



Measure the Change...

See the Change...

Be the Change.

Measure the Change

CRITERION ONE: MISSION AND INTEGRITY

The organization operates with integrity to ensure the fulfillment of its mission through structures and processes that involve the board, administration, faculty, staff, and students.

- a Washburn's mission statement, vision statement, core values, and strategic planning goals are clearly articulated, publicized, understood, and supported throughout the university.
- b Washburn's mission reflects its tradition of serving all students who desire a college education, and its core values and strategic goals emphasize student learning and a commitment to community involvement. The institution recognizes the challenge of meeting the needs of diverse students with a wide range of academic skills.
- c There is widespread agreement across campus that Washburn makes decisions and sets priorities consistent with the university mission.
- d Washburn's governance and administrative structures have advanced with the addition of a vice president for student life, the formation of a Faculty Senate, and the creation of a Staff Council. These additions have promoted effective leadership and supported collaborative processes. Washburn continues to explore methods of increasing communication among all the university constituents.
- e Washburn upholds and protects its integrity; policies and procedures are well-publicized; external audits are conducted regularly; and Washburn has established governance structures which promote collegial and collaborative decision-making.

Mahatma Gandhi said: "Be the change you want to see in the world." Washburn University has adopted the theme of change for the comprehensive reaccreditation self-study.

The decade from 1998 to 2008 has been one of change for the institution. Under the leadership of President Jerry Farley, Washburn has undergone significant academic, physical, and cultural modifications, which have allowed the university to be learning-focused, future-oriented, connected, and distinctive. Washburn has accomplished this while honoring one of its core values of respecting both tradition and innovation.



PURPOSE OF ACCREDITATION:

Washburn is accredited by the Higher Learning Commission (HLC) on a 10-year cycle. The HLC is the part of the North Central Association of Colleges and Schools (NCA) which accredits colleges and universities in the north central region of the United States. Accreditation assures the public that colleges and universities

meet certain standards such as fulfilling their missions in a climate of integrity and planning for the future. They also evaluate whether universities are meeting their obligations to students through effective teaching and student learning, discovery and application of knowledge, and service to the community.

SELECT UNIVERSITY MISSION

Washburn University shall prepare qualified individuals for careers, further study, and lifelong learning through excellence in teaching and scholarly work. Washburn University shall make a special effort to help individuals reach their full academic potential.

CRITERION TWO: PREPARING FOR THE FUTURE

The organization's allocation of resources and its processes for evaluation and planning demonstrate its capacity to fulfill its mission, improve the quality of its education, and respond to future challenges and opportunities.

- a Washburn University has a dynamic, flexible, and realistic strategic plan based on input from faculty, staff, administrators, and the community. The resulting strategic goals allow Washburn to embark on innovative initiatives while continuing to honor past traditions.
- b Washburn's resource base supports its educational programs and its plans for maintaining and strengthening their quality in the future. The university's financial condition is sound with a funding change from property tax to sales tax coupled with a smoothing fund. State financial support has increased; however, the institution continues to explore opportunities to enhance and diversify sources of revenue.
- c Washburn's ongoing evaluation and assessment processes provide reliable evidence of institutional effectiveness that clearly inform strategies for continuous improvement. Washburn has developed effective data collection systems to guide improvement. Banner has greatly increased the ability to gather enrollment, financial, and student information for decision-making. Suggestions from consultants and accrediting organizations are used to improve the learning environment.
- d All levels of planning align with Washburn's mission, thereby enhancing its capacity to fulfill that mission. Strategic plans are implemented through the annual budgeting process. More effective mechanisms for disseminating the rationale for budget allocations are being developed.

CRITERION THREE: STUDENT LEARNING AND EFFECTIVE TEACHING

The organization provides evidence of student learning and teaching effectiveness that demonstrates it is fulfilling its educational mission.

- a Each academic department has developed a mission statement, student learning outcomes, and an assessment plan for every academic program. Assessment is now institutionalized with an assessment coordinator, departmental liaisons, and a university assessment committee. The dissemination of program review and assessment results is under review. The university has been accepted into the HLC OASIS Academy to assist in the assessment of the Washburn Transformational Experience (WTE) and review of general education.

The university will consider plans for funding the increasing cost of assessment consistent with other institutional priorities.

- b Washburn values and supports effective teaching. Washburn's vision of academic excellence includes small classes taught by full-time faculty members. Quality teaching is rewarded through tenure, promotion, merit raises, and teaching awards and supported through professional development activities. Academic departments may need to evaluate merit documents to recognize faculty participation in assessment, advising, and professional organizations. Academic units continue to investigate methods to evaluate effective teaching.
- c Washburn creates effective learning environments. Washburn helps students with disabilities and students who are nontraditional, place-bound, or at-risk reach their full academic potential. Online coursework and international study have expanded the learning environments.
- d Teaching and learning, as a central value to Washburn's mission, is reflected in budget priorities. The university supports a variety of initiatives that enhance student learning and effective teaching, including internal grants, learning support services, renovated and mediated classrooms, and technology acquisition, support, and training.

CRITERION FOUR: ACQUISITION, DISCOVERY, AND APPLICATION OF KNOWLEDGE

The organization promotes a life of learning for its faculty, administration, staff, and students by fostering and supporting inquiry, creativity, practice, and social responsibility in ways consistent with its mission.

- a Washburn demonstrates, through the actions of its board, administrators, students, faculty, and staff, that it values a life of learning. Washburn faculty are committed and productive scholars. The institution recognizes a commitment to scholarship requires financial resources.
- b Washburn demonstrates that acquisition of a breadth of knowledge and skills and the exercise of intellectual inquiry are integral to its educational programs. A majority of alumni consistently report Washburn helped them attain general education skills. Faculty members are challenged to look beyond their disciplines to see how they can contribute to general education.
- c Washburn has advanced cultural diversity and global awareness and will continue to assess the effectiveness of curricular and cocurricular experiences. The WTE will also provide an opportunity to assess whether graduates are prepared to live in a diverse, global, and technological society.

- d Washburn provides support to ensure that faculty, students, and staff acquire, discover, and apply knowledge responsibly. The Washburn University student conduct code outlines expectations in terms of ethical, social, and academic responsibilities. Orientation to policies and procedures for the responsible acquisition and application of knowledge is available to new faculty; a similar process could be instituted for new adjunct faculty.

CRITERION FIVE: ENGAGEMENT AND SERVICE

As called for by its mission, the organization identifies its constituencies and serves them in ways both value.

- a Washburn learns from the constituencies it serves and analyzes its capacity to serve their needs and expectations. Washburn offers a wide array of educational programs, services, and resources to the community.
- b Washburn has the capacity and the commitment to engage with its identified constituencies and communities. University programs, services, physical spaces and resources are liberally shared with its constituencies. Accessible educational experiences for nontraditional, place-bound students and diverse populations are provided.
- c Washburn demonstrates its responsiveness to those constituencies that depend on it for service. Washburn has created collaborative partnerships, including transfer articulation agreements with regional community colleges, programs that meet community needs, and events that enrich the community’s cultural and intellectual life. Formal assessments of existing partnerships and collaborations are necessary to fully understand needs.
- d Internal and external constituencies value the services Washburn provides. Training programs are developed that address identified needs. Cultural, educational, and athletic events are available to the community and facilities are shared. There is an opportunity to communicate information about events more effectively.

See the Change

A DECADE OF CHANGE 1998-2008

In the past decade, Washburn University:

- established the WTE as a baccalaureate requirement.
- increased international travel by students and faculty.
- created the Leadership Institute and LinC.
- established new degree programs, majors, minors, and certificate programs to meet community needs.
- implemented the online PLAN degree completion program.
- established endowed chairs in art, business, nursing, law, and leadership.
- increased overall enrollment and the number of traditional-age, full-time students.
- increased residential living with the construction of the Living Learning Center and Washburn Village.
- built new facilities including the Student Recreation and Wellness Center, Art Building, and Bianchino Pavilion, and undertook numerous building renovations.
- implemented an integrated administrative data system (Banner) and updated computer technology.
- beautified the campus with extensive landscaping and outdoor sculptures.
- developed a strategic planning process to guide decision-making.
- experienced a 500 percent increase in support raised by Washburn Endowment Association.
- created a Faculty Senate and a Staff Council.
- pursued affiliation with Kaw Area Technical School.

As a learning-focused institution, Washburn University:

- values collaborative endeavors and supports multiple perspectives in decision-making.
- provides a high quality learning environment.
- provides tuition waivers for employees.
- uses effective assessment to evaluate progress, allocate resources, and assure accountability.
- participates in OASIS to learn from the best practices of peer institutions.
- promotes the success of students with small classes and academic support services.
- recruits and supports qualified faculty.
- invests in online scholarly resources and library support staff.
- encourages faculty/student collaborations in scholarly endeavors.
- partners with community organizations to build academic programs.
- promotes lifelong learning and understands that learning occurs beyond the classroom.



As a future-oriented institution, Washburn University:

- is driven by the mission in its planning process and subsequent decisions.
- updates its campus with new building and renovation projects.
- upgrades equipment and facilities to create technology-rich learning environments.
- provides online degree completion programs and new health- and science-related programs.
- participates as an educational partner (e.g., Kaw Area Technical School, PLAN, and health-related programs).
- prepares students for life in a global, diverse, and technological society and helps them to reach their full academic potential.
- demonstrates a commitment to lifelong learning by providing professional development opportunities to employees.
- develops programs and services to responsibly serve its constituents.

Washburn is learning-focused, future-oriented, connected, and distinctive.

As a connected institution, Washburn University:

- fosters a culture of collaboration.
- plans with a collaborative process that is sensitive to competing interests.
- responds in a timely manner to community needs.
- provides programs and facilities for use by both internal and external constituencies.
- aligns all unit-level missions with the university mission and the institutional strategic plan.
- establishes a culture of service on campus through curricular and cocurricular activities.
- establishes partnerships with external constituencies to develop research projects.
- ensures the protection of human research subjects through its Institutional Review Board.
- establishes internships and practica to integrate classroom knowledge with real world experience.
- supports collaborative partnerships to serve a variety of learners.

As a distinctive institution, Washburn University:

- is committed to the responsibility associated with being the nation's only municipal institution.
- accomplishes strategic initiatives that are responsive to its environment.
- graduates students who perform at high levels on national exams.
- helps all students reach their full academic potential through the WTE.
- prepares individuals for careers, further study, and lifelong learning with support services.

- uses recruitment strategies to ensure both students and faculty reflect a diverse society.
- emphasizes undergraduate research.
- provides funding for community partnerships.
- establishes regional, national, and global relationships.

Be the Change

Guided by the best practices identified by the Higher Learning Commission's criteria, the university will utilize existing strengths to accomplish the goal of addressing challenges and opportunities identified in the self-study.

These include:

- Refine existing communication mechanisms for explaining the budget process.
- Develop a better understanding and use of Banner data.
- Enhance the collaboration regarding technology on campus.
- Ensure students, faculty, and staff have access to appropriate technology.
- Enhance and diversify sources of revenue.
- Provide higher education to the large Hispanic population within the region.
- Understand the changing demographics and implement an appropriate recruitment plan.
- Continue the smooth merger with Kaw Area Technical School.
- Make the WTE a hallmark of a Washburn baccalaureate education.
- Revise the general education program and develop effective assessment.
- Participate in OASIS, focusing on assessment of WTE and review of general education.
- Develop effective programs with a focus on retention.
- Develop effective faculty recruitment and retention strategies.
- Continue to support high quality teaching and scholarship.
- Refine the institutional structure for administration of graduate programs.
- Continue to support the library and guide its development.
- Refine the university environment to foster and sustain innovation and creativity.
- Continue the focus on students and the commitment to the community.

