| **ENROLLMENT AND STUDENT SERVICES – STRATEGIC PLAN (2020-2024)**  *Western Washington University*  Approved: August 2020 |
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| **STRATEGIC ELEMENTS** |

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| **Vision** | Every student graduates, prepared for a life of growth and purpose. |

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| **Mission** | Enroll, engage, and support students to promote healthy development of the whole self and our communities. |
| *How does the mission of this division support the mission of the university?*  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. |

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| **Service Population** | All Western students – past, present, and future. |

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| **Access**  **Diversity**  **Equity**  **Inclusion**  **(ADEI)** | *How does the work of this division support access, diversity, equity, and inclusion?*  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. |

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| **Division**  **Goals** | 1. Increase access and persistence to graduation for all students |
| 1. Actively pursue justice and equity in policies, practices, services, and impacts |
| 1. Provide broad co-curricular programs and services to support student development |
| 1. Cultivate partnerships to foster strong community and promote holistic wellness |

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| **CORE STRATEGIES** |

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| **Goal 1** | Increase access and persistence to graduation for all students |
| * **WWU Linkage** | *Which university goal does this division goal support?*  Education  Place  Environment  Equity |
| **Strategy 1A** | **Efficient enrollment management services** |
| **Unit(s) Tasked** | Enrollment Management |
| **Measure 1A-1** | Overall enrollments |
| * **Target** | 18000 |
| **Measure 1A-2** | Annual degrees awarded |
| * **Target** | 4300 |
| **Strategy 1B** | **Effective student outreach and support services** |
| **Unit(s) Tasked** | All; esp. Student Success Initiatives |
| **Measure 1B-1** | First-to-second year retention rate |
| * **Target** | 87% |
| **Measure 1B-2** | Six-year graduation rate |
| * **Target** | 75% |

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| **Goal 2** | Actively pursue justice and equity in policies, practices, services, and impacts |
| * **WWU Linkage** | *Which university goal does this division goal support?*  Education  Place  Environment  Equity |
| **Strategy 2A** | **Progressive recruitment and admissions practices** |
| **Unit(s) Tasked** | Enrollment Management |
| **Measure 2A-1** | Enrollment of students-of-color |
| * **Target** | 30% |
| **Measure 2A-2** | Overall enrollment |
| * **Target** | Representative of state |
| **Strategy 2B** | **Strong inclusive engagement, education, and support programs** |
| **Unit(s) Tasked** | All; esp. Enrollment Management, LGBTQ+ Western, Student Engagement, Student Life |
| **Measure 2B-1** | Under-represented SOC retention rate |
| * **Target** | 87% |
| **Measure 2B-2** | Under-represented SOC graduation rate |
| * **Target** | 75% |
| **Measure 2B-3** | Retention rate of other marginalized student populations (DAC, LGBTQ+, VSO, etc.) |
| * **Target** | 87% |
| **Strategy 2C** | **Persistent action to improve equity and justice in policies, practices, and structures; especially to advance the success of Black students** |
| **Unit(s) Tasked** | All; each unit and department is expected to maintain and assess specific, measurable goals related to action for systemic equity and inclusion |
| **Measure 2C-1** | Student perceptions of institutional commitment to diversity |
| * **Target** | 85%+ |
| **Measure 2C-2** | Participation by students of color in programs and services (by department) |
| * **Target** | Representative of student population |

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| **Goal 3** | Provide broad co-curricular programs and services to support student development |
| * **WWU Linkage** | *Which university goal does this division goal support?*  Education  Place  Environment  Equity |
| **Strategy 3A** | **Impactful social activities and co-curricular programming** |
| **Unit(s) Tasked** | All; esp. Student Engagement, Student Life, Western Athletics |
| **Measure 3A-1** | Co-curricular exposure rate |
| * **Target** | 75% |
| **Measure 3A-2** | Co-curricular engagement rate |
| * **Target** | 50% |
| **Strategy 3B** | **Robust student professional development opportunities** |
| **Unit(s) Tasked** | All; Student Success Initiatives (Career Services) |
| **Measure 3B-1** | Student staff reporting increased professional competencies |
| * **Target** | 90% |
| **Measure 3B-2** | Graduate employment rate |
| * **Target** | 80% |

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| **Goal 4** | Cultivate partnerships to foster strong community and promote holistic wellness |
| * **WWU Linkage** | *Which university goal does this division goal support?*  Education  Place  Environment  Equity |
| **Strategy 4A** | **Collaborative community wellness programs** |
| **Unit(s) Tasked** | All; esp. Counseling, Health, and Wellness and Multicultural Student Services |
| **Measure 4A-1** | Access to social support and wellness services |
| * **Target** | 50% increase |
| **Measure 4A-2** | Increased partnerships with university departments and community organizations |
| * **Target** | 20% increase |
| **Strategy 4B** | **Supportive and socially equitable university residential communities** |
| **Unit(s) Tasked** | University Residences |
| **Measure 4B-1** | University housing vacancy rate |
| * **Target** | 10% or less |
| **Measure 4B-2** | Residents reporting inclusive access and community experiences |
| * **Target** | 90% |

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| **STRATEGIC COLLABORATIONS** |

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| **Collaborative Strategy** | **Collaborating Units** | **Primary Contacts** |
| *2B: Inclusive engagement and education programs* | * Enrollment Management * LGBTQ+ Western * Student Engagement * Student Life | * Director of Disability Access Center * Director of Veteran Services * LGBTQ+ Director * Executive Director of Student Engagement * Executive Director of Student Life |
| *2C: Action to improve equity and justice* | \*All | \*All department and unit leaders |
| *3A: Social activities and co-curricular programs* | * Student Engagement * Student Life * Western Athletics | * Executive Director of Student Engagement * Executive Director of Student Life * Director of Western Athletics |
| *3B: Professional development opportunities* | \*All | \*All supervisors of student staff |
| *4A: Community wellness programs* | * Counseling, Health, and Wellness * Multicultural Student Services | * Executive Director of Counseling, Health, and Wellness * Director of Multicultural Student Services |