Central Washington University
Strategic Plan Spring 2018

Mission
The mission of Central Washington University is to prepare students for enlightened, responsible, and productive lives; to produce research, scholarship, and creative expression in the public interest; and to serve as a resource to the region and the state through effective stewardship of university resources.

Vision
Central Washington University (CWU) is a dynamic, creative, and inclusive environment that promotes engaged learning and scholarship. It is distinguished regionally for the rigor of its curriculum and scholarship, for the excellence of its pedagogy, for the vibrancy of its co-curricular and residential experiences, for its commitment to providing access to higher education, and for its efforts to advance the social and economic health of the region. It is typified by an entrepreneurial spirit that establishes it as a national leader in higher education. It has a strong commitment to engaged learning and scholarship, internationalism, sustainability, inclusiveness, and life-long learning.

Values
Central Washington University exists to advance society through the essential activities of teaching, discovery, and service. While no one of these core elements is meaningful in isolation from the others, CWU finds it necessary to prioritize its efforts in relation to its mission, vision, values, goals, and resources. In order to maximize the value of each of the elements of its mission, CWU emphasizes the integration of scholarship, teaching, and public service.

As a public comprehensive university, CWU strives to create an engaging learning environment and therefore places its highest priority on teaching, learning, and student success. The faculty is comprised of scholar-teachers working in the interests of their students, their disciplines, and the region. CWU encourages individualized programs of student success and promotes undergraduate and graduate student-faculty partnerships that are actively engaged in discovery, creative expression, and engaged learning.

As a community dedicated to the principles of academic freedom, CWU must be an environment that promotes reasoned, civil, and enlightened discourse and creative expression without fear of reprisal, ridicule, or exclusion. CWU's educational environment must empower each person with the freedom to explore, to evaluate, and to learn.

CWU must also strive to serve its region by addressing pressing economic and social issues. As a comprehensive university, CWU must use its intellectual capacity not only to contribute to disciplinary literatures, but also to assist area business, social, and government leaders in strengthening and diversifying the area's economic base, to help create a sustainable natural environment, and to address critical social issues.

CWU is also a place where people gather to live and to work. It must therefore be a place that enables people to grow and to prosper. In keeping with the academic values of shared governance and reasoned dialogue, the university must be open, transparent, and empowering.

It follows, then, that CWU is committed to the following shared values:

Student success: CWU believes that student success is best achieved by providing supportive learning and living environments that encourage intellectual inquiry, exploration, and application. CWU believes that learning is best achieved in small classroom or group settings with ample opportunities for individualized instruction, mentoring, advising, and programming.

Access: CWU believes in providing educational opportunities to as many qualified students as possible. CWU believes that restrictions of place, time, and finances can be overcome through the effective use of partnership with community colleges and by effective and efficient use of learning, communication, and social technologies.

Engagement: CWU believes that learning, research, and creative expression are enhanced by engagement with external partners. CWU believes that as a publicly-funded institution, it has a responsibility to help address the social and economic challenges faced by our communities.

Inclusiveness: CWU believes that diversity of peoples, cultures, and ideas is essential to learning, discovery, and creative expression. CWU believes that all faculty, staff, and students must be and must feel physically, professionally, and emotionally safe in order to fully engage in and benefit from the university experience.

Shared governance: CWU believes that shared governance is most effective when information systems and decision-making processes are both robust and transparent. CWU believes that communication channels should be open and two-way and that faculty, staff, and students should be empowered to participate in the governance systems.

Facilities: CWU believes that state-of-the-art, safe, and attractive facilities enhance the working and learning environments of faculty, staff, and students. CWU also believes that state-of-the-art technologies provide leverage for the efforts of faculty, staff, and students.

Safety: CWU believes it has a responsibility to providing a working and learning environment that is both physically and emotionally safe. CWU believes this responsibility extends to the off-campus environment of its full-time, residential students.

Core Themes

1. Teaching and Learning: Student success is the highest priority of the university, and achievement of programmatic student learning outcomes is the prime measure of that priority. CWU therefore works to provide its students with accessible, diverse, personalized, distinctive, and rigorous curricular, co-curricular, and extra-curricular programs. These programs are offered in small group settings typified by close working relationships between students, faculty, and staff. This commitment extends to all students, irrespective of location and modality of instruction. Institutional allocation of resources and organization of curricular, co-curricular, and extra-curricular opportunities must reflect this commitment to student success.

Objective 1.1: Enhance student success by continually improving curricular, co-curricular, and extracurricular programs.

Outcome 1.1.1: Students will achieve programmatic learning outcomes.

> **Indicator 1.1.1.1:** Student performance and outcomes achievement as demonstrated by academic program assessment reports, program reviews, and specialized accreditation reports.

> **Indicator 1.1.1.2:** Student performance and outcomes achievement as demonstrated by General Education Program assessment reports.

> **Indicator 1.1.1.3:** Post-graduation job and graduate/professional school placement rates.

Outcome 1.1.2: Students will persist to graduation with increased efficiency and rate.

> **Indicator 1.1.2.1:** Retention, persistence, and graduation rates for first-time freshmen and transfer student cohorts (2009-2017) by demographic, socioeconomic status, and prior academic achievement factors.

> **Indicator 1.1.2.2:** Time and credit hours to degree completion for first-time freshmen and transfer student cohorts (2009-2017) by demographic, socioeconomic status, and prior academic achievement factors.

Outcome 1.1.3: Students and faculty will be increasingly engaged in the learning process in and outside of the classroom.

> **Indicator 1.1.3.1:** Analyses and comparisons to peer institutions of National Survey of Student Engagement (NSSE) and Faculty Survey of Student Engagement (FSSE) Engagement Indicators and High Impact Practices.

> **Indicator 1.1.3.2:** Analyses of the Priority Survey for Online Learners (PSOL) including comparisons to peer institutions and comparisons to CWU face-to-face learners.

Indicator 1.1.3.3: Student participation in experiential learning opportunities including undergraduate research, service-learning, community engagement, study abroad, internships, capstone courses/experiences, student government and organizations, teaching assistantships, and research assistantships.

Objective 1.2: Enhance the effectiveness of student support services.

Outcome 1.2.1: Increase student use and effectiveness of support services.

Indicator 1.2.1.1: Analyses of use and effectiveness of academic programming, e.g., advising, developmental, honors, and online/multi-modal learning.

Indicator 1.2.1.2: Analyses of use and effectiveness of student life programming, e.g., career services, housing, learning support, recreation center, student union, student medical and counseling clinic, student government and organizations, TRiO and related programs, and the Veterans' Center.

2. Inclusiveness and Diversity: CWU is committed to providing all faculty, staff, and students a diverse working and learning environment built on principles of respect, support and encouragement as a way to achieve individual and collaborative excellence. Changing demographic trends in the United States and the increasing globalization of economic, political, and social systems demand that students be prepared for working in a world in which diversity is the norm.

Research clearly indicates that learning is enhanced when students experience a diverse learning and living environment. It also suggests that faculty and staff are more innovative, entrepreneurial, and successful in an inclusive and diverse environment. Inclusiveness is achieved by providing a welcoming, supportive, and empowering environment that encourages individuals to express ideas and identities. A diversely rich community affords depth and dimension in personal and collective outcomes.

Diversity is multi-faceted. CWU's physical structure is diverse in location, providing rural, suburban, and urban settings. CWU's educational diversity is represented by the colleges; curricular, co-curricular, and extra-curricular programs available. Diversity in personal identity, culture, experience, and talent is of critical importance as evident in recruitment and retention efforts of students, faculty, and staff, as well as the contribution from special programs, speakers, and scholars that offer voice and representation to interests of race, ethnicity, sexual orientation, gender, ability, age, and political ideas.

Objective 2.1: Create and sustain a diverse and inclusive community.

Outcome 2.1.1: Increase the percentage of faculty, staff, and students from groups traditionally underrepresented in higher education who are recruited, hired or enrolled, and retained at CWU.

Indicator 2.1.1.1: Recruitment, employment, enrollment, and retention analyses and historical comparisons (2009-2018).

Outcome 2.1.2: Demonstrate that CWU is an inclusive community that welcomes all persons.

Indicator 2.1.2.1: Analyses and comparisons to peer institutions of National Survey of Student Engagement (NSSE) and Faculty Survey of Student Engagement (FSSE) diversity and inclusiveness questions.

Indicator 2.1.2.2: Analyses of the Priority Survey for Online Learners (PSOL) including comparisons to peer institutions and CWU face-to-face learners.

Indicator 2.1.2.3: Analyses of faculty, staff, and/or student community climate surveys.

==Objective 2.2: Ensure that CWU has a diverse and inclusive curriculum and co-curricular programming.==

Outcome 2.2.1: Increase the number of opportunities for students, faculty, staff, and community members to experience a diverse and inclusive curriculum and co-curricular programming.

Indicator 2.2.1.1: Number of students and faculty engaged in study abroad and student or faculty exchange programs to and from CWU.

Indicator 2.2.1.2: Number and type of courses with student learning outcomes focused on international/global concerns, issues, or perspectives.

Indicator 2.2.1.3: Number and type of courses with student learning outcomes focused on underrepresented groups'/diverse communities' concerns, issues, or perspectives.

Indicator 2.2.1.4: Number and type of co-curricular programs focused on international/global or underrepresented groups'/diverse communities' concerns, issues, or perspectives.

==3. Scholarship and Creative Expression:== CWU is committed to the creation, dissemination, and preservation of knowledge through research, scholarship, and creative expression. Engagement in scholarly and creative expression activities adds benefit for students, the university, and local, regional, and global communities. These activities engage students, faculty, and staff in activities that expand knowledge of the natural and physical world, explore human behavior and culture in the past and present, develop organizational practices and technological innovations that support human and economic development, and improve the quality of life through cultural enrichment.

CWU places a high value on the full spectrum of scholarship and creative expression, including but not limited to basic and applied research, creative expression in all its forms, and the scholarship of teaching and learning.

Outcome 3.1.1: Increase participation by faculty, students, and staff in quality research, scholarship, and creative expression.

> **Indicator 3.1.1.1:** Number and quality (i.e., peer reviewed) of publications, presentations, and performances at the local, regional, national, and international levels.

> **Indicator 3.1.1.2:** Number of posters, presentations, and performances by students, faculty, and staff at the Symposium on University Research and Creative Expression (SOURCE).

Outcome 3.1.2: Increase the number of courses that include research, scholarship, and creative expression skills as key student learning outcomes, and increase the number of students enrolled in these courses.

> **Indicator 3.1.2.1:** Number and type of courses with student learning outcomes focused on research, scholarship, and creative expression skill development and enrollment in these courses.

Objective 3.2: Increase the external funding received for research, scholarship, and creative expression by faculty, staff, and students.

Outcome 3.2.1: Increase the number of grant proposals submitted and external funding received for research, scholarship, and creative expression by faculty, staff, and students.

> **Indicator 3.2.1.1:** Number of competitive grant proposals submitted (local, state, regional, national, or international).

> **Indicator 3.2.1.2:** Number of grants awarded (and by which agency – local, state, regional, national, or international) and the dollar amount for each.

Core Theme Four – Public Service and Community Engagement: As a publicly funded institution, CWU is committed to serve external communities for the mutually beneficial exchange of service, knowledge, and resources. Such engagement includes the appropriate use of university resources to support existing partnerships and engage new partners to contribute to the educational, social, and economic progress of external communities, especially those in Washington. Such activities, in addition to providing benefit to external communities, provide a rich array of opportunities for engaged learning and research.

Outcome 4.1.1: Increase campus and surrounding communities' participation in CWU cultural, educational, service, and recreational activities, such as performances, exhibitions, presentations, and sporting events.

> **Indicator 4.1.1.1:** Annual number of cultural, educational, service, and recreational activities, such as performances, exhibitions, presentations, and sporting events, available to CWU and its surrounding communities from academic year 2009-10 through academic year 2017-18.

Outcome 4.1.2: Increase the number of collaborations and partnerships with surrounding community entities and organizations.

> **Indicator 4.1.2.1:** Annual number of collaborations and partnerships with surrounding community entities and organizations from academic year 2009-10 through academic year 2017-18.

Outcome 4.1.3: Increase the number of class and certificate program offerings that meet the needs and satisfaction of CWU's surrounding communities.

> **Indicator 4.1.3.1:** Annual number of classes and certificate program offerings from academic year 2009-10 through academic year 2017-18.

> **Indicator 4.1.3.2:** Course and program locations, enrollments, and evaluations.

Objective 4.2: CWU develops and deploys university resources to enhance the economic wellbeing and quality of life in surrounding communities.

Outcome 4.2.1: Students and faculty will contribute to K-12 education in surrounding communities.

> **Indicator 4.2.1.1:** CWU will place pre-service teacher candidates in K-12 classrooms throughout the state of Washington.

> **Indicator 4.2.1.2:** CWU will provide professional development opportunities to in-service K-12 teachers and administrators throughout the state of Washington.

> **Indicator 4.2.1.3:** Washington state K-12 teachers and administrators will enroll in CWU advanced degree programs.

Outcome 4.2.2: Students, faculty, and staff will contribute to surrounding communities through academic service-learning and community engagement.

> **Indicator 4.2.2.1:** The number of students, faculty, and staff engaged in academic service-learning.

Indicator 4.2.2.2: The number of person-hours students, faculty, and staff devote to academic service-learning.

Indicator 4.2.2.3: The dollar equivalent of the student, faculty, and staff person-hours devoted to academic service-learning.

Indicator 4.2.2.4: Community members' satisfaction with CWU academic service-learning.

Indicator 4.2.2.5: The number of students, faculty, and staff participating in community engagement activities.

Indicator 4.2.2.6: The number of person-hours students, faculty, and staff devote to community engagement activities.

Indicator 4.2.2.7: The dollar equivalent of the student, faculty, and staff person-hours devoted to community engagement activities.

Indicator 4.2.2.8: Community members' satisfaction with CWU community engagement activities.

Core Theme Five – Resource Development and Stewardship: CWU will sustain an environment that supports the mission of the university. Like the other four-year public universities in Washington, CWU must rely less on state financial support and more on revenues generated through its core operations and its auxiliary functions. In order to provide for the human resources, technological tools, and facilities needed to accomplish its mission, CWU must embrace entrepreneurial attitudes and systems. Given the mission, vision, and values embraced by CWU, it is clear that enrollment and philanthropy will play a major role in the financial health of the institution. Additionally, CWU must continue to develop comprehensive unit budgets that forecast revenues and expenses on a four to six year cycles.

Objective 5.1: Maximize the financial resources of the university, and ensure the efficient and effective operations of the university through strong financial stewardship.

Outcome 5.1.1: Provide accurate and timely revenue and expense forecasting at all levels of the institution.

Indicator 5.1.1.1: Monthly budget variance reports with current year forecasts provided to all levels of the university.

Outcome 5.1.2: Maximize strategies and practices that ensure sustainable operations in the long term.

Indicator 5.1.2.1: Long-term (a minimum of six years) forecasts of revenues, expenses, and reserves maintained for all fund groups.

Indicator 5.1.2.2: As part of decision-making processes, long-term financial analyses for all new programs, initiatives, infrastructure improvements, and contractual arrangements provided.

Outcome 5.1.3: Foster a culture of philanthropy that results in transformational financial support.

Indicator 5.1.3.1: Increased alumni and constituent engagement opportunities regionally and within each of the academic/student life units.

Indicator 5.1.3.2: Increased private financial support around a compelling philanthropic vision for the university.

Indicator 5.1.3.3: Increased percentage of engagement and giving from internal stakeholders including administrators, faculty, staff, and leadership boards.

Objective 5.2: Develop and implement enrollment management strategies that maximize revenue.

Outcome 5.2.1: Create, implement, and evaluate the strategic enrollment management plan.

Outcome 5.2.2: Create communication and marketing plans that generate increased student enrollment in targeted academic programs.

Outcome 5.2.3: Develop a plan and launch initiatives to increase student persistence.

Objective 5.3: Ensure the university has the human resources necessary to accomplish all university objectives.

Outcome 5.3.1: Provide consistently exemplary service.

Indicator 5.3.1.1: Full implementation of Wildcat Way, a university-wide commitment to service excellence, tailored specifically for CWU and embraced, communicated, and supported at all levels and across all departments**.**

Indicator 5.3.1.2: Increased and enhanced performance management strategies.

Indicator 5.3.1.3: Results of constituent service assessments.

Outcome 5.3.2: Recruit, hire, and retain excellent faculty and staff.

Indicator 5.3.2.1: Policy changes to ensure direct appointments are rare.

Indicator 5.3.2.2: Consistent reporting of the following:
- Percentage of candidate pools where the number of applicants from affected groups met minimum qualifications in numbers reflective of availability;

- Percentage of candidate pools where the number of applicants from affected groups were interviewed in numbers reflective of availability;
- Percentage of candidate pools where the successful candidate was a member of an affected group;
- Percentage of finalists who decline offers of employment, including the percentage of these finalists who are members of an affected group;
- Reasons for separation through regular exit surveys and interviews.

Indicator 5.3.2.3: Implementation of strategies (workshops, annual training, DiversityEdu) to address key issues identified in reports above.

Outcome 5.3.3: Implement plans, methods, and systems to provide for future human resources needs.

Indicator 5.3.3.1: Tracking of requests and issues fielded by HR staff. Reporting and analyzing of results to ensure HR organization is efficiently constructed to meet needs.

Indicator 5.3.3.2: Creation of one-year and five-year forecasting reports as well as reports that report and analyze variance of forecast to actual.

Indicator 5.3.3.3: Monthly and annual reporting of programs and services.

Indicator 5.3.3.4: Participation in and reporting on results of benchmark studies.

Outcome 5.3.4: Examine issues of CWU Washington Federation of State Employees (WSFE) members.

Indicator 5.3.4.1: Identification of causes of WSFE members' low morale.

Indicator 5.3.4.2: Identification of causes of WSFE members' high numbers of grievances.

Objective 5.4: Provide the facility and technology infrastructure and services appropriate to meet the university objectives, while maximizing sustainability and stewardship.

Outcome 5.4.1: Operate, preserve, and increase the functionality of state physical assets, buildings, and technology infrastructure.

Indicator 5.4.1.1: Facility Expense to Budget Annual Financial Report.

Indicator 5.4.1.2: Implementation of enhanced space request process.

Indicator 5.4.1.3: Updated 10-Year Capital Plan.

Indicator 5.4.1.4: IT Expense to Budget Annual Financial Report.

Outcome 5.4.2: Provide facilities, campus buildings, and grounds that are welcoming, safe, and secure.

        Indicator 5.4.2.1: Capital Budget Report (Minor Works: Health/Life-Safety).

        Indicator 5.4.2.2: Semi-Annual Technology Resource Report (including Security Indicators, EMS Test Assessment, System Availability/Downtime)

        Indicator 5.4.2.3: Annual Clery Report.

        Indicator 5.4.2.4: Environmental Health and Safety Report.

        Indicator 5.4.2.5: Establishment of a work plan for staffing levels for grounds.

        Indicator 5.4.2.6: Assessment of the hazards created by falling limbs/branches and to take corrective action where needed.

        Indicator 5.4.2.7: Determination of the appropriate number of positions needed and take action to hire Environmental Health and Safety staff.

        Indicator 5.4.2.8: Development of a baseline assessment of safety risks on campus.

        Indicator 5.4.2.9: Reduction or elimination of the reliance on parking fees/fines to fund the security officer budget and alignment of officer salaries with competitive levels.

        Indicator 5.4.2.10: Improvement of campus climate by continuing and/or expanding efforts to connect campus security and the student population.

        Indicator 5.4.2.11: Improvement of emergency planning by continuing and/or expanding efforts to: 1) train all relevant staff; 2) develop policies to assess safety risks associated with events; and 3) review and, if necessary, revise contingency agreements with area first-responders.

Outcome 5.4.3: Provide the technology infrastructure, systems, and campus services necessary for all units to achieve their objectives and the objectives of the university.

        Indicator 5.4.3.1: Bi-annual Technology Needs Assessment Survey.

        Indicator 5.4.3.2: Customer and Training Services (CaTS) Quarterly Quality Feedback Report.

        Indicator 5.4.3.3: Reorganization of Information Services Department.

        Indicator 5.4.3.4: Completion of CAPS+ infrastructure including: 1) an online degree planning system for students; 2) a database of student choices and degree changes; and 3) a course load forecasting model.

Indicator 5.4.3.5: Development of a baseline assessment of classroom technologies.

Indicator 5.4.3.6: Development of a plan to establish a data center in the Samuelson building.

Indicator 5.4.3.7: Provision of data to the Education Advisory Board to create and update the Academic Performance Solutions online platform.

Indicator 5.4.3.8: Introduction of the University to the learning potential of virtual and augmented reality.

Indicator 5.4.3.9: Support of Northwest Commission on Colleges and Universities (NWCCU) reaffirmation of accreditation efforts, specialized accreditation, and program review.

Indicator 5.4.3.10: Improvement and extension of the availability of dashboards to various constituent groups and to the public.

Indicator 5.4.3.11: Design, implementation, operation, and maintenance of a robust data warehouse.