

THE WRIGHT PATH TO 2025

PRIDE • TRANSFORMATION • POTENTIAL



Draft Strategy Document

Wright State University
Board of Trustees

October 19, 2018



Table of Contents

| | |
|--|-----------|
| From the President’s Desk | 3 |
| Introduction | 5 |
| Our Values | 6 |
| Values That Define Our People..... | 6 |
| Values That Define Our Mission | 7 |
| Mission | 8 |
| Vision | 9 |
| Strategy | 10 |
| Implementation | 14 |
| Pillars and Projects At-A-Glance | 16 |
| Collaborative Delivery Of Services | 19 |
| Redesign the Transfer Student Experience..... | 19 |
| Strengthen System for Identifying Students In Need Of Assistance | 19 |
| Set Standards for Training, Transparency, and Accountability | 19 |
| Realign Summer Resource Utilization | 19 |
| Become a Paperless University..... | 19 |
| Establish a Computing and Telecommunications Services (Cats) Student Innovation Team | 19 |
| Research, Innovation, and Entrepreneurship | 20 |
| Strengthen and Elevate The Research Enterprise..... | 20 |
| Organize Research to Confront Grand Challenges And Respond To Workforce Needs..... | 20 |
| Establish a Center For Innovation and Entrepreneurship | 20 |
| Strategic Relationships and Partnerships | 20 |
| Strengthen University and U.s. Military Partnerships..... | 20 |
| Establish an Office of Community Partnerships And Corporate Engagement..... | 21 |
| Institutionalize Best Practices For Globalization And Education Abroad | 21 |
| Establish Contracted Locations Abroad | 21 |
| Pursue Gift Funding From National Foundations..... | 21 |
| Create a Welcome Center for Alumni and Donors | 21 |
| Student Life and Engagement | 21 |
| Reimagine the Infrastructure for Student Engagement and Programming | 21 |
| Establish the President’s Council On Diversity And Inclusion..... | 22 |
| Foster a Students-First Culture | 22 |
| Introduce the Bowler Hat Tradition..... | 22 |
| Develop a Co-Curricular E-Portfolio Program | 22 |
| Teaching, Learning, and Programming | 22 |
| Build Wright State University’s Ecampus | 22 |
| Establish Wright State’s Experiential Learning Guarantee | 23 |
| Develop Micro-Credentialing Programming..... | 23 |
| Design Flexible Scheduling Options..... | 23 |
| Create Modular, Interdisciplinary Undergraduate Programs..... | 23 |
| Expand Non-Degree Summer Programming | 23 |
| Explore A 3-Semester, 12-Month Academic Calendar..... | 23 |
| Strategic Foundations | 24 |
| Create an Integrated Health-Focused College | 24 |
| Establish an Innovation Team..... | 24 |
| Implement the Fiscal Sustainability Plan | 24 |
| Review and Streamline Processes..... | 24 |
| Update the Campus Master Plan..... | 24 |
| Invest in Talent Development | 24 |
| Complete Unit-Level Strategic Planning | 24 |
| Contributors | 25 |





From the President's Desk

Dear Members of the Wright State Family

The landscape of higher education, along with the expectations of the students we serve, is ever changing. It's no surprise that Wright State University is changing too. And for the better. If we are to uphold our promise as the four-year public research university serving the students of this region and beyond, we too must be dynamic. We live in an age of disruptors; with moves and counter-moves. The static days of yesteryear are likely never to return. While that may be unsettling for some, it is also exhilarating, because change is opportunity.

The ideas described in our strategic plan address many goals. But of greatest importance: they keep students at the center of all that we do. They also position Wright State for long-term financial sustainability and implement value-adding efficiencies to our operations. This strategic plan is many things. It is a grand reflection of ideas that so many from our community have shared and shaped. It is also a road map that guides our focus and choices going forward. It charts a course, but also provides processes for measuring the effectiveness of those initiatives. It is dynamic, just as the landscape of higher education is today.

The name of our plan has much significance: The Wright Path to 2025: Pride, Transformation, Potential. We aim to grow our community's pride, transform our university, and help our students, as well as our faculty and staff, reach their full potential and achieve their goals. But foremost, this plan empowers each member of the Wright State community to advance our mission that places the needs of our students above all else.

As we have worked on this plan throughout 2018, I have observed a change in the mindset of many who have realized that there are no challenges that cannot be solved when we work together. Perhaps that's because we are often reminded at Wright State of the spirit of our namesakes, the Wright brothers. Their bold ideas. Their innovative thinking.

More than 100 years ago, Wilbur and Orville Wright made the impossible possible and transformed the world with their practical flying machine. They had an unwavering determination to learn all they could about design and flight, no matter what setbacks they encountered. They refused to remain static as they constantly tinkered, pushed forward, and defied convention. They built their own wind tunnel to test wing and propeller design. They meticulously studied birds in flight. "No bird soars in a calm," Wilbur observed. No one can question their discipline.

Like the Wright brothers, our students are pioneers. They are all grit and no quit. They face many challenges as they seek the expertise and experiences to discover and excel in their chosen careers. We must deliver the integrated learning, research, innovation, and experiences that will help them take flight.



We will encourage our students to chart their own courses and never stop believing that what seems impossible can be made possible with a will and spirit that refuse to be deterred by the challenge of the day.

Of course, there are many challenges in higher education. Chief among them are keeping tuition affordable while maintaining and improving quality; ensuring we meet the needs of a changing student body; finding resources to grow while adapting our portfolio of research and academic programs to meet students' demand; and increasing public trust and support for our institution. If Wright State is to succeed and thrive in the 21st century, we must be able to rise above and address those challenges. I have no doubt that—by working together—we can overcome any challenges that come our way.

The process we used to produce The Wright Path to 2025 is starkly different from past planning efforts. Our process has been inclusive, and it began at the grassroots. It has involved much reflection and dialogue and was designed to produce meaningful engagement from representatives of our entire university community.

I am proud of the deep and earnest dialogue that so many have participated in throughout this process. I believe creating an ongoing community dialogue that engages our entire campus community has been the greatest of all the deliverables in this effort. By harnessing our diverse perspectives, we can realize our greatest strength. Just as Orville treated Wilbur's perspectives and ideas with equal weight and validity as his own, our collective effort in this process was a force multiplier because of our approach that harnessed equity within our team.

My heartfelt thanks goes to everyone who participated in this process.

Since we began in December 2017, more than 1,300 students, faculty, staff, alumni, and community partners helped shaped our plan. Hundreds upon hundreds have helped develop our new mission, vision, values, and strategy statement and the bold projects we will pursue over the next seven years. Dozens have assumed leadership roles through the process. Special thanks go to my co-chairs David Bright, chair of the Department of Management and International Business, and Michael Wiehe, director of the Applied Policy Research Institute, as well as the Strategic Planning Steering Committee. I am grateful for their hard work and invaluable support.

Please take the time to view the appendix that recognizes the many individuals who participated in this strategic planning process. We are Wright State. Together we are shaping our future.

All members of the Wright State University family have a role in implementing our strategic plan. This is our plan. Let's make it soar.

Warmest regards,



Cheryl B. Schrader, Ph.D.
President



Introduction

Wright State University is a community-engaged national public research university in Dayton, Ohio. Offering more than 230 degree programs, the university is made up of eight colleges, three schools, and a second campus in Celina, Ohio. Named for the Wright brothers, Wright State University offers an exceptional, affordable education.

Wright State University is undergoing a period of tremendous change, yet the fundamental purpose of the institution is constant. Wright State was formed over 50 years ago to meet the research and educational needs of its community. The university fills an important purpose in the region, serving a unique population of students who largely come from the local area. In keeping with our vision, we are an integral part of the educational, economic, and social fabric of the communities we serve. We have over 110,000 graduates who live in every state and around the world, yet the majority of our graduates remain in Ohio and have contributed tremendously to the well-being of Raider Country. Wright State University will continue to be an important partner with government, corporate, nonprofit, educational, and military organizations as we build the workforce, expertise, and innovation required for our shared success.

Our strategic plan focuses on The Wright State Experience. We propose that this experience is where we truly deliver on our mission. It refers to the effect of all we do to help our students as we prepare them to excel in their lives and chosen careers. This student experience is what differentiates us. We are uniquely positioned to provide powerful opportunities for our students that incorporate research and innovation, blend online and face-to-face learning, or mix practical experience with cutting-edge discovery. Even more, we are especially well-suited to serve the students who choose to entrust us with their education: first generation, inexperienced students; focused young scholars who want to pursue advanced degrees; mature, motivated students who are determined to finish their education; and driven graduate students who want to work closely with world-class experts. We help students wherever they are, whatever their challenges, to prepare to make the most of their lives and careers

The Wright State Experience rests on five strategic pillars, each of which is critically important to our success. Through the **collaborative delivery of services**, we work together to put students first. Our focus on **research, innovation, and entrepreneurship** brings internationally respected expertise together to solve real-world challenges in our own backyard. Our **strategic relationships and partnerships** allow us to take advantage of the global and unique set of organizations in our region and the opportunities they bring. Our **teaching, learning, and programming** create lifelong impact for students and a premium return on their investment in education. And we support an environment that fosters **student life and engagement**, which allows students to cultivate lifelong, positive relationships. One final pillar addresses **strategic foundations**, activities that will help us create a sustainable, dynamic strategic infrastructure.

This plan was developed using the collective expertise of several hundred participants here at Wright State University. We have intentionally designed the strategic planning process to be as inclusive as possible using the principles of Appreciative Inquiry. Our goal has been to activate the wisdom of the world-class people we have here at Wright State. In addition, we have designed this process to build community and to help participants define their unique role in determining our future direction. The result is a plan that represents the collective voice of the entire Wright State family.

This is our plan, and as we embrace the goals found in this plan, it will become our future.



Our Values

As we examined themes for values based on our diverse and extensive community dialogues, two clearly defined categories of values were apparent, and we sorted them accordingly. Values that define our people are descriptions of the character traits that are essential to our ability to successfully carry out our mission. Values that define our mission refer to the activities that define our core, shared purpose, and reason for existing as an institution.

Values that Define our Mission

Mission-oriented values define how we focus our efforts and utilize our resources to carry out our fundamental purpose. They define our shared purpose for existing as an institution.

Foster Student Success: Students are our top priority.

Our students have unique talents and challenges. We offer an empowering, innovative, and supportive learning environment through peer and professional interaction. We provide students with experiences that enable their personal development and transformation, both inside the classroom and beyond.

Discover, Create, and Share New Knowledge: We are a community-engaged research university.

The production of new knowledge is integral to our success. We support and value research, scholarship, creative activities, practice innovations, and continuous learning of all forms. Our applied, basic, and translational research is forward-looking and internationally respected.

Transform Our World: We bring world-class ideas, solutions, and services to our communities.

It is our honor and responsibility to serve. Wright State family members contribute meaningfully to create positive educational, economic, and social change. Our work has global importance and local impact.



Values that Define our People

Values that define our people represent our deepest aspirations for how we do our work and how we strive to treat one another. These character traits are essential to our ability to successfully carry out our mission.

Principled: We act with transparency and integrity.

We strive to act ethically, modeling honesty and trustworthiness for our students, the community, and one another to serve the public good.

Visionary: We are strategic, courageous, and forward-thinking.

Inspired by the past, we defy convention to chart our course to the future with imagination and wisdom.

Innovative: We are creative, resilient, and bold.

We take appropriate risks to explore, develop, and apply new ideas and advanced solutions to meet society's emergent needs.

Collaborative: We work together, elevating our individual and collective potential.

We value diverse strengths, drawing on our expertise and building partnerships to achieve common goals and realize shared purpose.

Inclusive: We affirm, appreciate, and leverage the power of our diversity.

We reach our full potential through accessibility, engagement, and empowerment.



Our Mission

In the spirit of the Wright brothers, we empower all students to excel in their lives and chosen careers through integrated learning, research, innovation, and experience.

“The spirit of the Wright brothers” invokes the namesakes of our great institution. The Wright brothers were true pioneers who defied convention. They courageously worked to accomplish what seemed impossible.

Our ultimate aim is “to empower all students to excel in their lives and chosen careers.” We empower students by educating them and providing them with the knowledge and experience they need to succeed. In addition, our university brings world-class expertise to the Miami Valley, and we attract students from this region and beyond who later choose to remain in and build this region. We help students discover and realize their full potential as they develop the knowledge they need to choose a career and excel in their professional and personal endeavors.

Our core strategic strength lies in our capacity to “integrate learning, research, innovation, and experience.” We are singularly positioned in our community to create unique partnerships that generate innovation and new solutions to big challenges. Our students benefit from the opportunity to participate in and learn through these relationships.



Chris

The Wright State Experience gave Chris tools he needed for a new career. After graduating from high school, he got a job at a law firm as a runner, delivering legal documents to the courts. He later worked at the firm as a paralegal and had his eye on becoming an attorney. He enrolled at Wright State, taking a class or two at night while he continued to work at the law firm. But he re-evaluated his career choice, took a break from college and joined his uncle’s plumbing business. Ten years later, he returned to Wright State for his English degree. He uses the language arts and computer science knowledge he acquired at Wright State in his own plumbing business, which has grown to 20 employees who work around Ohio and in Indiana.

Our Vision

To be a diverse, inclusive university that transforms the educational, economic, and social fabric of the communities we serve.

Wright State University's two campuses support diverse metropolitan and rural populations with unique strengths, resources, and challenges. We welcome first-generation students, motivated post-trationals, focused undergraduates, and driven graduate students. While our students may come from varied, distinct backgrounds, they share a common desire to improve their lives and opportunities.

From its beginning, Wright State University has been an important part of the Miami Valley. Roughly 80 percent of our students come from Raider Country—the 16-county region anchored by our two campuses—and as graduates, many of them stay to drive progress, uplift our communities, and inspire positive change.



Christiana

The Wright State Experience enabled Christiana to take on new challenges. She grew up in rural Bassett, Virginia, as one of seven children. After graduating high school, she attended Spelman College in Atlanta on a full Navy Reserve Officers Training Corps scholarship. During Navy training, she drove a destroyer, flew a fighter jet, piloted a helicopter, and even helped guide a ballistic missile submarine. She also played basketball for the school's Division III team. After graduating Summa Cum Laude, she enrolled at Wright State's Boonshoft School of Medicine and is also working on her Ph.D. in neuroscience. She does research aimed at developing new treatment options for Amyotrophic Lateral Sclerosis (ALS), a devastating neurodegenerative disease that robs patients of the ability to move and breathe.

Our Strategy

By 2025, The Wright State Experience will provide a premium return on the investments of students and partners through a student-first system that leverages the unique strengths and resources of Raider Country.

A strategy statement serves as an “elevator speech” for all members of the university family to describe how we intend to achieve our 2025 vision. It will help individuals and groups make decisions on a daily basis that best contribute to the university’s progress.

OBJECTIVE

By 2025, The Wright State Experience will provide a premium return on the investments of...

Wright State’s objective is to provide a premium return on investment as Raider Country’s community-engaged public research university. With its two Carnegie classifications— one in research and the other for community engagement— Wright State shows the world that universities can commit to and achieve in both at a level of national distinction.

Wright State University was created to serve the higher education and research needs of the Dayton region, a medium-sized Midwestern creative city with deep roots as an innovation hub, dating back to the Wright brothers. Building on that foundation, Wright State is a source of human capital for the local industry and economy. For more than 50 years it has been committed to research and creative activities that directly tie to the needs of Raider Country— the 16-county region of Ohio anchored by Wright State’s two campuses— and the world. Examples of this dedication include research in sensors, neuroscience, policy, cyber security, addiction, human performance, and water quality, among many others. The university remains committed to the advancement and creation of new knowledge. It is because of this purposeful and aligned research and scholarship portfolio that Wright State solves the world’s challenges in our own backyard.

Wright State is defined by the commitment and talent of its people, most notably its employees. Wright State’s employees are Wright State. The objective is for Wright State— both the organization and its individual employees— to provide a premium return on investments by key stakeholders through The Wright State Experience.



SCOPE

...students and partners...

This objective is time-specific in that 2025 is identified, but it does not preclude achieving the objective before then. In fact, Wright State University is already delivering on this strategy. This renewed and collective focus only improves stakeholder returns.

Our students and partners invest resources in the university such as:

- Facilities
- Money
- Time
- Effort
- Opportunity cost

Our students and partners invest in us because the return to them is widespread and transcends professional and financial rewards. College graduates are healthier, happier, and live longer; they are engaged citizens who become the innovators and leaders of tomorrow. In fact, we are counting on them to create a bright future for us all.

While return on investment can be measured in many ways, we clearly provide significant economic benefits. A recent report found that Wright State University had a \$1.5 billion annual economic impact on the region. For every dollar Wright State students invest in the university, they receive \$4.30 back in value annually, and for each taxpayer dollar, Wright State returns \$4.50 in value to the region.

Wright State's scope is defined by its key stakeholders: students, research partners, and community partners, which tie directly to its three mission-based values:

- Foster Student Success
- Discover, Create, and Share New Knowledge
- Transform Our World

Students: This stakeholder group refers to all current and former Wright State students, as well as lifelong learners not always affiliated with the university. Wright State's impact is often felt by K-12 students in the communities and classrooms the university serves; as well as by students from other universities who partner with our students, faculty, and staff; or non-affiliated students who benefit from our research, new knowledge, and understanding.

ADVANTAGE

... through a student-first system that leverages the unique strengths and resources of Raider Country.

Research partners: This group of stakeholders includes individuals or groups—public or private—who help fund, participate in, support, or benefit from the basic, applied, or translational research performed by Wright State University or through its collaborations.

Community partners: Defined broadly as public or private partnerships, this stakeholder group includes organizations and individuals the university collaborates with for academic initiatives; community service and engagement; employment and internship opportunities; and alumni, donors, and friends of the university. These partners often come from Raider Country, but can include state, national, and global partners on initiatives that have sweeping impacts beyond our region.

For each of these key stakeholder groups, we will measure the returns on their investments using a number of metrics such as:

- Percent of students involved in significant experiential learning
- Retention, graduation rates, and job attainment
- Number of invention disclosures per \$10 million investment in research and development
- Number of students involved in internships or research
- Employer satisfaction with hires from Wright State
- National survey of student engagement

Wright State's unique advantage is our location and proven ability to serve Raider Country and beyond. Wright State has a distinct advantage over many universities because its campuses harness partnerships from both metropolitan and rural areas.

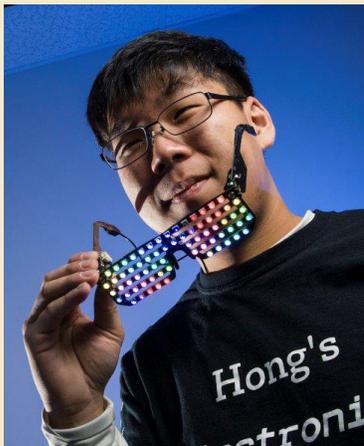
Our namesakes, the Wright brothers, were pioneers—they were the first to successfully design and apply practical flight, transforming the world. It is in their spirit that Wright State seeks to pioneer new and expanded strategic collaborations with public and private partners that align with the university's vision and purpose to serve all students and transform the communities we serve.

The Dayton region's challenges and strengths are not just local, but global. Raider Country and its initiatives bring the world to Wright State's doorstep, just as Wright State also sends Raider Country out into the world to engage in the global community. More than 110,000 Wright State alumni

live and work in all 50 states and 75 countries. Wright State is committed to preparing all students to participate in a globalized world, whether they choose to remain in the Dayton region or make their impact elsewhere.

The Dayton region hosted the Dayton Peace Accords and is home to Wright-Patterson Air Force Base, the U.S. Air Force center of research, development, and acquisition. The region supports a robust health care industry, and—at the intersection of Interstates 70 and 75—comprises an American crossroads for industry and the arts. Wright State’s unique advantage is that it is the only four-year public research university that serves our large and complex region, which is why its strategy must also be intertwined with the region.

The successes of Wright State University and its greatest resource—our people—are critical to Raider Country’s success and its people. This strategy intentionally aligns with the students and communities Wright State serves because that is what the university was created to do, what it does now, and is its distinct and competitive advantage as we soar into the future.



Jeremy

The Wright State Experience gave Jeremy a chance to flex his engineering muscles. He spent much of his childhood in Dublin, Ohio, the son of South Korean immigrants and whose father is a computer programmer. His interest in electrical engineering exploded in middle school, and in high school he led the robotics teams. By the beginning of his junior year, he could read schematics and assemble circuit boards. He started a blog that would lead to him founding Hong’s Electronics, a company that resells hobby kits and refurbished electronic testing equipment to engineers and hobbyists. At Wright State, he worked as a lab assistant and consultant for the Department of Electrical Engineering. He also interned at Wright-Patterson Air Force Base, helping design and verify complex circuit boards.

Implementation

Tiers

Our strategic plan requires focus from committed partners, faculty, and staff on specific actions. The strategy initiatives are sorted into three “tiers” to indicate the level of focus required. Tier 1 (T1) initiatives are big, bold, or essential, high-leverage activities that are prioritized for immediate action. Tier 2 (T2) initiatives are strong, important initiatives with moderately high leverage that should be started when possible and as soon as resources can be identified to support them. Tier 3 (T3) initiatives are important, provide moderate leverage in terms of impact, should be supported as soon as possible, but will only be resourced after other aims are addressed.

Thus, 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 T2 initiatives will receive support in year one, simply because they may be accomplished with few resource implications.

Activity Cycle

The strategic plan is intended to be dynamic in that it will be updated as implementation unfolds. We will add to, modify, or subtract initiatives over time. We anticipate doing this formally on a six-month cycle.

The timing of the plan will follow the calendar year, starting annually on January 1. During the spring semester of each year, we will sponsor a university summit to review our progress, celebrate our successes, identify emerging opportunities, and recalibrate the plan for the next year. During the fall semester, we will perform a six-month review to track our progress and make adjustments more generally.

We expect to succeed in carrying out the projects outlined in this plan. However, some actions may not produce the desired results. Through this cycle of activity, we will refocus and recalibrate our efforts. As needed, we will elevate new tasks to higher tiers of focus, remove activities from the plan that are no longer viable, and add new initiatives.

Each fall, proposals for resource allocation will be solicited on new or continuing strategic initiatives. University leaders will review and prioritize the proposals, and will identify and allocate appropriate resources for the following fiscal year.

Leadership

Our strategic plan provides a framework for understanding all campus activities and efforts. Departments and units should draw on this framework to shape their attention, actions, and performance, and they should adopt unit-level plans that align with the university plan. We will need to coordinate our efforts to be successful.

Every action has an identified owner or owners who direct the completion of each project, paying careful attention to metrics and progress. These individuals will need to be proactive, soliciting ideas and incorporating diverse perspectives.



At the highest level of the university, the president, university leadership, and the director for strategic initiatives will guide the overall process. Supportive leaders will have the authority and the responsibility to prune projects, plant new ideas, and champion pathways to success. In addition, an implementation team will consist of project leaders, who will work with the director of strategy, planning, and assessment. The director will be responsible for bringing successes, alternatives, and investment opportunities forward for consideration by the president.

In addition, we will provide seed funding to individuals or groups who come forward with creative proposals that address unique, emergent opportunities. To evaluate these proposals, an innovation team that includes university constituents, community leaders, and entrepreneurs will be organized. While not all the selected ventures will succeed, the pursuit of new ideas is integral to an innovative institution, one that is confident in taking measured risk.



Vicky

The Wright State Experience gave Vicky a path to success. In and out of foster homes since she was just a baby, she began living alone at 16, struggling to keep food in the fridge and get herself to work and high school. When she suffered asthma attacks and had to be hospitalized, she had friends bring her schoolwork so she wouldn't fall behind. When she arrived at Wright State, she initially majored in nursing but changed to communication studies, feeling it would give her multiple career options. She worked on campus as a tutor and a patient assistant for students with disabilities and became fluent in sign language. She also worked the third shift at Walmart and a job in home health care. After graduating, she began pursuing her master's degree in public administration, after which she hopes to champion foster students like herself.

Pillars and Projects At-a-Glance

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 proactively identifying students in need of assistance
T2: Set standards for transparency, training, and accountability

T3: Realign summer resource utilization

T3: Become a paperless university

T3: Establish a Computing and Telecommunications Services (CaTS) student innovation team

- Raider recognition/Laker laudation
 - Centralized student success app portal
-

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 and beyond.

T1: Strengthen and elevate the research enterprise

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

T2: Organize research to confront grand challenges and respond to workforce needs

T3: Establish a Center for Innovation and Entrepreneurship

Strategic Relationships and Partnerships

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

T1: Strengthen university and U.S. 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 national foundations

T3: Create a Welcome Center for alumni and donors



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 orientation and evaluation

T2: Foster a students-first culture

T2: Introduce the Bowler Hat tradition

T3: Develop a co-curricular e-portfolio program

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: Explore a 3-semester, 12-month academic year

Strategic Foundations

Goal: We will ensure that the university is structured, organized, and resourced to deliver on our strategic plan.

T1: Create an integrated health-focused college

T2: Establish an innovation team

T2: Implement the fiscal sustainability plan

T2: Review and streamline processes

T2: Update the campus master plan

T2: Invest in talent development

T2: Complete unit-level strategic planning



Key Performance Indicators of Success

| Pillar | Metrics |
|---|--|
| Collaborative Delivery of Services | <ul style="list-style-type: none"> • Service satisfaction surveys • Turnaround measures of key processes • Enrollment yield and retention |
| Research, Innovation, and Entrepreneurship | <ul style="list-style-type: none"> • Student participation in research and scholarship • Faculty participation in sponsored projects • Intellectual property agreements and associated revenue • Carnegie classification on research |
| Strategic Relationships and Partnerships | <ul style="list-style-type: none"> • Student enrollments derived from partner relationships • Support from corporate and community partners • Carnegie classification on community engagement |
| Student Life and Engagement | <ul style="list-style-type: none"> • National Survey of Student Engagement (NSSE) • Participants in co-curricular activities • Persistence and progress to completion |
| Teaching, Learning, and Programming | <ul style="list-style-type: none"> • Fall enrollment • Course and degree completion • Time-to-degree completion • Participation in experiential learning |
| Strategic Foundations | <ul style="list-style-type: none"> • Campus climate survey • Campus accessibility survey • Processes improved • Senate Bill 6 score |

Collaborative Delivery of Services

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 support network 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 Computing and Telecommunications Services (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

Strengthen and elevate 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 and develop 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 and facilitated commercialization and knowledge transfer.

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, 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 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-in-residence, 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 talent.

Strategic Relationships and Partnerships

Strengthen university and U.S. 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 seek to establish new partnerships with local military leadership that promote career advancement through micro-credentialing and certificates that integrate into established degree programs. We will leverage our shared physical and human resources by pursuing advanced research, development, and commercialization. We will enhance our region’s economic and social prosperity by meeting the needs of our military partners.



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, research, 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 multiyear 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 Wright State University 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's front door for alumni, donors, and visitors. This dynamic center will showcase Wright State culture and history, and provide a multipurpose 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

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, 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 council of faculty, staff, students, and alumni 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 onboarding 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 to 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 during 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 students’ participation and achievements, both inside and outside of the classroom. When coupled with the academic transcript, this provides a holistic representation of the student journey at Wright State. Students will have the opportunity to document applied learning gained through participation, 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

Build Wright State University’s eCampus

We will broaden Wright State University’s 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 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 21st 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 our 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 will enable students to complete an undergraduate degree in three years, earn a master's degree in 16 months, engage in experiential learning activities, or remain on track for graduation despite personal setbacks.



Strategic Foundations

Create an integrated health-focused college

We will integrate health disciplines within a new college, providing early inter-professional opportunities and flexible pathways for students who want to explore the health professions while leveraging research and community partnerships.

Establish an innovation team

We will establish an innovation team of entrepreneurial thinkers to champion and quickly act on creative ideas that advance our strategic plan. This action-oriented team of faculty, staff, and community partners will seed innovative thinking and seize emerging opportunities.

Implement the fiscal sustainability plan

We will maintain and implement a fiscal sustainability plan that focuses on revenue enhancements and operational efficiencies across the university enterprise. This plan will provide a central platform for surfacing opportunities that will facilitate action and accountability.

Review and streamline processes

We will employ a comprehensive strategy for data-informed review and continuous improvement for academic and non-academic programs. Evaluating our programs and related processes will surface opportunities to incorporate best practices; enhance instruction, support, and service delivery for students; and promote stewardship of donors and friends.

Update the campus master plan

We will update the campus master plan to envision a strategic infrastructure that supports and energizes instructional excellence, cutting-edge research, innovative activities, and rich student engagement experiences. This collaborative effort will result in a physical environment that facilitates our strategic plan.

Invest in talent development

We will invest in the development of our people, providing diverse opportunities for lifelong learning. Fostering personal and professional growth, we will empower faculty, staff, and students to reach their full potential.

Complete unit-level strategic planning

Each unit in the university will engage in strategic planning to create a continuity of action that aligns with the university plan. Intentional alignment of objectives and activity will drive successful achievement of goals at all levels of the organization.



Contributors

Strategic Planning Co-Chairs

David Bright
Mike Wiehe
Cheryl B. Schrader

Supporting Graduate Research Assistants

Sarah Andreas
Megan Sullivan
Rachel White

Steering Committee Members

Julia Acosta
Jay Albayyari
Jennifer Attenweiler
David Baugham
Eric Bennett
Matt Boaz
Walt Branson
Michael Bridges
Tim Broderick
Joylynn Brown
Bryan Bucklew
Caroline Cao
Emanuel Clayton
Angela Clements
Ryan Fullenkamp
Seth Gordon
Bill Holmes
Jonathan Jackson
Madhavi Kadakia
Burhan Kawosa
Doug Leaman
Carol Loranger
Holley Mapel
John Martin
Mindy McNutt
Jeff Mercer
Sirisha Naidu
Daniel Palmer
Carol Patitu
Petey Peterson
Gretchen Rentz
Michael Roediger
Curtis Rowland
Cheryl Schrader
Sara Seibert
Aaron Skira
Amanda Spencer
Tom Webb
Sharon Wik
Korrin Ziswiler

Project Coordinators

Amy Barnhart
Seth Bauguess
Desinee Biesemeyer
David Bringhurst
Paula Bubulya
Nicole Carter

Jackie Frederick
Seth Gordon
Mary Jean Henry
Ron Heyart
Bill Holmes
Jonathan Jackson
Amy Jones
Gina Keucher
Terri Klaus
Carol Loranger
Deb Lundin
Lee McKarns
Todd Pavlack
Brian Rigling
Greg Scharer
Bill Shockley
Monica Snow
Wayne Stark
Melissa Tan
Chris Taylor
Tom Traynor
Debbie Whisler
Billy Willis
Jonathan Winkler

University Strategic Leadership Group

Jay Albayyari
Mary Ellen Ashley
Seth Bauguess
Steven Berberich
Matt Boaz
Walt Branson
Linda Caron
Larry Chan
Rebecca Cole
Gary Dickstein
Travis Doom
Margaret Dunn
Susan Edwards
Megan Faragher
Sherry Farra
Bob Hickey
Bill Holmes
Burhan Kawosa
Joe Keferl
Dan Krane
Doug Leaman
Laura Luehrmann
Shari Mickey-Boggs
Barry Milligan
Yoko Miura
Ramzi Nahhas
Sue Polanka
Michael Raymer
Ellen Reinsch-Friese
Brian Rigling
Greg Sample
Cheryl Schrader
Michelle Schultz
Thomas Sudkamp
Tom Traynor
Deborah Ulrich

LaPearl Winfrey
Dawn Wooley
Craig Woolley

Support Staff

Mark Anderson
Seth Bauguess
Katie Halberg
Debbie Kimpton
Nova Lasky
Bob Mihalek
Greg Scharer

Participants

Lucas Abromowitz
Stephanie Adams
Kat Adams
Tony Alexander
Stephanie Allen
Lindsey Allison
Roselle Almazan
Ron Amos
Dennis Andersh
Catherine Anderson
Rob Anderson
Dawn Arnold
David Asadorian
Bethany Azemus
Harleen Bajaj
Connie Bajek
Dawn Banker
Ann Barr
Sarah Barrett
Maureen Barry
Bob Batson
Andrew Bautista
Pam Beatty
Orien Belcher
Douglas Benedict
Sheila Bensman
Cindy Berelsman
Ariel Ya'akov Berry
David Berry
Angela Beumer
Johnson
Bryan Beverly
Jason Bickford
Bill Bigham
Jack Blackhurst
Jodi Blacklidge
Christine Blain
Lisa Bleeke
Tony Bourne
Rebekah Bower
Brian Boyd
Lee Ann Bradfield
Lora Bragg Sidor
Jeff Brock
Sylvia Brockman
Elliott Brown
Nickey Brown
Carl Brun
Ted Bucaro
Emily Bundesen
Amanda Burks
Daniela Burnworth
Baylee Butler
Amanda Byers
Deborah Camp
Susan Carafiello
Rachel Castle
Michael Caudill
Lance Cauley
Joe Cavanaugh
Ximena Chrisagis
Sarah Christy
Lura Clapper
Markayla Clayton
Benjamin Clouse
Kimberly Collins
Javan Conley
Thomas Conley
Drew Corbett
Eric Corbett
Dan Craighead
Renaissance Craver
Nicole Crow
Nicki Crellin
Daniel Dakin
Cathy Dalton
Michael Davis
Nicolas Davis
Deandre Dearinge
Katie Deedrick
Dawne Dewey
Staciana Diamond
William Diederich
Michelle Dixon
Erin Dooley
Kimberly Dove
Deborah Downing
Eric Drewes
Emily Dudley
Lisa Duke
Leigh Duncan
Erin Dunn-Vogler
Amanda Earnest-Reitmann
Andy Erickson
Mark Ernst
Brittany Erwin
David Estrop
Rosemary Eustace
Rachel Everhart
Carol Fang
Ann Farrell
Doug Fecher
Kimberly Ferguson-Scott
Nicole Fogt
Giovanna Follow
Imani Foster
Josh Foster
Elizabeth Fox
Joshua Francis
Miranda Fryman
Mindy Fulks
Phil Fullenkamp

Alison Gahrns
Matthew Garrett
Ty Lea Gebhard
Jennifer Gebhart
Jason Gepperth
Darci Gerber
Holly Gersbacher
Vicki Giambro
Erika Gilles
Maria Gilles
Maigan Glass
Jayne Gmeiner
David Goldstein
Stephanie Goodwin
Penny Gorsuch
Bob Grant
Shelley Gravenstine
Bobbe Graybill
Matt Graybill
December Green
Shamon Green
Michael Griest
Arch Grieve
Angela Griffith
Belinda Grody
Adrienne Gudelsky
Melissa Guffey
Nathan Gunter
Laneeka Haislip
Chris Hall
Dan Halm
Angela Hamberg
Emily Hamman
Lisa Hanson
Clark Harrison
Lynn Hartzler
Daryl Hausman
Tamara Hawes
Willie Hayden
Hannah Hays
Joseph Hecht
Tina Heigel
Anthony Heiland
Jerry Hensley
Jeff Hiles
Donetrus Hill
Rita Hill
Dave Hochstein
Linda Hockaday
Christopher Hogan
Sandi Holdheide
Mary Holland
Mia Honaker
Adam Horseman
Katie Howard
Diane Huelskamp
Jeff Hughes
Tim Hull
Mary Hutcheson
LaTrelle Jackson
Delores James
Brian Jarvis
Martin Jenkins
Rene Jewett
Ryaja Johnson
Genevieve Jomantas
Kevin Jones

Christine Junker
Micah Karr
Darsheel Kaur
Daniel Kelly
David Kendrick
Sheryl Kent
Mike Kleinhenz
Nate Klingbeil
Bill Knotts
Mary Jane Kocian-
Figueroa
Greg Kojola
Scott Koorndyk
Tracey Kramer
Douglas Lain
Crystal Lake
Debra Lamp
Mara Lance
Cherylyn Lander
Angel Lane
Logan Lanier
Nova Lasky
Nycia Lattimore
Brian Lee
Maralee Leonard
Jesse Lightle
Tim Littell
Jennifer Lobo
Thomas Lockhart
Gregory Luchneko
Tammy Lundstrom
Bao Luong
Andrada Lup
John Lyman
Yemi Mahoney
Ray Marcano
Kaly Mateti
Emma Mattingly
Heather Maurer
Jazmyn Maxwell
Sherri Maxwell-Nickel
Jen McCamis
Marilyn McCauley
Matt McDowell
Noleen McIlvenna
Dominique McPhaul
Mark Meister
Molly Mellon
James Menart
Wendy Merkert
Beth Metcalf
Michelle Metzner
Cheryl Meyer
Laticia Milhouse
Don Miller
Asia Miller
Brandon Minnery
Don Monnin
Zach Moorman
Kayla Mosley
Jessica Moss
Mary Murphy
Twila Murray
Katherine Myers
Mike Natale
Jacqueline Neal
Sabrina Neeley

Wallace Neikirk
Allison Newlin
Doug Newton
Christine Noble
Dan Noel
Timri Nolte
Jamie Norris
Shannon Norton
Pamela Norvell
Joshua Ogg
Logan O'Neill
Marietta Orlovski
Gina Oswald
Matt Owen
Mingming Pan
Cyndi Parsons
Nimisha Patel
Sara Paton
Diana Patterson
Dan Perry
Sarah Peters
Deb Poling
Sean Pollock
Denise Porter
Gina Pottkotter
Nathan Price
Sharon Rab
Kelly Rabah
Carol Rader
Lindsay Ramge
Jaime Ramirez-Vick
Grace Ramos
Robert Rando
Adam Randolph
Cristina Redko
Tiffinnie Reed
Cynthia Riley
Candace Roberts
Kyra Robinson
Rafi Rodriguez
Tamre Ross
Teresa Roth
Hannah Roth
Ryan Rushing
Daniel Schenking
Shu Schiller
Donna Schlagheck
Amy Schrimpf
Jeremy Schumm
Joe Sciabica
Kimberly Scott
Jennifer Seavey
Corey Seemiller
Munsup Seoh
Valerie Shalin
Mandy Shannon
Vaughn Shannon
Jennifer Sheets
Steven Sherbet
Jim Shipley
Hannah Shows
Matt Shreffler
Haitham Shtaieh
Tori Shumway
Snigdha Singarapu
Andrew Sjoberg
Matt Skira

Daniel Slilaty
Robert Smith
Jackie Smith
Michelle Smith
Dave Soham
Chris Spohn
Michelle Spurlock
Emily Stamas
Amanda Steel
Debra Steele-Johnson
Amanda Steele-Middleton
Megan Stevens
Bob Stone
Sheri Stover
Michelle Streeter Ferrari
Karen Strider-Iames
Cheryl Stuart
Tracy Szarzi-Fors
Craig This
Charene Thornton
Kelli Tittle
Sommer Todd
Zdravka Todorova
Jill Tussing
Edward Twyman
Jeff Ulliman
Becky Valekis
Jim Vangrov
Michelle VanHuss
Cindy Vanzant
Malte von Matthiessen
Pamela vonMatthiessen
Jayna Vossler
Jessica Wagner
Annie Walker
Joy Wanderi
Justin Warner
Linda Warren
Nick Warrington
Amanda Watkins
Becca Webb
Madison Weiskittel
Alex Wenning
Shaun Wenrick
Kelsey Wertz
Rachel White
Anthony Whitmore
Lindsay Wight
Debra Wilburn
Jane Wildermuth
Karen Wilhoit
Robyn Wilks
Peter Williams
Rob Williams
Niels Winther
Sonja Wolf
Mitch Wolff
Frank Wolz
Sara Woodhull
Forest Wortham
Carolyn Wright
Ann Wright
Yao Wu
Maribeth Yoder
Loghn Young
Scott Zoeller
Teresa Zryd

