

# WASHBURN: 150 FORWARD

## AN ACADEMIC STRATEGIC PLAN FOR THE FUTURE

### Washburn University 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, preparing graduates for success in their chosen profession and stimulating economic vitality.

### Washburn University Mission Statement

Washburn University enriches the lives of students by providing opportunities for them 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.

### Washburn University 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 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:** 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

## **Additional Academic Affairs Core Values**

**Academic Affairs values high quality instruction in the teaching/learning process.**

**Academic Affairs values the fundamentals of a liberal arts education.**

**Academic Affairs values helping individuals reach their full academic potential.**

**Academic Affairs encourages students to participate in transformational experiences such as leadership, community service, international education, and scholarly and creative activities.**

**Academic Affairs values its role in the community and is closely engaged beyond the campus, providing services and outreach activities that enhance the social and economic vitality of the region.**

## **STRATEGIC THEME I**

**Provide superior and rigorous liberal arts and professional academic programs offered by distinguished teaching faculty.**

### **GOALS:**

**A. Academic Affairs 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. Maintain or improve current retention levels of faculty and staff annually, excluding those who leave for retirement or health issues.
3. Continue annual review of all University employees to assure currency in meeting job responsibilities and expectations, and develop plans for ongoing professional growth.
4. Enhance faculty development opportunities and resources in effective pedagogical strategies for in-person and on-line courses, advising, educating diverse populations, mentoring student research, academic leadership, and other areas of faculty engagement.
5. Foster a culture of cooperation, mutual respect and scholarly collaboration across academic units of the University through the creation of special events that bring faculty from different academic units together for scholarly and social activities.
6. Develop a program of individual development contracts with faculty that would allow faculty, in consultation with the department chair/dean, to adjust teaching, scholarly activity, and service expectations to match the talents and interests of the individual faculty member with the goals and needs of the academic institution and the University.

**B. Academic Affairs will enhance academic programs to 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. Establish the School of Law as one of the Midwest's top law schools and gain a national reputation for excellence.
3. 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.

4. The Nursing and Allied Health programs will continue to partner with health care organizations in Shawnee and surrounding counties to explore and identify prospective collaborative efforts and programs.
5. The College of Arts and Sciences, the School of Nursing, and the School of Applied Studies will continue their commitment to strong natural and biological sciences and mathematics programs, and investigate the feasibility of new programs and programmatic services in emerging areas such as the biosciences.
6. The College of Arts and Sciences will further enhance distinguished programs in the liberal arts, visual arts, and performing arts, including history and music.
7. The School of Business will build upon its strength in international education and investigate the feasibility of both a graduate accounting program and an entrepreneurship major.
8. The School of Business will explore the expansion of the BBA program through the potential addition of a concentration in Management Information Systems.
9. The College of Arts and Sciences will evaluate the need for support of and program development in the areas of applied politics and international relations.
10. The School of Applied Studies will build upon its strengths in health care and criminal justice, will investigate the feasibility of graduate programs in allied health and human services, and collaborate with College of Arts and Sciences and School of Law in designing a pre-law focus within the Bachelor of Legal Studies program.
11. Academic Affairs will enhance both the honors and leadership programs.
12. All units within Academic Affairs will explore development and enhancement of global awareness throughout their programs, including international opportunities for faculty and students.
13. All units within Academic Affairs will explore opportunities to collaborate with Washburn Institute of Technology.
14. Evaluate and implement undergraduate and advanced degrees that meet community needs and are appropriate to the University's mission.
14. Significantly expand support for student scholarly and creative activity and further develop the University Apeiron.
15. All academic units will provide assistance with credentialing preparation (bar exam, nursing licensure exam, etc.)

**C. Academic Affairs will assist the University in providing high-quality facilities. The feasibility of the following will be assessed (list not prioritized):**

- New School of Law building
- Addition and/or renovation of the Mabee Library
- Selective renovation of Henderson Learning Resources Center
- Student gathering spaces across campus
- Renovation of Carnegie Hall
- Simulation center for health science education
- Evaluate and respond to campus space needs, including classroom, laboratory, office, and meeting spaces

**D. Academic Affairs will continue its strong commitment 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 formats for those students wanting to accelerate their college experience.
3. Assist in designing and building an infrastructure (i.e., IT, enrollment, registrar, deans/departments, and others) to support courses and programs offered in alternative formats.
4. Increase the number of on-line course sections and programs.
5. Provide opportunities for more collaborative teaching arrangements (team-taught interdisciplinary courses).
6. Provide up-to-date classroom technology (Internet access, video, course management system, etc.) for all classes to meet curricular needs.

**E. Academic Affairs will establish a strong general education program that recognizes equivalent learning previously achieved by transfer students.**

1. Develop a general education program that becomes a signature of a Washburn education.
2. Develop academic policies and processes which enhance general education coursework transferability for students.

**F. Academic Affairs will develop and implement programs and activities focused on student retention and success.**

1. Foster from admission to graduation a culture of academic integrity among students, faculty, and administration.

2. Assist in developing a first-year experience program to integrate students into the life of the University and assist them in making the transition to college.
3. Assist in developing an effective support program for conditionally admitted students.
4. Assist in identifying additional activities as components of second-, third-, and fourth-year experiences, designed to enhance the college experience and increase retention.
5. Continue to evaluate assessment of student learning in all programs, including general education, and take steps to ensure continued success and improvement.

**G. Academic Affairs supports Mabee Library as an essential element in the academic life of students and faculty.**

1. Assist in developing a plan to anticipate and address needs.
2. Assist in developing a plan for technology support for the library.
3. Improve breadth, depth and accessibility of information resources and library collections required to support instruction and scholarly activity.
4. Develop, deliver and assess reference, instruction and information literacy programs that support learning and instruction.
5. Continue to assess the effectiveness and impact of library services in meeting user needs.

**H. Academic Affairs will plan for technology support for its academic mission.**

1. Assess and evaluate academic computing needs to support the learning and scholarly environment.
2. Provide technological support sufficient for a growing number of on-line courses offered nationally and internationally.

**Strategic Theme II**

**Recruit, retain, and graduate a diverse student body.**

**GOALS:**

**A. Continue enrollment growth to achieve previous enrollment levels and capacity.**

1. Assist in developing and implementing a recruitment plan designed to address access as well as quality and quantity of students enrolled.
  - a. Assist in developing and implementing an integrated marketing communications plan to capitalize on Washburn's strengths, and improve and enhance marketing through non-traditional and electronic media channels.

- b. Effectively engage alumni to actively support student recruitment within Kansas and nationwide.
  - c. Assist in developing a comprehensive and coordinated strategy for communicating with prospective students and counselors in Shawnee and adjacent counties.
  - d. Increase direct involvement of faculty in student recruitment.
  - e. Step up efforts to increase the diversity of our faculty and staff.
  - f. Develop a program of exchanges with other U.S. institutions to provide students and faculty the opportunity to study in other parts of the country and to be exposed to different cultures within our own borders.
2. Implement improvements in all aspects of the admissions and enrollment process.
- a. Simplify, clarify, and facilitate the transfer of courses into the University.
  - b. Streamline the admissions process for all prospective students.
3. 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, 2+2 PLAN, and other transfer opportunities at Washburn.
  - d. Expand transition services for transfer students, Washburn Tech 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. Expand recruitment and support of minority and international students.
4. Improve student retention.
- a. Assist in implementing a program to contact students in good academic standing who have not enrolled in a subsequent term.
  - b. Participate in developing a support program for conditionally admitted students (see also Strategic Theme I).

**B. Participate in evaluation of the University's open admissions policy and the appropriateness of the Conditional Enrollment Matrix.**

- C. Participate in assessing and determining the feasibility, opportunities, and costs for enrollment growth beyond historic levels.**

### **STRATEGIC THEME III**

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

#### **GOALS**

- A. Academic Affairs will encourage opportunities to engage students in co-curricular and extracurricular activities throughout their college experience.**
  - 1. Promote involvement of faculty members with student groups.
  - 2. Promote student-to-student interaction through advertising of existing programs and the creation of new co-curricular and extracurricular 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. Promote community service programs through service learning course projects and with existing service outreach programs (e.g., LinC, Bonner/Leaders program)
  
- B. Academic Affairs will enhance international programs to provide educational and co-curricular experiences to further enhance the global awareness of the University community.**
  - 1. Provide additional relevant language opportunities to meet the current needs of an increasingly global workforce.
  
- C. Academic Affairs will participate in a program to assure students are encouraged and supported to pursue prestigious, post-graduate fellowship and award opportunities (Rhodes, Goldwater, and Truman, for example).**

### **STRATEGIC THEME IV**

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

#### **GOALS:**

**A. Academic Affairs will continue to support the community by providing programs and collaborating with external organizations to enhance the economic strength of the region.**

1. Support and participate in the Heartland Visioning process for community enhancement.
2. Increase the benefit of the Small Business Development Center to the Topeka and Northeast Kansas region.
3. Develop appropriate programs to support the bioscience initiative in Kansas.
4. Increase and encourage opportunities for faculty, staff, and students to serve as a source of analysis, evaluation, and expertise.
5. Expand internship and employment opportunities for students through partnerships with local businesses, government, and nonprofit organizations.
6. Increase opportunities for Washburn to provide leadership in the training and development of the region's workforce.
7. Provide access to professional development through selected academic programs.
8. Emphasize and encourage development of and enrollment in academic programs to support the economic growth and needs of the community and state.

**B. Academic Affairs will address the needs of the community and enhance its quality of life through cultural and intellectually enriching programming on campus as well as other forms of community outreach 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 civic, cultural, and not-for-profit community organizations to utilize Washburn's distinctive resources and expertise to meet the needs of, and enhance the quality of life in, the region.
3. Provide educational opportunities and outreach to community members to encourage individual, cultural, and professional development, and support life-long learning.
4. Further develop the facilities and functions of the University's public television station and art museum to provide excellent educational and artistic programs for the community.

**C. Academic Affairs will expand its involvement with and support of the region's P-12 schools.**

1. Develop and encourage collaboration among the Department of Education and P-12 organizations to utilize the University's resources and expertise to meet the needs of and enhance education in the region and to advance Washburn's reputation as a community partner.
2. Enhance continuing education offerings, certification and library resource opportunities for current and aspiring teachers.
3. Develop and encourage collaboration among the University's departments of education, math, and sciences and P-12 organizations to utilize the University's distinctive resources and expertise to enhance P-12 math and science education, and to motivate students to study and teach math and science.
4. Expand outreach programs such as the Mulvane Art Museum to area schools.
5. Continue to sponsor and develop academic interest, challenge, and recognition programs across campus, such as Women in Science Day, QUEST, and pre-professional and extracurricular camps.

**D. Academic Affairs will continue to provide a beautiful and safe campus to be enjoyed by the Washburn and regional communities.**

1. Make facilities available for public and community events as possible.
2. 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. Academic Affairs will pursue new revenue opportunities and strategies to increase existing revenue sources.**
1. In collaboration with the President and Executive Staff, Academic Affairs will evaluate the possibility of implementing fees for campus privileges and services.
  2. Academic Affairs will seek increases in grants and other external funding for general support and for specific programs.
- B. Academic Affairs 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 professional development, 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 and communication structures as needed.
  4. Improve data quality, accuracy, integrity, and accessibility to enhance planning, management, and strategic use of data.
  5. Evaluate costs and business processes of all campus programs (academic, athletic, student life, academic support, and institutional support).
  6. Evaluate existing programs with potential for growth and new programs to ensure appropriate resources are allocated.
  7. Incorporate a focus on program outcomes in the planning, review, and budget processes.
  8. Cultivate a culture of improvement through assessment, accountability, and collegiality.
- C. Academic Affairs 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 functions.

2. Develop assessment criteria and performance measures to evaluate academic programs.
3. Determine appropriate review and evaluation cycles for programs.

**D. Academic Affairs will partner with Information Systems and Services to provide effective information systems and other administrative resources to support operational services for students, faculty, and staff.**

1. Enhance the technology infrastructure to ensure state-of-the-art instruction capability, scholarly activity, communications, and secure information storage and transfer.
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 University Foundation, will pursue a comprehensive campaign for private support.**

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

## **Strategic Outcomes: Realizing our Future**

*The strategic outcomes outlined below represent the collective results of the many actions and initiatives the University will undertake to implement the strategic plan over the next five years. These outcomes represent the key areas of success for Washburn University and are critical to fully realizing our vision and mission for the future. Academic Affairs supports these critical areas of success and will work diligently to ensure continued progress.*

- Hire and retain faculty and staff of choice by offering competitive salaries and increased support services to promote professional and intellectual development.
- Enhance distinguished academic programs marked by teaching excellence.
- Continue enrollment growth while maintaining affordability, increasing the average ACT, and diversifying the student body.
- Provide facilities and technology to support and enhance the teaching and learning enterprise and student co-curricular activities.
- Effectively manage the University's human and financial resources while seeking additional sources of public revenue and private support.
- Actively engage the University, its constituents and the broader community to enhance the intellectual, cultural, and economic foundations of the community.