**Washington State University
Strategic Plan
2014-19**

Overview and Implementation Process

On web site at
www.strategicplan.wsu.edu Updated Jan. 2016

WASHINGTON STATE UNIVERSITY

Recording date of this workshop is

January 11, 2016

**Some of the rules and procedures
discussed in this workshop are subject
to change.**

**Please check university resources
before relying exclusively
on this recorded presentation.**

**On web site at
www.strategicplan.wsu.edu**

Strategic Plan 2014-2019

President Elson S. Floyd, Ph.D.

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Strategic Plan web site

www.strategicplan.wsu.edu

It's important to have a strategic plan

http://upload.wikimedia.org/wikipedia/com
mons/a/a7/Longleat-maze.jpg

Developing and using a strategic plan creates and fulfills opportunities

- Provides **direction** and **focus**
- Enables **accountability**
- Facilitates **celebration** of accomplishments

It also is *required* for accreditation, which:

- Enables students to receive federal aid
- Enables institution to receive federal funds
- Helps students move across institutions
- Certifies graduates' credentials to employers
- Communicates verification of quality to the public

Some of what we accomplished under previous strategic plan

- Undergrad enrollment up 20%
- Increase from 15%-27% ethnically diverse
- Largest grant ever: $40M USDA biofuels project
- Faculty size grew 8% (mostly clinical)
- Sponsored research expenditures up 20%
- Publications per faculty FTE up 48%
- Enrollment in grad prof. programs > doubled
- New UCore curriculum, Common Reading
- Vast majority of programs doing assessment
- Service learning hours more than doubled

http://strategicplan.wsu.edu/archives/2008-2013/report/

How we created the 2014-19 plan

- Iterative committees
- Feedback loops
- Web site updates for transparency
- Approval by Board of Regents
- Development of implementation plan

An example of edits based on feedback from groups and individuals

Theme 1 Sub-goals:

1.a.   Grow and diversify extramural research funding.

1.b.   ~~Increase~~Attract, retain, and develop high-quality research faculty ~~scholarly and creative productivity and reputation~~system wide.

1.c.   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.

~~1.d.~~1.d. Continue to build upon WSU's current and emerging areas of research excellence and international reputation.

1.e.   Increase engagement and productivity of graduate students, postdoctoral associates, and undergraduates in ~~research~~mentored research, innovative projects, and creative endeavors.

What is new: Our operating environment has changed significantly

1. Dramatic changes in public funding (52% reduction in state allocations*)
2. Increased accountability to the state and its citizens
3. Dramatic and fundamental changes within higher education nationwide
4. Changing demographics of Washington state

* http://budget.wsu.edu/state-budget/final-biennial-budget.html

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Overarching features

1. "Refresh" – mission, vision, values largely unchanged.
2. Emphasizes unique mission as a land-grant research university.
3. More attention to infrastructure needs and resource alignment.
4. Infuses commitment to diversity and inclusiveness throughout plan.
5. Emphasizes implementation and measurement of progress.

Vision = How we contribute

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

Our ultimate destination

Mission = Why we exist
(Directs how we intend to achieve our vision)

Washington State University is a **public research** university committed to its **land-grant** heritage and tradition of service to society. Our mission is threefold:

- To **advance** knowledge…
- To **extend** knowledge through innovative educational programs in which students and emerging scholars are mentored to realize their highest potential and assume roles of leadership, responsibility, and service to society.
- To **apply** knowledge through local and global engagement that will improve quality of life and enhance the economy of the state, nation, and world.

Values = Operating principles

- Quality and Excellence
- Integrity, Trust, and Respect
- Research, Innovation, and Creativity
- Diversity and Global Citizenship
- Freedom of Expression
- Stewardship and Accountability

Two central foci

1. Offering a truly transformative educational experience to undergraduate and graduate students
2. Accelerating the development of a preeminent research portfolio

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Themes = Summarize intentions

- **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**

https://www.flickr.com/photos/auvet/3750918356/

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

Themes:
1._____
2._____
3._____
4._____

Goals:
1._____
2._____
3._____

Sub-goals:
1._____
2._____
3._____
4._____

Initiatives:
1._____
2._____
3._____
4._____

Metrics:
1._____
2._____
3._____
4._____

Mapping example
Theme 2: Transformative Student Experience

- Goal 2: Provide a university experience centered on student engagement, development, and success, which prepares graduates to lead and excel in a diverse United States and global society.

- Subgoal 2.d.: Align student recruitment, admissions, and retention system-wide to enhance access, inclusiveness, and student success.

Implementation map

Theme 2 Sub-goals	Potential Initiatives and Tactics	Quantitative Metrics	Other types of evidence (qualitative, progress indicators, diagnostics)
2.d Align student recruitment, admissions, and retention system-wide to enhance access, inclusiveness, and student success.	• Support and encourage engagement in wellness, safety, artistic, and civic programs and activities. • Support and encourage programming that cultivates and supports healthy decision making and academic skills. • Augment the resources and technical expertise to support and assess data-informed enrollment management and student support programming.	25. Freshmen retention rates 26. Four-year graduation rates 27. Six-year graduation rates 28. Percent of students who complete degrees 29. Average SAT of incoming freshmen	• Student progress indicators on state dashboard (Public Centralized Higher Education Enrollment System) • Percent of direct-from-high-school students completing college-level math and English within two years • Percent of first-year students who complete a full or part-time load in first year • Course completion (percentage of credit hours completed out of those attempted)

Implementation plan

- Strategic planning implementation committee: *Institutional Effectiveness Council*
- Council will define quantitative benchmarks for each of the 55 metrics
- Grand Challenges identify current and emerging areas of research excellence
- Annual report of progress to be issued by Provost's Office

The Grand Challenges

https://research.wsu.edu/research-initiatives/grand-challenges/

The Institutional Effectiveness Council:

"A coordinated, sustainable system to pursue university institutional effectiveness"

- To **coordinate** strategic planning implementation, required accountability reporting, and decision support;

- To **reduce redundancy and increase efficiency, transparency, and accountability** among strategic planning, institutional management, university accreditation, and other state and federal reporting requirements; and

- To **optimize usefulness** of data and reports system-wide at all levels.

The IEC Steering Committee

- Provost and Executive Vice President (Erica Austin for Dan Bernardo) — Chair
- Vice President for Research (Chris Keane)—Theme 1 Chair
- Vice Provost for Academic Affairs (Craig Parks for Erica Austin)—Theme 2 Chair
- Vice President for External Affairs and Government Relations (Colleen Kerr)—Theme 3 Chair
- Academic Dean (Michael Trevisan) —Theme 4 Co-Chair
- Vice President for Finance and Administration (Vicky Murray)—Theme 4 Co-Chair
- Executive Director of Institutional Research (Fran Hermanson)—Supervisor of Institution-Level Metrics Collection
- Urban Campus Chancellor (Keith Moo Young)

IEC Steering Committee purpose

- **Oversees implementation and fulfillment** of strategic plan.
- **Directs and resources** the Council and the Accreditation, Assessment and Academic Program Review Committee.
- **Reviews and approves recommendations** from the Council for strategic planning implementation and institution-level accountability metrics
- **Ensures alignment** of data collection and reporting for institutional effectiveness, NWCCU accreditation standards, other external report mandates, and other internal needs for data and evaluation.

IEC Subcommittees (1 per theme)

Broad range of representatives from

Membership and contributions based on how programs and services connect to each theme.

- Academic affairs
- Student affairs
- Business services and operations
- Faculty
- Staff
- Students
- All campuses and areas

What IEC subcommittees do

- **Facilitate unit- and program-level fulfillment** of strategic plan goals, including collection and analysis of data to track progress toward the theme's objectives.
- **Monitor and report** to steering committee on infrastructure and training needs from units and programs.
- Contribute to a university-wide **annual inventory** of assessment activities for each theme.
- **Promote awareness and communication** about these topics among WSU units and employees.
- **Provide summary reports** on strategic plan fulfillment annually to the IEC Steering Committee.

How the strategic plan relates to accreditation

NWCCU's Five Standards:

• The institution's Mission and Core Themes;
• How the Core Themes translate into assessable objectives supported by programs and services;
• Appraisal of the institution's potential to fulfill the Mission;
• Planning and implementation involved to achieve and assess desired outcomes of programs and services;
• An evaluation of mission-fulfillment efforts and sustainability.

http://accreditation.wsu.edu
http://nwccu.org

Mapping on to the plan

Theme 4 Sub-goals	Area/Unit Goals	Representative strategies and tactics	Responsible Unit/Personnel in Area/Unit to supervise strategic follow through	Area/Unit Metrics (and responsible party for reporting)
4.a. Recruit, Retain, Advance, Including Women and Minorities	•	•	•	•
4.b. Maintain Respectful, Inclusive, Equitable Behavior	•	•	•	•
4.c. Employee Productivity, Satisfaction.	•	•	•	•
4.d. Administrative Accountability, Innovation, Creativity, Openness, Transparency, Collaboration	•	•	•	•
4.e. Use Strategic Plans, Data	•	•	•	•

IEC timeline (sample)

• October 2014   IEC plan released
• November-February   Steering committee launched, subcommittees forming
• May 2015   IEC subcommittees present initial inventory of their strategies and metrics for benchmarks
• Aug 2015   IEC Themes present first summary reports
• Sept 2015   Writing of 2017 accreditation report commences

IEC timeline (continued)

- August 2016   IEC Subcommittees present 2nd-year reports
- Nov. 2016   Accreditation report introduced to Regents
- 2017   Public release of accreditation report; NWCCU on-site review
- 2017+   IEC Subcommittees continue annual reports
- 2018   Planning for updated strategic plan (2020-24) begins

Strategic Plan web site

STRATEGIC PLAN
2014-2019

Introduction

The 2014-19 strategic plan builds on the previous five-year plan, recognizing the core values and broad mission of Washington State University. Goals and strategies were developed to achieve significant progress toward WSU's aspiration of becoming one of the nation's leading land-grant universities, preeminent in research and discovery, teaching, and engagement. The plan emphasizes the institution's unique role as an accessible, approachable research institution that provides opportunities to an especially broad array of students while serving Washington state's broad portfolio of social and economic needs. While providing exceptional leadership in traditional land-grant disciplines, Washington State University adds value as an integrative partner for problem solving due to its innovative focus on applications and its breadth of program excellence. The plan explicitly recognizes the dramatic changes in public funding that have occurred over the duration of the previous strategic plan, along with the need for greater institutional nimbleness, openness, and entrepreneurial activity that diversifies the University's funding portfolio. In addition, the plan reaffirms WSU's land-grant mission by focusing greater attention system-wide on

Vision, Mission, and Values

1. Exceptional Research, Innovation, and Creativity
2. A Transformative Student Experience
3. Outreach and Engagement
4. Institutional Effectiveness

Documents
- 2019 Plan (PDF)
- One Page Summary
- Compare Draft with Final Plan

www.strategicplan.wsu.edu

More information

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