2019-2020 Priorities Report

Wichita State University Strategic Planning

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The information compiled in this report stands as a progress report on the annual priorities identified by Interim President Andy Tompkins and the university executive team. The priorities noted in the report represent the areas of work, explicated from and aligned with the university strategic plan, that were determined to be those of focus for the 2019-2020 academic year.

Vision

Mission

Strategic Goals

Student-Centeredness	Partnerships and Engagement	Research and Scholarship	Inclusive Excellence	Campus Culture

Strategies

Recruitment	Retention	Community Engagement	Applied Learning	K-12 Outreach	Research	Academic Innovations	Administrative Excellence	Assessment, Incentives, Rewards,	Sustainability

Priorities
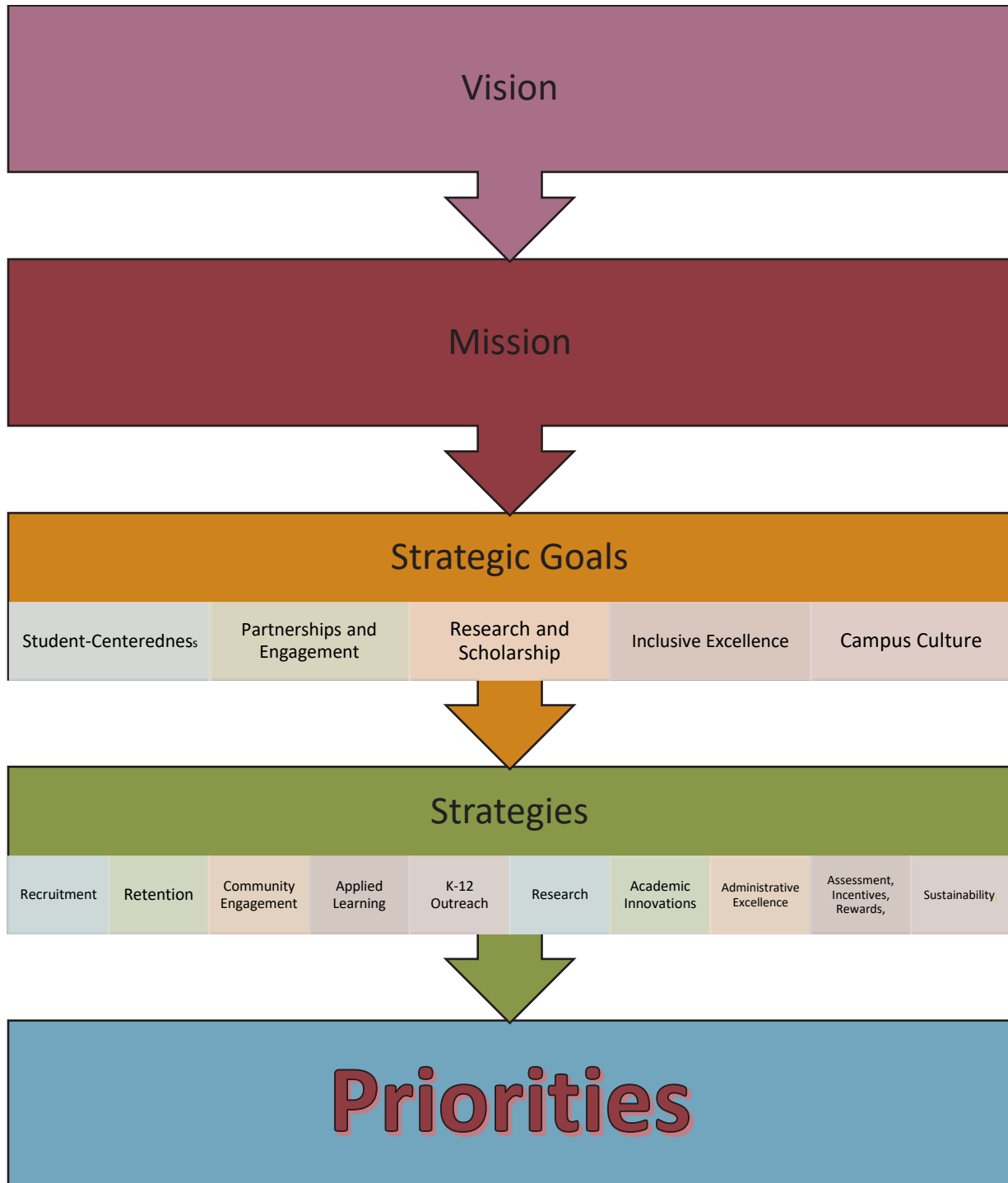
PRIORITY ONE: STUDENTS

CONTINUE IMPLEMENTATION OF THE STRATEGIC ENROLLMENT MANAGEMENT PLAN

Focus: Increase need-based aid

Progress: Listed is each academic year, the unduplicated number of students and the total need-based funds paid out. We went from 584 need-based funds to 706.

Year	Number of Students	Need-based Funds Paid
2018-19	504	$ 2,779,339.63
2019-20	706	$ 3,454,392.86

Focus: Help students develop financial literacy skills to graduate sooner, with less debt.

Progress: Several units across campus work to enhance the money management skills of the Wichita State student bodies. Financial literacy programming was reported as a primary service by each of the TRIO and GEAR UP programs, serving both college and pre-college students. The Office of Financial Aid provided workshops and webinars to current and prospective students on the importance of understanding financial aid obligations and money management as well.

This year, the Office of Student Money Management created and designed, in collaboration with the Office of Career Services, an online money management course, available through Blackboard for all Wichita State University students. This self-paced, online tool will be deployed FL 2020.

EXPAND EDUCATIONAL OFFERINGS TO HELP STUDENTS ADVANCE IN THEIR CHOSEN CAREERS

Focus: Continue to add new degree options and alternative credentials.

Progress: The faculty across three colleges developed new degree program proposals related to digital transformation this year. Those programs were:

- Business Analytics – W. Frank Barton School of Business
- Data Science – College of Engineering
- Mathematical Foundations of Data Analysis – Fairmount College of Liberal Arts and Sciences
- Applied Linguistics - Fairmount College of Liberal Arts and Sciences

INCREASE HEALTH AND WELLNESS SERVICES IN THE NEW AND EXPANDED FACILITIES AT THE STEVE CLARK YMCA AND WSU STUDENT WELLNESS CENTER.

Focus: Enhance service delivery and capacity in Counseling and Preventive Services.

Progress: Without the added space in the new Wellness Center, CAPS would not have been able to grow staffing levels as capacity had been reached at the previous location. CAPS was able to secure funding through a partnership with Athletics to hire a new Psychologist/Athlete Mental Health Coordinator and from SGA for a new Master's level Counselor position. Every FTE counselor position allows CAPS to serve 100-120 more students annually in a treatment model of mental health service delivery. CAPS' goal is to reach IACS accreditation standards for FTE licensed mental health provider to student ratios of 1:1,000-1,500. With the Master's Level Counselor position, CAPS will reach 1:1,777 with 9 FTE licensed providers.

FY19 resulted in 12,680 contacts. This year we had an overall increase of contacts of 14.6%. Prevention Services engaged in 399 hours of prevention and outreach and had 14,530 contacts with students, parents, staff/faculty, and community members. This averages out to providing services to 36 individuals per hour.

Prevention Services
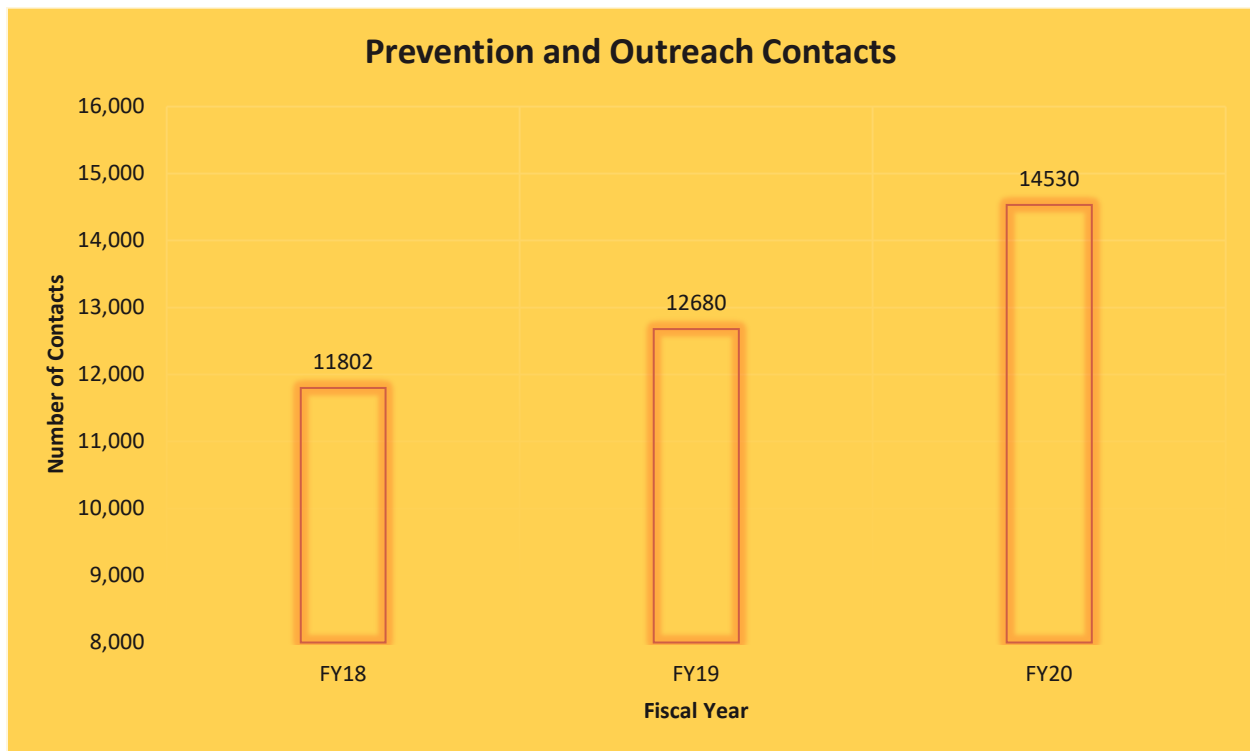
Focus: Enhance service delivery and capacity in Student Health.

Progress: The wellness center is in a more accessible and visible location on campus with good signage. Student Health moved into the new facility in January 2020 and the campus closed down

in March 25 2020, negatively impacting the number of student visitors this year. For example, total visits for 2018-2019 were 9,171 compared to 7,315 in 2019-2020.

While Student Health did not experience an increase in service delivery, moving into the expanded facilities provided the space to establish the appropriate safety precautions needed to continue providing the same level of health services to students during the COVID-19 pandemic. This would have been challenging in the previous location.

PRIORITY TWO: FACULTY AND STAFF

CONTINUE ADVANCING A CULTURE OF TRUST AND INTEGRITY, WHERE FACULTY AND STAFF ARE ENGAGED AND KEPT WELL-INFORMED BY THE ADMINISTRATION – AND RESPECTED AS IMPORTANT STAKEHOLDERS – IN DECISIONS THAT AFFECT THEIR WORK.

Focus: Complete evaluation of the strategic plan

Progress: The university strategic plan was shared with the campus community in September of 2019. The strategic planning committee spent the 2019-2020 academic year creating and executing the implementation plan.

The committee was able to deploy a database, using TeamDynamix, to collect Strategic Planning Initiatives from community members. These SPI's were reviewed by the committee and compiled for reporting and acknowledgement of the work dome at the departmental level that contributes to the overall mission of the university. The first annual strategic plan report will be delivered later this fall.

Focus: Gain approval from faculty for the research and workload report recommendations

Progress: The Faculty approved a motion to accept an amended policy addressing the faculty workload policy at the General Faculty Meeting on November 11, 2019. The recommendation of the Faculty Senate Workload Taskforce can be found here and the minutes of the general meeting here.

> Faculty Workload
>
> Faculty work in three areas: student-centered work (e.g., teaching), disciplinary/professional-centered work (e.g., research/scholarship), and community-centered work (e.g., service). Workload refers to total professional effort, which includes the time (and energy) devoted to class preparation, student work, curriculum and program deliberations, scholarship/research, participation in governance activities, and a wide range of community services*.
>
> - TEACHING RESEARCH,
> - SCHOLARSHIP, OR CREATIVE ACTIVITY
> - SERVICE
>
> The standard teaching load normally shall be no more than the equivalent of a 12-credit hour maximum per semester, with no more than three different course preparations (based on a 3 credit hour course). More than three different course preparations should be considered exceptional. Equivalency standards for comparison between a normal 3 credit hour course and non-standard teaching activities like badge courses and graduate supervision should be determined at the department level. Workload in the areas of service and research, scholarship, or creative activity are based on a faculty member's position/role. Faculty members are to discuss workload expectations with the Chair and/or Dean at least annually in conjunction with the standard annual review and whenever revisions are made. The Chair or Dean should provide a written summary of decisions concerning the faculty member's workload expectations. *(https://www.aaup.org/issues/faculty-work-workload/what-do-faculty-do)

Focus: Develop and implement a market-based compensation structure for faculty and staff

Progress: The Office of Human Resources lead implementation of both job architecture and market-based compensation for faculty and staff. The following progress has been made.

1). An RFP, selection, and implementation of a compensation software has been completed (PayFactors)

2). Additional salary surveys needed to support all campus positions have been identified and purchased. All but one has been loaded into PayFactors

3). The job catalog has been completed

4). All current positions are in the process of being mapped to the job catalog

Between now and the June 31, 20212 the following will be done:

- Remaining salary survey loaded into PayFactors
- Job mapping
- Compensation structure(s) built
- Compensation philosophy adopted
- Compensation Administration guidelines developed and published
- Complete pay analysis of non-tenure track positions

PRIORITY THREE: UNIVERSITY INFRASTRUCTURE

CREATE AND IMPLEMENT A PLAN FOR IMPROVING INFORMATION TECHNOLOGY SERVICES BASED ON GROWTH AND TRANSFORMATION

Focus: Improve wireless internet (WiFi) coverage in educational buildings to more fully support technology use in the classroom.

Progress: Information Technology Services led efforts to make the following improvements.

1. Worked with Academic Affairs to identify and prioritize buildings in most need.
2. In process of deploying needed equipment.
3. Outcomes:
   a) Increase the ability to use technology in the classroom
   b) With COVID – Allow the ability to split classes across classrooms and/or "broadcast" classes for hybrid teaching with remote students.

Focus: Better leverage the use of Hyland Perceptive Content (Imaging System) to digitally transform business processes.

Progress: Information Technology Services led efforts to make the following improvements.

1. Working with Hyland to better utilize the Perceptive Content modules we have to eliminate paper based processes in departments.
2. Outcomes:
   a) Eliminate paper documents storage
   b) Facilitate remote work due to COVID
3. Implementation of Slate CRM.
   a) Reduce number of admissions Customer Relationship Management (CRM) systems from two to one.
   b) Provide a more modern "look and feel" for admissions interactions with potential students.
4. Outcomes:
   a) Better interactions with potential students
   b) Increases efficiencies with data integration with WSU core systems.

UPDATE THE FACILITIES MASTER PLAN

Progress: Funding authorization to begin the Phase I "data collection/information gathering" for the Campus Masterplan update was provided in August of 2020. A task force will be created with meetings scheduled for the fall of 2020. The planning phase will conclude this semester.

RESEARCH AND ECONOMIC DEVELOPMENT

CONTINUE TO GROW FUNDED UNIVERSITY RESEARCH AND APPLIED LEARNING OPPORTUNITIES IN
PARTNERSHIP WITH ACADEMIC DEPARTMENTS, INDUSTRY AND GOVERNMENT

Progress: The university increased research funding to a new record, over $160 million in fiscal
year 2020.

Additionally, in partnership with the Office of the Provost, President Golden, the deans, the AVP
for research, and faculty, Wichita State continues to make investments in support of research:

1. Made available $150,000 for summer student research support.
2. Made available $150,000, with a goal to provide an extra $300,000 annually, to make
   doctoral level research stipends competitive with our peers.
3. Launched the President's Convergence Science initiative, and will be funding four proposals
   totaling $1.2 million (over three years).

CONTINUE TO SPUR INNOVATION ACROSS CAMPUS TO ENHANCE ECONOMIC GROWTH THROUGH
THE CREATION OF NEW KNOWLEDGE, INTELLECTUAL PROPERTY AND SCALABLE ENTREPRENEURIAL
ENTERPRISES.

Progress: Several initiatives and activities were coordinated this year to make progress on these
priorities. The following is a partial accounting.

1. Dr. Golden announced the formation of a new office – the Office of Tech Transfer and
   Commercialization – to better manage Wichita State's intellectual property portfolio and
   identify new commercialization opportunities.
2. The Office of Tech Transfer and Commercialization formed the Gateway to IP
   Program. The program provides Wichita State students an applied learning opportunity to
   work alongside licensed patent lawyers and become more familiar with intellectual
   property. The students often discuss the newly learned skills regarding intellectual property
   with their faculty members, thus enhancing the creation of intellectual property among
   faculty and staff.
3. Wichita State hosted Molly Kocialski (Director of the Rocky Mountain Regional United
   States Patent and Trademark Office) at an event entitled "Why IP: Innovation to
   Impact." The event was attended by Wichita State faculty and staff, as well as industry
   partners. During the event, Molly encouraged those in attendance to continue create
   intellectual property with an aim towards commercialization.
4. The Office of Tech Transfer and Commercialization co-hosted the Innovation Awards with
   Strategic Initiatives. The event recognized intellectual property achievements of faculty and
   staff.

The following are noted outcomes from the aforementioned activities and initiatives.

1. The Office of Tech Transfer and Commercialization worked with Kansas State University Research Foundation (KSURF) to license two of Dr. Bill Groutas' coronavirus-related technologies to Cocrystal Pharma, Inc.
2. The Office of Tech Transfer and Commercialization licensed Billy Martin's lightning strike covering technology for wind turbine blades to Lightning Diversion Systems, a Ducommun company.
3. Wichita State received a total of $81,247 in Gross Income stemming from licensing/option agreements for State of Kansas FY20.
4. The Office of Tech Transfer and Commercialization received and reviewed more than 40 invention disclosures during State of Kansas FY20.

CONTINUE TO INCREASE PHILANTHROPIC SUPPORT

Progress: In the Shock the World Campaign (July 1, 2013 – June 30, 2020), a total of $9,620272 was raised for endowed chairs and professorships. In addition, $14,595,071 was raised for faculty fellows, staff development and coaches' support.

COMMUNITY ENGAGEMENT

CONTINUE TO DEVELOP PROGRAMS THAT MAKE THE CAMPUS A WELCOMING AND INCLUSIVE PLACE FOR ALL.

Progress: The Placemaking initiative on Wichita State campus capitalizes on our shocker assets, inspiration, and potential, with the intention of creating an attachment to campus by supporting programming and special projects that promote the health, happiness, and well-being of our campus community. The following are initiatives that were conducted in an effort to continually enhance our campus climate.

- Clinton Hall Stairs mural: Funded by the Knight Foundation through the Wichita Community Foundation. Student Sarah Myose was awarded funding to produce the mural through an open call for proposals. The stairs have become a hotspot for photos on campus.
- Electrical Box mini-murals: Funded by the Knight Foundation through the Wichita Community Foundation, alum and lecturer for ADCI, Hallie Linnebur painted mini-murals on the Innovation Campus capturing the diversity of our campus community.
- Community Garden development: Funded by the Knight Foundation through the Wichita Community Foundation. Student Madi Laughlin worked with Facilities Services, SGA and with guidance from the University Sustainability Committee to reform the Wichita State Community Garden in a sustainable and accessible way.
- Community popup cookout at the Duerksen Amphitheater: In partnership with Wichita State Police, ADCI, Downtown Wichita and Best Fringe Forever. Intro to Community & Social Practice (ARTS 211) students developed these partnerships around this event as part of the class curriculum.
- Wichita State Engineering students were partnered with USD259 5th graders to design holiday lights for Fairmount Park as part of a Storytime Village program. This program was supported through the College of Engineering and the Division of Diversity and Community Engagement.
- Creative Crosswalks-temporary murals on crosswalks: Intro to Community & Social Practice students partnered with the Ulrich Museum of Art and Wichita State's ShiftSpace Gallery to produce sidewalk mural designs and install them on the sidewalks outside the Ulrich Museum.
- Hammock lounge: Permanent hammock posts are being installed outside Wallace Hall. Funded by a grant from the Knight Foundation at the Wichita Community Foundation with support from Facilities Services. (delayed due to COVID-will go in Fall2020)
- CFA Graduation Motorcade: All schools of the college of fine arts came together to produce a graduation motorcade for graduating students and their families when graduation was cancelled due to COVID

- WSU ShiftSpace, the university's student gallery relocated to Groover Labs, a mixed use maker-space in Downtown Wichita.
- Alum Brady Hatter's 3rd and final Shocker POD at the Flats.
- Colorful, moveable chairs and furniture on campus. Moveable furniture builds emotional attachment because they invite the user to curate their own space.

In addition to the physical spaces on campus, several units were engaged in enhancing inclusive excellence. One such unit is the Office of Diversity and Inclusion or ODI. During the 2019-2020 academic year the WSU Office of Diversity and Inclusion had 21,495 visits and 2,122 unique visitors in comparison to the 2018-2019 year where there were 24,324 visits and 2,238 unique visitors. The decrease in number is due to COVID-19 and the University shifting to remote learning during the second portion of the spring 2020 semester.

University programming highlighting the importance of diversity includes the annual Diversity Lecture Series. This series features distinguished leaders and experts that inspire campus dialogue, community engagement and learning about the national narrative on diversity and inclusion. The following are a the 2019-2020 featured speakers.
- Schuyler Bailar
- Kat Lazo
- Harold Wallace III
- Anthony Hinton
- Dr. Sarah Deer

Other university programming, done in partnership with community members, includes the annual Art That Touches Your Heart exhibition, 400 Years of Inequality timeline sharing, Hunger Action Summit, Interfaith Dinner Dialogues and League of Women Voters suffrage movement.

Our inclusive excellence work includes efforts to engage, support and celebrate the diversity of the WSU student body. The following and celebrations that were hosted by the Office of Diversity and Inclusion during the 2019-2020 academic year, including participation numbers.

- FALL 2019 Multicultural Graduation Reception – 65 participants
- SPRING 2020 Multicultural Graduation Celebration – 134 participants
- SPRING 2020 Lavender Graduation – 18 participants
- FALL 2019 Multicultural Academic Recognition (re-branded to Academic Excellence Celebration in Spring 2020) – 83 participants
- SPRING 2020 Academic Excellence Celebration – 130 participants

CONTINUE COMMITTING WSU'S TALENTED PEOPLE TO THE IMPROVEMENT OF THE ENTIRE COMMUNITY AND SERVING AS A CATALYST FOR POSITIVE SOCIAL CHANGE

Progress: Several collaborative efforts were created to support relationships with organizations and individuals who serve marginalized populations throughout the city. Past initiatives include collaboration with the Wichita Ministerial League, CAIRN Health, NAACP, KHEDF, Homeland Security, Storytime Village, OPEN Streets ICT, Medical Mission at Home, Council of Elders, The

Wichita Chapter of the Links Inc, L'Ouverture Computer Technology Magnet Elementary, Samuel Spaght Science & Communications Magnet Elementary, Southeast High, South High, North High, West High, VA Hospital, Via Christi, Army National Guard, Textron, TKAAM, Boy Scouts of America, Fort Riley Military Post, McConnell Air Base, Heartland Black Chamber of Commerce, and others.

Significant impacts were felt throughout the community as a result of scholarship initiatives for underrepresented students, diversity and inclusion training, and emotional intelligence workshops for various agencies and organizations, including Homeland Security and various local government entities, and a mentoring program for male students in USD 259 schools. Wichita State University supported various events that involve community uplift, empowerment, and awareness (Open Streets ICT, Medical Mission at Home, VA Diversity Program).

Additionally, the Office of Military and Veterans Services, provided the following services for students.

- Counseling beyond the normal student interface with their campus advisor, which adds a sense of inclusion and confirmation for the student veteran
- A social outlet for student veterans in the form of the Student Veteran Organization which allows students the opportunity to join others in an organized activity on par with other student clubs on campus
- A location that had current career and military services information for the students.