



# UNIVERSITY OF THE WEST STRATEGIC PLAN 2020-2025

UNIVERSITY OF THE WEST STRATEGIC PLANNING STEERING COMMITTEE

CHAIRS: Jessa Forsythe-Crane, Institutional Effectiveness Manager; Dr. Jane Iwamura, Chief Academic Officer; Vanessa Karam, Chief Student Services Officer

## **Institutional Identity**

University of the West (UWest) was founded in 1990 by Venerable Master Hsing Yun of the Buddhist Fo Guang Shan order and has been accredited by the Western Association of Schools and Colleges Senior College and University Commission since 2006. UWest is a private, non-profit, non-sectarian, co-educational university that welcomes students of all religions (and none), races, ethnicities, nationalities, genders, ages, orientations, and abilities. We offer four undergraduate degree programs, four Masters-level programs, and two doctoral programs, as well as Intensive English Preparation/English as a Second Language, non-degree, and continuing education classes. As of 2021, we enroll a little over 300 students, who are served by 15 core full-time faculty members, over 30 part-time adjunct instructors, and 30 staff members. Nurturing talent through education is one of the core purposes of Fo Guang Shan that UWest seeks to uphold as a unique American institution.

### **Mission**

The mission of UWest is to provide a whole-person education in a context informed by Buddhist wisdom and values and to facilitate cultural understanding and appreciation between East and West.

### **Vision**

UWest will model whole-person education through engaged and interdisciplinary learning in all programs; an exceptional, caring faculty and staff who fulfill our unique mission; and service projects seeking to improve local and global communities. UWest graduates will practice social responsibility, value diversity, and pursue lifelong learning and spiritual growth. UWest will be a widely recognized name.

### **Values**

UWest instills core values of character, compassion, and community in its students, programs, and business practices.

## **Institutional Context**

With the 2020-2025 Strategic Plan, University of the West seeks to create a strong infrastructure that will address current needs, enhance and build on its strengths and distinctive identity, and create structures that will ensure the university's sustainability.

Since the inception of the 2015-2020 Strategic Plan, the university has encountered a unique set of challenges in terms of enrollment and financial stability. Furthermore, turnover in leadership over the past five years set in motion operational changes that put the university in a precarious situation when the COVID pandemic hit in March 2020. The current plan was developed within this context and with these set of challenges in mind.

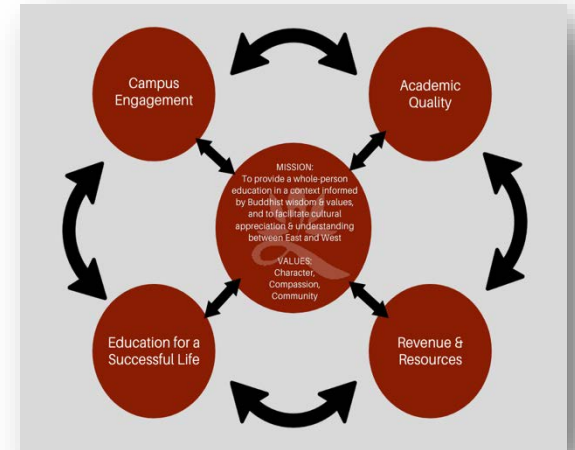
Now with stable leadership at the helm and a clear vision at hand, the 2020-2025 Strategic Plan represents a way forward through a return to our strong foundations. Shoring up these foundations and turning to an achievable set of goals that truly express its mission—as an institution that provides a whole-person education in a context informed by Buddhist wisdom and values that facilitates cultural understanding and appreciation between East and West—University of the West is poised to meet the changing landscape of higher education.

## Strategic Plan Framework: CARE

The UWest community has identified four strategic areas on which to focus for the next five years:

- **C**ampus Engagement: Our campus will offer a vibrant, inclusive, and engaging culture in which to study, learn, live, work, and excel.
- **A**cademic Quality: We will expand our educational offerings and improve the quality of our academic programs to better serve current students, improve reputation, and attract prospective students.
- **R**evenue & Resources: We will strengthen and improve the university's financial outlook through enrollment growth/increased tuition revenue, fundraising, and cost-effective practices.
- **E**ducation for a Successful Life: We will cultivate job-ready and culturally competent graduates by supporting our students at all levels in their self-defined journeys towards success.

The institutional goals are organized by the acronym **CARE**, which references UWest's values and vision as an institution where students, faculty, staff, and all stakeholders both care and are cared for. The UWest community is characterized by interdependence, a central Buddhist concept that underscores the importance of our connections to and impact upon others. We view our strategic goals through this same lens; all areas of focus are intrinsically connected to each other, and strengthening one means strengthening the whole. The relationships between these goals and the strategies for achieving them are vital to the sustainability and success of UWest. Through ongoing professional development opportunities for our faculty and staff to understand and address student performance difference across groups and a focus on efforts on campus engagement, the academic quality of our programs, the stability of our revenue/resources, and our ability to educate students for a successful life, we move closer to the fulfillment of our mission.



## Institutional Goals

Institutional goals are monitored by specific metrics and targets that provide a global view of the university's progress. Institutional goals are additionally supported by divisional and departmental strategic goals and strategies, which have their own metrics and targets and are monitored by their respective units. Institutional metrics and 2025 targets are identified below.

The collaboratively developed 2025 targets are based on anticipated performance over the next four years, given our current context, including the impact of the COVID-19 pandemic. UWest plans to incorporate benchmarking of outcomes over the 2021-2025 strategic planning cycle. An important component to target-setting, *benchmarking* refers to the ongoing cycle of improvement during which we learn from the practices of other institutions with outcomes to which we aspire by comparing, adjusting, and adapting our own practices (Achim et al., 2009).

## STRATEGIC FOCUS ON: CAMPUS ENGAGEMENT

**Our campus will offer a vibrant, inclusive, and engaging culture in which to study, learn, live, work, & excel.** UWest's emphasis on whole-person education reflects our commitment to fostering an engaging campus culture characterized by acceptance, respect, inclusivity, and support. Student engagement is strongly and positively correlated with student success across multiple domains, from academic achievement and motivation to biopsychosocial functioning. Similarly, employee engagement is linked to job satisfaction, productivity, and organizational dedication. We seek to strengthen the academic, professional, and personal self-efficacy of all members of the UWest campus community by fostering a sense of belonging and pride in our institutional identity.

### Goal C-1. Increase student engagement with and investment in the campus community through student participation in shared governance.

2021 Baseline	KPI/2025 Targets	Action Plan	Timeline	Responsible	Cost
2 students serving on 1 committee	Minimum of 1 student serving on at least 5 committees	1. Identify relevant committees for student participation	1. Summer 2021	<b>Planning &amp; Implementation:</b> CSSO (lead), UWest Student Government, Relevant UWest committees <b>Tracking &amp; Reporting:</b> CSSO	\$500/annually (student leadership development).
Q13d: 4.0 avg.	Student Satisfaction Survey scores on targeted questions increase	2. Recruit and students for these committees and institute structures/process	2. 2021-2022		(Program Review funding)
Q17c: 3.74 avg.		3. Maintain and develop participation on these committees according to structures/process	3. 2022-2025		

### Goal C-2. Develop a plan to increase professional development and training opportunities for faculty and employees.

2021 Baseline	KPI/2025 Targets	Action Plan	Timeline	Responsible	Cost
New initiative	Plan approved	1. Audit current professional development practices	1. Fall 2021	<b>Planning &amp; Implementation:</b> Employee Council, President, CAO, CSSO, CFO <b>Tracking &amp; Reporting:</b> Employee Council Chair	\$0 initial cost (expenses to follow when plan is developed)
		2. Establish a systematic approach and schedule	2. Spring 2022		
		3. Pilot the structured plan and commence tracking	3. 2022-2024		
		4. Revise plan	4. 2024-2025		

### Goal C-3. Build an engaged alumni network through consistent outreach and specialized programming.

2021 Baseline	KPI/2025 Targets	Action Plan	Timeline	Responsible	Cost
New initiative	Alumni survey response rate ≥ 25%;	1. Request funds for Development Coordinator position (in progress)	1. Fall 2022	<b>Planning, Implementation, Tracking &amp; Reporting:</b> Development Coordinator (new position)	\$75,000/annually <b>Development Coordinator</b> (excluding payroll taxes/benefits) (also listed in R-3)
	Minimum of 1 alumni-specific event offered per academic year, beginning 2023	2. Develop & advertise job position	2. Fall 2022		
		3. Interview & hire position	3. Spring 2023		
		4. Develop a coordinated plan for alumni relations	4. Spring 2023		
		5. Develop and administer Alumni Survey	5. Summer 2023		
		5. Plan alumni events and other measures that will strengthen and draw upon alumni networks	6. Fall 2023-2025		
				\$1000/annually for alumni-focused events	

### Goal C-4. Build out mental and spiritual care services for our students and the wider community.

2021 Baseline	KPI/2025 Targets	Action Plan	Timeline	Responsible	Cost
New initiative	University Chaplain Hire	1. Identify & hire University Chaplain	1. Fall 2022	<b>Planning, Implementation:</b> CSSO (lead), Buddhist Chaplaincy Chair, existing PT counselor <b>Tracking &amp; Reporting:</b> CSSO	\$15,000/annually - part-time <b>University Chaplain</b> (excluding payroll taxes/benefits)
Q10h: 4.28 avg	Student Satisfaction Survey scores on targeted questions increase	2. Monitor student usage of Wellness Center	2. 2021-2023		
		3. Assess student usage and need for additional counselor/intern	3. 2023		
					(Program Review funding)

**We will expand our educational offerings & improve the quality of our academic programs to better serve current students, improve reputation, & attract prospective students.** As new opportunities and challenges arise within higher education, our university seeks to not only remain relevant but to increase the relevancy of a UWest education. We aim to educate our students in a context informed by Buddhist wisdom and values, in line with our institutional values of character, compassion, and community and our institutional learning outcomes of “know,” “be,” and “do.” Reflecting upon, assessing, and making student-centered, data-driven improvements to our degree programs will increase the success of our students both during and after college and bring us closer to our vision of UWest being a recognized name.

**Goal A-1. Support first-time undergraduate students through a defined mentoring program that closely tracks student progress through the first two years.**

2020 Baseline	KPI/2025 Targets	Action Plan	Timeline	Responsible	Cost
75% FTFT fall 2020	UG dom. retention rate increase by 3% annually	1. Identify FT faculty > Mentoring Coordinator 2. Develop and operationalize mentoring structure 3. Implementation	1. Spring 2021 2. Fall 2021 3. Fall 2021	<b>Planning &amp; Implementation:</b> Designated Faculty Member (lead), Undergraduate Advisor <b>Tracking &amp; Reporting:</b> IEM	\$11,600/annually (adjunct pay for two courses to cover full-time faculty course release)
28% 2014 cohort	UG dom. graduation rate increase by 2% annually				(Chao Foundation Grant/Program Review funding)
4.41 2012 cohort	UG dom. time-to-degree decrease by 2% annually				
Q10a: 4.42 UG avg	Student Satisfaction Survey scores on targeted questions increase				

**Goal A-2. Fully integrate a Learning Management System (LMS) as part of academic experience.**

2020 Baseline	KPI/2025 Targets	Action Plan	Timeline	Responsible	Cost
New initiative	90% of courses have Moodle course sites	1. Require Moodle course sites for all UWest courses 2. Provide training workshops and Moodle support for instructors & students	1. 2020-2021 2. 2020-2021	<b>Planning &amp; Implementation:</b> CAO (lead), Online Learning Manager (lead), Registrar, IT <b>Tracking &amp; Reporting:</b> CAO, IEM	\$15,000/annually - Open LMS
Q16b: 4.06 avg	Student Satisfaction Survey scores on targeted questions increase	3. Migrate to new Open LMS platform and provide necessary training 4. Develop onboarding resources, support systems, and new training materials	3. Summer 2021 4. 2021-2025		\$5000/annually - Zoom university subscription)
	Employee Satisfaction Survey scores on targeted questions increase				\$30,000/annually - <b>Online Learning Manager</b> (excluding payroll taxes/benefits)
					(General Fund)

**Goal A-3. Develop new Buddhist Psychology program to enhance enrollment and mission-centric education.**

2020 Baseline	KPI/2025 Targets	Action Plan	Timeline	Responsible	Cost
New initiative	Enroll 10 UG per year	1. Develop case statement 2. Review existing Buddhist Psychology courses & pathways; assess MA & for-credit certificate options 3. Identify & target potential donors for Endowed Chair 4. Hire Endowed Chair 5. Build out Buddhist Psychology MA and certificate program	1. Spring 2021 2. Summer 2021 3. Fall 2021-2022 4. Fall 2023	<b>Planning &amp; Implementation:</b> CAO (lead), Psychology Chair, ALO, Endowed Chair <b>Tracking &amp; Reporting:</b> CAO	<b>Endowed Chair</b> annual salary (excluding payroll taxes/benefits)

**Goal A-4. Operationalize minimum standards of writing for undergraduate and graduate degree programs.**

2020 Baseline	KPI/2025 Targets	Action Plan	Timeline	Responsible	Cost
New initiative	Writing PLO assessment demonstrates consistent improvement across departments.	<ol style="list-style-type: none"> <li>1. Establish rubric for minimum standards of writing</li> <li>2. Add to 5-year self-study report template</li> <li>3. Implement supplemental instruction for identified writing-focused courses throughout the undergrad curriculum</li> </ol>	<ol style="list-style-type: none"> <li>1. Summer 2021</li> <li>2. Fall 2021</li> <li>3. Fall 2021</li> </ol>	<b>Planning &amp; Implementation:</b> Undergraduate Transformation Taskforce (Lead), English Language Institute, Academic Chairs, Student Success Center Coordinator <b>Tracking &amp; Reporting:</b> UG Transformation Taskforce, IEM	\$5,000/annually - Supplemental Instructor hourly pay  (Program Review funding)

**Goal A-5. Support presentation of faculty and student research at academic conferences.**

2020 Baseline	KPI/2025 Targets	Action Plan	Timeline	Responsible	Cost
Q15c: 4.13 avg (4.18 UG; 4.09 Grad)	Student Satisfaction Survey scores on targeted questions increase  Employee Satisfaction Survey scores on targeted questions increase  By 2025, three students/annually present at conferences.	<ol style="list-style-type: none"> <li>1. Reestablish Faculty Research Award (FRA) funding</li> <li>2. Distribute call for FRA proposals twice a year</li> <li>3. Develop new resource funding for student conference presentations</li> <li>4. Implement student conference presentation call &amp; funding</li> </ol>	<ol style="list-style-type: none"> <li>1. Fall 2021</li> <li>2. 2021-2025</li> <li>3. 2022-2023</li> <li>4. 2023-2025</li> </ol>	<b>Planning &amp; Implementation:</b> Academic Affairs (CAO, Academic Departments), Faculty Research Award Committee <b>Tracking &amp; Reporting:</b> CAO, IEM	\$10,000/annually – Faculty Research Awards \$5,000/annually – Student Research Awards  (Program Review funding)
0 awards	By 2025, ten awards that support faculty research and conference presentations are granted each year.				

**Goal A-6. Provide necessary support for degree-related clinical fieldwork in Buddhist Chaplaincy and Psychology.**

2020 Baseline	KPI/2025 Targets	Action Plan	Timeline	Responsible	Cost
Q15d: 4.25 avg (Grad)	Student Satisfaction Survey scores on targeted questions increase  Clinical Fieldwork Coordinator Hire	<ol style="list-style-type: none"> <li>1. Identify funding source for Clinical Fieldwork Coordinator</li> <li>2. Develop &amp; advertise job position</li> <li>3. Interview &amp; hire position</li> <li>4. Develop structure of fieldwork placement</li> <li>5. Implementation &amp; programming</li> </ol>	<ol style="list-style-type: none"> <li>1. Fall 2022-2023</li> <li>2. Spring 2024</li> <li>3. Spring 2024</li> <li>4. Summer 2024</li> <li>5. 2024-2025</li> </ol>	<b>Planning &amp; Implementation:</b> CAO & CSSO (lead), Clinical Fieldwork Coordinator (new position), Buddhist Chaplaincy Chair, Psychology Chair <b>Tracking &amp; Reporting:</b> Clinical Fieldwork Coordinator, IEM	\$60,000/annually - <b>Clinical Fieldwork Coordinator</b> (excluding payroll taxes/benefits)



## STRATEGIC FOCUS ON: REVENUE & RESOURCES

**We will strengthen & improve the university's financial outlook through enrollment growth/increased tuition revenue, fundraising, and cost-effective practices.** UWest is a non-profit institution that currently relies heavily upon tuition revenue and contributions from a handful of major donors. In order to reach a place of financial stability and sustainability, strategic efforts to grow enrollment through marketing, recruitment, and retention must be supported by the development of alternative revenue streams. The professional expertise of UWest's trustees will be leveraged in this area to benefit the university's fundraising capacity. Implementing these plans in tandem with streamlining and reorganization of academic programs will enable us to make efficient and effective use of our resources and position ourselves for steady growth over the long term. We aim to enroll 400 students (head count) by fall 2025. **Specific strategies for strengthening recruitment and increasing enrollment across multiple population segments are articulated in the 2021-2024 Enrollment Plan.**

### Goal R-1. Build out an Extended Studies division and online course development to grow non-degree-seeking enrollment.

2020 Baseline	KPI/2025 Targets	Action Plan	Timeline	Responsible	Cost
17 students	Increase non-degree student enrollment incrementally over five years to 25 enrollments/year for a goal of 125 enrollments by the end of 2025 (revenue: ~\$40K).	<ol style="list-style-type: none"> <li>Pilot: offer selected courses as Community Education courses</li> <li>Hire Extended Studies Manager</li> <li>Develop course offerings and integrate into application portal &amp; SIS</li> <li>Develop Extended Studies structure &amp; guidelines, as well as expand offerings and marketing</li> </ol>	<ol style="list-style-type: none"> <li>2020-2021</li> <li>Fall 2022</li> <li>2021-2022</li> <li>2022-2025</li> </ol>	<b>Planning &amp; Implementation:</b> Extended Studies Manager (new position), Academic Units, Online Learning Manager, Marketing Manager <b>Tracking, &amp; Reporting:</b> Extended Studies Manager	\$30,000/annually - <b>Extended Studies Manager</b> (excluding payroll taxes/benefits) (General Fund)  \$15,000 - instructor compensation for course development

### Goal R-2. Develop transfer admissions channels from community colleges (via ADT) and international institutions.

2020 Baseline	KPI/2025 Targets	Action Plan	Timeline	Responsible	Cost
11 UG transfer-ins, 1 ADT student	Increase college transfers incrementally over five years to 10 enrollments/year for a goal of 40 enrollments by the end of 2025	<ol style="list-style-type: none"> <li>Assess and reconnect with existing community colleges</li> <li>Assess current MOUs and seek new MOUs that articulate undergraduate transfer agreements</li> <li>Tailor marketing materials (including website) to target transfers</li> <li>Hone and develop transfer pathways in terms of curriculum</li> </ol>	<ol style="list-style-type: none"> <li>Spring 2021</li> <li>Fall 2021</li> <li>2021-2022</li> <li>2021-2025</li> </ol>	<b>Planning &amp; Implementation:</b> Enrollment Coordinator (Lead) Undergraduate Advisor, Undergraduate Transformation Committee, CSSO, CAO <b>Tracking, &amp; Reporting:</b> Enrollment Coordinator	\$5,000 - outreach & recruiting costs  \$25,000 - <b>Undergraduate Advisor</b> (excluding payroll taxes/benefits)

### Goal R-3. Trustee development and pursuit of additional endowment funding and alternative revenue streams.

2020 Baseline	KPI/2025 Targets	Action Plan	Timeline	Responsible	Cost
New initiative	Annual fundraising events supported by BOT	<ol style="list-style-type: none"> <li>Establish a fundraising committee</li> <li>Work with Development Coordinator to identify and cultivate potential donors and funding sources</li> <li>Support and participate in UWest annual fundraising event</li> </ol>	<ol style="list-style-type: none"> <li>Spring 2023</li> <li>Spring 2023</li> </ol>	<b>Planning, Implementation, Tracking, &amp; Reporting:</b> Board of Trustees, Development Coordinator	\$75,000/annually – <b>Development Coordinator</b> (excluding payroll taxes/benefits) (also listed in C-3) \$2,000/annually - fundraising event costs.

### Goal R-4. Develop 5-year strategic budget aligned with the 5-year strategic plan and its assessment.

2020 Baseline	KPI/2025 Targets	Action Plan	Timeline	Responsible	Cost
New initiative	Budget approved by BOT	<ol style="list-style-type: none"> <li>Set 1.5% of total operation revenue for PR and annual projects</li> <li>Set up a rainy-day fund (1-2 million)</li> <li>BOT to approve a 25%-30% annual reserve fund</li> </ol>	<ol style="list-style-type: none"> <li>Fall 2021</li> <li>Fall 2021</li> <li>Fall 2021</li> </ol>	<b>Planning &amp; Implementation:</b> President, CFO, BOT Finance Committee, Institutional Research Analyst <b>Tracking &amp; Reporting:</b> President	\$0

**Goal R-5. Leverage technology (e.g., website, social media) to increase enrollment through heightened visibility and presence.**

<i>2020 Baseline</i>	<i>KPI/2025 Targets</i>	<i>Action Plan</i>	<i>Timeline</i>	<i>Responsible</i>	<i>Cost</i>
New initiative	25% increase in inquiries from website & social media with corresponding increases in enrollment funnel numbers	<ol style="list-style-type: none"> <li>1. Hire Marketing Manager</li> <li>2. Develop internal Communications Plan</li> <li>3. Work with Enrollment to develop Admissions Marketing Plan</li> <li>4. Implementation of plans &amp; expand social media presence</li> </ol>	<ol style="list-style-type: none"> <li>1. Summer 2021</li> <li>2. Summer 2021</li> <li>3. Fall 2021</li> <li>4. 2021-2025</li> </ol>	<b>Planning &amp; Implementation:</b> Marketing Manager (new position), IT, CAO, CSSO, CFO <b>Tracking &amp; Reporting:</b> Marketing Manager	\$30,000/annually - part-time <b>Marketing Manager</b> , excluding payroll taxes/benefits  (General Fund/Modify existing position)

**Goal R-6. Create and hire a part-time Institutional Research Analyst position to support data-driven planning and decision making.**

<i>2020 Baseline</i>	<i>KPI/2025 Targets</i>	<i>Action Plan</i>	<i>Timeline</i>	<i>Responsible</i>	<i>Cost</i>
New initiative	Position hired  Employee Satisfaction Survey scores on targeted questions increase	<ol style="list-style-type: none"> <li>1. Hire Institutional Research Analyst</li> <li>2. Assess effectiveness of institutional research support</li> </ol>	<ol style="list-style-type: none"> <li>1. Spring 2021</li> </ol>	<b>Planning, Implementation, Tracking, &amp; Reporting:</b> President	\$36,000/annually - part-time <b>Institutional Research Analyst</b> excluding payroll taxes/benefits  (Chao Foundation Grant)



## STRATEGIC FOCUS ON: EDUCATION FOR A SUCCESSFUL LIFE

**We will cultivate job-ready and culturally competent graduates by supporting our students at all levels in their self-defined journeys towards success.** This area of focus reflects the application of our mission and values to our educational philosophy and approach. UWest graduates are entering an increasingly global job market that expects not only skills and knowledge, but attitudes and behaviors that demonstrate both previous experience and capacity for adaptation and learning. Through effective use of our strong international foundations and resources, UWest can offer unique experiences that link coursework, co-curricular learning, and career readiness. We seek to provide our students with transferable tools for future success, including cross-cultural competence, sensitivity, and professional preparation.

### Goal E-1. Develop undergraduate internship opportunities and programs/activities that support professional readiness (career fairs, workshops, etc.)

2020 Baseline	KPI/2025 Targets	Action Plan	Timeline	Responsible	Cost
No current centralized tracking	20% internships increase annually	1. Develop & advertise job position 2. Interview & hire position 3. Develop internship program structure & identify potential internships	1. Fall 2022 2. Spring 2023 3. Spring 2023	<b>Planning &amp; Implementation:</b> CAO & CSSO (lead), Undergraduate Transformation Taskforce, Career Development Coordinator (new position), Undergraduate Academic Programs	\$50,000/annually - <b>Career Development &amp; Internship Coordinator</b> (excluding payroll taxes/benefits)
Q10g: 3.98 UG avg Q13e: 4.09 UG avg Q13f: 3.80 UG avg Q15d: 3.75 UG avg	Student Satisfaction Survey scores on targeted questions increase  Alumni Survey scores on targeted questions average 3.5 out of 5	4. Build into the undergraduate curriculum course credit for internship 5. Implement internship program	4. 2022-2023 5. 2023-2025		

### Goal E-2. Develop a plan to create and implement study abroad and international exchange programs.

2020 Baseline	KPI/2025 Targets	Action Plan	Timeline	Responsible	Cost
New initiative	Plan approved	1. Investigate study abroad models 2. Develop study abroad structure 3. Pilot study abroad program (1 program) 4. Assess pilot and build out plan	1. Spring 2021 2. Summer 2021 3. 2021-2022 4. 2022-2025	<b>Planning &amp; Implementation:</b> Designated FT faculty member (lead), CAO  <b>Tracking &amp; Reporting:</b> CAO	\$0

### Goal E-3. Systematically integrate the facilitation of cultural appreciation and understanding between East and West into academic and co-curricular programs.

2020 Baseline	KPI/2025 Targets	Action Plan	Timeline	Responsible	Cost
No current centralized tracking and reporting	All academic programs' APRs reflect integration  25% of co-curricular programs reflect integration.	1. Audit and assess current course offerings & co-curricular programming 2. Build out guidelines & rubric 3. Determine course revisions & additional programming 3. Build into departmental APR structure	1. 2022-2023 2. 2023-2024 3. 2023-2025 4. 2023-2025	<b>Planning &amp; Implementation:</b> CAO & CSSO (lead), Department Chairs, Student Life Team, IEM  <b>Tracking &amp; Reporting:</b> IEM	\$0

# IMPLEMENTATION SCORECARD

Indicator #	Metric	2020 Baseline	2025 Target
Campus Engagement 1	C-1. Number of students serving on university committees: UWAC, APCC, ATF, Employee Council, Safety, Retention	2 students serving on 1 committee	At least 1 student serving on each committee
Campus Engagement 2	C-1. Targeted questions on Student Satisfaction Survey (2021: Q13d, Q17c)	Q13d = 4.0 avg Q17c = 3.74 avg	Q13d: 4.5 Q17c: 4.0
Campus Engagement 2	C-2. Approval of completed professional development/training plan for all employees	No plan	Implemented plan
Campus Engagement 3	C-3. Response rate of Alumni Survey	No Alumni Survey	25% response rate
Campus Engagement 4	C-3. Number of alumni-specific events offered per year	No alumni-specific events offered	At least 1 alumni-specific event per year
Campus Engagement 5	C-4. Hire University Chaplain	No chaplain	Chaplain hired
Campus Engagement 6	C-4. Student Satisfaction Survey questions (2021: Q10h)	Q10h: 4.28 avg	Q10h: 4.5 avg
Academic Quality 1	A-1. Retention rate of undergraduate domestic students	75% FTFT fall 2020	90% FTFT fall 2025
Academic Quality 2	A-1. Graduation rate of undergraduate domestic students	28% 2014 cohort	38% 2019 cohort
Academic Quality 3	A-1. Time-to-degree of undergraduate domestic students	4.41 years 2012 cohort	4.25 years 2017 cohort
Academic Quality 4	A-1. Targeted questions on Student Satisfaction Survey (2021: Q10a)	Q10a: 4.42 UG avg	Q10a: 4.65 UG avg
Academic Quality 5	A-2. Percentage of courses with corresponding Moodle course sites	New initiative	90% of courses
Academic Quality 6	A-2. Targeted questions on Student Satisfaction Survey (2021: Q16b)	Q16b: 4.06 avg	Q16b: 4.25 avg
Academic Quality 7	A-2. Targeted questions on Employee Satisfaction Survey (2021: Section 8 - Moodle)	To be added after summer 2021	To be added after summer 2021
Academic Quality 8	A-3. Number of students enrolled in Buddhist Psychology program	0 students	15 students (5 returning, 10 new)
Academic Quality 9	A-4. Description and evidence of improvements in Writing PLO performance in 5-Year Self-Study reports	New initiative	Writing PLO performance assessment and improvement documented in 5-Yr Self-Studies of at least 1 undergraduate program and 1 graduate program.
Academic Quality 10	A-5. Targeted questions on Student Satisfaction Survey (2021: Q15c)	Q10a = 4.13 avg (4.18 UG; 4.09 Grad)	Q10a: 4.45 avg (higher than 4.18 UG; 4.09 Grad)
Academic Quality 11	A-5. Targeted questions on Employee Satisfaction Survey (2021: new question to be added)	To be added after summer 2021	To be added after summer 2021
Academic Quality 12	A-5. Number of faculty and student submissions to present at academic conferences	Student presentations: FRA awarded: 0	Student presentations: 3 FRA awarded: 10
Academic Quality 13	A-6. Hiring of Clinical Training Coordinator	New initiative	Hiring of Clinical Training Coordinator
Academic Quality 14	A-6. Targeted questions on Student Satisfaction Survey (2021: Q15d)	Q15d = 4.25 Grad avg	Q15d: 4.5 Grad avg
Revenue & Resources 1	Number of students enrolled	305 students enrolled	400 students enrolled
Revenue & Resources 2	R-1. Number of NDS students enrolled	17 NDS students enrolled	125 NDS students enrolled
Revenue & Resources 3	R-2. Number of transfer students, including ADT	11 transfer students enrolled (1 ADT)	40 transfer students enrolled (10 ADT)
Revenue & Resources 4	R-3. Annual fundraising events supported by BOT	New initiative	At least 1 event per academic year
Revenue & Resources 5	R-4. Approval of 5-year strategic budget	New initiative	Implemented budget
Revenue & Resources 6	R-5. Number of inquiries/completed applications/admissions/enrollments originating from website and/or social media	New initiative	25% increase in all funnel categories
Revenue & Resources 7	R-6. Employment of a part-time Institutional Research Analyst	New initiative	Hired analyst
Revenue & Resources 8	R-6. Targeted questions on Employee Satisfaction Survey (2021: new question to be added)	To be added after summer 2021	To be added after summer 2021
Ed for Successful Life 1	Number of undergraduate students who applied for and obtained an internship	New initiative	75% of undergraduate students apply for internship; 75% of those who apply obtain an internship
Ed for Successful Life 2	Targeted questions on Student Satisfaction Survey (2021: Q10g, Q13e, Q13f, Q15d)	Q10g = 3.98 UG avg Q13e = 4.09 UG avg Q13f = 3.80 UG avg Q15d = 3.75 UG avg	Q10g = 4.15 UG avg Q13e = 4.25 UG avg Q13f = 4.1 UG avg Q15d = 4.0 UG avg
Ed for Successful Life 3	Targeted questions on Alumni Survey	New initiative	Average score of 3.5/5
Ed for Successful Life 4	Plan to create and implement study abroad and international exchange programs	New initiative	Plan approved and implemented
Ed for Successful Life 5	Description and evidence of facilitation of cultural appreciation and understanding between East and West in APR reports	New initiative	Facilitation of cultural appreciation and understanding between East and West documented in all degree programs
Ed for Successful Life 6	Description and evidence of facilitation of cultural appreciation and understanding between East and West in co-curricular assessment reports	New initiative	Facilitation of cultural appreciation and understanding between East and West documented in 25% of all co-curricular programs