

Docket Item:

Regional University Missions.

Summary:

[ORS 350.075](#)¹ (previously ORS 351.735) directs the Higher Education Coordinating Commission to “approve the mission statement adopted by a governing board of a public university.” Western Oregon University President Fuller and Board of Trustees Chair Baumgartner presented a university introduction and overview, along with revised mission statements for HECC consideration and approval in December 2015, and approved a new revised mission statement with the Western Oregon Board of Trustees in January 2017.

Presentations and meeting materials are available:

Western Oregon University: Mission Review and Strategic Planning Update

Docket Material:

The following mission statement was presented by Western Oregon University for HECC consideration and approval:

Western Oregon University creates lasting opportunities for student success through transformative education and personalized support.

Staff Recommendation:

Staff recommends approval of the revised mission statement of Western Oregon University as presented in the docket material.

¹ https://www.oregonlegislature.gov/bills_laws/ors/ors350.html

Mission Review and Strategic Planning Update

Jim Baumgartner, Chair Board of Trustees

Rex Fuller, President

April 13, 2017



Western Oregon
UNIVERSITY



Mission

Western Oregon University creates lasting opportunities for student success through transformative education and personalized support.

Vision

To become Oregon's campus of choice for students, faculty and staff who seek a student-centered learning community.



Values

Accessibility

Programs, resources, media, and structures supporting the needs of our community members; affordable cost of attendance; personalized support; welcoming, efficient, and user-friendly systems.

Accountability

Evidence-based decision making, integrity, and ethical transparency.

Collaboration

Effective communication; cooperative exploration, problem solving, and teamwork; shared governance; dialogue.



Values

Community

Trustworthy, caring, safe environment for the cultivation of peace, civility, and social justice; connections extending beyond the classroom, across campus, and into our local and global communities.

Diversity and Respect

Equity and inclusion; a fundamental basis in human diversity; appreciation for the complexity of the world; strength drawn from our variety of backgrounds, abilities, cultural experiences, identities, knowledge domains, and means of expression.



Values

Empowerment

Knowledge, skills, pathways, technologies, and resources for all community members to effectively identify and utilize opportunities; student success in degree attainment; critical thinking.

Excellence

High standards for teaching, learning, scholarship, and service; co-curricular activities; advancement of knowledge, analytical skills, creativity, and innovation.

Sustainability and Stewardship

Leadership in service of the public good; action to improve the health of our planet; responsibility for preserving and enhancing the natural, structural, financial, intellectual, and human resources entrusted to us.



Process

Dates	Activities
April 2016	25 person SPC formed, co-chaired by Laurie Burton and Rex Fuller Ginny Lang as facilitator
May 2016	SWOT analysis—SPC worked in teams of five to develop overview and SWOT summary
May 2016	Town Halls with campus regarding SWOT
May 2016	Mission, vision, values and linkage to NWCCU efforts
June 2016	Survey of graduates and faculty
July 2016	Committee deliberation and development strategic initiatives
August 2016	Strategic Plan draft completed



Process (continued)

Dates	Activities
September 2016	Plan review and revisions by SPC
October 5 and 6, 2016	Town Hall meetings with campus regarding SWOT
October 2016	Plan review and revisions by SPC Update and review by Board of Trustees
November 2016	Student Town Hall Community Town Hall Campus Town Hall
December 2016	Development of final draft
January 2017	SPC moves to forward plan to Board of Trustees for final review and action



Institutional Priorities

- I. Student Success
- II. Academic Excellence
- III. Community Engagement
- IV. Accountability
- V. Sustainability and Stewardship



Student Success

Promote student success, learning and graduation through personalized support in a student-centered learning community.

1. Cultivate academic success.
 1. Provide a campus environment that enhances learning and the development of the whole person.
 2. Strengthen and centralize programs and practices that support academic achievement for all students.
 3. Strengthen programs that support graduates' career, professional, and graduate school preparedness.
2. Streamline university requirements and academic pathways to graduation.
 1. Provide intentional and effective paths to graduation within 180 credits.
 2. Provide intentional and effective transfer paths to graduation.
 3. Improve access to coursework for degrees, programs and certificates.



Academic Excellence

Promote academic excellence in an engaged student-focused learning environment.

1. Student initiatives.
 1. Ensure appropriate class sizes to maximize faculty-student and student-student interactions.
 2. Increase support for programs and activities that demonstrate and inspire academic excellence.
 3. Provide financial support for student conference presentations and other student activities that showcase the university's educational practices and unique accomplishments.
 4. Implement student orientation programs that reflect diverse linguistic and cultural needs as well as differences in preparation and background.
2. Faculty initiatives.
 1. Attract and retain faculty who reflect the diversity of our students and are excellent teachers and leaders in scholarly and creative pursuits within their respective fields of expertise.
 2. Increase faculty development support for scholarly and creative pursuits as well as innovative curricular design and delivery efforts.
 3. Provide competitive salaries and supportive working conditions that improve faculty recruitment and retention.
 4. Increase faculty development support to implement culturally responsive pedagogy and curriculum.



Community Engagement

Create meaningful opportunities for lasting partnerships with local communities and regional and global organizations.

1. Enhance access to and support for experiential learning and co-curricular activities.
 1. Adopt experiential learning guidelines and align high-impact practices with these guidelines.
 2. Articulate internship or service learning opportunities for all academic programs.
 3. Develop experiential and co-curricular activities that provide appropriate accommodations for faculty, staff and students.
2. Increase institutional engagement with local, regional and global communities.
 1. Increase support for student engagement in community service.
 2. Provide professional development for faculty and staff to promote engagement in community service.
 3. Establish processes to recognize faculty, staff and students for public service.



Accountability

Promote teamwork and transparency in budgeting, decision-making and the stewardship of resources.

1. Improve university budgetary systems.
 1. Develop and implement a transparent, evidence-based budget model that supports institutional priorities.
 2. Create campus budget advisory committee incorporating shared governance principles and budget transparency.
 3. Align budget process with the current Strategic Plan, mission and core themes.
 4. Maintain budget reserves to meet university Board of Trustees-approved policies.
2. Operate in manner that supports the university's values and continuous improvement.
 1. Develop institutional research capacity.
 2. Use institutional data to inform decisions, address program outcomes and meet strategic goals and accreditation standards.
 3. Promote culture of evidence-based decision-making and accountability.



Sustainability & Stewardship

Promote effective university stewardship of educational, environmental, financial, human and technological resources.

1. Enhance financial sustainability through enrollment and fiscal strategies.
 1. Meet enrollment targets through effective recruitment and retention efforts.
 2. Support and enhance recruitment efforts for first-generation and underrepresented students, as well as a broad base of all Oregonians.
 3. Support growth of academic programs to include new and innovative degrees and certificates.
 4. Increase the role of long-term enrollment management planning in the budgeting processes.
2. Maintain access and affordability with regard to cost of degree attainment.
 1. Evaluate net cost of attendance versus median household income relative to peers and comparator institutions to ensure access and affordability.
 2. Provide students with meaningful financial support and effective connections as they transfer from other educational institutions.



Action Item—Mission Approval

Western Oregon University creates lasting opportunities for student success through transformative education and personalized support.