

# 2024-2025 Annual Strategies and Tactics Summary Report

## Strategy: Improve Retention and Progression

Close opportunity gaps through continued improvements in equitable student progression.

Benchmark(s): 89% student progression from Fall 2024 to Fall 2025.

### Key Results:

Fall 2024 to Fall 2025 overall student progression is 81.5% as of June 6, 2025 (final data not available until Fall 2026)

Fall 2024 to Fall 2025 progression for identified groups as of June 6, 2025 (final data not available until Fall 2026):

Group	Fall '23 to Spring '24	Fall '23 to Fall '24	Fall '24 to Spring '25	Fall '24 to Fall '25*
<b>Overall</b>	<b>91.2%</b>	<b>81.7%</b>	<b>90.9%</b>	<b>81.5%</b>
Black or African American	94.9%	84.6%	90.6%	78.1%
Hispanic	90.3%	80.7%	90.4%	82.5%
Indigenous	86.7%	70.0%	78.9%	68.4%
Non-Binary	96.7%	100.0%	95.0%	80.0%
Enrolled in PLUS 100	91.0%	81.5%	92.1%	82.5%

## Tactic 1:

**Build on our coordinated approach to improve overall student progression by making measurable progress for students who identify as: Black; Indigenous; Latinx; Trans and Non-binary**

### *Highlighted Achievements:*

#### **Implementing a summer bridge math course for rising first year students.**

Summer 2024 "Lute Leap" Math 115 course for 8 incoming PLU first year students. Students who completed the course had a Fall semester GPA of 3.34. Two students withdrew due to financial reasons in Spring 2025. For Summer 2025, "Math Leap" program is a partnership with Tacoma South Sound MESA and will be offered to all rising first-year students in Tacoma.

#### **College of Health Professions (COHP) year-long focus on improving student retention, particularly for students of color**

COHP college-wide meeting with focus on teaching excellence and improving retention, specifically for students of color; COHP dean consultation with RPAG re: retention/progression for transfer students; COHP plans for Fall 2025 post-Convocation gathering for students to introduce them to COHP academic pathways; COHP conversations with RPAG, Enrollment Management, Admission and Provost to identify resources needed to support large intend nursing cohort.

#### **Secured new donor-funded resources to support student retention and progression.**

Creation of the Storhoff Endowed Scholarship (\$1.2m), which can be used to provide gap scholarships and other strategic financial aid. The scholarship will distribute approx. \$50,000 annually.

#### **Adopted student-focused chatbot (Sage) to address communication gaps, push critical information, and engage student questions.**

10271 text messages received, weekly messages to students including 3 custom campaigns (FAFSA completion push), 71% of first year students engaged with Sage.

### **Revision of PLUS 100 to better match student interest and to directly support student transition into PLU.**

Implemented 24 sections of PLUS 100 (22 in fall 2024; 2 in spring 2025). Completed multi-method assessment to evaluate effectiveness of program. Results demonstrated:

- students who enrolled in PLUS 100 retained at 92.8%, which was 6.6% higher than first-year students who did not take PLUS 100.
- 90.8% of students enrolled received an A or P grade (of N=458)
- 4.12 out of 5 was average overall course rating (up +0.31 points from fall 2022); there were also gains ranging from +0.19 to 0.27 in overall instructor rating [4.58], instructor communication [4.54], instructor commitment [4.52], and instructor rigor [4.09]

Recommendations include evolving the course structure to a Plenary model for fall 2025 to streamline content delivery efficiency (Resource Stewardship), while continuing to invest in instructor professional development (Resource Stewardship) and teaching assistants as a critical strategy toward increasing equity in student experience and outcomes.

### **Revised LUTE Welcome to support retention goals.**

447 students attended LUTE Welcome New Student Orientation in Fall 2024. Through assessment, 80% of students said they learned about campus resources, connected with PLU community, and learned what it means to be a Lute. Retention data for new students (who began in Fall 2022 and 2023) demonstrate there is a statistically significant and strong relationship between attending 7+ LUTE Welcome required sessions and fall-to-fall retention, particularly for Lutes for commute. Based on this information, the schedule for Fall 2025 has been adjusted to better accommodate the commuter schedule to hopefully see an increase in attendance from Lutes who commute.

### **Partnered with MSW program to host MSW Interns & co-design Health Navigator roles**

Four students in PLU's MSW program served as inaugural Health Navigators in Wellbeing Services & Resources, increasing capacity for response to care forms, proactive outreach, and direct support for concerns affecting student wellbeing. 132 unique students were served through outreach emerging from care forms or clinician referrals. Health Navigators also developed capacity for Basic Needs Connections assisting 31 unique students with basic needs access, including SNAP benefits, Apple Care, Housing, and TimelyCare resources.

### **Reimagined approach to student engagement in clubs and organizations**

The total amount of fully registered and active Clubs and Organizations at PLU rose by approximately 10% between the 2023-2024 and 2024-2025 academic years, reaching 68 as of April. The Club Team collaborated with the Center for DJS to debut 'Club Boost', a leadership development conference integrated within the DJS Leadership Coalition and open to all student leaders across campus. This event featured presenters from across interest-areas at PLU providing specialized training on the leadership skills most requested by club leaders.

## **Tactic 2**

### **Develop and initiate a comprehensive strategy to embed high-impact practices (HIPs) that meet assessment criteria for all students.**

#### *Highlighted Achievements*

#### **Established Task Force to evaluate the equitable access and impact of High Impact Practices across campus.**

Developed an equity-minded rubric to audit the extent to which current curricular and co-curricular offerings meet HIPS criteria. Task force will continue through next year to begin to assess HIP offerings and make recommendations on associated changes needed.

#### **Expanded the number of students receiving financial support to participate in internships**

Twenty-six students awarded support to date, as compared to 12 students the year prior. Demand is still significantly greater than resource availability. Continuing to seek additional funds.

## Tactic 3

**Define and map curricular and co-curricular opportunities and learning outcomes for students to learn and develop leadership, as articulated in our mission statement.**

*Highlighted Achievements:*

**Established a working group to create a working definition of leadership and define an action plan.**

Developed an operational definition of leadership and identified leadership learning dimensions, both of which are reflected in a rubric. Work will continue into next year.

**Developed Student Employee Assessment and Survey**

HSCR in coordination with AVP for Student Life Strategic Initiatives and Assessment developed multi-model survey to evaluate student wellbeing in conjunction with On-Campus Employment. The survey looked at several facets including onboarding, training and overall job experience and satisfaction and was completed through qr codes, surveys, in-person conversations and observations. Data is being used to inform seasonal training updates within HSCR. [Survey Results](#) (available to PLU employees).

**Student Employee/Leader Hiring Survey**

Student Life created a brief survey instrument designed to assess student experiences participating in student employee/leader hiring and selection processes. Survey implementation began in late spring 2025 (with Campus Life, Student Life, and Center for DJS hiring processes). Data analysis and final report expected in May 2025.

**Removal of Learning Community (LC) additional application for housing to streamline process for students.**

Review of student feedback to LC applications lead to the removal of this barrier, resulting in easier housing application process and allowing students more autonomy to complete application and room selection online.

**Current Students: Club Recruitment (e.g., Club Boost)**

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## Strategy: Optimize Recruitment

Develop the conditions and programs, academic and co-curricular, that will differentiate PLU and meet future student and market demands through curation, redesign, and investment.

Benchmark(s): In combination with retention and progression efforts, meet or exceed enrollment targets for undergraduate and graduate student total enrollment.

### Key Results:

Enrollment targets for 2024-2025 vs. actual enrollment:

Fall 2024	Goal	Actual
First Years	575	550
FY NTR	17,022	18,934
Transfers	100	100
Graduate	353	351
ABSN	204	191

### Tactic 1:

**Support creativity in responding to emerging student interests and community needs, and create a clearly defined and nimble approach for developing PLU's academic and co-curricular program portfolio.**

#### *Highlighted Achievements:*

##### **Addition of varsity women's lacrosse**

The program brought in its first recruiting class, is developing a sustainable culture and is seeing growth in the FY26 recruitment number. Roster of 18. Four were recruited athletes.

##### **Development of pathways for PLU pre-law students**

Initiated conversations with three law schools at Private, four-year universities to create 3+3 graduate pathways. Memorandum of Understanding with Seattle University is currently under review. Willamette, University of Hawaii and Gonzaga partnerships are in early stages of development.

##### **Approval of a new undergraduate degree in Music Therapy**

The program was approved by the faculty and is now undergoing initial program accreditation. To begin in Fall 2025.

##### **Restructuring of the Chemistry Major**

Major and associated concentrations were reorganized to improve accessibility and clarity for students. Changes are effective for Fall 2025.

##### **Revision and streamlining of processes for submitting and approving new academic programs.**

PAC revised New Program Notification form and process, piloting with two programs in May 2025. EPC changed 30-day clock to 14-day clock.

### Tactic 2:

**Develop a university-wide strategy aligning university activities with key admission/recruitment/yield events to more effectively engage campus constituents.**

### *Highlighted Achievements:*

#### **Collaboration between Athletics and Admission to create informative webinars to inform area counselors and coaches about D3 Athletics & PLU.**

Two events were held. Approximately 50 participants per. [Webinars](#) remain available on YouTube.

#### **Partnered during Admitted Student Days for Special Spaces Tours**

Continuation of a successful effort that began last year. This includes space specific tours in Nursing, Natural Science, Arts, Athletics, and Global Education.

Graduate admission improvements resulting from the realignment of graduate admissions into admissions office.

- Admission collaboration with Colleges on GR admissions
- Moved to Slate CRM system for communication with prospective students allowing for better collaboration recruiting prospective students. Consolidation within the regular admission platform reduces cost and streamlines admission processes and procedures.
- Improved standards of practice for more consistent use of holistic admissions
- Strategic and centralized use of marketing \$ for GR promotion - supporting a higher prioritization/expansion of marketing graduate admissions.

#### **Expansion of Guaranteed Graduate Admission for current PLU students and alumni. The program now includes MBA, MSW, ELMSN and DNP.**

Increase graduate applications by 45.8% and currently have 31.4% increase in deposits from PLU alums

#### **Expanded recruitment efforts through connection with local schools and academic programs.**

- College in the High School
- Faculty engaged recruitment -- Kinders to College; Federal Way Schools
- Increased numbers of high school arts programs on campus
- Connected with HS clubs and organizations (e.g. Ex: HOSA (Health Occupation Society of America))

#### **Aligned "Lute Loot Day" with Fall Preview day, sharing PLU swag and resources with prospective students.**

Encouraged participation in taking the PLU Personality Traits quiz which allowed admission to better target communication to prospective students and current employees.

#### **Promoted campus wide investment in recruitment efforts**

Produced and shared consolidated list of [Admission / Recruitment events](#) and distributed at Fall Conference

#### **Prospective Students: Admitted Student Days Collaboration**

Student Life (PLUS 100), Campus Life (LUTE Welcome), and Center for Student Success (New Student Registration) collaborated to create a NEW session for Admitted Student Days (annual events coordinated by Admission) to make more transparent the onboarding steps, events, and resources for incoming students from admission through their first semester. These sessions entailed education for new students and families (through a presentation with handout), as well as an opportunity for leading data collection to proactively "right size" first-year offerings (e.g., PLUS 100 sections, other first-year courses, and LUTE Welcome events). For example, data collected about PLUS 100 preferences affirmed that the courses presently offered match the proportion of seats offered respective to topics.

#### **Prospective Students: Coordinated Divisional Approach to Supporting Admission Events**

Student Life collaborated with Admission to outline events and other collaborative opportunities during the academic year to streamline coordinated support for these events and sustainable stewardship of Student Life resources (e.g., staffing, time). This collaboration resulted in Student Life engagement in 8 strategic events, including the development of NEW sessions for Admitted Student Days, as well as affinity-based offerings for Students of Color, LGBTQIA2S+ students, and first-generation students.

#### **Continued expansion of automatic admission partnerships**

Nine new high school partnerships were developed resulting in 3+ new student deposits.

**Expanded 253 PLU Bound Scholarship to all admitted students who qualify for the Washington State College Bound Scholarship**

Led to 45 additional students paying their deposit for Fall 2025

# Strategy: Maximize Resources

## Part A - Employee Engagement

Expand and align available resources to improve individual, university, and community well-being.

### Tactic 1

**In response to the 2023 PLU Workplace Well-being Survey:**

- **Evaluate, prioritize, and support opportunities for professional development and community-building for faculty and staff.**
- **Improve tools for meaningful feedback and performance reviews to inform professional development and total compensation.**

#### **Key Results:**

Provide meaningful professional development opportunities for staff.

See examples below.

Maintain or improve scores on the 2024 PLU Workplace Well-being Survey.

Positive percent agreement scores improved or remained steady in 4 or 5 areas: 77.7 to 80.6 in Protection from Harm; 83.6 to 85.1 in Connection and Community; 81.5 to 84.9 in Work Life Harmony; 59.3 to 60.0 in Opportunities for Growth. Scores dropped in the area of Mattering at Work (84.7 to 80.0) with the largest drop occurring in perceptions of involvement in decision making that influences one's work (88.3% to 68% agreement).

#### *Highlighted Achievements*

##### **Completed Blue Zones approved worksite certification**

PLU is partnering with Blue Zones to develop evidence-based solutions to help people live better and longer lives. We have already implemented designated Blue Zones Parking spaces to encourage movement of body as well as weekly yoga practice. [More information regarding the certification here.](#)

##### **Implementation of various community-building initiatives in response to well-being survey**

Involved Staff Council, Faculty Governance, NSCI and PRST. Included Faculty coffees and social hours, new faculty gift baskets (NSCI), welcome swag for new staff, staff council events (hot/cold, show & tell)

##### **Professional Development Days**

Human Resources sponsored Development Days this spring for staff and faculty. A variety of free personal and professional workshops were offered on campus. This year's workshops included focus on topics such as: retirement, Medicare, financial planning, artificial intelligence, and mental/physical wellness.

##### **Reimagined uses for existing spaces**

Hong Hall returning to service reimagined as an office/wellness services space, listed empty spaces across campus for drop in rentals from outside organizations

##### **Divisional Approach to Pooled Professional Development**

In the spirit of resource stewardship and recognizing a growing need for accessible professional development for all Student Life amidst limited funding, Student Life departments have pooled resources for professional development to create two opportunities: (1) a pool of funding that individuals can apply for related to position-specific supporting professional development; and (2) a shared pool of funding to provide opportunities open to all Student Life Staff. In the former category, Student Life was able to fund three position-specific pro devo opportunities in the amount of \$1520,

including the cohorted Clery Basics Training. In the latter category, Student Life supported the NASPA Assessment Series and NASPA Virtual Conference series.

University Relations is also implementing a consolidated professional development approach, ensuring more equitable access to resources for all UR staff, inviting all employees to participate in at least one professional development opportunity and encouraging staff across the division to find opportunities for shared development within teams, across teams and/or with others on campus.

### **Imagine Otherwise**

Student Life leaders, Dr. Angie Hambrick, Dr. Jes Takla, Dr. Joanna Royce-Davis, and Dr. Eva Frey, collaborated to expand a professional development offering (that Dr. Hambrick created based on her dissertation research and implemented in spring 2021 and summer 2022) into a doctoral-level continuing education certificate series that can be marketed and offered to internal PLU staff/faculty, as well as external community stakeholders. This three-certificate program engages educators in radically (re)imagining and critically co-creating equitable futures in K-12, higher education, and beyond by transforming their lived experiences and radical aspirations into tangible action plans for collective change. Radical imagination and critical creativity are integral to addressing, interrupting, and remediating inequitable education outcomes and co-creating conditions and pathways for the liberatory futures students deserve.

### **Student Life Professional Development: NASPA Assessment Series**

Student Life hosted a 12-part assessment and evaluation professional development series, featuring one in-house developed session and eleven webinars from NASPA, an international student affairs professional organization. Each session concluded with a discussion of applying content learning to individual roles and collective work at PLU and included a post-survey to capture feedback and identify future desires and opportunities for continued collective learning and culture growth. For each session, notes were recorded and materials saved in a shared Google Drive folder for future asynchronous access. Sessions were open to all Student Life staff as well as other interdivisional staff partners. This program included: 12 unique sessions; 16 unique attendees (with total attendance of 51 people, including repeat attendees, across all 12 sessions); 4.2 out of 5 overall session rating.

### **Student Life Sponsored PD: NASPA Virtual Conference**

Student Life registered for the NASPA Annual Virtual Conference ticket, which allows virtual access to over a hundred professional development presentations on a variety of topics include: budget stewardship, legal and safety considerations, wellbeing, assessment, learning design, leadership and supervision, and diversity, equity, and inclusion (DEI). During summer 2025, Student Life will be hosting themed weeks to host joint viewings of sessions related to these topics, including inviting university partners to join for collective learning and discussion of learning application.

### **Neuroscience of Equity (SLC Participation)**

Student Life Council will be participating as a collective in the Summer 2025 Neuroscience of Equity conference at PLU; this opportunity represents continued investment in DJS-related professional development that is mindful of resource stewardship (e.g., conference is a free, on-campus opportunity made possible by Dr. Terri Farrar).

## **Tactic 2:**

**Create, refine, and prioritize conditions and programs that support employee satisfaction and success.**

- **Reestablish a robust university onboarding program for all new hires.**
- **Build and implement a coordinated and consistent approach to increase the diversity of all personnel hires to align with and reflect changing student demographics.**

## *Highlighted Achievements*

### **Faculty position descriptions and postings that emphasize DJS**

All full-time faculty position descriptions now require applicants to submit a teaching statements that directly addresses how applicants create inclusive learning environments. Many units are also including descriptive information that

highlights how the unit values/integrates DJS into their teaching/research and/or mission and/or the diversity within their student body.

## Part B - Resource Stewardship

Effectively manage current resources while expanding and diversifying new resources.

### **Key Result:**

Complete the fiscal year on or under budget.

Final budget number not yet available.

### Tactic 1:

**Develop, implement, and utilize effective real-time budget tools to inform budget management, strategic planning, and allocations.**

#### *Highlighted Achievements*

##### **Developed VP Financial Dashboard for Executive Committee use.**

High level summary of PLU financial data for Executive Council, updated daily. Division budgets and expenditures with drill down to Orgs. New features being developed include year-end projections, salaries, and financial aid endowment details.

##### **Developed Budget Managers Financial Dashboard**

Specific, detailed financial data for all budget managers at PLU. Dashboard being finalized while I&TS works with consultant to scale and secure the technical environment for dashboards. Feedback and rollout in summer 2025.

### Tactic 2:

**Continue to nurture and cultivate new partnerships to bolster financial sustainability.**

#### *Highlighted Achievements*

##### **Development of PLU Opportunity Fund**

Following the May 2024 meeting of the Board of Regents, University Relations staff, with the support of campaign counsel, proceeded with refining the concept, messaging and plans for proceeding with the PLU Opportunity Fund. The Opportunity Fund will allow donors to make an immediate, tangible impact on PLU by providing timely support to critical initiatives while allowing PLU leadership the control and flexibility to determine where those dollars are leveraged most strategically – both for budget-relieving and revenue-producing purposes. The charter and establishment of the fund were approved by the University Relations Committee of the Board of Regents in May 2025. An initial \$550,000 has been allocated to establish the fund.

##### **Developed partnership with Olympic Sport and Spine for athletic training services**

Transitioned Athletic Training services to Olympic Sports and Spine. Maintained quality service, increased staffing levels while being budget neutral.

##### **Developed partnerships for branding and corporate sponsorships**

Athletics partnered with NEXUS to trademark and license branding of PLU Athletics logos. Through the first two quarters, have brought in roughly \$3,000 in revenues and shut down 221 online businesses using our logos without purchasing a license. TBD on revenues from Gener8, but should see results before the conclusion of FY25

##### **Develop partnership with WSU for 3+2 engineering (mechanical)**

The MOU was officially signed by all parties as of April 30th, 2025. We have let Admissions know and have provided them some information that they can use for their purposes, including their Admission blog. This is available for all new and continuing students.

#### **Ameresco and Forma**

PLU and Ameresco secured a \$1.9 million in Clean Buildings Performance Grant (CBPG) funding from the Washington State Department of Commerce. This significant grant will enable PLU to undertake substantial energy efficiency upgrades across eight of its largest facilities, contributing to a more sustainable campus and supporting the state's clean energy goals.

#### **Christopherson Travel Management**

Established partnership with Christopherson Travel Management which launched in 2025. This partnership allows for simplified travel booking, competitive rates, enhanced travel support and improved tracking of employee travel to ensure safety and wellbeing of employees traveling for business purposes.

#### **Continued partnership with MultiCare supported securing \$2m for Rieke**

Partnership with MultiCare provided the option for PLU to secure \$2m in state funding for Rieke. PLU could not receive these government funds directly so MultiCare agreed to submit and accept on the university's behalf.

#### **Tactic 3:**

**Update the campus master plan with a particular focus on approaches to space utilization, maintenance, sustainability, and community engagement.**

#### *Highlighted Achievements*

##### **Updated Master Plan**

Administrative services has begun work on developing updated master plan. A comprehensive approach to the reimagination of campus spaces that involves wide campus input is part of the next set of long and short term strategic priorities.