AMPLIFIED
A 5-year plan for growth

STRATEGIC PLAN
METRICS & ACHIEVEMENTS

Year One
Revised: August 1, 2022

Equity, Diversity & Inclusion
Retention & Completion
Personal Connections & Academic Excellence
Community Anchor Mission
Marketing & Branding
Enrollment Target

To facilitate the goals of the plan, university total headcount enrollment will grow to 32,000 students by the end of fall 2025, which will include growth in the number of matriculated degree-seeking students to 18,700.

By the end of fall 2025, WSU will become an Emerging Hispanic-Serving Institution by growing our percent of students who identify as Hispanic or Latino descent to 15%.
GOAL 1

Equity, Diversity & Inclusion

Eliminate disparities in educational outcomes for underserved students, particularly students of color and students from low socioeconomic status.

1. 100% Equity-Minded Audit Completion

- The Equity Audit Committee was created
- The Stewart Library completed a pilot equity audit
- Data disaggregation options expanded on dashboards

By the end of 2023-24, 100% of university units will complete an equity-minded audit to identify policies and practices that contribute to inequitable outcomes for underserved students and propose interventions to remedy those inequities.

2. 100% Equity-Minded Accountability and Assessment

- WSU participated in Northwest Commission on Colleges and Universities Data Equity Fellowship
- Provided equal access to IT resources via IT Service Portal expansion for remote students
- Bridging the digital divide in inner city Ogden by deploying hotspots to students
- Kaltura adds captions to videos with the click of a button with more than 90% accuracy.

By the end of 2025-26, 100% of academic and student support units will implement equity-minded accountability and assessment practices and an annual reporting requirement that includes measures such as the participation and/or success rates of students disaggregated by race/ethnicity, socioeconomic status and gender.
80% of Underserved First-Year Students, Faculty, and Staff Report a Sense of Belonging

- Wildcat Advantage Program created and launched to increase the number of students participating in High Impact Educational Experiences (HIEEs) and to help increase students sense of belonging at WSU with 79.3% of students surveyed articulating that HIEEs helped them feel more connected to WSU.

- Student Affairs and University Advancement offered EDI-related division-wide book groups

At the end of their first year at WSU, 80% of students, faculty and staff from traditionally underserved populations will report a sense of belonging at the university. These underserved populations include, but are not limited to, Black, Indigenous, and People of Color (BIPOC), LGBTQIA+, first-generation students, people with disabilities, people from underrepresented religious backgrounds, undocumented/Deferred Action for Childhood Arrivals (DACA) students and students of low socioeconomic status.

80% Goal

<table>
<thead>
<tr>
<th>2018</th>
<th>2020</th>
<th>2022</th>
<th>2024</th>
<th>2026</th>
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<tbody>
<tr>
<td>78.9%</td>
<td>76.2%</td>
<td>68.9%</td>
<td>80% Goal</td>
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</table>

Underrepresented Students  
Faculty / Staff (TBD)

Improve Hiring and Retention of Underrepresented Faculty and Staff from 11% to 20%

- A Search Advocate position has been hired

- A systematic review of hiring policies and practices is underway

By the end of 2025-26, the hiring and retention of faculty and staff from underrepresented populations will improve from 11% to 20% (based on 2020 workforce data).
5 Improve Hiring and Retention of Underrepresented Leadership from 10% to 20%

- A Search Advocate position has been hired
- A systematic review of hiring policies and practices is underway

By the end of 2025-26, hiring and retention of administrators, including vice presidents, deans, department chairs and directors, from underrepresented populations will improve from 10% to 20% (based on 2020 workforce data).*

*All hiring and retention practices will focus on the strategies described and be in compliance with applicable legal requirements.

6 100% of Job Qualifications/Performance Criteria will list Equity-minded and Inclusive Practices

- Colleges are integrating an EDI focus into faculty annual report templates, job descriptions for future hires and in tenure and promotion documents.

A commitment to equity-minded and inclusive practices will be a job qualification and performance criterion for 100% of university positions.
Retention & Completion

Through well-aligned and meaningful initiatives, WSU will positively impact student success as defined by measurable increases in retention and completion across all student populations throughout their academic careers.

1. Achieve 60% First-Time, Fall-to-Fall Retention for Fall 2024

By the end of academic year 2025-26, all first-time students, fall-to-fall retention rate (for fall 2024) will be 60% (up from 56% for fall 2019 students).

2. 80% of First-Time Students will Earn a 2.20 GPA or Higher

By the end of academic year 2025-26, 80% of WSU first-time students will earn a 2.2 GPA for their initial semester (up from 70% for fall 2019 students).
By the end of academic year 2025-26, at least 34% of WSU concurrent enrollment and 52% of early college high school graduates will become matriculated degree-seeking students (up from 22% and 40% respectively for spring 2020 high school graduates).

By the end of academic year 2025-26, 50% of WSU bachelor’s degree completers will have two or more HIEE experiences (creating baseline in AY 2021).

By the end of academic year 2025-26, 46% of entering students from AY 2017-18 will have completed a certificate, associate’s or bachelor’s degree (up from 42% for AY 2011-12).
**70% of 90+ Credit Hour Students and 60% of 50+ Credit Hour Students will Earn a Degree in Appropriate Timeframes**

<table>
<thead>
<tr>
<th>Academic Year</th>
<th>18-19</th>
<th>19-20</th>
<th>20-21</th>
<th>21-22</th>
<th>22-23</th>
<th>23-24</th>
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<tbody>
<tr>
<td><strong>90+ Credit Hour Students</strong></td>
<td>62.7%</td>
<td>61.7%</td>
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<tr>
<td><strong>50+ Credit Hour Students</strong></td>
<td>49.8%</td>
<td>53%</td>
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**Close the 8-Year Completion Gaps Between the Overall Student Population and the Following Student Populations of Interest:**

**A. Low-Income (Pell-Eligible) Students: Reduce 6% Gap to a 4% Gap**

<table>
<thead>
<tr>
<th>Entering Academic Year</th>
<th>11-12</th>
<th>12-13</th>
<th>13-14</th>
<th>14-15</th>
<th>15-16</th>
<th>16-17</th>
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<tbody>
<tr>
<td>Gap</td>
<td>5.4%</td>
<td>4.7%</td>
<td>4.6%</td>
<td>0%</td>
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<tr>
<td>Goal</td>
<td>4%</td>
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**B. Students Placed in Developmental Math and English: Reduce 28% Gap to a 20% Gap**

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<thead>
<tr>
<th>Entering Academic Year</th>
<th>11-12</th>
<th>12-13</th>
<th>13-14</th>
<th>14-15</th>
<th>15-16</th>
<th>16-17</th>
<th>17-18</th>
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<tbody>
<tr>
<td>Gap</td>
<td>27.5%</td>
<td>30.4%</td>
<td>32%</td>
<td>0%</td>
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<tr>
<td>Goal</td>
<td>20%</td>
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70% of WSU students who have earned 90+ credit hours during AY 2023-24 will complete a bachelor’s degree by the end of academic year 2025-26, and 60% of students with 50+ credits in an associate’s track will complete that degree in 1 year (up from 56% and 45% respectively for AY 2017-18).
C. First-Generation Students: Reduce 7% Gap to a 4% Gap

<table>
<thead>
<tr>
<th>Entering Academic Year</th>
<th>11-12</th>
<th>12-13</th>
<th>13-14</th>
<th>14-15</th>
<th>15-16</th>
<th>16-17</th>
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<td>7.4%</td>
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<td>7.5%</td>
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<td>7.8%</td>
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D. BIPOC/Minoritized Students: Reduce 12% Gap to a 8% Gap

<table>
<thead>
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<th>Entering Academic Year</th>
<th>11-12</th>
<th>12-13</th>
<th>13-14</th>
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<th>15-16</th>
<th>16-17</th>
<th>17-18</th>
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<tr>
<td>11.7%</td>
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<tr>
<td>10.6%</td>
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</tr>
<tr>
<td>11.6%</td>
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Personal Connections & Academic Excellence

On their path to their own definition of academic success, the experience of every student at Weber State is filled with rich and impactful relationships with faculty, staff, students and the community.

GOAL 3

1 Mentoring

10% Annual Increase in Students Who Have Mentoring Relationships / Students Have At Least One Mentoring Relationship

Students will have at least one mentoring relationship (student, staff or faculty) during their time at Weber State who can speak of their personal and professional accomplishments.

- 60.7%
- 55.9%
- 61.8%

Some data not yet available.
Connection with WSU Community

Every Program Includes At Least Two Opportunities for Strong Connection and Belonging

Some of the closest and/or consistent mentoring relationships occur in undergraduate research and internship settings. In AY22, 300 students were involved in undergraduate research projects and 6,954 students completed an internship as measured by internship (INT) designated courses. Students involved in undergraduate research and internship experiences in AY22 account for 42% of undergraduate (non-concurrent enrollment) students enrolled at WSU.

In AY22 there were 3 HIEE course designations - community engaged learning (CEL), internship (INT), and sustainability (SUS) - that academic programs can weave into their curriculum. A total of 1,298 unique sections (1,023 courses) were taught by 289 faculty in AY22 with at least one of three HIEE designations (CEL, INT or SUS). Two more course designations, course-based research experience (CRE) and global (GLB), were developed in AY22 to help programs integrate more HIEEs into their academic programs.

50% of WSU Bachelor’s Degree Recipients will Report Two or More HIEES

By the end of academic year 2025-26, 50% of WSU bachelor’s degree completers will have two or more HIEE experiences (creating baseline in AY 2021).

Classroom Engagement

Students Level of Classroom Engagement Increase by 10% per Year

Teaching and Learning Forum launched ACUE’s Inclusive Teaching for Equitable Learning (ITEL) trainings in Spring 2022. Two cohorts of 30 faculty each participated in the 5-week training program. The impact of the program on students’ sense of belonging and persistence at the university has yet to be measured.
GOAL 4

Community Anchor Mission

Intentionally apply our intellectual assets, economic influence and financial and human resources in partnership with regional communities to seek a sustainable economic, social, cultural and environmental system that ensures opportunity, equity and inclusion.

Desired outcomes by the end of 2025-26 (or June 30, 2026)

1 Economic Development Outcomes

Create/Facilitate 18 Initiatives to Create an Entrepreneurial Ecosystem

WSU has created 18 initiatives in support of an entrepreneurial ecosystem including but not limited to a program to invite and support small businesses to successfully compete for Department of Defense contracts, supporting the StartUp Ogden facility and partnering with the Matthew S. Browning School of Design to assess said ecosystem.

Current: 11 Programs
Desired: 18 Programs
Difference: 7 Programs

Establish More Coordinated Defense/Aerospace Ecosystem

WSU has established a more coordinated defense/aerospace ecosystem by engaging industry partners to design and construct a Sensitive Compartmented Information Facility (SCIF), establish the Educational Partnership Agreement with Hill Air Force Base, partner with Catalyst Campus for Technology and Innovation and create the Miller Advanced Research Solution (MARS) Center in the former USTAR building.

Current: 2 Programs
Desired: 6 Programs
Difference: +25% partners, 4 Programs
WSU Achieves STARS Gold by 2025, Carbon Neutrality by 2040

WSU has reduced its greenhouse gas footprint by 63% since 2007 and is four points away from achieving a STARS Gold rating as of summer 2022.

WSU has put forward two funding requests and assisted Ogden City with their Energy Wise Plan goals and consulting on the Community Renewable Energy Act process.

WSU will proactively identify, develop and deliver programs that respond to workforce needs by innovating, collaborating and leveraging resources to meet the dynamic needs of our community as indicated by WSU continuing its 2.9%* annual growth in Utah System of Higher Education’s (USHE) market demand degree attainment measure.

Difference: 795 additional certificate or degrees
Desired: 2.9% annual growth* or AY 2025-26 result meet or exceed 4,382 certificate or degrees
Current: 3,587 certificate or degrees (last reported by USHE, AY 2018-19)

*Roughly equivalent to prior 5 years 2.919% compound annual growth rate (CAGR), AY 2014-15 through AY 2018-19.
A P-20 Alliance will be established to coordinate strategic education access activities between WSU and other education and community partners through targeted initiatives including the newly formed Dual Enrollment Strategic Task Force.

Current: P-20 Alliance does not exist; Dual Enrollment Task Force recently formed
Desired: P-20 Alliance and Dual Enrollment Task Force fully formed and working in alignment with each other
Difference: Creation of the P-20 Alliance

A P-20 Alliance will be established to coordinate access between WSU and other education and community partners through targeted initiatives including the newly formed Dual Enrollment Strategic Task Force.

Quarterly academic coordination meetings are being held with the presidents of our two area technical colleges and superintendents of Ogden, Davis, Weber and Morgan school districts to collaborate on regional initiatives.

The Dual Enrollment Strategic Task Force is focusing on Early College, NUAMES and technical college matriculation, as well as concurrent enrollment outreach, recruitment, advising, placement, faculty engagement and assessment. This group, a subcommittee of the Student Success Steering Committee, aims to promote student access and retention in dual enrollment programs.

25% of WSU Faculty are Engaging their Teaching, Research and Service to Challenges Facing our Communities

Steady progress is being made to increase the number of faculty leveraging their teaching, research and service agendas to address community challenges. A total of 205 faculty taught courses designated as “community engaged learning” (CEL) or “sustainability” (SUS) in fall semester of 2021 which is an increase of 28 faculty members contributing to this desired outcome. Most of these additional faculty members are teaching in the area of sustainability and have recently requested the SUS designation on their courses.

WSU to Improve 5 Business Practices Related to Hiring, Purchasing and Investing

Hiring: One-time funding has been designated to help with reimbursement of moving expenses for new hires. Policies to guide distribution are being drafted.

Purchasing: The sustainable purchasing metric for janitorial and cleaning supplies was finalized and will be monitored annually. 63% of cleaning/janitorial purchases are green certified for academic year 2022.

Investing: $1.6 million in grants and $300,000 in gifts were invested in the community in academic year 2022 according to newly-created automated reports.

25% of WSU faculty will engage their teaching, research and service agendas to address social, cultural, economic and environmental challenges facing our communities, including the East Central Neighborhood of Ogden.

Current: 17% (177 faculty)
Desired: 25% (263 faculty)
Difference: 8% (86 faculty)

Community Development Outcomes

25% of WSU Faculty are Engaging their Teaching, Research and Service to Challenges Facing our Communities

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Educational Partnerships Outcomes

A P-20 Alliance will be Established to Coordinate Access between WSU and Other Partners, Including the Newly Formed Dual Enrollment Strategic Task Force.

Quarterly academic coordination meetings are being held with the presidents of our two area technical colleges and superintendents of Ogden, Davis, Weber and Morgan school districts to collaborate on regional initiatives.

The Dual Enrollment Strategic Task Force is focusing on Early College, NUAMES and technical college matriculation, as well as concurrent enrollment outreach, recruitment, advising, placement, faculty engagement and assessment. This group, a subcommittee of the Student Success Steering Committee, aims to promote student access and retention in dual enrollment programs.

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Current: P-20 Alliance does not exist; Dual Enrollment Task Force recently formed
Desired: P-20 Alliance and Dual Enrollment Task Force fully formed and working in alignment with each other
Difference: Creation of the P-20 Alliance
Marketing & Branding

Weber State is an institution of choice for key target audiences looking to pursue higher education, with an emphasis placed on increasing awareness of WSU’s value proposition among the general population.

1. **WSU will Develop a Marketing Plan in 6 Months, Including Identifying Key Target Audiences (KTAs)**

   External research firms OpinionWorks and The Cicero Group have completed market/market segmentation research as of spring 2022.

   Cicero Group findings identified five personas (market segments), including three target segments with high yield opportunities (Quality Seekers, Pragmatic Life Balancers and Strivers)

   Development and implementation of a detailed communication/marketing plan will be developed summer 2022.

   Remaining Marketing & Branding desired outcomes will be updated to reflect objectives associated with three personas listed above.

2. **51% or More of WSU Marketing Resources will Target KTAs**

   Data not yet available.

   By the end of 2025-26, a majority of WSU’s marketing resources (51% or more) will be shifted toward key target audiences.

3. **WSU will Begin to Measure and Improve its Marketing by 10% Annual Increases in ROI**

   Project tracking tags have been implemented by social media and advertising/marketing teams to track projects and efforts, giving priority to those that align with strategic plan.

   Partnering with Enrollment Services to pair backend enrollment systems with Google Analytics to track return on marketing investment.

   Measure and improve marketing efforts, targeting a 10% annual increase of ROI.
1. Weber and Davis Counties’ historically underrepresented populations will regard Weber State as a place of higher education that provides a welcoming space where they can thrive as they pursue their higher education goals. This outcome will reflect a 10% change in attitudes by the end of 2025-26. It will be measured with telephone surveys of this perception.

2. Increase the WSU top-of-mind awareness of the population from 44% to 55% by the end of 2025-26.

3. Recapture the 10-year high of 7,912 25+-year-old undergraduate students from the low of 5,466 in 2020 by the end of 2025-26.

4. Increase Perception of High-Quality Among the First-Year Admits from 20% to 25% by 2025

Marketing & Communications will continue to use Opinion Works surveys to monitor this progress, the next of which will have results available in 2025.