



**WEBER STATE**  
UNIVERSITY



# AMPLIFIED

A 5-year plan for growth

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## STRATEGIC PLAN METRICS & ACHIEVEMENTS

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*Year One*  
Revised: August 1, 2022



Equity, Diversity  
& Inclusion



Retention &  
Completion



Personal Connections  
& Academic Excellence



Community  
Anchor Mission



Marketing  
& Branding



# Enrollment Target

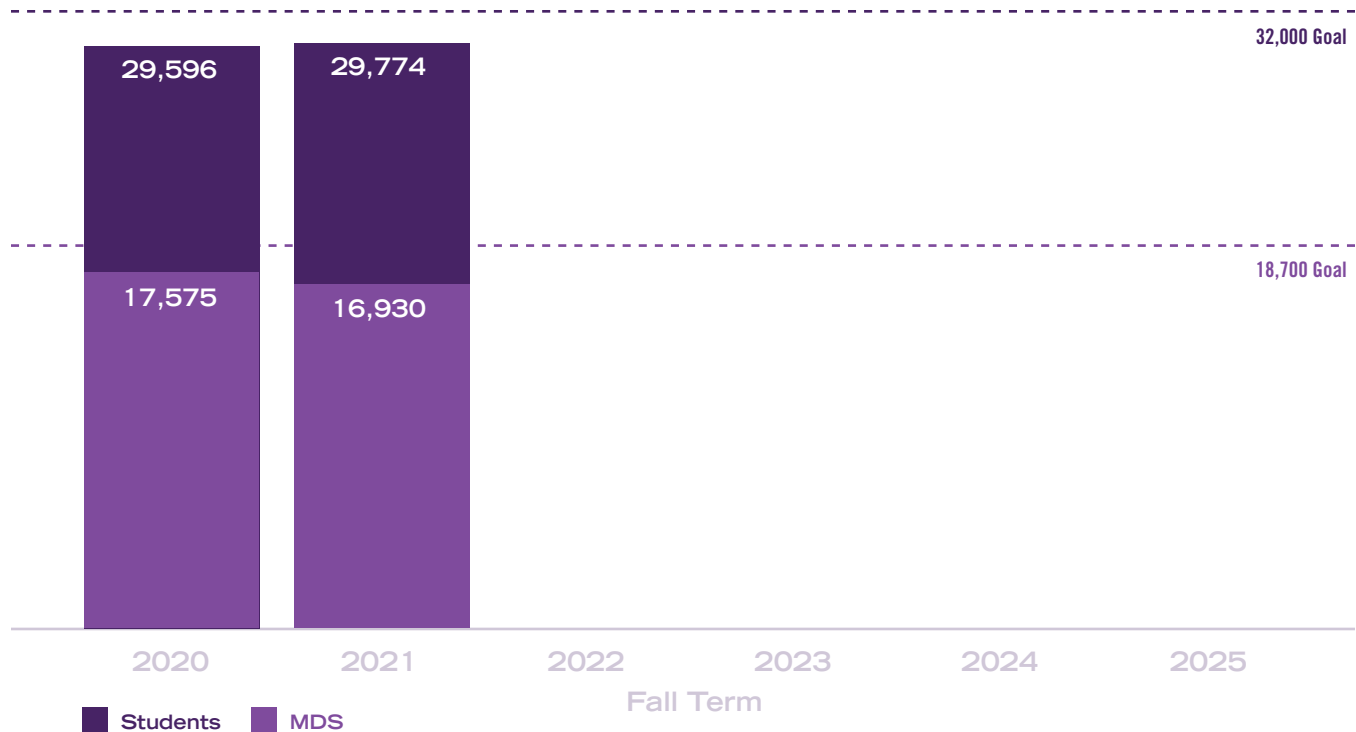
To facilitate the goals of the plan, university total headcount enrollment will grow to 32,000 students by the end of fall 2025, which will include growth in the number of matriculated degree-seeking students to 18,700.

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%.

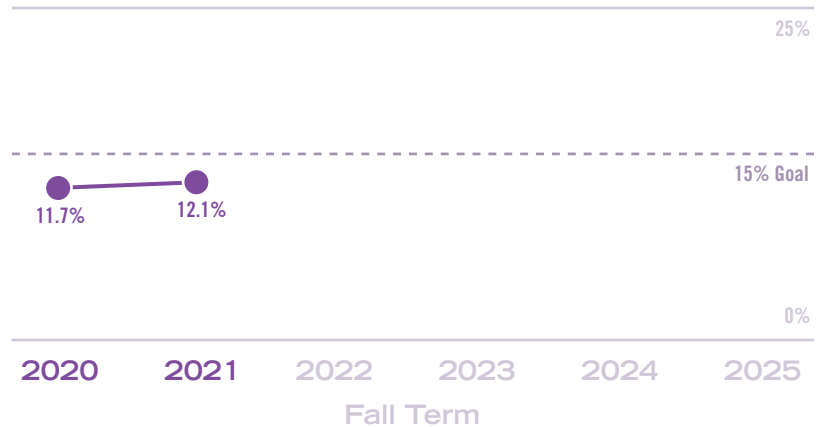
32,000 Students

18,700 MDS (Matriculated Degree-Seeking)

15% Hispanic or Latino



## Hispanic or Latino Enrollment Percentage



## 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

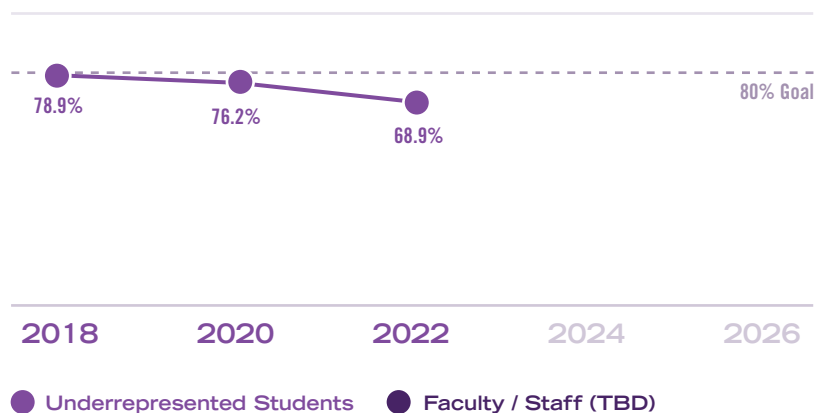
- WSU participated in Northwest Commission on Colleges and Universities Data Equity Fellowship
- Provided equal access to IT resources via IT Service Portal expansion for remote students
- Bridging the digital divide in inner city Ogden by deploying hotspots to students
- Kaltura adds captions to videos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



### 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).

## 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.

## 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.

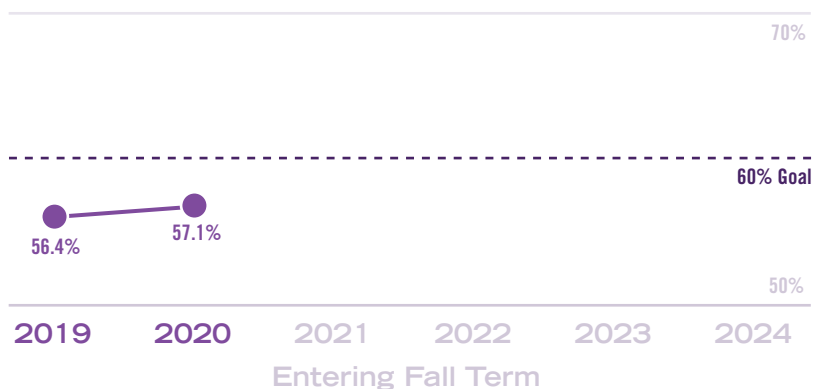
## GOAL 2

# 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.

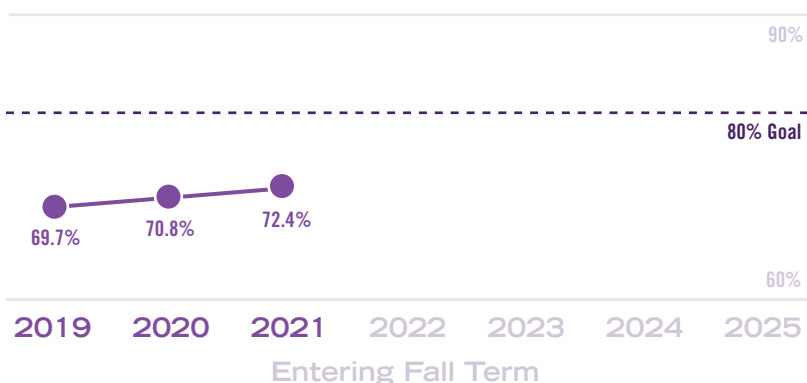


### 1 Achieve 60% First-Time, Fall-to-Fall Retention for Fall 2024



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 2.20GPA or Higher

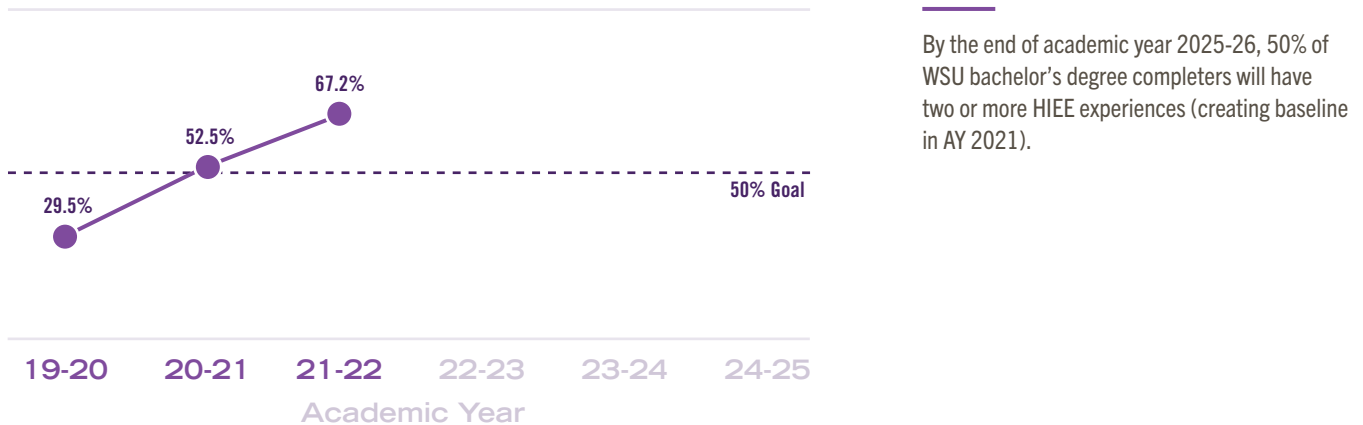


By the end of academic year 2025-26, 80% of WSU first-time students will earn a 2.2 GPA for their initial semester (up from 70% for fall 2019 students).

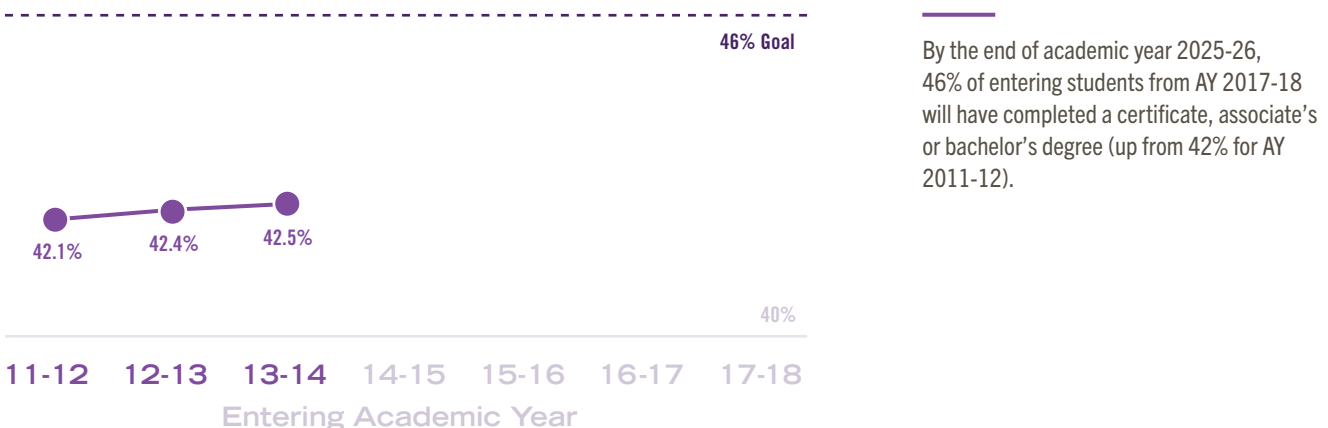
### 3 34% of Concurrent Enrollment and 52% of Early College will Matriculate



### 4 50% of WSU Bachelor's Degree Recipients will Report Two or More HIEES



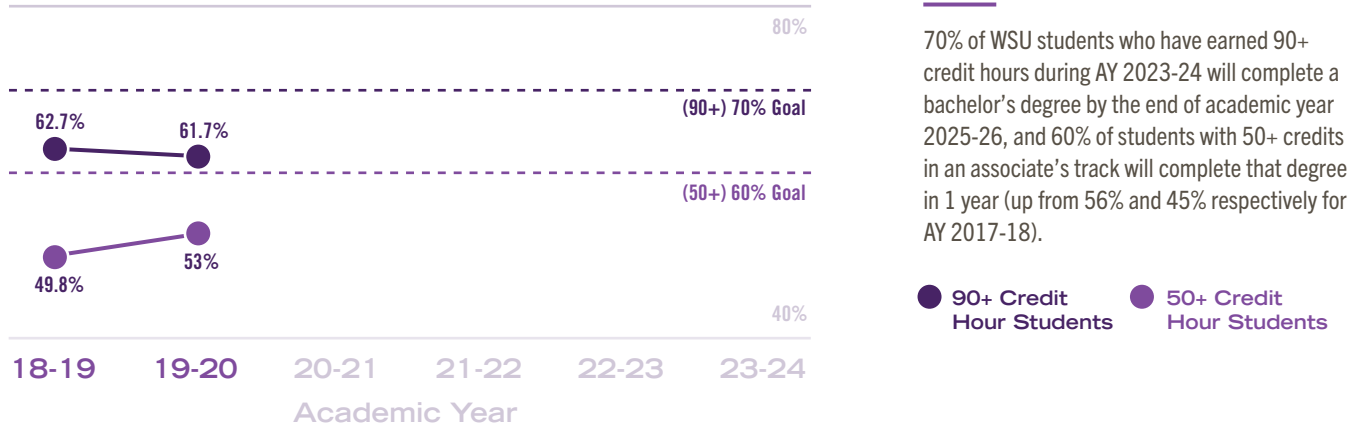
### 5 46% of Entering Students will Earn a Degree in 8 Years





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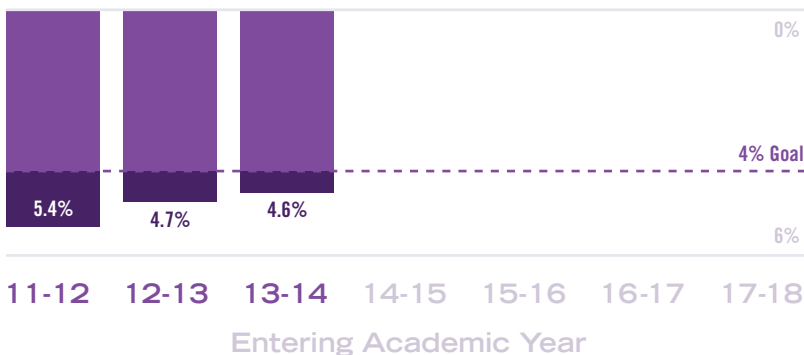
## 70% of 90+ Credit Hour Students and 60% of 50+ Credit Hour Students will Earn a Degree in Appropriate Timeframes



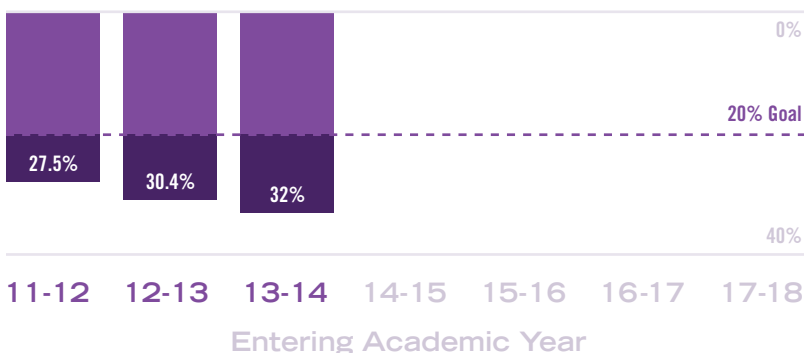
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## Close the 8-Year Completion Gaps Between the Overall Student Population and the Following Student Populations of Interest:

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

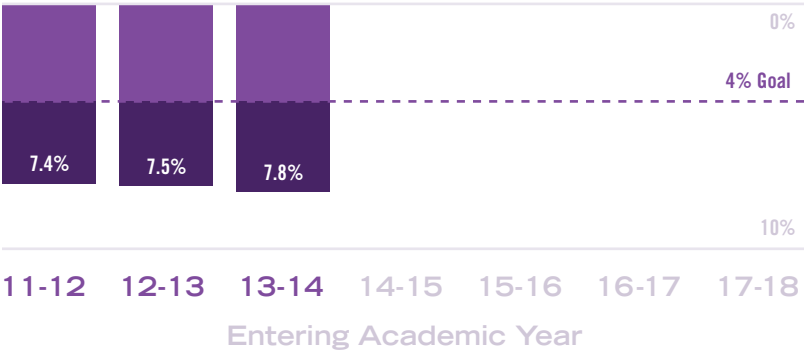


### B. Students Placed in Developmental Math and English: Reduce 28% Gap to a 20% Gap

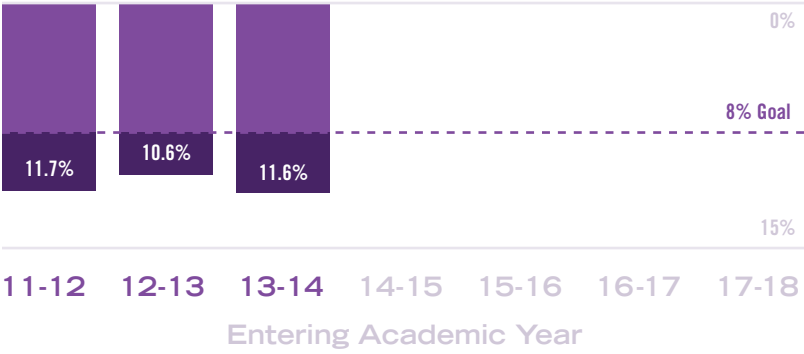




C. First-Generation Students: Reduce 7% Gap to a 4% Gap



D. BIPOC/Minoritized Students: Reduce 12% Gap to a 8% Gap



## GOAL 3

# Personal Connections & Academic Excellence

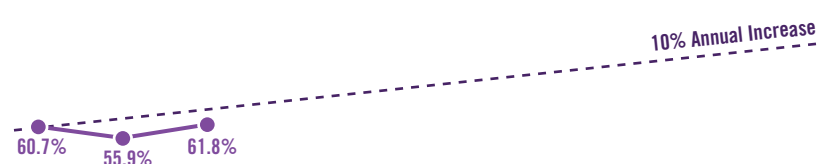
On their path to their own definition of academic success, the experience of every student at Weber State is filled with rich and impactful relationships with faculty, staff, students and the community.



### 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.

SPRING 2021	FALL 2021	SPRING 2022	FALL 2022	SPRING 2023	FALL 2023	SPRING 2024	FALL 2024	SPRING 2025	FALL 2025
Semester									

Some data not yet available.

## 2 Connection with WSU Community

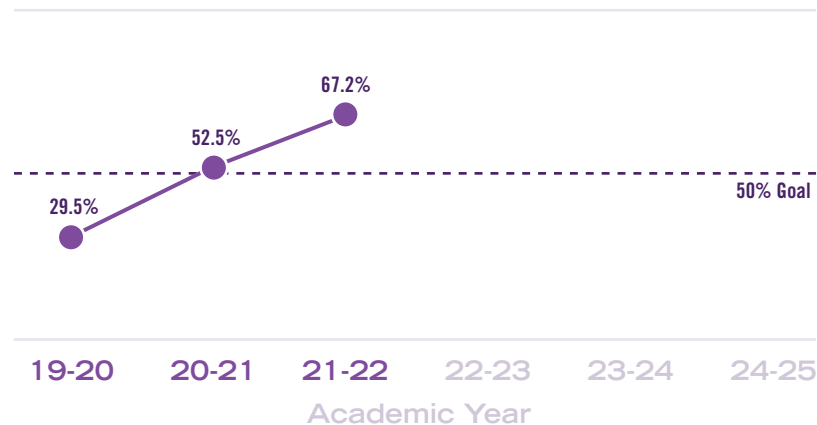
### Every Program Includes At Least Two Opportunities for Strong Connection and Belonging

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.

Every program should include at least two opportunities that promote a strong connection and a sense of belonging to the university community, such as HIEE co-curricular programs, immersive projects and Student Involvement and Leadership activities.

### 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).

## 3 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.

Student engagement in classroom experiences will increase by 10% per year.

## 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.

WSU will utilize our convening power to create and/or facilitate 18 initiatives to create an entrepreneurial 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.

WSU will establish a more coordinated defense/aerospace ecosystem by engaging industry partners and together developing programs that will strengthen the ecosystem.

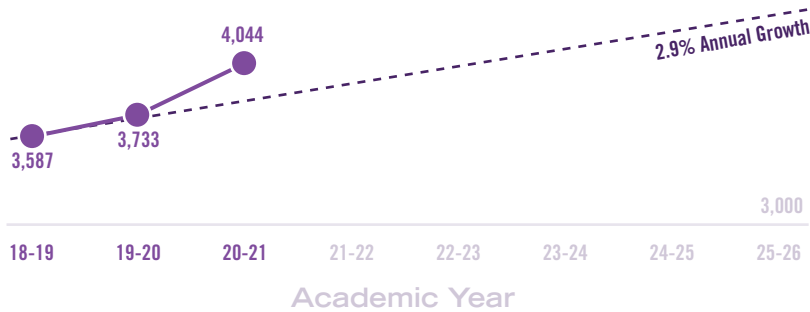
**Current:** 2 Programs

**Desired:** 6 Programs

**Difference:** +25% partners, 4 Programs

## 2 Workforce Development Outcome

### Increase WSU Market Demand Degrees by 2.9% a year



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)

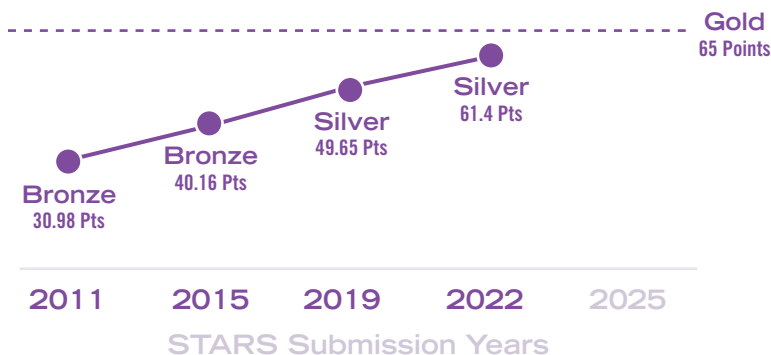
\*Roughly equivalent to prior 5 years 2.919% compound annual growth rate (CAGR), AY 2014-15 through AY 2018-19.

## 3 Sustainability Outcome

### 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 achieve Sustainability Tracking, Assessment & Rating System (STARS) Gold by the end of 2025-26, carbon neutrality by the end of 2040, and helps the region strive for carbon neutrality by the end of 2050.

**Current:** Silver

**Desired:** Gold

**Difference:** 1 level

## 4 Community Development Outcomes

### 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.

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)

### 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.

WSU will improve five business practices related to hiring, purchasing and investing to build prosperity equitably across all our communities.

**Current:** 0 business practices improved  
**Desired:** 5 business practices improved  
**Difference:** 5 business practices improved

## 5 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.

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

## GOAL 5

# 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.

In first six months to one year, the marketing department will research and articulate WSU audience and competitors insights, testing and solidifying the WSU brand and unique value proposition as it relates to those audiences and develop a detailed communication/marketing plan to effectively apply that value proposition to its key target audiences.

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.



4

#### Weber and Davis Counties Under Represented Populations with a 10% increase in Seeing WSU as a Welcoming Place

Data not yet available. Subject to change based on research findings.

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.

5

#### Increase the WSU Top-of-Mind Awareness of the Population from 44% to 55% by 2025

Opinion Works survey data shows top of mind awareness has gone from 44% in 2017 to 53% in 2021.

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

6

#### By 2025, WSU's 25+ Year Student Population will Grow Back to a 10-Year High of 7,912 Students



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.

7

#### 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.

Increase the WSU perception of high-quality\* among the first-year admits from 20% to 25% by the end of 2025-26, and see key value proposition reflected in responses.