



inspiring the future

STRATEGIC PLAN | 2012 – 2017
EASTERN WASHINGTON UNIVERSITY
REVISED | 2014

ewu.edu/inspiringthefuture

EWU
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Eastern Washington University

Mission, Vision & Values

EWU is a regional, comprehensive public university located in Cheney and Spokane, Washington, with programs offered throughout the state and online.

OUR MISSION

EWU expands opportunities for personal transformation through excellence in learning.

EWU ACHIEVES THIS MISSION BY:

- fostering excellence in learning through quality academic programs, undergraduate and graduate student research and individual student-faculty interaction. Students extend their learning beyond the classroom through co-curricular programs, life skills development, internship programs, volunteering and service learning;
- creating environments for personal transformation that enrich the lives of individuals, families, communities and society at large;
- expanding opportunity for all students by providing critical access to first-generation students, underserved populations, place-bound students and other students who may not have the opportunity for higher education; and
- growing and strengthening an intellectual community by developing faculty and staff through support of professional development.

OUR VISION

EWU envisions a future of professionally, socially and culturally engaged leaders, citizens and communities.

EWU is a driving force for the culture, economy, workforce and vitality of Washington state. Our graduates think critically and make meaningful contributions to both their career fields and their communities.

EWU is the public university whose students, faculty, staff and alumni make profound and significant contributions to the economic and social vitality of the region. EWU remains the best value for higher education in the state.

OUR VALUES

EWU is dedicated to the following key values:

STUDENT-CENTERED LEARNING ENVIRONMENT

Students are the reason we exist.

QUALITY

We strive for excellence in everything we do.

ACCESS

We expand access to opportunity and success for students.

INCLUSIVENESS

Our diversity makes EWU a stronger community.

INTEGRITY

We foster a culture of respect, commitment and honesty.

GOALS, INITIATIVES AND INDICATORS OF SUCCESS

Throughout the strategic planning processes, the following goals emerged as having the highest impact for EWU:

- student success
- innovation and opportunity
- community engagement

In this 2014 revision, “visibility” is treated as an outcome of successful work toward student success, community engagement and a revised goal, “innovation and opportunity.”

Each goal is accompanied by initiatives that are updated annually. Indicators of success show how each goal is measured. All departments and programs are involved in planning and implementation processes, and updates are published each year.

Working together, we are inspiring the future for Eastern Washington University.

SAMPLE DATA THAT ILLUSTRATE EWU’S SUCCESSFUL PROGRESS BETWEEN FALL 2009 AND FALL 2014

- Overall headcount enrollment increased 19 percent from 11,302 to 13,453.
- The first-year student population increased in diversity from 27.1 percent to 31.2 percent.
- The entering transfer population increased in diversity from 22 percent to 28 percent (including international).
- Freshman to sophomore retention improved from 72.4 percent to 77.4 percent.
- Passing rates for developmental math classes increased from 49 percent to more than 70 percent.
- Fall occupancy in residence halls increased 18 percent from 1,758 to 2,071 students.
- The EWU Foundation endowment increased 40 percent to an all-time high of \$17.6 million in 2014.
- The EWU Foundation endowment portion dedicated to scholarships increased 60 percent to \$14.02 million.



1 STUDENT SUCCESS

Students are at the center of all that Eastern does. EWU defines student success as students' ability to fulfill their goals in education, career and life.

EWU has pinpointed the essential elements for student success. EWU is a national leader for successfully attracting, retaining, graduating and transforming the lives of all students, including under-represented, first-generation, non-traditional and diverse students of all backgrounds.

Goal: To create an environment where students succeed at their highest level.

Key Strategies:

- Improve retention and graduation rates.
- Create greater access to, and increased utilization of, student support services.
- Support EWU faculty and staff in their ability to foster student success.
- Expand campuswide commitment to student success.
- Create a system that improves performance of students in developmental courses to accelerate their progress toward degree.

Indicators of Success: (Revised and enhanced from the 2012 Strategic Plan)

By 2017, EWU will achieve these key indicators of successful progress:

- Increase first-year to second-year retention rates from 75 percent in 2011 to 82 percent by 2017.
- Increase six-year graduation rates from 46 percent for the 2011 graduating class to 54 percent for the 2017 graduating class.
- Increase pass rate of developmental math from 48 percent in 2011 to 70 percent.
- Increase minority, under-represented and international freshman student enrollment from 28 percent in 2011 to 36 percent.
- Engage all first-year students in dynamic general education and first-year experience programming that is continually assessed for successful outcomes.
- Increase privately funded scholarship endowments by more than 15 percent to \$16 million.
- Maintain average of less than 25:1 student-faculty ratio.
- Improve utilization of student support services.

STUDENT SUCCESS: 2014–2015 INITIATIVES

- Conceptualize an advising model that will be recognized nationally for providing significant support for all EWU students. Determine the cost and feasibility as well as a process for creating appropriate advising space, staffing and technology support.
- Explore opportunities to support faculty through an EWU Teaching Academy. Develop a long-term plan and design a pilot for spring 2015.
- Connect first-year students with faculty or staff member mentors. Conceptualize a model program and develop feasibility, timeline and implementation process. Create pilot programs(s) for fall 2015.
- Develop powerful alumni and donor connections through an Eagle Connect program.
- Create aggressive plan for a scholarship fundraising campaign.
- Develop a creative plan for making EWU campus spaces more welcoming and useful. Potential spaces include the PUB, library, Brewster Hall and Gateway Project.

Ongoing Student Success Initiatives that Support EWU's Vision and Strategic Plan

- Transforming curricula and student learning experiences through Critical Foundations, First Year Experience, developmental math initiative, Summer Academy and Eastern Opportunity Program.
- Supporting student success through the Learning Commons.
- Creating new opportunities for students, economic development and community engagement through the establishment of the College of Health Science and Public Health.
- Enhancing community partnerships and applied learning opportunities through the first phase of a Sustainability Center.
- Enhancing student engagement through improved residence halls and new student programs.
- Providing support and a sense of community through the Veterans Resource Center.
- Supporting student progress through four-year degree pathways.
- Increasing opportunities for career-related experience prior to graduation.
- Increasing opportunities for transfer students through Destination Eastern and collaborative initiatives with community colleges.

STUDENT SUCCESS: 2013–2014 INITIATIVES

- Expand Transfer Center
- Complete General Education Reform
- Increase average GPA and SAT scores of entering freshman class by refocusing the target of who we recruit
- Enhance living-learning environment in residence halls for first year students
- Renovate the Pence Union Building to improve the student experience
- Increase the diversity and inclusiveness of EWU

Ongoing Student Success Initiatives that Support EWU's Vision and Strategic Plan

- Complete Study/Recommend Change of EWU's Academic Calendar
- Launch Four Year Degree

STUDENT SUCCESS: 2012–2013 INITIATIVES

- Consolidate academic advising services
- Develop Learning Commons
- Complete study/recommend change of EWU's academic calendar
- Expand Summer Bridge
- Redesign and implement new approach to developmental mathematics
- Launch four-year degree pathway
- Improve residential experience
- Improve services to veterans

2 INNOVATION AND OPPORTUNITY

EWU will be a national leader both in developing multiple pathways for students to complete degrees and in designing imaginative curricula and learning experiences, research and scholarly activity that anticipate and respond effectively to shifting social and economic challenges and opportunities.

Goal: To build an environment of research and creative collaboration that identifies, anticipates and responds to evolving societal and student needs.

Key Strategies:

- Create the EWU Virtual Campus, which will provide a premier learning environment for place-bound students and professionals seeking to improve their skills and their own potential for promotion within the workplace.
- Utilize partnerships and collaborations to develop new programs.
- Enhance and support faculty research programs by increasing the participation of undergraduate and graduate students as well as departments and community partners.

Indicators of Success: (Revised and enhanced from the 2012 Strategic Plan)

By 2017, EWU will achieve these key indicators of successful progress:

- Number of new programs and degrees for online/hybrid delivery that meet regional and statewide needs.
- Number of certificate and program training options offered through the Virtual College.
- Creation of Sustainability Center.
- Numbers of students involved in the undergraduate research symposium.
- Number of EWU graduates who enroll in graduate and professional programs.
- Number of research and creative conferences that come to Spokane or Cheney.
- Engage at least 2,000 diverse middle school and high school students and families in campus visits or other special programs that connect them with EWU.
- Increase the number of undergraduate STEM declared majors from 1,385 in 2011 to 1,700.
- Increase number of adult/returning/non-traditional students in the entering class from 720 (fall 2014) to 1,300 by offering multiple pathways to degrees.
- Develop initiatives that grow out of conversations and collaborations with community leaders.

INNOVATION AND OPPORTUNITY: 2014–2015 INITIATIVES

- Organize and coordinate pre-college programs and outreach initiatives. Develop timeline and explore grant opportunities; involve representatives of tribes and Hispanic communities.
- Identify collaborations and initiatives for innovative pathways to degree. Develop plan and timeline for this year and beyond.
- Develop digital communications standards and plan; enhance usefulness of the web for internal and external users.

INNOVATION AND OPPORTUNITY: 2013–2014 INITIATIVES

- Complete Recycling Center

Ongoing Innovation and Opportunity Initiatives that Support EWU's Vision and Strategic Plan

- Utilize eLearning, Offer Degree Programs and Certificates
- Complete Sustainability Energy Center and EWU Community
- Establish Dual Admissions Program with the Community Colleges

INNOVATION AND OPPORTUNITY: 2012–2013 INITIATIVES

- Utilize eLearning, offer degree programs and certificates
- Expand faculty use of technology
- Launch Alternative Energy Center
- Establish dual admissions program with Community Colleges
- Explore new grant and/or start-up funds

3 COMMUNITY ENGAGEMENT

A significant engine powering the state, EWU is recognized as a public university whose students, faculty, staff and alumni make profound and significant contributions to the economic and social vitality of the region. Closer relationships with business, industry and statewide communities improve EWU's ability to anticipate and respond to workforce and community needs.

Goal: Increase community engagement through active participation of students, staff and faculty with community groups, business, organizations and government.

Key Strategies:

- Strengthen student, staff and faculty participation in community-based activities.
- Increase the presence and involvement of EWU leadership in the community.
- Strengthen existing relationships and create new relationships with external groups.

Indicators of Success: (Revised and enhanced from the 2012 Strategic Plan)

By 2017, EWU will achieve these key indicators of successful progress:

- Number of strategic partnerships with community, government, K-12 education and private sector partners.
- Increase participation of EWU leaders on regional and statewide external advisory boards.
- Regular convening of business, government, health care and community roundtables.
- Increased connection (internships, mentorships, partnerships) between community members and students, faculty and staff.
- Number of registered student internships and service learning hours.
- Number of public/community activities attended by senior administrators.
- Demonstrate significant, ongoing "small town" relationships that routinely and significantly celebrate local EWU students and alumni.
- Achieve major recognition with ground-breaking for the EWU Sustainability Center that involves partners from around the Northwest.
- Demonstrate that every academic program embeds civic engagement in the curriculum and that every student graduates with a portfolio attesting to engagement.
- Celebrate achievement of Carnegie classification for civic engagement.
- Engage more than 300 EWU alumni in the Eagle Connect initiative.
- Regularly measure brand awareness, general perceptions and overall reputation of EWU.

COMMUNITY ENGAGEMENT: 2014–2015 INITIATIVES

- Determine feasibility, process and timeline for Carnegie classification. The initiative will entail documenting civic engagement opportunities throughout the curriculum. Include student portfolios with an applied focus as part of this initiative.
- Determine next steps/plans needed to establish EWU as a nationally recognized green campus and community partner through Sustainability Center and other initiatives.
- Develop and enhance small town connections as part of strategic enrollment planning.
- Engage community leaders in dialogue concerning workforce and research needs/opportunities.

COMMUNITY ENGAGEMENT: 2013–2014 INITIATIVES

- Develop mentor relationships with EWU alumni
- Increase student engagement in academic service learning and co-curricular service by 10%

Ongoing Community Engagement Initiatives that Support EWU's Vision and Strategic Plan

- Expand partnerships in the region
- Continue public phase of EWU's Capital Campaign (was a part of the Visibility goal)
- Study Feasibility of Gateway Project (was a part of the Visibility goal)
- Continue to leverage Athletics for increased community engagement and visibility (was a part of the Visibility goal)

COMMUNITY ENGAGEMENT: 2012–2013 INITIATIVES

- Launch Institute for Community Engagement
- Increase internship participation by 5 percent
- Expand partnerships with Cheney
- Initiate Public Phase of EWU's Capital Campaign (was a part of the Visibility goal)
- Study feasibility of Gateway Project (was a part of the Visibility goal)
- Develop Community Engagement Magazine (was a part of the Visibility goal)
- Continue to leverage Athletics for increased community engagement and visibility (was a part of the Visibility goal)



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