

# Strategic Plan Progress Update Fall 2017

WASHINGTON STATE  UNIVERSITY

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**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

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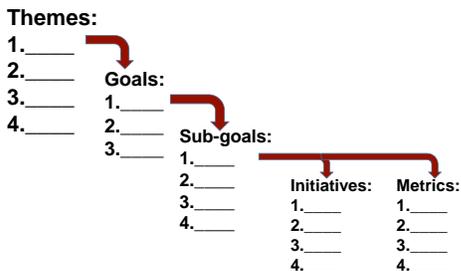
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## Mapping of Themes, Goals Sub-goals, Initiatives & Metrics



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### 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.

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### The Drive to 25: To be recognized as a top-25 public research university by 2030



**AAU metrics**

- Federal research and development expenditures
- Faculty awards
- National Academy membership
- Citations of faculty scholarship

**Peer-comparisons**

- Total research and development expenditures
- Doctorates awarded
- Annual giving
- 6-year graduation rate

**WSU-specific metrics**

- % of undergraduates involved in research, scholarship, and creative discovery
- Placement rate of graduates
- % of underrepresented minority faculty, staff, and students

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### IEC Steering Committee for 2016

**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](http://StrategicPlan.wsu.edu)

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### 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 Raleigh	University of Tennessee-Knoxville
Oregon State University	Virginia Tech
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

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### 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*

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### 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

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## 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

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## Implications of the Drive to 25

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

Metric	CMUP Primary	CMUP Other	AAU - Ph I	AAU - Ph 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		

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## How Are We Doing?




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## Theme 1 - Exceptional Research Innovation and Creativity



WSU continues to make significant progress on Theme 1 subgoals and has launched initiatives to increase momentum.

- Strategic Reallocation grants competition funded five Grand Challenge research projects and one Student Success project
- Research expenditures up
  - Total R&D Expenditures ↗ \$1M
  - Federal R&D Expenditures ↗ \$1.7M
- Number of citations per faculty member and H Index ↗ to 27.15 from 22.47 in 2014
- Multi-Institution competitive grants ↗ to 516 (above target of 508) from 500
- Grant activity for multi-unit projects ↗ to 238 awards, from 223 in 2015
  - Award amount ↗ to \$63.8M from \$49.3M in 2015

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## Drive to 25 momentum



- Total research and development expenditures FY 2016: \$334.1M
- Federal research and development expenditures FY 2016: \$136.6M

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## WSU faculty earned prestigious honors

Newly elected to the Washington State Academy of Sciences

New fellow to the National Academy of Inventors



**Monica Kirkpatrick-Johnson**  
The professor of pathology and senior College distinguished professor teaches math, family, and education across the life cycle.



**Brian Lamb**  
The faculty professor and Boeing distinguished professor in atmospheric sciences works with the WSU Laboratory for Atmospheric Research.



**Jill McCluskey**  
The distinguished professor of sustainability served as assistant dean of the school of Environmental Science.



**John Bell**  
The senior associate professor of WSU Health Sciences System was also recently named associate vice president for health services research. In that position, he will help develop or implement interdisciplinary health services research projects.



**Ying Wang**  
In 2016, Ying Wang was named a fellow of the National Academy of Inventors in a prestigious group of scientists that includes 17 Nobel laureates. Dr. Wang is internationally known for his work in catalytic and electrocatalytic engineering for energy and sustainable fuels and chemicals. He holds a joint appointment with the US Department of Energy Pacific Northwest National Laboratory (PNNL), where he is a laboratory fellow and associate director of PNNL's Institute for Integrated Catalysis. He was named the WSU Graduate of the Year twice and holds hundreds of patents related to the world.

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### Flight fueled by forest residuals

- Alaska Airlines flew the first commercial flight using the world's first renewable, alternative jet fuel made from forest residuals and produced by the WSU-led Northwest Advanced Renewables Alliance (NARA).



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### Development of Energy Systems Innovation Center



[ESIC.wsu.edu](http://ESIC.wsu.edu)

- The solar array at the WSU Research Park, part of the most comprehensive "smart city" lab in the U.S. to test smart grid technologies, was completed in 2016.
- WSU faculty from engineering, communication, psychology, sociology, economics, and more are contributing.

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### WSU researchers honored for gravitational waves discovery

- WSU scientists and engineers working at the Laser Interferometer Gravitational-wave Observatory detector (LIGO) at Hanford helped detect gravitational waves.
- Sukanta Bose and his team of WSU researchers were among those awarded a Breakthrough Prize in Fundamental Physics for the discovery, which confirmed Einstein's general theory of relativity.



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## 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

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## Theme 2 - A Transformative Student Experience



All campuses are growing, making WSU its most diverse ever. Our focus remains on supporting students to complete their degrees.

- Total enrollment  $\nearrow$  to 30,142 in 2016 from 29,686 in 2015
  - Bachelor's degrees awarded in high-demand fields  $\nearrow$  to 1,971 from 1,868
  - Bachelor's degrees awarded to low-income students  $\nearrow$  to 1,914 from 1,771
  - Graduate/professional degrees  $\nearrow$  to 1,452 from 1,214
- Percentage of the student body from under-represented groups  $\nearrow$  in all areas except professional degrees
- First-year retention rate  $\nearrow$  1%; six-year graduation rate  $\nearrow$  2.4%
- WSU the top-ranked public institution in the country, and no. 4 overall, for "adding value," according to *Money Magazine*

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## WSU Everett team excelled at international University Rover Challenge

- Nearly 20 Voiland College of Engineering and Architecture students competed as part of the team, which took second at the world's premier college robotics competition.




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### WSU student entrepreneurs won regional Health Innovation Challenge



- Undergraduate students Emily Willard and Katherine Brandenstein won first place and \$10,000 for their prototype of SafeShot, a lid that attaches to a multi-use injection vial to sterilize the needle each time it enters the vial.
- They are working to bring this product to market through their start-up company, *Engage*.

<https://research.wsu.edu/undergraduate/>

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### WSU scholars engaged on campus and worldwide



Boren Scholarship winner Jackson Peven spending his junior year in Harbin, China

- Honors College enrolled its largest class ever (270 students).
- WSU students earned Fulbright, Boren, Goldwater, Udall, and other Distinguished Scholarships.

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### New college of medicine launched



The new medical school's admissions committee prepared for applications to arrive.

- The Elson S. Floyd College of Medicine earned preliminary accreditation by the Liaison Committee on Medical Education (LCME) in October of 2016.
- Accreditation from the Northwest Commission on Colleges and Universities followed in early 2017.

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### 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

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### Theme 3 - Outreach and Engagement



WSU's avenues for outreach and engagement are expanding, with programs and projects in place to increase impact.

- Patents filed ↗ to 155 from 93
- Royalties/other ↗ to \$1.9M from \$1.2M (above target)
- Undergraduate enrollment ↗ at all sites

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### Major internationalization initiative launched



- INTO WSU partnership launched to develop academic pathway programs for international students enhance international enrollment on campuses and opportunities for domestic students to experience global perspectives.
- New International Programs Intensive American Language Center (IALC) launched at Tri-Cities.

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### WSU faculty and student teams led patent breakthroughs for societal impact



Dr. Susmita Bose working with student Sahar Vahabzadeh to improve materials for hip and knee replacements.

- WSU researchers Amit Bandyopadhyay and Susmita Bose have received six patents over the past two years on technology that can improve recovery time and outcomes for common surgical procedures.
- Hakan Guracek has led the development technology that conveys a sense of touch.

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### 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

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### Theme 4 - Institutional Effectiveness: Diversity, Integrity and Openness



Employee Engagement Survey indicated high employee satisfaction across employee groups, and high marks for accountability, innovation, and creativity. More engagement needed to assess and achieve goals for diversity, climate and transparency.

- Number of staff from underrepresented groups: AP staff up to 138, from 125. Classified Staff, up to 135 from 128.
- Employee Engagement indicators: I am recognized for doing a good job: 53.4 percent, up from 48.67 percent. My supervisor gives me ongoing feedback...: 50.84 percent, up from 44.07 percent.
- New tools such as Activity Insight and Academic Performance Solutions will help WSU track and report on scholarly activity and engagement throughout the year.

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### Crimson Spirit boosts customer service



- A new training program emphasizes the values of quality customer service, creativity in problem solving, extra effort, and trust and respect in difficult situations.
- The Crimson Spirit Customer Service training program began in March of 2016, and 758 employees completed the training throughout the year, either in person or online.
- The Crimson Spirit Award recognizes faculty and staff who provide superior customer service.

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### Mentor program supports women in STEM

- The School of Biological Sciences (SBS) launched the WISTEM Initiative – Women in Science, Technology, Engineering and Mathematics – to connect young women interested in STEM careers with mentors, networking opportunities and a supportive community of like-minded individuals.
- WISTEM hosts informal meetings the second Wednesday of most months where undergraduates can talk with faculty and peers about their concerns, challenges and successes.
- WISTEM also is supporting the new WSU student chapter of [Scientista](#), a national organization that empowers pre-professional women in STEM through content, communities and conferences.




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### Drive to 25 Shared Vision



Washington State University will be recognized as one of the nation's top 25 public research universities, preeminent in research and discovery, teaching, and engagement by 2030.

The Drive to 25 builds on the cornerstones of our institutional Strategic Plan and its two pivotal goals:

- WSU will offer a transformative educational experience to undergraduate and graduate students
- WSU will accelerate the development of a preeminent research portfolio

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# Thank you!



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

[strategicplan.wsu.edu](http://strategicplan.wsu.edu)

[wsu.edu/drive-to-25](http://wsu.edu/drive-to-25)

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This has been a  
WSU Training  
Videoconference

If you attended this live training session and wish to have your attendance documented in your training history, please notify Human Resource Services within 24 hours of today's date:

**hrstraining@wsu.edu**

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