In 2012, we at Eastern Washington University put our new five-year strategic plan, “Inspiring the Future,” into motion. This plan was developed after an institutionwide effort to clarify our vision and strategic focus areas that will shape our future and guide the ongoing success of our university and students.

To help move this plan forward, each of the university’s six divisions engaged in a process to establish specific goals and actions that support the university’s core strategic direction while advancing its own divisional vision for serving the EWU community.

The following pages highlight the outcome of that process and describe each division’s key activities in the coming years that are designed to strengthen the university and improve our services and support to our students, faculty, staff and communities.

View the full divisional strategic plans at www.ewu.edu/inspiringthefuture.
In the coming years, the division will focus on:

- Providing an exemplary academic experience for all students including those who are first generation and low income.
- Improving retention and persistence rates.
- Improving graduation rates.
- Providing innovative academic programs that will serve the state of Washington and the Eastern Washington region.
- Providing students with innovative learning environments including online instruction.
- Enhancing the effectiveness of the University Learning Commons.
- Providing students with space and opportunities to collaborate with faculty and apply learning in the field through activities like the student research symposiums, NCUR, and through service learning opportunities.
- Examining and redesigning curriculum, when needed, to meet student needs.

Key actions to support this vision include:

- Improving academic advising through consolidation and training.
- Expanding international recruitment, housing and study abroad programs.
- Continuing the development of Learning Commons.
- Expanding the Summer Bridge Program.
- Improving the success rate in developmental math.
- Expanding eLearning, continuing education and dual-enrollment programs.
- Launching the Sustainability Center and the Institute for Community Engagement.

STUDENT SUCCESS

The division of Academic Affairs strives to provide the students of EWU with an exemplary education that will serve them both at the university and after they graduate. Programs such as Eastern Scholars Academy (our summer bridge program or ESA), TRiO Scholars, McNair Scholars, Eastern Advantage (EA), Eastern Scholars (ES) and Program Leading to University Success (PLUS) offer tailored services designed to improve retention and academic success.

One student, Shawnalyn San Nicolas, participated in the first Eastern Scholars Academy and Eastern Scholars first-year experience cohort fall 2011), and she is still active in the ES program. Shawnalyn's parents are natives of Guam. Shawnalyn is the oldest child and the first in her immediate and extended family to attend college. According to Shawnalyn, “In the Guamanian culture it is standard to get married young, have children, and work a job.” However, Shawnalyn wants to finish her degree and build her career first. Another of Shawnalyn's goals is to have all her siblings graduate from college.

Shawnalyn started utilizing the services of Eastern Scholars. She stated, "It was reassuring to have a team of advisors and instructors whom I could go to. I took the ES course on resiliency, and I really learned a lot about attitude, goal setting, and focus. The ES study mentor really helped me to understand what studying was all about." Shawnalyn is now well into her sophomore year. She made the Dean's list fall quarter and plans to be there every quarter.
DIVISION OF STUDENT AFFAIRS
Building a learning-centered environment through student development programs, enrollment services and co-curricular programs

In the coming years, the division will focus on:
• Improving services and support for veterans, students with disabilities and students in crisis.
• Improving the residential experience through enhanced housing and campus life.
• Attracting and retaining students.
• Improving student access to degree planning and online student support.
• Improving student preparation for success through a strong orientation program.
• Increasing opportunities for internships and on-campus student employment.
• Enhancing student services and satisfaction on EWU’s Riverpoint Campus.

Key actions to support this vision include:
• Continuing to develop Veterans Resource Center and veteran outreach.
• Improving and expanding campus recreation facilities and proposing a plan to renew Pence Union Building.
• Attracting students through use of predictive-modeling tools and targeted recruitment.
• Expanding emergency food/assistance program to students.
• Increasing student and employer participation in internships.
• Exploring opportunities to enhance recreation, childcare and activities at Riverpoint Campus.
• Developing online modules to supplement general orientation, financial aid, career, commencement and health education.

INTEGRATING THE ACADEMIC AND CO-CURRICULAR FOR STUDENT SUCCESS
In fall 2013, EWU will welcome students to a beautiful, new residence hall. Building design is specific to support integrated academic and co-curricular activities, with ample study and social space, as well as state-of-the-art technology, light-filled corridors, full kitchens on every floor, a great room featuring a fireplace, and an expansive covered porch. The 350 residents will find that their new home and the associated programs provide a foundation for success. The hall will also be the site of EWU’s award-winning Living-Learning Community for Computing and Engineering Sciences, which involves students (approximately 70) and faculty in extended learning, mentoring and engagement opportunities.
DIVISION OF BUSINESS AND FINANCE

Providing stewardship of the university’s human, financial and physical resources

In the coming years, the division will focus on:
• Supporting student success through a safe, healthy and supportive environment.
• Driving customer value through the delivery of exceptional service.
• Supporting EWU as an institution of innovation through operational excellence.
• Increasing the diversity of the Business and Finance Division workforce by attracting and retaining highly qualified and diverse staff members.
• Improving sustainability universitywide through the adoption of best practices.
• Enhancing EWU’s visibility through increased awareness of Business and Finance’s activities and achievements.

Key actions to support this vision include:
• Increasing campus safety with targeted community outreach and new technologies.
• Building a diverse workforce through EWU community job fairs and diversity sensitivity training.
• Improving facility management, campus recycling and energy conservation programs.
• Adopting best practices in finance, reporting and human resource management.
• Increasing efficiencies through implementation of paperless financial processes and electronic personnel files.
• Improving residential experience with enhanced food quality, selection and variety.
• Developing comprehensive operational plans in all units.

DEVELOP NEW SUSTAINABLE PRACTICES

Sustainability is an ongoing initiative for the Business and Finance division. As a signatory to the American College and University President’s Climate Committee (ACUPCC), EWU strives to negate the impacts on global climate change by expanding energy and utility conservation.

In support of this goal, Business and Finance is developing a plan for electric service vehicles on campus, exploring alternate heating fuels, developing a water reduction plan and adopting paperless processes. Facilities and Planning seeks to complete Phase I of a new recycling center and hopes the center will help expand EWU’s recycling program into a best-practice program in the Northwest Region.

While sustainable food service practices are already under way, Dining Services seeks to improve sustainability in a number of ways. The unit will work closely with area beef and produce growers for opportunities to use their products, as well as begin “Fresh Fruit and Produce Thursdays” in the Eagle Express market—set to begin in the spring. This unit will also increase the use of local products from within the tri-state region, all of which can be logged on “The Real Food Calculator” to track what percentage of food purchases are local, sustainable and natural.
UNIVERSITY ADVANCEMENT

Communicating and enhancing the university’s image and academic reputation, building and nurturing relationships, and securing philanthropic investment

In the coming years, the division will focus on:

• Increasing awareness of the university, shaping and enhancing its image, and advancing its objectives through integrated, strategic communications.
• Providing infrastructure to support donor gift processing, research and reporting.
• Cultivating lifelong relationships with alumni through event participation, advocacy and annual giving.
• Developing and implementing effective fundraising strategies to qualify, cultivate, solicit and manage gifts and pledges of $10,000 or more.

Key actions to support this vision include:

• Reporting, responding and thanking donors for all financial support.
• Inspiring and empowering Eastern’s internal constituents to “live Eastern’s promise.”
• Leveraging internal and external campus publications and websites to tell the Eastern story and engage the campus community.
• Implementing a new alumni online community.
• Increasing overall annual gifts and pledges throughout the campaign, while achieving or surpassing the campaign goal.
• Increasing total planned giving expectancies to more than $800,000 annually.

LAUNCH A COMPREHENSIVE CAMPAIGN

In support of the strategic plan and to combat the downward spiral of state financial support, EWU is launching its first-ever comprehensive campaign: “Big Futures, the Campaign for Eastern.” This campuswide effort will serve to increase awareness, participation and revenue in support of the goals of EWU’s strategic plan while serving as a springboard to future fundraising initiatives and campaigns.

A new campaign website, along with new online efforts to engage alumni, will allow Eastern to easily communicate the goals and involve supporters in the campaign. A partnership between the EWU Foundation and the University Advancement department, “The Campaign for Eastern” will seek to instill pride and investment in EWU’s students, alumni, faculty and programs, creating a culture of philanthropy and service.
DIVISION OF INFORMATION TECHNOLOGY [IT]

Delivering information technology infrastructure, services and innovation to support university learning, research, scholarship and business

In the coming years, the division will focus on:

• Providing an information technology organization that is effective, efficient and flexible.
• Providing a robust technology infrastructure.
• Providing professional customer service and support.
• Providing leadership for a strong institutional data/reporting environment.

Key actions to support this vision include:

• Becoming recognized as a best-practice organization through innovative partnerships and initiatives.
• Improving infrastructure integrity with enhanced security and disaster recovery plans.
• Enhancing services and support for mobile access and personal devices on and off campus.
• Growing and maturing the data governance system and structure.
• Improving access to cloud-based computing, technology support, key student services, virtual learning and 24/7 technology support.

IMPLEMENT A RELATIONSHIP-DRIVEN SUPPORT STRUCTURE

As the university seeks to foster student success and innovation, so too does the Division of Information Technology (IT). IT seeks to develop a relationship-driven support structure by increasing communication and building strong relationships with its customers: the students, staff and faculty of Eastern. IT professionals (the technicians who support various areas on campus) meet regularly with the department heads in their respective support zones, taking a proactive approach to the technical needs and support issues around campus. This approach includes communicating regularly with these customers about IT services, ensuring that they understand how and where they can receive help.

IT is also building a Business Intelligence (BI) Decision Support group that focuses on taking data associated with a unit or department and building an analytics model, making recommendations as to how to improve operational reporting and decision support capabilities. Also in the works is a faculty innovation center, which will offer a full line of support services, instructional technologies, and design and development services that will aid faculty in the support of students both in and out of the classroom.
DEPARTMENT OF ATHLETICS

Enhancing the value, image and visibility of Eastern Washington University through 14 university-sponsored intercollegiate athletic programs for men and women student-athletes

In the coming years, the division will focus on:

- Leveraging athletics for increased community engagement and regional and national visibility.
- Enhancing Athletics' role as the “window to the university” through improved marketing initiatives.
- Assuring an inclusive, diverse, gender-equal environment among student-athletes and Athletics staff.
- Enhancing infrastructure, aesthetics and “storytelling” in athletic facilities and offices.
- Improving internal operations through enhanced interdepartmental communication.
- Creating an environment that supports staff enrichment.
- Making the experience of being an EWU student-athlete one that makes our people proud to be an Eagle.
- Improving the athletic and academic performance of each team and program.

Key actions to support this vision include:

- Placing annually in the top four of the Big Sky Conference President's Trophy standings.
- Reaching a minimum of 25 million households annually through broadcasts and podcasts of Eastern games.
- Adding a “Diversity Week” to the Life Skills Course to discuss how the topic affects student-athletes’ success at the university.
- Increasing annual giving to the scholarship fund and revenue of special events.
- Creating a systematic approach to hiring and retaining employees.
- Bringing speakers, leadership materials and industrywide knowledge to staff and coaches meetings.
- Hosting an annual Welcome Back event and an end-of-the year awards event for student-athletes.
- Establishing and maintaining good recruiting connections throughout the state, in Western Undergraduate Exchange (WUE) states, and foreign countries of previous recruits.

CREATING AN EXPERIENCE FOR STUDENT-ATHLETES

The Department of Athletics seeks to maximize the experience of its student-athletes—both in the classroom and through the community. The department plans to enhance the current Life Skills course, which is provided to first-year student-athletes, into a more comprehensive “off the court” educational experience. This year, the division will begin implementing a “Diversity Week” in which students will learn about the range of groups at EWU, including international students, Native American Student Association, Pride Center and Black Student Union, among others. The goal is to provide NCAA Division I student-athletes with a community beyond their teammates where they can turn for services and resources. The Department of Athletics embraces its role as the “Window to the University.” Efforts are underway to increase annual donations for the scholarship fund with the goal of reaching $500,000 annually by implementing help through the campus call center for outreach as well as focusing the efforts of the volunteer-led task teams. The funds raised through these efforts will go directly to student-athlete scholarships.