

# Strategic Plan

December 2023

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Update, timeline, results, and what is next

# Introduction



The screenshot shows the top portion of the Strategic Planning website. At the top right, the URL 'inside.ewu.edu' is visible. Below it is the Eastern Washington University logo and the text 'Strategic Planning Eastern Washington University'. A navigation menu includes 'Home', 'News', 'Resources and Documentation', 'Team', 'Steps and Timeline', and 'Strategic Planning History'. The main content area features a large image of the university campus with autumn foliage. To the right of the image, the title 'Strategic Planning' is followed by a paragraph explaining the process. Below the text are three buttons: 'Knowledge Base', 'Our Consultant', and 'Timeline'.

## Strategic Planning Overview

Strategic Planning plays a pivotal role in guiding the direction and growth of Eastern Washington University. By systematically assessing our strengths, weaknesses, opportunities, and threats, EWU will articulate a clear vision for our future and establish well-defined goals. This process enables the University to align its resources, expertise, research endeavors, and educational programs effectively. Additionally, Strategic Planning helps adapt to evolving landscapes, technological advancements, and changing student needs, ensuring our University remains competitive and relevant. It fosters a sense of collaboration among stakeholders, promotes efficient resource allocation, and provides a roadmap for decision-making, ultimately enabling EWU to thrive, innovate, and contribute meaningfully to our community and society.

## Latest Updates

- [Strategic Planning Town Hall Feedback Form](#)  
November 8, 2023
- [October Town Hall](#)  
October 26, 2023
- [September Town Hall](#)  
October 5, 2023
- [Data from Initial SWOT Analysis](#)  
August 25, 2023
- [AASCU Consultant, Dr. Jon Welty On Campus](#)  
August 9, 2023

[Questions?](#)

## [Strategic Planning Website - EWU](#)

# Strategic Planning Committee

## Senior Consultant

- Dr. John Welty, American Association of State Colleges & Universities

## Committee Co-Chairs

- Frank Lynch, Past President Faculty Organization, Associate Professor, Mathematics
- Jonathan Anderson, Provost & VP of Academic Affairs

## Committee Members [\*alphabetical by first name]

- Alex Kelly - CFO, Athletics
- Brent Olinger - Student Success Advisor, CAAR
- Christine Johnson - Trustee, Board of Trustees
- Iman Munawar - Executive Vice President of ASEWU
- Jason Scully - Associate Professor, Political Science and Public Policy
- Jay Manning - Chair, Board of Trustees
- Jennifer Waldo - Associate Dean, CSTEM
- Lea Jarnagin - Vice President, Student Affairs
- Lucretia Berg - Associate Professor, Occupational Therapy
- Mandy Downing - Catering Supervisor, Dining Services
- Qing Stellwagen - Associate Professor, Libraries and Learning Commons

## Facilitation Team [\*alphabetical by first name]

- Abbie Barsness - Strategic Planning Coordinator, Institutional Effectiveness
- Chris Valeo - Director of Faculty Commons, Professor, English & Philosophy
- Jacob Morrison - Executive Director, Institutional Effectiveness

# Revisiting Mission

[What makes us proud?]

## Existing Mission statement

Eastern Washington University expands opportunities for personal transformation through excellence in learning.

## Current DRAFT Mission statement

Eastern Washington University fosters an inclusive, equitable, and transformative learning community, driving the pursuit of knowledge through academic excellence and making a positive impact on our region.

# Revisiting Vision

[What makes you excited?]

## Existing Vision statement

Eastern Washington University is a driving force for the culture, economy, workforce and vitality of Washington state. Our graduates think critically and make meaningful contributions to both their career fields and their communities. EWU is the public university whose students, faculty, staff and alumni make profound and significant contributions to the economic and social vitality of the region. EWU remains the best value for higher education in the state.

## Current DRAFT Vision statement

Founded as a teachers' college, Eastern Washington University will be an inclusive learning community, providing an education rooted in the liberal arts and focused on preparing students to meet regional challenges and opportunities, creating pathways for social mobility, and supporting a diverse generation of innovative leaders through student-centered applied learning in high demand fields.

# Revisiting Values

[What makes you belong?]

## Existing Value Statements

- Student-Centered Learning Environment
  - Students are the reason we exist
- Quality
  - We strive for excellence in everything we do
- Access
  - We expand access to opportunity and success for students
- Inclusiveness
  - Our diversity makes EWU a stronger community
- Integrity
  - We foster a culture of respect, commitment, and honesty

# Revisiting Values

[What makes you belong?]

## Current DRAFT Value Statements

### **Belonging through Justice, Equity, Diversity, and Inclusion:**

We are committed to building an equitable, inclusive, and supportive university community that celebrates diversity. We strive to integrate the principles of justice, equity, diversity and inclusion into all university operations, fostering an environment that nurtures a sense of belonging among all members of the community. (Roberts, 2020).

### **Accessibility:**

Eastern Washington University strives to create a more inclusive, obtainable, and equitable college education and work environment (Cook-Sather, 2022). Students, staff, and faculty are seen, understood, and appreciated for the assets they bring to our educational community (Cook-Sather 2022; Kezar et al., 2023).

# Revisiting Values

[What makes you belong?]

## **Regional Impact / Regional Contribution:**

We promote community growth through educational programs, scholarly research, and dedicated service. Our commitment is firmly rooted in enhancing the wealth, inclusivity, and well-being of our area while remaining nimble to its ever-changing demands.

## **Sustainability:**

EWU is committed to sustainability as a balance between the needs of the environment, the needs of the economy, and equitable outcomes for current and future generations (Campbell, 1996).

## **Student Success:**

We support students through their challenges, create programming informed by students needs, and remove barriers to student success (Kezar et al., 2020).

## **Academic Excellence:**

We pursue truth and advance knowledge through creative works, research, and scholarship.



# Strategic Plan Goals

## Existing Strategic Goals (2018-2023)

- Ignite Change
- Embrace Equity & Social Justice
- Transform our Region
- Drive Innovation

## Current DRAFT Strategic Goal Categories (2024-2029)

- Belonging through Justice, Equity, Diversity, and Inclusion
- Investing in our People and Places
- Regional Anchor / Regional Impact
- Student Success and Experience

# Next Steps

**December 8, 2023** – Closing nominations for working groups

**Week of January 15, 2024** – First meeting of work groups to include equity-lens training on goal statement development and desired outcomes

**January 22- February 16, 2024** – Work groups draft goal statements and desired outcomes

**Week of February 19, 2024** – SPC reviews drafts of goal statements and desired outcomes

**February 22 or 23, 2024** – Board of Trustees meeting

- Present Mission, Vision, & Values for Board approval
- Strategic Planning process update

**Week of February 26, 2024** – Third town hall to receive feedback on goal statements and desired outcomes

**Week of March 4, 2024** – Working groups review town hall three feedback and receive training on strategy development

# Next Steps

**March 11-April 19, 2024** – Work groups develop strategies NOTE:Quarter final exams and spring break (March 19-31)

**Week of April 22, 2024** – SPC reviews draft strategies

**Week of April 29, 2024** – Fourth town hall

**Week of May 6, 2024** – Working groups review town hall feedback; finalizes strategies and submits strategies to SPC

**May 15 or 16, 2024** – Board of Trustees meeting

- Present Strategic Planning update

**May 13-24, 2024** – SPC finalizes plan and reviews with appropriate groups/constituents; submits recommendation to President

**June 20, 2024** – Board of Trustees meeting

- Present Strategic Plan to Board for approval

