WEBER STATE UNIVERSITY

AMPLIFIED

A 5-year plan for growth

STRATEGIC PLAN 2.0

METRICS & ACHIEVEMENTS

Year Four
Revised: August 5, 2025

Access, Retention, & Completion

Personal Connections & Academic Excellence

Community Anchor Mission

Marketing & Branding

In 2020, Weber State University engaged in a strategic planning process. Over the course of a year, faculty, staff, students and other key stakeholders helped inform and craft a new strategic plan for the university. In March 2021, the Board of Trustees approved the following plan, which will guide the institution through 2026.

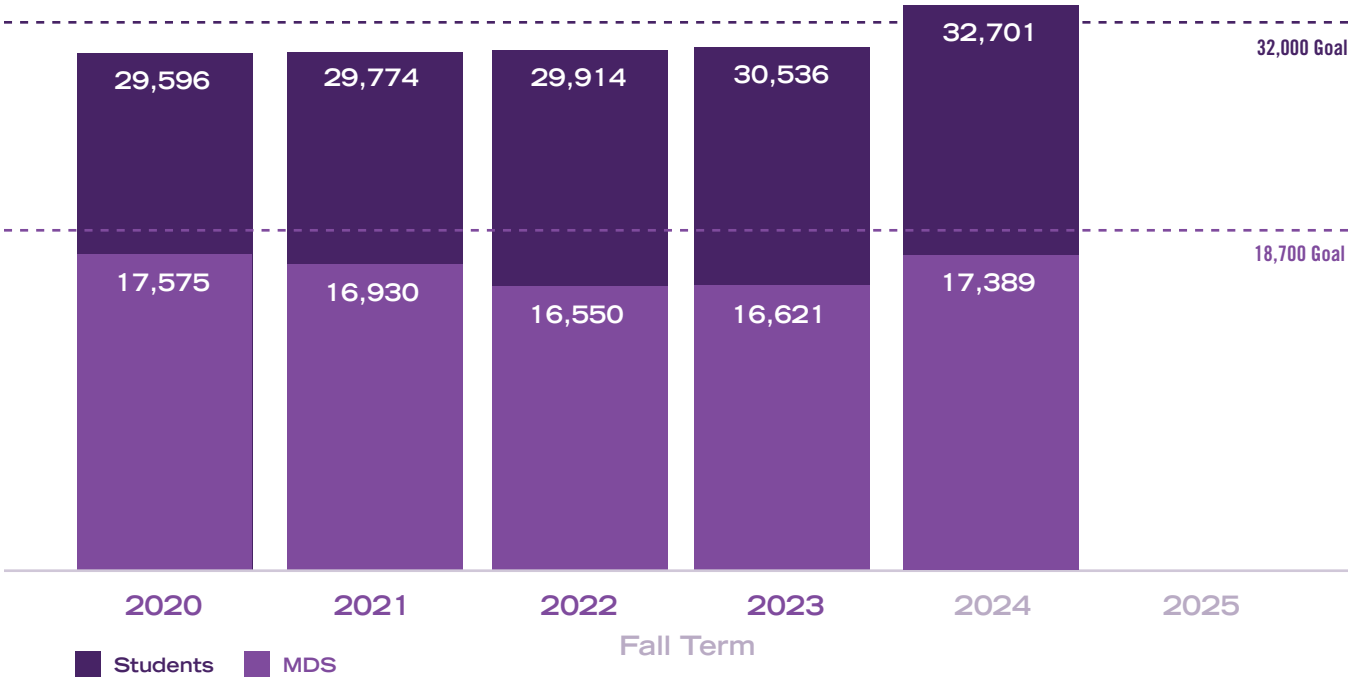
In 2024, the strategic plan was revised to comply with state law and adapt to changing circumstances for the final two years of the plan. The Board of Trustees approved these changes in November 2024.

Enrollment Target

To facilitate the goals of the 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.

We are committed to become an Emerging Hispanic-Serving Institution. Through Fall 2025 we will make positive growth towards having 15% of our student population include those who identify as Hispanic or Latino.

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

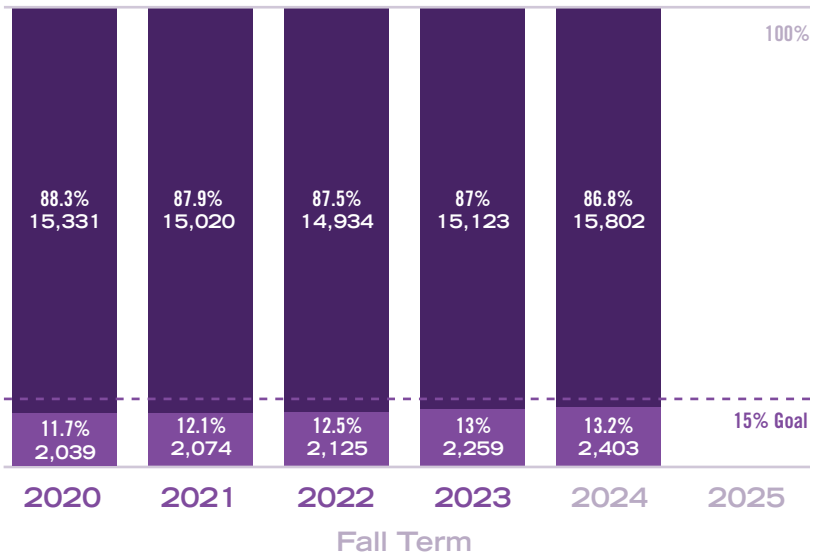


Hispanic or Latino Enrollment Percentage

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.

FTE Students Hispanic or Latino

(percentages are based on the total number displayed)



GOAL 1

Access, Retention, & Completion

Through well-aligned and meaningful initiatives, we work to eliminate access and completion gaps defined by measurable increases in access, retention, and completion across all student populations.

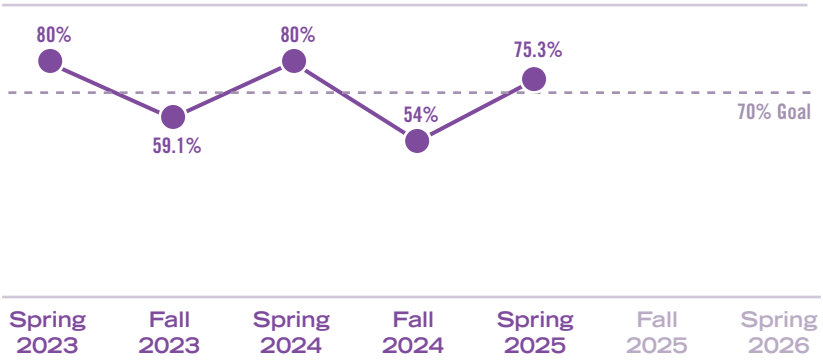
The outcomes below focus on the changes to organizational culture and university systems that are required to close access and completion gaps.

1 Identify Success and Completion Gaps

Across campus, Weber State streamlined systems and eliminated friction points to support student success. Financial barriers were reduced through initiatives like eliminating posting fees for placement testing credit and enhancing Scholarship Universe to simplify admissions processes and reduce documentation burdens. Student-facing tools were improved—from clearer Starfish appointments to an upgraded orientation platform (eNSO) that better addresses registration holds. Efficiencies were introduced in support systems, including integrated military/veteran services, expanded data transparency in dual enrollment, and a revamped "Change My Major" app. Campus operations also advanced service, including providing more dining accommodations options for students with dietary needs. The Basic Needs Center and Hourly Childcare piloted solutions for high-need students, while student employee and ambassador structures were reimagined to promote access and leadership.

Proactively identify barriers that contribute to gaps in success and completion for students and create, implement, and assess comprehensive plans to address them.

2 70% Student Sense of Belonging



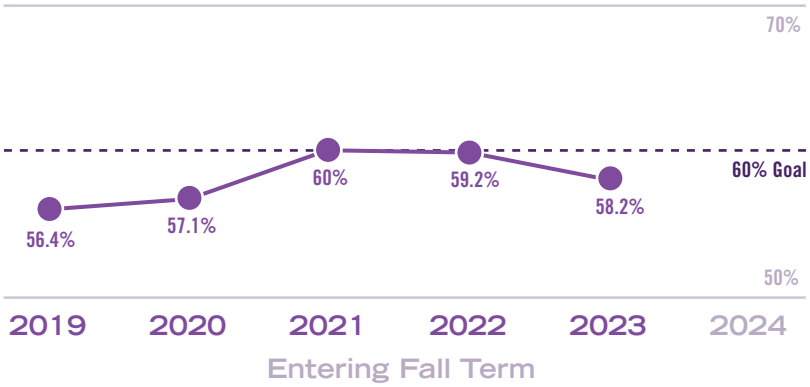
By the end of their first year 70% of students will report a sense of belonging at the university, matching the level reported by all students. We will review data disaggregated by different characteristics in an effort to remove barriers to belonging.

3 Measure Faculty and Staff Engagement by End of FY 2025-26

During FY26, the Human Resources office will form a working group tasked with developing a specialized survey or assessment tool. This tool will incorporate valuable insights and questions from both our internal staff satisfaction survey and the widely recognized Higher Educuation Research Institute (HERI) survey in order to properly measure faculty and staff engagement and sense of belonging.

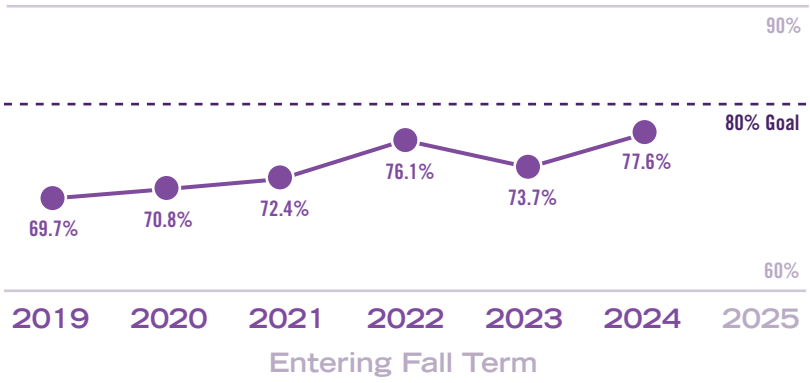
Recognizing the impact faculty and staff satisfaction has on students, we will establish a methodology by the end of FY 2025-26 to measure faculty and staff engagement and sense of belonging.

4 Achieve 60% First-Time, Fall-to-Fall Retention for Fall 2024 Cohort



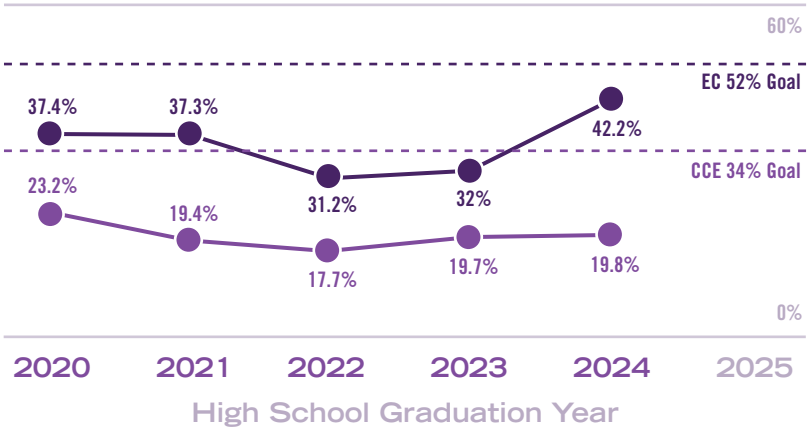
By the end of academic year (AY) 2025-26, all first-time students, fall-to-fall retention rate (for Fall 2024) will be 60% (up from 56% for Fall 2019 students).

5 80% of First-Time Students will Earn a 2.2 GPA or Higher



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

6 34% of Concurrent Enrollment and 52% of Early College will Matriculate



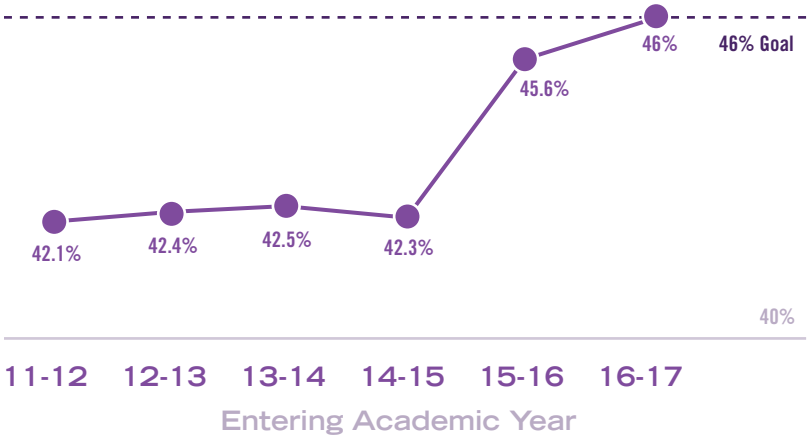
By the end of AY 2025-26, at least 34% of concurrent enrollment and 52% of early college high school graduates will become matriculated degree-seeking students within three years of high school graduation.

Early College

Concurrent Enrollment

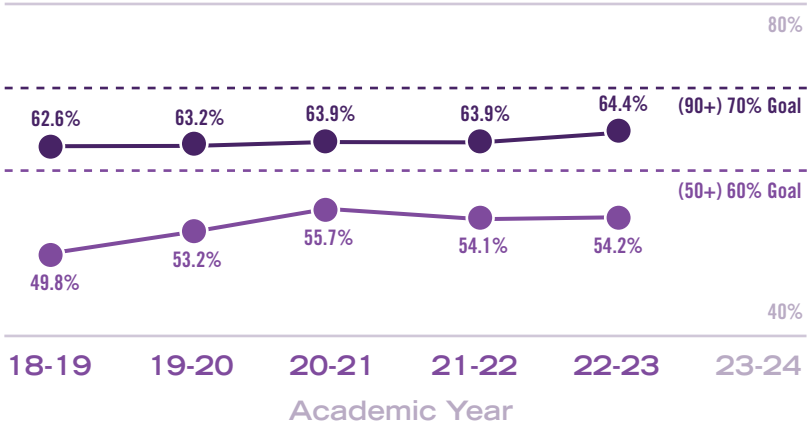
Data is continuously refined. Past data reflects best information available at the time collected.

7 46% of Entering Students will Earn a Degree in 8 Years



By the end of AY 2025-26, 46% of entering students from AY 2016-17 will have completed a certificate, associate's or bachelor's degree (up from 42% for AY 2011-12 students).

8 70% of 90+ Credit Hour Students and 60% of 50+ Credit Hour Students will Earn a Degree in Appropriate Timeframes



70% of students who have earned 90+ credit hours during AY 2023-24 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).

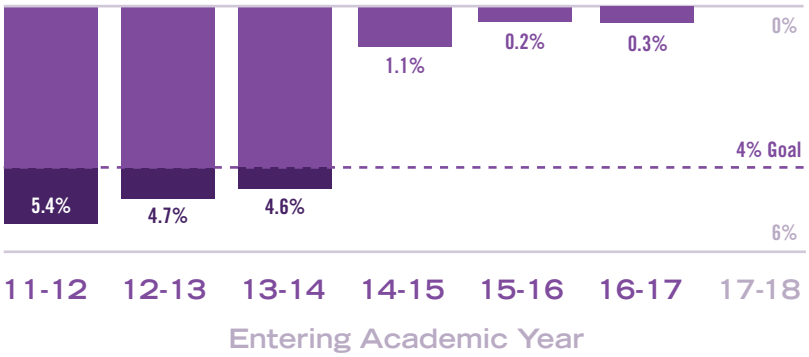
90+ Credit Hour Students

50+ Credit Hour Students

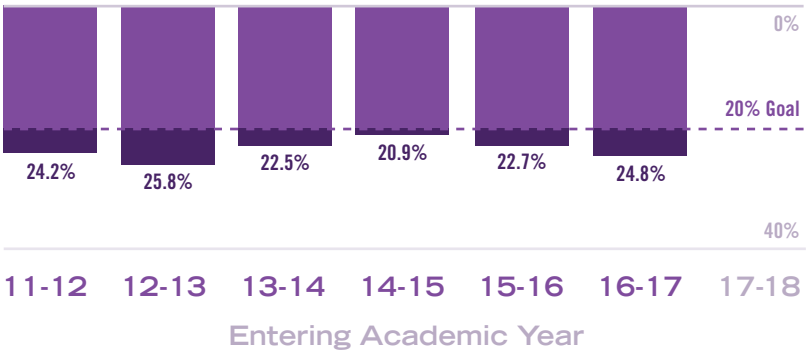
Data is continuously refined. Past data reflects best information available at the time collected.

9 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

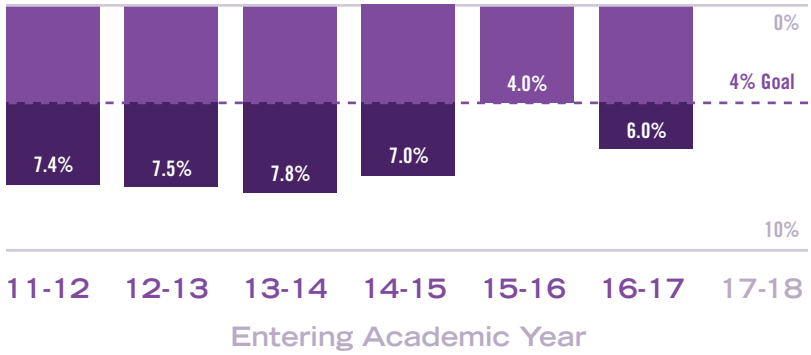


B. Students Placed in Developmental Math and English: Reduce 28% Gap to a 20% Gap



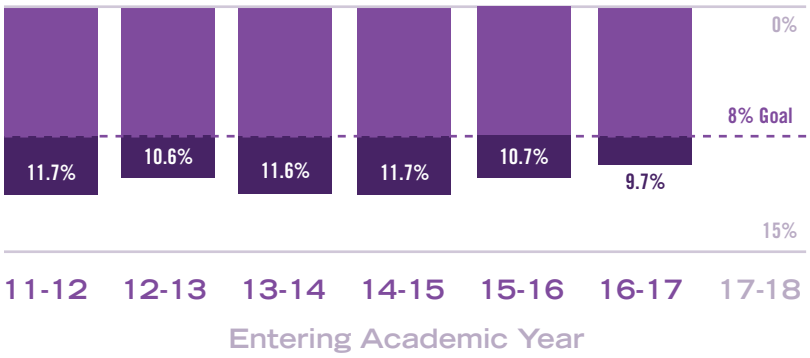
Developmental math and English calculation was structurally changed during AY 2022-23, resulting in substantive changes to the measure.

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



First-Generation results may have been impacted by the revision of FAFSA by the federal government and the resulting confusion and delays in roll-out for students entering in the 2015-16 AY.

D. Racial and Ethnic Minority Students: Reduce 12% Gap to a 8% Gap*



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

10 Establish a Baseline of Net Student Cost to Complete a Degree

Weber State has established a baseline of median net cost of a student receiving a BA/BS degree from WSU in AY 2023-24 of $13,187. Weber State is working toward establishing an associate degree tuition rate $1,000 less than the bachelor rate. Weber State is currently taking the first step by freezing the tuition rate for students under 60 credit hours. We will continue to strengthen existing strategies and develop new structural interventions to keep tuition affordable.

By the end of AY 2025-26, establish a baseline of the net student cost to complete a degree. Continue strengthening existing strategies and develop new structural interventions to keep net student cost low.

11 Improve Student Well-Being

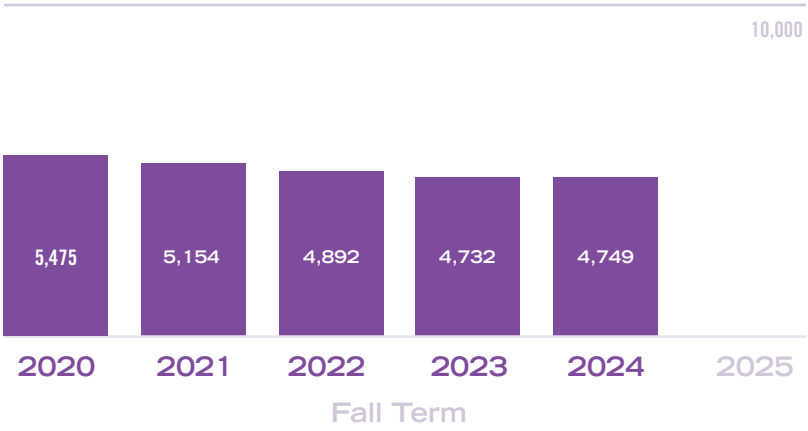
A campus-wide Student Wellbeing Coalition was formed in spring 2025, launching the inaugural Student Wellbeing Week as an annual event. Future initiatives will focus on addressing systems and settings from a wellbeing lens and solidifying Weber State as a Health Promoting University.

Through a partnership with Trula, 48 students were referred for neuropsychological testing with expenses covered by Weber State. Information gained through this process may provide students with important insights to promote their academic success, inform mental health treatment, and support requests for disability accommodations.

With the support of faculty across campus, 2,400 students completed a Mental Wellbeing module. This Canvas-integrated course teaches students about mental health symptoms, coping strategies, ways to intervene with peers who may be struggling, and campus resources available to support their mental health.

By the end of AY 2025-26, develop and implement strategies to improve student well-being.

12 Increase Enrollment of 25+ Aged Undergraduate Students



By the end of AY 2025-26, reverse the 15-year downward trend in 25+-year-old undergraduate first-time, returning, and transfer students.

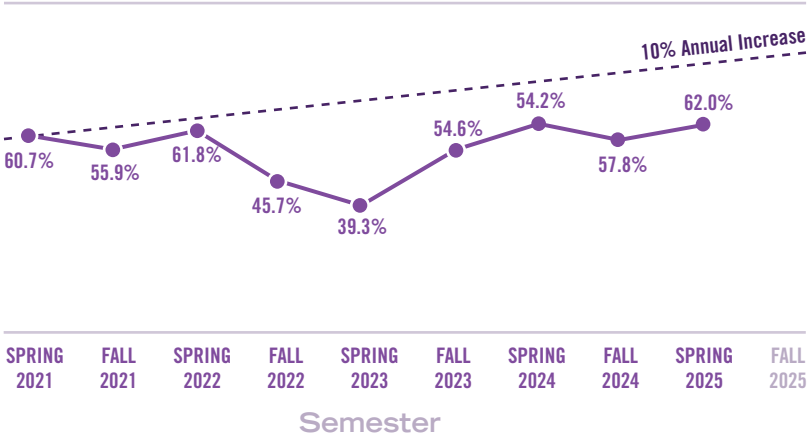
25+ Students

GOAL 2

Personal Connections & Academic Excellence

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

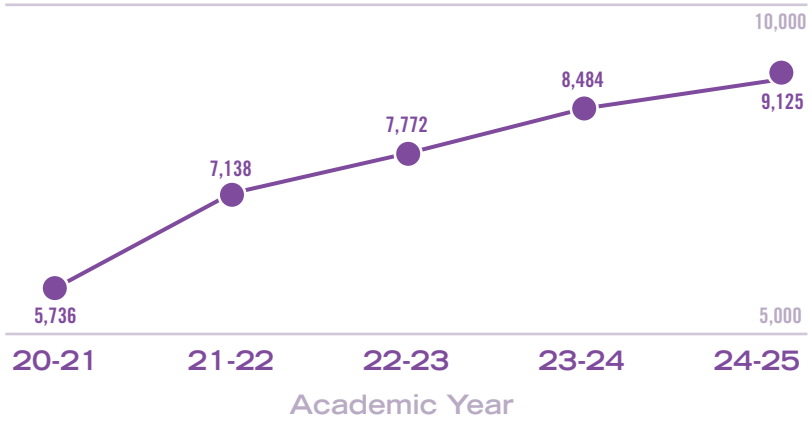
1 Mentoring



The number of students who have at least one mentoring relationship (student, staff or faculty) during their time at WSU will increase 10% annually.

2 Connection with WSU Community

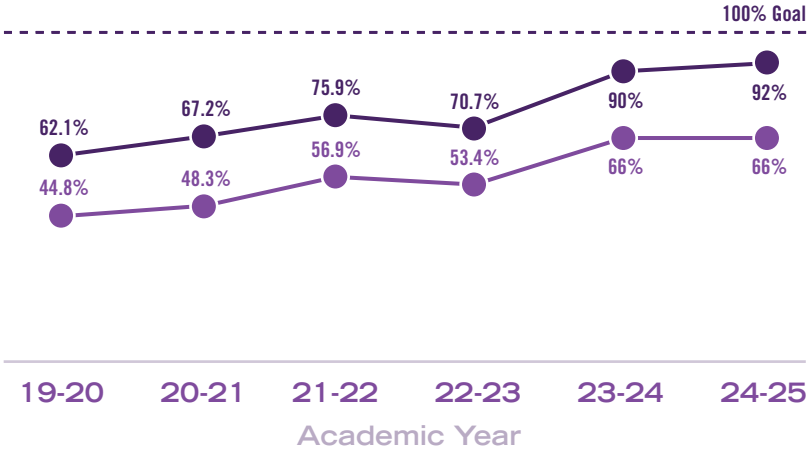
Student's Level of Engagement in Classroom Experiences



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

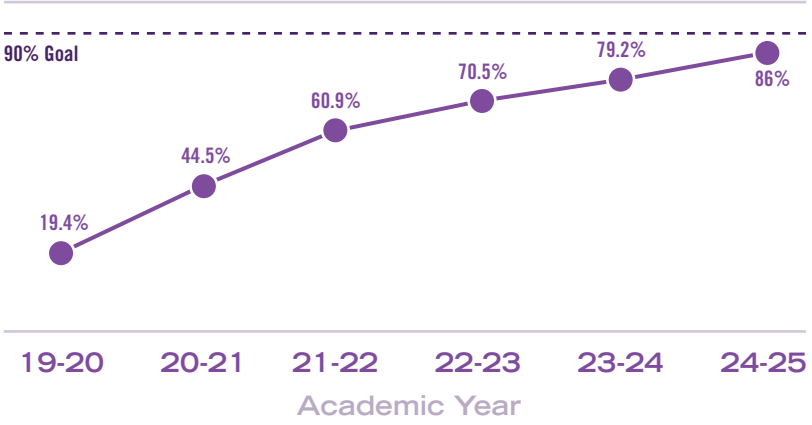
- Number of students participating in an internship and/or Undergraduate Research opportunity.

Every Program Includes At Least Two HIEEs



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

90% of WSU Bachelor's Degree Recipients will Report Two or More HIEES

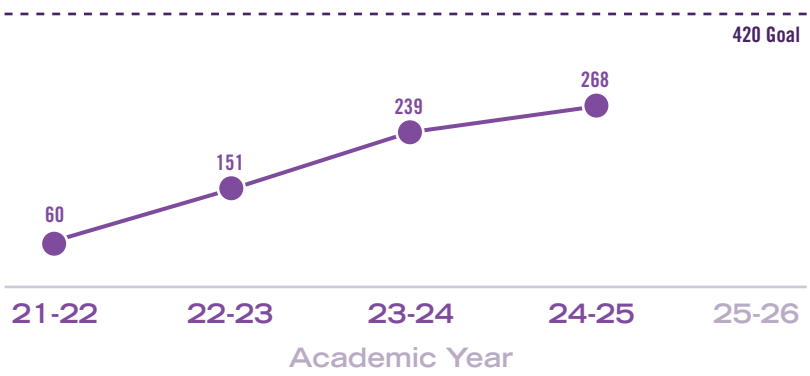


By the end of AY 2025-26, 90% of bachelor's degree completers will have two or more HIEEs.

*Historic data has been adjusted for this metric based on further validation of data.

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

A total of 268 faculty have completed at least one Association of College and University Educators module and 31 faculty completed at least one module in FY25. In total, 61 faculty (22% of all participants) have earned the Effective Teaching Practices certification.

GOAL 3

Community Anchor Mission

We intentionally leverage 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 provides opportunity for all. We help students learn the skills and competencies to successfully adapt to the challenges of a modern workplace, graduate school, and other opportunities.

Desired outcomes by end of FY 2025-26

1 Economic Development Outcomes

Although Weber State has exceeded this goal, in FY25, Weber State continued to strengthen its role in aerospace and defense, including in the following ways:

- Continued outreach and training of Hill Air Force Base ("HAFB") personnel. This includes:

  – *Student Access & Success worked with Hill Air Force Base ("HAFB") to begin delivering master's programs on-base.*

  – *The Division of Online & Continuing Education launched cybersecurity and leadership training for HAFB personnel.*

  – *Weber State opened a permanent office in HAFB's Education Center (Building 180) to serve prospective and current students, including active duty, Reserve, Guard, veterans, dependents, and civilians. The office, operated by the Military Affiliated Student Center and staffed daily, is supported by DOCE representatives available regularly.*

- Procuring of Air Force and industry contracts. The MARS Center secured $2.7M across 10 Air Force and industry contracts to advance composite technologies.

- Additional academic programming to support industry. The College of EAST engaged HAFB and industry partners on all engineering and computer science advisory boards, supported aerospace and defense participation in its data science summer internship program, and delivered summer outreach workshops aligned with aerospace pathways.

- The Wildcat Microfund, which provides microgrants and mentorship to early-stage entrepreneurs, extended its reach into Central and Eastern Utah, supporting rural entrepreneurs and strengthening local economies.

We have utilized our convening power to create ecosystems in entrepreneurship and aerospace and defense.

Current: 65 Programs
Desired: 24 Programs
Difference: +41 Programs

- The Matthew S. Browning Design Lab advanced its mission by providing design thinking support to help community entrepreneurs and small businesses develop and refine product ideas.
- Through the Building Puentes program, Weber State offered an entrepreneurship certificate to Spanish-speaking and bilingual entrepreneurs, equipping them with skills to launch and grow businesses within their communities. This certificate has strengthened Utah's entrepreneurial pipeline by fostering access and expanding opportunities for entrepreneurs, contributing to business growth and economic vitality across the state.

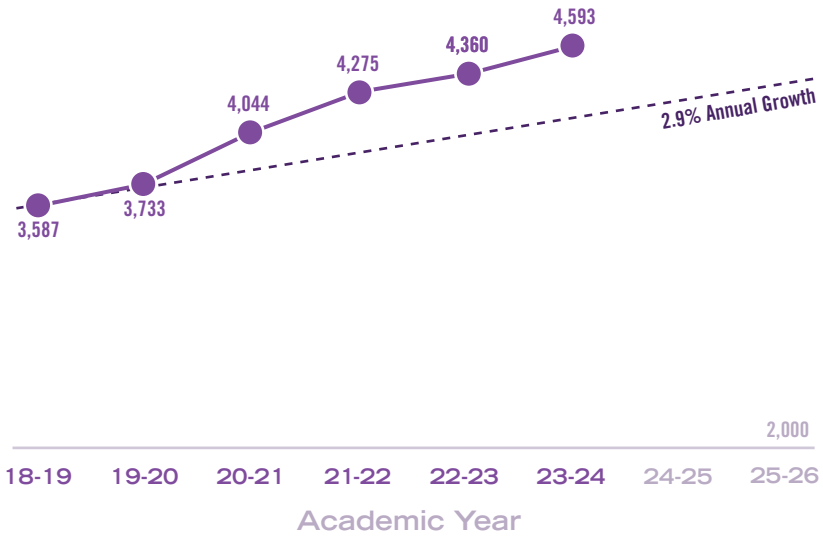
Holistically Measure Economic Impact

Weber State is working with on-campus and off-campus partners to gather input on how best to track and measure the impact the university's efforts has on the economic ecosystem in the community. These partners include HAFB, local government entities, and the local chambers of commerce.

By the end of AY 2025-26, establish a measure to more holistically reflect economic ecosystem impact.

2 Workforce Development Outcome

Increase WSU Market Demand Degrees by 2.9% per Year



We have 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 continuing our 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, AY 2014-15 through AY 2018-19.

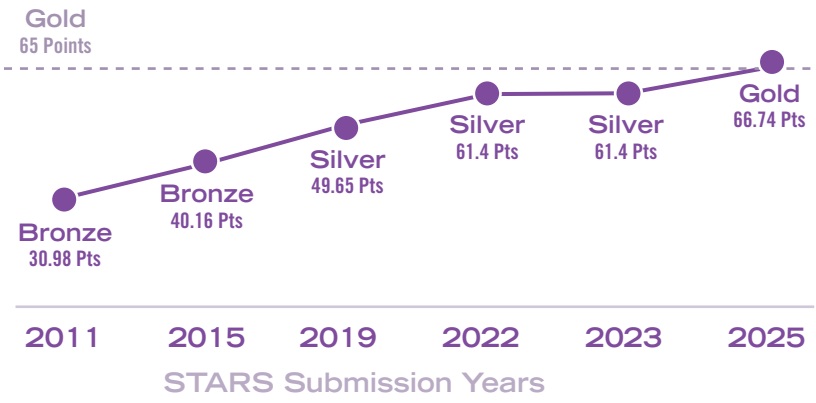
Current: 4,953 certificates or degrees
Desired: 2.9% annual growth* or AY 2025-26 result meet or exceed 4,382
Difference: +571

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

3 Sustainability Outcome

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

WSU achieved STARS gold in August 2024.

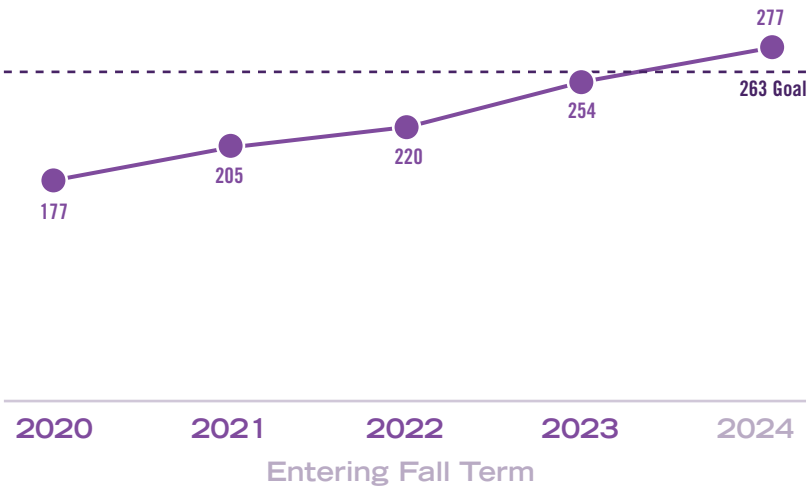


We achieve Sustainability Tracking, Assessment & Rating System (STARS) Gold by the end of FY 2025-26, carbon neutrality by the end of FY 2039-40, and helps the region strive for carbon neutrality by the end of FY 2049-50.

Current: Gold
Desired: Gold

4 Community Development Outcomes

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



25% of 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 Business Practices Related to Hiring, Purchasing and Investing

WSU has improved 3 business practices related to hiring, purchasing, and investing to build prosperity equitably across all our communities.

Hiring:
Implemented a new educational approach to job postings that encourages hiring managers to be deliberate in posting jobs strategically to hire within the community. This includes educating hiring managers on where to advertise for positions and helping them understand what advertising works and does not work by utilizing detailed data that evaluates the success rate of advertising.

Purchasing:
Increased the P-card limit to encourage local spend and create more opportunities for small businesses to be able to compete for the University's business.

Investing:
Invested in formalizing and expanding Startup Weber State as a cornerstone of the university's commitment to economic engagement, workforce development, and regional innovation. Startup Weber unites students, small businesses, entrepreneurs, and government partners under one mission: to empower collaboration that drives economic growth and educational opportunity. In FY25, the university opened a new Startup Davis location to deepen connections in Davis County and make strategic facility and infrastructure improvements to modernize our spaces and expand their accessibility and impact.

We have improved business practices related to hiring, purchasing and investing to build prosperity across all our communities.

Current: 10 business practices improved
Desired: 10 business practices improved

GOAL 4

Marketing & Branding

WSU 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).
- Year 4 marketing plan focused on the three key personas along with the two hallmark programs at WSU (health professions and aerospace/national defense disciplines).

At the conclusion of the first six months to a year, we 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

69% of 2024-25 marketing budget was spent on marketing efforts for three target personas and hallmark programs, broken down as follows:

- 57% of marketing budget was spent on three target personas (KTAs).
- 12% of marketing budget was spent promoting hallmarks programs.

By the end of FY 2025-26, a majority of 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

- Admissions page viewership decreased 7.54% from FY2023-24 to FY2024-25.
- While not achieving our target of 10% year-over-year increase from our baseline, Admissions page viewership from FY2021-22 to FY 2024-25 increased 24.06%.
- Installed tracking tools on our website to evaluate which marketing campaigns are working most effectively, and can modify campaigns as necessary.
- IT completed work to enhance the technical Search Engine Optimization aspects of weber.edu website, setting the stage for establishing baselines to measure SEO performance.
- Project tracking tags continue to be used to prioritize department efforts with strategic plan goals.

By the end of FY 2025-26, Marketing & Communications will begin to measure and improve its marketing efforts, targeting a 10%* annual increase of ROI. This will be measured by visits to the Admissions website.

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 continued in FY 2024-25.
- The 2025 public opinion survey results from spring 2025 will be used to determine progress vs. 2021 survey finding. Data still pending as of July 1, 2025.

By the end of FY 2025-26, Weber and Davis counties' historically underrepresented populations will regard WSU 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 surveys of this perception.

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 continued in FY 2024-25.
- Top-of-mind awareness was measured in 2025 public opinion survey conducted spring 2025. Preliminary data showed general population awareness fell to 50%, down from 53% (in 2021), but still ahead of 44% (in 2017).

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

6 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 admitted student 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.