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Dear University Planning and Resources Council,

Building on the new vision we crafted last year, and bottom up work within every division over the past 3 to 9 months, at President Shepard's request, I have put together a document that summarizes major new initiatives for the entire university. We intend to leave the document labeled as draft, in recognition that it will need to be modified in response to opportunities that we wish to pursue, and realities with which we must grapple. Despite this fluidity, we believe codifying and announcing these initiatives will be helpful in many ways, not the least of which is helping you to provide feedback on these initiatives, and help us to achieve them, modify them, or even abandon them when they are no longer feasible or the best ways to achieve our strategic vision.

This **2011-17 List of Western's Strategic Objectives** has been gleaned from input from each division in the university. If I have done my editing work well, it contains the major new strategic objectives within each division, those that will undergo major expansion, and only a few operational objectives that may lead to requests for reallocation at the institutional level. With the blue dots, the biennium in which major activity is anticipated is indicated. In the links, many of the objectives are described in more detail and/or the planning documents that support them are provided.

Each division will be mapping its own objectives onto a Divisional Six Year Matrix, which specifies the anticipated sources of funding for the various objectives. The **Divisional Six Year Matrices** will include these major strategic objectives, strategic expansions, and any items to be considered for university reallocation. The Divisional Matrices will also include many operational items, that will guide the work within the division, and are as important to the university. We chose the divisional matrices approach when it became clear how cumbersome an all-university-matrix would be for us, our computers, and our printers.

Within the **academic division**, each college, Undergraduate Education, Graduate Education, Extended Education, and Information Technology will also have matrices that can be made available on request. While many of the academic leaders used the list format in their bottom

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up process, I have asked them to map that list onto Six Year Matrices as a tool to focus on multiple biennia, partnerships, and multiple sources of funding.

We expect the Divisional Matrices and Matrices for units within the Academic Division to be finished and posted before the middle of January.

As an aside, we found the new Vision Statement to be a powerful means of focusing our efforts in new ways. Seeing the detail in the 2011-17 List of Western's Strategic Objectives and the Divisional Matrices, we should not lose sight of the elegance of the Vision Statement we devised in 2010. That clear and simple vision still guides all that we do. What these documents try to make transparent is the multi-faceted, long-term work that we will need to do to make that vision a reality. Seeing the strategic approaches, knowing the commitment of our faculty and staff to Western and our students, give me the confidence that our vision for Western is one we can achieve. I look forward to hearing your perspectives.

In closing I want to recognize those who have helped to pull together this six-year view of our plans under the new vision. The Vice Presidents coordinated their bottom up efforts so that they could be reflected in this document. Special thanks go to Sara Wilson in Enrollment and Student Services and Nicole Goodman in Business and Financial Affairs for synthesizing the work of their divisions and to Kathy Kitto for pulling it all together for the academic division and the university. We are a large university with many aspirations for delivering on our vision. To bring all of these into an elegant and concise summary requires deep understanding as well as political sensitivity, acute organizational abilities as well as a strong sense of the strategic versus the operational. Thank you Kathy, the Vice Presidents, Sara and Nicole for your efforts. For the final step, making all of this transparent and open to review and input, we need to thank the UPB.

Cordially,



Catherine A. Riordan, Provost
and Vice President for Academic Affairs

CAR:ls

Strategic Goal 1: Build upon Western's strengths to address critical needs in the state of Washington**A. Develop a high level strategic enrollment plan that sustains enrollment and graduates a diverse student body**

- (1) [Reposition on the recruitment of students in an increasingly competitive environment \(out-of-state, first generation, low income, students of color, international\)](#) ●●●
- (2) Sustain and expand demonstrably effective [retention programs](#) ●●●
- (3) [Model and implement active programs to recruit out-of-state students](#) ●
- (4) [Enhance and expand electronic resources to support Strategic Enrollment Planning to sustain and/or grow enrollment \(external web site, mobile devices\)](#) ●●

B. Strengthen and maintain/enhance access to the liberal arts core

- (1) [Enrich global learning across the curriculum and increase number of students studying abroad](#) ●●
- (2) Leverage expertise/best practice Liberal Studies, [Fairhaven](#) and [Honors](#) in GURs
- (3) Strengthen and enrich the GUR core
 - Add strands options to the [core](#) ,including [sustainability](#) , [social innovation/entrepreneurship](#), [information literacy](#) ,[visual literacy](#)
 - Infuse across the curriculum: [ethics](#), [information literacy](#) , [leadership](#) , [sustainability](#) , and [international](#)
 - Launch [Liberal Arts Initiative](#) in CHSS
 - Expand access to courses, especially "[bottleneck](#)" courses and those 300-level [GURs](#) needed by interdisciplinary majors
 - Develop creative scheduling solutions to provide necessary classroom space for expanded access
- (4) [Further Enrich Learning Commons to advance student achievement and other outcomes](#)

C. Increase job placement upon graduation

- (1) [Expand efforts in career placement, internships, service learning, and job search assistance](#)

D. Update portfolio of academic programs

- (1) Complete review of graduate programs
- (2) Strategically realign programs ([international education](#), [leadership](#) , [honors](#))
- (3) [Develop an Arts and Technology Center to connect with emerging arts technologies](#)
- (4) Develop new programmatic initiatives directly targeted at the critical needs of the state of Washington – see Table 1 (below).

Table 1. Academic Programs Receiving Serious Consideration

(Note that funding has yet to be determined and full academic review and approval has not yet been received. Furthermore, order in the list below does not imply order of strategic importance, as **this list is NOT ordered at this point.**)

[* These programs are being explored in a fee-based model within extended education to meet crucial regional needs for working adults and other students within the region]

Instructional Undergraduate	Instructional Graduate
Clean energy - majors (BA, BS) and minors in Policy and Technology	Arts Administration MFA/MBA*
Social entrepreneurship minor or certificate	Clinical doctorate in Audiology*
Sustainability strand or minor	Investigate Professional Science Masters degrees*
Leadership infuse/expand, and/or minor	Sustainability (interdisciplinary)
International Business major	
Business Sustainability major	
Entrepreneurship university-wide track	
Entertainment Design major, restructure	
Theater Performance major, BFA	
Coastal Resources (CREW) program	
International Initiative	
Transition to BS Engineering (only with state support)	
Nursing (completion degree) , RN to BSN*	
Teach Washington	
BA in Education: General Science — Middle Level	
TESOL certification , move to*	
General Studies degree completion program*	
Alternative teacher certification*	
Adult degree completion*	
Summer school offerings in Seattle*	

E. Foster economic development in region/state

- (1) Reposition WWU practitioners within the university for greater impact in the business community and for more visible recognition of work
- (2) Promote WWU undergraduate and graduate programs in STEM, alternative energy and bio-fuels, composite materials, and [sustainability](#)
- (3) [Continue planning for WWU at the waterfront](#)
 - a. To develop and execute planning for the Community Learning Center at the Bellingham waterfront, we will consider the:
 1. Needs of community partners
 2. Extended Education and Special Programs
 3. [Location for the Sustainability Institute](#)
 4. Academic Conferencing Space
 5. Academic Programs

F. Creative teacher education programs and delivery models

- (1) [Create Teach \(Math/Science\) Washington](#) ●●
- (2) [Pursue “Innovations” in teacher education](#) ●●●
- (3) Identify and Support strong focus on student involvement in ways that enhance their professional development and career success ●●
- (4) Expand the SMATE’s North Cascades and Olympic Science Partnership (NCOSP) for working research-based methodology into the school system ●●

G. [Establish a Sustainability Institute to leverage and promote efforts in all divisions to advance sustainability and educational objectives](#) ●●●

Strategic Goal 2: Expand student access to rigorous and engaging baccalaureate and graduate education

A. [Shape enrollment through strategic financial aid resourcing](#)

- (1) Refocus declining financial aid resources for strategic results including expansion of student employment and scholarships
- (2) Work intentionally with students to mitigate debt levels and/or match with expected career opportunities upon graduation
- (3) Ensure staffing levels in Financial Aid are adequate to meet both federal and state requirements and institutional goals

B. Expand programs for, improve retention of, and increase number of degree for, at risk and specific populations

- (1) Increase diversity of faculty and staff through enhanced recruitment and retention ●●●
- (2) Increase scholarships for international experiences ●●●
- (3) [Assess and sharpen retention strategies focused on at-risk, low-income, and diverse students](#)

- (4) Identify critical components of and further leverage Western's success with degrees to Washington's diverse student populations
- (5) [Examine the synergies between Student Outreach Services \(SOS\) and Academic and Career Development Services \(ACDS\) to more efficiently serve unique/at-risk student populations](#)

C. Develop King County and other Puget Sound Region instructional sites ●●●

- (1) Keep students engaged and on-track for graduation (e.g., Summer Session in King County)

D. Investigate targeted programs in high demand fields designed to meet the needs of Washington's Native America tribal communities

E. Eliminate bottlenecks and improve time-to-degree

- (1) [Evaluate and implement tools that support access to classes \(such as block-scheduling of courses, admitting first-year students directly into majors, etc.\)](#)
- (2) [Develop an enhanced student tracking system for targeted advisement purposes to enable students to declare a major earlier and make efficient progress toward degree](#)
- (3) [Ensure the administrative structure and staffing levels in the Registrar's office meets changing institutional needs note](#)
- (4) Continue to evaluate, renovate and repurpose general-use, departmental, college learning space, classroom-based instructional technology, and equipment to support the institution's evolving needs

F. Strengthen and expand transfer enrollment and success

- (1) Strengthen and expand articulation within Northwest Higher Education Coalition
- (2) [Increase responsiveness to Veterans Issues in partnership with Northwest Higher Education Coalition](#)

G. Increase early outreach and other collaborative partnerships to promote aspirations and preparation for college

- (1) Summer: Western Youth Programs, College Quest, Odyssey of Science (2)
- (2) Woodring: Compass 2 Campus, Latino Action Team (Learning in Community and Schools [LinC], Raices Culturales Mentoring Program, Youth 4 REAL, ALTO After-School Mentoring Program)

H. Position Western for maximum state and federal support

- (1) State priorities: Need Grant and Workstudy; compensation; capital; engineering/engineering technology; CREW; Leadership; Clean Energy; Teach Washington; Bilingual Education
- (2) Federal Priorities: Workstudy and Pell Grant; Compass to Campus; Border Policy; National Center for Economic Vitality; Veteran's Programs through WA Campus Compact

I. Increase opportunities to achieve quality and access

- (1) Develop alternative delivery modalities and non-traditional scheduling options for suitable courses with high demand

- J. [Expand infrastructure and training to provide rich electronic instructional environments for on- and off-campus access to WWU resources \(new or expanded Learning Management System, training, virtual Desktop infrastructure\)](#)
- K. [Conduct feasibility of a Teaching/Learning Collaboratory for programs offered in Snohomish County](#)

Strategic Goal 3: Foster and promote life-long learning and success in an ever-changing world

A. Evaluate student services for their capacity to ensure student success

- (1) [Develop a sustainable funding model to strengthen information resources to support student learning and faculty research](#) ●
- (2) [Re-envision and enhance library facilities to meet student learning needs \(Learning Commons, Wilson/Humanities Renovation\)](#) ●●
- (3) Refocus DART initiatives and implement CampusLabs to develop, implement, and centrally organize departmental and division-wide assessment activities
- (4) Refine Primary Prevention efforts to focus more extensively on the relationship between personal wellness and academic/work performance
- (5) Partner with Student Government to address the developmental needs specific to the male student population
- (6) [Ensure mental health and student assistance services and staffing levels are adequate to meet basic needs and provide crisis response](#)

B. Expand extended education program offerings to meet critical regional needs

- (1) See Table 1 under Strategic Goal 1, D new programs and programming denoted by *.

C. Prepare for growth in the international student population

- (1) Develop a comprehensive recruiting plan for targeted international student populations and Western programs
- (2) [Identify and develop the infrastructure needed for a growing international student population](#)

D. Implement the “One Western Student” program

- (1) Develop a comprehensive plan to implement the “One Western Student” program
- (2) [Evaluate the programmatic and financial impacts of the “One Western Student” program](#)

E. Communicate the Western Brand

- (1) Integrated communications and marketing
- (2) Production of TV show and serve as anchor for Bellingham E-Channel
- (3) Increase video, web and social media outreach off-campus

F. Strengthen external partnerships in support of higher education

- (1) Northwest Coalition
- (2) Legislative Advocacy Network
- (3) Higher Education Coordinating Board (and its replacement)
- (4) Council of Presidents (COP)

G. Improve community access to WWU programs

- (1) Develop evening and weekend programs on Main Campus
- (2) Expand community-based programming (degree options, certificates and endorsements, Grandparents University, Academy for Life-long Learning)
- (3) Develop a robust, rigorous, high-quality set of online learning offerings
- (4) Link programs to the needs of major community employers (Boeing, St. Joseph's Hospital, etc.)
- (5) Complete final year of Pathways to Prosperity commitment – a BTC-based program on workforce training and aquatic conservation and fisheries resource management
- (6) Create a summer Choral Institute with the Bellingham Festival of Music for high school teachers' professional development

H. Provide information technology tools commonly used by prospective and matriculated students

- (1) Ubiquitous wireless
- (2) Mobile device support

Strategic Goal 4: Apply Western's expertise and collaborative approach to scholarship, creativity, and research in ways that strengthen communities beyond the campus

A. Sustain/expand high-impact public engagement

- (1) [Develop and implement digital archive to share the University's intellectual assets externally](#)
- (2) Continue leveraging regional academic and public libraries for efficiencies and to improve service.
- (3) [Create/improve](#) mutually beneficial P-12 and [community partnerships](#)
- (4) [Enact the alternate route to teaching certification program \(see Table 1.\)](#)
- (5) Further leverage Canadian-American Studies and the Border Policy Research Institute expertise in scholarship, research, and policy to advance regional economy and education

B. Further leverage students' community engagement to address regional needs and advance students' educational and career objectives

- (1) Expand the Center for Service Learning
- (2) Foster and promote leadership initiatives that expand capacity so more Western students participate and build the diversity of students in leadership roles
- (3) Establish the [Bellingham Arts Business Accelerator](#) in downtown

C. Raise awareness and heighten Western's visibility throughout the State

D. [Make the campus more inviting, accessible and relevant to both the University communities and communities beyond campus.](#)

Strategic Goal 5: Serve as a model for institutional effectiveness, innovation, diversity, and sustainability

A. Develop a culture of efficiency and innovation

- (1) Decentralize budgetary resources and authority within academic division to promote better and more timely decision making
- (2) Eliminate or reduce bureaucracy (e-signature, HR process) and increase accountability
- (3) Build partnerships that reduce duplication of services (print and copy; copyright, mail, professional development, libraries, marketing, public relations, graphic design)
- (4) [Strengthen organizational development support capabilities through Human Resources](#) ●●
- (5) Be a voice for efficiency with the legislature

B. Utilize innovations in technology

- (1) Develop web-based or on-line educational or training modules and interactions, as appropriate, as an alternative to face-to-face interactions
- (2) Incorporate social networking and marketing strategies into delivery of student services and recruiting
- (3) Implement advances in technology that enable data-driven decisions and reduced cost of delivery
- (4) [Fully develop a facility information system that interfaces with Banner \(ERP\) system and serves the facility needs of the University.](#) Redesign processes around new system ●●
- (5) [Fully utilize Banner enterprise resource management \(ERP\) system to develop best-in-class business practices and implement ERP training program](#) ●●
- (6) [Utilize Business Process Analysis techniques and technology to increase institutional effectiveness, content management, disk or cloud storage capacity, and business intelligence](#)
- (7) Expand the impact of Border Policy Research Institute's business, educational, and media outreach
- (8) [Support evolving technology needs by building a sound studio for video production and related technologies](#) ●

C. Maintain, enhance, and develop facilities infrastructure (equipment, long-term internal and external space plan)

- (1) [Enhance long-term capital planning through better long-term operational program planning](#) ●●
- (2) [Strengthen support and funding for preservation of facilities and infrastructure](#) ●●
- (3) [Refine and implement Parking Capital Plan and review parking finances and operations](#) ●●●
- (4) [Develop policy and plan for campus facilities access](#) ●●
- (5) [Complete planning and secure funding for addition of septic and water systems on Sinclair Island](#)
- (6) Complete planning and construction of Lakewood facility dock renovation/re-configuration
- (7) [Secure funding to complete construction phases to the softball field and to build a multi-purpose playing field](#)
- (8) [Invest in University Residences infrastructure to ensure longevity, health and safety while being responsive to changing student needs and expectations](#)
- (9) Develop a centralized academic and university equipment management and replacement plan

D. Build on Western's commitment to our faculty and staff

- (1) Expand the experience of a supportive, equitable, diverse and inclusive climate to all Western employees ●●●

- (2) [Implement new programs for employee onboarding and exiting, professional development, wellness, and supervisory skills](#) ●●
- (3) [Identify Master Record Keeper for University Retirement Plan](#) ●

E. Expand the diversity of Western's faculty and staff

- (1) [Enhance recruitment efforts to increase faculty and staff diversity](#) ●●●
- (2) [Identify and implement strategies to retain a diverse faculty and staff, including a campus-wide Resource-Center serving all employees and focusing on the needs of diverse faculty and staff](#) ●●●

F. Continue developing a culture of sustainability (paperless processes, green energy fee, Real Food Challenge, Go for the Green Challenge, campus recycling)

- (1) [Develop the next level of sustainability goals and plan](#) ●
- (2) [Implement energy savings performance contract to improve building efficiency](#)
- (3) [Develop central utility energy efficiency plan](#) ●
- (4) [Launch 10x12 Sustainability campaign](#) ●
- (5) [Strengthen energy conservation and utility budget management](#) ●
- (6) [Establish energy savings reinvestment program](#) ●

G. Continue to Enhance a Safe Working and Learning Environment

- (1) [Embed Enterprise Risk Management into business practices and strategies](#) ●
- (2) [Improve the Comprehensive Emergency Management Plan including training and exercises](#) ●
- (3) [Improve Emergency Communications through upgrades to Warning and Notification Systems and communications equipment](#) ●
- (4) [Assess viability of providing Student Health Services during gap times in enrollment \(e.g. between terms, summer\)](#)

H. Anticipate future educational demands and needs of society; develop delivery modalities and service parameters embracing 21st century realities

I. [Achieve external support for institutional level needs through a comprehensive campaign](#)