

Strategic Planning Activity – Phase II
DRAFT Values and Strategic Plan Frameworks for Feedback
January 27, 2023

Included below are three different draft models of Values and Strategic Planning frameworks. You will note that they have similar content and themes as each of them derives from the feedback received in November at the State of the University event. Eventually, in the final step of the strategic planning process, we will develop Actions or Initiatives that will be nested within the framework we select, along with Key Performance Indicators or Indicators of Success.

For this step of the process, we ask that you provide us feedback on the strengths and weaknesses of the content of each of these three models. We will also provide an opportunity to provide overall feedback on the different framework options that are utilized here.

Directions: Gather together in your office or department in order to have a conversation about the key strengths and any areas of concern of the content of each of the three models included below. Someone should take notes on the consensus that is developed; one representative should submit that consensus through the Qualtrics survey (the link can be provided by Dania Cochran; danialcochran@cwu.edu).

Please include students (undergraduate and graduate) and staff in your process, and please provide them with the opportunity to meaningfully participate. We will all own the Vision, Mission, Values, and Strategic Plan together, so we all need to play a part in their development.

With your results, please include your office or department name; the person leading the conversation and entering the information; the date of the exercise; and the number of students, faculty, staff, and administrators who participated.

If you have any questions, please ask a member of the Steering Committee. We are happy to provide responses to any questions and join your office to answer questions.

Steering Committee Members

- Missy Davis, Classified Employee
- Jessica Murillo-Rosales Davis, Alumni representing Graduate Students
- Laura Dahlby Nicolai, Athletics
- Sigrid Davison, Equity
- Wendy Iwaszuk, Alumni/Foundation Board Member
- Elizabeth Brown, Academic Department Chair Council
- Elvin Delgado, Former Faculty Senate Chair
- Jeff Stinson, Provost's Council
- Jonathon Henderson, Exempt Employee
- Joseph Gabriel Ecolango, Undergraduate Student

MODEL I – VALUES, COMMITMENTS

Value: Engaged Learning – 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.

Commitment 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.

Commitment 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.

Commitment 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.

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

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

Value: Authentic Relationships – 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.

Commitment 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.

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

Commitment 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.

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

Commitment 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: Equity, Resilience, and Effectiveness – 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.

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

Commitment 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.

Commitment 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.

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

MODEL II – VALUES, OBJECTIVES, KEY RESULTS

Values

LEARN – We are passionate about education and creating pathways for students of all backgrounds to reach their educational goals; by providing an excellent education, we build futures with students that inspire life-long skills and learning. We aspire to be a learning organization by cultivating an environment that supports ongoing education for our faculty and staff.

ENGAGE - We invest in authentic relationships that help students, faculty, and staff fully engage in their learning. We engage by prioritizing culturally sustaining practices, small classes, mentorship and advising, experiential learning, civic literacy, community engagement, environmentally sustainable practices, and resources to promote success.

BELONG – We invite students to a higher education experience where they belong. By placing student success at the center of our work, we believe diversity of peoples, cultures, and ideas are essential to learning, discovery, and creative expression. Through shared governance, faculty, staff, students, and administrators respectfully and collaboratively lead the institution.

INSPIRE – We provide transformative learning experiences that inspire students to fulfill their potential through our excellent faculty, state-of-the-art facilities, exemplary support resources, and community connections. We elevate the educational experience by challenging students in a supported environment and inspire value beyond CWU. Faculty and staff pursue impactful research, creative activities, and professional development to sustain institutional relevance.

Objectives are what is to be achieved.

Key Results focus attention on priorities and track progress (4-5 per objective)

Objective: Prepare students for future success

Key Results:

- 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.
- Cultivate opportunities for students to work closely with faculty.
- Implement curricular and co-curricular activities that equip students with skills and abilities to engage in an uncertain world.
- Facilitate support systems that allow risk-taking to enhance learning and the student experience.

Objective: Create a culture of belonging

Key Results:

- Recruit and retain a diverse faculty/staff that progresses toward matching student demographics.

- Advance diversity and inclusion through elevating culturally sustaining practices in our curriculum and pedagogy.
- Create spaces where people feel safe to be themselves.
- Investigate the equitable nature of our systems, policies, and practices and develop more just, fair, and humane approaches to our work together.
- Convene opportunities for academic dialog and make space for diverse voices.

Objective: Create a sustainable institution

Key Results:

- Meet enrollment targets by fostering access to the opportunities of higher education through: recruitment, retention, and graduation practices; program modalities; and working with our local region to develop workforce ready programs.
- Prioritize efforts that positively impact and reduce harm to the environment.
- Complete a capital campaign to grow our endowment and secure financial sustainability of the institution.
- Prioritize cultural sustainability for continued growth and improvement.

Objective: Develop and maintain authentic community relationships with a service mindset

Key Results:

- Strengthen and maintain partnerships with K-12 schools, encouraging higher education through the public-school pipelines, provide outreach to underserved communities and continue connections with community colleges and regional universities.
- Cultivate partnerships and relationships that create contextual learning experiences and benefits to the broader community.
- Develop and offer innovative programs to meet the educational, economic, and workforce needs of our communities (e.g., certificate programs, continuing education, alternative credentials).
- Serve as a resource and hub for cultural and arts experiences and education in the central Washington region.
- Provide services and resources that welcome the Ellensburg community to be part of the CWU experience.

MODEL III – VALUES, COMMITMENTS, GOALS

Value #1: Be Learners

Commitment: Central Washington University is committed to being an engaged learning community of equity and belonging to adapt to the challenges of our time and to elevate the educational empowerment of our students, staff, faculty, and community members. We will interrogate with a critical lens our old patterns of thinking, remain curious and open to new ideas, and identify and execute processes and systems, to transform our ways of doing and being.

- Goal 1:** We will interrogate the inequities inherent in our academic programs and services to identify and execute more just, fair, legitimate, and humane approaches to our work together.
- Goal 2:** We will provide a pathway to high impact practices in intentional and strategic ways, closely aligned to our curriculum, so that every student participates in at least three HIPs.
- Goal 3:** We will learn, mentor, and employ culturally sustaining practices throughout our daily activities.

Value #2: Grow Relationships from Trust and Reciprocity

Commitment: Central Washington University will forge and maintain authentic relationships with our internal and external communities built on mutual respect, responsibility, reciprocity and sustained through trust. We will create a culture of inclusion and belonging where every individual is affirmed for the person they are in their journey through learning, work, and life.

- Goal 1:** We will realize the opportunities and value of higher education for our region through diversity of our students and professionals and by providing access and agency, and civic literacy, engagement, and service to our communities.
- Goal 2:** We will foster a culture of inclusion and belonging that affirms every student, staff, and faculty to be the person they are and nurtures the person they are becoming.
- Goal 3:** We will deepen our commitment to shared governance through fostering engaged leadership across the university.
- Goal 4:** We will complement 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 Capacity

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 and capacity 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 interrogate the inequities inherent in our systems, structures, policies, and practices to identify and execute operations to be more fair, just, and humane.
- Goal 2:** We will create the spaces, facilities, and a culture of emotional, psychological, and physical safety necessary so that each person is willing to take risks and is challenged intellectually.
- Goal 3:** We will use environmental, social, and economic sustainability practices in our capital projects, facilities, and groundskeeping.
- Goal 4:** We will advance a culture of institutional thinking and learning to further the efficiency of our programs, budgeting practices, and operations guided by social, economic, and environmental sustainability tenets.