Western Oregon UNIVERSITY

University Council
wou.edu/uc

Strategic Initiative Action Teams

Summary and Descriptions

May, 2018

TOGETHER WE
ENGAGE

Key
- Working team - Engaged team; no new team members are needed at this time
- Open team - Team forming now; new team members are needed now
- Future team - Planned team; new team members will be needed in the future

Table of Contents

Student Success Strategic Initiative Action Teams

Centralize WOU Tutoring | Student Success Goal: Find and set up centralized tutoring location for Math, Science and General Tutoring	
Admin resources	Provost | Office of Academic Effectiveness (AE)
Working team	Burton, Math Center Director, lead | Behmard, Science Center Director | DelaBarre, SSA | Schmidt, Writing Center Director | Troyer, International Support Director
Strategic Initiative	SS I.1.2: Strengthen and centralize programs and practices that support academic achievement for all students.
Timeframe	Initial planning 2017 - 2018, space considerations 2018 - 2019
Metric/deliverable	Improved pass rates in key courses and increased utilization of services

Increase Academic Engagement | Student Success Goal: Set up Academic Engagement Professional Learning Community (PLC)	
Admin resources	Provost | Office of Academic Effectiveness (AE)
Future team	Monahan, AE, lead | SSA representative 6 - 8 faculty (PLC call will go out 2018 - 19 or 2019 - 20)
Strategic Initiative	SS I.1.1: Provide a campus environment that enhances learning and the development of the whole person.
Timeframe	AY 2018 - 2019 or AY 2019 - 2020
Metric/deliverable	At least four discrete practices are identified and disseminated to faculty on campus

Widen Course Distribution | Student Success Goal: Create plan for creating a wider distribution of courses across time slots and days	
Admin resources	Provost | Office of Academic Effectiveness (AE)
Open team	Monahan, AE, lead | Braun, CLAS office | Kavanagh, UCS | Schmidt, UC Smith, COE office | Registrar representative | 2 - 4 additional faculty
Strategic Initiative	SS I.2.3: Improve access to coursework for degrees, programs and certificates.
Timeframe	Workgroup meets AY 2018 - 2019 for initial planning stages
Metric/deliverable	Plan disseminated to campus

Student Success Strategic Initiative Action Teams

Create Advising Guide | Student Success Goal: Establish advising guide and standards	
Admin resources	Provost | SSA Director
Working team	Poole, SSA Director, lead | University Academic Advising Council (UAAC) formed out of the SSA office
Strategic Initiative	SS I.4.1 Improve academic advising for all students.
Timeframe	Spring 2018 - Fall 2018
Metric/deliverable	Advising guide disseminated to campus

Create Systems Plan | Student Success Goal: Registrar and UCS develop systems plan	
Admin resources	Provost | UCS Director
Working team	Clark, Registrar | Kernan, UCS Director
Strategic Initiative	SS I.4.2 Develop user-friendly catalog, scheduling and registration systems
Timeframe	Spring 2018
Metric/deliverable	List and plan for updating catalog, scheduling and registration systems shared with University Council

Create Diversity Plan | Student Success Goal: Diversity Committee establishes campus diversity plan	
Admin resources	President
Working team	Fuller, President | Diversity Committee
Strategic Initiative	SS I.4.3 Provide culturally responsive support for students from diverse communities
Timeframe	AY 2018 - 2019
Metric/deliverable	Diversity plan disseminated to campus

Academic Excellence Strategic Initiative Action Teams

Institutionalize Academic Program Review | Academic Excellence Goal: Create system of academic program review	
Admin resources	Provost | Office of Academic Effectiveness (AE)
Working team	Monahan, AE, lead | Academic programs
Strategic Initiative	AE II.4.2 Develop internal processes that regularly review academic programs to ensure academic effectiveness, relevance, quality and currency.
Timeframe	Ongoing
Metric/deliverable	Program Review reports for first-year identified departments, rolling annually

Establish Salem Offerings | Academic Excellence Goal: Support degree completion for undergrad programs, establish new graduate pathways	
Admin resource	Provost
Working team	Cassity, Dean CLAS & Girod, Dean COE , leads | Faculty support
Strategic Initiative	AE II.4.1 Promote academic array that provides distinctive, high-quality programs.
Timeframe	Ongoing
Metric/deliverable	New graduate program and new pathways for undergraduate programs established in Salem

Redesign General Education Program | Academic Excellence Goal: Create learning outcomes based program that is more transfer friendly	
Admin resources	Provost
Working team	General Education Director, lead | General Education Committee
Strategic Initiative	AE II.4.5 Redesign the general education program to be consistent with undergraduate learning outcomes and timely degree completion.
Timeframe	Redesign implementation; AY 2018 - 2019
Metric/deliverable	Process for requesting and reviewing GE category courses in place for Fall 2018, New General Education program in 2019 - 20120 catalog, courses for all GE framework categories in place for AY 2019 - 2020

Academic Excellence Strategic Initiative Action Teams

Increase funding for undergraduate research experiences | Academic Excellence Goal: Include in comprehensive campaign for Foundation	
Admin resources	Foundation Director
Working team	Foundation Board Director, lead | Cassity, Dean CLAS | Girod, Dean COE PURE director
Strategic Initiative	AE II.5.3 Continue and enhance support for undergraduate research experience, presentation and publication opportunities.
Timeframe	Ongoing
Metric/deliverable	Increased funds available for student participation in undergraduate research experiences

Reimagine Academic Innovation Center | Academic Excellence Goal: Create dynamic campus and faculty center and resource	
Admin resources	Provost
Working team	Schepige Faculty Senate President 2018, lead | Thomas, CA | Coté, NSM | Foster, BS | Disney, BE | Bruce, HEX | Bucy, EL | Cassity, Dean CLAS McKiel, Dean LIB | Zhang, CAI
Strategic Initiatives	AE II.2.2 Increase faculty development support for scholarly and creative pursuits as well as innovative curricular design and delivery efforts. *and* Accountability IV.4.2 Improve teamwork and collaboration among students, faculty, staff and administration.
Timeframe	Spring and fall 2018
Metric/deliverable	Reimagined mission and activities at CAI

Community Engagement Strategic Initiative Action Teams

Create Experiential Learning/High Impact Practices Task Force | Community Engagement **Goal: Establish campus EL/HIP guidelines**	
Admin resources	Provost | Service Learning & Career Development
Working team	Clark, Service Learning and Career Development, lead | Howard, PURE | Zobel PURE | Foster, faculty | Buncal, Study Abroad | Plummer, Service Learning and Career Development
Strategic Initiative	CE III.1.1 Adopt experiential learning guidelines and align high-impact practices with these guidelines.
Timeframe	Ongoing (work began FY17)
Metric/deliverable	Increase numbers of high impact practices throughout academic programs and coordination across campus

Streamline system for online purchases and credit card use | Community Engagement **Goal: Create user friendly online purchase system** **Phase I – Online ticket purchases for Rice/Smith events & Smith Fine Arts**	
Admin resources	VP Finance and Administration
Working team	Business Services, lead | UCS representative | Creative Arts Department head | Box Office staff | Smith Fine Arts representative
Strategic Initiative	CE III.3.2 Increase community and alumni participation in, and support for, campus activities.
Timeframe	Spring 2018
Metric/deliverable	Online ticket purchases available for Rice events & Smith Fine Arts

Streamline system for online purchases and credit card use | Community Engagement **Goal: Create user friendly online purchase system** **Phase II – Online purchases for the rest of campus**	
Admin resources	VP Finance and Administration
Future team	Call will go out fall 2018
Strategic Initiative	CE III.3.2 Increase community and alumni participation in, and support for, campus activities.
Timeframe	Fiscal year 2019
Metric/deliverable	Online purchasing common for all areas of campus

Community Engagement Strategic Initiative Action Teams

Make WOU more inviting and welcoming | Community Engagement Goal: Improve town/gown relationships, increase community involvement	
Admin resources	MarCom Director
Open team	MarCom staff | Facilities Services staff | Conference & Event Services staff Any department bringing people to campus
Strategic Initiative	CE III.3.2 Increase community and alumni participation in, and support for, campus activities.
Timeframe	Begin Fall 2018
Metric/deliverable	Increased ticket sales, community involvement in open activities

Accountability Strategic Initiative Action Teams

Create University Budget Committee | Accountability Goal: Complete full cycle of budget development	
Admin resources	President | VP Finance and Administration
Working team	VP Finance and Administration, lead | University Budget Committee
Strategic Initiative	A IV.1.2 Create campus budget advisory committee incorporating shared governance principles and budget transparency.
Timeframe	Ongoing
Metric/deliverable	Ongoing budget process established

Address NWCCU Concerns | Accountability Goal: Address formal NWCCU concerns satisfactorily	
Admin resources	Provost | Office of Academic Effectiveness (AE)
Working team	Monahan, AE, lead | President's Cabinet | University Council
Strategic Initiative	A IV.2.2 Use institutional data to inform decisions, address program outcomes and meet strategic goals and accreditation standards.
Timeframe	Ongoing
Metric/deliverable	WOU on track for NWCCU 7 year cycle (we are!)

Create IR Website | Accountability Goal: IR website, profile, and dashboards live for campus use	
Admin resources	Institutional Research & Effectiveness Director
Working team	Shahid, IR Director, lead | MarCom
Strategic Initiative	A IV.2.3 Promote culture of evidence-based decision-making and accountability
Timeframe	Spring 2018
Metric/deliverable	Metrics established by BOT and IR website developed

Accountability Strategic Initiative Action Teams

Increase the number of community college articulation agreements Goal: Establish articulation agreements with PCC, MHCC, LBCC	
Admin resources	Provost | VP Public Affairs
Working team	McDonald, VP Public Affairs & Strategic Initiatives | Mauro, SSA Transfer Specialist
Strategic Initiative	A IV.3.5 Strengthen and expand community college partnerships to promote educational attainment.
Timeframe	2018
Metric/deliverable	Increased number of pathways and increased numbers of transfers

Strategic Marketing of Academic Programs | Accountability Goal: Increase marketing and consistent branding effectiveness	
Admin resources	MarCom Director
Working team	MarCom, lead | Cassity, Dean CLAS | Girod, Dean COE | Campus Directors | MarCom staff
Strategic Initiative	A IV.3.2 Support and enhance effective marketing and consistent branding
Timeframe	Ongoing
Metric/deliverable	Social media engagement metrics, long term spikes in academic program interest

Sustainability & Stewardship Strategic Initiative Action Teams

<table>
<tr><td colspan="2" style="background:yellow">Develop Enrollment Management Plan | Sustainability & Stewardship
Goal: Create enrollment management plan</td></tr>
<tr><td>Admin resources</td><td>Provost | VP Public Affairs & Strategic Initiatives</td></tr>
<tr><td>Working team</td><td>Dukes, VP Student Affairs, lead | McDonald, VP Public Affairs & Strategic Initiatives | Findtner, Admissions Director | Helyer, Financial Aid Director | Stonecipher, Graduate Director</td></tr>
<tr><td>Strategic Initiative</td><td>Su St V.1 Enhance financial sustainability through enrollment and fiscal strategies</td></tr>
<tr><td>Timeframe</td><td>Fall 2018</td></tr>
<tr><td>Metric/deliverable</td><td>Plan developed and implementation initiated</td></tr>
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<table>
<tr><td colspan="2" style="background:yellow">Develop Retention Plan | Sustainability & Stewardship
Goal: Develop plans to improve retention rates for freshmen</td></tr>
<tr><td>Admin resources</td><td>Provost | VP Student Affairs</td></tr>
<tr><td>Working team</td><td>Provost | Dukes, VP Student Affairs   WHO ELSE HERE? LEAD?</td></tr>
<tr><td>Strategic Initiative</td><td>Su St V.1.1 Meet enrollment targets through effective recruitment and retention efforts</td></tr>
<tr><td>Timeframe</td><td>Fall 2018</td></tr>
<tr><td>Metric/deliverable</td><td>Improved retention rates for FR-SO</td></tr>
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<tr><td colspan="2" style="background:yellow">Increase Use of Work Study | Sustainability & Stewardship
Goal: Increase work study and campus student employment</td></tr>
<tr><td>Admin resources</td><td>VP Finance and Administration</td></tr>
<tr><td>Working team</td><td>Fuller, President | VP Finance | UBC members</td></tr>
<tr><td>Strategic Initiative</td><td>Su St V.2.4 Evaluate and improve the outcomes of tuition-assistance programs on enrollment, retention, and graduation.</td></tr>
<tr><td>Timeframe</td><td>Fiscal years 2018 - 2019</td></tr>
<tr><td>Metric/deliverable</td><td>IR data on effectiveness of strategies</td></tr>
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Sustainability & Stewardship Strategic Initiative Action Teams

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<tr><td colspan="2" style="background:yellow">Develop Funding Priorities | Sustainability & Stewardship
Goal: Develop funding priorities and comprehensive campaign</td></tr>
<tr><td>Admin resources</td><td>President | VP Finance and Administration | Foundation Director</td></tr>
<tr><td>Working team</td><td>Foundation | President's Cabinet</td></tr>
<tr><td>Strategic Initiative</td><td>Su St V.3.3 Develop and implement a comprehensive fundraising plan to secure external funds that support the mission and goals of the university</td></tr>
<tr><td>Timeframe</td><td>Spring - Fall 2018</td></tr>
<tr><td>Metric/deliverable</td><td>Increased external funds</td></tr>
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<tr><td colspan="2" style="background:yellow">Create Sustainability-focused Purchasing Guidelines and Policies in Facilities Procedure Manual | Sustainability & Stewardship
Goal: Incorporate sustainability-focused purchasing guidelines and policies into all departments that provide service to the campus community</td></tr>
<tr><td>Admin resources</td><td>Facilities Director</td></tr>
<tr><td>Working team</td><td>Smith, Facilities Director, lead | NEED HELP HERE</td></tr>
<tr><td>Strategic Initiative</td><td>Su St V.4.1 Develop and promote sustainability-focused programs and opportunities for the university, the community, alumni and university partners.
Su St V.4.2 Increase and support sustainable environmental systems for campus grounds, infrastructure and physical facilities.</td></tr>
<tr><td>Timeframe</td><td>Fiscal years 2018 - 2019</td></tr>
<tr><td>Metric/deliverable</td><td>All construction of structures or landscapes focus upon sustainability (LEED & drought resistant plants)</td></tr>
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<table>
<tr><td colspan="2" style="background:yellow">Develop Framework for Analyzing Technology Trends and Practices in Higher Ed | Sustainability & Stewardship
Goal: Maintain Virtualization Best Practices</td></tr>
<tr><td>Admin resources</td><td>UCS Director</td></tr>
<tr><td>Working team</td><td>University Technology Committee</td></tr>
<tr><td>Strategic Initiative</td><td>Su St V.5.1   Maintain IT solutions that incorporate best practices in higher education.</td></tr>
<tr><td>Timeframe</td><td>AY 2018 - 2019</td></tr>
<tr><td>Metric/deliverable</td><td>Framework and reports on best/optimal technologies</td></tr>
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Sustainability & Stewardship Strategic Initiative Action Teams

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<tr><td colspan="2" style="background:yellow">Provide technical support for faculty, staff and students to meet strategic goals and university mission | Sustainability & Stewardship
Goal: Develop and implement short-term and long-term solution for technical support</td></tr>
<tr><td>Admin resources</td><td>UCS Director</td></tr>
<tr><td>Working team</td><td>Dave McEvilly, UCS | Weiwei Zhang, Academic Technologist</td></tr>
<tr><td>Strategic Initiative</td><td>Su St V.5.2   Provide technical support for faculty, staff and students to meet the goals and mission of the university.</td></tr>
<tr><td>Timeframe</td><td>AY 2018 - 2019</td></tr>
<tr><td>Metric/deliverable</td><td>Redesigned Center for Academic Innovation to support effective use of LMS, distance technologies and establish standards for classroom and research support</td></tr>
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<table>
<tr><td colspan="2" style="background:yellow">Maintain technology solutions that incorporate best practices in higher education | Sustainability & Stewardship
Goal: Establish University Technology Committee to develop Campus Technology Plan</td></tr>
<tr><td>Admin resources</td><td>President | UCS Director</td></tr>
<tr><td>Working team</td><td>Schepige, Faculty Senate President 2018, lead | Fuller, President University Technology Committee members</td></tr>
<tr><td>Strategic Initiative</td><td>Su St V.5.3 Develop and implement short- and long-term IT plans that are responsive to the needs of students, faculty and staff.</td></tr>
<tr><td>Timeframe</td><td>AY 2018 - 2019</td></tr>
<tr><td>Metric/deliverable</td><td>Campus Technology Plan</td></tr>
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<tr><td colspan="2" style="background:yellow">Determine Staffing Needs/Opportunities | Sustainability & Stewardship
Goal: Define what the faculty and staff see as process that with improvement would result in satisfaction or productivity</td></tr>
<tr><td>Admin resources</td><td>HR Director, VP Finance, President</td></tr>
<tr><td>Working team</td><td>HR Director | President's Cabinet | Deans</td></tr>
<tr><td>Strategic Initiative</td><td>Su St V.6.1 Provide professional development opportunities for faculty and staff that advance the university mission.
Su St V.6.2 Maintain appropriate staffing levels to ensure the continuity of programs, units and departments.</td></tr>
<tr><td>Timeframe</td><td>Budget cycle for FY19</td></tr>
<tr><td>Metric/deliverable</td><td>Plan staffing needs/opportunities developed</td></tr>
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Sustainability & Stewardship Strategic Initiative Action Teams

Create Sustainable Child Care Center | Sustainability & Stewardship Goal: Improve satisfaction and productivity of faculty and staff	
Admin resources	HR Director
Working team	Child Development Center Director | HR Director | Facility Services Director | Girod, Dean COE | COE faculty
Strategic Initiative	Su St V.6.3 Implement process improvements to improve satisfaction and productivity of faculty and staff.
Timeframe	2018
Metric/deliverable	Child Care Center ready for use

Improve Emergency Readiness | Sustainability & Stewardship Goal: Purchase supplies with one-time funds	
Admin resources	HR Director | Campus Public Safety Director
Working team	Emergency Preparedness Team
Strategic Initiative	Su St V.6.4 Provide resources that improve the safety of faculty, staff and students by developing and implementing emergency planning systems.
Timeframe	Fiscal years 2017 and 2018
Metric/deliverable	Improved inventory of supplies and plans for storage and use