



A Five Year Strategic Plan

Missouri Western State College

Board of Regents 2002-2003

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The Western Advantage

Vision

Missouri Western State College will set the standard for excellence in student development and community leadership.

Mission

Missouri Western State College is a learning community focused on students as individuals and as members of society. Western offers students at all stages of life the opportunity to achieve excellence in the classroom and beyond, as they prepare to be leaders in their work and in their communities. As a leader itself, Western is committed to the educational, economic, cultural, and social development of the people and the region that it serves.

Values

In fulfilling our mission and pursuing our vision, we the people of Missouri Western State College hold in common these values:

Service

We share the common purpose of serving students, one another, and the people of the region.

Quality

We are committed to the quality of our programs, our students, and our partnership with the people of the region.

Enthusiasm

We are enthusiastic about learning and confident that we can make a difference in the lives of students through their learning.

Freedom

We promote the free exchange of ideas that makes education liberating and democracy unique.

Respect

We act as individuals and as a campus community with respect for diversity and for the best in human potential.

Courage

We seek the challenge and adventure of shaping the future with an increasingly global perspective.



Discover the Western Advantage

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From the President



Periodically, most colleges and universities take stock of themselves. They consider where they have been, where they are, and where they want to be. Strategic planning enables them to recognize their strengths, their challenges, and their opportunities for development – and to chart their future.

At Missouri Western State College, we initiated a multi-stage strategic planning process in 2001 to chart our future. The process was enabled by the preliminaries to planning undertaken earlier in 2000.

Our planning process invited active participation from both the campus and the larger community. Hundreds of individuals participated in shaping the College's future during 2000-2001. They were involved in a six-stage effort. Stage One focused on developing statements of vision, mission, and values. Stage Two identified strategic opportunities and goals. Stage Three set objectives and outlined initiatives intended to achieve the objectives. Stage Four drafted the strategic plan. Stage Five asked the Board of Regents to approve the strategic plan. Stage Six of the process calls for implementation of the plan during the next five years.

Our strategic planning process was guided in its preliminaries by a master plan committee and, during the past year, by a coordinating committee and seven planning teams, each focused on identifying opportunities and associated goals and objectives. The nearly one hundred individuals active in these groups listened carefully to the campus and the community and, with the help of a writing committee, drafted the plan that will shape the future of Western.

Everyone involved with the strategic planning process has served Western and our future well.

Nearly one hundred individuals listened carefully to the campus and the community and, with the help of a writing committee, drafted the plan that will shape the future of Western.

Purpose

***Western is, in truth,
a remarkably effective
component of public
higher education
in Missouri.***

Missouri Western State College is by statute a public four-year institution offering baccalaureate degrees, associate degrees, and certificate programs to a diversity of students. As part of the Missouri state system of higher education, Western plays an important role in meeting the needs of the region and the state for education and service to its citizens. Western is, in truth, a remarkably effective component of public higher education in Missouri.

In this context, the strategic planning process led us at Western to define anew our mission and to set clear goals for the future. The new statement of mission and goals is grounded in Western's traditional strengths. It builds upon Western's longstanding strengths in meeting present challenges. Most importantly, at once boldly and rationally, the statement asserts opportunities for Western's development in the near- and long-term future.

An excellent example of the democratic tradition in education, Western has been centered historically on students as individuals and as members of the larger society. In building our future as a learning community, we are committed to high quality results for our students, to the academic and personal success of students on campus and beyond campus. We emphasize the connection between learning in the classroom and its application beyond the classroom, on campus and in the region. Fostering this connection, Western will prepare students to be leaders in their work and in their communities after graduation. As a leader in the region and in the state, Western will demonstrate commitment to the educational, economic, cultural, and social development of the people that we serve. We expect, in fact, to set the standard for excellence in student development and community leadership.

Our enduring values – – values held in common by the people of the campus – – will enable us at Western to fulfill our mission. These values include service, quality, enthusiasm, freedom, respect, and courage. These values motivate Western as we center our considerable talent and resources on the good of those we serve. These values are the enablers of Western's future success.





Opportunities and Directions

We at Western will build a future guided by our mission and our values. Implicit in this future are opportunities to enhance our already remarkable educational resources, outcomes, and service to the larger community associated with the College. Included are opportunities to

- Recruit and retain a diverse mix of students with academic potential for degree completion and individual potential for providing leadership for their communities.
- Strengthen existing programs through the national accreditation process and develop new programs to meet emerging needs and demands, especially in the life sciences, technology, and health care areas.
- Blend academic knowledge and its applications through learning experiences for students in the larger community that are found in internships, practica, service learning, and community service.
- Expand learning experiences that enrich the intellectual, cultural, social, and personal development of students as individuals and as members of society.
- Maintain and expand the use of technology to enhance the learning outcomes of students and the business outcomes of the College.
- Create a campus environment that fosters a sense of community, contributes to student development, enhances pride in the College, and serves as an asset to the experience of students and the larger community.
- Promote the College's image, internally and externally, by marketing Western as an excellent student-centered public institution committed to preparing students to be effective leaders in their careers and in their communities.
- Foster partnerships with individuals and organizations beyond the College to support academic excellence, faculty and staff development, student success, capital projects, and community enrichment.
- Contribute to the good of the larger community by integrating campus goals with community, regional, and state goals, and by working with private and public agencies to enhance the lives of people of the region and of the state.


In building our future as a learning community, Western is committed to high quality results for students, to the academic and personal success of students on campus and beyond campus.

These opportunities have guided Western in shaping a set of goals and objectives for the next five years. Western's Strategic Plan provides a vision and focus for the talent and energy of the institution and our communities. We believe that the plan is realistic, capable of implementation and assessment, and will be supported by the people of the College and interested citizens throughout the region and the state.

Confidence in the Future

The strategic planning process has given us at Western a clear appreciation of our strengths and great confidence in our future. We invest a greater proportion of our financial resources directly in students than does any other public four-year college or university in Missouri. We rank well among the public four-year colleges and universities in Missouri in our educational results or outcomes. We are highly regarded in the region, state, and beyond for our commitment to student development, both academic and personal. We are distinguished among major public colleges and universities in Missouri and the Nation by our investment in community service by students.

In these terms, we have good reason to be confident in our future. With the efforts of our people and support beyond the campus, Western will build an excellent future.


James J. Scanlon, President



Academic Affairs and Enrollment Management

Academic Affairs and Enrollment Management

Goal One: Develop and implement a comprehensive enrollment management plan.

Goal Two: Develop a diverse mix of students with academic potential for completing high-quality programs.

Goal Three: 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.

Goal Four: Strengthen the retention, graduation, and placement outcomes of students.

Goal Five: Improve the functional integration and communication among campus support services.

Academics is the heart of Missouri Western State College. We seek to prepare our students to become competitive among the leading citizens of this century.

A variety of high-quality degree programs is delivered by faculty and staff who are committed to excellence in teaching and learning. Programs will be developed or modified in response to emerging fields and technologies. Baccalaureate degrees are emphasized, with additional support for selected associate degrees, certificate programs, and opportunities for life-long learning. Support services for student success and academic programs are important components of student experiences at Western.

Students will develop themselves for roles in the professions and for society in general by being provided with opportunities for enhancing technical and intellectual skills. They will be encouraged to reflect on the value of individual and organizational integrity, to develop personal and professional respect for others, to foster international/cross-cultural sensitivity, and to promote personal and social responsibility.

The goal of Academic Affairs and Enrollment Management is to provide educational opportunities for the entire citizenry and, thus, to improve the lives of individuals and the entire community.

Opportunity, Goals, and Objectives

Academic Affairs and Enrollment Management offers the opportunity to recruit/retain a diverse mix of students with academic potential for degree completion and individual potential for providing leadership for their communities.



Goal One: Develop and implement a comprehensive enrollment management plan.

Objectives for Goal One:

- A. Enroll a mix of first-year students that reflects the national ACT distribution.
- B. Create an institutional enrollment management committee.
- C. Maintain a comprehensive research program in support of enrollment management, retention, student success, and graduation rates.
- D. Increase the number of articulation agreements with two-year institutions and increase the number of transfer students who enter with associate degrees.
- E. Develop a strategy to match available course offerings and student course needs when establishing target numbers for entering students.
- F. Develop deadlines by which new degree-seeking students will have submitted complete admissions files.



Goal Two: Develop a diverse mix of students with academic potential for completing high-quality programs.

Objectives for Goal Two:

- A. Increase involvement of academic departments and other college units in recruitment activities for high-ability and honor students.
- B. Recruit more students from the following populations: international students; non-traditional students; minority students; honors students; and students with the high school core, with above average ACT scores, and with rankings in the upper fifty percent of their high school classes.
- C. Provide more effective means to communicate course and degree equivalency to students (degree audit).
- D. Use opportunities for travel/study programs, internships, and faculty/student projects for recruitment.
- E. Achieve an entering freshman class with one hundred percent having completed the high school core.

Goal Three: 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.

Objectives for Goal Three:

- A. 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.
- B. Develop and submit for approval the following academic programs as identified in “Strategic Planning: Academic Affairs/Enrollment Management,” the long-range plan developed by Academic Affairs: 2002-2003 BS in Computer Electronic Engineer Technology; BS/BA in Multimedia Design; AS in Computer Electronic Engineering Technology; 2003-2004 AS in Allied Health; AA; BS in Manufacturing Engineering Technology; 2004-2005 BS in Biotechnology; BS in Instructional Technology; 2005-2006 BSBA in Management Information Systems; BS in Allied Health; BS in Athletic Training; and continue assessment of levels of appropriate mix of associate, baccalaureate, and graduate programs.
- C. Develop applications for national accreditation to include Art (NASAD), Business (AACSB), and Recreation (NPRA).
- D. Develop the following programs as identified in “Strategic Planning: Academic Affairs and Enrollment Management”: Exploration and Discovery; High School Western Advantage; and Faculty Learning Communities.
- E. 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.
- F. Develop programs that continue to provide support for excellence in teaching and learning.
- G. 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.
- H. Provide funding for the following capital improvements (renovation and additions): Science and Mathematics Building; Fine Arts Building; Learning Resource Center; Physical Education Building; Administration/Classroom Building; and Professional Studies Building.



Goal Four: Strengthen the retention, graduation, and placement outcomes of students.

Objectives for Goal Four:

- A. Determine the factors that lead to non-persistence of students, including high-ability and honor students, and develop plans that address these factors.
- B. Strengthen programs that support honors students.
- C. Strengthen programs that support international and other minority student populations.
- D. Develop strategies for earlier registration for returning students.
- E. Develop programs to increase retention of students, such as Exploration and Discovery, providing learning experiences outside the classroom.
- F. Review procedures for enrolling transfer students.
- G. Strengthen orientation and advising programs.
- H. Develop strategies to assess and improve professional and graduate school acceptance rates, and job placement outcomes.



Goal Five: Improve the functional integration and communication among campus support services.

Objectives for Goal Five:

- A. 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.
- B. 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.
- C. 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.

Experiential Learning and Student Development

Experiential learning “begins with the experience followed by reflection, discussion, analysis, and evaluation of the experience,” according to Albert Wight.¹ We rarely learn from experience “unless we assess the experience, assigning our own meaning in terms of our own goals, aims, ambitions and expectations.” From all this come “insights, discoveries, and understanding.” From

this, also come the learning and development that lasts a lifetime and sustains us in our work and, equally important, in our lives beyond work.

Experiential Learning

Goal One: Provide students the opportunity to blend academic knowledge and applications in and beyond the classroom.

Goal Two: Provide additional opportunities for students to participate in international and/or multi-cultural experiences.

Goal Three: Recognize and expand experiential learning activities in coursework.

Student Development

Goal One: Provide students with co-curricular opportunities to grow and develop to be productive community members.

Goal Two: Require all Western graduates to complete an experiential learning experience or student development activity that includes, but is not limited to, internships, practica, faculty/student projects, or some form of co-curricular activity, including student employment.

Western provides a supportive learning environment that offers our students a wide range of experiential learning opportunities in the curriculum and in co-curricular activities. Experiential learning at Western exists in and beyond the classroom. It enables our students to apply the theory of the classroom to practice in academic and co-curricular settings on campus and in work and service settings beyond campus. It allows our students to develop their individual capacity for knowledge, leadership, and teamwork. It ultimately prepares them for work and life.

At Western, curricular and co-curricular activities are complementary elements in the development of students. Experiences inside and outside the classroom help individuals to develop the knowledge, skills, and values important to their lives as students and as citizens. Through experiential learning, our students can achieve substantial intellectual and academic growth; a capacity for leadership and teamwork; an understanding of human and cultural diversity; an appreciation of just and respectful social relationships; and a sense of civic responsibility. Through experiential learning, our students at Western can prepare themselves for their lives after graduation.

Western offers our students opportunities for experiential learning not always found in other colleges and universities.

Employers and graduate schools frequently praise Western and our graduates for the results of experiential learning. More than half of our current students participate in the applied learning opportunities found in internships, practica, research projects, campus service, and community service. In the future, the number of students participating in these activities is expected to increase. Western will work with our students to support them in experiential learning and to document the outcomes of this learning in ways that will serve them as they move into their careers and lives after graduation.

¹ Wight, Albert. “Participative education and the inevitable revolution” in *Journal of Creative Behavior*, Vol 4, No 4, Fall 1970, 234-282.



Opportunities, Goals, and Objectives

Experiential Learning offers Western students the opportunity to blend academic knowledge and its applications through learning experiences in the larger community.

Goal One: Provide students, by graduation, the opportunity to blend academic knowledge and applications in and beyond the classroom.

Objectives for Goal One:

- A. Expand opportunity to all departments for students to participate in credit bearing internships, practica or faculty/student projects.
- B. Increase to seventy-five percent the total number of Western graduates who have participated in credit bearing internships, practica, or faculty/student projects.

Goal Two: Provide additional opportunities for students to participate in international and/or multicultural experiences.

Objectives for Goal Two:

- A. Seek to raise the number of international students at Western to five percent of the student population.
- B. Double the number of students involved with travel/study programs.
- C. Develop, implement, and maintain the appropriate support services for international and/or multicultural experiences.

Goal Three: Recognize and expand experiential learning activities in coursework.

Objectives for Goal Three:

- A. Encourage and support increased experiential learning techniques and pedagogy through a variety of means, including the Center for Excellence in Teaching.
- B. Identify funding sources to support experiential learning activities.
- C. Market opportunities for experiential learning available at Western.
- D. Create awards to recognize outstanding activities in experiential learning.

Student Development offers all Western students the opportunity to have learning experiences that enrich their intellectual, cultural, and social development as individuals and as members of society.

Goal One: Provide students with co-curricular opportunities to grow and develop to be productive community members.

Objectives for Goal One:

- A. Expand student activities through effective co-curricular programs and extracurricular activities that encourage involvement on campus and volunteer service to the larger community.
- B. Provide training for the advisors of all student organizations.
- C. Develop collaborative partnerships between academic and student affairs to foster student development.
- D. Increase campus and community awareness of experiential learning opportunities and student development programs.
- E. Develop credit and co-curricular leadership development programs.



Goal Two: Require all Western graduates to complete an experiential 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.

Objectives for Goal Two:

- A. Track and measure the quality of the experiential learning experiences of individual students.
- B. Track and measure the quality of the co-curricular involvement of individual students, for example, through a co-curricular transcript.
- C. Provide a common structure for student employment and training for all campus employers.
- D. Assist campus employers in using student employment as an opportunity for student development.

Information Technology



Information technology is one of the most critical tools in education. It attracts students and faculty to the campus, assists instructors and students in the teaching and learning processes, and enables Western to operate effectively and efficiently. Throughout the future, we will take advantage of technology by focusing on hardware/software, information/content, personnel, support services, funding, and establishing an information technology renovation and addition to the Hearnese Learning Resource Center building.

Information technology is supported by the Computer Center and the Instructional Media Center as technology providers and by the Library and the Instructional Media Center as information/content providers. Information technology encompasses computer-based information, networks, and presentation

technology services. The services provided by these departments support the teaching, learning, and business processes that are essential to fulfilling our campus mission.

During the last five years, Western has made a significant investment in technological infrastructure and equipment. Classrooms and meeting rooms contain excellent audio, video, and computer equipment to enhance the learning process. Computer labs throughout the campus provide our students with access to the latest versions of many software programs and to the internet through the Western network.

Western will remain focused upon the application of technology to provide a computing and communications infrastructure and delivery of technology services to support these systems. The technical support for using these systems is becoming increasingly important. The opportunities to hire additional staff and the ongoing training of current staff will play a critical role in the successful application of technology in the classroom and office.

Information Technology

Goal One: Provide efficient technology support services for faculty, staff, and students; improve technical communications within the framework of the campus and the community.

Goal Two: 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.

Goal Three: Use and improve the capabilities of the Western technology infrastructure and the accessibility of digital and electronic information.

Goal Four: Provide a centralized location on campus for collaborative technology support and information delivery.

As our dependency upon technology continues to grow, so too will our dependency upon competent personnel to support these current and future systems. As the pace of technology advancements continues to increase, we must be prepared to change, adapt, and implement this new technology. This ability to deliver the best services to our students, faculty, staff, and alumni can only be achieved with improved communication within the Western family.

Funding will be an integral part of our ability to compete effectively in higher education. Increased funding will be necessary for the acquisition, replacement, and maintenance of all technology equipment, services, and electronic information resources. A vigilant, on-going assessment will be required to assure that the maximum benefit of our existing systems will be realized while we assess new technology for improved, more efficient, and competitive services. New hardware and software applications will improve efficiencies and services to our students, faculty, staff, and alumni. Over the next several years, Western will strive to accomplish gains in our education and business service functions through the deployment of new technology and the enhancement of the current systems.



Opportunity, Goals, and Objectives

Information Technology offers Western an opportunity to enhance the learning outcomes of students and the business outcomes of Western.

Goal One: Provide efficient technology support services for faculty, staff, and students; improve technical communications within the framework of the campus and the community.

Objectives for Goal One:

- A. Develop a plan to provide appropriate personnel and procedures to extend technology services.
- B. Offer support services during all hours of college operation for academics, library, and events that require technology.
- C. Provide additional opportunities for faculty and staff training/development in technology applications relative to their job responsibilities.
- D. Establish an internal communication procedure with the administration, faculty, staff, and students for exchanging information regarding technology projects and operations.
- E. Promote communications and public relations within the community regarding technology utilization, plans, and strategies.

Goal Two: 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.

Objectives for Goal Two:

- A. 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.
- B. Evaluate the potential for service contracts for all technology-related equipment.

Goal Three: Use and improve the capabilities of the Western technology infrastructure and the accessibility of digital and electronic information.

Objectives for Goal Three:

- A. 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/backup, and redundant/automated fail-over services.
- B. Develop a plan to replace the administrative hardware and software systems in advance of discontinuance of support for the existing system (December 2006).
- C. Develop a plan to evaluate the effectiveness of classroom presentation technology and enhance other forms of technology-based education.
- D. Expand Americans with Disabilities Act access to educational technology across campus.
- E. Develop backup plans for network failure and establish a risk management plan for disaster recovery.
- F. Develop a plan to acquire more digital holdings, augment holdings of electronic formats, and authenticate users for access to on-line services.



Goal Four: Provide a centralized location on campus for collaborative technology support and information delivery.

Objectives for Goal Four:

- A. Develop a plan to renovate and expand the Hearn Learning Resource Center building to provide for more effective delivery of technology-based and instructional services.
- B. Continue the activities of the Technology Management Team in the planning and implementation of present and future technology for the campus.

Facilities and Grounds

Facilities and Grounds

Goal One: Enhance the grounds to ensure continuity of landscaping, preservation of natural environments, and a welcoming campus for all.

Goal Two: 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.

Goal Three: 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.

Goal Four: Address ways in which facilities and grounds may enhance teaching and learning.

Goal Five: Enhance student life and campus community through addressing needs in student life and other common areas.

Facilities and grounds at Western play a critical role in creating a unified, inviting, and aesthetically pleasing campus. They generate pride of place and reflect our mission, academic aspirations, programmatic needs, and concern for the quality of our campus. Our facilities and grounds help reflect the pride the campus community holds for Western and encourage use of the institution as a regional resource.

Planning within the facilities and grounds areas establishes a framework for orderly growth and development that is responsive to current and projected needs. A coherent campus design reinforces campus neighborhood organizational patterns and maintains and improves operational efficiencies.

Development of our facilities and grounds is guided by several major principles. Development will create a cohesive campus character and overall visual continuity of the campus buildings and grounds. Blending natural and maintained spaces, we will protect and preserve our environment and natural resources. Interior and exterior spaces form the basis for a strong, supportive campus community. Community spaces, welcoming office designs, user-friendly academic spaces, and technology contribute a “personal touch” and positive image, assist in

instruction, support our mission, and foster student learning.

Improved facilities, services, security and safety, and visual unity enhance the quality of our campus environment, making Western inviting to students and the community alike. Natural areas of the campus are intentionally preserved for campus and community use, and all facilities meet accessibility requirements.



Future renovation, expansion, and construction will maintain the aesthetics and efficiency of the campus as we grow. Creating a safe, secure, and welcoming campus design will remain priorities as we plan long-range for facilities and grounds.

Opportunity, Goals, and Objectives

Facilities and Grounds Management offers Western the opportunity to create a campus environment that fosters a sense of community, contributes to student learning and development, enhances pride in Western and serves our students and the greater regional community. Through the strategic planning process, Western will develop and implement a comprehensive Facilities and Grounds Master Plan to guide our planning, development, and management of buildings, infrastructure, grounds, landscaping, utilities, and transportation systems, and to serve as an instrument for future budget considerations.



Goal One: Enhance the grounds to ensure continuity of landscaping, preservation of natural environments, and a welcoming campus for all.

Objectives for Goal One:

- A. Ensure all campus areas are accessible to all users with physical challenges.
- B. Develop a landscaping plan that will enhance the look and functionality of our campus.
- C. Define boundaries and purposes of campus areas that will remain undeveloped or have restricted use.
- D. Develop plans for the incorporation of more artwork on the campus grounds.
- E. Develop and implement plans to ensure the safety and security of our campus and the campus community.

Goal Two: 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.

Objectives for Goal Two:

- A. Develop priorities for enhancing building exteriors, entrances, and common areas through physical assessments and input from the campus community.
- B. Find ways to make all campus offices inviting, student-friendly, and efficient, with input from faculty, staff, and students.
- C. Develop unique building and grounds features that will enhance collaboration between faculty, staff, and students.
- D. Develop a plan to enhance uniform interior and exterior campus signage.
- E. Develop and implement plans to ensure the safety and security of buildings and those who work and learn in them.

Goal Three: 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.

Objectives for Goal Three:

- A. Prioritize renovation and construction based on educational needs, infrastructure, space utilization, and aesthetic assessment.
- B. Develop a plan for future building placement, general design, and purpose, building on the *Facilities Plan 2001*.
- C. Make recommendations regarding the needed number and distribution of custodial, maintenance, and grounds staff.
- D. Address training and equipment needs for custodial, maintenance, and grounds staff.

Goal Four: Address ways in which facilities and grounds may enhance teaching and learning.

Objectives for Goal Four:

- A. 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.
- B. 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.



Goal Five: Enhance student life and campus community through addressing needs in student life and other common areas.

Objectives for Goal Five:

- A. 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.
- B. Enhance student life and activities, with input from students, through creation of new spaces to fit their needs.

Image and Advancement

Western is an outstanding student-centered college that offers students an opportunity to achieve excellence in the classroom and beyond. Caring and qualified faculty and staff are committed to student success and high academic standards. Our focus at Western is student development and community leadership. Our goal is to prepare students to be leaders in their work and in their communities.



Institutional Advancement provides Western an opportunity to demonstrate the “Western Advantage” and to invite others to participate in a campus environment that promotes individual and community success. Western recognizes the importance of creating long-lasting relationships and partnerships. Institutional Advancement works cooperatively in support of Western’s mission, vision, and values. It ensures that Western and the community understand each other’s needs and continue to develop mutually beneficial relationships. Integrating the missions of the Foundation and Alumni Association with the institution’s strategic planning process and creating a cooperative development plan furthers an awareness of and appreciation for Western.

Western has a strong history of fostering partnerships and cooperative agreements with alumni, corporations, and friends of the college. To meet our goals of academic excellence, student excellence, and community enrichment, it is necessary to build and sustain support for Western as the first choice among institutions for student development and community leadership.

Image Enhancement

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

Goal Two: Communicate the “Western Advantage” to existing and new audiences.

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

Advancement

Goal One: 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.

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

Opportunities, Goals, and Objectives

***Image Enhancement** offers Western the opportunity to promote our image, internally and externally, by marketing Western as an excellent public institution that is committed to student success and the preparation of students to be leaders in their careers and in their communities.*

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

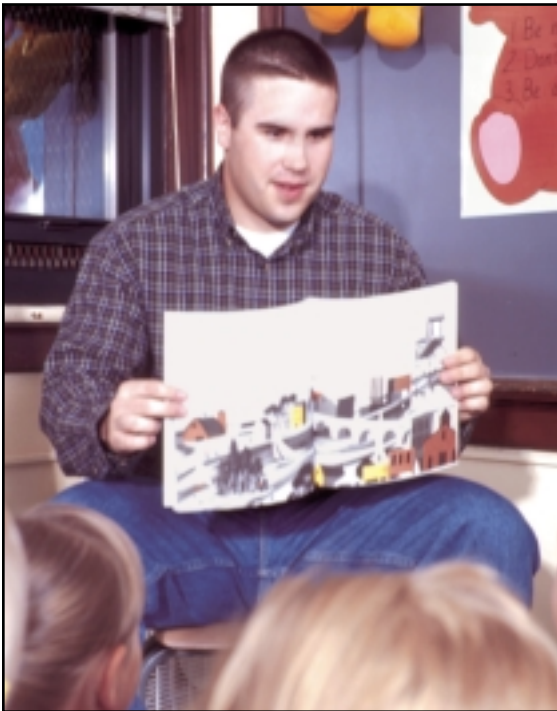
Objectives for Goal One:

- A. Establish an institutional committee for marketing and promotion.
- B. Establish an annual budget for marketing and promotion.

Goal Two: Communicate the “Western Advantage” to existing and new audiences.

Objectives for Goal Two:

- A. Identify the target audiences for marketing and promotion of the “Western Advantage.”
- B. Convey to all audiences effective messages, stressing mission, character, commitment to diversity, successful programs, and services.
- C. Coordinate, analyze, and monitor market effectiveness, internally and externally.
- D. Communicate the Western image through appropriate, approved media and campus-wide beautification efforts.



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

Objectives for Goal Three:

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

***Institutional Advancement** offers Western the opportunity to foster partnerships and cooperative agreements that support academic excellence, student success, capital projects, and community enrichment through gifts, private dollar support, and in-kind donations. Institutional Advancement encompasses development, alumni services, college and community relations, special events, and planned giving.*

Goal One: 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 Western's strategic planning process and foster resources associated with these missions.

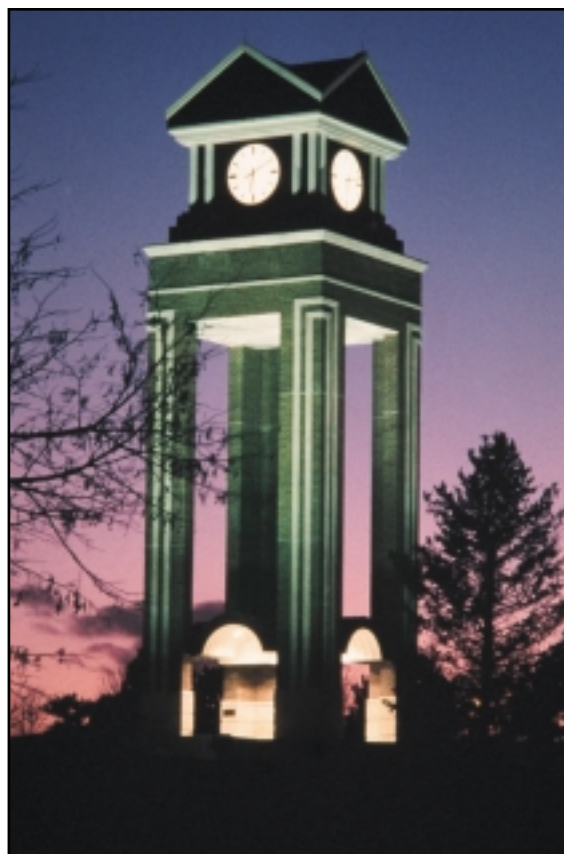
Objectives for Goal One:

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

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

Objectives for Goal Two:

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



Community Service, Community Partnerships, and Workforce Development

As an institution of higher education, Western views our role in the education of citizens and our position as a member of a community to be significant and important. Partnerships between Western and the community provide individuals with the opportunity to contribute to the

Community Service and Community Partnerships

Goal One: 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.

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

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

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

Workforce Development

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

Goal Two: Participate in workforce development for the region.

continued development of citizens and the entire community. A number of successful partnerships have been developed between Western and community organizations, businesses, and agencies.

Through a shared vision, the St. Joseph School District and the Education Department at Western worked together to design and implement a teacher education program that receives national and state acclaim and is nationally accredited. Our health care programs work collaboratively with Heartland Health for mutually beneficial exchange, exploration and application of knowledge, expertise, and information. Collaboration between the Missouri Department of Conservation and the Biology Department at Western has resulted in many positive outcomes, including a new building on campus that meets the needs of each partner. Many other partnerships have brought lasting benefits to the campus and the community.

In effective partnerships, all participants both teach and learn. They give, gain, and share resources; they contribute knowledge, skill, and creativity; and they receive concrete benefits. Western-community partnerships increase the awareness throughout the community that we have the need and the capacity to learn from and to serve each other.

Faculty, staff, and students at Western have a long and strong history of being actively engaged in service to community. Many provide service through memberships on boards and committees or by individually providing needed

services. These connections challenge us to honor and learn from diverse missions, needs, and organizational cultures. Community service can take many forms; however, service activities are defined as volunteer activities with a focus on helping another individual, group, or community.



Through service in the community, our students gain a sense of ownership of community issues and a commitment to be involved in solving problems. They learn what it means to be a member of a community and that they can apply the knowledge and skills they have learned through their educational program to address community concerns throughout their lives. They learn to work with individuals from diverse backgrounds and often find that interdisciplinary approaches to community-based problems are most effective.

Higher education plays a significant role in the development of the workforce. Through a strong general education curriculum and rigorous educational programs in the disciplines, our students are prepared for effective participation in the international economy as world-class workers and citizens. Higher education must remain a world leader in preparing workers to meet the evolving demands of

the workplace. In addition to quality degree programs, the opportunity for continuing education, technical education, specialized training and life-long learning is critical.

The connection between higher education and economic prosperity is clear. A highly skilled, technically advanced, and superbly educated workforce is an outstanding asset for our community. Many of the skills that are developed through learning experiences in higher education are skills that employers appreciate in employees. These skills include writing and speaking clearly, reasoning quantitatively, working independently and as part of a team, thinking creatively, solving problems, and using technology.

Opportunities, Goals, and Objectives

***Community Service and Community Partnerships** offer Western the opportunity to learn and to lead while contributing to the good of the larger community. As an institution, Western is responsive to community-identified needs, opportunities and goals through actions that are appropriate to the mission and strength of the institution. Western integrates our goals with community and regional goals, and works with private and public agencies to enhance the lives of people of the region.*

Goal One: 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.

Objectives for Goal One:

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

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

Objectives for Goal Two:

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

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

Objectives for Goal Three:

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

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

Objectives for Goal Four:

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





Workforce Development offers Western the opportunity to strengthen the workforce with the knowledge, skills, and values necessary for Western to contribute effectively in a variety of workplace settings. Western strives to meet the regional workforce development needs for academic programs, continuing education, technical education, and life-long learning.

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

Objectives for Goal One:

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

Goal Two: Participate in workforce development for the region.

Objectives for Goal Two:

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

Planning and Budgeting

Planning

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

Goal Two: 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.

Goal Three: 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.

Budgeting

Goal One: 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.

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

Goal Three: 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.

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

Western seeks to identify the trends that define the future educational needs of our students and community. Within an evolving context, we can find opportunities to succeed and grow by working with the State, community, and students to plan for the future and to direct our resources to meet the challenges to come. Academic and administrative units across campus have created thoughtful plans that have played an important role in our accomplishments to date. Planning in such diverse areas as academic affairs and facilities and grounds has identified and facilitated significant strengths in our programs and their delivery. It has also allowed us to see how we can add more value to the larger community by being better adapted to our current environment while maintaining our readiness for change in the future.

The proudest tradition at Western is our focus on student development. One telling statement of that tradition is that we spend an unusually high percentage of our budget on instruction and support of students. We rank highest in this category among Missouri public four-year colleges and universities. We celebrate our student-centeredness by budgeting for it; we plan to maintain these budget proportions in the future.

Western provides access to students with diverse backgrounds, especially through our Access Plus, Student Success, and Honors programs. We seek to provide access through affordability in a region of moderate family incomes. As a result of spending such a high proportion of our budget on instruction and support of students, we have less money left to support infrastruc-

ture and to fund the transitions required by the forces of change. On the path to success, we must address this revenue challenge by seeking equity in both core funding and new revenue sources that will allow us to better serve our students.

Resources at Western have provided a strong base from which to build the institution over the past three decades. The future development of the institution challenges us to maintain and modernize our facilities and grounds while retaining and recruiting highly qualified faculty and staff.



Rising to meet this challenge will renew our institution, strengthen our management skills, and deepen our resolve to accomplish our mission of excellence in student and community service.

Through planning processes, we at Western must understand our place in the current environment and look to the future. Planning together we can form a shared image of that future then begin to redesign ourselves to excel within it. Through budgeting efforts, we can ensure the most efficient use of our

existing resources in support of the high quality educational services we provide to our students and community. Through funding efforts, we can obtain the resources to reinforce our current structure and allow planning for our future environment.

Opportunities, Goals, and Objectives

Planning offers Western the opportunity to identify trends in our environment, develop institutional priorities, and use our resources to accomplish our mission of meeting student and community needs in an evolving world.

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

Objectives for Goal One:

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

Goal Two: 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.

Objectives for Goal Two:

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

Goal Three: 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.

Objectives for Goal Three:

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

***Budgeting** offers Western the opportunity to expand our existing revenue sources, to develop new revenue sources, and to improve the utilization of financial resources in order to extend and enhance our services to students and the community.*



Goal One: 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.

Objectives for Goal One:

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

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

Objectives for Goal Two:

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

Goal Three: 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.

Objectives for Goal Three:

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



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

Objectives for Goal Four:

- A. 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 institution.
- B. Develop a Western research institute to offer sponsored research and policy development assistance to the region.
- C. Work in partnership with Western's Foundation to support the plans and goals of Western.
- D. Work in partnership with the Alumni Association to support the plans and goals of Western.
- E. Enhance Continuing Education as a source of services to the regional community and as a vehicle for pursuing our Western priorities.

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