Goal 1

Advance excellence in research and creativity consistent with the university's strategic missions and grand challenges.
Current Goal 1: Advance excellence in research and creativity consistent with the university's strategic missions and grand challenges.

Suggested change to Goal 1 language:

Advance excellence in research, scholarship and creative activity consistent with the university’s strategic mission.
Objective 1:
Increase scholarly productivity at the campus, department and individual levels consistent with the WSU aspiration to advance into the ranks of the top 25 public research universities by 2030.

Suggested change to objective 1:

Expand research, scholarship and creative activities that address community needs and global societal challenges.
Objective 2:
Increase campus research capacity through consistent year-over-year growth in research funding awards per capita and through diversification of funding sources.

Suggested change to objective 2:
Expand opportunities to maximize research, scholarship, and creative activities through diversification of funding sources and forging sustainable external partnerships.
Objective 3:
Incubate new flagship research initiatives focused on areas of cross-disciplinary research leading to the creation of at least one center.

Suggested change to objective 3:
Maximize collaborations across disciplines to develop innovative solutions for societal challenges.
Objective 4: Increase graduate students' productivity and professional development

Suggestion:
Pull this objective from Goal 1 and put into Goal 2 – student success.

Proposed Wording:
Attract, retain and educate a diverse group of graduate students.

Or,
Promote equitable access to graduate studies for potential underrepresented and disabled graduate students.
Goal 2

Champion Student Learning and Success
Current Objectives

1. Transform student learning and involvement to support the signature first-year experience for all students attending WSU Vancouver for the first time.
2. Increase student engagement in co-curricular activity to enhance student life and campus culture.
3. Build experiential learning into the curriculum for all majors.
4. Foster a curriculum and learning environment that prepare our students to be creators, researchers, collaborators and problem solvers.
Proposed Objectives

1. Institutionalize a transformative first-year experience for all incoming high school graduates that increases fall to fall persistence to **10% above the most recent baseline**.
2. Create and implement a sophomore experience program to increase persistence by **10% above the most recent baseline**.
3. Ensure at least **10% above the most recent baseline** that students complete a credit bearing career related capstone internship and/or experience.
4. Create and institutionalize a teaching and learning center that focuses on Equitable Pedagogy and Inclusive Practices to **increase graduation rates by 5% above baseline**.
Goal #3:
Expand and enhance efforts to grow, educate and graduate a diverse student body.
Current Objectives

• Fulfill the mission of a vibrant, versatile, and world-renowned center for higher education in Southwest Washington as well as increase regional degree attainment by growing undergraduate and graduate enrollment toward our long-term goal of 5,000 students.

• Expand educational opportunities in response to national trends, existing campus strengths and synergies, and regional workforce demands.

• Support student persistence to improve retention and graduation rates.
Proposed Objectives

• Fulfill the mission of a vibrant, versatile, and world-renowned center for higher education in Southwest Washington as well as increase regional degree attainment by growing undergraduate and graduate enrollment.

• Continue to grow academic program opportunities using the Academic Criteria to guide the process.

• Grow the physical capacity of campus to meet research and student needs (e.g., Life Sciences Building)

• Create, implement and/or expand non-credit and professional programs (e.g., BaCE and PACE).

• Create fundraising goals to mirror strategic plan (e.g., capital growth, student scholarships, EDI efforts).
WSU Vancouver’s Strategic Plan

Goal 4

Promote an ethical and socially just society through an intentional commitment to inclusion, equity and diversity
Current Objective

Ensure equitable opportunities and outcomes for all student populations, including equal retention and graduation rates across demographic groups

Potential Objectives

• Ensure equitable opportunities and outcomes for all student populations, including parity in retention and graduation rates across student demographic groups

• Ensure equitable opportunities and outcomes for all employee populations, including hiring, promotion, and retention rates across employee demographic groups

• Ensure equitable practices for outreach, recruitment, retention and promotion of historically underrepresented and Black, Brown, Indigenous, and People of Color faculty, staff and administrators to better reflect the diversity of the student body
Current Objective

Infuse equity-mindedness throughout the fabric of the campus structure and create capacity to work toward equity in all aspects of campus endeavors

Potential Objectives

• Create a well-resourced Center for Teaching, Learning, and Building a Community of Equity that establishes expectations and incentives for faculty and staff to regularly engage inclusive, equity-minded, and culturally responsive enrichment and pedagogical practices

• Develop, embed, and mandate use of an equity lens in decision-making, creating and revising of policies, processes and practices across campus departments, units, councils, committees, strategic plan and all campus endeavors
Current Objective

Build and maintain a safe and welcoming environment for all students and employees

Potential Objectives

• Employ resources and expertise of WSU Vancouver to facilitate efforts to make Southwest Washington a more equitable and just community

• Cultivate and actualize a campus climate that fosters a sense of belonging, safety and opportunity to thrive for all employees

• Cultivate and actualize a campus climate that fosters a sense of belonging, safety, and opportunity to thrive for all employees and students
Goal 5: Community

Establish and maintain mutually beneficial community outreach, research, financial and civic engagement partnerships.
Current Objective
• Ensure the campus plays a meaningful role in contributing to the betterment of the community.

Potential Objectives/Strategies
• Create a Strategic Partnerships webpage.
• Continue The Chancellor’s Seminar Series.
• Develop cross-campus, coordinated effort to centralize, sustain, and grow experiential learning.
Current Objective
Engage alumni and friends of WSU Vancouver to support shared community and campus priorities.

Potential Objectives/Strategies
- Maximize private support for WSU Vancouver priorities.
- Increase alumni donors.
- Build sponsorship opportunities in collaboration with local + regional businesses and WSUV units.
- Continue Cougs in the Community to increase joint student-alumni civic engagement.
Current Objective
Build creative partnerships that drive economic development in the region.

Potential Objectives/Strategies
• Expand Professional and Corporate Education
• Collaborate with education partners to promote pathways that lead to economic growth.
• Launch initiative to support start-up companies and entrepreneurship.