

## 2009 SECOND ANNUAL PROGRESS REPORT

PROGRESS LEVEL  
1 2 3 4 I

### BUILDING GRADUATE PROGRAMS

#### Goal 1: Develop and promote excellent graduate programs aligned with the University mission of applied learning, applied research, and professional service in the community and region.

Objective 1.1: Establish the Graduate Office.				✓
Objective 1.2: Establish graduate programs that meet regional and economic needs for advanced education and fit within the mission of the University.				✓
Objective 1.3: Assemble a graduate faculty with recognized excellence in teaching and research.				✓
Objective 1.4: Pursue sufficient resources for applied graduate study, research, and professional service.			✓	
Objective 1.5: Recruit and graduate highly qualified graduate students.			✓	
Objective 1.6: Continuously improve the quality of graduate programs.			✓	

#### Goal 2.0: Develop a supportive academic environment for applied graduate study and research.

Objective 2.1: Acquire and maintain adequate facilities and equipment for applied graduate study and research.				✓
Objective 2.2: Establish graduate student support systems.				✓
Objective 2.3: Provide a support structure and system for graduate faculty and staff.				✓

### ENHANCING ACADEMIC QUALITY

#### Goal 1.0: Become a national center of excellence in applied learning and a national model for the new American regional university.

Objective 1.1: Improve student learning through instructional innovations, scholarship, and applied learning.			✓	
Objective 1.2: Develop and maintain administrative and academic policies and procedures that sustain high quality academic programs.			✓	
Objective 1.3: Conduct nationally-recognized faculty and student applied research and creative activity.		✓		
Objective 1.4: Sustain an outward focus through programs and policies that promote partnerships with external stakeholders.			✓	

#### Goal 2.0: Provide a learning environment that encourages substantial academic achievement, connects knowledge and practice, and promotes regional service.

Objective 2.1: Develop and implement teaching and learning strategies that emphasize critical thinking skills, including questioning, interpreting, analyzing, synthesizing, and creative problem solving.		✓		
Objective 2.2: Enhance academic support programs, services, and mentoring for students.		✓		
Objective 2.3: Integrate social and cultural activities into the general studies offerings.	✓			
Objective 2.4: Prepare students for the workforce by promoting an understanding of diverse cultures and peoples and an expanded program of international studies.	✓			
Objective 2.5: Provide opportunities for participation in integrated applied learning experiences, including internships, practica, faculty and student research, service learning, and study away.			✓	
Objective 2.6: Create flexibility in and alternatives to semester scheduling		✓		

#### Goal 3.0: Provide student services that are accessible and enhance the quality of students' lives academically, personally, socially, and culturally.

Objective 3.1: Establish a system to identify and provide services to enhance the success of all students.			✓	
Objective 3.2: Improve academic advising for undeclared majors and expand advising in the major.		✓		
Objective 3.3: Expand library holdings and electronic resources.			✓	

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#### Goal 4.0: Support and recognize faculty excellence in teaching and learning; scholarship, applied research, and creative activity; and service to the region.

Objective 4.1: Strengthen support for faculty research and creative activities.			✓	
Objective 4.2: Promote faculty professional and volunteer service in the region beyond the campus.			✓	

### SUSTAINING INSTITUTIONAL ACCREDITATION PRIORITIES

#### Goal 1.0: Market Western as a prototype of the new American regional university, characterized by applied learning and applied research and service.

Objective 1.1: Increase awareness of Western's status as a university that is building graduate programs and is emphasizing a statewide mission in applied learning and applied research to external and internal audiences.			✓	
Objective 1.2: Increase the ability of employees to recognize Western's brand.			✓	
Objective 1.3: Increase the ability of targeted audiences in the region to recognize Western's brand.			✓	
Objective 1.4: Increase placements in regional media outlets each year, with a special focus on strategic feature-length coverage.			✓	
Objective 1.5: Increase the awareness of student outcomes, faculty and staff achievements, and University programs both on campus and beyond campus.			✓	

#### Goal 2.0: Strengthen the University-wide initiative to attract, engage, and graduate a diverse student body.

Objective 2.1: Assess and improve programs and services to support recruitment and retention of targeted groups of students.			✓	
Objective 2.2: Increase the enrollment, retention, and graduation outcomes of targeted groups of students.			✓	
Objective 2.3: Evaluate and improve the first-year experience of students to help achieve recruitment and retention goals.			✓	

#### Goal 3.0: Provide all graduates with an experience in applied learning.

Objective 3.1: Increase the number of students who participate in an applied learning experience prior to graduation.				✓
Objective 3.2: Assess and continuously improve the effectiveness and quality of applied learning experiences.				✓

### BUILDING CONNECTIONS

#### Goal 1.0: Engage Western actively in the educational development of the region.

Objective 1.1: Become regional employers' source for outstanding employees.	✓			
Objective 1.2: Increase applied learning, applied research, and service opportunities by partnering with business, industry, education, healthcare, and community leaders.		✓		
Objective 1.3: Increase student participation in co-curricular experiences that foster academic, career, and personal development.	✓			
Objective 1.4: Increase student participation in experiences that develop life, social, and leadership skills.	✓			
Objective 1.5: Assist in the improvement of P-20 education in the region.	✓			
Objective 1.6: Advance partnerships with community and professional groups as a way of developing and expanding programs for life-long learning.	✓			
Objective 1.7: Create a process to facilitate and use the ongoing research, instruction, and service of retired faculty both on-campus and as University representatives in the community.	✓			
Objective 1.8: Increase the number of academic departments that use advisory boards drawn from beyond the University.		✓		

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#### Goal 2.0: Engage Western fully in the economic development of the region.

Objective 2.1: Expand Western's role in regional planning and development.		✓		
Objective 2.2: Establish a center for workforce and economic development that addresses the needs of the region and Missouri's P-20 focus.		✓		

#### Goal 3.0: Engage Western extensively in the cultural development of the region.

Objective 3.1: Increase partnerships between Western and regional "performance arts" groups.		✓		
Objective 3.2: Provide opportunities to enhance the appreciation of cultural experiences and the role of the arts for citizens of the region.		✓		
Objective 3.3: Increase community awareness of and involvement in cultural performances and exhibitions on campus.		✓		
Objective 3.4: Work with regional cultural groups to create jobs, internships, and volunteer opportunities.	✓			
Objective 3.5: Document and promote cultural performances and exhibitions.	✓			

#### Goal 4.0: Engage Western directly in addressing the social development of the region.

Objective 4.1: Provide leadership in addressing social challenges in the region.	✓			
Objective 4.2: Increase the number of activities provided on campus that involve the region.	✓			
Objective 4.3: Expand activities in the region that contribute to positive social attitudes, values, and behaviors.	✓			

#### Goal 5.0: Enhance community connections through parent groups, alumni activities, and athletic events.

Objective 5.1: Enhance and increase parent engagement with the University.	✓			
Objective 5.2: Enhance and increase alumni engagement with the University.			✓	
Objective 5.3: Evaluate and enhance the efforts of the Athletics Program to serve as a partner integral to the campus and the community.	✓			

### USING MEASUREMENT AND ASSESSMENT

#### Goal 1.0: Develop the framework to support institutional research and assessment.

Objective 1.1: Create an Institutional Research Office.				✓
Objective 1.2: Establish data-use policies and procedures.		✓		
Objective 1.3: Manage the collection, interpretation, and reporting of institutional data.			✓	
Objective 1.4: Improve the usability of institutional data		✓		

#### Goal 2.0: Create and implement a comprehensive University assessment plan focused on student learning and mission effectiveness.

Objective 2.1: Develop a University-wide assessment system focused on unit, program, and institutional improvement.		✓		
Objective 2.2: Show evidence of data-informed decision-making and assessment effectiveness.		✓		

### 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 initial results with continued focus on enhancement.
- I = Implementation to be undertaken in another year.

# Building the New American Regional University

MISSOURI WESTERN STATE UNIVERSITY

*Hundreds* of University and many community leaders have been directly involved in identifying the opportunities, goals, and objectives for the new strategic plan. The new strategic plan, **Building the New American Regional University**, focuses upon seven opportunities:

**Opportunity 1: Building Graduate Programs** offers Western the opportunity to enhance the economic and personal goals of individuals and the economic and social development of the community and region.

**Opportunity 2: Enhancing Academic Quality** offers Western the opportunity to provide excellent educational programs to a diverse student population, taking into consideration the academic and career goals of students, and the economic, social, and cultural needs of the region and beyond.

**Opportunity 3: Sustaining Institutional Accreditation Priorities** offers Western the opportunity to continue to develop exemplary practices in applied learning, student engagement, and communicating quality.

**Opportunity 4: Building Connections** offers Western the opportunity to focus on the educational, economic, cultural, and social development of the people and the region that the University serves.

**Opportunity 5: Using Measurement and Assessment** offers Western the opportunity to provide evidence of the quality of student learning and the University's effectiveness in meeting its mission.

**Opportunity 6: Valuing People** offers Western the opportunity to sustain a learning and working environment where students, employees, and others choose to invest considerable time, talent, and other resources.

**Opportunity 7: Building and Managing Resources** offers Western the opportunity to use its resources efficiently and effectively to enhance student learning and student life, to connect the campus and larger community, and to support regional development.

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### VALUING PEOPLE

**Goal 1.0: Recruit, hire, support, and retain a diverse group of employees with the specific credentials, skills, and values required of excellent faculty, staff, administrators, and student employees.**

Objective 1.1: Improve the processes the University uses to recruit employees.			✓		
Objective 1.2: Improve the processes the University uses to hire new employees.			✓		
Objective 1.3: Improve the processes the University uses to support and retain employees.		✓			

**Goal 2.0: Provide a safe and healthy environment at all campus locations for students, employees, and guests.**

Objective 2.1: Develop, implement, and assess the results of a comprehensive plan to address the health and special needs of students, employees, and guests.	✓				
Objective 2.2: Develop, implement, and assess the results of a comprehensive plan to address the safety and special needs of students, employees, and guests.		✓			

**Goal 3.0: Promote a respectful and positive work environment where individuals and groups are engaged and recognized for their contributions and respect for diversity.**

Objective 3.1: Establish clear expectations of all employees in terms of ethical standards, campus participation, professionalism, and values.		✓			
Objective 3.2: Develop a culture that promotes dialogue, commitment, and productivity, and that treats people fairly, with dignity, and with integrity.			✓		

### BUILDING AND MANAGING RESOURCES

**Goal 1.0: Leverage resources to meet students' needs and the long-term strategic development of the University.**

Objective 1.1: Improve the teaching, learning and living environment, and the functionality of existing facilities and equipment.		✓			
Objective 1.2: Provide for efficient and effective operation of new and emerging facilities and programs.		✓			
Objective 1.3: Support the University's mission and strengthen linkages within the region through strategic land use.	✓				

**Goal 2.0: Support institutional strategic initiatives through the expanded use of technology.**

Objective 2.1: Provide resources, training, and services to support existing and emerging technologies in instructional and business operations.			✓		
Objective 2.2: Improve the efficiency of all business functions through alignment with existing software processes and through future hardware and software upgrades.		✓			

**Goal 3.0: Capitalize on new funding opportunities for the University's strategic directions.**

Objective 3.1: Promote a collaborative culture that encourages private financial support.		✓			
Objective 3.2: Increase applications for federal, state, and private grant support.		✓			
Objective 3.3: Work with the Coordinating Board for Higher Education (CBHE), the Missouri Department of Higher Education, and others to develop an equitable funding formula for public higher education in Missouri.	✓				
Objective 3.4: Develop public and private partnerships that support the University's strategic initiatives while at the same time generating revenue or reducing expenses.					✓

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Missouri Western is an equal opportunity institution. CPDS7.09

## 2009 SECOND ANNUAL Progress Report on the Strategic Plan



# Building the New American Regional University

MISSOURI WESTERN STATE UNIVERSITY