

Strategic Compass

Campus Feedback



Let's Go!

PLANNING PROCESS

PHASE 1

Setting high-level strategic priorities and goals for the University

STRATEGIC ENVISIONING

PHASE 2

Turning ideas into action by identifying strategic actions/initiatives that will position the University to be successful today and into the future

OPERATIONAL PLANNING

THE JOURNEY

✓ PHASE 1 – STRATEGIC ENVISIONING



- ✓ Spring 2025 – Jump-started the planning process.
- ✓ June 2025 – Developed a draft planning framework and Strategic Compass.
- ✓ August 2025 – Held a planning retreat with the Board of Governors to review the draft planning framework and Strategic Compass and to gather input on potential strategic indicators.
- ✓ August to October 2025 – Conducted 17 presentations across colleges and units to share the draft Strategic Compass, gathering feedback from faculty, staff, and students, and other key stakeholders through an online survey.

PLANNING FRAMEWORK

MISSION

EDUCATION



DISCOVERY



HEALTH



SERVICE



EXPERIENCES



Strategic Priorities

Guiding Principles

L - Lead / E - Empower / T - Transform / S - Stake / G - Grow / O - Outperform

Foundations

PEOPLE AND CULTURE

FINANCE

CORE INFRASTRUCTURE

INSTITUTIONAL REPUTATION

THE STRATEGIC COMPASS

SURVEY RESPONDENTS

Undergraduate Student	Grad Student	Faculty	Staff	Other	Alumni
49	23	284	497	49	18

Total Identified = 920

920 individuals opened the survey. Because participants could skip questions, the number of responses differed across the various questions.

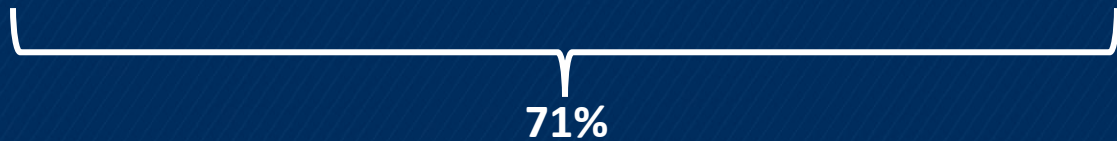
MISSION STATEMENT

MISSION STATEMENT FEEDBACK

We inspire bold futures: where pride runs deep, success is earned, and life-changing experiences prepare Mountaineers to lead in West Virginia and the world. Bold futures start here. Let's Go!

Survey Response Summary – 778 Responses

Very Supportive	Supportive	Somewhat Supportive	Not Supportive
38%	33%	19.5%	9.5%



YOU SAID...



Overall Sentiment Snapshot

Sentiment	Description
Supportive	Appreciate brevity, inspiration, emotional tone, and memorability.
Concerns	Concern about vagueness, lack of education/land-grant focus, “marketing language,” does not mention helping people.
Mixed / Neutral	Recognize need for shorter statement but suggest balance or edits.

WE REVISED

At WVU, pride in our land-grant mission runs deep, success is earned, and life-changing experiences prepare Mountaineers to serve others and lead in West Virginia and the world. Your bold future starts here. Let's Go!

Land-Grant Heritage Highlighted

The refined statement explicitly references our land-grant mission, addressing concerns about losing this foundational identity.

Inspirational Tone Maintained

The energetic, accessible language remains while adding substance that addresses specificity concerns.

Service Emphasis Added

"Serve others" was incorporated to strengthen our commitment to community impact and inclusive values.

Pride and Identity Centered

The statement honors Mountaineer tradition while focusing on earned success and transformative experiences.

GUIDING PRINCIPLES

GUIDING PRINCIPLES FEEDBACK

L - Lead with Pride

Celebrate our achievements and share compelling stories that showcase our impact and strengthen our connection to the communities we serve.

E - Empower through Education

Expand access to the full breadth of educational services and experiences WVU offers, recognizing the power of education to open doors, inspire new possibilities, and empower our citizens to make informed choices - ultimately raising the quality of life for all.

T - Transform Lives

Be the catalyst that transforms lives through lifelong learning, groundbreaking discoveries, improved health and well-being in partnership with WVU Medicine, meaningful service, and extraordinary experiences.

S - Stake our Claim

Establish the university as a national model for the 21st-century land-grant—where teaching, research, and service intersect to create positive change.

G – Grow our Reach

Expand WVU's reach by building new partnerships, broadening access to education, and extending our impact across regions and borders.

O – Outwork and Outperform

Surpass peer institutions through strategic innovation, a commitment to excellence, and measurable results



GUIDING PRINCIPLES

Survey Response Summary - 732

Very Supportive	Supportive	Somewhat Supportive	Not Supportive
45.6%	35.8%	14.9%	3.7%

81.4%

YOU SAID...



Overall Sentiment Snapshot

Sentiment	Description
Supportive	Find the framework creative, cohesive with WVU spirit, and easy to remember. “Mesh well with WVU slogan.” / “LET’S GO is easy to recall and energizing.”
Concerns	Concerned it’s gimmicky, overworked, or lacking depth and inclusivity. “We’re already overworked.” / “Insulting unless pay improves.”
Mixed / Neutral	Appreciate effort but suggest wording or structural refinements.

WE REVISED...

- ✓ Removed “outwork”
- ✓ Added “outperform our competition”
- ✓ Shortened language under empower through education.

L – Lead with Pride

Celebrate our achievements and share compelling stories that showcase our impact and strengthen our connection to the communities we serve.

E – Empower through Education

Advance education that unlocks everyone’s potential, strengthens communities, and drives progress across West Virginia and the region.

T – Transform Lives

Be the catalyst that transforms lives through lifelong learning, groundbreaking discoveries, improved health and well-being in partnership with WVU Medicine, meaningful service, and extraordinary experiences.

S – Stake Our Claim

Establish the University as a national model for the 21st-century land-grant—where teaching, research, and service intersect to create positive change.

G – Grow Our Reach

Expand the University’s reach by building new partnerships, broadening access to education, and extending our impact across regions and borders.

O – Outperform Our Competition

Through efficiencies, proactive strategies, and targeted investments, we will outperform our competition.



GUIDING PRINCIPLES

EDUCATION

STRATEGIC PRIORITY FEEDBACK

EDUCATION | Prepare learners to be successful

- / Offer relevant academic programs that prepare learners for careers of today and the future.
- / Personalize experiential learning opportunities that integrate emerging technologies, build essential skills, and align with societal and industry needs.
- / Personalize education and offer unique pathways to ensure accessibility and flexibility.
- / Commit to a vibrant learning environment that nurtures intellectual, physical, social, and mental well-being.
- / Graduate curious, resilient, lifelong learners that embrace service and civility.

Survey Response Summary – 653 Responses

Very Supportive	Supportive	Somewhat Supportive	Not Supportive
53.9%	36.4%	8.3%	1.4%

90.3%

YOU SAID...



Overall Sentiment Snapshot

Sentiment	Description
Supportive	Recognize the Education Pillar as the university's core mission and praise clarity of goals. "This is the core of why we are here." / "Everything else supports this goal."
Concerns	Concerns about faculty support, word choice ("relevant programs"), and overemphasis on industry alignment. "Focus on critical thinking, not just employability."
Mixed / Neutral	Broaden view of learning. "WVU educates more than 18-22-year-olds." / "Include adult and community learners."

WE REVISED...



EDUCATION | Prepare learners to be successful

- / Offer ~~relevant~~ academic programs that broaden the mind, foster personal growth, and prepare learners for meaningful careers ~~of today and the future~~.
- / Personalize education with a focus on learner success while ~~and~~ offering unique pathways ~~to ensure accessibility, flexibility, and success~~ that make learning accessible, flexible, and achievable for all. [moved this goal from 3 to 2]
- / Deliver experiential learning opportunities that integrate emerging technologies, build essential skills, and align with society and industry needs.
- / Commit to a vibrant learning environment that nurtures intellectual, physical, social, and mental well-being.
- / Graduate curious, resilient, lifelong learners who embrace service and civility.

DISCOVERY

STRATEGIC PRIORITY FEEDBACK

DISCOVERY | Solve real problems

- / Harness our capabilities to tackle the toughest problems—from the heart of Appalachia to communities across the globe.
- / Enable multi-disciplinary collaborations that drive innovation and deliver high impact results.
- / Share knowledge and solutions to accelerate progress and enhance the human condition.
- / Broaden engagement in research, scholarship, and creativity to inspire new perspectives and dynamic intellectual exchange.
- / Produce creative, analytical thinkers ready to tackle complex challenges and drive discovery.

Survey Response Summary – 638 Responses

Very Supportive	Supportive	Somewhat Supportive	Not Supportive
55.3%	36.8%	6.6%	1.3%

92.1%

YOU SAID...



Overall Sentiment Snapshot

Sentiment	Description
Positive / Supportive	Strong endorsement of research, collaboration, and problem-solving emphasis. “Perfect representation of this model.” / “Research is vital to everything.” “‘Human condition’ language includes humanities.” / “Glad Appalachia is mentioned.”
Negative / Critical	Concerns about vague or exclusionary language, funding, and research support. “We can’t drive discovery without funding.” / “OSPs and grants are broken.” “Help WV first.” / “Focus on Appalachia before the world.”
Mixed / Neutral	Constructive language or structural suggestions. “Recenter on WV first, then global.” / “Discovery includes creativity and human insight.”

WE REVISED...



DISCOVERY: Solve real problems

- / Tackle **the toughest** problems - from the heart of Appalachia to **rural** communities across the globe.
- / Enable multi-disciplinary collaborations that drive innovation and deliver high impact results.
- / Broaden engagement in research, scholarship, and creativity to inspire new perspectives and dynamic intellectual exchange.
- / Share knowledge and solutions to accelerate progress and enhance the human condition.
- / Produce creative, **critical, and** analytical thinkers ready to **tackle address** complex challenges and **drive spur** discovery.

HEALTH

STRATEGIC PRIORITY FEEDBACK

HEALTH | Improve health and well-being

- / Address the most prevalent health disparities in West Virginia and the region.
- / Create effective strategies to educate our community on wellness and disease prevention.
- / Deliver and ensure access to world class, evidence-based, comprehensive care.
- / Translate knowledge to positively affect health outcomes and well-being.
- / Cultivate exceptional health professionals who meet workforce demands.

Survey Response Summary – 625 Responses

Very Supportive	Supportive	Somewhat Supportive	Not Supportive
54.1%	36.6%	6.9%	2.4%

90.7%



YOU SAID...



Overall Sentiment Snapshot

Sentiment	Description
Supportive	Endorse WVU's health mission and commitment to statewide well-being. "We are positioned to address disparities." / "Thriving medical complex—right focus." / "Wellness and prevention should be priorities." / "Appreciate community education."
Concerns	Question focus, scope, and feasibility; feel language excludes key health dimensions. "Why single out Health Sciences?" / "Make this broader than the hospital." / "'Workforce demands' sounds like a business plan." / "Needs more patient-centered tone."
Mixed / Neutral	Suggest refinements in tone, balance, and implementation framing. "Well-being is broader than health." / "Should be more holistic." / "Say 'reduce' or 'address' disparities." / "Involve Extension and other disciplines."

WE REVISED

HEALTH | Improve health and well-being

- / ~~Eliminate~~ Address the most prevalent causes of health disparities within West Virginia and the region.
- / ~~Create effective strategies to educate our community on wellness and disease prevention.~~ Educate individuals and communities on wellness and disease prevention to build awareness and healthy practices.
- / Effectively translate knowledge to positively affect ~~health outcomes and well-being~~ health, well-being, and quality of life. [moved from 4 to 3]
- / Cultivate exceptional health professionals who ~~meet workforce demands~~ embody compassion, empathy, and the spirit of collaboration in a shared commitment to healing.
- / Deliver ~~and ensure access to~~ world class, ~~evidence-based~~, comprehensive care that brings leading expertise and advanced treatment to West Virginians and all we serve. [moved from first to last]

SERVICE

STRATEGIC PRIORITY FEEDBACK


SERVICE| Empower individuals and communities to thrive

- / Improve college preparedness among incoming students by partnering with K–12 schools to align curriculum, support transitions, and close readiness gaps.
- / Reduce financial barriers, increase aid transparency, and accelerate time-to-degree for all students.
- / Demonstrate how attending WVU opens doors—equipping students not just for a job, but for a life of purpose, adaptability, and possibility.
- / Strengthen WVU’s impact through Extension by expanding community engagement, delivering research-based solutions, and promoting lifelong learning across the region.
- / Act as an economic engine by bringing businesses, jobs, and people to the region.

Survey Feedback Summary – 623 Responses

Very Supportive	Supportive	Somewhat Supportive	Not Supportive
56%	36%	7.5%	.5%

92%



YOU SAID...



Overall Sentiment Snapshot

Sentiment	Description
Supportive	Strong agreement with service and community focus; resonates with WVU's land-grant identity. "This is the essence of WVU." / "Service defines who we are as Mountaineers." / "Love S3—it's everything we are about." / "Prepares students for life, not just work."
Concerns	Concerns about feasibility, language ("accelerate time-to-degree"), and economic emphasis. "Needs civic engagement and volunteerism." / "Nice ideas, but how will we fund them?"
Mixed / Neutral	Constructive feedback emphasizes authentic service "Extension is WVU's front door." / "4-H is already advancing these goals." "Do more to help West Virginians first."

WE REVISED

SERVICE | Empower individuals and communities to thrive

- / Improve college preparedness among incoming students by partnering with K-12 schools to close readiness gaps.
- / Demonstrate how attending WVU opens doors - equipping **students learners** not just for a job, but for a life of purpose, adaptability, and possibility.
- / Reduce financial barriers, increase aid transparency, and ~~accelerate time-to-degree for all students~~ **ensure learners stay on track to graduation.**
- / Strengthen WVU's impact by expanding community engagement across our campuses and through Extension.
- / Act as an economic engine - **bringing attracting** businesses, **creating** jobs, and ~~people-to the region~~ **fueling** growth that benefits West Virginia and the region.

EXPERIENCES

STRATEGIC PRIORITY FEEDBACK

EXPERIENCES | Deliver extraordinary experiences

- / Foster a culture of curiosity and self-discovery that ignites passion and purpose.
- / Provide a meaningful student experience where co-curricular and extracurricular activities complement academic success and build community.
- / Promote excellence in athletics by nurturing student-athlete development, enhancing competitive programs, and cultivating a culture of integrity, sportsmanship, and school pride.
- / Improve lives through the power of creativity and the arts.

Survey Response Summary – 614 Responses

Very Supportive	Supportive	Somewhat Supportive	Not Supportive
47.2%	39.4%	10.7%	2.7%

86.6%



YOU SAID...



Overall Sentiment Snapshot

Sentiment	Description
Supportive	Support experiential learning, creativity, inclusion, and personal growth themes. “Curiosity and self-discovery are key to student growth.” / “Love EX1—it captures what higher ed should be.” / “Appreciate inclusion of the arts.” / “Creativity improves lives.”
Concerns	Critique athletics focus, redundancy with other pillars, and vague or “marketing” tone. “Too much focus on athletics.” / “EX3 doesn’t belong here.” / “Less than 3% of students are athletes.”
Mixed / Neutral	Offer constructive suggestions to rebalance emphasis and refine language. “Arts shouldn’t be last.” / “Experiences should connect to employment pathways.”

WE REVISED...



EXPERIENCES | Deliver extraordinary experiences

- / Foster a culture of curiosity and self-discovery that ignites passion and purpose.
- / Provide ~~a meaningful student experience where~~ co-curricular and extracurricular activities that complement academic success and build community.
- / ~~Improve~~ Enrich lives through the **transformational** power of creativity, arts, and culture. [moved from 4 to 3]
- / Prepare students to lead in an interconnected world **through global experiences and cross-disciplinary engagement.** [moved from 5 to 4]
- / ~~Promote excellence in athletics by nurturing student athlete development, enhancing competitive programs, and cultivating a culture of integrity, sportsmanship, and school/state pride.~~
- / Enhance competitive programs that exemplify integrity, sportsmanship, and Mountaineer pride, recognizing their power to elevate WVU's profile, unite fans, and inspire achievement. [moved from 3 to 5]

FOUNDATIONS

STRATEGIC PRIORITY FEEDBACK

Accelerate institutional success.

- / FINANCE - Ensure long-term financial strength and agility through strategic investment, revenue diversification, and resource optimization.
- / PEOPLE & CULTURE - Champion a people-first culture that drives high performance, rewards excellence, and empowers individuals to grow, lead, and succeed.
- / CORE INFRASTRUCTURE - Modernize and align our infrastructure, technology, and administrative services to efficiently support the academic, research, and outreach mission of WVU
- / INSTITUTIONAL REPUTATION - Elevate WVU's national and global reputation by demonstrating impact, advancing academic excellence, and telling a compelling story.

Survey Feedback Summary - 601

Very Supportive	Supportive	Somewhat Supportive	Not Supportive
51.8%	37.2%	10%	1%

89%

YOU SAID...



Overall Sentiment Snapshot

Sentiment	Description
Supportive	Acknowledge relevance of these enablers and appreciate inclusion of people, culture, and modernization. “All four are important and well stated.” / “Glad to see focus on finance and infrastructure.”/ “Reputation work is long overdue.” / “Great to see storytelling and impact focus.”/ “Connects operations to mission delivery.”
Concerns	Frustrated by pay inequities, morale, leadership trust, and lack of follow-through. “We do not reward excellence.” / “Raises for some, cuts for others.” / “Morale at an all-time low.”/ “Infrastructure always fails.” / “Technology rollout too slow.”
Mixed / Neutral	Offer suggestions to improve clarity, structure, and feasibility. “Call it Institutional Foundations.” / “Make it clearer these support all pillars.”

WE REVISED

~~STRATEGY ENABLERS~~ FOUNDATIONS

Accelerate institutional success.

/ PEOPLE & CULTURE - Champion a people-first culture that drives high performance, rewards excellence, and empowers individuals to grow, lead, and succeed. [\[moved from 2 to 1\]](#)

/ FINANCE - Ensure long-term financial strength and agility through strategic investment, revenue diversification, and resource optimization. [\[moved from 1 to 2\]](#)

/ CORE INFRASTRUCTURE - Modernize and align our infrastructure, technology, and administrative services to efficiently support the academic, research, and outreach mission of WVU

/ INSTITUTIONAL REPUTATION - Elevate WVU's national and global reputation by demonstrating impact, advancing academic excellence, and telling a compelling story.

GENERAL COMMENTS

WE HEAR YOU...

Overall Sentiment Snapshot

Sentiment	Description
Supportive	<ul style="list-style-type: none">• Clearer and more focused direction• Appreciation for engagement and transparency• Alignment with land-grant mission• Optimism about new leadership• Recognition of the efforts
Concerns	<ul style="list-style-type: none">• Concerns about follow-through• Low morale and lack of recognition• Finance and resource limitations
Mixed / Neutral	<ul style="list-style-type: none">• Need for authentic listening and inclusion• Clarify implementation metrics• Balance with optimism and realism

NEXT STEPS

Next Steps - Leadership Assignments

To ensure effective implementation of our Strategic Compass, we have appointed experienced leaders to champion each strategic priority pillar. These Pillar Leads will guide the development of measurement and implementation plans, coordinate cross-functional initiatives, and serve as focal points for their respective areas.

Education

Paul Kreider

Discovery

Ming Lei

Health

Clay Marsh

Service

Jorge Atilas & Fabrizio D'Aloisio

Experiences

Gary Furbee & Wren Baker

NEXT STEPS

ACTIONS	NOV	DEC	JAN	FEB	MAR	APR	MAY
Institutional Measurement Plan Development							
Institutional Implementation Plan Development							
College/Unit Measurement Plan Development							
College/Unit Level Implementation Plan Development							
Grassroot – Seed Funding							

