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# Introduction

Welcome to the **College of Education and Professional Studies!**

This Strategic Plan sketches the overall direction for creating the desired future of the College of Education and Professional Studies (CEPS) at Central Washington University (CWU).

The strategic framework outlined in this plan defines where CEPS is heading and the reasons for doing so. This strategic plan includes the vision, mission, objectives and associated tactics, targets, and indicators.

Parallel to the Vision and Mission of CWU, the CEPS has developed its strategic plan for the period of 2018–2023. Upon careful assessment of the external and internal environments and wide-consultation with all stakeholders over a two-year period, this plan has been developed. Since strategy formulation is an organizational process of developing a vision and mission statements, establishing long-term goals and objectives, and defining appropriate strategic initiatives, metrics, and timeframe; this strategic plan has adapted a two-year-long strategy formulation process, therefore, this new strategic plan is expected to provide directions for decision-making and resource allocation at CEPS.

In this context, the Strategic Plan of the CEPS has been developed in a systematic process. Similar to CWU strategic plan, the CEPS plan also has five generic themes: (1) Teaching and Learning; (2) Inclusiveness and Diversity; (3) Scholarship and Creative Expression; (4) Public Service and Community Engagement; and (5) Resources



Development and Stewardship. The CEPS will attempt to pursue and realize each of these themes during the period 2018–2023. The plan will be implemented through an integrated systems approach, which involves the active participation of every unit of the college and its stakeholders. Additionally, the CEPS has a tradition of reviewing its mission regularly, once every five years. Since the review process involves its stakeholders, it incorporates their opinions and perspectives in the plan.

# Strategic Planning Process

CEPS strategic planning cycle began in winter 2017. Dean Paul Ballard charged the Associate Dean Ethan Bergman to revise the CEPS strategic plan. Dr. Bergman invited representatives from all the departments that are part of CEPS, to form a committee. Also a representative was invited from the office of the Associate Provost for Accreditation, Academic Planning, and Assessment, who also has the oversight of university level strategic planning. CEPS strategic planning committee was formed in winter 2017 and the first meeting was held in early spring 2017.

In order to be consistent with the priorities and goals of the University, the committee carefully reviewed CWU's strategic plan and identified the focus areas. The strategic planning committee held preliminary meetings and examined institutional and external data to produce initial draft documents as a process to gather feedback from the broader internal and external communities.

Prior to writing anything as a planning document, there were at least three meetings were held in spring 2017 to identify the internal and external factors that would affect CEPS for the next five-to-ten-year timespan. As a result of this exercise, the committee identified several factors and grouped them under few themes including teaching, learning, community partnerships, etc.

The strategic planning committee was reconvened in fall 2017 after summer break. At this time, Dean Ballard asked Aviation Department Chair Sundaram Nataraja to lead the planning process. The committee met regularly on the first and third Friday of every month during the AY 2017-18. Initially a document called "CEPS SWOT/C" was



developed, which included (a) strengths and (b) weaknesses (internal factors); and (c) opportunities and (d) threats (external factors).

Subsequently, the committee developed both vision and mission statements. Then, the strategic objectives, outcomes, tactics (strategic initiatives), and targets were developed to be aligned with the university strategic plan. The committee members contributed so enthusiastically and every word in the plan has been carefully employed after long discussions and futuristic thoughts.

The tactics and targets have been determined to complement several initiatives that are already underway. The ultimate purpose of this plan is to give direction and focus to enhance the overall quality of education and student learning experiences at CEPS as well as to guide the department level strategic planning over the next five years. The committee has recommended for finding adequate financial resources and providing a mechanism for tracking CEPS' progress toward its mission and vision. The plan is considered a living document, and will be efficiently implemented to derive the desired outcomes, and reviewed and/or revised each year, as needed.

# Strategic Planning Committee

1	Paul A. Ballard	Dean, CEPS
2.	Ethan Bergman – Committee Chair (2016-17) Gregory Schwab (2017-18)	Associate Dean, CEPS
3	Sigrid Davison – Consultant (2016-18)	Associate Director, Analytics and Research Office of the Associate Provosts
3	Mark Myers - Member (2016-17) DeJon DeMille - Member (2017-18)	Airforce ROTC
4	Jonathan Ackiss - Member (2016-17) Jerimiah Woods - Member (2017-18)	Army ROTC
5	Sundaram Nataraja - Member 2016-18) - Committee Chair (2017-18)	Aviation
6	Kelly Benson - Member (2016-18)	Curriculum, Supervision and Educational Leadership
7	Dia Gary - Member (2016-18)	Education, Development, Teaching and Learning
8	David Martin - Member (2016-17) Sathyanarayanan Rajendran - Member (2017-18)	Engineering Technologies, Safety and Construction
9	Duane Dowd - Member (2016-18)	Family and Consumer Science
10	Rebecca Pearson - Member (2016-18)	Health Sciences
11	Jaclyn Krause - Member (2016-17) Nathan White - Member (2017-18)	IT & Administrative Management
12	Brian McGladrey - Member (2016-18)	Physical Education, School Health and Movement Studies

# CEPS SWOT/C

## Strengths

- Leadership development
- Outside support (e.g. engagement of industry on advisory boards, school districts)
- Location of CEPD/CWU (rural Ellensburg)
- Quality of life (teaching college, Central Washington)
  - ✓ absence of urban problems, like traffic, crime
- Class size
- Faculty profile

## Weaknesses

- Size of departmental facilities (e.g. lab size, area for field exercises, Offices)
- Limited resources for students (e.g. access to computers, times computer labs are available)
- Minimal office administration support
- Planning of course scheduling (consistency of course timings and availability)
- Worn branding and marketing of college (and departments)

## Opportunities

- Specialized professional certification for non CWU students
- Future Aviation expansions (Aircraft/airport ownership)
- Plans to increase University enrollment
- Expanding possibility of online programming
- Expand Graduate programs
- Interdisciplinary collaborations across college
- Developing new partnerships across industry organizations
- Identifying new (enrollment) markets (international, changing demographics of WA State)

## Threats

- Losing students due to increased competition
  - ✓ Western Washington Univ., WSU
  - ✓ Community Colleges offering BAS
  - ✓ Vocational/technical schools
- Increase University enrollment (Quantity vs. Quality)
- CWU/Ellensburg Community Relationship
- Reduction in program offerings
- Changing national landscape (support)
  - ✓ decrease support for Pell Grant, NSF
  - ✓ consequences for not reducing costs (Chronical, 11/2016)

- ✓ emphasis on career (versus liberal arts) education, CEPS might see this as an opportunity
- ✓ possible greater support of for-profit institutions
- ✓ credentialing by corporate America versus other
- ✓ fewer international students
- ✓ threat to undocumented students
- ✓ decrease in student enrollment (nationally) in last 5 years (Forbes, 8/2017)
- Decreasing state aid (to students, and institution)

### **Challenges**

- RCM

# Vision and Mission Statements

## **CEPS Vision**

CEPS will be a leader in the region, preparing individuals to make meaningful impacts on professional and civic communities.

## **CEPS Mission**

The College of Education and Professional Studies promotes a supportive, equitable, collaborative, and engaged learning environment that initiates opportunities for individuals to make intellectual and civic contributions through reflective practice, creative innovation, and practical application.

## Core Themes

(1) Teaching and Learning

(2) Inclusiveness and Diversity

(3) Scholarship and Creative Expression

(4) Public Service and Community Engagement

(5) Resources Development and Stewardship.

## Strategic Objectives

**Objective 1:** Develop and enhance the learning environment.

**Objective 2:** Initiate opportunities to make intellectual contributions.

**Objective 3:** Initiate opportunities for individuals to make civic contributions positively impact society.

# Expected Outcomes and Metrics

**Objective 1:** Develop and enhance the learning environment.

**Outcome 1.1:** CEPS will increase student engagement and collaboration in the learning environment.  
[Core theme (CT) 1 & 3]

**Strategic Initiative (Tactic) 1:** Maintain small class size based on course- specific pedagogy.

**Target:** Average 25 students in a class.

**Indicator:** College-wide class size.

**Strategic Initiative (Tactic) 2:** Embed co-curricular activities into courses and co-curricular opportunities into programs.

**Target:** At least 10% of the courses in each program embed co-curricular activities, and each program offers one or more co-curricular opportunities per year.

**Indicator (a):** Number of co-curricular activities/opportunities.

**Indicator (b):** Number of students participating in each co-curricular activity.

**Strategic Initiative (Tactic) 3:** Motivate and support students' involvement with faculty in research, creative expression, and other scholarly activities including community-engaged projects.

**Target:** 5% of students and faculty involved initially and incrementally increasing to 30% in 5 years.

**Indicator (a):** Number of students involved with faculty in relevant activities i.e., publication, on-campus/off-campus presentations, competitions, etc.

**Indicator (b):** Number of faculty supporting students in indicator 4

**Outcome 1.2:** CEPS will support students and faculty in the learning environment. (CT 1 & 4)

**Strategic Initiative (Tactic) 1:** Assign advisor to students.

**Target:** Faculty has no more than 50 advisees.

**Indicator:** Number of advisees per faculty.

**Strategic Initiative (Tactic) 2:** faculty/staff training to effectively advise.

**Target:** Mandatory initial advisor training for faculty/staff, with refresher every two years.

**Indicator:** Percentage of faculty who have completed training.

**Strategic Initiative (Tactic) 3:** identifying (mentor) students to become tutors/mentors.

**Target:** CEPS database or resource of internship/co-op opportunities, organization/industry for students in coordination with Career Services.

(Strategic Initiative 7)

**Indicator:** Completed database.

**Strategic Initiative (Tactic) 4:** Develop and implement CEPS mentoring program.

**Target:** All incoming faculty have an active mentor by end of AY 2018-2019.

**Indicator:** Percentage of new faculty with active (based on department expectations) mentors.

**Strategic Initiative (Tactic) 5:** Connect students to industry professionals/alumni through mentoring, guest lectures, field trips, shadowing via create and implement alumni engagement program.

(e.g. Mentoring)

**Target:** At least 3 group events per year (per department) to connect students to industry professionals and alumni.

**Indicator:** Number of departments meeting target.

**Strategic Initiative (Tactic) 6:** Culture of excellence, intentionally guide all students to tutoring, writing center, etc.

**Target:** Identify 1 student program leader to mentor program majors.

**Indicator:** Percentage of programs with program leaders.

**Strategic Initiative (Tactic) 7:** Create field experience opportunities (internships/co-op) through identifying employers and organizations.

**Target:** CEPS database or resource of internship/co-op opportunities, organization/industry for students in coordination with Career Services.

**Indicator 7:** Percentage of students completing field experience/ internships/ service learning, etc.

**Outcome 1.3:** CEPS will ensure equity in the learning environment. (Core theme 1 & 2)

**Strategic Initiative (Tactic) 1:** Ensure the working and learning environment is diverse, inclusive, and accessible.

**Target:** Develop and implement strategies to ensure/increase diversity at program level.

**Indicator:** Number of strategies implemented.

**Strategic Initiative (Tactic) 2:** Provide/train faculty with resources/training on inclusivity, diversity, and accessibility.

**Target:** Provide training to 80% of CEPS faculty and staff in awareness and pedagogy related to diversity, inclusivity, and accessibility areas by 2023.

**Indicator:** Percentage of faculty and staff trained.

**Strategic Initiative (Tactic) 3:** Train faculty with inclusive teaching strategies, approaches, and learning styles which reflect an understanding of social identity, culture-bound assumptions, motivation, and experiences.

**Target:** All new hires are required to complete diversity, inclusivity, and accessibility training during the first year of employment

**Indicator:** Number of new hires trained of their first year.

**Objective 2:** Initiate opportunities to make intellectual contributions.

**Outcome 2.1:** CEPS will increase opportunities to make intellectual contributions beyond tenure track faculty. (NTT, graduate, and undergraduate students)

**Strategic Initiative (Tactic) 1:** Develop a system to recognize/reward undergraduate and graduate research in the tenure, promotion and merit process.

**Target:** Increase the number of faculty intellectual contributions involving students.

**Indicator:** Number of Category A or B activities that include undergraduate or graduate students.

**Strategic Initiative (Tactic) 2:** Provide release time for NTT to develop and implement intellectual contribution as appropriate.

**Target:** Increase the number of NTT participating in intellectual contributions involving students.

**Indicator:** Number of Category A or B activities that include NTT faculty.

**Outcome 2.2:** CEPS will increase opportunities for students (undergraduate and graduate) to make intellectual contributions.

**Strategic Initiative (Tactic) 1:** Recognize/reward undergraduate and graduate students performing research.

**Target:** Increase the number of students engaging in scholarly research.

**Indicator:** Number of students engaged in scholarly research.

**Objective 3:** Initiate opportunities for individuals to make civic contributions positively impact society.

**Outcome 3. 1:** CEPS will increase the number of students making civic contributions through practicum, internships, and field experiences. (1 & 4)

**Strategic Initiative (Tactic) 1:** Encourage academic programs to increase use of civic contributions through practicum, internships, and field experiences.

**Target 1:** Increase the number of students involved in civic contributions through practicum, internships, and field experiences

**Indicator 1:** Number of students enrolled in civic contributions through practicum, internships, and field experiences

**Outcome 3.2:** CEPS will increase the number of courses that include service learning. (1, 2, & 4)

**Strategic Initiative (Tactic) 1:** Encourage academic programs to include service learning components in their courses.

**Target 1:** Increase the number of courses that include service learning components.

**Indicator 1:** Number of courses that include service learning components.

**Strategic Initiative (Tactic) 2:** Encourage academic programs to include equity and inclusion processes (i.e., reflective practice) in their courses.

**Target 2:** Increase the number of courses that embed equity and inclusion processes.

**Indicator 2:** Number of courses that embed equity and inclusion processes.

# Alignment of CWU and CEPS Mission and Objectives

The following Tables provides the alignment of CWU and CEPS Mission and Objectives:

CWU	CEPS
<p><b>Mission:</b> 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.</p>	<p><b>Mission:</b> The College of Education and Professional Studies promotes a supportive, equitable, collaborative, and engaged learning environment that initiates opportunities for individuals to make intellectual and civic contributions through reflective practice, creative innovation, and practical application.</p>
<p><b>Objectives:</b></p> <ul style="list-style-type: none"> <li>1.1. Enhance student success by continually improving curricular, co-curricular, and extracurricular programs.</li> <li>1.2. Enhance the effectiveness of student support services.</li> <li>2.1. Create and sustain a diverse and inclusive community.</li> <li>2.2: Ensure that CWU has a diverse and inclusive curriculum and co-curricular programming.</li> <li>3.1: Increase the emphasis on and the opportunities for students, faculty, and staff to participate in research, scholarship, and creative expression activities.</li> <li>3.2: Increase the external funding received for research, scholarship, and creative expression by faculty, staff, and students.</li> <li>4.1: Enhance the level of engagement, collaboration, and goodwill between the university and surrounding communities.</li> <li>4.2: Enhance the efforts of members of the university community to strengthen the economic base of the region and the state.</li> </ul>	<p><b>Objectives:</b></p> <ul style="list-style-type: none"> <li><b>1:</b> Develop and enhance the learning environment. <ul style="list-style-type: none"> <li><b>Outcome 1.1:</b> CEPS will increase student engagement and collaboration in the learning environment. [Core theme (CT) 1 &amp; 3]</li> <li><b>Outcome 1.2:</b> CEPS will support students and faculty in the learning environment. (CT 1 &amp; 4)</li> <li><b>Outcome 1.3:</b> CEPS will ensure equity In the learning environment. (CT 1 &amp; 2)</li> </ul> </li> <li><b>2:</b> Initiate opportunities to make intellectual contributions. <ul style="list-style-type: none"> <li><b>Outcome 2.1:</b> CEPS will increase opportunities to make intellectual contributions beyond tenure track faculty. (NTT, graduate, and undergraduate students) (CT 4)</li> <li><b>Outcome 2.2:</b> CEPS will increase opportunities for students</li> </ul> </li> </ul>

<p>4.3: CWU develops and deploys university resources to enhance the economic wellbeing and quality of life in surrounding communities.</p> <p>5.1: Maximize the financial resources of the university, and ensure the efficient and effective operations of the university through strong financial stewardship.</p> <p>5.2: Develop and implement enrollment management strategies that maximize revenue.</p> <p>5.3: Ensure the university has the human resources necessary to accomplish all university objectives.</p> <p>Objective 5.4: Provide the facility and technology infrastructure and services appropriate to meet the university objectives, while maximizing sustainability and stewardship.</p>	<p>(undergraduate and graduate) to make intellectual contributions. (CT 4)</p> <p>3: Initiate opportunities for individuals to make civic contributions positively impact society.</p> <p><b>Outcome 3.1:</b> CEPS will increase the number of students making civic contributions through practicum, internships, and field experiences. (1 &amp; 4)</p> <p><b>Outcome 3.2:</b> CEPS will increase the number of courses that include service learning. (1, 2, &amp; 4)</p>
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### Correlation between CWU and CEPS Objectives

<b>CWU OBJECTIVES</b>	<b>CEPS OBJECTIVES</b>		
	<b>1</b>	<b>2</b>	<b>3</b>
<b>1.1</b>	✓		✓
<b>1.2</b>	✓	✓	✓
<b>2.1</b>	✓	✓	
<b>2.2</b>	✓		✓
<b>3.1</b>		✓	
<b>3.2</b>		✓	
<b>4.1</b>	✓		✓
<b>4.2</b>	✓	✓	✓
<b>4.3</b>	✓		✓
<b>5.1</b>			✓
<b>5.2</b>			
<b>5.3</b>			

# General Implementation Guidelines

The current strategic planning process of CEPS will be completed when the formulated strategies are implemented and evaluated in the next five years. The implementation phase of this plan is much crucial to CEPS because it is the time for action when the strategic thoughts of the college are transformed into strategic action.

Importantly, it can be noted that a successful strategy formulation process does not guarantee the successful strategy implementation. Having understood the concept clearly, CEPS stakeholders have pledged to implement the plan with their best possible efforts in the next five years.

This plan will be implemented through an integrated system approach with the active

involvement of the CEPS stakeholders. In order to help guide and support the implementation, CEPS Dean will assign an experienced person or a committee to oversee the developments over the years. The established performance targets will be measured by the metrics given under key performance indicators.

Furthermore, periodical reports will be generated and forwarded to the concerned person who is accountable for each outcome for their corrective actions and continuous improvement initiatives. CEPS Dean will communicate the results to the stakeholders regularly in order to update them on achievements and progress as a measure to get their feedback.

# Strategic Plan Implementation

<b>Project Title:</b>	<b>Limiting CEPS Class-size</b>		
<b>Strategic Initiative (Tactic) :1</b>	Maintain small class size based on course- specific pedagogy.		
<b>Target:</b>	Average 25 students in a class.		
<b>Alignment with Strategic Plan:</b>	Objective 1: Develop and enhance the learning environment.		
<b>Background:</b>	<ul style="list-style-type: none"> <li>- Large class-size has proved to be creating weaker learning environment in the past.</li> <li>- Small class-size is expected to be enhancing the learning environment.</li> </ul>	<b>Start Date:</b>	<b>Completion Date:</b>
		Fall 2018	On-going
<b>Benefit(s)</b>	Outcome 1.1: CEPS will increase student engagement and collaboration in the learning environment.		
<b>Scope and Deliverable:</b>	<b>Responsibility of:</b>	<b>Consulted:</b>	<b>Informed:</b>
<ul style="list-style-type: none"> <li>- Every course offered by CEPS Departments will be ensured for small class-size based on course-specific pedagogy.</li> </ul>	Department Chair and Associate Dean	Faculty	Dean
	<b>Accountability:</b>		
	Dean		
<b>Potential Issues and Risks</b>	<ul style="list-style-type: none"> <li>- More sections of the course may be required</li> <li>- Additional resources (faculty and facilities) warranted</li> </ul>		
<b>Constraints</b>	<ul style="list-style-type: none"> <li>- Faculty workload may not accommodate required number of sections</li> </ul>		
<b>Key Stakeholders</b>	Faculty and students		
<b>Key Performance indicator(s)</b>	College-wide class size.		

<b>Project Title:</b>	<b>Embedding Co-curricular Activities</b>		
<b>Strategic Initiative (Tactic) :2</b>	Embed co-curricular activities into courses and co-curricular opportunities into programs.		
<b>Target:</b>	At least 10% of the courses in each program embed co-curricular activities, and each program offers one or more co-curricular opportunities per year.		
<b>Alignment with Strategic Plan:</b>	Objective 1: Develop and enhance the learning environment.		
<b>Background:</b>		<b>Start Date:</b>	<b>Completion Date:</b>
		Fall 2018	On-going
<b>Benefit(s)</b>	Outcome 1.1: CEPS will increase student engagement and collaboration in the learning environment.		
<b>Scope and Deliverable:</b>	<b>Responsibility of:</b>	<b>Consulted:</b>	<b>Informed:</b>
<ul style="list-style-type: none"> <li>- Every course in each program</li> <li>- Each program</li> </ul>	Department Chair and Curriculum Committee	Faculty	Associate Dean/ Executive Director
	<b>Accountability:</b>		
	Dean		
<b>Potential Issues and Risks</b>			
<b>Constraints</b>			
<b>Key Stakeholders</b>			
<b>Key Performance indicator(s)</b>	<b>(a):</b> Number of co-curricular activities/opportunities. <b>(b):</b> Number of students participating in each co-curricular activity.		

<b>Project Title:</b>	<b>Involving Students with Faculty</b>		
<b>Strategic Initiative (Tactic) : 3</b>	Motivate and support students' involvement with faculty in research, creative expression, and other scholarly activities including community-engaged projects.		
<b>Target:</b>	5% of students and faculty involved initially and incrementally increasing to 30% in 5 years.		
<b>Alignment with Strategic Plan:</b>	Objective 1: Develop and enhance the learning environment.		
<b>Background:</b>		<b>Start Date:</b>	<b>Completion Date:</b>
<b>Benefit(s)</b>	Outcome 1.1: CEPS will increase student engagement and collaboration in the learning environment.		
<b>Scope and Deliverable:</b>	<b>Responsibility of:</b>	<b>Consulted:</b>	<b>Informed:</b>
		Faculty	Associate Dean/ Executive Director
	<b>Accountability:</b>		
	Dean		
<b>Potential Issues and Risks</b>			
<b>Constraints</b>			
<b>Key Stakeholders</b>			
<b>Key Performance indicator(s)</b>	<p><b>(a):</b> Number of students involved with faculty in relevant activities i.e., publication, on-campus/off-campus presentations, competitions, etc.</p> <p><b>(b):</b> Number of faculty supporting students mentioned in KPI (a).</p>		

<b>Project Title:</b>	<b>Assigning Student Advisors</b>		
<b>Strategic Initiative (Tactic) : 4</b>	Assign advisor to students.		
<b>Target:</b>	Faculty has no more than 50 advisees.		
<b>Alignment with Strategic Plan:</b>	Objective 1: Develop and enhance the learning environment.		
<b>Background:</b>		<b>Start Date:</b>	<b>Completion Date:</b>
<b>Benefit(s)</b>	Outcome 1.2: CEPS will support students and faculty in the learning environment.		
<b>Scope and Deliverable:</b>	<b>Responsibility of:</b>	<b>Consulted:</b>	<b>Informed:</b>
		Faculty	Associate Dean/ Executive Director
	<b>Accountability:</b>		
	Dean		
<b>Potential Issues and Risks</b>			
<b>Constraints</b>			
<b>Key Stakeholders</b>			
<b>Key Performance indicator(s)</b>	Number of advisees per faculty.		

<b>Project Title:</b>	<b>Advising Training for Faculty/Staff</b>		
<b>Strategic Initiative (Tactic) : 5</b>	Faculty/staff training to effectively advise.		
<b>Target:</b>	Mandatory initial advisor training for faculty/staff, with refresher every two years.		
<b>Alignment with Strategic Plan:</b>	Objective 1: Develop and enhance the learning environment.		
<b>Background:</b>		<b>Start Date:</b>	<b>Completion Date:</b>
<b>Benefit(s)</b>	Outcome 1.2: CEPS will support students and faculty in the learning environment.		
<b>Scope and Deliverable:</b>	<b>Responsibility of:</b>	<b>Consulted:</b>	<b>Informed:</b>
		Faculty	Associate Dean/ Executive Director
	<b>Accountability:</b>		
	Dean		
<b>Potential Issues and Risks</b>			
<b>Constraints</b>			
<b>Key Stakeholders</b>			
<b>Key Performance indicator(s)</b>			

<b>Project Title:</b>	<b>Making Students as Mentors</b>		
<b>Strategic Initiative (Tactic) : 6</b>	Identifying (mentor) students to become tutors/mentors.		
<b>Target:</b>	CEPS database or resource of internship/co-op opportunities, organization / industry for students in coordination with Career Services.		
<b>Alignment with Strategic Plan:</b>	Objective 1: Develop and enhance the learning environment.		
<b>Background:</b>		<b>Start Date:</b>	<b>Completion Date:</b>
<b>Benefit(s)</b>	Outcome 1.2: CEPS will support students and faculty in the learning environment.		
<b>Scope and Deliverable:</b>	<b>Responsibility of:</b>	<b>Consulted:</b>	<b>Informed:</b>
		Faculty	Associate Dean/ Executive Director
	<b>Accountability:</b>		
	Dean		
<b>Potential Issues and Risks</b>			
<b>Constraints</b>			
<b>Key Stakeholders</b>			
<b>Key Performance indicator(s)</b>	Completed database.		

<b>Project Title:</b>	<b>Appointing Mentor for New Faculty</b>		
<b>Strategic Initiative (Tactic) : 7</b>	Develop and implement CEPS mentoring program.		
<b>Target:</b>	All incoming faculty have an active mentor by end of AY 2018-2019.		
<b>Alignment with Strategic Plan:</b>	Objective 1: Develop and enhance the learning environment.		
<b>Background:</b>		<b>Start Date:</b>	<b>Completion Date:</b>
<b>Benefit(s)</b>	Outcome 1.2: CEPS will support students and faculty in the learning environment.		
<b>Scope and Deliverable:</b>	<b>Responsibility of:</b>	<b>Consulted:</b>	<b>Informed:</b>
		Faculty	Associate Dean/ Executive Director
	<b>Accountability:</b>		
	Dean		
<b>Potential Issues and Risks</b>			
<b>Constraints</b>			
<b>Key Stakeholders</b>			
<b>Key Performance indicator(s)</b>	Percentage of new faculty with active (based on department expectations) mentors.		

<b>Project Title:</b>	<b>Mentoring Students by Industry Professionals</b>		
<b>Strategic Initiative (Tactic) : 8</b>	Connect students to industry professionals/alumni through mentoring, guest lectures, field trips, shadowing via create and implement alumni engagement program. (e.g. Mentoring)		
<b>Target:</b>	At least 3 group events per year (per department) to connect students to industry professionals and alumni.		
<b>Alignment with Strategic Plan:</b>	Objective 1: Develop and enhance the learning environment.		
<b>Background:</b>		<b>Start Date:</b>	<b>Completion Date:</b>
<b>Benefit(s)</b>	Outcome 1.2: CEPS will support students and faculty in the learning environment.		
<b>Scope and Deliverable:</b>	<b>Responsibility of:</b>	<b>Consulted:</b>	<b>Informed:</b>
		Faculty	Associate Dean/ Executive Director
	<b>Accountability:</b>		
	Dean		
<b>Potential Issues and Risks</b>			
<b>Constraints</b>			
<b>Key Stakeholders</b>			
<b>Key Performance indicator(s)</b>	Number of departments meeting target.		

<b>Project Title:</b>	<b>Developing a Culture of Academic Excellence</b>		
<b>Strategic Initiative (Tactic) : 9</b>	Culture of excellence, intentionally guide all students to tutoring, writing center, etc.		
<b>Target:</b>	Identify 1 student program leader to mentor program majors.		
<b>Alignment with Strategic Plan:</b>	Objective 1: Develop and enhance the learning environment.		
<b>Background:</b>		<b>Start Date:</b>	<b>Completion Date:</b>
<b>Benefit(s)</b>	Outcome 1.2: CEPS will support students and faculty in the learning environment.		
<b>Scope and Deliverable:</b>	<b>Responsibility of:</b>	<b>Consulted:</b>	<b>Informed:</b>
		Faculty	Associate Dean/ Executive Director
	<b>Accountability:</b>		
	Dean		
<b>Potential Issues and Risks</b>			
<b>Constraints</b>			
<b>Key Stakeholders</b>			
<b>Key Performance indicator(s)</b>	Percentage of programs with program leaders.		

<b>Project Title:</b>	<b>Creating Field Experience Opportunities</b>		
<b>Strategic Initiative (Tactic) : 10</b>	Create field experience opportunities (internships/co-op) through identifying employers and organizations.		
<b>Target:</b>	CEPS database or resource of internship/co-op opportunities, organization/ industry for students in coordination with Career Services.		
<b>Alignment with Strategic Plan:</b>	Objective 1: Develop and enhance the learning environment.		
<b>Background:</b>		<b>Start Date:</b>	<b>Completion Date:</b>
<b>Benefit(s)</b>	Outcome 1.2: CEPS will support students and faculty in the learning environment.		
<b>Scope and Deliverable:</b>	<b>Responsibility of:</b>	<b>Consulted:</b>	<b>Informed:</b>
		Faculty	Associate Dean/ Executive Director
	<b>Accountability:</b>		
	Dean		
<b>Potential Issues and Risks</b>			
<b>Constraints</b>			
<b>Key Stakeholders</b>			
<b>Key Performance indicator(s)</b>	Percentage of students completing field experience/ internships/ service learning, etc.		

<b>Project Title:</b>	<b>Assuring Diversity, Inclusivity, and Accessibility</b>		
<b>Strategic Initiative (Tactic) : 11</b>	Ensure the working and learning environment is diverse, inclusive, and accessible.		
<b>Target:</b>	Develop and implement strategies to ensure/increase diversity at program level.		
<b>Alignment with Strategic Plan:</b>	Objective 1: Develop and enhance the learning environment.		
<b>Background:</b>		<b>Start Date:</b>	<b>Completion Date:</b>
<b>Benefit(s)</b>	Outcome 1.3: CEPS will ensure equity in the learning environment.		
<b>Scope and Deliverable:</b>	<b>Responsibility of:</b>	<b>Consulted:</b>	<b>Informed:</b>
		Faculty	Associate Dean/ Executive Director
	<b>Accountability:</b>		
	Dean		
<b>Potential Issues and Risks</b>			
<b>Constraints</b>			
<b>Key Stakeholders</b>			
<b>Key Performance indicator(s)</b>	Number of strategies implemented.		

<b>Project Title:</b>	<b>Preparing Faculty on inclusivity, diversity, and accessibility</b>		
<b>Strategic Initiative (Tactic) : 12</b>	Provide/train faculty with resources/training on inclusivity, diversity, and accessibility.		
<b>Target:</b>	Provide training to 80% of CEPS faculty and staff in awareness and pedagogy related to diversity, inclusivity, and accessibility areas by 2023.		
<b>Alignment with Strategic Plan:</b>	Objective 1: Develop and enhance the learning environment.		
<b>Background:</b>		<b>Start Date:</b>	<b>Completion Date:</b>
<b>Benefit(s)</b>	Outcome 1.3: CEPS will ensure equity in the learning environment.		
<b>Scope and Deliverable:</b>	<b>Responsibility of:</b>	<b>Consulted:</b>	<b>Informed:</b>
		Faculty	Associate Dean/ Executive Director
	<b>Accountability:</b>		
	Dean		
<b>Potential Issues and Risks</b>			
<b>Constraints</b>			
<b>Key Stakeholders</b>			
<b>Key Performance indicator(s)</b>	Percentage of faculty and staff trained.		

<b>Project Title:</b>	<b>Training Faculty with Inclusive Teaching Strategies</b>		
<b>Strategic Initiative (Tactic) : 13</b>	Train faculty with inclusive teaching strategies, approaches, and learning styles which reflect an understanding of social identity, culture-bound assumptions, motivation, and experiences.		
<b>Target:</b>	All new hires are required to complete diversity, inclusivity, and accessibility training during the first year of employment.		
<b>Alignment with Strategic Plan:</b>	Objective 1: Develop and enhance the learning environment.		
<b>Background:</b>		<b>Start Date:</b>	<b>Completion Date:</b>
<b>Benefit(s)</b>	Outcome 1.3: CEPS will ensure equity in the learning environment.		
<b>Scope and Deliverable:</b>	<b>Responsibility of:</b>	<b>Consulted:</b>	<b>Informed:</b>
		Faculty	Associate Dean/ Executive Director
	<b>Accountability:</b>		
	Dean		
<b>Potential Issues and Risks</b>			
<b>Constraints</b>			
<b>Key Stakeholders</b>			
<b>Key Performance indicator(s)</b>	Number of new hires trained of their first year.		

<b>Project Title:</b>	<b>Developing a Reward System</b>		
<b>Strategic Initiative (Tactic) : 14</b>	Develop a system to recognize/reward undergraduate and graduate research in the tenure, promotion and merit process.		
<b>Target:</b>	Increase the number of faculty intellectual contributions involving students.		
<b>Alignment with Strategic Plan:</b>	Objective 2: Initiate opportunities to make intellectual contributions.		
<b>Background:</b>		<b>Start Date:</b>	<b>Completion Date:</b>
<b>Benefit(s)</b>	Outcome 2.1: CEPS will increase opportunities to make intellectual contributions beyond tenure track faculty. (NTT, graduate, and undergraduate students)		
<b>Scope and Deliverable:</b>	<b>Responsibility of:</b>	<b>Consulted:</b>	<b>Informed:</b>
		Faculty	Associate Dean/ Executive Director
	<b>Accountability:</b>		
	Dean		
<b>Potential Issues and Risks</b>			
<b>Constraints</b>			
<b>Key Stakeholders</b>			
<b>Key Performance indicator(s)</b>	Number of Category A or B activities that include undergraduate or graduate students.		

<b>Project Title:</b>	<b>Providing Release Time to NTT Faculty</b>		
<b>Strategic Initiative (Tactic) : 15</b>	Provide release time for NTT faculty to develop and implement intellectual contribution as appropriate.		
<b>Target:</b>	Increase the number of NTT faculty participating in intellectual contributions involving students.		
<b>Alignment with Strategic Plan:</b>	Objective 2: Initiate opportunities to make intellectual contributions.		
<b>Background:</b>		<b>Start Date:</b>	<b>Completion Date:</b>
<b>Benefit(s)</b>	Outcome 2.1: CEPS will increase opportunities to make intellectual contributions beyond tenure track faculty. (NTT, graduate, and undergraduate students)		
<b>Scope and Deliverable:</b>	<b>Responsibility of:</b>	<b>Consulted:</b>	<b>Informed:</b>
		Faculty	Associate Dean/ Executive Director
	<b>Accountability:</b>		
	Dean		
<b>Potential Issues and Risks</b>			
<b>Constraints</b>			
<b>Key Stakeholders</b>			
<b>Key Performance indicator(s)</b>	Number of Category A or B activities that include NTT faculty.		

<b>Project Title:</b>	<b>Recognizing Student Research</b>		
<b>Strategic Initiative (Tactic) : 16</b>	Recognize/reward undergraduate and graduate students performing research.		
<b>Target:</b>	Increase the number of students engaging in scholarly research.		
<b>Alignment with Strategic Plan:</b>	Objective 2: Initiate opportunities to make intellectual contributions.		
<b>Background:</b>		<b>Start Date:</b>	<b>Completion Date:</b>
<b>Benefit(s)</b>	Outcome 2.2: CEPS will increase opportunities for students (undergraduate and graduate) to make intellectual contributions.		
<b>Scope and Deliverable:</b>	<b>Responsibility of:</b>	<b>Consulted:</b>	<b>Informed:</b>
		Faculty	Associate Dean/ Executive Director
	<b>Accountability:</b>		
	Dean		
<b>Potential Issues and Risks</b>			
<b>Constraints</b>			
<b>Key Stakeholders</b>			
<b>Key Performance indicator(s)</b>	Number of students engaged in scholarly research.		

<b>Project Title:</b>	<b>Increasing the Use of Civic Contributions</b>		
<b>Strategic Initiative (Tactic) : 17</b>	Encourage academic programs to increase use of civic contributions through practicum, internships, and field experiences.		
<b>Target:</b>	Increase the number of students involved in civic contributions through practicum, internships, and field experiences.		
<b>Alignment with Strategic Plan:</b>	Objective 3: Initiate opportunities for individuals to make civic contributions positively impact society.		
<b>Background:</b>		<b>Start Date:</b>	<b>Completion Date:</b>
<b>Benefit(s)</b>	Outcome 3. 1: CEPS will increase the number of students making civic contributions through practicum, internships, and field experiences.		
<b>Scope and Deliverable:</b>	<b>Responsibility of:</b>	<b>Consulted:</b>	<b>Informed:</b>
		Faculty	Associate Dean/ Executive Director
	<b>Accountability:</b>		
	Dean		
<b>Potential Issues and Risks</b>			
<b>Constraints</b>			
<b>Key Stakeholders</b>			
<b>Key Performance indicator(s)</b>	Number of students enrolled in civic contributions through practicum, internships, and field experiences.		

<b>Project Title:</b>	<b>Including Service Learning Components</b>		
<b>Strategic Initiative (Tactic) : 18</b>	Encourage academic programs to include service learning components in their courses.		
<b>Target:</b>	Increase the number of courses that include service learning components.		
<b>Alignment with Strategic Plan:</b>	Objective 3: Initiate opportunities for individuals to make civic contributions positively impact society.		
<b>Background:</b>		<b>Start Date:</b>	<b>Completion Date:</b>
<b>Benefit(s)</b>	Outcome 3.2: CEPS will increase the number of courses that include service learning.		
<b>Scope and Deliverable:</b>	<b>Responsibility of:</b>	<b>Consulted:</b>	<b>Informed:</b>
		Faculty	Associate Dean/ Executive Director
	<b>Accountability:</b>		
	Dean		
<b>Potential Issues and Risks</b>			
<b>Constraints</b>			
<b>Key Stakeholders</b>			
<b>Key Performance indicator(s)</b>	Number of courses that include service learning components.		

<b>Project Title:</b>	<b>Including Equity and Inclusion in Courses</b>		
<b>Strategic Initiative (Tactic) : 19</b>	Encourage academic programs to include equity and inclusion processes (i.e., reflective practice) in their courses.		
<b>Target:</b>	Increase the number of courses that embed equity and inclusion processes.		
<b>Alignment with Strategic Plan:</b>	Objective 3: Initiate opportunities for individuals to make civic contributions positively impact society.		
<b>Background:</b>		<b>Start Date:</b>	<b>Completion Date:</b>
<b>Benefit(s)</b>	Outcome 3.2: CEPS will increase the number of courses that include service learning.		
<b>Scope and Deliverable:</b>	<b>Responsibility of:</b>	<b>Consulted:</b>	<b>Informed:</b>
		Faculty	Associate Dean/ Executive Director
	<b>Accountability:</b>		
	Dean		
<b>Potential Issues and Risks</b>			
<b>Constraints</b>			
<b>Key Stakeholders</b>			
<b>Key Performance indicator(s)</b>	Number of courses that embed equity and inclusion processes.		

# Suggested Budget

Strategic Objective	Strategic Initiative (Tactic)	Suggested Budget	Funding Source
1. Develop and enhance the learning environment.	Maintain small class size based on course- specific pedagogy.	\$ To be evaluated (TBE)	To be identified (TBI)
	Embed co-curricular activities into courses and co-curricular opportunities into programs.	\$ TBE	TBI
	Motivate and support students' involvement with faculty in research, creative expression, and other scholarly activities including community-engaged projects.	\$ TBE	TBI
	Assign advisor to students.	\$ TBE	TBI
	Faculty/staff training to effectively advise.	\$ TBE	TBI
	Identifying (mentor) students to become tutors/mentors.	\$ TBE	TBI
	Develop and implement CEPS mentoring program.	\$ TBE	TBI
	Connect students to industry professionals / alumni through mentoring, guest lectures, field trips, shadowing via create and implement alumni engagement program. (e.g. Mentoring)	\$ TBE	TBI
	Develop a culture of excellence, intentionally guide all students to tutoring, writing center, etc.	\$ TBE	TBI
	Create field experience opportunities (internships/co-op) through identifying employers and organizations.	\$ TBE	TBI
	Ensure the working and learning environment is diverse, inclusive, and accessible.	\$ TBE	TBI
	Provide/train faculty with resources/training on inclusivity, diversity, and accessibility.	\$ TBE	TBI
	Train faculty with inclusive teaching strategies, approaches, and learning styles which reflect an understanding of social identity, culture-bound	\$ TBE	TBI

	assumptions, motivation, and experiences.		
2. Initiate opportunities to make intellectual contributions.	Develop a system to recognize/reward undergraduate and graduate research in the tenure, promotion and merit process.	\$ TBE	TBI
	Provide release time for NTT to develop and implement intellectual contribution as appropriate.	\$ TBE	TBI
	Recognize/reward undergraduate and graduate students performing research.	\$ TBE	TBI
3. Initiate opportunities for individuals to make civic contributions positively impact society.	Encourage academic programs to increase use of civic contributions through practicum, internships, and field experiences.	\$ TBE	TBI
	Encourage academic programs to include service learning components in their courses.	\$ TBE	TBI
	Encourage academic programs to include equity and inclusion processes (i.e., reflective practice) in their courses.	\$ TBE	TBI

# Communication Plan

The scope of this communication plan is related to all modes of communication and dissemination of information and data pertaining to the strategic plan and its implementation and evaluation efforts. It has been created in the context of the overall CEPS/CWU communication policies.

## **Communication Objectives:**

- To make sure all the stakeholders are made aware of the progress of the strategic plan implementation and evaluation
- To gain support from stakeholders and keep them engaged in the execution of the plan
- To get feedback and input from all the parties involved in the implementation of the plan
- To support, monitor, control, and successfully implement the plan

## **General Communication Guidelines:**

- All messages must be audience-specific
- Messages must be sent-out via an appropriate channel
- All critical messages must be approved by administration/Dean prior to dissemination
- Only the Dean or his designee will be authorized to give official press release

## **Key Messages:**

- General Orientation: About the vision, mission, objectives, and outcomes
- Periodical Communication: Update the stakeholders related to progress, achievements, and next step in the process

## **Feedback Mechanisms:**

- Feedback form
- Complaint form
- Survey
  - Qualtrics Survey Software for CWU
  - Phone survey
- Independent visit/audit at CEPS departments

# Evaluation of the Strategic Plan

The best-formulated and best implemented strategies may become obsolete if the external and internal environments of CEPS change.

Therefore, it is essential for CEPS to systematically review, evaluate, and control the execution of the strategic objectives in a timely fashion.

Timely evaluation can alert CEPS administration in identifying an existing issue or a potential issue before a situation becomes critical. CEPS strategic plan evaluation includes three

basic activities: (a) evaluating the underlying basis of the established strategic objectives, (2) comparing expected outcomes with actual results, and (c) taking corrective action to ensure that CEPS performance conforms to the plan.

The performance of CEPS strategic plan will be evaluated annually by an ad-hoc committee involving in the three proposed activities as given in the previous paragraph.

# Acknowledgements

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