

# Strategic Planning Update

# Board of Trustees

February 22nd, 2024



# Strategic Planning Committee

Abbie Barsness (Ex-Officio)  
Strategic Planning Coordinator

Alex Kelly  
CFO – Athletics

Brent Olinger  
Retention Specialist – PLUS Program

Chris Valeo (Ex-Officio)  
Professor – English & Philosophy  
Director of the Faculty Commons

Christine Johnson  
Board of Trustees

Frank Lynch (Co-Chair)  
Associate Professor – Applied Mathematics  
Immediate Past President – Faculty Organization

Iman Munawar  
Executive Vice President – ASEWU

Jake Morrison (Ex-Officio)  
Executive Director – Institutional Effectiveness

Jason Scully  
Associate Professor – Urban and Regional Planning

Jay Manning  
Chair – Board of Trustees

Jennifer Waldo  
Associate Dean of CSTEM

Jonathan Anderson (Co-Chair)  
Provost and Vice President – Academic Affairs

Lea Jarnagin  
Vice President – Student Affairs

Lucretia Berg  
Associate Professor – Occupational Therapy

Mandy Downing  
Catering Supervisor – Dining Services

Qing Stellwagen  
Associate Professor – Library



# Strategic Planning Facilitation Team

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# Agenda

- What we have been doing
- Where we are now
- What comes next

# Work Timeline

- December 2022: RFP results in contract with AASCU
- Spring/Summer 2023: Construction of Strategic Planning Committee
- August 2023: Focus groups complete SWOT analysis led by John Welty (AASCU)
- Fall Quarter 2023: Feedback and committee work
  - Website: [inside.ewu.edu/strategic-planning](https://inside.ewu.edu/strategic-planning)
  - SPC: Shaped mission, vision, values, constructed goal category areas
  - Town Halls: Feedback on values, goal category areas
  - BOT Meetings: Updates/feedback to/from board
- Winter Quarter 2024:
  - Established working groups for goal category areas
  - Working groups: Equity lens training, drafting outcomes and strategies
  - Community Presentations: Drafts of mission, vision, values
  - BOT Meetings: Updates/feedback to/from board

# Mission (Proposed Draft)

Eastern Washington University fosters an inclusive, equitable, and transformative learning community, driving the pursuit of knowledge with affordable academic excellence.



# Vision (Proposed Draft)

Eastern Washington University will provide an education rooted in the liberal arts, designed to address the unique challenges and opportunities facing the Pacific Northwest. Characterized by a student-centered focus and opportunities for applied learning in high demand fields, this education creates upward social mobility and a healthy, sustainable, and economically successful region.

# Values (Proposed Draft)

## **Accessibility**

We strive to create a more inclusive, obtainable, and equitable college education and work environment. Students, staff, and faculty are seen, understood, and appreciated for the assets they bring to our educational community.

## **Academic Excellence**

Our student-centered learning spaces offer effective teaching approaches and dynamic conversations. As a community of learners, we pursue truth and advance knowledge through creative works, research, and scholarship.



# Values (Proposed Draft)

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

We are committed to building an inclusive, supportive, and equitable university community. 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.

## **Regional Impact and Contribution**

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



# Values (Proposed Draft)

## **Student Success**

We recognize that student needs are complex, and success includes both student engagement and positive outcomes. We are committed to creating conditions informed by the needs of our first-generation, low-income, and other structurally marginalized students.

## **Sustainability**

We are 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.



# Additional Features

- Preamble to Plan
- Land Acknowledgement
- Text Bubbles
- Best Practices

# Strategic Planning Goal Areas

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



# Belonging Through Justice, Equity, Diversity, and Inclusion

## Working Group Members

- Elise Brehmer- Assistant Director of SAIL
- Evanlene Melting-Tallow – Program Coordinator / Recruiter, American Indian Studies
- **Kim Davis – Senior Director of Diversity and Inclusion (Lead)**
- Marcus Scott – Assistant Director for Student Organizations and Leadership
- Melissa Graham – Senior Lecturer, Mathematics
- Michael Ochi – Counseling and Wellness Services, Psychological Counselor
- Michael Rutledge – Associate Athletic Director, Student Success, Athletics
- Rebecca Clark – Director McNair Scholars Program
- Ryan Weldon – Assistant Director: Career Development, Career Center

# Belonging Through Justice, Equity, Diversity, and Inclusion

## Goal Statement

Through the active engagement and continuous learning of students, faculty, staff, and administrators, as well as commitment to equitable practices from university executive leadership, we aspire to create an environment that fosters a profound sense of belonging, actively promotes and sustains equity, dismantles systemic barriers, and embraces the unique perspectives of all individuals.

# Belonging Through Justice, Equity, Diversity, and Inclusion

## Outcome Areas

General outcome areas, to be further specified and developed as strategies are developed

- Pedagogy, Culturally Responsive Teaching, Learning in Curricular and Co-Curricular Spaces
- Empower and Support Students
- Dismantling Systemic Barriers
- Sponsorship and Development of Employees
- Belonging and Community Integration

# Investing in Our People and Places

## Working Group Members

- Anna Frost – Senior Grant Writer and Proposal Developer
- Christopher Galow – Maintenance Mechanic 2
- David Millet – Director, Veterans Resource Center (Co-Lead)
- Kris Jeske – Director of Construction and Planning
- Maggie Cox – Operations Manager, Mathematics
- Mandy Downing – Catering Supervisor (Co-Lead)
- Omar Khater – Residential Life Coordinator
- Paul Weed – Director of Academic Affairs Planning and Budgeting
- Sandra Godin – HR Associate, Compensation



# Investing in Our People and Places

## Goal Statement

We foster an equitable, sustainable, and supporting physical and social environment that promotes the recruitment, retention, and growth of all EWU employees.

OR

(extended version)

We strive to address the structural barriers to creating an equitable, supportive, and thriving community of faculty and staff in sustainable spaces by evaluating and addressing inequalities in our current systems while promoting a culture of wellness and professional development to create a positive physical and social environment that encourages the recruitment, retention, and growth of all EWU employees.



# Investing in Our People and Places

## Outcome Areas

General outcome areas, to be further specified and developed as strategies are developed

- Human Resources Related
  - e.g., Recruitment, retention, benefits, compensation, etc.
- Facilities Related
  - e.g., buildings, office spaces, working environment, sustainability, etc.
- Health and Wellness
  - e.g., programming, benefits, incentives, etc.
- Professional Development
  - e.g., conferences, training opportunities, research, etc.
- Faculty and staff support
  - e.g., onboarding, systems training, etc.
- Culture of Caring/Creating the conditions for success

# Regional Impact / Regional Anchor

## Working Group Members

- Alex Kelly – CFO Athletics (Co-Lead)
- Brett Lucas – Principal Planner and Communications Manager, City of Cheney
- Erik Budsberg – Dir. Sustainability
- Jens Larson – Assoc. VP – Enrollment Management (Co-Lead)
- Kelsey Hatch-Brecek – Dir. Alumni Relations
- Marcie Estrellado – Program Specialist 2, Eagle Store
- Patrick Jones – Exec Dir. Public Policy
- Romeal Watson – Assoc Dir – Employer Relations
- Travis Masingale – Associate Professor

# Regional Impact / Regional Anchor

## Goal Statement

Launch interdisciplinary initiatives that combine applied educational programming, scholarly research, and community engagement through economic diversification that focuses on sectors critical to the Pacific Northwest's vitality. Establish EWU and its graduates as pivotal contributors to regional wealth creation, equity, and stewarding of our natural resources

# Regional Impact / Regional Anchor

## Outcome Areas

General outcome areas, to be further specified and developed as strategies are developed

- Workforce/Community Engagement
- Regional Leadership
- Program Development
- Town and Gown (Backyard?)
- Recruitment and Enrollment Growth
- Alumni Engagement
- Resource Stewardship

# Student Success and Student Experience

## Working Group Members

- Brooke Nicholson - CAMP Retention Specialist
- Carlos Castillo-Garsow - Faculty Organization Vice President
- Chris Valeo - Professor of English and Director of Faculty Commons
- Cori Jeager - McNair Program Academic Advisor
- Elizabeth Humberstad - ASEWU Academic Affairs
- Erin Ross - EWU director of Tribal Relation
- Gina Gendusa - Director of Eagle Care Network
- Heather Veeder - Associate Vice President, Student Success, Policy & Planning
- **Josh Ashcroft - Associate Vice President of Campus Life (Co-Lead)**
- Jake Morrison - Executive Director of Institutional Effectiveness
- Jared Jackson - Master's of Social Work Student
- Jon Anderson - Provost
- Kevin Decker - Professor of Philosophy
- Krisztian Magori - Associate Professor of Biology
- Kim Davis - Senior Director for Diversity and Inclusion
- Laura Gant - Associate Director of Wellness Services
- Lea Jarnigan - Vice President for Student Affairs
- Lorie Speer - Associate Professor of Dental Hygiene
- **Pui-Yan Lam - Faculty Organization President (Co-Lead)**
- Scott Eubanks - Director of Graduate Studies
- Sonora Hernandez - Associate Director of Housing and Residential Life



# Student Success and Student Experience

## Goal Statement

We will reshape our institutional mindset and practices to (1) promote student success and close structural equity gaps through (2) a holistic, decolonial, people-centered, value-driven approach that prioritizes student well-being in multiple dimensions and (3) support students' self-exploration and self-understanding of their values, identities, cultural heritages and career paths through the followings.

# Student Success and Student Experience

## Outcome Areas

General outcome areas, to be further specified and developed as strategies are developed

- Promote Student Success and Close Structural Equity Gaps (i.e., retention and graduation rates)
- Adopt a holistic, decolonial, people-centered, value-driven approach that prioritizes student well-being in multiple dimensions (e.g. physical well-being, mental/psychological well-being, cultural/linguistic well-being, financial well-being)
- Support student's self-exploration and self-understanding of their values, identities, cultural heritages and career paths



# Moving Forward

- Working Groups:
  - Refining goals statements
  - Narrowing focus on outcomes
  - Developing strategies
- SPC: Review of outcomes and strategies
- Town Halls: Updates to and feedback from community
  - February 29th, PUB NCR, 12–2 PM (Please RSVP for lunch at 11:30)
  - Watch [inside.ewu.edu](https://inside.ewu.edu) for more
- FO: Presentations of Strategic Plan to the Faculty Senate
- SPC: Recommendations to President McMahan
- BOT: Formal approval of strategic plan (June 2024)

Thank You

