



WICHITA STATE UNIVERSITY

STRATEGIC PLAN

2020-21

STRATEGIC OVERVIEW



VISION

To be one of America's **most innovative research** universities known for **providing impactful student experiences** and **driving the prosperity** of people and communities we serve.

MISSION

The mission of Wichita State University is to be an essential **educational, cultural, and economic driver** for Kansas and the greater public good.

CORE VALUES

- Integrity
- Transparency
- Personal responsibility
- Collaboration
- Access and equity

DISTINCTIVE VALUES

- Seizing opportunities
- Adaptive approaches
- Positive risk-taking
- Innovation and creativity
- Knowledge creation and dynamic educational opportunities

STUDENT CENTEREDNESS

Promote holistic student success through a supportive learning environment in which all of our students – past, present and future – continually thrive and grow.

OBJECTIVES:

1. **Increase the quality** of the student's, undergrad and grad, experience including opportunities for service learning and applied learning.
2. Increase meaningful ways to **engage alumni in the student experience.**
3. Leverage current and create additional **Wichita State pre-college and graduate programs** in ways that improve college-enrollment rates for Kansas, and retention and graduation rates for Wichita State.
4. **Expand scholarship opportunities** and strategically align scholarships with access, achievement, equity, and completion goals.
5. **Provide high-quality academic programs** that are responsive to student and societal needs, recognized nationally and internationally for excellence, and which effectively utilize traditional and distance-education delivery modalities.
6. **Identify and improve key transition points** for new and returning students by developing curricular and co-curricular pathways.
7. **Reevaluate and increase participation** in high-impact programs and activities.
8. **Increase the retention** of (URM, FG, transfer, post-traditional, International) students.

EXEMPLAR STRATEGIC INITIATIVES (93):

- Revise and update Wichita State's Math Pathway
- First Scholars participation
- NEW structure for Career Services
- USD 259 & 260 Partnerships
- Applied learning
- Open alternative textbooks
- Recognizing experiential and applied pursuits
- Service learning in engineering projects
- Clinton Hall renovation
- Three-year alternate break plan

KEY PERFORMANCE INDICATORS:

- Enrollment numbers (adult/transfers, 1-35, first generation, underrepresented minorities) (KBOR)
- Retention numbers graduation rates (adult/transfers, 1-35, first-generation, underrepresented minorities) (KBOR)
- Time to completion (adult/transfers, 1-35, first-generation, underrepresented minorities) (KBOR)
- Kansas employment data (KBOR)
- Climate survey & National Survey of Student Engagement
- Applied learning participation
- Students who complete 30 credits per year and developmental education goals
- Percent of students who engage in two or more high-impact practices
- Alumni involvement

RESEARCH AND SCHOLARSHIP

Accelerate the discovery, creation and transfer of new knowledge.

OBJECTIVES:

- 1. Support and enhance** faculty, staff, and student research and creative activity.
- 2. Identify, develop, and support** interdisciplinary and transdisciplinary academic priorities.
- 3. Increase diversity of faculty**, including women in science and engineering
- 4. Significantly elevate and transform our national reputation** for research, scholarship, and creative activity to one of excellence associated with high-impact, high-quality publications, exhibitions, awards, and fellowships.
- 5. Increase participation and investment** in convergence sciences.
- 6. Economic engagement** that involves senior leadership, industry, P-20, and community college partners that aligns with regional growth initiatives.
- 7. Development of innovation economy** to catalyze economic growth inclusive of local and regional studies, small business support and facilitation of collaborations across boundaries.
- 8. Communicate impact of partnerships and disseminate information on collaborations that support economic development.**

EXEMPLAR STRATEGIC INITIATIVES (14):

- Analytics showcase
- Research fund for the Institute for the Study of Economic Growth
- Cohen Leadership Academy
- Enhanced access to and discovery for scholarly resources
- UG research and creative activity grants expansion
- FYRE
- Election and voting research

KEY PERFORMANCE INDICATORS:

- UG Student research participation
- New academic programs
- GRASP student participation
- Funded research (sponsored, research, finance and administration fees – (KBOR, KBOR-STEM)
- Quantity and funding of UG students involved in research (funded and non-funded)
- Percentage of funding for National Institutes of Health and National Science Foundation grants
- Quantity and funding of research proposals
- Graduate student stipends compared to peer institutions
- Post docs
- Number of intellectual property disclosures, patents from students, faculty, and staff
- Number of licensing agreements
- Licensing revenues
- Startups and student micro-enterprises launched
- Venture funding for faculty and student businesses

CAMPUS CULTURE

Empower students, faculty, staff and the greater Wichita community to create a culture and experience that meets their ever-changing needs.

OBJECTIVES:

1. Provide opportunities and resources that facilitate work-life balance.
2. Provide structural resources, policies, practices, and oversight that foster **transparency among campus groups** and ensure **diverse and inclusive participation**.
3. Create and promote the use of **inclusive campus spaces** aligned with the Facilities Master Plan.
4. **Support and recognize contributions** from campus community members and partners.
5. Provide a visually **welcoming, safe, supportive, and inclusive environment** for students, faculty, staff, visitors, and the community.
6. Provide **innovative programs** that promote sustained healthy behaviors for students, staff, faculty, and community members.
7. Provide **unique, meaningful, and ongoing programming** for faculty, staff and student interaction that expands students' sensibilities about their role in the global community.
8. Develop an intentional plan to **increase student engagement** on campus and in the greater Wichita community.

EXEMPLAR STRATEGIC INITIATIVES (25):

- Placemaking
- Master planning process
- Shocker Neighborhood project
- Annual faculty awards
- Shared-governance activities
- University job architecture
- GRASP reception (support culture of research)
- Public Relations Institute
- CliftonStrengths Campus
- Brand engagement project

KEY PERFORMANCE INDICATORS:

- Percentage to report that shared governance is valued at Wichita State
- Percentage to report that Wichita State lives core and distinctive values
- Percentage of sustainability (Tuition revenue, Innovation Campus revenue, deferred maintenance, applications)
- Student engagement in arts programs
- Athletics (sponsorships)

INCLUSIVE EXCELLENCE

Be a campus that reflects and promotes – in all community members – the evolving diversity of society.

OBJECTIVES:

- 1. Review university processes and procedures** that may create barriers to diversity and inclusive excellence.
- 2. Enhance opportunities for minority and underrepresented students** to engage, receive mentoring, and professional development.
- 3. Develop opportunities for students, faculty and staff** to voice their needs and concerns in order to **improve their experiences and enrich the campus culture.**
- 4. Continuously evaluate and enhance the curriculum** with diversity-related content.
- 5. Seek and develop opportunities for diversity-related research.**
- 6. Seek and develop opportunities to engage with diverse population.**

EXEMPLAR STRATEGIC INITIATIVES (10):

- Analytics showcase the Study of Economic Growth
- Tilford Conference (traveling)
- Tilford Symposium
- Tilford Commission fellows
- Latinx cluster hire
- Biannual climate survey
- First-gen affinity group
- National celebration of first-generation student success
- Redesign talent management process with technology
- Summer Research Institute
- Formation of National PanHellenic Council for Divine Nine

KEY PERFORMANCE INDICATORS:

- UG student research participation
- Percentage of students completing the Tilford Certificate
- Percentage of survey respondents report a positive campus climate
- Percentage of LBGTQIA Survey Improvement
- Percentage of faculty/staff/administrators who identify in target groups (Affirmative Action plan report)
- Availability of structural supports (affinity groups)
- Availability of training and professional development for faculty and staff
- Percentage of women and minoritized faculty in STEM
- Percentage of parity of pay

PARTNERSHIPS AND ENGAGEMENT

Advance industry and community partnerships to provide quality educational opportunities and collaboration to satisfy rapidly evolving community and workforce needs.

OBJECTIVES:

1. **Embrace a mission of service** to one another, our region, and the world by enhancing community and regional engagement.
2. **Deepen partnerships** with P-12 educational providers such as USD 259, on initiatives supporting educational experiences and achievement, access to higher education, and preparation for the workforce and community engagement.
3. **Collaborate with other higher education institutions** on initiatives enhancing student educational opportunities and supporting the economic, health and cultural needs of our communities.
4. **Grow relationships** with new and existing business partners to **generate new applied learning and research opportunities** for students, better prepare students for employment, and support the workforce, innovation, and development needs of our communities.
5. **Advance research partnerships** with governmental, corporate, private and not-for-profit entities to better meet the needs of our communities, provide research opportunities for students, and meet the financial needs of the university.

EXEMPLAR STRATEGIC INITIATIVES (35):

- Analytics showcase the Study of Economic Growth
- USD 259 partnership, including Better Academics and Social Excellence
- USD 260 partnership (lab school)
- Innovation Campus partnerships
- Anchor institution: Project Wichita
- American Industries Partnership – Mexico campus
- New School of Dental Medicine
- Partnership with KU Medical – health science facilities
- Partnership with K-State: Bachelor of Science in Nursing
- Fairmount Association
- League 42
- Service-Learning Academy
- Corbin Connect
- NIAR – Department of Defense
- WSU Tech – Shocker Pathways
- Kansas Small Business Development Center
- Community Service: integrated data system
- Firepoint Innovations Center – Army tech transfer and engagement
- Ennovar
- Training and technology team
- Strategic initiatives

PARTNERSHIPS AND ENGAGEMENT

Advance industry and community partnerships to provide quality educational opportunities and collaboration to satisfy rapidly evolving community and workforce needs.

OBJECTIVES (CONTINUED):

6. Sustain engagement with and university support for community associations and not-for-profits to address the health, safety, educational, cultural, and economic needs of our community and region.

7. Build additional bridges to further integrate community and business partners into the campus environment and position the university as a more inviting place for members of the community to access resources and enjoy cultural activities.

8. Advance alumni and donor relationships to secure their engagement with students and financial support while growing their sustained sense of belonging to the Shocker community.

KEY PERFORMANCE INDICATORS:

- Percentage of students completing the Tilford Certificate
- Number of partnerships – applied learning
- Number of articulation agreements
- Number of USD 259 students participating in BAASE program
- Number of students – Shocker Pathways
- Number of businesses served by Kansas Small Business Development Center
- Number of students applied learning (paid)
- Number of students applied learning (innovation campus only)
- Number of students – service learning
- Number of intellectual property disclosures, patents from students, faculty, and staff
- Number of licensing agreements/ revenue
- Venture funding for faculty/ student businesses
- Funded (sponsored, research, finance and administration fees)
- Dollars and quantity of students involved in research
- Dollars and quantity of research proposals
- Foundation and alumni donations