

January 17, 2017

The Board of Directors of Wittenberg University,

On behalf of the University Planning Commission (UPC), we are submitting to you <u>Wittenberg</u> <u>University Strategic Plan 2022: Renewing the Promise</u>. You will recall that the strategic planning process began with a vote by the Board in February 2016 and a charge from then Board Chair Tom Murray and Interim President Helton to form a Commission consisting of representative stakeholders from across the Wittenberg community to develop and present to the Board a strategic plan for the University at its February 2017 meeting. In the nearly yearlong process that ensued, the 28 members of the University Planning Commission engaged hundreds of members

measures, reviewed strategic plans from dozens of peer institutions, and drafted, shared, revised, and honed the document that would become the enclosed strategic plan.

The plan is borne out of the confluence of two shaping imperatives: the need for strategic direction for the University in challenging times, and the limitations imposed by significant transitions in University leadership at the presidential and Board levels. With the anticipated arrival of a visit team from our regional accrediting body, the Higher Learning Commission, in December, 2016, and the fact that our last strategic plan, Distinctively Wittenberg: A Vision for Excellence, had effectively sunsetted in 2013, waiting to begin the planning process was not a realistic option.

What emerged from our work (Board members Jonathan Eilert and Eric Rusnak both served as members of the UPC) was, in the words of the charge, a

The plan has been carefully calibrated to make progress on key University initiatives and priorities within its five year horizon, while also preserving a role for the exercise of leadership by

calls for the launch of a comprehensive campaign but does not prescribe priorities or themes for that campaign.) The strategic plan approved by the Board 12 years ago included 8 goals and 42 objectives; the plan you have before you has only 3 goals and 10 strategies/objectives.

The plan calls for growth in several key areas and continued improvement in operational efficiency; in this way, it is positioned as the logical complement to the difficult work of the past

-year vision statement approved at our October meeting, will focus the University on our mission and core business, and will lead us to a significantly improved financial position as we confront uncertain times in higher education.

#### In addition to <u>Renewing the Promise</u>

which identifies campus processes and procedures that need to be improved for the University to be successful in achieving its mission and also for the achievement of the goals in the strategic plan. The items included in the Operational Agenda are not strategic per se, but they are crucial to the well-functioning of the University. A draft of the Operational Agenda, currently in the final stages of revision, will be shared with the Board at the February meeting for

information. Finally, President Helton will ask a subset of the UPC to continue the work of planning for the implementation and monitoring of the plan in the time period from February 15 to August 15, and to do so in consultation with our new campus leader.

We are grateful to everyone who has contributed to the planning process, the members of the University Planning Commission, and especially those who provided leadership to the UPC: Vice President for Strategic Initiatives Ty Buckman, Chemistry Professor Pete Hanson, and our process

# Wittenberg University Strategic Plan 2022: Renewing the Promise February 2017

Prepared by the University Planning Commission



Mission: Wittenberg University provides a liberal arts education dedicated to intellectual inquiry and wholeness of person within a diverse residential community. Reflecting its Lutheran heritage, Wittenberg challenges students to become responsible global citizens, to discover their callings, and to lead personal, professional, and civic lives of creativity, service, compassion, and integrity.

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The Mission and Values of Wittenberg University

At an important time in the life of our historic University, the University Planning Commission

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## Wittenberg University Strategic Plan 2022: Renewing the Promise

In February 2016, ten years after the official adoption of "Distinctively Wittenberg," the Board of Directors called for the formation of a University Planning Commission (UPC) to bring back in one year's time "a dynamic and focused strategic plan," which would guide the University for the next five years and beyond. The UPC set about engaging the Wittenberg community in the planning process, holding Open Space sessions to gather ideas and feedback from all major University constituencies. By the end of July, the UPC had engaged hundreds of Wittenberg stakeholders and friends in facilitated conversations, on and off campus, asking them to reflect on Wittenberg's future and bringing their questions and ideas into the planning process. From June to August, seven Thematic Groups with more than 80 total participants were formed

Second, as a diverse residential community dedicated to intellectual inquiry and wholeness of person, Wittenberg will enhance the student experience so that more of our graduates benefit from all that the University has to offer. The fully realized Wittenberg Commitment, with its emphasis on advising, engaged learning, alumni networking, and creating pathways to graduation for all of our students, will address many of these facets of campus life. A new wellness plan and a state-of-the-art center for career and vocational development that combines campus services with the knowledge and commitment of our tens of thousands of alumni will also transform the student experience in the next five years.

Third, as a liberal arts university, Wittenberg depends more than most institutions on the strength of its community, both in the bonds that unite the campus, and its deep connection to alumni and friends in Springfield and around the world. Preparing for and launching an overdue comprehensive campaign will be an indispensable part of bringing this community together and elevating the University's engagement with its key constituencies in the next five years.

Finally, we see this narrowly focused strategic plan as setting the stage for more ambitious efforts in the years to come. It will take hard work, perseverance, and careful execution to reach our goals, but Wittenberg has shown itself to be nothing if not resilient in the face of many challenges in its 172 years. We are honored by the example of those who built and sustained this institution across many previous generations, and we call upon our community now to come together and work together toward renewing the promise of our great University.

### Wittenberg University Strategic Plan 2022: Renewing the Promise

Wittenberg University provides a liberal arts education dedicated to intellectual inquiry and wholeness of person within a diverse residential community. Reflecting its Lutheran heritage, Wittenberg challenges students to become responsible global citizens, to discover their callings, and to lead personal, professional, and civic lives of creativity, service, compassion, and integrity.

Wittenberg University will become a twothousand student residential campus in the Lutheran tradition that provides an elite, engaged, financially accessible liberal arts education to a diverse student body. (Oct 2016)

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1.1.2: Implement a comprehensive international recruitment strategy

1.1.3: Expand academic program outreach and recruitment, including department-specific endowed scholarships, first year research fellowship opportunities and special interest awardsstrategy

1.3.2 Develop aligned with market demand and growth potential, and stage their launch appropriately over the next five years

<u>8 - + + - + - - - - - - - - - - - - driven, whole-person-focused, exceptional student</u>

Strategy 2.1: Establish a leading and innovative center for career and vocation that engages students and alumni and enables them to thrive in their post-graduate employment, studies, and service

2.1.1 Create seamless and integrated coordination between the new center, alumni relations, and the Hagen Center for Civic and Urban Engagement to expand significantly the number of internships, externships, and vocational exploration opportunities for our students

2.1.2 Secure funding to endow a center for career and vocation and provide leading high impact experiences for our students

2.1.3 Develop a unified approach to programming initiatives and materials that draw upon the Lutheran understanding of vocation

2.1.4 Expand opportunities for alumni to utilize areas of expertise to help mentor students, identify internship and employment opportunities, and to network with each other

Strategy 2.2: Broaden and improve the student experience with campus-wide and cohort-based programming and initiatives

2.2.1 Develop a comprehensive plan to achieve new levels of student health and well-being with an emphasis on prevention that combines an evidencebased public health approach with innovative engagement strategies

2.2.2 Provide programming, support, and resources to develop scholar-athletes who will compete on a national level and model the Division III philosophy by: discovering their true callings; developing life, leadership, and academic skills; and dedicating themselves to a life of serving others

2.2.3 Develop student experience and satisfaction metrics, dashboard, and annual goals that aggregate National Survey of Student Engagement data, cocurricular learning outcomes assessment, campus housing satisfaction surveys, and related measures

Strategy 3.3: Leverage the new Health, Wellness, and Athletic facility and related campus resources to reach new students and forge new ties with local and regional communities

3.3.1 Develop data collection and long term outreach strategy for participants in youth sports programs and community events held at all athletic facilities

Strategy 3.4: Develop a plan to become a nationally recognized 8 # ‡ 7 as named by *The Chronicle of Higher Education* with key criteria that include trust, respect, pride, achievement of organizational objectives, and teamwork

