

# Strategic Plan 2014-2019

President Elson S. Floyd, Ph.D.



WASHINGTON STATE  
UNIVERSITY



## 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 increasing access to educational opportunity, responding to the needs of Washington state through research, instruction, and outreach, and contributing to economic development and public policy.

While the new plan retains the four key themes of the previous plan, its two central foci include offering a truly transformative educational experience to undergraduate and graduate students and accelerating the development of a preeminent research portfolio. Campuses, colleges, and other units will develop their own strategic plans that align with this plan and will make decisions and investments according to structures, principles, and processes set forth herein.

Washington State University's long-standing commitment to provide students with a transformational experience will continue with a focus on enhancing the quality and relevance of the learning experience, providing more personalized student services, expanding learning opportunities outside the classroom, and developing a more cohesive student community. The undergraduate experience will build upon WSU's nationally recognized writing, general education, and undergraduate research programs. Support for a transformational graduate experience will emphasize opportunities to engage in mentored research and outreach. Changes in the student experience will include increases in the size and diversity of the undergraduate student body. Enrollment growth will occur as a result of increased freshman and transfer admissions, as well as significant improvements in student retention.

Continued pursuit of a preeminent research portfolio will occur as a result of strategic investment in research infrastructure, increased faculty research effort, and continued emphasis on WSU's research strengths. In addition, the University will build out emerging areas of research excellence and interdisciplinary collaboration while emphasizing its unique responsibility to address the particular needs of Washington state. WSU's research portfolio will be characterized by continued growth of research expenditures, expansion in scholarly outputs, enhancement in the development of intellectual property, and growth in graduate student enrollment, particularly doctoral students. Our progress will be measured by and against the research productivity of outstanding American universities, and most notably against members of the Association of American Universities (AAU) member institutions. This profile requires a broad portfolio of excellence that spans science, technology, engineering, math, humanities, and social sciences.



## ➤ Vision

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

## ➤ Mission

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 through creative research, innovation, and creativity across a wide range of academic disciplines.
- 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

- **Quality and Excellence:** We are committed to providing quality and excellence in all our endeavors.
- **Integrity, Trust, and Respect:** We are committed to ensuring trust and respect for all persons in an environment that cultivates individual and institutional integrity in all that we do.
- **Research, Innovation, and Creativity:** We are committed to the pursuit of inquiry and discovery and to the creation and dissemination of knowledge.
- **Land-Grant Ideals:** We are committed to the land-grant ideals of access, engagement, leadership, and service to bring the practical benefits of education to the state, nation, and global community.
- **Diversity and Global Citizenship:** We embrace a worldview that recognizes and values the importance of domestic and global diversity, global interdependence, and sustainability.
- **Freedom of Expression:** We are committed to the free exchange of ideas in a constructive and civil environment, including the canons of academic freedom in research, teaching, and outreach.
- **Stewardship and Accountability:** We are committed to serving as ethical and responsible stewards of University resources.



## ➤ 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.

### ➔ Theme 1 Sub-goals

- 1.a. Grow and diversify extramural research funding.
- 1.b. Attract, retain, and develop high-quality research faculty members 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. 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 mentored research, innovative projects, and creative endeavors.

## ➤ Theme 2: 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.

### ➔ Theme 2 Sub-goals

- 2.a. Enhance student engagement and achievement in academics and cocurricular 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: 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.

### ➔ Theme 3 Sub-goals

- 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: 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.

### ➔ Theme 4 Sub-goals

- 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.



## ➤ Appendix

### 2014-19 Strategic Plan Performance Indicators

#### ➔ Introduction

The strategic plan includes an implementation plan and the establishment of an implementation committee to ensure that initiatives are developed and executed to realize the plan’s goals. Quantitative metrics (benchmarks) identified for each sub-goal, located in column 3 of the tables, will be calculated on an annual basis. The implementation committee will work with the Office of the Provost to define quantitative targets and annual rates of progress (milestones) for these benchmarks. Other evidence for assessing progress is included in column 4 but will not always be collected and reported annually. The implementation committee will also collaborate with various academic and support units to identify targeted initiatives to advance the institution in achieving the specific goals and sub-goals included in the plan. An important activity during the initial stages of the plan’s implementation, and led by the Vice President for Research, will involve identifying WSU’s strategic areas of research excellence and emerging areas requiring additional investment to achieve national and international prominence. With the assistance of the implementation committee, an annual report of progress will be issued by the Office of the Provost at the conclusion of each calendar year. Campuses, colleges, and other units will be expected to identify and report annually on their progress toward metrics consistent with, and whose attainment will contribute to, the institution-level plan.

## ➤ 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 innovation, discovery, and creativity based on its location 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.

Theme 1 Sub-goals	Potential Initiatives and Tactics	Quantitative Metrics	Other types of evidence (qualitative, progress indicators, diagnostics)
<p><b>Sub-goal 1.a.</b> Grow and diversify extramural research funding.</p>	<ul style="list-style-type: none"> <li>• Invest in strengthening the most successful centers and institutes.</li> <li>• Enhance administrative infrastructure to support grants and contracts procurement and management.</li> <li>• Cultivate mutually beneficial strategic alliances with partners in the United States and abroad, to extend WSU faculty expertise and to address gaps in equipment, infrastructure, and/or expertise.</li> <li>• Foster greater collaboration across colleges, campuses, and disciplines through use of incentives and eliminating barriers to the pursuit of large opportunities.</li> </ul>	<ol style="list-style-type: none"> <li>1. Total research and development expenditures (reported to NSF) and rank among public institutions</li> <li>2. Federal research and development expenditures (reported to NSF) and rank among public institutions</li> <li>3. Number of cross-disciplinary and multi-institution grant interdisciplinary awards (tracked by eREX and org/budget numbers, OGRD)</li> </ol>	



Theme 1 Sub-goals	Potential Initiatives and Tactics	Quantitative Metrics	Other types of evidence (qualitative, progress indicators, diagnostics)
<p><b>Sub-goal 1.b.</b> Attract, retain, and develop high-quality research faculty members system-wide.</p>	<ul style="list-style-type: none"> <li>Recruit high-quality faculty through opportunistic searches, targeted hiring of senior faculty, and expanding the number of endowed chairs.</li> <li>Define and enforce high scholarship expectations across all academic units.</li> <li>Expand research and creative outputs typically associated with the arts, humanities, and design disciplines.</li> <li>Facilitate hiring that creates critical mass for high-priority initiatives.</li> <li>Invest in professional development activities aimed at increasing research productivity.</li> </ul>	<ol style="list-style-type: none"> <li>Number of refereed publications per faculty FTE</li> <li>Number of publications, juried or adjudicated shows, and performances by arts and humanities faculty (college reports)</li> <li>Number of prestigious faculty awards</li> <li>Citations per faculty member (H Index)</li> <li>Number of National Academy members</li> </ol>	<ul style="list-style-type: none"> <li>National/international invitations for research/teaching papers and presentations, shows, and performances (college reports)</li> <li>ADVANCE data on external mentors</li> </ul>
<p><b>Sub-goal 1.c.</b> 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.</p>	<ul style="list-style-type: none"> <li>Develop funding mechanisms to maintain equipment and provide necessary staff support in core labs.</li> <li>Continue to invest in modern research buildings structured to facilitate collaboration.</li> <li>Enhance academic computing capability on all campuses.</li> <li>Invest in communication tools enabling virtual collaboration on a global scale.</li> </ul>	<ol style="list-style-type: none"> <li>Total capital expenditures on academic infrastructure</li> <li>Square footage allocated to research and development per tenure-track faculty FTE</li> <li>Number of labs, classrooms, and conference rooms equipped for virtual collaboration</li> </ol>	<ul style="list-style-type: none"> <li>State funded building projects</li> <li>Sponsored project infrastructure awards</li> <li>Annual report from Information Technology on investments and upgrades</li> </ul>
<p><b>Sub-goal 1.d.</b> Build upon WSU's current and emerging areas of research excellence and international reputation.</p>	<ul style="list-style-type: none"> <li>Invest in identified areas of research excellence, such as health sciences at the human-animal interface, clean technology, food security, and biomedical research.</li> <li>Assess and respond to emerging opportunities through strategic investment in new areas of research excellence (e.g., promoting and sustaining health, water resources, computing, and data analysis).</li> <li>Continue the expansion of health science research programs, with emphasis on the build-out of programs and facilities on the Spokane campus.</li> <li>Establish a stimulus fund for investment in priority research initiatives.</li> </ul>	<ol style="list-style-type: none"> <li>Sponsored research expenditures in identified areas of research excellence</li> <li>Sponsored research awards expenditures in emerging areas of research excellence</li> <li>Sponsored research awards to projects that engage multiple units</li> </ol>	<ul style="list-style-type: none"> <li>Faculty hires in priority areas (college reports)</li> <li>Faculty hires in emerging areas of research excellence (college reports)</li> <li>Media tracking by University Communications of coverage for areas of emphasis</li> </ul>
<p><b>Sub-goal 1.e.</b> Increase engagement and productivity of graduate students, postdoctoral associates, and undergraduates in mentored research, innovative projects, and creative endeavors.</p>	<ul style="list-style-type: none"> <li>Expand graduate student enrollment and engagement at the urban campuses.</li> <li>Enhance opportunities for graduate student research awards and scholarships.</li> <li>Reward graduate students for high scholarship and creative activities.</li> </ul>	<ol style="list-style-type: none"> <li>Number of publications coauthored by graduate students, postdoctoral associates, and undergraduate students</li> </ol>	<ul style="list-style-type: none"> <li>Number of presentations at SURCA and GPSA annual research presentation events and professional meetings</li> <li>Number of Honors theses completed (Honors College report)</li> </ul>



## ➔ Theme 2: Transformative Student Experience

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

Theme 2 Sub-goals	Potential Initiatives and Tactics	Quantitative Metrics	Other types of evidence (qualitative, progress indicators, diagnostics)
<p><b>Sub-goal 2.a.</b> Enhance student engagement and achievement in academics and cocurricular activities.</p>	<ul style="list-style-type: none"> <li>• Enhance the physical and technological infrastructure to support and facilitate innovation in teaching and learning.</li> <li>• Augment the resources and technical expertise available to faculty and staff to improve teaching and learning.</li> <li>• Increase, recognize, and reward innovation in teaching, learning, and student life.</li> <li>• Improve retention through an enriched set of student experiences.</li> <li>• Provide support services that facilitate the achievement of high academic performance expectations in a focused area of study.</li> <li>• Provide inclusive, responsive, and student-led cocurricular activities, including registered student organizations, student government, and Residence Life activities.</li> </ul>	<p>16. Percent of undergraduate degrees with all six program assessment elements in place, including use of student learning assessment results in decision-making or planning</p> <p>17. Percent of graduate degree programs using student learning assessment results in decision-making or planning</p> <p>18. Bachelor's degrees awarded (total, high-demand fields, low-income students)</p> <p>19. Graduate degrees awarded (master's, doctoral, professional, high-demand and STEM fields)</p> <p>20. Number of internship or practicum experiences (National Survey of Student Engagement and college reports)</p> <p>21. Percentage of classrooms meeting benchmark quality standards</p>	<ul style="list-style-type: none"> <li>• Honors enrollment</li> <li>• Students on President's Honor Roll (3.5 and above) each semester</li> <li>• Student satisfaction: percent of seniors and graduate students satisfied with academic experience (Educational Benchmarking Incorporated Survey)</li> <li>• National Survey of Student Engagement, alumni surveys, senior survey</li> <li>• Research, scholarly, and creative activities conducted with a faculty member outside of course or program requirements (National Survey of Student Engagement)</li> <li>• Course-based civic engagement activities (National Survey of Student Engagement)</li> <li>• UCORE assessments of quality (Office of Assessment of Teaching and Learning)</li> <li>• International Programs' report on clubs, international internships, Global Case Competition, community service activities</li> <li>• eLearning and other relevant grants</li> <li>• Percent of students satisfied with facilities and equipment in classrooms and labs</li> <li>• Housing services survey (Educational Benchmarking Incorporated)</li> <li>• Number of graduate students on external fellowships (Graduate School)</li> <li>• LibQual and other library service assessments</li> </ul>



Theme 2 Sub-goals	Potential Initiatives and Tactics	Quantitative Metrics	Other types of evidence (qualitative, progress indicators, diagnostics)
<p><b>Sub-goal 2.b.</b> Increase the size, diversity, and academic preparedness of the undergraduate and graduate student populations in Pullman and at the urban campuses.</p>	<ul style="list-style-type: none"> <li>• Build a stronger support structure to recruit and retain transfer students.</li> <li>• Develop stronger outreach and recruitment for high-achieving underrepresented students.</li> <li>• Invest in effective recruiting programs for high-achieving out-of-state students.</li> <li>• Invest in graduate student recruitment and mentoring initiatives and programs for underrepresented groups.</li> </ul>	<p>22. Total university enrollment (bachelor's, master's, doctoral, professional)</p> <p>23. Percent of student body from underrepresented groups (undergraduate, graduate, professional)</p>	
<p><b>Sub-goal 2.c.</b> Produce graduates who are highly sought by post-baccalaureate and post-graduate employers and graduate/ professional programs.</p>	<ul style="list-style-type: none"> <li>• Assess and respond to emerging opportunities through strategic investment in new programs.</li> <li>• Broaden student engagement with cultures, ideas, and artistic expression of people of our diverse nation and world.</li> <li>• Facilitate student engagement in high-impact learning experiences.</li> <li>• Expand international dual degree programs in graduate education.</li> <li>• Devise four-year pathways for students that integrate career and personal development activities with academic degree plans.</li> <li>• Ensure that faculty have ready access to information regarding student achievement of fundamental competencies valued by employers (writing, critical thinking, problem-solving, etc.).</li> </ul>	<p>24. Alumni survey: percent of graduates employed within 1 year in a job relevant to their degree</p>	<ul style="list-style-type: none"> <li>• Career Center reports: <ul style="list-style-type: none"> <li>—employer activity at career expos, hiring, interviews</li> <li>—internship data</li> <li>—Student activity as logged in the career database</li> </ul> </li> <li>• Evidence of relevant programming (college reports)</li> <li>• National Survey of Student Engagement survey items on global perspectives</li> <li>• Info Literacy module results from the Educational Benchmarking Incorporated (Housing) reports</li> <li>• Common Reading and Freshman Focus assessments</li> <li>• Office of International Programs' report on global competencies of students</li> </ul>
<p><b>Sub-goal 2.d.</b> Align student recruitment, admissions, and retention system-wide to enhance access, inclusiveness, and student success.</p>	<ul style="list-style-type: none"> <li>• Support and encourage engagement in wellness, safety, artistic, and civic programs and activities.</li> <li>• Support and encourage programming that cultivates and supports healthy decision making and academic skills.</li> <li>• Augment the resources and technical expertise to support and assess data-informed enrollment management and student support programming.</li> <li>• Support innovations in advising technology and processes that increase time spent advising relative to time spent on enrollment logistics.</li> </ul>	<p>25. Freshmen retention rate (all students, low income, underrepresented groups, first generation)</p> <p>26. Four-year graduation rate (all students, low income, underrepresented groups, first generation)</p> <p>27. Six-year graduation rate (all students, low income, underrepresented groups, first generation)</p> <p>28. Percent of students who complete: <ul style="list-style-type: none"> <li>—master's degree within four years as compared to peers in similar disciplines</li> <li>—doctoral degree within eight years as compared to peers in similar disciplines</li> </ul> </p> <p>29. Average SAT of incoming freshmen</p>	<ul style="list-style-type: none"> <li>• Student progress indicators on state dashboard (Public Centralized Higher Education Enrollment System)</li> <li>• Percent of direct-from-high-school students completing college-level math and English within two years</li> <li>• Percent of first-year students who complete a full or part-time load in first year</li> <li>• Course completion (percentage of credit hours completed out of those attempted)</li> </ul>



## ➔ Theme 3: 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.

Theme 3 Sub-goals	Potential Initiatives and Tactics	Quantitative Metrics	Other types of evidence (qualitative, progress indicators, diagnostics)
<p><b>Sub-goal 3.a.</b> Increase the impact of WSU research, scholarship, creative, and outreach activities on quality of life and economic development within the state and region.</p>	<ul style="list-style-type: none"> <li>• Increase integration of extension and continuing education activities throughout the institution to bolster the reach and impact of WSU.</li> <li>• Increase the amount and impact of intellectual property resulting from WSU research.</li> <li>• Develop new strategies for outreach in urban areas of Washington and the western United States.</li> <li>• Increase capacity to support effective program impact assessment.</li> <li>• Repurpose and repackage extension programs into continuing education and for-credit offerings through the Global Campus.</li> </ul>	<ul style="list-style-type: none"> <li>30. Estimated annual economic impact of WSU activities</li> <li>31. Number of start-up businesses from WSU research and outreach</li> <li>32. Total research and development expenditures from industry (reported to NSF)</li> <li>33. Patents applied for/awarded</li> <li>34. Number of participants in non-credit educational programs offered by Global Campus and WSU Extension</li> <li>35. Total annual expenditures in Extension</li> <li>36. Royalties and other revenue from commercialization activities</li> </ul>	<ul style="list-style-type: none"> <li>• Impact statements from WSU Extension</li> <li>• Digital collection numbers from WSU Libraries</li> <li>• WSU Research and Exchange Repository</li> <li>• Engagement in state and regional Extension and continuing education activities (WORQs)</li> <li>• Extension contacts with industry to increase awareness of WSU programs</li> <li>• Internships from alumni and constituency representatives</li> </ul>
<p><b>Sub-goal 3.b.</b> Increase access to the WSU system for place-bound, non-traditional, and other underserved and underrepresented students.</p>	<ul style="list-style-type: none"> <li>• Respond to the unique educational needs of urban campus communities and regions through academic and research programs.</li> <li>• Prepare faculty to effectively utilize alternative, technology, and distributed delivery methods in instruction.</li> <li>• Cultivate faculty and staff ability and motivation to cognitively and affectively connect with a diverse student audience.</li> <li>• Significantly expand the number and diversity of online degree programs offered through the Global Campus.</li> <li>• Support full access for students with disabilities through appropriate and timely accommodations for housing and dining, academic coursework, and cocurricular experiences.</li> </ul>	<ul style="list-style-type: none"> <li>37. Enrollment in and numbers of Global Campus programs and courses</li> <li>38. Total undergraduate and graduate enrollment (minority, first-generation, low-income)</li> <li>39. Urban campus enrollment (Spokane, Tri-Cities, Vancouver)</li> <li>40. Enrollment at other sites (e.g., Bremerton, Everett)</li> </ul>	



Theme 3 Sub-goals	Potential Initiatives and Tactics	Quantitative Metrics	Other types of evidence (qualitative, progress indicators, diagnostics)
<p><b>Sub-goal 3.c.</b> Contribute to economic security, stability, social justice, and public policy through research, education, the arts, extension, and citizen-based and public policy engagement.</p>	<ul style="list-style-type: none"> <li>• Increase and recognize engagement of WSU faculty, students, and professional staff with institutions, communities, governments, other educational partners, and the for-profit and nonprofit sectors.</li> <li>• Encourage and incentivize short-term faculty-industry exchange programs.</li> <li>• Enhance extension program delivery to underrepresented audiences.</li> </ul>	<p>41. Number of academic units or programs with advisory boards that include alumni and constituency representatives</p> <p>42. Service hours, service courses, and service learning projects linked to the Center for Civic Engagement and similar programs</p> <p>43. Total annual university operating and capital expenditures</p>	<ul style="list-style-type: none"> <li>• International Programs-led projects that allow faculty, students, and staff to become involved globally (Global Campus)</li> <li>• Research and engagement activities with institutions, communities, governments, and the private sector (center reports, OGRD)</li> <li>• Office of Economic Development reports</li> <li>• Number of programs including community internships</li> <li>• Number of faculty conducting research that involves community partners (college reports)</li> <li>• Service hours spent on engagement activities (e.g., CEE, Cougsync, NEW Pathways to Success)</li> <li>• IP service learning metrics</li> </ul>
<p><b>Sub-goal 3.d.</b> Increase WSU's global presence and impact worldwide.</p>	<ul style="list-style-type: none"> <li>• Increase opportunities to engage in intercultural exchange and outreach for faculty, students, and international partners.</li> <li>• Expand WSU's footprint across the globe in strategic areas of excellence and impact (e.g., health, agriculture, and sustainability).</li> </ul>	<p>44. International student enrollment</p> <p>45. Number of faculty participating in international activities</p> <p>46. Number of students participating in study abroad and other significant international experiences</p>	<ul style="list-style-type: none"> <li>• Immersion opportunities for students whether abroad or local (IP report)</li> <li>• International Programs-led projects that allow faculty, students, and staff across the institution to become involved globally (IP report)</li> <li>• Internships that offer intercultural opportunities (IP report)</li> <li>• Number of grants with international/intercultural foci (IP Report)</li> </ul>
<p><b>Sub-goal 3.e.</b> Improve WSU's reputation with external constituencies.</p>	<ul style="list-style-type: none"> <li>• Increase strategic communication with key external stakeholders and between internal stakeholders about the impact of WSU research, education, and outreach.</li> <li>• Increase and recognize engagement of WSU faculty, students, and professional staff with institutions, communities, governments, and the for-profit and nonprofit sector.</li> <li>• Continue to develop and actively participate in strategic coalitions at the local, state, and national levels.</li> <li>• Work collaboratively with federal, state, and local policy leaders to engage WSU in research, education, and outreach that addresses important policy issues.</li> </ul>	<p>47. USNWR institutional reputation score</p>	<ul style="list-style-type: none"> <li>• WSU's ranking and reputation scores in reputable national and global university rankings</li> <li>• Periodic surveys conducted by WSU to assess its image and reputation within Washington state</li> </ul>



## ➤ Theme 4: 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.

Theme 4 Sub-goals	Potential Initiatives and Tactics	Quantitative Metrics	Other types of evidence (qualitative, progress indicators, diagnostics)
<p><b>Sub-goal 4.a.</b> Recruit, retain, and advance a diverse intellectual mix of faculty, staff, and students, including women and those from underrepresented groups.</p>	<ul style="list-style-type: none"> <li>Assure diversity and inclusion efforts are visibly and consistently supported at the highest levels of leadership (president, provost, chancellors, deans).</li> <li>Continue mentoring of assistant and associate professors and successful programs from Advance aimed at the hiring and advancement of women and underrepresented faculty.</li> <li>Develop and implement social media tools to improve outreach to underrepresented groups.</li> <li>Assess and reward data-informed efforts by colleges and areas to improve recruitment outreach to underrepresented groups.</li> </ul>	<p>48. Number of faculty from underrepresented groups 49. Number of staff from underrepresented groups 50. Faculty and staff retention rates 51. Number of women and faculty from underrepresented groups tenured or promoted to associate/full professor (rolling ten-year average)</p>	<ul style="list-style-type: none"> <li>Pell grant-eligibility data</li> <li>McNair scholar participation rates</li> <li>Percent of student body that is first-generation</li> <li>Percent of students and faculty in physical and life sciences, math, and engineering who are women or from underrepresented groups</li> <li>Annual progress on AA/EEO goals</li> </ul>
<p><b>Sub-goal 4.b.</b> Maintain respectful, inclusive, and equitable behavior in all university environments.</p>	<ul style="list-style-type: none"> <li>Maintain and strengthen units, programs, and spaces that promote community building, intercultural exchange, and a diversity of voices.</li> <li>Develop and implement system-wide training.</li> <li>Recognize contributions to an inclusive and respectful work environment in employee performance evaluations.</li> </ul>	<p>52. Key indicators from biennial institution-wide Employee Engagement Survey</p>	



Theme 4 Sub-goals	Potential Initiatives and Tactics	Quantitative Metrics	Other types of evidence (qualitative, progress indicators, diagnostics)
<p><b>Sub-goal 4.c.</b> Increase employee productivity and satisfaction.</p>	<ul style="list-style-type: none"> <li>• Improve functionality of information technology systems for administrative processes, student services, and research.</li> <li>• Recognize productivity in employee performance evaluations.</li> <li>• Communicate openly and with appropriate timeliness on issues of relevance to students, faculty, staff, and external constituencies.</li> <li>• Reduce the administrative burden on high-performing faculty and staff.</li> <li>• Regularly review current work environments and processes for improvement.</li> <li>• Use data/information gathered from the employee engagement survey to improve work environment.</li> <li>• Provide resources for university-wide professional leadership development.</li> </ul>	<p>53. Average employee satisfaction rating from Employee Engagement Survey (faculty, staff)</p>	<ul style="list-style-type: none"> <li>• Financial support directed toward professional development of faculty and staff (Office of the Provost and Human Resources tracking)</li> <li>• Key indicators from regular institution-wide climate survey and other routine surveys (e.g., COACHE survey for faculty; HRS surveys)</li> </ul>
<p><b>Sub-goal 4.d.</b> Strengthen administrative accountability, innovation, creativity, openness, and collaboration to advance the University's mission.</p>	<ul style="list-style-type: none"> <li>• Undertake regular evaluation of academic units, programs, centers, and institutes to ensure resource alignment is consistent with university goals and productivity.</li> <li>• Conduct evaluation and implement improvement of administrative processes to ensure maximum efficiency and effectiveness.</li> <li>• Remove administrative barriers that prevent entrepreneurial innovation.</li> <li>• Improve administrative and academic analytics capabilities to improve decision making.</li> <li>• Improve day-to-day communication from university and college level administration.</li> </ul>		<ul style="list-style-type: none"> <li>• Institutional Effectiveness Council subgroup reports—evidence of streamlined procedures</li> <li>• WSU Annual Financial Report</li> </ul>



Theme 4 Sub-goals	Potential Initiatives and Tactics	Quantitative Metrics	Other types of evidence (qualitative, progress indicators, diagnostics)
<p><b>Sub-goal 4.e.</b> Utilize institutional strategic plans, valid and reliable data, and evaluation indicators to align investments of resources with institutional priorities.</p>	<ul style="list-style-type: none"> <li>• Engage key constituencies in decision making, governance, and strategic planning.</li> <li>• Report annually on progress toward goals of strategic plan.</li> <li>• Focus on harnessing individuals and units to partner on large, programmatic initiatives that advance WSU's intended institutional profile.</li> <li>• Establish a clear process for eliminating programs that no longer demonstrate viability.</li> <li>• Map institutional priorities to state and federal plans such as the Student Achievement Council.</li> </ul>		<ul style="list-style-type: none"> <li>• Institutional Effectiveness Council annual report</li> <li>• Strategic plan implementation committee annual report</li> </ul>
<p><b>Sub-goal 4.f.</b> Expand, diversify, and effectively steward funding to advance the University's mission.</p>	<ul style="list-style-type: none"> <li>• Expand revenue from summer session, online education, and not-for-credit offerings.</li> <li>• Maintain development resources at levels of campaign to assure annual fund raising in excess of \$100 million per year.</li> <li>• Develop private-public partnerships to access outside capital and increase the impact of WSU.</li> </ul>	<p>54. Annual private support (\$ million)</p> <p>55. Endowment assets (\$ million)</p>	