BUILDING ON EXCELLENCE
West Chester University Strategic Plan
Phase 1, Year 4 Final Report
2016-2017
This report represents Year 4 results from the strategic plan – Building on Excellence. Results were reported out across all five themes – Academics, Diversity, Engagement, Sustainability and Enrichment. Many of the goals and objectives for each theme have been successfully completed during the year as reflected in the final report.

Year 5 goals, which will be any goals that received funding for the coming fiscal year, will continue to be monitored for progress. In addition, a Strategic Plan Draft Goal Committee (SPDGC) was formed to begin the process of developing a new strategic plan. The new strategic plan will be in effect for the next three years beginning with the 2018-2019 academic year.
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Academics Theme Assessment

Data were reported for five Objectives with nineteen outcome actions in support of the Academics Theme in this year-end report, 2016-2017.

**Objective 1.3** - Strengthen and develop academic programs which have proven effective or for which there is projected demand.

1.3C: Explore and consider the development of interdisciplinary and accelerated types of academic offerings at the graduate level.

*In Progress-Midpoint.* This academic year we had 11 accelerated bachelor’s to masters programs approved through CAPC. In the spring semester three additional programs were approved with a fall 2017 effective date, totaling 14 accelerated options available to students in the upcoming 2017-2018 academic year.

**Objective 1.4** - Advance research, scholarly, and creative activities.

1.4A: Increase participation of student-faculty presentations at the semi-annual research day by 5% from the baseline of AY 2015-16

*Completed.* The fall 2016 Research Day had at least 204 attendees, not including faculty and student presenters. The Spring 2017 Research day had 425 attendees, not including the 70+ faculty and student presenters). This one-day total attendance is the highest ever recorded for a Research Day event, either semi-annual or annual. The AY 16-17 total attendance for both Research Days was 630. For comparison, the AY 15-16 total attendance for both Research Days was 705. The lower attendance at the fall 2016 event can be attributed to the event’s date coming soon after the resolution of the faculty strike and that both students and faculty chose to focus their attention on other activities.

Regardless, the number of presenters is increasing and an arbitrary attendance goal is inappropriate in a comprehensive institutional strategic plan. However, base funding for these events must be continued, since only institutional funding is appropriate to support the expenses associated with these events, which are the only university-wide research presentations and discussions. Plans for AY 17-18 include expanding the symposia to multiple days each semester.

1.4B: Strategically enhance and grow the Summer Undergraduate Research Institute (SURI) to increase the number of students to be exposed to the research process from each of the colleges from the baseline of summer 2016.

*Completed.* FY 2017 base funding for SURI was removed from the university’s final budget. The program will continue to be funded for Summer 2017, but sustained base funding is required to continue this highly impactful program. Over 50 WCU students and 50 faculty mentors will have participated in the four years this program has been offered. All projects have resulted in student and faculty presentations on campus, at national and international technical society symposia, peer-reviewed publications, competitively awarded internal and external follow-on funding, and recognition from the state legislature.
With no additional funds forthcoming and sustained base funding in question, this action should be removed from future institutional strategic plans.

1.4C: Determine effective practices across the colleges to understand scholarship and creative activity outcomes

_In Progress - Midpoint._ Funding provided to support Inter-professional research and education with the development of an Inter-professional committee. The committee completed training on inter-professional education, practice and research. Case studies developed across multiple disciplines with student practice. Workshop planned for all faculty in the Fall of 2017.

Small grants provided to faculty to support student-faculty research.

Research lecture on the Social Determinants of Health by Dr. David Williams who is an endowed Professor at Harvard's School of Public Health.

Support for faculty to promote positive mental health.

**Objective 1.5** - Ensure that advising at WCU is of the same high quality as its academic programs.

1.5C: The Advising task force will administer and collect data from surveys and other sources to inform the advising process. Results will be used to identify potential support structures to increase all measures of advising.

2016-2017 SP Funding: $438,000 for Academic Coordinators

_In Progress - Nearing Completion._ The initial outcome has long been completed; we have administered surveys and continue to gather and assess data that inform our efforts to change our advising process. The Advising Task Force continues with its mission to improve advising on our campus.

- Hosted NACADA speaker on campus with two events (large group speech + small group workshop) plus lunch
- Hired and trained five academic coordinators for advising support pilot program
- Did extensive outreach to departments and other constituencies for academic coordinators
- Monitored advising support pilot program and intervened as needed
- Planned for future of advising support pilot program
- Began planning faculty advising training program
- Began planning university-level faculty advising award
- Provided support to the Honors College ODK advising awards program that significantly increased the number of advisors nominated for awards
- Worked with appointment software vendor and IS&T to explore viability of the software on our campus (in progress)
- Supported a graduate student’s research that will help us continue to assess the advising support pilot program

**Objective 2.2** - Provide faculty, staff and students with formal and informal opportunities to share experiences, discuss research interests and the future of the university.

2.2A: All future facility planning will include areas for informal social spaces and group study areas.

_In Progress - Early Stages._ The new Business and Public Management building opened in January and has plenty of gathering space. The first floor of the building has a reception and gathering space across from the main auditorium with the intent that social functions can be hosted outside the auditorium before a guest speaker or other academic event is held in the auditorium. Throughout the
building, conference rooms and small gathering spaces are available for use by faculty, students, and staff. Many these spaces can be reserved on the spot using an interactive touch screen interface.

In Summer 2016 the Center for Student Involvement underwent a renovation removing numerous office spaces and creating over 3,000 sq ft of student collaborative space on the 2nd floor of Sykes Student Union.

As new buildings are built or renovated conference rooms the campus is making the shift away from departmentally controlled conference rooms to centrally controlled rooms. These rooms are being placed in strategic locations to provide ease of access and are outfitted with the latest technologies. They are or will be placed on 25Live to allow the campus access to these spaces for meetings, course offerings, and guest speakers. It also ensures efficient use of campus space.

The Commons (scheduled opening Fall 2020) has a core design element that is social and academic related gathering spaces. It will have a faculty dining space with an open cooking area that will allow opportunity for guest speaker dinners and students to showcase their culinary skills. The centerpiece of the building will be a two story learning staircase intended to be a gather space for students that will allow them space and connectivity to collaborate and study. Throughout the building are areas small and large for student gathering and studying - some as simple as several chairs around a whiteboard and others with more technology built into the space.

Anderson Hall will go under renovation for calendar year 2018. In addition to small gathering and social areas for students in the corridors, the 3rd floor will have a larger gathering space for faculty and students that will include tables, chairs, comfy furniture, and at least two monitors for students to broadcast their work and collaborate.

2.2B: Each college and the Philadelphia campus will convene a regular schedule of informal social event(s) for administration and faculty at least 1x each year (students may be included as well).

Completed. Student-Faculty pizza party and open forum health in October 2016 and April 2017. Faculty Social in September and December.

Objective 2.4 - WCU will provide its students with a high-quality international experience both at the institution and abroad.

2.4B: With the overriding objective of enhancing West Chester University’s internationalization, CIP will set updated 2016/17 strategic targets and measure outcomes to increase educational abroad opportunities for students, increase the number of international students, develop further institutional global partnerships, and provide other international programs and services for the campus community.

In Progress – Early Stages. Ongoing - but a decision was made to work with the American Council on Education’s Internationalization Laboratory to devise a more comprehensive WCU Global Strategy which would, at the end of a two-year process (Spring 2019), set develop a realistic strategic direction (with new associated outcome measures) to best reflect the changes and growth in international programs. WCU has been approved to be part of the learning cohort/community starting Fall 2017.

2.4D: The University will establish a strong English as a Second Language (ESL) Program that both prepares and supports students to successfully complete undergraduate and graduate academic programs at WCU.

Completed. This outcome has been met. We are not 10 months into the opening of the program and the first (four UG and 4-5 Graduate Students) have used our ELS provider (ELS Language Centers) to prepare for matriculation in Fall 2017. We are committed to the program for at least two more years and hope to build up our overall numbers further.
**Objective 3.4** – Strengthen and strategically grow graduate education at WCU.

3.4B: Identify resources to ensure support for graduate assistantships, graduate coordinators, and graduate faculty, including support for assessment and evaluation.

*In Progress – Midpoint.* We hired a record number of graduate assistants this academic year with support from the Provost and Senior Vice Provost to ensure funding was available in addition to the base budget. There have been continued discussions about resources available and/or needed for graduate coordinators and graduate faculty.

**Objective 4.3** - Expand the use of technology that enhances teaching and learning.

4.3C: As new buildings are erected and existing spaces renovated, active learning spaces using technology should be emphasized.

*In Progress – Early Stages.* Anderson Hall (Plan to be renovated calendar year 2018) - has an active faculty/student learning space designed for the 3rd floor complete with moveable furniture, monitors, and whiteboards. Will be a central location for faculty and students to meet and collaborate.

New Business and Public Mgt building opened in January with numerous active learning spaces. This building shows a wide breadth of active learning possibilities from classroom learning/teaching to rooms dedicated for student collaboration to whiteboards and comfy chairs in the corridors.

The Commons (scheduled to open Fall 2020) is being designed with collaborative classrooms, departmental collaborative rooms, student rooms, and other spaces where students and faculty can gather and work whether on a whiteboard or mobile technology.
Diversity Theme Assessment

Data were reported for five Objectives and eighteen outcome actions on the Diversity Theme in year Four, 2016-1017.

Objective 1.1 – Continuation of Council for Diversity, Inclusion, and Academic Excellence

1.1 A: Ensure that the Council convenes and meets specific targets during the semester and define the following: Mission, bylaws, infrastructure, and reporting links for the council. Review and make recommendations for institutional diversity training and facilitate forums for the campus community post the Campus Climate Survey.

Completed. The Council for Diversity, Inclusion and Academic Excellence met four times during the 2016-2017 academic year. The by-laws and organizational structure for the council were approved. The council was not able to address strategies to promote recruitment and retention efforts.

1.1 B Council will review diversity models and develop a plan to advance diversity, equity, and inclusion to improve campus climate.

Completed. As of May 2017, plans are moving forward for WCU to hire its inaugural Chief Diversity & Inclusion Officer (CDIO). Witt/Kieffer, a nationally recognized search firm, has been retained to assist with recruitment for this position. The plan is to have the CDIO begin in the Spring 2018 semester.

1.1C: Develop an RFP for the Campus Climate Survey
2014-2015 Target: Develop RFP

Completed. A contact with Rankin and Associates was executed and a campus climate survey was launch in October 2015. The data collected was review in the spring semester of 2016 and the results were shared with the campus community at a forum held in October 2016. An executive summary and full report from this survey were posted on the Campus Climate webpage.

1.7B: By April 1, 2017 identify recommendations to improve the campus climate for incorporation of year 2, Phase II of the Strategic Plan.

Completed. Members of the campus community have provided feedback to divisional leaders on the campus climate survey results. Given changes to the university mission and vision, new goals will be identified and will serve as the pillars to the future strategic plan. A Strategic Plan Draft Goal Committee will convene in early Fall to begin the planning process. The new plan is expected to be rolled out in the 2018-2019 academic year.

Objective 1.8: Ensure 100% faculty completion of on-line ADA Program.

1.8A: By October 30, 2016, all faculty will complete the on-line educational ADA training.

Not started. As of April 2017, approximately 12% of the faculty have completed the module but it is now four years old. A new version has been development and will launch to all faculty and staff in the fall of 2017.
Conversations have been held with APSCUF and Faculty Senate leadership to enlist support for compliance amongst faculty.

**Objective 2.1** Recruit, retain, and promote inclusive excellence among a diverse community of students, staff, faculty, and administrators.

2.1A: Collaborate with Human Resources on a review of current marketing and recruitment strategies to assess the effectiveness of current efforts by the end of the 2014-2015 AY (current data indicates minority representation at 20.78% by 2018).

2016-2017: By October 1, 2016, Affirmative Action Plan will be shared with divisional leaders along with recommended strategies to address areas of under-utilization.

**In Progress—Nearing Completion.** A plan is in place for June 2017 to review the effectiveness of current marketing and recruitment efforts in collaboration with Human Resources. Social Equity will share the results of the Affirmative Action Plan with divisional leaders.

2.1B: Review current diversity recruitment and retention best practices and develop by the end of the 2014-2015 academic year a top ten list of suggested effective recruitment and retention practices as strategies to recruit and retain employees.

**In Progress—Early Stages.** Due to changes in the hiring process, the Office of Social Equity’s role is focused on the marketing/recruitment of diverse candidates. The opportunity to meet with hiring managers/department chairperson to review areas of under-utilization did not present itself during the 2016-2017 academic year. The Office of Social Equity will be analyzing marketing/recruitment efforts obtained from data collected by Human Resources in June, 2017 and will have data to share with divisional leaders.

2.1C: Utilizing the 2014 Affirmative Action Plan, identify areas of under-utilization and prepare hiring targets for 2015-2016; collaboration between the Social Equity Office and Human Resources Office to review hiring procedures with no less than 80 searches. (2016-2017: By April 30, 2017, Social Equity will review demographics of hires to assess impact on under-utilization).

**In Progress—Midpoint.** The Social Equity Office is preparing to submit data for an updated Affirmative Action Plan. Social Equity will also be analyzing demographic data from 2016-2017 searches and marketing/recruitment efforts to identify trends and assessment of recruitment efforts. Data will be shared with divisional leaders.

2.1D: Develop an action plan to guide the University in achieving the goal of as mention below percentages representative of persons of color with the University workforce by the end of the 2017-2018 year:

- 2015-2016 Target: reach goal of 6.9% same as for 2015-2015
- 2017-2018 Target: achieve goal of 20.78%

**In Progress—Midpoint.** Data analysis of 2016-2017 of searches conducted will take place in June 2017. The results will be shared with divisional leaders.

**Objective 2.2** Recruit and retain diverse cohorts of students.

2016-2017: Promotion of Visiting Scholars for area of under-utilization
2.2A: By October, 2017, identify and review viability of use of Visiting Scholars to address an area of under-utilization for two academic departments.

Not Started. The Office of Social Equity did not reach out to any academic departments on the use of a Visiting Scholar but did discuss the topic with Faculty Senate.

2.2E: Implement new and proven strategies to retain students from historically marginalized groups, such as LGBQTA, students with disabilities and other marginalized groups.

In Progress- Midpoint. The Admissions Office has two recruiters whose focus is on under-represented populations and the office has provided periodic updates on recruitment efforts (of students of color). Additional conversation is necessary to determine effective recruitment strategies for LGBTQ, students with disabilities and other marginalized populations. As the University is moving forward with the hiring of a Chief Diversity and Inclusion Officer, this outcome should be carried over.

2.2F: Promotion of Equity Matters campaign in both Academic and Student Affairs; development of an online training module to be completed by March, 2015. Academic Affairs/Student Affairs/Information Services & IS&T

Completed. Due to the organizational changes in the Provost Office, the Equity Matters campaign was placed on hold while the division created an Academic Affairs Students Success Committee was created. This committee is addressing achievement gaps of URM students along with other data related to the success of all students.

2.2G: Ensures that the Division of Academic and Student Affairs collaborates and develops an action plan that identifies incentives that will assist in reducing the achievement gap of URM students.

Completed. Leaders within the divisions of Academic and Student Affairs worked collaboratively during the 2016-2017 year to identify and address the achievement gaps of URM students along with other data related to the success of all students. Results of the ACHIEVE Program, launched by Academic Affairs should be reviewed in conjunction with this outcome action.

2.2H: Assess current number of veteran students to establish a baseline number for student veterans enrolled for 2014-2015. Partner with the Veteran's Center to review services and identify resources to recruit and retain students by the end of the 2014-2015 academic year.

Not Started. The Office of Social Equity did partner with the Veteran’s center in 2014-2015 to review services and identify resources for the support of veteran students.

Objective 2.4 Recruit a culturally competent workforce through enhanced training of search committees.

2.4A: By August 30, 2016, all hiring resources/handbooks will be reviewed for consistency and compliance with appropriate laws and policies.

Completed. Human Resources mad modifications to all search materials that were launched for all searches that were initiative in the fall semester of 2016. The Office of Social Equity continues to provide input on the diversity component of recruitment/marketing input for search committees.
2.4B: By August 30, 2016, training will be established for all search committee members

**Not Started.** Due to changes in the hiring process, Human Resources now oversees all searches and the Office of Social Equity's role is limited to reviewing the marketing/recruitment plan for diversity. Training of the search committee members is overseen by Human Resources.

**Objective 3.2 Development of protocol for captioning policy**

3.2A: By November 30, 2016, protocol for use of the Captioning Policy will be developed
3.2B: By February, 2017, protocol will be communicated to all faculty.

**In Progress – Midpoint.** Captioning protocol is still in the development phase by the IS&T Accessibility Team. The team has developed a resource tab for faculty, staff and students as it relates to the use and development of captioned material.
Engagement Theme Assessment

Data and narratives were reported for 10 Objectives and 17 Outcome Actions on the Engagement Theme in Year Four, 2016-2017. Of the 17 Outcome Actions, 71% were reported as “Completed” (59%) or “In Progress - Nearing Completion” (23%). Three outcomes were in the “In Progress - Early Stages” and one outcome was in the “In Progress - Midpoint” phase. One outcome was noted as “Not Started.” Exciting advancements in global initiatives were achieved, including an increase in the number of agreements the University established with other institutions as well as the number of students participating in Study Abroad. Another highlight was the rise in the number of undergraduate prospects from out-of-state (from 4,681 for fall 2016 to more than 13,000 for fall 2017) based upon the large scale investment in marketing through a television campaign, broadcast radio, mall advertising, and geo-fencing. The successful launch of ProNet by the Career Development Center, with the support of Alumni Relations, was a notable outcome related to engaging students and alumni together; the 90+ alumni volunteers who signed up by December to offer students career advice via networking was more than triple the goal. Finally, the Center for Community Solutions has forged a number of productive relationships across campus to be responsive to referring community requests for University expertise to the appropriate campus resource.

Objective 1.2. Provide opportunities for faculty development and support through external partnerships.

1.2A: By June 30, 2018, the External Relations, Academic Affairs, and Advancement Divisions will cooperate to identify and implement at least three partnerships between faculty and external organizations each year.

Completed. The Center for Community Solutions worked with faculty across the various colleges on campus. At least 12 projects were completed within the 2016-2017 academic year as a result of this collaboration.

Objective 1.4. Provide a single point of contact for external stakeholders seeking University expertise and promotion of University services to external stakeholders.

1.4A: By June 30, 2019, the Center for Community Solutions staff will identify and implement at least three projects annually ranging from short-term community service to large-scale research.

Completed. A single point of contact has been established through the Center for Community Solutions. Susan Argentieri serves in the capacity of Internal Outreach Coordinator. The Center for Community Solutions completed in excess of 60 projects ranging in nature from short to long term.

1.4B: By June 30, 2019, the Center for Community Solutions Advisory Board and staff will complete two outreach efforts per month to link organizations/groups with University expertise.

Completed. The Center for Community Solutions has completed over 60 projects to date. The staff have partnered with all of the colleges on campus and completed anywhere from one to five projects per college.

Objective 1.6. Prepare students to be global citizens.

1.6A: Annual participation in study and research abroad will increase to 500 students by 2016-17.

Completed. The Study Abroad program reported 485 participants for 2016-17, very close to but
just shy of achieving the objective. The Center for International Programs suggested that the University consider new goals/outcomes for the future, given that this is about the current capacity for this program.

1.6C: By June 30, 2019, the Center for International Programs will add eight new agreements between WCU and other universities and institutions around the world to promote student and faculty engagement from both partners and demonstrate long-term viability.

In Progress—Near Completion. The Center for International Programs continues to develop a variety of MOA’s with international partners. They continue to monitor the partners for viability, but are still a bit new to these agreements and evaluating what works and what does not work. A better legal/process review is taking place with the Director of Academic Affairs Agreements and Contracts. West Chester University currently partners with eight affiliated education abroad program providers offering over 800 program options around the world (Latin America, South America, Africa, Europe, Central, East, and South Asia, Australia and New Zealand). Many of these options include opportunities to study at universities and colleges worldwide. A total of seven new partners were added in 2016-17.

1.6E. The Office of Service Learning & Volunteer Programs and the Center for International Programs will support the development of faculty and staff led service abroad experiences for students to increase the number of trips by 20 percent by June 30, 2019.

Completed. The number of faculty- and staff-led service abroad experiences for students rose from six in 2015-16 to eight in 2016-17. This 25% increase is partly due to the work of the new Assistant Director for Service-Learning Abroad who was hired in August. Over the course of the year, the Assistant Director met one on one with more than 30 faculty members, helping them develop programs and educating them on best practices. The full impact of this work may not be felt until the 2017-18 school year, as the deadlines for proposing new faculty and staff led programs occur early (June 1st of the previous academic year for winter programs, and October 15 for spring and summer). At this point, Service-Learning and Volunteer Programs and CIP project a continued increase of 20-30% in the number of programs each year for the next two academic years if this position continues to exist and we are able to sustain the current level of faculty support for international service-learning.

Objective 2.1. Strengthen WCU’s regional, national and international visibility and reputation.

2.1A: By June 30, 2019, Increase the coverage of WCU by print and electronic media by 10 percent each year over 2015-16 levels as measured by the number of stories printed and number of appearances in the media.

In Progress—Midpoint. The University has undertaken a large scale investment in marketing to out-of-state students, including through a television campaign, broadcast radio, mall advertising, and geo-fencing. The University has also contracted with several lead generation companies to ensure our reach to our areas of highest interest, including Northern NJ, Long Island and Westchester County in NY, and a continued presence in MD, DE, and VA. As a result, undergraduate prospects from out-of-state have risen from 4,681 for fall 2016 to more than 13,000 for fall 2017. While the increase is impressive, the true test of our effectiveness will come in 2019 with a survey of Mid-Atlantic States.

2.1B: Increase the coverage of WCU by print and electronic media as mentioned below as measured by the number of stories printed and number of appearances in the media. 2016-2017: By June 30, 2017
develop and implement a plan to increase WCU’s perceived value in the Mid-Atlantic region by June 2019 as measured by the results of market research and a 30 percent increase in the number of student inquiries over the base year (2015-16) by 2018-19.

In Progress-Nearing Completion. Coverage of WCU in print and electronic media increased for 2016-2017, as measured by the total number of stories printed and number of appearances in the media for the year. As of June 30, 2017, news clips totaled 1,526, which is 400 news clips more than the highest number of news clips secured in 2015-2016. In addition, the 1,526 total reflects the highest number of news clips secured over the past four years. (Total of 1,126 news clips secured in 2015-2016; total of 1,011 news clips secured in 2014-2015; total of 686 news clips secured in 2013-2014; total of 583 news clips secured in 2012-2013; and total of 668 news clips secured in 2011-2012).

2.1C: By June 20, 2018, increase the University’s main social media activity by 10 percent over 2015-16 results as measured by the number of likes and fans on Facebook, Instagram, and Twitter.

Completed. WCU’s social media engagement increased by 10 percent in 2016-17, one year ahead of the goal. Several factors contributed to this increase including social media campaigns (Public Safety Student Safety, Out-of-State Admissions, Open House, and Rammy Mascot campaigns). Social media activities will continue on an ongoing basis, but this formal goal was marked as fully achieved this summer.

Objective 2.2. Strengthen the appreciation of WCU’s excellence and accomplishments within the university community.

2.2B: Implement methods for promoting WCU unique programs, common research, and events to the campus community by the end of 2015-2016. Examples include:
- Expand the content of “This Week at WCU” to include special stories on unique programs/successes
- Include conferences and camps in the current “Events this Month” webpage.
- Use the Unique Venues webpage service to better promote conferences and WCU as a meeting space.
- Promote conferences and unique programs via social media which faculty, staff, and students may review.
- Streamline the way tickets are sold and publicized to on-campus constituents.
- Share research activities with the campus through the WCU website, social media, emails, and publications.

Completed. "This Week at WCU" and "Events this Month" web pages have been replaced by the university-wide calendar. The Office of Communications and Conference Services collaboratively achieved this outcome.

Objective 2.4. Recognize faculty, staff, and students who engage in meaningful service-learning activities and/or volunteer programs.

2.4A: Beginning in spring 2017, the Office of Service-Learning & Volunteer Programs will publically recognize faculty and students participating in service-learning activities.

Completed. Two separate events were held, to honor student volunteers and faculty respectively. Dr. Andrea Varriecchio from the Department of Languages and Cultures was the recognized faculty member.

Objective 3.1. Pursue partnerships with West Chester Borough, surrounding Townships, and the
region promoting shared goals and visions.

3.1A: Enhance the partnership between the Borough and WCU by sponsoring a minimum of 8 meetings each year with the Campus Community Coalition. 2016-2017: By June 30, 2017 research, develop and implement the West Chester Together social marketing campaign as an initiative of the Community Campus Coalition and in collaboration with WCU faculty to promote positive community norms and messages that uphold and improve the health, safety and quality of life for all in the West Chester community. Hold a minimum of two (2) social events per semester to advance “West Chester Together” messages.

**Completed.** Outcome has been met and completed by June 2017 in regards to social events: Welcome Back with Borough’s Swingin’ Summer Thursday; National Good Neighbor Day Celebration; Fall Festival of Service; Snow Shovel-Ready; Pack It Up/Pass It On.

**Objective 3.2. Improve community involvement in WCU programs, and events.**

3.2A: 2016-2017: The University will annually involve neighbors and community groups from the Borough/Townships in at least four (4) high profile community service, athletic, or educational/cultural social events.

**Not started.** Specific events were not targeted this year; however, the practice and good will for our neighbors should be extended annually.

**Objective 3.3. Encourage faculty research and outreach in service to local communities and schools.**

3.3A: By June 30, 2017, the Center for Community Solutions in collaboration with Academic Affairs and Research and Sponsored Programs will annually collect a list of faculty research and outreach projects to local communities and schools and share the results with the campus and regional communities.

**In Progress-Early Stages.** The Center for Community Solutions (CCS) team has met with the deans and assist deans of all of the colleges over the last year. All representatives from each of the colleges have expressed a desire to assemble this list of outreach activities. A decision will need to be made regarding the most efficient manner in which to collect this data as some of our faculty already input this information into a database housed in the Office of Service-Learning & Volunteer Programs. The CCS team does not wish to duplicate efforts and will need to work with the administration in each college to determine the priority of this data collection effort.

**Objective 4.1. Expand alumni communication, programming and outreach efforts to connect WCU students with new opportunities for engagement and build relationships between alumni and their alma mater.**

4.1B: 2016-2017: The Twardowski Career Development Center, in collaboration with the Office of Alumni Relations, will launch the Professional Networking platform within Ram Career Network; this platform will enable students and alumni to connect for informational interviews and networking conversations.

**Completed.** ProNet was launched in the fall of 2016 with a goal of 25 alumni volunteers, and by May 2017 there were 97 Alumni ProNet Volunteers. The career center began promoting the network to students and alumni in the spring (with the goal of 25 signing up), and by mid-summer more than 225 students and alumni had been granted access to the network.
4.1C: By June 30, 2017, the Office of Fraternity and Sorority Life will establish a baseline measurement of current fraternity and sorority alumni engagement, and establish a target increase and an action plan for achieving this target by June 30, 2019. This will include establishing a process for consistently tracking fraternity and sorority alumni and hosting at least one affinity networking event per year focusing

**In Progress-Early Stages.** An initial planning meeting was held, however action items were not started, based on limited staffing in the Office of Fraternity and Sorority Life to prioritize this strategic objective.

4.1D: By June 30, 2018, the Office of Fraternity and Sorority Life, Office of Alumni Relations and WCU Foundation will coordinate a 50th anniversary celebration commemorating the University’s initial recognition of fraternities and sororities on campus.

**In Progress-Early Stages.** An initial planning meeting was held, however action items not started. Volume of regular work and limited staffing in the Office of Fraternity and Sorority Life made addressing this objective difficult.
Sustainability Theme Assessment

Data and narratives were reported for nine Objectives and 18 Outcome Actions on the Sustainability Theme in Year Four, 2016-1017. Of the 18 Outcome Actions, 89% were reported as “Completed” (56%) or “In Progress - Nearing Completion” (33%). Only two outcomes were in the “In Progress - Early Stages” or “In Progress - Midpoint” phase. These results are very impressive given the ambitious outcomes that were proposed. One of the highlights was the hiring of the Director of Sustainability who is already having a positive impact on campus. Other highlights include: The Becoming More Campaign raising $56.4 million (as of March 31, 2017) which exceeded the $50 million goal a full year ahead of schedule; numerous successful divisional and departmental reorganizations to meet changing needs; steady progress in talent management and development; and continued growth of employee participation in personal and professional development opportunities that clearly exceeded the Plan goals.

Objective 1.1. Encourage and provide support for the creation and implementation of academic courses, curricula, and programs that address the integrated facets of sustainability: society, economy and the environment.

1.1A: (1) Integrate sustainability into the new general education program; (2) hold a workshop for faculty from each College to learn how to integrate sustainability into the curriculum (led by the Sustainability Coordinator and Sustainability Ambassadors); (3) compile a list of WCU course dedicated to or containing components applicable to sustainability; and (4) list sustainability related courses on the sustainability website.

In Progress - Nearing Completion. Members of the Sustainability Advisory Council have been active participants in the General Education program updates and Sustainability will become an integrated component into General Education requirements in the future. Building on the 2015-16 successes, a one day staff Brandywine Project Workshop was held in May 2017 and a second two day faculty Brandywine Project Workshop will be held in January 2018. A list of WCU course dedicated to or containing components applicable to sustainability was successfully completed and is now being maintained / updated on a regular and ongoing basis. Finally, general education-specific sustainability information and a list of courses at WCU that are sustainability specific are now available on the WCU website.

Objective 1.2. Support the pursuit of extramural funding for sustainability research.

1.2A: Specific task: (1) Identify potential external funding sources to support sustainability research.

In Progress - Early Stages. The Sustainability Advisory Council has taken two initial steps: First, a list of faculty members within the SAC has been identified of those who conduct sustainability related research to bring these individuals together across disciplines toward their common goal of sustainability-related research. Second, SAC has formed the Research Subcommittee, among this subcommittee’s tasks is the future identification of external funding sources to support sustainability research.

Objective 1.3. Develop institutional partnerships with business, government and nonprofits that address critical sustainability issues.

1.3A: Increase the number of formal partnerships with the local community, including school districts, government agencies, non-profit organizations, higher education institutions and other entities to advance environmental sustainability within the community.
2016-2017: Collaborate with school districts, government agencies, non-profits, businesses, and other entities currently devoted to sustainability issues to establish a WCU-Community Coalition (consortium) to address critical sustainability issues. Seek external funding as a goal of the collaboration.

**In Progress - Nearing Completion.** A list of community email contacts specific to sustainability has been developed and is now being maintained by the new Sustainability Director. After extensive research, it was deemed that a listserv was no longer the best approach to fostering interconnectors within the greater sustainability community and this portion of the task has been abandoned from any further action. This conclusion was reached for both technological reasons and overall a lack of interest in a listserv within the greater sustainability community. However, the Sustainability Advisory Council now maintains a calendar on WCU’s sustainability website, the WCU sustainability Facebook page, and the WCU sustainability Twitter account all towards achieving the original goal of the listserv concept. The goals of both identifying funding and the, in turn, creating and hosting an annual / semi-annual “WCU-Sustainability Community Coalition meeting at WCU” have not yet been completed at this time. This portion of this task will be carried forward into the next fiscal year. Lastly, the Bikeshare program is now operational (see below).

**Objective 1.5.** Use the Sustainability Climate Action Plan to set short- and long-term environmental goals. WCU’s Climate Action Plan (CAP) seeks to make the University climate neutral by 2025 and addresses the following: energy and buildings; transportation; purchasing; solid waste and recycling; dining services; curriculum; co-curricular education; research; and public engagement.

1.5A: Create and approve interim targets for goals and actions that will lead to climate neutrality as defined by the Plan.

2016-2017: Hire a full-time Director of Sustainability and supporting coordinators (charged with implementing CAP). Fund projects and Office of Sustainability through the development of a Green Revolving Loan Fund. Create the Climate Action Plan Implementation Team (CAPIT).

**In Progress-Nearing Completion.** In April 2017, the University hired the first-ever Sustainability Director. This position will help to move sustainability efforts on campus from volunteer time/service time to professional full-time staffing for the Office of Sustainability. The new Director reports directly to the Office of the President and will greatly enhance all sustainability efforts for the campus. It was recommended in the year-end submission that the University should consider funding toward initiating one new and invigorate one existing sustainability initiative in the next fiscal year. Further, funding for a new Green Revolving Loan Fund could help to jumpstart new sustainability initiative on campus. The fund should be designed to itself generate a sustained funding source for new sustainability initiatives. In cooperation with the new Director, the University should consider the creation of a Climate Action Plan Implementation Team (CAPIT) to further the goals of the University Climate Action Plan.

As of August 2016, the WCU Bikeshare is now operational with a total of five stations: three stations on North Campus; one station located next to Swope; and one station located on South Campus. The program is through the vendor Zagster, a leader in bike sharing. Both the University through the Strategic Plan’s Sustainability Theme Team and the West Chester University Foundation Parents Fund supported the initial funding to kick-off the bike share program. With a goal to better report sustainability initiatives and activities to a common information sharing site (e.g., TracDat) this task has been integrated across the Sustainability Advisory Council, the Office of Sustainability, and the Sustainability Theme Team with reporting of tasks occurring via appropriate reporting leaders across the campus.
Lastly, to support the maintenance and further development of physical resources on campus that can be used for instruction and research in sustainability, garden interns have greatly enhanced the usability and accessibility of both the north campus Outdoor Classroom & Demonstration Garden and the south campus garden. As an early action as the new President of WCU, Chris Fiorentino initiated the creation of an additional garden at Tanglewood; this garden is currently in early development but will soon be an additional campus resource alongside the current campus gardens. The University is currently working with a contractor to develop a University landscape master plan that actively integrates sustainability components. Further development and enhancement of existing green roof and green walls on campus should be carried forward into next year’s strategic planning efforts.

**Objective 2.1. Encourage stewardship by adopting continuous improvement practices that result in effective operations and improved services.**

2.1A: Have in place a performance based budget allocation model that supports and reinforces the University’s mission and academic goals. Budget Review Committee will be constituted, with the charge to review the draft budget as presented by the President and the Cabinet and to provide recommendations to the President regarding that budget.

**Completed.** The BRC is in its second year and has been reviewing the proposed allocations for the FY18 budget.

2.1B: Institute programs, in collaboration with local bargaining units that encourage broad-based employee ownership in continuous improvement processes that will improve effectiveness and efficiency of University operations. Specifically work with the labor unions in a cooperative framework to identify opportunities to improve University-wide processes and increase efficiency. Market the success of the University’s online suggestion program to the campus to recognize employees’ contributions and to encourage future participation.

**Completed.** As part of the 2016-17 changes in senior leadership, many divisional/organizational reviews resulted in changes to improve the effectiveness and efficiency of divisional and University operations. Many of these changes which resulted during spring semester in Academic Affairs’ colleges, Student Affairs, Informational Services and Technology and Institutional Research helped realign leadership teams, rescope and rename units and positions, and reassign departments/functions.

2.1C: Review existing organizational structures to ensure they are strategically aligned to facilitate excellence in all areas of University operations and to support the University mission. Provide specific resources needed to align organizational structures. 2016-2017: Revise and refine plans. Request any resources needed to properly align organizational structures.

**Completed.** As part of a review of organizational structures by President’s Cabinet, a number of organizational changes were authorized by President Fiorentino, effective July 1, 2017. The changes involving the Advancement Division include 1) moving the Office of Research & Sponsored Programs back to Academic Affairs and 2) moving the government relations functions from the President's Office to the Vice President for Advancement. The later change recognizes that the leadership of the Advancement Division has significant experience in government relations and can support that function more efficiently. With regard to Sponsored Research, returning that department to Academic Affairs will strengthen that office's access to faculty who are the principal source of grant applications, ensure that Sponsored Research operations are more closely aligned with the University’s academic priorities, and provide opportunities for the office to be more actively engaged in academic planning.
Objective 2.2. Increase and diversify the University's financial resource base through fundraising, grants and contracts, and entrepreneurial activities. 2016-2017: Raise at least 90 percent of the Becoming More Campaign goal by the end of 2016-17 and 100 percent by the end of 2017-18.

2.2A: Continue to identify and cultivate leadership prospects in support of all campaign goals. Continue implementation of the general gifts phase of the campaign using direct mail, web-based, telephone and individual solicitations. Measure progress toward meeting Campaign goals and implement corrective measures where necessary.

Completed. The Becoming More Campaign has been an unqualified success raising $56.4 million as of March 31, 2017. This total exceeds the $50 million goal by 12% and means this outcome was achieved a full year ahead of schedule. In consultation with the President and the WCU Foundation, the decision has been made to end the Campaign on June 30, 2017 and begin planning for the next capital campaign which will align with the new strategic plan which will be prepared in 2017-18.

2.2B: Increase total annual gift income to $7 million by the end of 2016-2017. 2014-2015 Goal Achieved: Increase total annual gift income to $4.5 million in cash and $2 million in planned gifts.

Completed. Based on fundraising results as of March 31, 2017, total gift income for 2016-17 is expected to exceed $12 million by June 30, 2017 ($5 million in cash and $7 million in new planned gift commitments).

2.2C: Complete Phase II of the WCU marketing campaign, with Phase IV planned by the end of 2015-16. (Both Phase III and Phase IV will continue the regional branding campaign by focusing on promoting the overall quality of the University and of selected programs.) Report on: specific advertising tactics and timelines; establish tracking methodologies for testing responses to the Campaign. Focus on building brand identity in selected areas of the Mid-Atlantic region.

In Progress - Nearing Completion. The University has undertaken a large scale investment in marketing to potential out-of-state students through a television campaign, social media channels, campus tour software, and geofencing. The University also has contracted with several lead generation companies to ensure our reach to our areas of highest interest including Northern New Jersey, Long Island and Westchester County in New York, and a continued presence in Maryland, Delaware, and Virginia. As a result, undergraduate prospects from out-of-state have risen from 4,681 for fall 2016 to more than 13,000 for fall 2017. While the increase is impressive, the true test of our effectiveness will come in 2019 with a survey of Mid-Atlantic states.

2.2D: Institute programs and provide support conducive to increasing the number and amount of WCU external contracts and grants, with an eventual target of $10 million annually. Strategic plan funding approved '14-15: $40,000 2016-2017: Continue to implement the plan to increase annual externally sponsored research, scholarly and creative activity and other programmatic revenues. As necessary, refine the plan to ensure targets are met. Develop and submit at least 70 proposals for externally sponsored research, scholarly activities, and other sponsored programs by June 30, 2016. Receive at least $3 million from research, creative, scholarly activity, and sponsored program awards from all external funding sources. Seek support to fund new initiatives as outlined in plan for 2016-17.

Completed. From July 2016 through April 2017 (the date the data was collected), WCU faculty submitted funding and have received 27 awards totaling $1.5M. Previous fiscal year (not calendar year) data on awarded funding are: FY 2013: $1.37M; FY 2014: $1.85M; FY 2015: $2.26M; FY 2016: $2.13M. These data represent a 55.5% increase in three years. All components of the research strategic plan have not been implemented because of lack of support in the university
budgeting process. Going forward it was recommended the $10M stretch goal be withdrawn and a new and realistic target based on research expenditures (both internal and external) should be set.

**Objective 2.5. Renew the University's long-term commitment to human capital management through employee recruitment and development and through performance and retention programs.**

2.5A: Enhance the University’s reputation as an “Employer of Choice” inside the organization and in the region—to be measured by a 10% reduction in unplanned turnover and a reduction in failed searches in the first year—by embracing an Integrated Total Rewards approach to recruitment and retention through the identification, development, and promotion of high-value rewards to bolster recruitment and retention of employees.

**In Progress - Nearing Completion.** The University has seen a steady increase in the number of searches, including new positions, and a decrease in the number of failed searches. While newer initiatives like the Moving Expense Policy, Graduate Tuition Waiver, Non-Competitive Lateral Transfer and Promotions, Professional Development Leave, and Manager Equity Increase Program have shown early interest and usage, their impact on retention and successfully completed searches only can be assessed in future years.

2.5B: Improve organizational, stability, reduce, replacement costs and increase capacity for success through the piloting of succession planning software. 2016-2017: Develop functionality in Halogen software where WCU can best collect, track, and report on employees’ career goals, potential for promotion, risk of leaving, and talent gaps. Begin establishing talent pools for “at risk” positions and occupational series and determine training needed. Develop strategy for partnering with VPs to best use forecasting information to plan and prepare for upcoming retirements and resignations, as well as emerging needs that will require employees with specialized skills. Research, develop, and pilot “stretch assignments” program that will help employees expand their knowledge, skills, and experiences.

**In Progress - Nearing Completion.** Since the strategic funding and introduction of Halogen, WCU supervisors have been encouraged to have “stay interviews” with the managers as part of the appraisal process. As part of the pilot, they were to discuss and/or assess their employees’ promotion potential, timing of such promotion, risk of and reason for leaving, and where appropriate, recommend employees for talent pools. Candid career conversations and the identifying current and potential “bench strength” help improve engagement, retention and organizational readiness when vacancies occur, thus saving WCU time and money. Eight-nine managers have been identified for six pools at varying levels of readiness. Stretch assignments will be part of the talent pool learning paths and a review of university committee composition was initiated to give aspirant leaders new “stretch” opportunities. Learning paths for key competencies in each talent pool currently are being developed.

2.5E: Continue to provide and promote a wide variety of in-house employee development programs, with the planned outcome to increase program participation by an additional 4% over the previous year.

**Completed.** 2016-17 saw an almost 30% increase in the number of WCU registrants in “Investing in Employee Excellence” programs. This increase resulted despite a 7% reduction in offered programs and an increase in the number of “non-trackable” created or curated learning opportunities through social media, including weekly leadership learning, and using the Human Resources newsletter to make just-in-time content accessible to all employees.
Objective 4.1 - Become known as a healthy university through promotion of quality of life and healthy development, choices, and environments.

4.1 A: Implement recommendations from the Campus Climate Survey as evidence by the Council for Diversity meeting in Oct. of 2014 to initiate the dialogue. The sub-group will work with a vendor in spring of 2015 to develop a plan for implementation of the recommendations in the plan; Projected implementation will begin in fall of 2015. 2016-2017: Reconvene the President's Commission on the Status of Women; respond with concrete measures to address concerns of female employees. Implement the Campus Climate Survey and create a mechanism to analyze and share the results with the campus community; work toward improving target areas. Charge the CCIT to engage the Department of Public Safety at WCU and the Borough Police Department in discussions about safety and perceptions of different people. Support the LGBT Concerns committee with recruiting a faculty associate. Analyze existing data about non-traditional students and transfer students to create a baseline and to target areas of improvement related to their experience, comfort, safety, and access to resources.

Completed. Results of the campus climate survey were shared with the campus community. The President's Commission on Women was reconvened and reported their recommendations on May 8, 2017 to the President and his Cabinet. Public safety is engaged in a community policing process.

4.1B: Ensure dissemination and awareness of resources and policies and procedures regarding threat assessment, building safety, emergency responsiveness, violence, sexual harassment, and mental health as evidence by several media to include: University's website, e-mail, hard-copy, external emergency notification system (audible public address system), and in-person.

In Progress - Midpoint. Public Safety held its first “Meet and Greet in September 2017; four additional M&Gs were held during the fall semester. The purpose of the M&Gs is to provide department contact information, meet the campus community and provide information on campus policies and procedures. As the campus becomes more familiar with the department and officers, it is hoped that they are more likely to feel comfortable reporting criminal behavior to Public Safety. In addition, Public Safety staffed an information table at the Welcome Back Picnic where students and parents could discuss Safety and Security procedures, as well as meet officers and K9 Remi. Throughout this academic year, a social media campaign, supported by WCU Public Relations, featured K9 Officer Remi as the department’s crime prevention “spokesperson.” Remi provided the campus with crime prevention tips through Instagram, Facebook and Twitter. Seven crime prevention tips were provided throughout the fall semester. How and when to contact Public Safety, services provided, registering for WCU Alert, using the crosswalks, programing Public Safety’s phone number into cell phones, being aware while walking around campus and other useful tips were the subjects of the social media campaign. Five "Breakfast with the Police Chief" events were held during the fall and spring semesters. During the events students were treated to breakfast and direct contact with Chief Bicking to ask whatever questions they may have. The events have migrated to a "Brunch with the Police Chief.”

Objective 4.2. Become known as a university that provides an environment where all students and employees feel secure and are able to perform their best work.

4.2A: Each year, increase the number of students, faculty and staff engaged in activities to enhance their positive social, physical, and mental well-being (as measured by the student NSSE Survey and employee Healthy U program).

2016-2017: Market and support various programs (e.g., Sykes After Dark, intramural and club sports, activities at the Student Recreation Center, Healthy U, SEAP). Offer additional programs and services, as
needed. Collect, analyze, and report aggregate annual health changes of WCU employees in Healthy U and WCU participation rates and trends in the annual flu shot program. Publicly launch the Green Dot Bystander Program and engage the campus community in this bystander program to increase positive bystander behavior and decrease power-based personal violence such as: sexual assault, stalking and dating/domestic violence.

**Completed.** Human Resources’ Office of Training and Organizational Development and College of Health Sciences successfully partnered to offer WCU employee diabetes information through the Human Resources newsletters and an information session, which helped contribute to 16 WCU “at risk” faculty and staff being part of a year long Diabetes Prevention and Treatment program facilitated by Health Sciences’ faculty and graduate students. Healthy eating, stress management/emotional intelligence and related programs continue to be offered. Four hundred thirty one employees participated in the 2016 Employee Flu Clinic and 94 faculty and staff participated in the Green Dot Bystander program to date during 2016-17.
Enrichment Theme Assessment

Data were reported for six Objectives with thirty-four outcome actions in support of the Enrichment Theme in this year-end report, 2016-2017.

Objective 1.1- Promote the arts, athletics, and other co-curricular experiences by enhancing out-of-classroom experiences, including but not limited to internships and practicums, and bolstering student leadership training, service-learning opportunities and other "capstone experiences" to provide all students with a holistic foundation that broadens academic excellence and prepares them for active citizenship.

1.1A: Develop three new enrichment opportunities in 2016-2017 that promote collaboration and partnerships across divisions and academic disciplines to support and augment student, faculty and staff creative endeavors, including but not limited to student research, service-learning, and other artistic and innovative activities, in an effort to celebrate and amplify WCU's cultural assets.

Re-visit. This Outcome Action was not completed as written. However, several partnerships were formed between the Academic Affairs and Student Affairs Divisions during the 2016-2017 academic year (see list below), and others are being considered. The Enrichment Theme Team recommends re-visiting this objective in the Strategic plan for 2017-2018 in the context of these partnerships.

1. Service-Learning & Volunteer Programs provided consultation and support for new service-learning courses in Mathematics, Marketing, and Philosophy.
2. Service-Learning and Volunteer Programs partnered with APSCUF, Center for Women and Gender Equity, Student Government Association, Campus Election Engagement Project, and Department of Political Science to bring voter engagement programming to campus.
3. In collaboration with Center for International Programs and Criminal Justice Department, Service-Learning and Volunteer Programs assisted in the coordination and staffing of a new a co-curricular spring break service program in Ventanilla, Peru, designed around a mutually beneficial, sustainable, long-term partnership with local organization, Voices4Peru.
4. Office of New Student Programs & College of Business and Public Management worked to create a one day program for new transfer students to connect with the college, department, and WCU services. The students were able to network with departments, services, academic support, and student organizations associated with the college.
5. Twardowski Career Service Center partnered with Loretta Rieser-Danner (Professor in Psychology, Interim Associate Provost for Student Success) for "WISH Week - Highlight Your Strengths". The use of career assessment (specifically FOCUS2) was promoted to enhance student self-awareness at tabling events and also delivered a workshop.
6. Twardowski Career collaborated with the formerly named Pre-Major Academic Advising Center and the Academic Development Program to deliver a new "Meet Your Major" two-session academic and career exploration workshop and organized a "Meet Your Major Fair" which featured academic departments at tables for students who wanted to explore their majors and minors.

1.1B All five Academic Colleges inventoried the current offering of internship and practicum experiences available for Majors within their academic departments.

Target 2016-2017: Each College will set realistic target goals for internships and practicums by Major for
In progress. Progress on this goal has been achieved and reported by 3 of 5 colleges. The College of the Sciences and Mathematics reported providing students with internship and research opportunities within and off-campus, and have completed the inventory of the current offerings of internship, practicum and independent research study opportunities. The College of Health Sciences reported that 4 of 6 undergraduate departments have internship/clinical/practicum requirements. Due to licensing in the field of study, the Departments of Nutrition and Communication Sciences and Disorders do not have internship/clinical/practicum in the curriculum. It was also reported that 3 of 6 graduate departments have internship/clinical/practicum requirements. The College of Arts and Humanities reported that they sponsor numerous internships annually.

1.1C: Now that the Undergraduate minor in Leadership Studies has been approved through CAPC, the Leadership Project team will partner with the Honors College to promote the new minor to interested students and assist in establishing enrollment goals.

Target 2016-2017: Dr. Dean will finalize faculty complement needs to achieve enrollment goals by October 1 and submit Block Grant proposal to the Provost’s Office in order to secure additional faculty (permanent) dollars.

In progress. Dr. Dean reported that there is no need for additional personnel at this time, as the program is growing. Twelve (12) students have officially enrolled in the Civic and Professional Leadership (CPL) minor. In summer 2017, the CPL minor graduated its first 4 minors.

1.1D: The Athletic Department will increase communication and social media presence in order to improve University and local awareness of student-athletes academic, civic and athletics success.

2016-2017 Target: Athletics will expand web streaming of games. Due to the outside company raising its costs, funding of $13,000 will be necessary to broadcast 13 events. Sports Information will maintain steady growth of social media platforms, including Facebook, Twitter and Instagram followers by 10% over the three-year period in Phase II. (Active)

Completed. As of May 1, 2017, the following numbers have been pulled to illustrate the increased exposure on social media. Twitter: 6,434 followers, 13.7K posts, - 13.8% increase from 8/29/16, 7.8% increase from 11/8/16. Instagram: 816 followers, 210 posts, - 54.5% increase from 8/29/16, 29.3% increase from 11/8/16. Facebook: 3,047 likes - 16.1% increase from 8/29/16, 9.0% increase from 11/8/16. Additionally, West Chester University athletics televised four football contests and web-streamed three more. The athletics department also web-streamed 11 men’s/women’s basketball doubleheaders. We also web-streamed the PSAC Women’s Soccer Tournament and NCAA DII Women’s Soccer Tournament games hosted by West Chester University – for a total of 5 more webcasts, 30 total webcasts and 4 total televised games.

1.1E: Student Affairs units and Student Services Incorporated (SSI) will increase opportunities for students to enhance their leadership and personal development skills by becoming involved in co-curricular and development activities.

Target 2016-2017: Increase the percentage of first-year students by 6% over three years (2% per year) who report on the National Survey of Student Engagement (NSSE) that they have participated in a club or student organization at the University.
**Re-visit.** The NSSE was not administered in 2016 or 2017. The Enrichment Theme Team recommends re-visiting this objective in the Strategic plan for 2017-2018, as it is anticipated that the NSSE will be administered in 2018.

1.1F: The Office of Student Leadership and Involvement will increase the number of individual students who participated and are trained through formal leadership development programs by:

**Target 2016-2017:** The Office of Student Leadership and Involvement, Office of Multicultural Affairs, New Student Programs, and Office of Residential Life will strategically market leadership development programs to WCU students of color with the goal of expanding participation levels by 2% per year over the three year period of Phase II.

**Completed.** The Office of Student Leadership & Involvement reported that there has been a 2% increase in participation during the 2016-17 academic year of students of color.

1.1G Student Leadership and Involvement will partner with the Department of Athletics to organize specialized leadership development efforts for student athletes. (Captains Leadership Advancement Series, a component of the Michael Horrocks Leadership Academy for Varsity Athletes)

**Target 2016-2017:** Formal assessment of student learning outcome measures will be incorporated into the program.

**Completed.** Captains Leadership Advancement Series was held in both fall and spring semesters. A total of twenty-four student athletes participated in this program (twelve in the fall and twelve in the spring). Both cohorts of students participated in program specific assessment.

1.1H The Office of Student Leadership and Involvement in collaboration with the Center for International Programs will lead a group of 25 WCU students on a cultural immersion trip to Italy during Spring Break 2017. Based on the evaluation of this experience, decisions will then be made for Year V and VI.

**Completed.** The Office of Student Leadership & Involvement in collaboration with the Center for International Programs led a group of twenty-one WCU students on a cultural immersion trip to Italy during Spring Break 2017. The goal of twenty-five students was not met, but OSL&I has requested a continuation of this program with a request for a cultural experience during Spring Break 2018 to Ireland and England.

1.1J Student Leadership and Involvement will offer high profile leadership experiences such as Women Leading Up, Leadership Challenge, Executive Board Retreat, Executive Leadership Series, etc. with the target:

**Target 2016-2017:** Student Leadership and Involvement will offer high profile leadership experiences such as Women Leading Up, Leadership Challenge, Executive Board Retreat, Executive Leadership Series, etc. with the goal of having 1,800 students participate in these leadership programs.

**Completed.** Current data reflects that we had 2,899 participants in one or more of our leadership programs during the 2016-2017 academic year.

1.1K The Office of Student Leadership and Involvement, New Student Programs, and the Office of Service-Learning & Volunteer Programs will organize the SOAR New Student Leadership Retreat in fall with the goal of attracting 100 first year students. Leadership and enrichment topics to be covered include connection to campus, learning about self and others, defining leadership and service-learning. Formal
assessment of student learning outcome measures will be incorporated into the program.

**Complete.** The Office of Student Leadership and Involvement, New Student Programs, and the Office of Service-Learning & Volunteer Programs held the SOAR New Student Leadership Retreat in fall (September 9 & 10) 2016 with the goal of attracting 100 first year students. 109 students registered and 79 students attended. Formal assessment of student learning outcome measures was incorporated into the program.

**Objective 1.2** - Promote student acquisition of the knowledge and skills required to effectively manage their lives and careers, e.g. personal finance, career planning, and conflict management.

1.2A: The Career Development Center will engage with first-year and sophomore students through RamTracks events (such as, RamTracks Ice Cream Social and New Student Success Series—see Outcome Statement 1.2A) to begin identifying majors and exploring career options. The Career Center will collaborate with the Pre-Major Academic Advising Center, the Academic Development Program, and key partners to distribute the “RamTracks Career Guides” (produced in ’14-’15) to academic advisors and departments.

**Completed.** The Career Development Center reported that the RamTracks Ice Cream social with PMAA was attended by 139 students; CDC-PMAA drop-in hours during drop-add were attended by 9 students; and 60 students attended 6 New Student Success Series sessions. The RamTracks Career Guide, a booklet that assist with academic and career exploration and decision-making, was distributed. CDC collaborated with PMAA for a two-part "Meet Your Major" self-assessment and career exploration workshop series, 12 students attended each session. CDC collaborated with PMAA on a new "Major Fair" in March, 156 student attended and 25+ academic departments and other WCU offices staffed the event.

1.2B: The WCU Women's Center, in collaboration with Student Leadership and Involvement and the Women's and Gender Studies Program, will organize a Fall Women's Leadership Conference in Fall of 2016, with the goal of reaching 150 student participants. Learning outcomes for the conference include: identifying the impact of gender roles, expectations, and perceptions of women as leaders; Developing skills to address issues that disproportionately impact women and other oppressed identities; Demonstrate skills to participate effectively in leadership opportunities on and off campus; Creating action items to address gaps or need in leadership development and to build a more inclusive campus community.

**Completed.** The Center for Women and Gender Equity (CWGE) reported that this outcome was met in Fall 2016.

1.2D: The #WCUlifeskills Student Ambassadors meet with students to talk about budgeting, managing credit card debt, and keeping track and understanding student loan debt. In an effort to increase the financial literacy of WCU students by the Schock Financial Aid office, the #WCUlifeskills Student Ambassadors will provide 10 programs (5 per semester) during '15-'16.

Target 2016-2017: The #WCUlifeskills Student Ambassadors will provide 12 programs (6 per semester) in Years IV, V, and VI.

**Completed.** The Student Ambassadors presented 7 programs in the Fall, and 8 in the Spring. This outcome was met.

1.2F: The WCU Women's Center in collaboration with the Office of Student Leadership and Involvement and Women's and Gender Studies Department will identify 10 students to attend the
American Association of University Women National Conference for College Women Student Leaders in College Park Maryland. The annual conference takes place in late May/early June.

**Completed.** Eight students and two staff members attended the National Conference for College Women Student Leaders in University Park Maryland from May 31-June 3.

**Objective 1.3-** Deliver services that complement academic offerings and foster student personal, professional and civic development.

**1.3A:** The Department of Athletics, in partnership with faculty, Student Affairs and Administrative Departments, will expand the Student Athlete Support Services (SASS) Program developed in ’14-’15, an effort designed to promote learning and improve services to the approximately 600 varsity student-athletes on campus. Areas include: Twardowski Career Development Center, Counseling Center, LGBTQA Services, Wellness Promotions, Financial Aid, Student Leadership and Involvement, and the Women’s Center. Additionally, Faculty in the Departments of Nutrition and Kinesiology, as well as LARC, will offer student-athlete specific workshops. A calendar of programs will be created and marketed through WCU Coaches, Staff, and SAAC.

Target 2016-2017: Attract 500 student athletes each year during phase II.

**In-progress.** SASS developed and implemented multiple programs during 2016-2017. The programs were attended by 155 students, falling short of the target for 2016-2017.

**1.3B:** University departments involved in organizing enrichment experiences will collaborate with the Office of New Student Programs in implementing the New Student Success Series (NSSS). Topical workshops (time management, career exploration, note taking, core technology skills, writing term papers, study skills, stress reduction, scheduling for spring etc.) will be conducted throughout the year in order to assist new students with their transitional needs. Participation rates will be expected to grow by 20% (Spring 2016), with appropriate assessment efforts conducted to measure student learning outcomes.

Target 2016-2017: Participation rates will be expected to grow 6% each year, with appropriate assessment efforts conducted to measure student learning outcomes.

**Completed.** For the Fall 2016 New Student Success Series, the total attendance of unique students (attending one or more sessions) was 112, a 41% increase from the 2015-16 academic year. This outcome was met.

**1.3C:** WCU Athletics will partner with Academic Affairs and the Athletics Advisory Board to implement a two year pilot program which will create an Academic Coordinator position for varsity athletes. This pilot program will focus primarily on those at risk student-athletes in Academic Mentoring Program resulting in: Target 2014-2015: 5% decrease of student athletes going on academic probation over 2013-2014 – 24 students, as well as a 9% increase in faculty completing and submitting mid-semester grade reports (most recent 41% participation). Target 2015-2016: reduce by 5% student athletes going on academic probation (first year and upper class), as well as increasing by 2% the number of faculty completing and submitting mid semester grade reports. Program will also establish baseline data for first year student-athletes.

Target 2016-2017: This effort focuses on “at-risk” student-athletes in the Academic Mentoring Program with the goal of reducing by 5% student-athletes going on academic probation (first-year and upper class) from the previous year.
Incomplete. Data was not provided for this outcome.

1.3E: The Speakout program, hosted by LGBTQA, provides students the opportunity to feel supported in their identities as well as a chance to share their stories to enhance the WCU climate.

Target 2016-2017: A total of 100 Speakouts will occur every year in Years IV, V, VI reaching 1,000 students each year, with the goal of increasing participation 25% over the three year period.

Incomplete. Data was not provided for this outcome.

1.3F: During the academic year, the Career Development Center will deliver 55-70 classroom presentations that foster personal and professional development related to job search and career readiness skills (resume building, interviewing preparation, networking and job search strategies).

Target 2016-2017: During each academic year in Phase II, the Career Development Center will deliver 65 classroom presentations that foster personal and professional development related to job search and career readiness skills (resume building, interviewing preparation, networking and job search strategies).

Completed. Summer 2016 through Spring 2017, the CDC delivered 75 class presentations at the request of faculty members for 2,212 students total. This outcome was met.

1.3G: The Office of Multicultural Affairs (OMA) will increase the number of first-year and transfer multicultural students enrolled in the OMA Mentoring Program.

2016-2017 Target: The Office of Multicultural Affairs (OMA) will recruit a minimum of 200 first-year and transfer multicultural students for enrollment into the OMA Mentoring Program each Fall during Phase II. All participants will be assigned a Peer Mentor and offered a Faculty/Staff Mentor, who will guide, offer information, and support the student during his/her initial year of enrollment at WCU. In support of academic success and the personal development of OMA Mentees, four major program sessions and activities will be planned yearly for Mentees, in addition to regular mentoring meetings with Peers and Faculty/Staff.

Completed. From 2015-2016 to 2016-2017, first-year and transfer student enrollment in the Lawrence A. Dowdy Multicultural Center (formerly the Office of Multicultural Affairs-OMA) Mentoring Program increased by 56%, from 195-305.

1.3H: The Office of Student Leadership and Involvement will organize a five-part Global Leadership series that explores leadership from a global perspective. This series will examine global ethics/resources, sustainability/environmental issues, social justice, and diversity/multiculturalism, and is intended to reach 30 students each year. Formal assessment of student learning outcome measures will be incorporated into the program.

Completed. The Global Leadership Series was held during spring 2017. Thirty-seven (37) students participated in the series. Of that number, 31 completed the series. Instead of a five part series, a four-part series of programs was offered: Service-Learning in the Global Community with Dr. Donna Sanderson, Social Justice and Human Rights with Dr. Gopal Sankaran, Global Resources and Sustainability with Dr. Timothy Lutz, and Defining Global Citizenship with Mr. Ed Ruggero. Each program was assessed and an overall assessment was also given. This goal was
Objective 2.1 - Encourage the incorporation of enrichment activities into academic programs.

2.1A: The Office of Student Leadership and selected Student Affairs units will partner with Academic Departments to increase the number of students participating in academic/professional clubs (currently at 51) and academic based arts organizations:

Target 2016-2017: Increase the number of students participating in academic/professional clubs (currently at 2,775) and academic based arts organizations by 2% over the three year period.

Completed. West Chester University now recognizes 63 academic/professional clubs, not counting academic honor societies. Membership in those clubs currently stands at 3,803.

2.1D: Based on a spring 2015 needs assessment of International students, the Career Development Center and the Center for International Programs will offer a pilot International Student Career Development Seminar in October 2015. The one-day seminar will introduce undergraduate and graduate students to CDC services, provide resume and interview preparation training, and review cultural differences in the U.S. job search.

Completed. The Career Development Center and Center for International Programs collaborated on a fall and a spring Job Search Seminar, including career development and OPT/CPT topics. Fall (10/11/16) had 25 students participate and spring had 22 students (3/9/17). In addition to the educational workshops, participants were provided with a book guiding international students through the job search process.

2.1E: The Office of Service Learning and Volunteer Programs will support ten Community Engagement Scholars for '15-'16, which are trained student leaders who assist faculty teaching academic service-learning courses or departments with growing community partnerships, community-based research projects, or other community-engagement efforts.

Target 2016-2017: 5 Scholars, $500 stipend per student=$2,500

Completed. The Office of Service Learning and Volunteer Programs reported that this outcome was met.

2.1F: The Office of Research and Sponsored Programs will Coordinate the expansion of Research Day into two events during '15-'16, with the goal of attracting 200 participants each semester. This event showcases the research of WCU faculty, along with collaborative efforts between faculty and students.

Target 2016-2017: For Years IV, V, and VI, these two events will continue with the goal of attracting 150 presenters (faculty and students) per year and 500 total attendees per year.

Completed. The fall 2016 Research Day had at least 204 attendees, not including faculty and student presenters. The Spring 2017 Research day had 425 attendees, not including the 70+ faculty and student presenters). This one-day total attendance is the highest ever recorded for a Research Day event, either semi-annual or annual. The AY 16-17 total attendance for both Research Days was 630. This outcome was met.
Objective 2.2: Continue to build relationships with the community and region to sustain and strengthen WCU's enrichment activities.

2.2B: WCU recognizes the importance of quality, state of the art facilities as a means to increasing community involvement on campus, while also generating income to support athletic scholarships. Athletics will aspire to be the "center" of sports facilities in Chester County in order to attract local, regional and national events. Collaborate with Chester County Visitors Bureau to attract new business, as well as build community partnerships by Target 2014-2015: increase by 10% ('13-'14 - $1.2M in camps, 24 clinics, 55 facility rentals to community organizations).

Target 2016-2017: During Phase II, athletics will continue efforts to be the "center" of sports facilities in Chester County in order to attract local, regional and national events, with the goal of maintaining rental income in the $300,000-$375,000 range, while continually looking to add new events and increased revenue during this three year period.

In progress. As of 12/20/16, projected income was $264,500, with additional revenues anticipated in Spring and Summer 2017. The renovation of Farrell Stadium during Summer 2016 impacted bookings. Client retention and repeat bookings have been strong. During high demand times - late fall and Winter - the indoor facilities are booked much of the open time. A second indoor batting cage was installed and should help generate additional revenue from softball groups. The Enrichment Theme Team recommends keeping this objective in the revised Strategic plan for 2017-2018.

2.2C: WCU Athletics will work to actively engage student-athletes in meaningful community service to the Greater West Chester Community with the overall goal:

Target 2016-2017: Increasing service hours by 5% this three year period. The student-athlete experience will be enriched through volunteer service and community interactions.

Completed. Community Service as part of SASS, the Student Athlete Advisory Committee, Department of Athletics, or individual sport teams totaled 2809 total hours in 2017-2018, down from 2950 in 2015-2016.

2.2D: The Office of Service Learning and Volunteer Programs, in collaborations with the Office of Student Leadership and Involvement, and Fraternity and Sorority Life, will host a Fall 2015 training for 25 service chairs of WCU organizations; the focus of which will be on improving the ability to identify the needs of the community, learning how to make a positive impact locally and globally, and to promote civic engagement and active citizenship. Students will participate in pre and post-assessments, which will measure learning outcomes. Additionally, as part of the post-assessment, students will choose three new community partners with which to coordinate service projects.

Completed. The fall training for student leaders was successful. Over 20 student organizations participated.

2.2E: The Office of Service-Learning and Volunteer Programs will host two Volunteer Fairs for students and/or student organizations to interact with community agencies interested in hosting WCU student volunteers. One Fair will occur in Fall '15 and one in Spring '16 with the goal of increasing student
participation by 10% from ’14-’15 levels.

Target 2016-2017: One fair will occur each fall and one each spring: with the yearly goal of attracting 450 students and 50 agencies.

**Completed.** Fifty-five (55) community organization participated and 600 students attended the Fall Volunteer Fair. No data was reported for the Spring Fair.

2.2F: The Division of Student Affairs and the College of Visual and Performing Arts will partner with Campus Philly to involve WCU students in five cultural, career oriented, or service oriented events in Philadelphia during the ’15-’16 academic year.

Target 2016-2017: Involve WCU students in six cultural, career oriented, or service oriented events in Philadelphia each year during Phase II.

**Completed.** WCU students participated in six (6) Campus Philly events during the 2016-2017 academic year: CollegeFest, SPARK Philly, Create-adelphia, Geeks’ Guide to Philadelphia, Inclusive Leadership Conference and Open Arts.

**Objective 2.3 -** Continue to improve the visibility and reputation of all WCU enrichment activities on campus and in the surrounding community.

2.3C: The Division of Student Affairs, Student Services, Inc. and the College of Visual and Performing Arts will collaborate on expanding digital delivery of enrichment programs in response to the cultural trends for the viewing of social and academic-related content, allowing WCU to reach a national and international audience. The goal in ‘15-’16 would be to livestream 25 performances from the CVPA, Student Affairs, and SSI areas.

Target 2016-2017: A special target population will include online and international WCU students. During Phase II, the goal will be to livestream 50 performances from the CAH, Student Affairs, and SSI areas, with a projected increase of 15,000 total watched minutes.

**Completed.** In AY16-17, WCU’s Livestream.com account was renewed and additional funding provided by the Enrichment Theme Team - Strategic Plan was utilized to advertise upcoming live stream performances on Facebook. A total of 56 performances were live streamed in AY16-17.

Countries that reported minutes watched include: USA, Canada, Cayman Islands, Brazil, Mexico, Korea, United Kingdom, Germany, Puerto Rico, Philippines, Spain, Costa Rica, Hong Kong, Ireland, Peru, Poland, Venezuela, Netherlands, Argentina, Belgium, Jamaica, Australia, France, Chile, Romania, Egypt, Aruba, Sweden, El Salvador, Bulgaria, Russia, Austria, St. Kitts and Nevis, Greece, Nicaragua, and Republic of Moldova.

AY16-17 Live Stream Report
Total Views: 30,792
Total Unique Views: 24,783
Total Minutes Watched: 115,011

2.3D: Campus units involved in developing enrichment activities will identify four programs (one educational, one cultural, one athletic, one community service) in 2015-2016 that will be promoted to
University support staff, faculty, and community leaders in order to showcase the talent, skills, and abilities of WCU students.

Re-visit. Due to leadership transitions in Academic Affairs and Student Affairs, this Outcome Action was not completed. The Enrichment Theme Team recommends re-visiting and revising this objective in the Strategic plan for 2017-2018.

2.3F: The Twardowski Career Development Center and the Office of Student Leadership and Involvement will collaborate to organize a Student Organization and Employer Reception after the 2015 Involvement Fair. The goal will be to attract 17 WCU student organizations and 20 employers to the reception in order to develop networking opportunities and future program planning.

Completed. This program was completed in the fall of 2016. There were 17 employers and 11 student organizations in attendance for networking and recruiting connections. After several years of collaboration between the Office of Student Leadership and Involvement, attempting various formatting and marketing changes, a decision was made to discontinue this program.

2.3H: During Phase II, the College of Arts and Humanities will launch “Experience the Arts at WCU” with the goal of showcasing on campus art, music, theatre, and dance performances. Programs/events and receptions will take place during the months of Sept, Oct, Nov, Feb, Mar and Apr (3 per semester), with the goal of attracting 200 participants throughout the academic year.

Completed. Four unique events (Lindsey Felch Gallery Talk, Concert on the Quad, Graphic and Interactive Design Alumni Exhibition, and 48 Hour DubC Film Race) were held, and attracted over 500 participants.