

# Draft

## Transformational Institutional Priorities for Western Michigan University

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Western Michigan University has four strategic themes that serve to guide the University: student access and student success; a high-quality learning environment; intellectual, international, and ethnic diversity; and targeted world-class research areas intertwined with nationally known graduate programs. Each theme has several strategic goals. The administrative leadership is expected to develop strategies within their respective areas to achieve the goals not later than 2010.

### **1. Enhance student access and student success.**

- Recruit, attract, and retain a diverse student body.
  - Engage and educate students through campus involvement and programs that support student retention and graduation.
  - Initiate and coordinate cultural programming and opportunities for student learning and personal development.
- Cultivate a campus climate that values health, safety, and diversity and supports University and community members.
  - Promote a healthy and safe community by educating it about issues such as disruptive behavior in the classroom, acts/potential acts of violence, and use/abuse of alcohol and other substances.
  - Address the special needs of diverse and underrepresented groups within the student body.

### **2. Sustain and improve a high-quality graduate and undergraduate learning environment.**

- Enhance the quality and increase the number of ranked faculty.
  - Strengthen programs by increasing the number and quality of faculty.
  - Implement a coordinated, comprehensive faculty development program.
- Increase the quality of students.
  - Attract and enroll students with stronger academic qualifications to help strengthen all academic programs.
  - Reduce time-to-degree completion and student attrition rates.
- Improve general education and strengthen academic programs.
  - Improve the first-year undergraduate student experience by strengthening the general education program.
  - Use integrated academic program plan reviews and accreditation and assessment findings to help improve all academic programs.
- Advance opportunities for student engagement.

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- Clarify and exemplify what a student-centered research university is within the undergraduate major or graduate concentration at the program, department, and college levels.
- Nurture and prepare students for research, service, and creative inquiry.
- Integrate information technology resources into learning, teaching, research, and community partnerships.
  - Improve the learning environment.
  - Extend the University's reach through distributed education.
  - Support discipline-specific information technology needs.
  - Facilitate technological partnerships with the educational community businesses, and other organizations.
- Plan, build, and maintain University facilities for student, faculty, and staff uses to meet program, health, and safety requirements.
  - Consider the user's requirements in all University projects and result in safe and healthy buildings and grounds.
  - Design all University projects to meet the user's programs and the University's budget and schedule.
  - Reduce annual energy consumption through enforced energy management reduction practices.
  - Manage scheduled maintenance of existing building systems to extend the life of the University's building stock.
- Preserve and grow the overall financial well being of the University through careful planning and management of sources and uses of cash focused on enrollment management, housing strategies, operating costs, and capital expenditures.
  - Provide for a balanced operating budget that aligns economic resources with the institution's priorities and allows flexibility in the operation of the University.

### **3. Build intellectual, international, and ethnic diversity.**

- Solicit the advice of the Council on Institutional Diversity on policy changes necessary to build an environment that supports increased diversity across campus.
  - Develop a comprehensive diversity plan.
  - Review policies, procedures, and limitations for the recruitment, retention, and participation of diverse groups and individuals across campus.
  - Determine specific strategies and needed resources to improve the campus diversity climate.
  - Recommend ways to strengthen the use of the limited resources.
- Provide effective human resources services to the University community to facilitate its growth and development.

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- Deliver qualified, diverse candidate pools to hiring agents for selection.
- Develop and support total compensation and reward programs that attract and retain engaged employees.

#### **4. Advance targeted world-class research areas along with graduate programs of distinction.**

- Foster research collaborations and partnerships, especially those that provide educational opportunities for graduate students.
- Acquire substantial extramural research funds.
  - Organize and operate an assertive University Research Foundation.
  - Set measurable, annual extramural funding objectives for each center, institute, college, and the University.
- Improve instructional, technological, library, and research equipment environments.
  - Improve the infrastructure for instructional, technological, library materials, and research equipment.
  - Establish continuing funds for instructional and research equipment replacements to assure quality academic programs.