

CENTRAL WASHINGTON UNIVERSITY  
Board of Trustees  
July 20, 2017

**EXECUTIVE SUMMARY-INFORMATION – Strategic Plan Update (Handout 3)**

**BACKGROUND:** For the past two years at the annual conference, the Northwest Commission on Colleges and Universities (NWCCU) has strongly encouraged institutions to reduce the complexity of their strategic plans. In response, CWU established a set of guiding principles to streamline the institutional strategic plan including the core themes, objectives, outcomes, and indicators. Those principles are as follows:

- Preserve the intent of the existing strategic plan core themes and objectives; however, combine or delete objectives that are either redundant or do not have clearly related and measurable outcomes.
- Preserve the intent of the original outcomes; however, combine outcomes when appropriate and delete redundancies.
- Undertake a major overhaul of the indicators:
  - Numerous deletions to reduce the number of indicators to be manageably measurable and in line with NWCCU’s expectations of a reasonable number of indicators.
  - Significant enhancement of the metrics – for example, not simply stating that National Survey or Student Engagement (NSSE) data will be used but specifying which NSSE question sets will be analyzed for specific outcomes and what types of comparisons will be conducted, for example, to peer institutions.
  - Emphasizing the use of institutional-level data CWU has consistently been collecting and analyzing – and that are frequently used for regional accreditation self-studies.
  - Demonstration of clear linkages between institutional-level data and college/unit-level data, for example, providing college and departmental breakdowns for all NSSE reports.
  - Ensuring CWU has available, useable college/unit-level data.

Submitted:



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APPROVED FOR SUBMISSION TO THE BOARD:



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James L. Gaudino  
President

## Central Washington University Strategic Plan – Updated Version

### **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.

### **Core 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.

*Note: deleted original Outcome 1.1.4: "Students will be increasingly engaged in high quality co-curricular and extracurricular offerings." Indicator 1.1.4.1: "Local data available." This is addressed under Outcome 1.1.3.*

**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.

**Objective 3.1: Increase the emphasis on and the opportunities for students, faculty, and staff to participate in research, scholarship, and creative expression activities.**

**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).

*Note: deleted "Indicator 3.1.1.3: Number and amount of internal Undergraduate and Graduate Research Fellowships awarded."*

**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.

*Note: deleted from Outcome 3.2.1: "Sustain the number of applications and total awards obtained by all academic colleges and divisions for external funding having local, regional, national, and international impact 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.

**4. 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.

**Objective 4.1: Enhance the level of engagement, collaboration, and goodwill between the university and surrounding communities.**

**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.

*Note: rewrote Outcome 4.1.1: "Optimize 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."*

**Indicator 4.1.1.1:** Number of cultural, educational, service, and recreational activities, such as performances, exhibitions, presentations, and sporting events, available to CWU and its surrounding communities.

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

**Indicator 4.1.2.1:** The number of (~~deleted "positive"~~) collaborations and partnerships with surrounding community entities and organizations (~~deleted "to build good will between the University and the communities, and serve the best interest of both"~~).

**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:** Number of classes and certificate program offerings; course and program locations, enrollments, and evaluations. (*re-worded*)

*Note: deleted Objective 4.2: "Increase participation in university sponsored life-long learning opportunities between the University and external communities" and subsumed it under Objective 4.1.*

**Objective 4.2: Enhance the efforts of members of the university community to strengthen the economic base of the region and the state.**

**Outcome 4.2.1:** Increase support for area economic development.

**Indicator 4.2.1.1:** Number of grants and contracts with local agencies and businesses and amount of funding obtained.

*Note: deleted Indicator 4.2.1.2: "Number and amount of contracts with agencies and businesses."*

**5. 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 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 to the university, and assure the efficient and effective operations of the University through financial stewardship.***

***Objective 5.2: Develop and implement enrollment management and marketing plans that maximize revenue.***

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

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

***Note: Core Theme Five will be updated during Summer 2017 and presented to the Board of Trustees in Fall 2017.***

## Central Washington University Strategic Plan – Current Version

### **Mission**

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### **Vision**

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### **Core Values**

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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.

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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 the curricular, co-curricular, and extracurricular programs.**

**Outcome 1.1.1:** Students will achieve programmatic learning outcomes.

**Indicator 1.1.1.1:** Student performance data and outcomes achievement as described in annual program assessment reports.

**Indicator 1.1.1.2:** Post-graduation job and graduate school placement rates.

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

**Indicator 1.1.2.1:** First year-to-second year persistence rate.

**Indicator 1.1.2.2:** Graduation rate.

**Indicator 1.1.2.3:** Time-to-graduation.

**Indicator 1.1.2.4:** Credits-to-graduation percentage and number of students earning beyond 225 credits before graduating.

**Indicator 1.1.2.5:** Time-to-completion.

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

**Indicator 1.1.3.1:** Faculty Survey of Student Engagement (FSSE) results.

**Indicator 1.1.3.2:** National Survey of Student Engagement (NSSE) results.

**Indicator 1.1.3.3:** Priority Survey of Online Learning (PSOL) results.

**Indicator 1.1.3.4:** Student participation in internships, teaching assistantships, and research assistantships.

**Outcome 1.1.4:** Students will be increasingly engaged in high quality co-curricular and extracurricular offerings.

**Indicator 1.1.4.1:** Local data available.

**Objective 1.2: Enhance the effectiveness of student support services.**

**Outcome 1.2.1:** Increase student use and impact of relevant and effective support services.

**Indicator 1.2.1.1:** Participant usage, impact, and satisfaction survey results (local data).

**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: Enhance the environment of inclusiveness for faculty, staff, and students.**

**Outcome 2.1.1:** Increase the ability and willingness of faculty, staff, and students to participate in shared governance of the university.

**Indicator 2.1.1.1:** Organizational climate studies.

**Indicator 2.1.1.2:** Faculty and staff participation in University Committees, Senate Committees, College Committees, and participation in surveys and questionnaires.

**Indicator 2.1.1.3:** Student participation in student government and student clubs, and population of University Committees, councils, task forces, and teams as requested.

**Objective 2.2: Increase faculty, staff, and student diversity by active programs of recruitment and retention for members of underrepresented groups.**

**Outcome 2.2.1:** Increase the number of and seniority of faculty and staff from underrepresented groups.

**Indicator 2.2.1.1:** Recruitment results.

**Indicator 2.2.1.2:** Retention results.

**Indicator 2.2.1.3:** Faculty and staff workplace satisfaction study

**Outcome 2.2.2:** Increase diversity of students by active program recruitment and retention of underrepresented groups.

**Indicator 2.2.2.1:** Recruitment, retention, and graduation results.

**Indicator 2.2.2.2:** Student satisfaction studies.

**Outcome 2.2.3:** Increase the number of students who have served in the military of the United States by active recruitment and retention programs.

**Indicator 2.2.3.1:** Recruitment, retention, and graduation results.

**Indicator 2.2.3.2:** Student satisfaction studies.

**Outcome 2.2.4:** Increase the number of international students by active recruitment and retention programs.

**Indicator 2.2.4.1:** Recruitment, retention, and graduation results.

**Indicator 2.2.4.2:** Student satisfaction studies.

**Objective 2.3: Ensure that CWU has an inclusive and diverse curriculum.**

**Outcome 2.3.1:** Increase the number of students and faculty who engage in international exchanges or experiences.

**Indicator 2.3.1.1:** Number of students and faculty engaged in study abroad and student and faculty exchange programs to and from CWU.

**Outcome 2.3.2:** Increase the inclusion and integration of international cultural perspectives in the curriculum.

**Indicator 2.3.2.1:** Number and type of courses reflecting international/global integration.

**Outcome 2.3.3:** Increase the inclusion and integration of underrepresented group perspectives in the curriculum.

**Indicator 2.3.3.1:** Number and type of courses reflecting diverse group integration.

**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.

**Objective 3.1: Increase the emphasis on and the opportunities for students, faculty and staff to participate in research, scholarship, and creative expression activities.**

**Outcome 3.1.1:** Sustain 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 The Symposium on University Research and Creative Expression (SOURCE).

**Indicator 3.1.1.3:** Number and amount of Internal Undergraduate and Graduate Research Fellowships awarded.

**Outcome 3.1.2:** Sustain the number of courses that include research, scholarship, and creative expression skills as key outcomes.

**Indicator 3.1.2.1:** Number and type of courses reflecting research, scholarship, and creative expression and the 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:** Sustain the number of applications and total awards obtained by all academic colleges and divisions for external funding having local, regional, national, and international impact for research, scholarship, and creative expression by faculty, staff, and students. Increase the external funding received for research, scholarship, and creative expression by faculty, staff, and students.

**Indicator 3.2.1.1:** Number of competitive grants submitted (and on which level, local/state/regional/national/international).

**Indicator 3.2.1.2:** Number of grants awarded (and by which agency [local/state/regional/national/international] and the dollar amount for each).

**4 - 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.

**Objective 4.1: Enhance the commitment and the level of collaboration between the university and external communities.**

**Outcome 4.1.1:** Optimize 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.

**Indicator 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 and that engage communities.

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

**Indicator 4.1.2.1:** The number of positive collaborations/partnerships with external communities entities and organizations, to build good will between the University and the communities, and serve the best interest of both.

**Objective 4.2: Increase participation in university sponsored life-long learning opportunities between the University and external communities.**

**Outcome 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.

**Indicator 4.2.1.1:** Number of classes and certificate program offerings and course evaluations, location, and enrollments.

**Objective 4.3: Enhance the efforts of members of the university community to strengthen the economic base of the region and state.**

**Outcome 4.3.1:** Increased support for area economic development.

**Indicator 4.3.1.1:** Number of grants and contracts with local agencies and businesses.

**Indicator 4.3.1.2:** Number and amount of contracts with agencies and businesses.

**5 - 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 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 to the university, and assure the efficient and effective operations of the University through financial stewardship.**

**Outcome 5.1.1:** Provide accurate and effective revenue and expense forecasting at the division and unit levels.

**Indicator 5.1.1.1:** A six-year rolling balanced budget that incorporates revenues, expenses, and planned reserves.

**Outcome 5.1.2:** Maximize university practices that provide effective use of resources.

**Indicator 5.1.2.1:** Monthly and annual report of core, service, and ancillary revenues disaggregated by function (Instruction, Student Services, Service Unites); as compared to projections.

**Outcome 5.1.3:** Increase the amount of philanthropic gifts from alumni, friends, corporations, and foundations.

**Indicator 5.1.3.1:** Meeting gift targets.

**Objective 5.2: Develop and implement enrollment management and marketing plans that maximize revenue.**

**Outcome 5.2.1:** Achieve projected targets for each enrollment category (e.g., in-state, out-of-state; domestic-international; veteran, freshman-transfer; undergraduate–graduate, etc.).

**Indicator 5.2.1.1:** Meeting enrollment targets.

**Indicator 5.2.1.2:** Meeting fiscal targets and institutional aid ROI effectiveness targets.

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

**Outcome 5.3.1:** Provide consistently exemplary service.

**Indicator 5.3.1.1:** Monthly and annual report of performance development plan reports.

**Indicator 5.3.1.2:** Results of constituent service assessments.

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

**Indicator 5.3.2.1:** Reporting on the percentage of candidate pools that exceed basic standards.

**Indicator 5.3.2.2:** Reporting on the percentage of hiring made from top 2 applicant choices.

**Indicator 5.3.2.3:** Reporting on the reasons for separation through regular exit interviews.

**Indicator 5.3.2.4:** Biannual reporting on strategies to address key retention issues found through exit interviews

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

**Indicator 5.3.3.1:** 1-year and 5-year forecasting reports.

**Indicator 5.3.3.2:** Variance report of forecast to actual.

**Indicator 5.3.3.3:** Monthly and annual report of programs and services.

**Indicator 5.3.3.4:** Participate in and report on results of benchmark studies.

**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:** 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 (Security Indicators, EMS Test Assessment, System Availability/Downtime, etc.).

**Indicator 5.4.2.3:** Annual Clery Report.

**Indicator 5.4.2.4:** EH&S Report.

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

**Indicator 5.4.3.1:** Bi-annual Technology Needs Assessment Survey (related to CWU Goals).

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