



OFFICE OF STRATEGY, PLANNING,  
AND ANALYSIS:

# Advancing OneWSU

December 2022

# OneWSU



**With a unified WSU System, we can better achieve our land-grant mission.**

- ▶ Leverage system resources to better assist students
- ▶ Provide diverse learning environments to meet student needs

# A OneWSU Vision



## Vision Statement

- ▶ Washington State University will deepen and expand its impact by building on the strengths of each campus and location for a stronger Washington state and global community.



OFFICE OF

# Strategy, Planning, & Analysis

*As stewards of the system strategic plan, we empower the WSU community with strategic thinking, robust planning, and informed decision-making using institutional data and enhanced analytics.*

# What we do

System  
strategic  
plan

Planning  
services and  
strategic  
conversations

Data-  
informed  
decision  
making

# Our Current Work

## FALL 2022

- ✓ System planning update: Updated assumptions, vision, & priorities
- ✓ Strategic plan scorecard with goal-area metrics
- ✓ System Strategic Planning Coordinating Council
  - ▶ Annual planning processes and calendar
  - ▶ Integrated and aligned planning
  - ▶ Data Management Program
  - ▶ Strategic planning services

## SPRING 2023

- ▶ Mid-year progress review (January)
- ▶ Active listening and engagement (internally and externally)
- ▶ Strategic planning services (continued)
- ▶ Annual review (May)

# OneWSU System PRIORITIES

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We all play a part in fulfilling  
our land-grant mission.

# System Goals

## Goal 1: Research, Innovation, & Creativity

Washington State University will be recognized for embracing risk and bold thinking to serve the needs of its communities through innovative research, scholarship, and creative activities.

## Goal 2: Student Experience

Washington State University students will engage in scholarship, research, and experiential learning activities to prepare future leaders, scholars, and global citizens.

## Goal 3: Outreach, Extension, Service, & Engagement

Washington State University will be a national leader in advancing quality of life, economic development, sustainability, and equity through meaningful engagement in discovery, education, and service with partners throughout the state, nation, and world.

## Goal 4: Institutional Effectiveness & Infrastructure

WSU will advance a culture of engagement and collaboration across its multi-campus system that values and invests in resources—physical, financial, human, and intellectual—leveraging these to become the social and economic drivers for the community, the state, and the world.

# GOAL 1: RESEARCH, INNOVATION, & CREATIVITY

Increasing our total R&D means we are serving the needs of our communities.

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## **METRIC:**

Total R&D

## **OBJECTIVE & TARGET:**

Increase total R&D by 5%

## **WHY IS THIS METRIC IMPORTANT?**

- ▶ Shows what we are good at and what we actually do.
- ▶ A key indicator related to economic impact and growth, innovation, and progress.
- ▶ Tells a story about the productivity of our faculty overall.
- ▶ Indicator of fiscal stability.
- ▶ Core component of WSU's land-grant mission.

# GOAL 1: RESEARCH, INNOVATION, & CREATIVITY

## R&D EXPENDITURES

Total R&D

**\$357.6M**

WSU

\$22.4M ▲ FROM FY2020

**\$458.1M**

Peer Avg.

FY2020 \*

\* FY2021 data for our 13 peer institutions is released around November 2022.

# GOAL 1: RESEARCH, INNOVATION, & CREATIVITY

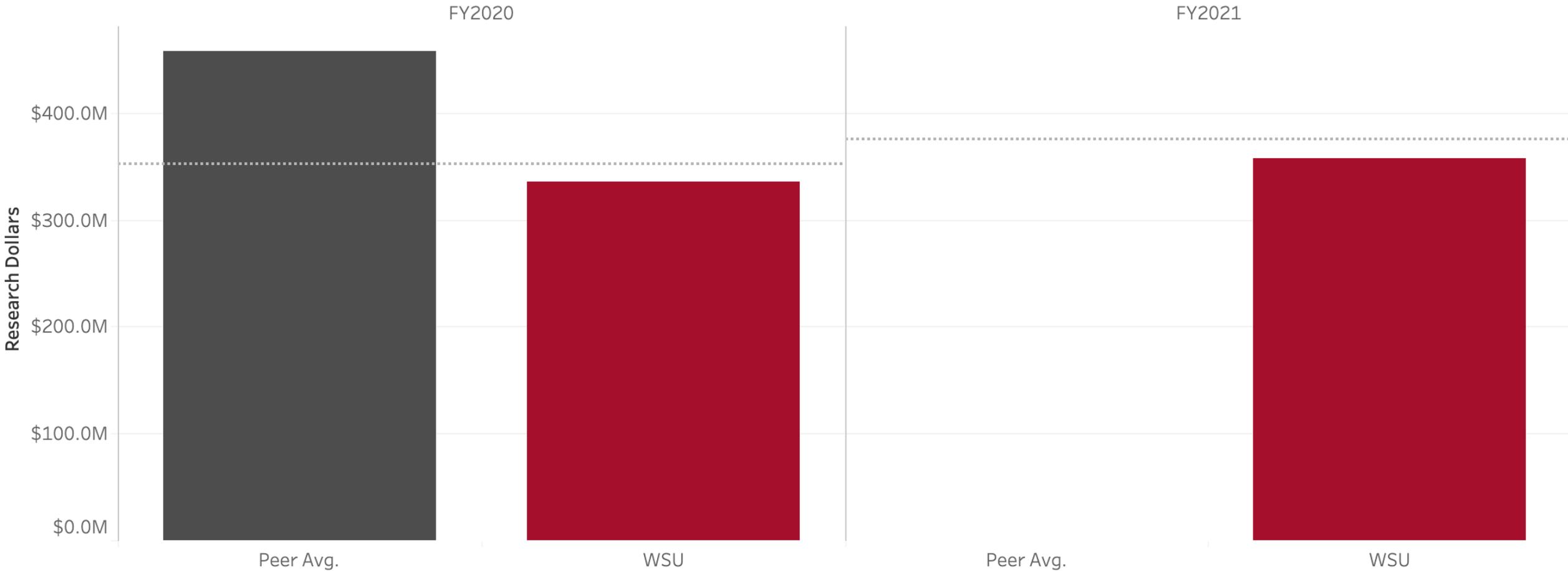
## R&D RANKINGS

Rank Category	Rank Description	FY2016	FY2017	Rank Year FY2018	FY2019	FY2020
Total R&D	All	70 / 640	66 / 644	71 / 646	70 / 647	76 / 660
	Public	44 / 393	44 / 400	47 / 408	46 / 405	49 / 415
	Peer	6 / 14	6 / 14	8 / 14	8 / 14	8 / 14



# GOAL 1: RESEARCH, INNOVATION, & CREATIVITY

Total R&D Expenditures By Year



# GOAL 2: Student Experience

Reducing retention gaps is the key to ensuring we prepare tomorrow's leaders.

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## **METRIC:**

First to second year retention

## **OBJECTIVE & TARGET:**

Reduce the retention gap between our overall group and our first-generation, Pell-eligible, and people of color by 1% per year

## **WHY IS THIS METRIC IMPORTANT?**

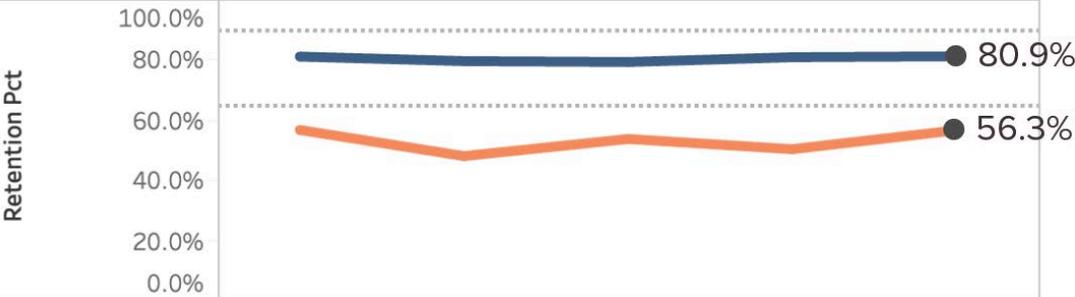
- ▶ Educational equity: reduce the opportunity gaps so all students succeed at WSU.
- ▶ Helps to promote the educational, social, and economic well-being of the state by providing high-quality graduates for our industries/occupations.
- ▶ Key contribution to overall enrollment and fiscal stability of the institution.
- ▶ Core component of WSU's land-grant mission.

# GOAL 2: Student Experience

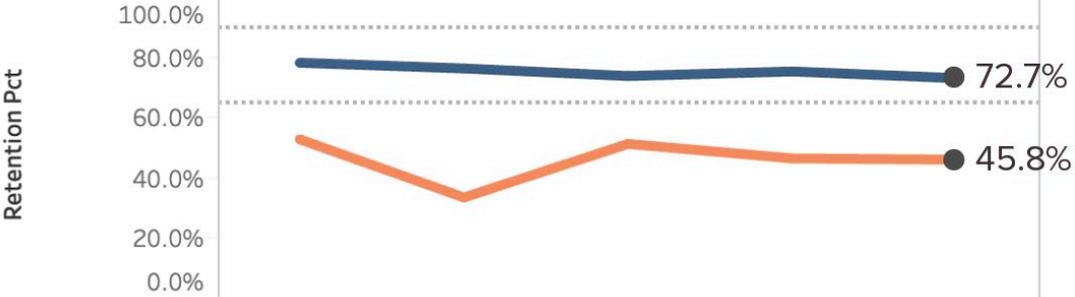
## First-Year Students

Fall 2016    Fall 2017    Fall 2018    Fall 2019    Fall 2020

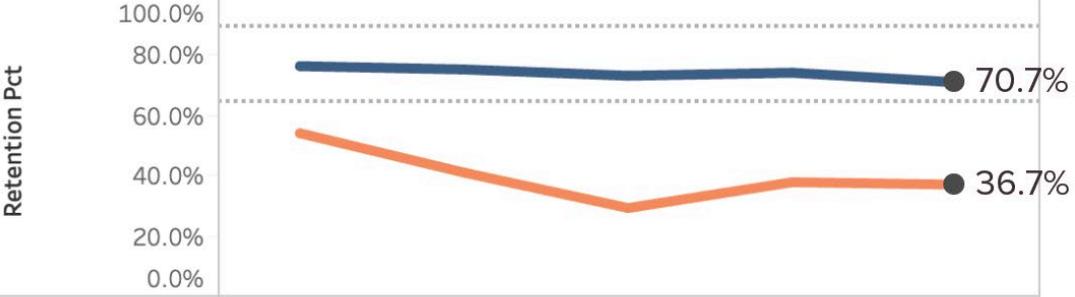
Overall



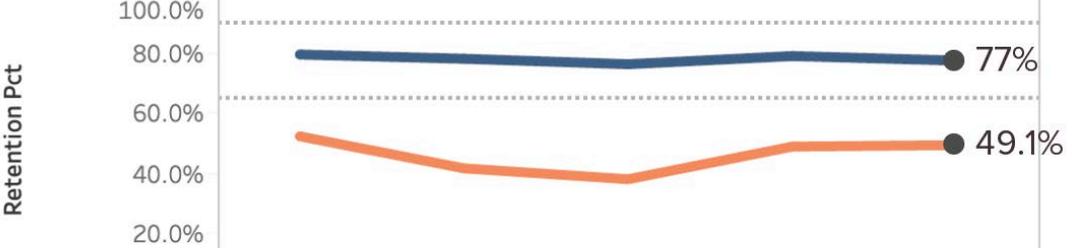
First Generation



Pell



POC



■ First-year, full-time

■ First-year, part-time

# GOAL 2: Student Experience

Transfer Students

Retention Year

First Generation

Retention Pct

80.0%  
60.0%  
40.0%  
20.0%

81.3%  
70.5%

First Generation

Retention Pct

80.0%  
60.0%  
40.0%  
20.0%

80.6%  
71.9%

Pell

Retention Pct

80.0%  
60.0%  
40.0%  
20.0%

79.3%  
71.6%

POC

Retention Pct

80.0%  
60.0%  
40.0%  
20.0%

81.9%  
77.6%

Fall 2016    Fall 2017    Fall 2018    Fall 2019    Fall 2020

Transfer, full-time

Transfer, part-time



# GOAL 3: Outreach, Extension, Service, & Engagement

We need measurable data in order to gauge our community engagement and impact.

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## METRIC:

Community Engagement

## WHY IS THIS METRIC IMPORTANT?

- ▶ Critical to building an engaged audience and strong network with the communities we serve.
- ▶ The more our community members' voices are heard and valued, the strong connections we build with each other and the WSU brand.
- ▶ Demonstrate WSU's impact throughout the state, nation, and world.
- ▶ Core component of WSU's mission.

# GOAL 3: Outreach, Extension, Service, & Engagement

We need measurable data in order to gauge our community engagement and impact.

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## METRIC:

Community Engagement

## THE PROBLEM

- ▶ Institutional data we have provide some measures that correlate to engagement
- ▶ WSU lacks adequate evidence-based documentation to assess its success in this area.
- ▶ Siloed data collection
- ▶ Lack of a common reporting tool

# GOAL 3: Outreach, Extension, Service, & Engagement

We need measurable data in order to gauge our community engagement and impact.

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## **METRIC:**

Community Engagement

## **OBJECTIVE & TARGET:**

Consensus on a shared definition of community engagement, metrics to be used, and a system-wide tool for data collection.

## **THE SOLUTION**

- ▶ Consistently define and measure community engagement using an established framework throughout the system.
- ▶ The Carnegie Classification for Engagement recognizes institutions for their efforts to collaborate with the community “for the mutually beneficial exchange of knowledge and resources in a context of partnership and reciprocity.”

# GOAL 3: Outreach, Extension, Service, & Engagement

Amount of volunteer time contributed

**165,179 hrs.**

110,038 ▲ FROM FY2020

Total no. of activities

**572**

234 ▼ FROM FY2020

Total no. of external partnerships

**142**

125 ▼ FROM FY2020

Learning hours in activities

**212,800 hrs.**

82,968 ▲ FROM FY2020

No. of participants in activities

**6,153**

535 ▼ FROM FY2020

\* Data for community engagement metrics comes from the Center for Community Engagement (CCE) as tracked by the GivePulse system, which currently reflects Pullman students and extension volunteers only.

# GOAL 4: Institutional Effectiveness and Infrastructure

**Stronger reporting helps us better serve our students, faculty, and staff.**

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## **METRIC:**

Faculty and staff demographics

## **OBJECTIVE & TARGET:**

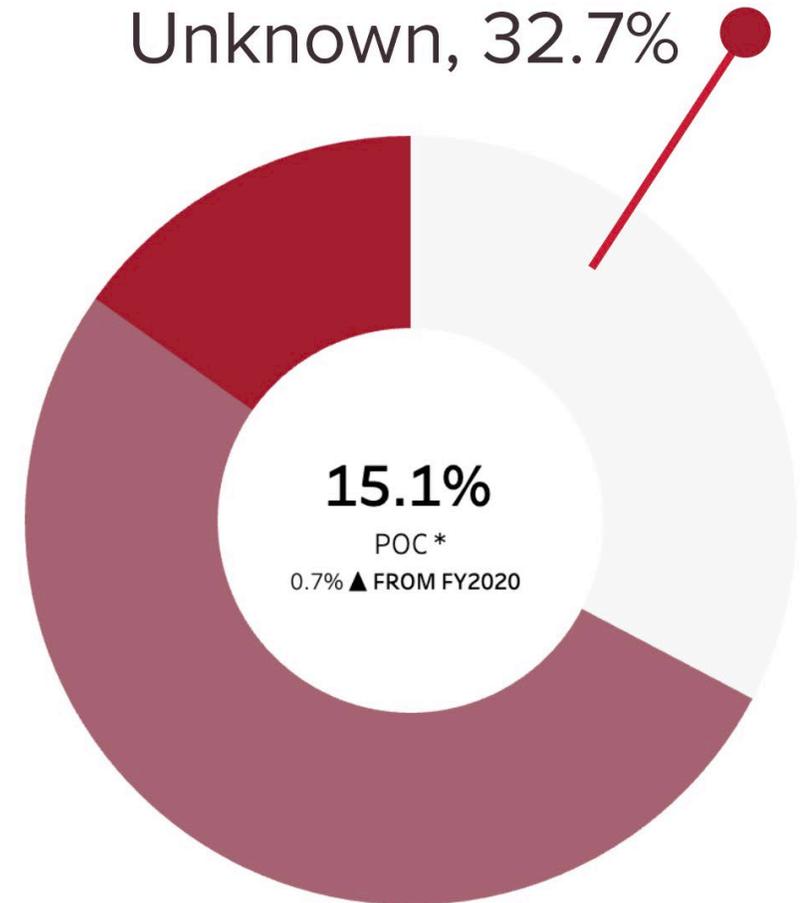
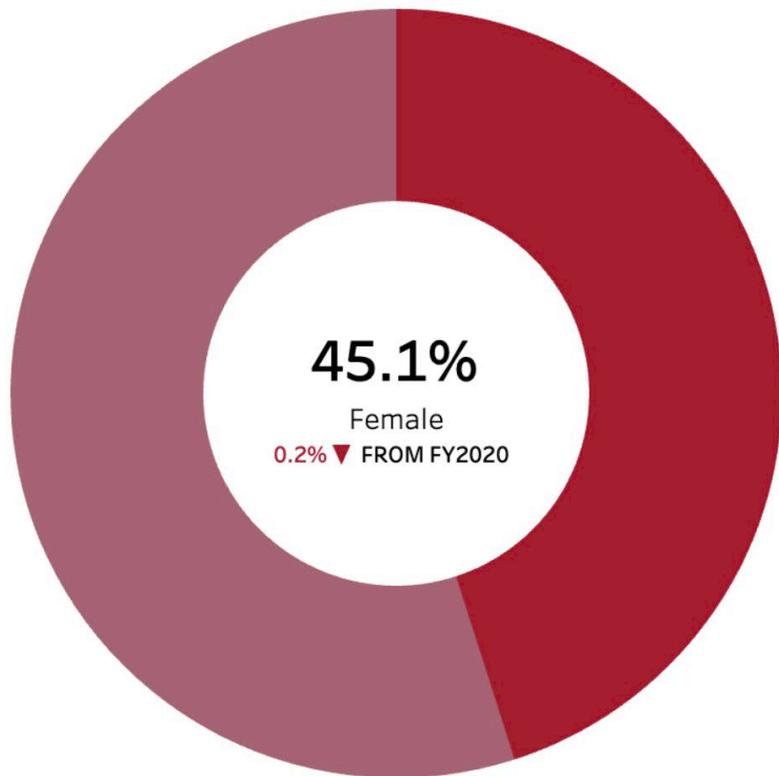
Reduce reporting unknowns:

- Faculty from 32.7% to 10%
- Staff from 23.3% to 10%

## **WHY IS THIS IMPORTANT?**

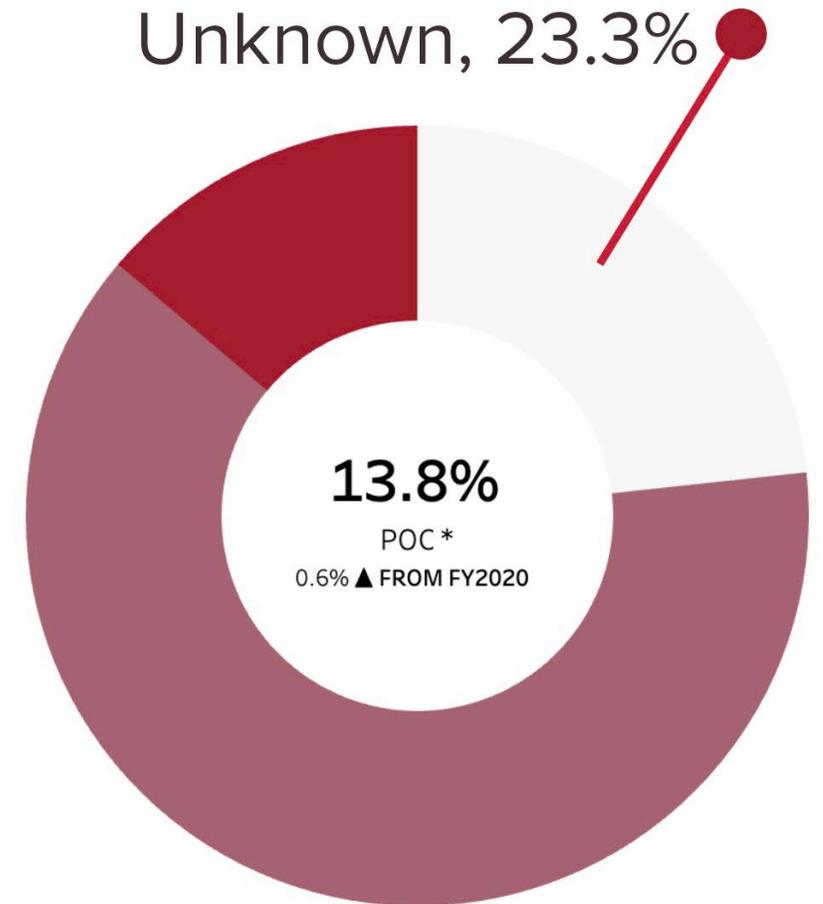
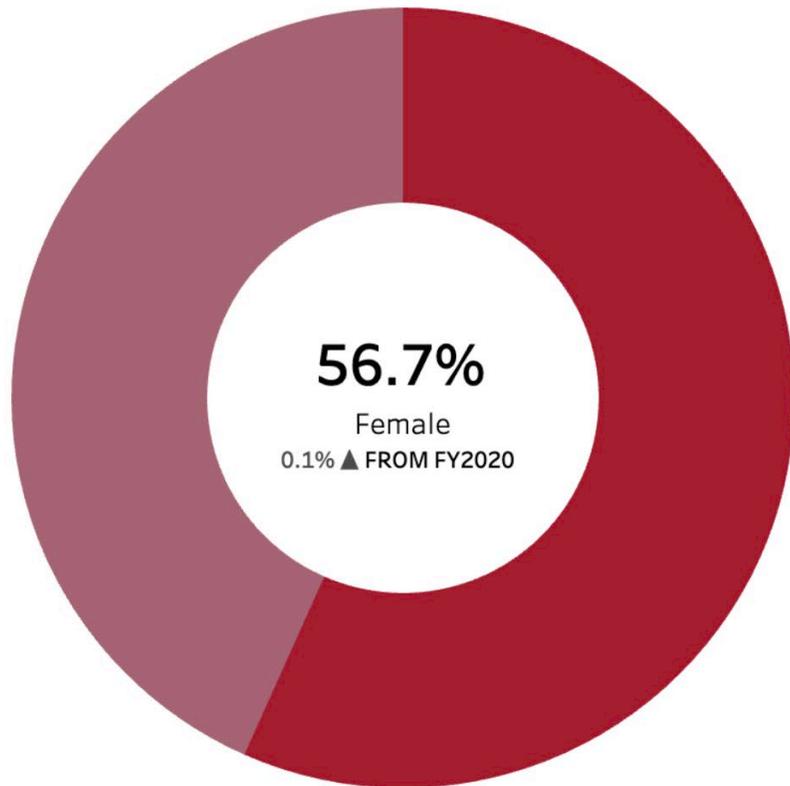
- ▶ Helps us identify equity gaps in recruitment, retention, compensation, promotion and tenure, and performance evaluations.
- ▶ Informs whether our efforts to decrease equity gaps are succeeding.
- ▶ Provides better representation and access to positions within higher education for people who have been under-represented.
- ▶ Enables WSU to recruit and retain students of color and under-represented minority students who can see themselves in WSU's faculty and staff.
- ▶ Advantage of diverse perspectives and opinions.

# GOAL 4: Institutional Effectiveness and Infrastructure 2021 DATA: FACULTY DEMOGRAPHICS



# GOAL 4: Institutional Effectiveness and Infrastructure

## 2021 DATA: STAFF DEMOGRAPHICS



# GOAL 4: Institutional Effectiveness and Infrastructure

## FACULTY/STAFF DETAIL

Faculty/Staff Category	Faculty/Staff by Race/Ethnicity or Gender	Faculty/Staff Year	
		FY2020	FY2021
Faculty	White non-Hispanic	51.7%	52.1%
	American Indian/Alaska Native	0.4%	0.4%
	Asian/Native Hawaiian/Pacific Islander	8.5%	8.9%
	Black non-Hispanic	1.0%	0.9%
	Hispanic	3.5%	3.9%
	Two or More Races	1.0%	1.1%
	Race/Ethnicity Unknown	33.8%	32.7%
	Female	45.3%	45.1%
	Male	54.7%	54.9%
Staff	White non-Hispanic	60.2%	62.9%
	American Indian/Alaska Native	0.7%	0.8%
	Asian/Native Hawaiian/Pacific Islander	3.4%	3.6%
	Black non-Hispanic	1.3%	1.3%
	Hispanic	5.6%	6.1%
	Two or More Races	2.2%	1.9%
	Race/Ethnicity Unknown	26.6%	23.3%
	Female	56.6%	56.7%
	Male	43.4%	43.3%

\* People of color (POC) includes the IPEDS race/ethnicity categories of American Indian/Alaska Native, Asian, Black/African American, Hispanic/Latino, Native Hawaiian/Other Pacific Islander, and two or more races.

# Invitations

- ▶ Be a part of the planning process
- ▶ Share this information with your colleges
- ▶ Looking for expertise as we set up environmental scanning & data visualization
- ▶ Provide feedback- let's talk!

