

Strategic Plan 2016 – 2021 Goals, Objectives and Strategies

Goal 1: Advance excellence in research and creativity consistent with the university’s strategic missions and grand challenges.		
Objectives	Strategies	Year of Implementation
Productivity		
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.	1. Develop and enhance the physical and technological infrastructure to support increased research and creative activities across all disciplines.	FY 2017
	2. Build faculty experts network to create peer-to-peer support and mentoring for research.	FY 2017
	3. Actively build awareness and impact of our scholarly work through increased research communication.	FY 2017
	4. Leverage our relationships across WSU to cultivate new mutually beneficial partnerships that extend faculty expertise and access to technology/equipment.	FY 2017
Funding		
Increase campus research capacity through consistent year-over-year growth in research funding awards per capita and through diversification of funding sources.	1. Enhance funding, mentorship and professional development opportunities for pre-tenure faculty.	FY 2017
	2. Enhance administrative infrastructure to support grants and contracts procurement and management consistent with recommendations contained in the Research Advisory Council Plan.	FY 2017
	3. Cultivate funding for faculty fellowships and endowed chairs to support hiring and retaining senior faculty.	TBD
Cross-Disciplinary Research & Collaboration		
Incubate new flagship research initiatives focused on areas of cross-disciplinary research leading to the creation of at least one center.	1. Increase the percentage of faculty hiring driven by research clusters to support the growth of nationally recognized programs.	FY 2017
	2. Foster greater research collaboration across disciplines.	FY 2017
Graduate Education		
Increase graduate students’ (1) productivity and (2) professional development.	1. Expand graduate student enrollment in research areas to achieve critical mass.	FY 2018
	2. Grow the number of graduate student research awards and fellowships.	TBD
	3. Provide professional development support for research-oriented graduate students.	FY 2017

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Goal #2: Champion student learning and success.		
Objectives	Strategies	Year of Implementation
First- year experience		
Transform student learning and involvement to support the signature first-year experience for all students attending WSU Vancouver for the first time.	1. Participate in the “Re-Imagining the First Year” project, a holistic approach to developing student persistence from the first year at the university through graduation (Three-year AACSC national grant award).	FY 2017
	2. Pilot and implement the <i>VanCoug Experience</i> , creating a uniquely WSU Vancouver environment leading to heightened student engagement and tools for academic success.	FY 2018
Student Engagement		
Increase student engagement in co-curricular activity to enhance student life and campus culture.	1. Promote a set of identified signature student events and programs to build student engagement and increase WSU Vancouver student identity.	FY 2017
	2. Facilitate student growth and professional development by increasing 1) support for student organizations/student leadership and 2) participation among students.	TBD
Engaged Learning		
Build experiential learning into the curriculum for all majors.	1. Examine major requirements and departmental course offerings to increase opportunities for engagement with external partners and the community.	FY 2018
	2. Create opportunities for students to connect, apply and share their academic knowledge and experiences with the broader community.	FY 2018
Curriculum and Learning Environment		
Foster a curriculum and learning environment that prepare our students to be creators, researchers, collaborators, and problem-solvers.	1. Support faculty in their efforts to develop innovative teaching methods and activities.	FY 2017
	2. Infuse equity-mindedness throughout the curriculum.	FY 2018

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Goal #3: Expand and enhance efforts to grow, educate and graduate a diverse student body.		
Objectives	Strategies	Year of Implementation
Growth		
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.	1. Implement Strategic Enrollment Management plan to identify and attract students to WSU Vancouver.	FY 2017 & FY 2018
	2. Decrease student financial burden (through scholarships, waivers and financial literacy) and decrease the effects of financial stress upon student success.	TBD
New Academic Programs		
Expand educational opportunities in response to national trends, existing campus strengths and synergies, and regional workforce demands.	1. Implement academic plan on defined schedule.	FY 2017 & FY 2018
	2. Consider new degree program opportunities arising outside of the existing academic plan.	TBD
	3. Develop strategies to recruit students into new academic programs.	FY 2017
Retention and Persistence to Graduation		
Support student persistence to improve retention and graduation rates.	1. Increase course scheduling and delivery format options to better meet the needs of the student population.	FY 2017
	2. Use analytics to support retention and graduation targets.	FY 2017
	3. Reduce overall cost of student instructional materials (e.g. expand the use of open educational resources).	FY 2017
	4. Prioritize improvements to increase accessibility for people with disabilities.	FY 2017
	5. Expect every student will create and implement an academic success plan.	FY 2018

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Goal #4: Promote an ethical and socially just society through an intentional commitment to inclusion, equity and diversity.		
Objectives	Strategies	Year of Implementation
Closing the gap		
Ensure equitable opportunities and outcomes for all student populations, including equal retention and graduation rates across demographic groups.	1. Assess equity of outcomes across race, gender, income, accommodation needs and other demographics.	FY 2017
	2. Identify and obtain grant funding to increase capacity for campus-led college access programs for underrepresented students in our region.	Submission deadline
	3. Partner with culturally-specific organizations to increase access and understand needs of underrepresented students.	FY 2018
Increased Capacity for Institutional Change		
Infuse equity-mindedness throughout the fabric of the campus structure and create capacity to work toward equity in all aspects of campus endeavors.	1. Create a cabinet-level leadership position to implement and integrate equity and diversity goals.	FY 2017
	2. Provide on-going professional development related to equity and diversity.	FY 2018
	3. Integrate equity and diversity values in campus-wide activities.	FY 2018
Climate		
Build and maintain a safe and welcoming environment for all students and employees.	1. Develop and support initiatives that promote dialogue around climate, equity and diversity issues.	FY 2018
	2. Create a cultural competency committee to ensure quality and effectiveness of mandatory cultural competency training held on campus.	FY 2017
	3. Implement campus supports to improve retention of underrepresented faculty and staff.	FY 2017

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Goal #5: Establish and maintain mutually beneficial community outreach, research, financial and civic engagement partnerships.		
Objectives	Strategies	Year of Implementation
Community Outreach and Research		
Ensure the campus plays a meaningful role in contributing to the betterment of the community.	1. Support and encourage faculty and staff to accept volunteer leadership roles with community organizations that are aligned with the mission of WSU Vancouver.	FY 2017
	2. Promote opportunities to create a culture of civic mindedness among faculty, staff and students.	FY 2017
	3. Create a forum and structure for faculty to collaborate with community partners to answer research questions and pursue creative activities of mutual interest.	FY 2017
	4. Advance current and developing community partnerships such as business and industry, not for profit organizations, P-12 schools and the health care field to contribute to regional growth and prosperity.	FY 2018
	5. Create a leadership role devoted to implementation, coordination and promotion of campus partnership activities.	FY 2017
Advancement		
Engage alumni and friends of WSU Vancouver to support shared community and campus priorities.	1. Prepare graduates to be civic-minded and prepared to take an active role on campus and in the broader community.	FY 2017
	2. Expand <i>Cougs in the Community Program</i> to engage more alumni across a broader range of activities.	FY 2018
Economic Development		
Build creative partnerships that drive economic development in the region.	1. Partner with economic development engines in the region to attract new businesses and promote business growth, with a focus on advancing the research strengths of WSU Vancouver.	FY 2018
	2. Develop academic programs and student engagement opportunities that promote workforce development that support economic growth.	FY 2018
	3. Become the community nexus where government, education, industry and nonprofit organizations collaborate to accelerate the economic, cultural and physical health of the region.	FY 2018