

IEC Subcommittee Report

Theme 4: Institutional Effectiveness: Diversity, Transparency and Integrity

Section 1: Aggregate Summary Statement

The sub-committee reviewed the strategic plans of 17 individual colleges and administrative areas within the University. Not surprisingly, there are varying degrees to which these unit plans map to the WSU 2014-2019 Strategic Plan goals.

Overall, most (14) plans contained value statements or other indicators that diversity and equity are embraced, but few had actual quantitative goals by which such achievement would be measured. Aligning with sub-goal 4.a, these plans all include broad goals of increasing faculty, staff, and student diversity, but only two plans incorporate clear, measurable targets.

Several plans mention data provided by Human Resources as a way to measure progress toward recruitment, retention, and advancement of employees from underrepresented groups. This sub-committee will continue to explore what data are available and how that data can best be used.

With regard to sub-goals 4.b, 4.c, and 4.d that speak to equitable behavior, employee productivity and satisfaction, and administrative accountability, most (12) plans have either value statements or initiatives and tactics that align with the WSU Strategic Plan. Several of the plans mention employee surveys as a measurement tool, and one plan included clear metrics by which they will measure progress. This sub-committee recommends all areas of the University utilize data from the institution-wide Employee Engagement Survey, rather than develop their own.

Regarding sub-goal 4.e, several (8) of the unit plans have statements that imply resource alignment with strategic priorities, but only one plan includes metrics by which they will measure progress.

Nearly all (14) plans reviewed include an overarching goal of expanding, diversifying, and stewarding funds to advance the University's mission, aligning with sub-goal 4.f. This is particularly evident in the academic plans that speak to research and donor funding opportunities. Two plans include clear, defined metrics by which they will measure progress.

In summary, a few of the individual college or administrative area plans map quite clearly to the WSU Strategic Plan, and thus, made the review fairly simple (CAHNRS provides a good example). This sub-committee recommends that unit strategic plans be designed to readily track to the University plan, while still maintaining goals, objectives, and metrics that are unique or meaningful for the individual unit.

Section 2: Suggested Metrics

After review and discussion of unit strategic plans it became clear to the subcommittee that WSU has little institutional experience in measuring the 6 subgoals of theme 4 of the WSU strategic plan. Further, an examination of the WSU strategic plan reveals that only one subgoal has an arguably sufficient number of measures (4a) to obtain reasonable data to assess progress. One subgoal (4f) has 2 measures. The others have 1 or zero measures. Thus, units have little at the institutional level to inform the development of unit subgoal measures.

Subcommittee members want WSU historical data to inform the development of desired 5-year outcomes (particularly for the 4a subgoal) as well as annual benchmarks. The data however, is constrained by legal requirements. OEO and the attorney general's office will meet this week to determine how to move forward with this data for the subcommittee work.

Subcommittee members are concerned that given the factors above, more time is needed to give thought to developing and recommending measures for the various subgoals.

A plan was offered to the provost's office which included more time. This plan was approved by Erica Austin. The plan is to form small groups around each subgoal. The task for each small group is to recommend measures for subgoals 4b – 4f as well as desired outcomes and annual benchmarks for all subgoals. Each small group has a team leader. A template to organize their work was sent to all subcommittee members. An additional month was granted to provide enough time to carry out the aforementioned task as well as give OEO and the AG's office time to figure out legally the best way forward in releasing some or all of the WSU historical data. Where relevant, subgoal small groups will examine unit plans that could inform subgoal measurement development (CAHNRS and COE have unit plans that could inform this process). In addition, peer institutional strategic plans will also be accessed.

Section 3: Activity Report

Recommendations for activities that the subcommittee and steering committee can undertake to promote awareness of the strategic plan:

- A town hall concerning the awareness of the strategic plan done at the steering-committee level where all four themes are considered as a whole.
- Make subcommittee reports available via the Web, announced via WSU Announce, and create an open comment period (and perhaps even having an open Web forum to facilitate and encourage comments and discussions); this would help strengthen the report, get greater buy-in, and increase awareness.

- Strategic plan should be on the agenda for the annual all-university chairs and directors meeting.
- After identifying where and how all metrics will be collected, the heads of units associated with these metrics should be invited to a presentation/briefing about the strategic plan. The heads should invite fellow personnel (staff, faculty, or students) to participate as appropriate.
- The IEC steering committee will convene a meeting with unit leaders, providing copies of their unit's strategic plan with statements about how their unit strategic plan aligns or doesn't align with the WSU strategic plan and recommend that they work to develop appropriate goals and measures.
- The IEC subcommittee will convene town hall meetings on each campus to stress the importance of the WSU and unit strategic plans.
- Utilize Provost's Office internal communication person to communicate regular updates on strategic planning.
- Include strategic plan as a standing agenda item on Provost's Council and University Council meetings for regular progress updates.
- Periodic updates by the Steering Committee to Faculty Senate on strategic plan.