BUILDING ON EXCELLENCE

West Chester University Strategic Plan
Phase 1 Implementation Plan
September 2013

- ACADEMICS
- ENRICHMENT
- SUSTAINABILITY
- DIVERSITY
- ENGAGEMENT
West Chester University is embarking on an exciting journey over this decade, building upon our excellence to create a top-tier university boldly leading others into the future. The University will be acknowledged nationally and internationally for its quality and relevancy, while retaining its strong commitment to the welfare of the citizens of the Commonwealth of Pennsylvania. WCU strives to be highly relevant to its many constituencies by offering innovative programming that addresses the most pressing issues of our time and ensures a sustainable future that promotes quality-of-life along all its dimensions. Such a journey will be characterized by campus-wide passion for leadership across our mission and achieving the agility necessary to respond to the rapidly changing and complex environments faced by our stakeholders.

West Chester University will be increasingly recognized for the following:

- Leadership in applied research in the sciences, health sciences, business, education, and other areas in which the University can excel
- Outreach to global and regional partners through which intellectual and material resources can be leveraged for mutual benefit
- Innovation and creativity while advancing its disciplines and their professional practice
- Enhancing the value of its academic degrees and the celebrating achievements of its alumni
- Providing 21st Century leadership developing, modeling, and disseminating effective teaching and learning strategies that extend well beyond current best practices
- Emphasis on student success and preparation for a lifetime of adding value to family, neighborhood, nation, and professional practice

West Chester University’s strategic plan, Building on Excellence, is a courageous yet realistic roadmap for the University’s journey. WCU has distinguished itself among the very best public, regional, comprehensive universities, and its influence and recognition already extend nationally and even internationally, far beyond the institution’s historical service region. The University educates its students to live lives of personal and professional accomplishment and local and global leadership. To that end, faculty and staff focus on giving students the finest academic preparation; their work as teachers, scholars, and support personnel, as well as members of the campus community, contributes to the progress and wellbeing of the region, nation, and world.

Building on Excellence is comprehensive in its scope yet provides practical and specific guidance. In the service of its fundamental goal, Education for Success, this strategic plan gives structure to the process for taking WCU from the excellent university it is today to the extraordinary university it will become in the future. The plan outlines the prerequisites, as well as the means, for progress and emphasizes the following needs:

- Career preparation and education for a meaningful life in all its dimensions,
- Solid experience in the arts and humanities, social sciences and science and technology,
- Facilities that support academic and co-curricular excellence,
- Programs and services for potential students who could benefit from distance education and other alternatives to traditional campus life,
- A fully diverse community,
- A culture of service, and the wise use of resources of all types
Building on Excellence is based on a solid understanding of the internal and external environments that influence the University’s future. The plan also is insightful in assessing the University’s current widespread excellence, needs, and potential. It describes the numerous and far-reaching collaborations and partnerships that are integral to a highly relevant university, one that is visionary in educating students for the world in which they will live and work. Another strength of the plan is the inclusiveness of its design; more than 2,000 faculty, staff, students, alumni and community leaders helped to align the University’s mission, vision, and values with both the broad and specific goals articulated in the document.

Building on Excellence speaks boldly about the institution’s future and leadership role in American higher education. The talented faculty and staff of the University are prepared to assume the responsibilities of leadership at the regional, national, and international levels. We are creating a very bright future for all those we serve.

President Greg R. Weisenstein
September 15, 2013

A NOTE ABOUT THE PLAN

Building on Excellence presents a ten-year vision for the University’s future. However, this summary document focuses on the objectives and actions selected for the Plan’s initial implementation phase (2013-14 through 2015-16). As a result, several of the objectives in this report may appear to be numbered out of order. This is because the numbering reflects the selected objective’s order in the comprehensive plan document. The comprehensive plan – including details about the process and research behind the plan as well as the complete set of goals and objectives to be undertaken throughout the decade ahead – may be found on WCU’s Shared Vision strategic planning website at http://www.wcupa.edu/sharedvision/.
### Building on Excellence: Education for Success

#### Themes

<table>
<thead>
<tr>
<th>Academics</th>
<th>Enrichment</th>
<th>Sustainability</th>
<th>Diversity</th>
<th>Engagement</th>
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<tbody>
<tr>
<td>Assuring student learning and academic excellence</td>
<td>Supporting student personal, professional, and civic development</td>
<td>Promoting sustainability focused on society, the economy, and the environment</td>
<td>Promoting and supporting diversity, inclusion, and equity</td>
<td>Strengthening academic and co-curricular programs with external stakeholders</td>
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<tr>
<td>Strengthening the academic environment</td>
<td>Integrating and promoting enrichment activities</td>
<td>Developing and managing fiscal, human, and physical resources sustainably</td>
<td>Recruiting and retaining a diverse community of students, staff, faculty and administrators</td>
<td>Increasing institutional visibility and reputation</td>
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<td>Expanding academic opportunities</td>
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<td>Establishing enrollment levels that sustain long-term viability and quality</td>
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<td>Expanding local community involvement</td>
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<tr>
<td>Supporting teaching excellence</td>
<td></td>
<td>Preserving, promoting, and cultivating WCU’s long-term health, safety, and vitality</td>
<td></td>
<td>Increasing alumni outreach and partnerships</td>
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#### Goals

- Assuring student learning and academic excellence
- Strengthening the academic environment
- Expanding academic opportunities
- Supporting teaching excellence
- Supporting student personal, professional, and civic development
- Integrating and promoting enrichment activities
- Promoting sustainability focused on society, the economy, and the environment
- Developing and managing fiscal, human, and physical resources sustainably
- Establishing enrollment levels that sustain long-term viability and quality
- Preserving, promoting, and cultivating WCU’s long-term health, safety, and vitality
- Promoting and supporting diversity, inclusion, and equity
- Recruiting and retaining a diverse community of students, staff, faculty and administrators
- Strengthening academic and co-curricular programs with external stakeholders
- Increasing institutional visibility and reputation
- Expanding local community involvement
- Increasing alumni outreach and partnerships

#### Enabling Strategies

- **Strategic resource allocation:** Providing funding that directly supports strategic goals and initiatives
- **Building a compelling brand:** Creating a top-tier university boldly leading others into the future
STRATEGIC PLAN: PHASE 1

Strategic plan goals and actions are organized under five themes that reflect the University’s current and anticipated challenges and opportunities and advance the plan’s overarching objective: Education for Success.

These themes are:

- ACADEMICS
- ENRICHMENT
- SUSTAINABILITY
- DIVERSITY
- ENGAGEMENT
West Chester University is dedicated to excellent academic programs, while supporting and developing an academic environment that ensures student success.
Goal 1: Assure Student Learning and Academic Excellence

The outstanding reputation that West Chester University now enjoys is built upon its long and solid commitment to excellent academic programming and student success. In the spirit of the teacher-scholar model, West Chester University will continue to provide excellent academic programs and support an academic environment that ensures student success, with particular focus on the paramount faculty-student interaction upon which this success depends. As WCU responds to a rapidly changing environment and its call to increase access and capacity, its students, faculty, and staff will remain committed to the highest standard of academic quality possible.

Objective 1.0
Engage the WCU Academic Community in Academic Planning at the undergraduate and graduate levels

ACTIONS
- Communicate academic planning processes through established resources such as the weekly Academic Affairs newsletter, as well as periodic meetings or reports to campus constituencies (CAPC, APSCUF, AFSCME, Faculty Senate, etc.) (2013-2016)

Objective 1.1
Strengthen and support the Assurance of Student Learning outcomes (ASL) and the use of assessment results to ensure high-quality academic programming

ACTIONS
- Commit to retaining institutional and programmatic quality through a sustained, organized, systematic and carefully planned approach to the assessment of student learning outcomes
- Complete initial Assurance of Student Learning initiative work (2013-14) and develop and implement ASL infrastructure for each unit (2014-15)
- Identify and provide resources to support new models of teaching and learning developed through assessment of student learning outcomes (2013-2016)
- Develop a partnership between Academic Affairs and Student Affairs to promote and assess high-impact learning activities (2013-2014)

Objective 1.2
Ensure that the General Education Program provides the cornerstone to a high-quality WCU education

ACTIONS
- Develop an outcomes-based curriculum that will provide students with a strong liberal arts foundation as well as prepare them for citizenship in a technologically advancing global society with an implementation date for new first year students of fall 2017
- Engage the campus community in reviewing General Education goals, courses, assessment methods, coherence, and transparency (2013-2016)
Objective 1.4
Advance research, scholarly, and creative activities

ACTIONS

- Provide support for a curriculum inspired and informed by research-active faculty. Support faculty-guided graduate and undergraduate research to increase retention and to enhance students’ skills, abilities, and experience
- Increase the number of students who perform faculty-guided research and creative activities (senior students reporting on the NSSE to increase by 5% by 2015-16)
- Identify and mitigate problems at all levels that interfere with the ability of faculty to be successful at developing research and scholarly activities
- Increase resources, including reassigned time, to support faculty research, with benchmark data collected in 2014-15 and coordination with the Office of Sponsored Research and WCU Foundation in 2015-16 to develop increased resources

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

ACTIONS

- Create an Advising Task Force that will engage collaboratively in order to define what “good advising” will be at WCU and establish advising outcomes that will result in a high-quality WCU Advising Program
- Collect and analyze advising data and use the results to establish agreed upon faculty and student outcomes for advising with the goal of increasing all measures of advising effectiveness (2013-14)
- Use data from these surveys and other sources to inform the advising process and identify potential support structures (2013-14)
- Create and pilot an advising instrument that will guide faculty and students in advising effectiveness (2014-15)
- Identify specific advising needs of transfer students and develop a specific transfer advising plan (2014-15)
- Implement recommended changes to the current advising structure (2015-16)

Objective 1.6
Ensure that retention and graduation rates are similar for all demographic groups, and that they meet the State System Performance goals

ACTIONS

- Develop and implement processes to ensure timely graduation rates for both native and transfer students
- Increase participation in the Early Alert program to encompass all General Education courses by the end of 2013-2014
- Increase four-year graduation rate for transfer students by 10% by end of 2014-2015
- Increase the number of students participating in the On-Time to Graduate effort by 20% each year in 2013-2014 and 2014-2015
- Implement recommendations of the CUE Equity Scorecard 2013-2014

Academics Theme
Goal 2: Strengthen the Academic Environment

WCU will endeavor to become a nationally known public institution that encourages high-quality innovative learning and student success, including preparing students to be citizens of the state and of the world.

Objective 2.1
WCU will be nationally recognized for its methods of creating, identifying and improving the teaching-learning process

 ACTIONS

- WCU will transform itself into an institution whose organizational structures are strategically arranged so as to facilitate excellence in teaching and learning (2014-15)
- A Center for Teaching and Learning Excellence will be created and appropriately resourced to support high impact teaching and learning practices (2014-15)
- WCU will be a leader in broadly defining and emphasizing what it means to be a diverse University (broadly defined includes such characteristics as: race, class, gender, sexual orientation)
- A Diversity Coordinating and Recognition Committee will be established (2014-15) and have responsibility for organizing the implementation and evaluation of the diversity infusion model (2015-16)

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

 ACTIONS

- WCU graduates will be recognized for having a sophisticated understanding of global citizenship and have the ability to successfully navigate an increasingly interconnected world, with special emphasis on social, political and economic systems
- WCU will enhance its global standing by seeking out opportunities for students around the world to benefit from WCU’s high-quality education (2013-14)
- The Center for International Programs will evaluate the University’s student support services for international students (2013-14) with the objective of becoming known worldwide for the supportive and inclusive academic environment WCU offers to students from across the globe (2015-16)

International Student Targets

<table>
<thead>
<tr>
<th></th>
<th>Baseline</th>
<th>Fall 2013</th>
<th>Fall 2014</th>
<th>Fall 2015</th>
<th>Fall 2016</th>
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<tr>
<td></td>
<td>94</td>
<td>101</td>
<td>116</td>
<td>145</td>
<td>192</td>
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Goal 3: Expand Academic Opportunities to Provide Greater Access to WCU’s Academic Programs

West Chester University’s access mission remains central to its strategic vision for the future. In order to assure greater access, the University will enhance its educational offerings by offering courses in more times, more places, and more modalities, expanding those programs for which there is a clear demand in the region.

**Objective 3.1**
Develop a comprehensive plan to strengthen the university’s distance education programs with the goal of increasing access while ensuring a high-quality educational experience.

**ACTIONS**
- Provide resources to ensure that support services (library, counseling, advising, registrar/bursar, technology support) for distance education programs and courses offer an educational experience that is comparable to the high-quality experience our students on campus receive.
- Increase distance education student headcount and the number of new and revised distance education courses.
- Ensure that the student learning outcomes for these students match or exceed those for traditional face-to-face students.
- Develop a method of assessing the impact of growing student access through Distance Education offerings.

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### Targets for Number of Students Taking at Least One DE Course

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<th>Baseline</th>
<th>Fall 2013</th>
<th>Fall 2014</th>
<th>Fall 2015</th>
<th>Fall 2016</th>
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<tr>
<td>Baseline</td>
<td>188</td>
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<td>352</td>
<td>510</td>
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### New/Revised DE Course Targets

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<tbody>
<tr>
<td>Baseline</td>
<td>102</td>
<td>125</td>
<td>150</td>
<td>200</td>
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Objective 3.3
Establish opportunities for students to benefit from a WCU education through programs offered at off-site locations including community colleges

ACTIONS
- Develop a feasibility/impact study regarding co-located programs at regional community colleges and/or regional branch campus that ensures that West Chester has the capability to expand and assesses the faculty complement needed for such expansion in order to ensure comparability of programs and program quality (2013-14)
- Provide resources to ensure that support services (library, counseling, advising, registrar/bursar, technology support) for offsite and co-located programs offer an educational experience that is comparable to main campus
- Develop an assessment plan that will ensure high academic quality and strong student learning outcomes from students participating in programs that are co-located and offered offsite
- Pilot the enrollment of 500 students at co-located programs and/or a regional branch campus (e.g. Philadelphia site) (2015-16)

Objective 3.4
Strengthen and strategically grow graduate education at WCU

ACTIONS
- Strategically enhance Graduate Education with the development of high-quality graduate programs that meet regional needs, including the possibility of some applied doctorates, achieving program approval for a small subset of programs by 2013-14
- Identify resources to ensure support for graduate assistantships, graduate coordinators, and graduate faculty, including support for assessment and evaluation

Objective 3.7
Expand Access to WCU education by recruiting, retaining and graduating non-traditional age/adult learners

ACTIONS
- Identify resources to enhance the educational experiences of veterans and other returning students
- Investigate methods of assessing and awarding credit for prior learning
- Pilot alternative delivery models (e.g. weekend classes) that are likely to better meet the needs of returning students, expanding the number of weekend classes by 50% by 2015-16 and evaluating the impact of that increase
**Objective 4.2**
Provide, in consultation with faculty and students, quality facilities, technology, and support staff to positively impact formal and informal teaching and learning.

**ACTIONS**

- Establish a comprehensive plan that ensures all permanent faculty members have individual offices and appropriate facilities in which to work with students, pursue scholarship, and carry out their faculty duties (2015-2016)
- Increase, in consultation with faculty and students, the availability of classroom space which supports innovative teaching equipped with appropriate technology
- As new buildings are erected and existing spaces renovated, place emphasis on creating gathering areas for students with the intention of providing at least one such space for each department

**Academics Theme**
WCU provides a number of programs and activities that enhance not only the quality of campus life for all stakeholders including its students, faculty, and staff, but also the quality of life for the region, the nation, and the world. These activities are central to the University’s educational mission, providing the University community with experiences that expand and shape their understanding of the greater global society.
Goal 1: Support Student Personal, Professional and Civic Development

Enrichment includes artistic, athletic, volunteer programs and co-curricular events, as well as meaningful academic experiences such as service learning, internships, and practicums that reinforce learning and engagement. WCU is positioned to build on these existing programs and expand its enrichment activities in ways that will engage students outside the classroom, foster campus unity, improve academic programs and strengthen its impact in the community.

Objective 1.1
Promote the arts, athletics, and other co-curricular experiences by enhancing out-of-classroom experiences and bolstering student leadership training, service-learning opportunities and other capstone experiences.

ACTIONS

- Expand linkages and opportunities between all 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.
- Create an undergraduate minor/major in Leadership Studies through collaboration of Student Affairs and Academic Affairs including learning objectives and a mechanism to recognize achievement of those objectives outside the classroom.

Enrichment Theme
Objective 2.2
Continue to build relationships with the community and region to sustain and strengthen WCU’s enrichment activities

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

ACTIONS

- Convene a committee of stakeholders to assess current methodologies of selection and structure of campus events and explore ways and methods to enhance the offerings, delivery, and access to enrichment activities (2013-14)
- Explore new and effective sustainable uses of technology and organizational models of developing and presenting enrichment activities in order to provide a unified image of enrichment activities, providing recommendations for implementation (2013-14)
- Act on the recommendations provided in 2013-14 in the areas of technological advancement, organizational efficiency, and unification of access for the university’s enrichment activities (2014-15)

ACTIONS

- West Chester University will collaborate with the general business community in order to assist in building a healthy and vibrant regional economy in which WCU resides
- By creating dynamic partnerships with the local and regional Chambers of Commerce, West Chester University can use a knowledge-driven network of learning and training through a myriad of accessible, convenient online methods
- Deliver three to five meaningful “mini” educational programs, available to all campus and external stakeholders, on an annual basis (2013-2014)
WCU has adopted a broad definition of sustainability which emphasizes the importance of appropriate growth and development and which integrates environmental, social and economic opportunities. Thus, the University aspires to leadership in nurturing a culture that views sustainability as integral to education and research, operations and design, fiscal management, human capital, campus health and safety, and institutional vitality and effectiveness over the long term.
Goal 1: Promote Sustainability Focused on Society, the Economy and the Environment

WCU is committed to promoting sustainability through training, curricula, research, and outreach in so far as they address the integrated facets of sustainability: society, economy and the environment. Continuing existing sustainability initiatives while launching new educational and operational programs will move WCU closer to achieving its commitment to sustainability.

**Objective 1.1**
Develop institutional partnerships with business, government and nonprofits that address critical sustainability issues

**Objective 1.2**
Use the Sustainability Climate Action Plan to set short- and long-term environmental goals

**ACTIONS**
- 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
- 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
- Create and approve interim targets for goals and actions that will lead to climate neutrality as defined by the Climate Action Plan

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

ACTIONS
- Have in place a performance based budget allocation model that supports and reinforces the University’s mission and academic goals
- 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
- 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

Objective 2.2
Increase and diversify the University’s financial resource base through fundraising, grants and contracts, and entrepreneurial activities

ACTIONS
- Raise at least 60 percent of the Becoming More Campaign goal by the end of 2014-15
- Increase total annual gift income to $7 million by the end of 2016-17 (based on Council for Aid to Education reporting standards)
- Complete Phase III 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.)
- 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

Objective 2.3
Incorporate sustainability as a fundamental component in WCU’s Facilities planning

ACTIONS
- Design and construct all new buildings to a minimum of LEED silver standards and achieve Energy-Star certification
- Incorporate sustainability best practices in all physical plant improvements
- Continue the commitment necessary to implement the planned geothermal system

Goal 2: Develop and Manage Financial, Human, and Physical Resources Sustainably

WCU’s long-term viability depends on increasing its human and financial resources and allocating them effectively. At the same time, the University must provide sustainable facilities that enable students, faculty, and staff to do their best work.

Sustainability Theme
Objective 2.4
Renew the University’s long-term commitment to human capital management through employee recruitment and development and through performance and retention programs

ACTIONS

- 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 2013-14 by embracing an Integrated Total Rewards approach to recruitment and retention (Integrated Total Rewards provides both financial and non-financial incentives, as well as job flexibility, to enhance the University’s value as an employer)

- Improve organizational stability, reduce replacement costs and increase capacity for success through development of a comprehensive workforce succession planning program that will result in quality internal employees cross-trained to fill critical vacancies; reduce the number and length of interim appointments that are not directed toward employee development; and increase the number of internal promotions

- Integrate career planning and development of clear career tracks for all regular, non-instructional employees

- Deploy an “acceleration pool” model to expedite the development of employee talent and leadership by participation of 100 employees in critical occupational areas (The “acceleration pool” system ensures that an organization will have executive talent needed in the future by developing a group of high-potential candidates for undefined jobs at the executive level)

- Continue to provide and promote a wide variety of in-house employee development programs, with the planned outcome to be a 10% increase in the use of such programs
Objective 3.1
Develop and implement a comprehensive enrollment management plan

ACTIONS

- Reach a headcount enrollment of 17,000 by 2016-17, with the majority of the increase above the current enrollment level resulting from distance education and/or off-site locations
- Ensure that adequate funding is allocated to both the academic mission and support functions to accommodate the increases in enrollment and to meet the needs of students
- Commit resources to ensure that required physical plant improvements keep pace with enrollment growth

Effective and responsive enrollment management is critical both for generating necessary revenue and for ensuring that the University provides high-quality instruction and commensurate resources to deliver necessary support services for its students.
Objective 4.1
Become known as a healthy university through promotion of quality of life and healthy development, choices, and environments

ACTIONS
- Make the promotion of quality of life and healthy development, choices, and environments integral parts of campus life and academics, and support positive physical, mental and social health messages and behaviors for students, faculty and staff
- Each year, increase the number of students, faculty and staff engaged in activities to enhance their positive social, physical, and mental wellbeing (as measured by the student NSSE Survey and employee Healthy U program) (2013-14)

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

ACTIONS
- Review and implement recommendations that result from campus-wide analysis of campus climate, civility, and safety, including related concerns, like sexual assault, sexual harassment, and bullying
- Address the experiences and needs of vulnerable campus populations, including women, staff, members of the LGBTQ community, people of color, veterans, and non-traditional and transfer students.
- Ensure broad dissemination and awareness of resources and policies and procedures regarding threat assessment, building safety, emergency responsiveness, violence, assault, harassment, and mental health
DIVERSITY

West Chester University envisions a campus climate that is nurturing to all and seeks to attain inclusion and equity in the treatment, support and achievement of its student, staff, faculty, and administrators. We value that each individual brings a unique and diverse combination of background, experiences, and perspectives and we value the contributions of each individual to our collective diversity. We embrace all aspects of diversity including but not limited to: race, religion, sex, gender, national origin, ancestry, age, sexual orientation, disability, veterans' and socio-economic status.
Goal 1: Promote and Support Diversity, Inclusion, and Equity

As a public University which promotes academic excellence and emphasizes global education, West Chester University is committed to providing educational and employment opportunities to previously excluded, disadvantaged, challenged and marginalized populations. Therefore, we will recruit, retain, and graduate diverse cohorts of students, as well as recruit and retain a diverse community of employees to fulfill this commitment. We recognize the importance of diversity to the academic life and climate of the University and the need to prepare students for life in a global society.

Objective 1.1
Establish a Council for Diversity, Inclusion, and Academic Excellence that will provide campus-wide leadership in integrating diversity into all aspects of university life

ACTIONS
- The Council will develop a plan to advance diversity, inclusion, and equity goals to improve campus climate and make these an integral part of academic performance and excellence and will assess the University’s progress in these areas
- The Council for Diversity, Inclusion and Academic Excellence – comprised of representation from all campus constituencies and equity groups – will prepare, provide to the campus, and begin implementation of a plan to integrate diversity into all aspects of university life 2015-2016

Objective 1.2
Strengthen offices and committees that support diverse and historically marginalized populations

ACTIONS
- Provide resources and opportunities for both individual and collaborative activities

Objective 1.3
Promote trans-cultural literacy, cultural competency, and international education and exchange on campus throughout our community, including our alumni

ACTIONS
- Implement a comprehensive array of cultural programs to educate the larger community on culturally diverse groups’ experiences and issues in a variety of approaches and formats
- Provide support to departments and faculty to infuse trans-cultural literacy and cultural competency in the curriculum

Diversity Theme
Goal 2: Recruiting and Retaining a Diverse Community of Students, Staff, Faculty and Administrators

WCU is committed to recruiting, retaining, and promoting inclusive excellence among a diverse community of students, staff, faculty, and administrators. Student success, academic excellence, and institutional sustainability require a diverse university community that reflects the demographics of its external community.

Objective 2.1
Recruit and retain a diverse cadre of faculty, administrators, and staff

**ACTIONS**
- Implement new and proven strategies to recruit and retain diverse faculty, staff, and administrators that reflect the demographics of the state of Pennsylvania by the end of 2017-18 (current data indicates minority representation at 20.78% by 2018)

Objective 2.2
Recruit and retain diverse cohorts of students

**ACTIONS**
- Implement new and proven strategies to reduce by 30% the freshman and transfer access gap, reduce by 50% the achievement gap, and improve by 50% the 6-year graduation rate of under-represented minority students by the end of 2016-17
- Increase the number of students who are veterans by 5% per year through 2015-16 and establish support services to promote success and integrate them into the university community
- Implement new and proven strategies to retain students from historically marginalized groups, such as LGBTQA, students with disabilities, multicultural students, and other marginalized populations

**Targets for Closing the Achievement Gap for First-Year Underrepresented Minorities**

Baseline | Fall 2013 | Fall 2014 | Fall 2015 | Fall 2016
---|---|---|---|---
13.00% | 11.96% | 10.86% | 8.97% | 6.50%

Diversity Theme
ENGAGEMENT

WCU will be a leader in community engagement building mutually beneficial relationships with external stakeholders locally and globally. These collaborations will extend the University’s impact within its home region and across the world, attract new resources to advance learning and community wellbeing, and focus campus talent on the pursuit of the public good.
Objective 1.1
Strengthen campus understanding of the meaning and value of external engagement and its impact on student learning and academic excellence

Objective 1.3
Encourage and provide support for expanded field-based and service learning opportunities

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

ACTIONS
- Establish a campus-wide process for promoting awareness of the benefits of and opportunities for external collaborations and entrepreneurship (2014-15)

ACTIONS
- The Office of Service Learning & Volunteer Programs will work with Academic Affairs (Service Learning Faculty Associate and work group) to increase the number of course sections offering service-learning by 12% (4% each year) (2013-14)
- Ensure that the quality of additional courses is at the same high level as existing courses

ACTIONS
- Create an office for “External Partnerships/Operations” in 2014-15
- The office would: conduct outreach to local/regional organizations/institutions/companies to develop new partnerships with WCU; collaborate with Division/unit leadership to identify priorities for new relationships; refer all external inquiries to appropriate campus offices for further relationship development and management; develop an infrastructure at WCU for tracking and managing relationships with all external and community partners.
- Develop engagement effectiveness assessment and set engagement effectiveness targets (2014-15)
**Objective 1.5**
Use technology to centralize information so students, faculty and staff can readily access engagement opportunities

**ACTIONS**
- Implement and use 25Live services and systems to centralize the University calendars and ticketing systems, providing a fully centralized calendaring and scheduling system (2014-2015)

**Objective 1.6**
Prepare students to be global citizens

**ACTIONS**
- By 2015-16, the Center for International Programs (CIP) will add five new agreements between WCU and other universities and institutions around the world in which faculty and students are engaged in cultural and educational exchanges
- Annual participation in study and research abroad will increase to 500 students by 2016-17
- Create a new major in Global Studies

**Students Studying Abroad Targets**

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<td>150</td>
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Engagement Theme
Goal 2: Increase Institutional Visibility and Reputation

Over the past decade, WCU has experienced remarkable growth in the quality and breadth of its programs and services. Yet, University stakeholders – internal and external – are often unaware of this progress. As the University pursues opportunities in new markets and resource development, increased awareness of the institution’s strengths and achievements will be essential.

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

ACTIONS
- Based on findings from market research, develop and implement a plan to increase WCU’s perceived value locally and in the Mid-Atlantic region by the end of 2015-16

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

ACTIONS
- Increase WCU’s main social media (12,200 likes/fans and 5,300 followers) by 20% by the end of 2014-15
- Identify and implement methods for promoting WCU’s unique programs, research, and events to the campus community by the end of 2013-14

Engagement Theme

<table>
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<th>WCU Followers Targets</th>
<th>2015-2016</th>
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<tbody>
<tr>
<td>Baseline</td>
<td>5,300</td>
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<td>2013-2014</td>
<td>5,830</td>
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<tr>
<td>2014-2015</td>
<td>6,360</td>
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<td>2015-2016</td>
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</table>
Goal 3: Expand Local Community Involvement

As one of southeastern Pennsylvania’s 50 largest employers, WCU is an economic engine that contributes significantly to the region’s success. From the performing arts to community development, the University must partner with its neighbors at all levels to sustain the region’s quality of life, and thus its own.

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

ACTIONS

- Enhance the partnership between the Borough and WCU by sponsoring a minimum of eight meetings each year with the Campus Community Coalition

Objective 3.2
Improve community involvement in WCU programs, and events

ACTIONS

- The University will annually involve neighbors and community groups from the Borough/Townships in at least four (4) high profile community service, athletic, educational/cultural/social events
- Create and implement a plan to grow annual attendance at campus arts events from 75,000 to 100,000 by the end of 2015-2016

Annual Attendance at Arts Events Targets

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<tbody>
<tr>
<td>Attendance</td>
<td>75,000</td>
<td>85,000</td>
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Engagement Theme
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.

ACTIONS
- Double the number of alumni events held regionally and across the nation (from 30 held in 2011-12 to 60 held in 2014-15) to engage the diverse membership of the WCU alumni body.
- The Twardowski Career Development Center will increase the services and support offered to alumni clients by 6% (2% per year) by the end of 2014-15.
- The Office of Greek Life will create a Greek Alumni Advisory Board to foster involvement by former fraternity and sorority members and to increase support for current campus chapters (2013-14).
- Complete the renovation of a new facility for Alumni Relations and events (2013-14).

Objective 4.2
Increase the number of alumni actively engaged in educational and other campus activities.

ACTIONS
- Increase the number of alumni participating in student academic, co-curricular and volunteer activities by 25 percent by the end of 2014-15.
- Develop an alumni mentor program with at least 50 alumni participants and 100 student participants annually by the end of 2014-15.

Goal 4: Increase Alumni Outreach and Partnerships

More than ever, the University must rely on the generosity of loyal alumni to support its excellence. At the same time, graduates offer a remarkable array of professional experiences that can strengthen students’ readiness for their futures. The University must engage alumni in ways that encourage their support and prepare students for career success.