**Wright State University**

**Proposed Pillars and Projects**

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**Definitions**

The strategic plan is organized according to pillars and “tiers” as a way of prioritizing the implementation process. A strategic pillar is an essential structure for delivering on The Wright State Experience. The five pillars in our plan are necessary to our mission and vision.

Within each of the strategic pillars in our plan, we have assigned each proposed initiative to a tier of focus. However, while we will strive to focus on initiatives in the priority suggested, the timing of initiatives is not dependent on tiers. For example, some tier 3 initiatives will receive support in year 1, simply because they may be accomplished with few resource implications, or some lower tier initiatives may be elevated as the plan evolves.

Tier 1

* “Big Bold” Initiative
* Should be started as soon as possible
* These will be prioritized for resource allocation
* High leverage = premium ROI is high

Tier 2

* Strong, important initiatives
* Should be started when possible
* May be dependent on other initiatives
* Receives second priority for resource allocation
* Moderately high leverage

Tier 3

* Important initiatives
* Should be started as possible
* Is dependent on capacity
* Receives third priority for resource allocation
* Moderate leverage

**Collaborative Delivery of Services**

*Goal: We will strengthen our service-oriented culture by identifying and eliminating barriers to increase efficiency and support accessibility.*

T1 Redesign the transfer student experience

T2 Strengthen system for identifying students in need of assistance

T2 Set standards of transparency, training and accountability

T3 Realign summer resource utilization

T3 Become a paperless university

T3 Establish a CATS student innovation team

**Redesign the transfer student experience**

We will develop a comprehensive registration and orientation program to recognize and serve the unique needs of transfer students. The program will support this growing and important population from their initial contact with Wright State through their first year of classes. Transfer students will receive enriched, focused academic advising, complete and timely transfer credit evaluations, registration assistance, and orientation to Wright State’s culture. Flexible delivery methods will accommodate their dynamic lives and responsibilities and ensure access and support for all students.

**Strengthen system for identifying students in need of assistance**

We will mobilize human and technology resources to improve identification and support for at-risk students. Building on existing resources and best practices, we will broaden our network of support by providing tools for faculty and staff to intervene and refer students, enhance predictive analytics for proactive identification, and connect levels of care to allow for seamless escalation of support.

**Set standards for training, transparency, and accountability**

We will establish institutional standards for enhanced training, transparent communication, and accountability structures, with strong emphasis on budgetary and supervisory duties. These practices will commence with robust employee onboarding and continue with regular training support and accessible information. This project will help Wright State engender a culture of stewardship and trust in managing fiscal, physical, and human resources.

**Realign summer resource utilization**

Wright State will boost summer enrollment by shifting the academic calendar to better align with local high schools and colleges. In addition, we will maximize how we use resources to facilitate an increased volume of students who may take advantage of summer terms to advance progress to degree.

**Become a paperless university**

Through the use of modern enterprise systems and process improvement strategies, we will transition paper-based processes to electronic/digital systems. Students, faculty, and staff will benefit from streamlined processes, increased transparency, and faster fulfillment times. Cost savings will be realized in reduced printing costs, more efficient processes, and faster turnaround times. The university will gain better metrics for evaluating process effectiveness by having a single or few systems of record, rather than paper-based processes, all while providing an improved customer experience.

**Establish a CATS Student Innovation Team**

We will create experiential learning opportunities in which students lead complex technology projects with the guidance and support of professional information technology staff. This student innovation team will work within Wright State’s Computing and Telecommunications Services enterprise crafting technology solutions to improve and enhance The Wright State Experience.

**Research, Innovation, and Entrepreneurship**

*Goal: We will leverage our innovative education, research, service, and entrepreneurial partnerships to produce graduates who excel in their fields and generate economic and societal prosperity for our region.*

T1 Re-energize the research enterprise

* Empower the Vice Provost for Research and Innovation (VPRI)
* Reorganize to develop research, scholarship, creative activities and strategic collaborations
* Invigorate knowledge transfer and commercialization

T2 Organize research to confront challenges and respond to workforce needs

T3 Establish a Center of Innovation and Entrepreneurship

**Re-energize the research enterprise**

We will expand and invigorate the breadth of services supporting research, innovation, scholarship, and creative activities at Wright State University. A new Vice Provost for Research and Innovation will lead over a broadened scope of responsibilities designed to engage faculty, staff and students, increasing participation and ambitious endeavors. Priority initiatives will include proactive engagement with government and private sector partners through expanded research collaborations with faculty, staff, and students.

**Organize research to confront grand challenges and respond to workforce needs**

Wright State will engage and organize research efforts to address the “Grand Challenges” facing today’s society. This interdisciplinary approach to solving difficult but important problems will result in the establishment of dynamic enterprises incorporating research, workforce training and professional development, product/equipment testing, and commercialization efforts. Pursuing identified grand challenges, matched to the expertise of Wright State, will invite the use of collaborative approaches that cross disciplines resulting in a revitalized research profile and a vigorous improvement in the University’s Carnegie ranking.

**Establish a Center for Innovation and Entrepreneurship**

We will create a Center for Innovation and Entrepreneurship, designed to foster collaboration and cross-pollination of ideas between disciplines. The exchange and cultivation of bold concepts are facilitated through workshops, guest experts and entrepreneurs, business incubators, competitions, and other interactive programs. This platform for innovative activity will attract business and industry leaders interested in connecting with and investing in Wright State University talent.

**Strategic Relationships and Partnerships**

*Goal: We will engage the community in creating innovative, strategic, and deliberate, win-win partnerships.*

T1 Strengthen university-US military partnerships

T2 Establish an Office of Corporate and Community Engagement

T2 Institutionalize best practices for globalization and education abroad
T2 Establish contracted locations abroad

T2 Pursue gift funding from foundations

T3 Create a Welcome Center for alumni and donors

**Strengthen university and US military partnerships**

Building on our rich history of partnership with Wright Patterson Air Force Base and close proximity to its operations, Wright State must ensure that our academic programs attract and support veterans and active duty military members and their families. To accomplish this, our processes and programs will be reinvented to align with the unique needs and strengths of service members. We will seize opportunities to recognize prior learning and experience, provide essential flexibility in programming and scheduling, and create seamless pathways to leverage military educational benefits. We will also seek to establish new partnerships with local military leadership that promote career advancement through micro-credentialing and certificates that integrate into established degree programs, and leverage our physical and human resources as well.

**Establish an Office of Community Partnerships and Corporate Engagement**

We will deeply engage with the community to establish reciprocal partnerships that ensure the success of our students and programs through a newly established Office of Community Partnerships and Corporate Engagement. This office will serve as a single entry point for engagement across campus, creating a culture of readiness by unifying internal stakeholders and providing a bridge to effectively connect the community to all areas of the university. Embedded in this office is a system of auditing and tracking partnership activities that promotes holistic relationship management and provides a data-driven assessment of the university’s impact in the community.

**Institutionalize best practices for globalization and education abroad**

Wright State will actively engage with internationally recognized organizations in a comprehensive internationalization and risk management review and certification process. This multi-year effort will culminate in a long-term strategic plan employing best practices for sustainable global engagement and will affirm Wright State as a leader in international education.

**Establish contracted locations abroad**

We will contract with current affiliate International Education Organizations (IEO), based at accredited national/private institutions, for seamless semesters abroad co-branded as WSU Centers or program locations.

**Pursue gift funding from national foundations**

We will apply a proactive, university-wide focus on the pursuit of national foundation funding, enhancing our reputation through national exposure of our accomplishments. Harnessing research and advancement expertise, we will create a strategic approach to identifying appropriate funding opportunities and building a structure of national foundation relationships. This will create competitive positioning for many of Wright State’s programs which are scalable and replicable, represent best practices, and have applications on a national scope.

**Create a Welcome Center for alumni and donors**

We will create an attractive and engaging Welcome Center to serve as Wright State University’s front door for alumni, donors, and visitors. This dynamic center will showcase Wright State culture and history and provide a multi-purpose space where the community can connect with the university in meaningful ways. This project will explore co-location with the expanded University Archives, the Office of Alumni Engagement, and the Retirees’ Association.

**Student Life and Engagement**

*Goal: We will provide an inclusive, diverse student- centered experience through a holistic support- system.*

T1 Reimagine the infrastructure for student engagement and programming

T2 Establish the President's Council on Diversity and Inclusion

* Allyship Training
* Year-of Campaign
* Inclusive Recruitment

T2 Foster a “Students-First” culture

T2 Introduce the “Bowler Hat tradition”

T3 Develop a co-curricular e-portfolio program

**Reimagine the infrastructure for student engagement and programming**

We will build a rich campus environment that enhances all aspects of student life through a bold look at space and infrastructure. The flagship effort of this project will explore construction of a stand-alone recreation center emphasizing accessibility and student wellness and leveraging health and wellness related campus partners. This infrastructure initiative will also address student dining facilities, programming spaces, and places for students to connect or unwind.

**Establish the President's Council on Diversity and Inclusion**

Elevating our core values to the highest levels of administration, we will establish the President’s Council on Diversity and Inclusion. Chaired by the chief diversity officer, this action-oriented committee of faculty, staff, and students will intentionally infuse themes of culture and identity throughout the university. Priority initiatives led by this council may include diversity and inclusion topics embedded in the hiring and performance evaluation process, an allyship program, expanded “Year-of” campaign activities, and a faculty and staff diversity fellows program among others.

**Foster a “Students-First” culture**

We will adopt a “students-first” mantra, organizing both institutional practices and grassroots efforts toward removing barriers to student success. This two-pronged approach first employs the systematic review of key university programs and processes through the lens of student-centric approaches and outcomes. The complementary strategy calls upon faculty, staff, and students to form a coalition aimed at identifying challenges for students and collaborating across department lines to resolve them.

**Introduce the “Bowler Hat tradition”**

We will create a tradition unique to Wright State University that will strengthen students’ ties to our namesakes, the Wright Brothers. Each graduating student will receive a bowler hat to don at their commencement ceremony, serving as a lasting commemoration of the spirit of innovation instilled in their time at Wright State. The goal of earning this keepsake will be cultivated throughout their educational journey with related activities and mementos.

**Develop a co-curricular e-portfolio program**

Wright State will offer a co-curricular e-portfolio program to create a comprehensive record of every students’ participation and achievements both inside and outside of the classroom. When coupled with the academic transcript, this provides a holistic representation of the students’ journey at Wright State. Students will have the opportunity to document applied learning gained through participation in study abroad programs, athletics and recreational sports, student organizations, community service, experiential learning opportunities, leadership development workshops, campus employment, and more.

**Teaching, Learning, and Programming**

*Goal: We will deliver accessible, experiential, high- quality programs that address the diverse educational and professional development needs of our students and community.*

T1 Build Wright State University’s eCampus

* Expand online offerings
* Enhance virtual academic and support services
* Develop a comprehensive vision for online education

T2 Establish Wright State’s experiential learning guarantee

T2 Develop micro-credentialing programming

T2 Design flexible scheduling options

T3 Create modular, interdisciplinary undergraduate programs

T3 Expand non-degree summer programming

T3 Introduce UCIE summer programs

T3 Explore a 3 semester/12-month academic year

**Build Wright State University’s eCampus**

We will broaden its reach, accessibility, and support for students through development of a robust eCampus environment. High-quality online core courses will support an increasing portfolio of programs students can complete virtually, removing barriers to earning a college degree. The eCampus will be designed to meet the needs of today’s student, delivering comprehensive virtual academic and non-academic support services in an “anytime, anywhere” model.

**Establish Wright State’s experiential learning guarantee**

We will guarantee engagement in distinctive and meaningful experiential learning opportunities for every undergraduate student during their Wright State career. Students will select experiences from a broad spectrum of curricular and co-curricular possibilities relevant to their academic discipline and aligned with their aspirations. This program will be designed with the flexibility to accommodate our diverse student body and will become an integral part of The Wright State Experience.

**Develop micro-credentialing programming**

We will fast-track student success through a micro-credentialing program designed to recognize and reward early milestone achievements for undergraduate students and to connect with workforce needs. These programs provide early completion goals that incentivize at-risk students to meet academic benchmarks and persist into their later years of study. Our unique micro-credentialing opportunities will position Wright State as a competitive choice in the region, translating into increased enrollments, first-to-second year retention rates, and degree completions.

**Design flexible scheduling options**

We will design flexible course schedule and delivery options for the Wright State curriculum, providing the access and convenience that appeals to a broad population of students, supports diverse learning styles, and enhances student learning and success. Flexible delivery will be achieved through an improved course scheduling model and increased use of online and hybrid delivery across disciplines and campuses.

**Create modular, interdisciplinary undergraduate programs**

We will offer modular, interdisciplinary undergraduate programs that prepare students for twenty-first century careers spanning multiple academic disciplines. Program modules offering varied depth of study will enable students to construct an interdisciplinary program of study that will deliver the diversity of knowledge and skills needed to meet their life goals.

**Expand non-degree summer programming**

We will grow its capacity to deliver quality programming and host community activities through the summer months by optimizing space and resource utilization. Use of academic spaces will be consolidated and clustered to allow for expansion of programming activities while concurrently generating energy and human resource efficiencies.

**Explore a 3 semester/12 month academic calendar**

We will explore a 3 semester / 12 month academic year plan that elevates the summer term to an equivalent semester, creating flexible pathways for students. This seamless, year-round model would enable students to complete an undergraduate degree in 3 years, earn a master's degree in 16 months, engage in experiential learning activities, or remain on track for graduation despite personal setbacks.