

INFORMATION ITEM #1
Integrated and Aligned Planning
Bridge Plan Discussion

TO ALL MEMBERS OF THE BOARD OF REGENTS

SUBJECT: Discussion: Proposal to Proceed with a Strategic Bridge Plan

SUBMITTED BY: Marty Dickinson, Chair, Regents’ Strategic and Operational Excellence Committee
Christine Hoyt, Vice President for Strategy, Planning, and Analysis (OSPA)

BACKGROUND: WSU’s System Strategic Plan term concludes on June 30, 2025. Until the university is ready to embark on putting the next system plan in place, a bridge plan would serve as a short-term, strategic plan to “bridge” the gap between the expiration of WSU’s current system strategic plan and the development of a new one.

While WSU’s current strategic plan covers a five-year horizon, the bridge plan would cover a one- to two-year horizon. The proposed plan would extend the mission, values, vision, and strategic goals from the current plan but would be more streamlined and targeted, with objectives and strategies closely tied to the Board of Regents Strategic Areas of Focus.

SUPPORTING INFORMATION:

Following is an outline including a “Timeline and Next Steps” and “Guidance for Bridge Plan Development,” intended to support a Board of Regents discussion at the Strategic and Operational Excellence Committee meeting.

NEXT STEPS

January 23, 2025: Discussion and Charge to Proceed

1. Charge to Proceed
 - a. Discuss the bridge plan development at the Strategic and Operational Excellence Committee.
 - b. If the Board desires to proceed, charge the Vice President for Strategy, Planning, and Analysis with overseeing and coordinating the development of a bridge plan.
 - c. Provide feedback on these “Next Steps” and “Guidance for Plan Development” outlined below.

January – February 2025: Engagement and Plan Development

2. Engage with Executive Leadership
 - a. The Vice President will collaborate closely with executive leadership—including the Provost, Executive Vice Presidents, and Chancellors—throughout the process.

3. Incorporate Broader Leadership Feedback
 - a. The Vice President will coordinate with members of the System Leadership Collaborative (vice presidents and other system leaders) to incorporate their feedback and input, as appropriate.
4. Provide Regular Updates and Feedback with Committee Chair
 - a. The Chair of the Strategic and Operational Excellence Committee will receive regular updates and will provide feedback, as needed, between meetings.
5. Engagement with Incoming President
 - a. Discussions will occur with the incoming President, when appropriate, to ensure their engagement in both the process and substance of the bridge plan.

March 6, 2025: Draft Bridge Plan Review

6. Review First Draft
 - a. Present the first draft of a plan for review and discussion at the Strategic and Operational Excellence Committee Meeting.
 - b. Note: If additional time is needed, this first review could be adjusted to the April meeting to ensure sufficient time for input and development.

April 17, 2025: Draft Bridge Plan Second Review

7. Review Second Draft
 - a. Present the second draft of a plan for review and discussion at the Strategic and Operational Excellence Committee Meeting
 - i. Note: Assuming the draft plan was presented and discussed at the March meeting, feedback received from the Regents will be incorporated into the second draft.

June 6, 2025: Finalize and Approve the Bridge Plan

8. Review and Approve the Bridge Plan
 - a. The final plan will be presented for approval at the June retreat.
 - b. The term start date will be July 1, 2025, and the term end date will be determined in consultation with the Board and university leadership.

Summer 2025: Strategy Development

9. Develop Strategies
 - a. University leadership will develop strategies to support achievement of the objectives outlined in the bridge plan to be shared with the Regents in the fall.

10. Progress Reporting

- a. Progress reporting on achievement of the objectives and strategies will occur during the ensuing academic year.
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GUIDANCE FOR BRIDGE PLAN DEVELOPMENT

1. Land-Grant Mission

- Ensure the plan aligns with and advances WSU's land-grant mission.

2. Strategic Focus Areas

- Incorporate the Regents' Areas of Strategic Focus as a central component of the bridge plan, in addition to extending the core elements of the current plan (mission, vision, values, and goals).

3. Objective and Metric Development

- Develop a set of proposed objectives for the bridge plan and associated metrics.
- Objectives will be advanced through strategies informed by leading indicators and/or outcome metrics, where applicable.

4. Accreditation

- Maintain continuity with the current plan to ensure WSU's ability to meet accreditation standards.

5. Simplicity

- Make the plan straightforward and simple to promote clarity and ease of implementation.