

## THEMES

In our conversations with the campus community, through focus groups, and also through the surveys, a series of themes stood out.

- Public Liberal Arts
  - Excellence in public liberal arts education
  - Service to the state of Washington as an important aspect of a publicly funded institution
  - Quality of academic programs, students' ability to explore, innovative programming, faculty-student relationships
  - Faculty scholarship and creative activity, especially involving students
  - Sustainability as an important element
- Place
  - Seen as a strength in many ways
  - We are not fully engaging with our place and the people and communities in it
- People
  - Some success in engagement and shared governance and some attentiveness to fair working conditions and morale
  - Some work still to be done on shared governance, particularly as it pertains to staff and students.
  - Increased support for members of the campus community is sorely needed
  - The sustainability of Western's staff and faculty is in jeopardy
- Diversity/Inclusion/Social Justice
  - Greater diversity of people needed
  - Diversity, inclusion and social justice should be weaved into the curriculum
  - Campus climate needs to be more inclusive
  - Service, place, and community are important
  - Social and environmental justice is strongly desired
- Resources
  - Many concerns about the lack of resources in many areas, including facilities
  - Endowment size of the institution,
  - Need to improve the infrastructure to get resources (RSP, communication with the legislature, building advocates in the community),
  - More systematic planning needed with incentives to align efforts with strategic plan
  - People are stretched
  - Access is problematic in some areas: to courses, to majors, to student services
  - Student talent is great; they can be contributors and not just recipients
  - More transparency needed in budgeting resources

- Sustainability of resources is in question