

2007 Fifth Annual Progress Report	Progress Level				
	1	2	3	4	0 I
OPPORTUNITY: ACADEMIC AFFAIRS AND ENROLLMENT MANAGEMENT					
<i>Goal 1: Develop and implement a comprehensive enrollment management plan.</i>					
Create, over five years, a more balanced mix of first-year students that reflects the national ACT distribution.			✓		
Create an institutional enrollment management plan.				✓	
Maintain a comprehensive research program in support of enrollment management, retention, student success, graduation rates, and professional/graduate school/job placement rates.		✓			
Increase the number of articulation agreements with two-year institutions, and increase the number of transfer students who enter with associate degrees.				✓	
Develop a strategy to match available course offerings and student course needs when establishing target numbers for entering students.				✓	
Develop deadlines by which new degree-seeking students will have submitted complete admissions files.				✓	
<i>Goal 2: Develop a diverse mix of students with academic potential for completing high-quality programs.</i>					
Increase involvement of academic departments and other college units in recruitment activities for high-ability and honor students.				✓	
Recruit more students from the following populations: international students; non-traditional students; minority students; honors students; and students with the high school core, above average ACT scores, and in the upper 50% of their high school classes.			✓		
Provide more effective means to communicate course and degree equivalency to students (degree audit).				✓	
Use opportunities for Study Away programs, internships, and faculty/student projects for recruitment.		✓			
Achieve, over five years, an entering freshman class with 100% having completed the high school core.		✓			
<i>Goal 3: Strengthen existing and develop new academic programs, taking into consideration the educational and career needs of students and the economic, social, and cultural needs of the community.</i>					
Identify by the long-range academic planning process programs that meet the educational and career needs of students and the economic, social, and cultural needs of the community.					✓
Develop and submit for approval the following academic programs as identified in "Strategic Planning: Academic Affairs/Enrollment Management 2002-2003": BS in Computer Electronic Engineer Technology; AS in Computer Electronic Engineering Technology; 2003-2004 AS in Allied Health; AA/BS in Manufacturing Engineering Technology; 2004-2006 BS in Biotechnology; BS in Instructional Technology; BS in Allied Health; BS in Athletic Training; and continue assessment of levels on appropriate mix of associate, baccalaureate, and graduate programs.					✓
Develop applications for national accreditation to include Art (NASAD), Business (AACSB International), and Recreation Sport Management (NASPE).		✓			
Develop the following programs as identified in "Strategic Planning: Academic Affairs and Enrollment Management": the long-range plan developed by Academic Affairs: Exploration and Discovery; High School Western Advantage; and Faculty Learning Communities.			✓		
Enhance programs that provide opportunities for joint faculty/student projects, student internships, travel/study, international and cross-cultural experiences, and use of technology-based programs.					✓
Develop programs that continue to provide support for excellence in teaching and learning.					✓
Develop a budgeting plan through which we increase the general operating budgets, increase capital allocations, and provide adequate funding for the Library and the Instructional Media Center.		✓			
Secure funding for the following capital improvements (renovations and additions): Science and Mathematics Building; Fine Arts Building; Learning Resource Center; Physical Education Building, Administration/Classroom Building; and Professional Studies Building.	✓				
<i>Goal 4: Strengthen the retention, graduation, and placement outcomes of students.</i>					
Determine the factors that lead to non-persistence of students, including high-ability and honor students, and develop plans that address these factors.		✓			
Strengthen programs that support honors students.					✓
Strengthen programs that support international and other minority student populations.					✓
Develop strategies for earlier registration for returning students.				✓	
Develop programs, such as Exploration and Discovery, to increase retention of students.		✓			
Review procedures for enrolling transfer students.				✓	
Strengthen orientation and advising programs.				✓	
<i>Goal 5: Improve the functional integration and communication among campus support services.</i>					
Develop and implement a plan for the "student friendly" integration of support services provided by admissions, housing, financial aid, the student success office, career services, unity services, the business office, and the registrar, based upon input from all affected groups.				✓	

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Develop and implement a plan for better integration of technical support services as they relate to academic units and to other campus support services, such as admissions, housing, financial aid, the business office, and the registrar, based upon input from all affected groups.				✓	
Develop and implement coordinated strategies (for example, strategies based on input from academic units, student affairs, and other affected groups), for planning, funding, and promoting co-curricular events to improve cultural and co-curricular academic opportunities.			✓		
OPPORTUNITY: APPLIED LEARNING AND STUDENT DEVELOPMENT					
<i>Goal 1: Provide students, by graduation, the opportunity to blend academic knowledge and applications in and beyond the classroom.</i>					
Expand opportunity for students to participate in credit-bearing internships, practica, or faculty/student projects to all departments.				✓	
Increase to 75%, over 5 years, the total number of Western graduates who have participated in credit-bearing internships, practica, or faculty/student projects.				✓	
<i>Goal 2: Provide additional opportunities for students to participate in international and/or multicultural experiences.</i>					
Seek, over 5 years, to raise the number of international students at Western to 5% of the student population.					✓
Double the number of students involved with travel/study programs.		✓			
Develop, implement, and maintain the appropriate support services for international and/or multicultural experiences.					✓
<i>Goal 3: Recognize and expand applied learning activities in coursework.</i>					
Encourage and support increased applied learning techniques and pedagogy through a variety of means.					✓
Identify funding sources to support applied learning activities.					✓
Market opportunities for applied learning available at Western.					✓
Create awards to recognize outstanding activities in applied learning.	✓				
Student Development					
<i>Goal 1: Provide students with co-curricular opportunities to grow and develop to be productive community members.</i>					
Expand student activities through effective co-curricular programs and extracurricular activities that encourage involvement on campus and volunteer service to the larger community.			✓		
Provide training for the advisors of all student organizations.			✓		
Develop collaborative partnerships between academic and student affairs to foster student development.			✓		
Increase campus and community awareness of applied learning opportunities and student development programs.					✓
Develop credit and co-curricular leadership development programs.			✓		
<i>Goal 2: Require all Western graduates to have completed an applied learning experience or student development activity that includes, but is not limited to, internships, practica, faculty/student projects, campus employment, or some form of co-curricular activity.</i>					
Track and measure the quality of the applied learning experiences of individual students.				✓	
Track and measure the quality of the co-curricular involvement of individual students, for example, through a co-curricular transcript.		✓			
Provide a common structure for student employment and training for all campus employers.				✓	
Assist campus employers in using student employment as an opportunity for student development.					✓
OPPORTUNITY: INFORMATION TECHNOLOGY					
<i>Goal 1: Provide efficient technology support services for faculty, staff, and students; improve technical communications within the framework of the campus and the community.</i>					
Develop a plan to provide appropriate personnel and procedures to extend technology services.					✓
Offer support services during extended hours of University operation for academics, library, and events that require technology.					✓
Provide additional opportunities for faculty and staff training/development in technology applications relative to their job responsibilities.					✓
Establish an internal communication procedure with the administration, faculty, staff, and students for exchanging information regarding technology projects and operations.					✓
Promote communications and public relations within the community regarding technology utilization, plans, and strategies.	✓				
<i>Goal 2: Establish a funding plan for continual upgrade and replacement of information technologies, electronic library resources, and operational resources to support the activities facilitated by the information technology infrastructure.</i>					
Develop a plan for annualized funding to upgrade, repair, or replace all existing technologies on campus, and to secure increased ongoing funds for electronic library resources.					✓
Evaluate the potential for service contracts for all technology-related equipment.					✓
<i>Goal 3: Use and improve the capabilities of the Western technology infrastructure and the accessibility of digital and electronic information.</i>					
Continue to implement enhanced network services using the fiber optic network cable and the upgraded network systems. Implement network services, including enhanced e-mail service, automated campus-wide communications application, centralized file storage/back-up, and redundant/automated fail-over services.					✓

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Develop a plan to replace the administrative hardware and software systems in advance of discontinuance of support for the existing system (December, 2006).				✓	
Develop a plan to evaluate the effectiveness of classroom presentation technology and enhance other forms of technology-based education.					✓
Expand Americans with Disabilities Act access to educational technology across campus.					✓
Develop backup plans for network failure and establish a risk management plan for disaster recovery.					✓
Develop a plan to acquire more digital holdings, augment holdings of electronic formats, and authenticate users for access to online services.					✓
<i>Goal 4: Provide a centralized location on campus for collaborative technology support and information delivery.</i>					
Develop a plan to renovate and expand the Learning Resource Center Building to provide for more effective delivery of technology-based and instructional services.					✓
Continue the activities of the Technology Management Team in the planning and implementation of present and future technology for the campus.					✓
OPPORTUNITY: FACILITIES AND GROUNDS					
<i>Goal 1: Enhance the grounds to ensure continuity of landscaping, preservation of natural environments, and a welcoming campus for all.</i>					
Ensure all campus areas are accessible to all users with physical challenges.				✓	
Develop a landscaping plan that will enhance the look and functionality of our campus.			✓		
Define boundaries and purposes of campus areas that will remain undeveloped or have restricted use.					✓
Develop plans for the incorporation of more artwork on the campus grounds.		✓			
Develop and implement plans to ensure the safety and security of our campus and our campus community.					✓
<i>Goal 2: Ensure that campus buildings are inviting and aesthetically pleasing and maintain the Western "personal touch" by addressing the existing and potential benefits of our building designs.</i>					
Develop priorities for enhancing building exteriors, entrances, and common areas through physical assessments and input from the campus community.		✓			
Find ways to make all campus offices inviting, student-friendly, and efficient with input from faculty, staff, and students.		✓			
Develop unique building and grounds features that will enhance collaboration between faculty, staff, and students.			✓		
Develop a plan to enhance uniform interior and exterior campus signage.				✓	
Develop and implement plans to ensure the safety and security of buildings and those who work and learn in them.					✓
<i>Goal 3: Address future facilities and infrastructure renovation and construction needs and ensure that preventative maintenance and cleaning of buildings and grounds is adequate to maintain their condition.</i>					
Prioritize renovation and construction based on educational needs, infrastructure, space utilization, and aesthetic assessment.				✓	
Develop a plan for future building placement, general design, and purpose.		✓			
Make recommendations regarding the needed number and distribution of custodial maintenance and grounds staff.					✓
Address training and equipment needs for custodial, maintenance, and grounds staff.					✓
<i>Goal 4: Address ways in which facilities and grounds may enhance teaching and learning.</i>					
Address, with input from the campus community, the design, size, location, and other attributes of curricular spaces (classrooms, labs, library, etc.) to ensure they are contributing positively to curricular activities.			✓		
Address the design, size, location, and other attributes of co-curricular spaces (residence halls, study rooms, union, etc.) to ensure they facilitate continued student learning in an academic environment.				✓	
<i>Goal 5: Enhance student life and campus community through addressing needs in student life and other common areas.</i>					
Develop a plan to create interior and exterior community spaces in the current campus and ensure that such spaces are a major part of future projects.					✓
Enhance student life and activities, with input from students, through creation of new spaces to fit their needs.					✓

KEY	1 = Start-up/initial actions undertaken; concept work completed; early organization efforts underway; 25% to goal.
	2 = Process underway and on track; steady progress being made; funding may be secured; 50% to goal, but no results yet.
	3 = Deeply deployed; substantial elements of a project may be nearly or fully completed; 75% to goal and beginning to have results.
	4 = Fully deployed; 100% success on results.
	0 = On-going planning, program, or funding process. Annual report on results.
	I = Implementation to be undertaken in another year.

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OPPORTUNITY: IMAGE AND ADVANCEMENT

Image Enhancement

Goal 1: Prepare a long-range marketing plan for Western.

Establish an institutional committee for marketing and promotion.					✓
Establish an annual budget for marketing and promotion.					✓

Goal 2: Communicate the "Western Advantage" to existing and new audiences.

Identify the target audiences for marketing and promotion of the "Western Advantage."					✓
Convey to all audiences effective messages, stressing mission, character, commitment to diversity, successful programs, and services.					✓
Coordinate, analyze, and monitor market effectiveness internally and externally.					✓
Communicate the Western image through appropriate, approved media.					✓

Goal 3: Market Western as an institution that sets the standard for excellence in student development and community leadership.

Market the opportunities for students at Western to take advantage of strong academic programs.					✓
Market the opportunities for students at Western to participate in applied learning, including internship experiences, student-faculty research projects, and leadership development.					✓
Market student-life opportunities to enrich students' intellectual, cultural, and social development as members of society.				✓	

Institutional Advancement

Goal 1: Create a development plan to meet the Foundation and the Alumni short-term and long-term goals. Integrate the mission of the Foundation and the mission of the alumni Association with our strategic planning process and foster resources associated with these missions.

Create a five-year plan for the Foundation, with annual reviews.					✓
Create a five-year plan for the Alumni Association, with annual reviews.			✓		
Develop a five-year plan to enhance college and community relationships and partnerships, with annual reviews.					✓

Goal 2: Generate increased financial support and investment through partnerships with businesses, corporations, government agencies, individuals, public foundations, and private foundations.

Work cooperatively with the Office of Grants and Sponsored Programs.					✓
Develop a comprehensive prospect and donor research program for institutional advancement.				✓	
Improve relations with area financial planners and estate service providers to facilitate giving.					✓

OPPORTUNITY: COMMUNITY SERVICE, PARTNERSHIPS, AND WORKFORCE DEVELOPMENT

Community Service and Community Partnerships

Goal 1: Provide leadership as an institution for projects and programs that enhance the lives of people of the larger community, especially through integrating the strategic planning processes of the St. Joseph community and the region into institutional planning.

Establish structures that use Western resources to provide expertise for collaborative efforts for community and regional priorities.					✓
Continue to develop an internal environment where community participation and leadership is encouraged and supported.					✓
Take into account relevant community and regional strategic plans as plans for the institution are developed.					✓

Goal 2: Collaborate across campus and with regional, national, and international organizations to provide additional service opportunities for individuals and groups associated with Western.

Establish a database of existing service opportunities and a responsible entity for information and coordination.				✓	
Expand service opportunities by increasing collaboration with community, regional, national, and international organizations.					✓

Goal 3: Increase the participation of Western Students, faculty, and staff in community service activities.

Establish a process that encourages all students to participate in at least one service activity prior to graduation.				✓	
Encourage all faculty and staff to participate in community service.					✓

Goal 4: Increase public awareness of college-community partnerships and of the service contributions of Western students, faculty, and staff.

Develop a public-awareness campaign to inform the community and region of the service contributions of Western students, faculty, and staff.					✓
Develop a public-awareness campaign to inform the community of existing and potential college-community partnerships.				✓	

Missouri Western is an equal opportunity institution. 07/07

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Workforce Development

Goal 1: Prepare students with the appropriate knowledge, abilities, skills, and ethics necessary for success in the workplace.

Work with area schools and the St. Joseph Area Chamber of Commerce to implement the St. Joseph Area Workforce Enhancement Plan.					✓
Expand applied learning opportunities for students so that all graduates will have the opportunity to participate prior to graduation.					✓

Goal 2: Participate in workforce development for the region.

Partner with other organizations to develop the workforce.					✓
Offer degree programs and other programs such as technical education, internships and practica, continuing education, and lifelong learning opportunities that consider community, regional, national, and international workforce needs.					✓

OPPORTUNITY: PLANNING AND BUDGETING

Planning

Goal 1: Review the Western environment, structure, and resources to ensure that we remain effective at our mission and adaptive to the forces of change.

Review our administrative structure and its units.					✓
Establish a comprehensive salary and staffing review process.				✓	
Prepare annual operating and capital needs forecasts for Western relative to institutional goals and priorities.					✓

Goal 2: Develop timetables and processes for planning by all units that will ensure effective planning within units, integration of plans between units, and reliable forecasts of unit physical and financial resource needs.

Ensure that procedures and schedules exist for five-year comprehensive plans with annual updates, allowing for appropriate interactions between related planning units.					✓
Develop formats for forecasting and reporting of resource needs for use in unit and institutional planning/budgeting documents.					✓

Goal 3: Develop and maintain a management information system that brings together student, staff, and financial data in such a way as to improve policy analysis and development, budgeting, reporting, and decision-making.

Create an Office of Institutional Research so that appropriate data is available for institutional decision making and reporting.					✓
Review institutional policies and practices beginning at the institutional level for effectiveness and consistency.					✓
Evaluate the data used in internal and external reporting for accuracy, consistency, and appropriateness for its use.					✓
Review computer facilities to determine the support needed to implement a management information system.					✓
Establish and pursue a timetable for management information system implementation.					✓

Budgeting

Goal 1: Pursue core funding commensurate with the current size, mission, and character of Western so that the benefits of our comparative efficiencies can continue to be provided to students without compromising quality.

Work with the Legislature and the Coordinating Board for Higher Education (CBHE) to clarify the mission and character of Western.					✓
Work with the Legislature and the CBHE to achieve core-funding equity for Western.					✓

Goal 2: Continue to focus on educational value per dollar.

Maintain the high percentage of student and state funds that go to instruction, academic support, student services, and scholarships.					✓
Ensure that new programs developed add significant and lasting value to the students and Western.					✓
Expand and package financial assistance for students in ways that contribute to their education and lifelong successes.					✓

Goal 3: Develop capital revenue sources that will allow continued investment in educational technology, structures, grounds, and equipment and that will protect existing assets through maintenance and modernization.

Develop medium and long-term capital asset acquisition plans and resources.					✓
Ensure that capital asset acquisition and initial use plans include consideration of adequate funding for maintenance and modernization.					✓

Goal 4: Coordinate institutional goals and activities to extend and expand our success within the Western family.

Develop an Office of Grants and Sponsored Programs that can provide professional growth opportunities for faculty, staff, and students as well as funding assistance to the institutions.					✓
Develop the Western Institute's Centers for Applied Research to offer sponsored research and policy development assistance to the region.					✓
Work in partnership with Western's Foundation to support the plans and goals of Western.					✓
Work in partnership with the Alumni Association to support the plans and goals of Western.					✓
Enhance the Western Institute's Continuing Education unit as a source of services to the regional community and as a vehicle for pursuing our Western priorities.					✓

Missouri Western State University
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The Western Advantage

2007
Fifth Annual
Progress Report on
the Strategic Plan

Missouri Western State University