

## Strategic Planning: Overview and Process

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Team

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## Why A Strategic Plan?

- Helps direct resources, establish priorities
- Establishes short- and long-term goals
  - Identifies metrics to assess goal progress
- Gives internal and external constituents an understanding of what the institution "does"
  - NWCCU requires a system-level plan

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## What we "do?" Don't we educate?

- Yes...
- But increasingly, governments want evidence of learning
  - Graduation rates are insufficient
  - How do we know that students have internalized the information that we teach?

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- Mission statements need to be more specific to the institution

- Typical generic statement:

"We seek to produce lifelong learners who are engaged in their communities, respect differences, and apply their talents to the world's most urgent problems."




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## A Recent History of WSU Plans

- The 2008 – 2013 plan had 81 metrics, all deemed equally important
  - Accrediting body: Too many, and need to be prioritized
- The 2014 – 2019 plan has 55 metrics, with some prioritization
  - Accrediting body: Many of the metrics are inputs or processes, not outcomes. And the mission statement is a low bar

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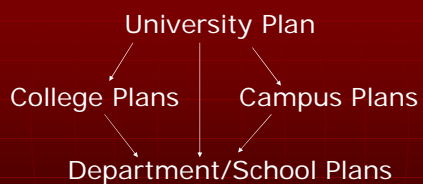
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## Ideal System Structure for Plans




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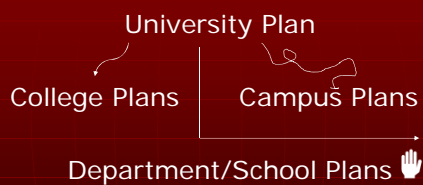
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## Current System Structure for Plans




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- Our assignment is to produce an integrated set of plans.
- The university expresses “big themes”
- Colleges outline their contributions to the themes
- Campuses explain how their locations contribute uniquely to the themes
- Departments deliver on the themes

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- All of this needs to be woven into our land-grant status, and our role in Washington
- What is unique about WSU? What distinguishes us from Penn State, Michigan State, Oregon State, etc.?

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- "Create, share, and apply knowledge to make Iowa and the world a better place."
- "Entrepreneurship, interdisciplinarity, and diversity deepen [our] impact and result in a powerful return to our students and the people of Florida for their continued support and trust."
- "Our mission is threefold: To advance knowledge, to extend knowledge, and to apply knowledge."

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- Our goals need to focus on outcomes
- Two bad (but real) examples:
  - Recruit students with high SAT scores
  - Increase extramural support by 10% each year
- These could be shifted to
  - Increase our six-year graduation rate to 70%
  - Increase our patents by 10% each year, and licenses by 5% each year

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- Consider your college and department strategic plans.
- Is your mission uniquely WSU?
- Are your goals true outcomes?
- Are your metrics challenging and ambitious?
- Is there a possibility you might not achieve all that you try for? (That's good)
- Was the plan created from the bottom up?

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- President Schulz wants ambition and difficult goals.
  - He wants us to challenge him.
  - He wants us to set some goals for which we don't know where the resources will come from.
- NWCCU also wants ambition and difficult goals.
- We won't accomplish everything, but that's OK.

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### Draft Timeline

- Sept 2019: Workshops, assemble workgroups to generate goals and metrics
- Oct – Thanksgiving: Group work
- Dec – early Jan: Operations team compiles work into draft plan
- Mid Jan – mid Feb: Community review and comment
- Late Feb: Final revision
- To Regents in March

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- Operations team will be available to colleges and units that are revising their own plans
- Contact Chris Hoyt [Christine.hoyt@wsu.edu](mailto:Christine.hoyt@wsu.edu) or me [parkscd@wsu.edu](mailto:parkscd@wsu.edu)

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