

**GOAL 1**

**ENHANCE OUR DISTINCTIVE LEARNING EXPERIENCE TO RECRUIT AND RETAIN A DIVERSITY OF STUDENTS FROM THE REGION AND BEYOND.**

**ABSTRACT:** Strengthen the focus on students' success and their future beyond the University; recruit and nurture distinguished faculty who integrate teaching, research and service; support student-centered faculty and staff; market the University by capitalizing on our distinctive strengths in programs, faculty, staff and facilities; and strengthen programs to meet emerging needs.

<b>Objective A:</b> Expand marketing and recruitment efforts in the region and beyond, including out of state.			
Strategy	Outcome Measure	Timeframe	Champion
<ul style="list-style-type: none"> <li>Develop and implement enrollment strategic marketing plan that includes the enhancement of university marketing materials and events, including websites, brochures, open houses, campus and electronic library tours, etc.;</li> <li><b>Action Item: Support marketing and recruitment efforts through heightened understanding of factors contributing to the enrollment and retention of first time freshmen, transfer, and graduate students.</b></li> <li>Through private and university funding, expand financial assistance available to students</li> <li>Strengthen linkages within the university, with 2- and 4-year institutions, high schools, alumni, business and the military</li> </ul>	<ul style="list-style-type: none"> <li>Enrollment growth overall and in areas targeted in marketing plan</li> <li><b>Policy and program initiatives based on empirical analysis; increased enrollments.</b></li> <li><b>Better understanding of comparative student retention via participation in the Consortium for Student Retention Data Exchange (CRSDE)</b></li> <li>Increased financial support for students</li> <li>Increased enrollment of transfer students, graduate students, non-traditional students, and students from underrepresented populations.</li> </ul>	2003-04; ongoing  <b>Throughout the planning period, but with specific analyses and proposals developed by July 2004</b>  2003-04  2003-08	Provost  <b>Associate VP Ralston</b>  Associate Provost for Research and VP Academic Affairs Associate Provosts
<b>Objective B:</b> Diversify and enrich curriculum and make it more accessible, responsive, and flexible.			
Strategy	Outcome Measure	Timeframe	Champion
<ul style="list-style-type: none"> <li>Continuously assess the university's educational programs</li> <li><b>Action item: Support university-wide efforts to support student success by providing access to data that could inform program development and student advising.</b></li> <li>Increase participation in targeted professional development programs to diversify curriculum (number of programs/number of participants)</li> <li>Increase multiple and flexible delivery (time, place, format) of selected academic and continuing education programs;</li> <li>Create selected new degree and certificate programs</li> </ul>	<ul style="list-style-type: none"> <li>Document program improvements, student satisfaction improvements, and implement best practices</li> <li><b>Student data reports that provide information on student retention and academic assessment for first year students and all students in University College</b></li> <li>More diversified curriculum</li> <li>Increased number of flexibly offered programs and participants</li> <li>Program inventory that meets the needs of a diverse student body</li> </ul>	2003-2008  2003-08  2003-08  2003-08	Associate Provost  Associate VP Ralston  Associate Provost for Academic Affairs Provost  Provost

<b>Objective C:</b> Recruit and retain a nationally/regionally diverse, student-centered faculty and staff.			
Strategy	Outcome Measure	Timeframe	Champion
<ul style="list-style-type: none"> <li>Establish endowed chairs and professorships</li> <li>Develop and implement a plan to recruit and retain diverse faculty and staff</li> <li><b>Action Item: Enhance analytical base to support decisions on creation of faculty positions.</b></li> <li>Provide and support professional development opportunities for faculty and staff</li> </ul>	<ul style="list-style-type: none"> <li>Appoint annually at least one new endowed position as WSU</li> <li>Faculty mix that more closely reflects the university student body demographics</li> <li><b>Faculty/student ratios; section sizes; closed courses.</b></li> <li><b>Incorporate Delaware Study and OBR Resource Analysis in Academic Data Series publication</b></li> <li>Staff mix that more closely reflects the university student body demographics</li> <li>Satisfied and highly motivated faculty, staff and students</li> </ul>	<p>2003-2008</p> <p>2003-04 Plan 2004-08 Implement <b>December 2004</b></p> <p>2003-08</p>	<p>VP of Advancement, Provost Provost, Vice Presidents</p> <p><b>Associate VP Ralston</b></p> <p>Provost, Vice Presidents</p>
<b>Objective D:</b> Enhance the academic success of students by creating a student-centered environment, improving upon current facilities, programs, co-curricular activities and technology.			
Strategy	Outcome Measure	Timeframe	Champion
<ul style="list-style-type: none"> <li>Enhance the academic, administrative and student technology support systems</li> <li><b>Action Item: Select and implement an integrated ERP system.</b></li> <li>Increase marketability of graduates via career services, co-ops, service learning, internships, and study abroad opportunities</li> <li>Continue to enhance overall teaching/learning/living environment to meet enrollment, academic and student support needs</li> <li><b>Action Item: Identify needed improvements to classrooms and develop and execute projects in Rike Hall and elsewhere to address these needs.</b></li> <li><b>Action Item: Expand teaching labs and classrooms in F.A. White</b></li> <li><b>Action Item: Improve building integrity and install fire suppression system in Forest Lane residential buildings.</b></li> <li><b>Action Item: Determine approach to meeting student recreation and wellness needs and implement solution.</b></li> <li><b>Action Item: Determine whether University's future housing needs will be best met through current developer or in other ways. Add additional housing incrementally, as needed to accommodate demand and support enrollment growth.</b></li> <li><b>Action Item: Identify factors that may limit the opportunity for enrollment growth. Analyze opportunity cost for various enrollment levels and their impact on facilities (i.e., housing, food service, laboratories, classrooms, roadway and parking systems, water supply and utilities.)</b></li> </ul>	<ul style="list-style-type: none"> <li>Implement an integrated software application suite</li> <li><b>Selection of Vendor</b></li> <li><b>Complete installation (phased)</b></li> <li>Increase percentage of graduates employed or in graduate school within six months of graduation</li> <li>Upgrade campus facilities and infrastructure</li> <li>Increase graduation rate and retention rate</li> <li><b>Completion of classroom-related capital projects</b></li> <li><b>Safer, structurally sound, and more attractive apartments in Forest Lane complex</b></li> <li><b>Develop system for financial analysis of housing options</b></li> <li><b>Improved utilization reports</b></li> <li><b>Broader analysis for limits to growth</b></li> </ul>	<p>2003-2005</p> <p><b>December 2003 2007</b></p> <p>2003-08</p> <p>2003-08</p> <p><b>2008</b></p> <p>Depends on SOM finances <b>Summer 2003</b></p> <p><i>Determine approach by December 2003</i></p> <p><b>December 2004</b></p>	<p>VP of Student Affairs</p> <p>Provost</p> <p>Vice Presidents <b>Associate VP Facilities Planning and Management</b></p>

**GOAL 2**

**EXPAND OUR PARTNERSHIPS THROUGH EXTERNAL FUNDING AND COLLABORATIVE SCHOLARSHIP BOTH REGIONALLY AND GLOBALLY**

**ABSTRACT:** WSU will increase our high quality research/scholarship by deepening partnerships leading to increased extramural support. The desired outcome includes enhanced national and international visibility.

<b>Objective A:</b> Enhance and expand facilities and infrastructure for research, scholarship and learning through increased extramural and intramural support.			
Strategy	Outcome Measure	Timeframe	Champion
<ul style="list-style-type: none"> <li>Assess facilities and infrastructure support necessary to support research needs efficiently and effectively.</li> </ul>	<ul style="list-style-type: none"> <li>Comprehensive and accessible baseline database of human and physical assets</li> <li>Increased number and dollar volume of awards; number of faculty receiving awards</li> <li>Increased public awareness of researchers and research achievement via media exposure</li> <li>Increased number of invention disclosures, licenses, patents, copyrights, and start-up companies</li> </ul>	Ongoing to 2008	Director of RSP, Associate Provost for Research Provost, Associate Provost for Research Executive Director of Communications and Marketing Director of RSP
<ul style="list-style-type: none"> <li><b>Action item: Determine scope of Russ Expansion based on availability of external support; complete design; bring on line by 2006.</b></li> </ul>	<ul style="list-style-type: none"> <li><i>Increased research laboratory space</i></li> </ul>	By 2006	Assoc VP Davidson
<ul style="list-style-type: none"> <li><b>Action item: Develop and implement phased approach to renovation of science labs</b></li> <li>Increase successful external grant submissions to programs that support faculty and infrastructure.</li> <li>Increase media exposure of researchers and research achievements</li> <li>Facilitate and encourage commercialization of faculty research</li> </ul>	<ul style="list-style-type: none"> <li><i>Upgraded building systems and laboratories to support instructional and research missions of COSM</i></li> </ul>	Ongoing to 2008	Assoc VP Davidson
<b>Objective B:</b> Grow collaborative scholarship and centers of excellence.			
Strategy	Outcome Measure	Timeframe	Champion
<ul style="list-style-type: none"> <li>Expand internal and external collaborations for research grants, academic programs and recognized centers of excellence</li> </ul>	<ul style="list-style-type: none"> <li>Increased number and dollar volume of awards</li> <li>Increased inter- and intra-institutional collaboration</li> <li>Increased access to shared resources</li> <li>Increased collaborative research grant awards</li> </ul>	Ongoing to 2008	Provost, Associate Provost for Research
<b>Objective C:</b> Increase investment in human capital responsible for collaborative scholarship and extramural support through appropriate incentives, recruitment, retention and professional development.			
Strategy	Outcome Measure	Timeframe	Champion
<ul style="list-style-type: none"> <li>Increase faculty, staff, and student productivity through improved reward and recognition incentives</li> <li><b>Action Item: Analyze and reengineer the university's policy pertinent to the retention of grant indirect cost recoveries to support and encourage increases in grant activity.</b></li> </ul>	<ul style="list-style-type: none"> <li>Increased amount of academic/scholarly productivity</li> <li>Enhanced recruitment/retention of faculty and staff</li> <li><i>New Indirect Cost Recovery Policy and Procedures</i></li> </ul>	Ongoing to 2008	Provost, Vice Presidents, Associate Provost for Research

**GOAL 3**

**EXTEND OUR ENGAGEMENT WITH GOVERNMENT, BUSINESS AND NON-PROFITS TO FOCUS ON EMERGING AREAS OF NEED.**

**ABSTRACT:** WSU will broaden and enrich partnerships that engage the total university in meeting developing needs. As a citizen of our communities, WSU will lend our knowledge and expertise becoming a role model for other university-community relationships.

<b>Objective A:</b> Increase the opportunities for community engagement within the curriculum.			
Strategy	Outcome Measure	Timeframe	Champion
<ul style="list-style-type: none"> <li>Support innovative university collaboration with alumni, business, government, community groups/organizations, and health care entities.</li> <li>Engage more students in service learning and in co-op and internship programs</li> <li><b>Action item: Work with faculty to identify opportunities for student internships in the division.</b></li> </ul>	<ul style="list-style-type: none"> <li>Increased use of community leaders and experts on advisory boards, in classroom and lecture series, and as adjunct faculty</li> <li>Increased number of students participating in service learning, and in co-op and internship programs</li> <li>Increased number of student internships in division</li> </ul>	2003-2008	Provost
<b>Objective B:</b> Enhance WSU presence within the Miami Valley region and beyond in ways that are important to the community			
Strategy	Outcome Measure	Timeframe	Champion
<ul style="list-style-type: none"> <li>Identify opportunities for university faculty, staff, students and resources to meet/serve community needs</li> <li><b>Action item: Engage diverse members of the metropolitan community by hosting events to introduce the community to the University.</b></li> <li><b>Action item: Share internal controls and audit experience and best practices with Dayton Public Schools.</b></li> </ul>	<ul style="list-style-type: none"> <li>Increased outreach efforts to targeted external groups</li> <li>Increased number of community initiatives identified and promoted within the colleges.</li> <li>Increased number of events at Nutter Center</li> <li>Increased focus on Wright State University at Nutter Center events</li> <li>Quest for Community Presentations</li> <li>Pro bono support for Dayton Art Institute</li> </ul>	2003-2008	Vice Presidents, Provost  Siehl
<b>Objective C:</b> Enhance the quantity and quality of dialogue with our various communities (e.g., multi-disciplinary forums, think tanks, symposia, etc.).			
Strategy	Outcome Measure	Timeframe	Champion
<ul style="list-style-type: none"> <li>Use forums to foster collaborative relationships with community partners and elected officials for assessing and addressing common challenges</li> </ul>	<ul style="list-style-type: none"> <li>Increased number of educational forums addressing emerging community issues</li> </ul>	2003-2008	Vice Presidents, Provost