



WSU System Strategic Planning Maturity Development

Progress Report for the January 25, 2024, Board of Regents Strategic and Operational Excellence Committee

Goal: To establish and sustain a culture of planning at WSU to catalyze achievement of WSU's long-term vision in collaboration with institutional partners.

Current Objectives:

- Continue to establish structures and processes to support the continued development of a culture of planning and the advancement of systemwide planning maturity.
- Improve WSU's framework for monitoring progress and increase transparency for WSU's stakeholders.
- Establish and maintain a communication structure and activities to facilitate collaboration and communicate systemwide planning, including annual progress reporting.

Key Accomplishments: 2023

Below are the projects and strategies completed in support of the above objectives.

- **Planning Alignment:**
 - Created and adopted Standards for Strategic Planning and Alignment, a document that sets forth guidance for campuses, colleges, and units related to strategic planning at WSU.
 - Completed the discovery process for the first stage of the alignment project: research and interviews with colleagues responsible for major institutional planning processes aimed to uncover and comprehend planning timelines effectively.
- **Strategic planning services:**
 - Facilitated the development of new strategic plans, refreshing of existing plans, and implementation processes for the following campuses and units: WSU Tri-Cities, WSU Global, WSU Spokane, College of Nursing, and the Division of Student Affairs.
 - Initiated the development of a "strategic planning toolkit" designed to furnish planning tools for campuses, colleges, and units.
- **System Strategic Plan Implementation**
 - Worked in collaboration with the President and other institutional leaders to refresh and develop annual system plan objectives.
 - Held system leadership retreat to develop strategies to support annual objectives.
 - Held regular meetings and check-ins with objective leads.
 - Improved the monitoring framework to ensure timely and transparent progress reporting, including the adoption and implementation of an online platform, "Achievelt," which houses our action plans for system strategic plan progress and reporting.
- **Environmental Scanning and External Engagement**
 - Initiated external stakeholder input activities as part of the annual strategic planning process to gain insights and perspectives about the needs, expectations, and concerns. Included meeting with all campus advisory councils (except Pullman and Global, to take place in 2024) and actively soliciting alumni input through engagement at CougsFirst events.
- **Communication Plan**
 - Developed communication plan in collaboration with systemwide communication leaders.
 - Launched a new strategic planning website.
 - Produced the 2022-2023 System Strategic Plan Annual Report that outlines strides that have been made toward fulfilling our system strategic plan goals and objectives.
 - Executed the "Catch the Vision" campaign. Included interviews on every campus with faculty, staff, and students; produced a video series; and utilized paid and owned media to distribute.



Planning Projects: 2024

Following are the 2024 projects and activities planned in support of the above objectives.

Spring 2024

- Institutional metrics: Establish the institutional metrics that the WSU system will use in support of its mission and priorities.
- Trends reporting and environmental scanning: Establish the process for consistent monitoring and reporting of WSU's external and internal environments, including institutional risks, and the development of an engagement plan to ensure stakeholder input.
- Alignment and integration: Map major institutional planning processes at WSU; develop annual strategic planning cycle; identify short- and long-term strategies to support alignment between strategic planning and budget processes.
- Annual objective and strategy planning: Work with institutional leadership to develop annual objectives, strategies, and metrics for 2024-2025.
- Leadership conversations: Facilitate a strategic planning retreat and strategic conversations with institutional leadership.
- Communications campaigns: Develop internal and external communication campaigns about WSU's mission and its impact.
- Progress monitoring: Expand strategic planning software to all WSU campuses that have finalized plans.

Summer/Fall 2024

Progress on the above projects and activities will be assessed and next steps developed, as appropriate. Additional activities will include:

- Review and formalize annual objectives following Board of Regents review and feedback; develop and implement supporting strategies.
- Begin formalizing the annual strategic planning cycle and alignment strategies.
- Produce annual trends report; begin annual listening activities externally and internally.
- Produce annual strategic plan progress report.
- Execute communications campaigns on progress and impact of strategic plan goals and priorities.