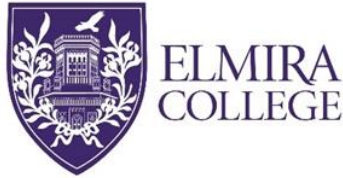


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Reimagining Elmira College

As President Lindsay shared in his May 24 email to the EC community, the College is working to better align its strategic and financial planning, and thereby laying the foundation for growth. This **Reimagining Elmira College Project** will establish clear institutional improvement goals aligned with the overarching goals and objectives in the College's 2023-2028 Strategic Plan. Several Working Groups have been formed to complete the work, which is bolstered by insights gleaned from the College's ongoing Middle States Commission on Higher Education Self-Study. The coordination between the Reimagining EC Project and the Self-Study enriches the efforts of the Working Groups, empowers them to tackle issues identified in the Self-Study, and provides the opportunity to integrate findings from both efforts into final institutional improvement goals, reinforcing the College's compliance with MSCHE expectations. A list of Reimagining EC goals and objectives, along with committee members, is below.

Working Groups (as of 6/14/24)

A. Explore Strategic Opportunities

- **A1** - Investigate options for shared services and other cost-efficient strategies for the College
 - Chuck Lindsay (lead)
 - Kyle Gilbert
 - George Winner
 - Clare van den Blink
- **A2** - Identify campus programs and services that have maximum impact on enrollment and the student experience
 - Dennis Kelly (lead)
 - Rhonda Faunce
 - Paula Lee Hobson
 - Rachel Redmond
 - Patrick Gillette
 - Kelly Smith
 - Jen Swain
- **A3** - Partner with campus members, especially faculty and athletic coaches, to open doors for Institutional Advancement with alumni, parents, and community members who can make philanthropic investments in the College.
 - Paula Lee Hobson (lead)
 - Alison Wolfe

B. Conduct a Structural Analysis & Program Review

- **B1** - Identify benchmark institutions
Chuck Lindsay
Dennis Kelly
Patricia Ireland (lead)
Corey Stilts
Paula Lee Hobson
Jon Daly
- **B2** - Identify academic programs with the greatest mission alignment and growth potential
Chuck Lindsay
Patricia Ireland (lead)
Martha Easton
Doc Billingsly
Adam Giambrone
Derek Chalfant
Susan Hohenhaus
- **B3** - Conduct a marginal cost analysis for each academic program and intercollegiate sport
Chuck Lindsay
Patricia Ireland
Kyle Gilbert (lead)
Erin Gehen
Corey Stilts
Mariam Khawar
- **B4** - Design an administrative structure that allows greater flexibility while achieving operating efficiencies
Kyle Gilbert (lead)
Joe McDonald
Jen Swain
Erin Gehen
Jessica Carpenter
- **B5** - Improve academic administration efficiency by reducing costs and administrative course releases
Chuck Lindsay
Patricia Ireland (lead)
Chris Terry
Rachel Redmond
Alexis Rittenberger
Joseph Kolacinski

C. Develop a Communication Plan

- **C1** - Create a statement outlining Phase II purpose & goals
- Establish protocols and a plan to include all segments of the campus community
- Ensure the opportunity for appropriate input from all constituents by identifying representatives from each group
- Establish ways of sharing information and opportunities for feedback throughout the process
- Develop timeline for implementing changes
Jen Swain (lead)
Angela Tufillaro
Mitch Lewis
Adam Giambrone

D. Finance

- **D1** - Identify additional sources of auxiliary income
Chuck Lindsay (lead)
Marty Fennell
Joe McDonald
Tricia Ireland
Paula Lee Hobson
Ping Zheng
- **D2** - Assess alignment between strategic planning and budgeting
Chuck Lindsay
Kyle Gilbert
Mitch Lewis (lead)
- **D3** - Codify budget development process
Kyle Gilbert (lead)
Joe McDonald
Mitch Lewis

E. Physical Plant and IT

- **E1** - Explore and expand opportunities for leasing and renting facilities
Chuck Lindsay
Kyle Gilbert (lead)
Jeff Streeter
- **E2** - Enhance building efficiencies where possible
Kyle Gilbert (lead)
Jeff Streeter
Chris Longwell
- **E3** - Review software packages and policies
Clare van den Blink (lead)
Kyle Gilbert
Dan Kjar

Tom Steffes
Patricia Ireland
Matt Seybold