

Wenzhou-Kean University 2020-2025 Strategic Plan

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Wenzhou-Kean University Mission

Wenzhou-Kean University (WKU) is a shining example of the mutual cooperation between the United States and China in higher education. As a center for fostering cultural exchange between China and the United States, the mission of this university is based on two primary principles of access and excellence.

The access component of this mission is to provide the opportunity to students in China from many different provinces to receive international higher education in an English-speaking university in China. Access also means that students from all over the world, especially the United States have the opportunity to study in China using an international curriculum and meeting the guidelines of the accreditation agencies that accredits Kean University (KU) in USA and its programs in Wenzhou, China.

The excellence component of this mission is to provide world-class education, with world-class programs, taught by world-class faculty in world-class facilities in Wenzhou, China.

The Foundation: 2015-2020 WKU Strategic Plan – Highlights of Accomplishments

From 2015 to the beginning of 2020, WKU had succeeded with the realization of about 250 out of the 311 (about 80%) of stipulated implementation items. Highlights of accomplishments include the creation of

- highly-rated academic programs/disciplines with requisite facilities
- first-tier cohort of students supported by an innovative student-centered culture
- outstanding faculty distinguished in their respective disciplines
- active research collaboration among faculty, students and staff
- administrators flexible with the application of data-driven solutions
- state-of-the-art teaching, research and residential facilities
- regularized collaborative networks with Greater Wenzhou community and beyond
- diversified sources of income in the context of a sound financial management system

The plan was adopted by the Board of Directors in 2015 and the University monitored and reported regularly on the work accomplished.

Internal and External Environmental Scan

With the changes in the situation of higher education we can see some opportunities and challenges that WKU are facing. These include:

External Environment Scan:

1. Increasingly fierce competition to recruit students.
2. Strong domestic demand for international high-quality education, but faced with the restrictions of international students' policies of the countries.
3. Compete with other Sino-Foreign cooperative universities or programs in China.
4. The government's support for campus construction will continue, but it is also

hoped that WKU shall realize self-balance in the near future.

5. Operating expenses have gone up annually, including Labor cost, campus construction, etc.
6. Graduate placement rate shows a slight downward trend.
7. The uncertainty of future social development puts forward higher requirements for higher education.

Internal Environment Scan:

1. Tuition and fees income increases based on the increase of enrollment.
2. Students and parents put forward higher requirements for the academic programs' quality of WKU.
3. The number of international students and students from Hong Kong, Macao and Taiwan is small, and the student population in WKU need to be more diverse.
4. WKU shall enhance service and support to meet the need of students, including the career development tutoring and guidance on applying master's program.
5. Social service needs to be enhanced in terms of research, student cultivation and graduate "stay local".

Wenzhou-Kean University's Vision 2025

The vision for WKU of this strategic plan that we call Vision 2025 is to build on the foundations of the work we have been able to accomplish during our last WKU strategic plan. That plan has enabled us to build world-class educational and residential facilities, create new world-class educational programs.

This new plan is also built on what we have been able to achieve in providing our students the best educational support programs with systems that integrate all these programs into a cohesive whole to provide students with the opportunity to get a world-class educational experience at Wenzhou China. Our world-savvy students are succeeding in many areas including developing research skills at a level we could not imagine achievable eight years ago. They are being accepted to some of the best graduate programs in the world, employment in great companies and opening businesses of their own. They are fully prepared to succeed in a knowledge-based economy with high levels of innovative, creative and entrepreneurial skills.

The world-class education system that WKU has established now, allows it to move beyond what it has already accomplished. WKU is setting ambitious new goals to significantly enhance the reputation of the university, create even more world-class programs and develop the university into a tier-one research institution which is the future for a regional University with a global reach and reach tier-one research status. To achieve that designation WKU will improve and significantly increase its faculty research capabilities and productivity. WKU also needs to prepare the faculty to move easily between online and in-person education. It is also important that WKU prepares the faculty to use modern technology and take advantage of all the resources that are now available in public domain. Training and professional

development is a key to the implementation of the goal of achieving tier one designation and improving the reputation of the university. WKU students are already excelling in research and presentation of research year after year. It is very important that we combine that research capability with the research productivity of faculty. We need to allocate more resources to faculty research and development and give faculty time to bring out the best in themselves which will be a precursor of bringing out the best in our students. Hence a major goal of our new strategic plan would be to do exactly that.

Another major goal is to implement additional premier undergraduate programs and begin to systematically add masters and doctorate programs at WKU. Analyzing the demographic data that is available to us at this time shows a great need for quality graduate programs in the service area of WKU for the next 5 years.

Despite resource limitations we have developed a very robust and fast-moving online programs at WKU and KU during the last three years. Our success here would allow us to deal not only with emergencies that we are facing now but to create supplemental instruction opportunities to further improve our student success in both graduation rates and retention. To deal effectively with these challenges will form the basis of another goal of our strategic plan.

Looking at the data of what is needed in our region of service for WKU as a whole make it clear that we need to make transformational changes to our curriculum, to our pedagogy and to how we deliver academic services to our students. Such transformational changes require that we focus on the primary skills that our students would need to easily move from one job to another given the fact that 40% of the jobs that we see today may not exist 15 years from now. It also shows that on the average a college graduate in next two decades will change jobs at least three times. It also shows that many of the programs that we offer may not have the basic components of what the employment market currently requires and will demand a decade from now. WKU's vision 2025 is to create the programs, modern and sophisticated research facilities, and delivery systems that are yet to be unraveled at this time. We are in a very competitive market in a very fast-changing educational environment.

Hence our vision for the next 5 years is to improve on our world-class educational system and create programs and opportunities that would allow our students to succeed not only in the next decade but well beyond. This will be another overarching goal of our strategic plan. It is also important to note that this vision must be consistent with the mission of our university that services a very large number of students who are exceptionally talented, very committed and yet linguistically underprepared. To do so we need to create programs and opportunities for our students to develop their gifts while simultaneously improving their language skills.

Our vision for excellence is very clear and it is built upon the three primary principles of excellence in curriculum, excellence in pedagogy and excellence in research that are needed to allow our students to succeed beyond their expectations and realize their higher education dream.

Vision 2025: Goals and Objectives

GOAL 1: To enhance the reputation of WKU, create more world-class programs and develop the university into a research institution which is the future for a regional university with a global reach

Objectives:

- 1.1. Create or increase the number of programs with the highest and most comprehensive certifications of excellence and strategically grow the academic programs that currently have or have the potential for regional and national distinction
- 1.2. Develop new interdisciplinary programs and teaching models that integrate interdisciplinary research acknowledging that no single discipline can address all future challenges
- 1.3. Review all existing academic programs and re-shape where needed to address organizational sustainability
- 1.4. Increase investment in research and significantly increase research capabilities and productivity
- 1.5. Accelerate the expansion of admissions scale to enhance global and national influence of WKU
- 1.6. Continuously improve the comprehensive influence, and strive to be a teaching and research university
- 1.7. Continue to strengthen cross collaborations with Kean University and Wenzhou University and build WKU brand

GOAL 2: To improve world-class educational system of WKU and create programs and opportunities that would allow students to succeed not only in the next decade but well beyond

Objectives:

- 2.1. Engage students in active learning that fosters continuous learning to prepare them to adapt to an ever-changing economy and society
- 2.2. Cultivate globally-adept students who are prepared to engage and compete in an interconnected world
- 2.3. Provide an environment and tools that foster creative thinking to train students not to become job seekers but to become job creators
- 2.4. Prepare students for a future that will be data-driven and technology-focused by computation and technology capability transfer
- 2.5. Enhance the ability of global communication and understanding across cultures, further prepare students to thrive in a diverse world

GOAL 3: To implement additional premier undergraduate programs and systematically add masters and doctorate programs at WKU and make transformational changes to our curriculum, pedagogy and academic services

Objectives:

- 3.1. Systematically and strategically add masters and doctorate programs at WKU after marketing
- 3.2. Create academic paths that meet student needs to ensure timely and successful completion of their academic programs
- 3.3. Offer Chinese courses to provide students an international learning experience with Chinese characteristics
- 3.4. Promote learning communities and provide all students with the opportunity to participate in at least one learning community before they graduate
- 3.5. Provide students with the support needed so that they may experience academic success and achieve their dreams while developing their English language skills.
- 3.6. Develop exchange programs with KU and beyond, provide a unique learning experience for students
- 3.7. Promote and provide opportunities for students to live a healthy lifestyle and enjoy optimal wellness
- 3.8. Ensure that students' financial aid, housing issues, and other needs are addressed

GOAL 4: To allocate more resources to faculty research and development and give faculty time to bring out the best in themselves which will be a precursor of bringing out the best in our students

Objectives:

- 4.1. Establish a faculty recruitment and retention system that is consistent with the system of KU and also serves the unique needs of WKU
- 4.2. Provide training and professional development and prepare faculty to inspire the best out of students
- 4.3. Encourage and support faculty in research activities and improve faculty's research capability and the ability of cooperative research between faculty and students
- 4.4. Improve the framework of faculty participation in university governance, and strengthen the cohesive force between faculty members and the University
- 4.5. Provide opportunities and resources that facilitate work-life balance and enhance the recruitment and retention of outstanding faculty and staff

GOAL 5: To position WKU as a cultural, economic and educational epicenter and resource for the local and global communities

Objectives:

- 5.1. Strive to create a unique campus culture which shall play a leading role for

the WKU community and beyond

5.2. Design and deliver programs that will attract members of the larger university community around WKU

5.3. Continue to market WKU's world-class facilities through events and conference services to host events that are open to the entire community

5.4. Establish an effective system for supporting and promoting faculty expertise and research to the entire university community and beyond

5.5. Strengthen the town-gown relations and strive to build the Kean Town as a unique college town to learn, to live and to innovate

GOAL 6: To secure a fast-growing university financially, physically, administratively that can face the challenges of the future

Objectives:

6.1. Design and construct more world-class facilities to attract more students and faculty members by providing world-class campus experience

6.2. Continually upgrade security, cybersecurity and health measures to ensure the safety and well-being of members of the KU community

6.3. Promote WKU more effectively and enhance its reputation and popularity, so as to get more recognition and support

6.4. Establish a sustainable and risk controllable financial system

6.5. Utilize multiple channels for fundraising to gradually reduce the dependence of WKU on governmental appropriations

6.6. Develop and strengthen university relations with officials in Zhejiang Province and Wenzhou city, and national government agencies to get more supports for the development of WKU

6.7. Develop a high-efficient governance system to support the development of the University