



# **WEST LIBERTY UNIVERSITY**

## **Strategic Plan 2019-2024**

Updated 12/14/20



# **I. Academic Success**

**Goal 1: Develop high-impact practices for adult learners, transfer students, veterans, and students from disadvantaged demographics.**

**Goal 2: Develop innovative and relevant undergraduate and graduate programs.**

**Goal 3: Increase access to and participation in online education.**

**Goal 4: Increase retention and graduation rates.**

**Goal 5: Offer students a wide array of co-curricular activities and programs.**



# II. Branding

**Goal 1: Develop and update internal marketing strategies.**

**Goal 2: Expand the university's reputation as the premiere institute of higher learning in the region.**





# III. Community Engagement

**Goal 1: Expand the university's commitment to being the region's leading advocate for the arts, education, entrepreneurship, health care, public history and other community needs.**

**Goal 2: Facilitate community-based learning opportunities for students.**

**Goal 3: Offer exceptional services and resources for community growth and development.**

**Goal 4: Sustain and grow the university's reputation as a cultural destination.**



# **IV: Operational Excellence**

**Goal 1: Assess existing and potential positions to ensure that duties are appropriate, necessary, and efficient.**

**Goal 2: Develop and enhance internal communication practices.**

**Goal 3: Develop resource management strategies to support the university's mission.**

**Goal 4: Encourage effectiveness, efficiency, and innovation through training opportunities and workshops.**

**Goal 5: Develop a performance-based culture driven by data and best practices.**



# V. Student Experience

**Goal 1: Create new strategies to reduce the burden of non-tuition related expenses.**

**Goal 2: Foster student well-being through expanded mental and physical health resources.**

**Goal 3: Provide opportunities for career preparation and the development of life skills.**

**Goal 4: Provide safe, secure, appropriate, and accessible spaces for all students.**



Completed Initiatives in **Yellow**

I) ACADEMIC SUCCESS	Key Performance Indicator	Updated Timeline	Responsible Party
Goal 1: Develop high-impact practices for adult learners, transfer students, veterans, and students from disadvantaged demographics.			
I.1A. Assess and improve reverse transfer agreements.	Revised reverse transfer agreements with at least two regional institutions	Review existing agreements in fall 2020; implement changes by fall 2021; assess effectiveness by spring 2022	Provost
I.1B. Develop flexible, non-traditional course schedules and office hours.	20% increase in online and variable-length courses	Completed	Assistant Provost
I.1C. Facilitate federal and local grant opportunities.	Minimum of at least two funded grant opportunities	Research and apply for grants by fall 2021; promote grant opportunities immediately upon approval.	Assistant Provost
Goal 2: Develop innovative and relevant undergraduate and graduate programs.			
I.2A. Expand and improve reviews of existing programs.	Updated program review policies and procedures	Fully implemented by fall 2023	Assistant Provost
I.2B. Research and develop new programs of study based on national trends and regional needs.	Minimum of two feasibility studies biannually	Achieved by fall 2023	Assistant Provost
Goal 3: Increase access to and participation in online education.			
I.3A. Broaden scheduling options for online classes.	Minimum of one non-standard course schedule in every grouping in the general education curriculum	Fully achieved by fall 2023 (90% Achieved)	Assistant Provost
I.3B. Create online pathways for general education and programs.	First-year, online pathways for all majors	Fully achieved by fall 2023	Assistant Provost
I.3C. Increase the availability of online resources for students and faculty.	Completed needs analysis and implementation	Achieved by fall 2023; reviewed biannually	Director of Distance Education
I.3D. Increase support and training for online course development and innovation.	Minimum of four training opportunities annually	Two regularly scheduled opportunities by fall 2022; four regularly scheduled opportunities by fall 2024	Director of Distance Education
Goal 4: Increase retention and graduation rates.			
I.4A. Develop and implement policies that encourage students to choose a program advisor as soon as possible.	0% undeclared students	Full implemented policies by fall 2021	Assistant Provost



I.4B. Promote the benefits of completing thirty credits a year.	Increase the number of first-year students taking at least thirty credits by 5%	Completed, review annually	Assistant Provost
I.4C. Implement strategic scheduling practices for general education courses.	Completed needs analysis of first-year benchmarks	Fully implemented practices by fall 2021	Assistant Provost
I.4D. Simplify and clarify graduation requirements.	Single, streamlined general education curriculum for all academic programs	Completed, review annually	Assistant Provost
<b>Goal 5: Offer students a wide array of co-curricular activities and programs.</b>			
I.5A. Expand, improve, and create co-curricular activities and programs that reinforce and complement the university's formal curriculum.	Fully functioning co-curricular policies and assessment plan	Fully implemented by fall 2023	Assistant Provost
I.5B. Provide students co-curricular transcripts and certificates.	Fully implemented guidelines for co-curricular transcripts and certificates	Fully implemented by fall 2023	Registrar

II) BRANDING	Key Performance Indicator	Timeline	Responsible Party
<b>Goal 1: Develop and update internal marketing strategies.</b>			
II.1A. Provide up-to-date information, key messages, and ongoing training to internal stakeholders to help them better communicate the vision and goals of the university.	90% of faculty and staff successfully completing key messages training	40% of faculty and staff by fall 2022; 90% of faculty and staff by spring 2024	Provost
II.1B. Review, update, and reinforce social media guidelines.	Fully updated social media guidelines	Completed by spring 2021; reviewed annually	Director of Media Relations
II.1C. Support the efforts of departments and colleges to promote themselves on and off campus.	Annual strategy sessions with Chairs Council and Deans Council	Scheduled annually by fall 2021	Assistant Provost
II.1D. Use online tools to create and administer official university blogs, message boards, social media groups, and collaborative web-pages.	New or expanded position (or committee) with credentials and experience related to social media marketing	Established by fall 2021	Director of Media Relations
<b>Goal 2: Reinforce and expand the university's reputation as the premiere institute of higher learning in the region.</b>			
II.2A. Address the demands of twenty-first century marketing.	Modernized marketing strategies	Reviewed annually	Executive Director of Marketing
II.2B. Create marketing strategies that differentiate the university from other regional and national programs.	Annual inventory of strengths	Reviewed annually	Executive Director of Marketing
II.2C. Establish brand uniformity by developing and implementing guidelines that include branded, copyrighted, and trademarked materials.	Updated brand uniformity guidelines	Completed by spring 2021; reviewed annually	Executive Director of Marketing



III) COMMUNITY ENGAGEMENT	Key Performance Indicator	Timeline	Responsible Party
Goal 1: Expand the university’s commitment to being the region's leading advocate for the arts, education, entrepreneurship, health care, public history and other community needs.			
III.1A. Develop partnerships and resources for regional museums.	Minimum of one partnership	Established by spring 2023	Provost
III.1B. Facilitate and support regional art programs and exhibitions.	Minimum of five supported events annually	Annually by 2022	Dean of the College of Arts & Communication
III.1C. Offer programs and resources for local entrepreneurs and businesses.	Minimum of fifty entrepreneurs and businesses assisted annually	Annually by 2022	Dean of the Gary E. West College of Business
III.1D. Provide on-campus healthcare services for the region.	Minimum of 2000 community members served annually	Annually by 2022	Dean of the College of Science
III.1E. Provide training, resources, and continuing education opportunities for local schools and academic organizations.	Minimum of fifteen schools assisted annually	Annually by 2022	Dean of the College of Education and Human Performance
Goal 2: Facilitate community-based learning opportunities for students.			
III.2A. Coordinate social service learning projects and community outreach programs.	Minimum of two service learning projects annually	Annually by 2022	Assistant Provost
III.2B. Create and expand partnerships with local government agencies and non-profit organizations.	Minimum of three partnerships	Established by spring 2023	Executive Director of Alumni & Community Relations
Goal 3: Offer exceptional services and resources for community growth and development.			
III.3A. Promote opportunities for the community to take advantage of faculty expertise.	Updated directory of experts	Annually by 2022	Director of Media Relations
III.3B. Provide community workshops.	Completed needs analysis	Fall 2022	Executive Director of Alumni & Community Relations
III.3C. Provide library and archive services.	Completed needs analysis	Fall 2022	Director of Elbin Library
Goal 4: Sustain and grow the university’s reputation as a cultural destination.			
III.4A. Offer creative workshop opportunities.	Minimum of two creative workshop annually	Annually by 2022	Executive Director of Alumni & Community Relations
III.4B. Plan, support, and host public lecture series.	Minimum of three public lectures annually	Annually by 2022	Provost
III.4C. Schedule and promote artistic, literary, musical, and theatrical events on campus.	Minimum of six cultural events annually	Annually by 2022	Dean of the College of Arts & Communication





IV) OPERATIONAL EXCELLENCE	Key Performance Indicator	Timeline	Responsible Party
<b>Goal 1: Assess existing and potential positions to ensure that duties are appropriate, necessary, and efficient.</b>			
IV.1A. Create and implement employee audits to assess and clarify the university's role structure.	Completed employee audits	Completed by fall 2023; triannual review	Chief Human Resources Officer
IV.1B. Develop and implement leadership and successor training.	Management training	Updated and implemented annually by spring 2021	Chief Human Resources Officer
<b>Goal 2: Develop and enhance internal communication practices.</b>			
IV.2A. Develop intranet solutions.	Fully implemented intranet	Completed by fall 2021	Director of Information Technology
IV.2B. Implement a comprehensive update of the university's website.	Fully implemented update	Fully updated by fall 2022, reviewed annually	Web Master
IV.2C. Maintain an updated online directory.	Fully functional online directory	Completed by fall 2021; reviewed annually	Web Master
IV.2D. Provide tools, policies, and training to enable secure communications.	Establish updated communication policies and procedures	Completed by fall 2021; reviewed biannually	Director of Information Technology
<b>Goal 3: Develop resource management strategies to support the university's mission.</b>			
IV.3A. Assess and update student information system.	Updated student information system	Completed by 2023, reviewed annually	Director of Information Technology
IV.3B. Develop policies to prioritize and reduce the university's deferred maintenance backlog.	Completed needs analysis	Completed by 2023, reviewed annually	Vice President Finance & Administration
IV.3C. Review, assess, and clarify university budget and planning policies.	Completed needs analysis	Completed by 2023, reviewed annually	Vice President Finance & Administration
IV.3D. Research and adopt an automated budgeting system.	Fully functional automated budgeting system	Completed by 2023, reviewed annually	Vice President Finance & Administration
<b>Goal 4: Encourage effectiveness, efficiency, and innovation through training opportunities and workshops.</b>			
IV.4A. Facilitate departmental and program-related strategic planning processes.	Five-year strategic plans from all departments and programs	All departments and programs by spring 2024	Assistant Provost
IV.4B. Expand faculty and staff professional development opportunities.	Minimum of three professional development opportunities annually	Implemented by fall 2021	Assistant Provost

<b>Goal 5: Ensure a performance-based culture driven by data and best practices.</b>			
IV.5A. Establish clear goals for all staff and administrators.	Completed audit and report	Completed by 2021; quarterly review	Chief Human Resources Officer
IV.5B. Refine faculty performance review processes.	Fully revised performance review processes	Completed by fall 2023; triannual review	Provost
IV.5C. Refine staff performance review processes.	Fully revised performance policies	Completed by fall 2023; triannual review	Chief Human Resources Officer



V) STUDENT EXPERIENCE	Key Performance Indicator	Timeline	Responsible Party
Goal 1: Create new strategies to reduce the burden of non-tuition related expenses.			
V.1A. Create textbook-free pathways for students to complete the bulk of their education requirements without having to purchase textbooks or other course materials.	At least one textbook-free course in every grouping in the general education curriculum	Completed, review annually	Assistant Provost
V.1B. Increase the number of textbook-free courses.	Electronic repository of open-source textbooks created by internal and external authors.	20% increase by fall 2021, 50% increase by fall 2023 [Completed, review annually]	Assistant Provost
V.1C. Review, improve, and expand dual enrollment and placement opportunities.	Completed assessment of university dual enrollment and placement policies	Completed, review annually	Assistant Provost
Goal 2: Foster student well-being through expanded mental and physical health resources.			
V.2A. Expand counseling services.	A minimum of two expanded or new services	One new or expanded service by fall 2021; second new or expanded service by fall 2023	VP of Student Services
V.2B. Expand healthcare services.	A minimum of two expanded or new services	One new or expanded service by fall 2021; second new or expanded service by fall 2023	VP of Student Services
Goal 3: Provide opportunities for career preparation and the development of life skills.			
V.3A. Offer career planning lectures programs and workshops.	A minimum of three new or expanded opportunities every other academic year	Two new or expanded opportunities in by fall 2022; at least one additional opportunity by fall 2024	Director Learning and Student Development Center
V.3B. Offer financial literacy programs and workshops.	A minimum of three new or expanded opportunities every other academic year	Two new or expanded opportunities in by fall 2022; at least one additional opportunity by fall 2024	Director Learning and Student Development Center
V.3C. Offer household management programs and workshops.	A minimum of three new or expanded opportunities every other academic year	Two new or expanded opportunities in by fall 2022; at least one additional opportunity by fall 2024	Director Learning and Student Development Center
V.3D. Offer student-debt workshops.	A minimum of one workshop each academic year	Annual workshops by fall 2022	Director Learning and Student Development Center
Goal 4: Provide safe, secure, appropriate, and accessible spaces for all students.			

V.4A. Create safe and secure 24-hour study spaces.	At least one 24-hour study space for both undergraduate and graduate students	Completed by fall 2022	Provost
V.4B. Evaluate the safety and access to classrooms during evening and weekend hours.	Strategic schedule based on agreed-upon needs and resources	Initial implementation of revised schedule by fall 2021 with annual review	VP of Student Services
V.4C. Increase the number of automated external defibrillators (AEDs) in student spaces.	At least one AED in every residential hall and office building	Completed	Health and Safety Specialist
V.4D. Maintain equipment and facilities for students with disabilities.	Completed comprehensive plan to address the needs of students with disabilities	Initial draft completed by spring 2022 with annual review	Director Learning and Student Development Center