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 deliberate 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
Our Mission

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.

Vision

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.

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
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.

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.
Building a community of learners
Innovating to support student success
Assuring affordability and sustainability

our GRADUATES
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 cultivated and communicated clear perception of value to students, parents, and stakeholders.

• Westminster has identified an optimal enrollment plan grounded in consistent goals and measures.
KEY STRATEGIES

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

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.
COMMUNITY CULTURE

- Implement 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.

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.
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.
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.

WORK GROUP PRIORITIES
• Develop capacity for mediation
• Enrollment management plan
• Diversity plan
• Westminster Network
• Center for Innovative Learning
• Center for Coaching & Mentoring

PAST AND FUTURE CONNECTIONS
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:
• Master plan
• Information services
• Enrollment management
• Four-year experience
• Athletics
• Diversity and global consciousness
• Environment and sustainability
• Schools within the college

This plan will guide the creation of future capital campaigns, enrollment strategies, marketing plans, and strategic directions.
Building a Community of Learners

OUTCOMES:
Westminster is a student-centered community of lifelong learners embodying an ethos that is respectful, inclusive, empowering, and accountable.

- Evidence:
  - Tracks trends through surveys that provide insight into student willingness to recommend Westminster, student perceptions of key relationships, workplace satisfaction, transparency, ability to participate in college governance, productive conflict resolution, and comfort to freely express opinions in a “safe space.”

Westminster demonstrates equity, diversity, and global consciousness throughout its activities.

- Evidence:
  - Offers internally equitable and externally competitive compensation.
  - Improves presence of underrepresented groups throughout the Westminster community.
  - Reflects equity, diversity, and global consciousness in its curriculum.

Westminster exemplifies a culture of collaboration, personal growth, and professional development.

- Evidence:
  - Offers opportunities for all faculty and staff to engage in scholarship: discovery, integration, engagement, teaching, and learning.
  - Supports faculty members participating in vital contemporary discussions in their disciplines.
  - Matches every member of the campus community with a sponsor, advocate, or mentor.
• Supports professional development that benefits employees and the college’s strategic plan.
• Provides timely, thorough annual feedback to every employee.
• Tracks and celebrates number of faculty involved in formal student mentoring relationships.

Westminster delivers exceptional experiences to all members of Westminster’s core and extended communities.

• Evidence:
  • Provides an opportunity for every student to have a high-impact experience that projects her/him into the community.
  • Increases number of alumni involved in curricular, co-curricular, and mentoring events and programs.
  • Increases alumni participation rate in annual fund.
  • Administers and tracks results of an alumni satisfaction survey.
  • Utilizes alumni connections to provide internships and job placements.
  • Tracks aggregate volunteer hours and impact on local communities.
  • Involves students, faculty, staff, and alumni in the “Westminster Network” to extend the campus and gain alumni, business, and community involvement in the success of Westminster students.
Innovating to Support Student Success

OUTCOMES:
Westminster explores and disseminates the latest research on innovative learning practices, programs, and student support services and provides professional development in these areas.

- Evidence:
  - Offers innovative programs primarily designed and implemented by full-time faculty members.
  - Supports development of promising ideas through streamlined processes and appropriate allocation of resources.
  - Encourages faculty and staff to publish research and/or present on innovative educational practices.
  - Leads the industry by hosting and providing innovative learning symposia in teaching and learning.
  - Establishes a Center for Innovative Learning.
  - Receives external funding in recognition of innovative approaches.
  - Implements attributes and practices of innovative organizations (e.g., W. L. Gore & Associates, 3M) that are applicable, cost effective, and promise to generate outcomes.
  - Showcases purposefully designed, implemented, and evaluated programs with clear enrollment, cost, quality, career, and revenue expectations.
  - Modifies the student support model to create greater faculty/staff collaboration in serving student needs as measured by student perceptions of the quality of key relationships and the impact of these collaborations.
Westminster students demonstrate mastery of the college-wide learning goals and program-specific goals.

- Evidence:
  - Integrates the eportfolio into liberal education and program-specific learning goals.
  - Becomes recognized as a model for demonstrating the outcomes of student learning.
  - Ensures the level of graduates’ success—as measured by employment and beginning salaries, further study, service, or other post-graduation opportunities—is commensurate with that of peer and aspirational institutions.
  - Adopts innovative practices that maximize the impact of all faculty in student learning.
  - Identifies and achieves retention competitive with aspirational peers and goals for four- and six-year graduation rates.
  - Becomes recognized for best-of-class academic programs, learning opportunities, and accreditations that enhance student outcomes.

Westminster provides programs, opportunities, and pathways for entry that meet the needs of a broader range of learners.

- Evidence:
  - Serves a more diverse student body.
  - Hosts dedicated alternative pathways featuring cohort- and market-driven programs with fiscal viability.
  - Creates opportunities for students to demonstrate college-level knowledge, skills, and competencies gained outside the classroom.
  - Awards credit through prior-learning assessment models.
  - Provides opportunities for students to engage in innovative contract majors to better tailor their education to their unique needs and goals.
  - Cultivates meaningful participation by students in gap-year and bridge-sequence programs.
Westminster degrees integrate liberal education, professional programs, co-curricular activities, and community engagement.

- Evidence:
  - Provides each student with a significant high-impact learning experience (e.g., research, internship, leadership positions, service learning, international or diversity experience) according to her/his major or program.
  - Strengthens and leverages community partnerships (e.g., Promise South Salt Lake) to offer students new learning opportunities and to improve our society as measured by service learning hours, eportfolio reflections, and other metrics.
  - Utilizes student employment positions to promote learning outside the classroom through integration of the college-wide learning goals into employment.
  - Provides academic paths in each four-year major that allow for and encourage study abroad and other international learning opportunities.
  - Adopts an innovative liberal education model to give students more choice and create more excitement about and understanding of the learning experience.
  - Supports faculty members participating in vital contemporary discussions in their disciplines.
  - Matches every member of the campus community with a sponsor, advocate, or mentor.
  - Supports professional development that benefits employees and the college’s strategic plan.
  - Provides timely, thorough annual feedback to every employee.
  - Tracks and celebrates number of faculty involved in formal student mentoring relationships.

Westminster delivers exceptional experiences to all members of Westminster’s core and extended communities.

- Evidence:
  - Provides an opportunity for every student to have a high-impact experience that projects her/him into the community.
  - Increases number of alumni involved in curricular, co-curricular, and mentoring events and programs.
  - Increases alumni participation rate in annual fund.
  - Administers and tracks results of an alumni satisfaction survey.
  - Utilizes alumni connections to provide internships and job placements.
  - Tracks aggregate volunteer hours and impact on local communities.
  - Involves students, faculty, staff, and alumni in the “Westminster Network” to extend the campus and gain alumni, business, and community involvement in the success of Westminster students.
Assuring Affordability and Sustainability

**OUTCOMES:**

Westminster has implemented a transparent process of continuous improvement in all functional areas.

- **Evidence:**
  - Uses transparent assessment criteria for all initiatives and functions of the campus community.
  - Communicates progress consistently on the strategic plan college-wide.
  - Implements cost-sensitive assessment models and processes.

Westminster has processes in place to ensure student access is not limited by socioeconomic status and that students graduate with as little debt as possible.

- **Evidence:**
  - Offers alternative pathways to learning goals and degree programs that are more affordable and less time- and place-dependent, with the goal of serving a more diverse student body and achieving revenue goals.
  - Develops cost-effective and revenue-positive programming to meet these needs (e.g., degree-completion programs, career-changing adult programming).
  - Uses prior-learning assessment, and assures that transfer students can readily satisfy liberal education learning goals and achieve timely graduation.
  - Implements early and continuous financial-planning coaching for prospective and current students, families, and graduates.
  - Provides abundant private scholarship funding.
  - Utilizes effective student employment methods to enhance and supplement student learning.
  - Reduces the amount of guaranteed and private student debt shown in the Integrated Postsecondary Education Data System.
  - Ranks high in affordability on national lists.
Westminster has diversified and expanded revenue sources that support the college mission and operations.

- Evidence:
  - Completes or makes significant progress on a capital campaign to fund initiatives supported by the strategic plan, and increases the rate of annual giving.
  - Increases the size of its endowment.
  - Acquires a positive bond rating.
  - Expands grants through support for sponsored research (potential for collaborative partnerships) that broadens the opportunities for students to participate in research.

Westminster has cultivated and communicated a clear perception of value to students, parents, and stakeholders.

- Evidence:
  - Ranks consistently and positively in the *U.S. News and World Report* and the *Princeton Review*.
  - Increases student success measurements such as job placement, graduate-school acceptance rates, and starting salaries.
  - Reflects the academic rigor and selectivity of a Westminster education through acceptance rates.

Westminster has identified an optimal enrollment plan grounded in consistent goals and measures.

- Evidence:
  - Raises the qualifications of incoming freshmen.
  - Meets clear and consistent enrollment goals.
  - Decreases the discount rate.
  - Reflects the future Salt Lake population through demographic profiles of incoming students.
  - Grows international enrollments.