DESIGN PRINCIPLES

• Follow an Appreciative Approach
  o SOAR: Strengths, Opportunities, Aspirations and Results
  o Renew the social infrastructure of the university
  o Envision a vibrant, compelling future through grassroots engagement

• Fulfill the Guidance Given by the Board of Trustees
  o Measurable goals, tied to budget
  o Key stakeholders engaged (students, WSU employees, employers of WSU students and graduates, research partners and clients, alumni, donors and friends, primary - higher education partners, businesses and non-profits, community)
Convention Versus Appreciative Approaches

<table>
<thead>
<tr>
<th>Dysfunctional State</th>
<th>Normal State</th>
<th>Extraordinary State</th>
</tr>
</thead>
<tbody>
<tr>
<td>Negative Deviance</td>
<td>Status Quo</td>
<td>Positive Deviance</td>
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</table>

- Forces FOR change that work *within* the current paradigm
- Forces AGAINST change that *reinforce* the current paradigm

Managing for Control:
Actions that Fix Problems and Standardize Operations

Managing for Innovation:
Actions that Elevate Strengths and Shift Mindset

**Transactional Change**

**Transformational Change**

Conventional strategy development

Appreciative strategy development
Elements of Strategic Planning

- Vision/Mission/Values
- Strengths and Opportunities
- Stakeholder Descriptions
- Conditions of Success
- Strategic Objectives
- Strategic Goals
- Resources
- Milestones
- Indicators and Metrics
Phase 1: Engagement around Vision, Mission, Values

- Organize Steering Committee
- Kick-Off Event
- Planning Overview
- Capture Strategic Ideas as They Surface
- Develop Initial Understanding of Stakeholder Perspectives
- Open Forums and Surveys
- Initial Lists of VMV Themes and Strategic Ideas
- Stakeholder Summit
- Prioritized VMV Themes and Strategic Ideas
- Use Inclusive Process to Prioritize Key Ideas
- Committee Drafts VMV
- Initial VMV Statements
- Test and Revise
- Solicit Stakeholder Feedback
- Tested VMV Statements
- Share the Vision
- Finalized VMV Statements

PHASE 2: STRATEGY DEVELOPMENT
- Draft Strategy Statement

January  February  March  April
**Phase 2: Development of Strategic Plan**

**PHASE 1: ENGAGEMENT**
(Vision, Mission, Values)

- **Stakeholder Summit**
- **Draft Strategy Objectives**
- **Project Groups Organized for each objective**

**Use Inclusive Process to Develop Strategic Objectives**

- **Project Group Meetings to Develop Goals**
- **Refined Objectives and Draft Goals**

**Use Diverse Stakeholder Groups to Develop Strategic Goals and Maps for Each Goal**

- **Steering Committee Meetings: Feedback on Strategic Goals**
- **Approved Objectives and Refined Goals**
- **Interim work to develop a map for each goal**
- **Refined goals with draft maps for each goal**

**Share the Vision**

- **Steering Committee Feedback & Plan Integration**
- **Refined maps and draft of integrated strategic plan**

- **Presentation to the Board of Trustees**
- **Finalized Strategy Document**

**Timeline:**
- March
- April
- May
- June-August
- August-September
- October
Elements of Strategic Planning

Vision/Mission/Values

Strengths and Opportunities

Stakeholder Descriptions

Strategic Objectives

Conditions of Success

Strategic Goals

Resources

Milestones

Indicators and Metrics
Stakeholder Summit

• Multi-Day Event
• Could involve 150-250 participants
• Schedule
  Discover –
  • Review the findings from the VMV open forums and Strategic Efficiency Review.
  • Prioritize the key strengths and opportunities
  Dream –
  • Expand vision of future possibilities
  • Prioritize key ideas
  Destiny –
  • Articulate Strategic Objectives
  • Organize to develop a strategic map around each objective
Strategic Planning Steering Committee

• Guide process and assist in engaging stakeholders
• Diverse group of innovative thinkers
• Composed of students, faculty, staff, administration, Board of Trustees, and community members
• All invitations to participate accepted!
Steering Committee Membership

Julia Acosta, director of Latino, Asian and Native American Affairs
Jay Albayyari, dean of the Lake Campus
Jennifer Attenweiler, associate director of Residence Life
David Baugham, president of Student Government Association
Matt Boaz, chief diversity officer
Walt Branson, chief business officer
Michael Bridges, president of Peerless Technologies and Wright State trustee
Timothy Broderick, associate dean for research affairs at the Boonshoft School of Medicine
Bryan Bucklew, president and CEO of the Greater Dayton Area Hospital Association
Caroline Cao, professor of biomedical, industrial and human factors engineering
Emanuel Clayton, director of the Math Learning Center
Angela Clements, assistant vice president for advancement of the Boonshoft School of Medicine
Ryan Fullenkamp, plumber, Physical Plant
Seth Gordon, director of Veteran and Military Center
Bill Holmes, associate vice president for international education
Jonathan Jackson, manager of Desktop Services, CaTS
Madhavi Kadakia, chair of the Department of Biochemistry and Molecular Biology
Burhan Kawosa, senior lecturer of finance and financial services
Douglas Leaman, dean of the College of Science and Mathematics
Carol Loranger, chair of the Department of English
Jeff Mercer, head baseball coach
Sriasha Naidu, associate professor of economics
Carol Patitu, chair of the Department of Leadership Studies in Education and Organizations
Petey Peterson (pronouns: they/them/their), director of LGBTQ Affairs
Gretchen Rentz, coordinator of development and community relations at Lake Campus
Michael Roediger, director of the Dayton Art Institute
Curtis Rowland, senior executive, U.S. Air Force
Sara Seibert, biomedical sciences Ph.D. candidate
Aaron Skira, chief data architect, Institutional Research and Analytics
Amanda Spencer, interim director of University Academic Advising
Tom Webb, director of Disability Services
Sharon Wik, administrative specialist in the Department of Finance and Financial Services
Korrin Ziswiler, strategic enrollment program director in the College of Education and Human Services
Steering Committee Hopes

- Remove silos
- Reinforce dedication to education
- Respect people – unleash their creativity
- Recapture our identity – make a new path forward
- Active, data-focused plan
- Motivate to work together
- Enhance Innovation and new ways to attract students
- Increase inclusiveness
- Recognize our clientele
- Enhance and grow academic offerings
- Respect people – unleash their creativity
Steering Committee Reactions

Optimistic
Hopeful
Unity
Encouraged
Opportunity
Motivated
Impressed
Charged
Curious
Out of the Box
Excited
Vision/Mission/Values – Lake Campus

• Nearly 60 participants composed of faculty, staff, alumni, community members, and administration
• Discussed values and strengths in small groups, then informed larger group of identified values and strengths
• Then looked at the future of Wright State and identified actions or initiatives that can lead to success of Wright State in the future
Lake Campus

• Values
  • Student transformation
  • Academic program excellence
  • Alumni prepared to excel
  • Commitment and passion
  • Visionary and innovative people
  • Belief and trust in each other
  • Community voice
  • Integrity
  • Creativity
  • Student centered
  • Leadership
  • Teamwork

• Strengths
  • Community engagement
  • Commitment to curricular excellence
  • Agility
  • Work ethic
  • Affordable and accessible
  • Pride
  • WOEF Board support
  • Trust
  • Innovative Leaders
  • Transform lives
  • Big enough to lead, small enough to care
Lake Campus

• Future Actions for success
  • Remain connected to the community
  • Feed the need for global and local talent
  • Continue to listen to the community
  • Grow the Lake Campus
  • Support strong leadership at the Lake Campus
  • Be a model university, not a hidden gem
  • Expand relevant student experiences
Vision/Mission/Values – Dayton Campus
Feb 12 Event

- Values
  - Community collaboration
  - Compassion
  - Persistence
  - Transformation
  - Teamwork, realizing potential
  - Diversity (people, ideas)
  - Student focused
  - Innovation
  - Human contact
  - Empowerment

- Strengths
  - Willing to work
  - Graduates meet industry needs
  - Providing opportunities for students
  - Our people
  - Desire for continuous improvement
  - Connection with the community
  - Helping students see and realize their potential
Dayton Campus

• Future Actions for success
  • Increase retention
  • Support/enhance experiential learning
  • Establish culture of transparency, empowerment, and individual value
  • Creation of common traditions for all students
  • Embrace diversity at all levels
  • Universally designed curriculum
  • Ensure graduates are career ready
  • Expand online programs
  • Collaborate to build new programs
Upcoming Events

Community Dialogues

• Monday, February 19, 2018; 5 pm - 7 pm; 2455 Presidential Way
• Friday, February 23, 2018; 1:00 pm - 3:00 pm; 2455 Presidential Way
• *Tuesday, February 27, 2018; 9:00 am - 11:00 am; 207 Student Success Center
• *Wednesday, March 7, 2018; 8:30 am - 10:30 am; Montgomery County Business Solutions Center; 1435 Cincinnati Street; Suite 300 Dayton, OH 45417

• *One or both of these forums will have a virtual component
Upcoming Events

Stakeholder Summit

• Tuesday, March 20, 2018 (afternoon)
• Wednesday, March 21, 2018 (all day)
• Thursday, March 22, 2018 (morning) 2455 Presidential Way
Questions?

https://www.wright.edu/strategic-planning