

**WSU Vancouver 2022-2026 Strategic Plan Draft**

**Goal 1 | Research**

*Advance excellence in research, scholarship and creative activity consistent with the university's strategic mission.*

Heading	Objective	Metrics	Strategies
<b>Impact and Collaboration</b>	Expand the impact of research activities and collaborations to address community needs and global societal challenges while continuing to support exceptional basic research and scholarship.	<ul style="list-style-type: none"> <li>• Faculty interviews</li> <li>• Network analysis of faculty collaboration</li> </ul>	<ul style="list-style-type: none"> <li>• Enhance science research capability through the construction of a new sciences building and accompanying improvements to equipment and personnel.</li> <li>• Leverage the open and inclusive design of the sciences building to foster cross-campus collaboration.</li> <li>• Create partnership-specific mini-grants to help initiate collaborative projects to invest in building long term partnerships.</li> <li>• Create department-level network of research advocates to better facilitate cross-campus collaboration.</li> <li>• Increase online and communication infrastructure to build awareness and impact of scholarly work.</li> </ul>
<b>Partnership and funding</b>	Grow sustainable external partnerships and increase diversification of funding to support research, scholarship, and creative activities.	<ul style="list-style-type: none"> <li>• Yearly number of submitted research proposals</li> <li>• Number of accepted proposals</li> <li>• Total research and development expenditures</li> <li>• Percentage of research</li> </ul>	<ul style="list-style-type: none"> <li>• Assist in building relationships with external agencies that support research, scholarship, and creative activities.</li> <li>• Better utilize industry partnerships through improved web presence and communication.</li> <li>• Expand undergraduate and graduate internships with industries to foster research collaborations.</li> <li>• Identify additional funding sources to support fields where there is limited external funding and to support needs such as publication costs for open access/high impact journals, travel, etc.</li> </ul>

		expenditures by funding source type	<ul style="list-style-type: none"> <li>• Build community enthusiasm for WSU Vancouver research through crowd-sourced funding of research initiatives.</li> </ul>
<b>Inequities in the research mission</b>	Examine and correct historic inequities in resource allocation and role responsibilities within the research mission.		<ul style="list-style-type: none"> <li>• Target support for grant development toward research areas with historically low funding.</li> <li>• Create avenues of support for research specifically examining historic inequality.</li> <li>• Continue to build equitable hiring, salary, and work-duty practices.</li> </ul>

## Goal 2 | Student Success

### *Advance Student Learning and Success*

Heading	Draft Objective	Metrics	Strategies
<b>Undergraduate Persistence and Graduation</b>	Increase undergraduate persistence and graduation rates.	<ul style="list-style-type: none"> <li>• Retention and graduation rates by admit type (Freshman, Early Transfer, Late Transfer).</li> <li>• Percentage of new students participating in a <i>first-year experience course</i> by admit type.</li> <li>• GPA and Retention for <i>first-year experience</i> participants compared to matched peers.</li> </ul>	<ul style="list-style-type: none"> <li>• Institutionalize a required First-Year Experience learning community program for all incoming freshman-admit students.</li> <li>• Utilize Customer Relationship Management system (Slate) as a tool to streamline undergraduate student communications.</li> <li>• Create a comprehensive support program for high DFW courses by fully integrating campus academic support centers. (Library, Writing Center, Math/Science Center)</li> <li>• Create and implement a credit-bearing academic-focused and community-building bridge program utilizing UNIV Courses. (Required conditional admit students).</li> <li>• Establish a holistic and proactive model for advising that enhances student experience and transition into the campus and through academic programs to graduation.</li> </ul>

<p><b>Graduate student success</b></p>	<p>Increase graduate student success and career progress and enroll a more diverse graduate student population.</p>	<ul style="list-style-type: none"> <li>• Percentage of graduate students reaching completion by type (research and professional).</li> <li>• Demographics of graduate students (research and professional programs)</li> </ul>	<ul style="list-style-type: none"> <li>• Coordinate with the Graduate School and Provost’s office to develop and implement mentoring training programs for faculty advisors.</li> <li>• Expand graduate student career preparedness efforts including workshops on career placement, skill-marketability and networking.</li> <li>• Identify additional opportunities for building more financial support for graduate students.</li> <li>• Support graduate student participation in BaCE workshops to provide equity-mindset training.</li> <li>• Provide support (financial/space etc.) to expand the Graduate Student Association of Vancouver so students have a stronger voice on campus.</li> </ul>
<p><b>Culturally responsive pedagogy</b></p>	<p>Enhance campus instruction by incorporating culturally responsive and sustaining pedagogy.</p>	<ul style="list-style-type: none"> <li>• Number/percentage of faculty participating in pedagogy programs.</li> </ul>	<ul style="list-style-type: none"> <li>• Institutionalize the summer academy for faculty to increase culturally sustaining pedagogy within introductory and gateway courses.</li> <li>• Create 2-year teaching-fellow faculty roles to fund culturally-responsive pedagogical improvements in core academic areas that can lead to systematic improvements to the curriculum.</li> <li>• Deliver a Universal design/accessibility summer academy for teaching faculty that includes incorporating universal design in curriculum/ student projects/assignments.</li> <li>• Establish “Vancouver online” courses to deliver remote learning options to Vancouver students.</li> </ul>
<p><b>Student basic needs</b></p>	<p>Improve student access to food, housing, transportation,</p>	<ul style="list-style-type: none"> <li>• Campus results of statewide student basic needs survey as</li> </ul>	<ul style="list-style-type: none"> <li>• Re-envision how the campus utilizes resources typically associated with student life to reflect evidence-based real-time student basic needs. Create a student resource office</li> </ul>

	healthcare, childcare, and educational technology.	compared to peer institutions.	<p>focused on connecting students to governmental and non-profit assistance programs.</p> <ul style="list-style-type: none"> <li>• Centralize on-campus services, rebrand, and promote as a hub for student communication around these needs.</li> <li>• Submit grants to fund basic need campus improvements.</li> <li>• Collaborate with local partners on increasing internet connectivity (lobbying).</li> <li>• Reopen WSU Vancouver child development program utilizing a model that supports student child-care needs.</li> </ul>
<b>Career readiness.</b>	Bolster campus resources to ensure that students are prepared to embark upon a career at graduation.	<ul style="list-style-type: none"> <li>• Graduating senior interviews.</li> <li>• Undergraduate Placement Survey Results.</li> </ul>	<ul style="list-style-type: none"> <li>• Reorganize existing career resources toward the creation of a student employment office to coordinate on-campus and off-campus employment. Focus student employment on developing transferrable skills and the ability to communicate those skills to future prospective employers.</li> <li>• Develop a co-curricular and curricular career development program of study within all academic departments utilizing the UNIV Career Centered Courses.</li> <li>• Conduct comprehensive assessment of career preparation of graduating students.</li> <li>• Grow peer-mentor career educator program.</li> </ul>

**Goal 3 | Thriving**

***Build on campus foundations to further grow into a vibrant and enduring hub for higher education in Southwest Washington***

Heading	Draft Objective	Metrics	Strategies
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<p><b>Enrollment</b></p>	<p>Recover enrollment losses and resume WSU Vancouver's long-term mission to increase regional degree attainment through enrollment growth.</p>	<ul style="list-style-type: none"> <li>• Number of new students by admit type (Freshmen, Early Transfer, Late Transfer).</li> <li>• Student Headcount and FTE</li> <li>• Retention and graduation rates by admit type</li> <li>• Percentage of new students participating in a first-year experience by admit type</li> <li>• GPA and Retention for FYE participants compared to matched peers.</li> </ul>	<ul style="list-style-type: none"> <li>• Fund a full-time financial aid outreach position to increase the FAFSA/WASFA-filing rate in Clark County and make a WSU Vancouver education possible for more students.</li> <li>• Evaluate the creation of a conditional admission program for freshman-admit students with low high school performance.</li> <li>• Develop a guaranteed admission agreement and accompanying program for WSUV's largest K-12 district partners.</li> <li>• Increase recruitment of veterans, running start students, and stop-out students.</li> <li>• Fund full-time career-track positions to reliably meet student course demand and reduce dependence on temporary adjunct appointments.</li> <li>• Restructure orientation program for all new freshmen and transfer students as partnership between student affairs and academic units with measurable learning outcomes.</li> <li>• Establish a formal process for long-term envisioning of WSU Vancouver enrollment goals.</li> <li>• Increase recruitment of PDX Tuition Advantage students.</li> </ul>
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<p><b>Campus Infrastructure</b></p>	<p>Grow the Infrastructure and physical capacity of campus to meet research and student needs.</p>	<ul style="list-style-type: none"> <li>• List of improvements to campus by type.</li> <li>• Cost of implemented improvements.</li> </ul>	<ul style="list-style-type: none"> <li>• Implement construction of the new WSU Vancouver Sciences Building and coordinate with campus units to create accompanying system and human resource infrastructure.</li> <li>• Increase accessibility through concerted improvements to physical campus.</li> <li>• Initiate a campus art effort to incorporate a wide range of cultures and identities into the physical campus.</li> <li>• Enhance network capacity to accommodate increasingly internet-driven campus activity.</li> <li>• Update and optimize existing building layouts to better reflect current working modes for employees and students.</li> </ul>
<p><b>Academic planning</b></p>	<p>Optimize degree program offerings in response to factors including student demand, impact on economic development, and changes in academic disciplines.</p>	<ul style="list-style-type: none"> <li>• Yearly number of degrees offered by career-type (Bachelors, Masters, PhD, DNP, EdD).</li> <li>• Enrollment in new academic programs (initiated after 2014)</li> </ul>	<ul style="list-style-type: none"> <li>• Continue implementation of the Academic Plan.</li> <li>• Work with colleges to take advantage of emergent opportunities for degree programs.</li> </ul>

<b>Philanthropy</b>	Grow philanthropic support to sustain the strategic plan.	<ul style="list-style-type: none"><li>• Annual philanthropic contributions.</li><li>• Annual number of donors by type (alumni, community, corporate).</li></ul>	<ul style="list-style-type: none"><li>• Fund a full-time Alumni Coordinator position to increase alumni engagement opportunities for WSU Vancouver alumni with the campus and WSU system-wide.</li><li>• Identify more opportunities for corporate partners to invest in priorities by building pathways between the Development office and Strategic Partnership office.</li><li>• Organize annual Faculty and Staff Giving Campaign and maintain a culture of philanthropy among our employees.</li><li>• Utilize the OneWSU model to connect our campus with more donors who are not graduates of WSU Vancouver.</li></ul>
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**Goal 4 | Equity, Diversity, and Inclusion**

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

Heading	Draft Objective	Metrics	Strategies
<p><b>Equity in student outcomes</b></p>	<p>Ensure equitable opportunities and outcomes for all student populations, including parity in recruitment, retention, and graduation rates across student demographic groups.</p>	<ul style="list-style-type: none"> <li>• Retention/graduation rates by race and gender</li> <li>• Number of applications, rates of acceptance, matriculation, and enrollment by race and gender groups as compared to regional population demographics.</li> </ul>	<ul style="list-style-type: none"> <li>• Create a funded <i>Equity Planning and Practice Inventory process</i> for academic departments to address grade and enrollment disparities across demographic groups by making policy and practice improvements.</li> <li>• Grow pipeline for local students from underserved groups by building the grant-funded WSU Vancouver Talent Search Center for College Access.</li> <li>• Identify and obtain grant funding to increase capacity for campus led college access programs for historically underrepresented students in our region.</li> <li>• Assess equity of outcomes across race, gender, income, accommodation needs – including hidden disabilities, and other demographics.</li> <li>• Create connections with non-profit or external offices that can offer greater resources for students and invite them to connect with students directly in the classroom.</li> <li>• Revamp first-year experience courses (University 104) to focus on culturally sustaining pedagogy.</li> </ul>



<p><b>Equity in employee outcomes</b></p>	<p>Ensure equitable recruitment, retention, and promotion of faculty, staff and administrators across demographic groups, including increasing representation of employees from underrepresented race/ethnicities (African American, Native American, Latinx, and Hawaiian or Pacific Islander employees) to better reflect the diversity of the student body.</p>	<ul style="list-style-type: none"> <li>• Employee demographics by race, gender, role.</li> <li>• Employee retention by race, gender, role.</li> <li>• Faculty role (Tenure-track, Teaching, Scholar) and seniority (Asst., Assoc., Full) by race and gender.</li> </ul>	<ul style="list-style-type: none"> <li>• Assess equity practices in recruitment, hiring, retention and promotion of faculty, staff and administration, specifically historically underrepresented populations, including those connected to race, gender, ability, sexual orientation, and income. Compensate faculty and staff who serve in capacity of chair for campus councils.</li> <li>• Incorporate a diversity advocate in all search committees.</li> <li>• Institute a campus-wide mentoring support network for faculty and staff from historically underrepresented groups.</li> <li>• Embed an equity and inclusion requirement in the annual review process of for staff.</li> <li>• Conduct campus-wide salary review to ensure equitable pay across demographic groups.</li> <li>• Establish additional Employee Resource and affinity groups to support faculty and staff from historically underrepresented and excluded groups. Provide compensation to faculty and staff who serve in capacity as chair of Affinity and Employee Resource Groups.</li> </ul>
<p><b>Campus inclusionary climate</b></p>	<p>Cultivate and maintain a campus climate that fosters belonging, safety, and</p>	<ul style="list-style-type: none"> <li>• Results of climate surveys</li> <li>• Qualitative climate assessment</li> </ul>	<ul style="list-style-type: none"> <li>• Explicitly recognize campus as being located on tribal homelands and acknowledge continuing tribal presence through physical signage, tribal</li> </ul>

	<p>opportunity to thrive for all employees and students.</p>	<ul style="list-style-type: none"> <li>• Participation in BaCE by occupational role.</li> </ul>	<p>flags, Indigenous art, and ongoing cultural engagement.</p> <ul style="list-style-type: none"> <li>• Examine and adapt online presence for inclusivity and breadth of experience represented.</li> <li>• Expand equity-minded and culturally responsive enrichment workshops held on campus through BaCE and ensure effectiveness of offerings through BaCE committee.</li> <li>• Advocate for expanded equity and diversity leadership roles and communication across the WSU system.</li> <li>• Provide the Office of Equity and Diversity with resources to ensure success to infuse equity in practice, policy and process, including full staffing, financial support, and physical space to impact across campus fabric, system partnerships, and external constituencies.</li> <li>• Make the office of Equity and Diversity a formalized unit on campus.</li> </ul>
<p><b>Equity Lens</b></p>	<p>Develop and employ an equity lens instrument in decision-making, creating and revising of policies, processes and practices across campus departments, units, councils,</p>	<ul style="list-style-type: none"> <li>• Progress report on instrument utilization.</li> </ul>	<ul style="list-style-type: none"> <li>• Develop a toolkit to assist all campus units in integrating equity lens process into decision-making.</li> <li>• Intentionally apply the equity lens to the by-laws governing processes and practices across campus departments, units, councils, committees, and strategic plan</li> </ul>

	committees, strategic plan and all campus endeavors.		<ul style="list-style-type: none"> <li>• Create intentional opportunities that provide professional development and enrichment to apply and sustain equity lens in daily practice across groups, units, and all campus endeavors.</li> <li>• Create a review body for implementing emergent/urgent decisions - Examination, reflection of equity, diversity and inclusion in decisions.</li> </ul>
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### Goal 5 | Community Engagement

*Establish and maintain mutually beneficial community outreach, research, financial and civic engagement partnerships.*

Heading	Draft Objective	Metrics	Strategies
<b>Community partnerships</b>	Grow community partnerships with businesses, non-profits, government agencies, tribes, local activism, and alumni.	<ul style="list-style-type: none"> <li>• Develop a departmental tool to document success of partnerships.</li> <li>• Number of projects</li> <li>• Participation in the future leaders project.</li> <li>• Sponsorship of student clubs</li> <li>• Number of alumni who are giving back.</li> <li>• Alumni engagement on campus</li> <li>• Number of Funded resource partnerships</li> </ul>	<ul style="list-style-type: none"> <li>• Maintain active presence in community - attend meetings with key partners to elevate WSU visibility in the region.</li> <li>• Invite community leaders to campus to build/advance partnerships.</li> <li>• Join boards of companies/organizations in region and connect with leaders and alumni in those companies/organizations.</li> <li>• Involve community partners in recognizing/celebrating success.</li> </ul>
<b>Non-credit and professional programs</b>	Expand non-credit and professional programs.	<ul style="list-style-type: none"> <li>• Number of available courses</li> <li>• Enrollment in courses</li> <li>• Number of faculty involved</li> </ul>	<ul style="list-style-type: none"> <li>• Implement robust digital marketing strategies.</li> <li>• Provide funding support for faculty to develop courses.</li> </ul>

			<ul style="list-style-type: none"> <li>Recruit experts from the community to offer courses.</li> <li>Engage organizations/companies in the region to invest in cohort training/upskilling courses.</li> </ul>
<b>Community advisory boards</b>	Expand engagement by advisory boards to better understand the needs of the community.	<ul style="list-style-type: none"> <li>Number of alumni serving on boards</li> <li>Participation by board members in campus initiatives</li> <li>Philanthropy efforts from board members</li> </ul>	<ul style="list-style-type: none"> <li>Allow advisory boards to self-select into initiatives they have interest in/ want to be part of.</li> <li>Implement a robust process to seek input from the community for further development of WSUV.</li> <li>Evaluate community input and implement change as part of continuous improvement efforts.</li> <li>Ensure the make-up of advisory councils is representative of the communities we serve.</li> <li>Engage advisory councils with students to demonstrate the impact of their contributions.</li> </ul>
<b>Experiential learning</b>	Increase the impact of experiential learning opportunities for students and campus partners.	<ul style="list-style-type: none"> <li>Estimated number of students participating in experiential learning/internships as part of their major.</li> <li>Number of students who receive employment from their internship company.</li> <li># of companies/organizations served by internships</li> </ul>	<ul style="list-style-type: none"> <li>Streamline service-learning learning processes for faculty and providers by creating best practices and centralizing services, where appropriate.</li> <li>Develop pathways in partnership with businesses to transition internships to full-time employment.</li> <li>Develop and implement cross-campus collaboration strategy/structure to improve experiential learning.</li> </ul>

## **Glossary of terms**

### **Equity**

Equity is a process, product, and practice. As a process, enacting equity illuminates ways in which individuals are privileged within a system of institutional and structural oppression. As a product, equity results from a dissolution of oppressive institutional structures within any system, leading to a balance of opportunity and outcomes for all. Equity is practiced when individuals and institutions regularly call attention to systemic oppression and racial inequities, take institutional responsibility to dismantle these inequities, and commit to change agency to advance equity across institutional policies.

### **Diversity**

Diversity recognizes the unique lived experiences, perspectives, social identities (e.g., ability, age, class, ethnicity, gender, race, religion, sexual orientation, veteran status, etc.) and cultural wealth of students, staff, faculty, alumni, and campus partners. Diversity values everyone and disrupts social hierarchies of power and privilege.

### **Inclusion**

An inclusive campus is one in which racially minoritized, historically marginalized and underrepresented individuals and groups participate in processes, practices, and decision- and policymaking in a way that dismantles the status quo of systemic oppression, including racism, and redistributes power to eliminate minoritization and marginalization in all aspects of campus life.

### **Belonging**

A campus of belonging promotes safety, encouragement, mattering and support to be one's authentic self. Belonging is realized when students, staff, faculty, alumni, and campus partners feel respected, accepted, included, and connected to the campus community, including its members and spaces (e.g., classrooms). A sense of belonging is fostered by an intentional community where one may become self-actualized and thrive.

### **Justice**

Justice is the presence of deliberate systems and supports to achieve and sustain racial equity through proactive and preventative measures and the absence of discrimination and inequities. Justice proactively establishes and reinforces systemic and systematic policies, practices, attitudes, and actions that produce equitable power, access, opportunities, treatment, impacts, and outcomes.

**Definitions Needed**

**Equity Lens**

**Culturally responsive pedagogy**

**Community**

**Region**

**Societal Challenges**