Strategic Plan 2014 - 2019

PROGRESS REPORT THROUGH 2017

WASHINGTON STATE UNIVERSITY

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Message from WSU Leadership

Dear Washington State University community,

For more than 128 years, Washington State University has played a leading role in shaping the future of our state, region, and nation. From superb academic programs and life-changing research to the economic benefits and services the University delivers, WSU ranks among the best in higher education.

The future of our state is both inextricably linked to and dependent upon the future of the University. We must continue to create innovative partnerships, maintain and develop existing and new academic programs, and support research that meets the demands of Washington's economy and continues to ensure WSU's place as a center of innovation, discovery, and creativity.

As we reflect on the progress the University has made while being guided by the 2014-19 Strategic Plan, we should take pride in the accomplishments of the past five years. There is little doubt that the University is better positioned now to take advantage of future opportunities than it was in 2014.

This report details much of our progress, which is due in large part to the unwavering efforts of all of you to advance the objectives of the plan. We invite you to review some of the highlights of that progress through the statistics and stories published in this report.

Looking ahead, as we prepare to begin the process of creating the next five-year institutional strategic plan, the Drive to 25— our goal to be recognized as one of the nation's top 25 public research universities by 2030—will serve as our roadmap for the future. The 11 metrics established to measure our progress in the Drive to 25 will guide both our institutional strategies and financial investments going forward.

The Drive to 25 will guide WSU to greater national recognition, create new opportunities for external research funding, including enhance public and private partnerships, and most important—create richer educational experiences for our students.

As the strategic planning process gets underway, we invite you to engage in the conversations about Washington State University's future. Over the next months, we will ask you to share your questions, ideas, hopes, and dreams for a university poised to accelerate its trajectory toward national prominence.

Thank you for all you do on behalf of the University.

Kirk H. Schulz, Ph.D.
President

Daniel J. Bernardo, Ph.D.
Provost and Executive Vice President

Washington State University

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

Exceptional Research, Innovation, & 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.

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.

Outreach & 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.

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.

The values of Washington State University

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.

STRATEGIC PLAN
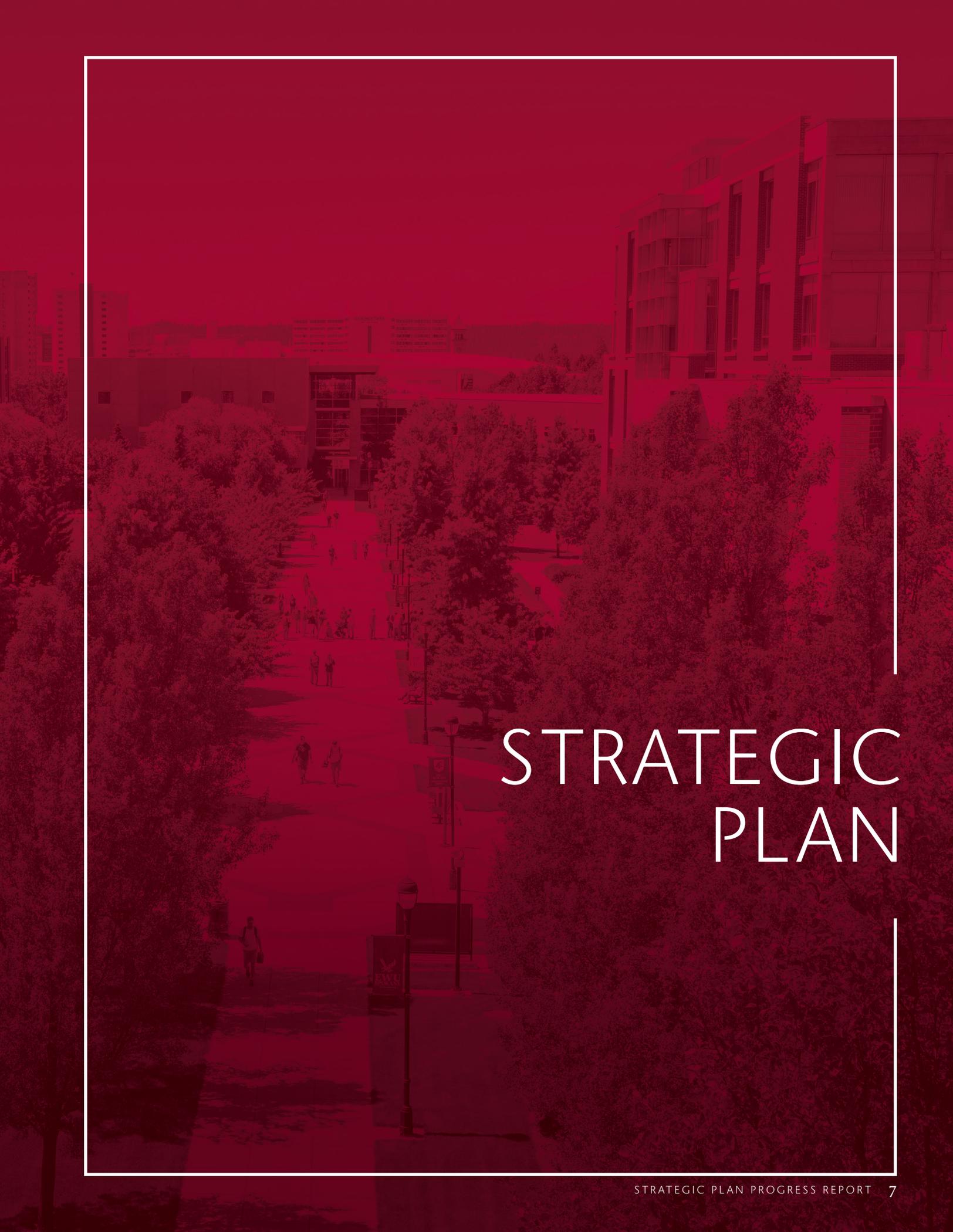
Strategic Plan
2014-2019

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 develop their own strategic plans that align with this plan and 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 continues 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 builds upon WSU's nationally recognized writing, general education, and undergraduate research programs. Support for a transformational graduate experience emphasizes opportunities to engage in mentored research and outreach. Changes in the student experience includes 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 the top American public research universities and members of the Association of American Universities. This profile requires a broad portfolio of excellence that spans science, technology, engineering, math, humanities, and social sciences.

Our 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.

Strategic Plan
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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 at all WSU 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.

Strategic Plan
2014-2019

Implementation Plan

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, are calculated on an annual basis. The implementation committee works 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 also collaborates 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, involved 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 is be issued by the Office of the Provost at the conclusion of each calendar year. Campuses, colleges, and other units are 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.

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THEME 1 SUB-GOALS	POTENTIAL INITIATIVES AND TACTICS	QUANTITATIVE METRICS	OTHER TYPES OF EVIDENCE (qualitative, progress indicators, diagnostics)
Sub-goal 1.a. Grow and diversify extramural research funding.	• Invest in strengthening the most successful centers and institutes. • Enhance administrative infrastructure to support grants and contracts procurement and management. • 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. • Foster greater collaboration across colleges, campuses, and disciplines through use of incentives and eliminating barriers to the pursuit of large opportunities.	1. Total research and development expenditures (reported to NSF) and rank among public institutions 2. Federal research and development expenditures (reported to NSF) and rank among public institutions 3. Number of cross-disciplinary and multi-institution grant interdisciplinary awards (tracked by eREX and org/budget numbers, ORSO)	

THEME 1 SUB-GOALS	POTENTIAL INITIATIVES AND TACTICS	QUANTITATIVE METRICS	OTHER TYPES OF EVIDENCE (qualitative, progress indicators, diagnostics)
Sub-goal 1.b. Attract, retain, and develop high-quality research faculty members system-wide.	• Recruit high-quality faculty through opportunistic searches, targeted hiring of senior faculty, and expanding the number of endowed chairs. • Define and enforce high scholarship expectations across all academic units. • Expand research and creative outputs typically associated with the arts, humanities, and design disciplines. • Facilitate hiring that creates critical mass for high-priority initiatives. • Invest in professional development activities aimed at increasing research productivity.	**4.** Number of refereed publications per faculty FTE **5.** Number of publications, juried or adjudicated shows, and performances by arts and humanities faculty (college reports) **6.** Number of prestigious faculty awards **7.** Citations per faculty member (H Index) **8.** Number of National Academy members	• National/international invitations for research/teaching papers and presentations, shows, and performances (college reports) • ADVANCE data on external mentors
Sub-goal 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.	• Develop funding mechanisms to maintain equipment and provide necessary staff support in core labs. • Continue to invest in modern research buildings structured to facilitate collaboration. • Enhance academic computing capability on all campuses. • Invest in communication tools enabling virtual collaboration on a global scale.	**9.** Total capital expenditures on academic infrastructure **10.** Square footage allocated to research and development per tenure-track faculty FTE **11.** Number of labs, classrooms, and conference rooms equipped for virtual collaboration	• State funded building projects • Sponsored project infrastructure awards • Annual report from Information Technology on investments and upgrades
Sub-goal 1.d. Build upon WSU's current and emerging areas of research excellence and international reputation.	• Invest in identified areas of research excellence, such as health sciences at the human-animal interface, clean technology, food security, and biomedical research. • 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). • Continue the expansion of health science research programs, with emphasis on the build-out of programs and facilities on the Spokane campus. • Establish a stimulus fund for investment in priority research initiatives.	**12.** Sponsored research expenditures in identified areas of research excellence **13.** Sponsored research awards expenditures in emerging areas of research excellence **14.** Sponsored research awards to projects that engage multiple units	• Faculty hires in priority areas (college reports) • Faculty hires in emerging areas of research excellence (college reports) • Media tracking by University Communications of coverage for areas of emphasis
Sub-goal 1.e. Increase engagement and productivity of graduate students, postdoctoral associates, and undergraduates in mentored research, innovative projects, and creative endeavors.	• Expand graduate student enrollment and engagement at all WSU campuses. • Enhance opportunities for graduate student research awards and scholarships. • Reward graduate students for high scholarship and creative activities.	**15.** Number of publications coauthored by graduate students, postdoctoral associates, and undergraduate students	• Number of presentations at SURCA and GPSA annual research presentation events and professional meetings • Number of Honors theses completed (Honors College report)

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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THEME 2 SUB-GOALS	POTENTIAL INITIATIVES AND TACTICS	QUANTITATIVE METRICS	OTHER TYPES OF EVIDENCE (qualitative, progress indicators, diagnostics)
Sub-goal 2.a. Enhance student engagement and achievement in academics and cocurricular activities.	• Enhance the physical and technological infrastructure to support and facilitate innovation in teaching and learning. • Augment the resources and technical expertise available to faculty and staff to improve teaching and learning. • Increase, recognize, and reward innovation in teaching, learning, and student life. • Improve retention through an enriched set of student experiences. • Provide support services that facilitate the achievement of high academic performance expectations in a focused area of study. • Provide inclusive, responsive, and student-led cocurricular activities, including registered student organizations, student government, and Residence Life activities.	**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 **17.** Percent of graduate degree programs using student learning assessment results in decision-making or planning **18.** Bachelor's degrees awarded (total, high-demand fields, low-income students) **19.** Graduate degrees awarded (master's, doctoral, professional, high-demand and STEM fields) **20.** Number of internship or practicum experiences (National Survey of Student Engagement and college reports) **21.** Percentage of classrooms meeting benchmark quality standards	• Honors enrollment • Students on President's Honor Roll (3.5 and above) each semester • Student satisfaction: percent of seniors and graduate students satisfied with academic experience (Educational Benchmarking Incorporated Survey) • National Survey of Student Engagement, alumni surveys, senior survey • Research, scholarly, and creative activities conducted with a faculty member outside of course or program requirements (National Survey of Student Engagement) • Course-based civic engagement activities (National Survey of Student Engagement) • UCORE assessments of quality (Office of Assessment of Teaching and Learning) • International Programs' report on clubs, international internships, Global Case Competition, community service activities • eLearning and other relevant grants • Percent of students satisfied with facilities and equipment in classrooms and labs • Housing services survey (Educational Benchmarking Incorporated) • Number of graduate students on external fellowships (Graduate School) • LibQual and other library service assessments

THEME 2 SUB-GOALS	POTENTIAL INITIATIVES AND TACTICS	QUANTITATIVE METRICS	OTHER TYPES OF EVIDENCE (qualitative, progress indicators, diagnostics)
Sub-goal 2.b. Increase the size, diversity, and academic preparedness of the undergraduate and graduate student populations at all campuses.	• Build a stronger support structure to recruit and retain transfer students. • Develop stronger outreach and recruitment for high-achieving underrepresented students. • Invest in effective recruiting programs for high-achieving out-of-state students. • Invest in graduate student recruitment and mentoring initiatives and programs for underrepresented groups.	22. Total university enrollment (bachelor's, master's, doctoral, professional) 23. Percent of student body from underrepresented groups (undergraduate, graduate, professional)	
Sub-goal 2.c. Produce graduates who are highly sought by post-baccalaureate and post-graduate employers and graduate/ professional programs.	• Assess and respond to emerging opportunities through strategic investment in new programs. • Broaden student engagement with cultures, ideas, and artistic expression of people of our diverse nation and world. • Facilitate student engagement in high-impact learning experiences. • Expand international dual degree programs in graduate education. • Devise four-year pathways for students that integrate career and personal development activities with academic degree plans. • Ensure that faculty have ready access to information regarding student achievement of fundamental competencies valued by employers (writing, critical thinking, problem-solving, etc.).	24. Alumni survey: percent of graduates employed within 1 year in a job relevant to their degree	• Career Center reports: —employer activity at career expos, hiring, interviews —internship data —Student activity as logged in the career database • Evidence of relevant programming (college reports) • National Survey of Student Engagement survey items on global perspectives • Info Literacy module results from the Educational Benchmarking Incorporated (Housing) reports • Common Reading and Freshman Focus assessments • Office of International Programs' report on global competencies of students
Sub-goal 2.d. Align student recruitment, admissions, and retention system-wide to enhance access, inclusiveness, and student success.	• 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. • Support innovations in advising technology and processes that increase time spent advising relative to time spent on enrollment logistics.	25. Freshmen retention rate (all students, low income, underrepresented groups, first generation) 26. Four-year graduation rate (all students, low income, underrepresented groups, first generation) 27. Six-year graduation rate (all students, low income, underrepresented groups, first generation) 28. Percent of students who complete: —master's degree within four years as compared to peers in similar disciplines —doctoral degree within eight years as compared to peers in similar disciplines 29. Average SAT of incoming freshmen (proxied by 25th/75th percentile)	• 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)

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)
Sub-goal 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.	• Increase integration of extension and continuing education activities throughout the institution to bolster the reach and impact of WSU. • Increase the amount and impact of intellectual property resulting from WSU research. • Develop new strategies for outreach in urban areas of Washington and the western United States. • Increase capacity to support effective program impact assessment. • Repurpose and repackage extension programs into continuing education and for-credit offerings through the Global Campus.	**30.** Estimated annual economic impact of WSU activities **31.** Number of start-up businesses from WSU research and outreach **32.** Total research and development expenditures from industry (reported to NSF) **33.** Patents applied for/awarded and inventions disclosed **34.** Number of participants in non-credit educational programs offered by Global Campus and WSU Extension **35.** Total annual expenditures in land-grant mission engagement. **36.** Royalties and other revenue from commercialization activities	• Impact statements from WSU Extension • Digital collection numbers from WSU Libraries • WSU Research and Exchange Repository • Engagement in state and regional Extension and continuing education activities • Extension contacts with industry to increase awareness of WSU programs • Internships from alumni and constituency representatives
Sub-goal 3.b. Increase access to the WSU system for place-bound, non-traditional, and other underserved and underrepresented students.	• Respond to the unique educational needs of non-Pullman campus communities and regions through academic and research programs. • Prepare faculty to effectively uilize alternative, technology, and distributed delivery methods in instruction. • Cultivate faculty and staff ability and motivation to cognitively and affectively connect with a diverse student audience. • Significantly expand the number and diversity of online degree programs offered through the Global Campus. • Support full access for students with disabilities through appropriate and timely accommodations for housing and dining, academic coursework, and cocurricular experiences.	**37.** Enrollment in and numbers of Global Campus programs and courses **38.** Total undergraduate and graduate enrollment (minority, first-generation, low-income) **39.** Campus enrollment for: Spokane, Tri-Cities, Vancouver **40.** Enrollment at other sites (e.g., Bremerton, Everett)	

THEME 3 SUB-GOALS	POTENTIAL INITIATIVES AND TACTICS	QUANTITATIVE METRICS	OTHER TYPES OF EVIDENCE (qualitative, progress indicators, diagnostics)
Sub-goal 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.	• 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. • Encourage and incentivize short-term faculty-industry exchange programs. • Enhance extension program delivery to underrepresented audiences.	41. Number of academic units or programs with advisory boards that include alumni and constituency representatives 42. Service hours, service courses, and service learning projects linked to the Center for Civic Engagement and similar programs 43. Total annual university operating and capital expenditures	• International Programs-led projects that allow faculty, students, and staff to become involved globally (Global Campus) • Research and engagement activities with institutions, communities, governments, and the private sector (center reports, OGRD) • Office of Economic Development reports • Number of programs including community internships • Number of faculty conducting research that involves community partners (college reports) • Service hours spent on engagement activities (e.g., CCE, Cougsync, NEW Pathways to Success) • International Programs service learning metrics
Sub-goal 3.d. Increase WSU's global presence and impact worldwide.	• Increase opportunities to engage in intercultural exchange and outreach for faculty, students, and international partners. • Expand WSU's footprint across the globe in strategic areas of excellence and impact (e.g., health, agriculture, and sustainability).	44. International student enrollment 45. Number of faculty participating in international activities 46. Number of students participating in study abroad and other significant international experiences	• Immersion opportunities for students whether abroad or local (IP report) • International Programs-led projects that allow faculty, students, and staff across the institution to become involved globally (IP report) • Internships that offer intercultural opportunities (IP report) • Number of grants with international/intercultural foci (IP Report)
Sub-goal 3.e. Improve WSU's reputation with external constituencies.	• Increase strategic communication with key external stakeholders and between internal stakeholders about the impact of WSU research, education, and outreach. • Increase and recognize engagement of WSU faculty, students, and professional staff with institutions, communities, governments, and the for-profit and nonprofit sector. • Continue to develop and actively participate in strategic coalitions at the local, state, and national levels. • Work collaboratively with federal, state, and local policy leaders to engage WSU in research, education, and outreach that addresses important policy issues.	47. Educational and research performance *Education: Average percentile score for US News & World Report Undergraduate, Forbes and Washington Monthly* *Research: Average ranking of World Universities, Times Higher Ed, Taiwan, Leiden, Quacquarelli Symonds & US News and World Report Global*	• WSU's ranking and reputation scores in reputable national and global university rankings • Periodic surveys conducted by WSU to assess its image and reputation within Washington state

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2014-2019

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)

Sub-goal 4.a. Recruit, retain, and advance a diverse intellectual mix of faculty, staff, and students, including women and those from underrepresented groups.	• Assure diversity and inclusion efforts are visibly and consistently supported at the highest levels of leadership (president, provost, chancellors, deans).
	
	• Continue mentoring of assistant and associate professors and successful programs from ADVANCE aimed at the hiring and advancement of women and underrepresented faculty.
	
	• Develop and implement social media tools to improve outreach to underrepresented groups.
	
	• Assess and reward data-informed efforts by colleges and areas to improve recruitment outreach to underrepresented groups.
		48. Number of faculty from underrepresented groups
		  • Percentage of departments with trained search commmittees
		
		49. Number of staff from underrepresented groups
		  • Identification and reduction of problem areas
		
		50. Faculty and staff retention rates
		  • Participation rate of all employees completing new employee demographics
		
		51. Number of women and faculty from underrepresented groups tenured or promoted to associate/full professor (rolling 10-year average)
			• Pell grant-eligibility data
			
			• McNair scholar participation rates
			
			• Percent of student body that is first-generation
			
			• Percent of students and faculty in physical and life sciences, math, and engineering who are women or from underrepresented groups
			
			• Annual progress on AA/EEO goals

Sub-goal 4.b. Maintain respectful, inclusive, and equitable behavior in all university environments.	• Maintain and strengthen units, programs, and spaces that promote community building, intercultural exchange, and a diversity of voices. • Develop and implement system-wide training. • Recognize contributions to an inclusive and respectful work environment in employee performance evaluations.	**52.** Key indicators from biennial institution-wide Employee Engagement Survey	

THEME 4 SUB-GOALS	POTENTIAL INITIATIVES AND TACTICS	QUANTITATIVE METRICS	OTHER TYPES OF EVIDENCE (qualitative, progress indicators, diagnostics)
Sub-goal 4.c. Increase employee productivity and satisfaction.	• Improve functionality of information technology systems for administrative processes, student services, and research. • Recognize productivity in employee performance evaluations. • Communicate openly and with appropriate timeliness on issues of relevance to students, faculty, staff, and external constituencies. • Reduce the administrative burden on high-performing faculty and staff. • Regularly review current work environments and processes for improvement. • Use data/information gathered from the employee engagement survey to improve work environment. • Provide resources for university-wide professional leadership development.	**53.** Average employee satisfaction rating from Employee Engagement Survey (ESS) (faculty, staff)	• Financial support directed toward professional development of faculty and staff (Office of the Provost and Human Resources tracking) • Key indicators from regular institution-wide climate survey and other routine surveys (e.g., Collaborative on Academic Careers in Higher Education survey for faculty; Human Resource Services (HRS) surveys)
Sub-goal 4.d. Strengthen administrative accountability, innovation, creativity, openness, and collaboration to advance the University's mission.	• Undertake regular evaluation of academic units, programs, centers, and institutes to ensure resource alignment is consistent with university goals and productivity. • Conduct evaluation and implement improvement of administrative processes to ensure maximum efficiency and effectiveness. • Remove administrative barriers that prevent entrepreneurial innovation. • Improve day-to-day communication from university and college level administration. • Improve administrative and academic analytics capabilities to improve decision making.	**54.** Additional questions on Employee Engagement Survey for unit innovation, openness, creativity, collaboration	• Institutional Effectiveness Council subgroup reports—evidence of streamlined procedures • WSU Annual Financial Report
Sub-goal 4.e. Utilize institutional strategic plans, valid and reliable data, and evaluation indicators to align investments of resources with institutional priorities.	• Engage key constituencies in decision making, governance, and strategic planning. • Report annually on progress toward goals of strategic plan. • Focus on harnessing individuals and units to partner on large, programmatic initiatives that advance WSU's intended institutional profile. • Establish a clear process for eliminating programs that no longer demonstrate viability. • Map institutional priorities to state and federal plans such as the Student Achievement Council.	**55.** Institutional Effectiveness Council (IEC) to report number of colleges reporting utilization of strategic plans and data as specified	• Institutional Effectiveness Council annual report • Strategic plan implementation committee annual report

THEME 4 SUB-GOALS	POTENTIAL INITIATIVES AND TACTICS	QUANTITATIVE METRICS	OTHER TYPES OF EVIDENCE (qualitative, progress indicators, diagnostics)
Sub-goal 4.f. Expand, diversify, and effectively steward funding to advance the University's mission.	• Expand revenue from summer session, online education, and not-for-credit offerings. • Maintain development resources at levels of campaign to assure annual fund raising in excess of $100 million per year. • Develop private-public partnerships to access outside capital and increase the impact of WSU.	**56.** Annual private support ($ million) **57.** Endowment assets ($ million)	

Glossary of Key Terms

First-Generation

This is the overall derived first-generation flag based on admission and financial aid questions on parent 1 and 2, and father/mother education level. First generation education level based on Federal TRiO legislation (Higher Education Act) programs (see definition below).

(1) FIRST-GENERATION COLLEGE STUDENT.—The term "first-generation college student" means— (A) An individual both of whose parents did not complete a baccalaureate degree; or (B) In the case of any individual who regularly resided with and received support from only one parent, an individual whose only such parent did not complete a baccalaureate degree.

Enrollment

Unique headcount as of fall term census (10th day of classes) unless otherwise noted.

Freshman cohort

First-time, full-time (12+ credits) degree-seeking student who has no prior postsecondary experience (except as noted below) attending for the first time at the undergraduate level. Cohort includes students enrolled in the fall term who attended college for the first time in the prior summer term, and students who entered with advanced standing (college credits earned before graduation from high school—e.g. Running Start).

IPEDS

The U.S. Department of Education Integrated Post-Secondary Data System, a mandatory reporting system for higher education. Data from this system are publicly available through the National Center for Education Statistics (NCES). Definitions used in the metrics for faculty, tenure-track, and full-time-equivalent are consistent with IPEDS.

Low income

Pell eligible is used as a proxy for low income. Pell eligible status is obtained from student financial aid data in myWSU. The Department of Education has a standard formula that it uses to evaluate the information that each person supplies when applying for the Pell Grant. The formula used was created by Congress from criteria submitted through the Free Application for Federal Student Aid form. The formula produces a number that is called the Expected Family Contribution (EFC), which determines the student's eligibility.

Minority/Underrepresented (student)

Includes American Indian/Alaska Native, Asian, African American/Black, Hispanic, Native Hawaiian/Other Pacific Islander and two or more races (U.S. citizens and U.S. residents only).

Minority/Underrepresented (employee)

Includes American Indian/Alaska Native, African American/Black, Hispanic, and Native Hawaiian/Other Pacific Islander (U.S. citizens and U.S. residents only).

STEM/High Employer Demand

Defined by the Classification of Program (CIP) code. Science, Technology, Engineering and Mathematics programs are identified by national groups, such as the National Science Foundation. High Employer Demand programs are identified by the institutions, in consultation with the Workforce Training and Education Coordinating Board and the Washington Student Achievement Council, based on the needs of the state. See list of State of Washington's Education Data Research Center's High Demand and STEM disciplines at: edrc.wa.gov/data-dashboards/public-four-year-dashboard#data-definitions.

WORQS

WSU Online Review and Query System (WORQS) data are cleaned so that only faculty data are used and inputs by non-faculty are removed. The Carson College of Business does not use WORQS and so its data are reported to the Office of Institutional Research separately and then combined with WORQS data for metrics reporting. Only published/completed entries are considered as those works which are accepted or submitted will be counted when they are published/completed.

Peer data are compiled by WSU Institutional Research (IR) for WSU Metrics Peers. Data are taken from the same source as the WSU data.

Note: The University transitioned to Activity Insight beginning in 2017. Activity Insight is a software tool used to collect and store faculty data regarding numerous activities, including research and publications, professional development, internal and external service, course load, and student course evaluations for the purposes of annual reviews, promotion and tenure, and more. This system allows faculty to store artifacts of their work, and allows administrators and other units to manage requirements of accreditation and other external reporting.

DRIVE TO TWENTY FIVE

The Drive to 25 states 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

11 Metrics

The metrics, which are in alignment with the WSU Strategic Plan, are categorized as follows:

AAU metrics
Because the Drive to 25 maintains the University's long-standing aspirations to gain membership in the Association of American Universities (AAU), four metrics were chosen that influence selection to the association.
- Federal research and development expenditures
- Faculty awards
- National Academy membership
- Citations: Thomson Reuters InCites

Peer-comparison metrics
Four metrics that are quantitatively measurable, fit with university core values, and are commonly used by other universities nationwide, were selected.
- Total research and development expenditures
- Doctorates awarded
- Annual giving
- 6-year graduation rate

WSU-specific metrics
Three metrics were chosen that the University community identified as important to the institution but are not easily comparable to other peer universities.
- Percentage of undergraduates involved in research, scholarship, and creative discovery
- Placement rate of graduates
- Percentage of diverse faculty, staff, and students

Determining Progress

Progress will be measured by taking the average of the University's standing among public research universities using the selected peer-comparison and AAU metrics as reported annually by The Center for Measuring University Performance (MUP) at Arizona State University and the University of Massachusetts Amherst. MUP publishes a report each year identifying the top American research universities.

What MUP Metrics Include

MUP evaluates universities using 10 measurements:

- Total research and development expenditures
- Federal research and development expenditures
- Endowment assets
- Annual giving
- National Academy members

- Faculty awards
- Doctorates granted
- Post-doctoral appointees
- Median SAT scores
- National Merit Scholars

WSU's Institutional Effectiveness Council (IEC) already tracks most of these measures through its ongoing strategic plan assessment and reporting processes.

MUP's Top 25 List

MUP's top 25 public research universities are those institutions that rank in the top 25—among all public universities—on at least one of the 10 measures cited above. Using those criteria, a total of 42 public institutions qualify as Top 25 public universities in the MUP 2015 report.

MUP's Top 26-50 List

The next tier of Top Public Research Universities (26-50) identifies those institutions that rank 26 through 50 among their public counterparts on at least one of the 10 measures above. The list of 31 public institutions comprising the Top 26-50 tier in the MUP 2015 report includes WSU.

The Drive to 25 corresponds very closely with WSU's 2014-19 Strategic Plan. A mapping of Strategic Plan metrics and Drive to 25 metrics is shown below:

AAU and Peer-Comparison Metrics

Strategic Plan Metrics

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

WSU-specific metrics

Percent of undergraduates involved in research, scholarship, and creative discovery	• 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.d) • "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 NSSE)
Placement rate of graduates	Percentage of graduates employed within one year in a job relevant to degree (Sub-goal 2.c)
Percent of underrepresented minority faculty, staff, and students	• 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)

See the narrative summary and highlights from 2017 beginning on page 37, and see the Metrics Report Card beginning on page 57.
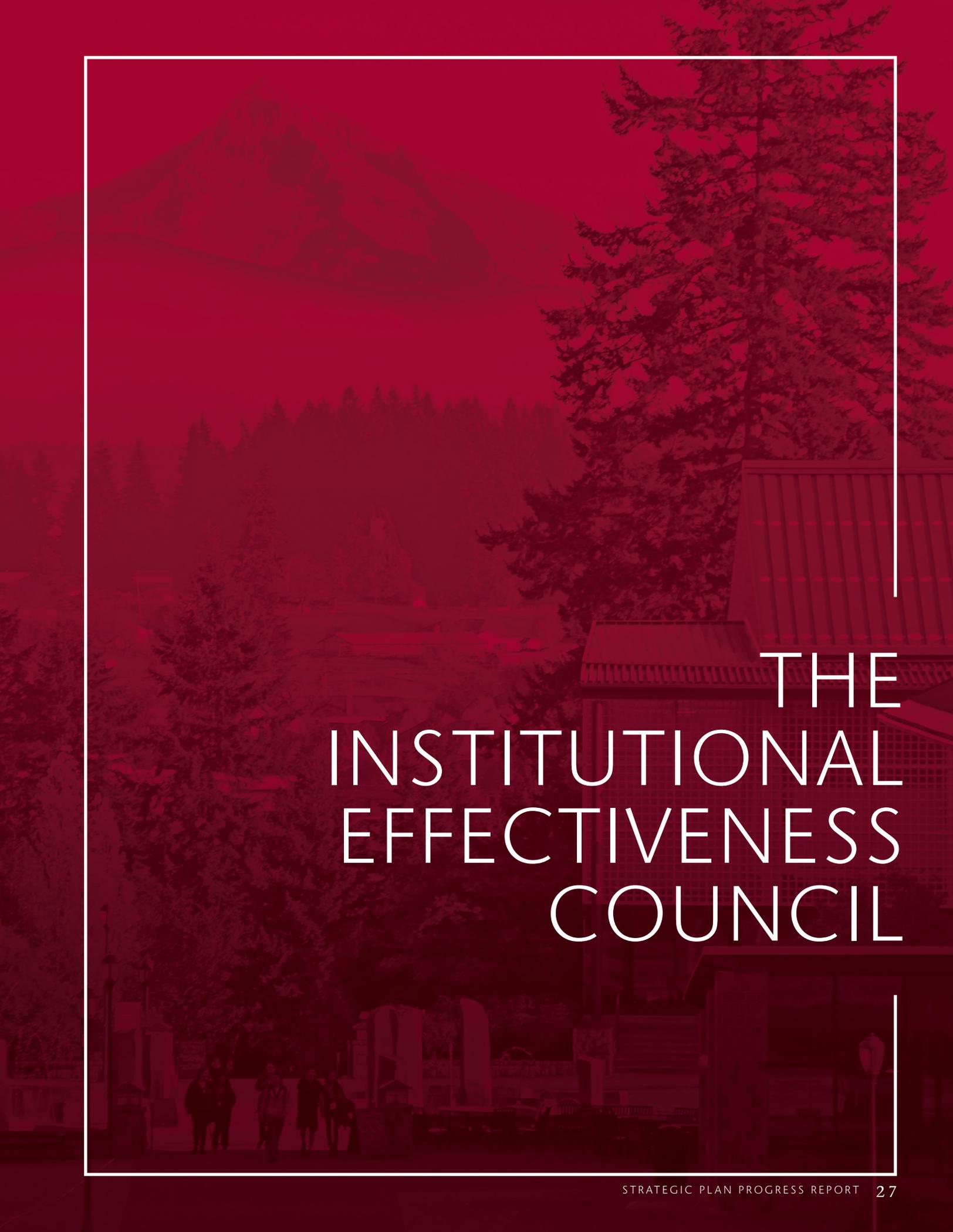
THE INSTITUTIONAL EFFECTIVENESS COUNCIL

The Institutional Effectiveness Council

Mission Statement and Overview

The 2014-19 Washington State University Strategic Plan includes a detailed implementation plan and the establishment of an implementation committee to ensure that initiatives are developed and executed to realize the plan's goals.

The Strategic Plan includes 57 performance metrics to measure, monitor, and report annually to assess progress toward the goals enumerated in the plan. In addition, accreditation requirements with the Northwest Commission on Colleges and Universities (NWCCU) dictate a close correspondence between accreditation activities and the University's strategic plan. Similarly, other state and federal agency reporting requirements necessitate comprehensive and integrated performance data management. A need has existed to consolidate all University-level performance measurement and assessment activities into a single platform to reduce redundancy, maximize efficiency, and maximize University effectiveness. In so doing, WSU has taken the next step in realizing its goal of becoming a more data-driven University.

The Institutional Effectiveness Council (IEC) serves as a coordinated, sustainable system to pursue University institutional effectiveness. Specific goals of the council are:

- 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

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Provost and Executive Vice President
Chair

Chris Keane

Vice President for Research
Theme 1 Subcommittee Chair

Erica Austin

Vice Provost for Academic Affairs
Accreditation Liaison Officer
Theme 2 Subcommittee Chair

Craig Parks

Associate Vice Provost
Oversight of System and Policy Issues

Colleen Kerr

Vice President for External Affairs and Government Relations
Theme 3 Subcommittee Chair

Michael Trevisan

Academic Dean
Theme 4 Subcommittee Co-Chair

Stacy Pearson

VIce President for Finance and Administration
Theme 4 Subcommittee Co-Chair

Fran Hermanson

Executive Director of Institutional Research
Supervisor of Institution-Level Metrics Collection

Daryll DeWald

WSU Spokane Chancellor
Campuses Representative

Judi McDonald

Faculty Senate Chair
Faculty Representative

The Institutional Effectiveness Council

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DAN COSTELLO	Assistant Vice President	Facilities Services
GEETA DUTTA	Director	Office of Research Advancement
PHYLLIS ERDMAN	Chair	Institutional Animal Care and Use Committee
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LISA GLOSS	Interim Dean	Graduate School
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MIKE KLUZIK	Director	Office of Research Assurances
RICH KOENIG	Associate Dean and Director	WSU Extension
ANDREA LAZARUS	Assistant Vice President for Research	Pharmacotherapy
ROBERT MEALEY	Associate Dean	College of Veterinary Medicine
JOY MORTON	Director	Financial Systems Modernization
JIM MOYER	Associate Dean	College of Agricultural, Human, and Natural Resource Sciences
DAN NORDQUIST	Associate Vice President	Office or Research Support and Operations
JEANNIE PADOWSKI	Chair	Institutional Review Board
SITA PAPPU	Director	Office of Commercialization

The Institutional Effectiveness Council

THEME 1 Subcommittee

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SASI PILLAY	Vice President and Chief Information Officer	Information Technology
PAUL PITRE	Chancellor	WSU Everett
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AMY ROTH MCDUFFIE	Associate Dean for Research and External Funding	College of Education
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MATT SKINNER	Associate Vice President and Chief Enterprise Systems Officer	Financial Services
KIM SMALL	Senior Accounting Manager	Office of Sponsored Program Services
DAVID SPROTT	Senior Associate Dean	Carson College of Business
ALEX TAN	Professor	Murrow College of Communication
PAUL WHITNEY	Associate Dean for Research	College of Arts and Sciences
MIKE WOLCOTT	Regents Professor	Office of Clean Technology
NINA WOODFORD	Director	Office of the Campus Veterinarian

The Institutional Effectiveness Council

Subcommittee

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TRAVIS BARRUS	Graduate Student	Graduate Professional Student Association
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CARLOS SALAZAR	Assistant Director	Chicanx Latinx Student Center

The Institutional Effectiveness Council

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RICH ZACK	Interim Associate Dean of Academic Programs	College of Agricultural, Human, and Natural Resource Sciences

The Institutional Effectiveness Council

THEME 3 Subcommittee

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CHRISTOPHER COONEY	Clinical Assistant Professor	Edward R. Murrow College of Communication
GEETA DUTTA	Proposal Manager	Office of Grant and Research Development
KATIE HARRIS	Elected Director of Legislative Affairs	Graduate & Professional Student Association
COLLEEN KERR	Vice President	External Affairs and Government Relations
RICH KOENIG	Associate Dean and Director	WSU Extension
SHARON KRUSE	Faculty	WSU Vancouver
TODD MORDHORST	Communications Coordinator	Office of the Provost
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The Institutional Effectiveness Council

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JEFF GUILLORY	Director	Diversity Education
FRAN HERMANSON	Executive Director	Institutional Research
STACEY HUST	Chair	Department of Strategic Communication
DOUG JASMER	Associate Dean and Professor	College of Veterinary Medicine
JOAN KING	Associate Vice President and Chief Budget Officer	Budget Office
MICHAEL KLUZIK	Director	Office of Research Assurances
KATHRYN MEIER	Associate Dean and Professor	College of Pharmacy
CHERYL OLIVER	Assistant Dean, Online and Graduate Programs	Carson College of Business
STACY PEARSON	Vice President	Finance and Administration
DANIEL RECORDS	EEO/AA Coordinator	Office of Equal Opportunity
JOHN SCHNEIDER	Associate Dean, Undergraduate Programs	Voiland College of Engineering and Architecture
MELANIE THORNTON	Research Assistant	Graduate & Professional Student Association
RYAN TOWNSEND	Director, Undergraduate Nursing Programs	College of Nursing
MIKE TREVISAN	Dean	College of Education
ADAM WILLIAMS	Administrative Manager	College of Agriculture, Human and Natural Resource Sciences/Entomology (APAC rep.)
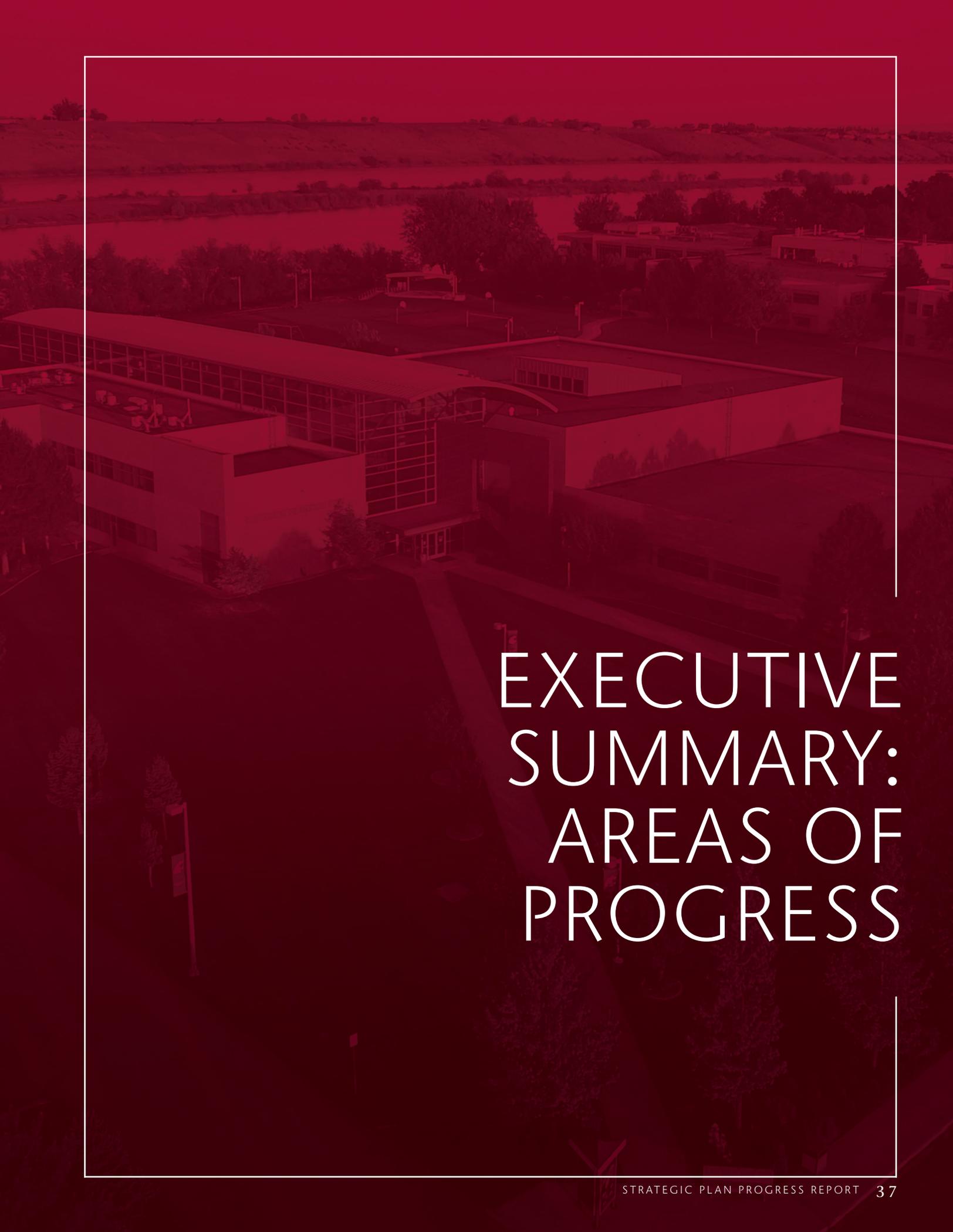
EXECUTIVE SUMMARY: AREAS OF PROGRESS

Executive Summary: Areas of Progress

THEME 1 | Exceptional Research, Innovation, and Creativity

Washington State University continues to expand and build upon its research portfolio, taking major strides in advancing toward both Drive to 25 goals and Strategic Plan objectives throughout 2017. Partnerships across colleges and departments to take on the Grand Challenges have helped lead steady progress in both funding for these projects and recognition for many faculty involved. Total expenditures in research and development, federal R&D expenditures and the number of multi-institutional competitive grants all increased in 2017, displaying the depth and breadth of WSU's research enterprise. In particular, WSU achieved a new institutional high for total R&D expenditures ($356.9M) in FY2017. Faculty members earned national grants at a record clip in 2017, landing a total of 556 multi-institution competitive grants, totaling $51.7 million in funding, both far exceeding the established targets for the metric.

Major operational enhancements made this year are improving the Office of Research's capability to support WSU faculty and staff. Changes in award administration have smoothed the award process, and ongoing meetings of the Pre and Post Award Advisory Group troubleshoot issues. Major operational improvements to the Institutional Animal Care and Use Committee (IACUC), made as a result of two external reviews conducted in 2016, are improving IACUC operational performance and responsiveness. Staffing has been added to both the IACUC and Institutional Relations Board (IRB), improving the ability of these organizations to support WSU researchers.

SELECTED METRICS *AT A GLANCE*

1A | 3 Multi-Institution Competitive Grants

NUMBER

	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019
WSU	502	500	516	556		
TARGET			508	518	533	550

■ WSU   ■ TARGET

MILLION

	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019
WSU	$42.1	$46.8	$56.5	$51.7		
TARGET			$47.5	$48.5	$49.9	$51.5

■ WSU   ■ TARGET

Executive Summary: Areas of Progress

The Office of Research also enhanced efforts at industrial engagement via launch of the Office of Innovation and Research Engagement (IREO). This office, led by Brian Kraft, actively works to encourage industry engagement within the WSU community through new programs and initiatives to create pathways for colleges and departments to partner with industry. IREO also works side-by-side with WSU colleagues to highlight specific expertise within campuses, colleges and units and link directly to areas of interest for industry partners. The office strives to provide administrative support for faculty and external partners working to establish new research partnerships.

The number of refereed publications per faculty increased dramatically in 2017, from 1.93 to 2.40. This increase ties to the number of grants faculty members received, but it also indicates an overall escalation in research and creative activity. Moreover, this number represents only the portion of WSU faculty members' research and creative activity that can be tracked in this way.

1D │ 14 Grant activity for multi-unit projects

AWARD COUNT

	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019
WSU	216	223	238	291		
TARGET			226	231	238	245

AWARD AMOUNT/EXPENDITURES MILLION

	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019
AWARD AMOUNT	$29.3	$49.3	$63.8	$64.1		
AWARD TARGET			$50.1	$51.1	$52.6	$54.3
EXPENDITURES	$16.3	$20.3	$21.5	$29.2		
EXPENDITURES TARGET		$27.4	$27.9	$28.4	$29.3	$30.2
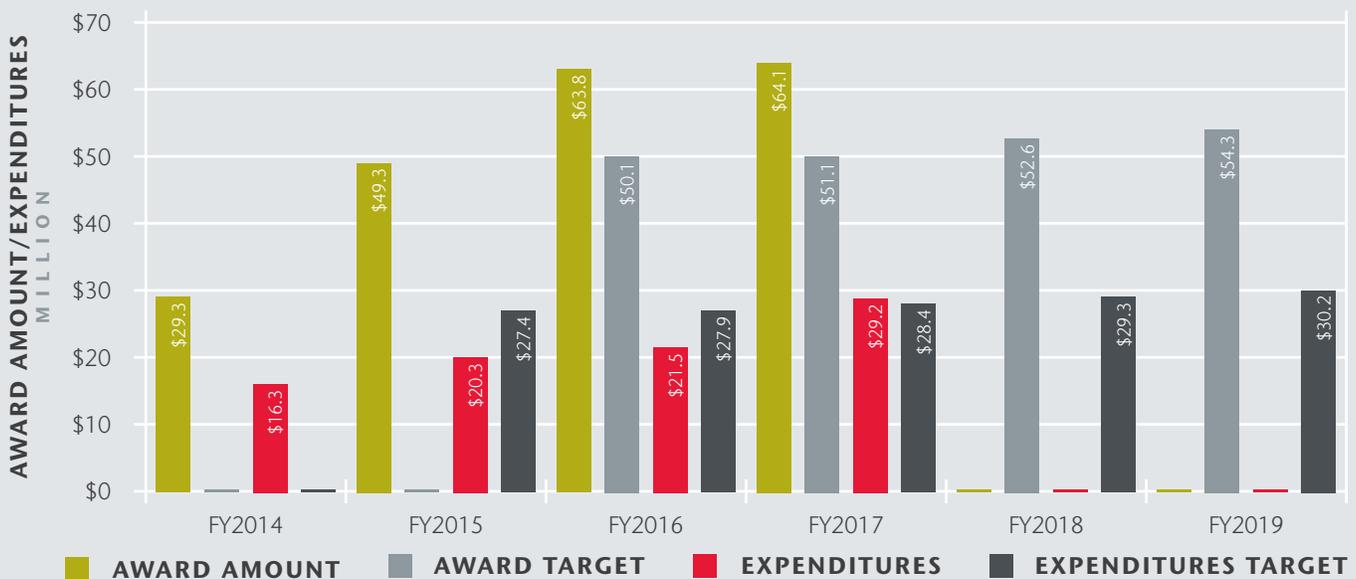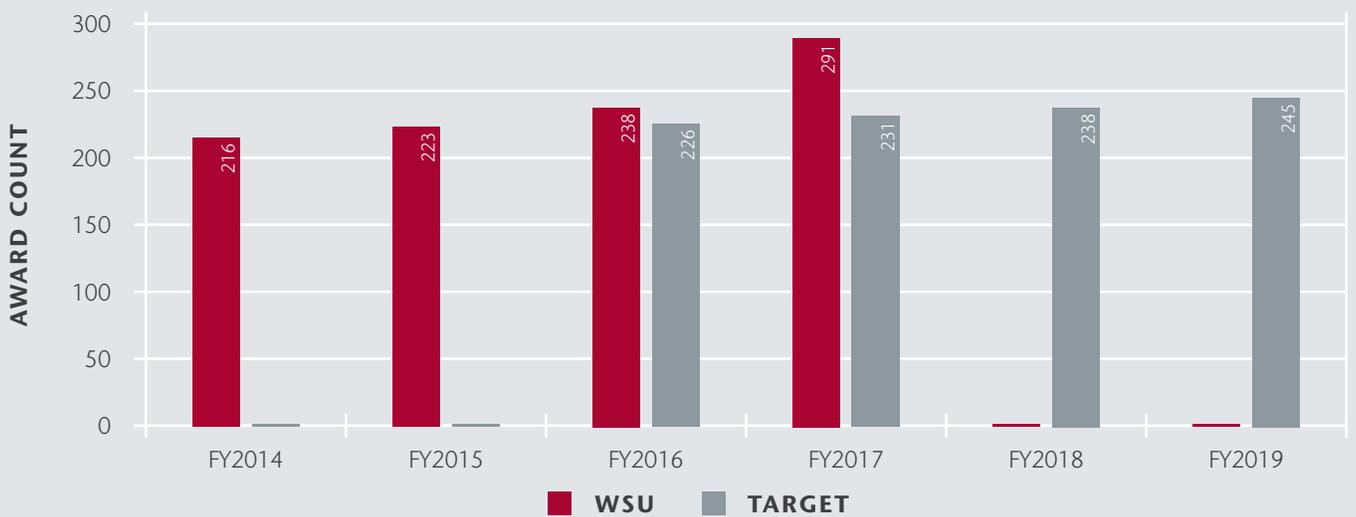
Executive Summary: Areas of Progress

The number of prestigious/highly prestigious faculty awards increased from 6 in 2016 to 7 in 2017, but it remains below the peer average/target of 8.9. The number of citations per faculty member increased to 31.98, well above the peer average of 27.91 and the target of 23.03.

WSU achieved a milestone in its efforts to recognize faculty accomplishments more effectively, by launching a new annual review information system (Activity Insight) and retiring the old system (WORQS). This system will allow the University to track research productivity metrics in a more comprehensive manner.

The number of national academy members remained at nine for the third consecutive year.

Capital expenditures and academic infrastructure increased from $93.9M to $100M. The number of classrooms, conference rooms with virtual collaboration capability increased from 354 to 392, well above the target of 310.

Grant awards and expenditures associated with WSU's Grand Challenges established a baseline of $65M (grant awards) and $27M (expenditures) after the first year of tracking.

Multidisciplinary efforts by faculty to develop solutions to problems worldwide have produced a jump in multidisciplinary grants submitted after internal peer review, from 17 in 2016 to 48 in 2017, eclipsing the target of 30. The institution also saw a large increase in grant activity for multi-unit projects, from 238 in 2016 to 291 in 2017.

The Office of the President, Information Technology Services, and the Office of Research partnered together to continue support of the Center for Institutional Research Computing (CIRC) and the staff that strengthen the Kamiak user facility. This financial commitment has enabled CIRC to expand its support to better anticipate research needs, reflect research priorities, and grow partnerships.

WSU continued to expand its association with the Pacific Northwest National Laboratory (PNNL), with the number of joint appointees increasing from 19 to 30. WSU and PNNL are developing plans to establish joint institutes in areas such as the electric power grid, nuclear science, and bioproducts. These institutes will be formally launched in 2018.

Theme 1 in Action

WSU leads international power grid research project

WSU will lead 15 university and industry partners in a five-year, $30 million joint research project with India. DOE granted $7.5 million to the U.S. group, matched by $7.5 million from consortium members. The Indian Ministry of Science and Technology and its partners will also match the $15 million to the 15-member India Team. The goal of the project is to advance the development of the power grid in both countries.

news.wsu.edu/2017/06/22/wsu-leads-power-grid-partnership

Executive Summary: Areas of Progress

Beyenal lands TechConnect Defense Innovation Award

A WSU research team led by Professor Haluk Beyenal was awarded the TechConnect Defense Innovation Award at the 2017 Defense Innovation Technology Acceleration Challenges summit for their invention of an electrochemical scaffold to combat drug-resistant bacterial wound infections.

news.wsu.edu/2017/10/25/wsu-electronic-bandage
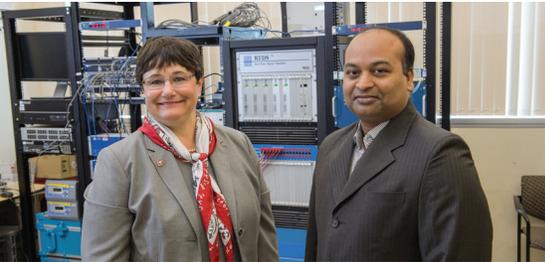
NSF project to explore marsupial's disease response

In a $2.32 million project funded by NSF, WSU professor of biology Andrew Storfer and an international team of scientists discovered that two regions of Australia's marsupials are changing in response to the rapid spread of devil facial tumor disease (DFTD).

news.wsu.edu/2017/11/08/wsu-work-on-tasmanian-devils-gets-2-3-million-from-nih

Christenson named Young Arts Leader

Peter Christenson, a multidisciplinary artist and filmmaker, was named a Young Arts Leader Award recipient by the Washington State Arts Commission. An assistant professor of fine arts at WSU Tri-Cities, Christenson is the founder of Left of Centre, an artist collective and guerilla-marketing firm. He was the catalyst behind *Null Set*, an interventionist magazine and collaborative organization in the Tri-Cities.

cas.wsu.edu/2017/09/14/wsu-fine-arts-professor-named-states-young-arts-leader

Paul G. Allen School for Global Animal Heath professor named to National Academy of Medicine

M. Kariuki Njenga, a Washington State University professor in the Paul G. Allen School for Global Animal Health and a leader in the effort to address emerging zoonotic diseases, has been elected a member of the National Academy of Medicine. Njenga, a professor of virology and global health, is the country director for WSU Global Health-Kenya. He is based in Kenya on the health sciences campus of the University of Nairobi. A member of the Allen School faculty since 2015, Njenga's clinical training is in veterinary medicine with advanced training and research in emerging infectious diseases.

news.wsu.edu/2017/10/16/national-academy-medicine-professor

WSU researchers awarded 2017 best enology paper by ASEV

WSU researchers James F. Harbertson, Richard Larsen and former WSU graduate student L. Federico Casassa of California Polytechnic University, San Luis Obispo, were awarded "best enology paper" by the American Society for Enology and Viticulture for their paper "Effects of Vineyard and Winemaking Practices Impacting Berry Size on Evolution of Phenolics During Winemaking."

www.ajevonline.org/content/67/3/257

Executive Summary: Areas of Progress

Washington State University continues to advance its land-grant mission by delivering transformative experiences to more and more students, along with enhancing opportunities for them statewide.

The Theme 2 metrics show the University is serving more students, including an increasing number of students from under-represented groups. Students gain valuable experiences outside the classroom through internships, volunteering, and other extracurricular activities.

Recent construction and renovation projects resulted in a major increase in the number of classrooms meeting benchmark quality standards. The percentage of classrooms meeting benchmark quality rose dramatically, from 64 percent to 98 percent. The Spark Building on the WSU Pullman campus exemplifies the impact of these improvements, as both students and faculty have benefitted greatly from the technology and design of the new classrooms.

As WSU continued maturing its culture of assessment, 90 percent of undergraduate degree programs reported having 6 of 6 assessment elements in place, while others had elements under review for adjustment or were newly established programs. Importantly, 98 percent of the undergraduate degree programs reported using assessment results in decision-making or planning. Similarly, the percentage of graduate degree programs using student learning assessment results in decision making or planning remained above target, at 94 percent.

The number of bachelor's degrees awarded rose to 5,597 from 5,475 although the increase fell short of the target (5,674). The number of graduate degrees awarded increased from 1,452 to 1,491, remaining well above the target of 1,268. However, many of the gains in graduate degrees granted fall within the professional master's degree, and WSU aims to make similar strides in master's and doctoral degrees.

The number of internships or practicum experiences remained above the target number, at 6,484.

Total university enrollment set an all-time record, with 30,142 students enrolling in 2017, above the target metric of 28,480. The university's incoming population remains diverse, with 28.9 percent of the 2017 student population from under-represented groups, including 31.4 percent of undergraduate students.

The freshman retention rate for 2017 rose nearly two percentage points to 80.8 percent. Although the retention rate remained below the target of 82 percent, it rose among all sub-populations tracked in the strategic plan: low-income (76.3 percent), minority (79.0 percent), and first-generation students (77.9 percent).

WSU's four-year graduation rate rose to 37 percent from 35.2 percent among all undergraduate students, while still remaining short of the target (41 percent). The six-year graduate rate fell to 62.4 percent, also short of the target (68 percent). The University

is focused on reversing the recent graduation rate trends, and improving retention rates point to positive gains in graduation rates in the years to come. The recent upward trends in academic preparedness for incoming students are also likely to produce increased graduate rates.

The average SAT score of incoming freshman students rose to 1010 for the 25th percentile (below the target of 1015) and 1230 for the 75th percentile (above the target of 1225).

2A │ 19 Graduate degrees awarded

DEGREES

	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019
ALL	1,169	1,214	1,452	1,491		
TARGET			1,265	1,268	1,326	1,326

ALL **TARGET**

2B │ 22 Total university enrollment

STUDENTS

	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019
ALL	27,642	28,686	29,686	30,142	30,614	
PEER AVERAGE	31,430	31,880	32,173	32,529		
TARGET		27,918	28,198	28,480	28,764	29,052

ALL **PEER AVERAGE** **TARGET**
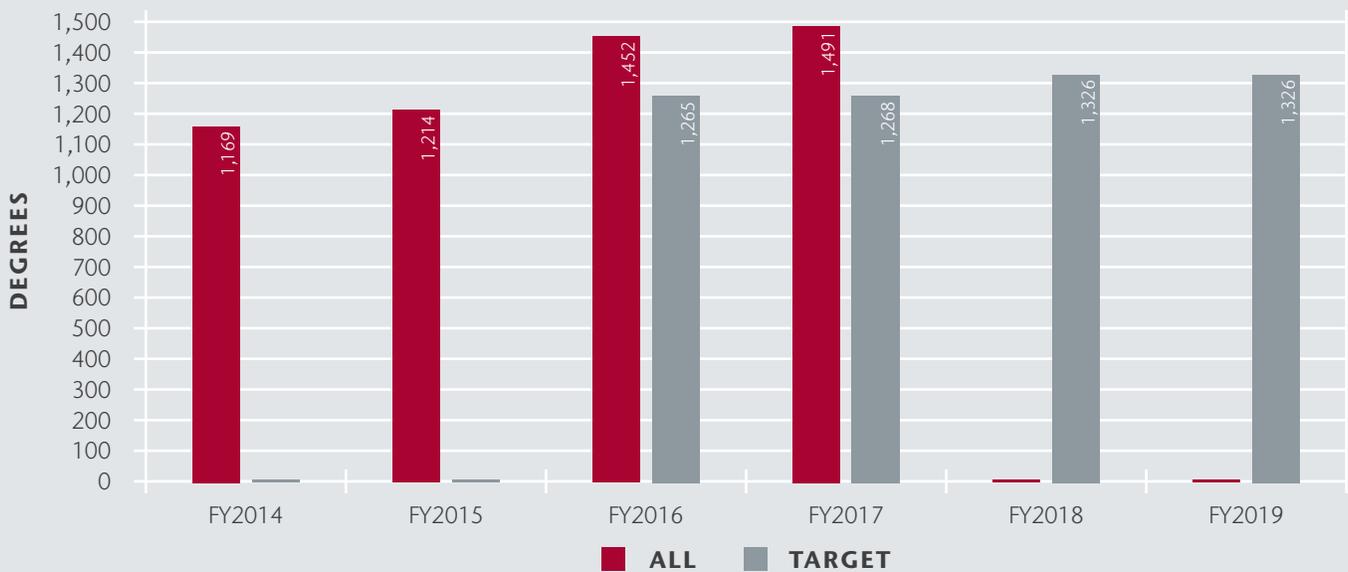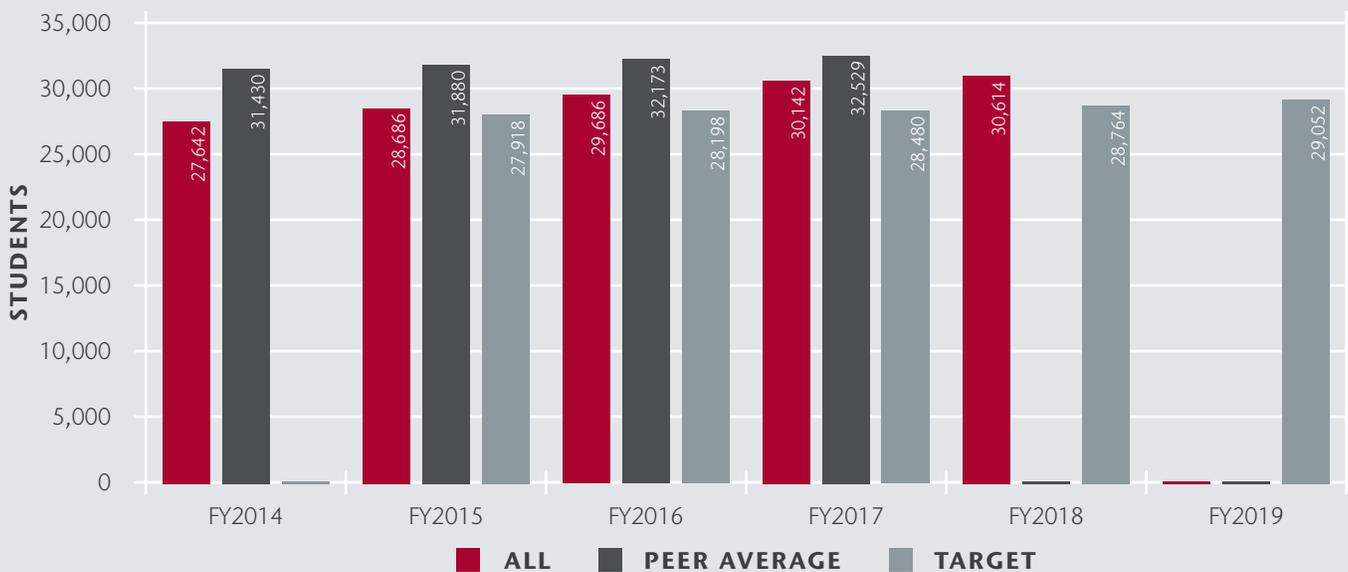
Executive Summary: Areas of Progress

Theme 2 in Action

Affordable Learning Grants save students thousands

Affordable Learning Grants issued by WSU's Office of the Provost saved students an estimated $250,000 in textbook costs over one semester, and in several cases, improved student engagement and academic success. The grants were designed to help faculty adopt open education resources or develop affordable learning materials that may be used by colleagues, at WSU and elsewhere. The projects helped reduce textbook costs for students, which can be a barrier to success for some.

provost.wsu.edu/2017/10/24/affordable-learning-grants-save-students-thousands

Estimates of savings provided to WSU Pullman students through Affordable Learning Grants:	
Course	**Estimated savings/term** *(based on enrollment and cost averages)*
Communication 101	$47,000
Marketing 360	$169,050
Psychology 312	$26,550
Psychology 328	$17,000
Teaching and Learning 445	$10,000
TOTAL	**$269,600**

English department recognizes Campus Civic Poet

Senior Basheera Agyeman's outstanding poetry earned her the inaugural Campus Civic Poet award from the WSU Department of English. The award recognizes an undergraduate student's "commitment to poetry and civic engagement." Agyeman's recognition coincided with a visit from Tod Marshall, Washington's poet laureate, as he led exercises for cultivating creativity and nurturing the poetic muse, before meeting with students and community members to kick off the English department's Open Mic at the Elson S. Floyd Cultural Center.

cas.wsu.edu/2017/12/15/student-poets-get-creative-tips-from-the-top/#more-6468

Engineering, fine arts students team up on 'Huminal'

Engineering and fine arts students and faculty at WSU Tri-Cities teamed up to create the Huminal, an interactive, mobile robot that senses and changes in response to its environment. The two-year project was unveiled in 2017 and is designed to elicit reaction and interaction from observers. The interactive art machine is the third such project of faculty member Sena Creston that employs fantasy while exploring intersections between the natural and man-made.

cas.wsu.edu/2017/09/12/opportunities-emerge-where-art-engineering-meet

Executive Summary: Areas of Progress

Classroom upgrades deliver innovation for students, faculty

The opening of the Spark Academic Innovation Hub and renovation of Daggy Hall greatly improved the student classroom experience at WSU Pullman in 2017, through further engagement and enhanced faculty-student interaction. The Spark offers state-of-the-art teaching facilities, including The Round, a large, circular classroom with 360-degree video screens and a central space for the instructor. Daggy Hall's two new classrooms provide flexible spaces designed to promote active learning. The additions increased WSU's percentage of classrooms meeting benchmark quality to 98 percent.

news.wsu.edu/announcement/recent-construction-marks-upgrades-classroom-technology-facilities

WSU student team selected to cater Governor's VIP Reception

Chef Jamie Callison and his team of seven students from the Carson College of Business' Hospitality Catering Services were chosen to prepare food for the Washington State Governor's Grand Ball VIP Reception in Olympia. The students prepared a menu of Northwest and Cougar products, including cheese, organic honey, Wagyu beef, and more from the WSU orchard, cattle ranch, creamery, and organic farm.

business.wsu.edu/dividend/2017/03/01/hospitality-catering-team-selected-governors-vip-reception

Undergrad research fuels passion to solve water issues

In the long run Lambert Ngenzi aims to help farmers in rural Africa better manage precious water resources. Ngenzi is getting a headstart through undergraduate research in the field. He spoke little English when he arrived in the United States in 2013, but as a WSU junior he excelled in professor Alex Fremier's environmental science lab, presented at national conferences and gained invaluable experience in research. The next step for the McNair Undergraduate Research Fellow is work toward a Ph.D. in environmental science.

cas.wsu.edu/2017/10/16/undergraduate-research-enables-wsu-junior-to-give-back

STARS program launches careers in research

Nicole Kelp is a Cougar three times over after earning her Ph.D. in molecular bioscience. Through mentorship by MBS faculty and lab work through the Students Targeted toward Advanced Research Studies (STARS) program, Kelp earned her bachelor's, master's and Ph.D. at WSU, and is now an instructor at the university. STARS is one of several programs designed to provide hands-on learning experiences for undergraduate students, including the Office of Undergraduate Research's Peer Mentor program, many aspects of the Honors College, and Summer Undergraduate Research Experience.

gradschool.wsu.edu/2017/12/01/finding-graduate-school-niche

Executive Summary: Areas of Progress

THEME 3 | Outreach and Engagement

A new era of outreach and engagement arrived in 2017, with Washington State University's Elson S. Floyd College of Medicine welcoming its first four-year medical students. The new college's innovative curriculum sends the students to offices and clinics throughout Washington and adds to the numerous ways WSU strengthens our state through service and education.

The metrics for 2017 indicate an increase in WSU's impact throughout the state. Gains in nearly every category show the breadth and depth of outreach by the university's students, faculty, staff, and alumni.

The number of start-ups from WSU research and outreach rose to 9 for the year, ahead of the target of 7. The research and development expenditures from industry increased to $21M, but fell short of the target ($24.5M). The number of patent applications and awards, along with inventions disclosed, both exceeded targets with 152 patents filed (target of 87), and 44 patents issued (target of 34). The 136 disclosures in 2017 also surpassed the target of 101.

To support these efforts, the Office of Commercialization (OC) recently developed a new resource for employees of WSU that can be used to securely disclose their inventions. The new Inventor Portal allows users to submit their ideas, communicate directly with the OC, and view their previous inventions all from within the security of the Inventor Portal. For more information on the Inventor Portal please visit the OC's website. Royalties and other revenue from commercialization activities continued to soar, reaching $2.285M, up from $1.955M, and well above the target of $1.045M. The Office of Commercialization launched an Entrepreneurship Faculty Ambassador Program to assist faculty in taking their ideas to the marketplace. Together, the efforts to provide more support such as the streamlining of marketing and licensing by the Office and its partners have contributed to tremendous growth over the past few years.

In addition to the economic impact, WSU's reach expanded in other ways as well. On the instructional side, the number of participants in non-credit educational programs offered by WSU Extension increased from .93M to 1.012M in 2017, ahead of the target (1.010M).

3A | 33 Patents filed

PATENTS

	PATENTS FILED	TARGET
FY2014	69	
FY2015	93	
FY2016	155	86
FY2017	152	87
FY2018		89
FY2019		92
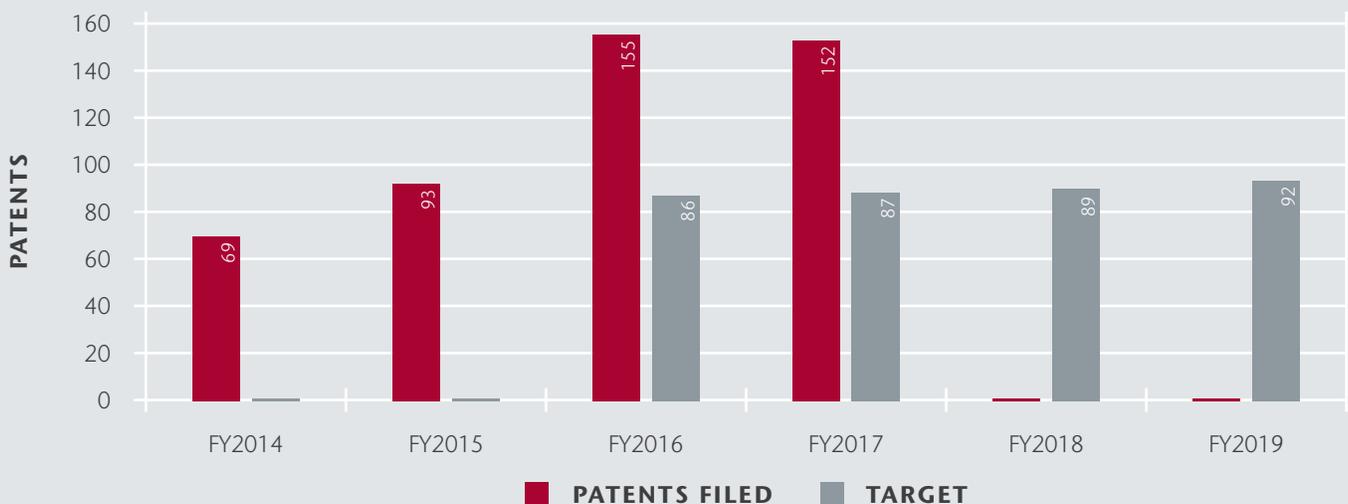
Executive Summary: Areas of Progress

Global Campus participants in non-credit educational programs decreased slightly to 33,302 and fell short of the target of 33,739. Total annual expenditures for WSU Extension in land grant mission engagement decreased to $56.9M, shy of the target ($61.5M).

Enrollment in Global Campus programs remained above target with a headcount of 5,092 for 2017. Course enrollments also exceeded the target at 29,835. The number of Global Campus degree programs increased to 19, but fell short of the target (25), while the number of courses rose to 468, also short of the target (474). The number of certificates offered through Global Campus remained at 22, below the target (25).

Total undergraduate and graduate enrollment increased to 24,904, just below the target (24,931). Graduate/professional student enrollment increased to 5,238, above the target (5,068). Enrollment at Spokane, Tri-Cities, Vancouver and Everett campuses all increased and were at or near target levels.

The number of WSU Alumni Association members increased from 30,965 to 34,500 soaring above the target (33,006). Nevertheless, the alumni donor rate fell from 14 percent to 11.9 percent. The number of service hours linked to the Center for Civic Engagement rose from 81,346 to 89,209, above the target (86,388). The number of service courses remained at 77, equal to the target metric. The number of service learning programs decreased to 1,053 from the previous year, but remained above the target (932). The metrics for service learning for fiscal year 2017 now include Spokane and Vancouver. A program for tracking service learning at WSU Tri-Cities is in development.

3A │ 36 Royalties/other revenue, commercialization activities

Bar chart titled "3A │ 36 Royalties/other revenue, commercialization activities". Y-axis labeled $K ranging from 0 to 2,400. Categories by fiscal year with WSU (red) and TARGET (gray) values:
- FY2014: WSU $985.8
- FY2015: WSU $1,246
- FY2016: WSU $1,955, TARGET $1,035
- FY2017: WSU $2,285, TARGET $1,045
- FY2018: TARGET $1,066
- FY2019: TARGET $1,098

Legend: WSU, TARGET

Executive Summary: Areas of Progress

The annual operating expenditures fell to $1.103 billion, just short of the target ($1.124B), while the annual operating capital increased to $181.6M, just short of the target ($181.9M)

International student enrollment decreased slightly to 2,128, following a national trend in light of immigration policy changes. The INTO WSU partnership launched in 2017 and looks to fuel growth in the University's international student population.

The number of students participating in study abroad or other significant international experience increased to 929, ahead of the target (920).

Educational performance average rankings (*Forbes*, *U.S. News & World Report* undergraduate, and *Washington Monthly*) put WSU in the top 31 percent, up from 43 percent in 2016, demonstrating progress toward the Drive to 25. Among average research rankings (*Academic Rankings of World Universities*, *Taiwan*, *Times Higher Education*, *Leiden*, *Quacquarelli Symonds*, and *U.S. News & World Report Global*) WSU climbed to no. 357 from 364 in 2016.

Theme 3 in Action

Psychology course partners with health clinic

Psychology students at WSU Tri-Cities analyzed patients at a free health clinic in Tri-Cities, statistically assessing mental health needs and potential barriers to treatment. The training in the community offered students insights they could not gain in the classroom and prepared them for the job market. The Grace Clinic gained a data set to support patterns they had informally observed, as well as data analysis they could not have done independently. The partnership is a model used in many WSU programs, including the Elson S. Floyd College of Medicine.

tricities.wsu.edu/psychology-statistics-course-partners-with-grace-clinic-to-assess-mental-health-of-diabetes-patients

Clark County children gain farm food for thought

Elementary school students in Clark County are getting an education in agriculture through the Farm to Fork program. Funded in part by a U.S. Department of Agriculture Farm to School grant, the program is operated by WSU Extension. It offers students the chance to visit Heritage Farms to plant potatoes, and learn about where food comes from, the seasons and cycles of farming, and food production.

news.wsu.edu/2017/06/09/children-learn-about-farming-food

Executive Summary: Areas of Progress

WSU students return as mentors at migrant academy

After receiving education and inspiration from the Dare to Dream Academy, WSU students are giving back to the program to help future Cougars. The University students serve as mentors for the Academy, which offers about 180 high school juniors and seniors from migrant families in Washington the chance to visit WSU, brush up on math or science skills, and receive high school credit. The program is organized by the Office of the Superintendent for Public Instruction's Migrant Education Program in partnership with WSU's College Assistance Migrant Program.

news.wsu.edu/2017/08/29/at-risk-students-inspired-to-dream
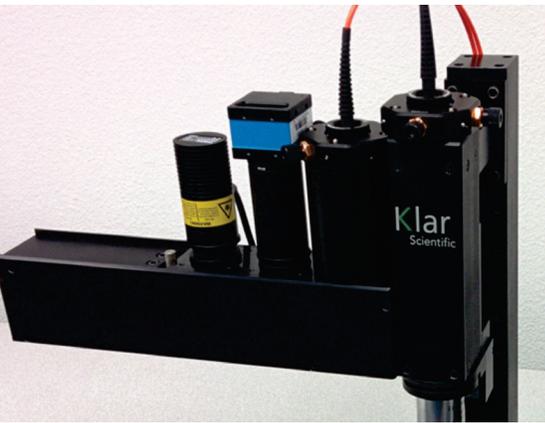
Need for a better microscope prompts launch of startup

Funding from a National Science Foundation Small Business Innovation Research grant and support from WSU's Commercialization Gap Fund and WSU Innovation Corps program are helping physicist Matthew McCluskey take his microscope to market. McCluskey launched Klar Scientific to design and manufacture an innovative new instrument that collects more information about materials in less time and at a lower cost, than what is currently on the market.

commercialization.wsu.edu/2017/01/06/need-for-a-better-microscope-prompts-launch-of-a-startup

WSU Extension, research plays its role in protecting Puget Sound

WSU Extension and research centers from Puyallup to Bremerton, Port Townsend to Everett are immersed in an effort to revitalize parts of the Puget Sound, including the streams and rivers feeding into it. Commercial wastewater, sewage treatment plants, stormwater runoff from roads, construction and other activities contribute to contamination of the Sound, and the Puget Sound Partnership is a collaborative effort to restore the health of one of the region's defining natural resources.

magazine.wsu.edu/2017/08/07/streaming-solutions

THEME 4 | Institutional Effectiveness

The University's strategic plan for 2014-19 established several new metrics to assess progress in institutional effectiveness: diversity, integrity and openness. Early indicators show WSU must continue to progress in many areas of institutional effectiveness, while continuing to uphold and improve upon its areas of strength.

The number of tenure track faculty reporting they are from under-represented groups fell from 45 to 41 (4.0 percent to 3.7 percent). The number of career track (non-tenure track) faculty from under-represented groups remained at 66 (4.5 percent). The number of employees completing the Recruitment Basic Training increased from 468 to 545. The number of staff from under-represented groups increased among both administrative professionals (138 to 159) and classified staff (135 to 203).

The Office of Human Resources has undertaken numerous efforts to increase the number of under-represented staff members at WSU, including hiring a recruitment specialist to assist departments in developing recruitment strategies to attract diverse applicant pools. In addition, a talent acquisition and recruitment website assists in preparing and conducting recruitments to attract diverse candidates.

The percentage of areas identified as needing improvement in the area of staff recruitment increased from 18.91 percent to 21.11 percent. The areas in need of improvement are encouraged to develop and implement social media tools to improve outreach to underrepresented groups, and assess and reward data-informed efforts by colleges and areas to improve recruitment and outreach to underrepresented groups.

Faculty retention fell slightly from 93.6 percent to 92.9 percent. Staff retention among administrative professional (AP) staff fell from 85.2 percent to 84 percent, while staff retention among classified staff fell from 83.9 percent to 83.1 percent. The participation rate of all employees completing new employee demographics increased to 21.3 percent, short of the target (55 percent).

The number of women promoted to associate professor based on a rolling 10-year average fell from 12.2 to 11.8. The average number of faculty from under-represented groups promoted to associate professor fell from 1.6 to 1.4. The average number of women promoted to full professor fell from 7.4 to 7.3 and the average number of faculty from under-represented groups promoted to full professor remained at 0.5.

In a major initiative, the Office of Student Affairs formed groups to address several areas of concern at WSU, including cultural competency, campus cultural and resource centers, the diversity of faculty and staff, and gender inclusion and trans support. Working groups include one reviewing WSU Executive Policy 15, which prohibits discrimination, sexual harassment, sexual misconduct.

Although the total annual private support for WSU fell from $117.6M to $110.8M for the year, support remained above the target of $105M. The WSU Foundation's endowment assets increased from $418.9M to $466.1M, also ahead of the target ($441M). The Foundation and Land Grant endowment totaled $975.2M, up from $907.8M in 2016.

The metrics associated with the biennial institution-wide Employee Engagement Survey were updated in early 2018, and generally remained consistent with past survey results. See details in the Metrics Report Card, page 69.

4A │ 49 Number of staff from underrepresented groups (URGs)

URGs report as Black or African American; American Indian or Alaska Native; Hispanics any race; Native Hawaiian or Other Pacific

PROFESSIONAL DEVELOPMENT INITIATIVE

	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019
Administrative Professional Staff	134 (7.5%)	125 (6.4%)	138 (6.7%)	159 (7.5%)		
Classified Staff	125 (6.4%)	128 (6.3%)	135 (6.4%)	203 (9.6%)		

■ **ADMINISTRATIVE PROFESSIONAL STAFF**   ■ **CLASSIFIED STAFF**

Executive Summary: Areas of Progress

Theme 4 in Action

Working groups address campus climate issues

The Office of Student Affairs convened working groups to address five areas of concern: WSU Executive Policy 15 prohibiting discrimination, sexual harassment, and sexual misconduct; Cultural competency; Campus cultural and resource centers; The diversity of faculty and staff; and Gender inclusive and trans support. The working groups, comprised of more than 110 WSU students, faculty and staff will meet throughout 2018 and offer recommendations for improvements in their respective areas. The working groups' efforts are essential to developing greater diversity at WSU, a key component of the University's Drive to 25.
studentaffairs.wsu.edu/initiatives/campus-culture-climate

Provost's Leadership Academy welcomes latest cohort

The seventh cohort of the Provost's Leadership Academy took part in personal development, leadership training and team building exercises throughout the 2017-18 year. The PLA aims to prepare faculty for leadership, formally or informally, within their respective units and provide insights into administrative decision making and planning. The latest cohort included 27 faculty members from across the WSU system. Of 166 PLA alumni over six cohorts, more than half are currently in formal leadership positions at WSU, and all but two remain at the University.
provost.wsu.edu/2017/11/07/provosts-leadership-academy-cohort-off-and-running

Podcast series features visiting artists

Squeak Meisel, chair of the Department of Fine Arts, introduced a series of podcasts featuring artists that visit WSU. The "Fly on the Wall" podcast debuted in 2016 and includes interviews world-renowned artists and is designed to supplement the artists' campus visits, providing more context and background on a given subject. The podcasts also offer access to the featured artists for students, faculty and staff who are not able to attend the artist's lecture in person. "I can bring them back and say, 'OK, tell me where you started,'" explains Meisel. "I think undergraduates need to understand they're not alone. They have a tribe."
cas.wsu.edu/2018/02/21/podcast-series-makes-visiting-artists-accessible-any-time

WSU hosts Cyber-Security Awareness Summit

Information Technology Services at WSU hosted the Cyber-Security Awareness Summit, inviting Agnes Kirk, the state's chief information security officer, to deliver the keynote address. Kirk discussed the need for everyone in the University community to engage in cyber-security, and offered tips and advice for data security. Industry experts spoke throughout the day at the Elson S. Floyd Cultural Center and the presentations were livestreamed to Spokane, Vancouver and Tri-Cities campuses.
its.wsu.edu/2017/11/03/cyber-security-awareness-summit-at-wsu

Fiscal Health Initiative takes shape

President Kirk Schulz launched the Fiscal Health Initiative to help create a financially sustainable model for the University. The initiative followed four years of spending in support of WSU's mission statewide, including expanded classroom space, the Elson S. Floyd College of Medicine, WSU Everett, new athletics facilities, and the new art museum, among others. The spending drained some of the University's central reserves, but the Fiscal Health Initiative aims to restore the reserve funds and bring spending in line with revenues. The goal is to reduce WSU's annual deficit spending to $20 million in 2018, to $10M in 2019 and to balance revenues and expenditures in 2020.

wsu.edu/fiscal-health

4B | 52 Key indicators, biennial institution-wide Employee Engagement Survey

Bar chart showing % by fiscal year:

	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019
I AM RECOGNIZED FOR DOING A GOOD JOB	48.67%		53.34%		49.08%	
MY SUPERVISOR GIVES ME ONGOING FEEDBACK TO HELP ME IMPROVE MY PERFORMANCE	44.07%		50.84%		50.37%	

■ **I AM RECOGNIZED FOR DOING A GOOD JOB**
■ **MY SUPERVISOR GIVES ME ONGOING FEEDBACK TO HELP ME IMPROVE MY PERFORMANCE**
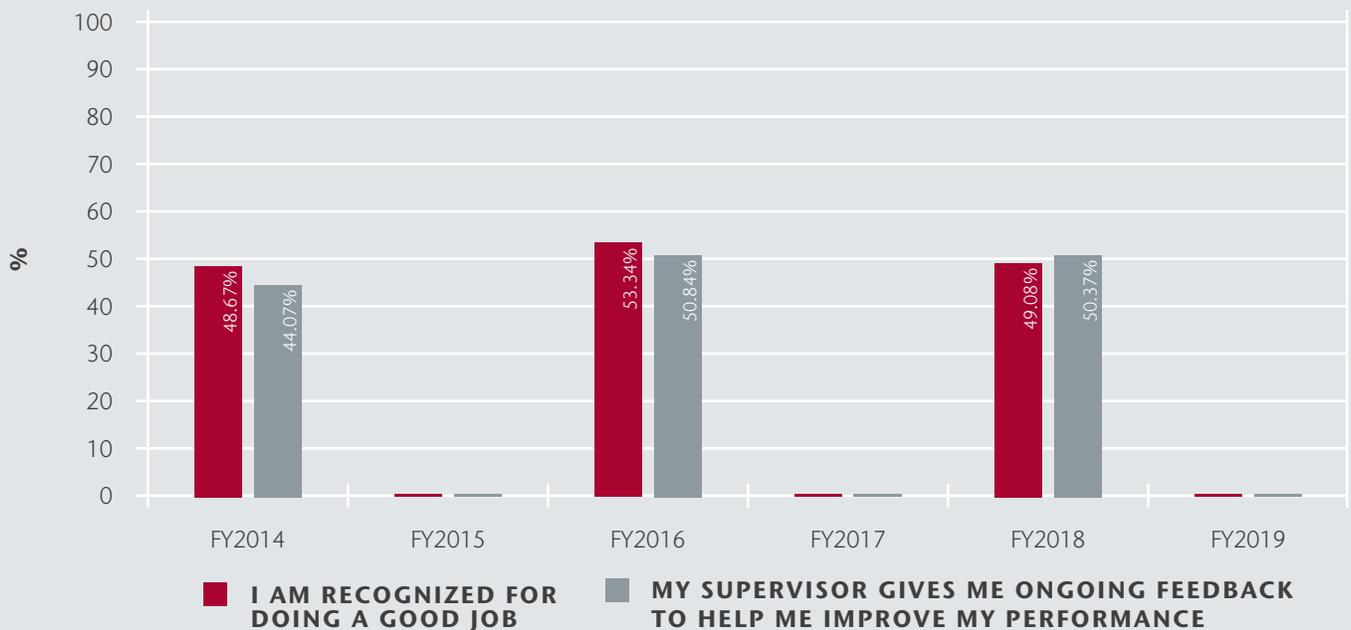
SELECTED METRICS AT A GLANCE

INSTITUTIONAL
PEERS

Institutional Peers

IEC Peer List

Washington State University strives for excellence as a land-grant, research university with the highest research activity, as recognized in the Carnegie Classification of Institutions of Higher Education for 2015 (released February 1, 2016). Our institutional peers provide points of reference for goal setting and assessment purposes.

Washington State University has selected peer institutions against which we can compare our performance over the course of the Strategic Plan. These peer institutions have been selected because they represent public land-grant institutions that have been categorized as "very high research" institutions by The Carnegie Classification of Institutions of Higher Education, because they have a veterinary school, because they are within 50 percent above or below WSU's enrollment size, and because they are within 100 percent above or below WSU's research and development expenditures at the start of the Strategic Plan cycle.

Upon embarking on the Drive to 25, WSU also is comparing its progress against the top public American research universities based on their performance on metrics employed by the Center for Measuring University Performance and additional metrics identified as central to WSU's mission. In the list of Strategic Plan peers, institutions that also qualify as "top 25" institutions are identified by an asterisk:

- Colorado State University*
- Iowa State University
- Louisiana State University and A&M College
- Mississippi State University
- North Carolina State University*
- Oregon State University
- Purdue University*
- University of Georgia*
- University of Maryland, College Park*
- University of Missouri
- University of Nebraska–Lincoln
- University of Tennessee, Knoxville
- Virginia Tech*

REPORT
CARD

Strategic Plan 2014-19
Baseline, Actual, & Target Metrics

How to read the Metrics Chart

| **1**
METRIC | **2**
DESCRIPTION | | **3**
FY2014 FY2015 FY2016 FY2017 FY2018 FY2019
(or academic or previous calendar year as noted at right)
bold indicates performance, *italic indicates target* | **4**
AY
CY
FY |

Grow and diversify extramural research funding

		5	WSU	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	**6**
1A	1 Total R&D Expenditures reported to NSF (HERD)		WSU	**$326.4**	**$333.1**					$M
			Peer Average	$339.3						
			Target			*$329.7*	*$334.6*	*$341.3*	*$351.6*	*$362.6*	FY
	Rank among all/public/ peer institutions		Ranks	**69/44/6**						rank
	2 Federal R&D Expenditures reported to NSF (HERD)		WSU	**$127.0**	**$134.9**					$M
			Peer Average	$156.4						
			Target			*$128.9*	*$130.8*	*$133.4*	*$137.4*	*$143.6*	FY
	Rank among all/public/ peer institutions		Ranks	**87/55/7**						rank
	3 Multi-Institution Competitive Grants		Number	**502**	**500**					#
			Target			508	518	533	550	FY
			Awards	**$42.1**	**$46.8**					
	New, Renewal, Resubmission, and Supplement; no Continuation types		Target			*$47.5*	*$48.5*	*$49.9*	*$51.5*	$M

1 Sub-goal and metric number (e.g. 1A, 1, 2, 3...) For detailed definitions, methods, caveats, and links see appendix "Methodology for Measurement"

2 Description of the metric. Note, there are some approved changes to the original strategic plan metrics.

3 Reporting years for plan. Baseline year is 2014. Actuals appear in bold, targets in italics.

4 Metrics are reported as academic year (fall, spring) of the prior year, calendar year ending December 31, or fiscal year. For academic year, fall semester often is reported: This is indicated where applicable.

5 WSU, peer*, rank*, target designation dependent upon metric.

*See page 56 for listing of IEC peers.

*Rank is associated with specific metrics. See appendix "Methodology for Measurement" for details on ranks for a metric.

6 Metric value ($m = reported in million dollars).

THEME 1 Exceptional Research, Innovation, and Creativity

METRIC	DESCRIPTION		FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	AY CY FY
					(or academic or previous calendar year as noted at right)				
					bold indicates performance, *italic indicates target*				

Grow and diversify extramural research funding

			FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	
1A	1	Total R&D Expenditures reported to NSF (HERD)	WSU	**$326.4**	**$333.1**	**$334.1**	**$356.9**			$M
			Peer Average	$339.3	$345.5	$364.6				
			Target		*$329.7*	*$334.6*	*$341.3*	*$351.6*	*$362.6*	FY
		Rank among all/public/ peer institutions	Ranks	**69/44/6**	**68/43/6**	**70/44/6**				rank
	2	Federal R&D Expenditures reported to NSF (HERD)	WSU	**$127.0**	**$134.9**	**$136.6**	**$152.8**			$M
			Peer Average	$156.4	$156.5	$164.9				
			Target		*$128.9*	*$130.8*	*$133.4*	*$137.4*	*$143.6*	FY
		Rank among all/public/ peer institutions	Ranks	**87/55/7**	**85/54/7**	**92/54/8**				rank
	3	Multi-Institution Competitive Grants	Number	**502**	**500**	**516**	**556**			#
			Target			508	518	533	550	
			Awards	**$42.1**	**$46.8**	**$56.5**	**$51.7**			$M FY
		New, Renewal, Resubmission, and Supplement; no Continuation types	Target			*$47.5*	*$48.5*	*$49.9*	*$51.5*	

Attract, retain, and develop high-quality research faculty system-wide

			FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	
1B	4	# of Refereed Publications per TT FTE Faculty	WSU	**1.86**	**2.60**	**1.93**	**2.40**			p/ffte CY
			Peer Average	1.95	2.00	2.06	2.26			
		Baseline is CY2013 1,645 pubs and 890.67 TT Fac FTE Fall '13	Target			*2.00*	*2.04*	*2.10*	*2.16*	
		CY2014 2,384 publications for 915.67 TT Faculty FTE Fall '14								
	5	# publications/juried/ adjudicated shows/ performances/ books/other evidence of research/ scholarship/creativity by arts/humanities/social sciences faculty [CCB data due 5/16]	WSU	**6.13**						p/ffte CY
			Target	Developing an Activity Insight metric						
				CY2014 1,740 pubs, etc. and 447.0 TT FFTE Fall '13						
	6	# of prestigious/highly prestigious faculty awards	a. WSU	**8**	**6**	**7**				awards
			Peer Average	8.6	8.3	8.9				
		# faculty awards per 1,000 faculty [TT FTE Faculty]	Target	Theme 1 suggests Activity Insight alternative						AY
			b. Normalized	**9.0**	**6.6**	**7.5**				
		Any targets for 6b are driven by 6a and faculty size	Peer Average	7.0	6.3	7.0				/kffte

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METRIC	DESCRIPTION	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	AY CY FY
		(or academic or previous calendar year as noted at right)						
		bold indicates performance, italic indicates target						

Attract, retain, and develop high-quality research faculty system-wide

1B

#	Description		FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	
7	Citations per faculty member & H Index	a. 2 yr rolling avg	**22.47**	**27.15**	**31.98**				c/ffte
		Peer Average	28.36	31.04	27.91				CY
		Target		*22.69*	*23.03*	*23.50*	*24.20*	*24.96*	
		b. Hirsch Index	**42**	**48**	**50**				
		Peer Average	56	59	54				h
	CY1213 3,288 pubs had 20,013 citations for 890.67 TT FFTE Fall '13	Target		*42.42*	*43.06*	*49.92*	*45.23*	*46.66*	
8	# of National Academies Members	a. WSU	**9**	**9**	**9**				#
	Includes NAS, NAE, and IOM	Target		*9*	*9*	*10*	*11*	*11*	
		Peer Average	10.0	10.5	10.4				AY
	NAS/NAE/IOM per 1,000 faculty [TT FTE Faculty]	b. Normalized	**10.1**	**9.8**	**9.6**				
		Target							/kfte
	Any targets for 8b are driven by 8a and faculty size	Peer Average	7.6	7.8	7.8				

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

1C

#	Description		FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	
9	Capital expenditures, academic infrastructure	WSU	**$52.9**	**$89.2**	**$93.9**	**$100.0**			$M FY
		Target			*$79.5*	*$141.0*	*$141.0*	*$141.0*	
10	R&D facilities feet² per tenure-track faculty (biennial)	WSU	**2,273.2**	**2,360.4**		**2,411.9**			ft²/ffte FY bi
		Peer Average		1229.6					
	Baseline is FY 2013 survey result: 2.055Mft²/904 TT FFTE Fall '12	Target							
	R&D facilities 2,161,370ft² for 915.67 TT Faculty FTE Fall '14								
11	# labs, classrooms, conference rooms with virtual collaboration	WSU	**285**	**296**	**354**	**392**			rooms FY
		Target			*296*	*310*	*329*	*329*	

METRIC	DESCRIPTION		FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	AY
					(or academic or previous calendar year as noted at right)				CY
					bold indicates performance, *italic indicates target*				FY

Build upon WSU's current and emerging areas of research excellence and international reputation

1D										
	12	Grant awards/expenditures, identified Grand Challenges FY2016 incomplete: Baseline is FY2017, targets to be developed	a. Awards	*ORSO began tracking 1/1/2016; baseline FY2017*			**$65.0**			$M FY
			b. Expenditures				*$27.0*			
	13	# major ($500k+) multidisciplinary grants submitted after internal peer review	WSU	**20**	**22**	**17**	**48**			# FY
			Target			*30*	*30*	*32*	*35*	
	14	Grant activity for multi-unit projects	a. Award Count	**216**	**223**	**238**	**291**			# FY
			Target			*226*	*231*	*238*	*245*	
			b. Award Amount	**$29.3**	**$49.3**	**$63.8**	**$64.1**			$M FY
			Target			*$50.1*	*$51.1*	*$52.6*	*$54.3*	
			c. Expenditures	**$16.3**	**$20.3**	**$21.5**	**$29.2**			
			Target		*$27.4*	*$27.9*	*$28.4*	*$29.3*	*$30.2*	

Increase engagement & productivity of graduate students, postdoctoral associates & undergraduates in mentored research, innovative projects & creative endeavors

1E										
	15	# of publications co-authored by grad students, postdocs, or undergrads	WSU	*Pending Activity Insight metric development*						pubs CY
			Target							

THEME 2 Transformative Student Experience

METRIC	DESCRIPTION		FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	AY
					(or academic or previous calendar year as noted at right)				CY
					bold indicates performance, *italic indicates target*				FY

Enhance student engagement and achievement in academics and co-curricular activities

2A										
	16	% of UG degree programs with 6 of 6 assessment elements in place, inc. student learning assessment results in decision-making	WSU	**85%**	**88%**	**95%**	**90%**			FY
			Target		*95%*	*>90%*	*>90%*	*>90%*	*>90%*	
	17	% of graduate degree programs using student learning assessment results in decision-making or planning	WSU	**80%**	**85%**	**97%**	**94%**			FY
			Target		*95%*	*>90%*	*>90%*	*>90%*	*>90%*	

Strategic Plan 2014-19, Report Card

Enhance student engagement and achievement in academics and co-curricular activities

	Metric	Description		FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	
2A	18	Bachelor's degrees awarded (total, high demand fields, low income students)	a. All	**5,054**	**5,513**	**5,475**	**5,597**			FY
			Peer Average	5,318	5,392	5,497				
			Target			*5,562*	*5,674*	*5,713*	*5,713*	
			b. Hi Demand	**1,726**	**1,868**	**1,971**	**1,966**			
			c. Low Income	**1,631**	**1,771**	**1,914**	**1,917**			
	19	Graduate degrees awarded (master's, doctoral, professional, high demand and STEM)	a. All	**1,169**	**1,214**	**1,452**	**1,491**			FY
			Target			*1,265*	*1,268*	*1,326*	*1,326*	
			b. Master's	**731**	**741**	**892**	**960**			
			Peer Average	1,512	1,473	1,518				
			Target			*773*	*780*	*789*	*789*	
			c. Doctoral	**260**	**290**	**322**	**315**			
			Peer Average	402	401	400				
			Target			*288*	*289*	*291*	*291*	
			d. Professional	**178**	**183**	**238**	**216**			
			Target			*204*	*199*	*246*	*246*	
			e. Hi Demand	**725**	**672**	**810**	**788**			
			f. STEM	**339**	**288**	**365**	**352**			
	20	# of internship or practicum experiences *(identified course enrollments only)*	WSU	**5,924**	**6,497**	**6,337**	**6,484**			AY
			Target		*5,983*	*6,043*	*6,104*	*6,165*	*6,226*	
	21	% of classrooms meeting benchmark quality	WSU	**59%**	**64%**	**64%**	**98%**			FY
			Target		*65%*	*66%*	*67%*	*68%*	*70%*	

Strategic Plan 2014-19, Report Card

		FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	CY
	(or academic or previous calendar year as noted at right)							FY
	bold indicates performance, *italic indicates target*							

Increase the size, diversity and academic preparedness of the undergraduate and graduate student populations at all campuses state-wide

2B	22	Total university enrollment (bachelor, master, doctoral, professional) *Total includes non-degree students* *Master's includes MBA* *Master's and Doctoral targets are not unique and should not be summed, and do not include graduate certificate students*		FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	
			a. All	**27,642**	**28,686**	**29,686**	**30,142**	**30,614**		FY
			Peer Average	31,430	31,880	32,173	32,529			
			Target		*27,918*	*28,198*	*28,480*	*28,764*	*29,052*	
			b. Undergrad	**23,070**	**23,867**	**24,470**	**24,904**	**25,277**		
			Target			*24,470*	*24,931*	*25,331*	*25,702*	
			c. Master's	**1,682**	**1,821**	**2,061**	**2,003**	**1,913**		
			Target			*2,187*	*2,057*	*2,082*	*2,100*	
			d. Doctoral	**1,832**	**1,885**	**1,937**	**1,939**	**1,956**		
			Target			*1,938*	*1,978*	*1,989*	*1,996*	
			e. Professional	**829**	**887**	**947**	**1,000**	**1,139**		
			Target			*947*	*968*	*1,079*	*1,186*	
	23	% of student body from underrepresented groups	a. All	**24.9%**	**26.5%**	**27.8%**	**28.9%**	**29.1%**		% AY Fall
			b. Undergrad	**27.0%**	**28.8%**	**30.4%**	**31.4%**	**31.6%**		
			c. Graduate	**13.8%**	**15.0%**	**16.1%**	**17.1%**	**17.3%**		
			d. Professional	**17.1%**	**14.5%**	**12.7%**	**14.5%**	**16.9%**		

Produce graduates who are highly sought by post-baccalaureate and post-graduate employers and graduate/professional programs

2C	24	Alumni survey (biennial): % of grads employed within 1 yr in job relevant to degree	WSU	**79%**		**80%**				% AY bi
			Target			*80%*		*81%*		

Align student recruitment, admissions and retention system-wide to enhance access, inclusiveness and student success

2D	25	Freshman retention rate (all-WSU)	a. All	**79.4%**	**77.9%**	**78.9%**	**80.8%**			Fall cohort
			Peer Average	*88.1%*	*88.5%*	*87.8%*				
			Target		*80.0%*	*81.0%*	*82.0%*	*83.0%*	*84.0%*	
			b. Low Income	**73.0%**	**73.8%**	**73.8%**	**76.3%**			
			c. Minority	**76.3%**	**75.2%**	**76.8%**	**79.0%**			
			d. First Generation	**74.1%**	**75.0%**	**75.3%**	**77.9%**			

METRIC	DESCRIPTION		FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	
						(or academic or previous calendar year as noted at right)			AY / CY / FY
						bold indicates performance, *italic indicates target*			

Align student recruitment, admissions and retention system-wide to enhance access, inclusiveness and student success

2D

METRIC	DESCRIPTION		FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	
26	4-yr graduation rate (all-WSU) *E.g., Fall '10 cohort graduated through FY2014* *Targets are to meet or exceed prior year by increasing outreach/engagement*	a. All	**40.9%**	**38.0%**	**35.2%**	**37.0%**			Fall cohort
		Peer Average	*43.9%*	*45.3%*	*46.3%*				
		Target		*41.0%*	*41.0%*	*41.0%*	*42.0%*	*42.0%*	
		b. Low Income	**32.3%**	**29.6%**	**27.5%**	**26.0%**			
		c. Minority	**33.9%**	**31.3%**	**27.0%**	**28.3%**			
		d. First Generation	**36.3%**	**32.0%**	**30.0%**	**29.6%**			
27	6-yr graduation rate (all-WSU) *E.g., Fall '08 cohort graduated through FY2014* *Targets are to meet or exceed prior year by increasing outreach/engagement*	a. All	**66.6%**	**64.2%**	**66.6%**	**62.4%**			% Fall cohort
		Peer Average	*71.4%*	*72.1%*	*72.5%*				
		Target		*67.0%*	*68.0%*	*68.0%*	*69.0%*	*69.0%*	
		b. Low Income	**61.7%**	**56.2%**	**61.4%**	**56.6%**			
		c. Minority	**62.5%**	**60.4%**	**64.0%**	**56.2%**			
		d. First Generation	**62.8%**	**58.9%**	**61.8%**	**55.9%**			
28	% of students who complete Master's degree within 4 yrs; Doctoral degree within 8 years	a. Master's	Baseline is FY2016		**70.4%**	**64.4%**		*50.0%*	% FY
		b. Doctoral	Baseline will be FY2020					*40.0%*	
29	Average SAT (best score) of Incoming freshmen (all-WSU) Proxied by 25th & 75th percentile scores *New test regime for Fall '16, so targets are current equivalents*	a. 25th %ile	**1,000**	**1,000**	**1,000**	**1,010**	**1,020**		SAT (old) Fall cohort
		Target		*1,005*	*1,010*	*1,015*	*1,020*	*1,025*	
		b. 75th %ile	**1,210**	**1,200**	**1,210**	**1,230**	**1,220**		
		Target		*1,215*	*1,220*	*1,225*	*1,230*	*1,235*	

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THEME 3 **Outreach and Engagement**

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METRIC	DESCRIPTION		FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	
						(or academic or previous calendar year as noted at right)			AY / CY / FY
						bold indicates performance, *italic indicates target*			

Increase impact of WSU research, scholarship, creative and outreach activities on quality of life and economic development within the state and region

3A

METRIC	DESCRIPTION		FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	
30	WSU estimated annual economic impact	WSU	**$3.4**	**$3.4**	Ongoing measurement under review				$B FY
		Target			*$3.4*	*$3.4*	*$3.5*	*$3.6*	

METRIC   **DESCRIPTION**   **FY2014   FY2015   FY2016   FY2017   FY2018   FY2019**   **AY**

(or academic or previous calendar year as noted at right)   **CY**

bold indicates performance, *italic indicates target*   **FY**

Increase impact of WSU research, scholarship, creative and outreach activities on quality of life and economic development within the state and region

3A	Metric	Description		FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	
	31	# of start-ups from WSU research and outreach	WSU	**5**	**9**	**7**	**9**			# FY
			Peer Average	5.98	7.54	8.00				
			Target			*7*	*7*	*7*	*8*	
	32	R&D expenditures from industry *Industry is sum of Business + NonProfit*	WSU	**$23.4**	**$22.1**	**$20.6**	**$21.0**			$M FY
			Peer Average	$26.5	$27.7	$32.5				
			Target		*$23.6*	*$24.0*	*$24.5*	*$25.2*	*$26.0*	
	33	Patents applied for/awarded & Inventions disclosed	a. Patents Filed	**69**	**93**	**155**	**152**			# FY
			Target			*86*	*87*	*89*	*92*	
			b. Patents Issued	**12**	**34**	**44**	**44**			
			Target			*34*	*34*	*35*	*36*	
			c. Disclosures	**103**	**113**	**124**	**136**			
			Target			*100*	*101*	*103*	*106*	
	34	# of participants in non-credit educational programs offered by Global Campus and WSU Extension	a. WSU Extension	**1.038**	**1.056**	**0.930**	**1.012**			$M AY
			Target			*1.000*	*1.010*	*1.020*	*1.030*	—
			b. Global Campus	**34,333**	**32,667**	**33,601**	**33,202**			
			Target			*33,314*	*33,739*	*34,149*	*34,591*	FY
	35	Total annual expenditures for WSU Extension and in Land Grant mission engagement	a. WSU Extension	**$58.8**	**$60.1**	**$58.3**	**$56.9**			$M FY
			Target			*$60.8*	*$61.5*	*$62.3*	*$63.0*	
			b. Engagement	Pending results of WSU Economic Impact Study, Part 2.						
			Target							
	36	Royalties/other revenue, commercialization activities	WSU	**985.8**	**1,246**	**1,955**	**2,285**			$K FY
			Target			*1,035*	*1,045*	*1,066*	*1,098*	

Strategic Plan 2014-19, Report Card

(or academic or previous calendar year as noted at right)
bold indicates performance, *italic indicates target*

Increase access to the WSU system for place-bound, non-traditional and other underserved or underrepresented students

3B

METRIC	DESCRIPTION		FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	
37	Enrollment in and numbers of Global Campus programs and courses (Undergraduate & Graduate combined) *Course enrollments sum semester counts (Fall, Spring, Summer)* *Degree programs all levels, as reported to IPEDS* *Count distinct subject_catalog_nbr, full year Global*	a. Headcount	**3,556**	**4,284**	**4,949**	**5,092**			AY
		Peer Average	*5,380*	*6,322*	*6,947*	*7,491*			
		Target			*4,498*	*4,722*	*4,958*	*5,205*	
		b. Course Enrollments	**21,588**	**25,870**	**28,949**	**29,835**			
		Target			*23,807*	*24,998*	*26,248*	*27,560*	
		c. Degree Programs	**19**	**17**	**18**	**19**			
		Target			*23*	*25*	*27*	*30*	CY
		d. Courses	**407**	**413**	**450**	**468**			
		Target			*444*	*474*	*504*	*534*	
		e. Certificates	**20**	**23**	**22**	**22**			
		Target			*24*	*25*	*26*	*27*	
38	Total undergraduate and graduate enrollment (minority, first generation, low income) *Low income is defined as Pell eligible (i.e., undergraduate only)*	**Undergrad** a. All	**23,070**	**23,867**	**24,470**	**24,904**	**25,277**		headcount AY Fall
		Target			*24,470*	*24,931*	*25,331*	*25,702*	
		b. Minority	**6,237**	**6,883**	**7,436**	**7,828**	**8,000**		
		Target							
		c. First Generation	**8,875**	**9,545**	**9,751**	**9,669**	**9,658**		
		d. Low Income	**7,989**	**8,488**	**8,634**	**7,913**	**8,384**		
		Grad/Prof e. All	**4,572**	**4,819**	**5,216**	**5,238**	**5,337**		
		Target			*5,216*	*5,068*	*5,213*	*5,343*	
		f. Minority	**657**	**719**	**808**	**870**	**905**		
		Target							
		g. First Generation	**615**	**706**	**709**	**681**	**682**		
39	Campus enrollment for: *Spokane estimates include Elson S. Floyd College of Medicine from FY2017*	a. Spokane	**1,376**	**1,458**	**1,482**	**1,493**	**1,616**		headcount AY Fall
		Target			*1,482*	*1,560*	*1,697*	*1,833*	
		b. Tri-Cities	**1,347**	**1,426**	**1,593**	**1,868**	**1,937**		
		Target			*1,593*	*1,836*	*1,901*	*1,987*	
		c. Vancouver	**3,097**	**3,264**	**3,305**	**3,426**	**3,546**		
		Target			*3,305*	*3,430*	*3,455*	*3,480*	
40	Enrollment at other sites (e.g. Bremerton, Everett) *Note: Everett became a campus in 2016*	a. Everett	**44**	**73**	**150**	**189**	**222**		AY Fall
		Target			*150*	*200*	*222*	*245*	
		b. Olympic	**43**	**53**	**57**	**74**	**73**		
		Target			*68*	*85*	*103*	*103*	

METRIC	DESCRIPTION		FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	AY CY FY

(or academic or previous calendar year as noted at right)
bold indicates performance, *italic indicates target*

Contribute to economic security, stability, social justice and public policy through research, education, the arts, extension and citizen-based and public policy engagement

METRIC	#	DESCRIPTION	Sub	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	col
3C	41	# of academic units or programs with advisory boards that include alumni or constituency representatives *(item a is partial data due to limited response to initial survey)*	a. # Units with advisory boards inc alum/constituent rep	**88**	under review					AY
			Target							
			b. # Members WSUAA	**29,842**	**30,806**	**30,965**	**34,500**			
			Target			*31,906*	*33,006*	*34,106*	*35,206*	
			c. Alum donor rate	**15.4%**	**14.9%**	**14.0%**	**11.9%**			
			Target	at or above peer 75th percentile						
	42	Service hours/service courses/service learning projects linked to Center for Civic Engagement or similar *Pullman & Global only*	a. Hours	**78,666**	**84,686**	**81,346**	**89,209**			AY
			Target			*85,533*	*86,388*	*87,252*	*88,125*	
			b. Courses	**83**	**75**	**77**	**77**			
			Target			*76*	*77*	*78*	*79*	
			c. Service Learning programs	**840**	**914**	**1,132**	**1,053**			
			Target			*923*	*932*	*942*	*951*	
	43	Annual operating and capital expenditures	a. Operating	**995.1**	**1,048**	**1,091**	**1,103**			FY
						1,085	*1,124*	*1,155*	*1,188*	
			b. Capital	**148.0**	**154.5**	**139.3**	**181.6**			
						142.2	*181.9*	*194.3*	*147.4*	
3D	44	International student enrollment	WSU	**1,874**	**1,946**	**2,154**	**2,128**			Fall of AY
			Peer Average	*2,838*	*3,047*	*3,180*	*3,255*			
			Target							
	45	# of faculty participating in international activities	WSU	**260**	Pending Activity Insight metric development					AY
			Target							
	46	# of students participating in study abroad or other significant international experience	WSU	**860**	**883**	**897**	**929**			AY
			Target			*900*	*920*	*940*	*965*	
3E	47	Educational & research performance average rankings *Education: Average percentile score for USNWR UG, Forbes, and Washington Monthly* *Research: Average rank among ARWU, THE, Taiwan, Leiden, QS, and UNSWR Global*	a. Education	**50%**	**50%**	**43%**	**31%**			%ile rank AY
			b. Research	**337**	**348**	**364**	**357**			avg rank AY

THEME 4 — Institutional Effectiveness: Diversity, Integrity, and Openness

METRIC	DESCRIPTION		FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	AY CY FY
				(or academic or previous calendar year as noted at right)					
							bold indicates performance, *italic indicates target*		

Recruit, retain and advance a diverse intellectual mix of faculty, staff and students, including women and those from underrepresented groups [URGs]

			FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	
48	# of faculty from underrepresented groups [URGs]	a. Faculty (TT)	**51**	**47**	**45**	**41**			headcount Fall
			4.7%	4.2%	4.0%	3.7%			
		b. Faculty (NTT)	**69**	**62**	**66**	**66**			
			5.1%	4.5%	4.5%	4.5%			
		c. % of departments with trained search committees	New metric	**320**	**468**	**545**			%
		Target		*80%*	*85%*	*90%*	*95%*	*100%*	
49	# of staff from underrepresented groups [URGs] *URGs report as Black or African American; American Indian or Alaska Native* *Native; Hispanics any race; Native Hawaiian or Other Pacific* *#48-49 limited to US Residents and Citizens; #51 not limited*	a. Staff (AP)	**134**	**125**	**138**	**159**			headcount Fall
			7.5%	6.4%	6.7%	7.5%			
		b. Staff (CS)	**125**	**128**	**135**	**203**			
			6.4%	6.3%	6.4%	9.6%			
		c. Identification and reduction of problem areas	New metric	**22.57%**	**18.91%**	**21.11%**			
		Target	"5% annual reductions in # of colleges/areas/depts identified as problem areas"						
50	Faculty and staff retention *Baseline is Fall '13 employees retained Fall '14*	a. Faculty (TT)	**93.4%**	**93.7%**	**93.6%**	**92.9%**			% Fall
		b. Staff (AP)	**85.3%**	**85.8%**	**85.2%**	**84.0%**			
		c. Staff (CS)	**85.6%**	**85.2%**	**83.9%**	**83.1%**			
		d. Participation rate of all employees completing new employee demographics	New metric		**17.7%**	**21.3%**			
		Target		*45%*	*50%*	*55%*	*60%*	*65%*	
51	# of women & faculty in underrepresented groups [URGs] tenured/promoted to associate/full professor (rolling 10 year average)	Women promoted to assoc prof	**13.4**	**13.3**	**12.2**	**11.8**	*increase or maintain*		% Fall
		Faculty from URGs promoted to assoc prof	**1.6**	**1.6**	**1.6**	**1.4**	*increase or maintain*		
		Women promoted to full prof	**7.5**	**7.2**	**7.4**	**7.3**	*increase or maintain*		
		Faculty from URGs promoted to full prof	**0.6**	**0.5**	**0.5**	**0.5**	*increase or maintain*		

4A

METRIC	DESCRIPTION	EXPECTED UPDATE		FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	AY / CY / FY
				(or academic or previous calendar year as noted at right) **bold indicates performance**, *italic indicates target*						

Maintain respectful, inclusive and equitable behavior in all university environments

| 4B | 52 | Key indicators, biennial institution-wide Employee Engagement Survey | I am recognized for doing a good job: | **48.67%** | | **53.34%** | | **49.08%** | | Headcount Fall % |
| | | | My supervisor gives me ongoing feedback to help me improve my performance: | **44.07%** | | **50.84%** | | **50.37%** | | |

Increase employee productivity and satisfaction

4C	53	Average employee satisfaction rating from biennial institution-wide Employee Engagement Survey (faculty, staff). Satisfaction scale: 1-5	a. All	**3.72**		**3.81**		**3.76**		Biennial
			Target			*3.83*		*3.95*		
			b. Faculty	**3.60**		**3.75**		**3.61**		
			c. Staff (AP)	**3.82**		**3.85**		**3.78**		
			d. Staff (CS)	**3.70**		**3.80**		**3.63**		
			e. Activity Insight productivity metric TBD		Developing an Activity Insight metric					
			Target							

Strengthen administrative accountability, innovation, creativity, openness and collaboration to advance the University's mission

4D	54	Additional questions on Employee Engagement Survey for unit innovation, openness, creativity, collaboration *(c-g) Please rate extent to which your unit approaches the following to advance the University's mission: 5 point scale, never to always*	a. I am given opportunities to be innovative or creative			**3.69**		**3.66**		Biennial
			Target							
			b. I am given opportunities to be collaborative			**3.78**		**3.77**		
			Target							
			c. Accountability			**3.97**		**3.89**		
			Target							
			d. Innovation			**3.82**		**3.73**		
			Target							
			e. Creativity			**3.80**		**3.72**		
			Target							
			f. Openness			**3.68**		**3.59**		
			Target							
			g. Collaboration			**3.89**		**3.85**		
			Target							
			h. Academic Performance Solutions metric TBD		Pending Academic Performance Solutions final report					
			Target							

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METRIC   **DESCRIPTION**   **FY2014 FY2015 FY2016 FY2017 FY2018 FY2019   AY**
(or academic or previous calendar year as noted at right)   **CY**
bold indicates performance, *italic indicates target*   **FY**

Utilize institutional strategic plans, valid and reliable data, and evaluation indicators to align investment of resources with institutional priorities

4E	55	IEC to report # of colleges reporting utilization of Strategic Plans and data as specified	WSU	Qualitative context in annual report			**100%**		# AY
			Target					*100%*	

Expand, diversify and effectively steward funding to advance the University's mission

	56	Annual private support	WSU Total	**124.2**	**166.5**	**117.6**	**110.8**			$M FY
		Please see rationale for targets, page 82.	Target			*100.0*	*105.0*	*115.0*	*125.0*	
4F	57	Endowment assets	Foundation	**405.0**	**412.8**	**418.9**	**466.1**			
			Target		*415.0*	*427.0*	*441.0*	*457.0*	*475.0*	$M FY
			Foundation & LandGrant	**868.1**	**885.9**	**907.8**	**975.2**			
			Peer Average	759.6	820.7	804.5				

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Methodology for Measurement

Total R&D expenditures reported to NSF

Rank among all/public/peer institutions

Million dollars, fiscal year. Research and development expenditures are calculated according to National Science Foundation instructions for Higher Education Research and Development (HERD) Survey. These data are publicly available from NSF with some lag. Fiscal Year 2014 expenditures and rankings were published in November 2015. Rankings are available from HERD for all institutions and for public institutions. Peer expenditures are taken from HERD and peer rankings are developed by Institutional Research based on these peer data.

Rankings can be found at https://ncsesdata.nsf.gov/profiles/site?method=rankingBySource&ds=herd

Federal R&D expenditures reported to NSF

Rank among all/public/peer institutions

Million dollars, fiscal year. Research and development expenditures from federal sources are calculated according to National Science Foundation instructions for Higher Education Research and Development (HERD) Survey. These data are publicly available from NSF with some lag. Fiscal Year 2014 expenditures and rankings were published in November 2015. Rankings are available from HERD for all institutions and for public institutions. Peer expenditures are taken from HERD and peer rankings are developed by Institutional Research based on these peer data. For rankings URL see above.

Multi-institution competitive grants

New, renewal, re-submission, and supplement (no continuation)

Number and million dollars, fiscal year. WSU Office of Research compiles number of grant awards and total dollars awards for multi-institution competitive grants. These include grants where WSU processes sub-awards to other institutions and those grants where WSU receives a sub-award from another institution.

Number of refereed publications per tenure-track FTE faculty

Number of publications, number of faculty, calendar year. Number of publications for a calendar year are taken from Web of Science. This is limited to "articles" published by authors associated with Washington State University using the Enhanced Organization search option (selecting Washington State University). The number of tenured and tenure-track full-time equivalent (FTE) are taken from IPEDS for tenured and tenure-track faculty classified as primarily instructional, primarily research, or instruction/research/public service combined for Fall. FTE are calculated from headcounts as: 1.0*full-time + (1/3)*part-time. Publications are divided by FTE faculty to give the ratio reported.

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Number of publications, juried/adjudicated shows, performances, books, other evidence of research and scholarship and creativity by arts and humanities and social science faculty

Numbers of scholarly works, calendar year. WORQS files are first sorted to remove all non-faculty entries. Then, scholarly activities data are screened for those activities "published/completed" during the calendar year. Departments designated by their deans to be arts and humanities or social science faculty. For those departments, their scholarly achievements as reported in WORQS are tabulated and reported.

Number of prestigious/highly prestigious faculty awards

Awards per 1,000 tenure-track FTE

Number of awards, academic year. These data are taken from the Center for Measuring University Performance (CMUP) at Arizona State University in Tempe, AZ. CMUP tracks a number of measures and publishes with a lag. 2014 uses Fall 2013 data. Faculty numbers are taken from IPEDS as in metric 4, divided by 1,000 and used to produce the ratio reported.

Citations per faculty member

H index

Number of citations, number of faculty members, H-index, calendar year. In Web of Science, two years of "articles" associated with Washington State University under the Enhanced Search option are selected. Web of Science then generates a Citation Report which displays number of citations for each article and in total and also produces an H-index (Hirsch). For 2014, articles published in 2012 and 2013 were chosen. The Citation Report shows citations found from 2012 through the date of the query (there is no way to select the citation dates). The articles are then ranked in descending order of number of citations, with the article having the largest number of citations listed first. The H-index is then the ranking such that the number of citations and the ranking are equal. For 2014, the 42nd ranked article had 42 citations. It is not an average of individual h-indices, but a ranking value based on an evaluation of all papers with authors associated with WSU. The number of genomics (methods) papers with their high immediate citations numbers (due in part to the fast publishing cycles for those journals) are affecting the h-index ranking number for WSU. Peer information is developed the same way from Web of Science and faculty numbers are taken from IPEDS.

Number of national academies members

Members per 1,000 tenure-track faculty

Number of members, academic year. Faculty members who are members of the National Academy of Science, National Academy of Engineers, and the Institute of Medicine. These data are taken from the Center for Measuring University Performance (CMUP) at Arizona State University in Tempe, AZ. 2014 uses Fall 2013 data. Tenure-track FTE faculty numbers are taken from IPEDS as in metric 4, divided by 1,000 and used to produce the ratio reported.

Capital expenditures on academic infrastructure

Million dollars, fiscal year. Capital expenditures targeted for academic infrastructure, all campuses. This number is a complex compilation of capital expenditures provided by the WSU Budget Office.

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R&D facilities square feet per tenure-track faculty

Square feet per tenure-track FTE, fiscal year, biennial. The National Science Foundation Survey of Science and Engineering Research Facilities is done every two years. Square footage for WSU and for peers are taken from this survey. Number of tenure-track faculty FTE for WSU and peers are taken from IPEDS. A ratio of square-footage to faculty numbers is reported.

Number of labs, classroom, and conference rooms with virtual collaboration

Number, fiscal year. These data are compiled by the WSU Budget Office.

Grant awards and expenditures in identified areas of research excellence

Million dollars, fiscal year. The Grand Challenges were finalized in Fall 2015. Beginning in 2016, the Office of Research will track grant awards associated with these Challenges. Institutional Research will track expenditures against those designated grants.

Number of major ($500K) multidisciplinary grants submitted after internal peer review

Number of grant proposals, fiscal year. Data compiled by Office of Research.

Grant activity for multi-unit projects

Number and million dollars of awards, expenditures, fiscal year. Office of Research provides data on grants involving more than one WSU unit (department). Institutional Research provides expenditure data.

Number of publications co-authored by graduate students, post-doctoral, or undergraduate students

Counts, calendar year. These data will be collected through a survey of all faculty.

Percent of undergraduate degree programs with 6 of 6 assessment elements in place, including using student learning assessment results in decision making

Percentage of programs in compliance, fiscal year. The Office of Assessment of Teaching and Learning compiles these data.

Percentage of graduate degree programs using student learning assessment results in decision making or planning

Percentage, fiscal year. The Graduate School tracks these data.

Bachelor degrees awarded

Total, high demand fields, low income students
Numbers, fiscal year. Institutional Research develops these data from the WSU student data. See definitions above.

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Graduate degrees awarded

Master's doctoral, professional, high demand, STEM
Numbers, fiscal year. IR develops these data from the WSU student data. See definitions on pages 21-22.

Number of internship or practicum experiences

Experiences, academic year. Course enrollments in internship or practicum courses, all levels.

Number of classrooms meeting benchmark quality

Number, fiscal year. Budget Office compiles these data and defines the benchmark levels.

Total university enrollment

Bachelor, masters, doctoral, professional
Headcounts, fall. Total includes non-degree and certificate students. Master's and doctoral student counts include those co-enrolled in both programs, MBA's are master's students.

Percentage of student-body from underrepresented groups

Undergraduate, graduate, professional, total
Based on headcounts, fall (see minority/underrepresented definition).

Percent of graduates employed within one year in a job relevant to their degrees

Bachelor degrees only
Percent. These data are developed from the all university undergraduate alumni survey, a biennial survey of bachelor's graduates conducted by Institutional Research within two years of graduation. The percent is the number of survey respondents who are employed in a job related to their degrees in the judgment of the respondent.

Freshman retention rate (all-WSU)

Percent, fall. This is calculated by examining a first-time, full-time degree-seeking (see freshman cohort definition above) cohort from the previous fall who are again enrolled in the current fall. Compiled by Institutional Research.

Four-year graduation rate (all-WSU)

Percent graduated within four years. This metric examines the percentage of an entering cohort (see freshman cohort definition above) who graduate within four years. For 2014, this would be the 2010 entering freshman cohort who graduated by summer 2014. Compiled by Institutional Research.

Six-year graduation rate (all-WSU)

Percent graduated within six years. This metric examines the percentage of an entering freshman cohort who graduate within six years (within 150% of normal time). For 2014, this would be the 2008 entering freshman cohort who graduated by summer 2014. Compiled by Institutional Research.

Percent of students who complete a master's degree within 4 years

Percent of student who complete a doctoral degree within 8 years
Proxy by examining the Fall 2012 entering cohort and reporting the percent who have graduated, percent who have left, and percent still enrolled. Compiled by Institutional Research. Data for cohorts prior to 2012 are not available due to the way the students were tracked in the old student information systems.

Average SAT of incoming freshmen

Measured by 25th and 75th percentile scores
Scores, fall. Best SAT or converted ACT scores are the combined best performances on the math and reading sections of the tests. These scores do not both have to be at a single sitting for the test.

WSU estimated annual economic impact

Billion dollars, fiscal year. This number is generated by WSU Office of Economic Development.

Number of start-ups from WSU research and outreach

Number, fiscal year. Office of Commercialization compiles these data.

R&D expenditures from industry

Million dollars, fiscal year. NSF provides research expenditures by source as part of HERD reporting. These numbers combine research expenditures from sources that are classified as business or non-profit.

Patents applied for, awarded, and inventions disclosed

Numbers, fiscal year. The WSU Office of Commercialization compiles these data.

Number of participants in non-credit educational programs offered by Global Campus and WSU Extension

Numbers. Extension contacts are reported for the prior calendar year. Global Campus non-credit enrollments are for the fiscal year.

Total annual expenditures for WSU Extension

Million dollars, fiscal year. Reported by WSU Extension; Excellence in Extension database (excellenceinextension.org).

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Royalties and other revenue from commercialization activities

Million dollars, fiscal year. The WSU Office of Commercialization tracks these revenues.

Enrollment in and numbers of Global Campus programs and courses

Undergraduate and graduate combined
Course enrollments (not unique headcounts), degree programs offered, certificates offered, and unique courses offered, academic year. Reported by Global Campus and Institutional Research.

Total undergraduate and graduate enrollments

Minority, low income, first generation
Headcounts, fall. See definitions pages 21-22.

Campus Enrollment for:

Headcounts, fall. Students are counted at the campus of their primary academic program.

Enrollment at other sites (e.g., Bremerton, Everett)

Headcounts, fall. Students counted by primary academic program.

Expected Updates

Updates to the metrics are reported based on collection each fiscal year, or calendar year, depending on the metric.

Number of academic units or programs with advisory boards that include alumni and constituency representatives

Report as percent of total academic or program units, collected by survey of colleges;
(a) Percent of alumni registered in the alumni association, reported by Alumni Relations;
(b) Private giving participation by alumni, reported by WSU Foundation.

Service hours, service courses, and service learning projects linked to the Center for Civic Engagement and similar programs.

Hours, courses (Pullman and Global campuses only). Other campuses are bringing on software to track these activities. Reported by the Center for Civic Engagement, Pullman campus.

Total annual university operating and capital expenditures

Millions, fiscal year. Reported by controller.

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International student enrollment

Headcounts, fall. Institutional Research compiles these data.

Number of faculty participating in international activities

Counts, calendar year

Number of students participating in study abroad and other significant international experiences

Number, academic year. Reported by International Programs.

Educational and research performance average rankings

a. Education reputation rank percentile score.
b. World rankings rank score

A rankings task force was formed and recommended including rankings that are important to research and to the educational enterprise separately and measuring as an average rank among the surveys. After reviewing the data for WSU and peers, 3 surveys were selected for educational (*US News & World Report Undergraduate, Forbes,* and *Washington Monthly*); 6 surveys were selected for Research (*Academic Ranking of World Universities, Times Higher Ed, Taiwan, Leiden, Quacquarelli Symonds,* and *US News & World Report Global*).

Number of faculty from underrepresented groups

Headcount, percent (tenure/tenure track, non-tenure track) includes Black or African American; American Indian or Alaska Native; Hispanics any race; Native Hawaiian or Other Pacific Islander and limited to U.S. Residents and Citizens fall. Institutional Research reports based on employee fall headcount snapshot taken on September 30th.

Number of staff from underrepresented groups

Headcount, percent, fall. Includes Black or African American; American Indian or Alaska Native; Hispanics any race; Native Hawaiian or Other Pacific Islander and limited to US Residents and Citizens. Institutional Research reports based on employee fall headcount snapshot taken on September 30th.

Faculty and staff retention

Percent, fall to fall within same employee type classification (Faculty tenure/tenure track, AP, Civil Service). Institutional Research reports based on employee fall headcount snapshot taken on September 30th.

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Number of women and faculty from underrepresented groups tenured or promoted to associate/full professor (rolling ten-year average).

Headcount, rolling ten-year average, fall. Employee fall headcount snapshot taken on September 30th. The information is based on promotion year for those tenure-track faculty promoted to associate professor and are retained the year promotion takes place. Includes Black or African American; American Indian or Alaska Native; Hispanics any race; Native Hawaiian or Other Pacific Islander, not limited to US Residents and Citizens. Institutional Research reports based on employee fall headcount snapshot taken on September 30th.

Key indicators from biennial institution-wide Employee Engagement Survey

Percent, biennial. Total counts of responses for "Always" and "Frequently" expressed as a percent of all responses for the survey statements "I am recognized for doing a good job" and "My supervisor gives me ongoing feedback to help me improve my performance." Human Resources tracks and reports.

Average employee satisfaction rating from Employee Engagement Survey

Faculty, staff
Average rating based on 5-point (1-5) satisfaction scale, biennial. Human Resources tracks and reports.

Additional questions on Employee Engagement Survey on unit innovation, creativity, openness, collaboration

Average rating, biennial. New questions: I am given opportunities to innovative or creative; I am given opportunities to be collaborative on 5-point scale plus no response (never, rarely, sometimes, often, always); Please rate the extent to which your unit approaches the following to advance the University's mission (accountability, innovation, creativity, openness, collaboration) with 5-point scale plus no response (see scale above). Human Resources tracks and reports.

IEC progress report

IEC to report number of colleges reporting utilization of Strategic Plans and data as specified.

Annual Private Support

Millions, fiscal year. Reported by WSU Foundation. *2016 marks the first year off of the second comprehensive campaign for WSU, which moved our multi-year average level of private support from $50 million to $100 million per year. Our intent between 2016 and 2018 is to prepare and plan for the third campaign for WSU, with a planned increase in annual private support from $100 million to $200 million over the next decade.

Endowment Assets

Foundation, Foundation & Land Grant
Millions, fiscal year. Reported by WSU Foundation