

Our Mission (who we are):
Western Carolina University creates learning opportunities that incorporate teaching, research, service, and engagement through on campus, off campus, on-line and international experiences. The university focuses its undergraduate, master's and three doctoral programs, educational outreach, research, creative, and cultural activities to sustain and improve individual lives and enhance economic and community development in Western North Carolina and beyond.
Our Core Values and Guiding Principles:
Excellence in Teaching, Learning, Scholarship, and Service Collaboration with and Respect for our Communities Free and Open Interchange of Ideas Responsible Stewardship and Organizational Effectiveness Organizational and Environmental Sustainability Cultural Diversity and Equal Opportunity
Our Vision Statement (who we want to be):
To be a national model for student learning and engagement that embraces its responsibilities as a regionally engaged university.
Highlights of 2020 Strategic Plan Update:
1. Eliminated initiatives that have been achieved or almost completed and are now in implementation or part of the standard operating procedure. 2. Streamlined initiatives with overlapping themes. 3. Revised wording of goals and initiatives to reflect current status and/or emphasize specific actions. 4. Revised wording of goals and initiatives to reflect the UNC Strategic Plan, UNC Metrics, NC Promise, WCU Degree Plus, WCU Areas of Distinction, and the WCU Catamount School.

Strategic Direction 1: Academic Excellence					
Goals	Priority Actions/Initiatives	Measurement Indicators (Evaluation metrics)	Leadership (who will lead?)	Timeline	Priorities (1=high, 5=low)
<p>1.1: Deliver high-quality academic programs (undergraduate, graduate, and professional) designed to fulfill the educational needs of the State and region, and promote regional, economic and community development.</p>	<p>1.1.1: Undertake a rigorous and inclusive process to prioritize all academic programs in alignment with the university mission based on the following criteria: Program History and Development, and Expectations of the Program; External Demand for the Program; Internal Demand for the Program; Quality of Program Inputs and Processes; Quality of Program Outcomes; Equipment, Facilities, and Other Resources; Size, Scope, and Productivity of the Program; Revenue and Other Resources Generated by the Program; Costs and Other Expenses Associated with the Program; and Impact, Justification, and Overall Essentiality of the Program.</p>	<p>Development, implementation, and results of process</p>	<p>Provost; Deans; Assistant Vice Chancellor for Planning and Effectiveness</p>	<p>Begin summer/fall 19 and complete end of spring term 2020</p>	<p>2</p>
	<p>1.1.2: Develop visionary academic strategic plans through an inclusive process to:</p> <ol style="list-style-type: none"> 1) Position and market WCU as the cultural heart of Western North Carolina in the creative arts. 2) Fulfill WCU's historic and continuing commitment to be the regional leader in education. 3) Assume regional leadership in the study of the environment and environmental policy. 4) Position WCU as the premier regional provider of baccalaureate and graduate education in the health professions with an emphasis on culturally sensitive, integrative, and intergenerational health care. 5) Establish WCU as a hub of innovation, facilitating interdisciplinary connections among academic programs in such disciplines as business, the sciences, engineering, technology, and entrepreneurship and external collaboration with industry, start-up companies, research institutes, nonprofit organizations, and government agencies. 6) Advance the recreation and tourism industries of Western North Carolina. 	<p>Analysis of strategic plans' results</p>	<p>Provost; Deans; Assistant Vice Chancellor for Planning and Effectiveness; Executive Director for Community and Economic Engagement and Innovation</p>	<p>Begin summer/fall 18 and complete end of spring term 2019</p>	<p>1</p>

Strategic Direction 1: Academic Excellence					
Goals	Priority Actions/Initiatives	Measurement Indicators (Evaluation metrics)	Leadership (who will lead?)	Timeline	Priorities (1=high, 5=low)
1.2: Fully integrate into the liberal studies program and into each major and minor at both undergraduate and graduate levels an emphasis on those core abilities expected of all WCU students: integrate information from a variety of contexts; solve complex problems; communicate effectively and responsibly; practice civic engagement; and clarify and act on purpose and values.	1.2.1: Create and implement a new assessment plan for the revised Liberal Studies student learning outcomes.	Liberal Studies assessment plan implementation; annual analysis of results.	Director of Liberal Studies Assessment; Liberal Studies Committee	Spring 2018	1
1.3: Embed and support realization of WCU's areas of distinction: A. Cultural and environmental immersion; B. Service and outreach; and C. Experience-based learning.	1.3.1: Expand opportunities to engage students directly with the natural landscape and cultural heritage of the campus community and the Southern Appalachian region.	Analysis of undergraduate residential students exposed to programs emphasizing the natural and cultural landscape.	Associate Provost for Academic Affairs; Associate Provost for Undergraduate Studies; Assistant Vice Chancellor for Student Success	Fall 2018-2022	3
	1.3.2: Increase availability and participation in service opportunities and community partnerships.	Analysis of rubrics designed to guide consistent expectations; analysis of participation rates; assessment of graduate and undergraduate student outcomes. Track and report number of Service Learning Course designations across campus. Achieve national recognition and grants for service and outreach.	Associate Provost for Undergraduate Studies; Executive Director Community and Economic Engagement and Innovation; Director of the Center for Service Learning	Fall 2018-2022	3
	1.3.3: Increase participation in high impact practices such as student research, project-based learning in upper-level courses, and on- and off- campus internships.	Meet target of 85% of our students at WCU will participate in internships, project-based learning, externships, undergraduate research, graduate research or capstone experiences.	Associate Provost for Academic Affairs; Associate Provost for Undergraduate Studies; Assistant Vice Chancellor for Student Success	Fall 2018-2022	3

Strategic Direction 1: Academic Excellence					
Goals	Priority Actions/Initiatives	Measurement Indicators (Evaluation metrics)	Leadership (who will lead?)	Timeline	Priorities (1=high, 5=low)
1.4: Enhance programs that include cross-curricular, applied, and international/global awareness opportunities for all students.	1.4.1: Reduce, and where possible eliminate, bureaucratic and financial barriers to cross-curricular design, team-teaching, and international/global curricula.	Conduct an inventory of current cross-curricular, experiential, applied, and international/global opportunities and develop new targets.	Associate Provost for Undergraduate Studies; Director of International Programs and Services	Start Fall 18 through 2020.	3
	1.4.2: Expand international experiences to enhance a wider cultural/global understanding for all WCU students and enhance integration of international components into existing and new curricula.	Annual curriculum review; student assessments of learning; annual reports.	Director of International Programs and Services; Director of Intercultural Affairs; Director of Coulter Faculty Commons; Director of Advising	Fall 2018	2
	1.4.3 Provide international professional development opportunities to faculty.	Annual faculty evaluations; annual reports	Faculty; Director of Coulter Faculty Commons; Director of International Programs and Services	Initiate Fall 2018	3
1.5: Eliminate barriers to student access through coordinated endeavors with Birth-12 (B-12) and community college partners.	1.5.1: Expand networks of regional advisory committees to enhance communication and collaboration among B-12, community college, and WCU in the areas of 1) curriculum goals and transferability; 2) the benefits of higher education and the best strategies for marketing and recruiting; and 3) admissions and financial aid.	TBD	Assistant Vice Chancellor for Student Success; Assistant Vice Chancellor for Undergraduate Enrollment; Dean of the College of Education and Allied Professions	Fall 2019	2
	1.5.2: Expand opportunities for WCU staff, faculty, and students to communicate with B-12 and community college students regarding the importance and value of higher education; the affordable avenues for individuals to access and benefit from higher education; and the processes and programs at WCU.	Strategic Enrollment Report	Assistant Vice Chancellor for Student Success; Assistant Vice Chancellor for Undergraduate Enrollment; Deans	Fall 2019	2
1.6: Make WCU (the Cullowhee campus and the Biltmore Park Instructional Site) a destination for short-term, educationally based programs, activities, and events, including summer session, continuing education, camps, conferences, and personal enrichment opportunities.	1.6.1: Expand the number of resident and distance summer session offerings for a wide variety of learners, including college level, B-12 students, and life-long learners; expand summer school enrollment by 25 percent by 2020.	Summer school total student enrollment for residence and distance programs	Provost; Assistant Vice Chancellor for Student Success; Executive Director of Educational Outreach; Executive Director of Biltmore Park; Deans	Spring 2020	1
	1.6.2: Assess the campus climate on expansion of camps and conferences including identifying types of appropriate programs.	Reports for camps and conferences	Executive Council	By fall 2019	1

Strategic Direction 1: Academic Excellence					
Goals	Priority Actions/Initiatives	Measurement Indicators (Evaluation metrics)	Leadership (who will lead?)	Timeline	Priorities (1=high, 5=low)
	1.6.3: Develop and implement a coordinated marketing plan to promote WCU's Cullowhee campus and its programs in Asheville at Biltmore Park as conference destinations.	Deliverable: Marketing plan and implementation strategies	Executive Director of Educational Outreach; Executive Director of Biltmore Park; Director of Conference Services; Chief Marketing Officer	Planning and development phase: Spring/fall 18	2
1.7: Refine WCU's student enrollment strategy to ensure continuing balance of access, diversity and student success, mission and sustainable revenue sources.	1.7.1: Establish headcount targets consistent with institutional priorities.	Census	Executive Council; Enrollment Planning Committee; Provost's Council; Faculty Senate	Fall 2018	1
	1.7.2: Refine and adapt the strategic enrollment plan to meet student enrollment targets including a focus on academic rigor.	Results on first time full time freshmen, graduate, distance, transfer, rural, low income, STEM, and health student populations. (UNC Metrics). Strategic Enrollment Plan results.	Enrollment Planning Committee (Director of Admissions; Dean of Graduate School and Research; Executive Director of Educational Outreach); Deans	Fall 2018	1
	1.7.3: Increase and track student diversity, ensuring that support services are in place to enroll and meet the needs of a diverse student body that reflects state, national, and international demographic trends.	Chancellor's Targets by UNC System; Chief Diversity Officer and Assistant Vice chancellor for Student Success	Chief Diversity Officer; Assistant Vice Chancellor for Student Success; Assistant Vice Chancellor for Undergraduate Enrollment; Director of International Programs and Services	Fall 2019	1
	1.7.4: Develop and implement rigorous tracking at the individual level using GradesFirst to clearly determine non-completed and reason-for-exit for each student.	Graduation rates. Develop process and professional development for faculty and advisors.	Assistant Vice Chancellor for Student Success; Director of Advising; Registrar	Fall 2019	2
	1.7.5: Develop innovative data-driven methods of monitoring and enhancing student success at the individual level.	2018-2019: develop and test method of setting individual student targets.	Assistant Vice Chancellor for Student Success; Director of Advising; Registrar	Fall 2019	1

Strategic Direction 2: Student Experience					
Goals	Priority Actions/Initiatives	Measurement Indicators (Evaluation metrics)	Leadership (who will lead?)	Timeline	Priorities (1=high, 5=low)
2.1: Foster a student-centered campus culture that enhances the student experience, promotes active citizenship and inclusion, and celebrates institutional traditions.	2.1.1: Create opportunities through DegreePlus for students to explore points of view on different issues and to understand the perspectives of others through civil and informed discourse and debate.	Assessment Plans, DegreePlus program evaluation	Associate Director of DegreePlus; Assistant Vice Chancellor for Student Success; Associate Vice Chancellor for Student Affairs/Dean of Students; Director of Center for Career and Professional Development; Chief Diversity Officer; Council on Inclusive Excellence	2018-2022	1
	2.1.2: Promote a culture of student academic honesty, expanding educational programming around academic integrity and truth seeking.	Database of opportunities for student involvement in area; assessment of integrity of student undergraduate research and public communication; annual review of academic integrity cases; outcomes of recommendations by the Task Force on Academic Integrity	Provost; Associate Vice Chancellor for Student Affairs/Dean of Students; Assistant Vice Chancellor for Student Success; Faculty Senate; Student Government Association; Taskforce on Academic Integrity	2019	2
	2.1.3: Create and track opportunities for student membership/leadership on institutional decision-making committees and organizations.	Database of opportunities for student involvement in leadership and decision-making bodies	Associate Director of DegreePlus; Associate Vice Chancellor for Student Affairs/Dean of Students; Director of Campus Activities; Assistant Vice Chancellor for Student Success	Fall 2019	3
	2.1.4: Implement diversity and inclusion initiatives to enhance students' understanding of other ethnicities and cultures.	Assessment data from diversity initiatives and DegreePlus	Chief Diversity Officer; Council on Inclusive Excellence; Faculty Senate; Staff Senate; Student Government Association; Associate Director of DegreePlus; Director of International Programs and Services	Spring 2018	3

Strategic Direction 2: Student Experience					
Goals	Priority Actions/Initiatives	Measurement Indicators (Evaluation metrics)	Leadership (who will lead?)	Timeline	Priorities (1=high, 5=low)
	2.1.5: Sustain a thriving athletics program that instills pride among students, faculty, staff, alumni, and friends of the University.	NCAA Academic Achievement Funding (specific metrics for FGR, GSR, APP), Athletic Fundraising, team and individual honors. Also, student athlete graduation and retention rates, athletic fundraising, team and individual honors and Southern Conference ranking	Athletics Director; Coaches; Assistant Athletics Director for Compliance/Senior Women's Administration	Ongoing through Fall 2022	2
2.2: Instill institutional pride through more visible recognition and celebration of university achievements and traditions.	2.2.1: Create and sustain campus traditions and experiences that strengthen students' connection to their University and its surrounding communities.	Results of student assessment including sophomore and senior surveys, and National Survey of Student Engagement	Vice Chancellor for Student Affairs; Director of the Center for Service Learning	Ongoing through Fall 2022	2
	2.2.2: Build and sustain educational programs and celebrations of Cherokee history, culture, and traditions.	Results of student assessment including sophomore and senior surveys, National Survey of Student Engagement	Vice Chancellor for Student Affairs; Director of the Cherokee Center; Chief Diversity Officer; Director of Special Events	Ongoing through Fall 2022	2
2.3: Implement DegreePlus.	2.3.1: Actively recruit and prepare faculty and appropriate staff to successfully facilitate student participation in DegreePlus.	DegreePlus assessment and reporting plan	Associate Director of DegreePlus; Director of Coulter Faculty Commons	Ongoing through Fall 2022	2
2.4: Create a campus environment that facilitates a healthy lifestyle for students.	2.4.1: Develop a cross functional collaborative wellness model to meet student needs.	Create a WCU Healthy Campus Framework. Utilize established ACHA's guidance Healthy Campus 2020 framework, as well as, current WCU data and trends/benchmarking.	Assistant Vice Chancellor for Student Affairs - Wellness; Director of Campus Recreation and Wellness; Director of Counseling and Psychological Services; Director of Health Services	Fall 2020	3

Strategic Direction 3: Inclusive Excellence					
Goals	Priority Actions/Initiatives	Measurement Indicators (Evaluation metrics)	Leadership (who will lead?)	Timeline	Priorities (1=high, 5=low)
3.1: Broaden our commitment to diversity and inclusion by recruiting, retaining, and developing a diverse community.	3.1.1: Build a more diverse and inclusive student, faculty and staff community to provide an environment in which all can be successful academically and professionally.	Headcounts/retention of diverse populations (students, faculty, and staff); annual measurements of increases or decreases; Human Resources EEO reports	Chief Diversity Officer; Provost; Vice chancellor for Student Affairs; Vice Chancellor for Administration and Finance; Associate Vice Chancellor for Human Resources; Assistant Vice Chancellor for Undergraduate Enrollment and Director of Admissions; Dean of Graduate School and Research	fall 2018 and ongoing	1
	3.1.2: Ensure that units comply with University policies on equity, non-discrimination, compliance, and equal employment opportunity to reflect our commitment to diversity and inclusion.	Compliance measurement included in comprehensive annual report; ongoing compliance professional development (workshops and online) offered and tracked.	Legal Counsel; Vice Chancellor for Student Affairs; Vice Chancellor for Administration and Finance; Associate Vice Chancellor for Human Resources; Chief Diversity Officer; Council on Inclusive Excellence	Fall 2019	2
3.2: Support innovative and inclusive scholarship and teaching.	3.2.1: Ensure that diversity, equity, and inclusion are foundational aspects of educational offerings.	Comprehensive annual report detailing relevant changes in curriculum and student programming. Measure opportunity, access, and success.	Provost, Provost's Council, Associate Provost for Undergraduate Studies; Vice Chancellor for Student Affairs; Student Affairs Leadership Team	Fall 2019 and ongoing	2
	3.2.2: Provide ongoing, appropriate diversity professional development for faculty and staff.	Relevant professional development programs' outcomes and number of participants included in comprehensive annual report; resources to support training/ professional development opportunities	Chief Diversity Officer; Provost; Vice Chancellor for Student Affairs; Director of Intercultural Affairs; Associate Vice Chancellor for Human Resources	Fall 2019	2

Strategic Direction 3: Inclusive Excellence					
Goals	Priority Actions/Initiatives	Measurement Indicators (Evaluation metrics)	Leadership (who will lead?)	Timeline	Priorities (1=high, 5=low)
3.3: Foster an inclusive University community.	3.3.1: Administer a campus climate survey biannually and develop an action plan to address the results. Implement the recommendations of the Taskforce on Racism and report progress annually.	Disseminate and compare survey results annually. Evaluate and revise actions accordingly.	Associate Vice Chancellor for Human Resources; Executive Council	Evaluation and report progress on an annual basis with a goal of 2-3 (2020) to complete	2
	3.3.2: Develop and implement a robust university diversity and inclusion plan.	A representative council of student, faculty, and staff constituents (Council on Inclusive Excellence) is created and functional; annual report of council goals, achievements, initiatives and operations	Chief Diversity Officer; Council on Inclusive Excellence; Director of Intercultural Affairs; Faculty Senate	Spring 2018 and ongoing	1
	3.3.3: Establish unit diversity initiatives that align to the university diversity plan.	A representative council of student, faculty, and staff constituents (Council on Inclusive Excellence) is created and functional; annual report of council goals, achievements, initiatives and operations	Chief Diversity Officer; Council on Inclusive Excellence; Director of Intercultural Affairs; Faculty Senate; Director of International Programs and Services	Spring 2018 and ongoing	1

Strategic Direction 4: Regional and Community Engagement					
Goals	Priority Actions/Initiatives	Measurement Indicators (Evaluation metrics)	Leadership (who will lead?)	Timeline	Priorities (1=high, 5=low)
4.1: Strengthen relationships and communication between the University and our external partners.	4.1.1: Provide the appropriate level of institutional support necessary to ensure success with external partnerships and collaborations, including creation of transparent, easy-to-navigate structures.	Annual assessment and reporting from established engagement inventory/database. Results from economic dashboard	Provost; Executive Director for Community and Economic Engagement and Innovation; Dean of College of Business	2018	2
	4.1.2: Create an institutional council with representatives from each division and college to provide direction and enhance internal communication about external partnerships and engagement.	Creation and analysis of centralized body and communication of community and economic development efforts and achievement within WCU community. Sponsorship of an annual inventory of activities	Executive Director for Community and Economic Engagement and Innovation; Chief Marketing Officer; Director External Relations	2018	3
	4.1.3: Engage external partners to facilitate economic and community development in Cullowhee, Jackson County, and surrounding counties, through community leadership initiatives, collaborative research and development efforts, and regional development conferences.	Results from specialized conferences; results of sponsored research outcomes	Executive Director for Community and Economic Engagement and Innovation; Director of Sponsored Research; Director of Entrepreneurship and Innovation Programs and Activities (CEI)	2018 and annually thereafter	3
	4.1.4: Develop the West Campus, with its Millennial Initiative designation, as a national model for rural, public, private partnerships that are integrated into the academic enterprise and which support community-based economic development with a focus on improving the health of the region.	Realized new medical facility and partnerships with medical community.	Vice Chancellor for Administration and Finance; Dean of Health and Human Sciences; Executive Director for Community and Economic Engagement and Innovation	2018 and ongoing	2
	4.1.5: Enhance existing and develop new curricular, continuing education, and professional development programs at Biltmore Park to prepare skilled employees to serve growth in the greater Asheville-Hendersonville area (e.g., professional and business services, educational and health services, leisure and hospitality, retail trade, and advanced manufacturing technology).	Results and implementation of needs analysis for region including facilities expansion.	Executive Director of Educational Outreach; Executive Director of Biltmore Park; Chief Marketing Officer; Executive Director for Community and Economic Engagement and Innovation	Ongoing through Fall 2022	1

Strategic Direction 4: Regional and Community Engagement					
Goals	Priority Actions/Initiatives	Measurement Indicators (Evaluation metrics)	Leadership (who will lead?)	Timeline	Priorities (1=high, 5=low)
	4.1.6: Expand and enhance interdisciplinary outreach efforts and potential partnerships focused on economic and community development to support curricular and co-curricular foci.	Number and quality of collaborative projects with faculty and staff; results of community engagement outcomes	Executive Director for Community and Economic Engagement and Innovation; Director of the Center for Service Learning	Ongoing through Fall 2022	3
4.2: Develop and implement a plan to communicate the University's regional and community engagement activities.	4.2.1: Develop and monitor (annually) university resource inventory of programs, services, facilities, and faculty/staff expertise that are available to the public.	Creation and analysis of results of an inventory of faculty specialties based on Faculty Activity Database. Creation and analysis of results of an inventory of staff specialties	Executive Director for Community and Economic Engagement and Innovation; Staff Senate; Coulter Faculty Commons	2019	3
	4.2.2: Develop a network within the University and with regional businesses and institutions to enhance employment opportunities for spousal and partner hiring and facilitate a network of opportunities, where possible, for affordable child care, health care, and housing options for faculty, staff, and students.	Established resource posting for new residents to Jackson County; number of career opportunities shared with HR	Executive Director for Community and Economic Engagement and Innovation; Associate Vice Chancellor of Human Resources	Ongoing through Fall 2020	4
	4.2.3: Promote, publish, reward, and celebrate staff and faculty community engagement.	Analysis of tracking data for community engagement for staff and faculty.	Executive Director for Community and Economic Engagement and Innovation; Director of Center for Service Learning; Associate Vice Chancellor for Human Resources; Faculty Senate	Ongoing through Fall 2022	2

Strategic Direction 5: Employee Excellence					
Goals	Priority Actions/Initiatives	Measurement Indicators (Evaluation metrics)	Leadership (who will lead?)	Timeline	Priorities (1=high, 5=low)
5.1: Ensure salary and compensation benefits package remains an institutional priority to attract, reward, and retain the highest quality employees.	5.1.1: Advocate for the financial resources and structural framework necessary to offer competitive, attractive, and cost-effective total compensation (salary and benefits) packages. As part of this initiative and through partnership with the UNC system, WCU will strategically develop and implement best practices designed to attract, reward, and retain high performing faculty and staff.	CUPA and UNC system data (new CUPA data and career banding pay increases)	Chancellor; Executive Council; Associate Vice Chancellor of Human Resources	Immediate and ongoing	1
	5.2: Ensure professional development opportunities for all employees.	5.2.1: Continue support for professional development for all employees as a fiscal priority.	Track and report number and types of internal professional development opportunities available. Review amount of funding allocated to support internal and external professional development and include as outcome in performance evaluations.	Unit Supervisors; Associate Vice Chancellor for Human Resources; Director of Coulter Faculty Commons	Immediate and annual
	5.2.2: Develop a process to report and document the impact of professional development for faculty and staff.	Coulter Faculty Commons and Human Resources will provide a centralized collection and depository of professional development information in support of faculty and staff.	Director of Coulter Faculty Commons; Associate Vice Chancellor for Human Resources	Evaluate on an annual basis and as part of the annual budget process	1
5.3: Support scholarship and creative activities to foster our mission as a regional comprehensive university.	5.3.1: Strengthen the organizational structure to better integrate research and the Graduate School at the University.	Graduate School and Research monthly report; annual report	Dean of Graduate School and Research	Fall 2019	2
	5.3.2: Strengthen institutional infrastructure to support scholarship and creative activities, including funding for reassigned time for scholarship, library support, graduate research assistantships, undergraduate research, summer research grants, seed funding, equipment replacement, and travel for conference presentations.	Increase in activity as reflected in college and unit annual reports results; annual faculty evaluations results; Graduate School and Research reports	Associate Provost for Academic Affairs; Dean of Graduate School and Research; Deans; Director of Sponsored Research	Annual	3

Strategic Direction 5: Employee Excellence					
Goals	Priority Actions/Initiatives	Measurement Indicators (Evaluation metrics)	Leadership (who will lead?)	Timeline	Priorities (1=high, 5=low)
5.4: Create an environment in which the primary role of faculty as teacher-scholars is recognized and valued.	5.4.1: Develop and implement integrated faculty workload expectations and policies that facilitate exemplary teaching, scholarly productivity, and public service.	Annual faculty evaluations; college and department level data that includes robust reporting protocols with more refined units of measurement, e.g., types and quality of grants, # students enrolled in sections not just # sections/faculty	Faculty Senate; Provost; Associate Provost for Academic Affairs; Deans, Assistant Vice Chancellor for Institutional Planning and Effectiveness	Annual	3
	5.4.2: Assess and support the needs of non-tenure track faculty.	Report and implementation of special committee recommendations by Faculty Senate	Faculty Senate; Provost; Associate Provost for Academic Affairs	2018 and ongoing	1
	5.4.3: Provide department heads and deans flexibility within the parameters of fiscal realities in assigning faculty workload to accommodate significant contributions for responsibilities such as advising, undergraduate and graduate research supervision and mentoring, and student career development.	Results of policy, updates to Faculty Handbook and departmental collegial review documents; reporting system within Banner	Faculty Senate; Provost; Associate Provost for Academic Affairs; Provost's Council	Evaluate and report progress on an annual basis and complete by 2020	2
	5.4.4: Eliminate redundant and ineffective service obligations and committees across campus.	Recreate task force; assess current status of work and revive; create working SharePoint site; report progress on annual basis	Faculty Senate; Staff Senate; Provost; Committee Task Force; Provost's Council	2018	2
5.5: Create a campus environment that facilitates a healthy lifestyle for campus constituents and visitors.	5.5.1: Design and offer programming that supports and models a healthy campus, as well as recruits and retains our workforce.	Assessment results for current employee wellness; annual progress report	Employee Wellness Team	Ongoing	2

Strategic Direction 6: Infrastructure Investment					
Goals	Priority Actions/Initiatives	Measurement Indicators (Evaluation metrics)	Leadership (who will lead?)	Timeline	Priorities (1=high, 5=low)
6.1: Implement sustainable funding models to ensure fiscal stability.	6.1.1: Reduce operational dependence on one-time funding for core functions and services.	Review and address total costs of unfunded mandates	Executive Council; Vice Chancellor for Administration and Finance	Spring 2019	1
	6.1.2: Through process and/or program assessment, identify resources at the department and/or unit level for reallocation and direct such resources to areas with demonstrated/potential growth, capacity for revenue generation, and critical strategic need.	Budget process reporting	Executive Council; Assistant Vice Chancellor for Institutional Planning and Effectiveness	2018 and ongoing	1
6.2: Refine and implement the comprehensive Campus Master Plan.	6.2.1: Maintain the Campus Master Plan as a guiding document by monitoring implementation and adjusting priorities to changes to ensure its continued relevance.	Master Plan update summary by Master Planning Committee, including progress, revisions, and adjusted priorities	Provost; Vice Chancellor for Administration and Finance	Annual; ongoing	1
6.3: Improve the effectiveness and efficiency of campus business processes to ensure continuous improvement and to realize financial savings.	6.3.1: Review the use of expendables, including printed documentation, and where reasonable, reduce such usage and transition to digital alternatives.	Results of assessment	Vice Chancellor for Administration and Finance	Annual; ongoing	1
	6.3.2: Conduct business-flow analyses of all key functions and redundant business processes, consolidate and centralize similar operations across campus, leverage existing enterprise solutions (Banner, Blackboard, R25, SharePoint, etc.), and transition to digital alternatives where possible.	Continual improvement process results	Vice Chancellor for Administration and Finance; Assistant Vice Chancellor for Institutional Planning and Effectiveness	Annual; ongoing	2
	6.3.3: Through an ongoing process of assessment and periodic administrative unit reviews, improve the effectiveness and efficiency of operations while delivering excellent service experiences.	Administrative unit reviews	Vice Chancellor for Administration and Finance; Assistant Vice Chancellor for Institutional Planning and Effectiveness	Annual; ongoing	2
6.4: Sustain and increase information technology capabilities and capacity required to meet University goals and needs.	6.4.1: Establish and systematize a sustainable funding model for information technology that accommodates operational support, replacement and upgrades, University growth, and strategic initiatives.	Classroom standardization model; KPIs; DoIT metrics; 1-Pager; DoIT strategic plan	Chief Information Officer	Annual; ongoing	2
	6.4.2: Ensure accommodation of mandatory and anticipated information technology needs, including both human resources and technologies through annual capacity planning, management, and implementation processes. Incorporate a review of current technologies, evaluating any redundant, obsolete, or underused products into this planning process.	Process improvement and capability; 1-Pager; DoIT strategic plan	Chief Information Officer	Annual; ongoing	2

Strategic Direction 6: Infrastructure Investment					
Goals	Priority Actions/Initiatives	Measurement Indicators (Evaluation metrics)	Leadership (who will lead?)	Timeline	Priorities (1=high, 5=low)
6.5: Maintain and improve systems, capabilities, and infrastructure in support of the University's strategic priorities.	6.5.1: Develop and maintain University all-hazards prevention, mitigation, preparedness, response, and recovery efforts through comprehensive emergency and disaster planning, training, and exercise programs.	Emergency Management Services plans, training, and Clery-required exercises	Director of Emergency Services	Annual; ongoing	2
	6.5.2: Implement efficient and sustainable funding models to develop the systematic maintenance, assessment, repair, and enhancement of all safety technologies in support of campus safety.	University's operational budget process; capital budget process	Vice Chancellor for Administration and Finance; Chief Information Officer	Annual; ongoing	3

Strategic Direction 7: Vision Advancement					
Goals	Priority Actions/Initiatives	Measurement Indicators (Evaluation metrics)	Leadership (who will lead?)	Timeline	Priorities (1=high, 5=low)
7.1: Promote the institutional vision of quality and excellence in academic and administrative programs and activities.	7.1.1: Regularly review and enhance messages for new faculty, staff, and students to ensure early introduction to and understanding of, the University's strategic vision, history, and culture.	Participation rates and qualitative results of attendees; narrative of orientation program and messaging changes; annual assessment results	Vice Chancellor for Student Affairs; Associate Provost for Academic Affairs; Director of Orientation Programs; Associate Vice Chancellor for Human Resources; Director of Cherokee Center	Annual; ongoing	2
	7.1.2: Ensure consistency among vision messages from all internal sources to include reinforcement of WCU's role as a regional institution through its involvement in the NC Promise tuition plan and emphasis of UNC approved institutional areas of distinction.	Development and measurement of consistent messaging around NC Promise and UNC System areas of distinction for WCU	Chief of Staff; Chief Marketing Officer; Chief Communications Officer	Annual; ongoing	3
7.2: Facilitate a shared understanding of the institution's strategic vision among the University's external communities.	7.2.1: Increase the number of WCU alumni and friends participating in regional and statewide engagement opportunities, and University activities through their service on volunteer boards and interaction with students.	Outcome of 5% growth in alumni and university friends' participation in events/boards annually.	Vice Chancellor for Advancement; Director of Alumni Engagement; Executive Director of Advancement Services; Assistant Vice Chancellor for Development	2018 and ongoing	3
	7.2.2: Implement a process to review periodically the University brand and tailor the marketing message accordingly.	Outcomes of assessment and evaluation of process	Chief of Staff; Chief Marketing Officer; Chief Communications Officer	2018, continued through 2022	2
7.3: Maximize and target a balanced and diverse mix of financial resources that will enable achievement of the University's strategic vision.	7.3.1: Explore innovative possibilities for revenue generation such as summer revenue opportunities, the initiation of certificate/executive programs, and cooperative education opportunities to reduce dependency on state funding and tuition and fee increases.	Annual report of innovative revenue-producing options for implementation	Provost; Vice Chancellor for Administration and Finance; Assistant Vice Chancellor for Student Success; Executive Director of Educational Outreach; Executive Director of Biltmore Park	Fall 2018 to 2022	1

Strategic Direction 7: Vision Advancement					
Goals	Priority Actions/Initiatives	Measurement Indicators (Evaluation metrics)	Leadership (who will lead?)	Timeline	Priorities (1=high, 5=low)
	7.3.2: Implement a comprehensive plan to increase significantly advocacy efforts among elected officials on behalf of University and system priorities, such as the NC Promise tuition plan, and adjustments to the enrollment funding model, and adjust this plan as necessary because of shifts in the external or political	Implementation and results of plan	Chief of Staff; Director of External Relations	Fall 2018 ongoing	1
	7.3.3: Engage in a comprehensive campaign focused on endowed scholarships, increasing the baseline of philanthropic support.	Quantitative fiscal year dashboard report to include all measurements listed: -Secure gifts at all levels in support of WCU's strategic goals and initiatives -Secure a minimum of a 7.50% annual increase in campaign gift commitments (comprised of all annual, major and planned gifts) -Increase philanthropic support for endowed merit and need-based scholarships to enable WCU to recruit and retain the best academically qualified students and student athletes to support WCU's commitment to student access and student success -Annually document a minimum of 30 endowed scholarships (includes athletic scholarships) -By June 30, 2020 increase the number of	Chancellor; Vice Chancellor for Advancement; Assistant Vice Chancellor for Development; Executive Director of Advancement Services	2018 and continued through 2020	1

Strategic Direction 7: Vision Advancement					
Goals	Priority Actions/Initiatives	Measurement Indicators (Evaluation metrics)	Leadership (who will lead?)	Timeline	Priorities (1=high, 5=low)
	7.3.4: Increase the number and value of sponsored research proposals while increasing research support and productivity.	Quantitative annual reports noting increases in proposals, increases in value of proposals, and 15% overall increase in secured research support by FY22. Increase the number of sponsored research proposals to 100 and the value of those proposals to \$25 million by FY22, while increasing research support productivity by 15% from \$5.5 million in FY16 to \$6.369 million in FY22.	Provost; Dean of Graduate School and Research; Director of Sponsored Research	Fall 2018 until 2022	2