



Strategic Plan

Mission

The mission of Central Washington University is to prepare students for enlightened, responsible, and productive lives; to produce research, scholarship, and creative expression in the public interest; and to serve as a resource to the region and the state through effective stewardship of university resources.

Vision of Central Washington University

Central Washington University (CWU) is a dynamic, creative, and inclusive environment that promotes engaged learning and scholarship. It is distinguished regionally for the rigor of its curriculum and scholarship, for the excellence of its pedagogy, for the vibrancy of its co-curricular and residential experiences, for its commitment to providing access to higher education, and for its efforts to advance the social and economic health of the region. It is typified by an entrepreneurial spirit that establishes it as a national leader in higher education. It has a strong commitment to engaged learning and scholarship, internationalism, sustainability, inclusiveness, and life-long learning.

Core Values

Central Washington University exists to advance society through the essential activities of teaching, discovery, and service. While no one of these core elements is meaningful in isolation from the others, CWU finds it necessary to prioritize its efforts in relation to its mission, vision, values, goals, and resources. In order to maximize the value of each of the elements of its mission, CWU emphasizes the integration of scholarship, teaching, and public service.

As a public comprehensive university, CWU strives to create an engaging learning environment and therefore places its highest priority on teaching, learning, and student success. The faculty is comprised of scholar-teachers working in the interests of their students, their disciplines, and the region. CWU encourages individualized programs of student success and promotes undergraduate and graduate student-faculty partnerships that are actively engaged in discovery, creative expression, and engaged learning.

As a community dedicated to the principles of academic freedom, CWU must be an environment that promotes reasoned, civil, and enlightened discourse and creative expression without fear of reprisal, ridicule, or exclusion. CWU's educational environment must empower each person with the freedom to explore, to evaluate, and to learn.

CWU must also strive to serve its region by addressing pressing economic and social issues. As a comprehensive university, CWU must use its intellectual capacity not only to contribute to disciplinary literatures, but also to assist area business, social, and government leaders in

strengthening and diversifying the area's economic base, to help create a sustainable natural environment, and to address critical social issues.

CWU is also a place where people gather to live and to work. It must therefore be a place that enables people to grow and to prosper. In keeping with the academic values of shared governance and reasoned dialogue, the university must be open, transparent, and empowering.

It follows, then, that CWU is committed to the following shared values:

Student success: CWU believes that student success is best achieved by providing supportive learning and living environments that encourage intellectual inquiry, exploration, and application. CWU believes that learning is best achieved in small classroom or group settings with ample opportunities for individualized instruction, mentoring, advising, and programming.

Access: CWU believes in providing educational opportunities to as many qualified students as possible. CWU believes that restrictions of place, time, and finances can be overcome through the effective use of partnership with community colleges and by effective and efficient use of learning, communication, and social technologies.

Engagement: CWU believes that learning, research, and creative expression are enhanced by engagement with external partners. CWU believes that as a publicly-funded institution, it has a responsibility to help address the social and economic challenges faced by our communities.

Inclusiveness: CWU believes that diversity of peoples, cultures, and ideas is essential to learning, discovery, and creative expression. CWU believes that all faculty, staff, and students must be and must feel physically, professionally, and emotionally safe in order to fully engage in and benefit from the university experience.

Shared governance: CWU believes that shared governance is most effective when information systems and decision-making processes are both robust and transparent. CWU believes that communication channels should be open and two-way and that faculty, staff, and students should be empowered to participate in the governance systems.

Facilities: CWU believes that state-of-the-art, safe, and attractive facilities enhance the working and learning environments of faculty, staff, and students. CWU also believes that state-of-the-art technologies provide leverage for the efforts of faculty, staff, and students.

Safety: CWU believes it has a responsibility to providing a working and learning environment that is both physically and emotionally safe. CWU believes this responsibility extends to the off-campus environment of its full-time, residential students.

Core Themes

1 - Teaching and Learning: Student success is the highest priority of the university, and achievement of programmatic student learning outcomes is the prime measure of that priority. CWU therefore works to provide its students with accessible, diverse, personalized, distinctive, and rigorous curricular, co-curricular, and extra-curricular programs. These programs are offered in

small group settings typified by close working relationships between students, faculty, and staff. This commitment extends to all students, irrespective of location and modality of instruction. Institutional allocation of resources and organization of curricular, co-curricular, and extra-curricular opportunities must reflect this commitment to student success.

Objective 1.1: Enhance student success by continually improving the curricular, co-curricular, and extracurricular programs.

Outcome 1.1.1: Students will achieve programmatic learning outcomes.

Indicator 1.1.1.1: Student performance data and outcomes achievement as described in annual program assessment reports as reported by the Associate Vice President for Undergraduate Studies.

Indicator 1.1.1.2: Post-graduation job and graduate school placement rates as reported by the Dean of Student Success.

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

Indicator 1.1.2.1: Freshman-to-sophomore persistence rates as reported by the Director of Organizational Effectiveness.

Indicator 1.1.2.2: Graduation rates as reported by the Director of Organizational Effectiveness.

Indicator 1.1.2.3: Time-to-graduation as reported by the Director of Organizational Effectiveness.

Indicator 1.1.2.4: Number of degrees awarded per full-time equivalent instructional faculty member as reported by the Director of Organizational Effectiveness.

Indicator 1.1.2.5: Number of full-time equivalent students taught per full-time equivalent instructional faculty as reported by the Director of Organizational Effectiveness.

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

Indicator 1.1.3.1: Student participation in SOURCE, as presenters and attendees as reported by the Office of Graduate Studies.

Indicator 1.1.3.2: Faculty Survey of Student Engagement (FSSE) results as reported by the Director of Organizational Effectiveness.

Indicator 1.1.3.3: National Survey of Student Engagement (NSSE) results as reported by the Director of Organizational Effectiveness.

Indicator 1.1.3.4: Student participation in internships, teaching assistantships, and research assistantships as reported by Career Services and Graduate Studies.

Indicator 1.1.3.5: Percentage of work study students employed in areas related to their academic studies as reported by the Student Employment Office.

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

Indicator 1.1.4.1: National Survey of Student Engagement (NSSE) results as reported by the Director of Organizational Effectiveness.

Indicator 1.1.4.2: Extracurricular offering participant usage and satisfaction survey results as reported by Dean of Student Success.

Objective 1.2: Enhance the effectiveness of student support services.

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

Indicator 1.2.1.1: Participant usage, impact, and satisfaction survey results as reported by the Dean of Student Success.

2 - Inclusiveness and Diversity: CWU is committed to providing all faculty, staff, and students a diverse working and learning environment built on principles of respect, support and encouragement as a way to achieve individual and collaborative excellence. Changing demographic trends in the United States and the increasing globalization of economic, political, and social systems demand that students be prepared for working in a world in which diversity is the norm. Research clearly indicates that learning is enhanced when students experience a diverse learning and living environment. It also suggests that faculty and staff are more innovative, entrepreneurial, and successful in an inclusive and diverse environment. Inclusiveness is achieved by providing a welcoming, supportive, and empowering environment that encourages individuals to express ideas and identities. A diversely rich community affords depth and dimension in personal and collective outcomes. Diversity is multi-faceted. CWU's physical structure is diverse in location, providing rural, suburban, and urban settings. CWU's educational diversity is represented by the colleges; curricular, co-curricular, and extra-curricular programs available. Diversity in personal identity, culture, experience, and talent is of critical importance as evident in recruitment and retention efforts of students, faculty, and staff, as well as the contribution from special programs, speakers, and scholars that offer voice and representation to interests of race, ethnicity, sexual orientation, gender, ability, age, and political ideas.

Objective 2.1: Enhance the environment of inclusiveness for faculty, staff, and students.

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

Indicator 2.1.1.1: Organizational climate studies conducted by the Chief Human Resource Officer, Director of Inclusivity and Diversity, and Dean of Student Success.

Outcome 2.1.2: Promote the free and civil exchange of information and ideas among faculty, staff, students, and the community.

Indicator 2.1.2.1: Use of factual information about university policy and data in discourse as reported by the Director of Inclusivity and Diversity.

Indicator 2.1.2.2: Open and constructive participation by faculty, staff, and students in university discourse as reported by the Director of Inclusivity and Diversity.

Outcome 2.1.3: Ensure the inclusiveness and diversity of co-curricular and extracurricular programming.

Indicator 2.1.3.1: Attendance of co-curricular and extracurricular programming by diverse faculty, staff, students, and community members as reported by the Dean of Student Success.

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

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

Indicator 2.2.1.1: Recruitment and retention results as reported by the Chief Human Resource Officer.

Indicator 2.2.1.2: Faculty and staff workplace satisfaction study conducted by the Director of Inclusivity and Diversity, and the Chief Human Resource Officer.

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

Indicator 2.2.2.1: Recruitment, retention, and graduation results as reported by the Director of Organizational Effectiveness.

Indicator 2.2.2.2: Student satisfaction studies conducted by the Dean of Student Success.

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

Indicator 2.2.3.1: Recruitment, retention, and graduation results as reported by the Director of Organizational Effectiveness.

Indicator 2.2.3.2: Student satisfaction studies conducted by the Dean of Student Success.

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

Indicator 2.2.4.1: Recruitment, retention, and graduation results as reported by the Director of Organizational Effectiveness.

Indicator 2.2.4.2: Student satisfaction studies as reported by the Dean of Student Success.

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

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

Indicator 2.3.1.1: Number of students and faculty engaged in study abroad and student and faculty exchange programs to and from CWU as reported by the AVP for International Programs.

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

Indicator 2.3.2.1: Number and type of courses reflecting international/global integration as reported by the Associate Vice President for Undergraduate Studies.

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

Indicator 2.3.3.1: Number and type of courses reflecting diverse group integration as reported by the Associate Vice President for Undergraduate Studies.

Outcome 2.3.4: Increase the number of students and faculty who engage with the local and regional under-represented communities.

Indicator 2.3.4.1: Number of students and faculty who are engaged with local and regional under-represented communities as reported by the Associate Vice President for Undergraduate Studies.

3 - Scholarship and Creative Expression: CWU is committed to the creation, dissemination, and preservation of knowledge through research, scholarship, and creative expression. Engagement in scholarly and creative expression activities adds benefit for students, the university, and local, regional, and global communities. These activities engage students, faculty, and staff in activities that expand knowledge of the natural and physical world, explore human behavior and culture in the past and present, develop organizational practices and technological innovations that support human and economic development, and improve the quality of life through cultural enrichment. CWU places a high value on the full spectrum of scholarship and creative expression, including but not limited to basic and applied research, creative expression in all its forms, and the scholarship of teaching and learning.

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

Outcome 3.1.1: Sustain participation by faculty, students, and staff in research, scholarship, and creative expression.

Indicator 3.1.1.1: Number and quality (i.e., peer reviewed) of publications, presentations, and performances at the local, regional, national, and international levels as reported by the Associate Vice President for Research and Economic Development/Dean of Graduate Studies.

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

Indicator 3.1.2.1: Number and type of courses reflecting research, scholarship, and creative expression as reported by the Associate Vice President for Undergraduate Studies.

Objective 3.2: Increase the external funding received for research, scholarship, and creative expression by faculty, staff, and students.

Outcome 3.2.1: Sustain the number of applications and total awards obtained by all academic colleges and divisions for external funding having local and regional impact for research, scholarship, and creative expression by faculty, staff, and students.

Indicator 3.2.1.1: Number of and dollar amounts of grants and awards for research, scholarship, and creative expression having local and regional impact received by faculty, staff, and students as reported by the Associate Vice President for Research and Economic Development/Dean of Graduate Studies.

4 - Public Service and Community Engagement: As a publicly funded institution, CWU is committed to serve external communities for the mutually beneficial exchange of service, knowledge, and

resources. Such engagement includes the appropriate use of university resources to support existing partnerships and engage new partners to contribute to the educational, social, and economic progress of external communities, especially those in Washington. Such activities, in addition to providing benefit to external communities, provide a rich array of opportunities for engaged learning and research.

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

Outcome 4.1.1: Sustain the many cultural, educational, service, and recreational events, such as performances, exhibitions, and sporting events, that are available to the campus and external communities and increase campus and community participation in these events.

Indicator 4.1.1.1: Number of cultural, educational, and recreational events, such as performances, exhibitions, and sporting events, that are available to the CWU campuses and external communities as reported by the Manager of the Events Outreach unit.

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

Indicator 4.1.2.1: The number of collaborations/partnerships with external communities, entities, and organizations as reported by the Director of Continuing Education, the Dean of Student Success, and the Dean of Graduate Studies.

Objective 4.2: Increase participation in university sponsored life-long learning opportunities.

Outcome 4.2.1: Increase the number of class and certificate program offerings that meet the needs and satisfaction of the CWU campuses and external communities.

Indicator 4.2.1.1: Number of classes and certificate program offerings and course evaluations as reported by the Director of Continuing Education, Library, Health Education, Career Services, etc.

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

Outcome 4.3.1: Increased support for area economic development.

Indicator 4.3.1.1: Number of grants and contracts with local agencies and businesses as reported by Associate Vice President for Research and Economic Development/Dean of Graduate Studies.

Indicator 4.3.1.2: Number of businesses or jobs created as a result of efforts of members of the university community as reported Associate Vice

President for Research and Economic Development/Dean of Graduate Studies; President for CWU Research Foundation; and Executive Director for I4IE.

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

Objective 5.1: Maximize the financial resources to the university, and assure the efficient and effective operations of the University through financial stewardship.

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

Indicator 5.1.1.1: A six-year rolling balanced budget that incorporates revenues, expenses, and planned reserves as reported to by the Vice President for Business and Financial Affairs.

Outcome 5.1.2: Maximize strategies and practices that optimize resource availability.

Indicator 5.1.2.1: Monthly and annual report of core, service, and ancillary revenues disaggregated by function (Instruction, Student Services, Service Unites); as compared to projections and as reported by the Vice President for Business and Financial Affairs.

Outcome 5.1.3: Provide effective use of university resources.

Indicator 5.1.3.1: Monthly and annual report of core, service, and ancillary revenues disaggregated by function (Instruction, Student Services, Service Unites); as compared to projections and as reported by the Vice President for Business and Financial Affairs.

Indicator 5.1.3.2: Participate in and report on results of benchmark studies that are available and applicable as reported by the Vice President for Business and Financial Affairs.

Outcome 5.1.4: Ensure university strategies align with legislative goals.

Indicator 5.1.4.1: Applicable data as reported by the appropriate university official and as reported by the Vice President for Business and Financial Affairs.

Outcome 5.1.5: Increase the amount of philanthropic support through gifts from alumni, friends, corporations, and foundations.

Indicator 5.1.5.1: Meeting gift targets as reported by the Director of University Advancement.

Objective 5.2: Develop and implement enrollment management and marketing plans that meet the enrollment objectives of the university.

Outcome 5.2.1: Maximize revenues enrolling the optimal number and type of student (e.g., in-state, out-of-state; domestic-international; freshman-transfer; undergraduate–graduate; residential-centers, etc.).

Indicator 5.2.1.1: Meeting enrollment targets as reported by the Associate Vice President for Enrollment Management.

Indicator 5.2.1.2: Meeting fiscal targets (cost of attendance, average financial need and average financial aid awarded accepted and dispersed), and institutional aid effectiveness targets (tuition discount rate, and cost per new and continuing FTE) as reported by the Associate Vice President for Enrollment Management.

Outcome 5.2.2: Position CWU for increased enrollment.

Indicator 5.2.2.1: Opinion surveys of key stakeholders reported by the Director of Public Relations.

Indicator 5.2.2.2: Number and quality of prospects and applicants, admission selectivity and enrollment yield rates as reported by the Associate Vice President for Enrollment Management.

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

Outcome 5.3.1: Provide accurate and effective forecasting of staffing needs at the division and unit levels.

Indicator 5.3.1.1: 1-year and 5-year forecasting reports as reported by the Chief Human Resource Officer.

Indicator 5.3.1.2: Variance report of forecast to actual as reported by the Chief Human Resource Officer.

Outcome 5.3.2: Establish methods and systems to measure the quality of impact by staff.

Indicator 5.3.2.1: Monthly and annual report of performance development plans reports as reported by the Chief Human Resource Officer.

Outcome 5.3.3: Establish methods and systems to provide the best HR support and guidance to staff.

Indicator 5.3.3.1: Monthly and annual report of programs and services as reported by the Chief Human Resource Officer.

Indicator 5.3.3.2: Participate in and report on results of benchmark studies as reported by the Chief Human Resource Officer.

Outcome 5.3.4: Increased strategies and practices that obtain and retain the best human resources available.

Indicator 5.3.4.1: Reporting on the percentage of candidate pools that exceed basic standards as reported by the Chief Human Resource Officer.

Indicator 5.3.4.2: Reporting on the percentage of hiring made from top 2 applicant choices as reported by the Chief Human Resource Officer.

Indicator 5.3.4.3: Reporting on the reasons for separation through regular exit interviews as reported by the Chief Human Resource Officer.

Indicator 5.3.4.4: Biannual reporting on strategies to address key retention issues found through exit interviews as reported by the Chief Human Resource Officer.

Outcome 5.3.5: Enhance university constituent (e.g. students, parents, alumni, internal staff) service standards

Indicator 5.3.5.1: Results of constituent service summary as reported by the Chief Human Resource Director, Director of University Advancement, and Director of Public Affairs.

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: Enhance financial accountability and sustainable practices for construction, maintenance, and operations of CWU facility and technology infrastructure.

Indicator 5.4.1.1: Facility Expense to Budget Annual Financial Report as reported by the Assistant Vice President for Facilities.

Indicator 5.4.1.1: IT Expense to Budget Annual Financial Report as reported by the Assistant Vice President for Information Technology.

Outcome 5.4.2: Provide facility and technology infrastructures that are accessible, safe, and secure for all visitors, students, faculty, and staff.

Indicator 5.4.2.1: Capital Budget Report (Minor Works: Health/Life-Safety) as reported by the Assistant Vice President for Facilities.

Indicator 5.4.2.2: Semi-Annual Technology Resource Report (Security Indicators, EMS Test Assessment, System Availability/Downtime, etc.) as reported by the Assistant Vice President for Information Technology.

Indicator 5.4.2.3: Annual Clery Report as reported by the Public Safety and Police Services.

Indicator 5.4.2.4: EH&S Report as reported by the Chief Human Resource Officer and the EH&S Manager.

Outcome 5.4.3: Strategically operate, preserve, and improve the functionality and values of state physical assets, buildings, and infrastructure.

Indicator 5.4.3.1: Facility Condition Index as reported by the Assistant Vice President for Facilities.

Indicator 5.4.3.2: Annual Technology Resource Report (age to lifecycle, Availability of Need, etc.) as reported by the Assistant Vice President for Information Technology

Outcome 5.4.4: Provide information technology infrastructure, systems, and services necessary for all CWU departments to achieve their objectives and the objectives of the university.

Indicator 5.4.4.1: Bi-annual Technology Needs Assessment Survey (related to CWU Goals) as reported by the Assistant Vice President for Information Technology.

Indicator 5.4.4.2: Customer & Training Services (CaTS) Quarterly Quality Feedback Report as reported by the Assistant Vice President for Information Technology (Manager CaTS).

Outcome 5.4.5: Provide facilities, campus buildings, and grounds that are welcoming, and present the best possible physical appearance, and that are necessary for departments to achieve their objectives.

Indicator 5.4.5.1: Estimated Total Preservation Backlog as reported by the Assistant Vice President for Facilities.

Indicator 5.4.5.2: Facilities Condition Index as reported by the Assistant Vice President for Facilities.

Indicator 5.4.5.3: Facility Services Quarterly Customer Feedback Report as reported by the Assistant Vice President for Facilities.

Core Themes