

Strategic Plan Goals and Initiatives

University Feedback – May 2023

Unifying Value: Student Success

Unifying Value: Student Success

Unifying Goal #1: *Elevate culturally sustaining practices, including pedagogy and curriculum, that allow students to bring their cultures, histories, languages, and literacies into the learning environment.*

- Initiative 1.1 *Support faculty in nurturing and honing culturally sustaining practices through professional development and small class sizes.*

Unifying Goal #2: *Increase the diversity of faculty and staff to enhance representation and visibility of historically underrepresented populations in higher education.*

- Initiative 2.1 *Make diversity and equity a clearer priority in the hiring process, from the job listing to the candidate interviews, in staff and NTT searches, not just in tenure-track searches*
- Initiative 2.2 *Targeted advertising and recruitment via organizations and groups that support diversity and equity initiatives*
- Initiative 2.3 *Support historically underrepresented faculty once they get to the university by consulting with them and existing historically underrepresented faculty about the support they need to succeed. This may include incorporating the invisible service load into their workload plans, or aligning promotion and tenure standards with the work they actually do and that we need them to do to support our students.*

Unifying Value: Student Success

Unifying Goal #1: *Increase the accuracy of demographic data.*

- Initiative 1.1: *Provide training on current data state, inaccuracies, and proper collection methods.*
- Initiative 1.2: *Regularly audit data for errors and/or omissions.*

Unifying Goal #2: *Advance capabilities of university associates for thinking fluidly across worldviews, including tribal, decolonial, and western perspectives.*

- Initiative 2.1 *Facilitate exposure to literature, films, and/or art produced by Indigenous and other marginalized artists.*
- Initiative 2.2: *Engage in conversations and participate in classes and/or workshops that challenge colonial power structures and incorporate Indigenous knowledge systems.*

Unifying Value: Student Success

Unifying Goal #1: University areas supporting student success are accessible to students with low barriers of entry.

- Initiative 1.1 Create pathways for student services to be promoted and accessible in the academic setting.
- Initiative 1.2 Connect students with real world applications where academic knowledge is applied regularly (campus jobs, internships, practicums, etc.).

Unifying Value: Student Success

Unifying Goal #1: Address students' basic needs and create community through food.

- Initiative 1.1: Expand food recovery program, low to no-cost student events, and increase accessible efforts.
- Initiative 1.2: Introduce alternative options that best address basic student needs (i.e., accepting SNAP benefits as a payment option, FISH collaboration within our program efforts, etc.).

Unifying Value: Student Success

Unifying Goal #1: Sustainability should be integrated into the university in all aspects

- Initiative 1.1 Sustainability Council - Climate change action plan should be adopted.
- Initiative 1.2 Sustainability interwoven into the curriculum.

Unifying Value: Student Success

Unifying Goal #1: Academic and Inclusive Excellence

- Initiative 1.1: Support knowledge acquisition and creation in small classroom or group settings with ample opportunities for mentored research and creative expression
- Initiative 1.2: Create an environment in which feelings of safety and support build the foundation that allows all students, faculty, staff, and administrators to contribute toward a healthy and successful academic experience

Unifying Goal #2: Sustaining Practices

- Initiative 2.1: Foster sustainability in environmental, human, and fiscal resources
- Initiative 2.2: Commit to activities proven to be successful in retaining students, staff, and faculty
- Initiative 2.3: Improve CWU's visibility and reputation in the state
- Initiative 2.4: Strengthen CWU's ties to community colleges

Unifying Value: Student Success

Unifying Goal #1: make CWU a place that commits to diversity, equity and culturally sustaining practices.

- Initiative 1.1: support implementation of critical and liberatory pedagogies that are at the heart of culturally sustaining curriculum by actively soliciting input and implementing ideas of the faculty who are experts in the areas.

- Initiative 1.2: support and implement professional development that addresses diversity, accessibility and equity in sophisticated and culturally sustaining ways, as opposed to outdated and perfunctory trainings.
- Initiative 1.3: recruit diverse faculty and staff to represent our student population

Unifying Value: Student Success

Unifying Goal #1: CWU invests in student success and addresses critical 21st century workforce needs by infusing sustainability and climate change education and competencies across campus-wide curriculum.

Unifying Value: Student Success

Unifying Goal #1: Increase student retention, persistence, graduation

- Initiative 1.1 Increase/improve counseling resources; food and housing security
- Initiative 1.2 Invest in innovative technology for instruction
- Initiative 1.3 Build sense of belonging; community, involvement
- Initiative 1.4 Determine current state: understand where we fail; what we do well; what causes students to drop out/stop out
- Initiative 1.5 Make CWU more affordable
- Initiative 1.6 Close equity gaps between demographic cohorts

Unifying Goal #2: Prepare students for workforce

- Initiative 2.1 – Create networking, job opportunities post graduation
- Initiative 2.2 – Adapt curriculum to needs of students and modern economic forces

Unifying Value: Student Success

Unifying Goal #1: **Increase student financial aid literacy**

- Initiative 1.1: **Increase number of financial aid counselors (with better pay)**
- Initiative 1.2: **assign each student a financial aid counselor (analogous to advising)**
- Etc.

Unifying Goal #2: **Greater student contact with Career Services**

- Initiative 2.1: **Integrate career services/career counselors into the revamped UNIV 101 and set up a canvas page for Career Services accessible to all students**

Unifying Value: Student Success

Unifying Goal #1: Enhance inclusive and culturally responsive teaching and learning experiences.

- Initiative 1.1 - Develop and implement a comprehensive faculty development program that focuses on inclusive pedagogy, culturally responsive teaching practices, and designing curricula that incorporate diverse perspectives and experiences.
 - *Note: This may be something for the Undergraduate Studies Faculty Fellow.*
 - *Workshops like what was offered for the Online Teaching Certificate.*

- Initiative 1.2 - Establish a university-wide task force to review and revise existing courses and programs, ensuring they align with culturally sustaining practices and provide opportunities for students to engage with diverse content and learning materials.
 - *Note: Multimodal learning?*
 - *This could be incorporated into a department's curriculum committee.*

Unifying Goal #2: Foster an inclusive and supportive campus environment that facilitates academic and professional growth for all students.

- Initiative 2.1 - Create a campus-wide mentorship program that pairs incoming students with upper-year students, faculty, or staff who share similar backgrounds or interests. This program should emphasize building relationships, providing academic support, and encouraging professional development.
 - *Note: Something through Student Success?*
- Initiative 2.2 - Expand support services that address the unique needs of diverse student populations, such as first-generation students, non-traditional students, and students from underrepresented backgrounds. This may include academic workshops, career counseling, mental health support, and access to resources and networking opportunities.
 - *Note: Something through Student Success?*
 - *The university has a first year experience or "next steps" page: <https://www.cwu.edu/admissions/next-steps>, The "Week of Welcome" would be a good place to connect with the student population described above.*

These goals and initiatives, when implemented effectively, can contribute to a university environment that fosters student success, inclusivity, and engagement, in line with the student success value statement.

Unifying Value: Student Success

Possible goals include:

- CWU students feel confident and capable in their fields before and after graduation.
- After graduation, CWU students continue to seek out learning opportunities—whether for personal enjoyment or for their career.
- A healthy work/life balance is maintained so that students, faculty, and staff can learn and grow together.

Possible Initiatives include:

- Creating professional development opportunities that help faculty develop innovative ways for students to bring their cultures, histories, languages, and literacies into the curriculum.

- Using academic policy, professional development, and messaging to create a culture that values learning—where it is recognized that learning can involve struggle, challenges, and failures just as much as success.

Unifying Value: Student Success

Unifying Goal #1: Improved Retention.

- Initiative 1.1 – Ensure students can enroll in courses when they need them.
- Initiative 1.2 – Develop more academic achievements (certs, honors, etc).
- Initiative 1.3 – Foster connections with students through engagement activities.

Unifying Goal #2: Proper advising from entry to exit.

- Initiative 2.1 – Improve advising guides and procedures.
- Initiative 2.2 – Create effective advising practices.

Unifying Goal #3: Recruitment

- Initiative 3.1 – Increase recruitment support to attract students.
- Initiative 3.2 – Improve transfer students regionally (and nationally)

Unifying Value: Student Success

Unifying Goal #1: Every student will experience 4-7 high-impact practices before they graduate.

- Initiative 1.1 – Develop and support programs, especially interdisciplinary programs, that focus on high-impact practices.

Unifying Goal #2: Increase the diversity of faculty and staff.

- Initiative 2.1 – Initiate and fund cluster hiring focusing on diversifying our faculty members.
- Initiative 2.2 - Continue attracting and hiring diverse staff members in key positions.
- Initiative 2.2.3 – Intentional placement of job advertisements.

Unifying Value: Student Success

Unifying Goal #1: Exemplify academic excellence through High-Impact Practices (HIPs) that promote student learning and achievement.

- **Initiative 1.1: Provide robust faculty-mentored undergraduate research, scholarship, and creative expression experiences to students in all disciplines.**
This may be accomplished through funded summer undergraduate research programs, undergraduate research opportunities offered for credit, and research-based coursework. A vibrant and effective environment for undergraduate research and creative expression is promoted through investment in the Office of University Student Research, the campus SOURCE symposium, the office of Research & Sponsored Programs, and up-to-date equipment and facilities. Undergraduate research relies on hiring faculty who are dedicated to serving as mentors to undergraduate students, and

supporting faculty in these endeavors through professional development, funding for travel and supplies, and dedicated time for mentorship of undergraduate research.

- **Initiative 1.2: Provide opportunities for students to participate in Capstone Courses and Projects.** This may be accomplished through the Culminating Experience requirement in the General Education program and through department-specific coursework.

Unifying Goal #2: Promote student well-being and success.

- **Initiative 2.1:** Provide academic support services that remove barriers related to gaps in preparation. This may include drop-in tutoring services such as the Learning Commons, PALS tutoring, and the Writing Center. This may also include bridging programs designed to help students strengthen key skillsets such as mathematics or writing.
- **Initiative 2.2:** Provide effective and responsive discipline-specific academic advising to each student. To accomplish this initiative, advising caseloads should be kept within National Academic Advising Association (NACADA) standards.
- **Initiative 2.3:** Provide access to medical services and mental health support. To accomplish this initiative, caseloads should be kept within International Accreditation of Counseling Services (IACS) recommendations.
- **Initiative 2.4:** Provide robust Career Exploration Services that support students in connecting to careers. This can be accomplished through effective collaboration between the Career Services office, the CWU Alumni Association, and academic departments.

Unifying Value: Student Success

Unifying Goal #1: Offer networking and prof. Development opportunities for Students, Staff, and Faculty across all programs.

- Initiative 1.1 Hosting conferences, guest artists, speakers, or other relevant opportunities. These should be geared towards career and programmatic goals and include professionals in the field who are from diverse backgrounds.
- Initiative 1.2
- Etc.

Unifying Goal #2: To offer robust general education to CWU Students which will serve as the foundation for the various degree university degree offerings.

- Initiative 2.1 Evaluate general education curriculum against accreditation standards on regular intervals.
- Initiative 2.2 Require general education pathways to consist of a deep and wide array of liberal arts content area.

Unifying Value: Student Success

Unifying Goal #1: Meeting students where they are

- Initiative 1.1: Provide support for student health and welfare—e.g., safety, counseling, food security, housing security, health services, disability support services

- Initiative 1.2: Provide more student academic support—e.g., tutoring services, Math and English centers, information literacy, peer mentorship, graduate-undergraduate student mentorship

Unifying Goal #2: Meeting faculty where they are

- Initiative 2.1: Faculty development to provide better student support—e.g. training for helping more neurodiverse students, ADI training, etc. (that is not simply out of hide, but is included in our workload)
- Initiative 2.2: Faculty workload rebalance to embed training/development—e.g., workload for professional development to better prepare us to skillfully help students

Unifying Value: Student Success

Unifying Goal #1: Help students define success for themselves

- Initiative 1.1 Survey of students, faculty, and staff to determine what student success means.
- Initiative 1.2 Prioritizing, through resources, the elements of student success as defined by the students and through the survey.

Unifying Value: Student Success

Unifying Goal #1: Expose students to 4 to 7 high impact practices during their time at CWU.

- Initiative 1.1 Expand funding for undergraduate research both in terms of time for faculty to mentor undergraduate research and OUR undergraduate research and travel grants.
- Initiative 1.2 Keep the student to faculty ratio at or below 18 to 1 to maximize the ability to implement high impact practices in lectures and labs (broadly defined).

Unifying Value: Student Success

Unifying Goal #1: Develop services for first generation to improve retention and graduation.

- Initiative 1.1- Become a member of the first scholar's network
- Initiative 1.2- Integrate supplemental instructional support into general education courses as co-curricular experiences to improve success rates.

Student Success:

- Become, and sustain, CWU as a model learning community. We all behave as learners.
- Become and/or stay relevant in all disciplines and in critical thinking.

Unifying Value: Student Success

Unifying Goal #1: Provide education suited for students from diverse academic backgrounds

- Provide access to foundational courses that address disparity in student preparation
- Provide more and better tutoring and student support resources

Unifying Goal #2: Promote career readiness

- Increase awareness of career services and related events by incentivizing students to actively participate in them
- Improve career readiness skills of all students by increasing resources for career services

Goal: Student retention rate & graduation rate

- Initiatives
 - Enhanced mentorship programs – student peers and alumni
 - Connection of student clubs to alumni affinity groups
 - New financial aid programs like Wildcat Promise
 - Initiatives that recognize/build on the new hybrid learning environment
 - Specific focus on traditionally under-represented groups

Goal: Enhanced high impact practices for students

- Initiatives
 - Focus on small number of key programs to invest in and grow and make core to the student experience

Unifying Value: Student Success

Unifying Goal #1: Adequately staff existing support structures

- Initiative 1.1 Modernize recruitment strategies rather than relying solely on search committees to recruit
- Initiative 1.2 Examine funding for units/departments/positions to support recruitment strategies
- Initiative 1.3 Open up visa sponsorship/recruitment of international workers to staff positions

Unifying Goal #2: Overhaul existing systems and departments, examining for systemic bias and barriers to make supports inclusive for all students

- Initiative 2.1 Create a centralized oversight and consultation committee to both examine and provide support to departments/units/programs regarding deconstructing systems oppression and barriers.
- Initiative 2.2 Educate students on what to do if they experience overt or covert discrimination from the institution or its employees.

Unifying Value: Student Success

Unifying Goal #1: Increase opportunities for collaborative (faculty/undergraduate/graduate) scholarship and creative expression.

- Initiative 1.1: Provide adequate funding for faculty and student travel to present at national and international conferences.

- Initiative 1.2: Support faculty-led projects in student research and creative expression, assigned as teaching/mentorship in faculty workloads and performance review.

Unifying Goal #2: Provide effective tutoring for all students.

- Initiative 2.1: Provide support for student tutoring” (peer-to-peer learning).
- Initiative 2.2: Provide ongoing training for Learning Commons staff.
- Initiative 2.3: Strengthen outreach and communications to students about tutoring resources.

Goals:

Bridge programs in math and writing to prepare and increase student retention, reduce DFW, etc.

Close support gaps between student constituencies/locations (e.g., Centers, online students vs. Ellensburg)

Elevate student engagement in non-academic support services; advising, career services, etc.

Unifying Value: Student Success

- Unifying Goal #1:
 - Make CWU a place where people want to work and learn.
 - 80% student retention rate by 2027
- Initiative 1.1 – Acknowledge faculty as financial assets, not burdens. The constant demand be do more with less and the routine exploitation of faculty associated with the “labor of love” mentality is destroying morale. Faculty members who feel appreciated, supported, and professionally fulfilled are better teachers, mentors, and colleagues.
- Initiative 1.2 - Create mechanisms to make it easier for faculty to work with individual/small groups of students on projects. Support with resources.
- Etc.

Unifying Goal #2: All students have dedicated faculty member for academic and professional career planning. (context: connection with faculty is one of the strongest predictors of student success. However, the institution has left this to informal mechanisms (after the implementation of professional advising). This would create a formal mechanism and provide resources and/or

- Initiative 2.1 Create dedicated workload formula/mechanism to allow for release time and/or resources for faculty to engage in one-one-one advising and mentoring.
- Initiative 2.2: Create outline of activities/outcomes for one-one-one advising/mentoring by faculty (what is included and what is in the

Unifying Value: Student Success

Unifying Goal #1: Ensure students are educated about available resources to secure their academic & personal success

- Initiative 1.1 – A program to continue to educate transfer & upperclassmen of resources through web applications & resource hub
- Initiative 1.2 – Training initiative for staff and faculty to best direct students to resources (411 service or hotline)
- Etc.

Unifying Goal #2: Retention – Develop multi-cultural center

- Initiative 2.1 – Reduce financial aid knowledge gaps – Create parent/support network 101 to get valuable info to support -
- Initiative 2.2 – Rather than waiting for students to reach out to professionals, professionals should reach out to students
- Etc.

Unifying Goal #3: Increase post-graduation support and pathways

- Initiative 3.1 – Require real world application before graduation (Internship, shadow, networking, research)
- Initiative 3.2 – Increase network opportunities for students

Unifying Value: Student Success

Unifying Goal #1:

- Create more internship opportunities throughout the campus and Ellensburg community for students to achieve academic goals, create connections, and obtain experience in their professional goals.

Unifying Value: Student Success

Unifying Goal #1: Staff and faculty prioritize differentiated teaching and programming efforts that are designed to impact most marginalized student communities.

Unifying Goal #2: Faculty are unified and provide standardized excellence in teaching with attention to cultural impacts and supportive measures.

- Initiative 2.1 better/standardized training and teaching expectations for faculty
- Initiative 2.2 accountability for performance standards, create useful resources for instructor development & systematic collection of feedback

Goal 1: CWU becomes a student-centered institution

Initiatives:

- 1) CWU develops a cadre of trained retention counselors to coordinate planning and focus advising on supporting students to persist to graduation
- 2) Fully fund Learning Commons
- 3) Expand resources of Disability Services and Student Health Services
- 4) Provide dedicated, ongoing communication and training/peer group support to faculty on best practices toward helping students persist to graduation

Unifying Value: Student Success

Unifying Goal #1: Raise retention and graduation rates.

Unifying Goal #2: Recruit and support a diverse student body.

Unifying Goal #3: Connect students to available student resources.

Unifying Value: Student Success

Unifying Goal #1: CWU will increase life skills training and education for students adjusting to independent living.

- Initiative 1.1 Enhance students' financial literacy by increasing the programming provided by the Financial Wellness Center, Financial Aid, and other key partners with specific focus dedicated to the different needs endorsed by students at different points in their academic lives (ie, Week of Welcome and during their final academic quarter).
- Initiative 1.2 Provide basic education around topics such as nutrition, easy meal preparation, laundry, setting alarms, etc. that are essential to successful academic outcomes but that are not always provided through a student's early life experiences.
- Etc.

Unifying Goal #2: CWU will lean into technological advancements that may further students' competitiveness within the global job market.

- Initiative 2.1 Incorporate new technologies (such as artificial intelligence) into course instruction across various disciplines.

Unifying Value: Student Success

Unifying Goal #1: Academic Excellence

- Initiative 1.1 -- Ensure small class size for maximum faculty+student interaction
- Initiative 1.2 -- Foster pedagogy that delivers experiential and high impact learning as well as faculty mentoring opportunities for graduate and undergraduate students

Unifying Goal #2: Sustaining Practices

- Initiative 2.1 -- Cultivate environmental, economic, and social sustainability of the campus community and the broader Ellensburg, Kittitas County, and eastern Washington community as a whole
- Initiative 2.2 -- Reinvest in practices that retain not only our students, but our staff and faculty

Core Goal #3.2: Use our unique environmental situation to provide research experiences and other activities that serve the needs of our region

- Initiative 3.2.1 -- Seek community, non-profit, or governmental partnerships to integrate CWU into the broader community
- Initiative 3.2.2 -- Continue existing and initiate new research projects that serve regional conservation and sustainability goals (e.g., I-90 Wildlife Corridor Project)

CWU Value	CWU Goal	CWU Initiative
<p>Unifying Value: Student Success</p> <p>Operational Strategy: Integrative</p>	<p>Unifying goal #1:</p> <p>To achieve institutional Integration by creating common platforms and improving coordination and communication at all levels at CWU</p>	<p>1.1 To conduct our daily practices in accordance on our common values, vision and mission</p> <p>1.2 To increase coordination and communication across all practices, programs and initiatives at CWU</p> <p>1.3 To conduct a comprehensive analysis of our practices in order to strengthen scholarship, teaching and service</p>
	<p>Unifying goal #2:</p> <p>To be a strong collaborator and partner within the region</p>	<p>2.1 To create partnerships with local stakeholders in education, industry and government as well as national academic networks</p> <p>2.2 To facilitate Learning Service initiatives that generate civic and community engagement</p> <p>2.3 To conduct regional environmental scans to define relevant needs and opportunities</p> <p>2.4 To strengthen Running Start, CAMP, and other High Schools pathways to CWU</p>
	<p>Unifying goal #3:</p> <p>To make Graduate Studies and Research an integral part of CWU's success</p>	<p>3.1 To support graduate students, and their programs become a regional and national source of relevant skill and expertise</p> <p>3.2 To make graduate school an attainable option by increasing connections between Undergraduate and Graduate students' outreach</p> <p>3.3 To increase capacity to support graduate faculty develop, apply for, and manage grants dedicated to enhance scholarship as High Impact Practices</p>
	<p>Unifying goal #4:</p> <p>To become an Hispanic Serving Institution</p>	<p>4.1 To establish HSI leadership</p> <p>4.2. To define responsiveness and action plans at all levels</p> <p>4.3 To integrate HSI practices as part of CWU identity</p>

Core Value #1: Engagement

Core Value #1: Engagement

Core Goal #1.1: *Amplify and elevate local stakeholders' voices and input in macro- and micro-level university planning.*

- Initiative 1.1.1 *Integrate our planning and activities with the City of Ellensburg, local school districts, Kittitas County, the Yakama Nation, and the state of Washington for the main campus in Ellensburg. Integrate our planning and activities at the Centers with the communities local to the Centers, and include the Centers with campus-wide initiatives*
- Initiative 1.1.2 *Initiate planning and goal-setting at the department and college level, rather than using a top-down approach*

Core Value #1: Engagement

Core Goal #1.1: *Increase experiential learning opportunities for students.*

- Initiative 1.1.1: *Further current and new community partners to provide students real world experiences.*
- Initiative 1.1.2: *Offer more academic service-learning opportunities, including but not limited to paid internships.*

Core Goal #1.2: *Increase responsibility for civic engagement and social justice.*

- Initiative 1.2.1: *Require service learning.*
- Initiative 1.2.2: *Increase community partnerships through S.L.I.C.E, emphasize tribal engagement.*

Core Value #1: Engagement

Core Goal #1.1: *Create understanding of student services with clear mission and objectives to streamline and eliminate crossover and redundancy.*

- Initiative 1.1.1 *The university will develop a comprehensive co-curricular calendar that offers a diverse range of events, activities, programs, and clubs to engage students outside the classroom.*
- Initiative 1.1.2 *Find ways to better highlight departments and their services to the student body through partnerships and collaborations.*

Core Value #1: Engagement

Core Goal #1.1: *Prioritize engagement through partnerships, and collaborative events. Utilizing food as a tool to engage with students, student groups, campus partners, and community members.*

- Initiative 1.1.1: *Support student cultural events.*
- Initiative 1.1.2: *Introduce more world flavors and unique offerings across campus.*
- Initiative 1.1.3: *Seek out and create partnerships with community groups.*
- Initiative 1.1.4: *Engage and solicit feedback and opportunities for our students through vendor and national partnerships.*

- Initiative 1.1.5: Explore opportunities to introduce internships, scholarships, educational, and research efforts, that are available through our organization affiliations (i.e., NACUFS, MCURC, etc.).

Core Value #1: Engagement

Core Goal #1.1: Academic and Inclusive Excellence

- Initiative 1.1.1: Provide High Impact Practices in undergraduate and graduate programs
- Initiative 1.1.2: Offer small class sizes/multiple sections in various formats
- Initiative 1.1.3: Improve support for mentored research and creative expression

Core Goal #1.2: Empower our students to be confident, evidence-based, creative problem solvers

- Initiative 1.2.1: Provide better support and organization for SOURCE
- Initiative 1.2.2: Provide Increased funding for mentored research and creative expression
- Initiative 1.2.3: Create and support more accelerated MS programs

Core Value #1: Engagement

Core Goal #1.1: make CWU a global learning community. Our students will not only live in a multicultural world they will also be part of diverse multicultural workforce. They need skills that make them competitive on the job market and expand their horizons and imaginations towards the interconnectedness of the global and the local, towards the opportunities being a global citizen offers, especially given how many of our students lack experience and means to explore the world outside of WA.

- Initiative 1.1.1: invest in (as in provide resources and funding) and prioritize curriculum and high impact practices that allow students to build cross-cultural and multicultural skills. Those include: courses that cultivate those skills, internships, community service learning, virtual exchanges and study abroad.
- Initiative 1.1.2: support initiatives that highlight global to local connections and endeavors, including multicultural programming, support for faculty exchanges, support for OISP initiatives, making CWU a desirable place to work or study for international students and faculty.

Core Value #1: Engagement

Core Goal #1.1: Grounded in meaningful relationships, CWU collaborates with the local community to enhance high impact practices, leverage financing opportunities, and coordinate long-term, sustainability implementation efforts.

Core Value #1: Engagement

Core Goal #1.1: Increase high impact practice participation for all students

- Initiative 1.1.1 – Improve early planning and cross-divisional collaboration

Core Value #1: Engagement

Core Goal #1.1: **Greater emphasis on teaching general skills for college success (note-taking, study skills, resources available for students)**

- Initiative 1.1.1: **Perhaps build this into UNIV 101**

Core Value #1: Engagement

Core Goal #1.1: Strengthen internal engagement through collaborative learning experiences and mentorship opportunities.

- Initiative 1.1.1 - Implement a university-wide program that encourages interdisciplinary collaboration among students, faculty, and staff through joint projects, research opportunities, and experiential learning activities.
 - *Note: SOURCE, Faculty Showcase for Innovative Teaching*
- Initiative 1.1.2 - Enhance the existing mentorship and advising system by providing specialized training for faculty and staff, creating targeted support resources, and regularly evaluating the effectiveness of the program to promote student success and engagement.
 - *Note: Faculty Showcase for Innovative Teaching, Multimodal teaching*

Core Goal #1.2: Foster meaningful external relationships with local and regional partners for mutual growth and development.

- Initiative 1.2.1 - Establish a community engagement office responsible for developing, coordinating, and supporting partnerships between the university and local organizations, including the City of Ellensburg, local school districts, Kittitas County, the Yakama Nation, and the state of Washington.
 - *Note: We do a great job in acknowledging this.*
 - *Each college could develop their own based on their needs from the community.*
- Initiative 1.2.2 - Create opportunities for students, faculty, and staff to actively participate in community service projects, internships, and collaborative initiatives with external partners, encouraging civic literacy and enhancing the university's connection with the broader community.
 - *Civic engagement should be included in the first-year experience. Cleaning up the community, volunteering, or workshops.*

GOAL #1.3 – Focus on improving faculty-student mentorship

Initiatives:

Assign faculty WLUs for mentorship and advising.

- Explore the utility of a peer advising model (TA credit; undergraduate course credit)
- Allocate more compensation/credit for faculty internship supervisors and/or appointing an internship coordinator.

By pursuing these goals and initiatives, the university can foster a culture of engagement that supports both internal and external relationships, aligning with the engagement core value.

Core Value #1: Engagement

Possible Goals include:

- True integration with the city, the Yakama Nation, and other entities, as evidenced by measurable outcomes.

Possible initiatives include:

- Greater representation of student interests in city government (if half of the census-designated population of Ellensburg is CWU students, then where are their interests represented when it comes to how to implement projects that use federal funds and tax revenue?)
- The creation of a Native American Advisory Board
- The establishment of an administrative position that serves as a formal liaison with the Yakama Nation
- A sort of “flow chart” that would facilitate communication and collaboration between city and county elements and faculty, staff, and students (since there is little understanding of deadlines we may have, particularly faculty workload plans. We need to know if faculty collaboration is wanted beforehand so we can adjust for that in our workload).

Core Value #1: Engagement

Core Goal #1.1: Increase external funding.

- Initiative 1.1.1 – Develop more partnerships with regional/national industries.
- Initiative 1.1.2 – Engage industry partners for donations (equipment, scholarships, etc).
- Initiative 1.1.3 – Increase legislative funding.

Core Goal #1.2: Authentic communication.

- Initiative 1.2.1 – Build a culture of transparency with follow-up and actions.
- Initiative 1.2.2 – Engage in mending trust issues.
- Initiative 1.2.3 – Understand perceptions, strengths and weaknesses.

Core Value #1: Engagement

Core Goal #1.1: Develop and support robust outreach programs and dedicated staff to serve as an academic resource for the community.

- Initiative 1.1.1 – Increase the number of K-12 students coming to campus to engage in STEM activities.
- Initiative 1.1.2 - Ensuring we live in a scientifically literate society by increasing the number of lecture series where our faculty members can present their research to the wider community.

Core Value #1: Engagement

Core Goal #1.1: Provide opportunities for engagement within our campus community.

- **Initiative 1.1.1:** Support student clubs in developing student-led initiatives that promote engagement with the campus and broader community.
- **Initiative 1.1.2:** Promote the annual SOURCE Symposium as an opportunity for students to engage deeply in the professional practices of their chosen career field.

Core Goal #1.2: Strengthen relationships in the surrounding community and region through active engagement with regional partners.

- **Initiative 1.2.1:** Engage with prospective students, their families, and the local community through public outreach events.
- **Initiative 1.2.2:** Develop relationships with regional employers and other stakeholders to expand the career network available to CWU graduates.
- **Initiative 1.2.3:** Promote meaningful engagement with CWU Alumni by facilitating interactions between Alumni and current students.

Core Value #1: Engagement

Core Goal #1.1:

- Every student should either 1) be matched up with a Mentor by the end of Winter Term of their Junior Year, or 2) meet with their Academic Advisor at least three times a year. Each College and/or department keeps an inventory or indicator of High Impact

Core Value #1: Engagement

Core Goal #1.1: Support, promote, and encourage interdisciplinary projects and research.

- Initiative 1.1.1 Work to remove barriers and better facilitate interdisciplinary work for all.
- Initiative 1.1.2
- Etc.

Core Goal #1.2: To offer culminating experiences to CWU students grounded in practical application of their major content area.

- Initiative 1.2.1 Expand internship curriculum requirements to CWU degrees in the professional studies arenas.
- Initiative 1.2.2 Require experiential/practical application for all CWU graduates, including those without an internship requirement.

Core Value #1: Engagement

Core Goal #1.1: Develop means to sustain effective engagement practices

- Initiative 1.1.1: Support small classes and other HIPS: balance enrollment demands with the small class priority, reward good mentorships, provide graduate student support to allow HIPSs/engage with undergrads, graduate student mentees as HIPS, fair compensation for intense/large number supervision
- Initiative 1.1.2: Support faculty-student collaboration—e.g., SOURCE projects, increased funding for grants like SURE,
- Initiative 1.1.3: Integrate graduate students in student engagement—undergraduate and graduate collaboration with community outreach

- Initiative 1.1.4: Integrate NTT faculty into student engagement-- Develop means of compensation for NTT student supervision of individual study, mentorship (e.g., Farrell, McNair), graduate student committees

Core Goal #1.2: Enhance CWU-community engagement

- Initiative 1.2.1: Reach out to community to integrate more fully with CWU-- e.g., CWU museums/galleries, campus events, public events held on campus, with student involvement

Core Value #1: Engagement

*Core Goal #1.1: **Students will be civically engaged in their communities and participate in some (at least one?) civic engagement activity at the national, regional, state, or local level.**

- Initiative 1.1.1: **CWU will sponsor a speaker series relevant to civic engagement or on important topics of community significance which students will attend. (E.G., like themed Presidential Speaker Series of the McIntyre era)**
- Initiative 1.1.2: **CWU will encourage and provide internship and service-learning opportunities in civic affairs at various levels (e.g., Ellensburg, Olympia, Washington DC, even abroad)**

Initiative 1.1.3: **CWU's University Advancement should/will fundraise to create endowment to support student work in civic engagement, especially for off-campus or outside-Ellensburg activities/opportunities such as those promoted in 1.1.2.**

Core Value #1: Engagement

Core Goal #1.1: Become an HSI

- Initiative 1.1.1: Create a DACA office.

Core Value #1: Engagement

Core Goal #1.1: Provide adequate support for student mentoring and advising.

- Initiative 1.1.1 Allow departments to administer workload to faculty for advising and hire more professional advisors so that these advisors are not taking on obscene workloads.
- Initiative 1.1.2 Ensure students have access to both mental and physical health services. There are many instances where advisors and faculty members need to suggest that students should seek professional help for physical and mental issues but resources on campus are limited.

Core Goal #1.1: Provide information to students early in their academic career about experiential learning, undergraduate research, community engagement, and other high impact practices.

- Initiative 1.1.1 Ensure lines of communication across colleges and divisions allow for a smooth flow of information to students about these opportunities.

Core Value #1: Engagement

Core Goal #1.1: **Maintain small class sizes that facilitate cutting-edge pedagogical approaches.**

- Initiative 1.1.1

- Initiative 1.1.2
- Etc.

Core Goal #1.2: Support initiatives that increase mentorship opportunities across all academic levels.

- Initiative 1.2.1: Fund graduate student assistantships that facilitate mentorship of undergraduates through teaching, research, and peer advising.
- Initiative 1.2.2
- Etc.

Core Goal #1.3: Encourage undergraduate-graduate student research and creative expression collaboration that generates new knowledge.

- Initiative 1.3.1: Fund collaborative undergraduate-graduate student research/creative expression grants.
- Initiative 1.3.2: Develop and implement a framework for designing additional 4+1 (or accelerated Masters) programs.
- Etc.

Core Goal #1.4: Provide opportunities for students to participate in High-Impact Practices both inside and outside the classroom.

- Initiative 1.4.1: Fund faculty-led research and creative expression.
- Initiative 1.4.2
- Etc.

Core Goal #1.5: Facilitate connections between students and off-campus professionals.

- Initiative 1.5.1 Facilitate and reward efforts by faculty and graduate students to develop research funding and outreach with partners in our region.

Core Value #1: Engagement

Core Goal #1.1: Engaging students, staff, and faculty in active scholarship

- Initiative 1.1.1: Support graduate student research through assistantships that provide a living wage and grants for professional development and dissemination.
- Initiative 1.1.2:
- Etc.

Core Goal #1.2: Prepare students for their professional and career goals.

Core Value #1: Engagement

- CWU will encourage and recognize staff in community engagement activities and contributions.
- Develop and sustain High Impact Practices in non-academic areas of CWU.
- CWU integrates our planning and activities with the City of Ellensburg, local school districts, Kittitas County, the Yakama Nation, and the state of Washington.

Core Value #1: Engagement

Core Goal #1.1: Invite external speakers on campus to discuss community relevant topics

- Engage local community by inviting them to campus for these events
- Incorporate local community in choice of events

Core Goal #1.2: Promote faculty engagement with local community

- Incorporate community engagement in internal reviews and self-evaluations
- Provide faculty with resources for scholarship and professional service activities that engage the community

Core Value #1: Engagement

Core Goal #1.1: Create departments and majors that not only promote academic excellence but also support whole student wellbeing and engagement beyond the classroom.

- Initiative 1.1.1 Hire outside consultants to evaluation programs and majors for relevance and reasonableness of pedagogy and requirements to the current generation and identities of learners.

Core Value #1: Engagement

Core Goal #1.1: Provide the opportunity for all students to experience High Impact Practices throughout the curriculum.

- Initiative 1.1.1: Support Center for Excellence in Teaching & Learning to provide ongoing professional development and faculty learning communities in the implementation of High Impact Practices across disciplines.

Core Goal #1.2: Implement ADI courses throughout the curriculum.

- Initiative 1.2.1: Provide support to faculty teaching ADI courses, including assistance with the creation of safe spaces in the classrooms, focus of concerns, student evaluations of instruction, antiracist pedagogy, creation of a fair and equitable learning environment.
- Initiative 1.2.2: Diversify the production of knowledge, ways of knowing, and critical pedagogies across the curriculum.

Core Goal #1.3: Support course/program offerings through multiple modalities with modern classroom technologies and pedagogical training for faculty.

- Initiative 1.3.1: Provide consistent funding to modernize classroom technologies across the campus and support student access to technologies for digital learning.
- Initiative 1.3.2: Expand professional development funding and faculty training in multimodal (online, hybrid, hyflex) pedagogy and course development.

Main campus and centers acknowledged, what about online? Is it too much to call out our center locations?

Goals: Develop and deliver curriculum & student services that are student and industry responsive

Strengthen relationships with WA state community colleges and increase share of transfer student market

Core Value #1: Engagement

Core Goal #1.1: Focusing the Institutional Activities

- Initiative 1.1.1 Time is one of the most valuable resources we have on campus and it is zero sum resource. Often, faculty and staff are requested (sometimes required) to engage in university events that take away time from other project that may be more important (e.g., student centered activities) but not supported by administration. Hence, this would ask that detailed review is taken to develop guideline criteria for administrative events and activities to meet.

Core Goal #1.2: Smart Allocation of Resources

- Initiative 1.2.1 Divisions on campus are all under stress resource wise. However, some divisions (due to retirements, changes, etc) have lost resources due to lack of replacement or having a successful track record of 'doing more with less' and hence receiving the perception they do not need resources. Initiative needs to be to make a comprehensive review of each division/academic department to identify needs as well as surpluses of resources and develop a plan to better allocate/distribute resources.

Core Value #1: Engagement

Institutional Goal 1: Facilitate the intentional engagement of Central Washington University in the development of strong economies and communities in our state, region, and beyond.

Initiatives

- Develop and implement a community relations plan, hosted by Public Affairs, to connect CWU expertise with adaptive challenges facing the people, industries, and communities served by the university.
- Create and implement a comprehensive external strategic communications plan, hosted by Public Affairs, to broaden awareness and support of Central Washington University through engagement with state, regional, and national media partners and community-based organizations to advance our enrollment, legislative, and community relations goals.
- Create and implement a comprehensive internal strategic communications plan, hosted by Public Affairs, to increase faculty, staff, and student awareness of feature stories, student success resources and events, and university news and milestones.

Core Value #1: Engagement

Core Goal #1.1: Developing students to become engaged & contributing members of their communities

- Initiative 1.1.1 - Create learning methods that prioritize one-on-one interactions between students, faculty & staff
- Initiative 1.1.2 – Further developing opportunities to engage in learning & leadership activities outside of the classroom
- Etc.

Core Goal #1.2: - Increase engagement with local environment

- Initiative 1.2.1 – Increase peer advising
- Initiative 1.2.2 – Increase relations with local alumni: come to campus, present, activity, business lunch w/local business leader
- Etc.

Core Goal #1.3 – Increase number of community connections CWU students have

- Initiative 1.3.1 – requiring internship, practicum, mentorship program through majors external to CWU
- Initiative 1.3.2 – Students engage with Community/town through programs/tours

Core Goal #1.4: Nurturing – Cross-departmental experiential learning opportunities for students to encourage collaborations between academic, community and residential curriculums.

- Initiative 1.4.1 – Rewarding faculty from different departments for co-teaching a cross listed course that links two disciplines through shared topics
- Initiative 1.4.2 – Encourage new Living Learning Communities that unite multiple academic departments through a shared theme.

Core Value #1: Engagement

Core Goal #1

- Promote and encourage student focused events.
- Within Living and Learning communities provide clear next steps for students.
- Create applied learning opportunities through community and campus partnerships.
- Provide casual hang-out spaces for late night programming and student engagement.

Core Value #1: Engagement

Core Goal #1.1: Departmental interconnectedness

- Initiative 1.1.1 Reciprocal learning, service learning, practicum, internship and other high impact practices expectations. Improved connections between SES departments and academic environments. Clear connections outlined to remove segmentation/silos.

Core Goal #1.2: Improved connections/engagement with City of Ellensburg, businesses, coalitions for integration into community efforts and partnerships.

- Initiative 1.2.1 how are we building supportive environments for BIPOC, LGBT, Disabled and other marginalized students?

Core Value #1: Engagement

2 or 3 goals and/or initiatives for Core Value 1:

The reach of partnerships could be expanded. It is understandable they are local, but it would be great to convey we have, and should have, partnerships on a much larger (global) scale. With changes to the international studies administration, this support is particularly important.

Develop clear indicators or metrics to assess the effectiveness of the institution's initiatives. It would be helpful to include specific "goal posts" that can be measured.

It would be great to codify High Impact Practices (HIPs) somehow. Define them or reference the AACU's definitions of HIPs. HIPs are a cornerstone of our new brand, they should really 'pop'. Our HIPs require special considerations like smaller classes, and teachers may require additional workload units to generate these unique experiences. Solidify our commitment and identity of having small classes.

We would like to see a statement that expresses that CWU values both graduate and undergraduate research, and particularly appreciates blended mentorship where faculty help mentor graduate students who help mentor undergraduate students.

Core Value #1: Engagement

Goal 1: Greater representation of communities in governance and university affairs

Initiatives:

- 1) Yakima Nation elder Board of Trustee position
- 2) Standing University Committee on CWU/Community Relations with equal representation between CWU and Kittitas County/Regional partners
- 3) Quarterly University events (readings, discussions, research panels, etc) held in a community venue (Hal Holmes Center, Ellensburg Library, etc.)

Core Value #1: Engagement

Core Goal #1.1: Maintain and support small class sizes and mentorship.

Core Goal #1.2: Connect students with off-campus professional opportunities.

Core Value #1: Engagement

Core Goal #1.1: CWU will increase university engagement with the larger community.

- Initiative 1.1.1 Promote students' civic engagement by providing students who can document 100+ hours of volunteer work with a certificate of recognition or special indicator on their academic records (to be reviewed in the future by prospective graduate programs, employers, etc.).
- Initiative 1.1.2 Enhance relationships with local community agencies in order to foster additional internship opportunities for students and develop a pipeline for graduates to reinforce the gaps in employment that currently exist in Kittitas County. Initiative 1.1.3 Provide hands-on exposure to the many activities that Kittitas County has to offer, including increased collaboration with the Ellensburg Downtown Association.

Core Value #1: Engagement

Core Goal #1.1: Deliver high impact educational experiences that lead to intellectual growth and the development of knowledge, skills, and attributes that contribute to post graduation employment

- Initiative 1.1.1 -- Ensure pedagogy that focuses on inquiry and faculty-mentored activities in and out of the classroom
- Initiative 1.1.2 -- Maintain robust end-of-major courses that segue students into jobs
- Initiative 1.1.3 -- Maximize field experiences for students pursuing environmental careers
- Initiative 1.1.4 -- Ensure support for research opportunities by investing in the graduate program (e.g., more alternatives like non-thesis options or accelerated programs) and provide support for more paid TAs

Core Goal #1.2: Create a supportive network that links our students with our graduates

- Initiative 1.2.1 -- Cultivate relationships with former graduates in the work force to extend the impact of the CWU experience beyond graduation
- Initiative 1.2.2 -- Leverage alumni relationships to develop more internship opportunities for our graduating seniors

CWU Value	CWU Goal	CWU Initiative
Core Value #1: Engagement Operational Strategy: Relevance	Core goal 1.1: To continue supporting and expanding High-Impact Practices	1.1.1 To strengthen support for research and scholarship by increasing capacity in the office of Research and Sponsored Programs
		1.1.2 To develop and support civic and community engagement opportunities for all students through HIPs outreach
		1.1.3 To highlight the strengths and career pathways of different degree types and their professional applicability through HIPs
	Core goal 1.2: To adapt our teaching modalities to meet pedagogical goals as well as student needs	1.2.1.To aid academic programs in incorporating new teaching technologies and Multi-modal literacy
	1.2.2 To refine curricular offerings in relation to teaching modalities	
	Core goal 1.3: To refine our programatic and curricular offerings, making them responsive to the social and environmental needs of our time	1.3.1 To lead curricular and programatic revision at CWU
		1.3.2 To implement and expand pedagogical training for faculty, advisor and graduate teaching assistants

CWU Value	CWU Goal	CWU Initiative
		1.3.3 To scaffold a robust and coordinated mentoring/advising environment within and beyond CWU

Core Value #2: Belonging

Core Value #2: Belonging

Core Goal #2.1: *Nurture a culture of inclusion through our curricular, co-curricular and extra-curricular programs and activities.*

- Initiative 2.1.1 *Increase the number of social events bringing together faculty, staff, students, and administrators to nurture a sense of community, both within and across colleges and Centers.*
- Initiative 2.1.2 *Create and promote a Wildcat identity that encompasses a core value for students, faculty and staff. E.g. from the Aggie code of honor (Texas A&M): An Aggie does not lie, cheat or steal or tolerate those who do – this simple code of honor forms the foundation of a shared identity for the Aggie Students.*
- *Initiative 2.1.3 Support culture-sharing and food-sharing programs highlighting different groups at the university*

Core Goal #2.2: *Inclusive and authentic collaboration between and amongst faculty, staff, students, and administrators.*

- Initiative 2.2.1 *Increase accessibility of administrators so that faculty, staff, and students can directly engage with administration on important matters and make sure their concerns are heard.*

Core Value #2: Belonging

Core Goal #2.1: *Increase diversity and inclusivity throughout the university structure.*

- Initiative 2.1.1: *Develop a diversity-focused recruitment strategy.*
- Initiative 2.1.2: *Prioritize recruitment of Indigenous students, faculty, and staff.*

Core Goal #2.2: *Support holistic well-being of students, faculty, and staff.*

- Initiative 2.2.1: *Increase access to health and wellness support services including but not limited to mental health.*
- Initiative 2.2.2: *Promote healthy lifestyles and culturally relevant social opportunities, wellness programs, and resources.*

Core Value #2: Belonging

Core Goal #2.1: *The university will develop pathways for students to build community, social and leadership skills.*

- Initiative 2.1.1 *Conceptualize a resource of what belonging means, different ways create it, and how to measure it for continued improvement.*

Core Goal #2.2:

- Initiative 2.2.1 *Recognition system of those programs and departments promoting belonging to be used as a model and collaboration partner.*

Core Value #2: Belonging

Core Goal #2.1: Communicate in a way that allows others to be heard, and valued, increasing urgency, while instilling ownership to ensure genuine and holistic representation of our campus community.

- Initiative 2.1.1: Review and revise policies to ensure they are inclusive of our diverse student and staff populations.
- Initiative 2.1.2: Listen to and action feedback through different forums, which create outlets for all to contribute to.
- Initiative 2.1.3: Continue to enhance our training and development programing to be inclusive to all.

Core Value #2: Belonging

Core Goal #2.1: Increased student retention

- Initiative 2.1.1 Provide increased support for graduate assistantships (they support and mentor undergraduates, provide classroom support)
- Initiative 2.1.2 Provide increased support for case workers
- Initiative 2.1.3 Provide increased support for tutoring and programs like WAM
- Initiative 2.1.4: Provide increased support for programs that support minoritized students (McNair, TRIO, CAMP, B2B, etc)
- Initiative 2.1.5: Create more LLCs

Core Goal #2.2: Improved advising

- Initiative 2.2.1: Provide increased support for professional advisors
- Initiative 2.2.2: Provide workload release for faculty mentors
- Initiative 2.2.3: Provide a better structure for advising

Core Value #2: Belonging

Core Goal #2.1: make CWU an HSI institution

- Initiative 2.1.1: value and implement bilingual practices across the board. Examples include: translate all pertinent documentation into Spanish; make all processes culturally responsive to Latinx community experiences; streamline academic and other processes (like scholarships, financial aid) for better transparency, abundance of resources and cultural sensitivity, to ensure accessibility for all students but particularly bilingual Spanish speakers.
- Initiative 2.1.2: recruit bilingual faculty and staff, recruit faculty that represent our students.

Core Value #2: Belonging

Core Goal #2.1: Adapt curriculum to include diverse cultures and perspectives

Core Goal #2.2: Build culture of trust

- Initiative 2.2.1 – Respect and develop the expertise of staff then empower people to make decisions in their areas
- Initiative 2.2.2 – Expand shared governance to include staff early in the scoping/planning process

Core Value #2: Belonging

Core Goal #2.1: Increase awareness of student mental health issues and resources among faculty and staff

- Initiative 2.1.1: provide packet of materials for faculty/staff to use in assisting students with locating resources for mental health issues
- Initiative 2.1.2: Incorporate WHAM or other peer mentoring programs into academic programs (i.e. X number of peer mentors assigned to World Languages majors)
- Etc.

Core Goal #2.2: Better onboarding and training of new faculty and staff

- Initiative 2.2.1: greater support for new employees to meet other new employees and share questions/concerns
- Initiative 2.2.2: greater emphasis on follow-up training throughout the employee's first year and greater emphasis on compensation (time etc.) for a staff/faculty mentor

Core Value #2: Belonging

Core Goal #2.1: Cultivate an inclusive and welcoming campus culture that embraces diversity and fosters a sense of belonging for all students.

- Initiative 2.1.1 - Develop and implement diversity, equity, and inclusion (DEI) training programs for faculty, staff, and students to raise awareness, build understanding, and promote inclusive practices across the university.
 - *Note: I think this is in the works. If memory serves me right, faculty is required to take some kind of diversity training already (yearly or bi-yearly modules).*
- Initiative 2.1.2 - Establish affinity spaces and support groups for underrepresented student populations, including but not limited to racial and ethnic minorities, LGBTQ+ individuals, international students, and students with disabilities, to create a safe and supportive environment where they can connect and share experiences.
 - *Note: The university can further support clubs and provide mentorship so student representatives could go to conferences or present information to government bodies to foster support.*

Core Goal #2.2: Encourage shared governance and collaboration among all stakeholders to build a strong, united university community.

- Initiative 2.2.1 - Create a university-wide committee consisting of representatives from faculty, staff, students, and administrators to engage in collaborative decision-making, ensuring all perspectives are considered in the development and implementation of policies, programs, and initiatives.
 - *Note: Faculty Senate, Bi-Laws Committee,*
 - *The university seems to be working towards this already.*
- Initiative 2.2.2 - Organize regular town hall meetings, forums, and workshops that provide opportunities for open dialogue, feedback, and the exchange of ideas among all members of the university community, fostering a sense of ownership and belonging.

- *Note: Faculty Senate seems to try to do this already. I'm not sure how much faculty engage, but it may be worth relooking at this to see why there isn't more engagement.*
- *I think faculty is polled but it also seems like nothing ever comes of the information.*

By focusing on these goals and initiatives, the university can nurture a culture of belonging that values diversity, inclusion, and shared governance, aligning with the belonging core value.

Core Value #2: Belonging

Potential goals:

Students, faculty, and staff know and trust their administrators.

Students, faculty, and staff feel comfortable going off campus and participating in social activities outside of the CWU community.

Students see themselves and their interests represented among the faculty and staff

Shared governance includes true integration of perspectives from all stakeholders, students, faculty, and staff.

Potential initiatives:

Administrators hold regular listening sessions or town halls so they can hear or respond to student concerns directly.

CWU is better integrated with off-campus social organizations.

Best practices are followed for hiring a more diverse and representative faculty and staff

Students, faculty, and staff have recognize roles in the shared governance process

Core Value #2: Belonging

Core Goal #2.1: Foster a culture of belonging across CWU.

- Initiative 2.1.1 – Fund DEIB initiatives.
- Initiative 2.1.2 – Provide training / professional development.

Core Goal #2.2: Remove structural barriers.

- Initiative 2.2.1 – Find efficiencies and improvements to application and enrollment barriers.
- Initiative 2.2.2 – Identify and improve areas in policy/procedure that cause inequities.

Core Value #2: Belonging

Core Goal #2.1: Provide a safe and enriching living and learning environment.

- Initiative 2.1.1 – Develop and support cohort-based living and learning communities.
- Initiative 2.1.2 - Incorporate diverse perspectives into all aspects of university life.

Core Goal #2.2: Revise policies and procedures to ensure we provide a sense of belonging.

- Initiative 2.2.1 – Work with the COTS IDEA Committee to evaluate our current policies and standards.

Core Value #2: Belonging

Core Goal #2.1: Provide opportunities for each student to experience a sense of community at CWU.

- **Initiative 2.1.1:** Provide a space for collaborative engagement and scholarship among students within a discipline.
- **Initiative 2.1.2:** Develop recruitment and hiring strategies that promote diverse and inclusive representation of the student body among faculty and staff.

Core Goal #2.2: Establish systems of support for traditionally disenfranchised groups.

- **Initiative 2.2.1:** Develop a culturally responsive campuswide strategy for facilitating the transition to a Hispanic Serving Institute.
 - **Initiative 2.2.2:** Develop a strategy to support the unique needs of neurodivergent students.
 - **Initiative 2.2.3:** Develop and implement anti-racism initiatives that are informed by evidence-based effective practices that center the perspective of impacted communities.
 - **Initiative 2.2.4:** Create a campus culture that is supportive of working parents, including students, staff, and faculty. This can be accomplished by expanding the capacity of the campus-run childcare facilities; limiting after-hours events where families are not invited to attend; and providing targeted support to student parents in financial planning and accessing resources to meet the needs of their families while attending college.

Core Value #2: Belonging

Core Goal #2.1:

- Every student should participate in at least two co-curricular activities each academic year.
- Each college offers at least one DEI training/workshop a year to faculty and Staff (to understand what DEI means to us)

Core Value #2: Belonging

Core Goal #2.1: Include students in conversations surrounding curriculum, programming, and hiring practices.

- Initiative 2.1.1 Create welcoming and accessible spaces where students and faculty are able to converse and share experiences.
- Initiative 2.1.2 Regularly engage and invite students into conversations about best practices, University/College/Department policies, etc.
- Etc.

Core Goal #2.2: To increase a sense of belonging among CWU students, faculty, and staff.

- Initiative 2.2.1 Increase opportunities for social networking among CWU faculty and staff.

- Initiative 2.2.2 Disallow CWU freshman-standing students from enrolling in online courses.

Core Value #2: Belonging

Core Goal #2.1: Providing welcoming spaces

- Initiative 2.1.1: Providing welcoming physical spaces: e.g., include artwork representative of diverse groups (e.g., Native American art, longhouse, Latinx murals, more visible-- murals might be an easy way to get something quicker than waiting for a new building)
- Initiative 2.1.2: Providing welcoming virtual spaces—classrooms safe for discussion, welcoming web pages, social communities with CWU support (e.g., BSU)
- Initiative 2.1.3: Improve ADI across campus at all levels-- e.g., coursework, faculty training, hiring practices, student and faculty/staff retention
- Initiative 2.1.4: Improve outreach for international students

Core Goal #2.2: Improve CWU-local community relationship

- Initiative 2.2.1: Dissolve town-gown barrier—e.g., university outreach to community about our multiculturalism, our student body, work more closely with Ellensburg ADI committee, etc.

Core Value #2: Belonging

Core Goal #2.1:

- Initiative 2.1.1: Campus diversity training has to include focuses on systemic racism and Whiteness.
- Initiative 2.1.2: Summer workshop for faculty to diversify course syllabi/curriculum.

Core Value #2: Belonging

Core Goal #2.1: Provide support for students who need the extra attention to succeed in university level work.

- Initiative 2.1.1 Provide the resources necessary for faculty to develop and teach foundational and support courses to give students the necessary skillsets and background to succeed in university level courses.
- Initiative 2.1.2 Provide for tutoring resources in both the learning commons and in departments where extra tutoring support is needed.

Core Goal #2.2: Foster a strong sense of belonging in the classroom and lab setting.

- Initiative 2.2.1 Use small lecture and lab sizes to give students a strong sense of being a participant rather than a number.

Core Goal #2.3: Become a Hispanic serving institution.

- Initiative 2.3.1 Continue to take steps to diversify our student body, faculty, and staff.

Core Value #2: Belonging

Core Goal #2.1: Encourage dynamic interactions between students at all academic levels and through all modalities.

- Initiative 2.1.1: Support clubs and other extracurricular activities.
- Initiative 2.1.2: Support living-learning communities.
- Etc.

Core Goal #2.2: Create local to global partnerships that help recruit and retain a diverse student body.

- Initiative 2.2.1: Become a Hispanic-Serving Institution.
- Initiative 2.2.2: Increase cultural experiences both on and off campus (e.g., study abroad, internships, etc.).
-

Core Goal #2.3: Invest in curricular, co-curricular, and extracurricular interdisciplinary collaborations and support frameworks.

Core Value #2: Belonging

1. Core Goal #2.1: Increase and maintain an inclusive, diverse, and equitable community, which fosters an environment for the academic and emotional success of students.
 - - Identify stakeholders communities that have not been significantly incorporated into CWU planning and create strong relationships that value their insight and role in the administration of the university- for the Yakama Nation, consider taking action to increase reciprocity, such as an actual role in the administration, scholarship/tuition benefits for members of tribes, board of trustees membership, etc.
 - Initiative 2.1.2- Increase student voice by more broadly incorporating students on university committees and decision-making entities, compensating for their time. Also, do a better job of explaining how students can use the voice they have.
 - Incorporate university engagement in student government, and committee work into a general education class lesson, for example- ASCWU goes to a class and present on government, getting involved, etc.

Core Value #2: Belonging

Core Goal #2.1: Build meaningful relationships with alumni that cultivate students' sense of belonging in the community

- Initiative 2.1.1
- Initiative 2.1.2
- Etc.

Core Goal #2.2: Support students in developing as resilient and productive disciplinary scholars.

- Initiative 2.2.1: recognize and reward faculty and staff time devoted to student well-being and creating a positive classroom culture

Belonging:

- Set standards for belonging in the workplace (behaviors, attitudes, hiring practices, etc.)
- Identify and sustain institutional culture: Wildcat Way.

Core Value #2: Belonging

Core Goal #2.1: Develop mentoring opportunities for students

- Develop and properly resource peer mentoring programs on campus
- Incentivize faculty mentoring of students

Core Goal #2.2: Enhance shared governance at the university

- Improve upon current, overly centralized, channels of communications for faculty and students
- Staff need more representation in shared governance, increase representation for all groups

Core Value #2: Belonging

Core Goal #2.1: Create opportunities and spaces for fun connection that happens in convenient ways and are hard to avoid.

- Initiative 2.1.1 In addition to the SURC, create an outdoor space that facilitates connection, like a “village square” environment.
- Initiative 2.1.2 Consider a university-wide lunch time so students, staff, and faculty could attend events together.
- Consider more pop events that are low cost, short duration, but fun and connecting.
- Etc.

Core Goal #2.2: Create a culture of 1:1 invitation to events, groups, resources, etc. so that students don't have to independently initiate or go alone.

- Initiative 2.2.1 Every staff, faculty, administrator who has 1:1 interactions with students asks how the student truly is and what supports they need for success and belonging.
- Initiative 2.2.2 University-wide mental health first aid training
- Create a university resource data base that every employee can access to look up resources and contact information in the moment to support students connecting with what they need.
- Etc.

Core Value #2: Belonging

Core Goal #2.1: Develop and sustain Interdisciplinary Programs (IDPs) to recruit and retain faculty, staff, and students from underrepresented groups.

- Initiative 2.1.1: Develop an Institute of Cultural Studies and Social Justice for interdisciplinary research and instruction in class, culture, race, gender, and sexuality.
- Initiative 2.1.2: Utilize cluster hires and joint appointments to attract faculty with cultural competencies, experience in interdisciplinary research and instruction, and expertise in ADI and antiracist pedagogy.

- Initiative 2.1.3: Create Interdisciplinary Program (IDP) learning communities and first-year seminars which provide student access to faculty and staff mentoring and advising; opportunities to analyze antiracism, diversity, and inclusion; and interdisciplinary approaches to examining and solving global and community issues and problems.

Core Goal #2.2: Pursue HSI status for CWU.

- Initiative 2.2.1: Promulgate clearly to various communities and stakeholders the connections among HSI status, the university mission and vision, social justice, educational benefits to all students.
- Initiative 2.2.2: Develop a plan for recruitment, retention, and graduation of Latinx students.
- Initiative 2.2.3: Develop a plan for hiring, retaining, mentoring, and promoting Latinx faculty, staff, administrators.
- Initiative 2.2.4: Provide additional ESCALA faculty workshops/institutes to prepare CWU faculty to teach in an HSI.

Core Goal #2.3: Provide support for management/organization of campus events.

- Initiative 2.3.1: Improve communication about campus events, making it easier for students to access campus calendar that is complete, inviting, and easy to navigate
- Initiative 2.3.2: Increase the number and variety of cultural activities on campus and collaborate for promotion of locally-connected events

Core Value #2: Belonging

Goals: Increase opportunities for faculty and non-front line staff to engage with students

Increase opportunities for collaboration across campus constituencies

Core Value #2: Belonging

Core Goal #2.1: See human beings, not dollar signs.

- Initiative 2.1.1 Initiative 2.1 Realign the university policy on course proration to more accurately reflect the value placed on small class sizes. The language in this value statement is disingenuous. The term small is subjective, and the university is all too happy to define a class as too small and prorate faculty salaries or cancel courses when the course enrollment doesn't generate a specific profit margin.

Core Value #2: Belonging

Institutional Goal 1: Elevate the application of emotional intelligence, equity-mindedness, collaboration, inclusion, and deep care in our operational processes and practices by developing leaders in place.

Initiatives

- Finalize and adopt the Public Affairs Playbook to assure the consistent application of emotional intelligence, equity-mindedness, collaboration,

inclusion, and deep care in our work internally, across CWU, and with our external partners and constituents.

- Through professional development and mentoring centered around building leaders in place, participate in faculty and staff-wide leadership development programs that reinforce agency, responsibility, collaboration and inclusion, and the application of adaptive leadership skills in our work.

Core Value #2: Belonging

Core Goal #2.1: Increase literacy & Knowledge about all diverse identities

- Initiative 2.1.1 – Engage or increase engagement with SOURCE
- Initiative 2.1.2 – Develop a sequenced and comprehensive strategy of training, education and resources, which serves as the foundation for a campus wide, ethos of well being that destigmatizes mental health and build individuals capacity to thrive and contribute as an active member of our community
- Initiative 2.1.3 - Incorporate educational and Gen Ed classes/student
- Initiative 2.1.4 – Increase communication to students about Campus hiring process and open forums
- Etc.

Core Goal #2.2: Increase Alumni engagement & communication to support students in seeking paths and connections (recruitment, tours)

- Initiative 2.2.1 – Increase and diversify barriers: include more recent grads success, hometown diversity/socioeconomic
- Initiative 2.2.2 – engage conference/camps for future student recruitment helping them feel more connected to campus
- Etc.

Core Goal Value #2.3: Better collaboration, communication and information sharing across campus (bridging the silos)

- Initiative 2.3.1 - Stronger Institutional Research department that can offer better data to determine which programs and initiatives are most needed to best serve our students.

Core Goal Value #2.4: Developing a true sense of community & belonging among all of CWU students/staff/faculty

- Initiative 2.4.1 – Increasing outreach through diversity center and other programs to include more of campus.

Core Value #2: Belonging

Core Goal #2

- Provide more community outreach for our students to so they will feel more comfortable off-campus within our community.
- Provide more social events for student integration and engagement including events geared toward students who are undecided in their majors.

Core Value #2: Belonging

Core Goal #2.1: Prioritize belonging and inclusion for BIPOC students, staff and faculty and name this as a priority

- Initiative 2.1.1 Increase hiring of BIPOC staff and faculty

Core Goal #2.2: Identify physical spaces and opportunities to improve belonging in broad university design

- Initiative 2.2.1 How are we soliciting and encouraging feedback about experiences that is meaningful and representative (who is responsible for data collection and analysis? How are we getting information from more than the “same old” student cohorts?)
- .

Core Value #2: Belonging

2 or 3 goals and/or initiatives for Core Value 2:

Create a clear organizational schematic of how CWU promotes student success. Include non-academic mentoring programs, support networks, and counseling services. Also include academic support services, career services, Learning Commons, etc.

We would like to see the creation of a clear flow-chart for successful collaboration across units. Create concrete shared governance structures to reinforce the institution's commitment to collaboration and shared governance.

Encourage development of interdisciplinary efforts and academic programs as they benefit the greater institution.

We would like to see metrics developed for some of these values, so we can tell whether we are making progress.

Core Value #2: Belonging

Goal 1: Faculty, staff and students regularly involved in mentoring of students

Initiatives:

- 1) Organized and structured training for staff, faculty and peer mentors, offered regularly
- 2) University-wide mentoring program, leading through service, (for example, THRIVE model)

Goal 2: Greater Recognition of the Many Diversities of CWU Students

Initiatives:

- 1) Create Office of First-Generation Student Initiatives
- 2) Quarterly meetings between the shared governance bodies of the university: Faculty Senate, Classified Staff Employee Council, Exempt Employees Association and ASCWU
- 3) Ongoing, regular university efforts toward supporting all the diversity of CWU students – including class, race, ethnicity, religious, gender and sexual, intellectual, etc.

Core Value #2: Belonging

Core Goal #2.1: Achieve and support HSI status

Core Goal #2.2: Recruit and support faculty and staff from minoritized groups.

Core Goal #2.3: Establish strong framework for interdisciplinary collaboration.

Core Goal #2.4: Institutionalize and support collaborative decision making among all university and community stakeholders.

Core Goal #2.5: Rebuild and expand our international partnerships and exchange programs.

Core Value #2: Belonging

Core Goal #2.1: CWU will fund initiatives dedicated to meeting the basic needs of students.

Initiative 2.1.1 Fund a resource coordinator (or similar position) dedicated to assisting students experiencing basic needs insecurity so that all students can have the opportunity to pursue an education regardless of their family's financial status. Initiative 2.1.2

- Etc.

Core Goal #2.2: CWU will elevate communication between the university and its constituents, with an emphasis on accessibility.

- Initiative 2.2.1 Incorporate non-traditional methods of learning (such as visual tools for neurodiverse individuals) into our CWU webpages and processes.
-
- Initiative 2.2.2 Ensure that all CWU webpages and materials are accessible for students with visual impairments.
- Etc.

Core Value #2: Belonging

Core Goal #2.1: Create a supportive network among students in the major cohort to increase retention

- Initiative 2.1.1 -- Provide opportunities for students to work together in the classroom to build relationships
- Initiative 2.1.2 -- Supplement classroom relationships with student activities in the campus community that cultivate a shared sense of community here at CWU

Core Goal #2.2: Expose students to learning experiences outside of the classroom

- Initiative 2.2.1 -- Support opportunities for guest speakers in the classroom or for the campus community, innovative collaborations with the community, and/or internally or externally sponsored research to expose students to alternative perspectives and ways of learning
- Initiative 2.2.2 -- Prioritize outdoor field work for relevant majors
- Initiative 2.2.3 -- Leverage alumni network for job shadowing opportunities or career panels to disseminate insight from our working alumni to our students nearing graduation

Core Goal #2.3: Improve advising

- Initiative 2.2.1 -- Faculty workload for advising
- Initiative 2.2.2 -- Flexible advising for onboarding freshmen to allow them to explore opportunities for degree programs

CWU Value	CWU Goal	CWU Initiative
<p>Core Value #2: Belonging</p> <p>Operational Strategy: Responsiveness</p>	<p>Core goal 2.1: To become an Anti-racist, Diverse and Inclusive Institution</p>	2.1.1 To support internal research by faculty and graduate students to analyze challenges and opportunities in ADI practices at
		2.1.2 To make ADI an integral part of CWU's identity
		2.1.3 To update recruitment & promotion practices in relation to the CWUs service, teaching and scholarship needs
		2.1.4 To center Affirmative Action at CWU
		2.1.5 To support the work of the ADI Faculty Senate committee
		2.1.6 To provide professional development for faculty and Teaching Assistants on ADI
		2.1.7 To provide professional development for staff and upper-tier administration on ADI
		2.1.8 To diversify and retain upper leadership
		2.1.9 To create spaces of inclusion and belonging for students (face to face and online)
		2.1.10 To implement Living & Learning communities
		2.1.11 To articulate CWU to Statewide ADI initiatives
		2.1.12 To develop new onboarding and orientation practices that include an ADI framework
		2.1.13 To incorporate ADI content into CWU curriculum
2.2.14 To incorporate an ADI logic into CWU practices		

Core Value #3: Stewardship

Core Value #3: Stewardship

Core Goal #3.1: *Reduce our economic and environmental footprint by leveraging OER materials where possible.*

- Initiative 3.1.1 *Revisit viability of current bookstore model (which is inflexible, understaffed, antiquated, and puts a financial burden on students)*
- Initiative 3.1.2 *New construction and remodeling at the university should follow environmental and sustainable best-practices.*

Core Goal #3.2: *Provide faculty with pathways and professional development to facilitate optimized sustainability and stewardship*

- Initiative 3.2.1 *Provide professional development for faculty and staff to help them grow in their careers and elevate students and colleagues.*
- Initiative 3.2.2 *Promote sharing of expertise between tenure track and nontenure track faculty, between senior and junior faculty and between staff/administrators and faculty.*

Core Value #3: Stewardship

Core Goal #3.1: *Steward resources in honor of Indigenous people.*

- Initiative 3.1.1: *Create standardized procedures for collaboration with Yakama on sustainability topics, especially regarding land use, requiring tribal consent.*

Core Goal #3.2: *Prioritize language revitalization of the Yakama people.*

- Initiative 3.2.1: *Develop an elementary education dual language specialization.*
- Initiative 3.2.2: *Recruit native-speaking faculty, consider honorary degrees.*

Core Value #3: Stewardship

Core Goal #3.1: The university will invest in its employees to support employee care, satisfaction, and retention.

- Initiative 3.1.1 Create a program to support sustainable transportation to encourage employees to utilize sustainable transportation methods to get to work.
- Initiative 3.1.2 Supply faculty and staff with recreation memberships for health and wellbeing, as well as modeling self-care to the students.
- Initiative 3.1.3 Create a resource for employee health and wellness that include active lifestyle pursuits, outdoor recreation that utilizes our geographic location while educating about its uniqueness and relevance, mental health and stress management, and nutrition & healthy eating habits.

Core Value #3: Stewardship

Core Goal #3.1: To be a more efficient and sustainable operation while ensuring that resources are being fully used.

- Initiative 3.1.1: Support sustainability efforts with our Wildcat Farm and collaboration with the campus sustainability climate action plan.
- Initiative 3.1.2: Increase sourcing of clean local products and goods as determined by internal policy and external partnerships.

- Initiative 3.1.3: Fiscal responsibility through budgeting, forecasting, internal department tools and systems.

Core Value #3: Stewardship

Core Goal #3.1: Streamline Staff and Procedures

- Initiative 3.1.1: Review all positions and eliminate unnecessary positions in all divisions
- Initiative 3.1.2: Bolster necessary positions: facilities (at least in certain areas, like people who fix stuff that breaks), secretarial, instructional support
- Initiative 3.1.3: Move as many processes as possible into e-form (like current travel forms and course substitution forms, NOT forms that have to be downloaded, filled out, and emailed around to several people to download, sign, then upload again)

Core Goal #3.2: Get recognition as HSI/MSI

- Initiative 3.2.1: Increase diversity of faculty and staff
- Initiative 3.2.2: Provide more inclusive professional development opportunities to the CWU community
- Initiative 3.2.3: Bolster programs that support sustainability – STEP, Mental Health, DEI, etc

Core Goal #3.3: Invest in external relationships (alumni, organizations, industry, etc)

- Initiative 3.3.1: Create more internship and mentoring possibilities
- Initiative 3.3.2: Prioritize programs needed by society; STEM, healthcare, environment, mental health, sustainability
- Initiative 3.3.3: Leverage alumni network to facilitate links to jobs and internships

Core Goal #3.4: Improve CWU's visibility and reputation in the state

Core Value #3: Stewardship

Goal #1: CWU invests in the Decarbonization of campus through execution of energy efficient construction projects.

Initiative #1: Complete 25% of our minor works projects as ESCO (Energy Savings Contract) each biennium

Initiative #2: Complete \$500k worth of distribution loss prevention projects each biennium.

Goal #2: CWU integrates innovation education opportunities in the development, and execution of Capital projects.

Initiative #1: All Capital Planning staff participate in at least 1 annual industry related conference or seminar demonstrating innovation in design and construction.

Initiative #2: Capital planning identifies one capital project (minor or major) that implements a new (to the institution) means of construction or design innovation per biennium.

Core Value #3: Stewardship

Core Goal #3.1: CWU adopts and implements a Climate Change Action Plan, creating a realistic and cost-effective pathway to equitably achieve a negative-carbon campus.

Core Value #3: Stewardship

Core Goal #3.1: Hire and retain quality employees that we can afford

- Initiative 3.1.1 – Provide tools to allow employees to do their jobs
- Initiative 3.1.2– Support hybrid workforce

Core Goal #3.2: Allocate resources efficiently, based on the mission of the university

- Initiative 3.2.1 – Eliminate redundancies in operations; identify and stop doing inefficient things
- Initiative 3.2.2 - Incentivize university community to be good stewards of institutional resources
- Initiative 3.2.3 Coordinate decisions, across all divisions, on investments and resource allocation

Core Value #3: Stewardship

Core Goal #3.1: Promote sustainable practices and responsible stewardship of land and resources in alignment with the university's values and commitment to honoring indigenous peoples.

- Initiative 3.1.1 - Develop and implement a comprehensive sustainability plan that incorporates environmental, economic, and social considerations into university operations, infrastructure, and academic programs, while respecting the history and culture of the Yakama Nation.
 - *It seems like the new construction is trying to be more environmentally friendly.*
 - *There are recycling bins throughout campus.*
 - *I wonder if the university should look at refurbished materials.*
 - *Solar or wind energy?*
- Initiative 3.1.2 - Create opportunities for students, faculty, and staff to participate in environmental conservation and stewardship projects, both on-campus and in collaboration with local indigenous communities, to raise awareness and foster a culture of sustainability.
 - *More outdoor sitting areas.*
 - *Collaborate with Yakama nation to provide opportunities to connect with students.*
 - *Carbon neutral by 2030*

Core Goal #3.2: Foster professional growth, accountability, and a supportive work environment for faculty and staff.

- Initiative 3.2.1 - Establish a university-wide professional development program that offers ongoing training, coaching, and mentoring opportunities for faculty and staff, addressing their individual needs and promoting career advancement.
 - *Undergraduate Studies Faculty Fellow?*
 - *The online teaching certificate is great. There should be more opportunities such as pedagogy development. Developing meaningful assessments could also be another one.*
 - *Increase faculty development funds.*

- Initiative 3.2.2 - Implement a performance management system that emphasizes accountability, open communication, and compassionate feedback, while safeguarding academic freedom and encouraging the pursuit of knowledge and wisdom.
 - *Syllabus review and peer evaluations.*
 - *Blind reviews if possible.*
- Nurturing internal talent –
 - Open opportunity for NTT faculty to participate in committees and funding for WLU for that participation.
 - Creating structure for coaching and mentoring among all faculty (pre-tenure and NTT faculty) and providing financial compensation for that work.
 - Creating a support structure that enables quarterly and NTT faculty to have access to resources (on boarding issues and new-preps).

By focusing on these goals and initiatives, the university can demonstrate its commitment to responsible stewardship and the development of its internal talent, aligning with the stewardship core value.

Core Value #3: Stewardship

Potential goals:

Think creatively, be flexible *not* to budget demands (increasing “profits” at the expense of emotional and intellectual wellbeing) but to the necessary learning.

We are guided by the Yakama Nation in how we approach the stewardship of our lands. Students, faculty, and staff perspectives understand the budget and are empowered to collectively make decisions about budgetary matters.

We take a net-zero approach to our buildings and infrastructure, and aim to close the loop with regard to our waste production.

Potential initiatives:

Make it easier for building maintenance staff to recycle so that the burden is not totally placed on them (we understand that this is the case and that this is why some building recycle and others do not)

Invest in partnerships with Yakama Nation Cultural and Natural Resource managers so that we can be guided by their values with regard to our landscaping, etc.

Support and empower sustainability directors/coordinators; elevate their positions so that they do not seem to be merely a marketing tool

Give a seat at the table to students and faculty and all levels of staff on PBAC and any committee that makes decisions about budgeting.

Clearly align values with budgeting so that all decisions are clearly understood.

Ask tenured faculty (the thing in the budget that is hardest to change) what they are willing to give up for a more sustainable future for the university.

Core Value #3: Stewardship

Core Goal #3.1: Increased sustainability.

- Initiative 3.1.1 – Boost social sustainability.

- Initiative 3.1.2 – Cultivate economic sustainability.
- Initiative 3.1.3 – Build environmental sustainability.

Core Goal #3.2: Professional Development for everyone at CWU.

- Initiative 3.2.1 – Add further avenues of funding for professional development for all.
- Initiative 3.2.2 – Increase coaching and mentoring.
- Initiative 3.2.3 – Further support training opportunities for faculty, staff, and students.

Core Value #3: Stewardship

Core Goal #3.1: Incorporate sustainability practices into all aspects of university life.

- Initiative 3.1.1 – Develop and support programs that focus on providing a broader perspective to sustainability initiatives that include environmental, financial, and social projects.

Core Value #3: Stewardship

Core Goal #3.1: Make evidence-based collaborative decisions through shared governance.

- **Initiative 3.1.1:** Maintain open lines of communication with faculty and staff about Values Based Budgeting strategies.

Core Goal #3.2: Provide meaningful professional development opportunities for faculty, staff, and students.

- **Initiative 3.2.1:** Provide funding for faculty, staff, and students to participate in professional development opportunities that take place off-campus.
- **Initiative 3.2.2:** Support the implementation of grassroots professional development collaborations led by members of the campus community.

Core Value #3: Stewardship

Core Goal #3.1:

- Every student should know that CWU does exist on ceded lands of the Yakama Nation.
- Every student should create a personal statement about how CWU Stewardship honors the indigenous peoples who resided here.

Core Value #3: Stewardship

Core Goal #3.1: Create opportunities for students and faculty to engage with the greater community.

- Initiative 3.1.1 Create an annual Day of service/stewardship.
- Initiative 3.1.2
- Etc.

Core Goal #3.2: To create sustainable academic opportunities for CWU students.

- Initiative 3.2.1 Fully staff CWU Advancement officer vacancies.
- Initiative 3.2.2 Increase emphasis to GiveCentral though Alumni networks.

Core Value #3: Stewardship

Core Goal #3.1: Environmental stewardship

- Initiative 3.1.1: Move towards green energy—e.g., more solar power, wind power, electric vehicles
- Initiative 3.1.2: More thoughtful waste management—e.g., true recycling (instead of recycling bin materials going into the garbage),
- Initiative 3.1.3: Better water savings—more low water plants, less lawn watering, thicker rock mulch to hold down weeds, better water savings in buildings

Core Goal #3.2: Stewardship of human resources

- Initiative 3.2.1: Stronger commitment to NTT faculty—e.g., longer contracts for more job security, compensation for service, workload and encouragement for student supervision and mentorship
- Initiative 3.2.2: Ensure appropriate balance of TT and NTT faculty and administration
- Initiative 3.2.3: Improve employee satisfaction and retention--Enhance staff leaves, faculty sabbaticals, staff hour and modality flexibility, strategic attrition where needed (instead of attrition by accidental retirement)

Core Value #3: Stewardship

Core Goal #3.1: Develop relationships with local Indigenous nations.

- Initiative 3.1.1: Pay to have individuals as guest presenters/hire as scholars.

Core Value #3: Stewardship

Core Goal #3.1: Invest in modernizing and maintaining facilities and equipment (for the sciences, aviation, music, theater, communications, etc.) so that students are trained with the latest technology for the workforce.

- Initiative 3.1.1 Work across colleges and divisions at the university to get both state and federal dollars to continue to maintain and modernize our facilities and instrumentation. This includes funding for personnel.
- Initiative 3.1.2 Engage with private donors for funding necessary to update, modernize, and purchase equipment and facilities that will prepare our students for the 21st century.

Core Value #3: Stewardship

Core Goal #3.1: Expand strategic professional development opportunities that engage faculty and staff in a meaningful way.

Core Goal #3.2: Invest in and strengthen faculty scholarship and creative expression that helps recruit, retain, and advance high quality students, staff, and faculty.

Core Goal #3.3: Reward faculty and staff for efforts to improve university stewardship.

Core Goal #3.4: Serve as a resource for the region and state.

- Initiative 3.4.1: Provide staff support for faculty and graduate student research grants and other initiatives on topics relevant to the people and resources of our region.
- Initiative 3.4.2: Fund faculty time to develop research and outreach projects that benefit the region and state.

Core Value #3: Stewardship

Core Goal #3.1: Create meaningful professional development opportunities for staff

- Initiative 3.1.1 - Provide CWU employees access to masters programs at CWU using their tuition waivers. Currently there are few options for CWU staff wishing to further their education.
- Initiative 3.1.2
- Etc.

Core Goal #3.2: Incentivize employees to suggest improvements in systems or changes to processes that increase efficiency or reduce waste.

Core Value #3: Stewardship

Goal 3.1 CWU implements a Climate Change Action Plan and a Sustainability Strategic Plan to support an ecologically healthy and socially just world.

Goal 3.2 CWU invests in student success and addresses critical 21st century workforce needs by infusing sustainability and climate action education and competencies across campus-wide curriculum.

Core Goal #3.3: Build and grow sustainable relationships with alumni

Core Goal #3.4: Serve as a source of expertise and experience for the state and region

- Initiative 3.2.1: Provide robust administrative support for grants and contracts.
- Initiative 3.2.2: Support efforts to engage undergraduate and graduate students, faculty, and staff in applying their skills and knowledge to work with stakeholders to address complex regional issues.

Core Value #3: Stewardship

- Every employee will know they, and their work, is important to student success.
- Every employee has an identified career path.

Core Value #3: Stewardship

Core Goal #3.1: Maintain an effective and responsive accounting and budgetary reporting system that provides accurate information to decision makers to maximize funds spent on educating students.

Core Goal #3.2: Protect, maintain, and preserve the physical and financial assets of the university.

Core Value #3: Stewardship

Core Goal #3.1: Explicitly include land and resources stewardship in our facilities management

- Enhance environmentally friendly purchasing practices
- Incorporate stewardship in university and foundation investments

Core Goal #3.2: Improve land and resources stewardship more broadly in the curriculum

- Enhance General Education program by providing more focus on land and resource stewardship issues
- Include land and resource stewardship courses across individual program curricula

Core Value #3: Stewardship

Goal: Professional development plan for every employee

- Initiatives
 - Re-imagined Central Learning Academy

Core Value #3: Stewardship

Core Goal #3.1: Improve communication to reduce redundancy.

Core Goal #3.2: Reduce demands placed on individual units/individuals so that they have time to be effective.

We weren't sure where to put these, so these are some end comments.

We get the sense that students don't trust places and people will be safe and comforting, so it is hard for them to reach out and engage and try new things. We have to move from assuming trusting relationships to building trusting relationships.

We think that a systemic infusion of wellbeing into the learning environments would be extremely helpful to students, faculty, and staff. UT – Austin's Texas Well-Being: Promoting Well-being in UT Learning Environments is a model program that could be implemented at CWU. Student Counseling Services would love to have partnership and resources to lead such an initiative.

<https://cmhc.utexas.edu/wellbeing/#>

<https://www.cmhc.utexas.edu/wellbeing/images/guidebook.pdf>

Core Value #3: Stewardship

Core Goal #3.1: Serve as a resource for the region and state.

- Initiative 3.1.1: Provide support for scholarship and creative expression relevant to the people and resources of our region and state.

Core Goal #3.2: Create a university budget model that equitably supports colleges and departments, while affirming the core values of the institution.

- Initiative 3.2.1: Provide funding to colleges that is commensurate with their inclusion of high impact practices to support student success.
- Initiative 3.2.2: Provide support to all faculty (T/TT and NTT) to pursue professional development opportunities that support student success.

Core Value #3: Stewardship

Goals: Provide training and learning opportunities about the lands we occupy

LEED certification on all campus buildings

Restructure university for financial sustainability

Core Value #3: Stewardship

Core Goal #3.1: Increase a sense of belong amongst faculty beyond shared governance.

Initiative 3.1.1 Create pathways for faculty to develop a sense of belonging by acknowledging and celebrating the plethora of ways that the faculty share their talents across campus. The values outlined in this document emphasize inclusivity, yet the personal and professional needs of faculty are excluded from consideration. Again, the language in this document seems disingenuous when faculty retention is gallingly absent from the larger discourse.

Core Goal #3.2:

- Recognize faculty as a valued resource.
 - Realistic assessment of values and activities
 - Initiative 3.2.1 Provide departments and faculty members with resources and institutional support to be robust stewards of their respective disciplines. Some examples include: 1) adequate funding when conducting hiring searches, 2) teaching load reductions to pursue timely and pertinent research, 3) streamline technology acquisition, 4) teaching load reductions for continuing education (e.g., learning new technologies) and/or course modernizing, and 5) promote interdisciplinary collaboration which has been hindered by competition for resources.
 - Initiative 3.2.2 Significantly reduce the student-recruitment burden placed on faculty.
 - Etc.
- Through professional development and mentoring centered around building leaders in place, participate in faculty and staff-wide leadership development programs that reinforce agency, responsibility, collaboration and inclusion, and the application of adaptive leadership skills in our work.

Core Value #3: Stewardship

Institutional Goal 1: Lead strategic and comprehensive marketing hosted by Public Affairs in support of the university’s enrollment, legislative, and community relations goals.

Initiatives

- Build and implement a comprehensive integrated marketing plan in partnership with the CWU community.
- Create and implement a comprehensive social media plan for CWU that includes policies, standards, guidelines, and high-impact practices.
- Launch a new website that elevates the engagement of prospective and current students, their families, and our internal and external stakeholders.
- Establish a data-informed, continuous improvement culture through the collection and use of key performance and quality assurance indicators to improve policies and practices in marketing, branding, and communications.

Institutional Goal 2: Transform Central Washington University from a House of Brands to a Branded House.

Initiatives

- Define and communicate the role of Public Affairs in university-wide marketing, branding, communications, and community relations.
- Establish a work plan with the CWU Brand Council to foster engagement with the ongoing implementation and maintenance of the brand.
- Create a series of brand writing, design, photo and video, and marketing workshops to build department-level capacity for brand-aligned marketing and communication work.
- Facilitate university-wide engagement in branding resources to support the ongoing evolution of creative resources available on cwu.edu/brand.
- Create a robust “frequently asked questions” document to assure mutual understanding of the role of Public Affairs—and that of the colleges and departments—in utilizing and advancing CWU’s brand.

Institutional Goal 3: Lead the adoption of environmentally sustainable practices in Washington, the Pacific Northwest, and beyond.

Initiative

- Amend university procurement and contracting processes to prioritize vendors and service providers who produce and/or utilize environmentally sustainable materials and/or practices.
- Convene a representative work group of university partners to reassess swag for the university and develop an institutional approach to swag

purchasing that reflects state law and includes standards for brand alignment and consistency.

Institutional Goal 4: Re-prioritize resources through strategic enterprise-wide practices.

Initiative

- Review all commercial relationships, software systems, and operational structures to determine feasibility of shared services and/or enterprise-wide solutions.

Core Value #3: Stewardship

Core Goal #3.1: Publish and commit to CWU climate action plan by engaging at least 300 faculty/staff/students; 20 depts etc.

- Initiative 3.1.1 – Reduce waste by 25% in 5 years
- Initiative 3.1.2 – Upgrading building systems & properly maintain existing systems.
- Initiative 3.1.3 – Assess building/energy use by square footage/use & share numbers as reductions are in process
- Etc.

Core Goal #3.2: Be good stewards of our money, resources, and our people (Data retention and record keeping)

- Initiative 3.2.1 – Good stewardship of our resources by having a solid maintenance and upkeep plan for expensive equipment that serves vital purposes
- Initiative 3.2.2 - Better staff education on making purchases that best value our monetary resources.
- Initiative 3.2.3 – Institute a “university memory” project with reference libraries, data recording and record keeping for every reference

Core Goal Value #3.3: Developing students who are committed to sustainability and stewardship

- Initiative 3.3.1 – Integrating sustainability & stewardship learning opportunities (ie – Uni101 or welcome week activities)
- Initiative 3.3.2 – Enhancing extracurricular activities – day of service, earth day, clean up day, etc. more often through the year, giving back to the community

Core Value #3: Stewardship

Core Goal #3

- Build strategic planning around anticipated needs for future students.
- Be transparent to sustainability shortfalls and create a more effective system.
- Provide students volunteer opportunities within the community to support sustainable practices and environmental stewardship.

Core Value #3: Stewardship

Core Goal #3.1: Standardizing accountability practices within personnel, management/supervision and expectations for leadership at highest level in maintaining standards.

- Initiative 3.1.1 Increase expectation of supervisors as coaches and mentors
- Initiative 3.1.2 Create/improve opportunities for career growth and development for employees within CWU

Core Goal #3.2:

- Initiative 3.2.1 Conversations and partnerships with Yakama Nation need to be articulated and prioritized. Inclusion in conversations about land use, landscaping, water, etc. on the Ellensburg campus and also understand history of land on Centers' campuses.
- Initiative 3.2.2 Budget processes that are transparent and responsible – adjust course from a “scarcity” mindset to operate fiscally from unified value and strengths mindset

Core Value #3: Stewardship

2 or 3 goals and/or initiatives for Core Value 3:

Provide specific details about the university's sustainability initiatives, such as renewable energy usage, waste reduction strategies, or community engagement programs focused on sustainability. For example, could we highlight energy-efficient infrastructure, or sustainable procurement practices?

We would like to see clear, measurable sustainability goals for energy use and enhanced recycling.

Work through legislative representatives to ensure the protection and vitality of academic freedom. Given the national climate on academic freedom, we feel it is important for it to be explicitly protected, rather than merely not attacked.

Core Value #3: Stewardship

Goal 1: CWU supports the Kittitas Valley and Washington State in recognizing and mitigating the growing water scarcity of the region

Initiatives:

- 1) Drip irrigation installed to support large trees during heat of summer
- 2) Consideration to building out xeriscaping and sustainable local landscaping throughout campus

Goal 2: Programs are sustainable, non-duplicative and coordinated to best preserve resources and to support students, staff, and faculty

Initiative:

- 1) Program development and funding, including staffing, based on 5-7 year growth toward full maturity

- 2) Accountability at all levels for coordination between academic and non-academic areas of CWU
- 3) Annual auditing (perhaps through simple survey) of job foci across the University – interdisciplinary academic work; staff, student and faculty development programs; graduate preparation and career development; etc.

Core Value #3: Stewardship

Core Goal #3.1: Expand professional development opportunities for faculty and staff.

Core Goal #3.2: Institute strong partnership with the Yakama Nation.

Core Goal #3.3: Reduce reliance on fossil fuels in all university activities and buildings.

Core Value #3: Stewardship

Core Goal #3.1: CWU will reduce its carbon impact by 20% in the next ten years.

- Initiative 3.1.1 Create (or partner with the local community) to provide industrial composting services so that the compostable utensils used in the university dining spaces can be disposed of in the most environmentally-responsible way possible.
- Initiative 3.1.2 Expand marketing around green initiatives and develop a university-wide committee dedicated to reducing its carbon footprint in actionable and sustainable ways.
- Initiative 3.1.3 Reduce reliance on single-use plastic goods and tree-based paper products.

Core Goal #3.2: CWU will enhance collaborations with Yakama Nation for improved stewardship of these ancestral lands.

- Initiative 3.2.1 Seek understanding and education about how to best utilize our natural resources through the incorporation of native plant life in all landscaping and building projects.
- Initiative 3.2.2 Host gratitude-based events that invite tribal elders to interact with CWU community members in shared partnership around the value of our land and resources.
- Etc.

Core Value #3: Stewardship

Core Goal #3.1: Focus learning experiences on sustainable practices within campus and across the broader community as a whole

- Initiative 3.1.1 -- Integrate sustainability (environmental, economic, social) throughout curriculum as a whole

Initiative 3.1.2 -- Provide curricular and co-curricular experiences for students to be agents of change via sustainability projects

CWU Value	CWU Goal	CWU Initiative
<p>Core Value #3: Stewardship</p> <p>Operational Strategy: Reflexivity</p>	<p>Core goal 3.1: To increase Food and Housing Security</p>	3.1.1 To articulate CWU dual commitment to ADI and sustainability through an Environmental Justice framework
		3.1.2 To produce CWU-based research-informed responses to address food and housing insecurity among students
		3.1.3 To develop an integral strategy and structure at CWU to fight food insecurity on campus
	<p>Core goal 3.2: To implement assets-based methodological planning balancing inward/outward stewardship</p>	3.2.1 Qualitative and Quantitative decision-making approaches
		3.2.2 To develop a Change Management unit that facilitates institutional transformation
		3.2.3 To increase financial management literacy across campus
	<p>Core goal 3.3: To commit long-term financial resources to support scholarship, grants and contracts</p>	3.3.1 To help academic programs participate in and benefit from CWU-sponsored fundraising initiatives
		3.3.2 To strategically allocate different pools of financial resources (Graduate Assistantships, Tuition and Non-Resident Waivers, Housing Waivers, in-kind grant allocations) to stabilize institutional responsiveness to long-terms grant cycles and national/regional fluctuations in student enrollment
		3.3.3 To develop regional and national partnerships that increase our financial capacity