



Strategic Plan

**Accepted June 2014
for the 2014-15 academic year**





VISION & MISSION STATEMENTS - Approved via Ballot December 2008

VISION STATEMENT

Huxley College of the Environment is a premier institution for the education of future environmental experts and leaders.

MISSION STATEMENT

Huxley College of the Environment addresses today's environmental issues and prepares tomorrow's interdisciplinary problem solvers. We accomplish this mission by integrating outstanding educational programs, faculty-student collaboration, applied research, and professional and community service.

VALUES STATEMENT - Approved at Spring Retreat 2009

Huxley College fully subscribes to the values contained within the existing WWU Strategic Plan. We are committed to excellence, engagement, diversity, community service, integrity and innovation.

Huxley College was founded forty years ago as a pioneering effort to focus attention on the environment. It was based on the premises that the study of the environment is holistic and transcends disciplinary boundaries and that our reach is global, even when the problems we address are local. The nature of our college demands a more specific elaboration of the unique values that create the environment of engaged excellence in Huxley College. We value:

- **Collaboration:** We collaborate within the college, with other units in the university and with the larger community in solving environmental problems.
- **Application:** We apply our teaching and learning to the real world.
- **Problem orientation:** We engage students, faculty and staff meaningfully in the analysis and solution of pressing environmental problems.



Huxley College of the Environment Strategic Plan 2014-2018

GOAL I. INCREASE THE EXTERNAL VISIBILITY OF HUXLEY COLLEGE

Objective 1) Improve regional and national recruitment of undergraduate students, with attention to the WWU mission statement and goals regarding changing student demographics and financial need

Action 1) Allocate an annual budget for a robust recruitment program

Action 2) Develop a robust recruitment program with a focus on diverse, high quality students

Action 3) Maintain a college website that includes an emphasis on recruitment and retention

Action 4) Develop Huxley Student Ambassadors program to assist with undergraduate recruitment and external relations

Objective 2) Improve communication with alumni and other influential entities

Action 1) Maintain an active advisory board

Action 2) Develop new strategic partnerships

Action 3) Establish regular communications with alumni and external stakeholders

Objective 3) Enhance development efforts

Action 1) Build a college development plan, in partnership with Departments and WWU Foundation

Action 2) Focus development director's efforts toward major gift development

Action 3) Standardize annual gift requests and recognition

GOAL II. IMPROVE ACADEMIC PROGRAMS AND ENCOURAGE CURRICULAR INNOVATION

Objective 1) Continue to review, revise, and develop academic programs to ensure relevance and expand opportunities

Action 1) Review undergraduate and graduate course curriculum to ensure that the programs continue to meet the needs of the students, college, university, and society

Action 2) Continue to develop new degree and minor programs in energy studies

Action 3) Continue to develop new degree and minor programs in sustainability education

Action 4) Explore new interdisciplinary programs in marine studies, sustainable agriculture, and other academic programs

Action 5) Pursue academic program accreditation, where available

Action 6) Explore common Huxley Core Curriculum to increase interdisciplinary connections, reduce duplication, and increase efficiency

Objective 2) Develop robust academic assessment program

Action 1) Develop and implement rigorous course assessment procedures through partnerships involving departments, programs, and the Huxley College Curriculum Committee

Objective 3) Continue to develop a robust, centralized student retention/advising program

Action 1) Task advisors with the lead on academic advising, in close collaboration with departments

Action 2) Task departments and faculty with the lead on career advising, with support from staff

Objective 4) Develop formal college-wide internship coordination program

Action 1) Hire Internship Coordinator

Action 2) Explore adopting an Extended Education revenue model for internships

Action 3) Develop standardized internship structure, placement, supervision, reporting, and assessment program

Objective 5) Continue to grow and improve Huxley programs on the Peninsulas

Action 1) Develop, support, and assess mentoring program for Peninsulas faculty

Objective 6) Broaden distance and extended learning opportunities

Action 1) Continue to support and develop distance education systems in college-controlled class/conference rooms to build stronger connections between main campus and Peninsula students, staff, and faculty

Action 2) Promote and continue to develop incentives for faculty to offer online and hybrid versions of courses

Objective 7) Support and enhance Huxley graduate programs

Action 1) Explore new Master's program(s)

Action 2) Develop additional dedicated graduate courses

Action 3) Develop incentives and specific ways to acknowledge time spent advising graduate students

Action 4) Include graduate student advising and external funding in College and Unit Evaluation Plans

Action 5) Clarify role of affiliated graduate faculty, especially concerning graduate student advisement

Objective 8) Encourage and support field studies experiences

Action 1) Explore the feasibility of creating a Huxley "green fleet" of vehicles to support field studies and reduce our carbon footprint

Action 2) Develop funding mechanisms for supporting field studies, including classroom field trips and undergraduate and graduate travel for research projects

GOAL III. PROMOTE EXCELLENCE IN SCHOLARSHIP

Objective 1) Provide time, support, and incentives for faculty to participate in research and grant writing to increase scholarship

Action 1) Develop and clarify policy on course buy-out procedures

Action 2) Increase involvement of the research institutes in mentoring faculty research and grant writing

Objective 2) Place greater emphasis on graduate education as a means to increase scholarship

Action 1) Work with Graduate School to get RA tuition rates at the in-state level

Action 2) Develop incentives for mentoring and financially supporting graduate students

Objective 3) Involve more undergraduates in research experiences

Action 1) Increase grant submissions to agencies that fund undergraduate research experiences

Action 2) Explore incentives for enhancing undergraduate research opportunities

Objective 4) Improve internal practices to facilitate scholarly activity

Action 1) Use college F&A returns to centrally support external grant administration and financial management

GOAL IV. CONTINUE TO IMPROVE CLIMATE, CULTURE, SUSTAINABILITY, AND INTERNAL VISIBILITY OF HUXLEY COLLEGE

Objective 1) Establish regular communications within the college and departments

Objective 2) Advocate moving the college to one location

Objective 3) Create transparent decision-making and budget processes

Action 1) Empower the Huxley College Policy Committee as full partners in college leadership and budgeting process

Action 2) Continue to convene quarterly college meetings to engage all faculty and staff in the important affairs of the college, including quarterly budget reviews, key decisions, and strategic directions

Action 3) Explore creation of regular internal college communications mechanism (i.e. report, newsletter, etc.)

Action 4) Continue to implement electronic voting mechanisms when appropriate

- Objective 4) Enhance technology to better serve student and faculty needs
- Action 1) Develop distance learning classrooms and conference rooms
 - Action 2) Explore options for maintaining software and technology
- Objective 5) Explore implementation of office assignment process to mix faculty of the two departments
- Action 1) Consider seniority-based (as opposed to department-based) process for allocating vacant offices, whereby the most senior faculty member from either department may claim a vacant office
 - Action 2) Encourage volunteer cross-department trading of offices by offering office improvement/remodeling incentives
- Objective 6) Reduce our environmental footprint by creating a culture of sustainability across all parts of our operations
- Action 1) Develop strategies to reduce our fuel and energy consumption, increase use of renewable power sources, increase green purchasing, reduce our waste stream, and increase recycling
 - Action 2) Review current facilities, maintenance, and operation practices to identify key target areas for improvement in efficiency and sustainable practices
 - Action 3) Explore ways to reduce printing and paper use; encourage use of e-books and other approaches that reduce carbon footprint
- Objective 7) Support the entire college community by creating ways to recognize faculty and staff accomplishments and activities
- Objective 8) Increase diversity of the Huxley community at all levels (student, faculty, and staff)
- Action 1) Improve college information and marketing tools to target diverse audiences
- Objective 9) Streamline, simplify, and coordinate college policies and procedures
- Action 1) Form a linked set of governing documents (UEP, Bylaws, CBA) that remain internally consistent
 - Action 2) Where appropriate, coordinate policies between departments