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
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.
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

We all play a part in fulfilling our land-grant mission.
<table>
<thead>
<tr>
<th>System Goals</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Goal 1: Research, Innovation, &amp; Creativity</strong></td>
</tr>
<tr>
<td>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.</td>
</tr>
<tr>
<td><strong>Goal 2: Student Experience</strong></td>
</tr>
<tr>
<td>Washington State University students will engage in scholarship, research, and experiential learning activities to prepare future leaders, scholars, and global citizens.</td>
</tr>
<tr>
<td><strong>Goal 3: Outreach, Extension, Service, &amp; Engagement</strong></td>
</tr>
<tr>
<td>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.</td>
</tr>
<tr>
<td><strong>Goal 4: Institutional Effectiveness &amp; Infrastructure</strong></td>
</tr>
<tr>
<td>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.</td>
</tr>
</tbody>
</table>
GOAL 1: RESEARCH, INNOVATION, & CREATIVITY

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

**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.

**METRIC:**
Total R&D

**OBJECTIVE & TARGET:**
Increase total R&D by 5%
GOAL 1: RESEARCH, INNOVATION, & CREATIVITY

OBJECTIVE & TARGET:
Increase total R&D per T/TT by 5%

METRIC:
Total R&D per T/TT faculty

WHY IS THIS 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.

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

<table>
<thead>
<tr>
<th>Rank Category</th>
<th>Rank Description</th>
<th>FY2016</th>
<th>FY2017</th>
<th>Rank Year</th>
<th>FY2018</th>
<th>FY2019</th>
<th>FY2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total R&amp;D</td>
<td>All</td>
<td>70/640</td>
<td>66/644</td>
<td>71/646</td>
<td>70/647</td>
<td>76/660</td>
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<tr>
<td>Public</td>
<td></td>
<td>44/393</td>
<td>44/400</td>
<td>47/408</td>
<td>46/405</td>
<td>49/415</td>
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<tr>
<td>Peer</td>
<td></td>
<td>6/14</td>
<td>6/14</td>
<td>8/14</td>
<td>8/14</td>
<td>8/14</td>
<td></td>
</tr>
</tbody>
</table>
GOAL 1: RESEARCH, INNOVATION, & CREATIVITY

Total R&D Expenditures By Year

FY2020
- Peer Avg.
- WSU

FY2021
- Peer Avg.
- WSU
GOAL 2: Student Experience

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

**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.

**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.
GOAL 2: Student Experience

First-Year Students

Overall
- First-year, full-time: 80.9%
- First-year, part-time: 56.3%

First Generation
- First-year, full-time: 72.7%
- First-year, part-time: 45.8%

Pell
- First-year, full-time: 70.7%
- First-year, part-time: 36.7%

POC
- First-year, full-time: 77%
- First-year, part-time: 49.1%
## GOAL 2: Student Experience

### Transfer Students

<table>
<thead>
<tr>
<th>Retention Year</th>
<th>First Generation</th>
<th>Transfer, full-time</th>
<th>Transfer, part-time</th>
</tr>
</thead>
<tbody>
<tr>
<td>81.3%</td>
<td>80.0%</td>
<td>60.0%</td>
<td>40.0%</td>
</tr>
<tr>
<td>70.5%</td>
<td>60.0%</td>
<td>60.0%</td>
<td>60.0%</td>
</tr>
<tr>
<td>80.6%</td>
<td>60.0%</td>
<td>60.0%</td>
<td>60.0%</td>
</tr>
<tr>
<td>71.9%</td>
<td>60.0%</td>
<td>60.0%</td>
<td>60.0%</td>
</tr>
<tr>
<td>79.3%</td>
<td>60.0%</td>
<td>60.0%</td>
<td>60.0%</td>
</tr>
<tr>
<td>71.6%</td>
<td>60.0%</td>
<td>60.0%</td>
<td>60.0%</td>
</tr>
<tr>
<td>81.9%</td>
<td>60.0%</td>
<td>60.0%</td>
<td>60.0%</td>
</tr>
<tr>
<td>77.6%</td>
<td>60.0%</td>
<td>60.0%</td>
<td>60.0%</td>
</tr>
</tbody>
</table>

### Pell

- First Generation: 80.0% retention rate.
- Transfer, full-time: 79.3% retention rate.
- Transfer, part-time: 71.6% retention rate.

### POC

- First Generation: 81.9% retention rate.
- Transfer, full-time: 81.9% retention rate.
- Transfer, part-time: 77.6% retention rate.
GOAL 3: Outreach, Extension, Service, & Engagement

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

**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.

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.

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.

**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 underrepresented.
- 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.

**METRIC:**
Faculty and staff demographics

**OBJECTIVE & TARGET:**
Reduce reporting unknowns:
- Faculty from 32.7% to 10%
- Staff from 23.3% to 10%

Stronger reporting helps us better serve our students, faculty, and staff.
GOAL 4: Institutional Effectiveness and Infrastructure

2021 DATA: FACULTY DEMOGRAPHICS

- Unknown: 32.7%
- Female: 45.1% (0.2% decrease from FY2020)
- POC*: 15.1% (0.7% increase from FY2020)
GOAL 4: Institutional Effectiveness and Infrastructure

2021 DATA: STAFF DEMOGRAPHICS

56.7% Female
0.1% ▲ FROM FY2020

13.8% POC *
0.6% ▲ FROM FY2020

Unknown, 23.3%
GOAL 4: 
Institutional Effectiveness and Infrastructure

FACULTY/STAFF DETAIL

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

* 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!