



# EVOLVE

WEST LIBERTY UNIVERSITY

Building a Transformative Future



2019-2024 Strategic Plan

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# INSTITUTIONAL PROFILE

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Established in 1837, West Liberty University, the first institution of higher education in the state of West Virginia, is fully accredited by the Higher Learning Commission and by the state of West Virginia. Ranked as #8 among most diverse colleges and universities in the state (NICHE.com), it is one of the most affordable universities nationwide. With a 12:1 student-to-faculty-ratio, West Liberty University provides quality education to a diverse, inclusive, and equitable student body, offering 82 academic majors, leading to baccalaureate and master degrees. West Liberty University's Hilltoppers are proud members of the NCAA Division II Mountain East Conference with more than 400 student athletes involved in 20 intercollegiate sports on campus. As West Virginia's trailblazing rural-serving postsecondary institution, West Liberty University achieves its mission to provide students with a comprehensive education from undergraduate to advanced degrees while serving as the region's leading advocate for the arts, education, research, and economic opportunity.

West Liberty University has graduated more than 30,540 degrees— 27,473 bachelor degrees; 2275 associate degrees; and 792 master degrees since its inception. West Liberty University's Office Alumni Affairs represents diverse alumni, leading the way in leadership roles in politics, healthcare, the arts, professional sports, journalism, and more. West Liberty University is one of the most diverse and largest rural-serving institutions in the state of West Virginia with an incredible spread of over 290 acres of land on the Hilltop. In 1996, two of West Liberty University's public buildings were named to the National Register of Historic Places, Shaw Hall and Shotwell Hall.

West Liberty University is proud to offer rigorous academics under our Academic Affairs Division, which includes the following areas: the College of Education and Human Performance, the College of Liberal and Creative Arts, the College of Sciences, the Gary E. West College of Business, and Graduate Studies.



A background photograph of two students, a young woman with glasses and a young man, sitting at a wooden table in a classroom or library. The woman is smiling and looking at a laptop, while the man is looking off to the side. The laptop has a "World/lepi Child Sponsorship" logo on the lid. The scene is brightly lit with large windows in the background.

# OUR MISSION

## MISSION STATEMENT

West Liberty University, established in 1837, was the first institution of higher education in West Virginia. Today, we are a dynamic, inclusive, student-centered community that cultivates scholarly exploration, experiential learning, creative expression and global citizenship.

WLU is a public university committed to providing students with a comprehensive education from undergraduate to advanced degrees while serving as the region's leading advocate for the arts, education, research, and economic opportunity.

## VISION

WLU aspires to be a model of innovative, inclusive, and transformative education, accessible to all, that positively impacts society.



# GUIDING PRINCIPLES

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In order for West Liberty University to build a strong foundation towards the advancement of the vision, and goals, West Liberty University will adhere to a planning process that ensures standards set for excellence in behavior and attitude at the university. West Liberty University will engage in the following planning process:



## **DIVERSE STAKEHOLDERS INCLUSIVENESS**

WLU planning process is transparent and open to all faculty, staff, student, alumni, and the global community.



## **ONGOING TRANSPARENCY AND COMMUNICATION**

WLU will provide ongoing effective communication, updates, and strategic decisions with all students, faculty, staff, alumni, and the global community through transparency.



## **DATA DRIVEN DECISIONS**

WLU will collect data to inform decisions collectively with all stakeholders involved.



## **SYNCHRONIZED STATED GOALS**

WLU plans will align with the State of West Virginia's Higher Education Agenda.



## **ACTION ORIENTED OUTCOMES**

WLU's realistic operational plans will be action oriented and ignited.



## **INSTITUTIONAL ACCOUNTABILITY**

WLU's plan will hold all stakeholders accountable for expanding initiatives from the past and include ongoing measurable performance metrics on a yearly basis, providing outcomes in alignment with the university's mission and strategic goals, including assurance that the annual budget process (Procedure 10) supports all strategic initiatives.

# CORE VALUES

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West Liberty University's core values serve as a guide to promote success among students, faculty, and community engagement.

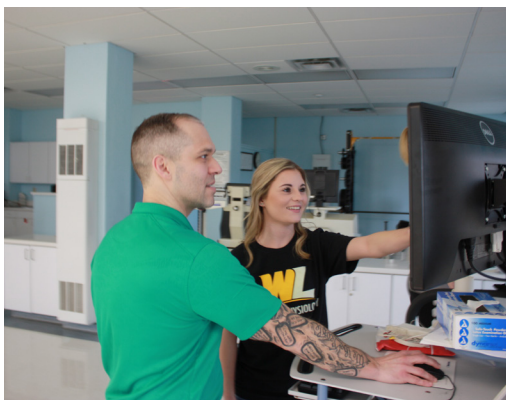


## AFFORDABILITY

WLU remains focused on providing excellent education for students at an affordable price.

## CARING

WLU is dedicated to exemplifying a caring environment for all students, faculty, staff, and the global community through respect, a sense of belonging, and equity to all.



## DIVERSITY

WLU is committed to recruiting a diverse body of students, faculty, and staff where ideas are welcomed and inclusive to provide excellence in a high impact educational and community engaged experience.

## EXCELLENCE

To guarantee institutional effectiveness, WLU provides excellence and quality in education, research, service, arts, and humanities.



## INNOVATION

WLU cultivates innovation in teaching, learning, projects, and service among students, faculty, and staff.

## RESPECT

WLU will always respect everyone with dignity and professionalism, both on and off campus.



An aerial, grayscale photograph of the West Liberty University campus. The image shows various academic buildings, a large central structure with a prominent roof, and surrounding greenery. A yellow rectangular border frames the text on the left side of the image.

# **BUILDING ON OUR RICH LEGACY**



The background of the entire page is a photograph of a brick building with a white clock tower. The clock tower has two large circular clock faces and a white dome on top. Bare tree branches are silhouetted against a clear blue sky in the upper half of the image. A yellow rectangular border frames the top-left portion of the image, containing the title text.

# STRATEGIC PLAN

2019-2024





# GOAL 1

## DEMONSTRATING ACADEMIC EXCELLENCE

We aim for West Liberty University to be nationally recognized as a dynamic destination for academic excellence, an institution that encourages scholarly exploration, experiential learning, creative expression, and global citizenship across degree levels and disciplines.

West Liberty University will demonstrate academic excellence by implementing the following strategic initiatives:

- 1.1 Attract and retain students at every level—traditional age and adult, transfer and first-year, graduate, and non-degree-seeking.
- 1.2 Attract and retain an outstanding and diverse faculty.
- 1.3 Pursue innovative, viable, and relevant program development.
- 1.4 Develop high-impact practices for learners through a range of innovative learning platforms.
- 1.5 Foster a vibrant co-curriculum that addresses the whole student experience.
- 1.6 Increase the number of students exemplifying academic excellence through enrollment, retention, and graduation rates.
- 1.7 Affirm and expand national, regional, and specialized accreditations
- 1.8 Pursue continuous improvement through consistent, data-driven assessment and analyses of student learning.





# GOAL 2

## CULTIVATING DIVERSITY, EQUITY, & INCLUSION

We will cultivate an environment that supports an equitable, inclusive, and diverse population.

West Liberty University will cultivate diversity, equity, and inclusion by implementing the following strategic initiatives:

- 2.1 Develop and implement ongoing D.E.I. workshops.
- 2.2 Establish recruitment initiatives that target diverse student populations.
- 2.3 Create retention strategies that support a diverse student community.
- 2.4 Provide programs that build and strengthen inclusive teamwork.





# GOAL 3

## CREATING AN INNOVATIVE STUDENT EXPERIENCE

We work to create a vibrant and engaged student experience, no matter where or how students attend West Liberty University—undergraduate or graduate, residential or commuter, online or on campus.

West Liberty University will build an innovative student experience by implementing the following strategic initiatives:

- 3.1 Engage students in experiences that extend beyond the classroom.
- 3.2 Develop a student culture that fosters a true sense of belonging.
- 3.3 Provide holistic support for the whole student experience—financial, wellbeing, career, and physical support.
- 3.4 Provide resources that foster an innovative, safe, and nurturing student experience.





# GOAL 4

## ENHANCING COMMUNITY ENGAGEMENT

We envision WLU as a regional, national, and global leader in preparing a diverse student population to be impactful in society.

West Liberty University will enhance community engagement by implementing the following strategic initiatives:

- 4.1 Sustain and grow the university's image as a leader in the region by effectively telling our story.
- 4.2 Provide services and learning opportunities for all on- and off-campus constituencies.
- 4.3 Create, expand, facilitate, and sustain dynamic partnerships and relationships that serve all stakeholders.
- 4.4 Enhance communication practices to strengthen our brand and share information.





# GOAL 5

## STRENGTHENING OPERATIONAL & FINANCIAL EXCELLENCE

We see WLU as a future oriented institution, rooted in a successful past, pursuing continuing excellence with a strong workforce.

West Liberty University will strengthen operational and financial excellence by implementing the following strategic initiatives:

- 5.1 Support the university mission through solid business decisions and ongoing campus maintenance
- 5.2 Provide an outcome-driven culture with accurate data, best practices, and feedback
- 5.3 Develop an efficient business climate of ongoing employee evaluations, while offering learning and professional development opportunities
- 5.4 Continue to enhance technology to meet the changing needs of the University
- 5.5 Work collaboratively with the West Liberty University Foundation to grow private revenue.
- 5.6 Comply with local and state regulations for efficiency in finances





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*Words by Paul and Helen Elbin, Former WLU President and First Lady*

***Sing of our college, old West Liberty  
High in the hills she stands; higher still her standards  
Pride of the young and old; worthy our devotion  
Hail to West Liberty!***

***Many thy sons and daughters who have carried  
Thy name to greater heights in the fields of service  
May we uphold thy cause, as have those before us  
Hail to West Liberty!***

***Though we must leave thee, we shall e'er be loyal  
True to thy high ideals and the bonds of friendship  
Striving to serve thee in thy great endeavor  
Dear old West Liberty!***