Strategic Goals

University Strategic Goals – Please describe the initiatives/strategies that will drive improvement towards university goals. Please include how your university goals align to the System strategic goals below.

1. Ensuring academic program excellence and relevance.
2. Enabling more students to obtain credentials that prepare them for life, career, and the responsibilities of citizenship.
3. Developing new funding strategies, diversifying resources and managing costs to preserve affordability.
4. Increasing accountability and transparency, focusing on results and key performance indicators.

University Goals

WCU's strategic plan, *Building on Excellence,* aligns clearly with the System strategic goals*. Building on Excellence* provides a blueprint for institutional growth and development based on the solid foundation established over the past decades. The WCU community strives to attract and retain a diverse student body and faculty and staff to provide the highest quality academic experience for its students; to offer a productive and supportive environment for its faculty, staff and students; and to act as a highly responsive and engaged partner in its region, the nation, and the world. In order to achieve this, we have developed the following goals that are clearly aligned with the System strategic goals:

WCU Goals that Support System Goal #1: Ensuring academic program excellence and relevance.

- *System Strategy: Engage faculty in innovative instruction, employing proven course and program redesign strategies to enhance student learning.*
  - **WCU Goal:** Use the Assurance of Student Learning process to evaluate and improve student learning assessment plans for all graduate and undergraduate programs. The divisions of Academic and Student Affairs have partnered on a pilot program of eight redesigned and collaborative courses in 2016.
  - **WCU Goal:** Incorporate predictive analytics into student and faculty consideration of courses via such methods as the implementation of Degree Compass, a course recommendations software which enables faculty to offer more nuanced advice to their advisees.
- *System Strategy: Provide opportunities and services that enable all students graduating from a State System university to demonstrate competencies that prepare them to contribute to society.*
  - **WCU Goal:** Implement major revision of General Education curriculum. This outcomes-based curriculum will provide students with a strong liberal arts foundation as well as prepare them for citizenship in a technologically advancing global society.
  - **WCU Goal:** Achieve and maintain the highest accreditations possible in every academic discipline. One such example is the AACSB accreditation achieved by all programs within WCU's School of Business. This accreditation recognizes WCU's high quality faculty, relevant and challenging curriculum, and educational and career opportunities not found at other business schools. Less than 5 percent of the world's 13,000 business programs have earned this accreditation.
- *System Strategy: Promote the use of research-based educational practices to enhance student achievement through programs such as internships, undergraduate research or scholarship, study abroad or first-year experiences.*
  - **WCU Goal:** Continue to expand WCU's international learning experiences so students can better understand cultural, religious and ideological differences. In 2014-15, the University sponsored 454 student international learning experiences, a 28% increase over the previous year. This included traditional study abroad programs, as well as participation in conferences such as Knowledge Crossing Borders, research opportunities, service learning, and music performances
  - **WCU Goal:** Promote undergraduate research through such initiatives as the Summer Undergraduate Research Institute and the student-focused Fall Research Day, presented by WCU's Office of Research and Sponsored Programs and Council on Undergraduate Research.

Strategic Goals *(Continued)*

University Goals *(Continued)*

WCU Goals that Support System Goal #2: Enabling more students to obtain credentials that prepare them for life, career, and the responsibilities of citizenship.

- *System Strategy: Adopt standards for awarding credit obtained through such activities as Advanced Placement, CLEP, prior learning experiences, military experience, and dual enrollment to reduce the time to degree and overall cost of educational attainment.*
  - **WCU Goal:** Expand dual-enrollment program that was launched in 2015. The program offers qualified students the opportunity to simultaneously earn college credits through WCU and high school credits through their respective schools.
  - **WCU Goal:** Encourage military members to use services and support offered by WCU's Veterans Center to help them translate their military training and experience into academic credit.
- *System Strategy: Attract, retain, and graduate students beyond the traditional 18- to 22-year-old, on-campus, residential population.*
  - **WCU Goal:** Provide delivery options advantageous to nontraditional students, such as distance education, which is on a steep trajectory upward at WCU, showing a 455 % increase from three years ago.
  - **WCU Goal:** Bring more undergraduate and graduate programs to the State System's Center City Philadelphia site, where WCU program enrollment increased more than 80 percent this academic year.
  - **WCU Goal:** Attract, retain and graduate more transfer students, including underrepresented minority (URM) students by providing a variety of supports, such as an orientation program specifically designed for transfer students. The Admissions Office focuses on transfer students via an increased presence at community colleges with higher URM populations, provides more campus visitation opportunities, and assists URM transfer applicants through the admissions process.
- *System Strategy: Provide appropriate developmental education opportunities for students – traditional and nontraditional – to promote the success of all students admitted.*
  - WCU Goal: Expand programming that ensures that students persist to the completion of their college degree. The Undergraduate Studies and Student Support Services unit regularly adopts research-based strategies to increase the ability of all WCU students to successfully complete college-level work such as Smarthinking, an online tutoring and academic support service, to better meet students' tutoring needs.

WCU Goals that Support System Goal #3: Developing new funding strategies, diversifying resources and managing costs to preserve affordability.

- *System Strategy: Balance, diversify and grow financial resources (state funding, tuition and fees, private giving, and entrepreneurial activities) and control expenditures to enable the State System and its universities to achieve their missions.*
  - **WCU Goal:** Work to realize the *"Becoming More"* campaign goal of $50 million. The campaign is the largest in WCU's history and features such projects as the Business and Public Affairs Center, expansion of space for the health sciences, new program development, and endowment.
  - **WCU Goal:** Further grow WCU's endowment, which has more than doubled from $16 million in 2010 to more than $33 million in 2015.
- *System Strategy: Increase private fundraising, grants, and sponsored activities in support of university missions.*
  - **WCU Goal:** Grow sponsored research to a level that reflects the skills represented by faculty and staff across the campus. In 2015, faculty received $2.3 million in new funding to support scholarly activities for themselves and their students, compared to $1.8 million in 2014. Based on National Science Foundation data, WCU has the highest amount of research expenditures in the State System.

WCU Goals that Support System Goal #4: Increasing accountability and transparency, focusing on results and key performance indicators.

  - *System Strategy: Develop university and System "dashboards" detailing student achievement, financial efficiency, and economic impact.*
    - **WCU Goal:** Launch new web presence for the University Budget Review Committee, which is responsible for reviewing the University's preliminary annual budget and making recommendations to the President for revisions to the budget prior to finalization. These web pages, which will go live by summer 2016, will be regularly updated to keep the University community apprised of the committee's work.
    - **WCU Goal:** Produce an annual WCU online report (launched in 2015) as a way to communicate student and faculty achievements and the University's economic impacts with stakeholders that include taxpayers, legislators, community partners, alumni, donors, and prospective students and their parents.