

WEST CHESTER UNIVERSITY OF PENNSYLVANIA

2015/2016 ACTION PLAN

Strategic Goals

University Strategic Goals – Please describe the initiatives/strategies that will drive improvement towards university goals. Please include how your university goals align to the System strategic goals below.

1. Ensuring academic program excellence and relevance.
2. Enabling more students to obtain credentials that prepare them for life, career, and the responsibilities of citizenship.
3. Developing new funding strategies, diversifying resources and managing costs to preserve affordability. Initiatives and strategies should address mitigation of financial risk.
4. Increasing accountability and transparency, focusing on results and key performance indicators.

University Goals

Building on Excellence, the West Chester University Strategic Plan, provides a blueprint for institutional growth and development based on the solid foundation established over the past decades.

The West Chester University community strives to attract and retain a diverse student body and faculty and staff to provide the highest quality academic experience for its students; to offer a productive and supportive environment for its faculty, staff and students; and to act as a highly responsive and engaged partner in its region, the nation, and the world. In so doing WCU is committed to upholding the following values:

Academic Achievement

- Academic success and learning.
- Highest quality teaching, research, and scholarly activities.
- Intellectual and academic freedom.
- Integration of the classroom and practical experiences.
- Life-long learning.

Integrity

- Principles and practice of academic honesty.
- Honoring commitments.
- Abiding by professional standards and codes.

Service

- Flexibility, creativity, and a positive attitude.
- Providing an attractive and secure campus where students, faculty and staff can do their best work.
- Meeting the changing needs of our students, faculty, staff and community.
- Community service as an integral part of education and citizenship.
- Thinking and acting globally and locally and with regard to future generations.

Equity

- Inherent worth of each person.
- Inclusive and diverse learning environment.
- Equity in access to education.
- Diversity of opinion and perspective.
- Compassion and respect for the members of the university and broader community.
- Positive attitude, honesty, respect, and civility in addressing challenges and opportunities.

Collaboration

- Open, honest, and respectful communication.
- Participation by all university stakeholders.
- Collaboration both within and beyond the university.

Stewardship

- Responsible distributed leadership within a framework of institutional priorities.
- Environmentally sustainable practices.
- Fiscal responsibility and efficiency
- Fair Use and the protection of intellectual property.

Creativity and Innovation

- New knowledge and new forms of artistic expression.

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Strategic Goals (Continued)

University Goals (Continued)

Organized under five themes, the goals and objectives of *Building on Excellence* set the University's direction for the decade ahead. These goals include:

Academics

West Chester University is dedicated to excellent academic programs and supporting and developing an academic environment that ensures student success. Goals around this theme include: assuring student learning and academic excellence, strengthening the academic environment, expanding academic opportunities, and supporting teaching excellence.

Enrichment

WCU provides a number of programs and activities that enhance the campus's quality of life as well as that of the region, nation and world. These activities are central to the University's educational mission, providing students with experiences that expand and shape their understanding of the world. Enrichment includes artistic, athletic, cultural and co-curricular events and activities that reinforce learning and engagement. WCU is positioned to expand its enrichment activities in ways that increase its visibility, improve its academic programs and strengthen its community impact.

Specific enrichment goals are focused on supporting student personal, professional and civic development; and better integrating enrichment into WCU's academic and community programs and activities.

Sustainability

WCU has adopted a broad definition of sustainability which emphasizes the importance of appropriate growth and development and 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, campus health and safety, and institutional vitality and effectiveness over the long term.

Specific sustainability goals are focused on promoting sustainability through training, curricula, co-curricular programming, research, and outreach; developing and managing financial and physical resources sustainably; developing enrollment to sustain long-term institutional viability and quality; and preserving, promoting and cultivating the health, safety and vitality of the University over the long-term.

Diversity

West Chester University recognizes that each individual member of our community brings a unique and diverse combination of background, experiences, and perspectives. We value the contributions of each individual to our collective diversity. All aspects of diversity are embraced including but not limited to race, religion, sex, gender, national origin, ancestry, age, sexual orientation, disability, veterans' and socio-economic status. As a public University which promotes academic excellence and emphasizes global education, WCU is committed to providing educational and employment opportunities to previously excluded, disadvantaged, challenged and marginalized populations. We therefore renew our commitment to recruit and retain a diverse community of students, staff, faculty, and administrators, and to provide a campus climate that is nurturing to all.

Specific diversity goals are focused on the establishment of a Diversity, Inclusion and Academic Excellence Council; supporting diversity on campus; continuing to actively recruit and retain diverse faculty and staff; continuing to recruit, retain and support diverse students.

Engagement

West Chester University 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 well-being, and focus campus talent on the pursuit of the public good.

Specific engagement goals include strengthening academic, co-curricular and support programs through partnerships that promote learning, outreach and service; increasing institutional visibility and reputation; expanding local community involvement; and increasing alumni outreach and partnerships.