

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

It's Time to Refresh the Plan!



On web site at
www.strategicplan.wsu.edu

**Why having no strategic plan
presents a problem**



<http://upload.wikimedia.org/wikipedia/commons/a/a7/Longleat-maze.jpg>

**WSU is mission driven and
publicly accountable**

- To our university and local communities
- To the state of Washington
- To the U.S. Department of Education
 - Northwest Council on Colleges and Universities
- To discipline-specific oversight bodies

Developing and using a strategic plan creates and fulfills opportunities



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

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.

Mission = Why we exist (Directs how we 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.

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

Parts of the strategic plan

- **Themes = Summarize intentions**
- **Goals = Directions to pursue**
- **Initiatives = Examples of relevant strategies**
- **Metrics = Measures that demonstrate progress**
- **Peers = Relevant institutions for comparison**

Strategic plan peer institutions

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

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

Emphasis of the current plan

- 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

How we developed the active plan



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

Situation Analysis



“SWOT” or “SWOC”
Strengths, Weaknesses,
Opportunities, Threats (Challenges)
e.g. “education deserts”



Situation Analysis: **What was new for 2014-19 plan**

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>

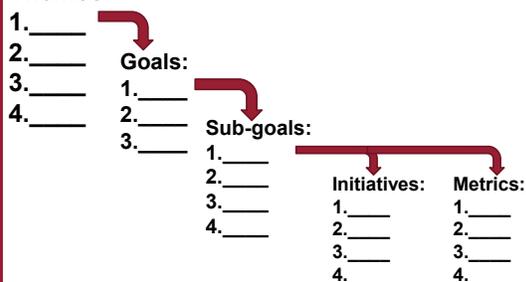
How we responded

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. Emphasis on implementation and measurement of progress (mapping of metrics).



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

Themes:



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/>

Goals = Directions to pursue Theme 1: Exceptional Research, Innovation, and Creativity

- **Goal 1:** Increase **productivity** in research, innovation, and creativity to address the grand challenges and opportunities of the future.
- **Goal 2:** Further develop **WSU's unique strengths and opportunities** for research, innovation, and creativity based on its locations and land-grant mandate to be responsive to the needs of Washington state.
- **Goal 3:** Advance **WSU's reach** both nationally and internationally in existing and emerging areas of achievement.



Subgoals for Theme 1: Research, Innovation, Creativity

- Grow and diversify extramural research funding.
- Attract, retain, and develop high-quality research faculty members 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 2 goals: Transformative Student Experience

- **Goal 1:** Provide an excellent teaching and learning opportunity to a **larger and more diverse** student population.
- **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.
- **Goal 3:** Improve **curricular and student support infrastructure** to enhance access, educational quality, and student success in a growing institution.



Subgoals for Theme 2: Transformative Student Experience

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

Theme 3 Goals: Outreach and Engagement

- **Goal 1: Increase access** to and breadth of WSU's research, scholarship, creative, academic, and extension programs throughout Washington and the world.
- **Goal 2: Expand and enhance WSU's engagement** with institutions, communities, governments, and the private sector.



- **Goal 3: Increase WSU faculty, staff, and students' contributions** to economic vitality, educational outcomes, and quality of life at the local, state, and international levels

Subgoals for Theme 3: Outreach and Engagement

- 3.a. Increase the impact of WSU research, scholarship, creative, and outreach activities on quality of life and economic development within the state and region.
- 3.b. Increase access to the WSU system for place-bound, non-traditional, first-generation, and other underserved and underrepresented students.
- 3.c. Contribute to economic security, stability, social justice, and public policy through research, education, the arts, extension, and citizen-based and public policy engagement.
- 3.d. Increase WSU's global presence and impact worldwide.
- 3.e. Improve WSU's reputation with external constituencies.

Theme 4 goals: Institutional Effectiveness: Diversity, Integrity, and Openness

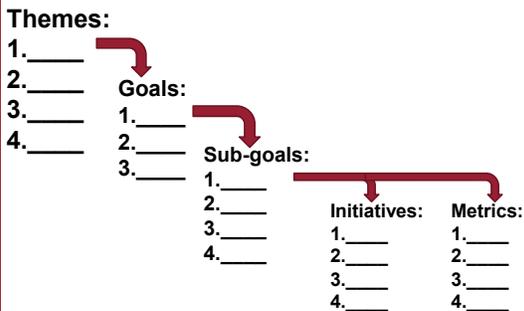


- **Goal 1:** Create and sustain a university community that is diverse, inclusive, and equitable.
- **Goal 2:** Cultivate a system-wide culture of organizational integrity, effectiveness, and openness that facilitates pursuit of the institution's academic aspirations.
- **Goal 3:** Steward and diversify resources invested by students, the public, and private stakeholders in a responsible way to ensure economic viability of the institution.

Subgoals for Theme 4: Institutional Effectiveness

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

Review: Mapping of themes, goals sub-goals, initiatives & metrics



Mapping example

Theme 2 Sub-goals	Potential Initiatives and Tactics	Quantitative Metrics	Other types of evidence (qualitative, progress indicators, diagnostics)
E.d Align student recruitment, admissions, and retention system-wide to enhance access, inclusiveness, and student success.	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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

- Established a strategic planning implementation committee (*Institutional Effectiveness Council*)
- Defined quantitative benchmarks for each of the metrics
- Called for a process to identify current and emerging areas of research excellence (the "120 Day Plan")
- Annual report of progress issued by Provost's Office (startegicplan.wsu.edu)

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.

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.
- Monitor and report to steering committee on infrastructure and training needs from units and programs.
- Contribute to a university-wide progress report for each theme.
- Promote awareness and communication about these topics among WSU units and employees.
- Help to explain alignment of strategic plan and DT25



Progress reports at strategicplan.wsu.edu

How the current plan relates to the Drive to 25

- Commitment to full Strategic Plan
- Extra emphasis on subset of goals and metrics
 - 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

How the current plan relates to the Drive to 25

AAU and Peer-Comparison Metrics

Federal research and development expenditures
Faculty awards
National academy membership
Citations of faculty scholarship
Total research and development expenditures
Doctorates awarded
Annual giving
6-year graduation rate

Strategic Plan Metrics

Federal research and development expenditures reported to NSF (Sub-goal 1.a)
Number of prestigious/highly prestigious faculty awards (Sub-goal 1.b)
Number of national academies members (Sub-goal 1.b)
Citations per faculty member and H Index (Sub-goal 1.b)
Total research and development expenditures reported to NSF (Sub-goal 1.a)
Graduate degrees awarded (Sub-goal 2.a)
Annual private support (Sub-goal 4.f)
6-year graduation rate (Sub-goal 2.d)

How the current plan relates to the Drive to 25

WSU-specific metrics

Percent of undergraduates involved in research, scholarship, and creative discovery

Placement rate of graduates

Percent of underrepresented minority faculty, staff, and students

- Number of internship or practicum experiences (Sub-goal 2.a)
- Number of students participating in study abroad or other significant international experience (Sub-goal 3.a)
- "Other types of evidence" for subgoal 2a: Research, scholarly and creative activities conducted with a faculty member outside of course or program requirements, and other relevant measures from the NCSSE
- Percentage of graduates employed within one year in a job relevant to degree (Sub-goal 2.c)
- Percent of student body from underrepresented groups (Sub-goal 2.b)
- Number of faculty from underrepresented groups (Sub-goal 4.a)
- Number of staff from underrepresented groups (Sub-goal 4.a)

**Situation Analysis:
What is new now (and what is not) and how should we respond?**

1. WSU is a diverse institution across campuses and other locations, colleges, areas
2. We now have an institution-wide strategic plan, the Drive to 25, and campus-, college-, area-specific plans
3. Available sources of funding, energy, time, etc. informed about the levers we can harness to move us toward our aspirational goals
4. Updating is an opportunity to focus more on outcomes and tie resources to priorities more tightly
5. Other?

Thank you!

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

strategicplan.wsu.edu

wsu.edu/drive-to-25

accreditation.wsu.edu



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