



Strategic Plan

Unit/Division Proposed Initiatives

Each unit/division will design corresponding objectives and indicators to link to the university's objectives. This linkage will establish how the operational and financial plans are tied to the budgetary process. The individual division, department and unit plans will be the implementation tool for the university's performance indicators.

The following are proposed initiatives developed by the Strategic Planning Task force to assist divisions as they begin developing their individual plans.

Theme 1: Teaching and Learning: Educate our students through accessible, diverse learning environments characterized by distinctive curricular, co-curricular, and extra-curricular programs.

Objective 1: Ensure student success by providing high quality curricular, co-curricular, and extracurricular programs and activities.

Proposed Initiatives:

- Provide facilities and funding to support co-curricular and extracurricular offerings at the Ellensburg campus and CWU centers.
- Support and recruit students into Living Learning Communities.
- Provide support and facilities for students to engage in athletics, clubs, and other activities on the main campus and at the university centers.

Objective 2: Offer effective student, staff, and faculty support services.

Proposed Initiatives:

- Create and facilitate a centralized student support center.
- Prepare faculty/staff for helping students use student support services.
- Provide training, support, and recognition for faculty for advising and mentoring students.
- Provide and fund opportunities for faculty/staff development.
- Provide appropriate release time for faculty to engage in professional development activities.
- Support professional development initiatives for faculty/staff.

Theme 2: Inclusiveness and Diversity: Promote an atmosphere of respect, support, and encouragement as a way to achieve individual and collaborative excellence.

Objective 1: Recruit and retain faculty, staff, and students from underrepresented groups

Proposed Initiatives:

- Conduct recruiting on WA military bases and the Community Colleges which serve them.
- Obtain federal funding for veteran's center and personnel to run it.
- Design and facilitate on-campus advising and co-curricular programs designed for veterans.
- Include veteran issues in our health/disability counseling services.
- Examine other federal funding opportunities for building a more veteran-friendly campus.
- Develop comprehensive Ellensburg campus and CWU center programs to serve veterans and military personnel.

Objective 2: Student, staff, and faculty diversity will be enhanced through active recruitment and retention.

Proposed Initiatives:

- Conduct recruiting and more specific programs tied to international universities.
- Create (or increase) the number of scholarships available to international students.
- Recruit students for study abroad experiences.
- Create more scholarships for student study abroad experiences.
- Encourage and fund faculty-led programs and experiences.
- Facilitate international student exchange programs.
- Encourage students and faculty to apply for Fulbright awards.
- Encourage international faculty exchange programs.

Theme 3: Scholarship and Creative Expression: Engage in the creation, dissemination, and preservation of knowledge through research, scholarship, and creative expression.

Objective 1: Students, staff, and faculty participate in research, scholarship, and creative expression activities.

Proposed Initiatives:

- Commit to increasing current funding levels of institutionalized undergraduate research support activities including student fellowships, workshops, training, student led performances and exhibits, Undergraduate Research Week, and SOURCE.
- Increase external funding for student and faculty research and creative expression.

May 7, 2012

- Provide funding through the CWU Foundation to support undergraduate student scholarship (funding for scholarships, funding for paid internships, student and faculty travel, and materials/equipment).
- Encourage more undergraduate scholarship and creative expression by providing appropriate faculty workload allocations and resources for mentored engagement.
- Commit to maintaining current funding levels for the Science Honors Program and the Douglas Honor's College.
- Support funding for construction and provide adequate maintenance of state of the art facilities.
- Continue to support the publication of the Pacific NW Journal of Undergraduate Research and Creative Activities.
- Commit to recruiting academically qualified students to CWU who are interested in scholarship experiences.
- Encourage more scholarship and creative expression by providing appropriate faculty workload allocations for substantive scholarship and creative activities.
- Build funding through the CWU Foundation and other areas to support scholarship (funding for the time, travel, and materials/equipment).
- Commit to maintain current faculty support – faculty development money, seed grants, etc.
- Support funding for construction and provide adequate maintenance of state of the art facilities.
- Highlight faculty and student scholarship and creative expression on the CWU web page and through the communications office.
- Provide grant writing training/resources.
- Initiate an internal editing and peer review process to facilitate and support faculty writing efforts.
- Facilitate writing mentor and partnership opportunities for faculty who want to gain scholarly publication experience.
- Encourage more graduate scholarships by developing a workload unit model that reflects the labor-intensive nature of mentoring graduate students to complete a thesis.
- Provide funding through the CWU Foundation to support graduate student fellowships and funding for student and faculty travel and materials/equipment).
- Support funding for construction and provide adequate maintenance of state of the art facilities.
- Increase the number of students on assistantships and increase the graduate student stipend so that it is nationally competitive.
- Develop a tuition waiver model that allows CWU to be nationally competitive in recruiting graduate students.
- Develop a Professional Science Masters (PSM) program.
- Provide resources for developing graduate programs.

Objective 2: Students, staff, and faculty obtain external funding for research, scholarship, and creative expression activities.

Proposed Initiatives:

- Encourage more grant and contract writing by providing additional faculty workload allocations for said work.
- Build funding through the CWU Foundation and other areas to support research and creative expression (funding for the time, travel, and materials/equipment).
- Commit to sustaining a university research foundation, including ties to foundations, industry, and other public and private stakeholders.
- Initiate an internal editing and peer review process to facilitate and support faculty grant writing efforts.

Theme 4: Public Service and Community Engagement: Collaborate with our larger communities (local, regional, state, national, global) for the mutually beneficial exchange of service, knowledge, and resources.

Objective 1: Cultural, recreational, educational, and lifelong learning opportunities at the university and community will be enriched through collaboration with local and regional business, alumni, and other community groups.

Proposed Initiatives:

- Invite community groups to campus to facilitate greater interaction.
- Support and fund community outreach and collaborative activities.
- Support the CWU Civic Engagement Center and Academic Service Learning Faculty Fellow Program.
- Provide opportunities for students, faculty, and staff to initiate partnerships.
- Facilitate advisory committees for academic programs.
- Provide for and fund community outreach programs and on-campus activities and forums to engage the campus community with external partners.

Theme 5: Resource Development and Stewardship: CWU will sustain an environment that supports the mission of the university in which personal interaction is enhanced by outstanding teaching, research, personnel, and facilities.

Objective 1: Develop and enhance human, financial, physical, and technological resources.