Global Impact for the Next Century

EMBOLDENED BY THE SUCCESSES OF OUR FIRST CENTURY, WE LOOK TO THE FUTURE.

Webster University Strategic Plan

2015–2020

Webster
UNIVERSITY

webster.edu/globalimpact

Webster University's strategic plan, *Global Impact for the Next Century*, is organized around four themes:

- Global Innovation Through Inclusive Leadership
- A Global, Student-Centered Experience
- A Network of Academic and Operational Excellence
- Strategic and Sustainable Development

Together, the four themes focus on Webster University's unique strengths that provide the foundation from our past and the story of our future:

We will be a strong, global institution, offering distinctive learning experiences and, through those experiences, develop global citizens with the competencies to lead and succeed. By thriving as an institution, we will ensure that our students, alumni, faculty, staff, and partners will also thrive.

Mission, Vision, Values

MISSION

Webster University, a worldwide institution, ensures high-quality learning experiences that transform students for global citizenship and individual excellence.

VISION

Our vision is to be a premier U.S.-based international university setting a distinct standard for global education.

VALUES

STUDENTS

By sustaining a personalized approach to a global, student-centered education through small classes, close relationships with faculty and staff, and attention to student life.

LEARNING

By developing educational programs that join theory and practice, provide an international perspective, encourage creativity and scholarship, and foster a lifelong desire to learn and actively serve communities and the world.

DIVERSITY AND INCLUSION

By creating an environment accessible to individuals of diverse cultures, ages, and socioeconomic backgrounds and instilling in students a respect for diversity and an understanding of their own and others' values.

GLOBAL CITIZENSHIP

By educating a diverse population locally, nationally, and internationally, acting responsibly toward the environment to foster a sustainable future, and strengthening the communities we serve.

THEME ONE

Global Innovation Through Inclusive Leadership

Webster University will provide distinctive educational experiences which highlight our unique global network and leverage the expertise and talents of faculty, staff and students at all campuses.

With our network of international campuses, strong global partnerships, faculty experience and expertise, and global operational capabilities, we are well situated to offer unique global experiences to students and to lead the way in preparing the global citizens of tomorrow with competencies for success. We will strengthen and improve in these areas and seek opportunities to increase visibility for our unique story.

OBJECTIVES

A LEADER IN GLOBAL EDUCATION

We will ensure a global feature in every academic program, establishing a common characteristic of all Webster University programs and a point of distinction for the institution.

GLOBAL INNOVATION

We will develop and actively manage a strategic portfolio of signature programs and partnerships, which highlight Webster's global expertise and which will increase visibility and reputation for our scholarship, learning environments, and co-curricular activities.

STREAMLINE SUPPORT FOR INNOVATION

We will encourage innovation while recognizing distinctiveness of locations, markets, and diverse populations across the world of Webster.

INCLUSIVE LEADERSHIP LITERACY

We will provide leadership training and opportunities for engagement in the university's critical conversations and initiatives for faculty, staff and students to increase and use their leadership skills.

METRICS

METRIC 1:

Global Mobility of our Students

Sub-metric 1: Mobility of Undergraduate (UG) Students U.S.
Participation rate (%) of undergraduate students at the main campus who study abroad

Sub-metric 2: Mobility of Undergraduate Students Worldwide
Participation rate (%) of undergraduate students at all Webster campuses who study abroad

METRIC 2:

Global Mobility of our Employees (Faculty, Staff, and Administrators)

Number of faculty and staff who participate in employee mobility programs

METRIC 3:

Diversity of our Students, Faculty & Staff

Diversity of Webster students, faculty and staff (%)

ACTION

Each of the four themes has four objectives – a total of sixteen goals we aim to achieve by 2020. To ensure continuous and measurable progress toward the objectives, 15 key metrics have been identified to measure our success and track our progress. The Webster University Strategic Plan Update Reports will share performance on these metrics with our constituents.

THEME TWO

A Global, Student-Centered Experience

Webster University will take a student-centered and action-oriented approach to learning, which will be driven by our core values - students, learning, diversity and inclusion and global citizenship.

We value a culture that connects students – to each other, to their faculty, to their local and global communities – and provides opportunities for engagement, discovery, and the development of competencies that will help them succeed in their chosen fields. We will support the culture of real-world experience through the development and strengthening of curricular and co-curricular activities designed to give students opportunities to practice their developing competencies.

OBJECTIVES

ACTION-ORIENTED COMMUNITY
We will design and imbed experiences across the network that enrich students' understanding of our core values and put those values into action. We will strive to position Webster to receive external recognitions for action-oriented learning with a focus on the values of global citizenship and diversity.

NEW & EXEMPLARY PROGRAMS INCLUDING STEAMM
We will provide support for programs that will increase student engagement, access and success.

ENSURE EXCEPTIONAL IMPLEMENTATION & OUTCOMES
We will align student support systems across the Webster network to deliver student-centered experiences with measurable outcomes.

ABUNDANT & MEANINGFUL EXPERIENCES
We will develop and support faculty and staff to excel in delivering student-centered experiences.

METRICS

METRIC 4:
Undergraduate student retention rate

1-year retention of first-time, full-time, degree-seeking freshmen (main campus and worldwide)

METRIC 5:
Undergraduate student graduation rate

6-year graduation rate of first-time, full-time, degree-seeking freshmen (main campus and worldwide)

METRIC 6:
Graduate student retention rate

1-year retention of graduate students (by campus and online)

METRIC 7:
Graduate student graduation rate

4-year graduation rate of graduate students (by campus and online)

ACTION

A variety of initiatives, small and large, short- and long-term, will be initiated to "move the needle" on the metrics. Each initiative will have a "charter" – a succinct and practical plan that will include the name of the person responsible for the initiative, his/her team, and a timeline with milestones for completion, source of funding, and expected results.

THEME THREE

A Network of Academic & Operational Excellence

Webster University will move to the next level of academic excellence with degree programs and academic enrichment opportunities fitting our diverse student population and will achieve operational excellence in the delivery of programs and services.

We will be a strong global institution both academically and operationally. Academic excellence is supported by a culture that supports faculty teaching, scholarship, research, artistic endeavors, curriculum development, and service across the network. Operational excellence is supported by infrastructure, policies, systems, and actions which ensure that data is reliable, communication is effortless across the network, and systems function well, all so that our focus is on learning.

OBJECTIVES

COMPREHENSIVE EXCELLENCE
We will achieve markers of excellence through the development and enhancement of academic programs and operational systems.

EXCELLENCE INITIATIVES
We will challenge and support students to achieve individual academic excellence.

ENHANCE INFRASTRUCTURE AND COMMUNICATION
We will ensure that operations and infrastructure support academic and operational excellence.

COMPREHENSIVE FACULTY/STAFF DEVELOPMENT
We will provide development and support for faculty and staff to achieve excellence in academic and operational endeavors.

METRICS

METRIC 8:
Number of Full-time Faculty

Sub-metric 1: # of full-time faculty in St Louis
Sub-metric 2: # of full-time faculty at International Campuses

METRIC 9:
Academic Profile of Incoming Undergraduate Students

Sub-metric 1: ACT
Average ACT of incoming first-time, full-time freshmen at main campus

Sub-metric 2: High School GPA
High school GPA of incoming first-time, full-time freshmen at main campus

METRIC 10:
Undergraduate Career Success:

Percentage of Domestic and International Campus Undergraduate Students with Jobs or Acceptance into Master Programs after Graduation

METRIC 11:
Number of Endowed Funds for Scholarships

ACTION

Some initiatives will launch immediately; others will require start-up time. Some initiatives can be completed within one year; others are longer term. As initiatives are completed, new initiatives will be vetted and selected to continue the progress toward our objectives. The goal of all initiatives is to make progress on objectives, as measured by our metrics.

THEME FOUR

Strategic & Sustainable Development

Webster University will develop and implement integrated strategies that lead to sustainable, strategic, and balanced development.

The landscape of higher education is changing rapidly due to economic and demographic changes, questions about the necessity and affordability of college degrees, the impact of technology, the rise of the for-profit education sector, and other forces. Maintaining and growing revenue is necessary for the overall financial health of the institution and to fund the priorities set out in the strategic plan.

OBJECTIVES

STRATEGIC ENROLLMENT GROWTH
We will determine specific geographic areas, demographic constituencies, and modalities that will lead to sustainable growth. For Webster University, key areas are: traditional undergraduate students, non-traditional undergraduates (adult learners over age 25), graduate students, online students, and non-degree-seeking students (students seeking a credential other than a full degree, such as a certificate).

PRIORITIES FOR OPTIMAL GROWTH:
We will develop and allocate financial and human resources to support priority initiatives.

DEPLOY & USE RESOURCES EFFECTIVELY:
We will create a culture of commitment to sustainability and resource efficiency and integrate these concepts into all arenas, including our business practices and our curricular and co-curricular programs.

STRENGTHENED STRATEGIC PARTNERSHIPS
We will develop and enhance affiliations with strategic partners in the corporate, government, non-profit and education sectors locally and globally. Through mutually beneficial collaborations, we will increase visibility and awareness of Webster University, advance our mission, create good will, and maximize enrollment opportunities.

METRICS

METRIC 12:
Enrollment
- *Sub-metric 1: # of graduate credit hours, worldwide*
- *Sub-metric 2: # of online credit hours*
- *Sub-metric 3: headcount of non-traditional students (25 years of age and older)*
- *Sub-metric 4: headcount of resident students (WEBG)*
- *Sub-metric 5: headcount of international students at U.S. campuses*
- *Sub-metric 6: headcount at international campuses*

METRIC 13:
Endowment
- *Sub-metric 1: Value of the endowment*
- *Sub-metric 2: Income generated by endowment provided to university*

METRIC 14:
Financial Performance
- Operating Revenues – Unrestricted revenue derived from sources related to everyday operations

METRIC 15:
Green Business Challenge Scorecard
- Composite score on the St. Louis Business Challenge Scorecard

ACTION

Accountability is key to the success of this plan. Themes, objectives, metrics and initiatives will be "owned" by people in key positions, and resources will be made available to advance and complete initiatives.

Background

In 2008, Webster University adopted Vision 2020 as a new strategic plan. The Vision 2020 plan articulated Webster's vision to be a premier U.S. - based international university setting a distinct standard for global education. Grounded in four core values—students, learning, diversity, global citizenship—the Vision 2020 plan established Webster's mission as a worldwide institution that ensures high-quality learning experiences that transform students for global citizenship and individual excellence.

Since 2008, the Webster community has advanced Vision 2020's six goals and individual activities and objectives. A "strategic prism" refined the plan by articulating a systems orientation to executing elements of the plan, and the Webster 2015 Stretch Goals were created to establish ambitious quantifiable metrics for accomplishing Webster's vision and mission.

Vision 2020 was effectively implemented and completed by 2015, the year of Webster's Centennial. As Webster enters a second century, it does so in a manner that builds upon our storied heritage and accomplishments and advances Webster's vision and mission in the next century. *Global Impact for the Next Century* builds upon the foundation of Webster University's global network. It embraces our global heritage and provides the innovative links to mobilize Webster's vast network of academic and operational excellence on our campus locations around the world.

PROCESS: DEVELOPING *GLOBAL IMPACT FOR THE NEXT CENTURY*

Hundreds of members of the Webster University community—faculty, staff, students, administrators, trustees, alumni—developed the foundation documents for the new strategic plan and have led the design of this plan: *Global Impact for the Next Century*. These efforts from 2009 – 2015 helped to establish the foundation for the plan:

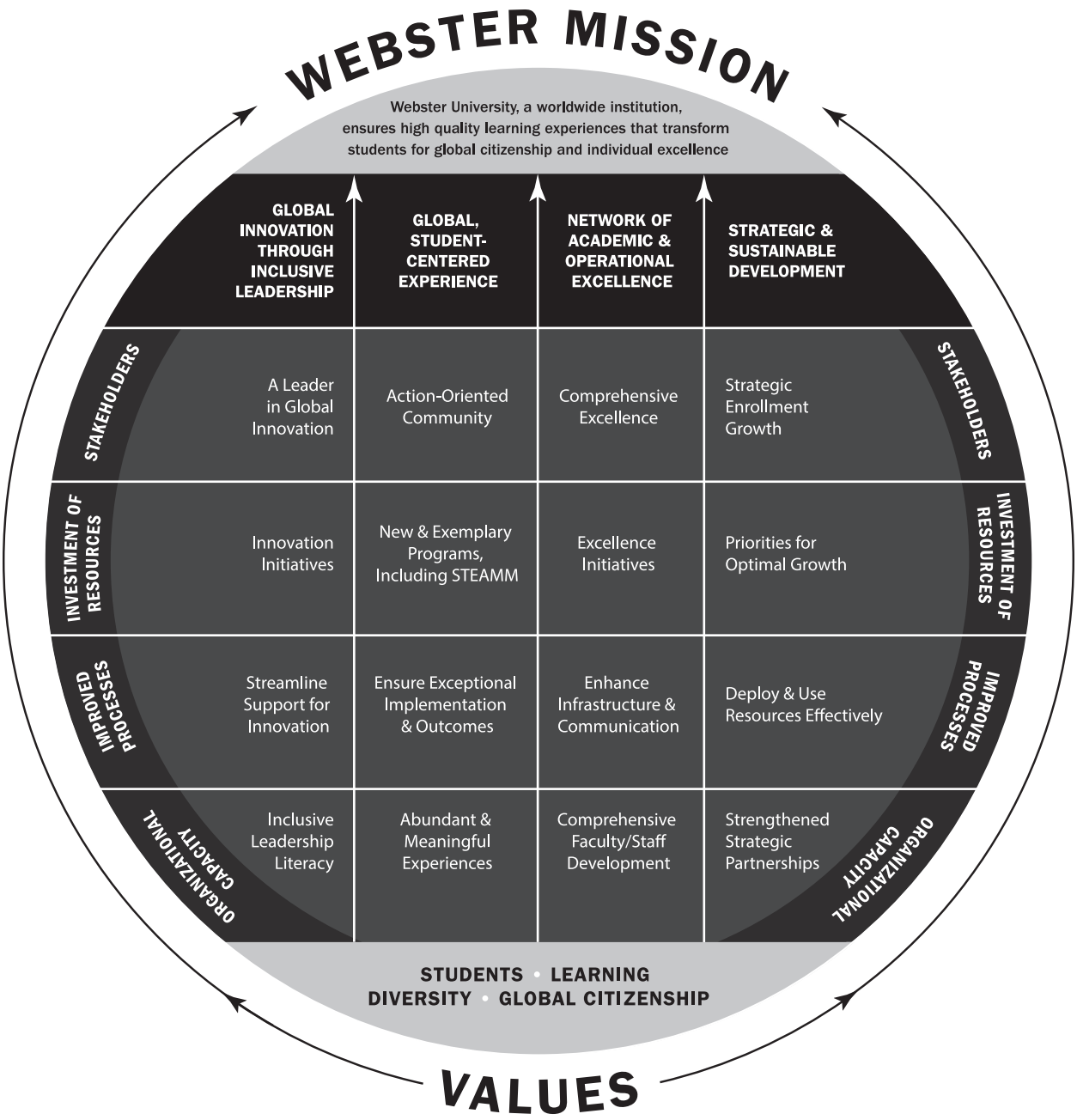
- Webster's Internationalization Laboratory
- Seven Working Groups: Science, Technology, Engineering, Math, Medicine (STEMM); External Outreach and Engagement; Recruitment and Enrollment; Retention; Policies and Procedures/Shared Governance; Diversity and Inclusion; and Organizational Realignment
- Deans' Global Initiative
- Academic Program and Site Review
- Trustee Retreats
- Strategic Plan Steering Committee

Credo, a comprehensive higher education consulting firm serving private colleges and universities, provided expert assistance to the Strategic Planning Steering Committee, chaired by the vice provost and comprised of Webster faculty, staff, and administrators.

RESULT: WHAT THIS PLAN ACCOMPLISHES

This plan builds on Webster's accomplishments and successes in its first century to assure success in its second. The themes and initiatives capitalize on Credo's research about the dimensions of thriving independent colleges and universities.

GLOBAL IMPACT FOR THE NEXT CENTURY



Global Impact for the Next Century

Webster University Strategic Plan 2015–2020

Webster UNIVERSITY

webster.edu/globalimpact