across campus and promote Career Education's impact on outcomes

YEAR 3

- Package educational content and stories for external stakeholders related to the core differentiators of an all-women's and liberal arts education
- Explore video related to Wellesley's diverse impact on the world

To influence Wellesley's reputation through outcomes and outreach

Goal 2: Develop strategies for collecting data and communicating outcomes / impact related to first destination and beyond

TARGET

Develop, track, and communicate 3 metrics related to Career Education's impact on student learning and growth in the context of the larger College ecosystem

INSTITUTIONAL PRIORITIES

- Inclusive Excellence

GOAL 2 STRATEGIES

YEAR 1

- Develop overarching assessment strategy focusing on the intentional learning and growth of Career Education users
- Develop data communications plan with faculty/departments uniquely analyzing humanities, social sciences, and science analytics
- Produce visual/interactive online semester and annual reports to increase access to data

YEAR 2

- Develop a plan for the analysis and communication of data for parents and prospective students
- Develop alumnae mid-career survey

YEAR 3

- Connect internal, college-specific data to national data sets and projects to show comparisons and promote existing data
- Focus on Career Education's impact through interviews with students who first experienced Career Education as a first year or sophomore and since completed or have been accepted to internships, fellowships, service programs, first jobs, etc.



PILLAR 4

Goal 1: Identify key partnerships and opportunities to scale support for alumnae career advancement

TARGET

Identify at least 3 key partnerships

INSTITUTIONAL PRIORITIES

- Diversity, Equity and Inclusion
- Inclusive Excellence / Maintaining Academic Excellence

GOAL 1 STRATEGIES

YEAR 1

- Identify alumnae needs through outreach
- Establish strong rapport with WCAA staff members and key leaders in the alumnae clubs nationally / internationally

YEAR 2

- Determine key organization(s) that support women advancing in their careers, re-entering the workforce and in mid to senior level transition
- Collaborate with WCAA and key alumnae clubs to further establish a formal structure of support and expand reach to alumnae

YEAR 3

- Explore partnerships and opportunities for research related to the unique development and career advancement of women

To advantage Wellesley through strategic partnerships with institutions & organizations to further advance women's careers

Goal 2: Build resources for women to support a lifetime of career growth, resilience, and decision-making

TARGET

Create at least 2 programs and 3 virtual resources

INSTITUTIONAL PRIORITIES

- Diversity, Equity and Inclusion
- Inclusive Excellence / Maintaining Academic Excellence

GOAL 2 STRATEGIES

YEAR 1

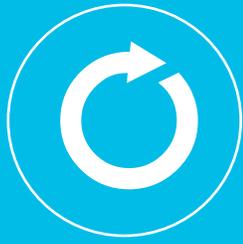
- Determine the types of resources needed regarding career growth, resilience, and decision-making
- Create and refine content for virtual resources

YEAR 2

- Create in-house programs, webinars, or events that can be shared at scale with the alumnae population
- Ask interested alumnae to create resources

YEAR 3

- Evaluate the first two years to identify successful and less successful resources; work to continue, institutionalize and expand successful ventures in the interest of making them integral to Wellesley culture



PILLAR 5

Goal 1: Identify opportunities to increase efficiency and effectiveness

TARGET

Remain budget neutral in all organizational and structural changes

INSTITUTIONAL PRIORITIES

- Financial Stability

GOAL 1 STRATEGIES

YEAR 1

- Implement pop up / group advising to increase capacity of career community advisors
- Restructure existing organization to allow for creation of alumnae focus without additional resources or losing critical coverage in other areas
- Focus on target marketing for existing programs to scale student reach and participation

YEAR 2

- Collaborate with CFO to explore the possible use of restricted endowed funds to cover any possible positions
- Use data to adjust job descriptions as necessary to eliminate outdated focus areas / ineffective services and create newly aligned responsibilities that position the organization for scale

YEAR 3

- Continue to evaluate and redesign organizational structure to reduce redundancies, maximize capacity, and ensure strategic use of funds

To sustain the Career Education Program

Goal 2: Fundraise sufficient current use and endowed funds to sustain the Career Education program

TARGET

Approximately \$1 million in current use funds annually; Approximately \$25 million in endowment

INSTITUTIONAL PRIORITIES

- Financial Stability

GOAL 2 STRATEGIES

YEAR 1

- Collaborate closely with Resources to schedule appropriate donor visits nationally and internationally
- Collaborate with Resources to establish an angel investor network for the full endowment amount
- Travel and attend relevant donor-related events
- Incorporate Career Education accolades and success metrics into talking points for the President and other senior level administrators
- Begin to use down all restricted current use funds to support salary and fringe

YEAR 2

- Continue to cultivate relationships with Resources colleagues
- Continue to travel and participate in events organized by Resources

YEAR 3

- Evaluate fundraising progress and approach as necessary
- Explore opportunities with Corporations and Foundations to expand corporate giving

