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

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

WSU is mission driven and publicly accountable
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
Iowa State University
Louisiana State University and A&M
Mississippi State University
North Carolina State University Raleigh
Oregon State University
Purdue University-Main
University of Georgia
University of Maryland-College Park
University of Missouri-Columbia
University of Nebraska-Lincoln
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:
1.____
2.____
3.____
4.____

Goals:
1.____
2.____
3.____
4.____

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

Initiatives:
1.____
2.____
3.____
4.____

Metrics:
1.____
2.____
3.____
4.____

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/376018336/
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

<table>
<thead>
<tr>
<th>Theme 5 Subject</th>
<th>Potential Initiatives and Tactics</th>
<th>Qualitative Metrics</th>
<th>Other types of evidence collection, reporting, external validation mechanisms</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strategic</td>
<td>• Support and manage engagement to enhance success, inclusivity, and student access.</td>
<td>22. Evaluation metrics</td>
<td>• Reduce program deficiencies at state level.</td>
</tr>
<tr>
<td>Goals</td>
<td>• Import and increase awareness of culture and relevant academic and civic programs.</td>
<td>36. Four year graduation rates</td>
<td>• Increased public accountability.</td>
</tr>
<tr>
<td></td>
<td>• Increase student bodies and recruitments</td>
<td>27. Five year graduation rate</td>
<td>• Increase public enrollment.</td>
</tr>
<tr>
<td></td>
<td>• Accept for research and technical expertise support and assess future demand, infrastructure, management and student support programming</td>
<td>28. Percent of students who complete degree</td>
<td>• Increase public engagement.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>30. Average EBT of incoming freshmen</td>
<td>• Decrease program deficiencies at state level.</td>
</tr>
</tbody>
</table>

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 (strategicplan.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)

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

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

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

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**How the current plan relates to the *Drive to 25***

**AAU and Peer-Comparison Metrics**

<table>
<thead>
<tr>
<th>AAU and Peer-Comparison Metrics</th>
<th>Strategic Plan Metrics</th>
</tr>
</thead>
<tbody>
<tr>
<td>Grants research and development expenditures</td>
<td>Total research and development expenditures reported to NIP</td>
</tr>
<tr>
<td>Research awards</td>
<td>Number of research awards and prizes received</td>
</tr>
<tr>
<td>National, academic membership</td>
<td>Total number of national memberships</td>
</tr>
<tr>
<td>Citations of faculty, scholarship</td>
<td>Total number of citations and other forms of recognition</td>
</tr>
<tr>
<td>Total research and development expenditures</td>
<td>Total research and development expenditures reported to NIP</td>
</tr>
<tr>
<td>Endowments</td>
<td>Number of endowed positions</td>
</tr>
<tr>
<td>Average giving</td>
<td>Total number of endowed positions</td>
</tr>
<tr>
<td>6-year graduation rate</td>
<td>6-year graduation rate</td>
</tr>
</tbody>
</table>

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**How the current plan relates to the *Drive to 25***

**WSU-specific metrics**

- Number of instruction in research, scholarship, and creative discovery
- Percentage of students participating in study abroad or other spring-semester international experiences
- "Other" types of exchange (e.g., research, study abroad, service learning, etc.)
- "Other" types of exchange (e.g., research, study abroad, service learning, etc.)
- Percentage of transfer student enrollment |

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## Progress report for 2017

### Theme 1

Paul W. Allen School for Global Animal Health professor named to National Academy of Medicine

Professor Kari Saarinen is a professor of clinical health sciences at the University of Washington. She is also a fellow at the National Academy of Medicine and a member of the National Academy of Sciences. She is a recipient of the 2017 Gilead Award for Excellence in Global Health. She is also a member of the National Academy of Sciences. She is a recipient of the 2017 Gilead Award for Excellence in Global Health.

### Progress Report Contents

<table>
<thead>
<tr>
<th>Area/Unit</th>
<th>Strategy</th>
<th>Objectives</th>
<th>KPIs</th>
<th>Project Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>Human Health</td>
<td>- Improve health outcomes for vulnerable populations</td>
<td>- Increase access to healthcare services</td>
<td>- Increase the number of patients treated</td>
<td>- Develop new models for treatment delivery</td>
</tr>
<tr>
<td>Environmental Health</td>
<td>- Reduce environmental hazards</td>
<td>- Conduct research on environmental health impacts</td>
<td>- Develop new models for environmental monitoring</td>
<td>- Implement new policies to reduce hazards</td>
</tr>
<tr>
<td>Social Health</td>
<td>- Enhance social support for vulnerable populations</td>
<td>- Increase access to social services</td>
<td>- Develop new models for social support systems</td>
<td>- Implement new policies to enhance social support</td>
</tr>
</tbody>
</table>

### Strategic Plan 2014-2019

[Link to strategic plan]
Progress report for 2017

Theme 2

Affordable Learning Grants saw students thousands

Estimation of savings provided to WSU Pullman students through Affordable Learning Grants:

<table>
<thead>
<tr>
<th>Course</th>
<th>Estimated savings per course (in thousands of dollars)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Communication</td>
<td>$17,000</td>
</tr>
<tr>
<td>Marketing</td>
<td>$15,000</td>
</tr>
<tr>
<td>Psychology</td>
<td>$16,500</td>
</tr>
<tr>
<td>Psychology</td>
<td>$15,000</td>
</tr>
<tr>
<td>Training and</td>
<td>$15,000</td>
</tr>
<tr>
<td>Learning</td>
<td></td>
</tr>
</tbody>
</table>

Total: $89,500

Theme 3

Re evoke a 3D microscope project launch of web app

Theme 4

Podcast seminar features visiting artists

9/27/2018
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. inform us 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

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:
hrstreeining@wsu.edu

This has been a WSU Training Videoconference