Strategic Plan Update: 2016 Accomplishments

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Goal 1: Strengthen Liberal Education

Objective 1.1: The university will recruit and retain exceptional faculty members committed to the principles of liberal education and equity.

- Hired an Office of Faculty Affairs Manager whose experiences are specifically around recruitment and retention efforts.
- Hired a Director for the Center of Excellence for Teaching and Learning whose experiences focus on faculty pedagogy, high-impact learning, and curriculum development.
- Updated and revised the WSSU Faculty Handbook (final Board of Trustees approval pending).
- Provided more than 250 faculty professional development opportunities through the faculty-governed Professional Development Committee.

Objective 1.2: Institutional Learning Outcomes (Essential Skills) will be evident across all courses in both general education and majors.

- Academic programs provided baseline data about major courses that address one of the WSSU Student Learning Outcomes. A summary report was developed as basis for measurement of progress.
- Signature project discussions were introduced into planning for the new RFY course and in discussions of program honors.

Objective 1.3: Engaged and High Impact Practices will be evident across the curriculum.

- Started gathering information from across campus on internships as a first step in creating standardized syllabus, learning outcomes, and processes for undergraduate internships.
- Faculty team attended AAC&U workshop on HIps.
• Created syllabus requirements utilizing the eight key elements for high-impact practices.
• Featured a record number of posters at Scholarship Day in April 2016.
• Exercise Science had five students complete an Honor’s Thesis and graduated those students with honors from the major in May 2016.

Objective 1.4: The University will cultivate a stimulating intellectual community that fosters and supports scholarship, research, and creative work.
• Updated use of endowed professorships to allow recruitment of highly productive scholars in strategic disciplines.
• Increased the number of faculty research sponsored program awards from July-December 2016 from $2.06 million to $2.25 million compared with the same time period the previous year.
• Streamlined OSP’s Research Initiation Program (RIP) grant submission and review processes to encourage participation across CASBE and SoHS.
• Hosted several visiting scholars in CASBE.
• Showcased faculty expertise via quotes in mainstream news articles through Office of Integrated Marketing Communications.
• Named an Interim Director for the Center of Excellence for the Elimination of Health Disparities with a focus on community-based research.

Objective 1.5 The curriculum will be relevant, coherent, and diverse and will offer students a broad exposure to academia and the ways knowledge is produced.
• Planning group of faculty formed.
• Joined four other universities and AAC&U in discussing issues of Curriculum Coherency and Efficiency.
• Curriculum Coherency and Efficiency grant submitted to Teagle Foundation through AAC&U.
• Collected baseline data from academic departments about adherence to coherent framework and created summary report to use as basis for measurement of progress.

Objective 1.6: Opportunities to become global citizens will be integrated throughout the learning experience.
• Completed a four-year NEH faculty seminar on India. Ten faculty members have incorporated curriculum on India in their courses, or developed new courses. In addition, these faculty members are continuing research as well as mentoring students for study abroad to India and other countries. As a result, WSSU had its first student study in India in 2016.
• Developed a minor in Chinese studies, which will be implemented in Fall 2017.
• Offered lectures by visiting faculty, including a social work scholar from India and an Afro-Cuban studies scholar.
• Offered a public lecture by James Early, an Afro-Cuban studies scholar.
• Held a study abroad fair, for which 345 students registered.
• Offered a poetry reading and discussion with Anupama Raju, poet and head of corporate communications with UST Global, based in Kerala, India.
• Offered 21 co-curricular events during International Education Week.
• Signed a Memorandum of Understanding for South Africa University of the Western Cape.

Objective 1.7: Advisory and academic services will be ubiquitous, proactive and collaborative to empower students to achieve success through a liberal education.
• Launched an online tutoring interface.
• Conducted four General Education training sessions for faculty and staff. Created running schedule of training to conduct every semester.

Objective 1.8: Opportunities for co-curricular engagement focused on developing essential skills will be developed and supported across the educational experience and for all populations.
• Joined 44 institutions in AASCU’s Reimagining the First Year project.
• Identified a leadership team and a committee.
• Created a strategic action plan to guide the committee work.
• Revised Ramdition as a first step in reimagining the first year.
• Hired a Director of the First Year Experience.
• Began creating a curriculum for a two semester first year experience course that has a ‘big question’ approach that utilizes the university’s focus on social justice to hone essential skills and work on college transition skills. The course will also strongly rely on co-curricular experiences especially learning communities that tie the residence experience to the classroom to address the course learning outcomes.
• Realigned Housing and Residence Life programming to include weekend programming as a requirement for the residence hall staff.
• Created collaborations between the Faculty-in-Residence program and the Residence Assistants to offer students programming that directly correlates with their academic aspirations and personal needs.
• Supported campuswide programming by providing space in all residence halls to promote various campus programs and initiatives.
• Introduced the concept of Skill Articulation Guides to SGA and the leadership of registered student organizations.
• Purchased CareerSpots, a video resource that provides tips on interviewing and other job searching skills.
• Purchased the Interview Prep Module, an on-demand interview application that provides pre-recorded interview coaching for thousands of general and occupation-specific interview questions.
• Created opportunities for students to partner with local businesses and organizations to experience first-hand how they impact the community through housing, criminal justice, management, weatherization, and workforce development.
• Implemented Career Treks, which offers students valuable opportunities to learn about companies, industries, and careers in a personal setting.
• Partnered with the Department of Accounting and MIS to take students to Corning for a one-day shadowing opportunity to increase their awareness of career possibilities.
• Established a formal mentoring and job shadowing program with Reynolds American, Inc.
• Fostered a commitment to community engagement among first year students by offering 15 community service projects across Winston-Salem during new student orientation.
• Created internship opportunities designed to provide professional knowledge and skill development consistent with major/career goals.
• Through the Faculty in Residence program at Gleason-Hairston Terrace Hall, the FIR instructors’ gave facelifts to various programs incorporating several topics from masculinity, gender identity and post-election anxiety.
Goal 2: Enhance Quality of Graduate and Professional Programs

Objective 2.1: Transformative academic experiences for all graduate and professional programs will be offered.
- BodyViz conducted a demonstration of virtual anatomy at the Enterprise Center during fall 2016 to explore the feasibility of virtual learning in Anatomy at WSSU.

Objective 2.2: The health equity theme will be evident throughout the health sciences programs.
- Hired an interim director for the Center of Excellence in Eliminating Health Disparities (CEEHD).
- Completed a strategic plan for CEEHD.
- Submitted a grant to NIH to support health equity research.
- Began building health equity themes into graduate and undergraduate curricula in occupational therapy, physical therapy, exercise physiology, and clinical laboratory science.
- Revised curriculum in the Master’s of Nurse Education program to reflect health equity themes.
- Exercise physiology submitted a grant proposal to initiate research that improves the understanding of the chronic disease risks and health care disparities in autoimmune disease patients.
- Rehabilitation counseling, physical therapy, occupational therapy engaged in community outreach activities that promote health equity.
- Provided $60,000 in in-kind services through the occupational therapy/physical therapy Community Care Clinic, which provides rehabilitation services to underserved populations.
- Participated in Winston-Salem Rescue Mission Life’s Skills program serving homeless individuals.

Objective 2.3: Community engagement will be a signature aspect of graduate and professional programs.
- Provided community screenings of chronic conditions and frailty.
- Developed MSFit—a program to address the fitness needs of individuals with MS in collaboration with WSSU PT faculty and students.
- Provided community-based education from occupational therapy, community health screenings by physical therapy students and faculty; a LiveStrong cancer program at the YMCA; and a Know Your Numbers program at the YMCA.
- Served patients through the Community Care Center—a multi-specialty clinic in the East Winston Community where faculty and students from OT, PT, CLS, and DNP are currently seeing patients on a regular basis.
- Offered a Biomechanics Day for high school students who are from under-resourced schools to increase the interest in health-related fields.
Offered Northwest AHEC collaborations with high school students interested in health careers.

Objective 2.4: Joint disciplinary programs within the School of Health Sciences and between the School and the College of Arts, Sciences, Business and Education will allow students to pursue novel learning opportunities.

- Enrolled the first cohort of EXP to DPT student enrolled.
- Admitted 3 EXP students admitted to DPT program January 2017.
- Admitted four recreation sciences students to the occupational therapy program.
- Secured competency-based education grants for MHA and RN to BSN programs.

Objective 2.5: A diverse population of graduate students will be recruited, retained, and graduated.

- Designated specific marketing funds in grants and state funds from admissions.
- The Physical Therapy, Occupational Therapy, and Computer Science programs developed early admissions programs.
- Developed an articulation agreement for graduate programs with Bennett College, an HBCU in Greensboro.
- Designated a goal of $2 million for graduate student scholarships; raised $175,000 toward that goal.
- Identified select administrative staff to serve as primary contacts and navigators to guide and assist graduate students with admissions, registration, and university processes.

Objective 2.6: Graduate international programs or program components will be expanded.

- Signed an agreement for faculty-supervised, two-week occupational therapy fieldwork experience in Ecuador.
- Established a MOU with Nantong University in China. Faculty traveled to Nantong University to offer workshops and explore collaboration opportunities.
- Updated the MOU with Hubei University of Chinese Medicine. Delegation to visit WSSU in June 2017.
- Established a MOU with University of the Western Cape. First group of students to study abroad will be in summer 2018.
- Submitted to UNC GA a request to deliver an online transitional Doctor of Physical Therapy degree (tDPT). Plan to accept applications to tDPT (Summer 2017)
- Received signed copy of Qassim University’s contract (Saudi Arabia).
Goal 3: Build Commitment to Social Justice through Enhanced Community Engagement

Objective 3.1: Institutional centers will provide opportunities for research and service that impact student learning and communities in ways that enhance social justice.

- Sustained community economic development activities through The Enterprise Center and Center for Entrepreneurship with faculty and student leadership.
- Implemented a SBTDC student internship program.
- Offered Diggs Gallery exhibits, guest speakers and panel discussions with faculty and student leadership.
- Increased the number of students in biomedical and behavioral research to eliminate health disparities through BRIC.
- Maintained mobile clinic operations and faculty/student research with healthcare providers through the Center of Excellence for Elimination of Health Disparities.
- Grew pre-college student recruitment for STEM programs through NC-MSEN.

Objective 3.2: The curriculum will provide opportunities to promote social justice learning.

- The MBA 6321 marketing class served as a prototype to illustrate the strong partnerships and mutually beneficial relationships that could be developed between Winston-Salem State University and the community. MBA students gained hands-on experience by making positive and significant impact by creating business plans for five community partners.

3.3 Issues of social justice will be advanced through the work of faculty, students and staff.

- Identified faculty, staff, student government agencies and non-profit and community groups who will be directly involved in this effort.
Goal 4: Enhance Revenue and Stewardship of Resources

Objective 4.1: All plans, policies, practices and reward structures will reflect a commitment to stewardship of resources.

- Included stewardship as a criterion for the annual Chancellor's Achievement Awards.
- Included stewardship as a criterion within employee performance evaluations.
- Established a protocol for revenue support of University events with high ROI.
- Established Events Director Position to coordinate the use campus resources for events.
- Identified highest ROI events supported by discretionary funds and established budgets.
- Managed and monitored energy sustainability metrics/policies towards achieving established goals.
- Established discretionary budgets, with the expectation that spending will remain within budget, and manage to them.
- Established minimum reserve for each business/auxiliary.
- Created pro forma showing solvency by the end of the strategic plan and used the pro forma to manage available resources.

Objective 4.2: Increased funds will be available to support university priorities.

- Identified fundraising priorities and assigned annual financial targets.
- Reconvened the Advancement Council.

Objective 4.3: Scholarships and grants will be provided to offset educational costs, especially for those with financial hardship.

- Improved gap funding efforts for students with need.
- Revised standards for merit awards.
- Added class rank to Chancellor and Provost selection process to improve equity.
- Collaborated with Single Stop to help students and their families navigate financial aid application processes.
- Formalized the university's scholarship committee.
- Retained virtually all of students who received gap funding.

Objective 4.4: Processes and procedures for the strategic application of resources will be evident.

- Created a budget advisory group to provide oversight for the strategic plan process.
- Established a process for vetting funding priorities/requests that is data driven (Inclusive strategic budgeting process).
- Leveraged all available university funding resources and applied resources appropriately.
- Readjusted the Athletics budget process in anticipation of a balanced budget by 2021.
• Identified funding for strategic requirements (up to $2M in state funding) and leveraged other available resources (all sources funding approach).
• Established timelines and approval process for strategic budget requests.

**Objective 4.5: The university brand will enhance the reputation of the university among key audiences and support revenue generation opportunities in support of strategic priorities.**

- Retooled the existing Director of News and Media Relations position to create a Director of Communications and Media Relations position to create greater consistency across university communications.
- Overhauled key university publications, including Archway and RamBits.
- Purchased and implemented a university-wide calendaring system.
- Completed the design phase of new website.
- Filled two vacant positions in support of digital marketing and communications.
- Developed a social media users group and purchased a social media monitoring tool.
- Launched new brand messaging and updated the university's visual identity system.
- Rolled out new communications guidelines and standards.
- Kicked off the first phase of a multichannel marketing and branding campaign.
- Launched the first phase of a multichannel undergraduate and transfer student recruitment campaign.
- Launched the first phase of a multichannel recruitment campaign for the MBA program.
- Implemented new policies and procedures to ensure IMC staff time is spent more strategically and with a focus on recruitment, fundraising, and retention.
- Led successful NC Bond Campaign where WSSU was allocated $50 million for new Sciences Building.
- Identified external interest groups/influencers who will be key partners in WSSU efforts.
- Identified all internal offices/points of contact for support of WSSU advocacy.
Goal 5: Enhance the Quality of Physical and Operational Infrastructure

Objective 5.1: Information and learning technologies will be current, ubiquitous, mobile and adequate to support learning and business operations across the campus.

- Implemented advanced firewall and cyber monitoring.
- Refreshed desktops.
- Migrated email to Office 365.
- Implemented Proofpoint Spam and Malware Filtering.
- Completed networking of CDI.
- Hosted Banner Infrastructure upgrade to allow auto failover.
- Increased bandwidth and redundant connection.
- Repaired/replaced defective analog surveillance cameras in selected locations to digital capabilities.

Objective 5.2: Technology will be used to efficiently manage transactional processes freeing staff to focus on customer service with an equity-minded approach.

- Implemented Enterprise Resource Planning recommendations from Ellucian Survey.
- Launched the first phase of the recruitment customer management system.
- Hired a lead business analyst.
- Automated the request for payment process.

Objective 5.3: Academic facilities and learning environments will support high-impact teaching practices and student learning.

- Completed construction on the North Bridge and Parking Lots.
- Completed facility program verification and design modifications for the new Science Building.
- Completed construction documents for Hauser Hall and Arts & Visual Studies projects.
- Completed design of the Cromartie Street Guard Station.
- Renovated Dillard Auditorium.
- Completed design work on the renovation of McNeil Ballroom.
- Upgraded seating and flooring in Kennedy Dining Room.
- Completed mechanical system repairs in Anderson Center and Whitaker Gymnasium.

Objective 5.4: Living and learning environments within the residence halls will have facilities available for students to support and enhance learning opportunities.

- Conducted a walkthrough of all residence hall facilities to identify programming and multi-usage spaces.
Objective 5.5: Staff will be highly trained and committed to excellence.
- All eligible SHRA staff members received a formal reviews with a 100% compliance rate.
- Provided supervisory training on the performance management process.
- Reviewed Employee Survey Results with Institutional Assessment and Research.
- Created interview and selection training.
- Ensured strategic goals were incorporated into employee work plans.
- Developed Customer Service Training for employees.
- Developed a training video on liberal education, equity, and student-centeredness that is available on the WSSU website.
- Incorporated the strategic plan in recognizing individuals and teams the 2016 Chancellor’s Achievement Awards.

Objective 5.6: Operational excellence will be evidenced by results-oriented goals, policies, procedures, and assessments.
- Reviewed and revised all policies and procedures to ensure that they reflect an equity-minded approach that is both effective and efficient.
- Updated policy template to ensure consistency.
- Reorganized the policies website to be user friendly.
- Utilized student interns to assist with policy review.

Objective 5.7: Organizational structures will be aligned to foster and sustain strategic goals.
- Convened two joint meetings between Academic and Student Affairs (May and August).
- Reviewed articles on horizontal structures, best practices in student development and liberal education.
- Created Director of First-Year Experience as first horizontally defined position across academic and student affairs.
- Created and staffed the Office of University and Donor Events.
- Redefined the Role of Chief of Staff.
- Created Office of Enterprise Risk Management.