

**ACADEMIC AFFAIRS/UNIVERSITY COLLEGE STRATEGIC PLAN**

January 8, 2003

Key: AA=Academic Affairs\*; CTL=Center for Teaching and Learning; DE=Developmental Education; KCCE=Kettering Center for Continuing Education; MC=Multicultural Centers; ODS=Office of Disability Services; PC=Pre-College; ROTC=Reserve Officer Training Corps; UC=University College; UCIE=University Center for International Education; UDAC=University Diversity Advisory Council; WAC=Writing Across the Curriculum; WC=Writing Center

**GOAL 1**

**ENHANCE OUR DISTINCTIVE LEARNING EXPERIENCE TO RECRUIT AND RETAIN A DIVERSITY OF STUDENTS FROM THE REGION AND BEYOND.**

**ABSTRACT:** Strengthen the focus on students' success and their future beyond the University; recruit and nurture distinguished faculty who integrate teaching, research and service; develop more student-centered faculty and staff; market the University by capitalizing on our distinctive strengths in programs, faculty, staff and facilities; and, strengthen existing and develop new programs to meet existing and emerging needs.

<b>Objective A:</b> Expand marketing and recruitment efforts in the region and beyond, including out of state.			
Strategy	Outcome Measure	Timeframe	Champion
1. Collaborate with appropriate offices to recruit new and transfer students and especially underrepresented populations	1. Increased enrollments; CAS usage	1. 2003-2005	1. AA units, UC
2. Continue to improve websites, promotional materials, and communications	2. Heightened visibility of AA units, UC; increased enrollments; more functional websites	2. 2003-2005	2. AA units, UC
3. Enhance availability of out-of-state scholarships	3. Increased enrollment of out-of state students (external funds)	3. 2003-2008	3. ROTC, Honors, MC, PC
<b>Objective B:</b> Diversify and enrich curriculum and make it more accessible, responsive, and flexible.			
Strategy	Outcome Measure	Timeframe	Champion
1. Provide support for WSU distance learning plan	1. Plan implemented	1. 2003-2006	1. CTL
2. Provide adequate support and technical services for distance learning students	2. Student satisfaction; increased distance learning student enrollments	2. 2003-2004	2. CTL, Registrar Honors, UC
3. Sponsor faculty development seminars on diversity	3. More diversified and responsive curriculum	3. 2003-2008	3. MC, CTL (with UDAC)
4. Provide more flexible learning experiences for students, including study abroad and intersession opportunities	4. Flexible terms and more class offerings; enhanced student success	4. 2003-2008	4. Registrar, Honors, MC, CTL, UC (& UCIE)
5. Refine and increase collaboration between DE/ODS	5. Increased success and presence of students with disabilities	5. 2003-2008	5. UC, WC
<b>Objective C:</b> Recruit and retain a nationally/regionally recognized diverse, student-centered faculty and staff.			
Strategy	Outcome Measure	Timeframe	Champion
1. Advertise vacant and new positions regionally and nationally	1. More diverse faculty and staff	1. 2003-2008	1. AA units, UC
2. Provide appropriate faculty and staff development opportunities on site and online	2. Heightened student-centeredness	2. 2003-2008	2. AA units, UC
3. Enhance recognition of faculty and staff excellence in teaching and service	3. Awards for student-centeredness and diversification of the curriculum	3. 2003-2008	3. AA Units
<b>Objective D:</b> Enhance the academic success of students by creating a student-centered environment, improving upon current facilities, programs, co-curricular activities and technology.			

Strategy	Outcome Measure	Timeframe	Champion
1. Enrich and increase the number of learning communities	1. Number increased; student retention enhanced	1. 2003-2004	1. UC, all Colleges
2. Create one-stop College Success Center	2. Greater student success	2. 2003-2005	2. UC, Provost's office
3. Integrate appropriate technology to enhance all student services and facilities, onsite and online	3. Technology used; greater student satisfaction	3. 2003-2008	3. Registrar, CTL, UC
4. Provide mentoring and leadership programs for students	4. Retention enhanced; student success	4. 2003-2008	4. ROTC, MC, Honors, UC
5. Support and strengthen affiliated student organizations	5. Greater student participation	5. 2003-2008	5. MC, Honors
6. Provide seamless academic and support services	6. Increased student retention	6. 2003-2008	6. AA units, UC, Student Affairs, all Colleges

## **GOAL 2**

### **EXPAND OUR PARTNERSHIPS THROUGH EXTERNAL FUNDING AND COLLABORATIVE SCHOLARSHIP BOTH REGIONALLY AND GLOBALLY**

**ABSTRACT:** In order for WSU to increase the quality and quantity of research/scholarship, it will require partnership among a community of scholars, where the community can be defined as regional, federal, state, business, global. The desired outcome will be enhanced national, and international visibility of WSU including increased extramural support.

<b>Objective A:</b> Enhance and expand facilities and infrastructure for research, scholarship and learning through increased extramural and intramural support.			
Strategy	Outcome Measure	Timeframe	Champion
1. Work with appropriate constituencies to identify and obtain additional funding, including grants	1. Funding obtained to create and enrich programs	1. 2003-2008	1. AA units, UC
2. Support ongoing renovation and improvement of classrooms	2. Classrooms that fully meet teaching and learning needs	2. 2003-2008	2. Registrar, CTL, Provost's office
<b>Objective B:</b> Grow collaborative scholarship and centers of excellence.			
Strategy	Outcome Measure	Timeframe	Champion
1. Provide technological and infrastructure support to centers of excellence	1. State of the art centers of excellence	1. 2003-2008	1. CTL, Registrar, CATS, various Colleges
2. Collaborate with others to form new centers of excellence, including a Consortium of Multicultural Centers in Higher Education, an Honors Institute, a Regional Writing Center Consortium, a Regional WAC network, and a College Success Center	2. Additional collaborative scholarship, programs, and resources across the region	2. 2003-2005	2. AA Units, UC, Provost's office
<b>Objective C:</b> Increase investment in human capital responsible for collaborative scholarship and extramural support through appropriate incentives, recruitment, retention and professional development.			
Strategy	Outcome Measure	Timeframe	Champion
1. Support staff involvement/leadership in appropriate professional development organizations	1. More satisfied, prepared and productive staff	1. 2003-2008	1. AA Units, UC
2. Create appropriate incentives in support of #1 above	2. Staff initiative; enhanced work environment; more external funding	2. 2003-2008	2. AA Units, UC

**GOAL 3**

**EXTEND OUR ENGAGEMENT WITH GOVERNMENT, BUSINESS AND NON-PROFITS TO FOCUS ON EMERGING AREAS OF NEED.**

**ABSTRACT:** WSU will commit itself to expanding existing relationships and developing partnerships that engage more of the total university in identifying and meeting existing and emerging needs. As a citizen of the community, WSU will lend its knowledge and expertise to enrich the region and by extension become a role model for other institutions beyond the region.

<b>Objective A:</b> Increase the opportunities for community engagement within the curriculum.			
Strategy	Outcome Measure	Timeframe	Champion
1. Promote and support service-learning in the curriculum	1. More students engaged in the community	1. 2003-2008	1. Honors, UC, MC, Provost's office
2. Seek/promote alumni and community involvement in events and programming	2. Strengthened relationships; more informed and supportive community, enhanced funding	2. 2003-2008	2. AA Units, UC, Provost's office
3. Partner with local governmental and nonprofit agencies to enhance curriculum	3. Greater linkage of the curriculum to the emerging needs of the community	3. 2003-2008	3. MC, Honors, PC, UC, KCCE
4. Work with community entities (e.g., WPAFB) to increase educational opportunities and preparation of potential students	4. Increased number of transfer and military students; increased number of students admitted directly into major	4. 2003-2005	4. ROTC, UC
<b>Objective B:</b> Encourage and support increased participation of faculty, staff and students in community service and leadership.			
Strategy	Outcome Measure	Timeframe	Champion
1. Create service-based undergraduate opportunities and incentives, including internships	1. Enhanced town-gown relationships; More students poised for success	1. 2003-2006	1. AA units, UC
2. Offer appropriate knowledge and training to the community	2. Better prepared workforce; enhanced town-gown relationships	2. 2003-2008	2. KCCE, WC, MC
<b>Objective C:</b> Enhance the quantity and quality of dialogue with our various communities (e.g., multi-disciplinary forums, think tanks, symposia, etc.).			
Strategy	Outcome Measure	Timeframe	Champion
1. Create regional undergraduate conferences and consortia	1. Networking; shared knowledge; recruitment of new graduate students	1. 2003-2008	1. Honors, MC, PC
2. Create a "think tank" and a community leaders speakers/ dialogue series	2. Engagement of university and community around common issues	2. 2003-2005	2. MC, Honors, UC
3. Work with K-12 districts to enhance preparation of entering students	3. Decreased number of developmental placements; enhanced town-gown relationships; seamless transition between high schools and colleges	3. 2003-2005	3. UC, CEHS, English and Math departments