

Pullman Forum
October 9, 2007

Approximately 25 attendees

Has the Plan been valuable to WSU and to your unit?

- Plan became things that we would hear many times; created commitment. Trust and respect integral to the university changing direction.
- The Strategic Plan laid the foundation that led to the creation of Office of Equity and Diversity by way of the design team. The Plan was a catalyst for other strategic plans and actions across the university. Major outcomes: (1) foundation for E & D, (2) served as catalyst, (3) very healthy for university.
- The Plan served as a model for faculty, learning goals for the classrooms, and allowed faculty to have something to refer to during the accreditation process.
- The plan complimented overall accreditation standards
- Strategic Plan was the point of discussion in meetings; it became a benchmark; accountability of what we want to be and become. The plan is a positive point for students.

Planning Horizons

Is a five-year plan sufficient?

- 5 year plan had one extended phrase at college level – Revisable every 2 years. “Quickening the pace”, every biennium. Have targets and dates in the long range horizon. Long range but short range balancing act is important to what we do now.
- 5 year plan is critical, but we should all have a concept of what we want our institution to be in 10 – 20 years. Strategic Plan has to be a very dynamic document. Allow for annual revisions. Always have a 5 year plan within the long range. 5 years is good framework for a particular strategy, always have the next 5 years in mind. Are we prepared with budget?
- Basic University Strategic Plan did not evolve, core is still the framework. A lot has changed in 5 years. HECB is 2 – 4 year cycle and doing a new 4 year plan, incremental.
- Budget is a tactic plan. Keep our vision to something out there bigger than 5 years. Always set goals bigger than this year’s budget; allow for big ambitious goals to guide the Strategic Plan.

- Value of implementation plan kept focus at unit levels. How we *make* the plan happen is important to the institution.
- Implementation plan team did well for about half of the five years. Resourcing was the disconnect. What we didn't have was "what's it going to cost"? Have realistic plan, know how we are going to get there ie, resources.

Should the University have a single plan for all campuses and locations?

Was the plan for all WSU or was it a Pullman plan?

- Certain flavor was Pullman specific, not all campuses were at the same stage of development.
- Goals, Values, and Mission applies to all campuses, implementation stage was where the disconnect was felt.

What key changes to the current plan do you suggest?

- University did things in the usual way; read top to bottom. All documents read linear. Compressive view of accomplishing them simultaneously. Perception of separation of goals is no longer a viable way of doing this. Clear allegiance to integration.
- Yes, needs to be organized in a more integrated way.
- Language of have "the best" undergraduate education has always been a concern; the term implies comparison to other institutions. Suggest that the wording be changed to "great" or similar term; this would be a more cooperative approach.
- Achieving values as you go with plan and how are we collaborating respect and trust. Benchmarks help achieve steps in plan.
- Need to decide, how specific do we want to be? Do we want a guiding document or do we want a more specific document. Break down the umbrella, don't differentiate. Have to work through how specific are we going to be? This is a difficult discussion; such a broad institution serving many constituencies. Not sure there is a general agreement.
- Can't do 1, 2, & 3, without 4 (goals).
- President Floyd focused on Globalization perspective. Where does this fit in? Not in current plan. Higher Ed institutions greatest community contribution is degreed individuals.

- Economic Development is viewed differently by everyone; ask 5 people, you will get 5 different answers. Stay true to core mission. How does economic development fit into the plan?
- Engagement with communities, does this need to be more specific? What other major view points and perspectives do we need to make us “World Class”?
- Short budget make globalization challenging. Enhancing graduate education is difficult to do with such a limited budget.
- Expanding research does take resources. We are always looking to our peers. Have to be more efficient, more streamlined; typical of many land-grant institutions. Be more selective of areas to emphasize.
- The one element we are not talking about is the vision in 20-25 years. Need long term vision as well as 5 year plan. What is our aspiration? Won't be AAU if not taking the bigger look.
- How do we solve the disconnect?
- Higher Ed institutions want to be their very best. Students are our primary focus. Degreed students have to be our greatest contribution to economy. Not about training, it's about making contributions.