

## **STRATEGIC PLANNING BEST PRACTICES**

1. Adopt a keystone goal that unifies the strategic plan.
2. Maintain a transparent planning process and seek broad constituency input.
3. Recognize higher education's complexity and changing external forces.
4. Appreciate the need for cultural and structural change during implementation.
5. Select key metrics for success and monitor feedback for change and improvement.

## **IMPLEMENTATION BEST PRACTICES**

1. Where acceptable, modify existing structures, rather than demolishing and reconstructing.
2. Align college/unit missions and strategic plans to match the institutional mission and strategic plan.
3. At all times, select a manageable number of implementation projects from the overall plan.
4. Distribute the activity needed to reach goals equitably, tactically, and realistically across colleges and units.
5. Create metrics and inform constituencies of progress toward goals.
6. Maintain a steering group that provides bi-annual review of the strategic plan, selected projects, and accreditation metrics.
7. Remain flexible to change in the plan.

## **ACCREDITATION BEST PRACTICES**

1. Engage with other institutions.
2. Introduce accreditation early and often through established channels, and in conjunction with strategic planning to build on existing momentum.
3. Streamline the collection and analysis of data through a series of institutional dashboards that serve several functions.
4. Align strategic planning initiatives with the Criteria for a coherent narrative of evaluation and progress.
5. Frame the implementation of the strategic plan through the timetable of accreditation to bring focus and motivation to the completion of projects.
6. Integrate accreditation into strategic planning to provide a built-in form of evaluation that is both meaningful and gives substantive feedback.

# WVU2020

## Strategic Plan for the Future

### MISSION

As a land-grant institution in the 21<sup>st</sup> century, West Virginia University will deliver high-quality education, excel in discovery and innovation, model a culture of diversity and inclusion, promote health and vitality, and build pathways for the exchange of knowledge and opportunity between the state, the nation, and the world.

### VISION

By 2020, West Virginia University will attain national research prominence, thereby enhancing educational achievement, global engagement, diversity, and the vitality and well-being of the people of West Virginia.

### GOAL 1

Engage undergraduate, graduate, and professional students in a challenging academic environment.

#### Objectives

1. Educate, retain, and graduate the leaders of tomorrow at the undergraduate, graduate, and professional levels.
2. Transform the curriculum and encourage innovation in teaching to provide students with the skills that they need to succeed in a rapidly changing society.
3. Strengthen relationships with the state and with regional primary and secondary education systems to facilitate a seamless, lifelong learning process.

#### Actions

1. Weave critical and creative thinking, lifelong learning and career skills, wellness, and sustainability into the curriculum, and align programs with the needs of society and the state.
2. Improve retention and graduation rates.
3. Attract and retain high-quality, diverse, and international students.
4. Engage with the Pre K – 12 education system and the Community and Technical College System throughout the state.
5. Expand online and distance learning options to increase educational access.
6. Offer excellent academic advising to students.
7. Guide students to career success.

### GOAL 2

Excel in research, creative activity, and innovation in all disciplines.

#### Objectives

1. Increase scholarly activity and research that addresses the challenges faced by the state of West Virginia, the nation, and the world.
2. Improve and expand graduate education and strengthen its connection to the University's research enterprise.
3. Encourage interdisciplinary activity in research, scholarship, and creativity.

#### Actions

1. Establish an effective research infrastructure that facilitates the pursuit of research, and links research with education, global engagement, and economic development throughout the state.
2. Invest in the hiring and retention of high-quality faculty and research staff who are committed to research success, and mentor staff and faculty to a high level of achievement.

### GOAL 3

Foster diversity and an inclusive culture.

#### Objectives

1. Become a model institution for the attraction and inclusion of diverse groups.
2. Incorporate diversity broadly into the curriculum.





3. Create an integrated administrative infrastructure to promote diversity, inclusion, equality, and intercultural and intercommunity outreach.

#### Actions

1. Deploy best practices to promote inclusive searches for staff and faculty, diverse hiring, and retention.
2. Utilize assessment tools to evaluate the impact of diversity practices and institutional climate, focusing on access and success, intergroup relations, curriculum, education and scholarship, and institutional viability and vitality, and use the findings to advance diversity at West Virginia University.

### GOAL 4

Advance international activity and global engagement.

#### Objectives

1. Promote international partnerships in education, research, outreach, and economic development that benefit our constituents and the state.
2. Integrate global themes broadly into the curriculum.
3. Create an integrated administrative infrastructure to promote global engagement and awareness.

#### Actions

1. Expose all students to a global experience, with opportunities for study abroad, global service learning, on-campus activities, and a curriculum that incorporates international vision.
2. Promote and support international research and professional development opportunities for all faculty.
3. Facilitate the exchange of knowledge, perspectives, and commerce between the state of West Virginia and its global partners.
4. Enhance our efforts to recruit international students.

### GOAL 5

Enhance the well-being and the quality of life of the people of West Virginia.

#### Objectives

1. Create an academic health system and health professions programs that enhance the well-being of West Virginians.
2. Increase opportunities for the citizens of the state through workforce education, lifelong learning, and outreach to every county.
3. Promote sustainable economic development and a cultural environment that improve the quality of life throughout the state.

#### Actions

1. Expand outreach efforts to connect the campuses to citizens and communities throughout the state. Provide resources and information to equip West Virginia University Extension agents, and other personnel engaged in outreach and care, for a broader role as ambassadors for the institution.
2. Meet regularly with state and industry leaders to articulate University successes and initiatives, to learn of the needs of the state, and to promote the commercialization of research, economic development, and global commerce.
3. Create a nimble academic health system that is responsive to patient access needs, ensures high-quality, cost-effective, and safe care, and delivers patient satisfaction and value.
4. Strengthen relationships with alumni, stakeholders, and the communities that neighbor West Virginia University campuses.

### REALIZATION 1

Improve structures, processes, and communication.

1. Promote a culture of collaboration and customer service at West Virginia University.
2. Espouse efficiency and automation.
3. Develop leadership, cooperative structures, and lines of communication to coordinate cross-cutting areas, including diversity, global engagement, sustainability, wellness, and outreach.
4. Encourage interdisciplinary and inter-campus research, education, and cooperation.
5. Establish methods for creating, promoting, and archiving policies and procedures.
6. Develop and implement strategic initiatives that promote West Virginia University nationally and globally.

### REALIZATION 2

Institute strategies to develop resources and formulate guidelines to allocate resources optimally.

1. Invest resources in transparently selected programs, units, and research areas that promise a high rate of return. Maintain an open call for proposals to assist with the selection of investment areas.
2. Hire outstanding faculty and staff proactively and strategically, provide all staff and faculty with the tools for success and meaningful review, invest in their professional development and retention, and offer competitive salaries and benefits.
3. Develop methods to garner revenue from both traditional and innovative sources.
4. Improve campus facilities and services, such as residential halls, research laboratories, classrooms, parking, transportation infrastructure and innovation, healthcare, information technology, libraries, and recreation.

### REALIZATION 3

Implement the strategic plan transparently and establish accountability at every level.

1. Enact complementary strategic planning in colleges, departments, and units.
2. Establish metrics and monitor rankings that compare West Virginia University to peer and aspirational institutions, and that compare progress with a current baseline as the plan is implemented.
3. Initiate periodic reviews to drive improvement and to track progress.
4. Re-examine the goals and action areas of the strategic plan periodically.
5. Test future West Virginia University initiatives against the goals of the strategic plan.
6. Develop appropriate management and advisory structures to implement objectives and actions.

### ASPIRATIONS

1. West Virginia University will attain and maintain the highest Carnegie research ranking by 2020.
2. West Virginia University will double the number of nationally ranked programs by 2020.
3. West Virginia University graduates will be among the nation's leaders in career readiness.

To view information on the implementation of the strategic plan and provide feedback, please visit [strategicplan.wvu.edu](http://strategicplan.wvu.edu).