

ENROLLMENT AND STUDENT SERVICES – STRATEGIC PLAN (2024-2027)

Western Washington University

Approved: January 2024

STRATEGIC ELEMENTS

Vision	Every WWU student flourishes from admission to graduation - and beyond
Mission	Welcome students into community, support their well-being and success, and engage them in healthy development of the whole self
	<i>How does the mission of this division support the mission of the university?</i> Enrollment and Student Services supports the mission of Western Washington University through providing a comprehensive set of programs and services to promote inclusive achievement, support student learning and development, and increase our impact across the state.
Service Population	All Western students – past, present, and future.
Access Diversity Equity Inclusion (ADEI)	<i>How does the work of this division support access, diversity, equity, and inclusion?</i> It is the explicit work of Enrollment and Student Services to support access, diversity, equity, and inclusion through every program, service, and structure of every department across the division.
Division Goals	1. Provide excellent programs and services which support and promote students' access, development, and well-being
	2. Administer student records, services, programs, and infrastructure to increase access and reduce barriers and challenges to student success
	3. Advance justice and equity in policies, practices, services, and impacts
	4. Plan and evaluate services, programs, and initiatives to ensure they are effective, ethical, efficient, and sustainable in their use of resources

CORE STRATEGIES

Goal 1	Provide excellent programs and services which support and promote students' access, development, and well-being
❖ Core Themes Supported	<i>Which university core themes does this division goal support?</i> <input checked="" type="checkbox"/> Inclusive Success <input checked="" type="checkbox"/> Washington Impact <input checked="" type="checkbox"/> Academic Excellence
Strategy 1A	Progressive recruitment and admissions practices to support student access
Unit(s) Tasked	Enrollment Management
Measure 1A-1	Enrollment of students of color
➤ Target	30% overall
Measure 1A-2	Race/ethnicity rates for overall enrollment
➤ Target	Representative of state
Strategy 1B	Expansive cocurricular programming to support student development
Unit(s) Tasked	All; esp. Access, Community, & Intercultural Engagement, Student Activities & Involvement
Measure 1B-1	Cocurricular engagement rate
➤ Target	75%
Measure 1B-2	Student staff reporting increased professional competencies
➤ Target	90%
Strategy 1C	Bold leadership in creating a culture of well-being across campus
Unit(s) Tasked	All; esp. Counseling, Health, & Wellbeing
Measure 1C-1	Campus-wide implementation of Okanagan Charter Action Plan
➤ Target	2026
Measure 1C-2	Access to wellness services
➤ Target	10% year-over-year increase

Goal 2	Administer student records, services, programs, and infrastructure to increase access and reduce barriers and challenges to student success
❖ Core Themes Supported	<i>Which university core themes does this division goal support?</i> <input checked="" type="checkbox"/> Inclusive Success <input checked="" type="checkbox"/> Washington Impact <input checked="" type="checkbox"/> Academic Excellence
Strategy 2A	Efficient registration and financial aid services to reduce student barriers
Unit(s) Tasked	Enrollment Management, Student Success Initiatives
Measure 2A-1	Rate of registration holds for financial and other non-academic reasons
➤ Target	Year-over-year reduction
Measure 2A-2	FAFSA/WAFSA completion rates
➤ Target	85% for first-year students; 65% for students overall
Strategy 2B	Effective student outreach and advising programs to support student success
Unit(s) Tasked	All; esp. Student Success Initiatives
Measure 2B-1	First-to-second year retention rate
➤ Target	85% overall
Measure 2B-2	Six-year graduation rate
➤ Target	75% overall
Strategy 2C	Timely interventions to support students facing challenges
Unit(s) Tasked	Student Life, Student Success Initiatives, University Residences
Measure 2C-1	Year-over-year retention rates of students receiving support outreach
➤ Target	Equitable to overall rates
Strategy 2D	Cultivate accessible and welcoming campus spaces and inclusive support programs which foster belonging and connection
Unit(s) Tasked	All; esp. Access, Community, & Intercultural Engagement, Student Activities & Involvement, and University Residences
Measure 2D-1	Student union users reporting positive access and feeling welcomed
➤ Target	90%
Measure 2D-2	Campus residents reporting positive access and meaningful connections
➤ Target	90%
Measure 2D-3	Support program participants reporting positive access and feelings of belonging
➤ Target	90%

Goal 3	Advance justice and equity in policies, practices, services, and impacts
❖ Core Themes Supported	<i>Which university core themes does this division goal support?</i> <input checked="" type="checkbox"/> Inclusive Success <input checked="" type="checkbox"/> Washington Impact <input checked="" type="checkbox"/> Academic Excellence
Strategy 3A	Bold leadership to advance justice and equity across the division
Unit(s) Tasked	All; esp. Access, Community, & Intercultural Engagement
Measure 3A-1	Division-wide implementation of ADEI Action Plan
➤ Target	100% of departments by Spring 2025
Measure 3A-2	Departments maintaining and assessing one or more relevant ADEI goals
Target	100% of departments by Spring 2024
Measure 3A-3	Participation in ESS programs/services
➤ Target	Representative of overall student population by race/ethnicity
Strategy 3B	Inclusive outreach, engagement, and services to support historically underserved groups
Unit(s) Tasked	All; esp. Access, Community & Intercultural Engagement, Enrollment Management, Student Life, Student Success Initiatives
Measure 3B-1	Retention rates for historically underserved groups
➤ Target	Equitable to overall population
Measure 3B-2	Graduation rates for historically underserved groups
➤ Target	Equitable to overall population

Goal 4	Plan and evaluate services, programs, and initiatives to ensure they are effective, ethical, efficient, and sustainable in their use of resources
❖ Core Themes Supported	<i>Which university core themes does this division goal support?</i> <input type="checkbox"/> Inclusive Success <input checked="" type="checkbox"/> Washington Impact <input type="checkbox"/> Academic Excellence
Strategy 4A	Comprehensive strategic planning model implemented across the division
Unit(s) Tasked	All
Measure 4A-1	Departments and units with current strategic plans and continuous assessment measures
➤ Target	100% by 2026
Strategy 4B	Intentional and sustainable management of financial, infrastructural, and personnel resources across the division
Unit(s) Tasked	All; esp. Financial & Capital Resources
Measure 4B-1	New resource allocations connected to strategic initiatives
➤ Target	100% by 2026
Measure 4B-2	Financial health of self-sustaining operational units
➤ Target	100% solvent year-over-year

STRATEGIC COLLABORATIONS

Collaborative Strategy	Collaborating Units	Primary Contacts
<i>1B. Expansive cocurricular programming to support student development</i>	All, esp. Access, Community, & Intercultural Engagement and Student Activities & Involvement	<ul style="list-style-type: none"> • AVP for Access, Community, & Intercultural Engagement • Director of Student Activities & Involvement
<i>1C. Bold leadership in creating a culture of well-being across campus</i>	All, esp. Counseling, Health, & Wellbeing	<ul style="list-style-type: none"> • AVP for Counseling, Health, & Wellbeing
<i>2A. Efficient registration and financial aid services to reduce student barriers</i>	Enrollment Management, Student Success Initiatives	<ul style="list-style-type: none"> • AVP for Enrollment Management • Executive Director for Student Success Initiatives
<i>2C. Timely interventions to support students facing challenges</i>	Student Life, Student Success Initiatives, University Residences	<ul style="list-style-type: none"> • Executive Director for Student Life • Executive Director for Student Success Initiatives • Executive Director for University Residences
<i>2D. Cultivate accessible and welcoming campus spaces and inclusive support programs which foster belonging and connection</i>	All; esp. Access, Community, & Intercultural Engagement, Student Activities & Involvement, and University Residences	<ul style="list-style-type: none"> • AVP for Access, Community, & Intercultural Engagement • Director of Student Activities & Involvement • Executive Director for University Residences
<i>3A. Bold leadership to advance justice and equity across the division</i>	All, esp. Access, Community, & Intercultural Engagement	<ul style="list-style-type: none"> • VP for ESS • AVP for Access, Community, & Intercultural Engagement
<i>3B. Inclusive outreach, engagement, and services to support historically underserved groups</i>	All; esp. Access, Community, & Intercultural Engagement, Student Life, Student Success Initiatives	<ul style="list-style-type: none"> • AVP for Access, Community, & Intercultural Engagement • Executive Director for Student Life • Executive Director for Student Success Initiatives
<i>4A. Comprehensive strategic planning model implemented across the division</i>	All	<ul style="list-style-type: none"> • VP for ESS • Division Planning and Assessment Consultant
<i>4B. Intentional and sustainable management of financial, infrastructural, and personnel resources across the division</i>	All; esp. Financial & Capital Resources	<ul style="list-style-type: none"> • VP for ESS • Division Director of Financial and Capital Resources