I am excited to present you with the 2013 Strategic Plan Progress Report and Action Plan – our first such report. When Eastern Washington University started the new strategic plan, *inspiring the future*, we promised to continually communicate with the campus community and provide updates on the annual developments made by each division on campus.

I am proud to say this report fulfills that promise!

As you glance through the pages that follow, keep in mind this is not a measuring stick to see which units are doing the best. It is simply a snapshot of our successes to date. Remember, each one of you has played a crucial role in helping the university carry out its vision. And each division has a unique and different role in how it helps Eastern succeed.

As you know, this is a five-year strategic plan with four clearly defined goals, or themes, which serve as our road map: Student Success, Institution of Innovation, Community Engagement and Visibility.

This report demonstrates how we’ve moved the needle on specific action items for each goal. Your accomplishments have helped create a positive environment where students can succeed at the highest level. Innovative programs and collaborations are strengthening Eastern’s connection to the community. And EWU’s reputation in the region is on the rise thanks to increased visibility.

Not only does this document highlight the progress that has been made in the first year of the Strategic Plan, it identifies our plan of action for year two.

I encourage you to take some time to read through this progress report and celebrate the hard work that has gone into helping EWU create a successful future. And as you review the action items for year two, I challenge you to envision where you and your colleagues can actively participate in accomplishing these actions so we can continue to support each of the four universitywide goals.

Together, we can achieve the goals we have set as we continue on this journey of inspiring the future.

Dr. Rodolfo Arévalo

President

*Report data sources: internal department data*
EWU VALUES, MISSION AND VISION

EWU is a regional, comprehensive public university located in Cheney and Spokane, Wash., with programs offered throughout the state and online.

OUR VALUES

EWU is dedicated to the following key values:

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.

OUR MISSION

EWU expands opportunities for personal transformation through excellence in learning.

EWU ACHIEVES THIS MISSION BY:

• fostering excellence in learning through quality academic programs, undergraduate and graduate student research and individual student-faculty interaction. Students extend their learning beyond the classroom through co-curricular programs, life skills development, internship programs, volunteering and service learning.
• creating environments for personal transformation that enrich the lives of individuals, families, communities and society at large.
• expanding opportunity for all students by providing critical access to first generation students, underserved populations, place-bound students, and other students who may not have the opportunity for higher education.
• developing faculty and staff by growing and strengthening an intellectual community and supporting professional development.

OUR VISION

EWU envisions a future of professionally, socially and culturally engaged leaders, citizens and communities.

EWU 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.
**STUDENT SUCCESS**

*Goal: To create an environment where students succeed at their highest level.*

Students are at the center of all that Eastern does. EWU defines student success as students’ ability to fulfill their goals in education, career and life.

**MEASURES**

**STUDENT RETENTION**

- **76.2%**
- Increase first year to second year retention rates from 75% in 2011 to 82% by 2017
- 2011 is the starting place for our efforts over the next few years

**GRADUATION RATES**

- **46%**
- Increase six year graduation rates from 46% for the 2011 graduating class to 54% for the 2017 graduating class
- 2005 baseline due to incoming freshman graduating within a six-year period

**DEGREES**

- **20%**
- Percentage of students who receive their degree in four years
- 2008 baseline due to incoming freshman graduating within a four-year period

**STEM MAJORS [SCIENCE, TECHNOLOGY, ENGINEERING AND MATHEMATICS]**

<table>
<thead>
<tr>
<th>2011-2012</th>
<th>2012-2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>25.6%</td>
<td>26.7%</td>
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</tbody>
</table>

**Percentage of undergraduate STEM student majors**

<table>
<thead>
<tr>
<th>2011-2012</th>
<th>2012-2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>6.3%</td>
<td>5.6%</td>
</tr>
</tbody>
</table>

**Percentage of graduate STEM student majors**
### 2012-2013 ACTIONS

- **97.5%** Overall Year One items completed

#### 2012
- **Consolidate academic advising services** Complete
- **Develop Learning Commons** Complete
- **Complete study/recommend change of EWU’s academic calendar** Complete
- **Expand Summer Bridge Program** Complete
- **Redesign and implement new approach to developmental mathematics** Complete
- **Launch four-year degree pathway** Complete
- **Improve residential experience** Complete
- **Improve services to veterans** Complete

#### 2013
- **Increase in the number of students who received tailored PLUS tutoring services at the Learning Commons between fall quarter 2011 and fall quarter 2012** 26.7%
- **Average increase in GPA of students served by the PLUS Program vs. those not served** .43
- **Number of students served by the Summer Bridge Program** 92

#### 2012-2013
- **Increase in GPA of students served by the PLUS Program vs. those not served** .43
- **Number of students employed by Dining Services during the 2012-2013 academic year** 366
- **Number of hours Dining Services students worked** 117,465
- **Increase in the number of students served by the Writer’s Center between fall quarter 2011 and fall quarter 2012** 51.5%
A POSITIVE SLOPE:  
A NEW APPROACH TO DEVELOPMENTAL MATHEMATICS YIELDS RESULTS

Addition or multiplication... you choose. In the end, both result in larger quantities, just like the pass rates of students enrolled in the developmental mathematics program over the past year. Thanks to a new approach and recent redesign of developmental mathematics curriculum, the department sees improvements. After a series of campus input sessions and surveys, EWU identified the need for improved curriculum and a new approach to support the student success goal outlined in the university’s strategic plan.

Cue the addition of five new experienced lecturers and the creation of the ALEKS classroom and lab that offers a self-paced computerized program for individual students and small groups, where faculty is available to tutor students to help them move out of developmental math quicker. This fall, you can expect to see a redesigned Math 104 course, along with a restructured mathematics requirement within the general education requirement.

In the world of math, there is always an answer, and it seems EWU has found it. This year, the department is celebrating a 14 percent increase in pass rates as a result of the redesign, moving from a 50 percent pass rate in the fall of 2011 to 64 percent in the fall of 2012. As the new curriculum continues to gain momentum, EWU hopes to see a 70 percent pass rate by the 2013-2014 academic year.

[above] The Writer’s Center offers students a collaborative experience to improve skills

[right] The Multi-Media Commons provides high-end graphics and multi-media technology for students
FROM THE FRONT LINES TO THE CLASSROOM

We can’t begin to say thank you enough to all of the men and women who serve our country every day, but we can begin to help make the transition from the military to the classroom a little easier. In July 2012, the Veterans Resource Center (VRC) opened on the Cheney campus to provide critical services and support to our student veterans, faculty and staff, and the community.

As our veterans transition back into civilian life and learn to navigate the university system, the VRC serves as a place for veterans to receive assistance and support. The VRC provides benefits assistance, coordinates academic and personal advising, and arranges for specialized tutoring. This past academic year, the VRC supported more than 600 student veterans, a number of faculty and staff veterans, and veterans from the community as well. In support of the university’s strategic plan goals, the VRC partnered with a number of departments and programs to provide faculty liaisons, organize workshops to help veterans translate their experience in the military into civilian terms, and conduct a two-day conference called “Serving those who Served.”

The VRC occupies two suites in Showalter Hall and is staffed with a director, benefits coordinator, recruiter/advisor, faculty liaisons from the four colleges and the libraries, a VA representative, and numerous student workers.

In just one year, the VRC has become a model for other universities and colleges. It has been referenced at national conferences and local colloquiums, received a regional marketing award, and has been recognized in Washington State Veterans Affairs bulletins and national military education publications. Capping off a great year, EWU graduated 117 student veterans, who proudly wore red, white and blue honor cords at the commencement ceremony; cords that symbolize their service and our gratitude for it.
Goal: Build an environment that utilizes research to identify, anticipate and respond to community and societal needs.

EWU can meet evolving community and societal needs through innovative programs and new types of collaborations that make effective use of resources and extend the university’s reach and impact.

MEASURES

Increase the number of new programs, degrees and certificates for online/hybrid delivery that meet regional and statewide needs

Programs and certificates identified and under development for online delivery by fall 2014

Increase the number of students involved in the undergraduate research symposium

*Even though the number of individual student presenters in 2013 decreased 2.5% from the previous year, the number of overall presentations increased 4% from 326 to 339

Robin O’Quinn, a Biology Department faculty advisor, helps maintain the student-initiated Community Garden
100% Overall Year One items completed

2012-2013 ACTIONS

- Utilize eLearning, offer degree programs and certificates
- Expand faculty use of technology
- Launch Alternative Energy Center
- Establish dual admissions program with Community Colleges
- Explore new grant and/or start-up funds

38.6% Increase of media/video file uploads into instructional tools (Helix, iTunes, Tegrity and Canvas) between AY 2012-13 and the previous year

4,374 Number of hours of Tegrity videos watched during same year

10,176 Number of online discussions started in Canvas

643,005 Total number of times those discussion pages were viewed

26 Number of students enrolled in first year cohort of Destination Eastern, a dual admissions program with community colleges

161 Number of attendees (faculty and staff) at the 2012 Teaching & Technology program events

EWU Canvas Online Course Discussions

9K Topics of Discussion

600K Discussion Page Views

48% Increase Between Winter & Spring Quarter 2013
TECH SAVVY PROFESSORS ON THE RISE

Let’s face it; technology is at the heart of everything we do these days. It’s how we work, play and socialize. It’s also how Eastern is enhancing student success and using innovative teaching practices to help students learn more effectively. Jeff Stafford, professor of communication studies at Eastern, is one of many faculty members to utilize new technologies and participate in a variety of technology-related events. In support of the institution of innovation goal outlined in the university’s strategic plan, EWU set out to expand faculty use of technology, and that’s just what they’re doing.

While the challenge of using new technology can be daunting, Jeff has embraced it. From attending boot camp events to using an iPad to interact with students on-the-go through the new Tablet Loan Program, Jeff takes advantage of the technological resources available to him. He believes technology allows him to be more efficient, freeing up more time to engage with students in real-time.

Canvas, Eastern’s new learning management system, has also changed the way Jeff teaches online courses. Canvas allows him to teach using a “high flex mode” – something he has found to be quite effective. This mode of teaching gives students the ability to watch pre-recorded videos and then engage in online discussions on the Canvas discussion board. Jeff has found that utilizing the online discussion board often creates richer discussions about topics, as it forces students to be more thoughtful, as well as requires all students to participate in the discussion. We know this is only a glimpse into the many ways Canvas is helping students learn more effectively, but it’s a great example of how new technology is helping students engage more fully and grasp concepts in new ways.
63 Faculty enrolled in the tablet loaner program - 109% increase between AY 2012 and the previous year.

(right) The venerable Geshe Thupten Phelgye, a world-renowned scholar and teacher and a Scholar in Residence at EWU, takes advantage of the Summer 2013 Faculty Boot Camp, learning to use the iPad mini for his courses.

As a step towards developing the EWU Alternative Energy and Sustainability Center, Eastern installed multiple solar arrays this past year.
Goal: Increase community engagement through active participation of students, staff and faculty with community groups, business, organizations and government.

Community engagement builds recognition, fosters support and expands opportunities for students, faculty, staff and graduates as well as the communities we serve. A closer relationship with business, industry and communities improves EWU’s ability to anticipate and respond to workforce and community needs.

MEASURES

**STRAEGIC PARTNERSHIPS**

Increase the number of strategic partnerships with community, government, K-12 education and private sector partners

*2012-2013: Of these 50, the Office of Community Engagement developed and/or facilitated the creation of 9 strategic partnerships with local community agencies and K-12 partners

**STUDENT INTERNSHIPS**

9.1% INCREASE IN STUDENT INTERNSHIPS

2011-2012 594
2012-2013 651

**CONNECTIONS**

Increase the number of community connections

In 2012-2013, Office of Community Engagement connected 74 local nonprofit and K-12 educational partners with EWU students, faculty and staff through service-learning courses, community service projects and community engagement events

50 New or Expanded Partnerships

651 Student Internships

THE 9 NEW OR EXPANDED STRATEGIC PARTNERS LISTED BY THE PRESIDENT’S OFFICE

Community Stem Initiative Priority Spokane Affinity Network
City of Cheney West Plain’s Chamber Visit Spokane
WA State Institute for Public Policy Greater Spokane Incorporated
University District Development Authority
"Imagine if we all committed to doing 26 acts of kindness for each precious life lost. An act of kindness big or small. I’m in. U in?"

- Ann Curry

Inspired by NBC News reporter Ann Curry’s call for 26 acts of kindness in memory of the victims of the Sandy Hook Elementary School shootings. The 26 Days of Kindness initiative, coordinated by EWU’s Office of Community Engagement, has brought together faculty, staff, students and alumni in random acts of kindness.
COMMUNITY ENGAGEMENT

OFFICE OF COMMUNITY ENGAGEMENT: WHERE YOU CAN MAKE AN IMPACT

Calling all students, faculty and community partners interested in strengthening the local and regional community. EWU has just the place for you! As part of Eastern’s documented efforts in the university’s strategic plan to increase community engagement by developing opportunities for students, faculty and community partners, the university launched the Office of Community Engagement.

EWU established not one, but two offices – one in Cheney and one in Spokane – which serve as a resource for campus constituencies interested in planning service projects or participating in academic and co-curricular service-learning experiences, as well as act as a centralized hub for community members interested in developing partnerships with the institution.

Just when you start to think that’s enough, the EWU campus also set out to make small acts lead to something big. As nearly 950 students, staff and faculty participated in 26 Days of Kindness, a 26-day period organized in honor of the lives lost at Sandy Hook Elementary School, nearly 3,181 random acts of kindness on campus and in the local community were conducted. From raising $1,826 for local charities and orchestrating 39 events to raising 170 bears for Sally’s House, 37 pairs of socks for the Cheney Outreach Center, and collecting 50 soup can labels to support Spokane county area schools, the EWU campus joined together to honor the precious lives lost. Whether big or small, this campus knows how to make a difference.

Nine hundred & forty seven participants or about 1 out of 15 people @ Eastern

RAISED $1,826受益于当地慈善机构
Eastern Washington University sponsored a FIRST Robotics exhibition at Riverfront Park as part of 2012 Spokane Hoopfest. The teams, which came from greater Spokane area high schools, built robots that shot basketballs through hoops set at various heights and then maneuvered them onto platforms. Points were awarded for which hoop the ball was shot through and how many robots they could park on the elevated platforms in a head-to-head competition. The robotics court drew attention from the thousands gathered downtown for the largest 3-on-3 street basketball tournament in the world.

EWU football players take the polar plunge to raise money for Special Olympics.
Goal: Continue to strengthen EWU’s reputation by raising the visibility of EWU’s high-quality academic programs, community engagement and innovation.

EWU’s reputation drives community and business engagement and support, our alumni relations, and most importantly, our enrollment for undergraduate and graduate programs. Expanded visibility and recognition of EWU’s strengths and successes will drive internal and external perceptions of the university as an institution of choice.

MEASURES

**MEDIA COVERAGE**

2,537 Total story count

$1,597,603 Total estimated publicity value

Enhanced local and regional media coverage

Includes radio, TV, Web and print only for the state of Washington

**ALUMNI ATTENDANCE RATES**

2,943 Total attendance at EWU Alumni Association events in 2013

**WEBSITE ACTIVITY**

13.5 MILLION Number of page-views to EWU’s website in 2012-2013

ewu.edu

**EASTERN WASHINGTON UNIVERSITY**

4 Number of consecutive years EWU has been placed on the G.I. JOBS MILITARY FRIENDLY SCHOOL LIST

[ EWU ATHLETICS ]

[ EWU SPORTS ]

2013 Year EWU was added to the PRINCETON REVIEW’S BEST 296 BUSINESS SCHOOLS’ LIST

[ EWU SPORTS ]

[ EWU SPORTS ]
2012-2013 ACTIONS

93.8% Overall Year One items completed

- Initiate Public Phase of EWU's Capital Campaign: 100%
- Study feasibility of Gateway Project: 100%
- Develop Community Engagement Magazine: 75%
- Continue to leverage Athletics for increased community engagement and visibility: 100%

2012 2013

Complete Some Progress to Significant Progress, But Not Completed Minimal Progress or Difficulties Experienced

Big Sky Conference Presidents Trophy

Athletics Ranked 2nd overall in GPA

$1,245,295 EWU logo merchandise sold by Bookstore - FY 2012-2013

17.4% Increase in EWU logo merchandise FY 2012-13 sales from previous year

32 Number of U.S. states EWU Bookstore has shipped apparel to

FALL 2013

Publication of first Community Engagement Magazine

EWU FOOTBALL 400,000,000 HOUSEHOLD REACH 2012

EWU FOOTBALL 400,000,000 HOUSEHOLD REACH 2012

64,710 NUMBER OF 2012 ATTENDEES AT EWU FOOTBALL GAMES

Number of 2012 attendees at EWU Football games: 6,4710

Number of U.S. states EWU Bookstore has shipped apparel to: 32

$1,245,295 EWU logo merchandise sold by Bookstore - FY 2012-2013

17.4% Increase in EWU logo merchandise FY 2012-13 sales from previous year

32 Number of U.S. states EWU Bookstore has shipped apparel to
INSPIRING THE FUTURE isn’t just a fancy name for a plan; it’s what Eastern strives to accomplish every day. This kind of challenge takes dedication, planning, hardworking staff and faculty and a variety of resources – some of which EWU is working to secure. As part of its goal to increase awareness, participation and revenue in support of the university’s strategic plan, Eastern has officially launched the public phase of its capital campaign, “Big Futures, the Campaign for Eastern.”

With a comprehensive marketing and communications plan, fundraising plan and outreach strategy in place, EWU will strive to communicate the university’s key initiatives and vision for the next several years to gain support and interest among all potential supporters. The campaign is a significant step for the university as it works to enhance a culture of giving and philanthropy during a period of record enrollment and uncertain state funding.

All signs point toward a successful campaign. During the silent phase of this campaign, the Advancement team succeeded in reaching its $12 million goal thanks in part to recent record scholarship support. As this culture of giving has taken root at EWU, the response has been both encouraging and generous. Eastern Washington University is clearly poised to continue its ever-increasing role in the life of our community and ensure the success of generations of students to come in their quest to build big futures.

$12,332,226 TOTAL COLLECTED DURING PAST FOUR YEARS FOR THE BIG FUTURES CAMPAIGN
After a successful first year, EWU will continue to strive to achieve the goals set out in the strategic plan. Through a variety of actions that support each goal, the university will focus on both new and current actions. The next phase of big initiatives from year one will continue to be pursued in year two, building upon the great work accomplished thus far.

**GOAL 1 - STUDENT SUCCESS**

**2013-2014 ACTIONS**

- *Complete Study/Recommend Change of EWU’s Academic Calendar* ................................................. President’s Office
- *Launch Four Year Degree Pathway* ................................................................................................................. Academic Affairs
- Expand Transfer Center ............................................................................................................................................... Academic Affairs
- Complete General Education Reform .................................................................................................................. Academic Affairs
- Increase average GPA and SAT scores of entering freshman class by refocusing the target of who we recruit........... Student Affairs
- Enhance living-learning environment in residence halls for first year students ....................................................... Student Affairs
- *Renovate the Pence Union Building to improve the student experience* ................................................................. Student Affairs / Business and Finance
- Increase the diversity and inclusiveness of EWU ........................................................................................................... President’s Office

**GOAL 2 - INSTITUTION OF INNOVATION**

**2013-2014 ACTIONS**

- *Utilize eLearning, Offer Degree Programs and Certificates* .................................................................................... Academic Affairs
- *Complete Sustainability Energy Center and EWU Community Garden* ................................................................. Academic Affairs / Advancement / Business and Finance
- *Establish Dual Admissions Program with the Community Colleges* ........................................................................ Undergraduate Affairs
- Complete Recycling Center ........................................................................................................................................ Business and Finance

**GOAL 3 - COMMUNITY ENGAGEMENT**

**2013-2014 ACTIONS**

- *Expand partnerships in the region* ......................................................................................................................... President’s Office
- Develop mentor relationships with EWU alumni ....................................................................................................... Student Affairs
- Increase student engagement in academic service learning and co-curricular service by 10%................................. Academic Affairs

**GOAL 4 - VISIBILITY**

**2013-2014 ACTIONS**

- *Continue public phase of EWU’s Capital Campaign* .............................................................................................. Advancement
- *Study Feasibility of Gateway Project* ......................................................................................................................... Advancement
- *Continue to leverage Athletics for increased community engagement and visibility* ........................................ Athletics

*Action has been carried over from year one*