

Central Washington University

Academic and Student Life (ASL) Strategic Plan Objectives & Outcomes

CWU 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.

CWU Vision

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 Theme One: Teaching and Learning

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

1.1.A: Lead university retention efforts that include communication of a clear, comprehensive plan, deliverables, timelines, and responsible parties. **(Gail, Gayla, and Bernadette on point; ALL)**

1.1.B: In partnership with the Faculty Senate, aid new General Education program implementation. **(ALL)**

1.1.C: In partnership with the Faculty Senate, prioritize and support the Baccalaureate Task Force (BTF) recommendations and implementation.

1.1.C.1: Sunset Baccalaureate Taskforce. Submit final written report to the President. **(Katherine, Amy, and Bernadette)**

1.1.C.2: BTF Priority: Honors Work Group. Transition to implementation. **(Anne)**

1.1.C.3: BTF Priority: Advising Work Group. Transition to implementation. **(Amy & Aaron)**

1.1.C.4: BTF Priority: Interdisciplinary Programs Work Group. Transition to implementation. **(Martha and Bernadette)**

1.1.D: In partnership with the Graduate Council, conduct comprehensive assessment of graduate programs including prioritization and recommendations for strategic action. **(Kevin & Bernadette)**

1.1.E: Update and apply degree pipeline process at the undergraduate and graduate levels to help with new program planning across colleges/units. **(ALL – Gail as lead)**

1.1.F: Implement enhancements to program development process, including feasibility studies, pre-proposal template, and budget template. **(ALL – with Gail, Gayla, and Bernadette as leads)**

1.1.G: Lead specialized accreditation, program review, and annual student learning outcomes assessment. **(Bernadette)**

1.1.H: Lead NWCCU Reaffirmation of Accreditation 2018 evaluation site visit and university preparation for Year-One Mission and Core Themes Report (to be submitted Spring 2020). **(Bernadette)**

Objective 1.2: Enhance the effectiveness of student learning and support services across all CWU teaching locations and modalities.

1.2.A: Launch Faculty Development Center, create a strategic plan for growth, and begin to implement next steps (BTF). **(Gail)**

1.2.B: Share transfer student services plan and proposal for a Transfer and Transition Center in Ellensburg and improved operations at the University Centers (BTF). **(Gayla)**

1.2.C: Prioritize recommendations for enhancing students' learning experience at the University Centers and instructional sites. Implement priority recommendations (BTF). **(Gayla)**

1.2.D: Prioritize recommendations for enhancing students' online learning experience. Implement priority recommendations (BTF). **(Gayla)**

1.2.E: Prioritize recommendations for enhancing students' developmental programming experience. Implement priority recommendations (BTF). **(Gail)**

1.2.F: Based on the mapping of ASL student services completed during AY2017-18 (BTF), enhance programs and services in support of student persistence and degree completion. **(Gregg, Jenna, and Aaron)**

1.2.G: In partnership with the appropriate units/governance bodies, review, revise, create, and/or delete academic policies and procedures. **(Gail)**

1.2.H: In partnership with Institutional Effectiveness, identify and/or create data dashboard updates and reports for colleges and other ASL units. **(Bernadette)**

1.2.I: Strengthen comprehensive approach to students' educational experience through improved collaboration and communication throughout ASL (specifically between Academic Life and Student Success). **(ALL)**

Core Theme Two: Inclusiveness and Diversity

Objective 2.1: Create and sustain a diverse and inclusive community.

2.1.A: Continue to improve communication and collaboration to promote shared governance. **(ALL)**

2.1.B: Work with Strategic Enrollment Management to help socialize, finalize, and implement the Strategic Enrollment plan. **(Gail, Gayla, and Bernadette)**

2.1.C: Share the work of the HSI Steering Committee with the university community, put out a call for feedback, conduct campus conversations, and use the HSI Steering Committee and relevant subgroups to produce a strategic action plan by the end of AY2018-19. **(Katherine)**

2.1.D: Improve hiring processes and procedures and continue training for committees and leadership. **(ALL)**

2.1.E: Raise visibility and improve internationalization efforts both on and off campus. **(Ediz)**

2.1.E.1: Diversify the international student body.

2.1.E.2: Improve policies and procedures for education abroad and travel abroad for faculty, students, and staff.

2.1.E.3: Continue International Interest Groups in order to better facilitate discussion and planning

2.1.F: Work with ASCWU and the Diversity and Equity Center to help support the launch of the new Multicultural Center. **(Katherine)**

Objective 2.2: Ensure that CWU has a diverse and inclusive curriculum and co-curricular programming.

2.2.A: Implement and assess new General Education Program that promotes inclusiveness and diversity in terms of guiding philosophy, program goals, framework, and course offerings. **(ALL)**

2.2.B: Increase and diversify Education Abroad and Study Away opportunities. Encourage broader student and faculty participation. **(Ediz)**

Core Theme Three: Scholarship and Creative Expression

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

3.1.A: Evaluate and improve all stages of the Symposium of University Research and Creative Expression (SOURCE) from planning through implementation and assessment. **(Gail)**

3.1.B: Expand undergraduate research opportunities, with specific focus on Westside University Centers and underrepresented colleges. **(Todd, Paul, Jeff, and Tim)**

3.1.C: Improve participation in, and review of, internal undergraduate and graduate research fellowships/mini-grants for students and faculty, with a focus on increasing successful undergraduate applications from the College of Arts and Humanities, the College of Education and Professional Studies, and the College of Business. **(Kevin, Todd, Paul, and Jeff)**

3.1.D: Improve tracking and assessment of experiential learning opportunities for undergraduate and graduate students. **(Gail, Teri, and Kevin)**

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

3.2.A: Increase support for grant writing across colleges and improve coordination at the college level. **(Kevin and Ruth)**

Core Theme Four: Public Service and Community Engagement

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

4.1.A: Strengthen collaboration between both Career Services and the colleges, University Centers, and instructional sites. Improve tracking of students into jobs and graduate/professional school at the time of and post-graduation. **(Gayla and Gregg/Aaron)**

4.1.B: Prepare materials for Carnegie Community Engagement Classification submission. **(Teri and Bernadette)**

4.1.B.1: Identify and assess existing partnerships with other post-secondary and external community entities and organizations and work with Operations (Information Services and/or Institutional Effectiveness) and/or the Libraries to create an up-to-date database of activities.

4.1.B.2: Socialize plan for institutionalizing Academic Service Learning and initiate next steps.

Objective 4.2: Develop and deploy university resources to enhance the economic wellbeing and quality of life in surrounding communities.

4.2.A: Expand partnerships with Alumni Affairs to promote alumni engagement and mentorship opportunities. **(Todd, Paul, Jeff, Tim, and Anne)**

4.2.B: Establish a vision for the development of an entrepreneurial and innovation hub/center to serve as an academic space and gateway to the surrounding community (intersections with I4IE). **(Katherine)**

Core Theme Five: Resource Development and Stewardship

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

5.1.A: Work with deans to ensure that chairpersons are provided with the professional development necessary to understand and make strategic decisions regarding budget management with respect to the RCM/ABB model. **(Katherine, Sharon J., Todd, Paul, Jeff, and Tim)**

5.1.B: Maximize efficiencies across ASL. **(ALL)**

5.1.C: Improve and increase advancement efforts across colleges and units. **(Todd, Paul, Jeff, Tim, Anne, and Ediz)**

5.1.D: Continue implementing Summer Session Work Group recommendations. Determine which courses and via which modalities CWU most needs to offer during summer session. **(Gail)**

5.1.E: Improve process for submission and review of fees. **(Sharon and Gail)**

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

5.2.A: Contribute to strategic recruitment and retention of students on the Ellensburg residential campus; at the University Centers and instructional sites; and online. **(ALL)**

5.2.B: Continue participation and collaboration with strategic enrollment planning, implementation, and assessment. **(ALL)**

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

5.3.A: Provide consistent exemplary services across all ASL units. **(ALL)**

5.3.B: Ensure that ePerformance reviews are completed on time and that supervisors are engaged in continuous improvement efforts with direct reports. Prioritize and manage faculty and staff professional development – both required and recommended. **(ALL)**

5.3.C: Use hiring plans effectively across colleges and units. **(ALL)**

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

5.4.A: Socialize 2019-2029 Capital Master Plan with key stakeholders as work pertains to ASL and collect feedback. **(Katherine)**

5.4.B: Based on the ASL Master Planning Spreadsheet, submit the following plans and reports by the established deadlines: Degree Pipelines, Hiring, Carry Forward, Space, Instructional Equipment, Strategic Investment Requests (if applicable), University Centers Reports, Core Theme Two: Inclusiveness and Diversity Reports, and all other plans/reports that may be assigned. **(ALL)**