**AOI STRATEGIC PLAN**

**VISION STATEMENT:** Provide innovative, effective, and sustainable ways for students to learn and faculty to teach

**MISSION STATEMENT:** Research, identify and implement innovations that improve access to higher education, enhance faculty engagement in teaching, and facilitate student success

**CORE VALUES:** Innovation, Access, Integrity, Stewardship, and Partnership

**Theme 1:** Exceptional Research, Innovation, and Creativity

**Goal 1:** Identify, implement, and sustain new and innovative access options that expand the reach of Washington State University

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| **Sub goals** | **Strategies** | **On-going and potential tactics** | **Metrics** |
| 1.1 Research and develop technological solutions that expand access to WSU's existing areas of achievement | Develop and test potential technological solutions that increase access and student success | Conduct on-going review of external research  Create an annotated bibliography of best practice resources | 1. Number of best practices implemented 2. Number hours devoted by our staff to external research |
| Conduct internal research  Research student access, effectiveness, and satisfaction | 1. Review survey data from formative and summative student feedback/ needs through questionnaire every semester 2. Review survey data from formative and summative faculty feedback/ needs through questionnaire 3. Number of students taking courses; increasing/decreasing after technology implementation 4. Measure technology/pedagogy effect on student retention, access, academic performance, enrollment size, and satisfaction |
| Leverage WSU faculty experience and expertise | 1. Number of faculty engaged workshops pilots and exploration 2. Number of faculty-led events 3. Review survey data from WSU faculty to determine current expertise and new solutions they are exploring 4. Review data from classes with highest student success |
| Support research pilots exploring new technological solutions to improve access | 1. Number of pilots 2. Number of pilots that result in research findings 3. Number of faculty engaged 4. Number of pilots that become successful and transition into a broader implementation |
|  |  | Conduct on-going research, building evidence of effective teaching practices occurring within the Digital Classroom Building | 1. Number of trainings offered in support of effective room use 2. Number of new practices implemented 3. Student satisfaction 4. Student curricular success |
|  |  | Develop new tools in the Technology Research Center | 1. Number of publications 2. Products developed/implemented |
| 1.2 Research and develop alternative pathways that expand and improve access to WSU's academic programs | Understand existing barriers to higher education for diverse populations and develop and implement solutions to removing the barrier | Conduct on-going review of research  Develop a matrix of best practice research of what works/what does not work  Create an annotated bibliography of best practice resources | 1. Number of best practices implemented 2. Measure the number hours devoted by our staff to external research |
| Support small research pilots exploring alternative pathways to graduation | 1. Number of pilots 2. Number of pilots that result in research findings 3. Number of faculty engaged 4. Number of pilots that become successful and transition into a broader implementation |
| 1.3 Research and develop traditional campus programs to reach distance students | Conduct market research to determine high demand programs for distant and non-traditional populations | Measure the growth of academic programs | 1. Number of enrollments 2. Number of programs offered 3. Diversity of programs offered |

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**Theme 2:** Transformative Student Experience

**Goal 1**: Provide an excellent teaching and learning experience to a larger and more diverse student population

**Goal 2**: Provide exemplary student and faculty support services that enable students to achieve their educational goals

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| **Sub goals** | **Strategies** | **On-going and potential tactics** | **Metrics** |
| 2.1 Implement effective and sustainable practices that increase and improve access to WSU's academic programs | Provide flexible pathways that meet the needs of 21st century learners | Deliver multiple academic sessions of varying length and start | 1. Student feedback and survey data 2. Enrollment patterns 3. Number of enrollments 4. Number of sessions offered 5. Annual retention of students enrolled in extended sessions 6. Time to graduation of students enrolled in extended sessions |
| Leverage academic technology to provide consistent, high-quality access to WSU academic programs, worldwide | Invest in systematic technology upgrades  Identify and implement best practice technology deployment  Develop minimum quality standard benchmarks for each WSU technology enhanced classroom  Develop a maintenance cycle for all AOI external technology | 1. Number of tickets to technology support queue 2. System down time/System reliability 3. Comparative funds spent to benchmarked programs 4. Number of documented systems upgrades 5. Student and faculty survey data 6. Adherence to benchmark standards; number of rooms out of compliance 7. Adherence to maintenance cycle 8. Number of technical issues that we are unable to resolve (i.e., sorry the server is down) |
| Ensure adequate staff training for new technologies and upgrades | 1. Number of trainings, appropriate staff to attend 2. Number of trainings offered (how many sessions) 3. Number of different trainings offered (on various subjects) 4. Number of staff that participated in training |
| 2.2 Increase the size and diversity of WSU student population | Support effective marketing and recruiting practices | Hire and train recruiting, marketing, and admission staff and utilize enrollment management best practice internally and through third party experts | 1. Number of marketing success markers: clicks, web page visits, submitted RFIs 2. Conversion rate by recruiter 3. Conversion rate from recruiter through graduation/completion (smoothness of entire experience) 4. Number of new students enrolled by population and program 5. Number of students enrolled in each program offered 6. Number of minority students admitted and enrolled |
| Support delivery of academic and non-academic high demand programs | Utilize market research to identify and justify delivery of high demand programs | 1. Number of programs offered that align with high demand on-campus programs 2. Time from conception to program launch |
| 2.3 Enhance the student learning experience through the application of academic technology and learning design principles intended to increase student engagement and improve learning outcomes | Support faculty in the adoption of effective instructional techniques that increase student engagement and student attainment of student learning outcomes | Leverage early faculty adopters to foster further adoption of academic technology that supports teaching and learning | 1. Percentage of faculty that include (appropriate) instructional technology 2. Student success rate in courses leveraging appropriate instructional technology 3. Usage levels of different types of instructional technology 4. Percentage of online faculty using best practices for student engagement 5. Student success rate in online courses leveraging best practice for student engagement |
| Provide exposure to active, adaptive, and hands-on learning techniques | 1. Number of faculty who attend the Technology Test Kitchen 2. Number of training sessions attended by faculty 3. Number of new attendees 4. Number of classes/workshops offered |
|  | Support faculty in the adoption of new technologies that increase teaching efficiency and effectiveness | Provide hands-on opportunities for faculty to learn about and become comfortable with new technologies | 1. Number of faculty who attend training opportunities 2. Number of opportunities provided each year 3. Number of different types of opportunities 4. Number of classes/workshops offered |
| Utilize 1:1 instructional design support to help faculty understand best practices for new teaching modalities and tools | 1. Number of faculty participants 2. Number of sessions attended by individual faculty |
|  | Support chairs in evaluating online instruction | Develop/provide tools/dashboard for chairs to assess faculty engagement in online courses | 1. Usage of tools |
|  | Recognize faculty excellence | Best faculty and Oaks awards w/letters of recognition of nominees to chairs/deans | 1. Number of awards 2. Number of nominations |
| 2.4 Ensure the academic integrity, preserving WSU’s brand reputation, in the delivery of innovative and disruptive educational programs | Develop and adhere to best practices related to academic integrity of online and hybrid programs | Recommend proctored exams for all online courses | 1. Number of faculty utilizing proctoring services 2. Number of courses using proctoring services 3. Percentage of decrease in courses requiring face-to-face proctoring 4. Percentage of courses following best practice protocol for proctoring 5. Number of proctored exams |
| Recommend use and provide training for use of technology and practice that deters academic dishonesty | 1. Number and type of training sessions available 2. Number of faculty using technology to deter academic dishonesty 3. Conversion rate of attending training session to implementing technology to deter academic dishonesty |
| 2.5 Provide student support services to meet the needs of non-traditional and distance students to further increase student persistence | Support students in the use of academic technologies, alternative educational pathways, and existing support services engineered for student success | Provide 24/7 technical support | 1. Track usage level of resources 2. Success rate/down time (repeat questions) of 24/7 technical support 3. Track effectiveness during peak usage |
| Create support resources for students in the effective use of new technologies | 1. Number of calls received asking for help (to identify which is most needed first; to track if calls go down as a result of creating training tool) 2. Number of training resources created 3. Number of issues that are user error 4. Number of issues that are WSU error/needs-to-address |
|  | Provide comprehensive academic advising services to meet adult student needs | 1. Number of positive responses to biannual advising survey 2. Number of communications to students 3. Number of students engaging with academic advising Blackboard course space |
| Collaborate with student support entities across the WSU system to ensure high-quality all-inclusive support services available to all students  Follow evidence-based best practices for student support systems and services | Coordinate across the WSU system to match campus of enrollment with student needs | 1. Change in stop out rates on physical campuses by students enrolled in online courses 2. Number of students making use of student support services by type 3. Number of students satisfied with student support service by type |
|  | Implement retention best practices | Increase HIP opportunities available to online students | 1. Number of students participating in HIP (NSSE) |
|  | Implement survey instruments (local and national) to inform our understanding of student perspectives and practices | Survey incentives for students to complete |  |
|  | Connect students to WSU | Global Connections | 1. Number of Global Connection events annually 2. Number of most requested topics annually 3. Number of communications to students about events 4. Number of student ambassador outreach activities 5. Number of students enrolled in Global Connection events annually and by event |

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**Theme 3:** Outreach and Engagement

**Goal 1:** Support WSU's land grant mission through consistent, high-quality delivery of lifelong learning opportunities

**Goal 2:** Expand and enhance WSU's engagement with institutions, communities, governments, and the private sector

**Goal 3:** Increase WSU's contribution to economic vitality, educational outcomes, and the quality of life at the local, state, and international levels

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| **Sub goals** | **Strategies** | **On-going and potential tactics** | **Metrics** |
| 3.1 Improve access and increase opportunities for WA residents and global citizens to experience WSU | Develop and maintain a high-quality infrastructure that serves to connect individuals and groups through technology and alternative pathways  Develop and expand WSU program offerings to those who access WSU via technology | Systematic upgrade, development and implementation of new and foundational technology tools that create access  Create and implement maintenance calendar  Outreach to WSU units to identify, develop, and deliver new educational opportunities | 1. Number of programs offered annually 2. Number of individuals accessing WSU expanded programs by mode, program, and location 3. Adherence to the maintenance calendar 4. Number of access issues created by technical issues |
| 3.2 Develop and deliver academic, non-credit, and professional education programs that positively impact state economic development | Foster relations with WSU units to develop and deliver educational programs | Faculty work with AOI to produce high- quality programs | 1. Number of programs offered annually 2. Number of individuals enrolled in programs individually and collectively 3. Cost to develop and deliver each program 4. Number of academic, non-academic, and professional education programs offered 5. Number of conferences |
| Partner with industry to identify and deliver educational programs to their employees | Develop partnerships with industries statewide to deliver programs that meet labor training needs | 1. Number of programs offered 2. Number of partnerships |
| Develop partnerships with communities and regions to deliver programs that meet the needs of changing economy | 1. Number of programs offered 2. Number of community partnerships |

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**Theme 4:** Institutional Effectiveness: Diversity, Integrity, and Openness

**Goal 1:** Expand, diversify, and effectively steward funding to advance the University's mission

**Goal 2:** Create and sustain an organizational culture that embraces diversity, inclusivity, and equitability

**Goal 3:** Cultivate a unit-wide culture of organizational integrity, effectiveness, and openness that facilitates pursuit of the institution's mission

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| **Sub goals** | **Strategies** | **On-going and potential tactics** | **Metrics** |
| 4.1 Create a transparent, inclusive process for identifying and implementing new projects that support the unit's goals | Utilize the unit's strategic plan and values when weighting criteria and valid and reliable data to prioritize work | Create dashboards providing easily accessible data to inform decision making | 1. Number of projects completed annually |
| Develop systematic process based on numerical weighting of criteria to plan and prioritize work | 1. Compare completed project outcomes against weighting criteria |
| 4.2 Maintain respectful, inclusive, and equitable behavior throughout AOI | Provide professional development opportunities | CAHNRS values training for leadership | 1. Number of professional development opportunities offered to employees annually |
| Ethics training for all employees |  |
| Compliance with EEOC job search requirements |  |
| 4.3 Increase unit-wide productivity and satisfaction | Provide opportunity for input and feedback for all employees | 360 reviews | 1. Number of formal suggestions for improvement offered by employees annually |
| Annual Reviews | 1. Output of each unit measured annually |
| Conversation with the VP |  |
| 4.4 Instill a “customer-first” philosophy of service throughout AOI |  | Create customized service training modules for AOI staff | 1. Number of customer complaints annually 2. Number of employees who attend customer service training sessions 3. Response time to tickets and inquiries 4. How often tickets are reopened/ how quickly tickets are closed |