**Stakeholder Summit**

**The Wright Path to 2025**

**Day 3 March 22, 2018**

**Objectives and Action Items**

On the second day of the summit a group of decision makers consisting of vice presidents, deans and other leaders stayed for a post-session meeting. The purpose of this meeting was to create a set of seed ideas for strategic objectives and/or proposed action areas that might fit within a framework of objectives. 17 action areas were identified.

For the last session on day three of the summit the 17 topics were separated into separate areas or rooms. The participants were asked to “vote with their feet” and contribute to as many or as few topics as they liked. They were asked to:

* Draft goal and aspiration statements
* Individuals willing to work on the topic
* Stakeholders/individuals that need to be involved
* Suggested next steps
* Key questions

The participants decided topics 15 and 17 and 9 and 10 should be combined; taking the 17 topics down to 15. The groups then reported out the results of their group discussions.

1. **Research**
	1. Aspiration Statement: Develop a research environment that maximizes knowledge creation, dissemination and application regionally and globally.
	2. Goals
		1. Collaboration- multi/inter-disciplinary- internal and external
		2. Researched based experiential learning
		3. Funding (increase Carnegie ranking)
		4. Publications (available through university library)
		5. Intellectual property/patents/disclosures
		6. Statistical Consulting Center
		7. Improve information dissemination
	3. Next steps
		1. internal/bridge funding (directed collaborations)
		2. Technology to support research infrastructure
		3. Showcase research capabilities of each college/school (e.g. CORE scholar)
		4. Reinstate access to library resources for researchers (funded and unfunded researchers)
		5. Open up dialogue with WPAFB
		6. Data driven analysis of graduate student enrollment and support
		7. Increase institutional support for grant writing
	4. Key Questions
		1. Prioritization of goals
		2. How to most efficiently manage resources
		3. Commitment of upper administration
		4. Identify key research strengths
	5. Stakeholders
		1. Leadership team
		2. WSU faculty involved in scholarly activities
		3. Students
		4. WSRI
		5. CATS/IT Security
		6. Library
		7. Graduate School
		8. Office of Technology Transfer
		9. Research and Sponsored Programs
		10. Research Compliance
		11. AFRL/NAMRU/NASIC/AFOSR/NASA
	6. Individuals willing to work
		1. Kaven Wilhoit (University Library)
		2. Mike Natale (CATS/IT Security)
		3. Ellen Reinsch Friese (OUPR)
		4. STEM Researchers
		5. Reach out to other colleges/schools- TBD
2. **Technology Entrepreneurship and Innovation**
	1. Aspiration Statement: Innovation and entrepreneurship will be viewed on par with teaching and research a core values of the university.
	2. Individuals Willing to work:
		1. Doug Leaman – Dean CoSM
		2. Scott Koorndyk – Entr. Center
		3. Dennis Andersh – WSRI
		4. Tim Traynor – Dean, RSCOB
		5. Caroline Cao – CECS
		6. Deb Poling – CNHS
		7. Todd Pavlack (CTL)
		8. Tony Alexander
3. **Inter-unit Collaboration**
	1. Aspiration Statements
		1. Integration or process for communication between current structural elements to make them better
		2. Improved communication from top – down
			1. More consistent regular communication
		3. Decreased rumor mill
		4. Control narrative
		5. Highlight good/fix bad
		6. Breakdown silos while keeping identity and building unity
		7. Transcend tribalism and move beyond zero-sum thinking
	2. Next Steps
		1. Improve communication regarding emerging units
			1. Re. Health Sciences – find best, most successful models and examine structures/processes/areas that do not work well
	3. Key Questions
		1. Unit (academic, non-academic) vs. discipline (professional, knowledge/education)
		2. How to change territorial behavior?
		3. Fair and equitable funding
		4. Proposed new college (a unit)
			1. All health professions or those willing to merge?
			2. Structure?
			3. By laws issues?
			4. Accreditation issues?
			5. Processes/policies/procedures
			6. State laws?
	4. Stakeholders
		1. Faculty from each discipline
		2. Support services
		3. Students
		4. Partners
4. **Digital Transfer of Services**
	1. Aspiration Statement: WSU has leveraged technology to create a seamless, digital experience for all constituents.
	2. Goals
		1. Streamline business process with technology
		2. Free up the “paperwork” time
		3. Increased data (analytics, heuristics)
		4. Improve richness and reach
		5. Improve interpersonal relationships/partnerships
		6. Increase enrollment and retention
		7. Improve accessibility
		8. Willingness to change
	3. Next Steps
		1. IT governance established
		2. Electronic signatures
		3. Lean Process (Six Sigma)
		4. Process mapping and analytics
		5. User experience testing and improvement
		6. Digitize workflow
		7. Enhance virtual tour
		8. Mobile 1st and online chat
		9. Better collaborative tools
	4. Key Questions
		1. Who else is willing to help?
		2. What resources are required?
		3. Physical plan needs?
		4. What’s the ROI?
		5. What’s the timeline?
		6. What technology will be leveraged?
	5. Stakeholders
		1. Administrative areas (register/bursar, enrollment, bookstore, financial aid, grad school)
		2. CATS
		3. Student input (user experience)
		4. Faculty
		5. Parents
		6. Alumni
		7. Potential Students
	6. Individuals willing to work
		1. Craig Wooley (CATS)
		2. Margaret Dunn (BSOM)
		3. Mary Ellen Ashley
		4. Mike Griest (Raider Connect)
		5. Grad School
		6. University Libraries
		7. CTL
		8. Mark Anderson
5. **Stewardship: Managing Resources Effectively**
	1. Aspiration Statement: Our resources are strategically aligned to encourage innovation and student success. We set priorities based on the University’s strategic plan. We will evaluate the use of our financial and human resources to ensure that our university operates in a sustainable manner, and is renowned for world-class interdisciplinary education and research.
	2. Next Steps
		1. Create a cross-representational committee (appointed by BoT and administration) to begin setting programmatic priorities and timelines, goals etc.
		2. Set transparency standards for financial reporting, resource usage, and decision making processes that are based on data.
		3. Encourage collaboration, reduce/eliminate redundant work/processes, remove siloed organizational structures.
		4. Create process/procedure for program development (business plans), launch, and evaluation.
		5. Develop firm budget and spending policies for financial resources/human resources.
		6. Deploy new accounting system for clear reports that are timely and provide detailed data for decision making purposes.
	3. Key Questions
		1. Are our business practices understood and aligned with the strategic plan?
		2. Is there transparency in the deployment of our resources?
		3. Are we being accountable for the resources that we deploy?
		4. Are we continuously evaluating our effectiveness of programs and resources?
	4. Stakeholders
		1. Community
		2. Board of Trustees
		3. University administration
		4. Affiliated entities
		5. Budget/financial office (fiscal affairs)
		6. Student leaders
		7. Data experts
		8. Equity and inclusion
		9. Human resources
		10. Program effectiveness
	5. Individuals willing to work
		1. Latricia Milhouse
		2. Amy Barnhart
		3. Laura Clapper
		4. Sherri Maxwell-Nickel
		5. Dough Fecher
		6. Pete Landrum
6. **Student Academic Support Services**
	1. Aspiration Statement: Wright State will have a customized care model of academic and student support to increase persistence toward academic goal completion.
	2. Next steps
		1. Pull together stakeholders
			1. Vision/buy-in
			2. Summit
				1. Structure/infrastructure
				2. Positions
				3. Resources
				4. Technology
			3. Course support – FYS?
			4. Take inventory of what we have
				1. What is working?
				2. What is it?
			5. Identify student population groups
			6. Metrics
			7. Identify resources
			8. Identify customer service philosophy
				1. Training on providing this
				2. Evaluations tied to this
	3. Key questions
		1. Organic structure
		2. Centralized location?
		3. Differentiating for student populations
			1. At risk
			2. Middle
			3. Transfer
			4. Adult/senior
		4. New employee roles/structure
	4. Stakeholders
		1. Faculty
		2. Advisors
		3. External support (family, partners)
		4. Identity
		5. Administration
		6. Housing/SA
		7. Raider connect
		8. Marketing/communication
		9. Student success (ST, tutoring, FYS)
		10. Admissions
	5. Other thoughts
		1. Technology to support case management/wrap around support
		2. First year experience required?
		3. Attendance logs (courses, services)
		4. Seamless
		5. Meeting students where they are
		6. Challenge/support
		7. Persistence vs. retention (Rates by student groups!)
		8. Customized care
		9. Focus on murky middle
		10. Family involvement
		11. SI DFW – tutoring
		12. Case management model – separate from advising
		13. Family, friends, external networks – support system
		14. Admission requirements and preparatory work (HS transfer) tied to academic and service requirements/expectations
7. **Community/Diversity/Globalization**
	1. Aspiration Statement: Diversity and inclusion is genuinely and deliberately infused in all aspects and culture of the identity of the university.
	2. Goals
		1. Increase communication about student resources
		2. Require an updated diversity statement to be on syllabi
		3. Building a community where people (students, staff, faculty) belong
		4. Continue training and education
		5. Creating accessible services and opportunities
		6. Faculty/Staff reflective of the students and community
		7. Natural way of thinking
		8. Faculty/staff development
		9. Data collection to find out the why/what we are doing
		10. Find out what can be done
		11. Infusion into the student experience
		12. Diversity in admission staff and IT
		13. Integrate the student experience in the community
	3. Next steps
		1. Benchmark peer institutions to see what they are doing in these areas
		2. Status of Carnegie designation
		3. Overhaul hiring process
			1. Measure status of progress since last overhaul (3 years ago?)
		4. Develop strategic retention process (student academic support services, faculty/staff exit process, peer groups for faculty/staff)
		5. Gather data from attendance swips
		6. Gather data
		7. Inform existing community and induct faculty, staff, students into a culture of diversity
		8. Diversity training for deans and leaders of various units
		9. Training for chairs and directors
		10. Training for students
			1. Awareness
			2. Development of understanding
			3. Skill building
		11. Training for orientation
	4. Key questions
		1. Why are we going backwards with respect to inclusion?
		2. Why don’t we pay attention to the detail?
			1. Ex. Student engagement accessible
		3. Are we holding people accountable (ex. bad customer service)
		4. Why are we making it harder for students to enroll?
	5. Individuals willing to work
		1. Matt Boaz
		2. Jay Albayyari
		3. Nicole Carter
		4. Lindsay Wight
		5. Julie Acosta
		6. Larry Chan
		7. Grace Ramos
		8. Catherine Anderson
		9. Latricia Milhouse
		10. Michelle Dixon
		11. Sirisha Naidu
		12. Jen Attenweiler
8. **Student Life**
	1. Aspiration Statement: We will provide a student-centered experience that fosters innovation and inclusivity through the use of our world-class facilities, programs and services that enhance and support the development of the whole person.
	2. Goals
		1. Establish sense of pride and connection
		2. Create SL facilities master plan
		3. Educate campus community on importance of student engagement
		4. Create interconnection of resources and technology to promote student engagement and involvement in and out of the classroom
		5. Develop support system and feedback system for student org advisors
		6. Promote opportunities for student involvement to all facets of campus
		7. Create co-curricular transcript
		8. Refine assessment processes and evaluate existing and future programs and service (data driven resource allocation)
		9. Increase grant and development opportunities (sustainability model)
		10. Create 1-2 year residency requirement
		11. Support creative problem solving opportunities for students
		12. Pursue operating $
		13. Faculty/staff inventory of key experiences and skills
		14. Identify and create strategies to support non-traditional students
		15. Infuse an appreciation/understanding of individuality, diversity and inclusion (backgrounds, experience, identity, uniqueness etc.)
		16. Evaluate and prioritize staffing model
		17. Expand and coordinate leadership training
	3. Key Questions (phrases/words)
		1. Pride/branding
		2. Access
		3. Leadership development
		4. Connections (students, f/s, commuters, community)
		5. Traditions
		6. Wellness development
		7. 24/7 campus vibrancy
		8. Focus on campus community building not only students
		9. How to become a “Raider” (shared moment/tradition)
		10. Gathering space/inviting welcoming
		11. Support spaces (food, programming, rec, etc.)
		12. Enhancement that provides feeling of belonging
		13. Autonomy in Res Hall
		14. Cost competitive
9. **Collaboration on Curriculum Development and (10) Course Design- Offering Flexible Educational Platforms**
	1. Aspiration Statement: Revamp the curriculum so that roadblocks are removed and graduation rates go up dramatically. Work across disciplines to do this.
	2. Next steps: Develop interventions and curricular strategies targeted to specific groups of students
		1. Create new or revised courses to acquaint students with more options for degree programs
		2. Improve access to relevant data and us it to inform curricular decisions.
		3. Need curricular analysis to identify bottlenecks and then fix them at the college or discipline level
		4. Utilize universal design for learning in course revamping
		5. Are there students we don’t have that we should have?
	3. Key Questions
		1. Do we need new courses to introduce students to possibilities for majors?
		2. Do bottlenecks impeding graduation differ for direct-from-HS students and transfer/older students?
		3. Can we revise course delivery structure to help students complete degrees? E.g. Split term offering, hybrid courses, 2 day a week courses, all day Friday or Saturday
	4. Other thoughts
		1. Hybrid classes
		2. Holistic class scheduling
		3. Regular reviews of student needs for course delivery
		4. Collect needed data
			1. Analyze data with this purpose in mind.
		5. Market options to student populations
		6. Recover costs of flexible offerings through fees/differential tuition
10. **Globalization and International Outreach**
	1. Aspiration Statement: WSU will be the school of choice for globally minded, professionally driven students, both internal and external, national and international, seeking immersive, experiential engagement with the world.
	2. Next steps:
		1. Develop current “footprint” relative to CI (Comprehensive Internationalization) framework and 6 areas.
		2. Identify strength and weaknesses by area
		3. Develop 1, 3, 5 year goals for strengthening each area as needed
		4. Integrate internationally accepted assessment models into our work (IDI< GPI, etc.)
	3. Key Questions
		1. How to manage professional education requirements between countries?
		2. How to be competitive on price?
	4. Other thoughts
		1. WSU provides a globally relevant university experience
		2. WSU provides a quality immersive and engaging quality educational experience that is global.
		3. Comprehensive Internationalization (CI)
			1. Articulated commitment (institution, colleges, depts.)
			2. Administrative leadership, structure and staffing
			3. Curriculum, co-curriculum and learning outcomes
			4. Faculty and staff policies and practices
			5. Student mobility (incoming and outgoing)
			6. Collaboration and partnerships
11. **Experiential Learning**
	1. Aspiration Statement: WSU guarantees that every student will participate in meaningful experiential learning.
		1. Curriculum integration of experiential education/seamless
		2. Study abroad experience
		3. Dept/major specific opportunities
		4. Student driven: goals, dreams, aspirations
		5. Interdisciplinary/community involvement voices better incorporated
		6. Diversity/inclusion embedded in any experience initiatives
		7. University wide, collaborative, organized
	2. Next Steps
		1. Expansion of classroom based experiential learning i.e. projects/research. Ex. CoLA, Nursing (interdisciplinary)
		2. Expansion of professional mentoring programs. Ex. Pilot CoLA Professional Mentoring Program
		3. Further development alumni involvement in student experiential learning
			1. Strong examples working now
				1. CoLA field/major specific career events
				2. Internship partner expo
				3. Nursing leaders
				4. Physician communities
		4. Boonshoft and LGBTQA affairs “mock-patient” intake program/workshop/professional development session
		5. Curriculum integration of experiential education. E.g. CoLA
		6. Assessing current on-campus experiential program and resources/services available to integrate with experiential strategies and initiatives
		7. Better communicating/marketing WSU experiential education efforts to community members
		8. To leverage and enhance existing career development/experiential development programs/initiatives
		9. Diversity and inclusion core component piece of experiential learning experiences
		10. Multi-faceted ways to allow students to participate in internships, scholarships ie COLA/LA 3000
	3. Stakeholders
		1. Students, faculty, staff
		2. Workforce development administrators
		3. Community partners/state/national/global
		4. On-campus departments colleges
		5. Alumni
		6. Prospective students and families
		7. Community people/individuals who may benefit from experiential work
	4. Individuals willing to work
		1. Wayne Stark – COLA director of workforce development
		2. Debbie Ulrich – Interim Dean College Nursing/HH
		3. Petey Petersch – LGBTQA affairs
		4. Carl Brun- academic affairs
		5. Mark Anderson – marketing
		6. Doug Leaman – Dean, COSM
		7. Linda Caron – Dean COLA
12. **Online Courses**
	1. Aspiration Statement: Expand raider country student enrollment and retention through a full commitment to the delivery of innovative high quality online education
	2. Next Steps
		1. Prioritize via FY 19 budget and beyond
		2. Institute support from the top
		3. Leverage, create external partnerships
	3. Key Questions
		1. Integrity
			1. Academic integrity
			2. Faculty/student support integrity
		2. Proctored testing
		3. Institutionalized support services that mirror on campus support services
		4. Quality control while balancing academic freedom
		5. Undergraduate online offerings
		6. Online training for students
			1. Student readiness
		7. Course design
			1. Student support/life
				1. Geographic connection
			2. Marketing
			3. IT support (24/7)
			4. Incentivized- tuition differentiated faculty compensation
			5. Faculty development
	4. Stakeholders
		1. CTL
		2. CAT
		3. Partners External
		4. Student Affairs
		5. President’s office and Provost
		6. Faculty
		7. Enrollment management and marketing
13. **Faculty/Staff Development**
	1. Aspiration Statement: Working together to attract, develop, and retain the best and the brightest in one united community.
	2. Goal: Provide appropriate programs and resources that ill allow professional growth and retention of existing and future faculty/staff.
		1. Work together to strengthen the WSU community to be a resource to our students and regional community.
	3. Next Steps
		1. Stabilize and rebuild units academic and service, existing future.
		2. Establish recognition system to encourage cross-collaboration.
		3. Succession planning
		4. Fac/staff learning communities, student learning communities
		5. Center for faculty and staff excellence
			1. Space to develop, learn, collaborate, and interact
		6. Faculty/staff summit of community day
		7. Affinity groups
		8. Mentoring- faculty and staff
		9. Mandatory staff development- what’s new and current in a field
		10. Good development programs professional certification- enhance existing
		11. Team building exercises
	4. Stakeholders
		1. CSAC
			1. Classified and unclassified staff
		2. USAC
		3. Faculty senate
		4. SGA
		5. Grad student assembly
		6. Community members
		7. Alumni
	5. Other thoughts
		1. Plan to prepare and keep full-time faculty
		2. Draw on alumni expertise/connections in area to grow/retain fac/staff
		3. Provide human resources, especially faculty, to assist grad and undergrad
		4. Mentor students to conduct research
		5. Grow grad programs- win win for students and faculty
		6. Seek support/resources from community to grow grad program opportunities, like internships etc, to help faculty develop as well.
		7. Mentoring program that provides both faculty and student benefits- but need resources to implement!
		8. Reward and recognition to faculty and staff to incentivize programs involvement
		9. Build/grow positive relationships (community) between faculty and staff that allow sharing of roles at WSU (eg faculty staff summit etc.)
		10. Civility/respect between faculty and staff!
		11. Job security for staff retention/succession planning
		12. Break down silos among colleges- fac/staff “walk in my shoes” program to expose everyone to other programs etc. “Mix it up”
14. **Alumni and (17) Advancement**
	1. Aspiration Statement: WSU is known and admired as a high-value and impactful university. Our alumni students, and community members (businesses, friends, govt, military etc.) passionate about the Wright State brand and mission we build Raider Pride and brand ambassadors from Day 1 with new community members.
	2. Goals
		1. Rebuilding endowment (increase)
		2. Student scholarships (increase)
		3. Promote brand as one
			1. Train university staff, a part of staff orientation and faculty, student orientation
		4. Teach students how to be alumni while here
		5. Retain and rebuild staff
		6. Repair reputation with proactive communication
		7. Alumni supporting and demanding WSU into media coverage
		8. Develop Dayton region pride for WSU
	3. Next Steps
		1. Brand ambassador training for all employees and student/alumni leaders. Message and image consistency.
		2. Invest $ in talent and brand awareness
			1. Apparel
			2. Advertising
			3. Retain and rebuild staff
		3. ‘Pack” building with students, alumni, employees
		4. Engage alumni to become lifetime givers
		5. Consolidate CRM to all tech we use to track students, alumni, donors, social media and activity
	4. Key Questions
		1. How do we build the “pack mentality” among stakeholders?
			1. Brand training orientation for ALL employees, as wells as students and volunteers
		2. How does “Dream Team” (advancement, alumni, admissions, marketing and comm) develop national and community institutional pride? (Include University, BSOM, SOPP, Lake, etc.)
		3. How do we repair and elevate our reputation with alumni, donors and media?
		4. How do we rebuild our endowment and scholarship funding?
	5. Stakeholders
		1. Internal
			1. Advancement
			2. Admissions
			3. Alumni
			4. Marketing
			5. Communications
			6. Student affairs
			7. Top-down support
			8. Bookstore
			9. Students
			10. All employees (HR)
			11. Institution wide
			12. Cannot live/succeed/thrive in unit/division
		2. External
			1. Alumni
			2. Neighbors
			3. Business/industry
			4. Government
			5. Military
			6. Partner institutions
			7. K-12 schools
	6. Other thoughts
		1. Discourage wearing other institution apparel
		2. Anniversary gifts should be WSU gear
		3. Brand the volunteers with WSU gear
		4. Wright State pride days
		5. Free WSU polo at employee orientation
		6. WSU community should regularly request media coverage. Ex. Alumni requesting more Wright State stories
		7. Individuals willing to work together: advancement (University, SOM, SOP), alumni, marketing and communication, admissions
		8. Key words/messages:
			1. Affinity
			2. Consistency
			3. Cohesiveness’
			4. Top tier reputation
			5. Quality/value
			6. Impact university and alumni
			7. Uniqueness
			8. Story (success) telling of 60% students
		9. CRM- seamless transition from prospective student to student to alumni
			1. i.e. sales force, banner, filemaker, constant contact, imodules, sprout social
15. **Community Partnerships (e.g. AF-military)**
	1. Aspiration Statement # 1: WSU is viewed as a go to or/and a must have partner for our greater community. WSU looks at the community as a huge opportunity.
	2. Goals
		1. Office of community partnerships and engagement
		2. 1 point of contact in career services
		3. 1 point of contact for each major partner
	3. Next Steps
		1. Get inventory of all current partnership
		2. Map opportunities from easiest to hardest
		3. How health/health care is meeting community needs
		4. Establish [unreadable] that makes a good win/win partnership
		5. Identify those unique partnerships and relationships to highlight and model
	4. Key Questions
		1. How do we make it a priority
		2. How do we hardwire this thought of community into our work at WSU
	5. Stakeholders
		1. Arts org
		2. Healthcare
		3. Frontlines of community
		4. Flip model to engage end user
		5. STEM
		6. Transfer students
	6. Aspiration Statement # 2
		1. We want to be the first choice for military student in Ohio/Midwest. We have the most competitive programs on cost-convenience-quality
	7. Goal:
		1. Attracting more/most of students from WPAFB and SANG with the targeted programs.
		2. Creating programs that are complete-able from a distance and most flexible
	8. Next Steps
		1. Decide this is a key group
		2. In state tuition for any active duty
		3. Lobbying state trustees make a request
		4. Passing tuition to the TA rate for active duty or active guard/reserve
		5. Streamline processes and spread the word
		6. Meet with DOD, WPAFB, SANG, AFCEA, lawmakers, criteria #, external resources, prestige
	9. Key Questions
		1. What is the financial impact pros and cons
		2. What are the internal barriers
		3. What additional marketing will we need
		4. Who would oppose it
	10. Internal Stakeholders
		1. VMC
		2. SFM