

## ***Webster University Strategic Plan San Antonio Region Appendix***

**Vision statement:** To assist Webster University become a premier U.S.-based international university setting a distinct standard for global education.

### **Values and/or guiding principles:**

#### ***Students***

By sustaining a personalized approach to education through small classes and close relationships with faculty and staff.

#### ***Learning***

By supporting 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 San Antonio communities.

#### ***Diversity***

By creating an accessible environment for 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, acting responsibly toward the environment to foster a sustainable future, and strengthening the communities we serve.

### **Short-term goals/priorities/initiatives:**

#### **Goal #1 Set the Standard for Global Education**

Webster University is a premier U.S.-based university setting a standard for global education by fostering dialogue, respect and understanding across boundaries and between peoples.

**09-10 Accomplishments:** Strengthen the Study Abroad Affiliate Program calls for increased enrollment in the international campus network by drawing more students from the affiliate network. One proposal will extend the World Traveler \$1,000 airline ticket benefit to students from affiliated institutions. Growing the affiliate network by recruiting additional schools is also under consideration. New School Partnership: Webster University is considering an international partnership program with the New School. The locations of Brazil and Dubai are under consideration. This strategy came forward mid-way through FY2008-09. The Chancellor is charged with developing the strategy. Regent's College Deeper Cooperation takes advantage of exciting moves made by a partner institution. Regent's College is adding new staff and programs, including a possible London School of Film, Media and Performance. Webster University should take advantage of these additional opportunities and draw Regent's operations deeper into Webster University. BLCU Partnership: The Beijing Language and Culture University is a partner in the Confucius Institute. Tong Tu, Webster's operation in China, will take advantage of the existing relationship and develop a program to offer graduate degrees to expatriates in Beijing. Resurgence of the Leiden campus combines several current strategies and

ongoing university actions into one strategy. These steps are directed at improving both the financial and academic performance of the Leiden campus. This proposal is evidence of the growing sophistication of the strategic planning process, where various actions are targeted at achieving a common goal.

#### **San Antonio Accomplishments:**

- **Opened a new campus at Randolph Air Force Base and began offering Human Resources Management and Management and Leadership programs.**
- **Moved location of all classrooms at Lackland AFB to much improved facilities featuring state-of-the-art IT infrastructure – eventually working toward WIFI.**
- **Began the process of phasing-out Camp Bullis in order to optimize resources**
- **Have recruited an exceptional and diverse student, adjunct faculty and staff**

#### **Goal #2 Advance Excellence in Teaching and Learning**

Webster University will excel in teaching and learning; and will utilize continuous quality improvement to achieve excellence outcomes for students, faculty and academic services.

**09-10 Accomplishments:** E-Portfolio and Blackboard Next Generation: Implementing an e-portfolio solution and the Next Generation Blackboard software support a number of strategies and institutional goals. An Electronic Portfolio solution is needed for assessment of student work in the School of Communications, College of Fine Arts, and School of Education. The electronic portfolio will allow the institution to sample student work and will serve as a tool for external reviewers in documenting Webster's measurement of student learning. Swiss Accreditation for the Geneva Campus: Local accreditation is a boon to the international campuses, as witnessed by the benefits realized at the Vienna and Leiden campuses. The Geneva campus will follow the other European wholly-owned campuses and seek Swiss accreditation. Geneva will invest in the faculty and other resources required for Swiss accreditation over the next three years and seek accreditation in FY 2012-13.

#### **San Antonio Accomplishments:**

- **Kemper Award winners in 2009, 2010, and 2011**
- **Faculty remains active by attending conferences, etc.**
- **Faculty receives regular professional development and training**
- **Faculty received outstanding evaluations and end-of-program evaluations**
- **Faculty and staff actively participate in various initiatives sponsored by the College of Arts & Sciences and George Herbert Walker School of Business and Technology.**

#### **Goal #3 Extend Our Tradition of Fulfilling Unmet Needs**

Webster University will extend its tradition of changing lives and meeting unmet needs by providing our unique offering of American-style education to a greater number of students.

**09-10 Accomplishments:** Stabilize and Reposition New Freshmen Class Recruitment is not simply a financial aid strategy even though it does increase the New Freshmen discount from

42% to 46%. The higher discount rate is a response to Webster's position in the marketplace and recent economic upheavals. The Office of Enrollment Management is also reconsidering and revising all of the New Freshmen recruiting efforts. Military Marketing: For the first time, Webster University is embarking on a national advertising campaign aimed at military students. The program will expand the current advertising for military to the level that achieves national exposure. Marymount College Partnership outlines a new agreement between Webster University and Marymount College. Marymount College, located in Rancho Palos Verdes, CA, is a two-year institution specializing in preparing undergraduate students for four-year bachelor degree programs. Market research indicates that Marymount College students may be willing to complete a bachelor's degree program at the Rancho Palos Verdes campus. Combining Webster University's expertise in managing extended campus programs with Marymount students is a positive move for both institutions. Webster University has an opportunity to grow the full-time undergraduate student transfer class while Marymount College will offset fixed operating costs with a new revenue source. Professional Enrichment Scholarship for Alumni program started this winter/spring. It offers alumni an opportunity to start a graduate degree program at a deeply discounted rate.

#### **San Antonio Accomplishments:**

- **Aggressively promoted availability of on-line academic programs**
  - **Selectively offered "in-class" rates where necessary and appropriate**
  - **Featured availability of on-line programs during new student orientation**
- **Developed comprehensive business case for establishment of a Metropolitan campus**
  - **Additional on-ground degree and certificate programs**
  - **Degree Completion programs**
  - **Week-end programs**

#### **Goal #4 Place Students First**

Webster University will focus on student needs and concerns. All students, whether undergraduate, graduate, traditional-age or non-traditional age will receive a distinct personal experience. A concerted effort will be made to instill alumni with a strong institutional affinity, pride and a lifelong connection to the University.

**09-10 Accomplishment:** Themed Living Floors is expanded for FY2009-10. A new floor in FY2009-10 and another FY2010-11 will augment the current two floors. Themed Living is a proven strategy to increase student retention. Online Student Services and Retention Initiative is another program to enhance online revenue sources. It is targeted at the 2,000 fully online students who would benefit from additional interaction with the institution.

#### **San Antonio Accomplishments:**

- **Sponsored multiple, student-centered APA workshops**
- **Conducted multiple new student orientation and outreach sessions**

- **Participated in graduations and college fairs at Fort Hood, TX**

### **Goal #5 Enhance Our Reputation**

The Webster University institutional brand is established and recognized, contributing to long-term academic quality, financial stability, increased enrollments and organizational health.

**09-10 Accomplishments:** Create and launch a worldwide campus engagement process that results in an integrated marketing plan. Identify a Webster team to work with a specialized higher education research, marketing and branding firm to design a process for engaging individuals across the worldwide campuses with the purpose of making explicit the key positioning elements that form the basis of branding messages for Webster University.

### **San Antonio Accomplishments:**

- **Created and launched a region-wide advertising campaign featuring**
  - **Benches at Fort Sam Houston**
  - **Education Fairs**
  - **Newspaper Advertisements**
  - **Specialty Events**
    - **Deployer's Events**
    - **Newcomer's Extravaganzas**
  - **Shared events with ESOs and other Educational Institutions on-base**

### **Goal #6 Utilize Resources to Achieve Strategic Goals**

Webster University will maintain a high level of financial wellness comparable to its benchmarked peers to insure long-term viability. The University will continue to build upon its reputation of good stewardship of resources and build equity through an effective allocation strategy, which invests in our human, facilities, technological, and fiscal resources.

**09-10 Accomplishments:** Create a General Counsel position is one of the few administrative strategies coming forward in FY2009-10. The proposal is funded from internal resources. If implemented, the position would fill a gap in the administrative team. Healthcare Cost Adjustment addresses the effect of a 40% increase in employee health insurance contributions. Such a large increase will place a strain on many employees with family health insurance coverage, especially for those employees outside the HMO coverage areas. These families must use the more expensive PPO family plan. In order to address this situation, management is proposing a realignment of employee contributions from 7% for single employees and 38% for families to 16% for single employees and 30% for employees. The revised contribution plan will make family health insurance more affordable. The revised employee contribution amounts are based on industry benchmarks. Management is proposing a \$1,000 compensation adjustment per benefits-eligible domestic employee to help offset the 40% percent increase and the realigned employee contributions. The \$1,000 amount should allow employees to chose health insurance coverage based on needs instead of cost. The total cost of program is \$1.08M, \$930K in salaries

and \$158K social insurance costs. Market-Responsive Academic Program Development Fund: Create and pilot a version of a market-responsive academic program development fund; evaluate the pilot results to develop and fund an FY2010-11 action plan. Identify a team including Webster faculty, staff, students, and alumni who research and benchmark similar efforts at other institutions. This team should also engage constituencies from the worldwide campuses to vet ideas for the pilot plan. Create and pilot a plan designed uniquely for Webster that includes clear statements of purpose, eligibility for and process of awarding funds, metrics for success, synergy with other Vision 2020 strategies, and accountability requirements. FY2009-10 levels compared to FY2008-09 levels. Retention defined as online students reaching the half way point of their graduate degree program, six classes. The institution will develop stronger metrics for the strategy over time.

### **San Antonio Accomplishments:**

- **Hired two campus directors**
  - **Lackland AFB**
  - **Randolph AFB**
- **Established and awarded inaugural San Antonio-based Endowed Scholarship Fund**
  - **Joyce G. Peavy**
- **Webster Works in San Antonio**
  - **Annually, Webster University sponsors a community service day – Webster Works Worldwide – in partnership with a local agency or nonprofit organization. Students, faculty, staff and alumni from Webster campuses around the world work team up to accomplish tasks that are often neglected due to lack of time and resources. Projects range from tutoring, painting, and yard work, to working with children or seniors.**
  - **In San Antonio, Webster University has adopted the Salvation Army William Booth Community Center. The center is an independent living community designed to help older adults maintain their independence while recognizing that they are aging. The focus of Webster Works in San Antonio is to provide residents of the center with social, educational and recreational opportunities that help enrich their lives. In doing so, Webster University is leveraging its resources to help empower the Salvation Army to provide life-enriching activities and services to seniors in our metro area.**