NOTE: Outcome actions have been updated to reflect only Year 2 measurement items for ease of reference. For original Phase 1 Implementation Plan, please refer to September 2013 document.
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**

- Academics
- Enrichment
- Sustainability
- Diversity
- Engagement

## Goals

**Academics**
- Assuring student learning and academic excellence
- Strengthening the academic environment
- Expanding academic opportunities
- Supporting teaching excellence

**Enrichment**
- Supporting student personal, professional, and civic development
- Integrating and promoting enrichment activities

**Sustainability**
- 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

**Diversity**
- Promoting and supporting diversity, inclusion, and equity
- Recruiting and retaining a diverse community of students, staff, faculty, and administrators

**Engagement**
- 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 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.

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

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

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

Actions
- By the end of AY15, each academic dean will have led their respective colleges in the identification and creation of outcome goals that are consistent with the university’s strategic plan and are based on the college’s strategic plan. Each college level plan will prioritize the implementation of goals by AY 16 and include a formal plan for communicating ongoing planning efforts to the university.
- Pilot waitlist functionality through the end of AY 15 and prepare to implement university wide by the end of AY 16, which will contribute to a data informed approach to building the course schedule
- Evaluate ASL structures for each college and support areas in Academic Affairs as evidence by heat map charts and document what if anything is impeding progress
- Engage the campus community in reviewing General Education goals, courses, assessment methods, as evidenced by ASL work in the general education program
Outcome 1.4
Advance research, scholarly, and creative activities

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

**ACTIONS**

```
- Advising Task Force will deliver an evaluation of academic advising by the end of AY 15
- Identify specific advising needs of transfer students, and develop a specific transfer advising plan
- Improve the academic advising process by incorporating predictive analytics into the faculty and student's consideration of courses as evidence by implementation of Degree Compass
- Integrate current technology into WCU's curriculum and catalog processes by deploying course and curriculum management as evidence by implementation of Leepfrog software
```

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

**ACTIONS**

```
- By fall 2016, increase FY cohort 4 yr. graduation rate from baseline of 42.6% (fall '09 cohort) to 46.9% (fall '11 cohort). In same two years, increase FY 6 yr. grad. Rate from 68.7% (fall '07 cohort) to 70.7% (fall '09 cohort)
- Submit process analysis report of Early Alert program by the end of AY15 to determine which data are indicative of student success
- Increase the 2nd fall retention rate of transfer students from a cohort baseline of 82% in fall 2012 to 84% by fall 2016; Increase the 4 year (5th fall) transfer graduation rate from a baseline of 64% for 2010 cohort to 66% in 2016
- The Retention and Graduation Committee will demonstrate the efficacy of an On Time to Graduate Campaign using WCU student data by the end of AY 15
- The Retention and Graduation Committee will evaluate the outcomes of the Cabinet implemented Equity Scorecard recommendations and propose either an expansion or modification to those recommendations by the end of AY 15
```
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.

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

ACTIONS

- Increase the number of enrolled international students by 84% from a baseline of 104 students in the Fall 2013 to 145 by the Fall of 2015.
- Deliver a comprehensive evaluation of the Center for International Programs by the end of AY15 which will include recommendations, targets and goals for remainder of the strategic plan.

International Student Targets

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<thead>
<tr>
<th>Year</th>
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<th>Fall 2014</th>
<th>Fall 2015</th>
<th>Fall 2016</th>
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Academics Theme
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.

Outcome 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.

Assess impact of student access through distance education as evidence by demographic data by OIR data.

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

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<thead>
<tr>
<th>Year</th>
<th>Baseline</th>
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<th>Fall 2014</th>
<th>Fall 2015</th>
<th>Fall 2016</th>
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**New/Revised DE Course Targets**

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<td>2013-14</td>
<td>102</td>
<td>125</td>
<td>150</td>
<td>200</td>
</tr>
</tbody>
</table>

Academics Theme
**Outcome 3.3**
Establish opportunities for students to benefit from a WCU education through programs offered at off-site locations

** ACTIONS **
- Develop a feasibility/impact study regarding co-located programs at regional community colleges and/or a regional branch campus by AY15 that ensures that West Chester has the capability to expand and assesses the faculty complement
- Allocate resources to ensure that support services for offsite and co-located programs offer a comparable educational experience
- Develop a plan that will ensure high quality and strong student learning outcomes from students participating in programs that are co-located and offered offsite
- Reach enrollment of 500 students at co-located programs and/or regional branch campus by end of the strategic plan (no branch campus)

**Outcome 3.4**
Strengthen and strategically grow Graduate education

** ACTIONS **
- Strategically enhance graduate education, and develop high-quality graduate programs as evidence by the development of new or existing graduate programs
- Ensure resources to support graduate assistantships, graduate coordinators and graduate faculty as evidence by base funding for tuition increases for GA S and graduate coordinators based on enrollment growth

**Outcome 3.7**
Expand access to WCU education by recruiting, retaining, and graduating non-traditional age adult learners

** ACTIONS **
- Upgrade the Veteran's Center physical office resources and develop or find an instrument to measure student veteran’s satisfaction
- Review and update the university's policies and methods for assessing and awarding credit for prior learning by the end of AY 15
- Increase the funding related to outreach and marketing for the Veteran’s Center
Goal 4: Support Teaching Excellence

Vital to maintaining and building upon the academic excellence of WCU is the need to attend to the dynamic use of emerging pedagogically-beneficial technology, provide appropriate formal and informal spaces in which to teach and learn, and develop the support services needed to make the best use of the educational tools and environment underpinning student success. WCU will therefore pursue the following objectives regarding technology, facilities, and support staff in order to ensure a pedagogically outstanding environment as measured by student learning.

Outcome 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 by the end of AY 15

- Increase the ease and effectiveness of the university workflow practices for students, faculty, and staff by implementing a document management system
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.

Outcomes 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
- Develop 3 new enrichment opportunities in 2014-2015 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.

- All five Academic Colleges will inventory the current offering of internship and practicum experiences available for majors within their respective academic departments, and develop strategies to expand/enhance opportunities.

- Create an Undergraduate minor/major in Leadership Studies through collaboration of Student Affairs and Academic Affairs. Develop learning objectives, develop a mechanism to recognize achievement of those objectives outside the classroom and build in theory and practice. The Office of Student Leadership & Involvement, Honors College, and ROTC could be early partners.

- 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. Introduce live web streaming of events in order to broaden the reach of WCU and its athletics department beyond those that can attend events in person.

- 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 developmental activities. Increase the percentage of first year students by 6% over three years (2% per year) who report on NSSE that they participated in a club or student organization at the University.

Enrichment Theme
Outcome 1.3:
Deliver services that compliment academic offerings and foster student personal, professional, and civic development.

**ACTIONS**

The Department of Athletics in partnership with numerous Student Affairs Departments and Academic Faculty will create the Student Athlete Support Services (SASS) Program to promote learning and improve services to the approximately 600 varsity student-athletes on campus. Areas anticipated to offer programming include: Career Development, Counseling Center, LGBTQ, Wellness Center, Office of Financial Aid, Student Leadership & Involvement, and Women’s Center. Additionally, faculty in the Department of Nutrition and Kinesiology will offer student-athlete specific workshops. A calendar of programs will be created and marketed through WCU coaches, staff and SAAC.

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 10% this year (277 participants ’13–’14) with appropriate assessment efforts conducted to measure student learning outcomes.

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 a 5% decrease of student-athletes going on academic probation (’13–’14 – 24 students), as well as a 9% increase in faculty completing and submitting mid-semester grade reports (mot recent 41% participation). Program will also establish baseline data for first year student-athletes.
Goal 2: Better Integrate Enrichment into WCU’s Academic and Community Programs and Activities

Outcome 2.1
Encourage the incorporation of enrichment activities into academic programs

**ACTIONS**
- The Office of Student Leadership and Involvement and selected Student Affairs Units will partner with Academic Departments to increase the number of students participating academic/professional clubs and academic based musical organizations by 2.5% ('13-'14 total 2,771)
- “The Year of…” a creative SSI programming effort that provides financial grants and opportunities for academic departments and student organizations to work together on a special themed project will grow from five programs per year to seven programs by the end of 2014-2015.
- The Office of Fraternity and Sorority Life will enhance efforts to promote scholarship among all fraternities and sororities (1,400 members), with the overall goal of increasing the six-year graduation rate of members by 1% this year (most recent 83.6%)

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

**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. By April 1, 2014, the committee will report on its progress recommending the three most significant action steps for 2014-15
- 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 collaborate with Chester County Visitors Bureau to attract new business, as well as build community partnerships by 10% ('13-'14 results 32 programs and 1,558 hours) through improved planning and scheduling of activities; create fundraising and awareness opportunities in the community; discuss options for parades and at least three celebrations for athletic accomplishments
Outcome 2.3
Continue to improve the visibility and reputation of all WCU enrichment activities on campus and in the surrounding community.

**ACTIONS**

- The West Chester University will collaborate with the general business community in order to assist in building a healthy and vibrant regional economy. 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 assessable, convenient online methods. The External Operations Division will develop the infrastructure for delivery of such educational programs by establishing the Office of External Outreach to promote host community related interactions. Also included will be the development of a platform to deliver non-credit on-line programs.

- “The University offices involved in developing enrichment activities and programs will partner with the Office of Public Relations and Marketing to organize 2 training sessions in 2014-2015 designed to enhance programming staff skills in promotion, marketing, and effectively using social media strategies to publicize events.

- The Student Affairs Division, Student Services, Inc. and the College of Visual and Performing Arts will collaborate on researching, expanding, and developing a digital delivery of international and national co-curricular programs in response to the cultural trends for the viewing of social and academic-related content, beyond social-media, allowing WCU to reach a broader campus involvement market.

- Campus units involved in developing enrichment activities will identify 3 programs (one educational, one cultural, one athletic) in 2014-2015 that will be promoted to University support staff, faculty, and student leaders in order to showcase the talent, skills, and abilities of WCU students.

- West Chester University will provide safe and attractive indoor and outdoor athletic facilities in an effort to recruit, retain and train top caliber student-athletes as well as providing an inviting environment for University guests. WCU will strive to provide athletic facilities that enhance the student-athlete experience, provide access for the community, and set the standard for athletic facilities in the PSAC conference, region and nationally.
SUSTAINABILITY

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.

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

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

Outcome 1.5
Use the Sustainability Climate Action Plan to set short- and long-term environmental goals

Actions

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

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

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

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

**Actions**

- Implement a performance-based budget allocation model that supports and reinforces the University’s mission and academic goals
- Encourage broad based employee involvement in continuous improvement process
- Align organizational structures to facilitate excellence and support the University mission
- Raise at least 60% of the Becoming More Campaign goal by the end of 2014-15
- Increase total annual gift income to $4.5 million in cash and $2 million in planned gifts by 2014-2015. (based on Council for Aid to Education reporting standards)
- Complete Phase III of WCU marketing campaign in 2014-2015 as evidenced by marketing study. Results of study will be used for Phase IV a marketing campaign to be implemented in 2015-2016
- 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 and a 2014-2015 goal of $2 million
- 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 as evidence by the state-wide funded project (15.1 million) which includes drilling of 400 wells over a two year period (2014-2015)

Sustainability Theme
Outcome 2.5
Renew the University’s long-term commitment to human capital management through employee recruitment and development and through performance and retention programs

**ACTIONS**

- Enhance University’s reputation as an employer of choice as evidenced by a 2% reduction in unplanned turnover, 5% reduction in the number of failed searches, and development of baseline tracking of why employees choose or leave WCU
- Improve organizational, stability, reduce, replacement costs and increase capacity for success through the piloting of succession planning software in 2014-2015

- Develop talent pool model to expedite the development of employees and future leaders through use of succession planning software and the tracking of the impact of employees’ leadership readiness after 10 leadership-related programs that will be offered in 2014-15
- Continue to provide and promote a wide variety of in-house employee development programs, with the planned outcome to be a 2% increase in the number of registrants and introduction of learning assessment measures
Goal 3: Establish Enrollment Levels to Sustain Long-Term Institutional Viability and Quality

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.

**Outcome 3.1**
Develop and implement a comprehensive enrollment management plan

**ACTIONS**

- Reach a headcount of 17,000 by the end of 2015-2016 with the majority of increase resulting from distance education and off-campus locations
- Ensure that adequate funding is allocated to both the academic mission and support functions via one time critical needs funding for AY ’14-15 (Academic Affairs, Advancement, Information Services, and General Univ. Operations) to accommodate the increase in enrollment and to meet the needs of students
- Commit financial resources as evidenced by the Plant Fund Work Plan 2015 to ensure that required physical plant improvements keep pace with enrollment growth
Goal 4: Preserve, Promote, and Cultivate the Long-Term Health, Safety and Vitality of the University

Continued academic and operational success and achievement are tied to an environment that promotes and supports professional development, positive personal health behaviors, and the overall health and safety of the community.

**Outcome 4.1**
Become known as a healthy university through promotion of quality of life and healthy development, choices, and environments

**Outcome 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**
- 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

- 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

**Sustainability Theme**
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.

**Outcome 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

**Outcome 1.2**
Strengthen offices and committees that support diverse and historically marginalized populations

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

**Actions**
- Ensure the Council convenes and meets at least twice a semester
- Identify and complete a review by the Council of no less than 3 aspirational University Diversity Plans as models for the development of a WCU Diversity Plan by April, 2015
- Develop a RFP process to identify and engage an external consultant ($25,000) to be selected no later than January 2015 to assist with the design and timeline development related to the Campus Climate Survey; Convene during the Spring 2015 semester no less than two Campus Climate Survey Forums to obtain University input regarding the questions for and design of the survey
- Review, inventory and publication (using a variety of communication means) of feedback from offices and constituencies on efforts that support diversity by the Council for Diversity, Inclusion and Academic Excellence
- Identify gaps in diversity programming for marginalized populations by Feb. ’15 as evidenced by a review of the current marketing strategies and the RFP process of the University Forum
- Support and assist in promoting the Communication Studies Department Trans-Cultural literacy and cultural competency initiatives; ensure that no less than 7 programs are offered to University areas and groups during the 2014-2015 academic year
- The Dean of Undergraduate Studies and Support Services Office publicizes and promotes the Equity Scorecard Program, findings, data and Equity Matters initiative; through no less than 3 University presentations during the 2014-2015 academic year
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.

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

**ACTIONS**

- Collaborate with Human Resources on a review of current marketing and recruitment strategies to assess effectiveness of current efforts (provide data on number of hires using current recruitment efforts)

- Review current diversity recruitment and retention best practices and develop a top ten list of suggested effective recruitment and retention practices as strategies to recruit and retain diverse faculty, staff and administrators by the end of the 2014-2015 academic year

- Utilizing 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

- Develop an action plan to guide the University in achieving the goal of 20.78% representatives of persons of color within the University workforce by the end of the 2017-2018 year; using 6.9% as the target for the 2014-2015, 2015-2016 years

**Targets for Closing the Achievement Gap for First-Year Underrepresented Minorities (Outcome 2.2)**

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<td>11.96%</td>
<td>10.86%</td>
<td>8.97%</td>
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Outcome 2.2
Recruit and retain a diverse cohorts of students

**ACTIONS**

- Promotion of Equity Matters campaign in both Academic and Student Affairs; development of on-line training module to be completed by March, 2015
- Ensure that the Division of Academic and Student Affairs collaborate and develops an action plan that identifies incentives that will assist in reducing the achievement gap of URM students
- Assess current number of veteran students to establish baseline # for student veterans enrolled for 2014-2015. Partner with Veteran’s Center to review services and identify resources to recruit and retain students by the end of the 2014-2015 academic year
- Assess coordination between the Counseling Center, Office for Students with Disabilities and Facilities on efforts to provide accommodations for students
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.
Goal 1: Strengthen Academic, Co-curricular and Support Programs

WCU understands the value of building relationships with its community that benefit external stakeholders while providing students with experiences that enhance their learning and commitment to leadership.

**Outcome 1.1**
Strengthen campus understanding of the meaning and value of external engagement and its impact on student learning and academic excellence

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

**Outcome 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)
- 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) by June 2016
- Provide a single point of contact for external stakeholders seeking University expertise and promotion of University services to external stakeholders
Outcome 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)

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Outcome 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 2 new majors in Global Studies and International Business in the CBPA

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**Students Studying Abroad Targets**

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**Engagement Theme**

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31
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.

**Outcome 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
- By June 30, 2015 increase the coverage of WCU by print and electronic media by 12.5% over the 2012-2013 levels

**Outcome 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

**WCU Followers Targets**

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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.

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

Outcome 3.2
Improve community involvement in WCU programs and events

Actions

- Enhance the partnership between the Borough and WCU by sponsoring a minimum of eight meetings each year with the Campus Community Coalition
- 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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<th>75,000</th>
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Engagement Theme
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.

OUTCOME 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

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

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

- 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