

CENTRAL WASHINGTON UNIVERSITY

Board of Trustees

November 3, 2017

INFORMATION – Strategic Planning Core Themes Four and Five

BACKGROUND: In July 2017, the trustees approved an update of Core Themes One, Two, Three, and Four of the CWU Strategic Plan. Since then, the Cabinet has worked to update Core Theme Five. In addition, the President asked the Cabinet to consider emending a section of Core Theme Four. The proposed revision to Core Theme Four and the updated Core Theme Five are presented below for trustees' review.

Core Theme Four – Public Service and Community Engagement: As a publicly funded institution, CWU is committed to serve external communities for the mutually beneficial exchange of service, knowledge, and resources. Such engagement includes the appropriate use of university resources to support existing partnerships and engage new partners to contribute to the educational, social, and economic progress of external communities, especially those in Washington. Such activities, in addition to providing benefit to external communities, provide a rich array of opportunities for engaged learning and research.

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

Outcome 4.1.1: Increase campus and surrounding communities' participation in CWU cultural, educational, service, and recreational activities, such as performances, exhibitions, presentations, and sporting events.

Indicator 4.1.1.1: Annual number of cultural, educational, service, and recreational activities, such as performances, exhibitions, presentations, and sporting events, available to CWU and its surrounding communities from academic year 2009-10 through academic year 2017-18.

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

Indicator 4.1.2.1: Annual number of collaborations and partnerships with surrounding community entities and organizations from academic year 2009-10 through academic year 2017-18.

Outcome 4.1.3: Increase the number of class and certificate program offerings that meet the needs and satisfaction of CWU's surrounding communities.

Indicator 4.1.3.1: Annual number of classes and certificate program offerings from academic year 2009-10 through academic year 2017-18.

Indicator 4.1.3.2: Course and program locations, enrollments, and evaluations.

Delete the following:

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

Outcome 4.2.1: Increase support for area economic development.

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

Replace with the following:

Objective 4.2: CWU develops and deploys university resources to enhance the economic wellbeing and quality of life in surrounding communities.

Outcome 4.2.1: Students and faculty will contribute to K-12 education in surrounding communities.

Indicator 4.2.1.1: CWU will place pre-service teacher candidates in K-12 classrooms throughout the state of Washington.

Indicator 4.2.1.2: CWU will provide professional development opportunities to in-service K-12 teachers and administrators throughout the state of Washington.

Indicator 4.2.1.3: Washington state K-12 teachers and administrators will enroll in CWU advanced degree programs.

Outcome 4.2.2: Students, faculty, and staff will contribute to surrounding communities through academic service-learning and community engagement.

Indicator 4.2.2.1: The number of students, faculty, and staff engaged in academic service-learning.

Indicator 4.2.2.2: The number of person-hours students, faculty, and staff devote to academic service-learning.

Indicator 4.2.2.3: The dollar equivalent of the student, faculty, and staff person-hours devoted to academic service-learning.

Indicator 4.2.2.4: Community members' satisfaction with CWU academic service-learning.

Indicator 4.2.2.5: The number of students, faculty, and staff participating in community engagement activities.

Indicator 4.2.2.6: The number of person-hours students, faculty, and staff devote to community engagement activities.

Indicator 4.2.2.7: The dollar equivalent of the student, faculty, and staff person-hours devoted to community engagement activities.

Indicator 4.2.2.8: Community members' satisfaction with CWU community engagement activities.

Core Theme Five – Resource Development and Stewardship: CWU will sustain an environment that supports the mission of the university. Like the other four-year public universities in Washington, CWU must rely less on state financial support and more on revenues generated through its core operations and its auxiliary functions. In order to provide for the human resources, technological tools, and facilities needed to accomplish its mission, CWU must embrace entrepreneurial attitudes and systems. Given the mission, vision, and values embraced by CWU, it is clear that enrollment and philanthropy will play a major role in the financial health of the institution. Additionally, CWU must continue to develop comprehensive unit budgets that forecast revenues and expenses on a four to six year cycles.

Objective 5.1: Maximize the financial resources of the university, and ensure the efficient and effective operations of the university through strong financial stewardship.

Outcome 5.1.1: Provide accurate and timely revenue and expense forecasting at all levels of the institution.

Indicator 5.1.1.1: Monthly budget variance reports with current year forecasts provided to all levels of the university.

Outcome 5.1.2: Maximize strategies and practices that ensure sustainable operations in the long term.

Indicator 5.1.2.1: Long-term (a minimum of six years) forecasts of revenues, expenses, and reserves maintained for all fund groups.

Indicator 5.1.2.2: As part of decision-making processes, long-term financial analyses for all new programs, initiatives, infrastructure improvements, and contractual arrangements provided.

Outcome 5.1.3: Foster a culture of philanthropy that results in transformational financial support.

Indicator 5.1.3.1: Increased alumni and constituent engagement opportunities regionally and within each of the academic/student life units.

Indicator 5.1.3.2: Increased private financial support around a compelling philanthropic vision for the university.

Indicator 5.1.3.3: Increased percentage of engagement and giving from internal stakeholders including administrators, faculty, staff, and leadership boards.

Objective 5.2: Develop and implement enrollment management strategies that maximize revenue.

Outcome 5.2.1: Create, implement, and evaluate the strategic enrollment management plan.

Outcome 5.2.2: Create communication and marketing plans that generate increased student enrollment in targeted academic programs.

Outcome 5.2.3: Develop a plan and launch initiatives to increase student persistence.

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

Outcome 5.3.1: Provide consistently exemplary service.

Indicator 5.3.1.1: Full implementation of Wildcat Way, a university-wide commitment to service excellence, tailored specifically for CWU and embraced, communicated, and supported at all levels and across all departments.

Indicator 5.3.1.2: Increased and enhanced performance management strategies.

Indicator 5.3.1.3: Results of constituent service assessments.

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

Indicator 5.3.2.1: Policy changes to ensure direct appointments are rare.

Indicator 5.3.2.2: Consistent reporting of the following:

- Percentage of candidate pools where the number of applicants from affected groups met minimum qualifications in numbers reflective of availability;
- Percentage of candidate pools where the number of applicants from affected groups were interviewed in numbers reflective of availability;
- Percentage of candidate pools where the successful candidate was a member of an affected group;
- Percentage of finalists who decline offers of employment, including the percentage of these finalists who are members of an affected group;
- Reasons for separation through regular exit surveys and interviews

Indicator 5.3.2.3: Implementation of strategies (workshops, annual training, DiversityEdu) to address key issues identified in reports above.

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

Indicator 5.3.3.1: Tracking of requests and issues fielded by HR staff. Reporting and analyzing of results to ensure HR organization is efficiently constructed to meet needs.

Indicator 5.3.3.2: Creation of one-year and five-year forecasting reports as well as reports that report and analyze variance of forecast to actual.

Indicator 5.3.3.3: Monthly and annual reporting of programs and services.

Indicator 5.3.3.4: Participation in and reporting on results of benchmark studies.

Outcome 5.3.4: Examine issues of CWU Washington Federation of State Employees (WSFE) members.

Indicator 5.3.4.1: Identification of causes of WSFE members' low morale.

Indicator 5.3.4.2: Identification of causes of WSFE members' high numbers of grievances.

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

Outcome 5.4.1: Operate, preserve, and increase the functionality of state physical assets, buildings, and technology infrastructure.

Indicator 5.4.1.1: Facility Expense to Budget Annual Financial Report.

Indicator 5.4.1.2: Implementation of enhanced space request process.

Indicator 5.4.1.3: Updated 20-Year Capital Plan.

Indicator 5.4.1.4: IT Expense to Budget Annual Financial Report.

Outcome 5.4.2: Provide facilities, campus buildings, and grounds that are welcoming, safe, and secure.

Indicator 5.4.2.1: Capital Budget Report (Minor Works: Health/Life-Safety).

Indicator 5.4.2.2: Semi-Annual Technology Resource Report (including Security Indicators, EMS Test Assessment, System Availability/Downtime)

Indicator 5.4.2.3: Annual Clery Report.

Indicator 5.4.2.4: Environmental Health and Safety Report.

Indicator 5.4.2.5: Establishment of a work plan for staffing levels for grounds.

Indicator 5.4.2.6: Assessment of the hazards created by falling limbs/branches and to take corrective action where needed

Indicator 5.4.2.7: Determination of the appropriate number of positions needed and take action to hire Environmental Health and Safety staff.

Indicator 5.4.2.8: Development of a baseline assessment of safety risks on campus.

Indicator 5.4.2.9: Reduction or elimination of the reliance on parking fees/fines to fund the security officer budget and alignment of officer salaries with competitive levels.

Indicator 5.4.2.10: Improvement of campus climate by continuing and/or expanding efforts to connect campus security and the student population.

Indicator 5.4.2.11: Improvement of emergency planning by continuing and/or expanding efforts to: 1) train all relevant staff; 2) develop policies to assess safety risks associated with events; and 3) review and, if necessary, revise contingency agreements with area first-responders.

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

Indicator 5.4.3.1: Bi-annual Technology Needs Assessment Survey.

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

Indicator 5.4.3.3: Reorganization of Information Services Department.

Indicator 5.4.3.4: Completion of CAPS+ infrastructure including: 1) an online degree planning system for students; 2) a database of student choices and degree changes; and 3) a course load forecasting model.

Indicator 5.4.3.5: Development of a baseline assessment of classroom technologies.

Indicator 5.4.3.6: Development of a plan to establish a data center in the Samuelson building.

Indicator 5.4.3.7: Provision of data to the Education Advisory Board to create and update the Academic Performance Solutions online platform.

Indicator 5.4.3.8: Introduction of the University to the learning potential of virtual and augmented reality.

Indicator 5.4.3.9: Support of Northwest Commission on Colleges and Universities (NWCCU) reaffirmation of accreditation efforts, specialized accreditation, and program review.

Indicator 5.4.3.10: Improvement and extension of the availability of dashboards to various constituent groups and to the public.

Indicator 5.4.3.11: Design, implementation, operation, and maintenance of a robust data warehouse.

Submitted:



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APPROVED FOR SUBMISSION TO THE BOARD:



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