YEAR 3 IMPLEMENTATION

In the third year of implementation of the strategic plan, we have again made remarkable strides toward meeting our 5 year strategic goals, and again have done so in a period of enrollment decline and budget uncertainty. While our campus culture feels the effects of resource scarcity, it is worth noting that the accomplishments listed below occurred because staff, faculty and students worked together to accomplish great things. Our implementation efforts are interrelated, just as we anticipated when developing the diagram of our three strategic goals. For purposes of this report, we have attempted to highlight high level areas of strategic goal achievement by listing our specific year three accomplishments within each of the strategic goals. Year 3 of the plan has been a year of significant building and putting the processes in place to ensure our success in years 4 & 5 to completed our plan implementation.

Goal 1: Building a Community of Learners

By 2019, Westminster will cultivate a truly extended and inclusive community of learners that reflects personalized relationships and the best attributes of a small college.

- Developed and began to implement a college-wide diversity and inclusion plan. Hired the Associate Vice Provost for Diversity, Equity & Inclusion in Fall 2016. Expansion beyond the diversity plan goal, including infrastructure and collaboration, communications, and training and support.
• Outdoor Recreation Program working with Legacy Scholars (Student Diversity and Inclusion Center) by facilitating a trip for Fall semester, a Legacy Scholars trip for next Summer, and increased training of student trip leaders that focuses on Diversity and Inclusion.

• Continued efforts to foster inclusivity during a changing national political climate

• Created the first Corporate Community Partnership – a program that asks our corporate partners to support scholarships for first-generation students. The CCP raised $120,000 this year.

• The athletics Diversity & Inclusion Committee has developed an Athletics Diversity and Inclusion Plan.

• The Staff Emeritus Committee, working under the auspices of Staff Council, formalized the new Staff Emeritus program to bring retired staff with 15 plus years of Westminster experience back to the campus community. This year the college honored 11 former staff who retired from the college between 2004 and 2016 as new Staff Emeriti; they will join the initial “class” of four staff who retired last year.

• Staff Council is working across departments to create a conflict resolution program.

• Staff council, through Griffin Grant funding, has provided opportunities for staff to experience and tour the unique Westminster environment, with activities such as field trips to the airport, simulation days, and sporting event tailgates.

• The student affairs office developed learning outcomes for all programs and services and define learning domains outside of classroom connected to co-curricular programs and services.

• The Center for Coaching & Mentoring was launched, with co-directors Annalisa Holcombe & Richard Chapman. While there is not a physical space for the center, the programs grew exponentially. The Master Track programs (MBA and MPC/MSC) were moved to report to the center.

Goal 2: Innovating to Support Student Success

By 2019, Westminster’s culture of innovation and continuous improvement will place us at the forefront of high-quality, relationship-based, student-centered learning design.

• Implemented core curricular changes:
  • WCore; HON redesign and lateral entry; undergraduate major and graduate program redesigns; new majors and minors.
    • HON redesign and lateral entry: fall 2016 launch.
    • Undergraduate business redesign: fall 2016 launch.
• MBA redesign, continuation of implementation.
• Undergraduate nursing redesign: fall 2016 launch
• English major redesign: fall 2016 launch
• Educational Studies major: fall 2016 launch
• Global studies, entrepreneurship, and data science minors: fall 2016 launch
  ▪ Shared understanding of policies under development
  ▪ Continued assessment development
  ▪ Evaluated and developed potential programs identified last year
    ▪ Data science: minor begins fall 2016, graduate program in process
    ▪ Outdoor education leadership major: fall 2017 launch.
    ▪ Undergraduate CBE business/comm major: evaluating.
    ▪ DNP: MSN conversion to begin summer 2017, MSNA conversion to begin 2020.
      The FNP-DNP bridge has gone through faculty governance and BOT.
    ▪ Montessori early childhood summer licensure: Summer 2017
    ▪ Sports administration major: fall 2017 launch.
    ▪ joint MBA/MPH graduate program: under consideration. Still holding.
  ▪ Refined approaches to assessment of student learning
    ▪ 5 College wide learning goals
    ▪ Refined core theme objectives and indicators
    ▪ Redefined role of e-portfolios: fall 2016

Goal 3: Assuring Affordability & Sustainability
By 2019, Westminster will build a sustainable, thriving institution that provides affordable, high-value student education.
  o Created and implemented a strategic enrollment plan
- Redeveloped enrollment and admissions and reporting structures and changed search to that of an AVP of Enrollment
- Hired AVP Enrollment
- Continued interdepartmental, collaborative Enrollment Task force
- Recruiting systems, messages and communication flow were overhauled and aligned with branding. Many process and system improvements have been put in place.
- Hired director of undergraduate admissions.
- New admissions staff policies and procedures put in place.
  - Continued to develop a sustainable financial model for the college. After much research and analysis, the board approved an approach for a new financial aid structure, which has been termed “the Griffin Grant”, and will be offered to the 18/19 first year and transfer class.
  - Comprehensive campaign
    - FY 2015-16 fundraising goal was $8M, total raised was $8,648,291.
    - FY 2016-17 fundraising goal is $10M, total raised was $11.2M.
      - 3.6M directed toward scholarships
  - Campus safety
    - College wide emergency plan and an emergency operations center were established. A drill was completed in April 2017 surrounding the great Utah shake out.
  - Branding
    - New brand was launched internally and externally
    - New website was launched
  - Completed rezone of properties located on 1300 East
  - ADA process improvements
  - Gore School of Business developed partnership with Salt Lake Community College to ease process for transfer students