



DRAFT as of December 14, 2011

Please submit comments on this draft to The 2020 Commission at
<http://www.wcu.edu/29488.asp>

If you have any questions, please contact Dr. Melissa Canady Wargo at wargo@wcu.edu

Our Vision (who we want to be):

To be a national model for student learning and engagement that embraces its responsibilities as a regionally engaged university.

Our Mission (who we are):

To improve individual lives and enhance economic and community development in our region, state and nation through engaged learning opportunities in our academic programs, educational outreach, research and creative activities, and cultural activities.

Our Core Values (what guides and inspires us):

*Institutional Integrity
Free and open interchange of ideas
Respect for our communities
Organizational and environmental sustainability
Cultural diversity and equal opportunity*

Foundational to each of the proposed strategic directions (things on which we will never compromise)

*Excellence in Teaching and Learning
Collaboration with our Communities
The Pursuit of Distinctiveness in our Institution, Programs, and Services
Responsible Stewardship and Organizational Effectiveness
Transparency and Best Practice*

Our Strategic Directions (the paths leading to our vision)

Fulfill the Educational Needs of the State and Region

- *Develop (or refine) and deliver focused curricula, both undergraduate and graduate, that emphasize:*
 - *education*
 - *health care*
 - *innovation and technology*
 - *environment*
 - *arts and culture*
 - *recreation and tourism*
- *Eliminate the barriers to life-long learning*
 - *Support K-12*
 - *Strengthen ties to community college partners*
 - *Offer seamless transfer*
- *Commit to liberal education*
- *Encourage students to be agents in their own education (integrated/collaborative learning - QEP)*
- *Manage enrollment in service to both student access and student success via*
 - *Strategic growth*
 - *Student profile/mix*
 - *Retention and graduation*
 - *Financial aid/scholarships*
 - *Underserved populations*
- *Prepare students to succeed in a globally competitive economy.*

Enrich the Total Student Experience

- *Engage in active and collaborative learning experiences*
- *Deploy quality programming and services*
- *Provide quality research opportunities – undergraduate and graduate*
- *Develop cultural, social and recreational opportunities*
- *Ensure a vibrant campus atmosphere*
- *Field visibly successful athletics programs*
- *Promote role of developing relationships and community*
- *Celebrate our location, location, location*

Our Strategic Directions, cont'd.

Invest in Faculty and Staff

- *Support a qualified faculty through*
 - *Professional development*
 - *Recruitment and retention*
 - *Rational tenure and promotion processes*
 - *Research support*
- *Support a qualified staff through*
 - *Professional Development*
 - *Recruitment and Retention*
 - *Training*
- *Assure strong and effective leadership through*
 - *Succession Planning*
 - *Transparency*
 - *Efficiency*
 - *Opportunities for career growth*

Enhance Community Partnerships

- *Assist community revitalization efforts*
- *Assist in economic development*
- *Support local governments*
- *Provide research to aid in regional development*
- *Build alumni/community relationships and loyalty*
- *Offer visible and community-oriented campus activities*

Invest in our Core Resources

- *Ensure stability in fiscal operations*
- *Develop and maintain physical infrastructure*
- *Optimize our technology*
- *Streamline business practices and procedures*
- *Effectively utilize facilities and space*
- *Commit to sustainability/energy efficiency*
- *Ensure campus safety and security*

Our Strategic Directions, cont'd.

Garner Support for our Vision

- *Maximize and optimize all funding sources (state appropriations, fundraising, tuition and fees, grants and contracts)*
 - *Strengthen political relationships and government affairs*
 - *Refine our marketing message*
 - *Build and maintain strong relations with regional industries, alumni, and friends*
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