

**WRIGHT STATE UNIVERSITY
BOARD OF TRUSTEES
OFFICIAL PROCEEDINGS OF THE
THREE HUNDRED AND FORTIETH MEETING**

December 9, 2017

I. CALL TO ORDER

The meeting of the Wright State Board of Trustees was called to order by Mr. Douglas Fecher, chair, on Saturday, December 9, 2017, 9:00 a.m., in the Second Floor Conference Room, 2455 Presidential Drive, Wright State University. Mr. Larry Chan, secretary to the Board of Trustees, called the roll:

Present:

Michael Bridges
Douglas Fecher
Sean Fitzpatrick
Anuj Goyal
Stephanie Green
Bruce Langos
William Montgomery
C.D. Moore
Jordan (Large) Kingsley
Austin Rains

Absent

Grace Ramos

II. PROOF OF NOTICE OF MEETING

Mr. Fecher reported that the meeting was called by written notification and a quorum was present.

III. CONFLICT OF INTEREST STATEMENT

Mr. Fecher read the conflict of interest statement and requested that the Trustees bring any conflict they were aware of to his attention as the meeting proceeded.

Mr. Fecher stated that the Wright State University Board of Trustees is a public body subject to the Ohio Open Meetings Act. It operates on a fixed agenda available to those attending the meeting. Persons wishing to address the Board in its Public Session should submit a written request to the Board of Trustees' office 72 hours in advance of the meeting in order to be placed on the agenda. However, all persons address the Board at the invitation of the Board and are

subject to time limitations and other guidelines established to maintain the good order of the meeting.

IV. BOARD TRAINING

Mr. Larry Chan, vice president for legal affairs and secretary to the Board of Trustees, presented training for the Board on what constitutes a public record and an understanding of the Ohio Open Meetings Act.

V. CHAIR'S COMMENTS

Chairman Fecher offered the following remarks.

Our objective today is for the Board to discuss, and provide direction, to President Schrader regarding the creation of a long term strategic plan for the university which is one of our top goals. As I said, we do want to talk about what Wright State wants to be in the future and I am sure we will get into all kinds of topics as this plays out. Questions like “what is it that we now do very, very well?” “what is it that we will have to do very, very well in the future?”, which frankly may be different than what we do today. And hardest of all when it comes to strategy, the hardest strategic decisions are deciding what not to do.

After three or four years on the Board, what I have come to find out is there are lots of constituencies at any university; not just this one, with all different ideas on what we should be good at and what we shouldn't be good at. That's why the Board is ultimately charged with the responsibility of making the determination what the University should do in the future.

We do have a mission and vision, but perhaps we should be looking at that mission and vision today to see if it still serves us well. We also have a strategic plan, and if you want to see it, I think it's available on our website, but the notion is it's not a particularly actionable or measurable plan and it might not suffice to take us into the future.

I think in strategic planning we'll be talking about what types of students will be most important for us to serve. What do we have to do to attract those students; although I believe this is a sensitive topic especially when I talk with members of our faculty. I personally look at students as customers in a sense that they have a choice of where to go to school and they don't have to choose Wright State University. Once they get here and come under the tutelage of our faculty that might be a little bit different story but we compete in a world of higher education that is changing very, very rapidly not just through online and distance education learning issues but even within the state of Ohio.

Our presidential finalists, including Dr. Schrader, talked about how the number of high school graduates in the state of Ohio is dropping which means that just among our public universities in the state, we'll be competing more for students among a smaller and smaller pool. These are all challenges that we should take a hard look at and that's another reason why this strategic planning process is going to be so important.

I think at the end, we need to arrive at strategies that insure Wright State University remains a top public university in Ohio; that we deliver a result not delivered by any other state school. If you can do something differently than anyone else does, then you have a real solid strategy. I am also a believer that if your strategy can be easily copied by somebody else, it isn't much of a strategy. If they can copy it then your strategic advantage might just have gone away.

We want to be a great value to our students, but frankly we also want to be a great value to the state of Ohio; by being able to meet the workforce and research needs. That's how we become indispensable not just to our students but to a major funder of our university, which is the state of Ohio.

So, in the end, our strategic plan needs to address those two issues since most of our funding comes from tuition, therefore, we need to be a great value to our students. The rest of our funding comes from the state so we serve those needs and do it in a way that makes us noticeably different than the other state universities and not easy to copy. This puts us on the path to long term success.

I want to set aside our strategic planning discussion to talk about our financial challenges because frankly, one way or the other, we will emerge from these challenges at some point in the future, sooner rather than later. What we really need to do is put in place a plan that will set us up for long term institutional success on behalf of our students, but also on behalf of the state of Ohio, because we are one of their most important public universities and plan to remain so.

VI. STRATEGIC PLANNING, PROCESS AND TIMELINE

President Schrader presented her ideas and plans for Wright State's Strategic Planning process and broke them down in sections which included understanding the context; exploring vision, mission and values; the components of strategy; customer (investors) and key needs; brainstorming strategic opportunity areas; and a discussion of the process and timeline.

A. Understanding the Context

In discussing the need for strategic planning, President Schrader remarked that the challenge universities face is not the lack of uniquely

valuable assets, but lies in differentiating and sustaining their efforts with a clear core strategy focused on reducing administrative and support costs while freeing up resources to strategically invest in priorities and innovation.

The Ohio Department of Higher Education Board of Trustees Annual Conference defined higher education student outcomes as a function of

- Who is able to enroll at an institution
- How institutions serve their enrolled students, and
- How institutions prepare students for the future.

To rethink the traditional model of education, institutions are encouraged to innovate by providing greater access to support student success, by enhancing the student experience through the use of a digital ecosystem, and by collaborating with industry partners to enhance career preparation.

The Trustees participated in a brainstorming exercise to identify many of the trends affecting higher education.

B. Vision, Mission and Values

Wright State's current vision, mission and values statements were developed some time ago and may, or may not, adequately reflect where the institution sees itself headed over the next fifty years.

The Board explored some of the emerging themes and strategic imperatives developed from the campus responses received for the visioning question:

"Imagine it is 10 years from now and Wright State has met its most important goals. What does the University look like and how is it different from today?"

There was a discussion about how vision, mission and values should provide a direction and framework for success and should support and enhance the strategic plan as opposed to being lofty words that are not actionable or meaningful.

Concurrent with the strategic planning process, these documents will undergo stakeholder dialogue sessions and be reviewed and revised as needed through input from various constituents.

C. The Components of Strategy

President Schrader defined strategy as a plan for organizing finite resources to achieve a specific objective. Strategy is made up of three

discrete building blocks which include

- The presence of an **OBJECTIVE** that will drive the organization for the next seven years that is specific, measurable and time-bound.
- Having a description of **SCOPE** that defines the offering or customer, the geographic location, and the level of vertical integration, and
- Possessing a distinct customer **ADVANTAGE** that specifies a value proposition and the unique activities that allow the organization alone to deliver it.

Looking at the University's guiding documents, the vision defines where we are going, the mission explains why we exist, the values innumerate what we believe in and how we will behave, and the strategy is our competitive game plan for getting there.

D. Customers (Investors) and Key Needs

The Board spent some time identifying Wright State's many stakeholders and prioritizing an extensive list into key stakeholder groups. They then began to brainstorm what these various groups are looking to receive through their association with the University. It is not enough to guess what stakeholders are seeking but it is important to truly understand their needs and how they can or cannot be addressed. It is not possible for any organization to be "all things to all people" given time, money, energy and resource constraints.

E. Brainstorm Strategic Opportunity Areas

The Board was unable to delve into this area given time constraints for the meeting.

F. Discuss Strategic Planning, Process and Timeline

President Schrader offered a summary of how vision, mission and values define where Wright State is going, why we exist, and what we believe in. She indicated that strategy is the game plan to define our unique advantage and how we can best serve our stakeholders. Strategy can be broken down into projects or initiatives. Progress on these goals and objectives can be measured with metrics.

To insure transparency and keep the campus community updated on progress, a website will be created for the Strategic Planning process.

A draft timeline was shared with the Board outlining the stages, activities, output and participants needed to achieve the strategic planning process.

In January, there will be meetings with University leaders and the planning committee to identify trends in higher education, primary jobs, and opportunities. The Board of Trustees will receive regular progress updates at their meetings and the campus community's input and feedback will be part of the strategic planning process.

The Board was energized and eager to engage with what they heard about the approach and the process.

VII. NEW BUSINESS

Mr. Fecher offered some highlights of upcoming events.

1. Board of Trustees Executive Session, 9:30 a.m., and Public Meeting 11:00 a.m., December 15, 2017, James F. Dicke Hall, Wright State Lake Campus
2. Dayton Campus Commencement - December 16, 2017, Wright State University Nutter Center Arena
3. Winter Break – December 23, 2017 to January 1, 2018 -University Closed
4. Adventure Summit – Friday, February 9, 2018 beginning at 5:00 p.m. to Saturday, February 10, 2018 ending at 5:00 p.m.

VIII. ADJOURNMENT

The meeting was adjourned at 2:03 p.m.