WOU’s Vision

Our vision is to create a university where: students receive a personalized education in a public university setting. Students from all backgrounds excel in academic programs recognized at state, regional and national levels. Students enjoy personalized advising, encouragement and direction to guide them to self-discovery, intellectual development, service to their community and timely degree completion. Our campus life supports each student with a challenging curriculum, productive interactions with professors and peers, and enriching collegiate activities. Our alumni are invaluable contributors to society.

Our collaborations with partners in education, business and government agencies provide lasting mutual benefits. Our faculty and staff thrive in an energizing, collaborative and creative climate for academic endeavors. The collegial, supportive environment encourages fearless innovation, professional development and community involvement.

WOU’s Values

Western Oregon University’s core values center on its commitment to student success; to that end, we adhere to the following core principles:

Teaching and learning

- Teaching by experienced, highly qualified faculty in small, personalized settings
- A broad array of majors and specialty courses in the context of a robust and meaningful liberal arts core curriculum
- Academic experiences that include internships, research and service learning
- Individualized support and advising for all students to foster success in the classroom and beyond
- Graduates prepared to meet the economic and societal needs of the state and the region

Healthy campus community and environment

- Campus life rich with personal and academic opportunities
- Connections with our alumni that engender pride, loyalty and good will
- Partnerships that broaden our vision, increase our potential and enhance our relationships
- An atmosphere of collegiality and mutual respect
- Technology strategies and capacities to enhance teaching, learning, communication and campus management

Academic freedom and diversity

- The open expression of thoughts, beliefs and attitudes, both in and out of the classroom setting
- Active communities of learning representing a population of diverse people and perspectives
- Access for traditional and new populations of students to foster a quality workforce and well-educated citizens

Fiscal health, accountability and continuous improvement
• Cost-effectiveness and the pursuit of additional funding sources to enhance the campus and to expand educational opportunities
• Systems in place to facilitate timely graduation and affordable tuition
• Rigorous application of ongoing evaluation to improve all aspects of campus life, assure quality, and make decisions based on data
• Restructured processes and innovative strategies to assure high quality in the face of current fiscal challenges in higher education

**WOU’s Strategic Goals**

1. **Preserve and enhance academic distinction**
   Build a distinctive, first-choice, comprehensive university that is widely recognized for its high-quality academics; strong programs; high-caliber students, faculty, and staff; and exceptional and diverse learning experiences.

   **Directions**
   1-1. Establish rigorous standards and assessment measures for quality of teaching and student learning experiences and success. Implement programs to achieve standards and recognize outcomes.
   1-2. Support public relations efforts that create a positive perception of WOU and its programs and enhance academic distinction and expectations, both internally and externally.
   1-3. Review and revise Liberal Arts Core Curriculum in coordination with new directions determined by the strategic planning process.
   1-4. Reexamine funding priorities and find new avenues of support for academic programs, infrastructure, and scholarships.
   1-5. Establish and support exceptional and diverse living and learning communities and experiences.
   1-6. Encourage and support distinctive and innovative programs and delivery methods which respond to the changing needs of students and society.
   1-7. Establish and support visiting faculty programs.

2. **Achieve student centeredness**
   Create a supportive, personalized and responsive environment that prepares students for continued university, career and life success.

   **Directions**
   2-1. Create an environment in which student success is paramount and is a responsibility shared by everyone at WOU.
   2-2. Offer and support quality academic programs that are flexible and innovative and are responsive to the needs of a diverse student body and society.
   2-3. Support learning with a coordinated system of academic and non-academic programs, processes and resources.
   2-4. Ensure that student advising is consistent, accurate, timely, personalized and collaborative.
   2-5. Enrich the learning community with engaging experiences, activities and environments that contribute to a successful and fulfilled citizenry.
   2-6. Enhance academic knowledge with practical experiences including mentoring, internships, research,
service learning and independent studies.

2-7. Implement and support technological applications for personalized and efficient student-centered transactions.

3. Acquire and keep diverse and distinguished people Increase the recruitment and retention of outstanding and diverse students, faculty and staff.

Directions

3-1. Increase access to and availability of financial support for students.

3-2. Maintain and enhance support mechanisms for students.

3-3. Advance the means to increase salaries of faculty and staff to competitive levels.

3-4. Increase flexibility of responsibilities, job assignments, workload and scheduling.

3-5. Improve support, recognition and reward of quality performance.

3-6. Develop academic and non-academic programs to promote diversity and meet the needs of all, especially non-traditional and minority students, staff and faculty.

3-7. Encourage greater participation in and advancement of programs that facilitate understanding and the exchange of people and ideas in international, multicultural and cross-cultural arenas.

4. Focus on meeting cross-unit needs Provide an efficient and reliable infrastructure that meets physical, human, technological and financial needs.

Directions

4-1. Create an infrastructure that enhances quality of life and encourages social interaction on campus and within the local community.

4-2. Provide quality facilities to meet the instructional, technological and communication needs of the campus.

4-3. Provide efficient services by streamlining systems, communications and organizational procedures.

4-4. Increase cross-disciplinary and inter-institutional cooperation and collaboration.

4-5. Develop a systematic and inclusive approach to improving the campus infrastructure.

5. Develop and promote a cooperative internal and external environment Enhance communication, collaboration and understanding among students, faculty, staff, administration, alumni, and local and global communities.

Directions

5-1. Utilize market research and campus-wide participation to develop a public relations plan to promote the goals of the university.

5-2. Establish collaborative partnerships linking community and professional individuals with related campus units.

5-3. Serve as a resource to the surrounding communities, region and state.
Create a working environment that fosters open communication and recognizes both individual and collective contributions.

**Key Level Response**

**President**
Achieve successful regional and national accreditations in 2007 by both Northwest Commission on Colleges and Universities Accreditation and National Council for Accreditation of Teacher Education (NCATE).

*Improve institutional confidence.*
Reestablish connections between the President’s Office and the persons at all levels of the university who contribute to our mission.

- Bring all to the table for discussions about mission and purpose — reaffirm strategic plan.
- Strengthen or reestablish contact with alumni and parent groups.
- Improve public presence in Portland, Salem and mid-Willamette valley.

*Achieve financial stability.*
By June 2007, WOU will have a balanced operating budget with a fund balance of at least 10 percent. Reorganize admissions, retention and enrollment management under provost to implement new aggressive admission and retention goals.

- Increase enrollment by 200 headcount and 100 FTE for 2006-07.
- Improve freshman to sophomore retention rate to 68 percent for 2006-07.
- Increase private giving to reduce targeted E&G costs.

*Improve faculty salaries and successful union negotiations.*

**Vice President, Finance & Administration**

*Assure institutional viability.*
Provide robust information systems, accurate and timely financial budgeting and reporting processes, adoption of prudent fiscal and human resource policies and procedures, and maintain a safe and secure campus.

*Provide customer-oriented services that support and student success,* including:

- adequate and appropriate facilities
- safe and secure environment
- opportunities for work experiences
- efficient financial systems
- comprehensive technology capabilities
Maintain affordability through prudent budgeting process and accurate and timely financial reporting.

- Maintain and enhance competitive salary and benefit programs.
- Encourage campus-wide participation in identifying fiscal concerns and problem solving.
- Promote a culture of continuous improvement.

Provide cross-campus and community opportunities for facilities planning through involvement in a Master Plan update.

Encourage engagement of Finance and Administration personnel in training activities, committee participation, and provide forums for presentation and discussion of information relevant to the campus community. Maintain and distribute Affirmative Action plan; promote progress in plan goals.

Vice President, Academic Affairs & Provost
Support comprehensive and systematic outcomes assessment, continuous reviews and quality improvement processes.

- Strengthen benchmarking and other measurement processes.
- Develop an effective data management system.
- Secure and sustain accreditations.
- Monitor enrollment to enhance quality and access.

Build distinctive and innovative programs, leveraging strengths and opportunities.

- Review and update curriculum with emphasis on liberal arts core.
- Develop a comprehensive, integrated and coordinated approach to ensure freshman success.
- Foster interdisciplinary collaboration and engagement.
- Develop extended, online and accessible offerings.

Support learning processes and procedures.

- Improve advising.
- Promote social engagement, community involvement and citizenship.
- Support student-centered technological applications.

Facilitate faculty recruitment and retention.

- Support new faculty orientations and mentoring.
- Clarify tenure and promotion.
- Enhance faculty governance.
- Increase faculty salaries.
• Improve faculty life.
• Recognize and reward quality performance.

Promote international experiences, especially study abroad, scholarly exchanges, international service and overseas internships.

• Strengthen international student recruitment, retention and satisfaction.
• Develop and strengthen international partnerships.

**Vice President, Student Affairs**
Incorporate assessment measures to validate and improve programs and services.

Create an environment within the division that values diversity and establishes a welcoming climate for all people.

Solicit and engage in collaborative activities with other departments on campus and with off-campus constituents.

Increase the knowledge of the campus community regarding the services and programs provided by the division of student affairs.

Increase participation by campus community, as appropriate, in the services and programs provided within the division.

**Vice President, Advancement**
Focus efforts on planning and fund raising for a new computer science/math/business building.

Link president with influential supporters using a five-year-out vision.

Link to business community through service learning and internships.

Strengthen alumni program.

Link students with important community leaders.

Build visibility of and support for creative and performing arts.

Continue focused efforts on athletics fund raising.

Build the WOU Foundation Board.