**WKU Climbing to Greater Heights 2018-2028 Goals and Strategies**

Please see the online document for the overview text and introductions to each section:

<https://www.wku.edu/strategicplan/>

**OUR STUDENTS**

**Goal 1. Affordability & Accessibility: Ensure the WKU Experience remains affordable and accessible to every qualified student**

**Goal 2. A Diverse Body of Students: Enroll a diverse body of regional and global undergraduate, graduate, and nontraditional students who are fully prepared for a rigorous, fulfilling college experience at WKU**

**Goal 3. Completion & Success: Ensure WKU student completion and success**

**Goal 4. Diversity, Equity, and Inclusion: Enact and practice all aspects of WKU’s Diversity, Equity, and Inclusion plan**

**Goal 5. Preparation for the Global Stage: Prepare students for career and life in a global context**

**Goal 1. Affordability & Accessibility:** *Ensure the WKU Experience remains**affordable and accessible to every qualified**student.*

Strategy 1 Incorporate student need and other factors into financial aid decision-making, and shift to a net tuition revenue posture.

Strategy 2 Create the WKU Opportunity Fund through private philanthropy and giving.

**Goal 2. A Diverse Body of Students:** *Enroll a diverse body of regional and global**undergraduate, graduate, and nontraditional**students who are fully prepared for a rigorous, fulfilling college experience at WKU.*

Strategy 1 Work with regional K-12 and Community College educational systems to provide educational opportunities through outreach; recruit undergraduate students who are college-ready and who want to be members of the WKU family; and prepare Personal and Professional Development Plans for each WKU student.

Strategy 2 Establish regional, national, and international conduits for attracting undergraduate and graduate students.

Strategy 3 Ensure access to WKU for under-represented student populations through a targeted attraction and recruitment plan.

Strategy 4 Set honest and realistic costs of college on which entrants can rely when planning their WKU Career.

Strategy 5 Engage deans and department chairs in a comprehensive academic program review to ensure WKU has an appropriate mix of study options and efficiently deploys scarce resources.

**Goal 3. Completion & Success:** *Ensure WKU student completion and success.*

Strategy 1 Create a Comprehensive Advising Program (CAP) involving generalist and specialist advisors, trained faculty, and other support staff to assist each student with creation of an individualized Personal and Professional Development Plan that will serve as a guide for the pursuit and completion of a four-year degree that leads to a successful career or entrance into graduate School.

Strategy 2 Develop a peer mentoring system.

**Goal 4. Diversity, Equity, and Inclusion:** *Enact and practice all aspects of WKU’s**Diversity, Equity, and Inclusion plan.*

Strategy 1 Institute the Diversity, Equity, and Inclusion Plan for years 1-5 of the strategic plan; review, assess, reconfigure as needed and re-institute for years 6-10 of the strategic plan.

Strategy 2 Work with the associate provost for global learning and with faculty and staff to continue to expand off-campus and on-campus educational opportunities.

**Goal 5. Preparation for the Global Stage:** *Prepare students for career and life in a global context.*

Strategy 1 Through the Colonnade Program, a student’s degree program, and the Personal and Professional Development Plan, provide common intellectual experiences and high-impact practices to develop hard and soft skills as well as to cultivate good, productive citizens.

Strategy 2 Create and maintain the physical and virtual structures that contribute to completion and success for all WKU students.

**OUR HILL**

**Goal 1. Policies & Practices: Establish policies and practices that promote a collegial work environment, overall employee wellness, stewardship of place, and an appreciation for WKU’s history and traditions.**

**Goal 2. Sustainable Budget Model: Implement a budget model that is sustainable, supports institutional priorities that ensure student success, and rewards strategic performance across the enterprise.**

**Goal 3. A Culture of Innovation: Increase faculty participation in programs offered through the Center for Innovative Teaching and Learning to build a culture of innovation through the use of current and emerging instructional technologies, and create specific programming to enhance teaching and active learning.**

**Goal 4. Research & Creative Activities: Incentivize and support research and creative activities that promote student learning, expand university outreach and service, and bolster the regional economy.**

**Goal 1: Policies & Practices:** *Establish policies and practices that promote a collegial work environment, overall employee wellness, stewardship of place, and an appreciation for WKU’s history and traditions.*

Strategy 1 Conduct a comprehensive market analysis of employee salaries and benefits, and implement necessary changes to merit increases, personnel training, and support infrastructure.

Strategy 2 Provide employee services for financial and life planning, mental and physical fitness, and professional development.

Strategy 3 Adopt measures that promote sustainable practices and efficient use of campus resources.

Strategy 4 Embrace and promote the rich history, symbols, and traditions that have served as the foundation of the University since its establishment in 1906 among students, faculty, staff, alumni, and the community.

**Goal 2. Sustainable Budget Model:** *Implement a budget model that is sustainable,**supports institutional priorities that ensure**student success, and rewards strategic**performance across the enterprise.*

Strategy 1 Base resource allocation decisions on actual results, implementing a performance-based financial model through the RAMP initiative.

Strategy 2 Create compensation packages and institute a reward system based on equity, responsibilities, longevity, and strategic performance.

Strategy 3 Design and implement a consistent, university wide performance evaluation system to conduct annual reviews.

Strategy 4 Review and establish greater standardization in position descriptions for all employees.

**Goal 3. A Culture of Innovation:** *Increase faculty participation in programs offered through the Center for Innovative Teaching and Learning to build a culture of innovation through the use of current and emerging instructional technologies, and create specific programming to enhance teaching and active learning.*

Strategy 1 Support and enhance the Colonnade Program, working to tailor enrollments to students’ Personal and Professional Development Plans.

Strategy 2 Review current teaching methodologies, integrate appropriate best practices, support the requisite physical structures and technologies, provide ongoing training for faculty in pedagogy, and include evaluation of instruction in tenure and promotion reviews.

Strategy 3 Facilitate high impact practices, immersive learning in different cultures, process-learning practices, and collaborative learning and instructional opportunities.

Strategy 4 Schedule course offerings to maximize student progression and completion.

**Goal 4. Research & Creative Activities:** *Incentivize and support research and creative**activities that promote student learning,**expand university outreach and service, and**bolster the regional economy.*

Strategy 1 Create an Office of Undergraduate Research.

Strategy 2 Bolster the stature and fiscal support of WKU’s Graduate School, and strengthen its external Reputation.

Strategy 3 Include scholarly activities coupled with student mentorship in hiring, annual review, the tenure and promotion process, merit pay allocations, and faculty workload decisions.

Strategy 4 Increase fiscal resources, expand physical space, and enhance virtual support for student and faculty scholarly activities.

**OUR COMMUNITY AND BEYOND**

**Goal 1. A Regional Lighthouse: Establish WKU as a regional lighthouse to provide resources, attract talent, and nurture intellectual capital in the communities we serve.**

**Goal 2. Global Learning: Leverage WKU’s international reach to create a dynamic and diverse university community with robust global learning for every student.**

**Goal 3. Continuing Education: Facilitate continuing education, retraining, and degree completion, leveraging online resources and WKU’s regional campuses.**

**Goal 4. Quality of Life: Improve the quality of life regionally and support regional economic diversification.**

**Goal 5. Athletic Excellence: Support athletic excellence and the success of WKU student-athletes.**

**Goal 6: Alumni Ambassadors: Engage alumni as global ambassadors and cultivate ongoing relationships that last a lifetime.**

**Goal 7. Investing in the Future: Energize and inspire individuals, foundations, and corporations to invest in the future of WKU and enable our climb to greater heights.**

**Goal 1. A Regional Lighthouse:** *Establish WKU as a regional lighthouse to provide resources, attract talent, and nurture intellectual capital in the communities we serve.*

Strategy 1 Engage with the communities we serve to be a resource and partner in finding innovative solutions to social, economic, and other Challenges.

Strategy 2 Align university priorities with communities, business and industry, educational institutions, and others to create mutually beneficial cultural, environmental, scientific, and social opportunities for all.

Strategy 3 Nurture and attract intellectual capital that elevates the economies of the region and the Commonwealth.

Strategy 4 Ensure that WKU students graduate with skills to think critically, solve problems, and engage effectively with others.

Strategy 5 Transform the WKU Center for Research and Development into a true Innovation Campus that engages corporations in collaborative research, incubates faculty, staff, and student ideas, cultivates and grows local businesses, and provides a hub for entrepreneurial growth and investment.

**Goal 2. Global Learning:** *Leverage WKU’s international reach to create**a dynamic and diverse university community**with robust global learning for every student.*

Strategy 1 Continue to recruit, retain, and graduate a student population from around the world, and integrate them completely into the WKU Community.

Strategy 2 Ensure that a world view and international issues are intentionally incorporated across the curriculum, preparing WKU graduates to enter a competitive global workforce.

**Goal 3. Continuing Education:** *Facilitate continuing education, retraining,**and degree completion, leveraging online**resources and WKU’s regional campuses.*

Strategy 1 Create multiple pathways for individuals to complete unfinished degrees.

Strategy 2 Offer quality graduate programs to further lifelong learning and retraining.

Strategy 3 Provide certificate programs to match job market opportunities.

Strategy 4 Strive for a diverse assemblage of people and ideas from hiring and recruiting to retaining and retraining.

**Goal 4. Quality of Life:** *Improve the quality of life regionally and**support regional economic diversification.*

Strategy 1 Provide opportunities for people of the region to be educated, entertained, assisted, and inspired outside the classroom.

Strategy 2 Facilitate the transferability of students and develop faculty and staff exchange opportunities with other academic institutions.

Strategy 3 Develop shared intellectual capital and viable products through collaborations, internships, and other partnerships.

**Goal 5. Athletic Excellence:** *Support athletic excellence and the success**of WKU student-athletes.*

Strategy 1 Promote academic excellence, student success, and individual achievement for all student athletes.

Strategy 2 Recruit, retain and develop student-athletes, coaches, and staff who enable WKU to compete and succeed at the highest levels.

**Goal 6: Alumni Ambassadors:** *Engage alumni as global ambassadors and**cultivate ongoing relationships that last a lifetime.*

Strategy 1 Incorporate alumni into our comprehensive advising program and into the development of post-graduation professional development plans.

Strategy 2 Bring alumni to campus to share their knowledge and engage alumni as part of our national and international educational travels.

Strategy 3 Incorporate alumni into undergraduate recruitment activities and as admissions ambassadors.

Strategy 4 Create new opportunities for alumni to participate in educational experiences and lifelong learning.

**Goal 7. Investing in the Future:** *Energize and inspire individuals, foundations,**and corporations to invest in the future of**WKU and enable our climb to greater heights.*

Strategy 1 Examine university-related foundations’ structures to determine if there are opportunities for efficiency or simplification that will enhance our ability to attract voluntary support and eliminate confusion.

Strategy 2 Assemble the necessary volunteer structure and involve deans and other senior leadership in support of a comprehensive fundraising campaign to support the University’s climb to greater heights.

Strategy 3 Align a new comprehensive Campus Master Plan to guide strategic campus growth and facility upgrades during the next decade.