BOARD OF TRUSTEES

President's Goals and Metrics for Academic Year 2025-2026

1. The President will make measurable progress towards the Wright State University Strategic Plan 2030 by enacting specific steps to achieve the strategic priorities listed as identified in Exhibit A.

2. The President will support the goals outlined in the Campus Completion Plan 2024 – 2026, and specifically enact strategies to:

   a. Increase the fall-to-fall retention rate of first-time undergraduate students by one to two percentage points.
   b. Increase the six-year competition rate of first-time undergraduate students by one to two percentage points.

3. The President will ensure fiscal discipline of university resources by maintaining the requisite scores in the Financial Governance Policy, which include:

   a. a minimum Moody's implied credit rating of A2 – Stable.
   b. a minimum Senate Bill 6 Score of 3.0.
   c. a Composite Financial Index of 3.0 or higher.
   d. a minimum of 180 days cash on hand.

4. The President will execute and enforce all policies required under the Advance Ohio Higher Education Act as promulgated by the Board of Trustees.

5. The President will monitor, measure, and provide an end of year written report defining and articulating all actions taken toward meeting the outlined Presidential Goals.

<p style="text-align:center">Exhibit A</p>

Strategic Plan 2030: Enhancing Wright State University's Role as the Economic Driver for the Region

Key Projects and Initiatives

Objective 1: Create transformative educational experiences

Strategy 1.1 Deliver innovative and impactful academic programs

Create formalized and intentional industry partnerships
Each college will establish an advisory board comprised of industry professionals and employers relevant to their fields of study. These boards will provide valuable insights into workforce trends, skills, demands and emerging technologies, helping to shape curricula and career-focused initiatives.

Institutionalize a program review process
Establish a process of systematic and recurring program review to ensure that academic offerings remain relevant and aligned with institutional goals and workforce demands. Develop and publish a comprehensive review schedule with clear procedures. Ensure that the academic catalogue is consistently updated to reflect current programs and courses, eliminating outdated information.

Create an Academic Master Plan
Develop college-level academic plan to identify emerging program opportunities based on market analyses and institutional alignment. These plans will be consolidated into a university-wide Academic Master plan, providing a strategic roadmap for program development and prioritization. The Master plan will reflect workforce development needs and support cross-disciplinary collaboration and resource alignment.

Online curriculum quality and compliance
Ensure the university's online programs meet the highest standards of instructional quality, accessibility, and compliance. Deliver targeted faculty and staff development programs such as Quality Matters and Title II training and publish clear guidance documents to support ADA and NC SARA compliance requirements.

Develop program pathways to support timely completion
Create academic program pathways and 4-year academic plans that enable students to complete degrees efficiently and on time. Integrate these pathways into a dynamic degree planning tool that allows students to visualize programs and make informed adjustments as needed. Audit the credentialing process to streamline awarding of credentials and conferring of unclaimed credentials.

Strategy 1.2 Advance career readiness and workforce development

Develop a longitudinal career readiness plan for every student
Design and implement a multi-year career readiness roadmap for all students, beginning at recruitment and continuing through graduation. Integrate career exploration and skill building across the student experience including admissions messaging, first-year seminars, academic advising, and within academic programs. A career-readiness microcredential will be developed to indicate students who have completed key activities related to the development of professional competencies and career preparedness.

Strategy 1.3 Empower students through experiential learning

Leverage high-impact practices to boost student success
Build an infrastructure to scale access to high-impact practices such as first year seminars, experiential learning, undergraduate/graduate research, study abroad, service learning, and student leadership. Improve systems to identify, track, assess, promote, and report participation in these practices to measure impact on student success outcomes.

Objective 2: Cultivate student success through development of campus community

Strategy 2.1 Expand student access to scholarships, grants, and other financial support

Collaborate with the Wright State Foundation, industry partners, and private individual donors to support student scholarship funding
Through partnerships with the Wright State Foundation, local businesses, industry leaders, and private individual donors, increase external scholarships and financial support available to students. Focus efforts on both increasing the total amount of funds secured and ensuring a higher percentage of available funds are distributed to eligible students. This collaboration will include but not be limited to activities such as targeted fundraising campaigns and donor stewardship efforts. Wright State University's next fundraising campaign, which will focus on supporting student access and success, will emphasize increasing available scholarship funding. Improved systems for awarding scholarships will support effective and timely distribution.

Empower students through education and awareness of financial aid
Refine and enhance education and outreach to improve student and family understanding and awareness of financial aid, college costs, and affordability, including campaigns specific to the Federal Application for Federal Student Aid (FAFSA), and federal, state, and institutional scholarships. Evaluate current practices for awarding institutional and Foundation scholarships to improve the user experience, including both students and recommenders, and increase completion rates. Enhance opportunities for students to participate in industry partnerships that provide tuition support for those enrolled at Wright State.

Strategy 2.2 Create a meaningful first year experience

Develop living learning communities
Create residential communities that group students based on shared academic interests, first-year seminar (FYS) participation, or common identities to foster a sense of belonging and promote student success. Programming within these communities will support academic engagement, personal development, and faculty-student interaction. Living Learning Communities will be assessed for their impact on retention, engagement, and academic performance.

Launch a first-year community building and social onboarding experience
Transform the University's existing first weekend model into a six-week social onboarding experience known as Weeks of Welcome. The extended model will facilitate early connection with peers, university services, student organizations, and academic support systems. Programming will include topics to help students transition to college and develop a sense of community.

Implement targeted college readiness initiatives
Work with industry partners and community organizations to develop and promote targeted pre-college programs to address academic preparedness gaps among incoming students, especially those from under-resourced backgrounds. These initiatives may include summer bridge programs, skill-building workshops, and other programs focused on writing, math, and practices shown to increase success rates of students.

Strategy 2.3 Invest in student, faculty, and staff development and well-being

Develop a comprehensive support system that enhances well-being
Through the Health and Wellness Task Force and collaboration with university partners, build a comprehensive support system that promotes mental, emotional, physical, and financial well-being. Expand access to mental health services, peer support networks, wellness programs, and emergency financial aid. Initiatives will include the implementation of the Jed Foundation's strategic recommendations, the rollout of a new Employee Assistance Program (EAP), and the development of financial literacy programs for students. The goal is to embed well-being into campus culture and operations.

Objective 3: Forge lasting collaborative relationships and engage our communities for shared success

Strategy 3.1 Foster relationships with defense, engineering, and technology partners

Align educational programs to meet the needs of the region's defense industry and WPAFB
Develop and adapt academic programs that directly respond to workforce demands from Wright-Patterson Air Force Base (WPAFB) and the broader regional defense, engineering, and technology sectors. Engage with industry and military partners to identify high-priority competencies. Expand the university's short course offerings to rapidly upskill in high-demand areas.

Foster WSU research efforts that align with the needs of WPAFB and local technology and defense industry partners
Enhance collaborative research and development efforts with Air Force Research Laboratory and other industry partners. Develop processes for matching faculty expertise to research opportunities and support collaborative proposal development.

Strategy 3.2 Shape healthcare partnerships to meet regional needs

Expansion of medical education programs and allied health programs
Expand size and breadth of medical education programs and increase degree pathways for in-demand allied health professions to address out-migration and critical healthcare shortages in the region. Explore options to expand undergraduate medical education.

Strengthen and formalize relationships with regional healthcare partners
Deepen partnerships with regional healthcare partners through enhanced affiliation agreements and collaborative initiatives focused on learner pipelines and clinical placements. Enhanced agreements and partnerships will support critical regional healthcare specialties, enhance research, and build mutually beneficial relationships to support student success.

Advance clinical research
Position Wright State as a key collaborator in clinical research by partnering with healthcare organizations on priority research areas. Strengthen internal infrastructure, including Institutional Review Board (IRB) processes, compliance support, and research capacity, to make Wright State a more agile and attractive partner.

Strategy 3.3 Cultivate intentional connections with P-12 education partners

Maintain and strengthen P-12 relationships and councils
Enhance institutional engagement with P–12 education partners through robust advisory councils and collaborative initiatives. Expand the scope and membership of the Partnership and Admissions Advisory Councils to include key community stakeholders, academic colleges, enrollment services, and other relevant departments. Improve internal coordination of P–12 outreach and share program offerings and updates more effectively with external stakeholders. These efforts aim to improve college readiness, expand enrollment pathways, and strengthen the university's role in regional education ecosystems.

Objective 4: Advance knowledge for individuals and communities

Strategy 4.1 Advance high-impact research

Develop research master plan
Conduct a comprehensive assessment of current research capacity across personnel, facilities, and support infrastructure. This plan will identify institutional strengths and gaps, inform priorities for investment, and guide the growth of research in high-impact and mission-aligned areas. A central, searchable inventory of current research projects and faculty expertise will be developed to foster internal collaboration and increase visibility to external partners. The research master plan will address infrastructure, regulatory support, and opportunities for collaborative research with partners.

Launch a faculty-to-industry engagement framework to drive innovation and entrepreneurship
Design and implement a formal structure that connects faculty expertise with industry needs to promote innovation and entrepreneurship. This framework will include a dynamic faculty expertise database, protocols for engagement, and pathways for joint ventures, consulting, and entrepreneurial exploration. Strategic focus will be placed on industries aligned with regional economic development and university research strengths to accelerate the application of research to real-world challenges and opportunities.

Strategy 4.2 Fuel entrepreneurship through education and collaboration

Inspire and promote entrepreneurship through alumni engagement
Leverage the stories, experiences, and successes of entrepreneurial alumni to build a stronger culture of innovation among students and faculty. Create a campaign to collect and showcase alumni startup journeys, social impact ventures, and business achievements. Facilitate alumni-student-faculty connections and create opportunities for experiential learning and idea exchange.

Strategy 4.3 Inspire creative endeavors through connection and opportunity

Create collaborative, interdisciplinary activities for the arts, business, and STEM
Develop interdisciplinary academic programs, courses, and research initiatives that bring together students and faculty from the arts, business, and STEM fields. These efforts will be aligned with the academic master plan and will emphasize creativity, innovation, and problem-solving across disciplines. Dedicated spaces and/or events will be created to support collaborative work.

Celebrate faculty research and scholarship

Increase campus-wide and public recognition of faculty excellence through engaging, high-visibility events and multimedia storytelling. Host TED-style presentations and creative showcases that highlight research, scholarly work, and artistic accomplishments across disciplines. These events will promote a culture of intellectual curiosity, increase visibility of faculty impact, and serve as a recruiting and branding tool for the university.

Objective 5: Achieve sustainability with optimized strategic resources

Strategy 5.1 Execute strategic recruitment and enrollment plans

Develop an enrollment roadmap for the university

Develop a strategic enrollment roadmap through 2030 using comprehensive analyses of historical enrollment trends across student populations. Use industry benchmarking and prospect management best practices to identify growth opportunities and increase the recruitment funnel. The roadmap will inform investments in new markets and targeted outreach tailored to student segments. The plan will leverage consumer and industry trends, as well as in-demand, workforce-aligned, and niche academic programs to drive recruitment and meet regional labor market needs.

Diversify and maximize international enrollment

Develop a data-informed recruitment plan aimed at program completion, prioritizing recruitment in programs with demonstrated success for international students. Expand the number of STEM disciplines where appropriate, to increase interest from international students.

Strategy 5.2 Operate as a financially sustainable and resilient institution

Align operational and academic enterprise to support strategic plan

Realign the university's organizational structures across colleges, schools, divisions, and departments to better execute strategic priorities and streamline operations. The initiative will improve coordination between academic and administrative units and ensure that human, financial, and physical resources are aligned with institutional goals.

Expand upon the university's data governance framework

Advance the institution's capacity for data-informed decision making by formalizing data governance roles, standards, and policies. Strengthen institutional reporting through expansion of Power BI dashboards tailored to key decision-makers. Develop a modernization plan for data systems infrastructure, while fostering a culture of data literacy through professional development and training. This initiative will ensure responsible use, access, and integrity of institutional data.

Develop a master facilities plan

Conduct a space audit and cost analysis to inform a plan to optimize use of campus facilities. In tandem, a lighting assessment will be performed and a plan for corrective action developed that will reduce energy cost. The facilities plan will also address strategies for deferred maintenance supported by energy savings and capital funding.

Strategy 5.3 Establish a strong, consistent brand identity

Activate the Wright State brand persona across students, families, and the campus community
Refine and consistently communicate the university's brand values, voice, and identity across all stakeholder groups. Implement integrated, multi-channel campaigns that showcase the unique strengths of Wright State—including student success stories, academic innovation, and community impact. Equip faculty, staff, and student ambassadors with messaging tools to create unified and authentic brand experiences from recruitment through graduation.

Engage campus community in telling Wright State's story
Train and empower faculty, staff, and students to become brand ambassadors by sharing compelling stories that build trust and human connection. Provide workshops on storytelling techniques, develop key messaging around institutional priorities and differentiators, and promote channels for content sharing. The initiative will increase internal engagement, create consistency in external messaging, and foster a sense of pride and ownership in the University's collective narrative.