The following annual objectives are designed to advance WSU towards the realization of our mission, vision, and strategic goals. Objectives have been organized in two primary categories: Presidential Priorities and System Priorities. Over the next year, President Kirk Schulz will personally oversee the progress of Presidential Priorities while System Priorities will be stewarded by assigned leads.

Progress will be demonstrated to the WSU system in two ways. First, an Implementation Report will be updated prior to each scheduled Board of Regents meeting. This report will contain an indicator of overall progress towards strategy completion, as well as contextual updates. Second, quantifiable metrics will be presented through dashboard visualizations that will be available on the strategic plan website at strategicplan.wsu.edu (available mid-November 2023).

### PRESIDENTIAL PRIORITIES

**Objective 1: Leverage the OneWSU system by establishing flexible and cost-effective solutions for the benefit of our students and faculty that more effectively utilize all our campus resources**

- **Lead:** Kirk Schulz
- **Strategies:**
  - Review WSU policies and processes with the intent to facilitate the opportunity for current students to access programs and courses across multiple campus locations
  - Enable prospective students to complete a single undergraduate application that will allow admission to all WSU campuses by Fall 2025

**Aligns to:**
- System Strategic Plan Goal 2, Student Experience
- System Strategic Plan Goal 4, Institutional Effectiveness and Infrastructure
- Enrollment Management Plan
- WSU System Operating Principles: OneWSU and Operational Excellence

**Metric:**
- Media Quality Index (MQI) target: 58.5
- Engagement rate targets: Facebook, 6.75%; X, 4%

**Dashboard visualizations:**
- Media Quality Index score (earned media)
- Engagement rate (social media)

**Aligns to:**
- System Strategic Plan Goal 1, Research, Innovation, and Creativity
- System Strategic Plan Goal 2, Student Experience
- System Strategic Plan Goal 3, Outreach, Extension, Service, and Engagement
- System Strategic Plan Goal 4, Institutional Effectiveness and Infrastructure

**Objective 2: Improve the recognition of WSU’s brand and enhance its reputation on a national level by implementing a sustainable marketing program**

- **Leads:** Kirk Schulz, Phil Weiler
- **Strategies:**
  - Conduct a quantitative market research study to establish a benchmark for brand awareness and reputation among internal and external audiences
  - Using results from the research study, develop and execute a multi-year brand marketing strategy to reinforce areas of strength and address areas of concern
  - Evaluate the staffing and service needs required to sustain an on-going system-wide marketing program
  - Establish a recurring budget to support an on-going WSU marketing program

**Aligns to:**
- System Strategic Plan Goal 2, Student Experience
- System Strategic Plan Goal 4, Institutional Effectiveness and Infrastructure

**Metric:**
- Media Quality Index (MQI) target: 58.5
- Engagement rate targets: Facebook, 6.75%; X, 4%

**Dashboard visualizations:**
- Media Quality Index score (earned media)
- Engagement rate (social media)
Objective 3: Raise $150M in new philanthropic funds
► **Lead:** Kirk Schulz, Mike Connell
► **Strategies:**
  ▶ Successfully recruit and engage volunteers in support of philanthropic initiatives at WSU
  ▶ Engage with WSU Foundation volunteers
  ▶ Cultivate and steward Principal Giving prospects and donors, in support of transformational gifts to WSU
  ▶ Implement Advance CRM (customer relationship management) technology for improved efficiency and efficacy of prospect management, gift receipting, and donor stewardship
  ▶ Collaborate with Advancement leadership to provide substantive training focused on fundraising for WSU System leadership (Chancellors, Vice Presidents, Deans, and appropriate academic leaders) and development professionals in the context of WSU’s campaign
► **Aligns to:**
  ▶ System Strategic Plan Goal 1, Research, Innovation, and Creativity
  ▶ System Strategic Plan Goal 3, Outreach, Extension, Service, & Engagement
  ▶ WSU Campus Strategic Plans
► **Metric:** Total dollars raised in FY2024
► **Dashboard visualization:** Dollars raised each month, starting in July

Objective 4: Expand WSU’s presence in East Africa
► **Lead:** Kirk Schulz
► **Strategies:**
  ▶ Establish an additional educational location at the University of Nairobi
  ▶ Offer WSU’s Ph.D. in Biomedical Sciences degree at the University of Nairobi
► **Aligns to:**
  ▶ System Strategic Plan Goal 1, Research, Innovation, and Creativity
  ▶ System Strategic Plan Goal 3, Outreach, Extension, Service, & Engagement
  ▶ WSU Campus Strategic Plans
  ▶ Enterprise Risk Management Plan, Top 20, International engagement and delivery of education and research risk

Objective 5: Find a new conference home for WSU Cougar Athletics
► **Lead:** Kirk Schulz
► **Aligns to:**
  ▶ System Strategic Plan Goal 2, Student Experience
  ▶ System Strategic Plan Goal 4, Institutional Effectiveness and Infrastructure
STRATEGIC DIRECTION 1: STUDENT ACCESS AND SUCCESS

Objective 1: Stabilize total undergraduate student enrollment and grow new student enrollment

- **Lead:** Saichi Oba
- **Strategies:**
  - Increase funding for general and need-based scholarships that are administered centrally. Identify strategies to replace waivers with scholarships to increase net tuition revenue
  - Translate recruitment and financial aid materials into Spanish
  - Promote and incentivize EDI training and education

**Metrics:**
- Stabilization in total undergraduate enrollment levels from Fall 2023 to Fall 2024
- Increase new undergraduate enrollment by 4% from Fall 2023 to Fall 2024

**Dashboard visualization:** Total and new undergraduate enrollment

**Aligns to:**
- System Strategic Plan Goal 2, Student Experience
- WSU Campus Strategic Plans
- Enrollment Management Plan
- Enterprise Risk Management Plan, Top 20, Enrollment trends and future projections risk

Objective 2: Decrease undergraduate retention gap between the overall university student population and special categories of students (first-generation, low-income, and people of color.)

- **Lead:** Bill Davis
- **Strategies:**
  - In partnership with Institutional Research and other units, identify campus peers who have closed retention gaps for students from our special categories of students
  - Each campus interviews peer institution leadership and identifies retention strategies that have evidence from assessment of sustained decreases in retention gaps

**Aligns with:**
- System Strategic Plan Goal 2, Student Experience
- WSU Campus Strategic Plans
- Enrollment Management Plan
- Enterprise Risk Management Plan, Top 20, Enrollment trends and future projections risk

**Metrics:**
- A decrease in the retention gap by 1%

**Dashboard visualization:** First to second year retention (overall, and by special categories of students)

**Aligns to:**
- System Strategic Plan Goal 2, Student Experience
- WSU Campus Strategic Plans
- Enrollment Management Plan
- Enterprise Risk Management Plan, Top 20, Enrollment trends and future projections risk

STRATEGIC DIRECTION 2: ACADEMIC AND RESEARCH EXCELLENCE

Objective 3: Increase research competitiveness and national standing

- **Lead:** Chris Keane/Kim Christen
- **Strategies:**
  - Grow the research and development support system to increase large multidisciplinary research proposals and creative activities
  - Expand PNNL and other National Laboratory collaborations to develop new initiatives that focus on environmental sciences, life/health sciences, and/or other emergent research areas that complement and extend WSU’s research strengths nationally
  - Develop a systemwide plan for enhancing WSU research, scholarship, and creative activity in the full range of scholarly disciplines, including the arts and humanities. The plan should include prioritized areas for internal investment

**Metric:**
- Advance three positions from 78th in FY21 to 75th in FY24 as measured by the NSF’s higher education research and development survey

**Dashboard visualization:** Total R&D expenditures (5-year historical)

**Aligns to:**
- System Strategic Plan Goal 1, Research, Innovation, and Creativity
- WSU System Operating Principles: Fiscal Stewardship
- WSU Campus Strategic Plans
STRATEGIC DIRECTION 3: IMPACT, COMMUNITY, AND GLOBAL ENGAGEMENT

Objective 4: Build and strengthen WSU’s systems and processes to support WSU’s application and recognition as a Carnegie Classified Community-Engaged Institution for the 2026 Cycle

► Lead: Laura Hill/Ben Calabretta
► Strategies:
  ► Develop and execute communication plan
  ► Convene and charge task force members
  ► Compile 50% of data required for Carnegie submission

► Aligns to:
  ► System Strategic Plan Goal 3, Outreach, Extension, Service, and Engagement
  ► WSU System Operating Principle: Community Partnerships
  ► WSU Campus Strategic Plans

STRATEGIC DIRECTION 4: DIVERSITY, EQUITY, INCLUSION, AND BELONGING

Objective 5: Reduce faculty and staff race/ethnicity data reporting unknowns

► Lead: Lisa Guerrero
► Strategies:
  ► Develop a comprehensive, multi-faceted faculty and staff communication campaign about the importance and need for demographic reporting
  ► Following the communication effort and rollout of the improved identity categories, directed communications to go out to supervisors at the college, departmental, and unit-level asking them to encourage employees to complete the race/ethnicity reporting

► Aligns to:
  ► System Strategic Plan Goal 4, Institutional Effectiveness and infrastructure
  ► WSU Core Value: Equity, Diversity, Inclusion, and Belonging
  ► WSU Campus Strategic Plans
  ► Enterprise Risk Management Plan, Top 20, Diversity, Equity, and Inclusion and Compensation risks

Objective 6: Advance equity, diversity, and inclusion through continuation of the Cluster Hire in Racism and Social Inequality in the Americas Program

► Lead: Elizabeth Chilton, Lisa Guerrero
► Strategies:
  ► Conduct established proposal selection process each new academic year
  ► Lead selected department search committee members through trainings on how to conduct recruitment and retention practices more equitably and impactfully
  ► Continue network cohort meetings with each new group of faculty hired through the cluster hire program.
  ► Design and administer an assessment structure for the program beginning in the third year of the program

► Metric: Number of new faculty hired for the Fall 2024 Cluster Hire Program

► Aligns to:
  ► System Strategic Plan Goal 1, Research, Innovation, and Creativity
  ► System Strategic Plan Goal 4, Institutional Effectiveness and Infrastructure
  ► WSU Core Value: Equity, Diversity, Inclusion, and Belonging
  ► WSU Campus Strategic Plans
  ► Enterprise Risk Management Plan, Top 20, Diversity, Equity, and Inclusion risk
OPERATIONAL PRIORITY 1: FUNDING AND FISCAL STABILITY

Objective 7: Improve financial planning and resource allocation process through implementation of a system-wide budget planning process

▶ Lead: Leslie Brunelli

▶ Strategies:
  ▶ Complete external audit of financial statements for FY23, with prior year findings resolved, by 2023 calendar year end for presentation to the Board of Regents in January 2024
  ▶ Revise both the Management Discussion and Analysis and financial health metrics for clarity and use in strategic planning
  ▶ Provide relevant comparator data using IPEDS and Moody’s financial ratio analysis
  ▶ Review current reporting capabilities to build new financial reporting tools for all funds, budget-to-actual variance, and quarterly financial statements
  ▶ Examine University funds balances to align budget and cash management expectations

▶ Develop quarterly financial report template for WSU leadership
▶ Create budget development calendar to include evaluation of enrollment trends and net tuition revenue, budget hearings, assessment of strategic reallocation, and establishment of all-funds budget
▶ Develop a comprehensive budget document for communication and execution of financial plan
▶ Begin development of core funds budget model

▶ Aligns to:
  ▶ System Strategic Plan Goal 4, Institutional Effectiveness and infrastructure
  ▶ WSU System Operating Principles: Fiscal Stewardship and Operational Excellence

Objective 8: Develop a long-term financial plan for Intercollegiate Athletics and achieve a balanced operating budget for the 2023-2024 fiscal year

▶ Lead: Leslie Brunelli, Pat Chun

▶ Strategies:
  ▶ Develop FY24 budget using current revenue expectations, including PAC-12 media shortfall, and FY23 budget-to-actual variance. Note that operating budget is expected to be in balance except for projected $4M PAC-12 variance
  ▶ Establish monthly meetings to monitor budget execution and reinforce expectations for sound budget management. Additional meetings include representatives from the Board of Regents and Faculty Senate

▶ Report current financial performance to Board of Regents at each Finance & Administration Committee.
▶ Effective stewardship of donor-funded capital projects for the Taylor Indoor Practice Facility and the Champions Center
▶ Assess conference alignment implications for future budget planning

▶ Aligns to:
  ▶ System Strategic Plan Goal 4, Institutional Effectiveness and Infrastructure
OPERATIONAL PRIORITY 2: ONEWSU SYSTEM DEVELOPMENT AND SYSTEM PLANNING

Objective 9: Increase access to actionable data that empowers WSU staff to gain valuable insights and make informed and timely decision-making

**Lead:** Chris Hoyt

**Strategies:**
- Establish the institutional metrics that the WSU system will use in support of its mission and institutional priorities
- Develop and disseminate an annual report of trends in higher education to inform institutional decision-making and planning. The report will include macro and micro trends and document WSU's strategic position within each trend
- Execute Phase 2 of the Data Management Program (DMP) by expanding WSU's data governance communities of practice and evaluating enterprise data management solutions

**Aligns to:**
- System Strategic Plan Goal 1, Research, Innovation, and Creativity
- System Strategic Plan Goal 2, Student Experience
- System Strategic Plan Goal 3, Outreach, Extension, Service, and Engagement
- System Strategic Plan Goal 4, Institutional Effectiveness and Infrastructure
- WSU System Operating Principles: Data-informed Decision-making and Operational Excellence
- Enterprise Risk Management Plan, Top 20, Data governance and institutional oversight risk

Objective 10: Create a strategic sustainability plan for the university system that will set measurable goals and targets for reducing the system’s environmental impact, promote sustainable practices, and ensure a more resilient and equitable future for all stakeholders

**Lead:** Jeanne Weiler

**Strategies:**
- Establish a Presidential Sustainability Task Force
- Create an application process to form sub-committees focused on development of four core strategic goals
- Sub-committees to develop measurable core initiatives and action plans (three per sub-committee) focused on the four core strategies
- Presentation of Sustainability Action Plan to President and Board of Regents
- Adoption by Board of Regents of System-wide Sustainability Action Plan

**Aligns to:**
- System Strategic Plan Goal 4, Institutional Effectiveness and Infrastructure
- WSU System Operating Principle: Wellbeing