CWU Vision:

Central Washington University will be a model learning community of equity and belonging.

Draft SES Vision:

The Division of Student Engagement and Success will facilitate access, community, and belonging throughout all phases of the student experience.

Written feedback from Fall '22 SES Retreat (11/8/22) in response to how the draft SES Vision aligns (or doesn't) with CWU's Vision and what's missing:

PROS (SES alignment with CWU)	CONS (SES not aligned with CWU - *What's missing*?)
❖ Repeating community/belonging ❖ Aligns well & uses same wording ❖ Aligned well utilizing similar words "community" and "belonging ❖ Aligns well ❖ Sense of community & belonging ❖ SES provides students with the individual experiences within, such as access, community & belonging ❖ Likes "all phases" ❖ Community/belonging ❖ Belonging & Access ❖ Community, belonging, access – category words are good, supporting overall student experience. ❖ Sounds like it's "on the road" to the CWU vision (we're the hub) ❖ Similar but needs some work ❖ Both include "will", access & equity ❖ Very similar; content is similar ❖ Most specific SES aspects seem to fit nicely to the larger CWU mission ❖ Yes by intention, not by action ❖ Very similar in intent ❖ Sense of community & belonging, barrier removal for students. ❖ Yes, mirrors the language, minus "equity" ❖ Both focus on belonging, access, equity, and support the (?) ❖ Both discuss belonging	▪ Doesn't touch on model/learning piece. What is SES's "Why"? Environmental stewardship/longevity of university, human capital/employee side ▪ Equity is missing ▪ Equity is missing in SES version ▪ Equity (repeated through multiple feedback notes) ▪ Watch student from start to finish – including grad students. Model learning community = growing & learning. ▪ Group doesn't think anything's missing/bad ▪ Education/learning component is missing ▪ "Throughout all phases" – maybe too limited? ▪ Add "equitable" before "access" ▪ Feels less aspirational than overall vision ▪ Needs stronger action word than "facilitating" ▪ Learning element is missing – we teach students through our services ▪ It's utilitarian, not as aspirational ▪ Change "facilitate" maybe to "support" (gives control to students)? "Cultivate", "Promote", "Elevate"? ▪ The verbiage could be more clear – change "facilitate" to "elevate" or "foster" ▪ Replace "facilitate" with "Promote", "Support", "Cultivate", "Elevate", "Foster" ▪ Change "seamless pipeline" to "central portal" ▪ Revisit the word "facilitate" – maybe cultivate/foster/nurture ▪ "All phases" – what do the phases entail? ▪ Doesn't explicitly include "equity", just access which is related ▪ Define "Access" – for entering and remaining at CWU? Minimizing equity as a core aspect to vision statement ▪ Departments don't work together – more collaborative mindset to give a more collaborative experience to students ▪ Potentially missing educational experience ▪ Outreach, collaboration through all phases, support & resources ▪ Students should be aware of the services. ▪ Suggested: "The Division of SES will facilitate access, equity and support throughout all phases of the student experience" ▪ Does not discuss equity component

CWU Mission:

In order to build a community of equity and belonging, Central Washington University nurtures culturally sustaining practices that expand access and success to all students. We are committed to fostering high impact practices, sustainability, and authentic community partnerships that are grounded in meaningful relationships.

Draft SES Mission:

The Division of Student Engagement and Success fosters an equitable and seamless pipeline for student access and success throughout their journey and attainment of educational aspirations.

Written feedback from Fall '22 SES Retreat (11/8/22) in response to how the draft SES Mission aligns (or doesn't) with CWU's Mission and what's missing:

Mission PROS (SES alignment with CWU)	Mission CONS (SES not aligned with CWU - *What's missing*?)
❖ Equity, access & success overlap ❖ "Seamless Pipeline" = relationship building ❖ Supports CWU mission by focusing on the student experience, emphasis on access ❖ Student successes ❖ Expanding access & success ❖ They relate nicely – verbiage confusing to students? ❖ Less aligned than the visions but like that it is succinct. ❖ Both emphasize equity and success. ❖ Equity → equitable access	▪ Verbiage aligning with why students are really here (degree/job success) experience, needs less transactional language, more emphasis on degree/job success. ▪ No references to high-impact practices, evidence-based, community partnerships ▪ Equity is missing; replace word "fosters" with "provides" or "builds" ▪ Need words that reflect, strives for & work toward vs. foster an equitable & seamless pipeline. We need to partner internally and across campus. Missing support aspect – academics, physical & mental ▪ Each student experience is unique and "pipeline" isn't the correct word ▪ No to "pipeline" and "attainment" ▪ Sustainability of people & resources ▪ Doesn't like "attainment of educational aspirations" ▪ Should emphasize life skills vs. degree focus – help students to be productive citizens in the community ▪ SES Mission is missing operationalization that CWU Mission has – consider "innovative practices, adapting to needs of changing generation" ▪ Needs elements of collaboration and synergy between departments ▪ It sounds like a vision statement, needs more specifics – how are we being equitable? Collaborative? ▪ The word "Seamless" is an aspirational word/concept, not realistic. ▪ Wording doesn't emphasize support, should include support & resources, collaboration: "Outreach, collaboration, support & resources throughout all phases of the student experience ▪ Problematic, too general, see proposed replacement "SES Mission Statement" (notes) ▪ Don't use "pipeline"- replace with "journey" / replace with "guided process" / "guided pathway" ▪ Is pipeline the right word? SES is no longer transactional and is more immersive. ▪ Does not address community partnerships & meaningful relationships ▪ How to give equitable access (see notes below) ▪ "Pipeline" language isn't incredibly specific and too transactional, needs to have more actionable and measurable language. For example: "The division of SES provides & engages in equitable and culturally informed policies, practices, services and co-curricular experiences that support student success throughout their journey. ▪ We can't guarantee "seamless" but can suggest "integrated" ▪ Swap "aspirations" for "experiences" ▪ "Seamless pipeline" seems like a guarantee and tells students it will be easy – change to support network or channel ▪ Suggested: "The Division of SES fosters an equitable and supportive experience through access and success during the student journey"

Notes & Key Points (Additional 11/8/22 written feedback on draft SES Vision and Mission Statements):

- Maybe more emphasis on entire CWU community of students, employees, alum, as a whole.
- Suggest removing transactional language: "pipeline", "seamless", "fostering"
- Should have more references to equity, community partnerships/building
- To be a model learning community, we facilitate connection by educating students on where and how they belong.
- SES helps students be successful by reducing barriers, increasing access to resources, improving communication & increasing partnerships across campus.
- We as a division need to work together to support our incoming, transfer, international, center, current & graduate students.
- (Multiple single-word notes): "Trending"
- We are all educators, but some of our focuses are outside of classroom learning – this may be dependent on finalized division structure
- Refocus and include reference to helping students gain resilience – ultimately their feelings of belonging, etc. includes personal responsibility, especially once they leave CWU.
- Many units go beyond students. "Building a foundation to support students in their success"
- Alt SES Vision: "SES will be a portal & central guide to the CWU experience and a catalyst for community building"
- Vision Edits: Change "facilitate" (transactional) to more relational language. Insert "equitable" before "access". Replace "all phases of the" and replace with "the CWU" before "student experience.
- Alt SES Mission: "SES provides an equitable and personalized experience of student access and success throughout their journey, including building a foundation for lifelong success." Also reference to "innovative practices" and "adapting to needs of a changing generation"
- "Pipeline" reminds me of "school-to-prison pipeline". Path? Trail? Something more organic & lists an end goal. Needs warmer language.
- Processing (Operations) team isn't reflected within these statements
- Found the missions and visions relate well but the verbiage could be improved upon for SES – replace "facilitate" and "pipeline"
- **Proposed replacement for SES Mission:** *In order to be a community of equity and belonging, the Division of SES provides intentional, student-centered programs, processes and tools for student access and success throughout their journey.*
- We need to acknowledge departments that are struggling to stay afloat prior to moving forward to best meet students' needs.
- Like the shared replacement "in order to provide access, community & belonging, SES …"
- Our work needs to remain consistent throughout the entire academic career. We strive to empower not good employees but good citizens.
- Why not copy wholesale vs. duplicate light?
- For our area, we are committed to developing partnerships with the community and establishing meaningful relationships, which we'd like to see addressed in mission/vision.
- Equity is great, liberation is better. SES vision should focus on students thriving.
- A seamless pipeline is not attainable; better to have more realism than idealism. Something more about "guiding". We really want to focus on social justice and liberation.
- How to give equitable access: i.e. language (not providing equitable language access) / Financial Aid website – Spanish version last updated 2016 (especially when trying to promote CWU as Spanish-serving university) / Building access to handicap-accessible restrooms.
- Services – some areas seem focused on education until they graduate, missing the focus on what happens after graduation (how education transfers into a career)
- Collaboration between departments to provide an equitable and successful student experience, and how educational path can translate into a career.
- Support students throughout/alongside academic experiences
- Our work in SES goes beyond "educational aspirations" – this draft doesn't include the tangible skills students have after their experience
- Outreach, collaboration, supports, resources within SES and other departments & academic supports, collaboration
- Inclusion of other departments (academics) in addition to "within SES"