Strategic Plan

Unit: Enrollment and Student Services

Date: January 16, 2015

Mission

The Division of Enrollment and Student Services engages prospective and current students in their pursuit of academic and personal excellence through outreach, support services, and co-curricular learning opportunities.

Vision

To create a diverse and inclusive campus culture outside of the classroom that enhances learning, is responsive to students’ access and changing needs, and supports their success at Western and in life.

Values

As a division, we value...

- A student-centered approach to services, support and decision making that ensures student success
- A holistic development model that supports and engages students in their learning throughout their lifetime
- Community and a sense of connectedness among students, staff and faculty
- A commitment to excellence
- Access to an affordable education
- Being a caring community
- Evidence-based decision making
- Innovation with purpose
- Diversity and Inclusion
- Resourcefulness
- Collaboration
- Sustainability

Objectives (divisional objectives organized by institutional goals)

Goal 1: Build upon Western’s strengths to address critical needs in the State of Washington

1.1 Develop and implement a high level strategic enrollment plan that yields, retains and graduates today’s most promising scholars and leaders
1.2 Increase post-graduate professional success through the expansion of career support services
1.3 Improve 6 year graduation rates of under-represented students
1.4 Collaborate with Academic Affairs to reduce barriers to declaration of major and time to degree for transfer students
Goal 2: Expand student access to rigorous and engaging baccalaureate and graduate education
2.1 Ensure access through utilization of tuition waivers and scholarships and provide support for educating students on financial literacy
2.2 Improve the retention of targeted populations whose current retention rates are lower than expected through data analysis
2.3 Collaborate with the College of Science and Engineering to increase students’ academic success in entry level math courses

Goal 3: Foster and promote life-long learning and success in an ever-changing world
3.1 Invest in the student success package to increase quality academic advising, tutoring and retention services
3.2 Prioritize facility improvements to solve severe space constraints that are impacting various departments’ (e.g. Old Main offices, Ethnic Student Center, disAbility Resources for Students) ability to serve students effectively
3.3 Identify long-term auxiliary facility projects that expand space for informal student gathering and/or retreat and conference meeting use
3.4 Promote student success through campaigns and services emphasizing academic achievement, health and safety, social responsibility, and informed decision making
3.5 Make Western’s campus and its services more welcoming to students from the broad categories identified in Western’s Equal Opportunity Office
3.6 Collaborate with Academic Affairs in increasing students’ leadership skills and maximizing their extra-curricular experience
3.7 Articulate and communicate the role of the Student Affairs profession in the developmental learning that occurs outside of the classroom

Goal 4: Apply Western’s expertise and collaborative approach to scholarship, creativity, and research in ways that strengthen communities beyond the campus
4.1 Partner with Academic Affairs to increase students’ ability to formally capture their community engagement experiences and to better inform communities of Western’s service contributions
4.2 Improve performance and best practice of professional staff through investment in professional development opportunities
4.3 Ensure paraprofessionals are educated and well-equipped with the knowledge and skills needed to provide direct service delivery to their peers

Goal 5: Serve as a model for institutional effectiveness, innovation, diversity and sustainability
5.1 Assess auxiliary services for expanded opportunities to generate revenue through fee-based, voluntary services and amenities and ensure a cost effective system
5.2 Streamline processes and expand service to students through the utilization of technology
5.3 Recruit and retain a diverse staff and increase understanding of cultural competency across all members of the division
5.4 Collaborate with University Advancement on the final phases of “Western Stands for Washington” with a focus on increasing general scholarship support