

CWU - STRATEGIC PLAN TEMPLATE

CORE THEME: 1. TEACHING AND LEARNING

OBJECTIVE 1.1 Enhance student success by continually improving the curricular, co-curricular, and extracurricular programs.							
Outcomes	Indicators	Expected Performance Level (Criterion)	Responsible Reporting Unit	Key Strategies/ Initiatives	Budget/Resource Analysis	Results/Findings (Baseline levels, trends, comparison groups)	Suggested Improvements Outcomes Indicators Criterion Strategies/Activities Budget
1.1.1 Students will achieve programmatic learning outcomes	1.1.1.1: Student performance data and outcomes achievement as described in annual program assessment reports		Reported by Associate Vice President for Undergraduate Studies				
	1.1.1.2: Post-grad job and graduate school placement rates		Reported by Dean of Student Success				
1.1.2 Students will persist to graduation with increased efficiency and rate	1.1.2.1: Freshman-to-sophomore persistence rates		Reported by Director of Organizational Effectiveness				
	1.1.2.2: Graduation rates		Reported by Director of Organizational Effectiveness				
	1.1.2.3: Time-to-graduation		Reported by Director of Organizational Effectiveness				
	1.1.2.4: Number of degrees awarded per full-time equivalent instructional faculty member		Reported by Director of Organizational Effectiveness				
	1.1.2.5: Number of full-time equivalent students taught per full-time equivalent instructional faculty		Reported by Director of Organizational Effectiveness				
1.1.3 Students and faculty will be increasingly engaged	1.1.3.1: Student participation in SOURCE, as		Office of Graduate Studies				

in the learning process in and outside of the classroom.	presenters and attendees						
	1.1.3.2: Faculty Survey of Student Engagement (FSSE) results		Reported by Director of Organizational Effectiveness				
	1.1.3.3: National Survey of Student Engagement (NSSE) results		Reported by Director of Organizational Effectiveness				
	1.1.3.4: Student participation in internships, teaching assistantships, and research assistantships		Career Services Graduate Studies				
	1.1.3.5: Percentage of work study students employed in areas related to their academic studies		Student Employment Office				
1.1.4 Students will be increasingly engaged in high quality extracurricular offerings.	1.1.41: National Survey of Student Engagement (NSSE) results		Reported by Director of Organizational Effectiveness				
	1.1.4.2: Extracurricular offering participant usage and satisfaction survey results		Reported by Dean of Student Success				

OBJECTIVE 1.2 Enhance the effectiveness of student support services.							
Outcomes	Indicators	Expected Performance Level (Criterion)	Responsible Reporting Unit	Key Strategies/ Initiatives	Budget/Resource Analysis	Results/Findings (Baseline levels, trends, comparison groups)	Suggested Improvements Outcomes Indicators Criterion Strategies/Activities Budget
1.2.1 Increase student use and impact of relevant and effective support services.	1.2.1.1: Participant usage, impact, and satisfaction survey results		Reported by Dean of Student Success				

CORE THEME: 2. INCLUSIVENESS AND DIVERSITY

OBJECTIVE 2.1 Enhance the environment of inclusiveness for faculty, staff, and students							
Outcomes	Indicators	Expected Performance Level (Criterion)	Responsible Reporting Unit	Key Strategies/ Initiatives	Budget/Resource Analysis	Results/Findings (Baseline levels, trends, comparison groups)	Suggested Improvements Outcomes Indicators Criterion Strategies/Activities Budget
2.1.1 Increase the ability and willingness of faculty staff, and students to participate in shared governance of the university.	2.1.1.1: Organizational climate studies		Conducted by the Chief Human Resource Officer, Director of Inclusivity & Diversity, and Dean of Student Success.				
2.1.2. Promote the free and civil exchange of information and ideas among faculty, staff, students, and the community.	2.1.2.1 Use of factual information about university policy and data in discourse.		Reported by Director of Inclusivity and Diversity				
	2.1.2.2. Open and constructive participation by faculty, staff, and students in university discourse.		Reported by Director of Inclusivity and Diversity				
2.1.3: Ensure the inclusiveness and diversity of co-curricular and extra-curricular programming	2.1.3.1: Attendance of co-curricular and extra-curricular programming by diverse faculty, staff, students and community members.		Reported by the Dean of Student Success				

OBJECTIVE 2.2 Increase faculty, staff, and student diversity by active programs of recruitment and retention for members of underrepresented groups.							
Outcomes	Indicators	Expected Performance Level (Criterion)	Responsible Reporting Unit	Key Strategies/ Initiatives	Budget/Resource Analysis	Results/Findings (Baseline levels, trends, comparison groups)	Suggested Improvements Outcomes Indicators Criterion Strategies/Activities Budget
2.2.1 Increase the number of and seniority of faculty and staff from underrepresented groups	2.2.1.1: Recruitment and retention results		Reported by the Chief Human Resource Officer				
	2.2.1.2: Faculty and staff workplace satisfaction study		Reported by Director of Inclusivity & Diversity and the Chief Human Resource Officer				
2.2.2 Increase diversity of students by active program recruitment and retention of underrepresented groups.	2.2.2.1: Recruitment, retention, and graduation results		Reported by the Director of Organizational Effectiveness				
	2.2.2.2: Student satisfaction studies		Reported by the Dean of Student Success				
2.2.3 Increase the number of students who have served in the military of the United States by active recruitment and retention programs.	2.2.3.1: Recruitment, retention, and graduation results		Reported by the Director of Organizational Effectiveness				
	2.2.3.2: Student satisfaction studies		Conducted by the Dean of Student Success				
2.2.4 Increase the number of international students by active recruitment and retention programs.	2.2.4.1: Recruitment, retention, and graduation results		Reported by the Director of Organizational Effectiveness				
	2.2.4.2: Student satisfaction studies		Reported by the Dean of Student Success				

OBJECTIVE 2.3: Ensure that CWU has an inclusive and diverse curriculum							
Outcomes	Indicators	Expected Performance Level (Criterion)	Responsible Reporting Unit	Key Strategies/ Initiatives	Budget/Resource Analysis	Results/Findings (Baseline levels, trends, comparison groups)	Suggested Improvements Outcomes Indicators Criterion Strategies/Activities Budget
2.3.1 Increase the number of students and faculty who engage in international exchanges or experiences.	2.3.1.1: Number of students and faculty engaged in study abroad and student and faculty exchange programs to and from CWU		Reported by the AVP for International Programs				
2.3.2 Increase the inclusion and integration of international cultural perspectives in the curriculum.	2.3.2.1: Number and type of courses reflecting international/global integration		Reported by Associate Vice President for Undergraduate Studies				
2.3.3: Increase the inclusion and integration of underrepresented group perspectives in the curriculum	2.3.3.1. Number and type of courses reflecting diverse group integration		Reported by Associate Vice President for Undergraduate Studies				
2.3.4: Increase the number of students and faculty who engage with the local and regional under-represented communities	2.3.4.1: Number of students and faculty who are engaged with local and regional under-represented communities.		Reported by Associate Vice President for Undergraduate Studies				

CORE THEME: 3. SCHOLARSHIP AND CREATIVE EXPRESSION

OBJECTIVE 3.1 Increase the emphasis on and the opportunities for students, faculty and staff to participate in research, scholarship, and creative expression activities.							
Outcomes	Indicators	Expected Performance Level (Criterion)	Responsible Reporting Unit	Results/Findings (Baseline levels, trends, comparison groups)	Key Strategies/ Initiatives	Budget/Resource Analysis	Suggested Improvements Outcomes Indicators Criterion Strategies/Activities Budget
3.1.1 Sustain participation by faculty, students, and staff in quality research, scholarship, and creative expression.	3.1.1.1: Number and quality (i.e., peer reviewed) of publications, presentations, and performances at the local, regional, national, and international levels.		Reported by the Associate Vice President for Research and Economic Development/ Dean of Graduate Studies				
3.1.2 Sustain the number of courses that include research, scholarship and creative expression skills as key outcomes.	3.1.2.1: Number and type of courses reflecting research, scholarship, and creative expression.		Reported by Associate Vice President for Undergraduate Studies				

OBJECTIVE 3.2 Increase the external funding received for research, scholarship, and creative expression by faculty, staff, and students.							
Outcomes	Indicators	Expected Performance Level (Criterion)	Responsible Reporting Unit	Key Strategies/ Initiatives	Budget/Resource Analysis	Results/Findings (Baseline levels, trends, comparison groups)	Suggested Improvements Outcomes Indicators Criterion Strategies/Activities Budget
3.2.1 Sustain the number of applications and total awards obtained by all academic colleges and divisions for external funding having local and regional impact for research, scholarship, and creative expression by faculty, staff, and students.	3.2.1.1: Number of and dollar amounts of grants and awards for research, scholarship, and creative expression having local and regional impact received by faculty, staff, and students.		Reported by the Associate Vice President for Research and Economic Development/ Dean of Graduate Studies				

CORE THEME: 4. PUBLIC SERVICE AND COMMUNITY ENGAGEMENT

OBJECTIVE 4.1 Enhance the commitment and the level of cooperation between the university and external communities.							
Outcomes	Indicators	Expected Performance Level (Criterion)	Responsible Reporting Unit	Key Strategies/ Initiatives	Budget/Resource Analysis	Results/Findings (Baseline levels, trends, comparison groups)	Suggested Improvements Outcomes Indicators Criterion Strategies/Activities Budget
4.1.1 Sustain the many cultural, educational, service, and recreational events, such as performances, exhibitions, and sporting events, that are available to the CWU campuses and external communities and increase campus and community participation in these events	4.1.1.1: Number of cultural, educational, service, and recreational events, such as performances, exhibitions, and sporting events, that are available to the CWU campuses and external communities		Reported by the Manager of the Events Outreach unit				
4.1.2 Increase the number of collaborations and partnerships with external community entities and organizations	4.1.2.1 The number of collaborations/partnerships with external communities entities and organizations.		Reported by the Director of Continuing Education, the Dean of Student Success, and the Dean of Graduate Studies.				

OBJECTIVE 4.2 Increase participation in university sponsored life-long learning opportunities.							
Outcomes	Indicators	Expected Performance Level (Criterion)	Responsible Reporting Unit	Key Strategies/ Initiatives	Budget/Resource Analysis	Results/Findings (Baseline levels, trends, comparison groups)	Suggested Improvements Outcomes Indicators Criterion Strategies/Activities Budget
4.2.1: Increase the number of class and certificate program offerings that meet the needs and satisfaction of the CWU campuses and external communities.	4.2.1.1: Number of classes and certificate program offerings and course evaluations		Reported by the Director of Continuing Education, Library, Health Education, Career Services, etc.				
OBJECTIVE 4.3 Enhance the efforts of members of the university community to strengthen the economic base of the region and state.							
Outcomes	Indicators	Expected Performance Level (Criterion)	Responsible Reporting Unit	Key Strategies/ Initiatives	Budget/Resource Analysis	Results/Findings (Baseline levels, trends, comparison groups)	Suggested Improvements Outcomes Indicators Criterion Strategies/Activities Budget
4.3.1 Increase support for area economic development.	4.3.1.1: Number of grants and contracts with local agencies and businesses		Reported by Associate Vice President for Research and Economic Development/Dean of Graduate Studies				
	4.3.1.2: Number of businesses or jobs created as a result of efforts of members of the university community		Reported by Assoc. Vice President for Research and Economic Development/Dean of Graduate Studies; President for CWU Research Foundation; and Executive Director of I4IE				

CORE THEME: 5. RESOURCE DEVELOPMENT & STEWARDSHIP

OBJECTIVE 5.1 Maximize the financial resources to the university, and assure the efficient and effective operations of the University through financial stewardship.							
Outcomes	Indicators	Expected Performance Level (Criterion)	Responsible Reporting Unit	Key Strategies/ Initiatives	Budget/Resource Analysis	Results/Findings (Baseline levels, trends, comparison groups)	Suggested Improvements Outcomes Indicators Criterion Strategies/Activities Budget
5.1.1 Provide accurate and effective revenue and expense forecasting at the division and unit levels.	5.1.1.1: A six-year rolling balanced budget that incorporates revenues, expenses, and planned reserves. As reported by the Vice President for Business and Financial Affairs to university constituencies.		Reported by Vice President (BFA)				
5.1.2 Maximize strategies and practices that optimize resource availability.	5.1.2.1: Monthly and annual report of core, service, and ancillary revenues disaggregated by function (Instruction, Student Services, Service Units); as compared to projections and reported by the Vice President for Business and Financial Affairs.		Reported by Vice President (BFA)				
5.1.3 Provide effective use of university resources.	5.1.3.1: Monthly and annual report of core, service, and ancillary expenses disaggregated by function (Instruction, Student Services, Service Unite); as compared to projections and reported by the Vice President for Business and Financial Affairs.		Reported by Vice President (BFA)				

	5.1.3.2: Participate in and report on results of benchmark studies that are available and applicable.		Reported by Vice President (BFA)				
5.1.4 Ensure university strategies align with legislative goals	5.1.4.1: Applicable data as reported by the appropriate university official.		Reported by Vice President (BFA)				
5.1.5 Increase the amount of philanthropic support through gifts from alumni, friends, corporations, and foundations.	5.1.5.1: Meeting gift targets as reported by the Director of University Advancement to university constituencies.		Reported by Director University Advancement				

OBJECTIVE 5.2 Develop and implement enrollment management and marketing plans that meet the enrollment objectives of the university.							
Outcomes	Indicators	Expected Performance Level (Criterion)	Responsible Reporting Unit	Key Strategies/ Initiatives	Budget/Resource Analysis	Results/Findings (Baseline levels, trends, comparison groups)	Suggested Improvements Outcomes Indicators Criterion Strategies/Activities Budget
5.2.1 Maximize revenues by enrolling the optimal number and type of student (e.g., in-state, out-of-state; domestic-international; freshman-transfer; undergraduate-graduate; residential-centers, etc.)	5.2.1.1: Meeting enrollment targets		Reported by AVP-Enrollment Mgmt				
	5.2.1.2: Meeting fiscal targets (cost of attendance, average financial need and average financial aid awarded accepted and dispersed), and institutional aid effectiveness targets (tuition discount rate, and cost per new and continuing FTE)		Reported by AVP-Enrollment Mgmt				
5.2.2 Position CWU for increased enrollment	5.2.2.1: Opinion surveys of key stakeholders		Reported by Director-Public Relations				
	5.2.2.2: Number and quality of prospects and applicants, admission selectivity and enrollment yield rates.		Reported by AVP - Enrollment Management				

OBJECTIVE 5.3 Ensure the University has human resources necessary to accomplish all university objectives.							
Outcomes	Indicators	Expected Performance Level (Criterion)	Responsible Reporting Unit	Key Strategies/ Initiatives	Budget/Resource Analysis	Results/Findings (Baseline levels, trends, comparison groups)	Suggested Improvements Outcomes Indicators Criterion Strategies/Activities Budget
5.3.1 Provide accurate and effective forecasting of staffing needs at the division and unit levels.	5.3.1.1 1-year and 5-year forecasting reports		Reported by Chief Human Resource Officer				
	5.3.1.2 Variance report of forecast to actual.		Reported by Chief Human Resource Officer				
5.3.2 Establish methods and systems to measure the quality of impact by staff.	5.3.2.1 Monthly and annual report of performance development plans.		Reported by Chief Human Resource Officer				
5.3.3 Establish methods and systems to provide the best HR support and guidance to staff.	5.3.3.1 Monthly and annual report of programs and services		Reported by Chief Human Resource Officer				
	5.3.3.2 Participate in and report on results of benchmark studies.		Reported by Chief Human Resource Officer				
5.3.4 Increase strategies and practices that obtain and retain the best human resources available.	5.3.4.1 Reporting on the percentage of candidate pools that exceed basic standards		Reported by Chief Human Resource Officer				
	5.3.4.2 Reporting on the percentage of hiring made from top 2 applicant choices		Reported by Chief Human Resource Officer				
	5.3.4.3		Reported by Chief				

	Reporting on the reasons for separation through regular exit interviews		Human Resource Officer				
	5.3.4.4 Biannual reporting on strategies to address key retention issues found through exit interviews.		Reported by Chief Human Resource Officer				
5.3.5 Enhance university constituent (e.g. students, parents, alumni, internal staff) service standards	5.3.5.1 Report results of constituent service survey		Reported by Chief Human Resource Officer, Director of University Advancement and Director of Public Affairs				

OBJECTIVE 5.4 Provide the facility and technology infrastructure and services appropriate to meet the university objectives, while maximizing sustainability and stewardship.							
Outcomes	Indicators	Expected Performance Level (Criterion)	Responsible Reporting Unit	Key Strategies/ Initiatives	Budget/Resource Analysis	Results/Findings (Baseline levels, trends, comparison groups)	Suggested Improvements Outcomes Indicators Criterion Strategies/Activities Budget
5.4.1 Enhance financial accountability and sustainable practices for construction, maintenance and operations of CWU facility and technology infrastructure.	5.4.1.1 Facility Expense to Budget Annual Financial Report		Reported by AVP-FMD				
	5.4.1.2 IT Expense to Budget Annual Financial Report		Reported by AVP-IT				
5.4.2 Provide facility and technology infrastructures that are accessible, safe, and secure for all visitors, students, faculty, and staff.	5.4.2.1 Capital Budget Report (Minor Works: Health/Life-Safety)		Reported by AVP-FMD				
	5.4.2.2 Semi-Annual Technology Resource Report (Security Indicators, EMS Test Assessment, System Availability/Downtime, etc.)		Reported by AVP-IT				
	5.4.2.3 Annual Clery Report		Reported by Public Safety and Police Services				
	5.4.2.4 EH&S Report		Reported by Chief Human Resource Officer and EH&S Manager				
5.4.3 Strategically operate, preserve, and improve the functionality and	5.4.3.1 Facility Condition Index		Reported by AVP-FMD				
	5.4.3.2 Annual		Reported by AVP-IT				

values of state physical assets, buildings, and infrastructure.	Technology Resource Report (age to lifecycle, Availability to Need etc.)						
5.4.4 Provide information technology infrastructure, systems, and services necessary for all CWU departments to achieve their objectives and the objectives of the university.	5.4.4.1 Bi-annual Technology Needs Assessment Survey (related to CWU Goals)		Reported by AVP-IT				
	5.4.4.2 Customer & Training Services (CaTS) Quarterly Quality Feedback Report		Reported by AVP-IT (Manager CaTS)				
5.4.5 Provide facilities, campus buildings, and grounds that are welcoming, and present the best possible physical appearance, and that are necessary for departments to achieve their objectives.	5.4.5.1 Estimated Total Preservation Backlog		Reported by AVP-FMD				
	5.4.5.2 Facilities Condition Index		Reported by AVP-FMD				
	5.4.5.3 Facility Services Quarterly Customer Feedback Report		Reported by AVP-FMD				