

## WCU STRATEGIC PLANNING CAMPUS FORUMS

September 16, 2005

3:00-4:30 p.m.

Catamount Room, University Center

Present: Elizabeth Vihnanek, Bill Haggard, Elizabeth Frazier, Scott Higgins, Brett Woods, Robert Berry, Austin Spencer, Charles Wallis, Carol Burton, Newt Smith, AJ Grube

The following feedback was discussed:

- Mission Statement Paragraph #3- omit “Western” to represent that WCU is a resource for the whole state (people)
- Develop programs built on shared expertise of the campus of the campus of UNC system
- Strategic direction #4 (1<sup>st</sup> Bullet): Strategic directions & goals: Expand the role of sponsored research and focused research initiatives.
- Strategic direction #8 Develop funding mechanisms for sponsored research and other focused research initiatives.
- Strategic direction #3 (1<sup>st</sup> bullet) involve University Community. Clarify meaning.
- Strategic direction #3 maintain emphasis on scholarships
- Core Values: (1<sup>st</sup> bullet) Integrity should be separate bullet.
  - #4 bullet - move intellectual competence to bullet #1.
  - #4 bullet – professional & technical skills move to bullet #2.
- International engagement should be emphasized.
  - (global engagement) – accreditation issues (COB)
- Strategic direction #6 (bullet # 2) omit “Western” to include international students.
- Strategic direction #4 (bullet #3) change “continue” to “enhance”.
- Should there be a distinction between graduate & undergraduate programs?
- Graduate School should have its own distinction.
- Strategic direction #4 (2<sup>nd</sup> bullet) Enhance, initiate, and develop academic programs.
- Tie to budget/establishment of SP/ Res. Comm. should be explained to campus – it’s a good thing.
- Strategic direction #1(2<sup>nd</sup> bullet) change "unique" to “focused”.
- How will we know we are living/ breathing our mission?
  - Assessment
  - See 2 bullets above
- Emphasize assessment & evaluation more.
- More emphasis on academic excellence & rigor.
- University’s image should be enhanced – related to enrollment growth/retention.
- WCU’s image is different to WCU’s varying populations (alumni, new students, etc.) – cognitive dissonance exists.
- Student success should be emphasized when shaping WCU’s image.
  - -Attract average students & exceptional students.
  - -Work University experience
  - -Positive cultural environment for students
  - Current trends should be addressed.
  - Avoid being on list of “Top 10 Party Schools”.
  - Are people attending forums on same page as admin/ leadership regarding this issue?
- Retention of average students
  - -Advocacy of student success

- Develop clips for TV (series of clips)
  - -Where are we now (use to enhance image)
  - -Future projections
  - -What students can expect at WCU
- Technology theme should be emphasized, but carefully, “Use” of technology could be stressed. Unique aspects should be carefully addressed because WCU is not as “cutting edge” as it used to be. Technology should continue to receive ample funding.

September 22, 2005

2:00-3:30 p.m.

Catamount Room, University Center

Present: Beth Lofquist, Elizabeth Vihnanek, Leila Tvedt, Maurice Phipps, Anne Rogers, Carmen Huffman, Chris Dahlquist, Bruce Henderson, Cindy Atterholt, Michelle Finch, Bill Haggard, Irene Mueller, Jim DeConinck, Walter Turner, AJ Grube

The following feedback was discussed:

- Development of Cullowhee (shops, café’s, etc) to provide leisure/social opportunities for students-American whitewater partnership. Millennial campus possible location.
- Should student-related strategic directions be listed first?
- Should there be greater emphasis on the outdoors? WCU generally unknown, but could attract more people with our surroundings. Marketing efforts could include this focus.
- Foster relationship with the region to make WCU the “go to” place for local and regional projects.
  - Paperwork process is cumbersome
  - Should advertise capabilities of faculty/staff
    - Hold an open house for people of the region who might be interested in working with WCU faculty/ staff.
  - Need timely process/procedures to facilitate requests
- Need processes for accessing dollars in timely manner
- Leave strategic direction #7 in document – Bruce Henderson amended written feedback.
- Strategic direction #7 Integrate goals into management strategies that will filter down to people doing the work (consistency & accountability)
- Work to improve SPA salaries
- Retention of talent is crucial with new businesses moving into the area
- Integrate strategic directions into TPR process
- Consistent definition of “engagement” as it applies to WCU
- “AA5 Hell”- difficult to make even small improvements because of long cumbersome process. (I.e. department curriculum) Reduce red tape to improve responsiveness.
- Strategic direction #6 (bullet #5) - needs of an “an increasingly diverse population”.
- Strategic direction #6 – Why does WCU community need to gain language proficiency?
- Staff/Faculty “intense immersion“ program- to increase knowledge of other cultures
- Offer ESL to faculty/Staff/ Students
- Mentoring program for faculty who speak ESL.

September 30, 2005

12:30 - 2 :00 p.m.

Catamount Room, University Center

Present: Dan Grube, Anna McFadden, John Habel, Leroy Kauffman, Debbie Justice, Edna Waldrop, Bill Haggard, Leila Tvedt, Allen Lomax, Gary Jones, AJ Grube

The following feedback was discussed:

- Ditto – “AA5 Hell – Must reduce red tape.
- May need greater emphasis on learning and processes that promote meaningful learning. Perhaps have a “learning” direction.
- Strategic direction #5 - Extend “health minded lifestyle” for entire university community or faculty/staff and students
- How does WCU’s document compare to system document and documents of other institutions?
- Assessment will be key- How do we ensure that the SP will be a “living, breathing” document?
- Should there be greater emphasis on assessment- perhaps a direction for assessment?
- Explain to campus how dollars/funding will be tied to University Strategic Plan
- Concept of University “community” – Cat Tran can only be used by students. Practices such as this do not reflect/encourage “community.”
- Identify/examine barriers to creating a more diverse community.
- Strategic direction #6-Why single out international students as bullet point? Why not emphasize students of minority (broad, inclusive term) status? - recruitment and programming.
- Relationship with Cherokee Nation- may warrant recognition as Strategic goal under #6 – Retention and graduate rates among the lowest.
- “Life of the mind” (ethics, intellectual development, etc.) vs. “Commercialization” (regional and economic development engagement, etc.) our document reflects “life of mind” – See CHE article.
- Educating students for immediate employment – is this appropriate? Should acknowledge importance of Liberal studies/Liberal education. Addressing “lifelong success in careers” may be helpful. Being self-fulfilled on an individual level is valuable.
- Disconnect between statements in core values section and strategic directions.
- Language proficiency in addition to English?
- Collaboration with community educational institutes (K-12, CC, public and private, etc.) should be stressed? Perhaps expand strategic direction #2-(students from Russia- Charles Taylor.
- Flexibility to respond to crisis- employee proud of university.

October 4, 2005

4:00 – 5:00 p.m.

Catamount Room, University Center

Present: Jim Miller, Thomas Hatley

Dr. Hatley submitted his feedback in writing. The feedback will be presented to the Strategic Planning Committee at its next meeting.

Present: AJ Grube, Gibbs Knotts, Tammy Haskett, Steve Yurkovich, Kellie Monteith, Debby Schwartz, Dale Carpenter, Barbara Hardie, Niall Michelsen, Elizabeth Vihanek, Bill Haggard, Mary Teslow, Carrie McLachlan, Daryl Hale, Bob Caruso

The following feedback was discussed:

- 1<sup>st</sup> Bullet on pg. 3 .....Communication skills, both written and oral;
- Strategic direction #2, bullet #3 – eliminate “applied”.
- Research emphasis should be included in the mission statement regarding promoting student success.
- “Communication” shows up in Core Values, but not Strategic Directions/Goals.
- Should “research and creative activities” replace “research”: throughout document?
- Strategic direction#6 (2<sup>nd</sup> bullet) – tie this to curriculum –to include instruction, not just exchange.
- 2nd paragraph of Preamble add SGA and Res. Student Assn.
- Strategic direction #4 – why/what was the reasoning? Does this mean we should include an exhaustive list? Bullets have nuance meanings- will we get rid of arts and humanities?
  - -3<sup>rd</sup> bullet-change “continue” to “expand” -3<sup>rd</sup> bullet seems less important than other bullets.
- Strategic direction #3-Is engagement the prime strategy at WCU? Change “prime” to a “central strategy”.
- Strategic direction #4 (2<sup>nd</sup> bullet) should we emphasis “state demographic trends? Tied to House Bill.
- Lack of emphasis on academic rigor and excellence- possibly include with #4.
- Not a smooth translation of core values into strategic directions/goals.
- Enhance written oral communication of students-should be included.
- Should sell what we do well.....especially with funding tied to these statements.
- Problems that arise when using broad and narrow definitions of key terms.
- What does engagement mean? -document needs to present a clear definition.
- Ethical citizenship/citizenship-not reflected in directions/goals but is mentioned in mission statement.
- Strategic direction #7-add bullet to improve efficiency of day to day processes (AA-5, ordering books, advising, etc.).
- Star (\*) “improve student dining experience”-good! (#5, bullet 4).
- Strategic direction #5, last bullet – change “extracurricular” to “co-curricular”.
- No specific mention of Cherokee community.