

University of the West 2025-28 Strategic Plan

STRATEGIC FOCUS ON: Buddhist Identity

Goal 1: Establish the university as a leading institution that provides an education informed by Buddhist wisdom and values.

Objective 1.1: Align programs with our mission and values to reflect our Humanistic Buddhist identity.

Target: 50% of courses in each program incorporate a Humanistic Buddhist perspective.

Strategies	Implemented by:	Responsible	Cost
1. Review and realign Program Learning Outcomes with UWest mission and values.	1. Spring 2026	1. Department chairs and UWAC	\$0
2. Hire faculty in Buddhist Psychology.	2. Ongoing	2. President/CAO	Adjunct budget.
3. Organize conferences on Humanistic Buddhism and interfaith events.	3. Annual campus event	3. ISHB, Community Outreach, Student Services	\$10,000
4. Provide training and workshops for faculty and staff to increase an applied understanding of Buddhist wisdom and values.	4. Flex Day 2025	4. President/CAO	\$7,000

Objective 1.2: Cultivate an ethos of service and compassion among our students, staff, and faculty.

Targets: A) Undergraduate service-learning reviewed and restructured.

B) New service-related questions on Employee and Student Satisfaction Surveys have average overall ratings of 4.0.

Strategies	Implemented by:	Responsible	Cost
1. Train faculty in Buddhist-informed pedagogical methods and approaches.	1. Flex Day 2026	1. President/CAO	\$0
2. Create a robust service-learning and student activity structure based on Buddhist wisdom and values.	2. Spring 2028	2. Liberal Arts Department Chair, Office of Student Life	\$0
3. Assess student and employee satisfaction with ethos of service through new targeted questions on satisfaction surveys.	3. 2025 Student/Employee Satisfaction Survey Cycle	3. IRE	\$0

Objective 1.3: Represent and communicate our unique identity locally and globally.

Target: 25% increase in social media engagement (e.g. post views, interactions)

Strategies	Implemented by:	Responsible	Cost
1. Revamp branding and marketing to effectively communicate the distinctive character of a UWest education to our key audiences.	1. Fall 2025	1. Marketing, Community Outreach	\$20,000
2. Develop program descriptions and catalog copy that highlight Buddhist dimensions.	2. Fall 2026	2. Department Chairs, Registrar	\$0

Goal 2: Strengthen our fiscal future through robust marketing and diversify revenue streams.**Objective 2.1: Increase enrollment through marketing that is targeted and efficient.**

Targets: A) 25% increase in enrollment inquiries from social media marketing, reflected in the enrollment funnel.

B) 25% increase in enrollment from targeted groups.

Strategies	Implemented by:	Responsible	Cost
1. Onboard Marketing Coordinator to conduct market research and identify targeted demographics.	1. Spring 2025	1. Marketing Coordinator	\$0
2. Target new international populations, such as Brazil, Nepal, and South Korea.	2. Ongoing	2. Enrollment, Marketing, International Liaison	\$0
3. Multimedia outreach to targeted demographics – via TV, TikTok, podcasts, influencer marketing, international platforms, etc.	3. Ongoing	3. Marketing	\$50,000

Objective 2.2: Diversify program offerings and expand local and international partnerships.

Targets: A) 25-30% increase in enrollment in online and short-term programs.

B) 5 new partnerships with international organizations.

C) Implement one study abroad program with at least two students by Fall 2026.

D) Increase Community Education and PACE enrollment to achieve annual total enrollment of 1000.

Strategies	Implemented by:	Responsible	Cost
1. Expand online and short-term programs in areas with potential demand (e.g., online programs in ethnic languages, community ed and noncredit programs).	1. Ongoing	1. Department Chairs, President/CAO, Community Outreach	\$0
2. Expand UWest's reach by launching planned programs in new fields (MS in Health Data Analytics, Doctorate in Eastern Philosophy and Management).	2. Spring 2026	2. President/CAO, Religious Studies and Business Administration Department Chairs, School of Healthcare in Science and Technology Faculty and Staff	\$0
2. Develop 3+1+1 and 4+1 programs for MBA and MCC.	2. Fall 2026	2. Psychology and Business Administration Department Chairs, Registrar	\$0
3. Implement study abroad partnership with Ibaraki University, Japan.	3. Fall 2026	3. President/CAO, International Liaison	\$1,000
4. Expand Summer and Winter PACE program, targeting the global needs of professionals through a curriculum that fosters an appreciation for American business culture and an understanding of best practices for socially responsible entrepreneurs.	4. Ongoing	4. President/CAO, Chair of Business Administration, PACE Coordinator	\$0

Objective 2.3. Seek external funding and resources for faculty and staff professional development to aid in increasing UWest's academic stature.

Targets: A) One Buddhist Chaplaincy faculty or graduate student is a CPE supervisor.

B) 2-5 successfully grant-funded faculty or university projects annually.

<i>Strategies</i>	<i>Implemented by:</i>	<i>Responsible</i>	<i>Cost</i>
1. Enable Buddhist Chaplaincy faculty and graduate students to seek CPE educator training and ultimately help increase the rigor and prestige of UWest's Chaplaincy programs.	1. 2028	1. President/CAO, Chair of Buddhist Chaplaincy	\$20,000
2. Provide training and resources to faculty to support professional development in pedagogical skills, collaboration, and/or technology assisted instruction to facilitate student engagement.	2. Ongoing	2. President/CAO, Digital Learning Coordinator	\$1,000
3. Provide professional development opportunities to ensure staff remain up to date with the latest advancements in their respective fields.	3. Ongoing	3. President/CAO	Innovation/Professional Development Budget

Objective 2.4: Grow non-traditional revenue streams.

Targets: A) At least 12 facility rentals per year.

B) Annual fundraising event for alumni, beginning in 2026.

<i>Strategies</i>	<i>Implemented by:</i>	<i>Responsible</i>	<i>Cost</i>
1. Create a plan for increased alumni communication and relations, including fundraising efforts.	1. Fall 2025	1. Community Outreach, Alumni Association Chair	\$10,000
2. Raise school profile through alumni recognition and guest speakers, including commencement speakers.	2. Ongoing	2. President/CAO, Community Outreach, Department Chairs	\$1,000
3. Collaborate with external community groups and nonprofit agencies in renting out unused or underutilized space.	3. Ongoing	3. President, Community Outreach	\$0

Goal 3: Support and prepare students for success in life and career.**Objective 3.1: Respond to the needs and expectations of UWest students through career advising and preparation.**

Targets: A) Student Satisfaction Survey scores on targeted questions (28e-f, 31d, 31k) and Exit Survey scores (2g, 14) on targeted questions increase.

B) Increase in student job/internship placements in the Southern California region.

C) 50% of all graduates are employed within one semester of graduation.

<i>Strategies</i>	<i>Implemented by:</i>	<i>Responsible</i>	<i>Cost</i>
1. Seek out external support for career services: search for nonprofits that provide career support at UWest and grants that could fund career services.	1. Ongoing/Fall 2026	1. President/CAO	\$0
2. Identify and engage employers within the community for job opportunities for students.	2. Ongoing	2. Department Chairs	\$0
3. Collaborate with community agencies to host annual job fairs on campus.	3. 2027	3. President/CAO, Community Outreach	\$0
4. Create a database to track student internships and employment placement after graduation.	4. 2028	4. Department Chairs, IRE	\$0

Objective 3.2: Increase support for student research and innovation.

Targets: A) One student from each graduate program presents at a symposium or conference.

B) One instance of grant-supported student or student-faculty research.

<i>Strategies</i>	<i>Implemented by:</i>	<i>Responsible</i>	<i>Cost</i>
1. Promote joint student-faculty research projects through support from the Professional Development or Innovation budgets.	1. Ongoing	1. CAO, Department Chairs, Faculty	Innovation/Professional Development Budget
2. Encourage faculty to seek out grants to support student-faculty research.	2. Ongoing	2. Department Chairs	\$0

STRATEGIC FOCUS ON: Modernizing Facilities

Goal 4: Modernize campus facilities and technological infrastructure.

Objective 4.1: Regularly assess areas of improvement for renovation and new projects.

Targets: A) Completed Facilities and IT Master Plan that covers projects for the next 3-5 years.

B) Student Satisfaction Survey scores on targeted questions (32c-d) increase.

C) Employee Satisfaction Survey scores on new facilities-related questions increase.

Strategies	Implemented by:	Responsible	Cost
1. Develop a comprehensive Facilities and IT Master Plan that includes renovating classrooms and workspaces, updating technology usage, assessing facilities and technology for efficiency and sustainability, and assessing the campus for accessibility.	1. 2026	1. CFO, General Services, IT	\$0
2. Assess employee satisfaction with facilities and IT through new targeted questions on Employee Satisfaction Survey.	2. 2025 Employee Satisfaction Survey Cycle	2. IRE	\$0

Objective 4.2: Pursue donors that will underwrite capital projects.

Target: A) 1000 BLIA members in North America donate a minimum of \$2000 per year for 2 years for new construction projects.

Strategies	Implemented by:	Responsible	Cost
1. Increase fundraising efforts, specifically targeting donors interested in underwriting capital projects.	1. Ongoing	1. President, Board of Trustees	\$0
2. Collaborate with BLIA members to raise funds for capital and IT projects and establish an advisory board to oversee funds.	2. 2025	2. President, Board of Trustees	\$0

IMPLEMENTATION SCORECARD

Indicator #	Metric	2024-25 Baseline	2028 Target
Buddhist Identity 1	1.1.A Courses in each program that incorporate a Humanistic Buddhist perspective.	Undocumented number of courses incorporate a Humanistic Buddhist perspective.	50% of courses incorporate a Humanistic Buddhist perspective; this is documented and can be assessed through PLO or ILO assessment.
Buddhist Identity 2	1.2.A Undergraduate service learning structure.	Service learning decentralized; guidelines for on-campus and off-campus service learning are not standardized.	Restructured and centralized undergraduate service learning program with standardized guidelines for on-campus and off-campus service and for partnerships with local organizations.
Buddhist Identity 3	1.2.B New service-related questions on Employee and Student Satisfaction Surveys.	New initiative.	Average ratings of 4.0 by 2027 survey cycle.
Buddhist Identity 4	1.3.A Social media engagement.	1200 Instagram followers, 13 average likes per post.	25% increase in post views, 17 average likes per post, 1500 total Instagram followers.
Financial Growth 1	2.1.A Inquiries from social media advertising.	80 inquiries from Google and Meta Ads.	100 annual inquiries from Google and Meta ads (25% increase).
Financial Growth 2	2.1.B Inquiries and enrollment from targeted groups.	No identified targeted groups.	Identification of targeted groups; 25% increase in enrollment from targeted groups.
Financial Growth 3	2.2.A Enrollment in online and short-term programs.	Total 2024-25 enrollment: Professional MBA – 4 MA Buddhist Spiritual Care – 8 English Language Institute - 12	25-30% increase in enrollment in existing online and short-term programs, as well as increase in enrollment in new online and short-term programs.
Financial Growth 4	2.2.B Number of new partnerships with international organizations.	5 new partnerships with international organizations.	At least 5 new partnerships with international organizations annually.
Financial Growth 5	2.2.C Development and implementation of a study abroad program.	No study abroad program.	One study abroad program with at least two students, starting in Fall 2026.
Financial Growth 6	2.2.D Community Education and PACE enrollment.	Total 2024-25 enrollment, including CE and PACE: 328	Increase Community Education and PACE enrollment to achieve annual total enrollment of 1000.
Financial Growth 7	2.3.A Number of CPE supervisors in Chaplaincy faculty.	Zero CPE supervisors in Chaplaincy faculty.	One Buddhist Chaplaincy faculty or graduate student is a CPE supervisor.
Financial Growth 8	2.3.B Number of grant-funded faculty or university projects.	3 successfully grant-funded faculty or university projects.	2-5 successfully grant-funded faculty or university projects annually.
Financial Growth 9	2.4.A Number of facility rentals per year.	10 facility rentals.	At least 12 facility rentals per year.
Financial Growth 10	2.4.B Number of fundraising events for alumni.	New initiative	Annual fundraising event for alumni, beginning in 2026.
Student Success 1	3.1.A Average scores on Student Satisfaction Survey and Exit Survey on career-related questions.	2023 SSS: 28e) 3.83 28f) 3.69 31d) 4.14 31k) 4.22 2024-25 Exit Survey: 2g) 4.04 14) 4.19	2027 SSS: 28e) 4.0 28f) 3.87 31d) 4.34 31k) 4.43 2024-25 Exit Survey: 2g) 4.24 14) 4.39
Student Success 2	3.1.B Student internship database created; number of student internships per year.	No tracking of student internships	Student internship database in place; increase in student job/internship placements in the Southern California region.
Student Success 3	3.1.C Number of employed graduates per year.	No tracking of graduate employment.	Graduate employment tracking system in place; 50% of all graduates are employed within one semester of graduation.
Student Success 4	3.2.A Number of students presenting at graduate conferences.	3 MBA and 2 ProMBA students presented at conferences.	One student from each graduate program presents at a symposium or conference.
Student Success 5	3.2.B Number of grant-supported research projects.	No instances of grant-supported student or student-faculty research.	One instance of grant-supported student or student-faculty research.
Modernizing Facilities 1	4.1.A Completed Facilities and IT Master Plan.	No Facilities and IT Master Plan.	Completed Facilities and IT Master Plan that covers projects for the next 3-5 years.
Modernizing Facilities 2	4.1.B Student Satisfaction Survey average scores on facilities-related questions.	2023 SSS: 32c) 4.21 32d) 4.1	2027 SSS: 32c) 4.35 32d) 4.30
Modernizing Facilities 3	4.1.C Employee Satisfaction Survey average score on facilities-related question.	New initiative.	Average scores of 4.0 by 2027 cycle.
Modernizing Facilities 4	4.2.A Number of BLIA members who donate to UWWest; amount per donor.	New initiative	1000 BLIA members in North America donate a minimum of \$2000 per year for 2 years for new construction projects.