



Strategic Plan

Implementation Timeline: 2022 – 2025

Strategic Plan Purpose

- Establish a strategic plan for APAC which by 2025 will:
- Improve APAC's **system** to increase AP participation and capacity
- Increase APAC's **impact, support and value** with AP constituents and throughout the whole WSU System
- Embrace a commitment to **diversity, equity and inclusion**
- Improve **communication** between APAC and AP constituents and the whole WSU system
- Explore ways to increase APAC's influence outside the WSU system

Strategic Plan Project Areas

- I. **APAC System**
- II. **APAC Constituents**
- III. **WSU System**
- IV. **Communication & Beyond the WSU System**

**Timelines for the strategic plan will be evaluated each year in 2023, 2024 and 2025*

I. **APAC System: Improve APAC's system to increase AP participation and capacity**

1. Structure
 - A. Evaluate APAC's membership ratio to expand representation and reach with a specific focus on APs in diverse campuses, colleges, units, years of service, and locations. The ratio is currently set to a 1:90 ratio. (2024, pending findings from strategic planning)
 - B. Evaluate and review committee structure. Identify the paths and criteria in which APAC establishes a working group, standing group, ad hoc committee, or task force. (2024)
 - C. Review officer responsibilities for clarity and develop succession strategies for continuity. Develop a leadership pipeline (2024)
 - D. Review and possibly revise the mission statement and vision considering more inclusive language. (January – May 2023)
2. Funding
 - A. Evaluate alternative funding sources and develop strategies to leverage system partnerships and expand opportunities to collaborate. (January - May 2022)
3. Capacity
 - A. Identify the barriers that preclude AP participation in monthly meetings, sponsored events and activities. (June – December 2023)
 - B. Identify paths for increasing AP participation in APAC monthly meetings, sponsored events and activities. (June – December 2023)



- C. Clarify avenues in which AP council members are recruited and identify strategies for improvement. (June – December 2023)

II. APAC Constituents: Increase APAC’s impact, support and value with AP constituents

1. Critical Initiatives
 - A. Identify a committee to evaluate the 2021 climate survey responses. (January – May 2022)
 - B. Identify a strategy to address the top three areas of concern from the 2021 climate survey of AP members. (May 2022)
2. Professional Development
 - A. Leverage system leadership network and support to deliver professional development programming to AP constituents. (Ongoing)
 - B. Expand professional development programs to provide diverse offerings. (Ongoing)
 - C. Expand partnerships with system organizations, units, task forces, or other entities to leverage resources and reach. (Ongoing)
3. Identify and implement ways to improve communication with APs (January – May 2022)
4. Establish timeline and structure when communications will be distributed along with deadlines to leadership.
5. Identify how APs would like to receive communication and the type of information that is useful to them.
 - A. Survey AP’s (September 2021)
6. Improve processes to gather timely feedback from constituents on time-sensitive issues
7. Identify how APs would like to provide feedback and then create a clear pathway to providing feedback to leadership. (January – May 2022)
 - A. Survey AP’s (September 2021)

Deliverable:

- Develop a strategic communication strategy focused on APAC’s value to APs (January to May 2022)
- Implement a strategic communication strategy focused on APAC’s value to APs (May 2022)
- Addition of an appointed public information officer. (May 2022 through May 2025)



III. WSU System: Increase APAC's impact, support and value throughout the whole WSU System

1. Advance unity among WSU locations including campuses, extension, and outreach centers with the One WSU model
 - A. Develop a recommendation to increase representation of APAC. Identify pathways to assign positions on the appropriate committees, task forces, and other venues. (July-December 2022, ongoing)
 - B. Identify the timelines in which the positions on committees, task forces, and other venues are filled. (July-December 2022, ongoing)
 - C. Create a pool of APAC members for succession assignment on appropriate committees, task forces, and other venues. (July-December 2022, ongoing)
 - D. Identify search committees in which members of APAC should be assigned, i.e. Dean appointments. (July-December 2022, ongoing)
2. Support
 - A. Identify and advance initiatives to grow support among the following WSU groups including quantifying APAC's value to each group (January 2023-May 2023)
 - i. WSU leadership (Board of Regents/President/Provost/Campus leadership)
 - ii. HRS
 - iii. Supervisors
 - iv. Faculty Senate
 - v. Classified staff/unions
 - B. Complete analysis regarding the current state of perception with each of the groups to identify areas in which we can foster the relationship. Determine how APAC will modify our relationship with each of these groups. APAC is seen as a valuable partner and ally ahead of process and communication. (January 2023-December 2023, completion in 2024)
3. Sustainability
 - A. Identify and advance ways to sustain APAC such that:
 - i. Evaluate APAC's sustainability in terms of manager and supervisor support of employee involvement with APAC and commitment from system leadership. APAC's charge, support, and funding are in line with expectations from the organization. (2022, Ongoing)
4. Value
 - A. Create an initiative to adopt LEAN practices that increase operational efficiencies for AP staff members. (January 2023 – December 2023)
 - i. Identify bottlenecks best practices through ratio development for peak performance through research and available guidance. (2024)
 - ii. Highlight bottlenecks within the university, describing the impact on business operations and students and bringing forth solutions. (2024)



IV. Communication: Improve communication between APAC and AP constituents and the whole WSU system

1. Increase capacity by creating an appointed public information officer position (2022 – 2023)
 - A. Develop role and responsibilities for public information officer. (January to May 2022)
 - B. Appoint position and evaluate efficacy on a regular basis. (Appointment in May 2022, term beginning July 1, 2022)
2. Increase APAC's impact, support and value throughout the whole WSU System (including WSU Leadership - Board of Regents/President/Provost/Campus leadership)
3. Identify and implement ways to improve communication with the WSU system
 - A. Evaluate current committees, task forces, and other venues in which APAC is represented. (July – July 2022, ongoing)
 - B. Identify potential gaps and work with system leadership to establish representation as appropriate. (July – December 2022, ongoing)
 - C. Identify system activities in which representation from APAC is desirable (July – December 2022, ongoing)
4. Improve processes to provide timely feedback for WSU system questions
 - A. Survey AP's (September 2021)
 - B. Develop a process for WSU system feedback requests identifying stakeholders and communication strategy. (January – May 2022)

Deliverable:

- Develop a strategic communication strategy focused on APAC's value to WSU System (January to May 2022)
- Implement a strategic communication strategy focused on APAC's value to WSU System (May 2022)