

STUDENT SUCCESS INITIATIVES STRATEGIC PLAN (2024-2027)

Enrollment and Student Services - Western Washington University

Approved: March 2024

STRATEGIC ELEMENTS

Vision	Every WWU student flourishes from admission to graduation – and beyond. [ESS]
Mission	Student Success Initiatives (SSI) will maximize student retention, persistence, and continued success through strong inclusive outreach and support programs.
	<i>How does the mission of this unit support the mission/vision of the division?</i> By supporting retention and persistence, SSI will help increase graduation rates; by supporting continued success, SSI will help prepare students for a life of growth and purpose.
Service Population	All Western students – past, present, and future. [ESS]
Access Diversity Equity Inclusion (ADEI)	<i>How does the work of this unit support access, diversity, equity, and inclusion?</i> SSI is committed to pursuing justice and equity through inclusive programs, policies that promote success, supportive practices, and structures that reflect the students we aim to serve.
Unit Goals	1. To increase student retention and success through effective outreach and support services
	2. To pursue justice and equity through inclusive programs, policies, practices, and structures
	3. To provide robust and impactful student professional development opportunities
	4. To maximize effectiveness of operations by functioning cohesively as a unified team

CORE STRATEGIES (ONGOING)

Goal 1	To increase student retention and success through effective outreach and support services [ESS 2B]
❖ ESS Linkage	Which division goal(s) does this unit goal support? <input checked="" type="checkbox"/> Development/Wellbeing <input checked="" type="checkbox"/> Access/Barriers <input type="checkbox"/> Justice/Equity <input type="checkbox"/> Effective/Efficient
Strategy 1A	Provide collaborative programs and services to support new students
Dept(s) Tasked	AASAC, CSC, WSS
Measure 1A-1	First-to-second year retention rate of first-year students served
➤ Target	85% [ESS 2B-1]
Measure 1A-2	One-year retention rate of transfer students served
➤ Target	85%
Strategy 1B	Offer targeted outreach and ongoing services to support graduation and continued personal and academic success
Dept(s) Tasked	AASAC, CSC, WSS
Measure 1B-1	Six-year graduation rate of students served
➤ Target	75% [ESS 2B-2]

Goal 2	To pursue justice and equity through inclusive programs, policies, practices, and structures [ESS 2B, 2C]
❖ ESS Linkage	Which division goal(s) does this unit goal support? <input checked="" type="checkbox"/> Development/Wellbeing <input checked="" type="checkbox"/> Access/Barriers <input checked="" type="checkbox"/> Justice/Equity <input type="checkbox"/> Effective/Efficient
Strategy 2A	Provide targeted programs and services to support specialized populations
Dept(s) Tasked	AASAC, CSC, WSS
Measure 2A-1	Retention and graduation rates for specialized populations served [ESS2C-1, 3B-1, 3B-2]
➤ Target	Equitable to general population (85% retention, 75% graduation)
Strategy 2B	Eliminate systemic barriers to all unit programs and services to ensure access and inclusivity
Dept(s) Tasked	All

Measure 2B-1	Specialized population participation rate and perceptions of services [ESS2D-3, 3A-3]
➤ Target	Equitable to general population (85% retention, 75% graduation)
Strategy 2C	Advocate for ADEI in related services/processes at WWU and with community partners
Dept(s) Tasked	All
Measure 2C-1	Campus/community partners receiving SSI ADEI report
➤ Target	100% (annually)
Strategy 2D	Provide ongoing, current professional development to all staff in supporting ADEI
Dept(s) Tasked	All
Measure 2D-1	Staff participation in ADEI professional development
➤ Target	100% (quarterly)

Goal 3	To provide robust and impactful student professional development opportunities [ESS 3B]
❖ ESS Linkage	Which division goal does this unit goal support? <input checked="" type="checkbox"/> Development/Wellbeing <input type="checkbox"/> Access/Barriers <input type="checkbox"/> Justice/Equity <input type="checkbox"/> Effective/Efficient
Strategy 3A	Provide comprehensive career support services for prospective, current, and former students
Dept(s) Tasked	CSC
Measure 3A-1	Overall graduate employment rate
➤ Target	80%
Strategy 3B	Offer engaging, meaningful, and strategic student employment opportunities
Dept(s) Tasked	AASAC, CSC, WSS
Measure 3B-1	Student staff reporting increased professional competencies [ESS 1B-2]
➤ Target	90%

Goal 4	To maximize effectiveness of operations by functioning cohesively as a unified team
❖ ESS Linkage	Which division goal does this unit goal support? <input type="checkbox"/> Development/Wellbeing <input checked="" type="checkbox"/> Access/Barriers <input type="checkbox"/> Justice/Equity <input checked="" type="checkbox"/> Effective/Efficient

Strategy 4A	Deliver collaborative programming and outreach to maximize support opportunities for students
Dept(s) Tasked	<i>All</i>
Measure 4A-1	Students accessing one or more unit services
➤ Target	50%+
Strategy 4B	Provide centralized technical support for planning, assessment, promotions, and technology systems
Dept(s) Tasked	<i>SSI Operations</i>
Measure 4B-1	On-time request fulfillment and staff satisfaction rates
➤ Target	90%
Strategy 4C	Expand use of Navigate to improve coordination of student support across campus
Dept(s) Tasked	<i>SSI Operations</i>
Measure 4C-1	Year-over-year increase of Navigate users
➤ Target	5% per year

STRATEGIC COLLABORATIONS (COLLABORATIONS)

Collaborative Strategy	Collaborating Departments	Primary Contacts
1A. Provide collaborative programs and services to support new students – <i>Orientation Programs</i>	AASAC and CSC in partnership with NSSFO	AASAC Director NSSFO Program Manager
1B. Offer targeted outreach and ongoing services to support students through graduation – <i>Undecided/Undeclared</i>	AASAC and CSC	AASAC Director CSC Director
2C. Advocate for ADEI in related services/processes at WWU and with community partners	All SSI departments in partnership campus/community partners	AASAC Director CSC Director WSS Program Manger
4A. Deliver collaborative programming and outreach to maximize support opportunities for students – <i>Advising/Outreach</i>	AASAC as primary driver, with support from CSC, WSS, and SSI Ops	AASAC Director
4C. Expand use of Navigate to improve coordination of student support across campus	All ESS departments, academic departments as appropriate	Navigate Administrator