

# Eastern Washington University Strategic Plan 2018-2025

## Mission

**EWU expands opportunities for personal transformation through excellence in learning.**

EWU achieves this mission by:

- Enhancing **access** to higher education in the Inland Northwest and beyond by recruiting and supporting traditional college-bound students and those from underserved populations;
- Delivering high quality academic programs that undergo regular, rigorous review informed by data and assessment of student **learning**;
- Delivering a high quality co-curriculum designed to **develop** the intellectual, cultural, personal, and practical aspects of students' lives; and
- Promoting student success by supporting student engagement and timely degree **completion**.

## Goals and Priorities

### We IGNITE Change

*Eastern Washington University engages a diversity of students and ignites generational transformation. We inspire students through engaged learning experiences that encourage pathways to graduation. We collaborate with families, employers, and communities to solve complex issues and improve quality of life.*

Created as the public higher education institution for this region, EWU is committed to meeting current and emerging needs. We recognize the evolution of our communities, and we lead collaborative efforts for sustainable growth and development.

### **Goals and Indicators of Success:**

- Develop a Center for Applied Research and Economic Development that brings together faculty, students, and staff to assist businesses and organizations with high-impact research and consulting services.
- Develop a STEM resource center to promote academic success of K-12 students.
- Forge partnerships with regional tribes to ensure student success as well as economic, cultural, and environmental sustainability.
- Lead a unique and important effort to return campus wheat fields to their original Palouse eco-system.
- Develop and expand summer academic programming and experiences for secondary school students to increase our regional and statewide college-going rate.
- Emphasize the vital role of the fine and performing arts in our culture and economy by identifying and supporting signature programs in the arts.
- Design and implement a major comprehensive fundraising campaign to support key campus initiatives.

### We EMBRACE Equity and Social Justice

*We are recognized as a model diversity-serving institution. We embrace changing demographics and changing societal needs. Through culturally responsive curricula and campus activities, we work tirelessly to promote understanding and reduce disparity and inequity.*

Communities flourish when multiple perspectives converge to create a powerful vision for all. EWU fosters a campus life that is vibrant, welcoming, and supportive of all. We provide opportunities for open thought and dialogue. As the state's premier public diversity-serving institution, we are committed to catalyzing an equitable and inclusive climate on our campuses and in our communities.

#### **Goals and Indicators of Success:**

- Develop a strategic plan within each College and area to ensure that faculty and staff reflect the diversity and understand the perspectives of our student body.
- Construct a student recruitment plan that fosters diversity in all academic areas.
- Create and execute a plan to achieve federal designation for EWU as an Hispanic Serving Institution (HSI).
- Launch a Center for Social Innovation to engage issues of social justice and improve the lives of marginalized and vulnerable populations.
- Ensure that the curriculum reflects a diversity of learning styles and perspectives.
- Expand scholarship opportunities for underrepresented populations.
- Promote strategies that encourage honest dialogue and foster a campus-wide ethic of inclusivity and a welcoming climate.

### We DRIVE Innovation

*We invest in the faculty and staff—as well as the tools, resources, and opportunities—that promote interdisciplinary collaboration and innovative instruction. We celebrate faculty and staff who make extraordinary contributions to our students and our mission!*

EWU drives the change that promotes social and technological advancement, environmental and economic sustainability, and community health. Our curricula and our collaborations are designed strategically to create a prosperous future..

#### **Goals and Indicators of Success:**

- Invest in faculty and staff, providing tools and opportunities to promote collaboration and excellence in teaching, scholarship, research, and creative activity.
- Reward and celebrate faculty who engage in innovative pedagogical approaches and demonstrate outstanding accomplishments.
- Create an Honors College that aligns with EWU's distinctive mission and goals.
- Develop interdisciplinary curricula, professional executive education programs, and stacked degrees that meet the needs of our communities.

## We TRANSFORM our Region

*We develop curricula that meet changing needs of students, employers, and communities. We commit to applied research and community partnerships that engage and inspire while preparing students for success after graduation. We develop the professional workforce and strengthen our economy through strategic and creative programming.*

Our curricula and experiences inspire and engage. Through research and collaboration, we address needs and challenges of our communities and improve the quality of life.

### **Goals and Indicators of Success:**

- Develop curricula directly tied to regional trends and needs, as we partner with employers.
- Expand opportunities for rural communities and working professionals through online programs and creative approaches to educational access.
- Ensure that every student develops an academic identity that connects to meaningful career-related experiences and professional development activities.
- Build partnerships with employers to provide paid student internships and other practical experiences.
- Foster opportunities for graduate and undergraduate research that respond to regional priorities.
- Promote communication and collaboration between the university and our community while highlighting faculty expertise through a directory of faculty experts.



# Core Theme Metrics

## Access

EWU strives to provide the opportunity for traditional college-bound students, non-traditional students, and students from underserved populations in the Inland Northwest and beyond to obtain a high quality education and earn a marketable degree.

- Increase overall **unduplicated** student headcount from **15,602** to **17,226** by 2023
- Increase student FTE from **11,775** to **13,001** by 2023
- Increase overall headcount of first-time-in-college (FTIC) students from **1,634** to **2,085** by 2023
- Increase headcount of FTIC underrepresented students in entering class from **602** to **768** by 2023
- Increase proportion of FTIC underrepresented students in entering class from **36.8%** to **41%** by 2023
- Increase proportion of lower-income students (Pell grant recipients) from **42.7%** to **45%** by 2023

## Learning

EWU strives to equip students with the skills and knowledge needed for them to be informed citizens of the world and successful in their chosen careers.

- At least **80%** of (EWU's 143 undergraduate programs and 45 graduate programs) will submit an annual assessment report on student learning (i.e., their program learning outcomes) by 2023
- Students will have successfully met the target for at least **75%** of the total program learning outcomes assessed at the University by 2023
- Students will have successfully met the target for at least **75%** of the Institutional Learning (GE) Outcomes assessed at the University by 2023
- Community Engagement by 2023:
  - **10%** of students have participated in a designated service-learning course.
  - **10%** of faculty teach a designated service-learning course.
  - **7.5%** of the courses offered at EWU are designated service-learning courses.
  - **40%** of departments regularly offer at least one designated service-learning course.
- By 2023, **75%** or more of students will participate in formalized co-curricular learning activities

## Completion

EWU strives to support our students to earn undergraduate and graduate degrees.

- Increase six-year graduation rates for all students from **47%** of (average of the Entering Classes of 2012-17) to **51%** by 2023
- Increase six-year graduation rates for underrepresented students (American Indian or Alaska Native; Asian; Black or African American; Hispanic/Latino; Native Hawaiian or Other Pacific Islander; or two or more races) from **32%** (average of the Entering Classes of 2012-17) to **40%** by 2023
- Increase six-year grad rates of first-generation students (as defined by neither parent having completed a four-year degree) from **45%** (average of the Entering Classes of 2009-11) to **51%** by 2023
- Increase six-year grad rates of low SES students (as defined by Pell recipients) from **44%** (average of the Entering Classes of 2009-11) to **51%** by 2023