



2025



# ACADEMIC AFFAIRS STRATEGIC PLAN



Western Oregon  
UNIVERSITY  
Office of the Provost



# Mission

Our mission is to provide a high-quality, accessible education to support our students towards achieving their full potential and making a lasting impact in their careers and communities.

In service to our mission, we invest in people—students, faculty, staff, and community partners—nurturing their growth and success through supportive and inclusive learning and working environments. We partner with our students and communities in our region to provide the resources and solutions that they need to learn, apply that knowledge, and succeed.



# Vision & Priorities

We envision a university where Academic Affairs is the driving force behind transforming lives, advancing knowledge, and making a lasting impact on society through a strong and balanced liberal arts education.

In service to this vision, we are committed to promoting a coherent and impactful learning organization that benefits both our students and the broader community. We are dedicated to nurturing an environment where every member of our community can thrive and contribute to positive change. We aspire to ensure that all graduates are well-equipped to serve the world with intentionality and a commitment to lifelong learning.

These priorities underpin and interweave into each of our goals and how we go about achieving the goals:

- Everything in service of decreasing equity gaps
- Evidence-based decision making





# Excellence in Teaching & Learning



## Goal

Integrate core liberal arts competencies with high-quality, effective instructional practices across all academic degree programs and co-curricular experiences, ensuring all students develop critical thinking, communication, analytical reasoning, and interdisciplinary problem-solving skills.

## Outcomes

- Western Oregon University graduates realize a range of transferable skills and knowledge that position them to be competitive in the job market and succeed regardless of their chosen career path.
- Faculty explore new teaching methods and create interdisciplinary learning opportunities, leading to a more dynamic, equitable, and engaging learning environment for everyone.
- Western Oregon University's faculty, staff and students serve the state, local and regional communities through advancement of its research endeavors required to tackle intractable problems of the 21st century.
- Western Oregon University will maintain a dynamic academic program portfolio that effectively attracts, retains, and graduates a diverse student body, including undergraduate, graduate, and transfer students.

## Indicators

- Four-year graduation rate for all undergraduate students
- Achievement gaps in graduation rates among important student demographics



# Shared Governance

## Goal

Establish a collaborative decision-making framework for academic affairs, ensuring transparent communication, timely input, and joint ownership of academic policies, processes, and procedures by faculty, administration, staff, and students.

## Outcomes

- Academic Affairs attracts and retains top faculty and staff talent who value a collaborative working environment and support the mission and values of Western Oregon University.
- Resources are allocated effectively in Academic Affairs to meet the evolving needs of academic programs and services.
- Shared governance fosters a culture of trust, respect, and mutual understanding among faculty, staff, students, and administration.
- Academic Affairs develops effective programs and services to attract and retain students at Western Oregon University.

## Indicators

- Number of policies and procedures adopted and implemented in academic affairs
- Employee job/performance satisfaction
- Student satisfaction with programs & support services



# Effectiveness & Efficiency



## Goal

Increase the efficiency of academic processes (e.g., course scheduling, student registration, faculty workload reporting, curriculum reviews, student advising, etc.), resulting in overall reductions in time spent on administrative tasks by administrators, students, staff, and faculty, and satisfaction with administrative tools and procedures.

## Outcomes

- Students at Western Oregon University report satisfaction with their experience and report feeling empowered to navigate their academic journey.
- Faculty and staff in Academic Affairs report positive job satisfaction, manageable workloads, streamlined processes, and high morale.
- Graduates from Western Oregon University collaborate with peers, faculty, and/or staff on research projects, creative endeavors, and mentorship opportunities.

## Indicators

- Degree velocity
- Term-to-term student persistence
- User satisfaction can be assessed through surveys or focus groups.



# Deliverables

- Academic Program Portfolio
- Academic Affairs Program Review Process (academic programs & student services)
- Academic Affairs Bylaws, Policy Handbook, and/or Procedural Manual(s)