

Westcliff University 2020-2025 Strategic Plan

Goals & Objectives

Mission, Vision & Core Values

Mission: Westcliff University's mission is to Educate, Inspire, and Empower students from around the world to achieve personal and professional success by providing practical, innovative, high-quality campus and online programs.

Vision: Westcliff University strives to become the most innovative global educational institution, respected for its transformative, technologically advanced programs and initiatives with a focus on excellence, social responsibility, and diversity.

Core Values:

- Integrity
- Accountability
- Social Responsibility
- Global Citizenship
- Diversity & Inclusion
- Collaboration
- Compassion

Institutional Learning Outcomes

The Institutional Learning Outcomes at Westcliff University are mapped to its Core Competencies (seven in total) the Program Learning Outcomes, and the Course Learning Outcomes.

The Institutional Learning Outcomes are different for each level of education: Undergraduate (Bachelor), Graduate (Master) and Graduate (Doctor).

Students graduating from Westcliff University are expected to achieve competency in the following Institutional Learning Outcomes, as appropriate to the level of the students' study.

Undergraduate – Bachelor Programs

Written communication

- Use language that is grammatically correct in a style appropriate to the audience
- Prepare written arguments that are well presented, supported and formatted

Oral communication

- Employ the appropriate non-verbal aids to convey the oral message appropriately
- Organize the message to obtain acceptance of the intent

Interpersonal Skills

- Solve problems collaboratively, applying the appropriate knowledge, skills and attitudes
- Become recognized as a respected leader of one's peers

Critical Thinking

- Solve the appropriate organizational problems creatively, efficiently and effectively

Ethics

- Respect the diversity of different cultures, communities and individuals
- Recognize ethical issues when presented in a complex context, understanding cross relationships between issues

Information Literacy

- Select and evaluate the appropriate information that is required to make an informed decision

Quantitative Reasoning

- Use diagrams and graphs to express an idea
- Convert into numerical concepts the essences of real life problems
- Organize numbers logically to solve problems

Graduate – Master Programs

Written communication

- Master the conventions of the written language, with culturally accepted structures for presentation and argument, awareness of audience, and other situation factors, while successfully mixing texts, data and images

Oral communication

- Demonstrate compromise by facilitating cooperation, achieved through informational persuasive, and expressive oral communication

Interpersonal Skills

- Develop inner excellence and a strong emotional foundation by exhibiting behaviors (self-awareness, self-confidence, stress management, resilience, persistence, perseverance, patience and perceptiveness) that lead to stronger rapport and better human relationships

Critical Thinking

- Be open-minded and motivated to seek the truth by distinguishing between fact, opinion, and intentional deception summarizing and creatively synthesizing complex issues with insight and reflective judgment so as to decide what to believe or what to do

Ethics

- Be critically engaged in global and local issues, with increased reflection and analysis of values, assumptions, beliefs and attitudes of diverse cultures and communities and subsequently able to contribute to the global society

Information Literacy

- Articulate a need for information, apply with expertise an analysis of others' claims and use enhanced ability to summarize findings both collaboratively and individually

Quantitative Reasoning

- Evaluate, construct and communicate arguments and other communications using quantitative reasoning

Graduate – Doctor Programs

Written communication

- Prepare original content rich documents, which demonstrate effectively a logical, well-constructed argument that makes significant contributions to the industry related literature

Oral communication

- Employ the appropriate non-verbal aids or supplements to accurately convey the oral message appropriately and consistently, and to organize the message as to obtain consensus and acceptance of its intent for the purpose of efficacy in decision-making

Interpersonal Skills

- Create an image of charisma, maintain an optimistic attitude, radiate energy, use passion as a catalyst to generate enthusiasm, inspire others to excel in conflict resolutions, expectations management, decision-making and problem solving

Critical Thinking

- Able to approach innovation systematically through the analyses of competing ideas resulting in clarity and the development of original concepts

Ethics

- Respect diversity in culture, communities, and individuals that foster an environment of understanding and learning, and to recognize ethical issues and dilemmas presented in a complex content in such a way that cross-relationships between issues can be readily identified

Information Literacy

- Ability to add respected, original information to the annals of the relevant industry

Quantitative Reasoning

- Combine the use of diagrams and graphs to summarize and express ideas, and to have the ability to utilize numerical data, concepts logically to construct an understanding to be used for problem solving

University SWOT Analysis

Strengths

- Strong commitment from the University board, staff, faculty, and leadership for achieving the Vision and Mission of the University
- Financial stability and judicious use of resources
- Accreditation with WSCUC, ACBSP, and the ABA
- Commitment to creative and innovative practices that drive student success
- Diversity at all levels, including student, staff, faculty, and leadership
- Affordable tuition compared to other programs with similar credentials
- High performance on key student metrics, including referrals, retention, graduation, and placement
- Expertise in distance learning (synchronous and asynchronous)

Weaknesses

- Small populations in emerging degree programs
- Brand recognition and awareness
- High dependence on student tuition for revenue
- Reliance on outside parties for facilities to support athletic programs
- Non-traditional campus and student housing options
- Smaller budget compared to larger benchmark universities

Opportunities

- Ongoing emergence of distance learning, particularly in the wake of COVID
- Rising interest in educational institutions to join our network for student recruitment
- Larger platform on which to grow brand awareness and recognition
- Industry demands for programs that align with current and planned university offerings
- Expanded skill set among diverse and seasoned staff and leadership to refine internal systems and processes to increase effectiveness and efficiency
- Increased variety and affordability of educational technology to integrate into curriculum
- Opportunities for new campuses in select regions that align with University targets for prospective students

Threats

- Increased attractiveness of other countries for international students
- Growing competition by major universities with competitive pricing in online learning
- State and federal legislation against for-profit education
- Decreasing attractiveness of a 4 year bachelor degree
- Indefinite duration of the COVID-19 pandemic and related economic consequences
- Higher-than-normal unemployment rates that limit financial resources of current and prospective students

Strategic Goals

- Goal #1: Academic Excellence
- Goal #2: Student Success
- Goal #3: Staff, Faculty & Leadership Development
- Goal #4: University Growth & Diversity
- Goal #5: Community Engagement & Visibility

Strategic Goals & Objectives

Strategic Goal #1: Academic Excellence

Achieve academic excellence to meet student and community needs through an integration of: innovative teaching and learning practices; data-driven program development and improvement; and quality curriculum standards.

Strategic Objectives:

- A. Launch the Westcliff Innovation Center with initiatives designed to promote innovative student learning experiences
- B. Refine and enhance the selection, process for collection, and use of data within Institutional Research to effectively support decision-making
- C. Develop and implement new academic programs that reflect evolving marketplace needs and workforce opportunities
- D. Enhance the design and delivery of academic programs

Strategic Goal #2: Student Success

Create an exceptional student experience focused on success throughout the journey at Westcliff and beyond.

Strategic Objectives:

- A. Provide targeted and holistic support to increase student retention and academic success
- B. Prepare students for professional success to secure employment before and after graduation
- C. Improve student graduation rates
- D. Promote community by providing a wide variety of extra-curricular activities and workshops for the development of our students
- E. Expand the university's financial assistance to students
- F. Provide student support through meaningful programming and co-curricular activities
- G. Provide value-added technology resources for students, faculty, and staff.

Strategic Goal #3: Staff, Faculty & Leadership Development

Build a diverse team of student-focused professionals made up of committed staff members, visionary leaders, and innovative faculty to drive and execute the university's mission.

Strategic Objectives:

- A. Recruit and retain qualified staff to support student body growth

- B. Provide sufficient development and training opportunities to continuously foster the personal and professional growth of staff
- C. Recruit and retain a sufficient number of qualified faculty to support a high quality learning experience for the growing student body
- D. Develop faculty on the use of innovative teaching strategies
- E. Promote a graduate academic culture with refined expectations and increased opportunities for faculty research, scholarship, and creative activity

Strategic Goal #4: University Growth & Diversity

Strengthen the sustainability and viability of the University through university expansion and the growth of an increasingly diverse student body.

Strategic Objectives:

- A. Develop new locations to expand the University's presence nationally and internationally
- B. Build the athletic department to attract quality, diverse student athletes and appeal to the student community around them
- C. Expand the University's international population of students on campus and online
- D. Revitalize Western State College of Law in the Orange County community
- E. Grow the College of Technology and Engineering to effectively establish the STEM programs at Westcliff University
- F. Increase enrollment of local students by targeting opportunities for growth within the Southern California region
- G. Increase online student enrollment to further diversify the Westcliff University student body

Strategic Goal #5: Community Engagement & Visibility

Increase University's community engagement efforts and visibility through outreach programs, awareness activities, and volunteer opportunities.

Strategic Objectives:

- A. Establish collaborative relationships with businesses and organizations that support the University's mission
- B. Promote a culture of community service by engaging Westcliff staff in local outreach activities
- C. Enhance the awareness and profile of the University among the communities it serves
- D. Provide opportunities for students and alumni to participate in charitable activities and contribute to the well-being of the community