



# Walnut Hill College

Founded in 1974 as The Restaurant School

## INSTITUTIONAL ASSESSMENT & IMPROVEMENT PLAN

2016 - 2021

## Campus

University City  
Allison Mansion | Main Campus  
4207 Walnut Street  
Philadelphia, PA 19104

## Undergraduate Degree Programs

Pastry Arts  
Culinary Arts  
Hotel Management  
Restaurant Management

*“Today, knowledge has power. It controls access to opportunity and advancement.”*

*- Peter Drucker*

**W**ALNUT  
**H**ILL  
**C**OLLEGE



**I**NSTITUTIONAL  
**A**SSESSMENT AND  
**I**MPROVEMENT **P**LAN  
2016-2021



“Without continual growth and progress, such words as **improvement**, **achievement**, and **success** have no meaning.”

- Benjamin Franklin

**HOSPITALITY.**

**INSPIRATION.**

**PASSION.**







# Walnut Hill College

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Founded in 1974 as The Restaurant School

## **OUR MISSION**

The Restaurant School at Walnut Hill College is dedicated to providing a distinctive educational experience that inspires students towards professionalism, civic responsibility and lifelong learning for success in their chosen career field.

## **OUR VISION**

Our vision is to be the preeminent source of inspired professionals graduating from the most prestigious fine dining and hospitality management institution.

“Welcome Home” celebrates the homecoming of our freshman students as well as returning students to campus. Everyone at The Restaurant School at Walnut Hill College literally rolls out the red carpet for all of our students with a week long celebration, activities, and more!



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# WALNUT HILL COLLEGE: A HISTORY

It was 1974, and the Philadelphia restaurant renaissance scene was capturing national attention. The Washington Post noted, *“Perhaps there are four major cuisines in the world: French, Italian, Chinese and Philadelphian.”*

That year, nearly 42 years ago, The Restaurant School was born. It quickly became a national center for aspiring restaurateurs to turn their passions and dreams into true success. The school's focus was Restaurant Management. Entrepreneurial in nature, graduates pursued their ultimate goal of owning their own restaurant.

Born of passion, The Restaurant School advanced. Daniel Liberatoscioli arrived in 1981 as President. In 1982, the school achieved national accreditation. Enrollment grew. Majors in Culinary Arts, Pastry Arts and Hotel Management were added. At that time the school was located in Center City, Philadelphia. The facilities expanded.

In 1992, The Restaurant School moved to its current location in the University City section of Philadelphia. As students settled into the exciting new campus, one could sense that the school was poised for growth. Both the school and its graduates advanced with great achievements.

In 2000, The Restaurant School achieved college-status and was re-branded as Walnut Hill College. Today, the college continues to expand in enrollment, campus facilities and services to its students.

Advancements are sure to come. New projects are already in the planning stages: a suburban organic farm, a luxury boutique hotel, an expanded campus with new classrooms and shops, and potentially new majors. It's a perfect celebration and combination of history and advancement.

*“Leadership and learning are indispensable to each other.”*

*John F. Kennedy*



## LETTER FROM THE PRESIDENT

I haven't been to work in 35 years. How could I consider the opportunity as President of Walnut Hill College to be work? It's a privilege. When one considers the most meaningful people in their lives, very often an educator shows up on that list.

Imagine being part of what truly is life changing for people. Education is the only investment in life that can make such a claim. As I walk the campus, visit classrooms, travel with our students and consider all that is happening during this important juncture of their lives I am humbled, flattered and invigorated.

“Advancement” is the theme for this Institutional Assessment and Improvement Plan. It's a theme that captures many concepts and feelings: imagination, needs, ideas, creativity and, well, dreams.

This college community invites you to join in its advancement. Very often advancement happens at the place where some of the best-laid plans and dreams are made... around the kitchen table. Join us!

*Daniel Liberatoscioli*  
President



# Advancement

*“Advancement only comes with habitually doing more than you are asked.”*

*- Gary Ryan Blair*



# Core Values



**HOSPITALITY** is at the heart of all we do.

**SERVICE** is at the core of our operations.

It defines us by our commitment to our “students as customers” through the exceptional service we provide.

We take pride in product **EXCELLENCE**.

Education is our product, and our faculty and staff take great pride in sharing their wisdom, experience, and professionalism with our students.

We value **INTERPERSONAL REGARD**.

We strive to create a sense of community and belonging that nurtures and supports all members.

We promote **PERSONAL GROWTH** and **CIVIC RESPONSIBILITY**.

We inspire our students to develop a sense of pride in themselves as well as in others through participation in public service programs.

*“I have to give this school [Walnut Hill College] a lot of credit; it gave me a bit of trial by fire; the instructors didn’t just give you a book and say, ‘this is what you’re going to do in this situation,’ they actually put us in the situation to see what we would do. When I walked out of this college, I knew what I was getting into because I had dealt with it first-hand. It’s that hands-on experience that I value so much from my time at Walnut Hill College.*

*Being at Walnut Hill College taught me to have passion for my industry. At other colleges, there are a ton of other majors, but here - things are much more focused. The college really immerses you in the industry and sets you up for success. There is no way that you could go to Walnut Hill College for a degree and fail because everything I’ve experienced in this industry so far, I’ve learned at this school.”*

*Brandon Webb, Director of Guest Experience  
The Windsor Suites, Alum, 2009*





*“Hospitality is present when something happens for you. It is absent when something happens to you. Those two simple prepositions - for and to - express it all... Hospitality exists when you believe that the other person is on your side.”*

*- Danny Meyer, CEO of Union Square Hospitality Group*

# Strategic Priorities



## **ACADEMIC AFFAIRS**

Focusing on experiential learning, on-line learning, curricula advancements, service learning, civic responsibility engagement, credentials and certifications.

## **ADMISSIONS**

Focusing on policies, criteria, selection, and assessment.

## **CAMPUS DEVELOPMENT**

Focusing on campus planning, campus development, classroom upgrades, new dorms, improved security, a luxury boutique hotel and an organic farm.

## **STRATEGIC ENROLLMENT MANAGEMENT**

Focusing on marketing, enrollment projections, and local, regional and national high school marketing.

## **FINANCIAL AID**

Focusing on default management, institutional grants and scholarships.

## **LEADERSHIP**

Focusing on executive team advancement, Board of Trustees, Program Advisory Committees and governance.

## **LIBRARY, RESOURCE CENTER AND TECHNOLOGY**

Focusing on the library and resource center and technology.

## **PERFORMANCE INDICATORS**

Focusing on retention and persistence, apprenticeships, graduation, placement and planning for gainful employment.

## **POLICIES AND PROCEDURES**

Focusing on Title IX, The Clery Act, Student Handbook, Residential Handbook, Team-Human Resources Handbook and Faculty Handbook.

## **PROFESSIONAL DEVELOPMENT**

Focusing on development and training for faculty and staff as well as professional memberships, valuable credentials and relationships with associations.

## **STUDENT LIFE**

Focusing on residential life, student activities, student organizations, three proprietary television stations, on-line radio broadcasting and a student journal.

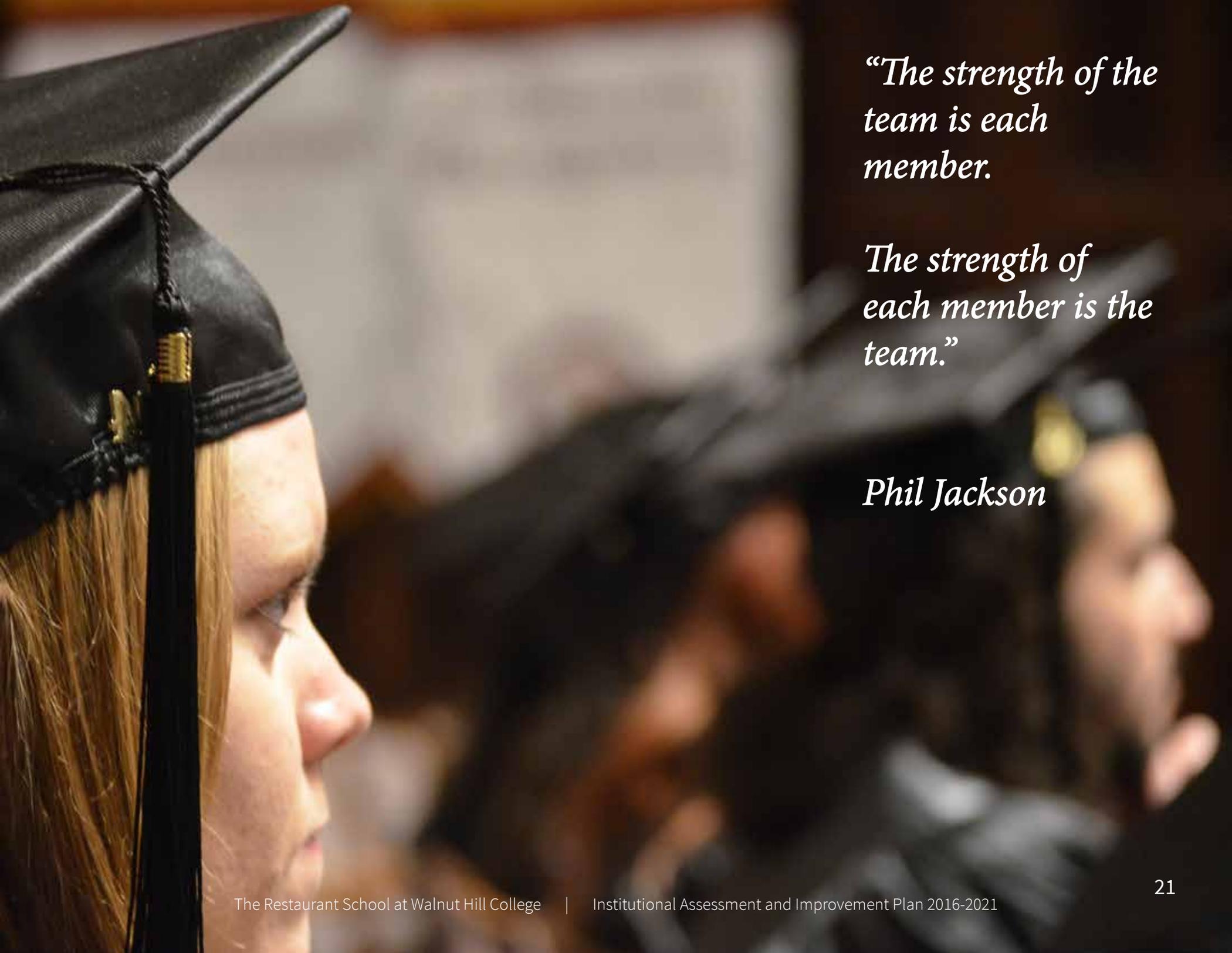
## **STUDENT SERVICES**

Focusing on student advising, career services, tutoring, first year seminar and The Student Leader Development Institute.

# Influences To The Planning Process

The teams engaged in the Institutional Assessment and Improvement Planning were directed to consider the nine influences proposed in the Accrediting Commission of Career Schools and Colleges' Monograph Series: Institutional Assessment and Improvement Planning. The nine influences are:

- Management
- Fiscal condition and budget
- Administrative policies and practices
- Student support services
- Faculty and staff development
- Educational program curricula
- Learning resources, system equipment, and support materials
- Facilities
- Student achievement outcomes



*“The strength of the team is each member.*

*The strength of each member is the team.”*

*Phil Jackson*

*“My time at Walnut Hill College is something that I will remember for the rest of my life. I had the chance to really find a field that made me want to get up in the morning; something that challenged me every day! Walnut Hill College gave me the essential tools, instructions, and guidance to allow me to achieve my goals in the hospitality field.*

*Originally, I wanted to go to culinary school because I loved food and wanted to learn more about it. However, my admissions representative, Karen, had another vision for me. After we met, she noticed that I would be a better fit in Restaurant Management as opposed to Culinary Arts. Karen has this uncanny ability to sense exactly where students would benefit the most at Walnut Hill College, and taking a jump into Restaurant Management was the best decision I made in my life.”*

*Kyle O’Neil, Bar Manager*

*Vetri Restaurant Group, Alum, 2014*



# Overview of the Planning Process

## PROCESS:

The teams engaged in the Institutional Assessment and Improvement Planning used a three-level process to develop the plan. Each level is comprised of a multidisciplinary approach that calls for teams from all contingencies to comb surveys, collect data, identify and prioritize goals, develop action plans, and create a time-line and assessment plan - all while considering the nine influences.

### 1. Assessment

- Surveys, Noel-Levitz and institutional
- Collecting data
- Engaging teams
- Benchmarking

### 2. Engagement

Inclusive of all constituents. Teams included:

- Students
- Graduates
- Employers
- Staff
- Faculty
- Leadership
- Board of Trustees
- Program Advisory Committees

### 3. Strategy

- Identifying goals
- Prioritizing goals
- Action plans
- Identifying teams
- Resources required
- Time-line
- Follow-up assessment

### ASSESSMENT: DATA COLLECTION, BENCHMARKING AND SURVEYS

Data collection, benchmarking and surveys were instrumental in the assessment portion of the Institutional Assessment and Improvement Plan. Team utilized the information gathered to assist in selecting and prioritizing strategic priorities.

#### Surveys:

- Dorms
- Employer Satisfaction Survey
- Library
- Noel-Levitz
- Security
- Student Activities
- Student Dining

Continued on the next page...

**Data:**

- Graduation rate
- Placement rate
- Retention
- Matriculation into bachelor's degree majors at the college
- Academic success and performance
- Student Life and Learning Points
- Retention in the Residential Learning Program
- Results of the Student Leadership Development Institute
- Student/faculty ratio
- Student/student services staff ratio

**Benchmarking:**

- Resources from other higher education institutions

**TEAMS**

Every constituent category in the college community was engaged in the Institutional Assessment and Improvement Plan. Teams considered assessment and data collection, created a list of considerations, and further worked to prioritize and adopt the twelve strategic priorities and their related projects.

- Board of Trustees
- Faculty Teams

- Leadership
- Program Advisory Committees
- Staff Teams
- Student Leaders

**SCOPE AND EVENTS****Board of Trustees:**

The Board of Trustees works in strategic planning in general. Starting with the December 2015 meeting, Trustees were engaged in assignments for the Institutional Assessment and Improvement Plan. At the June 2016 meeting, Trustees were assigned to “working teams”: Admissions, Academic Affairs, Campus Developing, Bachelor’s Culinary Course Upgrades and Strategic Enrollment Management.

**Faculty:**

Nearly all of the faculty were engaged in the Institutional Assessment and Improvement Plan; either through standing faculty meetings or direct assignment’s with their working team.

**Leadership:**

College leaders attended the ACCSC seminar in January 2016. Also, leaders have been working together in their own teams, as well as within working teams on campus.

### ***Program Advisory Committees:***

The Program Advisory Committees were surveyed. Results became influences in the Institutional Assessment and Improvement Plan. As well, this plan became the primary subject for the June 2016 meeting.

### ***Staff Teams:***

Staff participated in fourteen teams, with specific themes and goals.

### ***Student Leaders:***

Student Leaders participated in two events: a full-day strategic planning session and a session during which Student Leaders presented two written projects on experiences and inspiration moments to college leaders.

## **THE WORKING PROCESS**

Now that the twelve strategic priorities have been identified and the nine influences have been considered, the teams determined that the work will proceed with a six-step process:

- Identify goals
- Create an action plan
- Determine who is assigned
- Identify resources required
- Create a time-line
- Determine assessment





*“I don’t want fame, recognition or wealth. I just want to see people smile and watch people enjoy my food. I want to be able to share that love with others through my dishes and through inspiring others with a similar passion—showing them how to create and share their love as well. I am so blessed to be able to do this. I can honestly say there is nothing in the world I would rather be doing and not a lot of people can say that and mean it.*”

*My experience is that to make it in this business, you have to feel that love for it to be fully expressed in all your affairs. That kind of passion translates into everything you do.”*

*Adam Flax, Culinary Operations Fellow*

*Walnut Hill College, Alum, 2015*

*“I tell a student that the most important class you can take is technique. A great chef is first a great technician. If you are a jeweler, or a surgeon or a cook, you have to know the trade in your hand. You have to learn the process. You learn it through endless repetition until it belongs to you.”*

*- Jacques Pepin*



# Academic Affairs

## 1.1 ACADEMIC AFFAIRS

### STRATEGIC INITIATIVES

Walnut Hill College strives to offer academic coursework and experiential learning opportunities that prepare students for success in their chosen career field, inspire continued professional development and promote lifelong learning behaviors as valuable members of society.

Academics at Walnut Hill College engages a multi-faceted pedagogical approach in order to promote understanding and development for students with varying learning styles. The three-tiered approach utilizes theory-based didactic teaching with focused active learning techniques, supervised laboratory hands-on training and instruction, and applied operations coursework and internships. These pedagogies are employed in a balanced programmatic method to ensure students are engaged in learning throughout the degree program.

An interactive Learning Management System (LMS) is utilized by Walnut Hill College for all courses providing students the opportunity to remain actively involved in learning while in and outside the classroom. Faculty are capable of engaging learners between classes in discussion boards and messaging, providing instructional content in the form of videos, handouts, and research links, and deliver detailed feedback on assessments in writing, rubric, or audio format.

The LMS also allows for the creation of a Peer Learning Community as students can interact with colleagues, other faculty and staff, and create their own learning groups.

The College curriculum requires all students to complete a Study Tour Course as a part of his or her degree programming. This tuition paid travel experience includes 9 weeks of on-ground instruction and a one-week immersion experience in a domestic or international culture. This immersion learning coursework promotes a deeper appreciation for diversity and the cultures of the world while experiencing hosted tours by international industry practitioners. Students complete reflection based assessments focused on their personal growth and development as well as their understanding of their chosen profession.

The college is proud of the dynamic nature of its academic degree programming. It strongly believes in developing foundational knowledge and skills in all learners, and supplementing understanding with functional development of creative thought processes, critical thinking, and problem solving techniques.

**The following strategies have been identified as key initiatives the college is interested in pursuing as it continues to ensure a sophisticated program while evolving potential degree offerings:**

- Complete the development and launch a revised curriculum for Culinary and Pastry Arts Associate and Bachelor Degree programs.
- Modify current Associate Degrees in Restaurant Management and Hotel Management under one Bachelor Degree program in Hospitality Management with concentrations in Food Service Management, Hotel Management, Event Management, Beverage Management and Casino Management .
- Engage in an analysis and design of a Masters in Hospitality Leadership degree.
- Implement a credit based Faculty Development Program (FDP) required for all faculty.
- Analyze and review current curriculum making recommendations for revision to the Executive Committee



**TABLE 1.1**

**ASSOCIATE DEGREE: THE COLLEGE WILL LAUNCH A REVISED CURRICULUM FOR CULINARY AND PASTRY ARTS ASSOCIATE AND BACHELOR DEGREE PROGRAMS BY AUGUST, 2017.**

Goal	Action	Assigned To	Resources	Timeline	Assessment
MODIFY/DESIGN CURRENT/PLANNED COURSE LESSON PLANS, LEARNING OUTCOMES, AND ASSESSMENTS.	Ongoing with course review; lesson/plan assessment development	Faculty	Indirect costs associated with release time to complete committee work	Winter 2017	Completed courses
MAP UPDATED LEARNING OUTCOMES AND ASSESSMENTS TO KEY LEARNING POINTS (KLPS) AND COLLEGE MISSION.	Mapping of Strategic Learning Outcomes (SLOs) to KLPs	Curriculum Review and Design Committee (CRDC)	Indirect costs associated with release time to complete committee work	Winter 2017	Completed program maps
PREPARE AND PRESENT SUBSTANTIVE CHANGES TO PDE AND ACCSC FOR APPROVAL.	Substantive change submission	Academic Affairs, Committee (AAC) PDE	Filing fees; administrative fees	Winter/Spring 2017	Submission to regulatory bodies
PARTNER WITH ADMISSIONS AND MARKETING TEAM TO EDUCATE ON NEW/REVISED COURSEWORK.	Meeting schedule with marketing/admissions team	CRDC, Strategic Enrollment Management Committee, Director of Marketing	Indirect costs associated with release time to complete committee work	Spring 2017/Ongoing	Completed trainings

**TABLE 1.1**

**ASSOCIATE DEGREE: CONTINUED FROM PREVIOUS PAGE...**

Goal	Action	Assigned To	Resources	Timeline	Assessment
ENSURE FACULTY ARE PREPARED TO EXECUTE NEW COURSES VIA PILOT TEST COURSES ON SCHOOLGY (LMS).	Pilot tested courses via Schoology (LMS)	Chief Academic Officer Faculty	No direct financial impact	Spring/Summer 2017	Pilot course completion
HIRE ADJUNCT AND FULL TIME FACULTY AS NEEDED.	Hiring/plan ongoing	Chief Academic Officer	Adjunct faculty/new hire costs	Summer 2017	Hiring completion
CREATION OF NEW COURSES IN CAMPUS NEXUS	Program creation	Executive Vice President Student Success Advisor	No direct financial impact	Summer 2017	Completed back engine
LAUNCH REVISED CULINARY ARTS/PASTRY ARTS CURRICULUM.	Launch	Faculty	No direct financial impact	Summer 2017	New curriculum launched
PROGRAM/COURSE EVALUATIONS.	Ongoing evaluations via Course Surveys	Students Faculty CRDC, AAC	No direct financial costs	Ongoing	Evaluations and analysis; modification as needed

**TABLE 1.2**

**BACCALAUREATE DEGREE: THE COLLEGE WILL ELIMINATE CURRENT ASSOCIATE DEGREES IN RESTAURANT MANAGEMENT AND HOTEL MANAGEMENT AND LAUNCH A NEW BACHELOR DEGREE PROGRAM IN HOSPITALITY MANAGEMENT WITH CONCENTRATIONS IN FOOD SERVICE MANAGEMENT, HOTEL MANAGEMENT, EVENT MANAGEMENT, BEVERAGE MANAGEMENT AND CASINO MANAGEMENT BY FALL 2018.**

Goal	Action	Assigned To	Resources	Timeline	Assessment
MODIFY/DESIGN CURRENT/PLANNED COURSE LESSON PLANS, LEARNING OUTCOMES, AND ASSESSMENTS FROM EXISTING RESTAURANT MANAGEMENT AND HOTEL MANAGEMENT PROGRAMS	Coursework design	Faculty	Indirect costs associated with release time to complete committee work	Fall 2016/Winter 2017	Completed courses
MAP UPDATED LEARNING OUTCOMES AND ASSESSMENTS TO KLPS AND COLLEGE MISSION.	Completed program mapping	CRDC	Indirect costs associated with release time to complete committee work	Fall 2016/Winter 2017	Completed program maps
PREPARE AND PRESENT SUBSTANTIVE CHANGES TO PDE AND ACCSC FOR APPROVAL.	Substantive change submission	AAC and PDE	Filing fees; administrative fees	Winter/Spring 2018	Submission to regulatory bodies

**TABLE 1.2**

**BACCALAUREATE DEGREE: CONTINUED FROM PREVIOUS PAGE...**

Goal	Action	Assigned To	Resources	Timeline	Assessment
PARTNER WITH ADMISSIONS AND MARKETING TEAM TO EDUCATE ON NEW/REVISED COURSEWORK.	Meeting schedule with marketing/admissions team	CRDC SEMC Director of Marketing	Indirect costs associated with release time to complete committee work	Spring 2018/Ongoing	Completed trainings
ENSURE FACULTY ARE PREPARED TO EXECUTE NEW COURSES VIA PILOT TEST COURSES ON SCHOLOGY (LMS).	Pilot tested courses via Schoology (LMS)	Chief Academic Officer Faculty	No direct financial impact	Spring/Summer 2018	Pilot course completion
HIRE ADJUNCT AND FULL TIME FACULTY AS NEEDED.	Hiring/plan ongoing	Chief Academic Officer	Adjunct faculty/new hire costs	Summer 2018	Hiring completion
CREATION OF NEW COURSES IN CAMPUS NEXUS	Program creation	Executive Vice President SSA	No direct financial impact	Summer 2018	Completed back engine
LAUNCH NEW HOSPITALITY MANAGEMENT PROGRAM WITH CONCENTRATIONS	Launch	Faculty	No direct financial impact	Summer 2018	New curriculum launched
PROGRAM/COURSE EVALUATIONS.	Ongoing evaluations via Course Surveys	Students Faculty CRDC, AAC	No direct financial costs	Ongoing	Evaluations and analysis; modification as needed

**TABLE 1.3**

**MASTERS DEGREE: THE COLLEGE WILL LAUNCH MASTERS IN HOSPITALITY DEGREE BY AUGUST 2020.**

Goal	Action	Assigned To	Resources	Timeline	Assessment
IDENTIFY/HIRE A SUBJECT MATTER EXPERT (SME) IN LEADERSHIP CURRICULUM TO SUPPORT THE DEVELOPMENT OF THE MASTERS PROGRAM	Hire SME	Chief Academic Officer	Budgeted funds for search and temporary consultancy	Summer/Fall 2018	Employed consultant
DESIGN PROGRAM GOALS AND CURRICULUM TO INCLUDE COURSE LESSON PLANS, LEARNING OUTCOMES, AND ASSESSMENTS	Program development and design	Chief Academic Officer, CRDC Faculty Council SME	Research costs, SME fees; equipment fees	Spring/Summer 2019	Completed program goals with coursework and lesson plans, etc.
MAP UPDATED LEARNING OUTCOMES AND ASSESSMENTS TO KLPS AND COLLEGE MISSION	Completed program mapping	CRDC SME	Indirect costs associated with release time to complete committee work	Spring/Summer 2019	Final program maps
PREPARE AND PRESENT PROGRAM TO PDE AND ACCSC FOR APPROVAL	Program submission	AAC PDE	Filing fees; administrative fees	Summer 2019	Submission to regulatory bodies

**TABLE 1.3**

**MASTERS DEGREE: CONTINUED FROM PREVIOUS PAGE...**

Goal	Action	Assigned To	Resources	Timeline	Assessment
PARTNER WITH ADMISSIONS AND MARKETING TEAM TO EDUCATE ON NEW/REVISED COURSE-WORK.	Meeting schedule with marketing/admissions team	CRDC SEMC Director of Marketing	Indirect costs associated with release time to complete committee work	Fall 2019/Winter 2020	Completed trainings; Marketing campaign launched
HIRE FACULTY AS NEEDED TO INSTRUCT DESIGNED CURRICULUM	Hiring/plan ongoing	Chief Academic Officer	Adjunct faculty/new hire costs	Spring 2020	Hiring completion
CREATION OF NEW COURSES IN CAMPUS NEXUS	Program creation	Executive Vice President SSA	No direct financial impact	Summer 2020	Completed back engine
ENSURE FACULTY ARE PREPARED TO EXECUTE NEW COURSES VIA PILOT TEST COURSES ON SCHOOLY (LMS).	Pilot tested courses via Schoology (LMS)	Chief Academic Officer Faculty	No direct financial impact	Summer 2020	Pilot course completion
LAUNCH NEW MASTERS IN HOSPITALITY PROGRAM WITH CONCENTRATIONS	Launch	Faculty	No direct financial impact	Summer/Fall 2020	New curriculum launched
PROGRAM/COURSE EVALUATIONS.	Ongoing evaluations via Course Surveys	Students Faculty CRDC, AAC	No direct financial impact	Ongoing	Evaluations and analysis; modification as needed

**TABLE 1.3****CURRICULUM REVIEW AND DEVELOPMENT: THE COLLEGE WILL COMPLETE ITS ANALYSIS AND REVIEW OF CURRENT CURRICULUM, MAKING RECOMMENDATIONS FOR REVISION TO THE EXECUTIVE COMMITTEE BY SPRING 2017.**

Goal	Action	Assigned To	Resources	Timeline	Assessment
FORM AND INITIATE A CURRICULUM REVIEW AND DESIGN COMMITTEE (CRDC)	Identify committee members within the College	Chief Academic Officer	Indirect costs associated with release time to complete committee work	Fall 2015	Committee formation
DEFINE KEY LEARNING PRIORITIES FOR ALL DEGREE PROGRAMS (KLPs)	Strategize and formulate KLPs	CRDC AAC	No direct financial impact	February 2016	Approved KLPs by AAC
ENAGE FACULTY COUNCIL FOR REVIEW OF ALL ASPECTS OF THE REVIEW PROCESS	Provide approved KLPs to Faculty Council for review/recommendation	Chief Academic Officer CRDC	No direct financial impact	March 2016	Faculty Council Meeting minutes
CONSULT PAC FOR RECOMMENDATIONS FOR REVISION TO CURRENT CURRICULUM	Provide approved KLPs to PAC for review/recommendation	Chief Academic Officer PAC	PAC meeting costs	March 2016	PAC Meeting minutes
ANALYZE AND REVISE PROGRAM GOALS FOR ALL DEGREE PROGRAMS	Review, strategize and update program goals as needed	CRDC Faculty Council	No direct financial impact	Summer 2016	CRDC Meeting minutes
ANALYZE AND MAKE RECOMMENDATIONS FOR COURSE REVISIONS, MODIFICATIONS, REMOVAL AND/OR ADDITIONS FOR ALL DEGREE PROGRAMS	Review, strategize and update required program courses as needed	CRDC Faculty Council	No direct financial impact	November 2016	CRDC Meeting minutes
PROVIDE PROGRAM CURRICULUM MODIFICATIONS TO EC FOR APPROVAL	Deliver report to EC/BOT in March 2017	Chief Academic Officer	No direct financial impact	December 2016	EC/BOT Approval

# ADDENDUM TO THE ACADEMIC AFFAIRS COMMITTEE'S STRATEGIC INITIATIVES

- FACULTY DEVELOPMENT PROGRAM (FDP)
  - TABLES 1.3 (A1-A2)
- EXPERIENTIAL LEARNING STRATEGY
  - TABLE 1.3 (B)
- ON-LINE LEARNING STRATEGY
  - TABLE 1.3 (C)
- STUDENT HANDBOOK STRATEGY
  - TABLE 1.3 (D)
- THE STUDENT LEADER DEVELOPMENT INSTITUTE STRATEGY
  - TABLE 1.3 (E)

**TABLE 1.3(A1)**

**FACULTY DEVELOPMENT PROGRAM:** THE COLLEGE WILL IMPLEMENT A CREDIT BASED FACULTY DEVELOPMENT PROGRAM (FDP) RECRUIRED FOR ALL FACULTY BY FALL OF 2016.

Goal	Action	Assigned To	Resources	Timeline	Assessment
GAIN APPROVAL FROM THE AAC TO IMPLEMENT THE FACULTY DEVELOPMENT PROGRAM (FDP)	Approval to design plan	AAC Chief Academic Officer	No financial resources	Summer 2016	Approval
RESEARCH BEST PRACTICES OF CREDIT BASED (FDP) PROGRAMS AT SIMILAR INSTITUTIONS	Pilot tested courses via Schoology (LMS)	Student Success Adviser (SSA)	Research costs	Summer/Fall 2016	Final research summary
PROGRAM DEVELOPMENT	Hiring/plan ongoing	Chief Academic Officer SSA	Development costs	Summer/Fall 2016	Finalized program
FACULTY COUNCIL REVIEW AND APPROVAL OF PROGRAM	Program creation	Faculty Council Chair	No financial costs	Summer/Fall 2016	Approved program
PROGRAM IMPLEMENTATION	Launch	Chief Academic Officer	Professional development costs/fees	Fall 2016 and ongoing	Implemented program
PROGRAM AND EVALUATION	Ongoing evaluations via Course Surveys	Chief Academic Officer	Survey creation costs	Summer 2017	Survey results analyzed; modifications implemented

**TABLE 1.3(A2)**

**FACULTY DEVELOPMENT PROGRAM:** THE COLLEGE INTENDS TO REVIEW AND UPDATED FACULTY POLICIES AND PROCEDURES TO ENSURE CHANGES IN INDUSTRY AND ACADEMIC CULTURES AS WELL AS SOCIETAL NORMS ARE EFFECTIVELY ADDRESSED.

Goal	Action	Assigned To	Resources	Timeline	Assessment
FORMULATE AD HOC COMMITTEE TO REVIEW CURRENT FACULTY HANDBOOK AND ENGAGE IN REVISION PROCESS	Form committee to include departmental leaders from Academics, Student Services, Technology, Career Development, Learning Resources and Faculty	AAC	Indirect costs associated with release time to complete committee work	Fall 2016	Approved committee formation through the AAC
ENGAGE IN ANALYSIS OF BEST PEDAGOGICAL AND FACULTY BEST PRACTICES AT SIMILAR COLLEGES	Work teams to review and make recommendations for changes to policies	Ad Hoc Committee	Indirect costs associated with release time to complete research work	Fall 2016	List of recommended changes for implementation delivered to Ad Hoc Committee for review
REVIEW OF SUGGESTED CHANGES WITH FACULTY COUNCIL (FAC)	World Class Day meeting - November 2016	Faculty Council Chair	No direct financial impact	November 2016	List of concerns and comments from faculty council
COLLECT STUDENT COMMENTS AND RECOMMENDATIONS	Conduct student focus group(s)	Student Success Advisors	Minimal expense for meeting	Fall 2016	List of comments from focus group(s)
COLLECT RECOMMENDATIONS OF POLICY CHANGES FROM PROGRAM ADVISORY COMMITTEE (PAC)	PAC meeting	Program Advisory Committee Chair	Minimal expense for meeting	Fall 2016	List of comments from PAC members

**TABLE 1.3(B)****FACULTY DEVELOPMENT PROGRAM:** CONTINUED FROM PREVIOUS PAGE...

Goal	Action	Assigned To	Resources	Timeline	Assessment
REVIEW OF SUGGESTED CHANGES WITH FACULTY COUNCIL	World Class Day meeting - March 2017	Faculty Council Chair	No direct financial impact	Spring 2017	List of concerns and comments from faculty council
REVIEW OF RECOMMENDATIONS FROM PAC, FACULTY COUNCIL, AND STUDENTS	Ad Hoc Committee meeting	Ad Hoc Committee	No direct financial impact	Spring 2017	Approval, denial, or modification of recommendations
COMPOSITION OF REVISED FACULTY HANDBOOK	Revision of Faculty Handbook	Faculty Council Chair	Indirect cost of time	Summer 2017	Finalized Faculty Handbook
REVIEW AND APPROVAL OF REVISED HANDBOOK	AAC meeting	AAC Chair	No direct financial impact	Summer 2017	Approval, denial, or modification of recommendations

*“The world is a book and  
those who do not travel  
read only one page.”*

*- Augustine of Hippo*



*“Going to The Restaurant School at Walnut Hill College was the best decision I’ve ever made.*

*It changed my life. The required trip to France [while I was a student] was the foundational experience that I modeled my successful business on today.”*

*Chef Jacqueline Peccina-Kelly, Owner,  
Taste 4 Travel, Alumna*

*About Taste 4 Travel:*

*Chef Jacquie is committed to sharing her culinary knowledge and expertise so that people who enjoy food can take their senses to new heights. Her love affair with food and culture began in early childhood, when she was exposed to a blend of Northern and Southern Italian cultures and cuisine. Everyone in her family cooked traditional Italian food; Chef Jacquie’s decision to become a professional chef exposed her to dishes from all over the world!*

*Chef Jacquie’s vast culinary knowledge allows her to curate gastronomic tours that will open her guests’ hearts, mouths and minds to a wide array of culinary delights. Epicureans who desire luxurious food seasoned with knowledge and communicated with a sense of fun and humor will love touring with Chef Jacquie. She brings the magic richness of food to the ultimate culinary seeker – the Foodie.*

*Trained at the prestigious Restaurant School at Walnut Hill College in Philadelphia, Pennsylvania, Chef Jacqueline Peccina-Kelly is a*



**TABLE 1.3(B)**

**EXPERIENTIAL LEARNING STRATEGY:** THE COLLEGE PLANS TO ADD EXPERIENTIAL LEARNING EXPERIENCES TO THE BACHELOR DEGREE PORTION OF ALL FOUR MAJORS.

Goal	Action	Assigned To	Resources	Timeline	Assessment
IDENTIFYING POTENTIAL NEW COURSES	A list of twenty-two potential new courses have been identified	Dean of Culinary Arts, Faculty	Minimal financial cost for indirect time, books for research	Completed	Survey the Chef faculty and selected student focus group(s)
EXPERIENTIAL LEARNING	Identify experimental learning experiences	Dean of Culinary Arts, Faculty, Chief Academic Officer	Minimal financial cost for indirect time, books for research	In process: first deadline is Summer 2016, then ongoing	Survey the Chef Faculty and selected student focus group(s)
NEW COURSES DEVELOPED	Assign new courses to Faculty	Dean of Culinary Arts, Faculty, Chief Academic Officer	Minimal financial cost for indirect time, books for research	In process: first deadline is Summer 2016, then ongoing	Survey the Chef Faculty and selected student focus group(s) and look at performance and grades
CREATION OF LIST OF EXPERIENTIAL LEARNING OPPORTUNITIES	Engage faculty and conduct focus group(s) with students	Vice President of Culinary and Pastry Arts, Chief Academic Officer, Faculty	No direct financial impact	First data collection in Summer 2016, then ongoing; adoption of list in Fall 2016	Ad Hoc team to review ideas and adoption of list
ANALYZE SCHEDULE AND DETERMINE ASSESSMENT	Determine how many credits will be assigned for EL experiences, meet to discuss results of analysis	Vice President of Culinary and Pastry Arts, Chief Academic Officer, Faculty, Executive Vice President, President	No direct financial impact	Summer/Fall 2016	Adjustments as necessary after decision, evaluation after the first term
EXPERIENCES OFFERED	Publish list of experiences	Registrar, Director of Marketing	No direct financial impact	Fall 2016	Monitor enrollment

**TABLE 1.3(C)**

**ON-LINE LEARNING STRATEGY:** TO ENHANCE AND EXPAND THE LEARNING EXPERIENCES IN OUR COURSES THROUGH THE USE OF HYBRID LEARNING ENVIRONMENTS, UTILIZING THE FLIPPED CLASSROOM APPROACH. WITH THE ULTIMATE GOAL OF TRANSITIONING ALL APPLICABLE COURSES TO THE HYBRID MODEL.

Goal	Action	Assigned To	Resources	Timeline	Assessment
DEVELOP HYBRID COURSES FOR DELIVERY WITHIN CURRICULUM	Prioritize courses for hybridization	Chief Academic Officer	Minimal financial cost; Expert Knowledge	Academic Year 2016/2017	Success of hybridized courses pre and post conversion based on achieved grades and adherence to timeline
	In-house vs. pre-designed courses	Chief Academic Officer, Executive Vice President	Minimal financial cost; Expert Knowledge; Budget	Academic Year 2016/2017	Comparison of course description to our stated learning objectives and cost effectiveness of solution
	Identify hardware requirements	IT Coordinator	Expert Knowledge; System Specifications; financial cost unknown at this time	Academic Year 2016/2017	Meeting the requirements stated by provided vendors
	Identify software requirements	IT Coordinator	Expert Knowledge; System Specifications; financial cost unknown at this time	Academic Year 2016/2017	Meeting the requirements stated by provided vendors. Ease of use by faculty and students
	Expense breakdown	Executive Vice President	Expert Knowledge; System Specifications; pricing on required hardware, software and pre-designed courses	Academic Year 2016/2017	Deciding on the choice that is the most effective solution for the college

**TABLE 1.3(C)**

**ON-LINE LEARNING STRATEGY:** CONTINUED FROM PREVIOUS PAGE...

Goal	Action	Assigned To	Resources	Timeline	Assessment
DEVELOP HYBRID COURSES FOR DELIVERY WITHIN CURRICULUM	Implementation of Hybrid Courses	Chief Academic Officer, IT Coordinator	Specialized equipment if necessary, Schoology fees	Academic Year 2017/2018	Selected courses are successfully deployed based on schedule
	Evaluation of success - Grades	Registrar Faculty Council Chair	Reported final grades from the CampusNexus System, Grading results stored for individual assignments in Schoology	Academic Year 2017/2018	Identifying if student performance has improved from the non-hybridized version of the course.
	Evaluation of success - Feedback	Chief Academic Officer Faculty Council Chair	Written feedback from staff, surveyed feedback from students during course evaluations	Academic Year 2017/2018	Determining if the feedback is positive and identifying short-comings that need to be addressed in the future
	Improvements	Chief Academic Officer Faculty Council Chair IT Coordinator	Assessments from evaluation of Grades and Feedback	Academic Year 2017/2018	Determining if the assessments have improved from the “Grades” and the “Feedback” phases

**TABLE 1.3(E)**

**STUDENT HANDBOOK STRATEGY:** THE COLLEGE INTENDS TO REVIEW AND UPDATE STUDENT POLICIES AND PROCEDURES TO ENSURE CHANGES IN INDUSTRY AND ACADEMIC CULTURES AS WELL AS SOCIETAL NORMS ARE EFFECTIVELY ADDRESSED.

Goal	Action	Assigned To	Resources	Timeline	Assessment
FORMULATE AD HOC COMMITTEE TO REVIEW CURRENT HANDBOOK AND ENGAGE IN REVISION PROCESS	Form committee to include departmental leaders from Academics, Admissions, Financial Aid, Residential Learning, Student Services, Technology, Career Development, Learning Resources and Faculty	Academic Affairs Committee (AAC)	Indirect costs associated with release time to complete committee work	Summer/Fall 2016	Approved committee formation through AAC
ENGAGE IN ANALYSIS OF BEST PRACTICES ASSOCIATED WITH EACH DEPARTMENT AT SIMILAR COLLEGES	Departmental work teams to review and make recommendations for changes to policies	Departmental Directors	Indirect costs associated with release time to complete committee research	Fall 2016	List of recommended changes for implementation delivered to Ad Hoc Committee for approval
REVIEW OF SUGGESTED CHANGES BY DEPARTMENT	Committee meeting	Ad Hoc Committee	No direct financial impact	Fall 2016/Winter 2017	Approval of recommended list
COLLECT STUDENT COMMENTS AND RECOMMENDATIONS	Conduct student focus group(s)	Student Success Advisors	Minimal expense for meetings	Winter/Spring 2017	List of comments from focus group

**TABLE 1.3(D)****STUDENT HANDBOOK STRATEGY:** CONTINUED FROM PREVIOUS PAGE...

Goal	Action	Assigned To	Resources	Timeline	Assessment
COLLECT RECOMMENDATIONS OF POLICY CHANGES FROM PROGRAM ADVISORY COMMITTEE	Program Advisory Committee Meeting (PAC)	Program Advisory Committee Chair	Minimal expense for meeting	Spring 2017	List of comments from PAC members
COLLECT RECOMMENDATIONS OF POLICY CHANGES FROM FACULTY COUNCIL	World Class Day meeting - March 2017	Faculty Council Chair	Minimal expense for meeting	March 2017	List of comments from Faculty members
REVIEW OF RECOMMENDATIONS FROM PAC, FACULTY COUNCIL AND STUDENTS	Ad Hoc Committee meeting	Ad Hoc Committee	No financial impact	Spring 2017	Approval, denial, modifications or recommendations
COMPOSITION OR REVISED STUDENT HANDBOOK	Revision of Student Handbook	Chief Academic Officer, Director of Marketing	Minimal cost of publishing revisions	Spring/Summer 2017	Finalized Student Handbook
REVIEW AND APPROVAL OF REVISED HANDBOOK	AAC Meeting	AAC Committee Chair	No financial impact	Summer 2017	Approval, denial, modifications or recommendations of finalized handbook

**TABLE 1.3(E)**

**THE STUDENT LEADER DEVELOPMENT INSTITUTE STRATEGY :** THE COLLEGE OFFERS EXCEPTIONAL STUDENTS AN OPPORTUNITY TO PARTICIPATE IN THE STUDENT LEADER DEVELOPMENT INSTITUTE (SLDI). THE SLDI IS A COMPETITIVE, SOUGHT AFTER EXPERIENCE THAT IS HIGHLY REGARDED. THE SLDI HAS BEEN OFFERED AT WALNUT HILL COLLEGE FOR THE PAST SIX YEARS.

Goal	Action	Assigned To	Resources	Timeline	Assessment
CREATE LIST OF POTENTIAL LEADERSHIP CONFERENCES FOR STUDENTS TO ATTEND	Engage colleagues, search internet, and seek out approval for budget	Chief Academic Officer Associate Director of SLDI	Colleagues, internet meeting time, potential budget for trip(s)	Summer 2016	Meeting between Director and Associate Director of SLDI; approval from executives
CREATE A LIST OF POTENTIAL SPEAKERS FOR SLDI	Engage colleagues, search internet, and seek out approval for budget	Chief Academic Officer Associate Director of SLDI	Colleagues, internet meeting time, potential budget for trip(s)	Summer 2016	Meeting between Director and Associate Director of SLDI; approval from executives
CREATE A LIST OF HOSPITALITY INDUSTRY EVENTS FOR STUDENTS TO ATTEND	Engage colleagues within the industry, search internet, and seek out approval for budget	Chief Academic Officer Associate of SLDI	Industry colleagues, meeting time, potential budget for trip(s)	Summer 2016	Meeting between Director and Associate Director of SLDI; approval from executives
EXPAND AND FURTHER DEVELOP SLDI SECTION OF THE COLLEGE WEBSITE	Engage and create meeting with Director of Marketing and Marketing Assistant	Associate Director of SLDI, Director of Marketing, Marketing Assistant	Meeting time, gathering resources and content from SLDI and events	Summer 2016	Meeting between Director of Marketing and Associate Director of SLDI

**TABLE 1.3(E)**

**THE STUDENT LEADER DEVELOPMENT INSTITUTE STRATEGY:** CONTINUED FROM PREVIOUS PAGE...

Goal	Action	Assigned To	Resources	Timeline	Assessment
REEVALUATE AND REVISE DEPARTMENTS AND POSITIONS STUDENT LEADERS COMPLETE FOR THEIR GRANT HOURS	Engage department supervisors	Associate Director of SLDI and department supervisors	Meeting time with department supervisors and student leaders	Summer 2016	Meeting between Director and Associate Director of SLDI
CREATE A FORMAL VISUAL ORGANIZATIONAL MODEL OF SLDI WITH MISSION STATEMENT, CORE VALUES AND SUPPORTING GROUPS	Engage computer instructor and IT Coordinator for support	Associate Director of SLDI	Computer Instructor, IT Coordinator meeting time	Summer 2016	Meeting between Director and Associate Director of SLDI
CREATE A LIST OF POTENTIAL TEAM-BUILDING EVENTS FOR STUDENTS TO ATTEND	Engage colleagues, search internet, and seek out approval for budget	Chief Academic Officer Associate Director of SLDI	Colleagues, internet meeting time, potential budget for trip(s)	Summer 2016	Meeting between Director and Associate Director of SLDI; approval from executives



The Restaurant School at  
Walnut Hill College

STUDENT LEADERSHIP  
DEVELOPMENT INSTITUTE  
CLASS OF 2016 AND 2017



# Campus Development

## 1.1 CAMPUS DEVELOPMENT

### STRATEGIC INITIATIVES

In this day of on-line learning and technological advancements, The Restaurant School at Walnut Hill College stands resolute in providing attractive, well equipped, well maintained facilities and learning resources for our students.

The College's Campus Development Plan is a dynamic ever-present and ever-growing brick and mortar campus located in the University City section of Philadelphia. The central point or hub of the campus is the Mansion, circa 1856, which houses a variety of outlets and offices including: four (4) restaurants open to the public, a pastry shop open to the public, library, classrooms, administrative offices and computer labs. In close proximity to the Mansion is the "Center for Hospitality Studies" along with 8 dormitories that also house administrative offices, student lounges, snack or cooking areas, a fitness center and laundry facilities.

The master Campus Development Plan is to acquire most buildings and land between 42nd Street and Chestnut Street to 43rd and Chestnut Street (East & West) and from Chestnut Street to Spruce Street (North & South). Many may argue that this plan is simply an unobtainable dream without thought or substance, however, the college's history of campus development is a proven record.

In 1990, when the campus was moved from 22nd and Walnut Street to its current location, The Restaurant School at Walnut Hill College owned one (1) building at 4207 Walnut Street.

In the ensuing twenty six years, the College has continually acquired strategically important properties and land within the blocks designated above and the campus has grown from one building to twenty-one today. Having been community leaders, good neighbors and significantly upgrading the neighborhood over the past two plus decades, the College enjoys a position whereby most landowners will offer the College the first rights of refusal on their property. The special relationship we share with our neighbors allows Walnut Hill College to make such bold strategic plans for future development.

The following pages will detail the College's plan to develop and incorporate development of an organic farm and a luxury boutique hotel over the coming two years. The two properties are already owned and the projects are in the planning and architectural stages.

**TABLE 2.1**

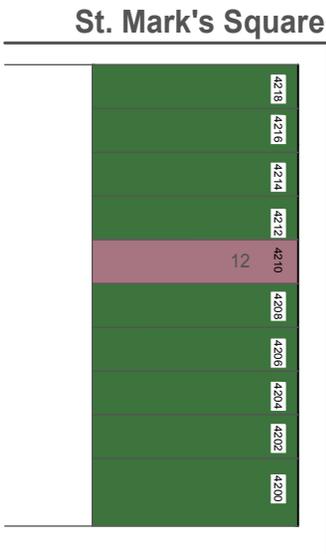
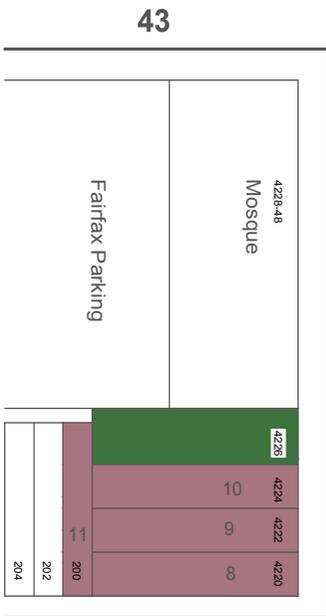
**CAMPUS PLANNING MASTER STRATEGY**

Goal	Action	Assigned To	Resources	Timeline	Assessment
DEVELOP AND CONTINUALLY UPDATE THE COLLEGE'S MASTER PLAN AND USE IT AS A GUIDELINE FOR PRIORITIZING FACILITY MAINTENANCE AND DEVELOPMENT	Identify geographic area for campus growth	President, Board of Trustees, Executive Teams	MLS Listings Civic Meetings UCD Development Plan	Ongoing	Identification of locations to purchase property.
	Continue working with real estate executives from the University of Pennsylvania, local real estate developers and the Philadelphia Redevelopment Authority	President, Director of Campus Development	Networking Events, Society For College And University Planners (SCUP)	Ongoing	Buildings and Land being offered for consideration of purchase.
	Chart and continually update the Campus Map	Director of Campus Development	Campus Planning Map	Ongoing	Updated chart identifying all college owned property

# CAMPUS PLAN

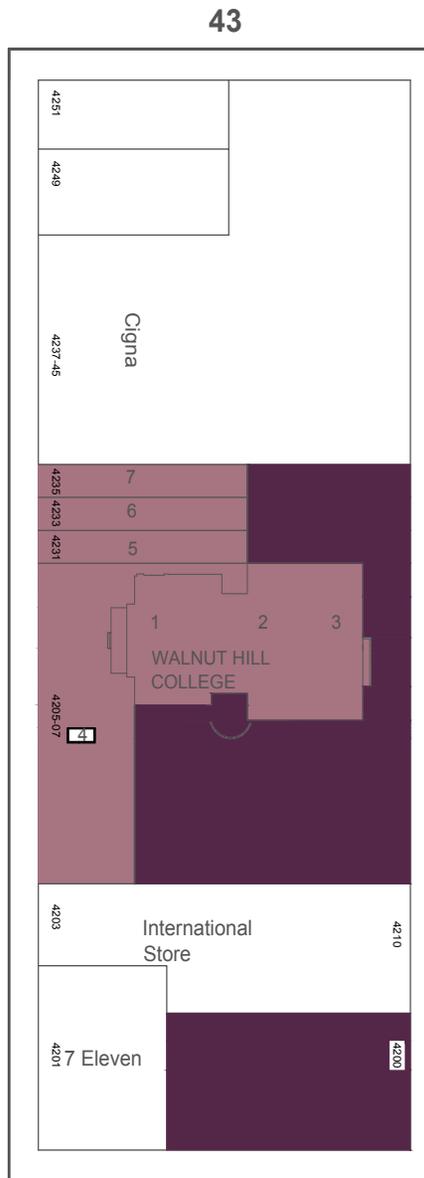
AS ADOPTED BY THE CAMPUS PLANNING COMMITTEE  
OF THE BOARD OF TRUSTEES June 3, 2016

COLLEGE BUILDINGS	
FUTURE ACQUISITIONS	
CLASSROOM DEVELOPMENT SITES	



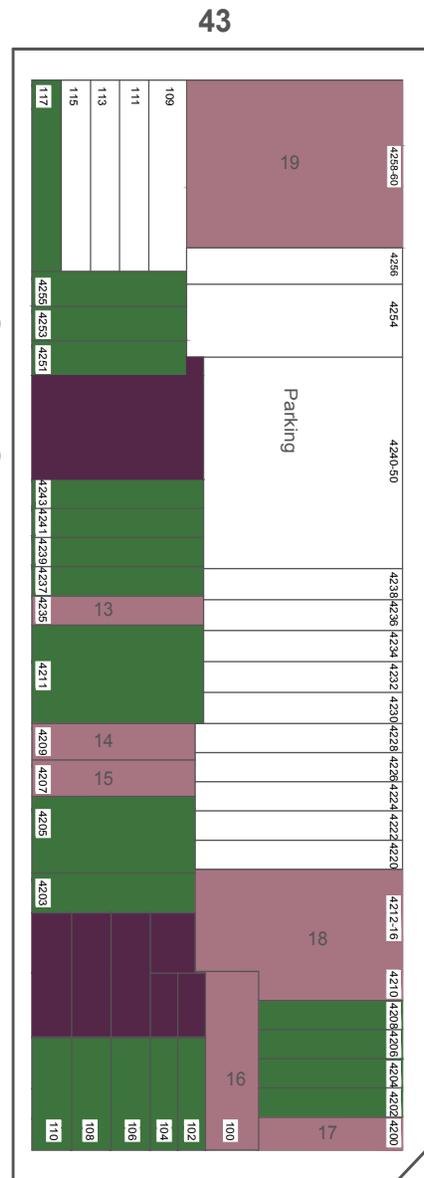
42

Walnut Street



42

Sansom Street



42

Chestnut Street



41

Walnut Street

- 1 Mansion Administrative Offices
- 2 Restaurant Complex
- 3 Culinary Center
- 4 Security Pavilion
- 5 Hunter Hall; Admissions, Financial Aid and Dorms
- 6 Perrier Hall; Office of the President, Student Life and dorms
- 7 College House; Business Office and dorms
- 8 Bachler Hall; dorms
- 9 McManus Hall; dorms
- 10 Future site of boutique hotel
- 11 Apartment building
- 12 Apartment building
- 13 Apartment building
- 14 Dorms
- 15 Dorms
- 16 Chef's offices; dorms
- 17 Apartment building
- 18 Future classroom building
- 19 Lot for future development
- 20 Center for Hospitality Studies

**TABLE 2.2**

**LUXURY BOUTIQUE HOTEL PLAN**

Goal	Action	Assigned To	Resources	Timeline	Assessment
DEVELOP A LUXURY BOUTIQUE HOTEL TO BE LOCATED ON THE 4200 BLOCK OF WALNUT STREET	18 Rooms Luxury Suites Hotel as practicum setting for the Hotel Management Major	President, Board of Trustees, Director of Campus Development	Overall project will exceed \$ 1 Million.	One building has been acquired. An offer is pending on 2nd building.	Acquisition of buildings
	Acquire Property (Property Under Contract)	President, Director of Campus Development	Property under contract for \$500K	August 2016	Closing on property
	Build/Design/Program building for Guest and College use.	President, Director of Campus Development, Dean of Hospitality and Instructors, Executive Teams	Architect, mechanical, and structural engineers and the fees associated.	2016/2017 Academic Year.	Receipt of renderings, design drawings, blue prints
	Obtain contractors, building permits, environmental studies, etc.	Director of Campus Development	Pending bid	2016/2017 Academic Year	Construction
	Furniture and supplies selection	President, Dean of Hospitality and Instructors	Purchase of hard and soft goods.	End of 2018	Completion of Construction
	Grand opening	All hands on deck	All Staff	End of 2018	Certificate of Occupancy



The Inn at Walnut Hill College will be a directly across the street from the college's main administration building. It will serve as an open-to-the-public luxury boutique hotel operated by students in the Hotel Management major.

**TABLE 2.3**

**ORGANIC FARM PLAN**

Goal	Action	Assigned To	Resources	Timeline	Assessment
CREATE A SUBURBAN FARM FOR EXPERIENTAL LEARNING EXPERIENCES	Identify and acquire property for use as an organic farm	President, Director of Campus Development	Overall project cost <\$1 Million	Building and land acquired in 2015 for <\$400K	Property acquired 2015
	Obtain contractors, building permits, environmental studies	Director of Campus Development	Architect, mechanical, and structural engineers and the fees associated.	2016/2017 Academic Year	Construction
	Build/Design/Program buildings for Guest and College use	President, Director of Campus Development, Dean of Hospitality, Instructors, and Executive Teams	Architect, mechanical, and structural engineers and the fees associated.	2016/2017 Academic Year	Receipt of renderings, design drawings, blue prints.
	Furniture and supplies selection	President, Director of Campus Development	Purchase of hard and soft goods. Substantial investment	End of 2019	Completion of construction
	Grand Opening	All hands on deck	Event essentials, budget has not been set	End of 2019	Certificate of Occupancy



Farm  
at  
Walnut Hill College

The Farm at Walnut Hill College is located in Grayville, PA in the western suburbs of Philadelphia.

It will create farming and specialty culinary experiences for students.

The Farm at Walnut Hill College will feature organic produce, cheese making, a smoke-house and pop-up farm dinners all created by our students.



# Strategic Enrollment Management

## 3.1 STRATEGIC ENROLLMENT MANAGEMENT

### STRATEGIC INITIATIVES

Strategic Enrollment Management is a comprehensive and collaborative approach designed to fulfill students' educational goals and to provide a means by which the College's resources can be effectively utilized to support those goals. The challenge with designing multi-year recruitment and retention plans is that they too often do not focus on aligning the campus mission, its current state, and the changing market environment. Strategic enrollment planning is a data-informed process which recognizes changes within our environment and brings into alignment fiscal, academic, and delivery resources in order to ensure long-term enrollment success and institutional fiscal health.

The Strategic Enrollment Management Committee at The Restaurant School at Walnut Hill College's purpose is to evaluate and recommend improvements to the College's policies and practices in the areas of student recruitment, admissions, financial aid, orientation, registration, retention and completion. The members of the committee have formulated the following Strategic Enrollment Management Plan. The committee also felt that it is appropriate for the Admissions Department, High School Recruitment Department and the Marketing Department to submit strategic initiatives specific to their areas of responsibility and submit them as an addendum to the Strategic Enrollment

Management Committee's five year Institutional Improvement and Assessment Plan.

#### **The strategic initiatives identified by the Strategic Enrollment Management Committee are:**

- Re-evaluate the College's Admissions criteria and identify areas for improvement or enhancement.
- Create an enhanced, integrated marketing communications process college wide which will generate inquiries among selected targets and support customized, technologically-enabled response mechanisms to follow prospects from inquiry through application, enrollment, registration, retention, graduation, and alumni stages.
- Implement a Transfer Student Recruitment Strategy
- Increase targeted high school recruitment efforts through increasing the geographic territory visited by College Representatives.
- Increase recruitment efforts through increasing High School Partnerships.

As an addendum to the Strategic Enrollment Management Committee's strategic initiatives, the office of financial aid, marketing and high school recruitment have submitted the following departmental initiatives to supplement the Board of Trustee's initiatives.

### **3.1 A Office of Financial Aid**

- Funding the "Gap"
- Evaluate the pros and cons of scholarships vs. work study
- Enhanced entrance counseling
- Enhanced exit counseling
- Default prevention for withdrawals
- Year-end student financial aid audit

### **3.2 B Marketing**

- Establish Walnut Hill College as a thought leader through blogging.
- Implement personalized assessments on website
- Incorporate additional targeted social media outreach
- Enhance enrollment capabilities for current lead nurturing process and management
- Grow marketing outreach to select national markets

### **3.3 C High School Recruitment**

- Marketing to the "Generation Z" student



**TABLE 3.1**

**RE-EVALUATE THE COLLEGE’S ADMISSIONS CRITERIA AND IDENTIFY AREAS FOR IMPROVEMENT OR ENHANCEMENT**

Goal	Action	Assigned To	Resources	Timeline	Assessment
RE-EVALUATE THE COLLEGE’S ADMISSIONS CRITERIA AND IDENTIFY AREAS FOR IMPROVEMENT OR ENHANCEMENT	Conduct research identifying College entrance exam options.	Strategic Enrollment Management Committee (SEM)	Research Assistant to the Office of the President.  Strategic Enrollment Committee or Sub Committee	Research - 2016/2017 Academic Year	Increase in retention rate and graduation rate.
	Select up to three (3) options to compare and contrast for use in Admissions.	Ad Hoc Committee SEM Committee	College Comparison of like institutions Recommendations from peers	Recommendations to Executive Council - Summer 2017	Identification of three options by Spring 2017
	Identify the singular option that best meets the needs of the College AND is a superior identifier of scholastic aptitude.	SEM Committee	Research Data of Comparison	Adoption - September 2018	Incorporation of new admissions criteria

**TABLE 3.2**

**CREATE AN ENHANCED, COLLEGE-WIDE INTEGRATED MARKETING COMMUNICATIONS PROCESS, WHICH WILL GENERATE INQUIRIES AMONG SELECTED TARGETS AND SUPPORT CUSTOMIZED, TECHNOLOGICALLY-ENABLED RESPONSE MECHANISMS TO FOLLOW PROSPECTS FROM INQUIRY THROUGH APPLICATION, ENROLLMENT, REGISTRATION, RETENTION, GRADUATION AND ALUMNI STAGES.**

Goal	Action	Assigned To	Resources	Timeline	Assessment
CREATE AN ENHANCED, COLLEGE-WIDE INTEGRATED MARKETING COMMUNICATIONS PROCESS, WHICH WILL GENERATE INQUIRIES AMONG SELECTED TARGETS AND SUPPORT CUSTOMIZED, TECHNOLOGICALLY-ENABLED RESPONSE MECHANISMS TO FOLLOW PROSPECT FROM INQUIRY THROUGH APPLICATION, ENROLLMENT, REGISTRATION, RETENTION, GRADUATION AND ALUMNI STAGES	Identify shortcomings and gaps in current enrollment management system (Campus Nexus) that will interfere with this objective.	IT Coordinator, Director of Marketing, Director of Admissions	All Directors of the College who utilize Campus Nexus as a primary record keeper.	Initiated March 2014 and ongoing since	Increase in the number of student generated referrals
	Identify support platforms that can bridge the gap in systems.	IT Coordinator, Chief Academic Officer, Executive Vice President	The College has secured Schoology at an initial cost of \$8,000 and ongoing at \$4,000 per year.	Came on-line Septemeber 2015, first year data to be analyzed for adjustment to second year implementation.	Increase in cross-communication (Instructor to student, student to instructor, student to student)
	Seek like-minded Colleges that have excelled at creating enrollment campaigns centered on an integrated marketing/communications approach.	Director of Marketing, Director of Admissions	Research Assistant to the President, Director of Marketing and Director of Admissions	2016/2017 Academic Year	Identification of like-minded institutions

**TABLE 3.3**

**IMPLEMENT A TRANSFER STUDENT RECRUITMENT STRATEGY.**

Goal	Action	Assigned To	Resources	Timeline	Assessment
IMPLEMENT A TRANSFER STUDENT RECRUITMENT STRATEGY	Identify lost Walnut Hill College prospects/inquiries and develop a communication plan to encourage transfer to Walnut Hill College.	Director of Admissions, IT Coordinator, Director of Marketing	Campus Nexus	End of the 2016/2017 Academic Year with expectation that a plan is implemented by September 2018.	Increase in visits to the College, interviews and ultimately, enrollment.
	Implement a term-specific communications campaign for transfer students.	Director of Marketing	Automated email campaigns, direct mail and social media outreach and promotion	2016/2017 Academic Year	Increased engagement and communication with transfer students and transfer student inquiries; campaign performance.
	Consider hosting Transfer Student “Open Houses” at the College. Consider remote admissions events.	Director of Admissions, Director of High School Recruitment	Geographic research (Maptive), Potential expense for Open Houses or Remotes are approximately \$500 per 25 people.	Can be incorporated into the College’s existing Open House format.  2017/2018 Academic Year	Increased engagement and communication with transfer students and transfer student inquiries; measure success of transfer student specific Open House events.
	Purchase prospect lists and develop a detailed recruitment communications plan.	Director of Marketing, Director of Admissions	Prospect lists range from \$.25 cents to \$.60 cents per name plus postage and material.	Under consideration with no commitment to expense at this time.	Increased engagement with transfer students and increased transfer student inquiries; purchase of lists.

**TABLE 3.4**

**INCREASE TARGETED HIGH SCHOOL RECRUITMENT EFFORTS THROUGH INCREASING THE GEOGRAPHIC TERRITORY VISITED BY COLLEGE REPRESENTATIVES.**

Goal	Action	Assigned To	Resources	Timeline	Assessment
INCREASE TARGETED HIGH SCHOOL RECRUITMENT EFFORTS THROUGH INCREASING GEOGRAPHIC TERRITORY VISITED BY COLLEGE	Identify two (2) new geographic areas that the College would like to recruit from.	Director of High School Recruitment, President	Maptive program used to identify and overlay High Schools on maps. Investment in software is \$400 per year.	Research to begin June 1, 2016, Maptive software purchased May 2016	Expansion of the College's current Geographic reach in recruitment
	Advertise, interview and hire two (2) additional High School Recruiters	Director of High School Recruitment, Vice President of Administrative Services.	Vice President of Administrative Services to place advertisement, complete offer letter, and other hiring requirements. Financial resources of approximately \$100,000 budgeted for staff increase.	Hiring to commence in July 2016	Onboarding and training complete
	Continue to participate and identify additional College Fairs, Instructor Summits, Trade Shows, etc. to recruit from the new geographic areas.	High School Recruiters, Director of High School Recruitment	High School Teachers and Counselors, Professional Organizations (ACF, FCCLA, NRA, etc.) Google and Internet.	Immediately upon hiring of new staff	Comparison against previous benchmarks i.e. Number of High Schools visited, number of events performed by recruiter (college fairs, classroom presentations, cafeteria visits, student meetings, guidance visits, etc.)

**TABLE 3.5**

**INCREASE RECRUITMENT EFFORTS THROUGH INCREASING HIGH SCHOOL PARTNERSHIPS.**

Goal	Action	Assigned To	Resources	Timeline	Assessment
<p>INCREASE RECRUITMENT EFFORTS THROUGH INCREASING HIGH SCHOOL PARTNERSHIPS</p>	<p>Continue to build on the Articulation Agreements the College holds with other educational institutions</p>	<p>Director of High School Recruitment, Chief Academic Officer, Vice President of Culinary and Pastry Arts</p>	<p>Requires a time commitment of approximately 4 hours per school and two staff members</p>	<p>Ongoing</p>	<p>Goal of 60 Articulated High Schools by September 2017 and an increase of 15 each year thereafter</p>
	<p>Increase opportunities for High School Instructors to plan field trips to the College</p>	<p>Director of High School Recruitment, Director of Admissions, Vice President of Culinary and Pastry Arts</p>	<p>Food and beverage service. Budget forty field trips per year at 20 students per trip = Financial resources are approximately \$5,000 plus marketing materials</p>	<p>Ongoing</p>	<p>Surpass benchmarks on a monthly and annual basis</p>
	<p>Host an annual “Educator’s” event where High School Instructors can attend educational and informational sessions</p>	<p>Director of High School Recruitment, Director of Admissions, Vice President of Culinary and Pastry Arts</p>	<p>All hands on deck Financial resources \$1,500 per event based on 100 participants</p>	<p>December 2016</p>	<p>Increased participation from 2015. Increased diversification of Instructors and Counselors participating.</p>

# ADDENDUM TO THE STRATEGIC ENROLLMENT MANAGEMENT STRATEGIC INITIATIVES

- OFFICE OF FINANCIAL AID STRATEGY
  - TABLES 3.1 (A1-A6)
- MARKETING DEPARTMENT STRATEGY
  - TABLE 3.1 (B1-B5)
- HIGH SCHOOL MARKETING STRATEGY
  - TABLE 3.1 (C1)

**TABLE 3.1 (A1)**

**OFFICE OF FINANCIAL AID: FUNDING THE “GAP”**

Goal	Action	Assigned To	Resources	Timeline	Assessment
FUNDING THE “GAP” OF TUITION	Looking at additional Scholarship/Grant opportunities	Director of Financial Aid Department of Financial Aid	State and Federal websites for additional scholarships	Ongoing	Less student debt when graduating
	Working with additional lenders	Director of Financial Aid Department of Financial Aid	Banks and private student loan lenders	Ongoing	Better interest rates and payment options
	Employee Tuition Reimbursement	Director of Financial Aid Department of Financial Aid	Students with intern/externships applying for tuition reimbursement with available	Ongoing	Employer Feedback

**TABLE 3.1(A2)**

**OFFICE OF FINANCIAL AID: EVALUATE THE PROS AND CONS OF SCHOLARSHIPS VS. WORK STUDY**

Goal	Action	Assigned To	Resources	Timeline	Assessment
EVALUATE THE PROS AND CONS OF SCHOLARSHIP VS. WORK STUDY	Researching unpaid internships as possible scholarship money	Director of Financial Aid Department of Financial Aid	Department of Education Rules and Regulations Accreditation Guidelines	Ongoing	Employer Feedback
	Researching work study regulations and compliance	Director of Financial Aid Department of Financial Aid	Department of Education Regulations for Work Study	Ongoing	Increased federal dollars to help cover student tuition costs
	Determine what is beneficial for the majority of the student body	Student Success Advisors	Student focus groups	Ongoing	Student Feedback

**TABLE 3.1(A3)**

**OFFICE OF FINANCIAL AID: ENHANCED ENTRANCE COUNSELING**

Goal	Action	Assigned To	Resources	Timeline	Assessment
ENHANCED ENTRANCE COUNSELING	Review personalized award letter with student, parent and other support system	Director of Financial Aid Financial Aid Officer(s)	CampusNexus to print award letters, Department of education for entrance counseling forms	Implemented with the 2015/2016 Academic/Award Year, with improvements ongoing through the 2016/2017 award year	100% compliance with Department of Education Regulations.
	Obtain signatures to verify understanding of documents	Director of Financial Aid Financial Aid Officer(s)	Department of education for entrance counseling forms	At entrance counseling meeting	Decreased default rates for the College
	Review Department of Education forms to fully understand loan obligations	Director of Financial Aid Financial Aid Officer(s)	Architect, mechanical, and structural engineers and the fees associated.	Ongoing	Decreased default rates for the College

**TABLE 3.1(A4)**

**OFFICE OF FINANCIAL AID: ENHANCED EXIT COUNSELING**

Goal	Action	Assigned To	Resources	Timeline	Assessment
ENHANCED EXIT COUNSELING	Presentations to pending graduates in classes	Department of Financial Aid	No direct financial impact	To be implemented during Term 6 for Associate of Science students	100% Compliant with Department of Education Regulations
	Showing the Department of Education Exit Video	Academic Success Advisors	Department of Education Website	To be implemented during Term 12 for Bachelor of Science students	Decrease in school default rates
	Obtain signatures of all students who have borrowed Title IV funding and have participated in the presentation	Registrar	Exit Counseling Video	Prior to graduation	Positive Gainful Employment Statistics

**TABLE 3.1(A5)**

**OFFICE OF FINANCIAL AID: DEFAULT PREVENTION FOR WITHDRAWALS**

Goal	Action	Assigned To	Resources	Timeline	Assessment
COLLEGE INTENDS TO DECREASE THE DEFAULT RATE OF STUDENTS WHO HAVE WITHDRAWN FROM THE COLLEGE	Contact students who have withdrawn within 21 days of their Last Date of Attendance	Department of Financial Aid	Department of Education Website	Ongoing	Compare default rates quarterly
	Identify challenges and misunderstandings of students loan obligations	Department of Financial Aid	Outlook access to send emails to withdrawn students with explanation of contact	Ongoing	NSLDS Default Report
	Assist students with completing their Exit Counseling	Department of Financial Aid	Letterhead and envelopes to mail out certified copies of instructions	Ongoing	Dcrease in schools default rate

**TABLE 3.1(A6)**

**OFFICE OF FINANCIAL AID: YEAR-END STUDENT FINANCIAL AID AUDIT**

Goal	Action	Assigned To	Resources	Timeline	Assessment
ACADEMIC YEAR-END AUDIT TO ENSURE STUDENT BORROWING IS DONE EFFICIENTLY	Year-end communication with students to discuss Freshman actual borrowing and Sophomore projected borrowing	Department of Financial Aid	FAFSA	Ongoing	100% Compliant with Department of Education Regulations
	Notify and include parents and support system of meeting date and time	Department of Financial Aid	Direct Loan Website	Ongoing	Decrease in school default rate
	Obtain signatures to ensure understanding of what the student loan obligation will be upon graduation	Department of Financial Aid	Sallie Mae	Ongoing	Positive outcomes for the College's Gainful Employment Statistics

**TABLE 3.1 (B1)**

**MARKETING:** ESTABLISH WALNUT HILL COLLEGE AS A THOUGHT LEADER THROUGH BLOGGING

Goal	Action	Assigned To	Resources	Timeline	Assessment
ESTABLISH WALNUT HILL COLLEGE AS A THOUGHT LEADER THROUGH BLOGGING	Identify inbound marketing software partner	Director of Marketing, Marketing Assistant, Budget approval from Executive Vice President	Moderate financial investment/ impact commensurate with vendor	Research will begin in Fall 2016; with selection in 2016/2017 Academic Year	Inbound marketing/software partner is selected and approved
	Identify content partner to assist in creating blog posts	Director of Marketing, Marketing Assistant, Budget approval from Executive Vice President	Moderate financial investment/ impact commensurate with vendor	Research will begin in Fall 2016; with selection in 2016/2017 Academic Year	Content partner is selected and approved
	Integrate Search Engine Optimization best practices to increase inbound traffic	Director of Marketing, Marketing Assistant, Designated inbound vendor	No financial impact	2016/2017 Academic Year	Organic search analytics are increased through the use of SEO and content/inbound traffic
	Integrate Request For Information (RFI) forms within blog pages to increase inquiries to the College	Director of Marketing, Marketing Assistant, Designated inbound vendor	No financial impact	2016/2017 Academic Year	Increase in RFI form submissions and traffic/engagement to College website and related content pages
	Create and publish relevant expert content through in-house faculty and outsourced resources	Director of Marketing, Marketing Assistant, Designated Content vendor	Moderate financial impact for outsourced content provider, Faculty expertise	2016 - 2017 Academic Year; ongoing after that	Increase in RFI form submissions and traffic/engagement to College website and related content pages

**TABLE 3.1(B2)**

**MARKETING: IMPLEMENT PERSONALIZED ASSESSMENTS THROUGH THE COLLEGE WEBSITE.**

Goal	Action	Assigned To	Resources	Timeline	Assessment
IMPLEMENT PERSONALIZED ASSESSMENTS THROUGH THE COLLEGE WEBSITE	Secure enrollment resources partner to integrate assessments into existing website and/or blog space	Director of Marketing, Marketing Assistant, Budget approval from Executive Vice President	Moderate financial investment/ impact commensurate with vendor	Research initiated in Spring 2016; with selection in 2016/2017 Academic Year	Identify, select and approve enrollment resources partner
	Work with enrollment resources partner to create industry specific and tailored assessments for website visitors	Director of Marketing, Marketing Assistant	No financial impact	2016/2017 Academic Year	Creating and publishing assessments
	Create an additional flow of inquiries based on assessments that is managed through a sophisticated backend CRM system	Director of Marketing, Marketing Assistant	No financial impact	2016/2017 Academic Year; ongoing after that	Increase in qualified inquiries to the College as compared to previous years
	Increase quality of college applicant/ candidate through assessments	Director of Marketing, Marketing Assistant	No financial impact	2016/2017 Academic Year; ongoing after that	Increase in qualified inquiries; qualified inquiries are assessed by their “readiness” for the industry as specified by the assessment software

**TABLE 3.1(B3)**

**MARKETING:** INCORPORATE ADDITIONAL TARGETED SOCIAL MEDIA CHANNELS AND OUTREACH.

Goal	Action	Assigned To	Resources	Timeline	Assessment
INCORPORATE ADDITIONAL TARGETED SOCIAL MEDIA OUTREACH/ CHANNELS	Research, identify and analyze new social media channels	Director of Marketing, Marketing Assistant, Executive Vice President	No financial impact	Research initiated in Spring 2016; with selection in 2016/2017 Academic Year	Identify and select new social media channels (if any) for approval
	Compare history of performance, relevance, popularity and effectiveness of existing social media outlets with new technologies	Director of Marketing, Marketing Assistant	No financial impact	Fall 2016	Create a report on social media activity for the past 3 years or whichever history patterns are available (through the selected outlet and/or Google Analytics), whichever is greater.
	Select new social media outlets and implement new accounts for the College	Director of Marketing, Marketing Assistant	No financial impact.	Fall 2016	Monitor activity, response, engagement and other relevant analytics from on-line community
	Create meaningful content that encourages engagement from College community and new visitors	Director of Marketing, Marketing Assistant	Faculty, student, club facilitators	Fall 2016; ongoing	Create scheduled posts based on traffic patterns and schedule of existing social media accounts through Buffer (current management tool).

**TABLE 3.1(B4)**

**MARKETING:** ENHANCE ENROLLMENT CAPABILITIES FOR CURRENT LEAD NURTURING PROCESS.

Goal	Action	Assigned To	Resources	Timeline	Assessment
<p>ENHANCE ENROLLMENT CAPABILITIES FOR CURRENT LEAD NURTURING PROCESS UTILIZING EXISTING ENROLLMENT MARKETING PLATFORM (EMP)</p> <p><i>EMP is Liaison's cloud based enrollment marketing platform that delivers personalized communications to prospective students and applicants. Automated campaigns are prepared in advance and integrated into the "nurture" process for each new inquiry.</i></p>	Evaluate current lead nurturing process as provided by Liaison's EMP service and prepare a SWOT analysis	Director of Marketing, Marketing Assistant	No new financial impact Annual contract at \$15,000 renewal licensing fee and \$.60 cents per select direct mail pieces	Fall 2016/ Winter 2017	SWOT analysis created
	Identify areas of improvement based on SWOT analysis and work with Spectrum to create strategies to enhance nurturing process and conversion of leads	Director of Marketing, Marketing Assistant	No financial impact	Fall 2016/ Winter 2017	Prepare report outlining strategies to increase conversions and enhance nurturing process, implement new technologies and features
	Implement selected existing and new features as well as technologies to assist in lead conversion, such as automated email campaigns	Director of Marketing, Marketing Assistant Budget approval from Executive Vice President	Possible additional resources in addition to annual renewal fee based on selected features and capabilities	Winter/Spring 2017	Increase in lead conversion from RFI stage to on-line application completion; measure data against previous years with/without nurture process

**TABLE 3.1(B5)**

**MARKETING:** GROW MARKETING OUTREACH TO SELECT NATIONAL MARKETS.

Goal	Action	Assigned To	Resources	Timeline	Assessment
GROW MARKETING OUTREACH TO SELECT NATIONAL MARKETS	Utilizing Maptive software and a competitive analysis, identify national markets where the College would increase marketing outreach	Director of Marketing, Marketing Assistant, Executive Vice President	Additional budget of \$800 monthly was allocated to our existing PPC budget to target select cities on a national level	Research initiated in Spring of 2016; with new national targets added; ongoing analysis and adjustments	Identify existing and new national markets for Walnut Hill College to advertise based on competitive analysis and current student populations
	Work with SEO/SEM/Digital partner to identify strategies/goals for national outreach based on allocated budget (TBD)	Director of Marketing, Marketing Assistant, Selected digital provider/vendor	Additional budget allocated monthly for PPC/SEO/SEM campaigns (TBD)	Ongoing; 2016/2017 Academic Year	Partner with digital marketing provider and develop 12 month strategy and goals
	Implement PPC/SEM/SEO campaigns to increase brand awareness for Walnut Hill College in selected national markets	Director of Marketing, Marketing Assistant	Additional budget allocated monthly for PPC/SEO/SEM campaigns (TBD); adjust budget as needed on a quarterly basis, based on performance	Ongoing; 2016/2017 Academic Year	Measure campaign performance on a monthly basis with account manager and adjust as needed; increase inquiries from national markets

**TABLE 3.1 (A1)**

**HIGH SCHOOL RECRUITMENT:** MARKETING PLANS INCLUDE LOCAL, REGIONAL AND NATIONAL RECRUITMENT. ARTICULATION AGREEMENTS, WORKING WITH PROFESSIONAL ASSOCIATIONS, COOPERATING IN SCHOLARSHIPS PROGRAMS AND COMPETITIONS ARE IMPORTANT TO OUR HIGH SCHOOL AMBASSADORSHIP.

Goal	Action	Assigned To	Resources	Timeline	Assessment
ACTIVE MEMBERSHIP AND RELATIONSHIP WITH FAMILY CAREER AND COMMUNITY LEADERS OF AMERICA (FCCLA)	Exhibit at national, regional and state conferences; sponsor scholarships	Director of High School Recruitment	Exhibit fees, travel expenses	Schedule each event	Evaluate number of inquiries, and relationship
ACTIVE MEMBERSHIP AND RELATIONSHIP WITH AMERICAN ASSOCIATION OF FAMILY AND CONSUMER SCIENCES	Exhibit at national, regional and state conferences; sponsor scholarships	Director of High School Recruitment	Exhibit fees, travel expenses	Schedule each event	Evaluate number of inquiries, and relationship
ACTIVE MEMBERSHIP AND RELATIONSHIP WITH PROSTART AND THE NATIONAL RESTAURANT ASSOCIATION EDUCATIONAL FOUNDATION	Exhibit at national, regional and state conferences; sponsor scholarships	Director of High School Recruitment	Exhibit fees, travel expenses	Schedule each event	Evaluate number of inquiries, and relationship
ACTIVE MEMBERSHIP AND RELATIONSHIP WITH NATIONAL ASSOCIATION OF COLLEGE ADMISSIONS COUNSELORS	Exhibit at national, regional and state conferences; sponsor scholarships	Director of High School Recruitment	Exhibit fees, travel expenses	Schedule each event	Evaluate number of inquiries, and relationship
ACTIVE MEMBERSHIP AND RELATIONSHIP WITH SKILLS USA	Exhibit at national, regional and state conferences; sponsor scholarships	Director of High School Recruitment	Exhibit fees, travel expenses	Schedule each event	Evaluate number of inquiries, and relationship
ACTIVE MEMBERSHIP AND RELATIONSHIP WITH CAREER COUNCIL	Exhibit at national, regional and state conferences; sponsor scholarships	Director of High School Recruitment	Exhibit fees, travel expenses	Schedule each event	Evaluate number of inquiries, and relationship

**TABLE 3.1 (A1)**

**HIGH SCHOOL RECRUITMENT:** CONTINUED FROM PREVIOUS PAGE...

Goal	Action	Assigned To	Resources	Timeline	Assessment
IDENTIFY REGIONAL AND NATIONAL MARKETING PLAN	Identify concentric marketing circles; local, regional, national marketing areas	Director of High School Recruitment, Director of Marketing	Hiring additional high school ambassadors, travel expenses, training	Fall 2016	Evaluate number of inquiries, relationship with high schools
INCREASE HIGH SCHOOL ARTICULATION RELATIONSHIPS	Identify high schools with culinary and hospitality programs as well as similar courses	Director of High School Recruitment, Chief Academic Officer, Vice President of Culinary Arts	Travel expenses; campus-based seminars	Fall 2016	Work with Chief Academic Officer to determine academic success of articulated students
INCREASE HIGH SCHOOL VISITATIONS	Increase the number of high school campus visits; Increase the number of high schools that visit our campus	Director of High School Recruitment, High School Ambassadors	Training, projectors, collateral material, travel expenses	As of September 2016	Evaluate number of inquiries, relationship with high schools

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# Student Services and Affairs

## 4.1 STUDENT SERVICES AND AFFAIRS

### EXPERIENTIAL LEARNING:

Student Services, Career Services, Library Resources and Student Activities are key contributors to fostering the comprehensive growth of students, their academic success, and community development by providing learning opportunities and experiences as well as essential services for all members of the College community.

**Student Services** equals Student Success at The Restaurant School at Walnut Hill College. The College's Student Success Advisors serve as a gateway to student success by coordinating the resources necessary for students on an individual basis. Through this office, a student can refine their schedule, check their academic progress (in addition to various on-line resources, Student Portal and Schoology), seek advice on academic and personal matters, arrange peer tutoring, and continually monitor and address student needs to ensure successful completion of their program of study. In developing the institutional improvement and assessment plan, the Student Success office has focused on two main themes:

- **Student Advising Initiative** – To communicate with each student one-on-one to create the environment whereby the student will succeed academically, professionally, socially and be given a voice to self-advocate.

- **Student Retention Initiative** – To decrease attrition through identification of “at-risk” students while simultaneously seeking to eliminate or minimize the root causes of attrition.

As an addendum to the Student Services and Affairs' strategic initiatives, the Office of Career Services, the Library and Learning Resource Center and The Office of Student Activities and Engagement have submitted the following departmental initiatives to supplement the College's initiatives.

### 4.1 A The Career Success Office

The Career Success Office offers a variety of services and programs to assist students and alumni in their career exploration and job search process. Our services include: Individual career counseling, portfolio development, Internship assistance, job search assistance, interview skills, networking basics, career development and best practices, weekend hours, career fairs (held semiannually), resume and cover letter review and critique, and job board mailing list to name a few.

The Career Success Office has identified four initiatives to be incorporated in the College's Institutional Assessment and Improvement Plan:

- Develop stronger relationships between students, alumni and employers through creation of an interactive job board.
- Expand oversight and structure of internship site monitoring to ensure “real world” experience.
- Identify gaps in soft skill development and work with Academic Affairs Committee to integrate instruction of these skills.
- Integrate “Alumni Spotlights” and “Industry Association Spotlights” to expand student awareness of career opportunities.

#### **4.2 B Library and Learning Resource Center**

The College's library collection currently includes over 17,000 books (including reference books, textbooks, and the general collection), approximately 30 print periodical subscriptions, and over 550 audio-visual resource items.

The College provides students with Internet access (wireless and wired) and access to on-line full-text databases via the College's lab, library computers, and off-campus through VPN connection. The College's library has access to many individual databases in several larger vendor packages. These information resources include dictionaries and

encyclopedias, full-text versions of newspapers, magazines and journals, as well as specialized full-text sources in Business and Law (via LEXIS-Nexis), Hospitality (via EbscoHost's Hospitality & Tourism Complete Index), full-text sources for General Education (via EbscoHost's Academic Search Elite), and electronic book material (via Britannica On-line, EbscoHost's EBooks Academic Collection, and Credo Reference Academic Core Collection).

The College's librarian, along with the Academic Affairs Committee have identified five key initiatives for inclusion to the College's Institutional Improvement and Assessment Plan:

- Continued development of library collection to meet all curricular needs.
- Ensure access to electronic resources for faculty and students alike.
- Provide access to library resources 24/7.
- Incorporate information literacy into the curriculum.
- Provide up to date resources for students and staff.
- Provide exceptional learning facilities for our students.

#### **4.3 C Service Learning and Activities**

Studies indicate that the number one predictor of student retention is becoming involved in college life outside of academics. The leadership of The Restaurant School at Walnut Hill College agrees that Student Activities are a

lynchpin to student satisfaction, happiness and a key component to a balanced lifestyle. The quality of student life is significantly affected by the availability, variety, and integrity of services, resources, and extra academic support programs on campus. Alliances are built between the classroom and campus life to provide an opportunity for students to experience the excitement and responsibility that comes from being an active member of a community of higher learning. The College has programed student activities as a requirement by incorporating a “Student Life and Learning” component into every student’s curriculum. Ultimately, the Student Activities departments’ primary responsibility is to create a positive campus environment that enhances and supports learning. The strategic initiatives for this department are:

- Service Learning Across the curriculum
- Identify professionals within the industry that can be used to inspire students at graduation
- Enhance community engagement
- Expand Service Learning during school breaks
- Streamline Student Life and Learning Point Program

The College has sought avenues to communicate with our students and staff in as many ways as possible. Recently the College purchased and installed the technology for three proprietary television stations. The stations can be viewed on campus at numerous monitors around the campus and in all residential learning dormitory rooms. In addition, the College will also be implementing a Radio Station as another communication method. Both the Television and Radio Initiatives are incorporated for review.



**TABLE 4.1**

**STUDENT ADVISING STRATEGY: TO COMMUNICATE WITH EACH STUDENT TO CREATE THE BEST POSSIBLE SITUATION FOR THEM TO SUCCEED ACADEMICALLY, PROFESSIONALLY AND SOCIALLY, AS WELL AS TO MAKE SURE THAT THEY HAVE ACCESS TO ALL OF THE RESOURCES THEY NEED TO SELF-ADVOCATE FOR THEIR SUCCESSES.**

Goal	Action	Assigned To	Resources	Timeline	Assessment
PROACTIVE/EARLY TUTORING IMPLEMENTATION	Connecting students currently on academic probation/or were considered “at risk” previous term	Student Success Advisors	No direct financial impact	Ongoing: Week 2 and 3 of the term	Evaluation of previous term grades vs. current term per student
MID-TERM IDENTIFICATION OF NEW “AT RISK” STUDENTS	Obtaining mid-term “F” reports from instructors; mailing of mid-term grade cards	Student Success Advisors; Faculty	No direct financial impact	Ongoing: Week 5 and 6 of the term	Evaluation of mid-term grade vs. actual final grade received
UTILIZING “FAIL, INCOMPLETE, WITHDRAW” REPORT TO MAKE SURE THAT STUDENTS COMPLETE DEGREE REQUIREMENTS ON TIME	Contacting students with previous F, I, or W to advise of retake policy/time-frame	Student Success Advisors	No direct financial impact	Ongoing: Week 2 and 3 of the term	Using retake spreadsheet to monitor retake activity
IMPLEMENTING INSTRUCTOR DRIVEN INFORMATION CHANNEL THROUGH WHICH INDIVIDUAL “AT RISK” STUDENTS ARE IDENTIFIED.	Faculty development to train and help instructors understand “at risk” signs and the proper procedure for notifying Student Success Advisors	Student Success Advisors	No direct financial impact: meeting time	Starting Fall 2016 at Faculty Development Meetings	Assessing instructor involvement and success via survey monkey at the end of Term 1

**TABLE 4.2**

**STUDENT RETENTION STRATEGY: TO DECREASE ATTRITION THROUGH PROACTIVE AND EFFECTIVE IDENTIFICATION OF AT-RISK STUDENTS USING INSTITUTIONAL REPORTS AND OTHER METHODS OF INFORMATION GATHERING, WHILE ALSO SEEKING TO ELIMINATE ROOT CAUSES OF ATTRITION THROUGH SYSTEMATIC MITIGATION OF ADVERSE CIRCUMSTANCES WHICH INCREASE STUDENT WITHDRAWAL.**

Goal	Action	Assigned To	Resources	Timeline	Assessment
IDENTIFY STUDENTS WHO ARE MISSING CLASSES	Pull “Absence” reports and identify those who have missed classes	Student Success Advisors	No financial impact	Start Week 2, ongoing; every other week during the Term	Check attrition before beginning of each new term
CONTACT IDENTIFIED STUDENTS TO SET UP INDIVIDUALIZED COUNSELING SESSIONS WITH THE INTENT OF ONGOING COMMUNICATION	Utilize Schoology, email and phone to communicate to make contact	Student Success Advisors	No financial impact	Start Week 2, ongoing; every other week during the Term	Decrease in Attendance/ Withdrawal and/or Failure grades
WORK WITH FACULTY TO ENSURE TIMELY AND ACCURATE ATTENDANCE DATA AS WELL AS IDENTIFICATION OF “AT-RISK” STUDENTS.	Faculty development to help train instructors in understanding all of the ramifications /importance of accurate attendance data	Student Success Advisors; Faculty	No financial impact	Starting Fall 2016 at Faculty Development Meetings	Accurate data will ensure quicker identification of “at-risk” students. Measure the decrease in number of undetected attendance issues.
IDENTIFY IMPROVEMENTS THAT CAN BE MADE TO LEARNING ENVIRONMENTS TO INCREASE STUDENT LEARNING	Attend Faculty Council meetings and survey faculty on appropriateness of learning environments, and elicit suggestions for changes to improve learning potential	Student Success Advisors	No direct financial impact; meeting time	Starting in Fall 2016 Faculty Council Meeting	Evaluating if an increase in retention has been achieved

# ADDENDUM TO THE STUDENT SERVICES AND AFFAIRS STRATEGIC INITIATIVES

- CAREER SERVICES STRATEGY
  - TABLES 4.1 (A1 - A4)
- LIBRARY AND LEARNING RESOURCE CENTER STRATEGY
  - TABLE 4.2 (B1)
- SERVICE LEARNING AND CIVIC RESPONSIBILITY
  - TABLE 4.3 (C1)
- STUDENT ACTIVITIES, ENGAGEMENT, RADIO & TV STRATEGY
  - TABLE 4.3 (C2 - C4)

**TABLE 4.1 (A1)**

**CAREER SERVICES STRATEGY:** DEVELOP STRONGER RELATIONSHIPS BETWEEN STUDENTS/ALUMNI AND POTENTIAL HIGH QUALITY EMPLOYERS THROUGH CREATION OF AN INTERACTIVE ELECTRONIC JOB BOARD.

Goal	Action	Assigned To	Resources	Timeline	Assessment
DEVELOP STRONGER RELATIONSHIPS BETWEEN STUDENTS/ALUMNI AND POTENTIAL HIGH QUALITY EMPLOYERS THROUGH CREATION OF AN INTERACTIVE ELECTRONIC JOB BOARD	Design and develop a job board by importing/updating current employer database in Campus Nexus	Career Success Coordinator, IT Coordinator, Chief Academic Officer, Executive Vice President	Meeting time; no direct financial impact	Platform development and synchronization in 2016/2017 Academic Year	Completion of the design and development of employer database in Campus Nexus
	Campus Nexus support team to fix bugs in employer portal interface	Campus Nexus Support Team, Career Success Coordinator	Potential upgrade expense from campus management to be determined	2016/2017 Academic Year	Bugs in employer portal are fixed and interface functions are corrected.
	Create Employer Profiles	Career Success Coordinators; For Industry Knowledge: Select Faculty	No direct financial impact	Employer profiles created and invitational emails completed 2016/2017 Academic Year	Employer profiles are created
	Design and send email to invite new employers to post jobs	Career Success Coordinator; Industry leaders from Program Advisory Committee	No direct financial impact	Full implementation to be reached by Spring 2019	Electronic invitation to be created and sent to employers.
	Design and send email to current employers explaining upgraded job post system	Career Success Coordinator; Industry leaders from Program Advisory Committee	No direct financial impact	Full implementation to be reached by Spring 2019	Email to current employers explaining the upgraded job board system

**TABLE 4.1 (A2)**

**CAREER SERVICES STRATEGY:** EXPAND REGULATION AND STRUCTURE OF INTERNSHIP SITES TO ENSURE STUDENTS ARE MATCHED WITH HIGH QUALITY INTERNSHIPS AND ARE ALSO GAINING MAXIMUM REAL WORLD EXPERIENCE.

Goal	Action	Assigned To	Resources	Timeline	Assessment
EXPAND REGULATION AND STRUCTURE OF INTERNSHIP SITES TO ENSURE STUDENTS ARE MATCHED WITH HIGH QUALITY INTERNSHIPS AND ARE ALSO GAINING MAXIMUM REAL WORLD EXPERIENCE.	Review and update currently registered internship sites	Career Success Coordinator	Meeting time; no financial impact	Assessment of current program during 2016/2017 Academic Year	Review and update of currently registered internship sites completed.
	Design and implement internship site registration review and renewal periods	Career Success Coordinators with approval from Chief Academic Officer and Executive Vice President	Meeting time; no financial impact	Study and creation of new registration regulations and renewal periods during 2016/2017 Academic Year	New internship site registration and renewal periods created and approved
	Update all internship forms, assess benefits of electronic filing.	Career Success Coordinator with involvement of select faculty/ industry experts	Meeting time; no financial impact	2016/2017 Academic Year	All internship forms are updated to reflect changes and are available in electronic format.
	Design and implement new internship site interactive database using CampusNexus	Career Success Coordinator, Industry leaders from Program Advisory Committee	Meeting time; no financial impact	Design and implementation of interactive database to begin Fall 2018. Full implementation to be complete by Summer 2020	Interactive internship database is created and functional in Campus Nexus

**TABLE 4.1 (A3)**

**CAREER SERVICES STRATEGY:** INCREASE SCOPE OF ACADEMIC DEVELOPMENT OF PROFESSIONAL SKILLS TO ENSURE STUDENTS ARE NOT ONLY PREPARED TO OBTAIN HIGH QUALITY INDUSTRY JOBS, BUT TO OBTAIN THE SOFT SKILLS NECESSARY TO ENSURE ON-THE-JOB SUCCESS.

Goal	Action	Assigned To	Resources	Timeline	Assessment
INCREASE SCOPE OF ACADEMIC DEVELOPMENT OF PROFESSIONAL SKILLS TO ENSURE STUDENTS ARE NOT ONLY PREPARED TO OBTAIN HIGH QUALITY INDUSTRY JOBS, BUT TO OBTAIN THE SOFT SKILLS NECESSARY TO ENSURE ON-THE-JOB SUCCESS.	Assess current Strategies for Success curricula to ensure lessons are up to date with current industry standards and practices	Career Success Coordinator Chief Academic Officer	Meeting time; no financial impact	Begin assessment of current curricula 2016/2017 Academic Year	Report of current curricula assessment completed
	Enhance learning experience in Strategies for Success class through incorporation of interactive and experiential activities.	Career Success Coordinator Chief Academic Officer	Meeting time; no financial impact	Implementation of interactive/experiential activities completed by end of 2018/2019 Academic Year	Experiential activities are designed and incorporated into lesson plans
	Identify the soft skills and best practices most prevalent in the hospitality industry	Career Success Coordinator Chief Academic Officer	Meeting time; no financial impact	Identification of soft skills/best practices to be completed by end of 2019/2020 Academic Year	Soft skills and best practices report completed
	Recommend the identified soft skills and best practices to the Academic Affairs Committee	Career Success Coordinator Chief Academic Officer	Meeting time; no financial impact	Recommendation of identified skills and practices submitted to AAC by Fall 2020	Recommendations of changes to curricula submitted to AAC

**TABLE 4.1 (A4)**

**CAREER SERVICES STRATEGY:** EXPAND STUDENT AWARENESS OF VARIOUS CAREER OPPORTUNITIES THROUGH ALUMNI SPOTLIGHTS AND INDUSTRY ASSOCIATION SPOTLIGHTS.

Goal	Action	Assigned To	Resources	Timeline	Assessment
EXPAND STUDENT AWARENESS OF VARIOUS CAREER OPPORTUNITIES THROUGH ALUMNI SPOTLIGHTS AND INDUSTRY ASSOCIATION SPOTLIGHTS.	Plan and schedule regular Schoology posts and discussion boards highlighting alumni success and industry events	Career Success Coordinator	Meeting time; no financial impact	Planning and execution of Schoology posts and discussion boards to begin in 2017/2018 Academic Year, with monthly events to increase to bi-monthly in 2018/2019 Academic Year	Planning and execution of Schoology postings and discussion boards on regular, consistent basis implemented
	Increase and expand Alumni Spotlight events to include more varied activities and student follow-up opportunities	Career Success Coordinators with approval from Chief Academic Officer and Executive Vice President	Minimal costs for Alumni Spotlight demonstrations	Alumni Spotlights begin monthly in Fall 2016, with one hour simple presentations, with longer, more interactive events set to launch in 2017/2018 Academic Year	Alumni Spotlights in simple version planned and executed. Longer, more interactive Alumni Spotlights planned and executed.
	Develop strong interactive relationships with industry associations to encourage and implement Industry Spotlights	Career Success Coordinator with involvement of select faculty/industry experts	Minimal costs for Industry Spotlight demonstrations	Additional Industry Spotlights to launch in 2018/2019 Academic Year. More interactive events planned for 2020/2021 Academic Year	Longer more interactive Industry Association Spotlights planned and executed

ADRIANA PIPER,  
PASTRY ARTS  
GRADUATE

ALUMNI SPOTLIGHT  
MAY 2014



**TABLE 4.2 (B1)**

**LIBRARY AND LEARNING RESOURCE CENTER STRATEGY**

Goal	Action	Assigned To	Resources	Timeline	Assessment
IDENTIFY GAPS IN THE COLLECTION AND FILL-IN WHERE NEEDED: DEVELOP THE LIBRARY COLLECTION TO MEET ALL CURRICULAR NEEDS	Weed materials as needed, create lists of items from reputable sources and match to our holdings, review and update serials, a-v materials, etc.	Librarian, Academic Faculty and Chef Faculty	No direct financial impact	2016-2021 Academic Years; Ongoing	Filling in items as necessary; reviewing library holdings with course offerings to ensure that the holdings support the curriculum.
INVENTORY AND ANALYZE THE ELECTRONIC HOLDINGS (BOTH FEE BASED AND FREE): ENSURE THAT STUDENTS AND FACULTY HAVE ACCESS TO THE E-RESOURCES THEY NEED FOR TEACHING AND RESEARCH	Identify essential, important and desirable items, and add them as funding and technology allow	Librarian, Academic Faculty and Chef Faculty	No direct financial impact	2016-2021 Academic Years; Ongoing	Ongoing with a plan to add databases to enhance the collection. Added e-book collection and general periodical collection.
DEVELOP METHODS OF EXPANDING ACCESS TO RESOURCES; PROVIDE ACCESS TO LIBRARY RESOURCES 24/7	Using technology (e.g. chat, email for students, proxy servers, web based library catalog, on-line tutorials, electronic reserves, etc.), develop consistent access to library resources	IT Coordinator, Librarian	No direct financial impact	2012-2016 Academic Years	Currently, VPN access is the only way students can use subscription databases; this needs replacing. IT Coordinator is investigating using separate student server for access

**TABLE 4.2 (B1)**

**LIBRARY AND LEARNING RESOURCE CENTER STRATEGY:** CONTINUED FROM PREVIOUS PAGE...

Goal	Action	Assigned To	Resources	Timeline	Assessment
INCORPORATE INFORMATION LITERACY INTO THE CURRICULUM; ENSURE THAT OUR STUDENTS ARE GRADUATING AS INFORMATION LITERATE INDIVIDUALS	Working with faculty and other appropriate individuals, create tiered information literacy program that will teach information literacy skills - develop assessment programs to measure success in this area	Librarian Faculty Members	No financial impact	2016-2021 Academic Years; Ongoing	Beginning Fall 2013, the College added a class to address Information Literacy. Foundations in Research (ENG1200). Also, several other courses require the use of library materials. These include College Writing, Shaping American Culture, Understanding World Cultures, and Analysis of Film, Literature and Art.
UPDATE COMPUTERS/MONITORS/PRINTERS: PROVIDE STATE-OF-THE-ART RESOURCES FOR OUR STUDENTS	Working with the IT Coordinator, take inventory, and purchase/install needed equipment (see also next objective and goal)	IT Coordinator	Substantial financial impact for equipment and supplies	2016-2021 Academic Years; Ongoing	Computers have been upgraded, but need to be replaced. Need solution for remote access for students. A high-volume, shared printer/copier/scanner was added.
BUILD/CREATE A NEW LIBRARY SPACE/LEARNING RESOURCES SPACE: PROVIDE EXCEPTIONAL LEARNING FACILITIES FOR OUR STUDENTS	Find a space; create a plan; realize the plan. Ideally, space would include an e-classroom, group study rooms, AV viewing rooms, information commons, writing center, tutoring center, etc.	Walnut Hill College Directors, Librarian and select Staff/ Faculty	Substantial financial impact for equipment and supplies	Start planning in 2016 - with completion anticipated in 2017/2018	Desired space is on the third floor of the newly acquired building on Chestnut Street.

WALNUT HILL COLLEGE  
STUDENT VOLUNTEERS



**TABLE 4.3 (C1)**

**SERVICE LEARNING AND CIVIC RESPONSIBILITY STRATEGY:** THE COLLEGE WISHES TO INTRODUCE BOTH SERVICE-LEARNING AND CIVIC RESPONSIBILITY INTO THE EXISTING CURRICULA.

Goal	Action	Assigned To	Resources	Timeline	Assessment
IDENTIFYING SERVICE LEARNING COURSES ACROSS THE CURRICULA	Identify course in which Service Learning would add substantial value through meetings with assigned staff and administration	Chief Academic Officer, Vice President of Culinary and Pastry Arts, Select Faculty	No financial impact; meeting time	Fall 2016	Creating a list of courses
IDENTIFYING SERVICE LEARNING EXPERIENCES	Identify Service Learning experiences and related organizations that would add value to the curricula through meetings with assigned staff and administration	Chief Academic Officer, Vice President of Culinary and Pastry Arts, Select Faculty	No financial impact; meeting time	Fall 2016	Compiling and completing a list of recommendations for Service Learning experiences and related organizations.
ESTABLISHING A SERVICE LEARNING AND CIVIC RESPONSIBILITY TEAM	Create a team of staff and faculty that will direct Service Learning and Civic Responsibility Initiatives	Chief Academic Officer, Vice President of Culinary and Pastry Arts, Select Faculty and Staff	No financial impact; meeting time	2016/2017 Academic Year	Nominating and solidifying a Service Learning and Civic Responsibility Team
COLLEGE CONFERENCE	Curate and convene an annual conference at the College with regard to Service Learning and Civic Responsibility	Service Learning and Civic Responsibility Team (SLCR)	Minimal financial impact; location, time and event costs	2016/2017 Academic Year	Plan and launch conference



The Restaurant School at  
Walnut Hill College

#PHLWINEFEST

**TABLE 4.3 (C2)**

**STUDENT ACTIVITIES AND ENGAGEMENT STRATEGY**

Goal	Action	Assigned To	Resources	Timeline	Assessment
IDENTIFY PROFESSIONALS WITHIN THE INDUSTRY THAT CAN BE USED TO INSPIRE STUDENTS AT GRADUATION	Work with Career Success Coordinator to identify potential candidates	Office of Student and Community Engagement; Career Success Coordinator	Contacts within the Hospitality Industry; Time to develop relationships; Faculty and Staff time; no financial impact	2016/2021 Academic Years; Ongoing	Comprehensive list of Industry Professionals; ongoing assessment
ENHANCE COMMUNITY ENGAGEMENT	Partner with local non-profit organizations to offer student support	Office of Student and Community Engagement	Contacts within the Ronald McDonald House, ACHIEVEability, Keep Philadelphia Beautiful, West Philadelphia Alliance for Children	2016/2021 Academic Years; Ongoing	Comprehensive list of local non-profit organizations and associations; ongoing assessment
EXPAND UPON STUDENT EXPERIENTIAL LEARNING EXPERIENCES DURING STUDENT BREAKS	Develop additional student trips during Spring Break and World Class Days	Office of Student and Community Engagement;	Time to find cost-effective travel options that are student budget friendly; Survey student body to identify travel destinations	2016/2021 Academic Years; Ongoing	Addition of trip options to the Spring Break and World Class Days Off
STREAMLINE STUDENT LIFE AND LEARNING POINT PROGRAM FOR FULL TIME STUDENTS	Developing additional options and programs for fulfilling current Student Life and Learning Point requirements	Office of Student and Community Engagement; Chef Faculty; Dean of Hospitality Studies/Chief Academic Officer	Connections within the community that require student assistance that are relevant to student civic development	2016/2021 Academic Years; Ongoing	Proposed plan that has been reviewed and accepted by selected staff and administrators

**TABLE 4.2 (C3)**

**RADIO STATION POD CAST INITIATIVES STRATEGY** - THE COLLEGE WILL OFFER AN ON-LINE RADIO STATION AS AN OPTION FOR STUDENTS DOING PROJECTS RELATED TO EXPRIENTIAL LEARNING.

Goal	Action	Assigned To	Resources	Timeline
SECURE NECESSARY RADIO AND POD-CASTING EQUIPMENT	Identify and purchase professional recording equipment, select location	IT Coordinator with approval from Executive Vice President, President	Budgeted \$2,000	Fall 2016
ENGAGE STUDENTS AND FACULTY TO PROVIDE CONTENT	Conduct a survey/briefing for students and faculty regarding assignment options and opportunities	Director of Marketing, Select Faculty, Student Body, President	No financial impact	Fall 2016
CREATE A PROPOSAL FOR RADIO POD-CASTS AND CORRESPONDING SCHEDULE	Based on survey/briefing data, create a proposal of radio shows and outline a proposed schedule	Director of Marketing, Select Faculty, Student Body, President	No financial impact	2016/2017 Academic Year



**TABLE 4.2 (C4)**

**TELEVISION STATION INITIATIVES STRATEGY** - THE COLLEGE HAS ALREADY PURCHASED AND HAD THE TECHNOLOGY INSTALLED TO OFFER STUDENTS THREE PROPRIETARY TELEVISION STATIONS. THE STATIONS CAN BE VIEWED ON CAMPUS ON NUMEROUS MONITORS AROUND THE CAMPUS AND IN ALL RESIDENTIAL LEARNING DORMITORY ROOMS. ONE STATION WILL FEATURE PROMOTIONS FOR STUDENT ACTIVITIES. THE COLLEGE'S 29 STUDENT ORGANIZATIONS AS WELL AS THE OFFICE OF STUDENT LIFE, OFFER, ON AN AVERAGE, 16 ACTIVITIES PER WEEK. A SECOND STATION WILL FEATURE THE BREAKFAST, LUNCH AND DINNER MENUS FOR OUR STUDENT DINING PROGRAM TITLED "DINING AROUND THE WORLD". THE THIRD STATION WILL BE MADE ACCESSIBLE TO STUDENT ORGANIZATIONS, STUDENT LEADERS, FACULTY AND STAFF FOR VARIETY OF PROGRAM TO INCLUDE; SHOPPING AND DINING TIPS IN THE UNIVERSITY CITY SECTION OF PHILADELPHIA, INTERVIEWS WITH HOSPITALITY LEADERS, STUDENT COOKING SHOWS, RESTAURANT AND HOTEL REPORTS AND AS AN ASSIGNMENT TOOL FOR EXPERIENTIAL LEARNING EXPERIENCES.

Goal	Action	Assigned To	Resources	Timeline
PURCHASE AND INSTALL THREE PROPRIETARY TELEVISION STATIONS.	Purchase and install three proprietary television stations.	IT Coordinator, Vendor, Director of Marketing, President	Investment \$35,000	Completed
PURCHASE AND INSTALL PROFESSIONAL CAMERA EQUIPMENT & TV GRAPHICS	Purchase camera and related equipment, designate location for recordings to take place and install equipment.	IT Coordinator, President	Investment \$600,00 TV Graphics Budget: \$1,000	Completed TV Graphics: Fall 2016
CREATE LIST OF RECURRING TV SHOWS	Accept proposals from Faculty, Staff and student body of potential show options and create list.	Faculty & Staff Facilitators	Stipend to facilitators; editing equipment	Fall 2016
OFFER EXPERIENTIAL LEARNING OPTIONS FOR STUDENTS AND FACULTY	Survey and brief Faculty, Staff and student body regarding options for assignments.	Faculty & Staff Facilitators	Stipend to facilitators; editing equipment; no financial impact	Fall 2016
UNIVERSITY CITY TOURS	Plan and film University City Tours for the benefit of our new students	Dorm Coordinators	No Financial Impact; Filming time	Fall 2016





# Walnut Hill College

Founded in 1974 as The Restaurant School

## Fast Facts



**FOUNDED:** August 1974

**MAIN ADDRESS:** 4207 Walnut Street  
Philadelphia, Pennsylvania 19104

**TELEPHONE:** 215-222-4200

**WEB:** walnuthillcollege.edu

**MAJORS OFFERED:** Culinary Arts Associate Degree (full & part time)  
Culinary Arts Bachelors Degree  
Pastry Arts Associate Degree (full & part time)  
Pastry Arts Bachelors Degree  
Restaurant Management Associate Degree  
Restaurant Management Bachelors Degree  
Hotel Management Associate Degree  
Hotel Management Bachelors Degree

**STAFF:** 87  
4 Vice Presidents  
8 Directors and Deans  
28 faculty members

**BOARD OF TRUSTEES:** The College is governed by a Board of Trustees. The Board is comprised of leaders from higher education, business, community affairs, and the hospitality industry.

**ACCREDITATION AND APPROVALS:**

- Accrediting Commission for Career Schools and Colleges, Washington DC
- Authority to confer Associate of Science and Bachelor of Science degrees by the Department of Education of the Commonwealth of Pennsylvania
- Approved by the Department of Homeland Security to grant student visas
- Approved for veteran’s training by the State Approving Board of Pennsylvania
- Approved to participate in Title IV and federal financial aid programs by the United States Department of Student Financial Assistance
- Recognized as a Professional Management Development Partner of the Educational Foundation of the National Restaurant Association



## ENROLLMENT:

419 total *(As of Spring 2016)*  
Culinary Arts Associate Degree – 169  
Culinary Arts Associate Degree Part Time – 30  
Culinary Arts Bachelors Degree – 17  
Pastry Arts Associate Degree – 113  
Pastry Arts Associate Degree Part Time – 19  
Pastry Arts Bachelors Degree – 11  
Restaurant Management Associate Degree – 28  
Restaurant Management Bachelors Degree – 12  
Hotel Management Associate Degree – 16  
Hotel Management Bachelors Degree – 4

## DEMOGRAPHICS:

Female – 55%  
Male – 45%  
Median age – 23 years old  
Students hail from 8 states and 2 foreign countries

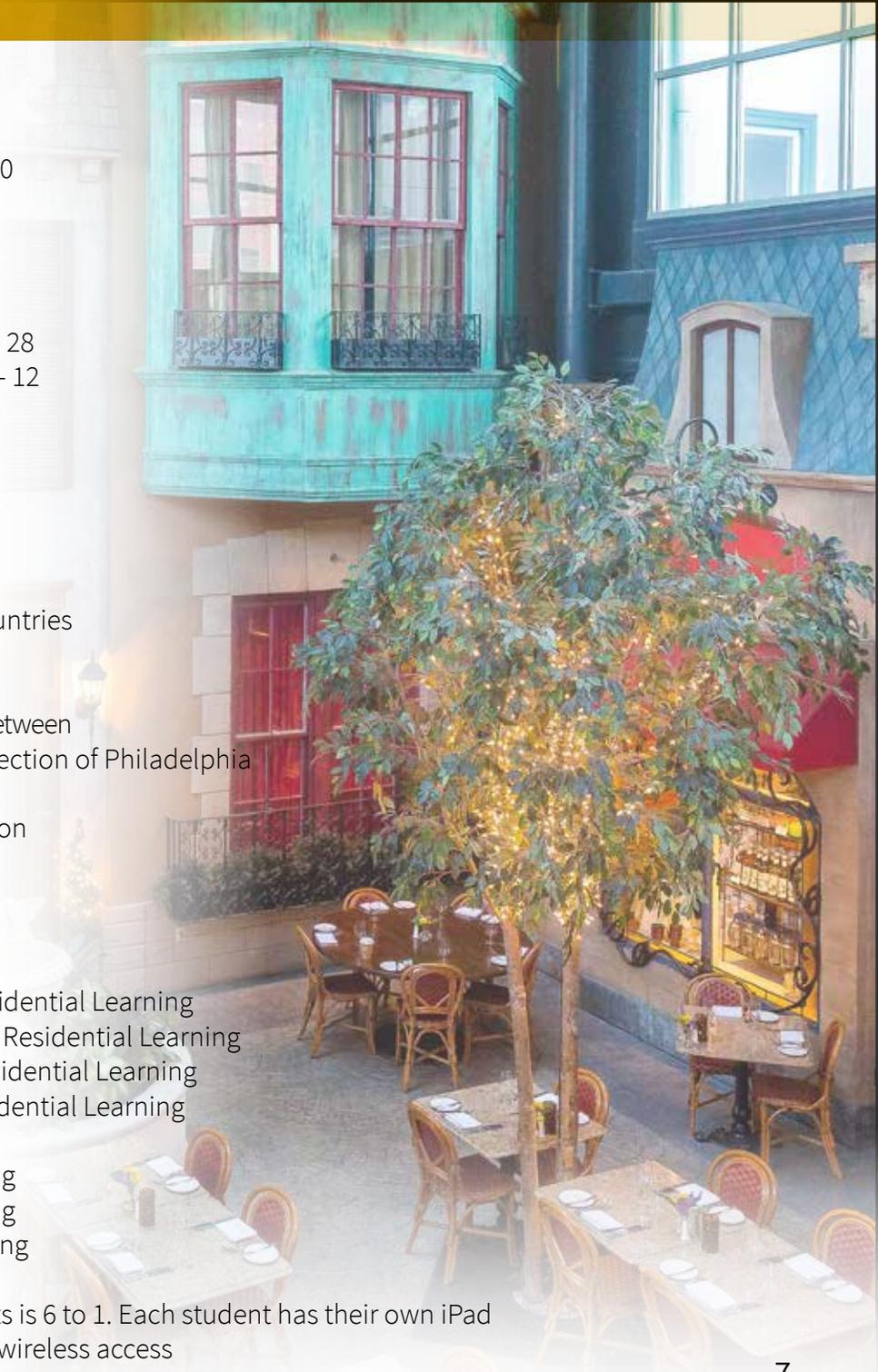
## CAMPUS:

14 buildings along the Walnut Street corridor between  
41st and 43rd Streets in the University City section of Philadelphia

- The Allison Mansion – Main administration
- Restaurant Complex
- The Culinary Center
- The Center for Hospitality Studies
- Bachler Hall – Residential Learning
- Hunter Hall – Office of Admissions & Residential Learning
- Perrier Hall – Office of the President and Residential Learning
- College House – Business Office and Residential Learning
- 100 South 42nd – Chefs Offices and Residential Learning
- McManus Hall – Residential Learning
- 4224 Walnut Street – Residential Learning
- 4210 Walnut Street – Residential Learning
- 4209 Sansom Street – Residential Learning

## COMPUTERS FOR STUDENTS:

73 computers; ratio of computers to students is 6 to 1. Each student has their own iPad  
All classroom and residence buildings have wireless access



**LIBRARY:**

Books: 15,000 in stacks, 110,000 digital  
Periodicals and Audio Visual aids: 1,250  
Five large vendor packages for on-line resources

**STUDENT HOUSING:**

Residential Learning *(As of Spring 2016)*  
164 students in nine Residential Learning halls

**RESTAURANTS AND SHOPS:**

- The Great Chefs – international fine dining
- International Bistro – bistro dining
- Heartland – Modernized American Classics
- Benvenuto - Italian Regional Pastas
- The Pastry Shop: Au Fin Palais – Pastries, coffee & gifts
- Café TRS – student coffeehouse
- The College Store – books, supplies, cookware

**TRAVEL EXPERIENCES:**

All students participate in travel experiences,  
the costs of which are included in the tuition:

Culinary Arts and Pastry Arts – Associate level:  
Gastronomic Tour of France including Champagne, Burgundy,  
and Paris for one week

Restaurant Management and Hotel Management – Associate level:  
Hospitality Tour of Florida Resorts and Cruise to the Bahamas for one week

All majors at the Bachelor level:  
Hospitality Tour of England including Oxfordshire, Buckinghamshire, and London for one week

**STUDENT LIFE AND LEARNING:**

Students complete over 8,380 hours of Student Life and Learning experiences each year  
WHCTV – 3 proprietary television stations  
WWHC – On-line radio station



## STUDENT ORGANIZATIONS:

With nearly 30 clubs and recreational organizations, our students always enjoy an active campus environment outside of our kitchens and classrooms.

- Art Appreciation
- Book Club
- Cake Decorating
- Career Opportunities
- Cheese Club – Les Fromagers
- Chocolate Club
- Cocktail Club
- Coffee and Tea Club
- Comedy Club
- Creative Writing Club
- Disney Club
- Extended Program Club
- Fitness Club
- Foodie Club
- Gardening Club
- Geek Council
- GSA Club
- Hospitality Engagement
- Listening Party
- Modernist Cuisine
- Movie Club
- Quizzo Club
- Residential Learning Council
- Sports and Recreation Club
- Student Leadership Institute
- Take 10 Club
- Tastevin Society
- Travel and Adventure Club
- Vegan and Gluten Free Club



## PROFESSIONAL ASSOCIATIONS:

### Higher Education

- Association of College and Research Libraries
- Council on Hotel, Restaurant, and Institution Education
- National Academic Advising Association
- National Association for Campus Activities
- National Association of College Stores
- Pennsylvania Association of College Admissions Counselors
- Pennsylvania Association of Student Financial Aid Administrators
- Society for College and University Planning
- Eta Delta Sigma

### Hospitality Industry

- American Culinary Federation
- American Hotel and Lodging Association
- Bread Bakers Guild of America
- Catherina D'Medici Society
- Confrerie de La Chaine des Rotisseurs
- Greater Philadelphia Hotel Association
- Hospitality Sales & Marketing Association International
- James Beard Foundation
- National Restaurant Association
- Pennsylvania Restaurant Association
- Slow Food USA
- Society of Wine Educators

### Community and Civic Affairs

- International House
- Spruce Hill Civic Association
- University City District

### Business and Management

- Union League of Philadelphia
- Society for Human Resource Management
- Philadelphia Convention and Visitors Bureau



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- Hinton, K., (2012) A Practical Guide to Strategic Planning in Higher Education. Ann Arbor, MI: The Society for College and University Planning
- Institutional Assessment and Improvement Planning, ACCSC Monograph Series, Accrediting Commission of Career Schools and Colleges

## **Gainful Employment**

<http://www.ed.gov/category/keyword/Gainful-Employment>

[http://ticas.org/sites/default/files/pub\\_files/gainfulemploymentqa.pdf](http://ticas.org/sites/default/files/pub_files/gainfulemploymentqa.pdf)

## **Institutional Assessment and Improvement Plan**

<http://www.accsc.org/UploadedDocuments/2014%20Monographs/Institutional%20Assessment%20and%20Planning%20Monograph%202014.pdf>

## **Faculty**

<http://www.accsc.org/UploadedDocuments/2014%20Monographs/Faculty%20Improvement%20Plan%20Monograph%20Brochure%202014.pdf>

## **Program Advisory Committees**

<http://www.accsc.org/UploadedDocuments/2014%20Monographs/Maximizing%20Program%20Advisory%20Committees%20monograph%202014.pdf>

## **Dorms and Residential Learning**

<http://www.mass.gov/eea/docs/eea/lbe/lbe-campus-sustain-practices.pdf>

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<https://facultyinnovate.utexas.edu/ctl/teaching/engagement/experiential-learning/defined>  
<http://learningfromexperience.com/media/2010/08/experiential-learning-theory.pdf>  
<http://study.com/academy/lesson/what-is-experiential-learning-definition-theories-examples.html>  
<http://compact.org/resources-for-presidents/presidents-declaration-on-the-civic-responsibility-of-higher-education/>

### **Retention**

<https://scholar.google.com/scholar?q=student+retention+in+colleges>  
<http://cscsr.org/index.html>  
<http://csr.sagepub.com/content/16/1.toc>

### **Service Learning and Civic Responsibility**

<http://heri.ucla.edu/pdfs/hslas/hslas.pdf>  
<http://www.servicelearningnetwork.org/wp-content/uploads/2014/09/research-demonstrates-value-of-csl.pdf>  
[http://www.aacc.nche.edu/Resources/aaccprograms/horizons/Documents/slorb\\_jan2010.pdf](http://www.aacc.nche.edu/Resources/aaccprograms/horizons/Documents/slorb_jan2010.pdf)

### **Certifications**

ACF: <https://www.acfchefs.org/ACF/Certify/AboutCertification/ACF/Certify/About/>  
Certified Journey Baker, Certified Baker, Cake Decorator and Master Baker by the Retail Bakers Association:  
<http://www.retailbakersofamerica.org/certification.html>

### **Certified Wedding Planner by the Wedding Planner Institute:**

<http://www.weddingplanninginstitute.com/course-catalog/certified-wedding-event-planning/>

### **Certified Meeting Planner by the Convention Industry Council**

<http://www.conventionindustry.org/CMP/AboutCMP.aspx>

### **TIPS – bar management**

<http://www.tipsalcohol.com/> and <http://thetruthaboutbartending.com/2013/02/15/the-truth-about-bartending-certifications-and-licensing/>

### **ServSafe**

<https://www.servsafe.com/alcohol/training-and-certification>

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### **Hotel Certifications by the American Hotel and Lodging Education Institute**

<https://www.ahlei.org/Certifications/>

### **Value of certifications and memberships in professional associations**

<http://blog.cccctech.com/top-10-reasons-to-join-a-professional-organization/>

### **Student Leadership Institute**

<http://www.studentleadershipchallenge.com/Resource/the-value-of-leadership-development.aspx>

<https://hbr.org/2012/12/why-do-we-wait-so-long-to-trai/.%20December%2017,%202012>

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# END

*Without leaps of imagination, or dreaming, we lose the excitement of possibilities. Dreaming, after all, is a form of planning.*

*- Gloria Steinem*



**Walnut Hill College**

Founded in 1974 as The Restaurant School

INSTITUTIONAL  
ADVANCEMENT  
IMPROVEMENT &  
PLAN 2016-2021

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