

WASHBURN: 150 FORWARD

A STRATEGIC PLAN FOR THE UNIVERSITY'S FUTURE

PREFACE

As Washburn enters 2010 and looks to the future, it is with a mixture of optimism and caution—optimism because of past success and the opportunities the future can hold and caution because of the enormous uncertainties generated by the current economic crisis. Charting a course into this uncertain future requires the University to reexamine its strategic directions and develop plans which can ensure success in fulfilling Washburn's mission in the decade to come.

Washburn approaches the coming decade after 10 years of unprecedented success. Enrollments achieved record levels; the campus facilities were expanded and improved on a scale not seen since the aftermath of the 1966 tornado; public funding and private support achieved record levels; and, in a move yet to be fully realized, the Washburn Institute of Technology (formerly Kaw Area Technical School) became affiliated with Washburn University. These efforts were affirmed by the full reaccreditation of the University by the Higher Learning Commission in October 2008.

Against this background of success, internal and external circumstances require the University not rest on its laurels, but explore its future opportunities and possibilities. The current economic crisis has created an external environment without precedent: state and federal funding is constricting; financial pressures on students and families place serious constraints on the ability to increase tuition and fees to offset the loss of public funding; significant reductions in private giving; and a major erosion in rates of return for existing investments. It is unprecedented to have the three major funding sources for public higher education all turn downward simultaneously.

The external world has changed dramatically, likewise internal circumstances call for reconsideration of the University's strategic directions. Enrollments declined for three consecutive years creating questions regarding competitiveness, effectiveness, recruitment and retention. An enrollment consultant assisted in providing direction for future changes which will be incorporated into the University's strategic goals and objectives. In addition, the affiliation with Washburn Tech has created opportunities which have not yet been strategically realized. Such opportunities will only achieve realization through integration within a comprehensive strategic plan.

The student body of the 21st century is bringing a new set of challenges and expectations to the University. Key issues facing all institutions of higher learning are: "What do the students know?" "How do they learn?" The way students learn and what constitutes learning for them is somewhat different from previous generations. We must examine how faculty and academic support systems are equipped to deal with the changes in students' learning methods. This is one facet of the academic planning question facing the University. From another perspective the question becomes, what educational programs should be provided to which students in what environment using

what resources? Because the learning environment and resource needs will vary in educational programs and expectations, our academic plan will be at the core and drive many of the other plans the University intends to implement.

A final imperative generating this strategic plan is simply our place in history. In 2015 Washburn University will celebrate its 150th birthday. With that celebration will come increased visibility as we promote the University, its history and its significant contributions. In addition, the 150th celebration will focus on Washburn's future and will be the central theme in identifying and developing financial resources to make that future possible. As we go to our public and private supporters to ask for their investments in the next phase of the University's growth and development, they will ask for our mission, our core values, our vision and our strategic plan for Washburn University's future.

The plan which follows is the culmination of this challenge to the University community.

PROCESS

On January 23, 2009, the Chair of the Washburn Board of Regents announced Washburn would undertake a strategic planning initiative. The Board created an Executive Strategic Planning Council (Council), appointing Vice President for Academic Affairs, Robin Bowen, as Chair. Other Council members included the current and past Chairs of the Washburn Board of Regents (WBOR), President Jerry Farley, the Vice President for Administration and Treasurer, the Vice President for Student Life, the Executive Director of Governmental and University Relations, the Executive Director of Enrollment Management, and the President of the Washburn Endowment Association.

The charge to this Council was to develop a transparent and inclusive strategic planning process which would culminate with a proposed strategic plan available for Board of Regents consideration and approval. The plan would identify strategic directions for the University, recommend five or six long-term goals to be achieved and set priorities for the upcoming decade. The process would include a review and, if necessary, modification to the University's statements of mission, vision and core values.

The Council first met in February, and the first order of business was to create a schedule and strategy for meeting its charge. The Council decided a Strategic Planning Committee, consisting of around 40 members representing students, faculty, staff, administrators, alumni, and civic leaders, would lead the process of developing the strategic plan. Dr. Bob Boncella, Professor in the School of Business, was appointed Chair of the Strategic Planning Committee and member of the Council. The Council also launched a Strategic Planning web page on the University website to communicate progress and activities to both the internal and external constituents, as well as to post drafts of documents throughout the process.

The role of the Strategic Planning Committee was to identify the opportunities and challenges for Washburn by gathering information and listening to various constituent

groups. The Strategic Planning Committee operated with five subcommittees, each with nine or 10 members, to accomplish its tasks:

- Academic Programs: Chair, Steve Angel, Chair and Associate Professor of Chemistry
- Asset Development and Stewardship: Chair, Jeanne Hoferer, Washburn alum
- Enrollment Management: Chair, Willie Dunlap, Dean, School of Applied Studies
- Learning Environment: Chair, Gordon McQuere, Dean, College of Arts and Sciences
- Student Life: Chair, Carol Vogel, Instructor of German and Director of Equal Opportunity

The charge to the subcommittees was to “think the unthinkable” and challenge Washburn to develop a new and pervasive culture of strategic thinking, planning, actions, assessment, and accountability marked by innovation, visionary initiatives, aggressive resource development, and widespread connectivity to Washburn’s constituents. The subcommittees were asked to:

- Solicit ideas from the University and broader community through consultations with constituents using a wide variety of venues, including open forums, focus groups, and surveys.
- In addition to their specific area, consider key issues cutting across subcommittee boundaries, including the effective use of technology, external partnerships, and diversity.
- Use the information received from Washburn students, faculty, staff, alumni, and the broader community, coupled with the knowledge and expertise of the subcommittee members, to develop a “white paper” proposing prioritized strategic directions and initiatives for presentation to the Strategic Planning Committee.

Four subcommittees (Academic Programs, Asset Development and Stewardship, Enrollment Management, and Learning Environment) held 14 open forums collectively with students, faculty, and staff during the first month of the fall semester to solicit input. The Student Life subcommittee held 11 focus groups with students, faculty, and staff and administered 1,400 surveys to collect information for their area.

On September 24, an open forum was held with each subcommittee chair summarizing the findings to date and soliciting input on one key question:

- Academic Programs – What are the distinctive capabilities of Washburn?
- Asset Development and Stewardship – What should Washburn do to increase revenue or reduce expenses to support implementation of a new strategic plan?
- Enrollment Management – What should the Washburn message be and in what ways should it be communicated?

- Learning Environment – What are the important areas of need in regard to facilities and physical environment, learning enhancements, and support (e.g., technology and programmatic support), and cultural support (e.g., student services)?
- Student Life – What should the Washburn student experience be, in terms of campus life, in the next decade?

Following the September 24 open forum, each subcommittee drafted a white paper which was posted to the Strategic Planning website on October 16 for one week for review and comment. The white papers were then removed from the website, and after considering the feedback the subcommittees finalized their papers. The final white papers were posted on the Strategic Planning website and shared with the Strategic Planning Committee and interested constituents on November 9. Each white paper outlined proposed initiatives, and in most cases provided specific strategies for achieving them.

The Strategic Planning Council used the white papers as the basis for the draft strategic plan, which was first presented to the Washburn Board of Regents on December 4. This first version of the plan included five strategic themes and outlined the goals for each theme. In addition, the Board also considered revisions to Washburn's Vision Statement, Mission Statement, and Core Values which are incorporated into the Plan. The Regents approved the first version of the Strategic Plan as presented, subject to minor revisions.

After the December Board meeting, the Strategic Planning Council made revisions to the Strategic Plan requested by the Board and posted it on the website from December 10, 2009 through January 22, 2010 for review and comments by the Washburn community. During this time period, the Strategic Planning Council continued to develop the Plan, providing detail on how the goals for the five strategic themes were to be accomplished. The Board reviewed the third draft of the Strategic Plan following their January 29 Board meeting, again requesting minor changes and affirming the direction of the Plan as presented.

The fourth version of the Plan was posted on the website for review and comments from February 12-26. Three Faculty Planning Dinners were held during this period with the focus on strategic planning and the vision for the future of Washburn; about 150 faculty participated in these dinners. In addition, two open forums for students, faculty, and staff were held. Following the comment period, the Strategic Planning Council developed the fourth draft of the Plan and presented it to the Board of Regents on March 12. The Board once again endorsed the plan, requesting minor changes for the final document. The final Strategic Plan was presented and approved by the Washburn Board Regents on April x, 2010.

Table 1 provides a timeline and list of activities carried out in developing Washburn's Strategic Plan.

Vision Statement

Washburn University is dedicated to being a premier Midwest regional institution recognized as a leader in providing a superior student-centered, teaching-focused learning experience which prepares graduates for success in their chosen profession and stimulates economic vitality.

Mission Statement

Washburn University enriches the lives of students by providing opportunities to develop and to realize their intellectual, academic and professional potential leading to becoming productive and responsible citizens. We are committed to excellence in teaching, scholarly work, quality academic and professional programs, and high levels of faculty-student interaction. We develop and engage in relationships to enhance educational experiences and our community.

Core Values

Core values guide decision making and provide the foundation for directing our efforts, resources and conduct. In fulfilling the mission, the faculty, staff, administration and students are committed to adhering to the following core values of Washburn University:

- **Integrity:** acting in an honest, fair and ethical manner creating a culture of trust evident in all University activities and decision making.
- **Excellence:** commitment to serving our scholarly community by delivering consistently high-quality programs, teaching, service, and scholarship.
- **Accountability:** being held responsible for academic, programmatic, and fiscal integrity and value while prudently managing the resources entrusted to the University.
- **Respect:** embracing diversity and treating others collegially with civility, openness, and professionalism in all interactions, activities and decision making.
- **Collaboration:** working toward common goals with others in the University and the community while valuing teamwork, participation, and diversity of ideas and perspectives.
- **Innovation:** encouraging, considering and supporting development of ideas by fostering individual ingenuity and creativity and creating an environment with opportunities for growth and change

STRATEGIC THEME I

Provide superior and rigorous liberal arts and professional academic programs offered by distinguished teaching faculty built on a foundation of the liberal arts tradition.

GOALS:

- A. The University will recruit and retain superior faculty and staff by emphasizing compensation, support and professional development strategies.**
1. Continue efforts to make salaries competitive with a goal of achieving parity with other public master universities in the region.
 2. Increase success in hiring the first person to whom a position is offered.
 3. Maintain or improve current retention levels of faculty and staff annually, excluding those who leave for retirement or health issues.
 4. Continue annual review of all University employees to assure currency in meeting job responsibilities and expectations, and develop plans for future professional growth.
 5. Continue to provide professional development opportunities for Washburn faculty and staff.
 6. Enhance faculty development opportunities in effective androgogical strategies for in-person and on-line courses, advising, educating diverse populations, mentoring student research, academic leadership, etc.
- B. The University will enhance academic programs which will distinguish Washburn from its peers, attract strong students, and build Washburn's reputation for quality and excellence.**
1. The School of Law will enhance and expand its Centers of Excellence.
 2. The School of Nursing will explore the expansion of the Bachelor of Science in Nursing and the development of the Doctorate of Nursing Practice programs to meet the growing health care needs of Kansas residents.
 3. The Nursing and Allied Health programs shall engage health care organizations in Shawnee and surrounding counties to explore and identify prospective collaborative efforts.
 4. Continue the strong natural sciences and mathematics programs, and investigate the feasibility of new programs and programmatic services in emerging areas in the natural and biological sciences and mathematics, such as the biosciences.
 5. Further enhance distinguished programs in the liberal and performing arts including music and history.
 6. The School of Business shall build upon its strength in international education and investigate the feasibility of a graduate accounting program.

7. Evaluate the need for support and program development in the areas of applied politics and international relations.
8. The University will enhance both the honors and leadership programs.
9. Explore development and enhancement of global awareness throughout University programs, including international opportunities for faculty and students.
10. Explore collaboration opportunities with Washburn Institute of Technology programs. (Pending completion of the Washburn Institute of Technology's strategic plan.)

C. The University will provide high quality facilities. The feasibility of the following will be assessed (list not prioritized):

- “One-stop” student services center for all students
- New School of Law building
- Addition and/or renovation of the Mabee Library
- Morgan Hall expansion, providing a new front entrance to the University
- Selective renovation of Henderson Learning Resource Center
- Student gathering spaces across campus
- Renovation of Carnegie
- Simulation center for health science education

D. The University is committed to the development of competitive, academically rigorous programs in a variety of formats that respond to documented needs within the state and region.

1. Collaborate with business, industry and government to identify relevant and high demand programs.
2. Provide selected programs in alternative 5- to 8-week formats (day and evening) for those students wanting to accelerate their college experience.
3. Institute an infrastructure (i.e., IT, enrollment, registrar, deans/departments, etc.) to support courses and programs offered in alternative formats.
4. Increase the number of on-line course sections and programs.

E. The University will establish a strong general education program that recognizes the equivalent learning previously achieved by transfer students.

F. The University will develop and implement programs and activities focused on student retention and success.

1. Develop a first-year experience program to effectively integrate students into the life of the University and assist them in making the transition to college.
2. Develop an effective support program for conditionally admitted students.
3. Additional activities will be identified as components of second, third and fourth year experiences, designed to enhance the college experience and increase retention.

G. The University supports Mabee Library as an essential element in the academic life of students and faculty.

1. Develop a plan to anticipate and address needs.
2. Develop a plan for technology support for the library.

H. The University will plan for technology support for its academic mission assuming the constant evolution of technology.

1. Assess and evaluate academic computing needs to support the learning and scholarly environment.
2. The University will provide technological support sufficient for a growing number of on-line courses offered across the United States and internationally.

Strategic Theme II

Recruit, retain and graduate a diverse student body composed of traditional age students, transfer students, adult students and returning learners.

GOALS:

A. Continuous enrollment growth to previous enrollment levels and prior enrollment capacity.

1. Develop and implement a recruitment plan designed to address access, quality and quantity of students enrolled.
 - a. Develop and implement an integrated marketing communications plan which incorporates a marketing strategy capitalizing on Washburn's strengths and improves and enhances marketing through non-traditional and electronic media channels.
 - b. Strategically deploy admissions counselors to maximize effectiveness.
 - c. Effectively engage alumni in actively supporting student recruitment within Kansas and nationwide.
 - d. Develop a specific strategy for communicating with prospective students and counselors in Shawnee and adjacent counties.
 - e. Increase focus in Kansas City metropolitan area and market resident tuition opportunities for Missouri residents.
 - f. Increase involvement of faculty directly in student recruitment.
2. Implement process improvements in all aspects of the admissions and enrollment process.
 - a. Implement a "one-stop" student services center for students which accommodates their needs from application inquiry to graduation.
 - b. Create a physical "front door" for the University which welcomes potential students and families to campus.
 - c. Simplify, clarify and facilitate the transfer of courses into the University.
 - d. Streamline admissions process for all prospective students.
 - e. Implement effective admissions support, tracking and evaluation programs.
3. Effectively utilize financial aid in the recruitment process.
 - a. Make financial aid information available to prospective students and their families as early and often as possible in the admissions process.
 - b. Be proactive in assisting students with financial aid from Washburn and non-university sources.

- c. Emphasize Washburn's affordability in all aspects of the recruitment process.
 - d. Increase available financial aid resources and effectively package financial aid awards to achieve enrollment goals.
4. Expand recruitment efforts beyond traditional entering freshman population.
- a. Seek opportunities to reach more of the adult (25 and older) population.
 - b. Develop and maintain strong ties with Community and Technical Colleges.
 - c. Market on-campus and 2+2 PLAN transfer opportunities at Washburn.
 - d. Expand transition services for transfer students, WashburnTech students and non-traditional students.
 - e. Promote graduate programs and professional schools more prominently in marketing message.
 - f. Offer additional general education courses for area high school students.
 - g. Focus on recruitment and support of minority and international students.
5. Improve student retention.
- a. Improve coordination, publicity, on-line access and information concerning student support services and opportunities available to all students.
 - b. Implement a program to contact non-returning students in good academic standing who have failed to enroll in a subsequent term.
 - c. Participate in development of an effective support program for conditionally admitted students (see also Strategic Theme I).
- B. Evaluate the University's open admissions policy and the appropriateness of the Conditional Enrollment Matrix.**
- C. Assess and determine the feasibility, opportunities and costs for enrollment growth beyond historic levels.**

STRATEGIC THEME III

Provide an educational and co-curricular experience which supports student success and welfare by encouraging personal interactions among students, faculty and staff, focusing on academic achievement and student involvement.

GOALS

- A. The University will assess the need to expand the availability of existing student services and activities.**
- B. The University will provide opportunities to engage students in co-curricular activities throughout their college experience.**
 - 1. Promote involvement of faculty members with student groups.
 - 2. Promote student-to-student interaction through advertising of existing and creation of new co-curricular programs, such as intramurals, student organizations, and the current “Buddy Program” for international students.
 - 3. Increase use of current communication technologies to promote the university student community.
 - 4. Expand on-campus work opportunities to enable students to spend more time on campus.
 - 5. Devise a method to document student participation in co-curricular activities.
- C. The University will enhance international programs to provide educational and co-curricular experiences which further enhance the global awareness of the university community.**
- D. The University will provide a program to assure students are supported to pursue post-graduate scholarship opportunities such as Rhodes, Goldwater, Truman, etc.**
- E. The University is committed to its competitive intercollegiate athletics program.**
 - 1. Increase student, faculty, staff, and community attendance at athletic events.
 - 2. Expand marketing and promotions prior to events.
 - 3. Increase fan-oriented promotions during athletic events.
 - 4. Increase private support to enhance athletic scholarships.

STRATEGIC THEME IV

Engage and leverage the University's intellectual and physical resources to benefit and strengthen services to the region.

GOALS:

- A. The University will continue to support the community through programs and collaborations enhancing the economic strength of the region.**
1. Enhance the reach of the Small Business Development Center in the Topeka and Northeast Kansas region.
 2. Increase and encourage opportunities for faculty, staff, and students to serve as a source of analysis and expertise.
 3. Expand internship and employment opportunities for students through partnerships with local businesses and government.
 4. Increase opportunities for Washburn to provide leadership in the training and development of the workforce in the region.
 5. Provide access to professional development through selected evening and graduate programs.
 6. Emphasize and encourage development of and enrollment in academic programs supporting the economic growth and needs of the community and state.
- B. The University will support the needs of the community and enhance its quality of life through programs such as the fine arts, sciences, public television and community service.**
1. Continue to provide high quality programs for the enjoyment and cultural enrichment of the campus and community.
 2. Develop and encourage collaboration with civil, cultural and not-for-profit community organizations to utilize Washburn's unique resources and expertise to meet the needs of, and enhance the quality of life in, the region.
 3. Provide educational opportunities and outreach to senior community members to enrich their knowledge and support life-long learning.
- C. The University will expand its involvement with and support of the region's P-12 schools.**
1. Develop and encourage collaboration between the Department of Education and P-12 education to utilize the University's unique resources and expertise to meet the needs of and enhance education in the region and Washburn's reputation as a community partner.
 2. Provide continuing education, certification and library resource opportunities for current and aspiring teachers.

3. Develop and encourage collaboration among the departments of math and sciences and P-12 education to utilize the University's unique resources and expertise to enhance P-12 math and science education and encourage students in the pursuit of and teaching of the sciences.
4. Expand the outreach of the Mulvane art programs to schools.
5. Continue to sponsor and develop the academic interest, challenge, and recognition programs across campus.

D. The University will continue to provide a beautiful and safe campus to be enjoyed by the Washburn and regional communities.

1. Provide an aesthetically pleasing campus.
2. Provide accessible facilities.
3. Improve and upgrade campus signage.
4. Make facilities available for public and community events as possible.
5. Provide a source of alumni and community identification and pride.

Strategic Theme V

Expand, enhance and diversify the University's financial resources, continue to engage in responsible stewardship of these resources, and commit to an environment of continuous operational and business process improvement.

GOALS:

A. The University will pursue new revenue opportunities and strategies to increase existing revenue sources.

1. The University will evaluate tuition policy and procedures to increase enrollment and total revenue.
 - a. Use tuition as a mechanism to build enrollment and increase revenue.
 - b. Evaluate the opportunities for additional differential tuition rates.
 - c. Continue to monitor differential tuition rates.
 - d. Evaluate effect of equalizing resident and non-resident tuition rates.
2. The University will evaluate the potential for future increases in public funding.
 - a. Assess possibility of increasing support from city of Topeka property tax levy for general fund operations in excess of the current three-mill fund assessment.
 - b. Assess possibility of increasing sales tax support from sales in Shawnee County.
 - c. Support Kansas Board of Regents funding mechanisms to increase state funding.
 - d. Support additional state funding.
3. The University will evaluate the possibility of implementing fees for campus privileges and services.
4. The University will evaluate the potential for significant increases in grants and other external funding.

B. The University will enhance operational excellence, organizational accountability and functional transparency for academic and administrative units.

1. Cultivate an environment of openness, transparency, integrity and inclusiveness.
2. Improve operational excellence and administrative efficiencies through greater use of technology, improved communications, and strategic use of data.

3. Improve operational excellence and responsiveness to changing needs and responsibilities of the University by adapting organizational structures as needed.
4. Improve data quality, accuracy, integrity and accessibility to enhance planning, management and strategic use of data.
5. Evaluate outsourcing opportunities for non-academic functions and services.
6. Evaluate costs and business processes of all campus programs (academic, athletic, student life, academic support and institutional support).
7. Evaluate existing programs with potential for growth and new programs to ensure appropriate resources are allocated.
8. Incorporate a focus on program outcomes in the planning, review and budget processes.
9. Cultivate a culture of improvement through feedback, accountability and collegiality.

C. The University will establish performance measures to assess administrative and academic programs in order to ensure strong and relevant programs receive resources to support development and growth by allocation or reallocation.

1. Develop assessment criteria and performance measures to evaluate administrative and academic programs.
2. Determine appropriate review cycle for programs.

D. The University will provide effective information systems and other administrative support resources to provide operational services for students, faculty and staff.

1. Enhance the technology infrastructure to ensure state-of-the-art instruction capability, scholarly activity, communications, secure information storage and transfer, and University-wide sharing of information.
2. Expand necessary infrastructure to support high-quality, high-impact programs and creative and scholarly activities to serve the cultural, economic, educational and social needs of the region and state of Kansas.
3. Seek more collaborative involvement with corporate, governmental and international partnerships in order to expand opportunities for programs and scholarly and creative activities.

E. The University, in cooperation with the Washburn Endowment Association, will pursue a comprehensive campaign for private support.

1. Increase financial support for the University.
2. Increase support, participation and giving of alumni.

Table 1. Strategic Planning Calendar

Dates	Strategic Planning Activities
01/23/09	Washburn Board of Regents (WBOR) Chair announces the strategic planning initiative for Washburn University; the Executive Strategic Planning Council is appointed with Vice President Robin Bowen as chair.
02/01/09 - 04/15/10	The Council begins meeting regularly.
04/01/09	Consultant Larry Large is hired to help facilitate Washburn's Strategic Planning process.
04/01/09 - 04/30/09	The Council develops the "Plan to Plan" document outlining the process and timeline for the Strategic Plan.
04/01/09 - 04/30/09	Nominations are solicited for student and faculty representatives to the Strategic Planning Committee.
06/04/09	Dr. Bob Boncella, Professor in the School of Business, is selected to chair the Strategic Planning Committee.
06/20/09	Initial Strategic Planning Committee meeting is held; the agenda included an overview of the Strategic Planning process and schedule, discussion on issues in higher education, and Washburn's mission, vision, and values statements.
07/24/09	Second Strategic Planning Committee is held; the agenda included an overview of Washburn University, appointment of five Strategic Planning subcommittees, and discussion on the roles of Subcommittee Chairs, Members, and Council Members. Subcommittees began their dialogue.
08/01/08 - 11/06/09	The Strategic Planning Subcommittees held regular meetings.
09/02/09 - 09/21/09	The Strategic Planning Subcommittees held open forums and focus groups and collected information from various constituent groups.
08/26/09	Enrollment Management Subcommittee held open forum for students.
08/31/09	Academic Programs Subcommittee held open forum for students.
09/02/09	Enrollment Management Subcommittee held open forum for faculty and staff.
09/03/09	Asset Development and Stewardship Subcommittee held open forum for students, faculty, staff, alumni, and members of the community.
09/08/09	Academic Programs Subcommittee held open forum for faculty and staff.
09/08/09	Asset Development and Stewardship Subcommittee held open forum for faculty and staff.
09/08/09	Enrollment Management Subcommittee held open forum for students.
09/09/09	Academic Programs Subcommittee held open forum for faculty.
09/09/09 - 09/13/09	Student Life Subcommittee conducted three focus groups with Council of Presidents.
09/09/09 - 09/18/09	Student Life Subcommittee administered 1,400 surveys.
09/10/09	Student Life Subcommittee conducted two focus groups for students.
09/14/09	Enrollment Management Subcommittee held open forum for students.
09/15/09	Academic Programs Subcommittee held open forum for staff.
09/16/09	Academic Programs Subcommittee held open forum for staff.

Table 1. Continued

Dates	Strategic Planning Activities
09/17/09	Learning Environment Subcommittee held open forum for students, faculty, and staff.
09/18/09	Student Life Subcommittee conducted two focus groups.
09/21/09	Learning Environment Subcommittee held open forum for students, faculty, and staff.
09/24/09	An Open Forum was held for all Strategic Planning Subcommittees to report progress to date and to collect additional information.
09/24/09 - 10/15/09	Strategic Planning Subcommittees prepared draft white papers based on input from communities and the expertise of subcommittee members.
10/16/09 - 10/22/09	Draft white papers were posted on the Strategic Planning website for review and comment by Washburn community.
10/24/09 - 11/08/09	Subcommittees prepared final white papers based on input from the Washburn community.
11/09/09	Subcommittees presented final white papers to Strategic Planning Committee; white papers were posted to the Strategic Planning website.
11/10/09 - 12/03/09	Strategic Planning Council prepared initial draft of Strategic Plan.
12/04/09	Strategic Planning Council presented initial draft of Strategic Plan to WBOR; WBOR suggested changes to initial draft.
12/05/09 - 12/10/09	Strategic Planning Council prepared second draft of Strategic Plan based on input from WBOR.
12/10/09	Second draft of Strategic Plan is posted to website.
12/10/09 - 01/22/10	Review and comment period for second draft of Strategic Plan by Washburn community.
01/23/10	Second draft of Strategic Plan will be removed from website.
01/23/10 - 01/28/10	Strategic Planning Council will prepare third draft of Strategic Plan based on input from open comment period.
01/29/10	Third draft of Strategic Plan will be presented to WBOR.
01/30/10 - 02/11/10	Strategic Planning Council will prepare fourth draft of Strategic Plan based on input from WBOR.
02/12/10	Fourth draft of Strategic Plan will be posted to website.
02/12/10 - 02/26/10	Review and comment period for fourth draft of Strategic Plan by Washburn community.
02/16/10	Faculty Planning Dinner held to discuss strategic planning and vision for the future of Washburn University.
02/18/10	Faculty Planning Dinner held to discuss strategic planning and vision for the future of Washburn University.
02/24/10	Strategic Planning Council held open forum for students, faculty, and staff to discuss the Strategic Plan.
02/24/10	Faculty Planning Dinner held to discuss strategic planning and vision for the future of Washburn University.
02/26/10	Strategic Planning Council held open forum for students, faculty, and staff to discuss the Strategic Plan.
02/27/10	Fourth draft of Strategic Plan will be removed from website.
02/27/10 - 03/11/10	Strategic Planning Council will prepare fifth draft of Strategic Plan based on input from open comment period.
03/12/10	Fifth draft of Strategic Plan will be presented to WBOR.
03/13/10 - 03/31/10	President and Strategic Planning Council will finalize Strategic Plan.
April TBD	Final Strategic Plan will be presented to WBOR at a special meeting.