

Weber State University Plan

Mission

Weber State University provides associate, baccalaureate and master degree programs in liberal arts, sciences, technical and professional fields. Encouraging freedom of expression and valuing diversity, the university provides excellent educational experiences for students through extensive personal contact among faculty, staff and students in and out of the classroom. Through academic programs, research, artistic expression, public service and community-based learning, the university serves as an educational, cultural and economic leader for the region.



Tradition

For more than five decades, Weber State University has successfully pursued a dual mission by offering a wide-range of baccalaureate and graduate programs while meeting regional community college needs.

Vision

Our vision is for Weber State University to be the national model for a dual-mission university that integrates learning, scholarship and community.

Core Values

- Learning through personalized experiences and shared inquiry
- Engagement in community
- Access and opportunity for all
- Respect for people and ideas
- Nurturing the potential within every individual

Mission Core Theme Objectives

The objectives fall into the three core themes of the mission: Access, Learning and Community. Indicators of achievement and performance measures have been defined for each objective, and performance on meeting these objectives drives our assessment of mission fulfillment.

Mission Core Theme I – ACCESS

<i>has these objectives:</i>	<i>which have these meaningful indicators of achievement:</i>	<i>which have these acceptable achievement thresholds:</i>
I.A. DEGREES: Weber State offers responsive associate, baccalaureate and master’s degrees in liberal arts, sciences, technical and professional fields.	1. Programs and degrees are responsive to student needs.	a. WSU’s overall yield from primary feeder high schools will exceed 65%. b. WSU’s enrollment will increase at a rate that will equal or exceed 30,000 students in 2030. c. Reflecting WSU’s dual mission of serving as a regional university and meeting the community college needs of the region, WSU distribution of degrees will reflect a balance of associate, bachelors and masters degrees. d. Mean community perception scores of WSU quality will maintain or increase.
I.B. ACHIEVEMENT: Students progress in their programs of study.	1. Students earn degrees. 2. Graduates have “next step” success.	a. WSU’s first year retention rate will place it in the upper half of peer institutions. b. WSU’s six-year graduation rate will place it in the upper half of peer institutions. c. WSU’s awarded degrees per 100 FTE students will place it in the upper half of in-state peer institutions. a. For associate degree graduates, more than 80 percent of WSU students will either continue their education or be employed within 3 months of graduation. b. For bachelor degree graduates, more than 80 percent of WSU students will either continue on to graduate school, or be employed within 3 months of graduation. Of those applying to graduate school more than two-thirds will be accepted, and for those seeking employment more than two-thirds will be employed in jobs relating to their major. c. For those seeking masters degree, post-graduate acceptance in graduate programs will equal or exceed 90 percent, and for those seeking employment more than 80 percent will be employed in their major field.
I.C. OPPORTUNITY: Weber State provides access to higher educational opportunity.	1. Student enrollments reflect support for non-traditional students. 2. Student enrollments reflect diversity and inclusion.	a. More than one-third of WSU’s FTE enrollment will reflect online, evening and off-campus enrollments. b. WSU’s tuition will be below the mean of peer institutions. a. WSU’s enrollment of minority students will increase at least proportionally to overall enrollment. b. More than 12 percent of WSU’s enrollment will be economically disadvantaged students.

Endorsed by University Planning Council and University Trustees June, 2011; modified slightly for language alignment and filed with NWCCU September 15, 2011 as Weber State’s Year One Report; modified March 2012 to show acceptable achievement thresholds; last updated 3-6-12.

Mission Core Theme II. – LEARNING

<i>has these objectives:</i>	<i>which have these meaningful indicators of achievement:</i>	<i>which have these acceptable achievement thresholds:</i>
II.A. ENGAGEMENT: Students experience an engaging learning environment founded on extensive personal contact among faculty, staff and students in and out of the classroom.	1. Students participate in learning experiences such as undergraduate research, service learning, involvement and other forms of experience-based learning.	More than two-thirds of WSU seniors will have one of five identified engaged learning experiences: Community Service, Internship, Capstone Experience, Undergraduate Research or Study Abroad.
	2. Students experience extensive contact with faculty, staff and other students.	a. Senior student mean performance on the quality of relationship with faculty members will be above the national NSSE average b. WSU’s average class size for all classes will be held below 22 students per section.
II.B. SUPPORT: Students receive effective support services.	1. Students are satisfied with student support services.	a. Student ratings on satisfaction with support services will average above “satisfied” on university surveys. b. Student ratings of help received in coping with non-academic responsibilities will be comparable to the national NSSE average. c. Student ratings on satisfaction with academic support services will trend towards the national Noel-Levitz average. d. Academic support services will have a positive impact on student learning. The assessment results of individual services can be found at ...www.weber.edu...
II.C. SUCCESS: Students learn to succeed as educated persons and professionals.	1. Students achieve the learning goals of the General Education program	a. Both the General Education program and individual General Education courses will define and publish learning outcomes. b. General Education assessment will occur on a regular basis. WSU students evidence attainment of general education learning goals established for the General Education Depth and Breath requirements. The results of general education assessment are found at: www.
	2. Students achieve the learning goals of Major programs.	a. Courses in WSU programs will define and publish learning outcomes. b. Students evidence attainment of program learning goals through performance as document by departmental assessment activities. The results of program assessment are found at: www.
II.D. INQUIRY: Students and faculty learn, explore and create in an environment that sustains free inquiry and free expression.	1. Faculty engage in creative and scholarly activity.	a. WSU’s performance will be above average for HERI peer institutions. b. Rate of growth in sponsored projects funding will be on pace to reach \$20 million in 2030.
	2. Faculty perceive that WSU fosters knowledge creation, free inquiry and free expression.	WSU’s mean performance will be above average for HERI peer institutions.

Mission Core Theme III. – Community

<i>has these objectives:</i>	<i>which have these meaningful indicators of achievement:</i>	<i>which have these acceptable achievement thresholds:</i>
III.A. EDUCATION: Weber State contributes to pre-K through 12 education in the region.	1. WSU contributes to Pre K-12 education and professional development.	a. Partnership activities will be annual reviewed by the K-16 Alliance. b. The five-year moving average of enrollment in continuing education teacher contract programs will show a positive trend.
	2. Promote preparation for higher education.	a. The five-year moving average of concurrent enrollment will show a positive trend. b. The five-year moving average of participants in pre-college outreach programs will show a positive trend. c. The percent of targeted outreach students who enroll in post-secondary education will exceed 45%.
III.B. CULTURE: Weber State contributes to the richness of the regional culture.	1. The community participates in a diverse offering of WSU events.	Attendance at WSU cultural and athletic events will exceed 100,000 and reach 150,000 by 2030.
	2. WSU facilitates community development through public service.	a. More than a quarter of all WSU students will contribute to community service. b. WSU’s mean performance will be above average for HERI peer institutions.
III.C. ECONOMY: Weber State contributes to the economic development of the region.	1. WSU facilitates economic development in the region through professional development and technical support.	a. Headcount participation in non-credit offerings will approximately equal 10 percent of institutional headcount. b. The five-year moving average of businesses assisted through the Small Business Development Center will show a positive trend. c. The five-year moving average of revenue received by the USTAR Outreach Center will show a positive trend.

University strategies for pursuing the objectives and vision

- Welcome traditional and nontraditional students and foster an engaging and supportive campus culture which promotes retention, graduation and next step success.
- Build outstanding programs that recruit motivated students and foster a vibrant level of scholarly activity.
- Expand offerings through development of multiple campuses and innovative uses of technology.
- Diversify and increase external funding for the university through shared responsibility at university, college and program levels.
- Recruit and retain talented faculty and staff who embrace the mission and vision of the university.
- Promote the dual-mission aspect of the WSU brand.

Academic Affairs Plan 2012-2015

March 5, 2012 draft

	Academic Affairs Highest Priority Objectives <i>What is the objective?</i>	Academic Affairs Strategy <i>How will it be achieved?</i>	Initiatives <i>Through what activities?</i>	Measures <i>How is success defined?</i>
ACCESS	1. <u>Achievement</u> - Reduce the time to graduation for associate and bachelor students.	Increase the proportion of summer students which will increase the number of credit hours completed in a year and eliminate a “stop-out” period.	Develop and implement a tri-semester summer calendar.	The ratio of summer FTE enrollment to fall FTE enrollment will increase to 30 percent.
		More effectively use WSU’s degree evaluation tool (CatTracks) to facilitate degree completion.	Use CatTracks to increase the number of student receiving associate degrees.	The number of associate degrees awarded will increase by 10 percent by 2015.
	2. <u>Opportunity</u> - Provide educational opportunities for low-income students.	Combine financial aid and scholarship to fully cover tuition by low-income students.	Increase the income threshold for the Dream Weber program to \$27K and cover both tuition and fees.	The number of Dream Weber students enrolled will increase by 20 percent.
LEARNING	3. <u>Engagement</u> - More WSU students will participate in engaging learning experiences (Service Learning, Internship, Capstone, Undergraduate Research and Study Abroad).	Increase participation in engagement programs.	Create additional financial support for students to participate in specific engaged learning experiences.	The proportion of seniors participating in engaged learning experience will increase to 90 percent.
	4. <u>Inquiry</u> - Enhance the quality of faculty teaching and scholarship.	More than 40 new and replacement faculty will be hired by fall 2013.	An aggressive replacement and recruiting strategy will be implemented.	Of the new and replacement faculty hired by 2013, more than 80 percent will have successful interim tenure reviews.
COMMUNITY	5. <u>Education</u> - Increase preparedness of admitted, first-year students.	Work with K-16 to increase preparation of incoming high school graduates.	Form a K-16 Alliance with superintendents from key district and define specific preparation targets.	The number of entering high school student who are “college-ready” based upon ACT definitions will increase by 3 percent.
	6. <u>Economy</u> - Support the needs of largest industry clusters.	Assess industry needs through targeted studies which yield specific recommendations.	Based upon assessment, add Contract and Aerospace concentrations to MBA.	By 2015, more than a dozen students will have completed the concentrations.

Administrative Services Plan 2012-2015

March 6, 2012 draft

	Administrative Services Highest Priority Objectives <i>What is the objective?</i>	Administrative Services Strategy <i>How will it be achieved?</i>	Initiatives <i>Through what activities?</i>	Measures <i>How is success defined?</i>
ACCESS	1. Expand WSU facilities and locations to meet the growing demand for our programs.	Secure capital funding for buildings.	Secure funding for 3 top building priorities by 2014.	Yes/No
		Acquire land for expansion.	Purchase land bank for permanent West Center by 2014.	Yes/No
	2. Improve the condition of WSU's facilities and grounds.	Reduce the average age of our buildings over time.	Replace aging buildings.	Track average age.
		Focus on energy efficiency.	Complete Energy Savings "ESCO" project by 2018.	Yes/No
		Increase funding for facilities and grounds.	Increase annual allocations to campus improvements.	Track yearly allocations.
	SUPPORTING	3. Manage WSU in a fiscally sound manner.	Manage university finances appropriately and effectively.	Increase reserves and manage debt wisely.
Manage cash and investments wisely.				Track NACUBO benchmark study performance.
Prepare unqualified financial statements with no findings.				Yes / No
4. Maintain a safe campus environment.		Approach safety proactively.	Improve emergency response preparation.	Exercise twice annually.
			Minimize crime through proactive police programs.	Trend higher on staff & student surveys.
5. Foster a high quality, motivated workforce.	Focus on employee salaries, benefits and training.	Maintain healthy salary, benefit, supervisory and training programs.	Trend higher on staff surveys.	
COMMUNITY	6. Foster successful NCAA athletics program.	Focus athletic programs on both winning records and student academic progress.	Average 3 conference championships per year.	Yes / No
			All sports maintain 4-year APR score of 930 or higher.	Yes / No

Information Technologies Plan 2012-2015

March 6, 2012 draft

	Information Technologies Highest Priority Objectives <i>What is the objective?</i>	Information Technologies Strategy <i>How will it be achieved?</i>	Initiatives <i>Through what activities?</i>	Measures <i>How is success defined?</i>
ACCESS	1. <u>Degrees</u> - Identify and implement new technologies that provide collaborative teaching and learning in a mobile environment.	Support new mobile technologies for teaching and learning.	Provide equipment grants to faculty members to use mobile technology in classroom or research settings.	Ten course or research experiences with mobile technology will have been funded.
	2. <u>Opportunity</u> - Build self-service solutions that allow our partners to easily understand and use our technology offerings.	Support innovative learning experiences through the addition of media content capability for courses.	Build classroom capture rooms and editing rooms.	At least one classroom capture room or do-it-yourself editing room will be available in each college.
SUPPORT	3. <u>Engagement</u> - Build a highly-available, up-to-date and planned infrastructure of cabling, wireless access points, servers and classroom technology.	Support classroom technology in cooperation with departments and campus technology coordinators.	Provide a process to allow faculty members to receive live support in classrooms.	A hotline will be established to allow faculty to receive timely response for classroom technology problems.
	4. <u>Support</u> - Build a highly-available, up-to-date and planned infrastructure of cabling, wireless access points, servers and classroom technology.	Update the campus wireless network to support the increasing needs of campus users.	Install additional access points in academic buildings on campus based on usage reports and needs.	The number of wireless access points will increase by 5% per year in academic buildings.
	5. <u>Support</u> - Identify and implement new technologies that provide collaborative teaching and learning in a mobile environment.	Provide mobile-compatible versions of common campus applications.	Make Banner (student information system) functions available for mobile devices.	Registration and tuition payment will be available to students via mobile device.

Student Affairs Plan 2012-2015

March 6, 2012 draft

	Student Affairs Highest Priority Objectives <i>What is the objective?</i>	Student Affairs Strategy <i>How will it be achieved?</i>	Initiatives <i>Through what activities?</i>	Measures <i>How is success defined?</i>
ACCESS	1. Opportunity - Increase preparation, access, and readiness of under-represented students.	Increase the variety of outreach programs offered and the number of participants.	Seek outside funding for outreach programs by applying for new grants.	Establishment of new outreach programs, initiatives or enhancements. Increase the number of targeted outreach individuals applying for postsecondary education.
		Enhance the quality of tutoring programs offered through outreach programs.	Improve outreach tutoring by establishing tutoring standards & improving tutor training using "tutorology" coupled with CRLA best practices. Establish outreach tutoring standards & improve training.	Compare students who have "been tutored" in new outreach tutor program to a cohort that has not received "tutoring" and find an increase in student placement in higher levels of math.
LEARNING	2. Engagement - Increase student engagement/ involvement in meaningful learning opportunities.	Expand internship opportunities.	Better inform students of internships and practicum opportunities. Improve internship tracking and standardized reporting. Create working abroad (international) internships.	More students engaged in internship opportunities.
		Expand residential Living/Learning Communities.	Modify communications with students applying to, and currently living in, the residence halls. Partner with additional academic departments to foster living/learning communities.	Three new residential communities formed. Increase in student participation by 20%.
		Develop the Volunteer Involvement Program and Civitas into premier programs on campus.	Formalize learning outcomes expected from VIP and Civitas programs. Expand training for VIP leaders.	Assess civic engagement learning outcomes gained from training and participation in programs with campus-adopted rubric; compare number of students participating in these programs from previous years.
			Expand Civitas curriculum and refine portfolio requirements. Increase campus participation in community service.	

Student Affairs Plan 2012-2015 (continued)

March 6, 2012 draft

LEARNING (continued)

3. Support - Foster cultural awareness through programs and services.	Increase global understanding among WSU students.	Utilize international students as peer educators	Students report increases in contact with those unlike themselves (NSSE measure).
4. Support: Expand, diversify, and increase support for international students & programs.	Recruit from selected countries not currently represented.	Collaborate campus-wide to develop recruitment strategies with countries not currently represented in WSU enrollments	Expand international student population by 200 students.
		Reach out to & develop relationships with governments and NGOs (non-governmental agencies) that sponsor students	Establish two new sponsored programs.
	Increase transition support for international students.	Review and revitalize transition programs including sharing of information, integration into the WSU environment, and orientation	Implement a revised orientation program. Students will report increased levels of satisfaction with transition support.
5. Support: Enhance academic support & student success.	Better prepare students to succeed in developmental math.	Develop concept math skills refresher workshops and seminars for developmental math students; pilot with Summerbridge Program	Students who utilize workshops will be retested using ACCUPLACER and placed accordingly. Placed student will be tracked through placement class and subsequent math courses and compared to cohort that did not take workshops.
	Strengthen mentoring programs offered within the division.	Create a mentoring program clearinghouse & standardized training for peer mentors	Increase the number of students involved in mentoring opportunities. Mentees will report positive learning outcomes and greater feelings of belonging at the institution.
	Strengthen intentional advising for targeted populations.	Contact ethnically diverse students with greater frequency to advise regarding opportunities and resources	Number of initial and follow-up advisement appointments will increase. Collaborations between departments will be formed for referrals and retention efforts.

University Advancement Plan 2012-2015

March 6, 2012 draft

	University Advancement Highest Priority Objectives <i>What is the objective?</i>	University Advancement Strategy <i>How will it be achieved?</i>	Initiatives <i>Through what activities?</i>	Measures <i>How is success defined?</i>
ACCESS	1. <u>Opportunity</u> - Provide educational opportunities for low-income students.	Secure additional private funding for scholarships targeted at low-income students.	Cooperate with Academic Affairs to increase the income threshold for the Dream Weber program to \$27K and cover both tuition and fees.	The number of Dream Weber students enrolled will increase by 20 percent.
	2. <u>Opportunity</u> - Expand WSU facilities and locations to meet the growing demand for our programs.	Secure combination of legislative and private funding for top 3 WSU building priorities by 2014.	Cooperate with Administrative Services to obtain necessary funding from the legislature and donors.	Yes/No
	3. <u>Opportunity</u> - Improve the reputation of WSU.	Coordinate activities of University Communications, Alumni Relations, University Development, and Government Relations to deliver university messages.	Promote WSU via traditional and social media placements. Promote WSU via advertising/marketing initiatives. Outreach and relationship building to policymakers, community leaders, donors, and alumni.	Community perceptions of WSU quality trend higher.
LEARNING	4. <u>Engagement</u> - More WSU students will participate in engaging learning experiences (Service Learning, Internship, Capstone, Undergraduate Research and Study Abroad)	Secure additional private funds to support student and programmatic costs for engaged learning experiences.	Cooperate with Academic Affairs to raise dedicated private funds for student scholarships and programmatic support.	The proportion of seniors participating in engaged learning experience will increase to 90 percent.
SUPPORTING	5. <u>Development</u> - Progress toward fulfilling fundraising goals of university's 125th Anniversary Campaign.	Broad-based effort for major gift support through quiet phase of campaign and launching the public phase in 2014.	Coordinate and deploy efforts of campaign colleges and units to engage volunteers and identify, cultivate, solicit, and steward past and potential donors.	By 2015, maintain on-target progress of the university toward the goal of raising \$125 M for the 125 th Anniversary Campaign.
	6. <u>Alumni Relations</u> - Deepen the connection and support of WSU alumni.	Development and implementation of WSU Alumni Association strategic plan.	Target communications, events, and engagement activities to connect alumni with their alma mater and strengthen ties to and appreciation for WSU.	The number of alumni association members will increase by 5 percent. TBD through finalization of WSUAA Strategic Plan (Spring 2012).

Combined Priority Objectives 2012-2015

March 6, 2012 draft

Division Priority Objectives - <i>What the Divisions want to accomplish</i>	
ACCESS	AA 1. Achievement - Reduce the time to graduation for associate and bachelor students. 2. Opportunity - Provide educational opportunities for low-income students.
	AS 1. Expand WSU facilities and locations to meet the growing demand for our programs. 2. Improve the condition of WSU's facilities and grounds.
	IT 1. Degrees - Identify and implement new technologies that provide collaborative teaching and learning in a mobile environment. 2. Opportunity - Build self-service solutions that allow our partners to easily understand and use our technology offerings.
	SA 1. Opportunity - Increase preparation, access, and readiness of under-represented students.
	UA 1. Opportunity - Provide educational opportunities for low-income students.
	UA 2. Opportunity - Expand WSU facilities and locations to meet the growing demand for our programs. 3. Opportunity - Improve the reputation of WSU.
LEARNING	AA 3. Engagement - More WSU students will participate in engaging learning experiences (Service Learning, Internship, Capstone, Undergraduate Research and Study Abroad). 4. Inquiry - Enhance the quality of faculty teaching and scholarship.
	SA 2. Engagement - Increase student engagement/ involvement in meaningful learning opportunities. 3. Support - Foster cultural awareness through programs and services. 4. Support: Expand, diversify, and increase support for international students & programs. 5. Support: Enhance academic support & student success.
	UA 4. Engagement - More WSU students will participate in engaging learning experiences (Service Learning, Internship, Capstone, Undergraduate Research and Study Abroad).
	AA 5. Education - Increase preparedness of admitted, first-year students.
	AA 6. Economy - Support the needs of largest industry clusters.
COMMUNITY	AS 6. Foster successful NCAA athletics program.
SUPPORT	AS 3. Manage WSU in a fiscally sound manner. 4. Maintain a safe campus environment. 5. Foster a high quality, motivated workforce.
	IT 3. Engagement - Build a highly-available, up-to-date and planned infrastructure of cabling, wireless access points, servers and classroom technology. 4. Support - Build a highly-available, up-to-date and planned infrastructure of cabling, wireless access points, servers and classroom technology. 5. Support - Identify and implement new technologies that provide collaborative teaching and learning in a mobile environment.
	UA 5. Development - Progress toward fulfilling fundraising goals of university's 125th Anniversary Campaign.
	UA 6. Alumni Relations - Deepen the connection and support of WSU alumni.
	UA 6. Alumni Relations - Deepen the connection and support of WSU alumni.

Combined Strategies 2012-2015

March 6, 2012 draft

Strategies - What the Divisions are emphasizing	
ACCESS	AA Increase the proportion of summer students which will increase the number of credit hours completed in a year and eliminate a “stop-out” period.
	AA More effectively use WSU’s degree evaluation tool (CatTracks) to facilitate degree completion.
	AA Combine financial aid and scholarship to fully cover tuition by low-income students.
	AS Secure capital funding for buildings.
	AS Acquire land for expansion.
	AS Replace aging buildings.
	AS Focus on energy efficiency.
	AS Increase funding for facilities and grounds.
	IT Support new mobile technologies for teaching and learning.
	IT Support innovative learning experiences through the addition of media content capability for courses.
	SA Increase the variety of outreach programs offered and the number of participants.
	SA Enhance the quality of tutoring programs offered through outreach programs.
LEARNING	UA Secure additional private funding for scholarships targeted at low-income students.
	UA Secure combination of legislative and private funding for top 3 WSU building priorities by 2014.
	UA Coordinate activities of University Communications, Alumni Relations, University Development, and Government Relations to deliver university messages.
	AA Increase participation in engagement programs.
	AA More than 40 new and replacement faculty will be hired by fall 2013.
	SA Increase the variety of outreach programs offered and the number of participants.
	SA Enhance the quality of tutoring programs offered through outreach programs.
	SA Expand internship opportunities.
	SA Expand residential Living/Learning Communities.
	SA Develop the Volunteer Involvement Program and Civitas into premier programs on campus.
SA Increase global understanding among WSU students.	
SA Recruit from selected countries not currently represented.	
SA Increase transition support for international students.	
SA Better prepare students to succeed in developmental math.	
SA Strengthen mentoring programs offered within the division.	
SA Strengthen intentional advising for targeted populations.	
UA Secure additional private funds to support student and programmatic costs for engaged learning experiences.	

Combined Strategies 2012-2015 (continued)

March 6, 2012 draft

COMMUNITY	Work with K-16 to increase preparation of incoming high school graduates.
	AA Assess industry needs through targeted studies which yield specific recommendations.
	AS Focus athletic programs on both winning records and student academic progress.
SUPPORT	Manage university finances appropriately and effectively.
	AS Approach safety proactively.
	Focus on employee salaries, benefits and training.
	Support classroom technology in cooperation with departments and campus technology coordinators.
	IT Update the campus wireless network to support the increasing needs of campus users.
	Provide mobile-compatible versions of common campus applications.
	Broad-based effort for major gift support through quiet phase of campaign and launching the public phase in UA 2014.
	Development and implementation of WSU Alumni Association strategic plan.

Combined Initiatives 2012-2015

March 6, 2012 draft

Initiatives - <i>Actions the Divisions will be implementing</i>	
ACCESS	Develop and implement a tri-semester summer calendar.
	AA Use CatTracks to increase the number of student receiving associate degrees.
	Increase the income threshold for the Dream Weber program to \$27K and cover both tuition and fees.
	AS Secure funding for 3 top building priorities by 2014.
	Purchase land bank for permanent West Center by 2014.
	IT Provide equipment grants to faculty members to use mobile technology in classroom or research settings.
	Build classroom capture rooms and editing rooms.
	SA Seek outside funding for outreach programs by applying for new grants.
	Improve outreach tutoring by establishing tutoring standards & improving tutor training using "tutorology" coupled with CRLA best practices.
	Establish outreach tutoring standards & improve training.
	UA Cooperate with Administrative Services to obtain necessary funding from the legislature and donors.
	Promote WSU via traditional and social media placements.
	Promote WSU via advertising/marketing initiatives.
Outreach and relationship building to policymakers, community leaders, donors, and alumni.	
LEARNING	AA Create additional financial support for students to participate in specific engaged learning experiences.
	An aggressive replacement and recruiting strategy will be implemented.
	Better inform students of internships and practicum opportunities.
	Improve internship tracking and standardized reporting.
	Create working abroad (international) internships.
	Modify communications with students applying to, and currently living in, the residence halls.
	Partner with additional academic departments to foster living/learning communities.
	Formalize learning outcomes expected from VIP and Civitas programs.
	Expand training for VIP leaders.
	Expand Civitas curriculum and refine portfolio requirements.
	Increase campus participation in community service.
	SA Utilize international students as peer educators
	Collaborate campus-wide to develop recruitment strategies with countries not currently represented in WSU enrollments
	Reach out to & develop relationships with governments and NGOs (non-governmental agencies) that sponsor students
	Review and revitalize transition programs including sharing of information, integration into the WSU environment, and orientation
	Develop concept math skills refresher workshops and seminars for developmental math students; pilot with Summerbridge Program
	Create a mentoring program clearinghouse & standardized training for peer mentors
	Contact ethnically diverse students with greater frequency to advise regarding opportunities and resources
	UA Cooperate with Academic Affairs to raise dedicated private funds for student scholarships and programmatic support.

Combined Initiatives 2012-2015 (continued)

March 6, 2012 draft

COMMUNITY	AA	Form a K-16 Alliance with superintendents from key district and define specific preparation targets.
		Based upon assessment, add Contract and Aerospace concentrations to MBA.
	AS	Average 3 conference championships per year.
		All sports maintain 4-year APR score of 930 or higher.
SUPPORT		Increase reserves and manage debt wisely.
		Manage cash and investments wisely.
	AS	Prepare unqualified financial statements with no findings.
		Improve emergency response preparation.
		Minimize crime through proactive police programs.
		Maintain healthy salary, benefit, supervisory and training programs.
		Provide a process to allow faculty members to receive live support in classrooms.
	IT	Install additional access points in academic buildings on campus based on usage reports and needs.
		Make Banner (student information system) functions available for mobile devices.
	UA	Coordinate and deploy efforts of campaign colleges and units to engage volunteers and identify, cultivate, solicit, and steward past and potential donors.
	Target communications, events, and engagement activities to connect alumni with their alma mater and strengthen ties to and appreciation for WSU.	