Executive Summary

Western Michigan University is committed to being learner-centered, discovery-driven, and globally engaged. A broad-based team of campus community members was charged to assist Western Michigan University in revising its strategic plan. The 23-member University Strategic Plan Transition Team received its charge from WMU’s senior leadership in September 2015, and completed their charge in March 2016. Its members represented every divisional unit at the University, as well as the Faculty Senate, WMU chapter of the American Association of University Professors, Western Student Association, and Graduate Student Association. The revised plan was approved by the WMU Board of Trustees on March 23, 2016.

The revised University Strategic Plan has matured in structure and implementation process. It contains improved formatting and terminology that clarifies the content into five primary goal areas, followed by 24 measurable objectives supported by 108 strategies — 44 of which have been identified as priorities for the first year of implementation. Additionally, the team voted to maintain the plan title, The Gold Standard, as it utilizes the recognition of the original University strategic plan, and the University’s use of the word “gold” as the fulcrum of its branding. The additional notation of “2020” highlights the growth from a three- to a five-year plan.

Accountability to The Gold Standard 2020 is based on the composite reporting of progress measures for priority strategies from all of the University vice presidential divisions, and 67 key performance metrics (disaggregated to 93) across the 24 objectives. Five years of data, and the most recent Carnegie peer average data, are used to establish trends and project targets for the next year of strategic planning prioritization. Data collection for the 2016-17 end-of-year report 2015-2016 year data, with 49 of the 93 data sources updated with fall 2016 measures.

University vice presidential divisions submitted progress measures for 68 division-level strategies across 38 of the 44 University priorities. Reported measures for the 68 division-level strategies indicated 16 percent (n=11) were completed, 72 percent (n=49) are making progress, and 12 percent (n=8) were delayed. There were no division-level strategies submitted for 6 University priority strategies. It is possible that priority strategies are being addressed, but simply not listed as a priority in the report by divisions.
WMU has adopted a Collaborative Risk/Opportunity Management (CRÖM) approach to help identify and respond to any risks or opportunities that may impact achievement of the University’s priority strategies. The CRÖM process includes a preparation phase, risk identification phase, response and action phase, and future integration phase. The preparation phase began in 2014-15 and 2015-16 through a comprehensive, University-wide risk assessment conducted by Internal Audit. The risks were further refined by the senior leadership, and informed the thinking and action of The Gold Standard 2020 Strategic Planning Committee and, ultimately, the seven CRÖM Action Teams. The purpose of the risk identification phase was to generate a comprehensive list of risks based on those events, circumstances, or processes that might create, enhance, prevent, degrade, accelerate, or delay the achievement of The Gold Standard 2020. The response and action phase of the CRÖM process, commenced in fall 2016, by synthesizing the knowledge from the Strategic Management Executive Council (SMEC) and CRÖM Action Teams to create a risk map that prompts coordinated action to improve implementation of The Gold Standard 2020. Strategic Management Executive Council identified the enterprise-wide risk categories of Organization Culture, Resource Deployment, and Strategic Prioritization, and 16 risks to address at the senior leadership level. CRÖM Action Teams reported 168 risks across seven risk categories, 35 of which were further identified as critical. The goal of the integration phase is to further align the CRÖM process into the operations of the University, ensuring that risk and opportunity identification and response become part of all units across campus.

Finally, vice presidents were asked to respond to three strategic planning process questions. Respondents noted that strategic planning outcomes from the previous year informed planning for 2016-17 by identifying several funding shortages for operation supplies and personnel; identifying critical areas to focus on across existing unit plans within the division; suggesting realignment of resources around the division’s central mission; and, recognition of strategic successes and assessment outcomes to expand and move forward on long-range planning.

Respondents also indicated that planning outcomes from 2015-16 informed budget and resource allocation resulting in increased funding for external software; activities to enhance global engagement; support for the new Signature program; bystander training and Title IX compliance; additional funds set aside for capital projects and new personnel; and, reallocation around the central mission of the division.

Respondents indicated that strategic planning outcomes from 2016-17 will impact next year’s planning by strengthening assessment measures that may lead to visioning and restructuring of division units; more direct alignment of strategic goals and financial resources; and, allowing funds to support software and improve overall data analysis for decision-making.
Learner Success

**Strategy 1.1b: Develop advising and retention efforts appropriate to the needs of sophomore, junior, and transfer students.**

- The College of Aviation in Academic Affairs has been in discussions with the Kalamazoo Promise on how to better leverage the Promise to attract aviation students. New scholarship procedures and amounts have been established to increase impact and reward academic excellence.

- Extended University Programs in Academic Affairs conducted market research to make strategic pricing recommendations to WMU’s senior leadership. They identified a process for contract pricing, and establishing financial aid or tuition remission for FY 2017.

- Intercollegiate Athletics reported graduation rates showing the four-year Athletic department graduation rate is 71 percent, compared to the 55 percent general student body rate.

- $400,000 in additional undergraduate scholarships for academic year 2017-2018 for juniors and seniors in good academic standing was a result of the College of Arts and Sciences partnering with the Office of Enrollment Management in Academic Affairs to implement a plan for increasing student retention.

- Enrollment Management in Academic Affairs developed strategic changes in financial aid awarding procedures, that will improve financial support in years 2, 3, 4. The purchase of Academic Works will began a 2 year implementation to centralize all university scholarship awarding practices.

- The retention rate for sophomores in the Martin Luther King Jr. Academy in the Office of Diversity and Inclusion is 96%, while the junior retention rate is 93%.

**Strategy 1.1c: Improve support programming to help students with varying levels of academic preparation.**

- Student Success Initiatives in the Office of Diversity and Inclusion include collaborations between the College Assistance Migrant Program (CAMP) and Mentoring for Success program, with the implementation of structured mandatory study hours that resulted in positive impacts on course understanding, study skills, academic improvement, and writing support for CAMP participants.

- Five peer mentors to serve 12 Kalamazoo Promise students during their transition to WMU were hired through the Kalamazoo Promise Scholars program in the Office of Diversity and Inclusion.

**Strategy 1.2b: Enhance career preparation services and provide more opportunities for professional development to boost post-graduation student success.**

- The Kalamazoo Promise Scholars program through the Office of Diversity and Inclusion sent two students to the National Student Leadership Convention, the largest national gathering of student leaders and campus based advisors to address critical topics of diversity and social justice challenging campuses. Two other students attended the National Conference on Race and Ethnicity (NCORE).

- An integrated FOCUS 2 career assessment was implemented into multiple First-Year Seminar classes through Career and Student Employment Services in the Division of Student Affairs; 81% of students were able to articulate their values, interests, skills, and personality, and identify programs, majors, and minors that are a good fit.
**Strategy 1.2d:** Promote greater involvement of undergraduate and graduate students in research and creative activities.

- Academic Affairs through the College of Arts and Sciences is exploring a pilot program to provide matching summer funds for graduate researchers supported by federal grants during the academic year.

**Strategy 1.3a:** Develop and implement the Signature Designation to support student engagement and distinction.

- The Signature designation, a joint sponsored initiative through Academic Affairs and Student Affairs had a successful pilot year enrolling 84 students, that resulted in students graduating with the Signature designation. Final preparations during summer 2017 will lead to the full launch in fall 2017.

**Strategy 1.3b:** Continue implementation and development of programming to increase student financial literacy.

- The College Assistance Migrant Program through the Office of Diversity and Inclusion has partnered with Telamon Corporation-National Farmworker Jobs Program to complete financial literacy workshops for CAMP students.

- Thirteen students who received financial scholarships through the Office of Diversity and Inclusion were required to complete Financial Aid Literacy Planning and Outreach for program completion of financial literacy modules.

**Strategy 1.4a:** Increase feasibility of broad-based participation in study abroad programs and other globally focused learning opportunities.

- Twenty-five (25) students from CAMP, MLK Jr. Academy, and the Kalamazoo Promise Scholars in the Office of Diversity and Inclusion participated in Study Abroad experiences resulting in a 48 percent increase from the previous year.

- Disability Services for Students (DSS) in the Office of Diversity and Inclusion works with the Office of Study Abroad to assure students that need academic accommodations secure them. DSS connects students with Mobility International USA.

**Strategy 1.5c:** Implement recommendations from the Title IX Sexual Misconduct and Safety Survey to ensure a safe and supportive environment for all stakeholders.

- The Division of Student Affairs’ focus on developing a global learning community that integrates active engagement, personal responsibility, and a sense of belonging continues to be an area of discussion. Initiatives are ongoing.

**Strategy 1.5d:** Reinforce campus safety through informed modification in University policies and physical environment.

- The Department of Public Safety in the Office of Business and Finance implemented Sentinel to assist in scanning environmental threats to campus safety.

- Implementation of the governor’s and Michigan State Police’s Campus Sexual Assault Grant program commenced in January through the Division of Student Affairs. The Western HEROES Train-the-Trainer Bystander Intervention program is a priority as well as it’s focus on WMU faculty, staff, and students, and local high schools.

**Strategy 1.6a:** Revitalize University facilities to enhance informal space for student learning, personal development, and interaction with others.

- Over 122 guests attended a Trimpe Open House on March 21, 2017 hosted by the Office of Diversity and Inclusion of classrooms, office spaces, and “Our Space,” a lounge created for students by students.

- A revised Housing and Dining Master Plan including a detailed Plan 2020, was developed during the fall and early spring, in conjunction with the vice presidents for Student Affairs and Business and Finance.

**Strategy 1.6d:** Support and develop a championship athletic culture that promotes institutional pride and community connectedness, and also enhances the University experience for all stakeholders.

- Eight of 16 teams in Intercollegiate Athletics, finished in the top half of the conference standings, five of six sports on the men’s side, and three of 10 sports on the women’s side for the 2016-17 academic year.
Strategy 2.1b: Revise general education curricula to respond to the needs of the 21st century student.

- The Office of Assessment and Undergraduate Studies in Academic Affairs worked with the Faculty Senate to develop a new general education model with the new name, **WMU Essential Studies**, approved May 2017.
- During summer 2017, Academic Affairs through the College of Arts and Sciences worked with Student Success Services to develop a process that will use a John Gardner Institute (JGI) dataset to compile data gathered on existing general education courses, and share with departments in the future.

Strategy 2.2d: Develop an operational succession plan for faculty, staff, and administrators.

- The College of Health and Human Services’ Strategic Planning Council in Academic Affairs completed a chart detailing committee and reporting structures to be included in paper publication for the launch of their strategic plan revision.
- As part of an informal mentoring program, Academic Affairs through the College of Arts and Sciences hosted two summer workshops for chairs and directors; one facilitated through the Council of Colleges of Arts and Sciences, and the other focused on Conflict Management. A directors’ handbook detailing main policies and procedures was also developed.
- Academic Labor Relations in Academic Affairs provided support for a new administrator training series. A new part-time instructor series will begin in fall 2017.
- Haenicke Institute for Global Education in Academic Affairs established and implemented a professional development policy. A total of 43 professional development opportunities were held across the units of the institute.
- Extended University Programs in Academic Affairs developed a strategic staffing model to focus on tasks; move from geographical task focus to virtual learning; and, to focus on Florida student recruitment, retention and stakeholder engagement.

Strategy 2.3e: Advocate for proposed capital outlay projects, such as the College of Aviation expansion.

- Government Affairs successfully advocated for a proposed capital outlay project to support renovations such as those of the College of Aviation, which includes a 67,000 square foot addition and renovation.

Strategy 2.4a: Develop appropriate financial support strategies to assist graduate students.

- For academic year 17-18, Academic Affairs through the Graduate College distributed $500,000 for graduate assistantships for research. $300,000 of this was an increase to the GA pool from Academic Affairs.

Strategy 2.4b: Improve data systems to monitor, review, and assess graduate student success.

- Enrollment Management in Academic Affairs has begun implementation of an enterprise Customer Relationship Management (CRM) software that went live prior to August 1, 2017.

Strategy 2.5a: Expand and optimize WMU’s recruitment and delivery of educational opportunities to new, targeted demographics and strategic geographic regions.

- The College of Health and Human Services in Academic Affairs explored ways to financially support students in gerontology and holistic health certificates by meeting with the Office of Financial Aid. New stackable certificates were also developed in holistic health.
- The Graduate College in Academic Affairs goal to increase the number of graduate certificate programs resulted in the establishment of a “4+1” with Kalamazoo College. The first program to admit students will be the M.A. in Comparative Religion.
A feasibility study to develop new and enhance existing programs through the College of Fine Arts in Academic Affairs led to the implementation of an online dance studio management certificate and the accelerated pathway in music therapy as part of the offerings in Punta Gorda, Florida.

Academic Affairs through the College of Arts and Sciences began new undergraduate certificates in applied hydrogeology and biostatistics; an accelerated M.A. in Earth Science; and, graduate certificates in geographic information science, the history of monastic movements, nonprofit leadership and administration, and spirituality, culture and health.

Collaboration in Academic Affairs between Extended University Programs and the Haworth College of Business proposed an onsite MBA to Stryker and Mercy Health. Certificates in integrated supply chain management will start in 2017-18.

Health Care Connections, a grant supported program in the College of Health and Human Services in Academic Affairs launched in summer I 2017 with 12 students. Junior high and high school students are exposed to CHHS through the Health Occupations Students of America event, organized by the Area Health Education Center.

The “Collegiate Pathways” program, a collaboration between the College of Arts and Sciences and Extended University Programs in Academic Affairs, will allow high school students in Grand Rapids to complete a Chinese minor through dual enrollment at their high school. Important initiatives including the Geographic Bee, History Day, Core Kids, and partnerships for Kalamazoo Area Mathematics and Science Center students to conduct research with WMU’s STEM faculty were also supported.

The College of Aviation through Academic Affairs has agreements with Calhoun Area Career Center, KRESA Education for Employment, and the West Michigan Aviation Academy through Kellogg Community College for college credit. The College is working on other dual enrollment opportunities with Extended University Programs, in particular with College High School that operates within Florida Southwestern State College and Charlotte County Public Schools.

Strategy 2.5b: Implement a comprehensive enrollment management plan to maximize program capacity and achieve programs goals.

The College of Aviation’s Recruitment and Outreach Team in Academic Affairs targeted diverse audiences from around the country, potential transfer students, and underrepresented students who may not have realized the opportunities that are available at WMU, specifically in aviation.

Efforts to recruit and retain a diverse student population in STEM continued through the Graduate College in Academic Affairs with the Michigan Alliance for Graduate Education and Professoriate (AGEP).

Haenicke Institute for Global Education in Academic Affairs focus on diversifying enrollment, this led to the establishment of a recruiting office in Malaysia that has resulted in an increase in the number of applications from Malaysia.

Enrollment Management in Academic Affairs established a new Pre-Professional Programs Office and increased programming through grant solicitation and receiving institutional awarding of additional “Gear Up” grants.

The College of Engineering and Applied Sciences in Academic Affairs hosted an admissions event for admitted female students; 75 percent of those attending will enroll in fall 2017.

The Lee Honors College in Academic Affairs had the largest number of thesis defenses and graduates to date this academic year.

Strategy 2.6a: Develop efficient mechanisms to gather and distribute faculty, staff, and student scholarship and discovery data.

Three working groups were formed in Office of the Vice President for Research. Several metrics were identified and obtained. Submissions, awards, and expenditures metrics were implemented and are routinely disseminated.

Strategy 2.6c: Strategically align staff and faculty expertise and strengths with available resources at the unit level to promote learning and discovery.

The Working Group for Organization and Personnel Planning completed its work and made recommendations, in response to changing personnel in the office of Office of the Vice President for Research.
**Strategy 3.1b: Support implementation and accountability of discovery communities to increase both the aggregate and per capita level of research activity supportive of a Carnegie-classified Doctoral University: Higher Research Activity.**

- **Wireframe**, which will provide a redesign of the University Libraries in Academic Affairs website has been finalized.
- The Office of Vice President for Research designed and has approved a new strategic plan to support the Gold Standard 2020.

**Strategy 3.1e: Enhance information technology and data management infrastructure to support research.**

- The Office of the Vice President for Research is leading the plan to evaluate information technology and data management infrastructure needs. Three working groups were formed in OVPR. Several metrics were identified and obtained. Submissions, awards, and expenditures metrics were implemented, and are routinely disseminated.

**Strategy 3.2b: Actively support technology and knowledge transfer in partnership with WMU spin-off companies, industry, and community.**

- A $2.1 million grant from the Economic Development Administration for Business Technology and Research (BTR) Park 2.0, was secured by the Office of Community Outreach. Improved communication efforts through a biannual newsletter and Facebook group page and support of an establishment of a program in biomedical engineering were also completed.
- The Office of Vice President for Research hired one licensing manager, and two part-time Mentors-in-Residence cost-sharing one-to-one with the State of Michigan. This has increased the number of students and faculty reached. Disclosures have hit an all-time high (22) for the second year in a row. The number of patent filings is up, as is revenue from licenses, etc.

**Strategy 3.3a: Develop and implement a renewed Campus Compact Action Plan, dedicating the University to work with other institutions to advance the public purposes of higher education.**

- The Office of Community Outreach led the development and submission of the Campus Compact Action Plan. Implementation of the “Shared Gold” will began fall 2017 encouraging all campus units, specially centers and institutes to fully participate in established goals.

**Strategy 3.3f: Assist all students with developing meaningful connections in local and global communities.**

- The Office of Community Outreach revamped their unit webpage to include the addition of new pages for student engagement, advisory councils, centers and institutes, economic development, faculty experts, and the mixed-use incubator.
**Strategy 4.2a: Understand and work to remove systemic institutional barriers for recruitment, retention and degree completion of students from historically underrepresented groups in higher education.**

- The Office of Diversity and Inclusion, Kalamazoo Promise Scholars programming and processes seek to increase recruitment, retention and credential completion of historically underrepresented groups in higher education.

**Strategy 4.3d: Implement changes in student service facilities that create a barrier-free, welcoming environment for a diverse population.**

- The Invisible Need Project through the Division of Student Affairs solidified a partnership with the Food Bank of South Central Michigan.
- The Student Emergency Relief Fund in the Division of Student Affairs has been endowed and, through generous donor support, is healthy and growing.
- The Division of Student Affairs conducted a mapping exercise to explore departments’ status in terms of incorporating diversity, inclusion, and intercultural competence into their strategic planning. Feedback will assist in the creation of a Student Affairs Diversity and Inclusion Committee in fall 2017.
- The Office of Diversity and Inclusion creation of “our space” is a space designed for students to be themselves, relax, study, play games, etc.

**Strategy 4.4c: Offer and encourage participation in skills training to increase employee retention, advancement, and workplace satisfaction.**

- The “Behind the W” program in Government Affairs has graduated over 500 participants, with 74 graduates in 2017. It is in the process of redesigning the curriculum to include advance certifications in InDesign, writing, and social media.

**4.4b: Identify and appropriately resource staffing levels in critical areas to support quality learner-centered service.**

- Enrollment Management in Academic Affairs implemented new organizational models in Office of Admissions. New positions were created to oversee scholarship awarding and development and renewal of admission events.
Strategy 5.1b: Leverage multiple revenue streams to support clearly defined University goals and responsible budget forecasts.

- After a highly successful year, Intercollegiate Athletics 2017 fiscal year ticket sales were $2,533,928, while corporate sponsorships grew to $1,739,575, and unrestricted contributions were $1,756,881. The total revenue was $6,030,384.

- Enrollment Management in Academic Affairs added 40 $25,000 semi-finalist scholarships to the Medallion Scholarship program.

- Agreements have been made with several school districts for the certificate in English as a Second Language (ESL) and the M.A. in Teaching English as a Second Language (TESOL) programs through the College of Education and Human Development in Academic Affairs.

Strategy 5.1c: Expand and improve integrated data driven information systems for decision-making.

- Office of Vice President for Research is evaluating set of metrics for Discovery activities. Working groups have formed and several metrics have been identified and obtained.

Strategy 5.2b: Utilize innovative and competitive financial aid strategies to maintain the fundamental principle of providing access to an affordable quality education for all admitted students.

- Forty $25,000 semi-finalist scholarships were added to the Medallion Scholarship program by Enrollment Management in Academic Affairs.

Strategy 5.2c: Implement new strategies at the program level that enhance yield of admitted students.

- Kalamazoo Promise Scholars Program through the Office of Diversity and Inclusion implemented a “summer melt” program, the KPSP Summer Stampede which is intended to maintain the relationship with admitted students to WMU.

Strategy 5.3c: Increase the number and scope of green programs that maximize return on investment.

- The Office of Business and Finance reports WMU continues to receive national recognition for sustainability. Awards include Tree Campus USA, the Biggest Loser in the state energy reduction program, a national award winner for the Green Cleaning award, and a state award for Quality of Life project for Goldsworth Pond.

- Heritage Hall earned Platinum status, the highest ranking possible in the Leadership in Environment and Energy Design-LEED-system, the nation’s most widely used green building ranking as reported by the Office of Business and Finance.

Strategy 5.4a: Develop and execute an external and internal communication plan that effectively engages all stakeholders and reflects the shared narrative of the University.

- The development of a WMU Integrated Marketing Plan through Government Affairs is in progress. The working draft of the plan is finalized and is on target for completion by fall 2017.

Strategy 5.4d: Implement a transformational wayfinding plan to improve navigation to and within WMU campuses.

- The Wayfinding Project through the Office of Business and Finance has been initiated, and will be completed by summer 2017 improving signage for navigating the university campus.
Strategy 5.5a: Provide services that effectively connect and engage WMU’s global network of alumni and friends as advocates for the University.

- The Office of Development and Alumni Relations has reviewed and analyzed its event and activity offerings. There has been an increase in overall event attendance; signature events in 2017 were Homecoming and the Dunn Farewell activities.

- The Office of Government Affairs is preparing to host informational presentations about the Bronco Advocacy Network, a grassroots advocacy group of concerned alumni, parents, students, faculty, employees and friends of WMU in fall 2017.

Strategy 5.5b: Raise external support for student scholarships, named professorships, innovation infrastructure, capital projects, and other University-identified priorities.

- In Academic Affairs, the College of Fine Arts blog among other strategies, is part of the college’s Create Gold campaign in-concert with Strike Gold. This is the first year in the history of the college they have had such a developed presence on social media.

- The College of Arts and Sciences (CAS) in Academic Affairs created the Discover Gold foldout mailer that details the programs and opportunities in the college. CAS also created and updated 15 information sheets that feature employment opportunities, careers, and salary information for use by departments and programs. A recruiting brochure that details all registered student organizations in the college, as well as the revision and launching of an integrated pre-law website, was completed.

- The Office of Development and Alumni Relations raised $7,095,000 for product design and innovation, and has 20 new Student Support Initiatives endowed funds totaling $11.3 million.

- The College of Education and Human Development in Academic Affairs made a minimum of two social media posts each week during the spring 2017 semester. A new social media campaign will begin in September targeting fall 2018 applicants.
For more information on individual unit strategic plans, please see the links below:

- Government Affairs: [https://www.wmich.edu/government](https://www.wmich.edu/government)
- Business and Finance: [http://www.wmich.edu/businessandfinance/strategic-planning](http://www.wmich.edu/businessandfinance/strategic-planning)
- Office of Diversity and Inclusion: [https://wmich.edu/diversity](https://wmich.edu/diversity)
- Office of Vice President for Research: [http://www.wmich.edu/research/strategic](http://www.wmich.edu/research/strategic)
- Intercollegiate Athletics: [http://www.wmubroncos.com](http://www.wmubroncos.com)
- Division of Student Affairs: [http://www.wmich.edu/studentaffairs/planning](http://www.wmich.edu/studentaffairs/planning)
- Community Outreach: [https://wmich.edu/community](https://wmich.edu/community)
- Division of Academic Affairs: [http://www.wmich.edu/provost](http://www.wmich.edu/provost)