LAND ACKNOWLEDGEMENT

Washington State University (WSU) acknowledges that its locations statewide are on the homelands of Native peoples, who have lived in this region from time immemorial. WSU Pullman is located on the homelands of the Nimiipuu (Nez Perce) Tribe and Palus people. The University expresses its deepest respect for and gratitude towards these original and current caretakers of the region. At WSU, we acknowledge our responsibility to establish and maintain relationships with these tribes and Native peoples, in support of tribal sovereignty and the inclusion of their voices in teaching, research, and programming.
WSU Pullman is not only the oldest and largest campus of the WSU system—as the flagship and fully residential campus, it serves as the cornerstone of innovation, creativity, research, and Cougar spirit for the system. Originally established as the “Washington Agricultural College, Experiment Station, and School of Science,” WSU has expanded tremendously over the course of its 132-year history, establishing four additional physical campuses across the state and a Global campus that serves students remotely from around the world.

When the legislature approved WSU’s original multi-campus system in 1989, they did so with the expectation that all campuses would develop focus areas directed at the needs of their distinct student bodies and communities. Following the completion of the WSU System Strategic Plan in 2020 and the subsequent OneWSU Initiative, it became clear that it was critical to have the first-ever WSU Pullman strategic plan in place, especially under a new dedicated campus leadership structure.

The attached report represents the work of a 21-member strategic planning committee. The committee conducted 28 listening and feedback sessions and a campus-wide survey. As a result, they identified five focus areas:

- Equitable Student Success
- Innovation in Research and Creative Activities
- Employee Development, Wellness, and Belonging
- Community Engagement
- Institutional Effectiveness and Accessibility

In the following strategic plan, each of these areas is outlined with concrete goals and objectives – and metrics designed to review our progress. This fall, I will work with the WSU Pullman Strategic Plan Advisory Council to develop the baseline numbers for our metrics, our annual goal, and the associated report cards and annual report that will detail WSU Pullman’s progress toward achieving its goals. As with all strategic planning efforts, the plan will undergo an annual review and feedback cycle to ensure its metrics are still accurately reporting the needs of WSU Pullman faculty, staff, students, and community members.

At our core, we are the flagship campus of Washington state’s land-grant institution. In that role, we have a special responsibility to support the mission of the WSU system. We must continue to ensure that education is accessible to all and that the impact of the innovative research and creative activity that happens at WSU Pullman is felt within our local community and around the globe.

Go Cougs!

Elizabeth S. Chilton
Chancellor, WSU Pullman
Provost and Executive Vice President, WSU System
HISTORY OF WSU PULLMAN

Nestled in the rolling hills of the Palouse, Washington State University was originally established in 1890 as the state’s agricultural and science college. Two short years later, the Washington Agricultural School and Technical College welcomed an inaugural class of 59 students. For more than a century WSU saw unprecedented growth, establishing itself as the state college and land-grant university of Washington.

Over the past 30 years alone, WSU has seen incredible growth—going from a single flagship campus in Pullman to an evolving system of interconnected campuses in the growing population centers of Everett, Spokane, Tri-Cities, and Vancouver. In 2015, WSU added a new medical school to the system within the Health Sciences campus in Spokane, and in 2018, Academic Outreach and Innovation was elevated as WSU’s sixth campus (WSU Global) formally led by a Chancellor.

Established under the mission of a true public service institution—to provide education to all, conduct scholarly inquiry that benefits society, and share expertise that boosts the lives of individuals and communities—WSU continues to have a tremendous impact on the communities it serves. WSU has a very strong brand and cultural presence across the state; as the WSU system grows and evolves, we seek opportunities for both strengthening and expanding that impact.

WSU PULLMAN TODAY

The largest of the six campuses in the WSU system, WSU Pullman saw a student enrollment of more than 19,000 in the fall of 2021. The campus serves as the headquarters for seven of the university’s ten academic colleges and is the only residential campus in the WSU system. The campus is a bustling hub of research and creative activity centered in an agricultural and rural setting. WSU Pullman serves both the WSU system and its local community by:

- Being the largest employer in Whitman County, with nearly 5,000 permanent employees
- Standing as the only fully residential, public research university in eastern Washington
- Serving as the home of (to name a few):
  - Cougar Athletics
  - The Jordan Schnitzer Museum of Art WSU—the only university art museum in eastern Washington and the only art museum in Whitman County
  - Northwest Public Broadcasting, a service that reaches more than 3.6 million people throughout the northwest
  - One of only 32 accredited veterinary schools in the country
- Supporting the full range of academic disciplines and engaging in high quality sponsored research.
One of the most distinctive qualities of WSU Pullman is our culture and traditions and our ability to foster a strong sense of belonging. We encourage our students, faculty, and staff to ask themselves, “What if...?” when developing solutions to some of the world’s most pressing challenges and problems. This no-limits mentality allows everyone the opportunity to find themselves and their purpose at WSU Pullman. It is why world-renowned researchers, artists, and athletes come to WSU Pullman. Like all of WSU’s campuses and state-wide locations, everyone is welcome, respectful differences of thought are encouraged, and individuals have the opportunity to dedicate themselves to their passions and to societal needs.

**WSU PULLMAN’S STRATEGIC PLAN**

When the legislature approved WSU's original multi-campus system, they did so with the expectation that all campuses would develop focus areas directed at the needs of their local communities. Due to limitations in infrastructure, many campuses found themselves dependent on the flagship campus to provide expertise—restricting their ability to pursue degree and research programs that would appeal to local constituencies and take advantage of community resources.

WSU is expanding its outreach through the growth of a unified system infrastructure known as OneWSU. This system supports the campuses as they evolve their individual identities and serve their constituencies, while also maintaining the quality of the WSU educational and experiential brand across the state. Like many public university systems, WSU seeks to provide appropriate level of autonomy of each campus location, while at the same time ensuring consistent branding, quality, and mission. Through the OneWSU system structure, WSU’s six campuses, six research and learning centers, and 39 extension centers join in a commitment to a set of OneWSU operating principles, establishing an overarching philosophy that unites the WSU system and consistently guides the institution’s day-to-day actions.

Key to the success of the OneWSU initiative is identifying the unique strengths and contributions of each campus in our system. Our flagship campus has a special role in our system and, building on the System Strategic Plan, this Pullman Strategic plan embraces the renewed opportunity to create an identity that best supports the needs of Pullman. With the appointment of an inaugural Chancellor of the Pullman campus and the establishment of a leadership structure for the campus, this Strategic Plan charts a course for success for the campus in the years to come.
PLANNING PROCESS

Appointed by President Schulz and Provost Chilton, the WSU Pullman Strategic Planning Committee began the work of developing a five-year strategic plan for the Pullman campus in January 2022. Over the course of two months, the committee tri-chairs hosted 28 listening and feedback sessions with faculty, staff, students, and community members. Additionally, the committee released a campus-wide feedback survey that garnered nearly 1,000 responses. Data and responses were compiled and reviewed by the tri-chairs, who determined five focus areas for the Pullman Strategic Plan:

- Equitable Student Success
- Innovation in Research and Creative Activities
- Employee Development, Wellness, and Belonging
- Community Engagement
- Institutional Effectiveness and Accessibility

These five areas encompass the entire WSU Pullman experience and are reflective of the priorities described by faculty, staff, students, and community members.

Following the establishment of the five focus areas, the committee broke into subgroups to develop goals, objectives, and intended outcomes for each area. The goals and objectives were refined and finalized, and supporting information was added to complete the plan.
GOALS AND OBJECTIVES

Equitable Student Success – Aligns with the WSU System Strategic Plan, Goal 2

Goal 1: WSU Pullman will provide a safe and exceptional residential undergraduate, professional, and graduate student experience that supports the success of and provides opportunities for all Cougs.

Objectives:
- Create a student experience that prepares Cougs for life beyond WSU.
- Establish a campus-wide seamless approach to student support, both in and out of the classroom.
- Prioritize degree programs that continue to meet the needs of society and student interest and foster post-graduation success.
- Ensure that WSU Pullman’s academic policies remain informed by best pedagogical and student success practices.
- Work across academic and student affairs to develop a comprehensive, campus-wide program that builds out-of-the-classroom experiences to prepare students for a lifetime of learning.

Proposed Metrics:
- WSU Pullman first-year student retention rates (broken out by class year)
  - Include sub-metrics for first-gen, low-income, and students of color
- WSU Pullman four- and six-year graduation rates
- Doctoral degrees awarded at WSU Pullman

Goal 2: WSU Pullman will capitalize on its residential campus status to build upon a campus environment that fosters student personal growth, belonging, and safety.

Objectives:
- Ensure that all students have access to resources to meet their basic needs, including, but not limited to, housing, food, technology, safety, and support services.
- Invest in the comprehensive and holistic health and wellbeing of all students by providing services and resources that are accessible, inclusive, and contribute to the success and ensure the safety of our diverse student community.
- Provide faculty and staff with the resources they need to serve and support students effectively.
- Develop a sense of belonging and affinity to WSU Pullman through increased community building opportunities.

Proposed Metric:
- WSU Pullman student engagement satisfaction rate
**Intended Outcome:**
WSU Pullman is a vibrant, accessible, and technologically advanced campus that values diversity and inclusiveness and attracts deeply committed students who become lifelong ambassadors for the campus. Students are supported inside and outside of the classroom, are able to achieve their educational goals within a safe and secure learning environment, and feel a strong sense of belonging at WSU Pullman.

**Innovation in Research and Creative Activities** – Aligns with the WSU System Strategic Plan, Goal 1

**Goal 1:** WSU Pullman will foster an environment that encourages innovation, partnership, and disciplinary, inter- and transdisciplinary scholarship, establishing the campus as a hub of expertise in diverse areas of scholarly inquiry.

**Objectives:**
- Ensure that WSU supports a diverse portfolio of research, including basic, applied, and engaged scholarship, with an emphasis in cultivating areas of unique campus expertise.
- Increase engagement of faculty and students with industry partners and other external stakeholders.
- Enhance a sense of community that promotes and celebrates scholarly inquiry and external engagement.

**Proposed Metric:**
- WSU Pullman research expenditures

**Goal 2:** WSU Pullman will promote a culture that recognizes and celebrates the diverse forms of scholarship that lead to the betterment of society.

**Objectives:**
- Enhance recognition of the scholarly impact of faculty service, teaching, outreach, and community engagement.
- Promote the role of the arts on the WSU Pullman campus.
- Communicate research outcomes in accessible ways that include helping stakeholders understand the importance, value, and potential application of fundamental research and help market the campus and its people.

**Proposed Metric:**
- Number of faculty awards, prizes, grants, and commissions.

**Intended Outcome:**
WSU Pullman is developing and enhancing innovative research and creative activity that directly supports its communities and stakeholders. It stands as a premier research campus where all students, staff, and faculty can attain their aspirations and experience affinity to and a sense of belonging within WSU Pullman.
Employee Development, Wellness, and Belonging – Aligns with the WSU System Strategic Plan, Goal 4

Goal 1: WSU Pullman will recruit and retain a diverse workforce that advances its land-grant mission of serving the public good.

Objectives:
- Implement effective recruitment and retention strategies, utilizing practices designed to secure a more diverse candidate pool and new hires.
- Promote inclusion, diversity, equity, and a culture of belonging for faculty, staff, and students
- Enhance existing networking and mentoring programs to ensure employee success.

Proposed Metric:
- Pending comprehensive review of the recently released Employee Engagement Survey and COACHE Survey results.

Goal 2: WSU Pullman will establish a working environment and ethos that supports the wellness of all employees and creates enhanced opportunities for professional development and career advancement.

Objectives:
- Develop a compensation structure that is competitive, equitable, and tied to employee performance.
- Collaboratively coordinate a comprehensive suite of training programs that are presented in an accessible manner and made available to all employees.
- Coordinate a program that supports (fiscally and logistically) professional development opportunities for employees.

Proposed Metrics:
- Pending comprehensive review of the recently released Employee Engagement Survey and COACHE Survey results.

Intended Outcome:
WSU Pullman has a diverse workforce of highly talented, productive, engaged, and successful employees. It is staffed appropriately to support its operations and is providing an environment in which employees thrive.
Community Engagement – Aligns with the WSU System Strategic Plan, Goals 3 and 4

Goal 1: WSU Pullman will foster a warm and inclusive community that welcomes students, faculty, staff, visitors, and alumni to the Palouse, and provides them with lifelong learning opportunities and sense of belonging.

Objectives:
• Invest in the ongoing revitalization efforts of Pullman and the surrounding community.
• Support and encourage local business development through alumni relationships.
• Continue to nurture collaborative partnerships among the University, the City of Pullman, Whitman County, and local business and healthcare partners.

Proposed Metric:
• Number of WSU Pullman students participating in community engagement (service, service-learning, educational outreach)

Goal 2: WSU Pullman will serve Pullman, the greater Palouse region, and beyond through our land-grant mission of research, education, and outreach to support the common good.

Objectives:
• Create ongoing engagement opportunities with key community stakeholders to continually develop and refine the ways in which WSU Pullman can best contribute to the social and economic development of the Palouse.
• Improve social and industry connectivity between the University, Pullman and Moscow communities, and the region.
• Foster the Palouse region as a gold standard for rural community, culture, and arts.
• Engage community leaders in celebrating the cultural diversity of our communities and fostering a community where socially marginalized populations feel welcomed and valued.

Proposed Metric:
• Percentage of WSU Pullman course that utilize service-learning in their curriculum

Intended Outcome:
Centered in a true college town, WSU Pullman is the standard for rural excellence. Through strong partnerships in the region, WSU Pullman has created a welcoming environment for all who visit, and its commitment to belonging has inspired those who visit to stay as permanent residents.
Institutional Effectiveness and Accessibility – Aligns with the WSU System Strategic Plan, Goal 4

Goal 1: WSU Pullman will foster an accessible physical and cultural environment that promotes collaboration and innovation.

Objectives:
- Address significant and growing deferred maintenance by consolidating functions, optimizing underutilized spaces, and ensuring that the campus footprint is an appropriate size for its functions.
- Develop a master plan that addresses campus circulation challenges and barriers to access, enhances information technology, and considers future demands that will meet the needs of a diverse body of faculty, staff, and students.
- Create a series of physical learning hubs or communal areas throughout the WSU Pullman campus to facilitate communities of diverse learners.
- Ensure availability of and access to appropriate facilities that enable success in scholarly activity.

Proposed Metric:
- Percentage of WSU Pullman laboratory spaces, classrooms, and conference rooms equipped for accessibility and virtual collaboration.

Goal 2: WSU Pullman will align resources, processes, and policies with strategic priorities in an inclusive, well-articulated, and publicized process that is facilitated by the analysis and interpretation of data.

Objectives:
- Create a simple, transparent, inclusive, and accessible process to engage stakeholders in assessing facility and infrastructure needs.
- Prioritize improved data quality and collection processes, ensuring that all employees have access to and understand how to utilize the WSU’s data resources.
- Ensure that all strategic decisions are data-informed.
- Prioritize transparent and open communications, both internally and externally.

Proposed Metric:
- WSU Pullman percentage of space utilization per capita.

Intended Outcome:
WSU Pullman is a well-informed and engaged community responsive to continually increasing access and equity. Planning processes and procedures at the institution are structured to enhance institutional effectiveness, efficiency, and success and prioritize the inclusion of input from community stakeholders.
CONCLUSION

This Strategic Plan for WSU Pullman builds on the work of the System Strategic Plan and advances a set of goals and objectives specifically for the Pullman campus. Key to the success of this plan is the identification of quantitative and qualitative data sources to ensure that we are meeting our goals. Successful strategic planning requires continual assessment and refresh, and we intend to engage in an annual review of our metrics once established.

It is also important to note that while this plan focuses on the Pullman campus, we are a university with a single accreditation and a single faculty—we are OneWSU. As such, it is our responsibility to continue to collaborate with our colleagues across the system to ensure the success of the institution and guarantee that we are fulfilling our land-grant mission to serve the state of Washington.

A special thank you to all faculty, staff, students, and community members who participated in the process of putting this plan together and for your contributions to our success.
## WSU Pullman Strategic Planning Committee

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WSU PULLMAN STRATEGIC PLAN ADVISORY COUNCIL

The WSU Pullman Strategic Plan Advisory Council will be responsible for overseeing the implementation of the Pullman Strategic Plan. The Council will serve in an ongoing advisory role to the Chancellor and will be responsible for tracking WSU Pullman’s progress towards its goals and desired outcomes and for the production of an annual progress report. Council members will aid in aligning colleges, units, and areas with the Pullman plan.

The Council will be comprised of:

Standing members: Senior leaders responsible for, or have significant engagement with, the goal areas. In partnership with the goal leads, standing members will advise on metric targets, progress toward goals, make recommendations on enhancements to the plan, and provide counsel to the WSU Pullman Chancellor and their respective leadership team.

Goal leads: Goal leads serve as liaisons between the Advisory Council and the unit(s), college(s), committees, or task forces assigned to make progress on their respective goal area objectives. They are responsible for communicating to the Council the strategies and timelines that will be employed to achieve the system goal and objectives. They are also responsible for status reporting on progress made and for contributing to progress reports that will be provided to institutional leadership and the Board of Regents. Goal leads will lead a small team of subject matter experts and will be initially responsible for recommending the metrics associated with the objectives for their goal area.

Membership:

Standing members:

- **Equitable Student Success**: Ellen Taylor, Vice Chancellor, Student Affairs, WSU Pullman
- **Innovation in Research and Creative Activities**: Chris Keane, Vice President and Vice Chancellor, Research
- **Employee Development, Wellness, and Belonging**: Theresa Elliot-Cheslek, Vice President, Human Resource Services and Chief Human Research Officer
- **Community Engagement**: Chris Mulick, Interim Vice President, External Affairs and Government Relations
- **Institutional Effectiveness and Accessibility**: Vicky Murray, Associate Vice President, Public Safety, Business Affairs, and Campus Operations
Goal leads and teams

- **Equitable Student Success**
  - **Lead:** Sola Adesope, Associate Dean, College of Education
  - Tammy Barry, Vice Provost, Graduate and Professional Education
  - Michelle Lewis, Assistant Vice President, Enrollment Management
  - Lori Manzanares, Assistant Director, Dean of Students
  - Nick Garner, Director of Student-Athlete Innovation, Cougar Athletics

- **Innovation in Research and Creative Activities**
  - **Lead:** Mike Wolcott, Regents Professor, VCEA
  - Squeak Meisel, Chair, Department of Fine Arts
  - DJ Lee, Regents Professor, College of Arts and Sciences
  - Sita Pappu, Assistant Vice President, Office of Commercialization

- **Employee Development, Wellness, and Belonging**
  - **Lead:** Lisa Guerrero, Vice Chancellor, Equity and Inclusive Excellence, WSU Pullman
  - Angie Senter, Chair, APAC
  - Jennifer Klein, Interim Sr. Associate Vice President, Human Resource Services
  - Laura Lavine, Chair, Department of Entomology

- **Community Engagement**
  - **Lead:** Trymaine Gaither, Interim Director, Community and Public Relations, WSU Pullman
  - Ben Calabretta, Interim Director, Community and Civic Engagement, Student Affairs
  - Zoe Higheagle Strong, Vice Provost for Native American Relations and Tribal Liaison to the President
  - Mariah Maki, Executive Director, WSU Alumni Association
  - Bryan Kraft, Assistant Vice President, Innovation and Research Engagement
  - Megan Vining, Recreation Manager, Pullman Parks and Recreations

- **Institutional Effectiveness and Accessibility**
  - **Lead:** Kiara Drake, Assistant Director, Civil Rights and ADA Coordinator
  - Don Hulst, Executive Director, Facility Information Resource Management
  - Matthew Jeffries, Director, Campus Climate and Community Building, Student Affairs
  - Jon Manwaring, Assistant Director, Learning Innovations, Academic Outreach and Innovation

**Ex-officio members**

- Fran Hermanson, Executive Director, Institutional Research
- Chris Hoyt, Vice President, Strategy, Planning, and Analysis
- Hailey James, Campus Chief of Staff (administrative manager)
- Haley Klemmetson, Executive Assistant (administrative support)
- Marketing and communications representative