OFFICE OF STRATEGY, PLANNING, AND ANALYSIS:

Advancing OneWSU

January 2023
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
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.
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.

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>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>
</tr>
<tr>
<td></td>
<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></td>
<td>Peer</td>
<td>6/14</td>
<td>6/14</td>
<td>8/14</td>
<td>8/14</td>
<td>8/14</td>
</tr>
</tbody>
</table>
GOAL 1: RESEARCH, INNOVATION, & CREATIVITY

Total R&D Expenditures By Year

FY2020
Peer Avg. $400.0M
$300.0M
$200.0M
$100.0M
$0.0M
WSU

FY2021
Peer Avg. $400.0M
$300.0M
$200.0M
$100.0M
$0.0M
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

<table>
<thead>
<tr>
<th></th>
<th>Fall 2016</th>
<th>Fall 2017</th>
<th>Fall 2018</th>
<th>Fall 2019</th>
<th>Fall 2020</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Overall</strong></td>
<td>100.0%</td>
<td>99.5%</td>
<td>99.2%</td>
<td>100.0%</td>
<td>80.9%</td>
</tr>
<tr>
<td><strong>First Generation</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>72.7%</td>
</tr>
<tr>
<td><strong>Pell</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>70.7%</td>
</tr>
<tr>
<td><strong>POC</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>77%</td>
</tr>
</tbody>
</table>

- First-year, full-time
- First-year, part-time
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.

**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

- 45.1% Female
- 15.1% POC*
- Unknown, 32.7%

* FROM FY2020
GOAL 4: Institutional Effectiveness and Infrastructure

2021 DATA: STAFF DEMOGRAPHICS

- 56.7% Female (0.1% increase from FY2020)
- 13.8% POC* (0.6% increase 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><strong>Faculty</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>White non-Hispanic</td>
<td></td>
<td>51.7%</td>
<td>52.1%</td>
</tr>
<tr>
<td>American Indian/Alaska Native</td>
<td></td>
<td>0.4%</td>
<td>0.4%</td>
</tr>
<tr>
<td>Asian/Native Hawaiian/Pacific Islander</td>
<td></td>
<td>8.5%</td>
<td>8.9%</td>
</tr>
<tr>
<td>Black non-Hispanic</td>
<td></td>
<td>1.0%</td>
<td>0.9%</td>
</tr>
<tr>
<td>Hispanic</td>
<td></td>
<td>3.5%</td>
<td>3.9%</td>
</tr>
<tr>
<td>Two or More Races</td>
<td></td>
<td>1.0%</td>
<td>1.1%</td>
</tr>
<tr>
<td>Race/Ethnicity Unknown</td>
<td></td>
<td>33.8%</td>
<td>32.7%</td>
</tr>
<tr>
<td>Female</td>
<td></td>
<td>45.3%</td>
<td>45.1%</td>
</tr>
<tr>
<td>Male</td>
<td></td>
<td>54.7%</td>
<td>54.9%</td>
</tr>
<tr>
<td><strong>Staff</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>White non-Hispanic</td>
<td></td>
<td>60.2%</td>
<td>62.9%</td>
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<tr>
<td>American Indian/Alaska Native</td>
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<td>0.7%</td>
<td>0.8%</td>
</tr>
<tr>
<td>Asian/Native Hawaiian/Pacific Islander</td>
<td></td>
<td>3.4%</td>
<td>3.6%</td>
</tr>
<tr>
<td>Black non-Hispanic</td>
<td></td>
<td>1.3%</td>
<td>1.3%</td>
</tr>
<tr>
<td>Hispanic</td>
<td></td>
<td>5.6%</td>
<td>6.1%</td>
</tr>
<tr>
<td>Two or More Races</td>
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<td>2.2%</td>
<td>1.9%</td>
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<tr>
<td>Race/Ethnicity Unknown</td>
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<td>26.6%</td>
<td>23.3%</td>
</tr>
<tr>
<td>Female</td>
<td></td>
<td>56.6%</td>
<td>56.7%</td>
</tr>
<tr>
<td>Male</td>
<td></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!