



WEBER STATE
UNIVERSITY



AMPLIFIED

A 5-year plan for growth

STRATEGIC PLAN METRICS & ACHIEVEMENTS

Year Two
Revised: August 7, 2023



Equity, Diversity
& Inclusion



Retention &
Completion



Personal Connections
& Academic Excellence



Community
Anchor Mission



Marketing
& Branding

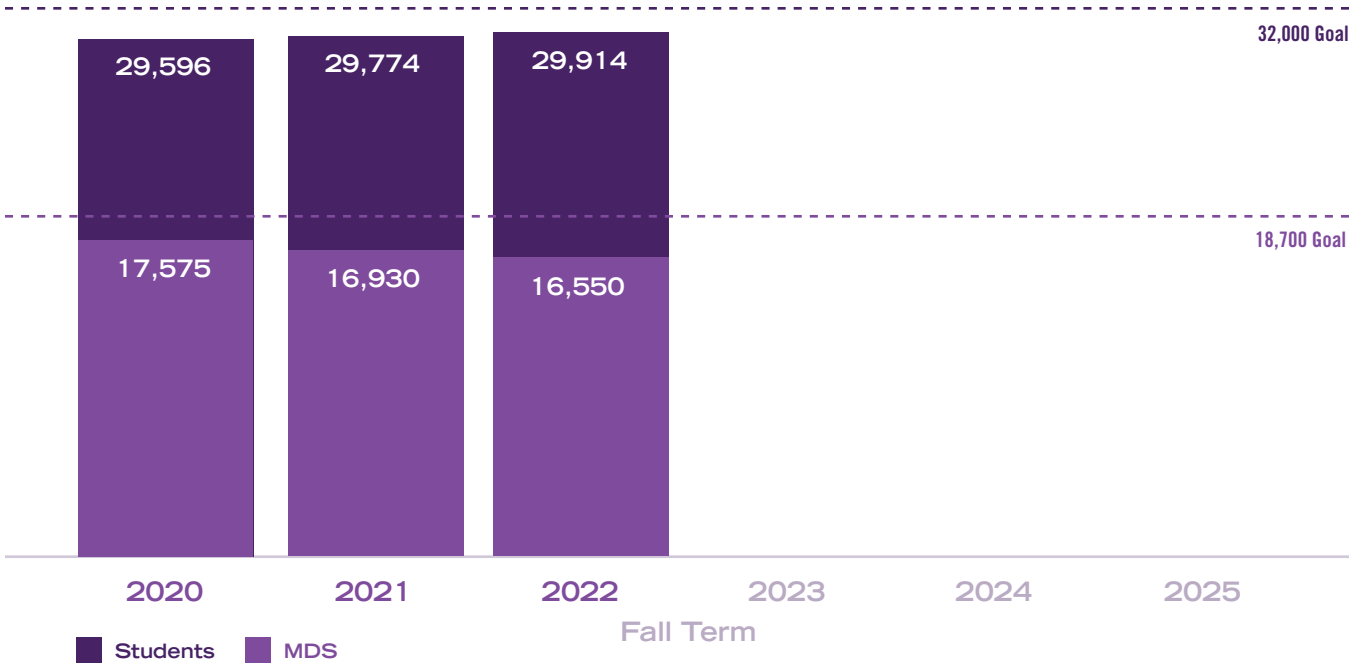


Enrollment Target

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

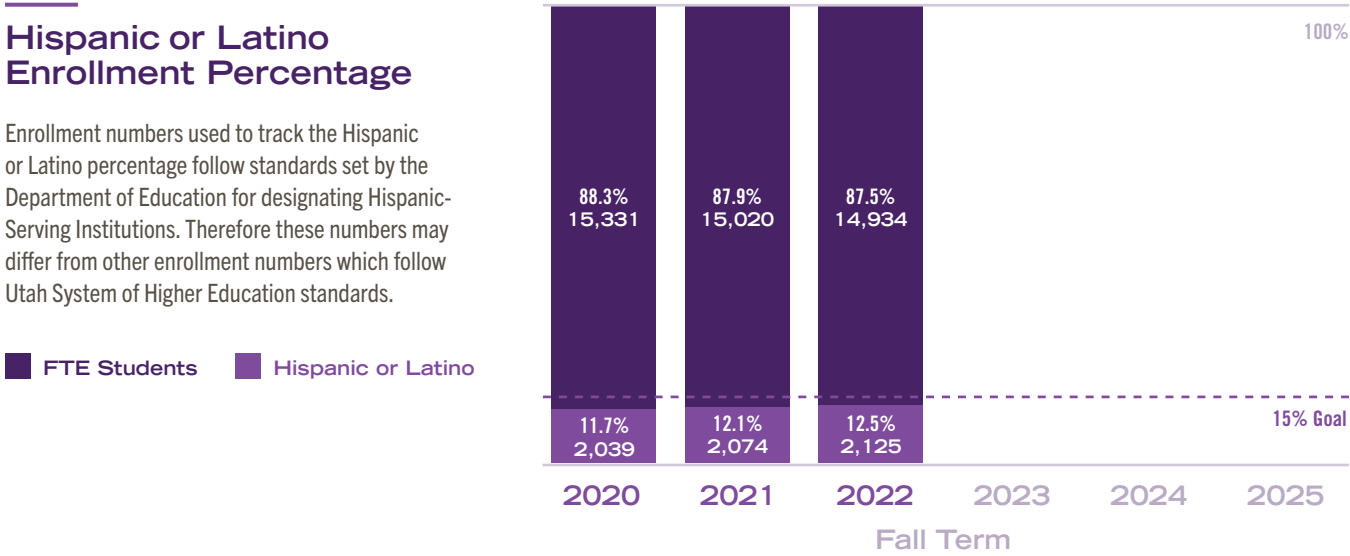
By Fall 2025, WSU will become an Emerging Hispanic-Serving Institution by growing our percent of students who identify as Hispanic or Latino descent to 15%.

32,000 Students
18,700 MDS (Matriculated Degree-Seeking)
15% Hispanic or Latino



Hispanic or Latino Enrollment Percentage

Enrollment numbers used to track the Hispanic or Latino percentage follow standards set by the Department of Education for designating Hispanic-Serving Institutions. Therefore these numbers may differ from other enrollment numbers which follow Utah System of Higher Education standards.



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

An equity audit framework with an audit assessment tool has been drafted using the National Association of System Heads Equity Framework in conversation with the Utah System of Higher Education Draft Equity Policy Review Guide. A framework will be finalized and deployed across all units this academic year.

By the end of fiscal year (FY) 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

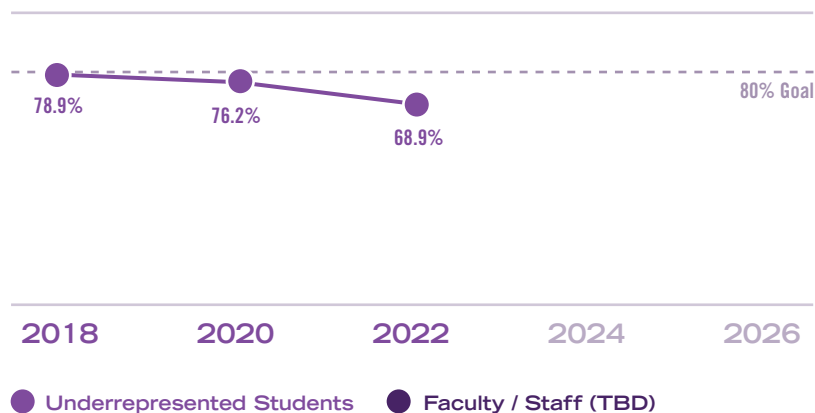
- Data is being collected for student engagements and community contacts can be found in the Student Access and Success Student Engagement Dashboard.
- The Division of Equity, Diversity and Inclusion is beginning to reevaluate data collection to be in alignment with Institutional Research and Assessment.

By the end of FY 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.

3

80% of Underserved First-Year Students, Faculty, and Staff Report a Sense of Belonging

- Data regarding student satisfaction will be available Spring 2024 and will be reported out by the end of FY 2023-24.
- Data regarding faculty/staff satisfaction will be available mid-August 2023 and will be reported out by the end of FY 2023-24.
- The creation of the Centers for Belonging and Cultural Engagement were announced to support learning with and from each other as we honor traditions and heritages that make us unique. These centers will bring students together through enriching activities, events and programming.
- The campus community was invited to celebrate graduation with each other while learning about different traditions and engagement through culturally supported events and activities for family and community.



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.

4

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

- During FY 2022-23, the total percentage of underrepresented faculty and staff was 16.2%. This data, rather than representing a snapshot of one moment, represents all unique individuals in positions over the entire fiscal year.
- During FY 2022-23, 25.7% of all new hires were from underrepresented categories.
- During FY 2022-23, 16.4% of all employees who left Weber State were from underrepresented categories.

By the end of FY 2025-26, the hiring and retention of faculty and staff from underrepresented populations will improve from 11% to 20% (based on 2020 data).*

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

Improve Hiring and Retention of Underrepresented Leadership from 10% to 20%

- During FY 2022-23, the total percentage of underrepresented leadership was 11.8%. This data, rather than representing a snapshot of one moment, represents all unique individuals in positions over the entire fiscal year.
- During FY 2022-23, 25% of all new leadership hires were from underrepresented categories.
- During FY 2022-23, 20% of all employees in leadership positions who left Weber State were from underrepresented categories.

By the end of FY 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 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

- Through the Search Advocate program, hiring managers and search committees are provided with training and guides to help establish equity-minded and inclusive practices throughout the hiring process.
- The Search Advocate program has been developed, posted on the Human Resources website and is ready for campus roll-out. The program is designed to expand candidate pools, enhance equity and mitigate bias in the hiring process.
- 100% of all job descriptions reviewed by Human Resources are reviewed using equity-minded and inclusive practices established through our Search Advocate program.

By the end of FY 2025-26, a commitment to equity-minded and inclusive practices will be included as part of university hiring and employment review processes for 100% of university positions.

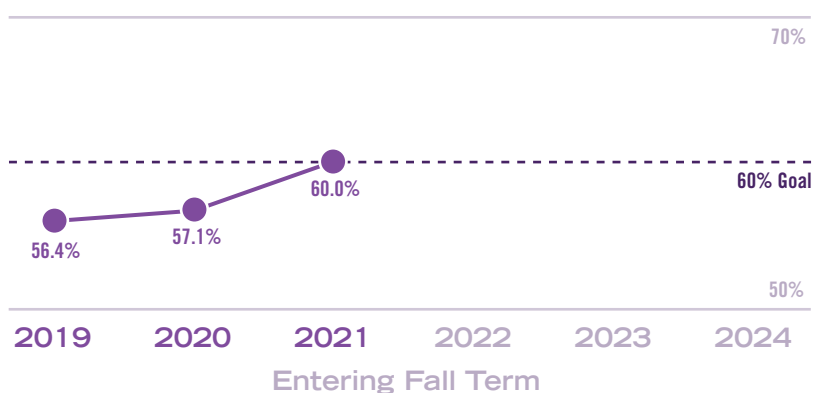
GOAL 2

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.



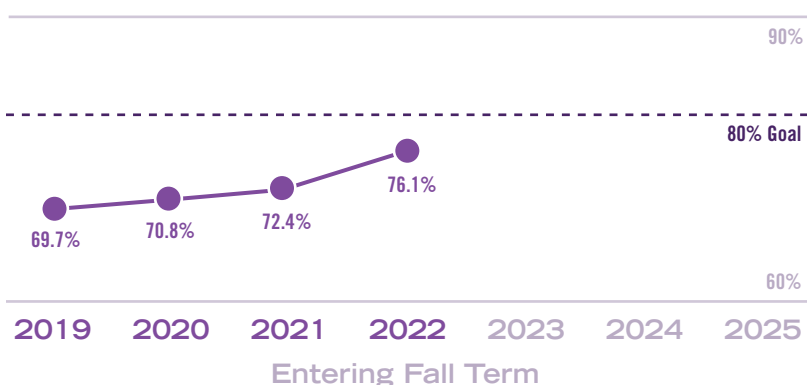
1 Achieve 60% First-Time, Fall-to-Fall Retention for for Fall 2023 Cohort



By academic year (AY) 2025-26, all first-time students, fall-to-fall retention rate (for Fall 2023) will be 60% (up from 56% for Fall 2019 students).*

*This goal has been reached.

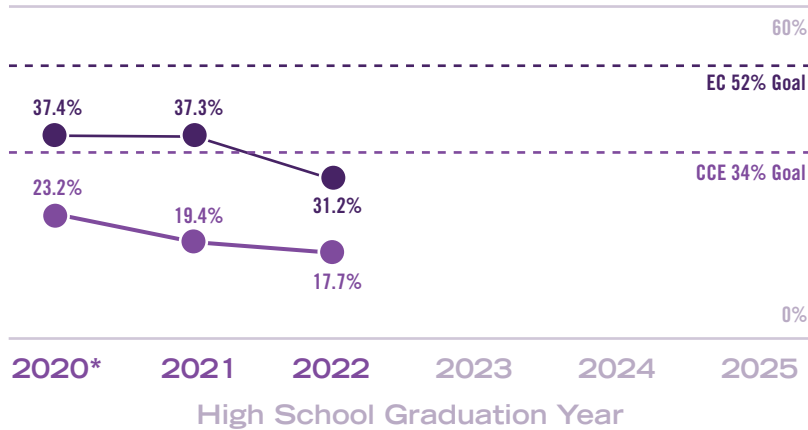
2 80% of First-Time Students will Earn a 2.2 GPA or Higher



By AY 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



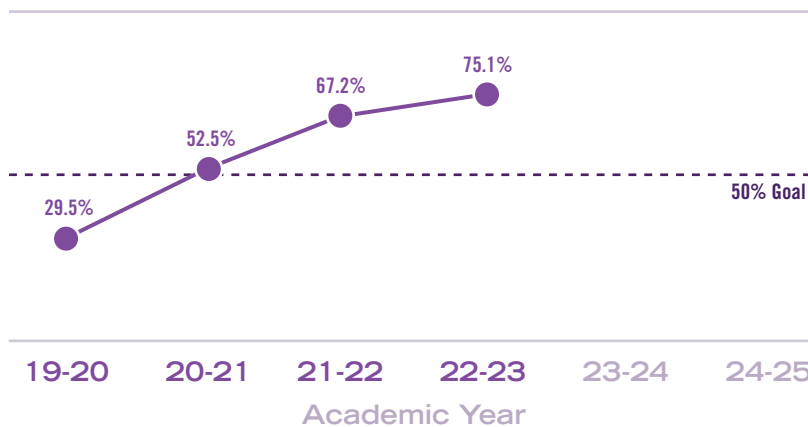
By AY 2025-26, at least 34% of WSU concurrent enrollment and 52% of early college high school (HS) graduates will become matriculated degree-seeking students (up from 22% and 40% respectively for Spring 2020 HS graduates).

● Early College ● Concurrent Enrollment

*2020 Early College matriculation number has been updated.

4

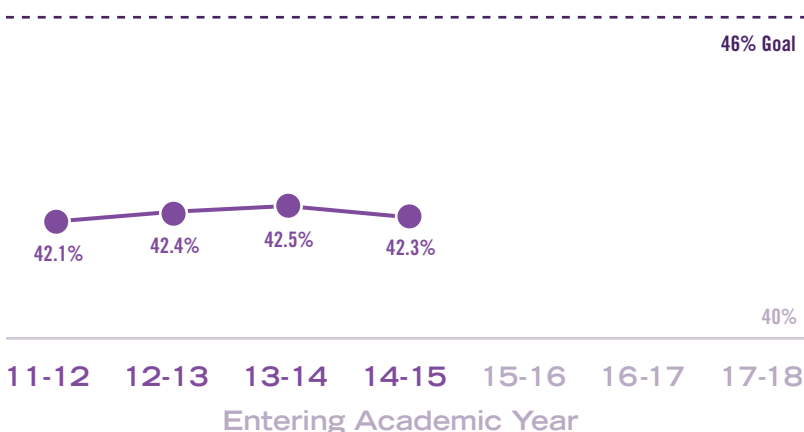
50% of WSU Bachelor's Degree Recipients will Report Two or More HIEES



For AY 2025-26, 50% of WSU bachelor's degree completers will have 2 or more high-impact educational experiences (HIEE) (creating baseline in AY 2021).

5

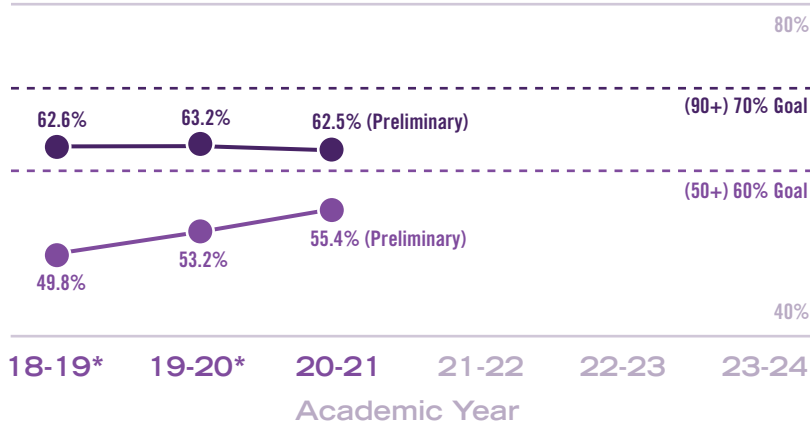
46% of Entering Students will Earn a Degree in 8 Years



By AY 2025-26, 46% of entering students from AY 2015-16 will have completed a certificate, associate's or bachelor's degree (up from 42% for AY 2011-12 students).

6

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



70% of WSU students who have earned 90+ credit hours during AY 2022-23 will complete a bachelor's degree by the end of AY 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 students).

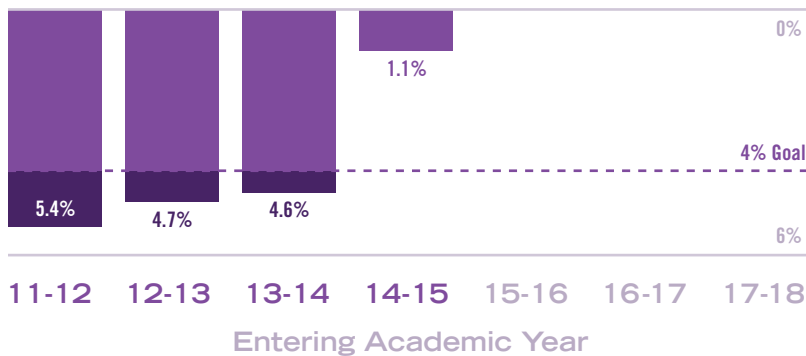
● 90+ Credit Hour Students ● 50+ Credit Hour Students

*2018-19 and 2019-20 results have been adjusted as data has continue to be processed. Existing business process continuously updates daily. Results for 2020-21 should be considered preliminary and are subject to further change.

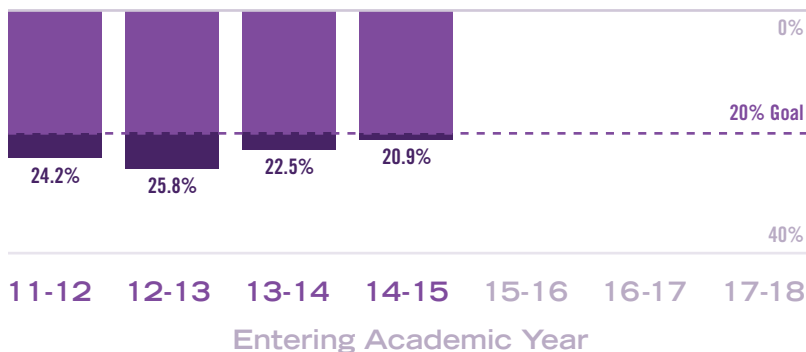
7

By the end of AY 2025-26, 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

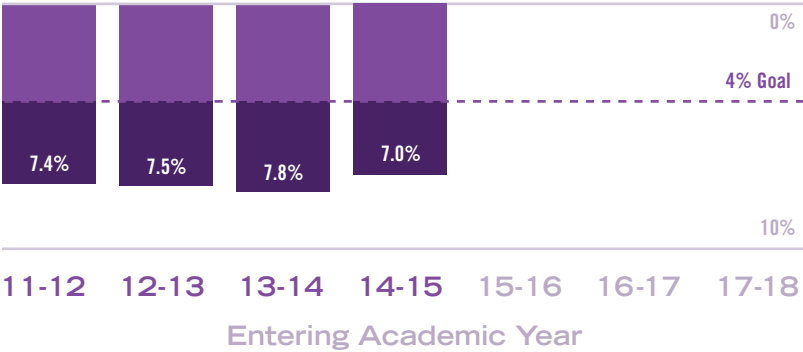


B. Students Placed in Developmental Math and English: Reduce 28% Gap to a 20% Gap



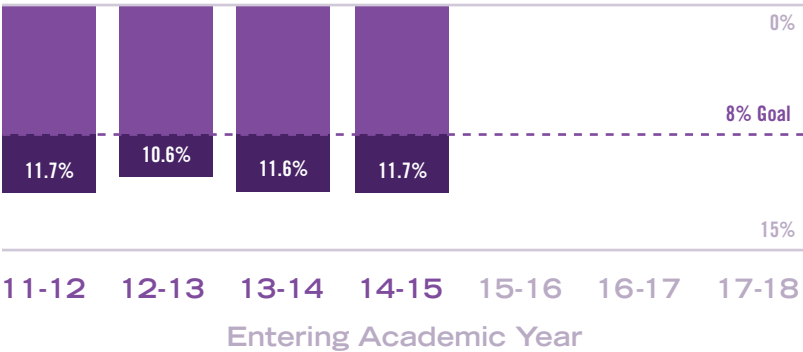
Developmental math and English calculation was structurally changed during AY 2022-23, resulting in substantive changes to the measure.

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



First-Generation results may have had subtle changes due to more students submitting Free Application for Federal Student Aid (FAFSA) data in the intervening years.

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



*All admissions practices will focus on best practices and be in compliance with applicable legal requirements.

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.

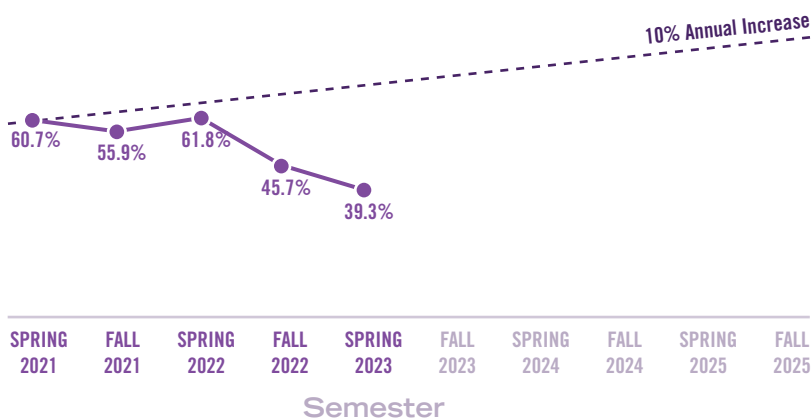


1 Mentoring

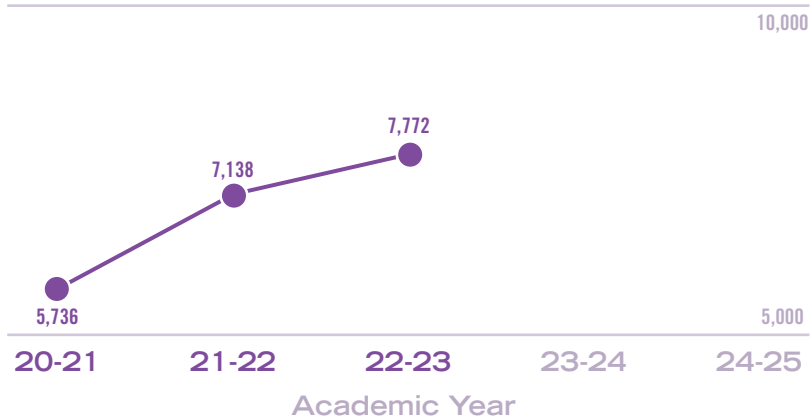
10% Annual Increase in Students Who Have Mentoring Relationships / Students Have At Least One Mentoring Relationship

At least 2 years of this cohort's college experience was dominated by the impact of the global pandemic where mentoring relationships were more difficult to form and maintain virtually. Additional attention and emphasis is being placed on embedding mentoring experiences into all programs.

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.

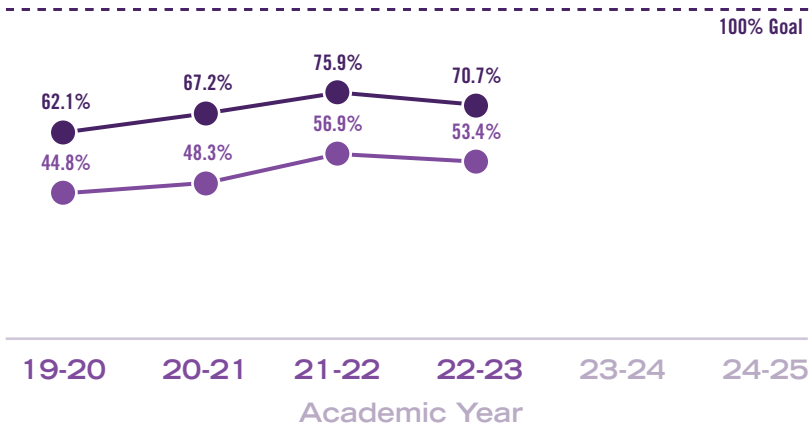


Every Program Includes At Least Two Opportunities for Strong Connection and Belonging



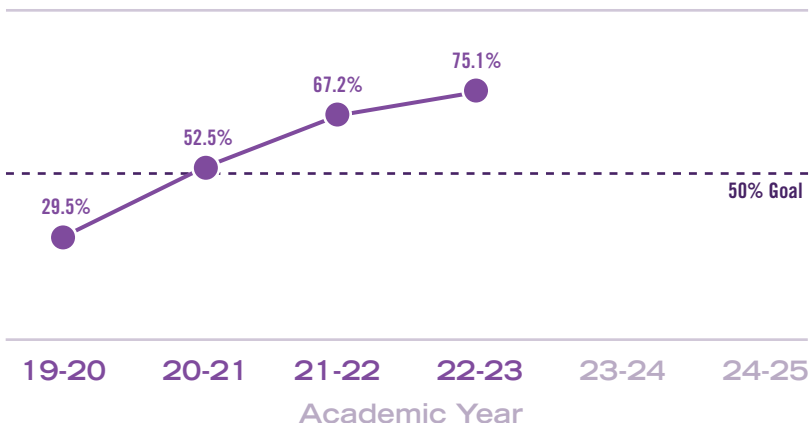
Every program should include at least two opportunities that promote a strong connection and a sense of belonging to the university community, such as HIEE co-curricular programs, immersive projects and Student Involvement and Leadership activities.

- Number of students participating in an internship and/or Undergraduate Research opportunity.



- 1+ HIEEs in Department Curriculum
- 2+ HIEEs in Department Curriculum

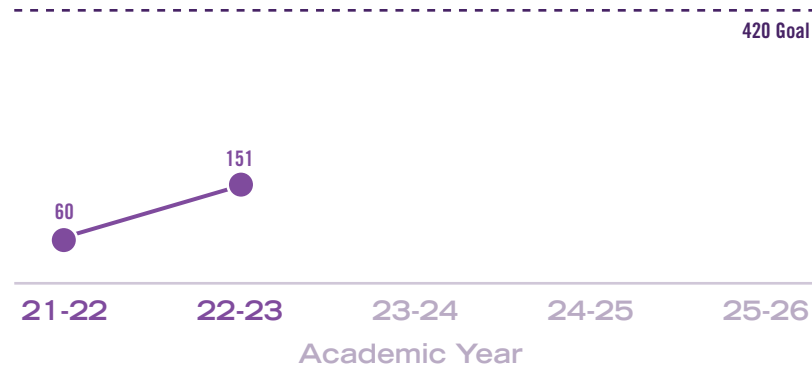
50% of WSU Bachelor's Degree Recipients will Report Two or More HIEEs



By the end of AY 2025-26, 50% of WSU bachelor's degree completers will have 2 or more HIEE experiences.

3 Classroom Engagement

Students Level of Classroom Engagement Increase by 10% per Year



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

● Total Number of Faculty Trained

The Center for Excellence in Teaching & Learning continues to offer the Inclusive Teaching for Equitable Learning (ITEL) training module and a four-part Effective Teaching Practices (ETP) certification to increase faculty member's abilities to engage students in the classroom. The goal for AY 24 is to assess the impact of the program on students' persistence at the university.

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 end of FY 2025-26

1 Economic Development Outcomes

Create/Facilitate 18 Initiatives to Create an Entrepreneurial Ecosystem

With the initial 11 programs from the baseline and additional 7 initiatives added in the previous fiscal year, in 2022-23 WSU added 2 additional initiatives, bringing our total to 20 initiatives and exceeding our five year target in year 2.

- The Matthew S. Browning Center for Design has completed their initial assessment of the entrepreneurial ecosystem. The evaluation has now transitioned to identify a pilot program to begin addressing the coordination/integration/gaps in the current system. OgdenCAN is the focus of the pilot.
- The Catalyst Campus Ogden Accelerator program conducted two accelerators. Both were extremely successful and the university strategically integrated into the second accelerator (primarily StartUp Ogden and College of Engineering, Applied Science and Technology) providing a potential co-branding opportunity.

WSU has utilized our convening power to create and/or facilitate 18 initiatives to create an entrepreneurial ecosystem.

Current: 20 Programs
Desired: 18 Programs
Difference: +2 Programs

Establish More Coordinated Defense/Aerospace Ecosystem

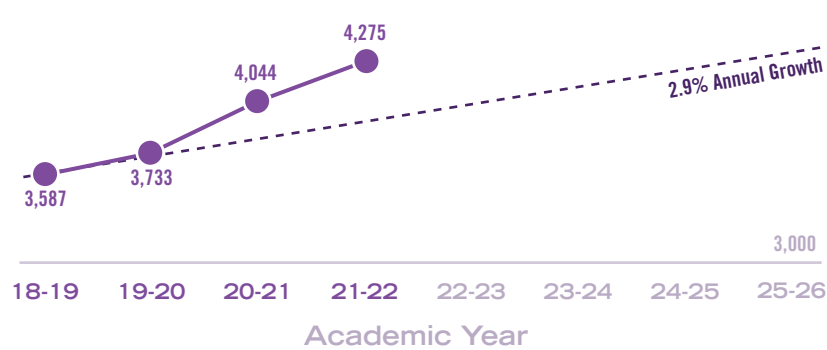
On top of engaging with 11 new programs in the previous fiscal year, in 2022-23 we added 13 new initiatives bringing our total to 26, far exceeding the five-year target of 6.

- Grand opening of The Miller Advanced Research Solutions (MARS) Center thanks to state support and a \$3.5 million gift from the Larry H. Miller & Gail Miller Family Foundation.
- The 2023 Utah Legislature appropriated \$20 million to establish the Missile & Energy Research Center (MERC) in the MARS facility. Focus of the funding is directed at development of talent equipment and infrastructure, leveraging other funding sources, and operations.
- The \$20 million state appropriation to finance a secure facility was utilized to begin its design and engineering. We are building a partnership with the Department of Defense (Sentinel and 309th Software Engineering Group) to define security requirements, types/layout of the space and operational protocol.

WSU has utilized our convening power to establish a more coordinated defense/aerospace ecosystem by engaging industry partners and together developing programs that will strengthen the ecosystem.

Current: 26 Programs
Desired: 6 Programs
Difference: +20 Programs

Increase WSU Market Demand Degrees by 2.9% per Year



WSU has proactively identified, developed and delivered 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. *Roughly equivalent to prior 5 years 2.919% compound annual growth rate (CAGR), AY 2014-15 through AY 2018-19

Difference: 1,026 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), academic year 2014-15 through academic year 2018-19.

WSU Achieves STARS Gold by the end of FY 2025-26, Carbon Neutrality by the end of FY 2039-40

WSU has reduced its greenhouse gas footprint by 42% since 2007 and is four points away from achieving a STARS Gold rating as of Summer 2023*.

STARS ratings are good for three years, however, WSU is planning to submit a new report in the fall of 2024, anticipating we will have the 65 points necessary at that time to achieve STARS Gold.

WSU helped lead Ogden City's Energy Wise Plan Committee to reduce electricity and natural gas consumption community-wide.

Staff consulted on the Community Renewable Energy Act process and served on Ogden City's Natural Resources and Sustainability Stewardship Committee, which resulted in Ogden City creating a new full time sustainability coordinator position, hired in Spring 2023.

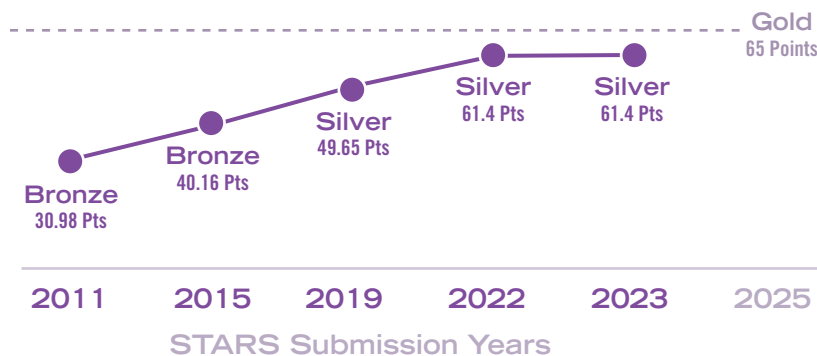
WSU achieves Sustainability Tracking, Assessment & Rating System (STARS) Gold by the end of FY 2025-26, carbon neutrality by the end of FY 2039-40, and helps the region strive for carbon neutrality by the end of FY 2049-50.

Current: Silver

Desired: Gold

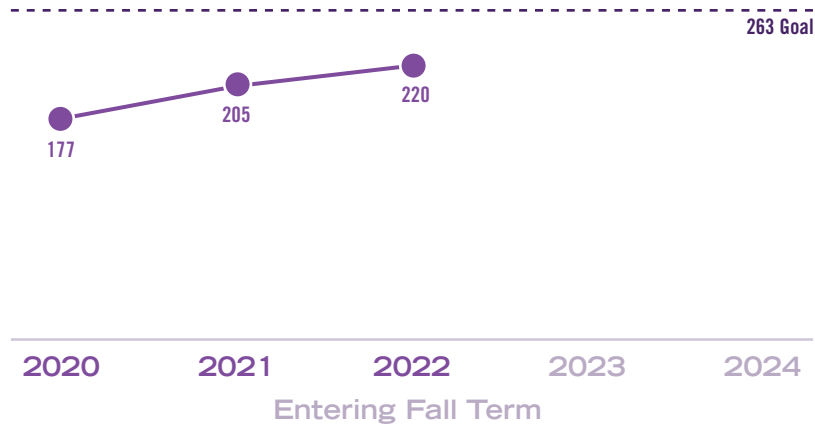
Difference: 1 level

*This change from 2022 to 2023 is due to the lessening of the COVID-19 pandemic, bringing more people back to campus.



4 Community Development Outcomes

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



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.

● Number of Faculty

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

Inclusive, Local, Hiring: Two business practices have been improved: accurate reporting was improved through a new staff and faculty demographics dashboard; recruitment and hiring processes were improved with funding for advertising to attract more diverse applicants. Eleven metrics are being monitored.

Impact Purchasing: Three business practices have been improved: the business registration process was improved by adding specific fields for locality, size and ownership status; ownership reviews were improved by adding a process to enable vendors to review their current reporting status; and a vendor fair was organized to educate businesses about opportunities to partner with WSU. Due to low registrations the fair was delayed until next year. Eight metrics are being monitored.

Place-Based Investing: Two business practices have been improved: WSU financial resources were maximized by analyzing investment types and each level of investment; investments in sustainable projects have increased by \$1 million since 2019, totaling \$3.7 million. Ten metrics are being monitored.

WSU has improved 5 business practices related to hiring, purchasing and investing to build prosperity equitably across all our communities.

Current: 7 business practices improved

Desired: 5 business practices improved

Difference: +2 business practices improved

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 meetings are being held with the presidents of area technical colleges (Ogden/Weber and Davis) and K12 superintendents (Ogden, Davis, Weber & Morgan) to collaborate on regional educational initiatives. A new post-secondary regional coordinator has been onboarded to oversee career and academic pathway agreements with regional technical colleges.

Additional collaborations include monthly regional Career and Technical Education director meetings, concurrent enrollment outreach, recruitment, advisement, placement faculty engagement and assessment 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 and task force work exist.

Desired: P-20 Alliance and Dual Enrollment Task Force fully formed and worked in alignment with each other.

Difference: Continue to work with 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.”

*Key target audiences will be further analyzed for the most viable segments based on prominent targeting criteria: substantiality, identifiability/measurability, accessibility and responsiveness.



1

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

- Drawing on research findings from Cicero Group, a marketing plan was created to focus on KTAs for three target personas (quality seekers, pragmatic life balancers and strivers).
- A dashboard was created to track enrollment trends among three personas.
- The marketing plan focuses on two hallmark programs at WSU (health professions and aerospace/national defense disciplines).

At the conclusion of the first six months to a year, Weber State University will have researched and articulated audience and competitors insights, tested and solidified its brand and unique value proposition as it relates to those audiences and developed a detailed communication/marketing plan to effectively apply that value proposition to its key target audiences.

Important Assumption: All other desired outcomes listed below rely on successful completion of the first desired outcome (value proposition with key targeted audiences).

2

51% or More of WSU Marketing Resources will Target KTAs

55.5% of 2022-23 marketing budget was spent on marketing efforts for three target personas and hallmark programs, broken down as follows:

- 27.5% of marketing budget was spent on KTAs (three target personas).
- 28% of marketing budget was spent promoting hallmark programs.

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

3

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

- Project tracking tags were continued to be used to prioritize department efforts with strategic plan goals.
- A marketing and analytics coordinator was hired to assess/track our return on marketing investments.
- Needed data was identified from digital advertising campaigns.
- We are working with IT on capturing data from the marketing funnel to track effectiveness of marketing (G4/Ellucian interface).
- Once IT tracking is in place, we will set marketing benchmarks in our campaigns to determine 10% growth thresholds for ROI going forward.

By the end of FY 2025-26, WSU's Marketing & Communications will begin to measure and improve its marketing efforts, targeting a 10%* annual increase of ROI.

Note: Google's migration from Tag Manager to G4 Analytics in spring 2023 significantly delayed progress on this outcome.

4

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

- The distribution of personal connection/student resources/ accessibility messaging has begun.
- Plans are in place to use the 2025 public opinion survey results to determine progress vs. 2021 survey findings.

By the end of FY 2025-26, Weber and Davis counties' historically underrepresented populations will regard Weber State University 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 FY 2025-26. It will be measured with telephone surveys of this perception.

*This is a tentative outcome that will be adjusted based upon further research and definition of key target audiences and value proposition. This goal may align with the equity, diversity and inclusion strategic goal.

5

Increase the WSU Top-of-Mind Awareness of the Population from 44% to 55% by the End of FY 2025-26

- General awareness marketing and hallmark program promotion have started.
- Plans are in place to use the 2025 public opinion survey to measure progress vs. 44% (in 2017) and 53% (in 2021).

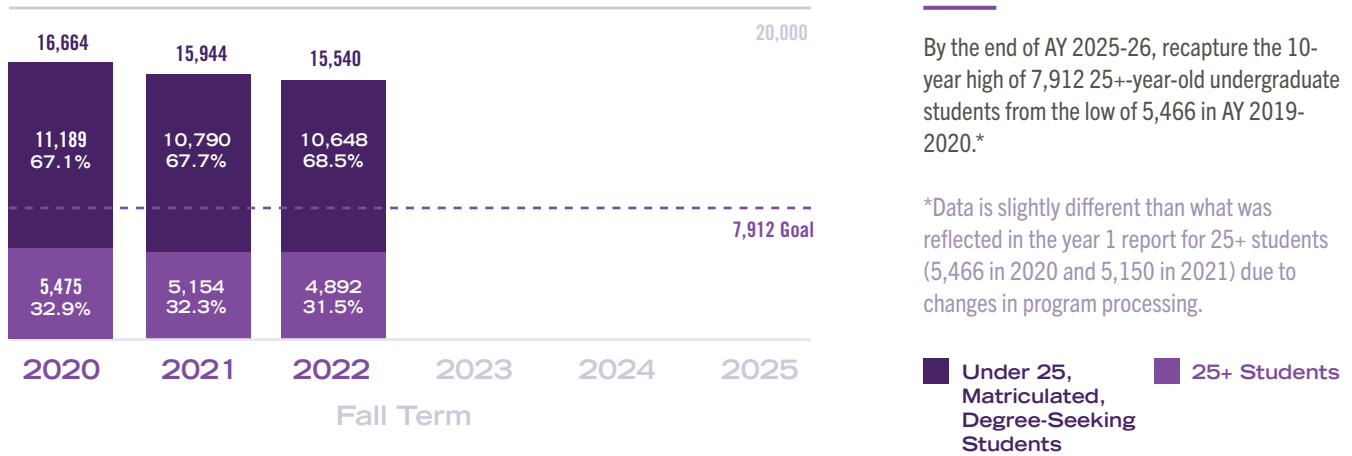
By the end of FY 2025-26, increase the WSU top-of-mind awareness of the population* from 44% to 55%.**

*This is a tentative outcome that will be adjusted based upon further research and definition of key target audiences and value proposition.

**General population will need to be defined.

6

By the end of FY 2025-26, WSU's 25+ Year Student Population will Grow Back to a 10-Year High of 7,912 Students



By the end of AY 2025-26, recapture the 10-year high of 7,912 25+-year-old undergraduate students from the low of 5,466 in AY 2019-2020.*

*Data is slightly different than what was reflected in the year 1 report for 25+ students (5,466 in 2020 and 5,150 in 2021) due to changes in program processing.

7

Increase Perception of High-Quality Among the First-Year Admits from 20% to 25% by the End of FY 2025-26

- Advertising campaigns are being run which tout high-quality programs and resources to support student success.
- The original assessment tied to responses on the 2021 public opinion survey will be measured against 2025 responses.

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

*High quality will need to be defined.

**This is a tentative outcome that will be adjusted based upon further research and definition of key target audiences and value proposition.