

WSU Strategic Plan Update Fall 2016

WASHINGTON STATE  UNIVERSITY

Washington State University will be one of the nation's leading land-grant universities, preeminent in research and discovery, teaching, and engagement.

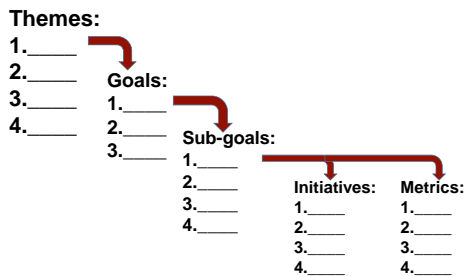
Theme 1
EXCEPTIONAL
RESEARCH, INNOVATION
AND CREATIVITY

Theme 2
TRANSFORMATIVE STUDENT
EXPERIENCE

Theme 3
OUTREACH AND
ENGAGEMENT

Theme 4
INSTITUTIONAL
EFFECTIVENESS:
Diversity, Integrity, and Openness

Mapping of Themes, Goals Sub-goals, Initiatives & Metrics



Institutional Effectiveness Council

- WSU's strategic planning implementation oversight;
- Helps colleges, campuses, areas map to the plan;
- Has defined quantitative benchmarks for each of the 57 metrics;
- Is facilitating annual progress reports.

IEC Steering Committee

Co-Chairs – Provost, Dan Bernardo
(Represented by Vice Provost, Erica Austin)

Theme 1 Subcommittee Chair –
Vice President for Research, Chris Keane

Theme 2 Subcommittee Chair –
Assistant Vice Provost, Craig Parks

Theme 3 Subcommittee Chair –
Vice President for External Affairs and
Government Relations, Colleen Kerr

Theme 4 Subcommittee Co-Chair –
Academic Dean, Michael Trevisan

Theme 4 Subcommittee Co-Chair –
Executive Director of Finance and
Administration, Vicky Murray

**Supervisor of Institution-Level
Metrics Collection** – Executive
Director of Institutional Research,
Fran Hermanson

Campus Chancellor – Spokane, Lisa
Brown

Faculty Senate – Chair, A.G. Rud

Full IEC Subcommittee rosters at StrategicPlan.wsu.edu

Strategic Plan Peer Institutions

Colorado State University-Fort Collins	University of Georgia
Iowa State University	University of Maryland-College Park
Louisiana State University and A&M	University of Missouri-Columbia
Mississippi State University	University of Nebraska-Lincoln
North Carolina State University	University of Tennessee-Knoxville
Raleigh	Virginia Tech
Oregon State University	
Purdue University-Main	

Public Land Grant institutions, "Very High Research" Institutions,
Veterinary school, within 50% above or below WSU's enrollment size,
within 100% +/- WSU's research and development expenditures

Other Types of Peer Institutions

- Legislative Peers – *Public, Land Grant, with Veterinary School*
 - e.g., UC Davis, Colorado State*, Purdue*, U Georgia*, U Tennessee*
- Global Challenge State Peers – *Public Research Institutions in the “top-8 performing states”*
 - e.g., Colorado State*, UC Davis, Rutgers, V. Tech*
- AAU Public Institutions – *Invited Membership*
 - e.g., Iowa State U*, U Illinois, Purdue*, Texas A&M, U Oregon
- **Top-25 Public American Research Institutions** – Metrics tracked by the Center for Measuring University Performance
 - UC Davis, Purdue*, Rutgers, NC State U*, U Maryland*, Virginia Tech*, U Tennessee*, U Oregon

**SP Peer*

Implications of the *Drive to 25*

- Commitment to full Strategic Plan
- Extra emphasis on subset
 - sharpens our focus
 - provides context to better understand inter-relationships implied by the plan
- Institutions for comparison are complementary
- Key metrics already exist in our plan

Implications of the *Drive to 25*

Let's compare CMUP, AAU with Strategic Plan (cont.)

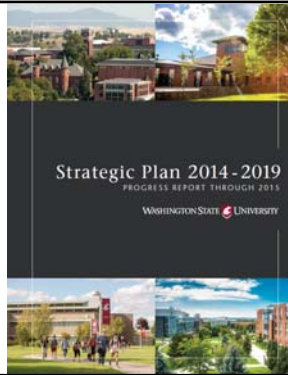
Metric	CMUP Primary	CMUP Other	AAU - Ph I	AAU - Ph II	WSU SP Subgoal	WSU SP Metric
Bachelor's degrees awarded		X		X	2a. Enhance Student Engagement & Achievement	#18
Headcount FT&PT; by level		X		X	2b. Increase Size, Diversity & Preparedness of Student Body	#22
UG Retention				X	2d. Align Recruitment, Admissions & Retention for Student Success	#25
UG Graduation Rates		X		X	2d. Align Recruitment, Admissions & Retention for Student Success	#26, #27
Master's, Prof. Degrees awarded		X		X	2a. Enhance Student Engagement & Achievement	#19
National Merit Scholars		X			2a. Enhance Student Engagement & Achievement	(Honors Enr.)
SAT Scores	X			X	2d. Align Recruitment, Admissions & Retention for Student Success	#29

Implications of the *Drive to 25*

**Let's
compare
CMUP, AAU
with
Strategic
Plan**

Metric	CMUP Primary	CMUP Other	AAU - PhAAU-Ph I II	WSU SP Subgoal	WSU SP Metric
Research Expenditures (Total)	X		X	Research Funding	#1
Research Expenditures (Fed)	X		X	1a. Grow & Diversify Research Funding	#2
Endowment	X		X	4f. Expand, diversify, and steward funding	#57
Annual Giving	X		X	4f. Expand, diversify, and steward funding	#56
National Academy members	X		X	1b. Attract/Retain Research Faculty	#8
Prestigious Faculty Awards	X		X	1b. Attract/Retain Research Faculty	#6
Citations			X	1b. Attract/Retain Research Faculty	#7
Doctorates Awarded	X		X	2a. Enhance Student Engagement & Achievement	#19C
Post Docs	X		X		

How Are We Doing?



Theme 1 - Exceptional Research Innovation and Creativity



- Grow and diversify extramural research funding
- Attract, retain, and develop high-quality research faculty system-wide
- Develop and sustain the physical and technological infrastructure, resources and expertise to support increased research and scholarly productivity system-wide, with particular emphasis on core laboratories and academic computing
- Build upon WSU's current and emerging areas of research excellence and international reputation
- Increase engagement and productivity of graduate students, postdoctoral associates and undergraduates in mentored research, innovative projects and creative endeavors

Theme 1 Assessment

We have made progress and launched initiatives to improve support and increase momentum.

- 120-Day Study completed.
 - 5 Grand Challenges
 - 19 recommendations
 - 70+ sub-recommendations
- Research expenditures up (but below peers)
 - Total R&D Expenditures ↗ \$6.7M
 - Federal R&D Expenditures ↗ \$7.9M
- Number of Refereed Publications per TT FTE ↗
- Capital expenditures ↗ 68.6% (\$36.3M).
 - PACCAR Environmental Technology Building
 - Washington Grains Plant Growth Facility
 - Wine Science Center



Kamiak

Development of Kamiak

High-performance computing condominium cluster
-Launched in January 2016

HPC.wsu.edu

Theme 2 - A Transformative Student Experience



- Enhance student engagement and achievement in academics and co-curricular activities
- Increase the size, diversity and academic preparedness of the undergraduate and graduate student populations at all campuses statewide
- Produce graduates who are highly sought by post-baccalaureate and post-graduate employers and graduate/professional programs
- Align student recruitment, admissions and retention system system-wide to enhance access, inclusiveness and student success

Theme 2 Assessment

All campuses are growing, WSU is its most diverse ever, more students are graduating, but we must focus on helping students finish.

- Bachelor's degrees ↗ to 5513 from 5054 in 2014
 - Graduate/professional degrees ↗ to 1214 from 1169
- UG degree programs with 6 of 6 assessment elements in place ↗ to 88% from 85%
- Percentage of the student body from under-represented groups ↗ in all areas except professional degrees; entering students also increasingly prepared
- WSU the top public university on *Money Magazine's* list of "50 Colleges that Add the Most Value," and top 10 nationally for reducing the graduation rate gap for under-represented minority students



Students from the Asian American and Pacific Islander Student Center at WSU.

TRIO Student Support Services

- WSU's TRIO/Student Support Services students, who are primarily first-generation and low-income, have a 94% percent retention rate, year 1 to year 2, and an 85% graduation rate for the 2010 cohort.
- Among students active in the Multicultural Student Mentor Program, who were both first-gen and multicultural, the retention rate was 79%, compared to 68% for the control group.

SSSP.wsu.edu



Largest SURCA ever: 189 student participants, 44 awards presented



Rachel Ellenwood,
Udall Foundation scholar

Support for internships, practicums, study abroad, research

Internships and practicums ↑ by 570

- Office of Undergraduate Research
- Distinguished Scholarship Program
- Writing Program ranked 21st in the country (*U.S. News & World Report*)

Theme 3 - Outreach and Engagement



- Increase impact of WSU research, scholarship, creativity and outreach activities on quality of life and economic development within the state and region
- Increase access to the WSU system for place-bound, non-traditional, and other underserved or underrepresented students
- Contribute to economic security, stability, social justice, and public policy through research, education, the arts, extension and citizen-based and public policy engagement

Theme 3 Assessment

WSU's impact continues to increase, and infrastructure and relationship building will support future growth.

- Start-ups ↑ from 5 to 9
 - Patents filed ↑ to 93 from 69
 - Royalties/other ↑ \$260K (above target)
- Extension enrollments in ↑ almost 20K; Global ↑ over 700

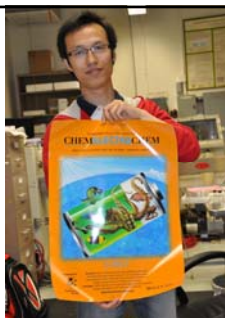
Pharm.D. program in Yakima



The College of Pharmacy welcomed its first cohort of doctoral students in Yakima in August of 2015, on the campus of Pacific Northwest University.

Pharmacy.wsu.edu

Education and Industry Partnerships for Education



Graduate student Yu Wang works in a Materials Science and Engineering Laboratory at WSU.

- International partnerships
- Aerospace and other industry partnerships
- INTO Partnership program to bring international students to WSU

Theme 4 - Institutional Effectiveness: Diversity, Integrity and Openness



- Recruit, retain and advance a diverse intellectual mix of faculty, staff and students, including women and those from underrepresented groups
- Maintain respectful, inclusive, and equitable behavior in all university environments
- Increase employee productivity and satisfaction
- Strengthen administrative accountability, innovation, creativity, openness, and collaboration to advance the University's mission
- Utilize institutional strategic plans, valid and reliable data, and evaluation indicators to align investment of resources with institutional priorities
- Expand, diversify, and effectively steward funding to advance the University's mission

Theme 4 Assessment

Employee satisfaction is high and consistent across employee groups, more engagement is needed to assess and achieve goals for diversity, climate and transparency.

- Nearly all metrics for Theme 4 are newly developed
- Few measures exist across peer institutions for comparison
- Employee satisfaction averages 3.8 on 5-point scale.
- Retention is steady at 93.7%; AP 85.8%; Staff 85.2%.

Alhadeff Future Teachers of Color program

- The Alhadeff Future Teachers of Color program provides support services, along with mentoring and networking opportunities for WSU students from ethnic minorities who are interested in careers as teachers.
- The program supports 80-85 students per year and provides scholarship from \$1,000 to \$5,000, and is named for longtime supporters Marleen and Kenny Alhadeff.



Cheyenne Cortesi, student ambassador for the Future Teachers of Color at WSU for 2015-16

Education.wsu.edu/students/aftoc

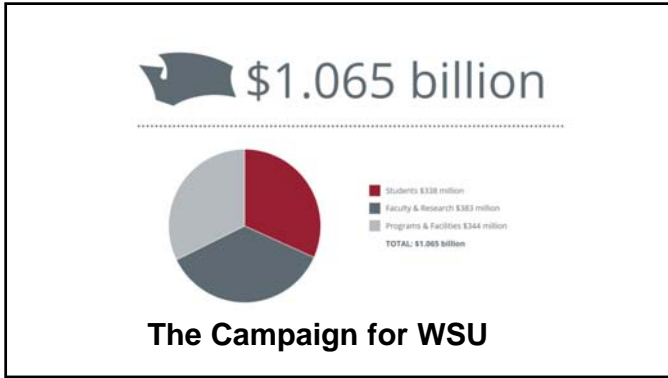



The Women's Advocacy Summit, held in July, 2015.

ADVANCE at WSU

- ADVANCE aims to increase the percentage of women faculty members in STEM fields, and under-represented minority faculty members in all disciplines.
- In 2015-16, ADVANCE at WSU expanded its programming to all tenure track faculty in any discipline that is an under-represented minority.

ADVANCE.wsu.edu





Thank you!

The successful pursuit of Washington State University's mission requires the effort of our entire community.

strategicplan.wsu.edu
