



BOARD OF TRUSTEES

President's Goals for Academic Year 2024-2025

Wright State University was established as a regional workforce development engine to serve Wright-Patterson Air Force Base and the surrounding region. Wright State University prioritizes the success of its students and works to ensure the career readiness of all graduates. These goals for the President underscore the commitment of the Board of Trustees to solidify Wright State University as an educational anchor for Wright-Patterson Air Force Base and surrounding communities at both our Dayton and Lake Campuses.

1. **Students First.** *The University will put “students first” in everything it does.*
 - a. The President will identify and implement specific initiatives to enhance student success.
 - b. The President will create and execute specific professional development opportunities for employees that engender a culture of “students first”.
 - c. The President will formally solicit the feedback of students as to their perceptions of customer service and continually build those results into process improvements.
 - d. The President will ensure all university divisions operate from a set of goals which are framed around customer service and student engagement.

2. **Comprehensive Enrollment Management Plan.** *The University will operate from a comprehensive enrollment management plan that emphasizes and successfully promotes the attraction, matriculation and retention of a diverse and capable body of students.*
 - a. The President will complete an assessment of the University’s market position and execute a brand strategy that enhances the University’s opportunity to attract students. This strategy will include a focus on non-traditional student enrollment, and academic areas highlighting micro-credentials and other stackable certificates.
 - b. The President will strategically capitalize on international recruitment opportunities while minimizing/mitigating risk exposure.
 - c. The President will conduct a comprehensive review of factors affecting the current student retention rate and implement a specific set of measurable

initiatives that will result in the University achieving a retention rate of 75% and other positive enrollment metrics by 2025. These initiatives include, but are not limited to:

- Increasing Participation Roster Compliance to 97%;
- Increasing Mid-Term Grading Participation to 97%;
- Increasing Fall-to-Spring Retention for First-Time, Full Time Students to 87%;
- Increasing Fall-to-Spring Retention for Continuing Students to 92%;
- Ensuring a Multi-Faceted Outreach Plan to 100% of who Stop-Out from Previous Semesters; and
- Ensuring 100% Outreach to Current Students who Request a Transcript.

d. The President will operationalize a centralized data analytics program that supports the University in making data driven decisions and will assure University marketing activities are aligned with the strategies of Enrollment Management that enhances recruitment efforts.

3. **Employer Engagement.** *The University will prioritize its' engagement with local and regional employers and connect students with experiential learning opportunities.*

a. The President will execute the initiatives within the bridge strategic plan to identify and adapt academic and instructional offerings to better meet the needs of regional employers while ensuring student career readiness, including engaging with regional employers on the educational needs of their workforce and developing curriculum, including microcredentials and stackable certificates, that provide upskilling opportunities for their employees.

b. The President will develop a strategic plan regarding career education and success and elevate the institutional presence and recruiting capacity of regional employers and other organizations through increased opportunities for student engagement including internships, shadowing experiences, and other focused career activities. This will include:

- Developing a mechanism for inventorying and reporting on the University's annual internship opportunities inclusive of: participating employers, student engagement rate, and industry of the experience.
- Completing construction of a centralized and new Career Center in the heart of the Student Union;
- Establishing career exploratory programming to students with undecided majors;

- Hosting annual Career Fairs which bring more than 100 unique employers to campus each year;
 - Serving over 1,000 students at career fairs per academic year;
 - Implement strategies to increase the outcomes data knowledge rate to 40% for those graduating in Spring 2024; and
 - Develop a strategic calendar of career education events and activities and increase awareness of these events, resulting in more than 2,000 individual, meaningful student engagements (i.e. meeting with career consultants or engaging in scheduled career events) throughout AY2025.
- c. The President will assure the University maintains necessary accreditation processes that maintain the academic reputation of the various programs and degree offerings important to the region for workforce development.
- d. The President will continue to prioritize the relationship with Premier Health by achieving the steps outlined in the affiliation agreement adopted by the Board of Trustees.
4. **Relationships with Wright-Patterson AFB. *The University will prioritize close operational relationships with Wright-Patterson AFB at all levels, as well as with those industries that support the Base.***
- a. The President will create or designate an office within the University to serve as a primary liaison and facilitator of university collaborations with tenant units and programs at the Base.
 - b. The President will ensure the University maintains certain industry designations such as the Military-Friendly and Collegiate Purple Star, signifying the University's commitment to serving military-connected individuals.
 - c. The President will create additional education partnership agreements which position the University as a primary provider of civilian educational services to the 88th ABW and other directorates.
 - d. The President will continue to create opportunities for collaborative research and intellectual exchange for university faculty and DoD personnel, including completion of the Intergovernmental Support Agreement with Wright-Patterson AFB.
 - e. The President will create a direct internship process for Wright-Patterson AFB directorates and other defense related contractors.

5. **Financial Strength.** *The University will operate from a strong budgetary framework that streamlines operations while allocating sufficient funds to future investments and strategic priorities.*
 - a. The President will continue to restructure and re-align University divisions in such a way as to maximize operational efficiencies and support the University's strategic success.
 - b. The President will continue to lead University operations on a long-term budget framework that balances recurring expenses with projected revenues.
 - c. The President will operate within and make further enhancements to building a strong financial governance structure safeguarding the long-term financial viability of the university.

6. **Diversity and Inclusion.** *The University will continue to be a champion for diversity and inclusiveness.*
 - a. The President will identify and execute on specific opportunities for the University to become a more inclusive institution and reflect the diversity of our region based upon the findings of the campus climate survey.
 - b. The President will implement an annual diversity and inclusion training program for university employees and assure that all campus constituencies have access to safe, protected process for reporting their concerns.