

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 to develop plans that 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; campus facilities 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) affiliated with Washburn University. The full reaccreditation of the University by the Higher Learning Commission in October 2008 affirmed the positive, forward-moving momentum embodied in these events.

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 unprecedented and precarious external environment in which the major funding sources for public higher education all turned downward simultaneously: 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; donors are reducing their charitable giving; and there is a major erosion in rates of return for existing investments.

In addition to the dramatic changes in the external environment, there are internal circumstances that call for reconsideration of the University's strategic directions. Enrollments have declined for three consecutive years raising questions about competitiveness, effectiveness, recruitment, and retention. An enrollment consultant assisted in providing direction for changes to be incorporated into the University's strategic goals and objectives. In addition, the affiliation with the Washburn Institute of Technology has created opportunities that have not yet been strategically realized. Such opportunities will only yield meaningful results 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 differ 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, it is the academic plan that will 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 them to invest in the next phase of the University’s growth and development, they will want a clear and unambiguous statement of our vision, our mission, our core values and our strategic plan for Washburn University’s future.

The following plan is the University’s dynamic response to these challenges.

WASHBURN UNIVERSITY STRATEGIC PLAN

(Approved by the Washburn Board of Regents, April 9, 2010)

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.

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.

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.

In order to become a premier Midwest regional institution, Washburn University will emphasize distinguished academic programs, enrollment growth and diversity, modernized space and equipment, and an engaged student body. A capital campaign will strive to realize these initiatives by generating resources in support of the strategic plan.

STRATEGIC THEME I

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

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. 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 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.

- B. The University 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. 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 will continue to partner with health care organizations in Shawnee and surrounding counties to explore and identify prospective collaborative efforts and programs.
 - 4. The University will continue its 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.
 - 5. The University will further enhance distinguished programs in the liberal arts, visual arts, and performing arts, including history and music.

6. The School of Business will build upon its strength in international education and investigate the feasibility of a graduate accounting program.
7. The University will evaluate the need for support of and program development in the areas of applied politics and international relations.
8. The University will enhance both the honors and leadership programs.
9. The University will explore development and enhancement of global awareness throughout its programs, including international opportunities for faculty and students.
10. The University will explore opportunities to collaborate with Washburn Institute of Technology (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 renovation, providing a new front entrance to the University
- Selective renovation of Henderson Learning Resources Center
- Student gathering spaces across campus
- Renovation of Carnegie Hall
- Simulation center for health science education

D. The University 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. Design and build 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.

E. The University will establish a strong general education program that recognizes 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 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. Identify additional activities 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.

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. Develop and implement a recruitment plan designed to address access as well as quality and quantity of students enrolled.
 - a. Develop and implement an integrated marketing communications plan to capitalize on Washburn's strengths, and improve and enhance marketing through non-traditional and electronic media channels.
 - b. Strategically deploy admissions counselors to optimize effectiveness.
 - c. Effectively engage alumni to actively support 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 direct involvement of faculty in student recruitment.
 2. Implement improvements in all aspects of the admissions and enrollment process.
 - a. Implement a "one-stop" student services center to accommodate students' needs from application inquiry to graduation.
 - b. Create a physical "front door" for the University to welcome potential students and their families to campus.
 - c. Simplify, clarify, and facilitate the transfer of courses into the University.
 - d. Streamline the 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 to attain 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, 2+2 PLAN, and other transfer opportunities at Washburn.
 - d. Expand transition services for transfer students, Washburn Institute of Technology 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.
5. Improve student retention.
- a. Improve coordination, publicity, on-line access, and information about student support services and opportunities available to all students.
 - b. Implement a program to contact students in good academic standing who have not enrolled in a subsequent term.
 - c. Participate in developing a 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 to support student success and welfare by encouraging personal interactions among students, faculty, and staff, focusing on academic achievement and student involvement.

GOALS:

- A. The University is committed to high-quality student services and 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 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. Expand on-campus work opportunities to enhance the student’s sense of belonging.
 - 5. Devise a method to track student participation in co-curricular and extracurricular activities.
- C. The University will enhance international programs to provide educational and co-curricular experiences to further enhance the global awareness of the University community.**
- D. The University will provide a program to assure students are encouraged and supported to pursue prestigious, post-graduate fellowship and award opportunities (Rhodes, Goldwater, and Truman, for example).**
- E. The University will further demonstrate its commitment to a competitive, intercollegiate athletics program.**
 - 1. Increase scholarship support through the University and private support to fully fund all programs.
 - 2. Support NCAA “Life in the Balance” initiatives to create a positive balance between academic life and athletics.
 - 3. Employ integrated marketing strategies and all forms of communication technologies to increase student and non-student attendance at athletic events.

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 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. The University 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.

C. The University 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. 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 to increase enrollment and revenue.
 - a. Evaluate the opportunities for additional differential tuition options.
 - b. Continue to monitor the impact of differential tuition.
 - c. Evaluate effect of equalizing resident and non-resident tuition.
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 in Shawnee County.
 - c. Support Kansas Board of Regents funding mechanisms to increase state funding for Washburn University.
 - d. Support additional state funding for Kansas higher education.
3. The University will evaluate the possibility of implementing fees for campus privileges and services.
4. The University will seek increases in grants and other external funding for general support and for specific programs.

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 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 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 assessment, 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 functions.
 2. Develop assessment criteria and performance measures to evaluate academic programs.
 3. Determine appropriate review and evaluation cycles for programs.
- D. The University will 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 Endowment Association, 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.

- 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.

APPENDIX A: STRATEGIC PLANNING PROCESS

On January 23, 2009, the Chair of the Washburn Board of Regents announced Washburn would undertake a strategic planning initiative. The Regents 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 consideration and approval by the WU Board of Regents. 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 nearly 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 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.
- 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 within in their broad scope of responsibilities 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 campus-life experience of the Washburn student be in the next decade?

Following the September 24 open forum, each subcommittee drafted a white paper that was posted to the strategic planning website on October 16 for a one-week review-and-comment period. The white papers were then removed from the website; 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 WU 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 Regents 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 meeting of the WU Board of Regents, the Strategic Planning Council made revisions to the strategic plan requested by the Regents 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 Regents reviewed the third draft of the strategic plan following their January 29 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 fifth draft of the plan. The final strategic plan was presented to and approved by the WU Board Regents on April 9, 2010.

APPENDIX B: STRATEGIC PLANNING CALENDAR

Dates	Strategic Planning Activities
01/23/09	Washburn Board of Regents (WBOR) Chair announced 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 began meeting regularly.
04/01/09	Consultant Larry Large was hired to help facilitate Washburn's Strategic Planning process.
04/01/09 - 04/30/09	The Council developed the "Plan to Plan" document outlining the process and timeline for the Strategic Plan.
04/01/09 - 04/30/09	Nominations were solicited for student and faculty representatives to the Strategic Planning Committee.
06/04/09	Dr. Bob Boncella, Professor in the School of Business, was selected to chair the Strategic Planning Committee.
06/20/09	Initial Strategic Planning Committee meeting was 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 was 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.

APPENDIX B: 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 was 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 removed from website.
01/23/10 - 01/28/10	Strategic Planning Council prepared third draft of Strategic Plan based on input from open comment period.
01/29/10	Third draft of Strategic Plan was presented to WBOR.
01/30/10 - 02/11/10	Strategic Planning Council prepared fourth draft of Strategic Plan based on input from WBOR.
02/12/10	Fourth draft of Strategic Plan 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 removed from website.
02/27/10 - 03/11/10	Strategic Planning Council prepared fifth draft of Strategic Plan based on input from open comment period.
03/13/10 - 03/31/10	President and Strategic Planning Council finalized Strategic Plan.
04/09/10	Final Strategic Plan approved by WBOR.