WNMU 2009-2012 Strategic Plan

Strategic Challenge 1: Increase enrollment and student success.

**Strategy 1.1** Serve identified key markets and aggressively recruit and retain students from these markets, while remaining open to new opportunities as informed by University assessment methods and strategies.

**Strategy 1.2** Create, expand, and market programs and services to meet customer needs identified through various assessments and environmental changes.

**Strategy 1.3** Design strategies to fully utilize and continuously evaluate the effectiveness of WNMU’s tuition, fees, and financial aid resources.

Strategic Challenge 2: Improve, broaden, and sustain a quality life experience for all WNMU students.

**Strategy 2.1** Meet or exceed the customer service and support needs of our students.

**Strategy 2.2** Define and implement a student complaint process that incorporates continuous monitoring and evaluation of its effectiveness.

**Strategy 2.3** Identify and use benchmarks to help evaluate and improve external and internal supplier/vendor relationships that impact students, such as bookstore, food service, and residence hall facilities, practices, and policies.

**Strategy 2.4** Expand and broaden student curricular and extracurricular activities at all campuses and in their respective communities.

**Strategy 2.5** Systematically promote cultural awareness and appreciation within the institution.

**Strategy 2.6** Better prepare present and future students for their higher education experience. (cf. ASC, Admissions, and Financial Aid services)

**Strategy 2.7** Continue to implement and evaluate the effectiveness of First Year Experience actions in response to the Foundations of Excellence recommendations.

Strategic Challenge 3: Improve and sustain the welfare, morale, and work effectiveness of all WNMU employees.

**Strategy 3.1** Create an environment that supports faculty and staff dedication to WNMU’s mission, vision and values.

**Strategy 3.2** Nurture and celebrate diversity throughout WNMU campuses and their respective communities.

**Strategy 3.3** Systematically review staff and faculty/adjunct classifications, salaries, and benefits against relevant benchmarks and make necessary adjustments as possible.

**Strategy 3.4** Increase the efficiency and effectiveness of the recruitment, screening, and hiring processes.

**Strategy 3.5** Implement and maintain a Human Resource Plan that addresses needs for and skills of current and future employees.

**Strategy 3.6** Maintain a consistent and systematic employee orientation.

**Strategy 3.7** Develop and implement cross-training programs that support continuity of services in University operations

**Strategy 3.8** Initiate a defined professional development and training process for staff and faculty.

**Strategy 3.9** Use effective and inclusive communication strategies and processes.
Strategic Challenge 4: Sustain and improve a quality technology environment that supports students, faculty, staff, and communities in the use and value of instructional, administrative, and communication technologies.

- **Strategy 4.1** Establish and implement a technology and technical infrastructure renewal and replacement plan that addresses funding and customer/stakeholder needs.
- **Strategy 4.2** Hire appropriate instructional technology personnel necessary to support a robust distributed education infrastructure.
- **Strategy 4.3** Prioritize technology related equipment requirements of different customers and stakeholders.
- **Strategy 4.4** Implement technology to support community efforts (e.g., electronic calendars and other vehicles that support communication)
- **Strategy 4.5** Create educational services that enhance WNMU’s relationship with its education and economic development partners.
- **Strategy 4.6** Develop and implement an intellectual property policy that addresses faculty and institutional interests and concerns.
- **Strategy 4.7** Enhance resources to train/educate faculty and staff in leading edge communication technologies.

Strategic Challenge 5: Improve, broaden and sustain WNMU’s economic development, community, regional, and global relationships.

- **Strategy 5.1** Continue to assess community needs, such as alumni, DOL, HED, regional residents, etc., and implement actions to meet those needs.
- **Strategy 5.2** Meet market demands for new degrees, career training, and workforce development.
- **Strategy 5.3** Support the Small Business Development Center (SBDC) and regional economic development opportunities.
- **Strategy 5.4** Expand and document our relationships in the global communities that WNMU serves.
- **Strategy 5.5** Proactively increase WNMU’s positive public image and visibility.

Strategic Challenge 6: Improve fiscal and material resources in order to address the needs identified in the strategic plan.

- **Strategy 6.1** Augment funding and tuition revenues from additional sources.
- **Strategy 6.2** Maintain and expand existing facilities and equipment and address significant infrastructure needs.
- **Strategy 6.3** Regularly review existing processes, programs, and practices to evaluate whether there are “smarter” and more cost effective ways to accomplish them.

Strategic Challenge 7: Increase accountability to all stakeholders.

- **Strategy 7.1** Regularly inform stakeholders
- **Strategy 7.2** Regularly seek stakeholder feedback.
- **Strategy 7.3** Respond in a timely fashion to regulatory and accreditation requirements.