



WICHITA STATE UNIVERSITY

STRATEGIC PLAN

2020-21

STRATEGIC OVERVIEW



VISION

To be one of America's **most innovative research** universities known for its **impactful student experience** 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