Weber State 2026 Strategic Plan Implementation Guide

DIVISION: University Advancement

GOALS	STRATEGIC PLAN DESIRED OUTCOMES	2021-22 DIVISION STRATEGIES	2021-22 RESULTS	2022-23 DIVISION STRATEGIES	
Enrollment Assumption	By fall 2025, total headcount enrollment will grow to 32,000 students				
	By fall 2025, the number of matriculated degree-seeking students will grow to 18,700				
	By fall 2025, WSU will become an Emerging Hispanic-Serving Institution by growing our percent of students who identify as Hispanic or Latino descent to 15%.				
Equity, Diversity, and Inclusion	By 2023, 100% of university units will complete an equity-minded audit…	Provide discussions and trainings Division-wide through the Inclusion Council, specifically: Nine lunch & learn addressing knowledge gaps as identified in the FY21 annual UA EDI Climate survey. Three Unconscious Bias trainings in partnership with HR. Inclusion Council drive an organizational self-assessment with input from leadership. Recommend an EDI-related book for UA members to read on their own and provide the option to participate in a division-wide book discussion group.	UA hosted 6 EDI focused lunch and learns, 1 Unconscious Bias training in partnership with HR, and an optional division wide book discussion group. The book includes an active journal completed by each participant.	Inclusion Council: Collaborate with campus and community partners to ensure depth of programming, share resources, and identify ongoing needs. Provide eight 'Inclusion Hour' educational and awareness opportunities covering various visible and invisible EDI topics/identities co-hosted with guest presenters. Host an Inaugural Cultural Excellence lunch to bring a panel of student cultural club leaders to learn more about their unique focuses and how we can support them. Hold a Spring EDI Book Club, recruiting and retaining ten active members. Implement a monthly Inclusion Council email newsletter to highlight our happenings and encourage participation in outside programming and educational growth.	
	By fall 2025, 100% of academic and student support units will implement equity-minded accountability and assessment practices and an annual reporting requirement…				
	At the end of their first year at WSU, 80% of students, faculty and staff from traditionally underserved populations will report a sense of belonging …				
	By fall 2025, the hiring and retention of faculty, staff, and administrators will improve by 50%…				
	A commitment to equity-minded and inclusive practices will be a job qualification and performance criteria for 100% of university positions.				
Retention and Completion	By 2025-26, all first-time students fall-to-fall retention rate (for fall 2024) will be 60%				
	By 2025-26, 80% of WSU first-time students will earn a 2.2 GPA for their initial semester.				
	By 2025-26, at least 34% of WSU concurrent enrollment and 52% of early college high school (HS) graduates will become matriculated degree-seeking students.				
	For 2025-26, 50% of WSU bachelor's degree completers will have 2 or more high-impact educational experiences.				
	By 2025-26, 46% of entering students from 2016-17 will have completed a certificate, associate's or bachelor's degree.				
	70% of WSU students who have earned 90+ credit hours during AY 2022-23 will complete a bachelor's degree by the end of AY 2025-26, and 60% of students with 50+ credits in an associate's track will complete that degree in 1 year.				
	Close 8-year completion gaps between the overall student population and the following student populations of interest: low-income, dev/dev, first-gen, and BIPOC/minoritized				
Personal Connections and Academic Excellence	10% annual increase in students who have mentoring relationships.	Launch the inaugural Mentoring Alumni Program & Scholarship (MAPS) cohort of mentors and students.	MAPS Program launched with 6 mentors, and 6 students, All 6 of the MAPS students received a $2,000 CATapult Scholarship. We hosted 2 virtual MAPS events (one fall, one spring). The MAPS mentors and students were encouraged to connect monthly. To evaluate the Pilot program, we interviewed 8 out of 12 participants (4 students, and 4 mentors) to measure program effectiveness.	Year 2 of MAPS Program. Meet or exceed number of participants from last year. Host one fall and one spring event. Mentors and Mentees meet monthly. Continue Leadership to Legacy mentor program with approximately 30 each mentors and mentees who meet at fall luncheon to provide an opportunity for students to connect with a mentor in their field of study	
	Students have at least one mentoring relationship (student, staff or faculty) during their time at Weber State who can speak of their personal and professional accomplishments.				
	Every program should include at least two opportunities that promote a strong connection and a sense of belonging to the university community, such as HIEE co-curricular programs, immersive projects and Student Involvement and Leadership (SIL) activities.				
	For AY 2025-26, 50% of WSU bachelor's degree completers will have 2 or more HIEE experiences.				
	Students' level of engagement in their classroom experiences increases by 10% per year.				

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Community Anchor Mission	Utilize our convening power to create and/or facilitate 18 initiatives to create an entrepreneurial ecosystem.	Develop Northern Utah Venture Capital Fund. Grow revenues associated with Center for Applied Research to > $500K. Repurpose USTAR building to galvanize economic and workforce development efforts by developing a technology and aerospace hub in northern Utah.	Venture Fund put on hold in FY22 and subsequently moved out of UA. Will relaunch FY23. Secured $3.5M commitment to repurpose USTAR Building to Miller Advanced Research and Solutions Center.		
	Utilize our convening power to establish a more coordinated defense/aerospace ecosystem by engaging industry partners and together developing programs that will strengthen the ecosystem.	Work directly with legislators and our federal delegation to facilitate the defense/aerospace ecosystem by helping push legislation and policy that continues to enhance Hill AFB and the surrounding economic areas.	We worked with a group of interested parties including Ogden City and Catalyst Campus to get legislative support for building Utah's first independent SCIF that can be used by various small and medium sized defense and aerospace companies. This will enhance Hill AFB by creating an even more supportive business ecosystem around it, helping ensure it against any future base closure attempts.	Work directly with legislators and our federal delegation to facilitate the defense/aerospace ecosystem by helping push legislation and policy that continues to enhance Hill AFB and the surrounding economic areas.	
	Identify, develop, and deliver programs that respond to workforce needs by continuing its 2.9% annual growth in USHE market demand degree attainment.	Economic Development host 2nd Annual Workforce Summit	Economic Development no longer housed in UA. Due to the transition, I am not sure if this event was held.		
	Achieve Sustainability Tracking, Assessment & Rating System (STARS) Gold by fall 2025, carbon neutrality by 2040, and help the region strive for carbon neutrality by 2050.				
	25% of WSU faculty are engaging their teaching, research and service agendas to address social, cultural, economic and environmental challenges facing our communities, including the East Central Neighborhood of Ogden.	Organize, host, and promote Walker Civics Symposia and Walker Forums directed at social, cultural, economic and environmental challenges facing our communities.	Hosted at least one (but typically several) Walker events per month related to various challenges facing our communities. Ranging from topics like the massive growth on the Wasatch front to climate change, we sought to analyze and provide potential solutions while partnering with other community members.		
	Improve 5 business practices related to hiring, purchasing and investing to build prosperity equitably across all our communities.				
	Establish a P-20 Alliance to coordinate strategic education access activities between WSU and other education and community partners (including the Dual Enrollment Strategic Task Force).				
Marketing and Branding	In first six months to one year, research and articulate WSU audience and competitors insights, testing and solidifying WSU brand and unique value proposition as it relates to those audiences and develop a detailed communication/marketing plan to effectively apply that value proposition to its key target audiences.	A. Conduct RFP seeking vendor(s) to complete: 1. Competitor/Industry Analysis a. Compile current & potential competitor list b. SWOT Analysis/Industry Overview to identify WSU's place in the market 2. Market Share and Segmentation Analysis a. Define segmentation categories and parameters c. Develop personas d. Research market segment opportunities e. Identify unique value proposition B. Work with selected vendor(s) to outline scope of research/data desired. C. Use results of data to update/refine marketing plan for FY23. D. Based on data findings, revisit, update, and refine list of additional desired outcomes under Marketing & Branding and corresponding strategies.	1. External research firms OpinionWorks and The Cicero Group completed market/market segmentation research spring 2022. 2. Cicero Group findings identified five personas (market segments), including three target segments with high yield opportunities (Quality Seekers, Pragmatic Life Balancers and Strivers) 3. Development and implementation of a detailed communication/marketing plan will be created summer 2022. 4. Remaining Marketing & Branding desired outcomes will be updated to reflect objectives associated with the three personas listed above.	Using the data findings from The Cicero Group & OpinionWorks A. Revisit, update, and refine list of additional desired outcomes under Marketing & Branding and corresponding strategies to align with data findings and university goals. B. Identify WSU's value proposition C. Identify and implement storytelling content pillars D. Identify two of WSU's hallmark programs E. Create a strategic marketing & communication plan and begin work on a two-prong campaign strategy to launch 2023 1. General awareness & perception of quality 2. Focused messaging and channels around key target personas/audiences F. Create a data dashboard to track identified key target personas G. Continue to work with data and persona identified student groups to optimize ROI and strive to meet USP Marketing & Branding goals H. Continue to support all USP goals with EDI as the priority lens	
	By 2025-26, a majority of WSU's marketing resources (51% or more) will be shifted toward the key target audiences.				
	Measure and improve MarComm marketing efforts, targeting a 10% * annual increase of ROI.				
	Weber and Davis counties' historically underrepresented populations will regard Weber State University as a place of higher education that provides a welcoming space where they can thrive as they pursue their higher education goals. This outcome will reflect a 10%* change in attitudes by fall 2025. It will be measured with telephone surveys of this perception.				
	Increase the WSU top-of-mind awareness of the population* from 44% to 55% by fall 2025.				
	Recapture the 10-year high of 7,912 25+-year-old undergraduate students from the low of 5,466 in 2020 by the year fall 2025.				
	Increase the WSU perception of high-quality* among the first-year admits from 20% to 25% by fall 2025, and see key value proposition reflected in responses.				
Support and Other		Comprehensive Fundraising campaign:		Comprehensive Fundraising campaign:	
		1. Raise $25M in gifts and commitments	1. Raised $20,047,508	1. Raise $25M in gifts and commitments	

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		2. Internal launch - training and priority setting	2. Internal launch & training facilitated by Dan Saftig, Marts & Lundy. Area head identified top fundraising priorities.	2. Continued internal trainings and refinement of fundraising priorities
		3. Finalize prospectus and conduct feasibility study	3. Prospectus finalized, feasibility study interviews in June and July	3. Identify and recruit campaign committee
		4. 30 new scholarships, 10 new Legacy Society members	4. 32 new scholarships added (14 endowed, 18 non endowed), 5 new Legacy Society members	4. 30 new scholarships, 10 new Legacy Society members
		5. Continue move away from Alumni membership model to focus on Annual Giving	5. Move from Alumni membership model completed.	5. Continue move away from Alumni membership model to focus on Annual Giving