



**WEBER STATE  
UNIVERSITY**



# AMPLIFIED

A 5-year plan for growth

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## STRATEGIC PLAN METRICS & ACHIEVEMENTS

Year Three  
Revised: July 26, 2024

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Equity, Diversity  
& Inclusion



Retention &  
Completion



Personal Connections  
& Academic Excellence



Community  
Anchor Mission



Marketing  
& Branding

This report is prepared to reflect progress through the third year of the Weber State Amplified Strategic Plan as it was in place for the 2023-24 academic year. A revised strategic plan that complies with new legislative requirements will be approved by the WSU Board of Trustees in Fall 2024.

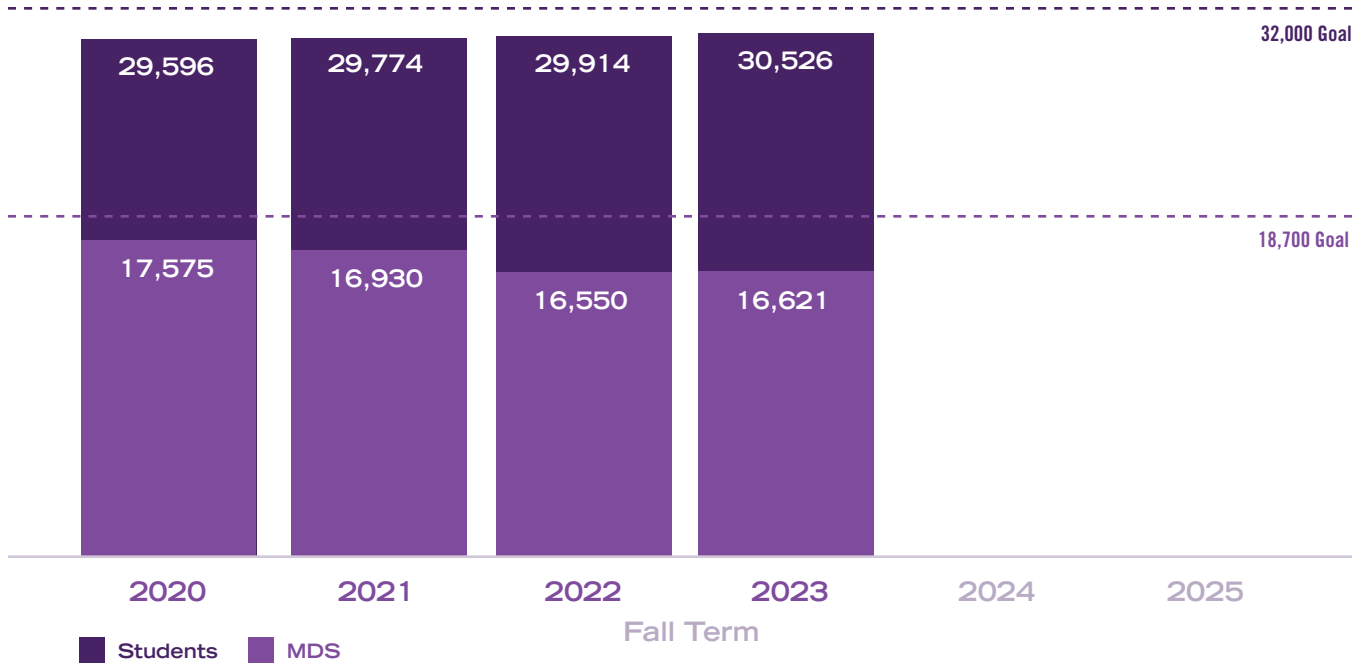


# Enrollment Target

To facilitate the goals of the WSU Strategic Plan, university total headcount enrollment will grow to 32,000 students by Fall 2025, which will include growth in the number of matriculated degree-seeking students 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%.

**32,000 Students**  
**18,700 MDS** (Matriculated Degree-Seeking)  
**15% Hispanic or Latino**

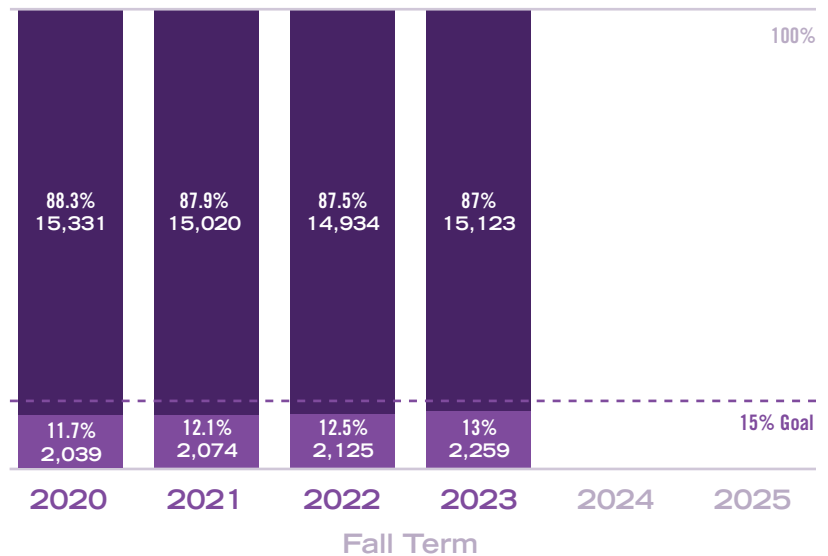


## Hispanic or Latino Enrollment Percentage

Enrollment numbers used to track the Hispanic or Latino percentage follow standards set by the Department of Education for designating Hispanic-Serving Institutions. Therefore these numbers may differ from other enrollment numbers which follow Utah System of Higher Education standards.

FTE Students Hispanic or Latino

(percentages are based on the total number displayed)



## GOAL 1

# Equity, Diversity & Inclusion

Eliminate disparities in educational outcomes for underserved students, particularly students of color and students from low socioeconomic status.



## 1 100% Equity-Minded Audit Completion

The Equity-Minded Practices Assessment & Self Study was shared with and completed by all university units. Its aim was to help units practically assess what kinds of barriers exist to access and opportunities for all university constituents.

By the end of fiscal year (FY) 2023-24, 100% of university units will complete an equity-minded audit to identify policies and practices that contribute to inequitable outcomes for underserved students and propose interventions to remedy those inequities.

## 2 100% Equity-Minded Accountability and Assessment

The University created the Division of Student Access and Success in the spring of 2023 with a vision to coordinate and streamline access for students. In the summer of 2024, a Student Success Center was created to even further facilitate this goal by offering individualized student assistance. This area will assist academic and student support units to implement programs and assess participation and success rates of students to facilitate the accomplishment of this goal.

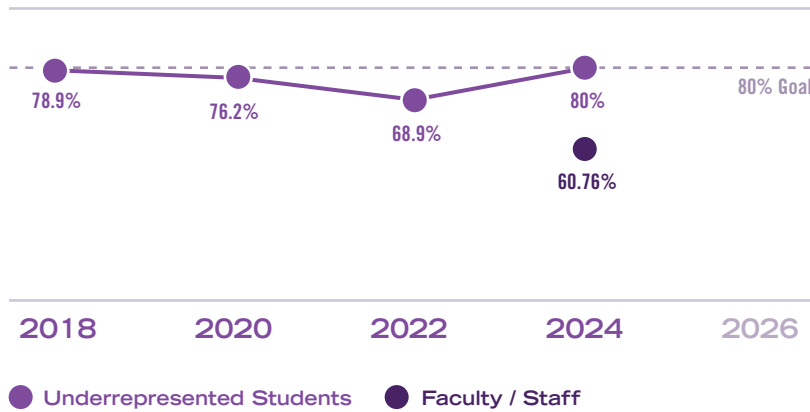
By the end of FY 2025-26, 100% of academic and student support units will implement equity-minded accountability and assessment practices and an annual reporting requirement that includes measures such as the participation and/or success rates of students disaggregated by race/ethnicity, socioeconomic status and gender.

3

### 80% of Underserved First-Year Students, Faculty, and Staff Report a Sense of Belonging

- Data shows that 80% of first-year students from traditionally underserved populations reported a sense of belonging at the university for FY 2023-24.
- Data shows that 60.7% of staff from traditionally underserved populations reported a sense of belonging at the university for FY 2023-24. Another measure that includes faculty and staff will be available in September 2024.

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 at the university. These underserved populations include, but are not limited to, Black, Indigenous, and People of Color (BIPOC), LGBTQIA+, first-generation students, people with disabilities, people from underrepresented religious backgrounds, undocumented/Deferred Action for Childhood Arrivals (DACA) students and students of low socioeconomic status.



4

### Improve Hiring and Retention of Underrepresented Faculty and Staff from 11% to 20%

- During FY 2023-24, the total percentage of underrepresented faculty and staff was 17.3%. This data, rather than representing a snapshot of one moment, represents all unique individuals in positions over the entire fiscal year.
- During FY 2023-24, 27.1% of all new hires were from underrepresented categories.
- During FY 2023-24, 16.4% of all employees who left Weber State were from underrepresented categories.

By the end of FY 2025-26, the hiring and retention of faculty and staff from underrepresented populations will improve from 11% to 20% (based on 2020 data).\*

\*All hiring and retention practices will focus on the strategies described and be in compliance with applicable legal requirements.

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**5****Improve Hiring and Retention of Underrepresented Leadership from 10% to 20%**

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- During FY 2023-24, the total percentage of underrepresented leadership was 11.8%. This data, rather than representing a snapshot of one moment, represents all unique individuals in positions over the entire fiscal year.
- During FY 2023-24, 33.3% of all new leadership hires were from underrepresented categories.
- During FY 2023-24, 15.4% of all employees in leadership positions who left Weber State were from underrepresented categories.

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By the end of FY 2025-26, hiring and retention of administrators, including vice presidents, deans, department chairs and directors, from underrepresented populations will improve from 10% to 20% (based on 2020 data).\*

\*All hiring and retention practices will focus on the strategies described and be in compliance with applicable legal requirements.

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**6****100% of Job Qualifications/Performance Criteria will list Equity-minded and Inclusive Practices**

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The University has fully implemented the Search Advocate program applicable to 100% of university positions. This program trains and guides hiring managers and search committees to understand how to:

- expand candidate pools through enhanced recruitment strategies
- create clear and broad job descriptions to allow for a variety of applicants
- review candidates on the basis of what they can practically bring to WSU

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By the end of FY 2025-26, a commitment to equity-minded and inclusive practices will be included as part of university hiring and employment review processes for 100% of university positions.

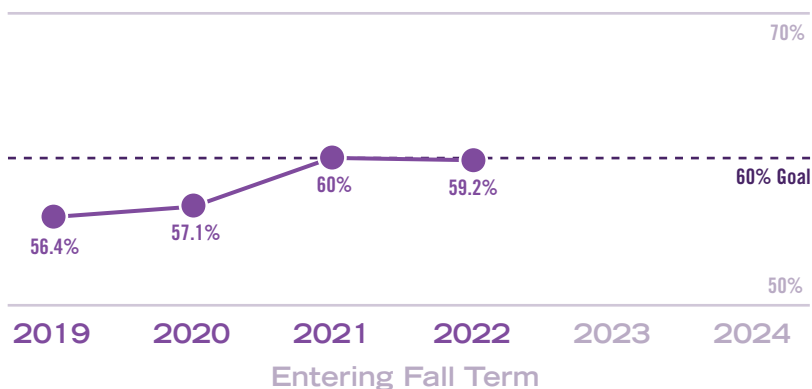
## GOAL 2

# Retention & Completion

Through well-aligned and meaningful initiatives, WSU will positively impact student success as defined by measurable increases in retention and completion across all student populations throughout their academic careers.

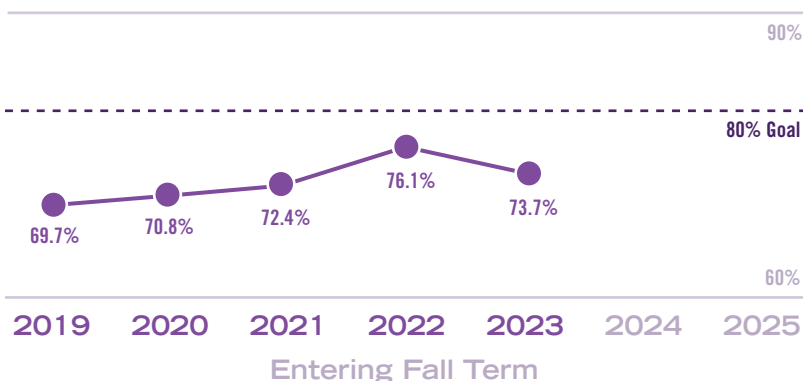


### 1 Achieve 60% First-Time, Fall-to-Fall Retention for Fall 2023 Cohort



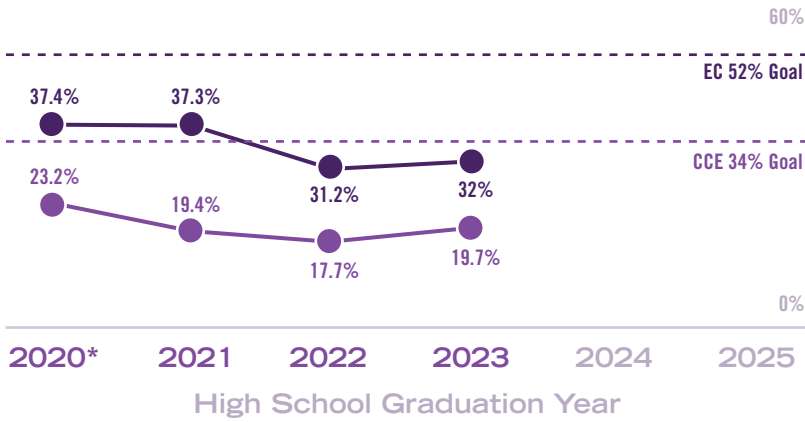
By academic year (AY) 2025-26, all first-time students, fall-to-fall retention rate (for Fall 2023) will be 60% (up from 56% for Fall 2019 students).

### 2 80% of First-Time Students will Earn a 2.2 GPA or Higher



By AY 2025-26, 80% of WSU first-time students will earn a 2.2 GPA for their initial semester (up from 70% for Fall 2019 students).

### 3 34% of Concurrent Enrollment and 52% of Early College will Matriculate

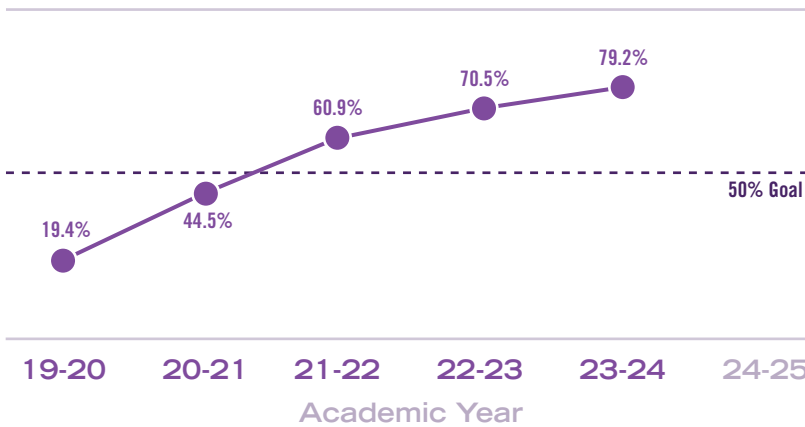


By AY 2025-26, at least 34% of WSU concurrent enrollment and 52% of early college high school (HS) graduates will become matriculated degree-seeking students (up from 22% and 40% respectively for Spring 2020 HS graduates).

● Early College ● Concurrent Enrollment

\*2020 Early College matriculation number has been updated.

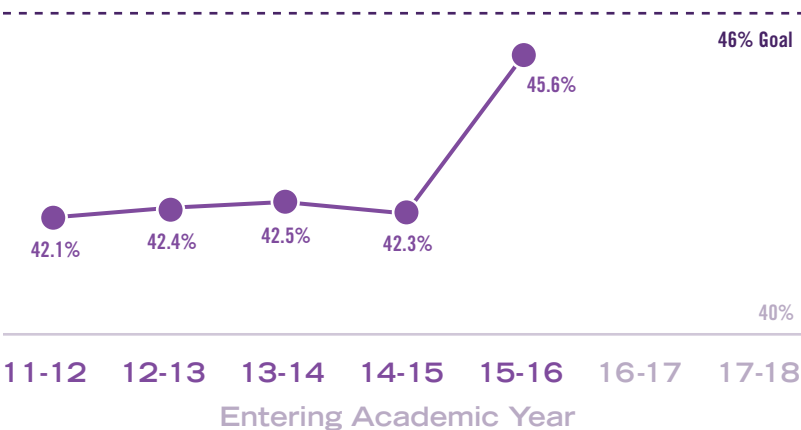
### 4 50% of WSU Bachelor's Degree Recipients will Report Two or More HIEES



For AY 2025-26, 50% of WSU bachelor's degree completers will have 2 or more high-impact educational experiences (HIEE) (creating baseline in AY 2021).

\*Historic data has been adjusted for this metric based on further validation of data.

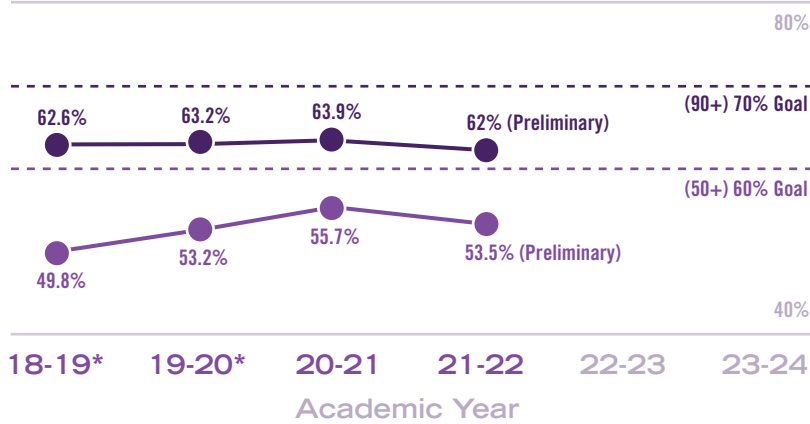
### 5 46% of Entering Students will Earn a Degree in 8 Years



By AY 2025-26, 46% of entering students from AY 2015-16 will have completed a certificate, associate's or bachelor's degree (up from 42% for AY 2011-12 students).

6

70% of 90+ Credit Hour Students and 60% of 50+ Credit Hour Students will Earn a Degree in Appropriate Timeframes



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 (up from 56% and 45% respectively for AY 2017-18 students).

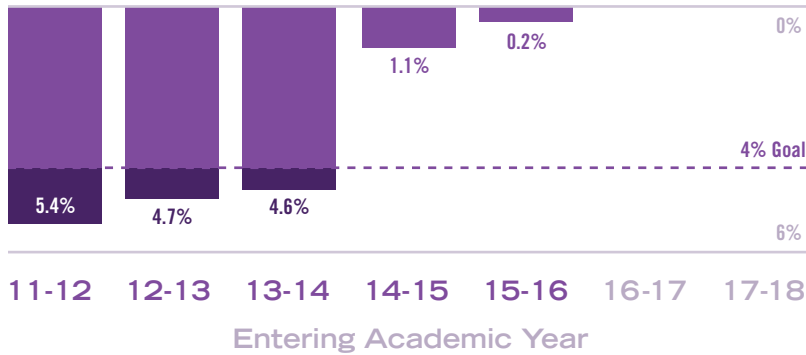
● 90+ Credit Hour Students ● 50+ Credit Hour Students

\*2018-19 and 2019-20 results have been adjusted as data has continued to be processed. Existing business process continuously updates daily. Results for 2021-22 should be considered preliminary and are subject to further change.

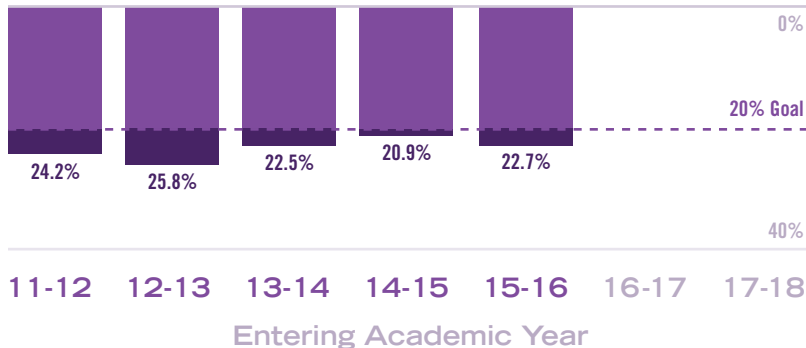
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By the end of AY 2025-26, Close the 8-Year Completion Gaps Between the Overall Student Population and the Following Student Populations of Interest:

A. Low-Income (Pell-Eligible) Students: Reduce 6% Gap to a 4% Gap



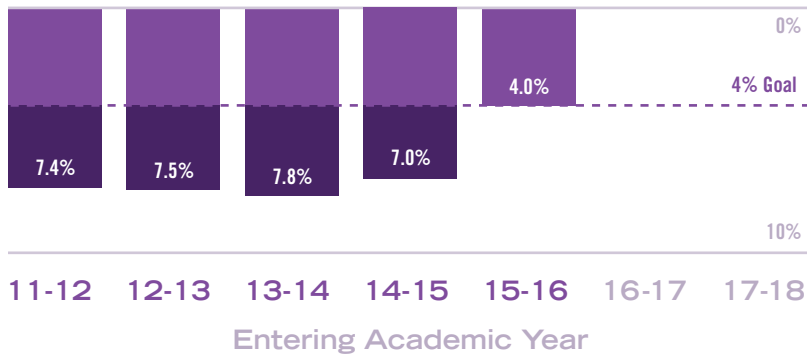
B. Students Placed in Developmental Math and English: Reduce 28% Gap to a 20% Gap



Developmental math and English calculation was structurally changed during AY 2022-23, resulting in substantive changes to the measure.

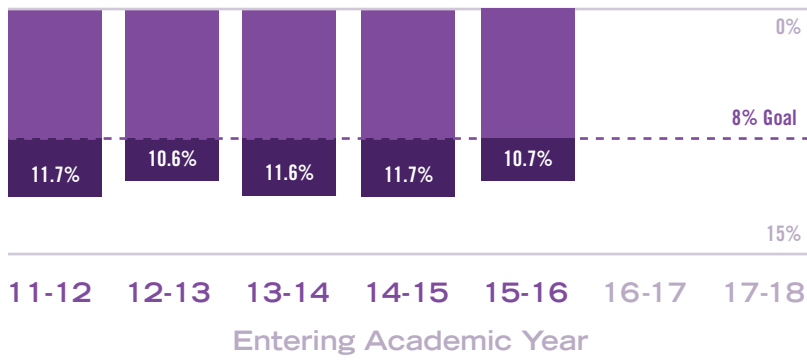


**C. First-Generation Students: Reduce 7% Gap to a 4% Gap**



First-Generation results may have been impacted by the revision of FAFSA by the federal government and the resulting confusion and delays in roll-out.

**D. BIPOC/Minoritized Students: Reduce 12% Gap to a 8% Gap\***



\*All admissions practices will focus on best practices and be in compliance with applicable legal requirements.

## GOAL 3

# Personal Connections & Academic Excellence



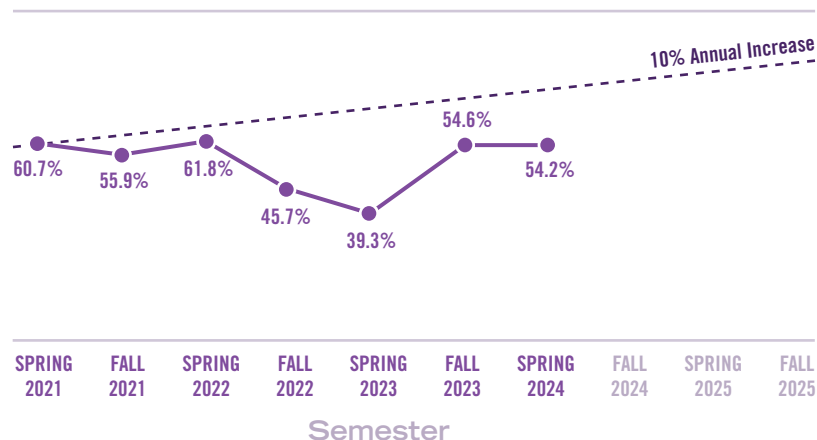
On their path to their own definition of academic success, the experience of every student at Weber State is filled with rich and impactful relationships with faculty, staff, students and the community.

## 1 Mentoring

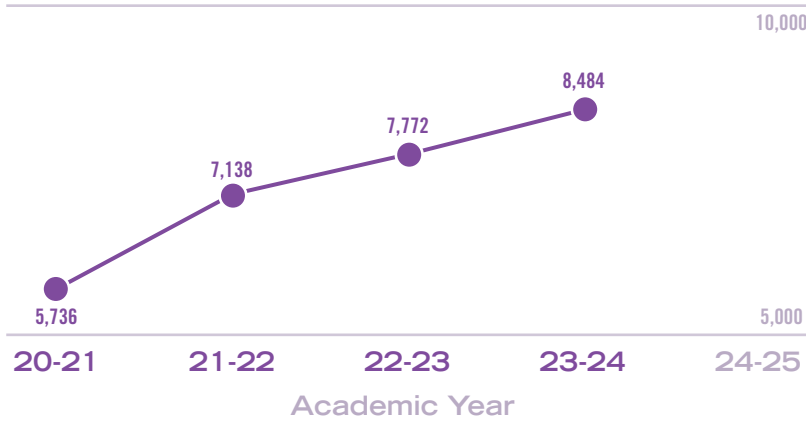
### 10% Annual Increase in Students Who Have Mentoring Relationships / Students Have At Least One Mentoring Relationship

In AY24, we saw an increase in the number of graduates saying they have had a mentoring experience while at WSU. The upward trend shows more than half of WSU graduates in fall 2023 and spring 2024 indicated they had mentoring relationships at WSU. Efforts to scale mentoring at WSU will continue in AY25.

Students will 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.

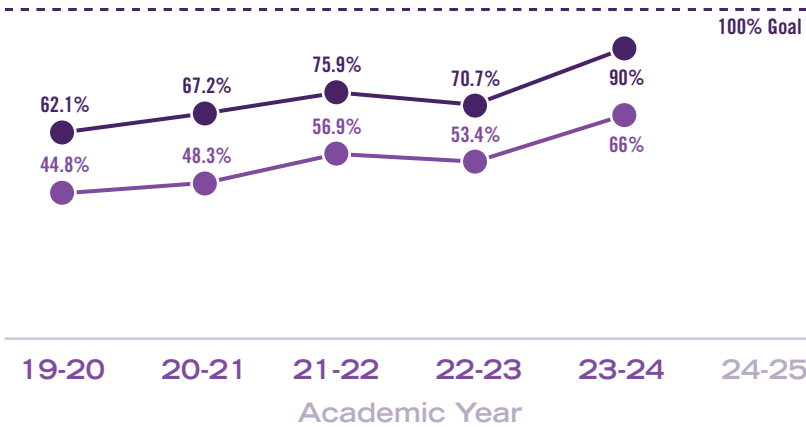


Every Program Includes At Least Two Opportunities for Strong Connection and Belonging



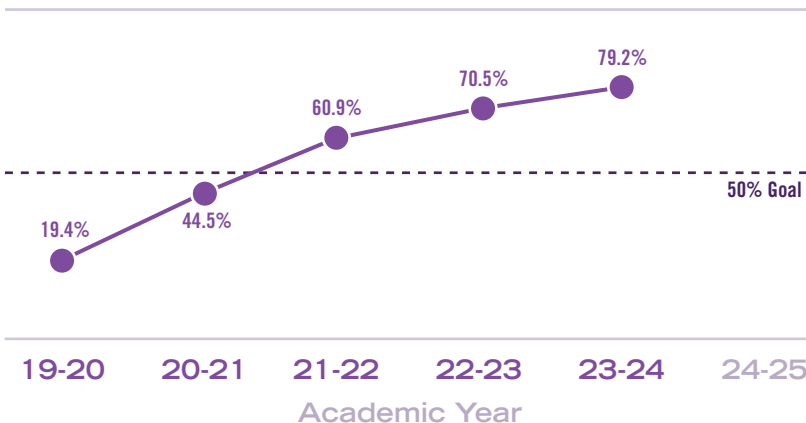
Every program should include at least two opportunities that promote a strong connection and a sense of belonging to the university community, such as HIEE co-curricular programs, immersive projects and Student Involvement and Leadership activities.

- Number of students participating in an internship and/or Undergraduate Research opportunity.



- 1+ HIEEs in Department Curriculum
- 2+ HIEEs in Department Curriculum

50% of WSU Bachelor's Degree Recipients will Report Two or More HIEEs



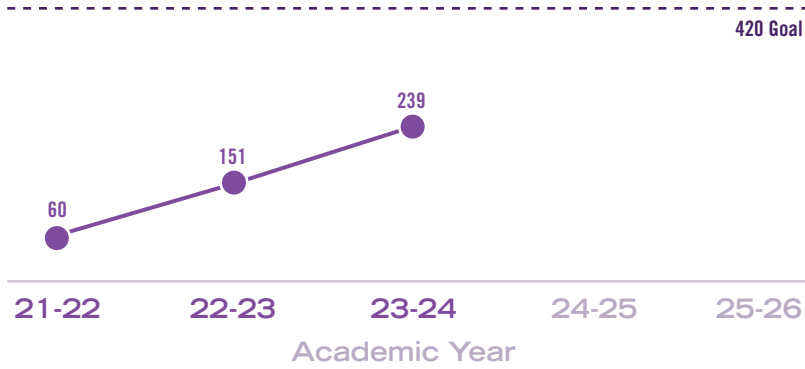
By the end of AY 2025-26, 50% of WSU bachelor's degree completers will have 2 or more HIEE experiences.

\*Historic data has been adjusted for this metric based on further validation of data.

### 3

## Classroom Engagement

### Students Level of Classroom Engagement Increase by 10% per Year



Student engagement in classroom experiences will increase by 10% per year.

● Total Number of Faculty Trained

The Center for Excellence in Teaching & Learning continues to offer professional development courses that lead to a certification in effective teaching practices to increase faculty members' abilities to engage students in the classroom. A total of 88 faculty members completed at least one Association of College and University Educators module in AY24, keeping pace with our goal of training 90 faculty members per year. A total of 239 faculty have completed at least one of these professional development opportunities to date.

## GOAL 4

# Community Anchor Mission

Intentionally apply our intellectual assets, economic influence and financial and human resources in partnership with regional communities to seek a sustainable economic, social, cultural and environmental system that ensures opportunity, equity and inclusion.



Desired outcomes by end of FY 2025-26

## 1 Economic Development Outcomes

### Create/Facilitate 18 Initiatives to Create an Entrepreneurial Ecosystem

As noted in last years' report, WSU already exceeded the five year target in year 2. WSU continues to add more and engages in a variety of initiatives, including:

- The Wildcat Micro Fund to support small, entrepreneurial companies.
- The College of EAST Concept Center (CC) continues to drive innovation and commercialization within the University, specifically in the areas of manufacturing and medical technologies.
- The Utah Investment Fund was created over the past year. It is a \$30 million dollar venture fund established by the State of Utah to commercialize University technologies.

WSU has utilized our convening power to create and/or facilitate 18 initiatives to create an entrepreneurial ecosystem.

**Current:** 26 Programs  
**Desired:** 18 Programs  
**Difference:** +8 Programs

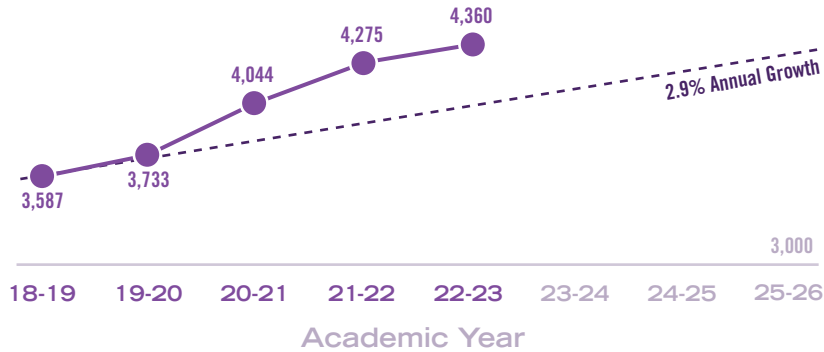
### Establish More Coordinated Defense/Aerospace Ecosystem

- Efforts have continued in building partnerships with Hill Air Force Base and the Department of Defense.
- The Miller Advanced Research & Solutions Center (MARS) continues to move forward with operationalizing mission objectives. A \$3 million research award is being negotiated with Hill Air Force Base. MARS has also submitted five SBIR proposals totaling over \$2 million.

WSU has utilized our convening power to establish a more coordinated defense/aerospace ecosystem by engaging industry partners and together developing programs that will strengthen the ecosystem.

**Current:** 33 Programs  
**Desired:** 6 Programs  
**Difference:** +27 Programs

### Increase WSU Market Demand Degrees by 2.9% per Year



WSU has proactively identified, developed and delivered programs that respond to workforce needs by innovating, collaborating and leveraging resources to meet the dynamic needs of our community as indicated by WSU continuing its 2.9%\* annual growth in Utah System of Higher Education's (USHE) market demand degree attainment measure. \*Roughly equivalent to prior 5 years 2.919% compound annual growth rate (CAGR), AY 2014-15 through AY 2018-19

**Difference:** 1,026 additional certificate or degrees

**Desired:** 2.9% annual growth\* or AY 2025-26 result meet or exceed 4,382 certificate or degrees

**Current:** 3,587 certificate or degrees (last reported by USHE, AY 2018-19)

\*Roughly equivalent to prior 5 years 2.919% compound annual growth rate (CAGR), academic year 2014-15 through academic year 2018-19.

**WSU Achieves STARS Gold by the end of FY 2025-26, Carbon Neutrality by the end of FY 2039-40**

WSU has reduced its greenhouse gas footprint by 40% (compared to the 2007 baseline) and is on track to reach carbon neutrality by FY 2039-40.

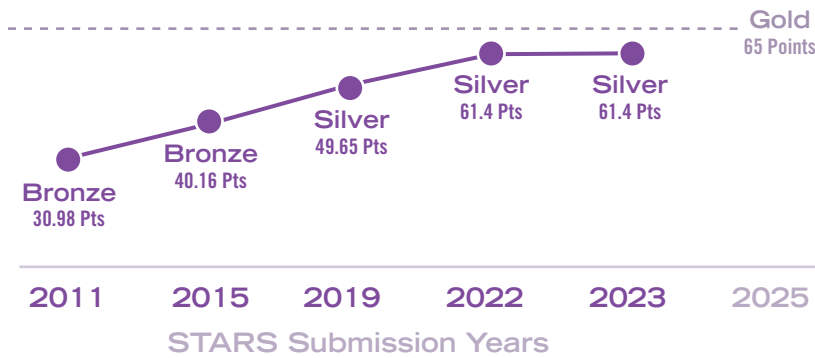
WSU submitted its STARS report for Gold certification in May, 2024. The STARS report is currently undergoing 3rd party review and WSU should know if STARS Gold certification will be awarded by August, 2024.

WSU staff continue to serve on Ogden City’s Energy Wise Plan Implementation Committee to reduce electricity and natural gas consumption community-wide. Staff also continue to consult on the Community Renewable Energy Act process and serve on Ogden City’s Natural Resources and Sustainability Stewardship Committee.

WSU received a grant in 2024 from the U.S. Department of Energy to establish an Industrial Assessment Center (IAC) at the University. The IAC will provide local commercial and manufacturing businesses with free energy audits conducted by WSU energy engineering students. Students will have the opportunity to receive paid internships and scholarships through the IAC.

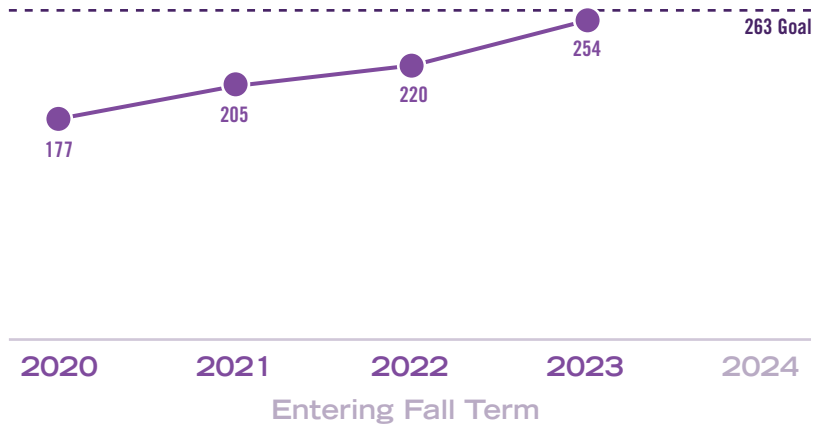
WSU achieves Sustainability Tracking, Assessment & Rating System (STARS) Gold by the end of FY 2025-26, carbon neutrality by the end of FY 2039-40, and helps the region strive for carbon neutrality by the end of FY 2049-50.

**Current:** Silver  
**Desired:** Gold  
**Difference:** 1 level



## 4 Community Development Outcomes

### 25% of WSU Faculty are Engaging their Teaching, Research and Service to Challenges Facing our Communities



25% of WSU faculty will engage their teaching, research and service agendas to address social, cultural, economic and environmental challenges facing our communities, including the East Central Neighborhood of Ogden.

● Number of Faculty

### WSU to Improve 5 Business Practices Related to Hiring, Purchasing and Investing

**In the area of hiring,** two (2) business practices have been improved: accurate reporting, and recruitment and hiring processes. Eleven metrics are being monitored.

**In the area of purchasing,** three (3) business practices have been improved: business registration process, ownership reviews, and vendor fairs. Eight metrics are being monitored.

**In the area of investing,** two (2) business practices have been improved: maximize WSU's financial resources to enhance community investments and increase investments for sustainability projects. Ten metrics are being monitored.

WSU has improved 5 business practices related to hiring, purchasing and investing to build prosperity equitably across all our communities.

**Current:** 7 business practices improved  
**Desired:** 5 business practices improved  
**Difference:** +2 business practices improved



**A P-20 Alliance will be Established to Coordinate Access between WSU and Other Partners, Including the Newly Formed Dual Enrollment Strategic Task Force.**

Collaboration between the technical colleges and K12 institutions continues in a manner that carries out the vision of the P-20 Alliance. In addition, WSU has increased the number of regional and statewide educational partnership initiatives to go beyond the intent of this goal. This includes partnerships with Ogden School District, United Way of Northern Utah, University of Utah Reading Clinic, and the WSU Financial Aid office to launch a more structured and formal America Reads program as part of the Federal Work Study offerings. We anticipate this to be one of many partnerships that evolve from our commitment to a University Assisted Community Schools model in partnership with the United Partnership Council.

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A P-20 Alliance will be established to coordinate strategic education access activities between WSU and other education and community partners through targeted initiatives including the newly formed Dual Enrollment Strategic Task Force.

**Current:** P-20 Alliance and task force work exist.

**Desired:** P-20 Alliance and Dual Enrollment Task Force fully formed and worked in alignment with each other.

**Difference:** Continue to work with the P-20 Alliance.

## GOAL 5

# Marketing & Branding

Weber State is an “institution of choice” for key target audiences\* looking to pursue higher education, with an emphasis placed on increasing awareness of WSU’s value proposition among the “general population.”

\*Key target audiences will be further analyzed for the most viable segments based on prominent targeting criteria: substantiality, identifiability/measurability, accessibility and responsiveness.



## 1 WSU will Develop a Marketing Plan in 6 Months, Including Identifying Key Target Audiences (KTAs)

- Drawing on research findings from Cicero Group, a marketing plan was created to focus on KTAs for three target personas (quality seekers, pragmatic life balancers and strivers).
- Year 3 marketing plan focused on the three key personas along with the two hallmark programs at WSU (health professions and aerospace/national defense disciplines).

At the conclusion of the first six months to a year, Weber State University will have researched and articulated audience and competitors insights, tested and solidified its brand and unique value proposition as it relates to those audiences and developed a detailed communication/marketing plan to effectively apply that value proposition to its key target audiences.

**Important Assumption:** All other desired outcomes listed below rely on successful completion of the first desired outcome (value proposition with key targeted audiences).

## 2 51% or More of WSU Marketing Resources will Target KTAs

64.7% of 2023-24 marketing budget was spent on marketing efforts for three target personas and hallmark programs, broken down as follows:

- 50.51% of marketing budget was spent on three target personas (KTAs).
- 14.19% of marketing budget was spent promoting hallmarks programs.

By the end of FY 2025-26, a majority of WSU’s marketing resources (51% or more) will be shifted toward the key target audiences.

**3****WSU will Begin to Measure and Improve its Marketing by 10% Annual Increases in ROI**

- Project tracking tags continued to be used to prioritize department efforts with strategic plan goals.
- Set benchmarks to look at website visits to our Admissions page. We are targeting a 10% year over year increase from baseline. Admissions page viewership from FY 2022-23 to FY 2023-24\* increased 26%. (Note: \*Data taken from 6/1/2023 - 5/28/2024)
- Developed Custom Event Tags to capture conversion data from the marketing funnel to understand effectiveness of marketing efforts.
- Continue to work with IT to enhance the technical Search Engine Optimization aspects of weber.edu website. Once established, will set additional baselines.

By the end of FY 2025-26, WSU's Marketing & Communications will begin to measure and improve its marketing efforts, targeting a 10%\* annual increase of ROI.

**Note:** Google's migration from Tag Manager to G4 Analytics in spring 2023 significantly delayed progress on this outcome.

**4****Weber and Davis Counties Underrepresented Populations with a 10% increase in Seeing WSU as a Welcoming Place**

- The distribution of personal connection/student resources/ accessibility messaging continued in FY 2023-24.
- Plans are in place to use the 2025 public opinion survey results to determine progress vs. 2021 survey findings.

By the end of FY 2025-26, 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 the end of FY 2025-26. It will be measured with telephone surveys of this perception.

\*This is a tentative outcome that will be adjusted based upon further research and definition of key target audiences and value proposition. This goal may align with the equity, diversity and inclusion strategic goal.

**5****Increase the WSU Top-of-Mind Awareness of the Population from 44% to 55% by the End of FY 2025-26**

- General awareness marketing and hallmark program promotion continued in FY 2023-24.
- Plans are in place to use the 2025 public opinion survey to measure progress vs. 44% (in 2017) and 53% (in 2021).

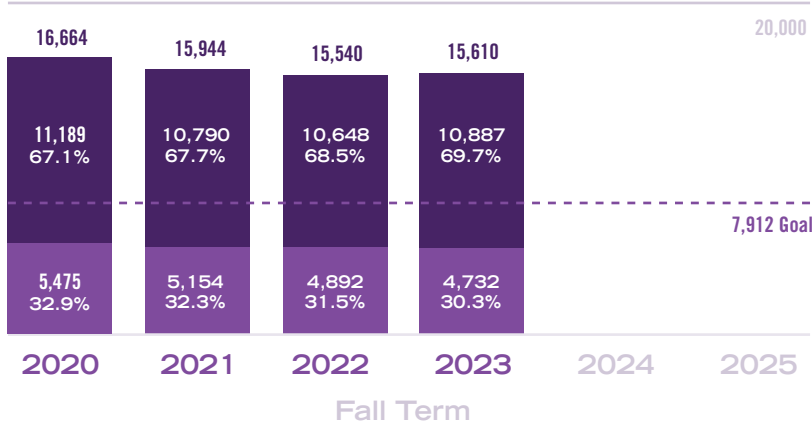
By the end of FY 2025-26, increase the WSU top-of-mind awareness of the population\* from 44% to 55%.\*\*

\*This is a tentative outcome that will be adjusted based upon further research and definition of key target audiences and value proposition.

\*\*General population will need to be defined.

6

**By the end of FY 2025-26, WSU’s 25+ Year Student Population will Grow Back to a 10-Year High of 7,912 Students**



By the end of AY 2025-26, recapture the 10-year high of 7,912 25+-year-old undergraduate students from the low of 5,466 in AY 2019-2020.\*

\*Data is slightly different than what was reflected in the year 1 report for 25+ students (5,466 in 2020 and 5,150 in 2021) due to changes in program processing.

**■ Under 25, Matriculated, Degree-Seeking Students**     **■ 25+ Students**

7

**Increase Perception of High-Quality Among the First-Year Admits from 20% to 25% by the End of FY 2025-26**

- Advertising campaigns are being run which tout high-quality programs and resources to support student success.
- The original assessment tied to responses on the 2021 public opinion survey will be measured against 2025 responses.

By the end of FY 2025-26, increase the WSU perception of high-quality\* among the first-year admits from 20% to 25%, and see key value proposition reflected in responses.\*\*

\*High quality will need to be defined.

\*\*This is a tentative outcome that will be adjusted based upon further research and definition of key target audiences and value proposition.