Student Success: Ensuring a solid foundation

- Successful completion of our Middle States Periodic Review Report (PRR)
- Appointment of a new president provides an opportunity to reconsider and refine our mission and vision as an institution
- Revised mission statement reviewed at Council of Trustees May 2017 meeting
- Development of a new strategic plan in Fall 2017
Student Success: Ensuring a solid foundation

- Projected Demand
- Density
- Cash and Operating Margin
- Brand Strength
- Investment in Plant
- Unrestricted Net Assets
- Matriculation
- Costs Per Student
- Debt Leverage

University Financial Risk

2015

2016

2017
Student Success: An organizing principle

- **Strategic Plan Objective:** WCU will transform itself into a University whose organizational structures are strategically arranged to facilitate excellence in teaching and learning.

- 3 of 5 divisions have undergone significant reorganization including Academic Affairs, Information Services & Technology, and Student Affairs.

![Previous Distribution](chart1.png)

![Current Distribution](chart2.png)
Student Success: Developing pathways

- President is committed to providing students with a toolkit for the 21st century which includes the following elements:
  - Critical thinking
  - Inclusive engagement in a diverse society
  - Effective communication
  - Civic discourse
  - Ethical decision making
  - Global engagement
  - Community engagement

- Supported by a revision of our general education program
- Will be implemented throughout the next academic year for a program launch in Fall 2018
- Includes a first-year course experience, a capstone course and e-portfolios
Student Success: An outcomes orientation

WCU Goals that Support System Goal #1: Ensuring academic program excellence and relevance

System Strategy: Engage faculty in innovative instruction, employing proven course and program redesign strategies to enhance student learning

• **WCU Goal:** Use the Assurance of Student Learning process to evaluate and improve student learning assessment plans for all graduate and undergraduate programs

• Academic and Student Affairs have partnered on pairing high impact co-curricular experiences with select courses focused on career competency and employment readiness
Student Success: An outcomes orientation

WCU Goals that Support System Goal #2: Enabling more students to obtain credentials that prepare them for life, career, and the responsibilities of citizenship

System Strategy: Attract, retain, and graduate students beyond the traditional 18- to 22-year-old, on-campus, residential population

- **WCU Goal:** Provide delivery options for nontraditional students, such as distance education; achieved a 208% increase from three years ago
- **WCU Goal:** Bring more undergraduate and graduate programs to the State System’s Center City Philadelphia site, achieved more than a 125% increase from three years ago
Student Success: An outcomes orientation

WCU Goals that Support System Goal #3: Developing new funding strategies, diversifying resources and managing costs to preserve affordability

System Strategy: Balance, diversify and grow financial resources (state funding, tuition and fees, private giving, and entrepreneurial activities) and control expenditures to enable the State System and its universities to achieve their missions.

- **WCU Goal**: “Becoming More” campaign has exceeded its goal of $50 million by raising $57,176,592 in gifts and pledges as of April 30, 2017
- Largest campaign in WCU’s history and features the Business and Public Management Center, scholarships, new program development, and endowment
Student Success: Aligning academic programs

- Exceptional *Program Sustainability* performance, utilizing a thoughtful and strategic approach to managing our academic program inventory

- Development of new academic programs to meet the needs of the Commonwealth, with a focus on Southeastern Pennsylvania
  - Biomedical Engineering
  - Industrial and Operations Engineering (healthcare focus)

Greater Philadelphia Region Top 10 US Biocluster

<table>
<thead>
<tr>
<th>Rank</th>
<th>Category</th>
<th>Metric</th>
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<tr>
<td>4</td>
<td>Lab space</td>
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<tr>
<td>6</td>
<td>Jobs</td>
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<td>6</td>
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<td>National Institutes of Health Funding</td>
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