An organization’s culture is its most valuable and yet its most precarious competitive advantage. It defines how the people who compose that organization interact with each other and with constituents. The significance of culture and community is particularly apparent at Westminster College, where our conversations over the preceding months have underscored the value we place on relationships in all that we do—particularly student-centered, personalized relationships focused on teaching and lifelong learning. This plan builds on the depth of those feelings about our college community and the culture that can make us truly distinctive.

The plan is bold, for it extends many of the innovations that Westminster faculty and staff have pioneered to our entire college community. Adapting the practices of mentoring, a fundamental element of historical liberal arts education, and coaching, a developmental relationship that both empowers and places responsibility on participants, we will use these relationships to create a more collaborative and transparent community. Creating a distinctive college culture is a new “business model,” similar to those of leading organizations worldwide, that will enable us to innovate, continuously improve, and achieve sustainability. We will build that culture from within, challenging our community to achieve new levels of excellence in scholarship, service, inclusiveness and diversity, and success for our graduates. The plan addresses the challenges of a dynamic educational and economic environment by calling for continuing innovation and by directly addressing the revenue and spending priorities of the college to achieve the goals we have defined. It responds to what planning participants often referred to as “focus.”

That the plan articulates this vision while honoring and even reinforcing the values and beliefs that have been at the heart of our mission and values statements is a testament to the commitment and hard work put into its creation by so many. From an initial town hall of over 200 participants more than 18 months ago to multiple retreats, forums, and electronic submissions, this process has been open and inclusive. While it has taken time, it has benefitted from the numerous topical conversations a deliberative process invites.

Although envisioned as a five-year timeline, which will be in effect from 2014 to 2019, our planning and assessment must be ongoing, adaptable, and dynamic. With that in mind, I urge you to review the plan and help identify ways you can and do contribute to these goals and strategies.

Brian Levin-Stankevich
President

Introduction by the President

Westminster College is a private, independent college dedicated to student learning. We are a community of learners with a long and honored tradition of caring deeply about students and their education. We offer liberal arts and professional education in courses of study for undergraduate, selected graduate, and other innovative degree and non-degree programs. Students are challenged to experiment with ideas, raise questions, critically examine alternatives, and make informed decisions. We encourage students to accept responsibility for their learning, to discover and pursue their passions, and to promote more equitable and sustainable communities.

Our Mission

Westminster College will use the power of learning and mentoring relationships to create a transformational and accessible student experience, enabling more vibrant, just, and successful lives for our graduates.

EXECUTIVE SUMMARY

Core Values

- Impassioned teaching and active learning
- Respect for diverse people and perspectives
- Collaboration and teamwork
- Personal and social responsibility
- College-wide excellence
- High ethical standards

Learning Goals

- Critical, analytical and integrative thinking
- Creative and reflective capacities
- Leadership, collaboration, and teamwork
- Writing and other communication skills
- Global consciousness, social responsibility, and ethical awareness

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Salt Lake City, Utah 84105
westminstercollege.edu
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.

OUTCOMES:

- Westminster is a student-centered community of lifelong learners embodying an ethos that is respectful, inclusive, empowering, and accountable.
- Westminster demonstrates equity, diversity, and global consciousness throughout its activities.
- Westminster exemplifies a culture of collaboration, personal growth, and professional development.
- Westminster delivers exceptional experiences to all members of Westminster’s core and extended communities.

Assuring Affordability and Sustainability

By 2019, Westminster will build a sustainable, thriving institution that provides affordable, high-value student education.

OUTCOMES:

- Westminster has implemented a transparent process of continuous improvement in all functional areas.
- Westminster has processes in place to ensure student access is not limited by socioeconomic status, and students graduate with as little debt as possible.
- Westminster has diversified and expanded revenue sources that support the college mission and operations.
- Westminster has identified an optimal enrollment plan grounded in consistent goals and measures.

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.

OUTCOMES:

- Westminster explores and disseminates the latest research on innovative learning practices, programs, and student support services and provides professional development in these areas.
- Westminster students demonstrate mastery of the college-wide learning goals and program-specific goals.
- Westminster provides programs, opportunities, and pathways for entry that meet the needs of a broader range of learners.
- Westminster degrees integrate liberal education, professional programs, co-curricular activities, and community engagement.

STUDENT LEARNING

- Internationalize our campus community and student experiences.
- Create a center for innovative learning.
- Provide every student with a high-impact learning experience.
- Utilize integrative and community-based education to enhance student learning.
- Assess student learning and hold all parties accountable for student outcomes.
- Integrate liberal education and professional programs as a distinctive hallmark.
- Improve retention and graduation rates.

COLLEGE ECONOMY

- Implement an ambitious enrollment management plan.
- Commit to address the cost of undergraduate education and to graduate students with as little debt as possible.
- Identify new revenue opportunities to support strategic priorities.
- Implement a comprehensive capital campaign.
- Implement a marketing and branding campaign that builds on our strategic initiatives and supports academic excellence and enrollment objectives.
- Implement transparent processes for assessing spending priorities across campus.
- Pursue accreditations and affiliations that reflect the quality of a Westminster education.

COMMUNITY CULTURE

- Implement team coaching and mentoring as fundamental experiences for everyone in the Westminster community.
- Complete and adopt a multi-year diversity plan.
- Extend the Westminster network to include alumni and our external community as collaborators in student engagement.
- Create a culture of respect and fairness through collaboration and transparency.

KEY STRATEGIES

Three interdependent strategies will guide campus behaviors to enhance the mission of Westminster’s strategic goals. Priorities will be established, and these strategies will be implemented over time.

1. STRATEGIC GOALS

The Westminster community will focus on three foundational strategic goals to create transformational and accessible student experiences that will enable vibrant, just, and successful lives for our graduates. These strategic goals describe the desired states that will be achieved through the successful implementation and adaptation of this plan.

- Westminster delivers exceptional experiences to all members of Westminster’s core and extended communities.
- Westminster demonstrates equity, diversity, and global consciousness throughout its activities.
- Westminster exemplifies a culture of collaboration, personal growth, and professional development.

2. IMPLEMENTATION

A transparent process will be the foundation for assessing the effectiveness of the strategic goals and strategies. A Strategic Planning Council will recommend changes, prioritize strategies, and identify persons responsible for implementation through an annual review cycle.

3. WORK GROUP PRIORITIES

The success of this strategic plan depends on its integration with past and future initiatives of the college. This plan is intended to build upon and guide the continuing development of existing college-related plans.

- Westminster Network
- Center for Innovative Learning
- Center for Coaching & Mentoring

4. COLLEGE ECONOMY

- Develop capacity for mediation
- Enrollment management plan
- Diversity plan
- Budgeting processes and planning linked to annual priorities derived from this strategic plan.
- Institutional units and functions evaluated based on quality, cost, threats, and opportunities.
- Planning processes implemented transparently.

5. PAST AND FUTURE CONNECTIONS

- Environment and sustainability
- Athletics
- Diversity and global consciousness
- Information services
- Academics
- Enrollment management
- Athletics
- Four-year experience
- Community engagement
- Environmental sustainability
- Co-curricular activities
- Westminster Network
- Center for Innovative Learning
- Center for Coaching & Mentoring

6. FIRST STEPS

- Strategic Planning Council appointed (quality assurance/continuous improvement) to analyze and make recommendations on all planning processes and outcomes annually.
- Budgeting processes and planning linked to annual priorities derived from this strategic plan.
- Institutional units and functions evaluated based on quality, cost, threats, and opportunities.
- Planning processes implemented transparently.

7. STRATEGIC INITIATIVES

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8. WORK GROUP PRIORITIES

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10. PAST AND FUTURE CONNECTIONS

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- Athletics
- Diversity and global consciousness
- Information services
- Academics
- Enrollment management
- Athletics
- Four-year experience
- Community engagement
- Environmental sustainability
- Co-curricular activities
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11. STRATEGIC INITIATIVES

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12. WORK GROUP PRIORITIES

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14. PAST AND FUTURE CONNECTIONS

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- Diversity and global consciousness
- Information services
- Academics
- Enrollment management
- Athletics
- Four-year experience
- Community engagement
- Environmental sustainability
- Co-curricular activities
- Westminster Network
- Center for Innovative Learning
- Center for Coaching & Mentoring

15. STRATEGIC INITIATIVES

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16. WORK GROUP PRIORITIES

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17. COLLEGE ECONOMY

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18. PAST AND FUTURE CONNECTIONS

- Environment and sustainability
- Athletics
- Diversity and global consciousness
- Information services
- Academics
- Enrollment management
- Athletics
- Four-year experience
- Community engagement
- Environmental sustainability
- Co-curricular activities
- Westminster Network
- Center for Innovative Learning
- Center for Coaching & Mentoring

19. STRATEGIC INITIATIVES

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