

**Strategic Planning Activity – Phase II**  
**Draft Strategic Plan**  
**Monday, December 5, 2022**

Value #1: Engaged Learning

Commitment: Central Washington University is committed to becoming an engaged learning community in order to address the adaptive challenges of our time and to elevate the educational empowerment of our students, staff, faculty, and community members. We will investigate old patterns of thinking, remain curious and open to new ideas, and develop new processes, systems, and ways of being.

Goal 1: We will investigate the equitable nature of our systems, policies, and practices and develop more just, fair, and humane approaches to our work together.

Goal 2: We will offer high impact practices in intentional, developmental, and strategic ways, closely aligned to our curriculum, to provide every student a pathway into and through at least three HIPs.

Goal 3: We will advance diversity and inclusion through elevating culturally sustaining practices in our curriculum and pedagogy; our programs and services; and our hiring, onboarding, and performance review practices.

Goal 4: We will foster an emphasis on environmental, social, and economic sustainability in our teaching and learning.

Goal 5: We will advance civic literacy and agency, community engagement, and service to our region.

Value #2: Authentic Relationships

Commitment: Central Washington University will forge and maintain authentic relationships both internally and externally built on mutual respect, responsibility, and reciprocity. We will create a culture of inclusion and belonging where every individual has the opportunity to show up for the person who they are in their journey through learning, work, and life.

Goal 1: We will foster increased access to the opportunities of higher education through our recruitment, retention, and graduation practices; through the modalities we offer our programs; and through working with our local region to develop workforce ready programs.

Goal 2: We will continue to intentionally increase the diversity of our student population and elevate the diversification of our faculty and staff.

Goal 3: We will foster a culture of inclusion and belonging that provides the opportunity for every student, staff, and faculty to show up as the person they are and the person they are becoming.

Goal 4: We will deepen our commitment to shared governance through fostering engaged leadership across the university.

Goal 5: We will integrate our planning and activities with those of the City of Ellensburg, the local school districts, the Kittitas County, the Yakama Nation, and the state of Washington.

### Value #3: Equity, Resilience, and Effectiveness

Commitment: Central Washington University will embody equity as a foundational value in all we do, focusing on developing fair, just, and humane policies, practices, and systems. We will elevate our willingness to be adaptable, seeking new approaches to old problems and fresh perspectives on our current programs and operations. We will emphasize institutional thinking and effectiveness in all we do in order to ensure the future thriving of the university.

Goal 1: We will investigate the equitability of our programs, services, systems, and structures and improve our operations to be more fair, just, and humane.

Goal 2: We will create a culture of emotional, psychological, and physical safety at the university, as well as create the spaces and facilities necessary for this safety, in order to foster a willingness to take risks, be challenged intellectually, and learn and grow.

Goal 3: We will foster an emphasis on environmental, social, and economic sustainability in our capital projects, facilities, and grounds keeping, and in our budgeting and purchasing.

Goal 4: We will advance a culture of institutional thinking that emphasizes the effectiveness and efficiency of our programs, budgeting practices, and operations.