

## *Defining Characteristics of One University Geographically Dispersed*

WSU is a multi-campus research university under a single governing board committed to the principle of One University Geographically Dispersed. Although unified by a common purpose and identity, campuses within the WSU system provide unique strengths and opportunities derived from their histories, geographic locations, external stakeholders, students, and faculty. Strategically leveraging these strengths and opportunities, within the One University principle, positions WSU for sustained excellence.

A shared identity and institutional strength can be built through interdependence and complementary relationships, and less so through duplication and sameness across campuses. The richness of One University Geographically Dispersed is that WSU offers both. Our system is as strong in its heterogeneity as it is in its homogeneity.

This document is not intended to be a policy document, but attempts to define the underlying framework of the One University Geographically Dispersed principle, while providing each campus the freedom to grow and evolve within the WSU System. The campuses each bring different advantages to our system and each has unique needs. Realizing the potential of One University Geographically Dispersed requires flexibility, trust in campus leadership, and coordinated approaches for pursuing our mission and objectives, while still taking advantage of the efficiencies inherent in services provided at the system level.

### 1. One WSU faculty

- a. Faculty seeking promotion and tenure will exhibit the research and scholarship, teaching excellence, and service commitment that are at the heart of the WSU mission, reputation, and aspirations.
- b. Faculty roles and responsibilities may differ across colleges, campuses, and positions.
- c. Faculty hiring, development, and retention will emphasize the WSU mission for excellence in research, teaching, and service.
- d. Faculty composition and expertise will vary across campuses to align with and maximize the advantages of a multi-campus university.
- e. To advance university excellence, faculty may be engaged in academic activities across campuses.
- f. Collegial governance is facilitated by a single faculty governing body (WSU Faculty Senate) with representation from all campuses embedded throughout the organization.

### 2. Academic units

- a. Academic units and tenure homes are statewide. These units can have a physical presence on one campus or on multiple campuses.
- b. Faculty involvement at the unit level and in collegial governance is independent of location, though unique campus-specific administrative structures that support campus goals and efficiencies are necessary and appropriate.

### 3. Academic programs and degrees

- a. Degrees conferred are WSU degrees (not specific to a campus).
- b. Degrees conferred by WSU are all held to the same standards of quality.
- c. The structure of degrees offered (i.e., requirements, curriculum, delivery) can vary across campuses, provided they have faculty and administrative approval.

- d. Academic programs and their curriculum are the responsibility of the faculty and require the approval of the Faculty Senate, academic department faculty, and the appropriate dean and chancellor.
4. One system-wide strategic plan
    - a. Common mission, vision, values, and goals.
    - b. Campus and college strategic plans and initiatives map to the University Strategic Plan.
    - c. The University Strategic Plan will capitalize on and incorporate the unique contributions of each campus.
  5. Integrated academic planning
    - a. Academic planning, which occurs at all levels, is designed to leverage the geographical advantages provided by the multi-campus system
    - b. Integrated academic planning will maximize the synergies of a statewide system.
    - c. Academic program plans on each campus will include elements that support both the campus strategic plan and their college strategic plan
  6. System-wide academic leadership
    - a. The provost serves as the academic leader for WSU.
    - b. The system academic policy setting team is composed of the chancellors and the provost.
    - c. Deans are responsible for the academic programs within their scope of responsibility and should facilitate collaboration across campuses. Deans should work with the vice chancellor for academic affairs or other academic leader on each campus, who shares responsibility for campus programs, to encourage the establishment of programs that capitalize on the advantages and opportunities of each campus.
    - d. Responsibility for academic program quality is shared across the WSU system, primarily between the academic leadership on each campus and the dean and department chair of the academic unit in which each program resides.
  7. Shared reputation and brand
    - a. WSU brand identity is shared across all locations.
    - b. This identity can be modified to reflect the unique strengths of each campus provided it is consistent with the university brand identity.
  8. Statewide academic standards and policies
    - a. Shared responsibility for academic quality across colleges and campuses.
    - b. The *Faculty Manual* serves as the academic policy guide for the WSU system, defining academic policies and standards that apply across the institution.
    - c. Each campus has flexibility to establish unique academic policies as necessary, consistent with their campus mission, student composition, etc., within the scope of the policies articulated in the Faculty Manual.
  9. Statewide graduate education opportunities
    - a. Tenure-track faculty are expected to, and should be afforded the opportunity to, engage in graduate education.
    - b. Graduate students should be given the opportunity to study at any campus that has the faculty and facilities to offer the degree they are seeking.
    - c. Doctoral programs are considered system-wide.
    - d. Masters programs may be either system-wide or unique to a specific campus. The same degree can be tailored to meet location-specific needs and opportunities.

10. Statewide research outcomes commensurate with an AAU-aspiring institution
  - a. Significant contributions to an institution wide AAU research portfolio from all campuses.
  - b. Shared responsibility for advancing research scholarship and creative activities across all academic units, colleges, and campuses.
  - c. Faculty, regardless of location, will aspire to scholarly outcomes (including extramural funding, refereed articles, and creative activities) consistent with research-intensive university.
  
11. Budget models adaptive to the unique circumstances of each campus
  - a. With the exception of co-located campuses, tuition revenue is retained by the campus in which the enrollment occurs.
  - b. When courses and academic services are shared across campuses or units, provision can be made to distribute revenue and/or costs based upon agreement among the affected campuses or units.
  
12. Integrated administrative systems and coordinated administrative planning responsive to the needs of faculty, staff, and students
  - a. The WSU System optimizes efficiency and effectiveness across campuses by managing some essential services centrally, while also distributing some services to campuses to support diverse campus roles responsive to local and regional needs and priorities.
    - i. Selected, critical university-wide functions and services are managed centrally to serve all campuses. By design, centralized services are focused on high risk and highly specialized processes/activities most efficiently supported at the university level.
    - ii. For many policies and processes, responsibility and accountability for delivery are better implemented locally. These functions and services can be moved to urban campuses as demonstrated to better serve students, faculty and staff on each campus, and if the campus is prepared to support these services. Campus administered services follow system policies and procedures.
  - b. In the One University Geographically Dispersed system, change should be flexible, planned, consistent, predictable, coordinated and relatively continuous.