ANNUAL REPORT
ON THE WSU SYSTEM STRATEGIC PLAN
FY 2021-2022
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ONE STEP AT A TIME

Reaching our goals as an institution means we are better fulfilling our mission: to create a practical education for all, scholarly inquiry that benefits society, and the sharing of expertise to positively impact the state and communities.

Our goals at WSU are accomplished one step at a time.

GOAL 01. RESEARCH, INNOVATION, AND CREATIVITY

GOAL 02. STUDENT EXPERIENCE

GOAL 03. OUTREACH, EXTENSION, SERVICE, AND ENGAGEMENT

GOAL 04. INSTITUTIONAL EFFECTIVENESS AND INFRASTRUCTURE
We have overcome some incredible obstacles over the last couple of years, and we are excited by the great work being done throughout the WSU community to achieve our goals.

In this report, you will find our annual update on the strides that have been made toward fulfilling the goals outlined in the WSU System Strategic Plan. While the facts and figures in this report aren’t the full picture of what we do, they provide a great snapshot for us to see progress.

Why we create strategic plans
The WSU System Strategic Plan is not just a document to put on the shelf. Developing a culture of planning and data-informed decision making are critical components of a modern, high performing institution. This is a strategic imperative for WSU as well.

Putting these strategies in place helps us focus and achieve outcomes our society needs and deserves. That’s the heart of being a land-grant system—when we fulfill our goals, we are serving the needs of our communities.

You play a part in our strategic plan
We recognize that campuses, colleges, and units are doing important work to meet institutional priorities and further WSU initiatives. The work each of us does individually truly makes a difference, and every person in the WSU community has a part to play in helping us advance our mission, regardless of where they may be situated in our great institution.

You can take pride knowing you are a part of an institution focused on being better so we can serve others.

Go Cougs!
CHRISTINE HOYT
VICE PRESIDENT FOR STRATEGY, PLANNING, AND ANALYSIS

Our strategic plan touches everything we do at Washington State University and enables us to implement change where it is needed most.

The impact of our mission, vision, and goals is found in many iterations:

► We see current and former Cougs conducting innovative research that improves and enhances quality of life.
► We are recognized around the state, nation, and world as our faculty, staff, and students make a difference in our communities.
► We hear stories every day from students who have been transformed by their time at our five campuses, online through our global campus, or at one of our four research and extension centers.

To help us better accomplish the goals outlined in our strategic plan, this report introduces a system-level priority for each of our four goal areas. Each of these priorities includes a metric and target we feel is achievable to help us make key progress on our goals.

► Goal 1: Research, Innovation, & Creativity
Increase total Research and Development (R&D) expenditures by 5% from $357.6M to $375.5M.

► Goal 2: Student Experience
Reduce the retention gap between the overall student population and our first-generation, Pell-eligible, and students of color by 1% per year.

► Goal 3: Outreach, Extension, Service, & Engagement
Establish a shared definition of community engagement, metrics to be used, and a system-wide tool for data collection.

► Goal 4: Institutional Effectiveness & Infrastructure
Reduce demographic reporting unknowns: faculty from 32.7% to 10%; staff from 23.3% to 10%.

Accomplishing these goals will require collaboration across campuses, colleges, and units, and will have a tremendous impact on our long-term success.

I invite you to explore our system strategic plan and consider the many ways you can be a part of Washington State’s success.

Go Cougs!
KIRK H. SCHULZ
PRESIDENT, WASHINGTON STATE UNIVERSITY
YEAR IN REVIEW

MEMORABLE MOMENTS

WSU named one of top producers of Fulbright scholars in the US.
Student research regarding the relationship between women and dogs went viral with over 1.17 billion views.

FAST FACTS

System Enrollment

<table>
<thead>
<tr>
<th>Enrollment Type</th>
<th>Fall 2021</th>
<th>Spring 2022</th>
</tr>
</thead>
<tbody>
<tr>
<td>Undergrad</td>
<td>24,278</td>
<td>21,842</td>
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<tr>
<td>Professional</td>
<td>1,262</td>
<td>1,245</td>
</tr>
<tr>
<td>Graduate/MBA</td>
<td>4,303</td>
<td>4,115</td>
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Enrollment by Campus: Fall 2021

<table>
<thead>
<tr>
<th>Campus</th>
<th>Undergrad</th>
<th>Professional</th>
<th>Graduate/MBA</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pullman</td>
<td>19,114</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Vancouver</td>
<td>3,233</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Spokane</td>
<td>1,625</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Tri-Cities</td>
<td>1,558</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Global</td>
<td></td>
<td></td>
<td>4,069</td>
</tr>
</tbody>
</table>

Degrees Conferred: FY 2021

<table>
<thead>
<tr>
<th>Degree Type</th>
<th>Undergrad</th>
<th>Master</th>
<th>Professional</th>
</tr>
</thead>
<tbody>
<tr>
<td>Undergrad</td>
<td>6,228</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Doctorate</td>
<td>292</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Master</td>
<td>925</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Professional</td>
<td>350</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
WSU Tri-Cities was awarded the Inclusive Energy Innovation prize.

WSU received $120.9 million in philanthropic support, the highest activity since FY2015.

**WSU ENDOWMENT: FY 2021**

$1.308 billion

[$665.5M WSU Foundation | $642.9M land grant funds]

**ANNUAL FUNDRAISING: FY 2021**

$120.9 million

**UNDERGRAD TIME TO DEGREE FY 2021:**

Full-time first-time new freshman students: 4.1 yrs

Full-time first-time new transfer students w/ AA degree: 2.4 yrs

**FOUR-YEAR GRADUATION RATE: FY 2021**

Undergrad rate: 38.1%

**EMPLOYEE FTE** BY CAMPUS: FALL 2021

<table>
<thead>
<tr>
<th>Campus</th>
<th>Faculty</th>
<th>AP/Coaches</th>
<th>Classified</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pullman</td>
<td>1502.5</td>
<td>1628.3</td>
<td>1525.5</td>
<td>4656.3</td>
</tr>
<tr>
<td>Spokane</td>
<td>273.3</td>
<td>201.9</td>
<td>196.5</td>
<td>671.7</td>
</tr>
<tr>
<td>Tri-Cities</td>
<td>103.3</td>
<td>107.6</td>
<td>46.0</td>
<td>256.9</td>
</tr>
<tr>
<td>Vancouver</td>
<td>204.3</td>
<td>78.0</td>
<td>92.9</td>
<td>375.2</td>
</tr>
<tr>
<td>Everett</td>
<td>7.0</td>
<td>5.8</td>
<td>9.0</td>
<td>21.8</td>
</tr>
<tr>
<td>Global ***</td>
<td></td>
<td>51.6</td>
<td>33.0</td>
<td>84.6</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>2090.3</td>
<td>2073.1</td>
<td>1902.9</td>
<td>6066.4</td>
</tr>
</tbody>
</table>

*Includes FTE for monthly appointments only **AP - administrative professional employees

***Administrative faculty and faculty teaching for Global Campus are reported in Pullman.

**MORE INFORMATION**

Additional metrics and reports can be found on the [Institutional Research website](#).
MISSION, VALUES, AND BELIEFS

EDUCATIONAL MISSION
WSU strives to help students become more aware, engaged, and creative, achieving social mobility as a result, and make its expertise available to anyone who seeks to benefit from it.

SCHOLARLY MISSION
WSU’s scholarly mission is directed toward the betterment of human existence, and especially seeks to address issues that impact Washingtonians.

OUTREACH MISSION
WSU’s outreach mission is to serve the needs of Washingtonians by sharing its expertise and helping residents integrate that knowledge into their daily lives.
CORE BELIEFS

Core beliefs shape our reality and behavior. WSU has five core beliefs which guide our vision.

- Improve lives through practical education
- Improve the human condition
- Achieve an ethically and socially just society for all
- Enrich the vitality of the region
- Engage globally for the future of the planet

CORE VALUES

Core values drive behavior and help form our beliefs. These seven core values are what motivate our actions at WSU.

- LAND-GRA N IDEALS
- COMMUNITY
- INTEGRITY, TRUST, AND RESPECT
- EQUITY, DIVERSITY, INCLUSION, & BELONGING
- GLOBAL CITIZENSHIP
- FREEDOM OF EXPRESSION
- WELLBEING

STRATEGIC PLAN

Our full strategic plan is available online at strategy.wsu.edu
A united system positions us for long-term success. We have taken some great steps over the last year to advance the OneWSU system.

The OneWSU system is meant to better support our campuses and local communities by allowing autonomy for each location while at the same time ensuring a consistent WSU mission, branding, and quality.

Elizabeth Chilton was named as the first chancellor of the Pullman campus. This transition is a key part of the OneWSU initiative and allows the Pullman the same distinctive autonomy given our other WSU campuses.

A modernized brand-refresh was introduced on September 15, 2021. The new branding applies to all WSU locations, bringing a consistent Coug experience throughout the entire OneWSU system.

The Office of Strategy, Planning, and Analysis was established in October 2021 to bring alignment and consistency to system and unit planning. This office also supports the use of data in decision making.
ONE degree

SHARED accountability

FISCAL stewardship

OPERATIONAL excellence

DATA INFORMED decisions

COMMUNITY partnerships

ONEWSU GUIDING PRINCIPLES
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.

Over the past year, WSU has made important strides in its work surrounding research, innovation, and creativity. In 2021 we saw $357.6 million in R&D expenditures, a 16% increase from 2020. When we divide this by our number of tenure track faculty (T/TT), we find that this results in $389k per tenure track faculty. This puts WSU at #3 among its peers, with the peer average being just $349.4k per T/TT. What does this mean for WSU? WSU has a highly productive faculty as we work to fulfill our land-grant mission.

As we move forward in fiscal year 2023, our WSU system goal is to increase total R&D expenditures by 5% to $375.5M. This increase means doing more research which benefits our state, nation, and global communities.

**2022-2023 SYSTEM PRIORITY**

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

**Metric**  
Total R&D expenditures

**Objective and Target**  
Increase total R&D expenditures by 5% from $357.6M to $375.5M.

**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.

**Total R&D**

| $357.6M | WSU | $22.4M ▲ FROM FY2020 |
| $458.1M | Peer Avg. | FY2020* |
A FEW HIGHLIGHTS

WSU researchers found epigenetic biomarkers that potentially predict pre-term birth.

School of music faculty member A.J. Miller won an international Global Music Award.

Five WSU faculty were named AAAS Fellows.

New WSU research helped pave the way for sustainability in converting waste plastics to jet fuel.

WSU researchers helped close gaps in Alzheimer’s disease research.

Researchers found honey holds potential for making brain-like computer chips.

FY 2020 TOTAL R&D EXPENDITURES

Washington State University R&D Expenditures

$389K

PER TENURE TRACK FACULTY

WSU ranked #3 among its peers

$349.4K Peer Average Expenditures per T/TT

FY 2020 R&D RANKINGS

<table>
<thead>
<tr>
<th>Rank Description</th>
<th>FY 2016</th>
<th>FY 2017</th>
<th>FY 2018</th>
<th>FY 2019</th>
<th>FY 2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>All</td>
<td>70/640</td>
<td>66/644</td>
<td>71/646</td>
<td>70/647</td>
<td>76/660</td>
</tr>
<tr>
<td>Public</td>
<td>44/393</td>
<td>44/400</td>
<td>47/408</td>
<td>46/405</td>
<td>49/415</td>
</tr>
<tr>
<td>Peer</td>
<td>6/14</td>
<td>6/14</td>
<td>8/14</td>
<td>8/14</td>
<td>8/14</td>
</tr>
<tr>
<td>Total R&amp;D Per T/TT, Peer Ranking</td>
<td>6/14</td>
<td>2/14</td>
<td>4/14</td>
<td>2/14</td>
<td>3/14</td>
</tr>
</tbody>
</table>

MORE INFORMATION

Additional metrics and reports can be found on the Institutional Research website.
Washington State University students will engage in scholarship, research, and experiential learning activities to prepare future leaders, scholars, and global citizens.

While there are many metrics which show the success of our student experience, a key metric for WSU is first-year retention. From fall 2016 through 2020, we have seen fairly consistent overall retention rates for full-time, first-time students around 80%. Full-time transfer student retention rates are slightly higher.

We recognize a gap in retention rates for some specific demographics of the student population. As we move forward in 2022-2023, our WSU system goal is to reduce the retention gap between our overall group and our first-generation, Pell-eligible, and people of color* by 1% per year. Reducing these gaps provides improved educational equity to better meet our land-grant mission.

*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.
WSU students built tiny satellites to launch into space.

A table designed by a WSU student received the top prize at an international competition for its inclusive design.

73% of WSU students voted in the 2020 election.

Ph.D. candidate Daphne Weber was named WSU’s first Fulbright-Hays recipient.

Two students from the College of Arts and Sciences earned a prestigious Goldwater distinguished scholarship.

A WSU med student fought racial bias in health one TikTok at a time.

A FEW HIGHLIGHTS

MORE INFORMATION

Additional metrics and reports can be found on the Institutional Research website.
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.

With recognition from the Carnegie Foundation for community engagement, WSU continues the important work of outreach and engagement which are found in nearly every aspect of WSU’s operations. This has resulted in thousands of hours throughout the WSU community in activities which benefit the state, nation, and world.

WSU currently lacks adequate evidence-based documentation to accurately assess its success in this area, however, due to a lack of a common reporting tool and siloed and inconsistent data collection. The 2022-2023 system goal is to establish a shared definition of community engagement, metrics to be used, and a system-wide tool for data collection. Creating a common language and tool will enable us to better measure our impact in these areas.

2022-2023 SYSTEM PRIORITY

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

**Metric**
Community Engagement

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

**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.
This is a sample of data gathered by some organizations at WSU:

**Activities & Time**
- Outreach, Extension, Service, and Engagement

**Total # of Activities**
- 572
- ▼ 234 FROM FY2020

**Number of Participants in Activities**
- 6,153
- ▼ 535 FROM FY2020

**Learning Hours in Activities**
- 212,800
- ▲ 82,968 FROM FY2020

**Number of Activities Focused on Improving Human Health Conditions**
- 109
- ▲ 60 FROM FY2020

**Total # of External Partnerships**
- 142
- ▼ 125 FROM FY2020

**Number of External Partnerships with Underdeveloped Communities**
- 10
- ▼ 5 FROM FY2020

**A FEW HIGHLIGHTS**

- Researchers tested a wireless, bio-electronic pacifier that could eliminate the need for invasive, twice-daily blood draws to monitor electrolyte levels in babies in NICUs.
- WSU Children’s Center earned national accreditation.
- An anonymous gift of $2.2M to WSU Pharmacy launched WSU’s Rural Health Initiative, a 10-year plan to improve access to health care in Washington’s rural communities.
- Students and faculty came to WSU from universities across the Pacific Northwest for the 2022 Pacific Inland Mathematics Undergraduate Conference to present their research in both applied and theoretical mathematics.
- Students from every WSU campus participated in the Caring Cougar Cards project.
- WSU’s Data Literacy Initiative expanded to help more kids and families in under-served communities.

**MORE INFORMATION**

Additional metrics and reports can be found on the Institutional Research website.
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.

We have made significant progress to meet our institutional effectiveness and infrastructure goal. Our executive budget council developed a proposed budget model and process to better align resource allocation with strategic priorities. We modernized our HR and finance systems, and advanced WSU through OneWSU system development.

We now are working to better understand the demographic makeup of our faculty and staff. To truly represent diversity in all its forms, we are focusing on improved reporting of race and ethnicity data. Our 2022-2023 system priority is to reduce unknown race/ethnicity reporting for both faculty and staff to 10%. With better data, we can monitor progress, gain clear insights, and make more informed decisions as we create an inclusive workplace.

**2022-2023 SYSTEM PRIORITY**

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

**Metric**

Faculty and staff demographics

**Objective and Target**

Reduce reporting unknowns:
- Faculty from 32.7% to 10%
- Staff from 23.3% to 10%

**Why is this metric 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.
A FEW HIGHLIGHTS

The first cluster hire cohort joined Fall 2021 to promote equity and diversity across the WSU system.

WSU received continued accreditation for its Animal Care and Use Program.

State legislature approved funding for climate surveys for faculty, staff, and students.

A data program launched to make data more accessible, accurate, and actionable for all who need it.

The Common App was implemented for shorter, gender-inclusive admission applications.

PERCENT FACULTY DIVERSITY

- American Indian/Alaska Native: 0.4% (FY2021) vs. 0.4% (FY2020)
- Asian/Native Hawaiian/Pacific Islander: 8.9% (FY2021) vs. 8.5% (FY2020)
- Black non-Hispanic: 0.9% (FY2021) vs. 1.0% (FY2020)
- Hispanic: 3.9% (FY2021) vs. 3.5% (FY2020)
- Race/ethnicity unknown: 32.7% (FY2021) vs. 33.8% (FY2020)
- White non-Hispanic: 52.1% (FY2021) vs. 51.7% (FY2020)
- Two or more races: 1.1% (FY2021) vs. 1.0% (FY2020)

PERCENT STAFF DIVERSITY

- American Indian/Alaska Native: 0.8% (FY2021) vs. 0.7% (FY2020)
- Asian/Native Hawaiian/Pacific Islander: 3.6% (FY2021) vs. 3.4% (FY2020)
- Black non-Hispanic: 1.3% (FY2021) vs. 1.3% (FY2020)
- Hispanic: 6.1% (FY2021) vs. 5.6% (FY2020)
- Race/ethnicity unknown: 23.3% (FY2021) vs. 26.6% (FY2020)
- White non-Hispanic: 62.9% (FY2021) vs. 60.2% (FY2020)
- Two or more races: 1.9% (FY2021) vs. 2.2% (FY2020)

MORE INFORMATION

Additional metrics and reports can be found on the Institutional Research website.

*Non-binary not reflected in this data