



**Strategic Plan
2018-2023**

**Draft
December 5, 2017**

Message from the President

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Introduction

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The University Context and Environment

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Mission

Shepherd University, a West Virginia public liberal arts university, is a diverse community of learners and a gateway to the world of opportunities and ideas. We are the regional center for academic, cultural, and economic opportunity. Our mission of service succeeds because we are dedicated to our core values: learning, engagement, integrity, accessibility, and community.

Vision

Shepherd: A Premier Public Liberal Arts University

We will be a nationally respected community of learners where passion, purpose, and experience unite to inspire individuals to shape the world.

Core Values

Committed to excellence, Shepherd University embraces the following five core values:

- **Learning**-Shepherd University creates a community of learners who integrate teaching, scholarship, and learning into their lives. In order to create challenging, relevant experiences, inside and outside of the classroom, the university continually evaluates and assesses student learning. We recognize and accommodate diverse learning styles and perspectives necessary for global understanding.
- **Engagement**-Shepherd University fosters environments in which students, faculty, staff, and members of the community engage with each other to form mutually beneficial relationships. We believe that meaningful engagement, with ideas and with people, promotes deep learning and nurtures critical thought.
- **Integrity**-Shepherd University strives for an environment of honesty and fairness in its actions. University officials seek input from students, faculty, and staff and make informed and objective decisions. We expect all members of the community to act in accordance with this value.
- **Accessibility**-Shepherd University provides services to all qualified students. Our staff and faculty are available to students and are committed to respecting and meeting individual needs. University governance and budgeting structures reflect our commitment to transparent processes and public access to information.
- **Community**-Shepherd University comprises a community that includes students, faculty, staff, alumni, and involved citizens. We meet the needs of this community through assessment, development, and implementation of innovative programs and initiatives. We strive to create a safe environment based on mutual respect and acceptance of differences.

The Shepherd Image

Goal 1: *Create a unified visual and communications identity that clearly relays Shepherd University's distinctive brand of academic excellence and innovative spirit to prospective students, collaborative partners, and the greater community.*

Strategies

- Develop an integrated marketing plan that creates a unified visual and communications identity.
- Strengthen and enhance strategic recruitment and enrollment efforts for in-state, out-of-state, and international undergraduate and graduate students.
- Position Shepherd University as a leading provider of academic, cultural, entrepreneurial, and continuing education opportunities.
- Support Shepherd University's mission through community engagement that values and respects the knowledge and expertise of its community, leading to innovative solutions such as co-development of academic programs, development of new knowledge, improvement of facilities, and new funding sources.

The Student Experience

Goal 2: *Empower and support Shepherd's increasingly diverse students as they pursue a rigorous and transformative education that includes academic experiences beyond the classroom, preparing them for ongoing and future academic and career growth.*

Strategies

- Ensure that qualified students with financial need have the ability to enroll, persist, and succeed at Shepherd.
- Offer a flexible, high-quality education that accommodates varied learners through traditional, evening, weekend, summer, and online course structures.
- Provide enhanced academic advisement that ensures students will be able to successfully navigate the requirements for graduation.
- Provide clear pathways to and from Shepherd, through increased partnership agreements with high schools, community colleges, and professional and graduate schools.
- Expand internship and career-related opportunities, preparing our students as professionals in a global workforce.

The Employee Experience

Goal 3: *Encourage, recognize, and reward faculty and staff for their contributions to the University's mission, within a collaborative working environment that fosters academic freedom and professional growth.*

Strategies

- In conjunction with institutional financial indicators, create benchmarks for offering salary and merit increases for all faculty and staff.
- Offer alternative benefits to improve work/life balance such as telecommuting, tuition remission for dependents and spouses, and childcare.
- Encourage faculty innovation that incorporates new instructional techniques and learning modalities that increase opportunities for Shepherd's diverse students.
- Create increased professional development opportunities for staff and faculty that enrich the profile of the institution.

The Campus Environment

Goal 4: *Establish a financially and environmentally sustainable campus environment.*

Strategies

- Focus on creating a sustainable campus and a mindset of energy conservation and recycling practices, as well as electronic solutions for internal processes.
- Diversify income streams and enhance budgets with extramural funding through grants, sponsored research, fundraising initiatives, and potential lease and rental agreements.
- Evaluate and adjust academic and administrative structures to meet current and future demands.
- Continue to work in alliance with the Shepherd University Foundation to support university-community partnerships built on trust and mutual benefits.
- Maximize the efficient use of campus facilities.

Moving Forward

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Acknowledgements

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