

PRIORITY #1

**ENHANCE THE QUALITY AND INCREASE
THE NUMBER OF RANKED FACULTY**

GOAL #1: Strengthen programs by increasing the number and the quality of faculty.

Action Initiatives:

- a) Provide sufficient additional faculty to meet the instructional and mentoring needs of students with a majority of instruction delivered by ranked faculty in every academic program as the threshold standard
- b) Provide sufficient additional faculty to engage 80% of students in research and creative activities in 80% of academic programs by 2015
- c) Allocate some of the at least 20 annual new faculty positions to hire associate or full professors who have existing extramural funded projects that could be transferred to WMU. If necessary, combine openings into one in order to meet the salary requirements for senior individuals
- d) Allocate some of the at least 20 annual new faculty FTE's for areas that are capable of hiring two individuals for each FTE by providing 50% of their salary from the general fund dollars and 50% from their research grants

GOAL #2: Implement a coordinated, comprehensive faculty development program.

Action Initiatives:

- a) Establish and fund a new-faculty orientation program to the University that addresses institutional mission, strategic goals, student engagement and learning assessments, and the instructional and research expectations for the faculty
- b) Establish programs for mentoring new faculty in all academic departments
- c) Conduct annual performance reviews for all tenure-track faculty
- d) Identify faculty who excel in areas of instruction, research, and in student engagement in research and creative activities for help in mentoring others
- e) Fund faculty development opportunities only with a clear institutional demonstration component to support the diffusion of innovation

PRIORITY #2

ACQUIRE SUBSTANTIAL EXTRAMURAL RESEARCH FUNDS

GOAL 1: Organize and operate an assertive University Research Foundation.

Action Initiatives:

- a) Use dedicated support services and research initiation funds to attract additional revenue for targeted research programs
- b) Protect, license, and commercialize the intellectual property of research endeavors
- c) Advocate research strengths with federal and state legislators for the acquisition of emerging sources of funds
- d) Initiate and support technology transfer to ensure that related support costs become self-funded within three years

GOAL 2: Set measurable, annual extramural funding objectives for each center, institute, college, and the University.

Action Initiatives:

- a) Set an overall extramural funding goal for the institution that is linked to center, institute, and college objectives, e.g., increase the total extramural research funding to \$75 M by end of 2008 fiscal year
- b) Increase the proportion and amount of federal funding from agencies that pay full F&A rates
- c) In collaboration with deans and directors, establish, communicate, and monitor increased external funding goals and sources of funds for each academic college, explaining the rationale for the college goal and mix of funds

PRIORITY #3

INCREASE THE QUALITY OF STUDENTS

GOAL #1: Attract and enroll students with stronger academic qualifications to help strengthen all academic programs

Action Initiatives:

- a) Increase standards for admission to the University and all its academic programs, including in terms of related work or professional experience, community activities, letters of recommendation, publications, honors, and demonstrated leadership skills as well as with higher student GPA, ACT, GRE, GMAT, and/or TOEFL scores
- b) Earmark funding for additional merit-based awards at both the undergraduate and graduate levels
- c) Increase the yield of enrolled students from the Medallion Scholars Program
- d) Enhance programs and profile of Lee Honors College
- e) Provide full tuition funding for graduate student appointees
- f) Provide multi-year doctoral fellowships

GOAL #2: Reduce time-to-degree completion and student attrition rates.

Action Initiatives:

- a) Fortify academic advising to increase faculty involvement with student mentoring
- b) Cap enrollments in specific programs to maintain and or increase quality
- c) Increase enrolled hours per student per semester
- d) Establish a formal first-year undergraduate student experience
- e) Establish a formal first-semester transfer student experience
- f) Establish a formal first-semester graduate student experience within colleges

PRIORITY #4

**IMPROVE GENERAL EDUCATION AND
STRENGTHEN ACADEMIC PROGRAMS**

GOAL #1: Improve the first-year undergraduate student experience by strengthening the general education program.

Action Initiatives:

- a) Develop freshman engagement through: 1) residential academic clusters, 2) first-year general introductory courses for programs within each college, 3) the use of “star” ranked faculty with incentives to teach freshmen, 4) the recognition that participation by diverse individuals is an important University objective, and 5) mandatory advising of first-year students during their first semester
- b) Ensure that the general education program provides preparation in methods of inquiry for student engagement in research and creative activities with: 1) an appropriate funding model for general education program and for remedial education, 2) routine assessment of the effectiveness of testing provisions for general education, 3) provision of a sufficient number of general education courses to enable student progression through courses at intended matriculation levels, and 4) the formal orientation of instructional faculty to appropriate pedagogy for research and creative activities engagement

GOAL #2: Use integrated academic program plan reviews and accreditation and assessment findings to help improve all academic programs.

Action Initiatives:

- a) Identify programs for strengthening with consideration of: 1) academic program plan review findings, 2) accreditation report findings, 3) student learning assessment outcomes, 4) high graduation placement rates, 5) high success rates on certificate and licensure exams, 6) high internal and/or high external demand for graduates, 7) high rates of employer satisfaction with graduates, and 8) contributions to regional economic development
- b) Initiate an active review of program and curricular duplication to lessen the unnecessary duplication of content
- c) Initiate mandatory exit interviews to determine “emerging issues,” first with departing freshmen beginning in 2004-2005, and then with all other students (both graduate and undergraduates) who leave prior to degree completion during the 2005-2006 year

PRIORITY #5

ADVANCE OPPORTUNITIES FOR STUDENT ENGAGEMENT

GOAL 1: Clarify and exemplify what a student-centered research university is within the undergraduate major or graduate concentration at the program, department, and college levels.

Action Initiatives:

- a) Enumerate and post opportunities that advance research, service, and creative activity opportunities for undergraduate and graduate students
- b) Hold college-level events that demonstrate WMU's engagement as a student-centered university (for example, sponsor an annual student colloquium, recognize best student engagement practices, showcase research results and creative performances, demonstrate how service activities improve student learning and to help meet community and state needs with a Service Fair, and through the use of outside speakers)
- c) Develop curricular and co-curricular opportunities, where possible, to include research, service learning, and creative activities in every academic program

GOAL 2: Nurture and prepare students for research, service, and creative inquiry.

Action Initiatives:

- a) Establish mentoring programs for varying levels of independent study and, as possible, within academic programs
- b) Assure that all students have frequent and sustained contact with ranked faculty
- c) Provide learning and study options for student research, service, and creative activities
- d) Recognize and reward student accomplishments in research, service, and creative activities

PRIORITY #6

**IMPROVE INSTRUCTIONAL, TECHNOLOGICAL,
LIBRARY, AND RESEARCH EQUIPMENT ENVIRONMENTS**

GOAL #1: Improve the infrastructure for instructional, technological, library materials, and research equipment.

Action Initiatives:

- a) Establish an adequate research equipment and materials fund allocation for each new ranked, full-time faculty appointment
- b) Acquire designated and recurring funds for student engagement activities
- c) Develop a specific case statement for instructional, technological, library, and research equipment needs within each institute, center, and academic program that impacts capital fund facilities planning and allocations

GOAL #2: Establish continuing funds for instructional and research equipment replacements to assure quality academic programs.

Action Initiatives:

- a) Replace and upgrade instructional and research equipment as necessary
- b) Establish an internal venture capital fund at no less 2% of the total value of the existing University equipment inventory for allocation to academic colleges and other academic units
- c) Make cooperative equipment placements that support the sharing of specialized equipment and commercial material with relevant academic programs when possible and permitted by the research sponsor