

Achieving Excellence, Transforming Lives

Missouri Western State University Strategic Plan

2012- 2017

Goal 1 – Enhancing the Educational Experience

Objective 1 - Increase student persistence to graduation

Action Item 1 - Increase the percentage of Missouri Western first-time fulltime students who return to the institution for the following fall semester above the national median for first-time, full-time students at an open admission, public four-year institution. *Primary leadership – Academic Affairs*

Assessment Tools: IPEDS Data <https://nces.ed.gov/ipeds/datacenter/Default.aspx>
Student Satisfaction Inventory (SSI) – even years
National Survey of Student Engagement (NSSE) data – odd years

Alignment: CBHE Performance Funding Model for Public 4-Year Institutions – Student Retention – ****MWSU Specific Indicator****, AQIP 1 Helping Students Learn

Action Item 2 – Increase the percentage of Missouri Western students who return to the institution for their third consecutive fall semester after their second consecutive fall semester. *Primary leadership – Student Affairs*

Assessment Tools: Sophomore Survey
Instrument http://www.sc.edu/fye/research/surveys/survey_instruments/files/Sophomore_2008_Survey.pdf Comparative Data
Source http://books.google.com/books/about/A_national_examination_of_the_prevalence.html?id=K5xkX6UT4Z4C
Institution IR website http://www.sc.edu/fye/research/data_access/index.html

Alignment: CBHE Performance Funding Model for Public Four-Year Institutions - Increased Degree Attainment, AQIP 3 Understanding Students' and Other Stakeholders' Needs,

Action Item 3 – Increase the six-year bachelor degree graduation rate above the national median for first-time, full-time students at open-admission, public four-year institutions. *Primary leadership – Academic Affairs*

Assessment Tool: <https://nces.ed.gov/ipeds/datacenter/Default.aspx>

Alignment: CBHE Performance Funding Model for Public 4-Year Institutions – Increased Degree Attainment – ****MWSU Specific Indicator****, AQIP 1 Helping Students Learn

Action Item 4 – Review, make improvements and assess actions to assure an effective and comprehensive advising process. *Primary leadership – Academic Affairs*

Assessment Tools: Student evaluation of advising
NSSE Student Satisfaction Survey results (even years)
National Survey of Student Engagement results (odd years)

Alignment: CBHE Performance Funding Model for Public 4-Year Institutions – Retention and Increased Degree Attainment, AQIP 3 Understanding Students’ and Other Stakeholders’ Needs

Action Item 5 – Increase student financial literacy *Primary leadership – Financial Aid*

Assessment Tools: Annual borrowing rates by class and graduates
Student participation in financial literacy initiatives at Missouri Western
Reductions in excessive borrowing
Missouri Western Cohort Default Rate

Alignment: Federal Financial Aid Regulations, AQIP 3 Understanding Students’ and Other Stakeholders’ Needs, AQIP 6 Supporting Institutional Operations, AQIP 7 Measuring Effectiveness

Action Item 6 – Increase student performance as measured by exit examinations, general studies examinations, and licensure examinations. *Primary Leadership – Academic Affairs*

Assessment Tools: ETS Proficiency Profile (General Studies), ETS Major Field Tests, Licensure exams, and departmental exit exams

Alignment: CBHE Performance Funding Model for Public 4-Year Institutions – Exit Examination Performance Rates – ****MWSU Specific Indicator****, AQIP 1 Helping Students Learn, AQIP 7 Measuring Effectiveness

Objective 2 - Implement recruit-back, reverse transfer, and degree attainment initiatives

Action Item 1 – Develop, seek MDHE approval, and implement a baccalaureate completion degree opportunity for students with college credits and no existing degree. *Primary leadership – Academic Affairs*

Assessment Tools: Increased number of degrees earned through the Bachelor of General Studies, Bachelor of Science and Technology, and Bachelor of Interdisciplinary Studies.

Alignment: CBHE Performance Funding Model for Public 4-Year Institutions – Increased Degree Attainment/Governor’s Goal – **AQIP Action Project 2012-2015**, AQIP 1 Helping Students Learn

Action Item 2 – Develop and implement reverse transfer processes and policies with two year partner institutions. *Primary leadership – Academic Affairs*

Assessment Tools: Number of students opting-in to reverse transfer
Number of degrees awarded through reverse transfer

Alignment: HB 1042 – Reverse Transfer, AQIP 9 Building Collaborative Relationships

Action Item 3 – Enhance existing processes to facilitate student transfer to Missouri Western. *Primary leadership – Academic Affairs*

Assessment Tools: NSSE and SSI surveys

Alignment: CBHE Performance Funding Model for Public 4-Year Institutions – Increased Degree Attainment/Governor’s Goal, AQIP 1 Helping Students Learn

Action Item 4 – Increase the number of online course enrollments annually. *Primary leadership – Academic Affairs*

Assessment Tools: Number of online courses and course sections
Number of degrees reported to HLC as 50% or more online
Number of degrees fully online.

Alignment: Consultant’s Report Recommendation 2012, AQIP 1 Helping Students Learn

Action Item 5 – Increase the number of graduate degrees and graduate options within degrees aligned to the University mission of applied learning, applied research and professional service to the region. *Primary leadership – Academic Affairs*

Assessment Tools: Number of graduate degrees and options offered

Alignment: Consultant’s Report Recommendation 2012 – **AQIP Action Project 2012 -2015**
AQIP 1 Helping Students Learn

Goal 2 - Preparing graduates for Careers, Graduate Studies and Life Opportunities

Objective 1 - Increase Western’s global engagement

Action Item 1 - Increase the number of international students attending Missouri Western as well as faculty and student international exchanges. *Primary leadership – Student Affairs*

AQIP Action Project – 2012 – 2015

Assessment Tool: IPEDS data

Alignment: Consultant’s reports 2012, AQIP 3 Understanding Students’ and Other Stakeholders’ Needs

Action Item 2 - Increase student interactions with students from other countries and cultures. *Primary leadership – Student Affairs*

Assessment Tool: Event and exchange data

Alignment: Consultant’s Report 2012, AQIP 3 Understanding Students’ and Other Stakeholders’ Needs

Action Item 3 - Strengthen institutional policies, practices, and structures to respect and represent diverse cultures. *Primary leadership – Student Affairs*

Assessment Tool: Governance Advisory Council policy changes

Alignment: AQIP 3 Understanding Students’ and Other Stakeholders’ Needs, AQIP 4 Valuing People

Objective 2 - Increase Western’s leadership in the arts, sciences, and workforce development

Action Item 1 – Expand Western’s arts infrastructure, support, and performance opportunities.
Primary leadership – University Advancement

Assessment Tool: Membership in the Western Arts Society, Contributions to the MWSU Foundation assigned to arts support,

Alignment: Consultant’s Report 2012, AQIP 3 Understanding Students’ and Other Stakeholders’ Needs, AQIP 9 Building Collaborative Partnerships

Action Item 2 – Expand student involvement in science, technology, engineering and mathematics (STEM) fields. *Primary leadership – Academic Affairs*

Assessment Tool: IPED data - Number of graduates from STEM fields.

Alignment: Governor’s Goal of increased STEM graduates, AQIP 3 Understanding Students’ and Other Stakeholders’ Needs

Action Item 3 – Develop degrees (undergraduate and graduate) that meet workforce needs in high-demand career fields. *Primary leadership – Academic Affairs*

Assessment Tool: Number of new undergraduate and graduate degrees related to workforce needs in high demand fields.

Alignment: Consultant’s Report 2012 – **AQIP Action Project 2012-2015**, AQIP 1 Helping Students Learn

Objective 3 - Develop processes that will enhance student career information and access to graduate study, employment, and life opportunities.

Action Item 1 - By the last semester of study, MWSU students will participate in an applied learning experience (course-based or co-curricular). *Primary leadership – Academic Affairs*

Assessment Tool: Number of graduates completing a course-based applied learning experience.

Alignment: MDHE Performance Indicator, MWSU Statewide mission on applied learning, AQIP 3 Understanding Students’ and Other Stakeholders’ Needs****MWSU Institution Specific Performance Measure**** – The number of students each year who have participated in research, projects or creative activities that have resulted in a peer-reviewed publication, presentation, performance, exhibit or external award.

Action Item 2 – By the last semester of study, MWSU students will have the opportunities to attend career fairs, explore graduate study options, and consider additional options for life-long learning.
Primary leadership – Student Affairs

Assessment Tool: Number of graduates participating in career fairs, applying for graduate study or other options for life-long learning.

Alignment: MWSU mission, AQIP 2 Accomplishing Other Distinctive Objectives, AQIP 3 Understanding Students’ and Other Stakeholders’ Needs

Goal 3 – Increasing and Managing Resources

Objective 1 - Increase and Manage Human Resources

Action Item 1 - Evaluate, prioritize, and respond to the human resources needs across the institution. *Primary Leadership – Human Resources*

Assessment Tool: Human Resource Survey

Alignment: AQIP 4 Valuing People, AQIP 6 Supporting Institutional Operations, AQIP 8 Planning Continuous Improvement

Action Item 2 - Strengthen wellness initiatives (employees and students). *Primary Leadership – Human Resources*

Assessment Tool: Annual Aggregate Wellness Screening Data

Alignment: AQIP 4 Valuing People, AQIP 3 Understanding Students’ and Other Stakeholders’ Needs

Action Item 3 – Strengthen workplace-related employee professional development opportunities. *Primary Leadership – Human Resources*

Assessment Tool: Human Resource Survey

Alignment: AQIP 4 Valuing People, AQIP 6 Supporting Institutional Operations, AQIP 8 Planning Continuous Improvement

Objective 2 - Increase and Manage Fiscal Resources

Action Item 1 - Seek equitable state funding by communicating Western’s funding position at all levels (community, legislature, Governor and Missouri Department of Higher Education). *Primary Leadership – Special Assistant to the President, Financial Administration and Planning, University Advancement, and Student Government Association.*

Assessment Tool: Change in funding position

Alignment: Consultant’s Report 2012, AQIP 5 Leading and Communicating, AQIP 6 Supporting Institutional Operations, AQIP 8 Planning Continuous Improvement

Action Item 2 - Seek more control over Western’s financial resources (e.g. ability to set tuition without penalty). *Primary Leadership – Special Assistant to the President, Financial Administration and Planning, and University Advancement*

Assessment Tool: Change in legislation or process for tuition increase approvals

Alignment: Consultant’s Report 2012, AQIP 5 Leading and Communicating, AQIP 6 Supporting Institutional Operations

Action Item 3 - Seek external financial resources by leveraging Western’s physical resources, pursuing grant and contract opportunities, and increasing private donations. *Primary Leadership – Financial Administration and Planning, University Advancement, and Academic Affairs*

Assessment Tool: External funding increases

Alignment: Consultant's Report 2012, AQIP 6 Supporting Institutional Operations

Action Item 4 – Increase collaborations to implement educational and economic opportunities with local, regional, state and national partners. *Primary Leadership – Special Assistant to the President, Financial Administration and Planning, University Advancement, Athletics, Academic Affairs, and Student Affairs*

Assessment Tool: Number of new partnerships related to educational and economic development, AQIP 9 Partnership Survey Data

Alignment: AQIP 5 Leading and Communicating, AQIP 9 Building Collaborative Partnerships

Objective 3 - Increase and Manage Physical Resources

Action Item 1 - Assess current physical resource limitations and opportunities. *Primary Leadership – Financial Planning and Administration*

Assessment Tool: Facilities Plan

Alignment: AQIP 6 Supporting Institutional Operations, AQIP * Planning Continuous Improvement

Action Item 2 - Reallocate space where needed and formulate long-term plans for maintenance, expansion, and renovation. *Primary Leadership – Financial Planning and Administration*

Assessment Tool: Facilities Plan

Alignment: AQIP 6 Supporting Institutional Operations, AQIP 8 Planning Continuous Improvement

Action Item 3 – Utilize revenue generating athletic facilities to increase revenues to Missouri Western State University. *Primary Leadership - Athletic Director*

Assessment Tool: Increase in revenues related to athletic facility use.

Alignment: Consultant's Report 2012, AQIP 2 Accomplishing Other Distinctive Objectives, AQIP 6 Supporting Institutional Operations