

STRATEGIC PLANNING UPDATE

Spring Town Hall 2019



AGENDA

- Provost Muma
- “Report card” on strategic plan activation
- Your ideas to shape the work going forward

ACTIVATION TEAM REPORTS

SWOT results and Recommendations





Guarantee an applied learning or research experience for every student by each academic program.

Strengths	Weaknesses
<p>Location: Because of our location and ability to expand geographically, we have a “Friendly” environment for business and innovation development that creates a shared framework for integrating theory to practice for the purpose of community economic impact.</p>	<p>Measuring impact: Without a metrics or measure of impact, it is difficult to determine whether the costs outweigh the benefits - if it means students take longer to graduate or if they feel the experience is not authentic or relative to their career goals. Not all student priorities align with this requirement.</p>
<p>Inclusivity: Working to be inclusive of underrepresented populations in educational experiences in an effort to respond to community needs has resulted in WSU being ranked 2nd in Midwest on social mobility according to College Net.</p>	<p>Definition: Narrow/inconsistent definition of Applied Learning, does not resonate with all programs across campus.</p>
<p>History of Internships and Cooperative Education: Since its inception, WSU has included students from all walks of life, who have access to a university that prioritizes high quality Applied Learning experiences in numerous and varied settings.</p>	<p>Lack of Consistent Opportunities: Lack of understanding between academics and Community/Industry, not all disciplines may view as adding value to their programs.</p>



Guarantee an applied learning or research experience for every student by each academic program.

Opportunities	Threats
<p>Skillset development: Collaboration with community/industry to develop needed skillsets outside of the structure of coursework.</p>	<p>Economy dependent: Number and type of Applied Learning opportunities may be economy-dependent, a downturn in the economy may result in downturn of graduating students with Applied Learning.</p>
<p>Employer perception: Employers understand the concept of Applied Learning, it has a positive perception and many are willing to participate.</p>	<p>Student perception: Applied Learning may not resonate with all students (e.g., returning adults, veterans, etc.).</p>
<p>Urban environment: The large metropolitan/urban environment provides many Applied Learning opportunities across multiple disciplines.</p>	<p>Definition: Applied Learning may be too narrowly defined, can include many dimensions (e.g., research mentoring, leadership, etc.).</p>



APPLIED LEARNING

RECOMMENDATION - KEEP

Current Goal

Guarantee an applied learning or research experience for every student by each academic program

Proposed Revision

Keep Applied Learning as a WSU Goal, but modify to address the weaknesses



Capitalize systemically on relevant existing and emerging societal and economic trends that increase quality educational opportunities.

Strengths	Weakness
<p>Strong Industry Partnerships as evidenced by track record (Airbus, Spirit, NIAR, Wesley Clinic, YMCA) – foothold and road map</p>	<p>Full Community Alignment: University population and direction need to <u>fully</u> mirror the community (e.g. diversity, workforce needs).</p>
<p>Location and community and industry willingness to work together on sustained basis – innovation</p>	<p>Not Inviting/Welcoming. No front porch for partners.</p>
<p>Talent Base – students, faculty and staff have capacity (applied learning). Diverse student population, talent base.</p>	<p>Adaptability to Change. Traditional academic approach lacks flexibility and speed necessary to keep pace with evolving community and partner needs.</p>
Opportunities	Threats
<p>Strategic Enrollment Management</p>	<p>Finances</p>
<p>Growing Community Relationships and Partnerships</p>	<p>University Identity and Communication</p>
	<p>Business Concerns</p>



COMMUNITY &
INDUSTRY PARTNERSHIPS

RECOMMENDATION- MODIFY

Current Goal

Capitalize systemically on relevant existing and emerging societal and economic trends that increase quality educational opportunities.

Proposed Revision

Advance industry and community partnerships to provide quality educational opportunities and collaborations to satisfy rapidly evolving community and workforce needs.



INTERDISCIPLINARY

Pioneer an educational experience for all that integrates interdisciplinary curricula across the university.

Strengths	Weaknesses (barriers)
Support from within the university, colleges, and outside stakeholders to see progress made	Unclear concept of what interdisciplinary actually means to this university.
Established infrastructures through public/private partnerships, centers and institutes, and new degree and certificate programs.	Current university systems and structures are not designed to encourage interdisciplinary teaching or curriculum.
Programs within the colleges that focus on service learning, community based projects, and developing new skills sets for professional credentials.	Disconnect between stated desire from constituents for interdisciplinary learning and the hiring and reward system.



INTERDISCIPLINARY

Pioneer an educational experience for all that integrates interdisciplinary curricula across the university.

Opportunities	Threats
Students and newer professionals are not feeling constrained by the status quo. Appetite for new ways, content, and processes.	Is “interdisciplinary” a fad or buzz word? Will this concept last long enough to put in the resources and efforts it will need to be successful
State Support: Kansas High School curriculum redesign.	Employers voice support or demand for interdisciplinary degree’s/thought, but many employment metrics (e.g. hiring processes, resumes, incentives) are not evolving quickly
Public/Private partnerships could support the infrastructure needed.	Value of higher education, in general <ul style="list-style-type: none">o Message is coming from peers possiblyo Bipartisan political support for increasing apprenticeships and enrollment in trade schools



INTERDISCIPLINARY

RECOMMENDATION- KEEP

- We recommend **keeping this goal**, which focuses on pioneering an interdisciplinary educational experience, it serves as a mechanism for achieving other strategic goals (e.g. applied learning, innovation, and capitalizing on society and economic trends). Additionally, an interdisciplinary experience supports the values of positive risk-taking, success for all stakeholders, and adaptive approaches, while supporting WSU's mission to be an essential educational, cultural, and economic driver.
- While the committee recommends keeping the goal as stated, we also recommend a closer look and revision of the metrics and definition of what this goal means to the university in the full strategic planning document



Be a campus that reflects – in staff, faculty and students – the evolving diversity of society.

Strengths	Weaknesses
Institutionalized policies and procedures	Lack of an organizational understanding of the definition of diversity
Forward university momentum	Engagement of skeptical stakeholders
Energized Wichita community	Inadequate resources
Passionate people who care about change and diversity	Inadequate recruitment and retention efforts for underrepresented faculty, staff and students
Opportunities	Threats
Expand university resources pertaining to diversity and inclusion initiatives	Apathy, complacency and motivation to maintain the status quo
Integration of university initiatives and resources	Geography
Further improve communication and transparency	Political climate



INCLUSION

RECOMMENDATION - MODIFY

Current Goal

Be a campus that reflects —in staff, faculty and students—the evolving diversity of society

Proposed Revision

Be a campus community that reflects and promotes – in staff, faculty and students – the evolving diversity of society.



Accelerate the discovery, creation and transfer of new knowledge.

Strengths	Weaknesses
People <ul style="list-style-type: none"> • Strong college & focused knowledge • Motivated students 	Silos <ul style="list-style-type: none"> • Cultural or Academic systems • Physical
Innovative Leadership <ul style="list-style-type: none"> • Support for vision 	Communications <ul style="list-style-type: none"> • Lack of connections and collaboration
Right time and Right place <ul style="list-style-type: none"> • Industry Partnerships 	Shared vision <ul style="list-style-type: none"> • Lack of understanding
Opportunities	Threats
Creating environments where risky behavior is rewarded	No collaboration between stakeholders
Connect needs (industry and community) with research abilities and strengths at WSU	Mindset – the desire to take an idea forward may be missing
Teach “Play” and explore in classes – spontaneous, fun learning	Lack of understanding between academics and Community/Industry



RECOMMENDATION - MODIFY

Current Goal

Accelerate the discovery, creation and transfer of new knowledge.

Proposed Revision (Split)

Innovation is a strategy that can be combined with other goals

- Silos need to be addressed to improve collaboration and communication
- Requires multi-disciplinary activities
- Applied learning is one important component of innovation

Transfer of new knowledge requires revised measures





ASSESSMENT,
INCENTIVE, REWARD

Create a new model of assessment, incentive and reward processes to accomplish our vision and goals.

Strengths	Weaknesses
Multiple training and professional development opportunities available to employees at reduced fee	Lack of bridges connecting our silos (Siloed Community)
Faculty Activity Record (UniScope criteria used)	Lack of WSU community vision for where we are going.
Professor Incentive Review (tenured) in addition to tenure promotions	Plan to develop staff/faculty on a more fair and equitable basis

Opportunities	Threats
Systematic, scheduled process evaluation of methods used by other institutions AND private industry related to assessment, incentives and rewards	Fiscal Threats (state funding and legislative priorities, declining grants, failure to prioritize funding holistically)
Systematic, scheduled process to survey our employees about their satisfaction or engagement.	Faculty/Staff engagement (needed credentials for advancement, declining grants)
Seek out other partners for our product.	New era of competition



ASSESSMENT,
INCENTIVE, REWARD

RECOMMENDATION - MODIFY

Current Goal

Create a new model of assessment,
incentive and reward processes to
accomplish our vision and goal

Proposed revision

Continue to analyze and improve the
assessment, incentive and reward
processes to accomplish our vision and
goal.



CAMPUS CULTURE

Empower students to create a campus culture and experience that meets their changing needs.

Strengths	Weaknesses
Diversity and strength of programming and the ability to adapt to the ever changing needs of all stakeholders	Territorial issues among departments/colleges/units of what functions, student successes and resources belong where
University faculty and staff with a passion for working with students, and a desire to see the students succeed	Negative/dated perceptions of long-time Wichitans who don't give Wichita State a fair shake/opportunity
Openness to new ideas, collaboration, opinions from internal and external stakeholders	Inconsistent focus on student learning and development through administrative processes and faculty practices: <ul style="list-style-type: none">• class scheduling may not be optimized to foster student degree completion, activities and applied learning experiences• some faculty are solely research-focused who prefer not to teach and it's evident to the students



Empower students to create a campus culture and experience that meets their changing needs.

Opportunities	Threats
Become a destination university, both from a college search perspective but also a place where students want to make the most of their time on campus; we want moments on campus to be impactful	Faculty background doesn't reflect the race/ethnic diversity of student/staff population
Foster inclusion for all stakeholders (faculty, staff, students and Wichita community) in our activities, practices and programs	Young talent leaving Wichita and Kansas for education and jobs elsewhere
The university population is evolving to be more geographically diverse and more out-of-state students so programming and resources need to be adjusted accordingly	"Not my job" statement for some staff/faculty on campus; more emphasis on student service becoming a #1 priority



CAMPUS CULTURE

RECOMMENDATION - MODIFY

Current Goal

Empower students to create a campus culture and experience that meets their changing needs.

Proposed Revision

To equip students, faculty, staff and the greater Wichita community with the tools to create a campus culture & experience that meets the students' ever-changing needs.

SO WHAT NOW?

Add the connective tissue to our plan...

... to be an essential educational, cultural and economic driver for Kansas and the greater public good.

What are all the

- *activities*
- *initiatives*
- *offices*
- *experiences*

that move the University mission forward?

One answer per **pink** sticky note please.

Begin by working on your own.

... to be an essential educational, cultural and economic driver for Kansas and the greater public good.

What else

would you like to see

that would move the

University mission forward?

One answer per **blue** sticky note please.

Begin by working on your own.

... to be an essential educational, cultural and economic driver for Kansas and the greater public good.

Please work in a group of at least 4 and no more than 8.

Compare your sticky notes.

Where you see related items, put them together.

... to be an essential educational, cultural and economic driver for Kansas and the greater public good.

Please work in a group of at least 4 and no more than 8.

Compare your sticky notes.

Where you see related items, put them together.

Use a large sticky note to name each “bucket” of related items.

... to be an essential educational, cultural and economic driver for Kansas and the greater public good.

Please work in a group of at least 4 and no more than 8.

Where you see related items, put them together.

Use a large sticky note to name each “bucket” of related items.

Please list your group’s “buckets” on the bucket label worksheet.

*STRATEGIC PLANNING
STRUCTURE & NOMENCLATURE*

Current Plan Structure

Applied
Learning

Interdisciplinary

Inclusion

Assessment,
Incentives,
Awards

Innovation

Culture

Community &
Industry
Partnerships

THEMES

DEFINITION

A **strategic theme** is an area in which the University must excel in order to achieve our mission and vision.

EXAMPLE

Educational Driver;
Cultural Driver;
Economic Driver

GOALS

DEFINITION

A goal is a broad method or approach for advancing a strategic theme.

EXAMPLE

Empower the campus community to create a campus culture and experience that meets their changing needs.

STRATEGY

DEFINITION

An initiative carefully planned to advance a goal(s).

EXAMPLE

Strategic Enrollment Management

TACTIC

DEFINITION

Concrete, “actionable” projects that can be assigned to specific individuals or teams with completion dates.

EXAMPLE

Design and implement a marketing plan for Orientation to reach 80% of first-generation students by April 15th.

METRICS

DEFINITION

A system or standard of measurement.

EXAMPLE

Complete or incomplete, impact/reach of marketing plan/date

DATA FOR OUTCOME

DEFINITION

Tactic - A place or method of data collection (evidence).

EXAMPLE

*First Generation Coordinating Council minutes/Artifacts/
Orientation evaluations*

DATA SOURCE FOR IMPACT

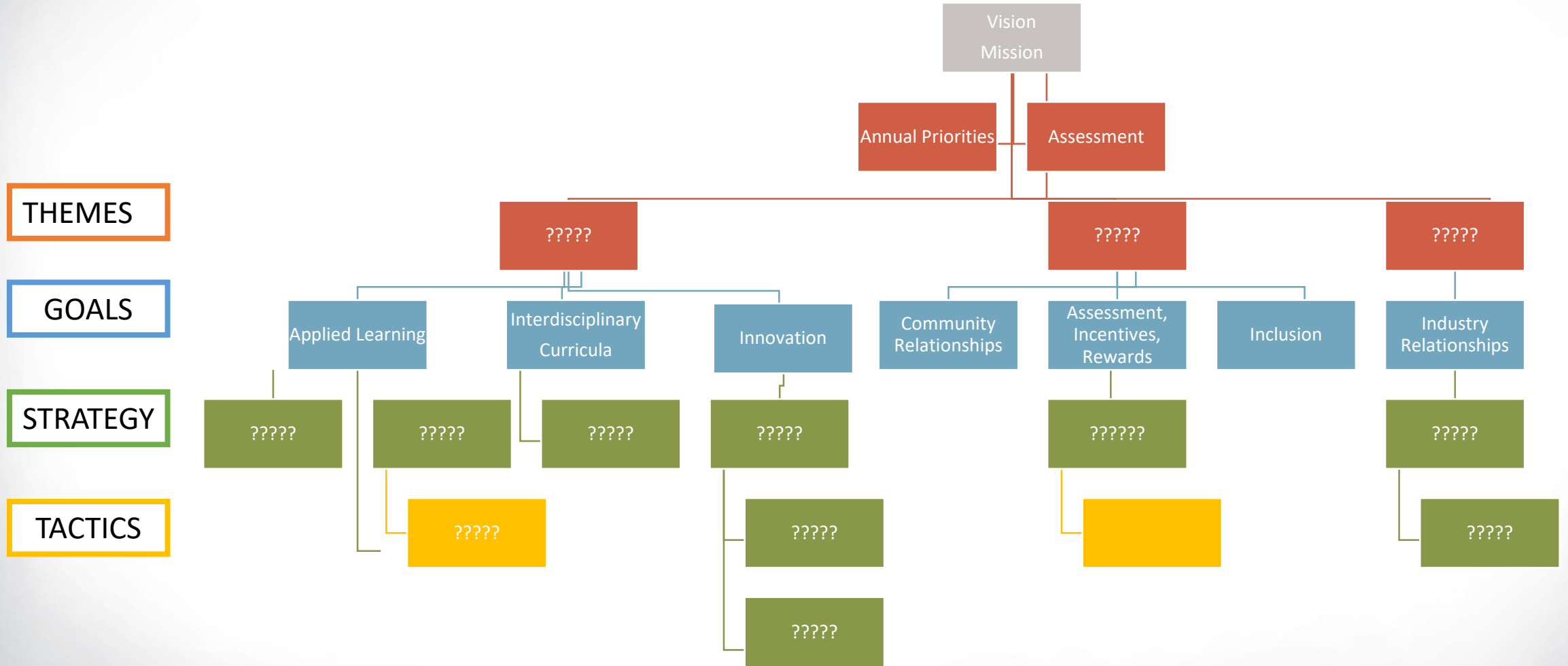
DEFINITION

Goal - A place or method of data collection (evidence).

EXAMPLE

National Study of Student Engagement/ Exit Survey/Climate Survey

FUTURE PLAN STRUCTURE



NEXT STEPS IN THE PROCESS....

Summer

- Distill the data provided today to develop
 - Themes
 - Goals
 - Possible Strategies
- Build an online process for collecting information on tactics (current and future)
- WSU Reference Team will continue work on designing engagement leading to a trustworthy, decision making framework (Circle Keeper Training – July 25th)

Fall

- Report summer results at fall Town Hall (Sept./Oct.)
- Identify 2019 Priorities based on SU work.
- Refine with Activation Teams
- Further refine the work (Nov.)
- Reveal final version of plan – January 2020.