



2008-2013
Strategic Plan

WASHINGTON STATE
 UNIVERSITY

World Class. Face to Face.



2008-2013
Strategic Plan





Refreshing Our Vision for the Future

Washington State University launched an extensive effort to envision its goals for the next five years and to restate in contemporary terms the mission, vision, and values espoused by our University community. That work resulted in this 2008-2013 Strategic Plan.

In June of 2007, when I became WSU's tenth president, I recognized that the 2002-2007 Strategic Plan had been very instrumental in moving Washington State University to a new level of excellence in service to its students and to the people of the state of Washington. Core elements of the plan were sound and remained relevant, yet it was time for the University community to refresh its Strategic Plan and

set out clear aspirations for our shared work ahead.

In collaboration with then Provost Robert C. Bates, I appointed a 23-member Strategic Planning Committee to lead the university-wide effort to renew the University's plan. This standing presidential committee includes faculty and staff representing vice presidential areas, various academic disciplines and University locations, as well as representatives of the Associated Students of WSU and the Graduate and Professional Student Association.

I charged the committee with periodically reviewing and updating the WSU Strategic Plan, soliciting input on the plan from the University community, overseeing the implementation

of the plan through review of progress toward goals, and producing an annual strategic planning report.

Throughout the process leading to this Strategic Plan, the committee engaged the WSU community in shared review and discussion of the directions we wished to set. Active participation and transparency were ensured through open forums on each campus, surveys to garner ideas, and draft docu-

ments available online for review and comment. Hundreds of faculty, staff, and students participated in the effort and their ideas were influential in shaping the final form of our plan.

This exchange of ideas has stimulated an innovative restatement of our goals as we respond to the challenges we face and the opportunities we have before us. I want to thank all who have participated in the process for their commitment to this effort as we work to achieve our aspirations as a preeminent land-grant research institution in the years to come. This Strategic Plan sets out a vision for the future and provides guidance for decision-making that will have a profound and positive impact on scholarly excellence in selected areas, the academic experience of our students, and the service we provide.



Elson S. Floyd, Ph.D.
President

Vision

Washington State University will be recognized as one of the nation's leading land-grant research universities.

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 and scholarship across a wide range of academic disciplines.
- To **extend** knowledge through innovative educational programs in which 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 maintaining quality and excellence in all our endeavors.
- **Integrity, Trust, and Respect:** We are committed to being an institution that demonstrates trust and respect for all persons and cultivates individual and institutional integrity in all that we do.
- **Discovery, 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 values diversity and cultural differences and recognizes the importance of global interdependence and sustainability.
- **Freedom of Expression:** We are committed to being a community that protects the free exchange of ideas while encouraging dialog that is constructive and civil.
- **Stewardship and Accountability:** We are committed to being ethical and responsible stewards of University resources and to being accountable for upholding the full scope of these values.

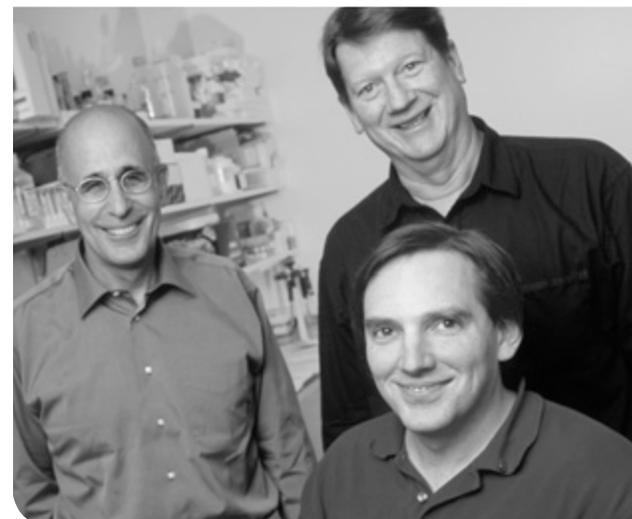
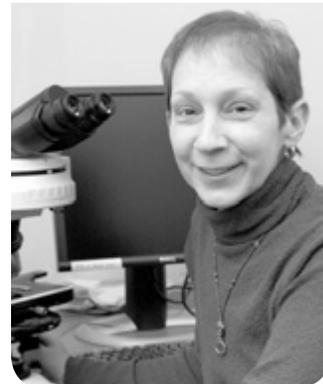




Goal 1

Achieve national and international preeminence in innovation, discovery, and creativity.

- Attract and retain a diverse faculty and staff of the highest academic stature.
- Promote programs of discovery and creativity that are broad and robust.
- Invest in and promote identified and emerging areas of preeminence.
- Support interdisciplinary programs that foster integrative and collaborative scholarship.





Goal 2

Provide a premier education and transformative experience that prepares students to excel in a global society.

- Develop and support outstanding graduate programs.
- Ensure an infrastructure that supports excellence and adapts to advances in knowledge and technology.
- Provide high-impact learning experiences that engage students.
- Foster core competencies in our learners.
- Significantly improve retention and graduation rates of our students.





Goal 3

Lead in relevant local, national, and global outreach and engagement.

- Market our premier education to a diverse and global audience.
- Consult with, assist, and learn from Washington and international businesses and organizations.
- Aid informed decision-making and progressive public policy development that leads to better-informed governments.
- Fuel the new economy with innovative ideas.





Goal 4

Embrace an environment of diversity, integrity, and transparency.

- Be a responsible big enterprise known for best practices and high ethical standards and for providing an exemplary environment for scholarship, learning, and work.
- Create an institutional culture in which diversity is the norm.





GOAL 1:
Innovation, discovery, and creativity

PROGRESS WILL BE BENCHMARKED BY:

- AAU indicators¹ at or above AAU peer institutional averages
- Faculty productivity/quality indicators at or above peer average²
- Center and program project grants compared to target
- Academic expenditures at or above AAU peer average
- Library expenditures per faculty FTE³ compared to peer average

AAU INDICATORS

- Competitively funded federal research support
- Membership in the National Academies
- National Research Council faculty quality ratings
- Faculty arts and humanities awards, fellowships, and memberships
- Citations
- USDA, state, and industrial research funding
- Postdoctoral appointees
- Endowment assets
- Annual giving

**FACULTY PRODUCTIVITY /
 QUALITY INDICATORS**

- Faculty in leadership positions or with fellowship status in societies
- Juried, adjudicated, or externally vetted performances, shows, and designs
- Sponsored research expenditures per faculty FTE
- Publications/citations per faculty FTE

1 Indicators used by the Association of American Universities to assess the quality of an institution and its faculty
 2 Land-grant universities with colleges of veterinary medicine
 3 Full-time equivalent

GOAL 2:
A transformative student experience

PROGRESS WILL BE BENCHMARKED BY:

- AAU, NSSE⁴, and student experience indicators at or above AAU/peer average
- State accountability measures at or above target
- SAT scores of entering first-time freshmen compared to peers
- Graduate enrollment as a percent of total enrollment compared to target
- Library expenditures per student FTE compared to peer average

**AAU, NSSE, AND STUDENT
 EXPERIENCE INDICATORS**

- Distribution of Ph.D.'s across broad disciplinary categories^{AAU}
- Ph.D.'s awarded annually^{AAU}
- Student-to-faculty ratio^{NSSE}
- Student-to-faculty interactions^{NSSE}
- Level of academic challenge^{NSSE}
- Active collaborative learning^{NSSE}
- Enriching educational experiences^{NSSE}
- Supportive campus^{NSSE}
- Bachelor's graduates with one or more of the following learning experiences: research, scholarly, and creative activities that are mentored, original, appropriate to the discipline, and disseminated; internship or practicum experience; international experience; and civic engagement activity

STATE ACCOUNTABILITY MEASURES

- Professional degrees awarded
- Bachelor's degrees awarded
- Graduate degrees awarded
- High-demand bachelor's degrees awarded
- Six-year graduation rate
- Three-year graduation rate
- Freshman retention
- Undergraduate efficiency

4 National Survey of Student Engagement

GOAL 3:

Relevant local and global engagement

PROGRESS WILL BE BENCHMARKED BY:

- Curricular engagement⁵ indicators at or above target
- Outreach⁶ and partnership⁷ indicators at or above target
- Faculty conducting engaged scholarship⁸ compared to peer average

CURRICULAR ENGAGEMENT INDICATORS

- Academic courses with community-based learning
- Distance degree students earning bachelor's degrees
- Distance degree students earning advanced degrees
- International programs and student participation

OUTREACH AND PARTNERSHIP INDICATORS

- Public service expenditures as reported to IPEDS⁹
- Endowment funds earmarked for community engagement
- Extramural international development dollars
- Partnerships with external organizations aligned with WSU areas of expertise
- Extension and professional education offerings
- Volunteer enrollment in WSU community-based programs
- Small Business Development Center client hours, loans/capital obtained
- Invention disclosures received
- Licenses/options executed
- Start-up businesses resulting from WSU research
- Impact on societal needs (qualitative and illustrated by examples)

5 Knowledge-based teaching/learning, research, and service for the direct benefit of external audiences

6 Teaching, learning, and scholarship that engages faculty, students, and community in mutually beneficial and respectful collaboration, addresses community-identified needs, deepens students' civic and academic learning, enhances community well-being, and enriches scholarship of the institution

7 Application and provision of institutional resources for community use with benefits to both campus and community

8 Collaborative interactions with community and related scholarship for the mutually beneficial exchange, exploration, and application of knowledge, information, and resources

9 Integrated Postsecondary Education Data System of the National Center for Education Statistics

GOAL 4:

An environment of diversity, integrity, and transparency

PROGRESS WILL BE BENCHMARKED BY:

- Best practices at or above target
- Responses to employee survey at or above target
- Diversity indicators at or above target

BEST PRACTICE INDICATORS

- Administrative
- Financial
- Social (students, employees, communities, constituents)
- Ethical
- Transparency (University governance, policies, and procedures)

EMPLOYEE SURVEY

- Results of regular employee surveys on communication, accessibility of University information, and institutional integrity.

DIVERSITY INDICATORS

- Underrepresented undergraduate students
- Underrepresented graduate/professional students
- Bachelor's degrees awarded to underrepresented students
- Graduate/professional degrees awarded to underrepresented students
- High-demand bachelor's degrees awarded to underrepresented students
- Retention rates for underrepresented freshmen compared with overall freshman retention rate
- Six-year graduation rates for underrepresented students compared with overall 6-year graduation rate
- Three-year graduation rates for underrepresented transfer students compared with overall 3-year graduation rate
- Undergraduate efficiency for underrepresented students compared with overall undergraduate efficiency
- Mean percentile ranking compared to other institutions on selected diversity questions in NSSE
- Underrepresented faculty and staff as compared with other universities in Washington



Images

Cover: Guy Palmer, right, veterinary pathologist in the College of Veterinary Medicine and member of the National Academy of Science's Institute of Medicine, directs WSU's new School for Global Animal Health.

Inside front cover: Lisa Shaffer, left, research professor in the School of Molecular Biosciences Health Research and Education Center at WSU Spokane, studies chromosome abnormalities.

Page 1: Washington State University's four campuses, clockwise from top, are in Vancouver, Pullman, Spokane, and the Tri-Cities.

Page 2: President Elson S. Floyd talks with students.

Page 4: J. Thomas Dickinson, Regents Professor of Physics, specializes in materials physics, materials chemistry, and surface science. Students often praise his teaching.

Page 5: Traci J. Hess, right, associate professor of Information Systems, prepares students for high-demand careers, and researches human-computer interaction in decision making.

Page 6: Lai-Sheng Wang, left, professor of Physics at WSU Tri-Cities and recipient of the Humboldt Research Award for Senior U.S. Scientists, has discovered a new form—hollow nanoclusters of gold.

Page 7: Patricia A. Hunt, Edward R. Meyer Distinguished Professor in Life and Environmental Science, was named a top 50 researcher in 2007 by *Scientific American* for her work showing a potential health threat posed by bisphenol A (BPA) in plastics.

Page 7: WSU researchers in Spokane and Pullman studying sleep and the brain include, from left, Dr. Gregory Belenky and neuroscientists James Krueger and David Rector.

Page 8: Encouraging students to discuss academic topics and study together in their residence halls is an important part of the University's emphasis on engaged learning.

Page 9: Suzan Kardong-Edgren, left, assistant professor in WSU's Intercollegiate College of Nursing, emphasizes the use of technology to improve education and patient care.

Page 9: Brett Atwood, right, clinical assistant professor in the Edward R. Murrow College of Communication, teaches new media and the latest in communication technologies.

Page 10: From left, Juana Royster, WSU King County Extension community health specialist, and Sue Butkus, extension specialist and professor of Nutrition and Exercise Physiology, talk with clients about managing diabetes, part of a diabetes education pilot study.

Page 11: Doug Walsh, left, environmental and agrichemical education specialist at WSU Prosser, discusses vineyard pest management. The University provides new ideas for Washington's wine industry.

Page 11: WSU students in bioengineering, mechanical engineering, and entrepreneurship developed a cost-effective treadle pump for irrigation in Malawi and traveled to Africa to test it.

Page 12: Michael Pavel, center, associate professor in the College of Education, studies ways to increase American Indian and Alaska Native student achievement in math, science, technology, and engineering.

Page 13: Susmita Bose, right, associate professor of Mechanical and Materials Engineering, works with nano-structured calcium phosphate-based ceramics to create structures for repair and reconstruction of bone defects.

Page 13: Students work on the Organic Farm at Tukey Orchard, the learning laboratory for students in organic agriculture. WSU was the first in the nation to offer a degree in this field.

Page 14: Raymond M. Quock, right, Allen I. White Professor in the College of Pharmacy, teaches doctor of pharmacy students and researches brain and drug mechanisms involved in relief of pain and anxiety.

Page 15: Robotics expert Hakan Gurocak, director of the School of Engineering and Computer Science at WSU Vancouver, has made it possible for his students anywhere to program and control robots in real time.

Inside back cover: Greg Yasinitzky, left, Regents Professor of Music, is a renowned composer, performer, teacher, and scholar, with his compositions performed around the world. He has led the WSU jazz studies program to national prominence.

Back cover: Washington State University recently released new wheat varieties for commercialization, including Xerpha from WSU geneticist Steve Jones' winter wheat breeding program. It was the highest yielding variety among 50 tested.



