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WSU SYSTEM-WIDE STRATEGIC PLAN
2020-2025

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February 3, 2020

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ACKNOWLEDGEMENT OF AMERICA'S FIRST PEOPLES

Washington State University acknowledges that many (most?) of its locations statewide are located on the ancestral homelands of the Native peoples, who have lived in these lands from time immemorial. As such, the University expresses its deepest respect and gratitude to our indigenous neighbors, for their ever-lasting care and protection of our shared lands and waterways. We pledge as a University community to recognize, respect, and honor this history in perpetuity. In pursuing this path, we continue to open ourselves to ever greater inclusion of Native peoples and world views as we pursue understanding and achievement of a more equitable society for all.

FROM THE PRESIDENT

Charting a Course for the Washington State University System

The world that has shaped Washington State University the past 130 years is changing more rapidly than ever. Societal, technological, economic, and cultural upheaval is constant.

As we chart the future course of our statewide enterprise in the midst of this dynamic environment, we must evolve and adapt on a constant basis to maintain the University's relevancy and value to society. We must expand on our ability to meet the future needs of the state of Washington, the Pacific Northwest, our nation, and beyond. We must become a university that shapes the world.

Our 2020–2025 system-wide strategic plan lays the groundwork for us to do exactly that. The plan builds on our overarching institutional goal as defined by the Drive to 25 (D25):

> By 2030, Washington State University will be recognized as one of the nation's top 25 public research universities—**creating positive outcomes for all**.

Already, we have made progress the past few years in key areas that support the Drive to 25 vision and metrics. The number of faculty receiving prestigious national awards is growing. Our research and development funding is at record levels. More of our undergraduate students than ever before are involved in research, scholarship, and creative discovery.

With the creation of this first system-wide strategic plan, we have articulated the purpose, values, vision, and goals that connect all of our functions; all of our campuses, colleges, and units; and all of our stakeholders to the Drive to 25. Notably, this plan expands the original desired outcomes and metrics of the D25 to make them more relevant and applicable to the entire University community as well as to our stakeholders. Among the questions the strategic plan answers: *Who will benefit from the D25, and in what ways? What outcomes will be achieved, and for whom?*

Among the key points that are important to understanding this broadened view of the D25:

- One of our institutional strengths is providing opportunities for under-prepared or at-risk students who otherwise might not have access to higher education. We will not compromise on this commitment in the future.
- Rankings in themselves may imply a danger that we are seeking to become elite, thus jeopardizing our focus on people or our sense of self. The Drive to 25 is not a drive toward elite status and a university that is more exclusionary. The D25 is about doing what we do now better than ever before. We will achieve prestige and rankings, but our unchanging mission is to transform lives. We will not chase rankings at the expense of this foundational commitment.
- In determining our success going forward, we will measure progress using metrics that matter most to the fulfillment of our mission, such as the social mobility of students and our institutional impact on communities. We will measure the quality, not simply the quantity, of our actions.
- As we immerse ourselves in advancing our land-grant principles, rankings will follow. If, in the process, we achieve top 25 status, we will have much to celebrate. If we fall short, we will have made the University a better place for all of our stakeholders, regardless.

As we proceed, this strategic plan will guide us in making key institutional decisions and allocating resources. We will revisit the plan annually by engaging in conversation with our community, review the checkpoints established to measure progress, and adjust our objectives and strategies as the needs of the University evolve and the environment in which we operate as a system change.

My sincere thanks to the entire WSU community, which participated at an unprecedented level, in crafting this plan. I hope you feel as energized about the future of the WSU system as I do. It's a great time to be a Coug!

Kirk Schulz
President
Washington State University

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INTRODUCTION

When the Northwest Commission on Colleges and Universities (NWCCU) reaffirmed Washington State University's accreditation in August 2018, the accrediting organization recognized the University's institutional accomplishments during the review period by including several commendations in its final report. The commendations praised WSU's:

- transparency and inclusiveness in decision-making;
- sense of loyalty within the WSU community;
- efforts to improve student access and success, especially among underrepresented groups;
- assessment of student learning outcomes;
- commitment to cutting-edge instructional approaches; and
- thematic approach to scholarship.

The 2020–2025 strategic plan capitalizes on these strengths and builds on the momentum that produced these commendations. Most notably, this plan is the result of a collaborative effort within the University community to generate a collective vision of the "future WSU" and articulate goals and strategies that will move us toward that vision. It represents a synthesis of the most ambitious, challenging, and impactful ideas generated by our community during an 18-month-long planning process. It is a truly collectively written roadmap for the future.

This plan also emphasizes our commitment to our land-grant mission:

- education for all regardless of means or background;
- scholarly activity that benefits the public and especially Washingtonians; and
- outreach to the residents of the state to share our expertise and positively impact people and communities.

WSU is the land-grant institution within the state of Washington and alone is responsible for having statewide impact. We embrace this responsibility and it is central to everything we do. The framework for this plan is thus our commitment to the residents and commerce of the state, and a long-term goal around which this plan is oriented is for WSU to be recognized as among the very best land-grant institutions in the nation.

Some might question why WSU, or any institution of higher learning, needs a strategic plan when the institution's responsibilities are so clearly laid out: educate students, engage in scholarly inquiry, and share expertise with the public. In fact, the strategic plan serves as a guide to help the University make informed decisions about resource allocation and program development, and as our primary means of tracking our performance and demonstrating our performance to stakeholders and legislators. It is not sufficient to conclude that we are meeting our responsibilities simply because students graduate and residents enroll in our outreach programs and faculty produce scholarly works. The quality of our performance must also be considered. This plan will include a set of outcome metrics that are calibrated to specific aspects of our responsibilities to help us determine what we are doing well and in which areas we can improve. These metrics will be analyzed yearly and the analyses will be published in an annual public report that is made widely available. A strategic plan is, then, necessary as WSU continues to grow and improve.

This plan articulates goals and strategies for growth and excellence in education, scholarly work, and outreach. For the first time, it also specifies a goal to fully integrate and take advantage of the expertise that resides across the entire University system, as well as a number of strategies to accomplish this goal. The WSU system is one of distributed expertise and our larger goals can only be realized by taking full advantage of this expertise. The goals in all four areas of this plan are ambitious. Some may seem overly so. If some indeed prove to be too ambitious, falling short in those areas will still lead to meaningful improvements that can be built upon in the next strategic plan.

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WSU HISTORY AND EVOLUTION TO A STATEWIDE SYSTEM

Washington State University: The People's University, 1890-2020

Who could have imagined the bright future that awaited Washingtonians in 1890 when Governor Elisha P. Ferry signed legislation creating an agricultural college and science school on a wind-swept hilltop in Pullman, Washington?

From those early days, when the Washington Agricultural College and School of Science consisted of a one story, thirty-six by sixty-foot structure, Washington State University has evolved to become one of the nation's premier land-grant universities, a statewide enterprise of more than 31,000 students, 6,000-plus employees, and a nearly $400 million annual research operation. The University's ten degree-granting academic colleges offer almost 250 undergraduate and graduate degrees, with many academic programs top-ranked nationally.

That the University has evolved from its humble roots to become a valued partner in growing the state's economy and improving the quality of life for its residents is testimony to the achievements of the faculty, researchers, staff, and administrators who have worked to make the dream established 130 years ago an ongoing reality.

Looking back, the University's progress can perhaps best be summarized by reviewing its major achievements on the basis of four major stages of development.

The Early Days

The fledging school opened its doors in 1892 to 59 students who reflected the egalitarian principles set out in the Morrill Act that created the nation's land-grant institutions. The students were not from wealthy families. Instead, they were the sons and daughters of farmers, laborers, and shopkeepers, representatives of America's working and middle classes.

WSU's third president, Enoch A. Bryan, who served as president from 1893 to 1915, set the direction for the new college to become a higher education institution with a comprehensive curriculum, expanding its academic breadth beyond agriculture and science to include disciplines such as pharmacy, veterinary medicine, and the liberal arts. The effort culminated in the renaming of the school to the State College of Washington, or WSC, in 1905.

A Period of Growth

The period between 1915 and 1945 can best be characterized as a period of growth for the college, both in academics and student life.

In 1917, under the direction of President Ernest O. Holland, five colleges (agriculture, home economics, mechanic arts and engineering, sciences and arts, and veterinary science) and four schools (education, mines, music and applied design, and pharmacy) were created, key steps toward eventual designation as a university. Similar growth occurred in campus facilities, as modern laboratories, classrooms, and dining facilities were constructed.

The college obtained a chapter of Phi Beta Kappa, the nation's oldest and best known national honorary society, in 1929, a recognition of WSC's commitment to the liberal arts as well as to practical education.

Enrollment during the 30-year period rose and fell in tandem with the country's economic fortunes, reaching a record of 4,035 students in 1940, only to fall steadily as World War II engulfed the nation, eventually dropping to 1,530 students in September 1945.

Achieving University Status

With the end of World War II and the return of military veterans from overseas, enrollment ballooned to more than 6,000 students beginning in the late 1940s. The increase in students spurred a period of substantial growth on the Pullman campus that included construction of a new library, expanded faculty research, and the establishment by the faculty of general education requirements in the humanities, social sciences, and natural sciences for all students.

The maturation of the college was formally recognized on September 1, 1959, when WSC was renamed Washington State University. The new name recognized the reality that WSC featured multiple colleges offering both undergraduate and graduate studies, increasingly notable research, and a growing role in addressing the needs of the state.

The growth curve accelerated from the mid-60s to the mid-80s. Enrollment increased by more than 50 percent from 1967 to 1985, to 16,500 students. Research grants mushroomed from $11 million to $68.5 million during the same period, a

reflection of the priority placed on faculty research and scholarship. Areas of academic emphasis ranged from veterinary medicine to the biological sciences, nursing, the humanities, and social sciences.

Expanding Access to Education Statewide

The reach of WSU's mission expanded significantly in 1989, when WSU campuses in Spokane, the Tri-Cities, and Vancouver were created to serve place-bound and job-bound students. Creation of new learning centers located statewide and the extended degree programs further expanded access to the University.

As enrollment grew at the regional campuses throughout the 1990s, the campuses gained greater flexibility to serve the needs of the communities in which they were located. As an example, responding to community wishes, WSU Vancouver welcomed its first freshman class in fall 2006. WSU Tri-Cities followed suit in fall 2007. A campus in Everett was added in 2014 to meet the higher education needs of the north Puget Sound area.

During the past decade, WSU's impact has reached unprecedented levels. Records have been set in enrollment, fundraising, and research expenditures. The University completed 30 major construction projects from 2007 to 2015, including one of the world's most technologically advanced wine science centers at WSU Tri-Cities and the Paul G. Allen School for Global Animal Health at WSU Pullman.

In one of the most historic achievements in WSU's history, the Washington state legislature in 2015 granted approval for the University to establish a medical school on the Spokane campus. The Elson S. Floyd College of Medicine seeks to expand access to health care in under-served communities across Washington and increase the ability of Washingtonians to earn a medical degree without leaving the state.

Planning for the Future

Shortly after beginning his tenure as WSU's 11th president on June 13, 2016, current WSU President Kirk Schulz announced the Drive to 25, a system-wide initiative designed to elevate WSU to recognized status as one of the nation's top 25 public research universities by 2030. The objectives of the Drive to 25 are guiding decisions about institutional goals, priorities, and resource allocations affecting the University's teaching, research, and service mission. As such, the Drive to 25 served as a roadmap for the creation of the WSU 2020-2025 system plan.

The 2020-2025 WSU System Strategic Plan

President Schulz and then Provost Daniel Bernardo appointed a 24-member task force composed of faculty, staff, and students from throughout the system to lead the planning process. The president and provost co-chaired the group, the Strategic Planning and Institutional Effectiveness Council (SPIEC), which met monthly to guide development of the plan and to ensure ongoing input from the entire University community and WSU stakeholders.

The process of creating the first comprehensive strategic plan that encompasses the WSU system has included significant interactive involvement by WSU faculty, staff, and students system-wide as well as alumni, community partners, and other University stakeholders. Input gathering occurred through participation in open listening sessions, online postings, mass digital communications, and two major University events attended by a total of more than 1,200 participants.

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THE WSU SYSTEM TODAY

Guided by Our Land-grant Identity

Washington State University is the land-grant institution for the state of Washington. Land-grant schools are uniquely charged by the federal government with educating students from a broad range of backgrounds, conducting scholarly inquiry in the "practical arts," and actively sharing their expertise and knowledge with the state's residents. Today WSU functions as a statewide system. The land-grant identity remains core to the University's functioning, and our achievements are significant. We have a decades-long reputation for development of wheat strains that can grow under a variety of challenging conditions. More recently, among other accomplishments, WSU researchers have developed a method to create 3D-print bone implants; established a nationally recognized bread research facility that helps wheat farmers make informed decisions about which varieties to grow; created and refined a measure of child potential toward truancy that has been adopted statewide; and created a web-based pesticide education resource for citizens. On a yearly basis about one-third of WSU's freshman class consists of first-generation college students, and the University provides

extensive and all-encompassing support for any student who needs assistance with adjustment to college life. We maintain Extension offices in each of the state's 39 counties and yearly have in excess of 1 million participants in the programs offered through these offices. We also have research centers in Mount Vernon, Prosser, Puyallup, and Wenatchee, all key agricultural areas.

WSU's statewide campus system was established in 1989 under former WSU President Samuel Smith in response to a request from the state government for Washington State University and the University of Washington to offer education at multiple locations around the state. WSU located campuses in Vancouver, the Tri-Cities (Richland), and Spokane, with Spokane being a cooperative venture with Eastern Washington University. A campus in Everett was added in 2014. The purpose of these campuses was to bring public education to geographic areas in which such was not readily accessible, and to focus on degree offerings that would be in high demand in those areas. The campuses originally offered upper-division classes only and thus began as destinations for transfer students, which necessitated establishing strong relations with local community colleges. As the original three campuses developed, lower-division and graduate courses were added. Everett remains a transfer campus. Instructional sites now also exist in Bremerton and Yakima. Importantly, while developing the multi-campus system WSU retained its college-based academic structure under which a single department chair or school director is responsible for all faculty in the unit regardless of where they reside, and a single dean is responsible for all units in the college. This means that all faculty, regardless of work location, must meet the same standards for tenure and promotion.

In parallel with the development of these campuses, in the 1990s WSU created a distance degree program through which students anywhere could earn a University degree by enrolling in courses for which lectures had been videotaped and were mailed to the student. This program evolved into the internet-based Global Campus, which is the sixth campus in the WSU system.

The University operates as an integrated university system, with all campuses adhering to the same set of goals, practices, and policies—known as One WSU. For example:

- degree requirements are similar across campuses;
- all instructors and researchers, regardless of their location, are considered part of one faculty; and,
- the offices of student affairs and finance and administration are regarded as distinct but highly integrated components of the same administrative divisions.

The University has been redefining its administrative and operational structures to ensure delivery of an integrated set of services while allowing each campus autonomy via the leadership of the chancellor and a clearly defined identity.

Growth in the Twenty-first Century

In the wake of the 2008-09 recession WSU experienced rapid growth in enrollment and now has a record-large student body, with 31,607 students enrolled across the six campuses. As well, the University embarked on an ambitious expansion campaign during the past decade that resulted in a statewide footprint, establishing a world-renowned center for the study of animal-to-human disease transmission, launching a medical school in Spokane in response to critical statewide shortages in primary care physicians, creating the Everett campus, initiating construction of a five-building life sciences complex in Pullman, and opening a wine science center at the Tri-Cities campus. WSU thus has made some notable strides in establishing itself as a top-tier public university that remains true to its land-grant mission.

The state of Washington has one of the more robust economies in the nation, and since 2014 has yearly experienced a positive net migration in excess of 50,000 people. The state Office of Financial Management expects the state's population to increase by 1.6 million people by 2040. The educational consulting firm of Ruffalo Noel Levitz predicts Washington to have the fourth-largest increase among all states in high school graduates between 2020 and 2030. For this rapidly growing population the state provides only six public universities to accommodate the educational needs of its citizens, and only two of those, the University of Washington and Washington State University, are charged with active engagement in scholarly productivity. Further, WSU alone is directed to employ its expertise in the service of the economic and lifestyle needs of state residents, through its research and outreach programs. Demand for educational access by Washingtonians will, then, continue to grow through at least 2040. WSU must anticipate continual and unbroken growth in enrollment.

As a system, the University has extensive resources to sustain and develop the state of Washington. Each campus offers a distinctive learning environment to equip students with knowledge and life-long skills, the resources of a globally-engaged research university provide a wealth of opportunities across the system to advance and translate knowledge and model creativity, and many units work with the broader community to address critical issues in Washington and throughout the world. To build our collective future, we have constructed a strategic plan that highlights and connects the distinctive strengths and forms of excellence that exist across the University.

In this plan, we assert that excellence takes many forms that are worth our shared investment. The WSU system provides Washingtonians with access to outstanding liberal arts education, hands-on learning experiences in fields, labs, and community centers, and research and educational experiences. Through preparing educators and health care providers, providing opportunities that expand our cultural understanding and enrich our lives, and fueling economic development, these opportunities shape future leaders and strengthen our communities. This plan highlights our strategic intentions related to educational development, scholarly research and creative work, and partnering with Washington communities. It also outlines next steps that will allow us to be even more responsive to the challenges facing our towns and cities, state, nation, and world.

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ONE WSU—WSU SYSTEM OPERATING PRINCIPLES

In a world defined equally by tremendous opportunities and rapid change and societal upheaval, Washington State University's vision is built on the foundational purposes of the land-grant university: to provide education to all, to conduct scholarly inquiry that benefits society, and to share expertise that boosts the lives of individuals and communities statewide.

The principles that follow establish an overarching philosophy that will unite the WSU system and provide clarity and consistency for guiding our day-to-day actions. Some of the principles currently are operative while others describe operational aspirations. The principles are specific enough to be meaningful, yet broad enough to remain relevant in an evolving environment. Adopted and practiced consistently across our system, the principles will enable us to act on our core ideology and progress toward our envisioned future.

One WSU

WSU delivers its educational, research, and outreach benefits statewide through its original campus in Pullman and additional campuses and locations in major population centers statewide, including Everett, Seattle, Spokane, Tri-Cities, Vancouver, and Yakima. In addition, the WSU Global Campus delivers academic programming worldwide in a virtual environment. The University focuses on critical problems and issues affecting the state of Washington, and partners with stakeholders to develop solutions. WSU sustains and enhances community-campus relationships in all locations.

One Degree

All WSU graduates earn a WSU degree, regardless of the campus location in which they have matriculated.

One Faculty

All faculty, regardless of rank or appointment, are committed to the same standard of academic excellence across the system. The standards for faculty tenure and promotion are the same at all WSU campuses, ensuring a consistent level of educational experience and interdisciplinary scholarly quality and productivity system-wide.

Shared Accountability

WSU vice presidents, chancellors, and deans and their leadership teams each have unique leadership roles that may encompass campus, college, unit as well as WSU system responsibilities, and are collectively accountable for the success of the institution and the system.

Operational Excellence

WSU operates an efficient and effective organizational structure, characterized by system-wide operational and management processes that support and promote innovation, stewardship, entrepreneurship, and responsible risk taking. WSU core services, compliance, and educational, executive, and business policies ensure organizational efficiency and effectiveness across the system.

Fiscal Stewardship

WSU's system-wide budget model supports student success and academic excellence in alignment with the University's system strategic plan and the institution's shared mission and purpose. All WSU campuses, colleges, and other units operate within their authorized budgets, and are responsible for achieving fiscal, enrollment, and operating goals, as well as developing new sources of revenue that will fund future investments.

Data-driven Decision-making

WSU proactively uses data in decision-making to enhance administrative efficiency and strategic leadership across the system. Strategic priorities, financial sustainability, resource allocations, transparency, and predictability are all based on data-informed performance indicators and metrics.

Community Partnerships

WSU seeks out and embraces opportunities to partner with external stakeholders in an effort to solve the critical problems and issues that face the state of Washington and its residents. The University also encourages the development of entrepreneurial activities that lead to creative, solutions-oriented partnerships. WSU sustains and enhances community-university relations statewide.

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THE STRATEGIC PLANNING PROCESS

A Model for Planning and Thinking Strategically

Washington State University's strategic long-range plan describes a desired vision and the elements essential to achieving that vision. The plan is grounded in core ideology and driven by an envisioned future that realizes the full potential of WSU's ability to support its faculty, staff, and students. WSU's commitment is articulated in goals that declare the outcomes or attributes the organization intends to achieve. Objectives represent key metrics affecting WSU's ability to achieve a goal and articulate the direction in which these issues must be moved.

WSU must continue to evolve to meet the needs of a constantly changing industry and environment. Therefore, underlying this plan is the adoption of an ongoing process of planning and thinking strategically, designed to ensure relevance of direction and action over time.

This strategic plan reflects a model that organizes conversations about the future into four distinct planning "horizons." It helps organizations in setting and implementing priorities as well as in ensuring relevance of long-range direction over time.

DRIVE TO 25
WSU STRATEGIC AND OPERATIONAL PLANNING MODEL
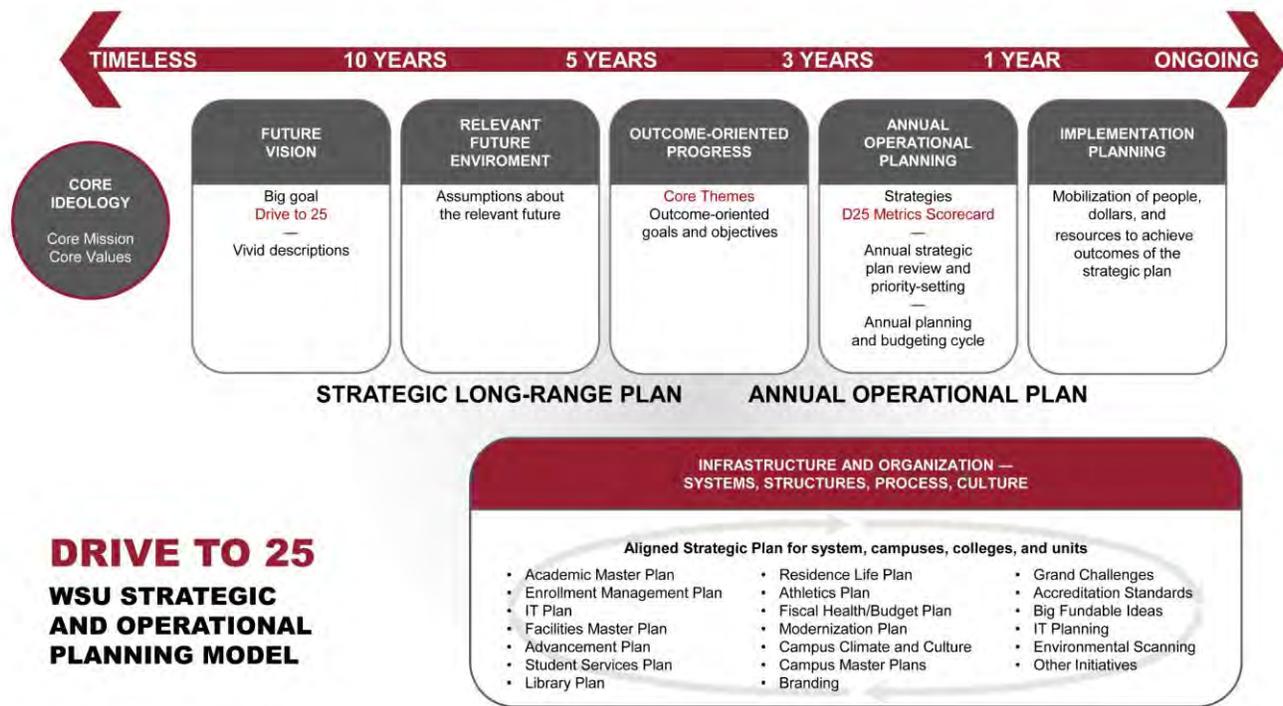
Core Ideology and Envisioned Future

The four planning "horizons" framework consists of crafting a comprehensive strategic direction based on the balance between what doesn't change—the timeless principles of the organization's core purpose and core values (core ideology)—and what the organization seeks to become within a ten-year horizon—what would be possible beyond the restraints of the current environment. The ten-year horizon is characterized by the articulation of an envisioned future—Big Audacious Goal—and a vivid description—what it will be like to achieve the goal.

Assumptions About the Future

The articulation of the envisioned future guides the organization as it considers the factors that will affect its ability to achieve its goals. Building foresight about the five-to ten-year horizon—assumptions, opportunities, and critical uncertainties in the likely relevant future as well as emerging strategic mega-issues—suggests critical choices about the potential barriers the organization will face. This foresight also suggests the responses the organization will need to consider in navigating its way toward achievement of its ten-year goal, or Big Audacious Goal.

Strategic and Operational Planning

The linkage continues into the 3-to 5-year horizon through the development of a formal long-range strategic plan, in which WSU articulates the outcomes it seeks to achieve for its faculty, staff, students, alumni, and other stakeholders. How will the world be different as a result of what the organization does? Who will benefit and what will the likely results be? Further, the articulation of strategies will bring focus to the organization's annual operational allocation of discretionary resources. Action plans, checkpoints, and milestones will be developed through a process of operational planning, indicating progress toward each goal in every planning year.

A strategic long-range plan is not intended as a substitute for an annual operating plan. It does not detail all the initiatives, programs, and activities the organization will undertake in the course of serving its members, stakeholders, and the industry, nor can it foresee changes to the underlying assumptions on which key strategic choices were based. Instead, the system strategic plan focuses on the future and how WSU will need to evolve to succeed. Consequently, the strategic plan implies change—doing new things or doing more or less of current activities to ensure successful outcomes.

Ongoing Re-evaluation

Strategic planning for WSU should become the methodology for the organization's operations. If it is successful, this process will not have yielded a plan to be placed on the shelf but will have served as a catalyst for the process of planning strategically at all times and at all levels throughout the organization. In order to achieve its vision, WSU must not look at strategic long-range planning as a one-time project that produces a milestone document of its best thinking at the moment. Instead, WSU must adopt strategic planning as an operational philosophy of ongoing re-evaluation of the critical knowledge bases that form the framework of its world, including:

- sensitivity to the needs of its constituencies;
- insight into the future environment;
- understanding of the capacity and strategic position of the organization; and
- effective analysis of the ethical implications of policy, program, and service choices.

Environmental Scanning

Conducting an Environmental Scan
Environmental scanning is the ongoing tracking of trends and occurrences in an institution's internal and external environment that bear on its success, currently and in the future. The results are extremely useful in shaping goals and strategies and selecting annual priorities. Effective environmental scanning examines both quantitative and qualitative changes. Ultimately, an institution should create a set of key environmental indicators—internal, external, qualitative, and quantitative—that have the most important potential impact on the work the institution does.

Consider Internal and External Factors
These indicators may include internal issues and trends that are inherent to the institution, such as budget issues, enrollment fluctuations, fundraising opportunities, and changes in leadership. They may also include external factors in the environment outside of the institution that are out of the University's control such as:

- **Demographics**—locally, regionally, nationally, and increasingly internationally (e.g., population, racial/ethnic mix, immigration status, education levels, etc.)
- **Politics and public policy**—changes in governmental regulation, federal financial aid policies, and public attitudes toward institutions of higher education
- **Economies**—local, regional, national, and international
- **Labor market**—the demand in relevant fields and the associated skills desired by employers
- **Academic interests**—popular fields and the employment interests of prospective students and their families
- **Technology**—the increasingly rapid changes that impact nearly every aspect of higher education
- **Research**—changes in interests and funding from governmental, private, and foundation sources
- **Philanthropy**—changes in available funding and in the attitudes, interests, and approaches of donors

Environmental scanning will be conducted throughout WSU on an ongoing basis but an environmental scan document will be created annually, which will serve as a knowledge base. Strategic plan assumptions about the future support annual environmental scanning to inform the development of new initiatives, updates to the strategic plan, and SWOT (Strengths, Weaknesses, Opportunities, Threats) analysis conversations system-wide.

Annual Strategic Plan Review and Update

WSU's strategic long-range plan represents a compass the organization will use to guide its work over the next five years. Each year of its life, the plan will be updated based on experience or new circumstances or as new opportunities or challenges emerge. By 2024 or sooner, WSU should author a new strategic long-range plan based upon the new environment expected to exist in a rapidly evolving world.

WSU System-wide Strategic Planning Process—Campuses, Colleges, and Units

The system strategic plan will serve as the foundational document that guides the evolution of WSU's statewide enterprise from 2020 to 2025. The plan reflects the vision identified in the Drive to 25, and it also aligns with, and incorporates, other recent institutional planning efforts, including initiatives focused on modernization, campus culture, student success, and

strategic research priorities. WSU's campuses, colleges, and other administrative units will develop or update their unit plans in the coming months. Those plans will complement and extend the goals, objectives, and strategies identified in the system-wide plan.

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WSU'S CORE IDEOLOGY

Core ideology describes an organization's consistent identity that transcends all changes related to its relevant environment. Core ideology consists of two notions: **core mission**—the organization's reason for being, and **core values**—essential and enduring principles that guide an organization.

Core Mission

Washington State University is a public land-grant research university that is committed to the principles of education for all, scholarly inquiry that benefits society, and the sharing of expertise to positively impact the state and communities.

- **Our educational mission** is to produce aware, engaged, creative, and socially mobile citizens and to make our expertise available to anyone who seeks to benefit from it, regardless of where they live, where they come from, what they believe, or what their life experiences have been. We subscribe to the notion that education lifts all people and that all people deserve to be lifted.
- **Our scholarly mission** is directed toward the betterment of human existence through the uncovering of new information, the discovery of how to use that information to solve problems, and the creative expression of human experience. We especially seek to address issues that impact Washingtonians, and we work with citizens, commerce, and lawmakers to identify those issues.
- **Our outreach mission** is to make it possible for all Washingtonians to immediately benefit from our expertise by sharing with residents what we know and helping them to integrate that knowledge into their daily lives.

Core Beliefs

- **We provide a life-transforming educational experience to all.** The University welcomes students from all walks of life and from divergent backgrounds. Students with widely differing interests as well as varying levels of college preparation are welcome and encouraged to pursue a WSU education. We seek greater diversity in our student body. Keeping college affordable is implicit in our focus. We judge the success of the University on our ability to help students become more aware, engaged, creative, and socially mobile.
- **We focus on improving the human condition through research, scholarship, and artistic activities.** To address the vast and complex problems confronting the world, the University balances the twin needs of continuing the basic research that leads to fundamental discoveries with efforts focused on delivering practical solutions to everyday problems faced by communities worldwide. As WSU strives to be a force for societal transformation, we embrace entrepreneurial activities and seek out partnerships that bring together the bold ideas and multidisciplinary expertise required to maximize the benefit of our efforts.
- **We accept responsibility for enriching the economic, social, and cultural vitality of the region through service and outreach.** WSU delivers its educational, research, and outreach benefits statewide, with a particular emphasis on major population centers including Everett, Seattle, Spokane, Tri-Cities, Vancouver, and Yakima. The University focuses on critical problems and issues affecting the state of Washington, partnering with stakeholders to develop solutions. WSU sustains and enhances community-campus relations statewide.
- **We engage globally for the future of the planet.** Every aspect of our teaching, research, and service mission has global implications—it is inherent in the mission of a research university. All WSU faculty are part of an international community of scholars, so their endeavors potentially address a global audience. In serving our local communities, we

develop innovative approaches and solutions that can deliver benefits worldwide. Advancing our global engagement is a critical component for our future institutional success.

- **We are committed to achieving an ethically and socially just society for all.** Instituting social change on a large scale begins at home. We are committed to diversity, equity, and inclusion throughout every aspect of the University. Our ultimate goal? Creation of an institutional culture in which diversity is the norm, a model that helps move the world toward a place in which all people are treated with dignity and respect and receive equal opportunities to pursue a life of happiness.

Core Values

- **Land-grant ideals.** Land-grant ideals of access to education for all regardless of background, the teaching of skills and knowledge necessary to be an engaged community member, scholarly inquiry for the betterment of society, and the sharing of our expertise with state residents.
- **Community.** A "Cougar Spirit" in our graduates that emphasizes community, both the ones in which we live and the one comprised of the family of Cougs worldwide.
- **Integrity, trust, and respect.** Trust and respect for all persons in an environment that cultivates individual and institutional integrity in all that we do.
- **Diversity and global citizenship.** A world view that recognizes and values the importance of domestic and global diversity, global interdependence, and sustainability.
- **Freedom of expression.** Free exchange of ideas in a constructive and civil environment, including the canons of academic freedom in research, teaching, and outreach.
- **Wellbeing.** Whole-person wellness for all members of the institution and a belief it is our responsibility to contribute to wellness as best we can.

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ENVISIONED FUTURE

The envisioned future conveys a concrete, but yet unrealized, vision for the organization. It consists of a **Big Audacious Goal**—a clear and compelling catalyst that serves as a focal point for effort—and a **vivid description**—vibrant and engaging descriptions of what it will be like to achieve the Big Audacious Goal.

Vision (Big Audacious Goal)

- By 2030, Washington State University will be recognized as one of the nation's top 25 public research universities—**creating positive outcomes for all.**

Vivid Descriptions

1. **WSU will be a leading land-grant institution, as measured by accessibility, graduation rates of at-risk students, and public service.** Land-grant universities were created to change the world, and WSU will strive to model the core principles upon which these institutions were founded. In the process we will become a world leader in all three areas of our mission, setting an example for others to emulate. Extension is a strength of WSU. We will achieve even greater levels of engagement with communities across the state of Washington. Extension will have the resources it needs to make critical contributions to communities across the state and to grow opportunities for economic and individual growth and well-being.

2. **WSU will be the university of choice for student success.** Every student who enters the University will graduate with more than a degree. Through their WSU experience, they will transform their view of themselves and the difference they can make in the world. WSU will be known for providing an accessible, affordable, incredible undergraduate education to a diverse student body—ranging from first generation college students to fifth-generation Cougs—highlighted by experiences, internships, and opportunities that will prepare them to be leaders in our communities, our state, our nation, and the world. Interest in WSU from prospective students will increase dramatically, leading to historically high enrollment levels. Effective structures will be in place to engage with first-time and under-served

populations, both urban and rural, keeping the affordability of our institution accessible to those populations. Students will benefit from an engaged WSU experience (including experiential activities, high-impact practices, etc.), regardless of family or individual background. Innovative teaching will foster a community in which students expect to be challenged to learn, and to succeed. More students will graduate, ready to make a difference in the world. They will achieve higher graduation and placement rates, experience reduced time to degree completion, and earn greater numbers of doctoral degrees. Students will benefit from high quality learning experiences and enjoy advantages in their careers and their lives due to their years at WSU. The University will produce the leaders of tomorrow, working in the industries of their choice. Alumni will become valued leaders, innovators, and contributors to making our state and the world a better place.

3. **All students, regardless of their family or personal background, will be able to pursue—and successfully achieve—their educational goals at WSU.** The University will be a magnet for students seeking to overcome equity gaps in their journey to successfully complete a degree, and WSU will be well known for the social mobility its graduates experience after they begin their post-WSU life. We will offer a well-developed suite of resources to assist students who have no history of college attendance within their family, have significant financial need, or have gaps in their preparation for higher education. We will encourage students with backgrounds of this nature to attend WSU, and the range of services that we will offer and our record of success in advancing social mobility will serve as testament to our commitment in this arena.

4. **The people of the state of Washington will benefit to an even greater degree from the impacts we make through scientific innovation, research-based program delivery, and University-led practical problem solving.** At WSU, we are focused on changing the world. We are about advancing knowledge so that people can apply it. We connect to people's lives. We will be a model for progress—social, creative, and scientific. We will be key players in solving the problems of the state, the nation, and the world. By advancing the Drive to 25, we will enrich our contributions to accessibility, social mobility, and community well-being. Our work will create opportunity and economic sustainability, and it will help guide the world to places we cannot yet envision.

5. **Washington will become known as a destination state for education, and WSU truly will become the state's university, providing direct access to knowledge and capacity available to all residents.** WSU will be known for the impact we make statewide and serve as a model for other institutions. We will provide access to education, knowledge, and applied research/problem-solving informed by the intellectual capital of the University to the entire population of the state of Washington. Well-known and respected as a leading research institution, the University will increase the value of a WSU degree. The quality of the University's professors will grow, and students will receive a superlative education. WSU's endowment will increase. Local economies will improve, due to the high value human capital the University provides. Industry will look with greater frequency to WSU as a partner in creating programming that supports workforce development. We will focus on workforce development, innovative research, heath care (throughout the state), and development opportunities for our residents.

6. **WSU's stature as a university will be dramatically elevated.** WSU will be viewed with prestige throughout the United States and around the globe. The University will be viewed as the best place to learn, teach, and study in the United States. We will enjoy new opportunities for external research funding, including enhanced public and private partnerships, and most importantly—create richer educational experiences for our students. We will be universally known for transforming lives and bettering society in remarkable ways. Our achievements in fields ranging from the plant sciences and veterinary medicine to the humanities and business will be widely applauded.

7. **WSU's research will continue to change the state, nation, and world.** Our researchers will be highly visible in their communities. World-changing innovations developed throughout the WSU system will address the challenges of our state, the nation, and the world. The impact of our efforts will lead to more community engagement as industry and other external stakeholders seek to partner with the University. We will have an enhanced ability to assess state economic needs and to adapt and provide research and education to address those needs. Research won't be only the purview of researchers. Every student—undergraduate or graduate, not just those in fields labeled "scientific"—will be involved in research to some degree. In addition, as we better demonstrate the benefits of our research in service to society, we will improve the reputation of higher education institutions as a whole and demonstrate the need for continued support and funding. An improved reputation for impactful research also will assist the recruitment of faculty, staff, and students, and research dollars will flow to the University at unprecedented levels. In

becoming a top 25 research university, doors will be opened for greater collaboration with higher educational institutions across the United States and beyond. Our students will benefit from international partnerships and exchanges that allow them to learn from people worldwide, enriching their education and providing insights that can be applied in their future careers. Both partnerships with corporations and endowments will increase, and our system structure will create greater links between campuses for research partnerships.

8. **The WSU system will be a vibrant, diverse, and thriving community of scholars, students, and staff, known for its integrated and informed campus communities.** We will be a destination for knowledge and learning for people both inside and outside the system. We will be a collaborative, integrated multi-campus system that leverages its diverse strengths to enable each component to maximize its responsiveness to those they serve and to the evolving environment around us. Our system will recognize and celebrate the uniqueness of each campus, college, and unit, as well as the role each plays in the success of the system. WSU will operate as a fully integrated system of campuses. Campuses, colleges, and units may become known for specific areas of excellence, yet all disciplines will play a part in creating a transformative experience. The sum of WSU will be stronger because of all of the unique roles that each component of our system plays. All components of the system will benefit from the institution's enhanced and sustainable fiscal health, which will provide sufficient resources to meet our needs and to help us grow. We will fully embrace and pursue a culture of philanthropy, further reducing dependence on state funds. A dramatic increase in our endowment to fund both educational activities and research will occur. We will offer improved facilities, labs, personnel, and equipment—creating an infrastructure that will allow us to maintain our top ranking on a long-term, sustainable basis.

9. **WSU system-wide will achieve a deeper sense of responsiveness to community.** We will become fully integrated into our communities, serving their needs and sharing the good work that we do system-wide. Increased funding of our outreach, education, and service activities will benefit local communities and broaden our impact statewide. Our people and our connections to our communities enable transformation and growth. These connections are our strength. They provide the foundation for our optimism in making positive change in the world. They allow us to take risks and to be vulnerable. We are regular people who make a difference. When a community calls, WSU answers.

10. **Faculty at all locations across the WSU system will feel inspired, engaged, and supported by the institution as a whole and by each other.** WSU will be the go-to employer, sought out by prospective faculty and staff. New faculty will be thrilled to join the University, and the satisfaction level of existing faculty will reach unprecedented levels. Faculty will be well resourced, receiving salaries at or above peer institution averages as well as professional development funds and other support for attending conferences and similar activities. Faculty will benefit from the University's new prestige and their interactions with the increased number of top-tier colleagues that WSU will hire.

11. **The pride that faculty, staff, students, alumni, and communities feel about the University will grow to unprecedented levels as they become even more engaged in helping us grow.** One of our biggest strengths is our Cougar Pride. "Cougness" exists system-wide—at every college, campus, and unit. It lifts us up when we face challenges. It drives us to be fiercely loyal. It inspires us to be fearless in the pursuit of human advancement. WSU Athletics magnifies Cougar Pride, serving as the front door to WSU and introducing thousands of stakeholders to the rest of the University and its academic mission. WSU Athletics thus is an integral part of the University—nurturing a community mindset that is a unique blend of family, pride, and work ethic. Our Cougness provides the fertile soil that allows us to believe that we can all make positive change in the world. It is at the heart of WSU and is one of the reasons we are who we are and have achieved what we have. It will drive us to achieve even more in the future.

12. **Every member of the WSU community will feel connected to the Drive to 25 and clearly understand their contributions to our collective vision.** Each of us will be able to identify and articulate our own role in carrying out the University's larger mission. We will understand that the goals and metrics of the Drive to 25 are focused equally on raising our accomplishments in all three phases of our land-grant mission: teaching, research, and service. We will embrace a mission of institutional growth and collaboration, and not focus solely on competition with other institutions. The Drive to 25 will create the culture for operational excellence system-wide. It will be an outcome of living our values, not just a slogan. We will define what excellence means at every level in each part of our system. Each college, campus, and unit will be empowered to find ways to achieve excellence toward our collective vision.

13. **Our Drive to 25 will be not just a static goal.** Every year, we will engage in conversations system-wide that allow us to reflect on our actions, our progress, and our path forward in fulfilling our system-wide strategic plan. "We have always

done it that way" will not be a philosophy that guides our way in the future. Checkpoints will be established to keep us accountable as we continue working to fulfill our vision. We will encourage regular feedback and participation from students, staff, and faculty from each campus, college, and unit going forward. Individual units will be able to point to our mission and vision as a guide for strategic decision making and resource allocation. Our commitment to continuous improvement will allow for flexibility and change as needed, as the needs of the University and students evolve, and as the environment in which we operate as a system changes. We will continuously examine and evaluate the vision and mission to make sure we are still doing what we set out to do in serving the public good. This commitment will ensure that we are working on the RIGHT goals, not just checking the boxes to claim that we've made progress. These conversations will ensure that WSU continues to serve the public good by having active discussions and asking the hard questions to ensure that we continue to learn and grow as a system, together.

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ASSUMPTIONS ABOUT THE RELEVANT FUTURE

Assumption statements will help WSU purposefully update the strategic plan on an annual basis. When conditions change, strategy needs to be adjusted. An annual review of these assumptions will help WSU ensure the ongoing relevance of its strategy.

Demographics

1. The population of college-aged people nationally will continue to decline. Unless college-going patterns change, many institutions will experience large enrollment declines in the mid-2020s in line with predictions for the number of high school graduates.
2. The number of traditional college-aged students will continue to decline nationally, and students over 25 who are working fulltime (non-traditional students) may eventually become the majority of the student population in higher education.
3. The diversity of the population will increase, and students will continue to come from more diverse economic, cultural, and educational backgrounds. Nearly half of Generation Zers (48 percent) are racial or ethnic minorities. Institutions of all types can expect a more diverse student body, but what that looks like will differ by institution type and geographic location.
4. Students will increasingly enter four-year institutions with at least some of their lower-level requirements met through dual enrollment or possession of an AA degree, which will require the four-year school to concentrate resources on upper-division education.
5. Funding challenges will continue to affect the student population. Millennials have more income but less wealth than older Americans had at the same age, due in part to student loan debt, and this will be a challenge in terms of funding their education.

Social, Cultural, and Consumer Trends

1. The current political climate which has emerged not only on university and college campuses but also in communities across the country will continue to put university administrators in a difficult place. One major challenge? They will need to strike a balance between allowing free speech and maintaining a secure and safe environment for students, faculty, and staff.
2. The public will continue to scrutinize higher education policy and public skepticism about the value of higher education may place more emphasis on ROI (Return on Investment), micro-credentials, "mini-masters" academic programs, and non-academic careers.
3. If the elimination of funding for the arts and humanities continues in federal budgets, societal relief in terms of access to arts and culture will diminish, thus increasing stress and increasing disparity in access.
4. Students increasingly will view themselves as customers and consumers, expecting high-quality facilities and services.
5. Society will expect students to be able to immediately apply their knowledge, which will place a burden on institutions to broaden and diversify their experiential learning opportunities.

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Economic Climate

1. Economic inequality will continue to grow during the next ten years, with a larger segment of the population living on lower incomes and with less access to wealth.
2. Business models of universities highly dependent upon tuition dollars and adjunct faculty will be tested more seriously than ever before.
3. The reduction in state and federal funding of higher education and research will continue for the foreseeable future.
4. The reliance on philanthropy to provide funding support for student scholarships, research, and education initiatives will continue to increase.
5. Society will expect more of universities, but it may concurrently support reductions in public funding.

Legislative and Regulatory

1. Population loss and economic shifts will continue to lead to the restructuring of major university systems. Structural changes in university systems, such as campus mergers, will be the subject of legislative activity in many states.
2. The national focus on college affordability will continue, and state officials—from the capital to the campus—will likely feel more pressure to hold down the price of higher education.
3. Guns on campus will continue to be a top higher education policy issue as gun violence remains a visible and costly problem nationwide. Legislation stripping colleges and universities of their autonomy to regulate campus safety policies may be approved in more states in the future.
4. Increased policy and political pressure from the federal government may negatively impact an institution's ability to recruit and retain qualified international students.
5. The continuing uncertainty about the future of the Deferred Action for Childhood Arrivals (DACA) immigration policy will continue. If DACA expires without a resolution, the impact on public higher education institutions, particularly in states with substantial populations of DACA students, will be consequential.

Higher Education

1. Higher education institutions will continue to diversify in form and access. More "elite" public institutions will become less accessible to lower-income students because of changes in educational funding programs such as federal grants and loans. Private higher education institutions may continue to make up for some of this differential access through endowments and private giving.
2. As higher education is increasingly commodified, the role and purpose of the liberal arts and humanities will continue to be questioned.
3. Reformation of core financial and educational practices, and greater business complexity, will require colleges and universities to provide greater transparency and implement new accountability structures to sustain public trust.
4. Occupations that require highly specific skillsets will more frequently emerge and disappear, requiring institutions to be able to quickly establish—and eliminate—degrees as dictated by the marketplace.
5. A greater number of university administrative and service functions (e.g., financial management, housing, student services) will be privatized.

Scientific and Technological Advances

1. Data privacy issues will impact higher education institutions. Among the top issues: the need to secure student data, guard against data breaches, and demonstrate responsible enforcement.
2. Distance learning will be an increasingly common option in higher education. It will co-exist with but not threaten the traditional bricks-and-mortar model.
3. Tech-savvy students will expect fast-paced, interactive technology, as well as new methods to be infused in their educational program and learning experience.
4. Many students will have less developed communication skills due to their reliance on technology to communicate. As a result, many will enter college with diminished verbal and written skills.
5. Students will continue to be challenged by their instructors to engage in more personal interactions, as more of them will have been raised with social media being their primary form of communication and connection.

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3-5 YEAR OUTCOME-ORIENTED GOALS

Goals are outcome-oriented statements that represent what will constitute the organization's future success. The achievement of each goal will move WSU toward the realization of its vision. The goals are not prioritized. Every goal will need to be accomplished if the organization is to fully achieve its vision. Each goal is accompanied by a set of objectives, which represent key issues affecting WSU's ability to achieve the goal and articulate milestones against which to measure progress and possible strategies that will move the University toward its vision and goals.

Goal 1: Research, Innovation, and 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.

Objectives
1. Expand research, scholarship, and creative activities that cross disciplines and employ new methodologies to address community needs and twenty-first century global challenges.
2. Increase WSU's ability to highlight our achievements and their societal impact.
3. Maximize the ability to shape our research, creative activity, and entrepreneurship in direct partnership with the communities we serve for our mutual benefit.
4. Enhance our ability to pursue, retain, and reward exceptional talent committed to creativity and bold thinking.
5. Promote sustainable external partnerships to accelerate innovation and maximize the impact of our discoveries.

Possible strategies
1. Grow the global impact of our research by building partnerships with leading universities, research institutes, and corporations in the United States and abroad.
2. Create cross-disciplinary research teams that build on WSU's strengths in order to accelerate innovation and maximize impact.
3. Establish community advisory groups in key research domains to allow researchers and stakeholders to propose ideas and get feedback. Leverage the WSU Extension network to partner with faculty, staff, and students to give our research greater impact.
4. Invest in state-of-the art instruments, facilities, and administrative infrastructure to provide the necessary support for a modern research environment.
5. Actively recruit and retain research-focused faculty, graduate students, and staff from under-represented backgrounds, and provide a pathway for the creation of tenure-track faculty positions for meritorious post-doctoral fellows and research faculty.
6. Revise system-wide tenure and promotion policies to recognize and reward community-based research partnerships and entrepreneurial activities that include incentives for strategic risk-taking, bold thinking, and high-impact achievements.

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.

Objectives
1. Increase educational affordability geared toward improving student retention and graduation rates.
2. Increase career development resources for all students starting with their first year.
3. Ensure every WSU student will participate in experiential learning and community engagement (e.g., service learning, internships, undergraduate research, creative discovery, study abroad, and/or leadership).
4. Enhance the quality of the undergraduate academic experience with an eye toward greater mastery of learning goals along with increased student retention and graduation rates.

5. Nurture and promote mental, physical, and social well-being among students.

Possible strategies

1. Develop a need-based financial aid model that eliminates unmet need over $1,000.
2. Establish a baseline of career services offered throughout the WSU system and significantly increase funding levels to ensure the career services provided align with industry standards.
3. Ensure every degree program identifies or develops required experiential learning activities and that there is a system-wide ePortfolio solution that documents and showcases these experiences.
4. Expand institutional support for pedagogical and curricular innovations along with faculty professional development in teaching.
5. Establish baseline wellness services on all campuses and fund the proposal by the WSU Campus and Community Health Task Force to infuse an emotional well-being curriculum throughout the WSU experience, both in and out of the classroom.

Goal 3: Outreach, Extension, Service, and 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.

Objectives

1. Improve and implement cohesive, system-wide mechanisms for assessing and communicating the impact and value of outreach, Extension, service, and engagement.
2. Increase the alignment of WSU priorities with the needs, challenges, and opportunities in the state of Washington identified via outreach, Extension, service, and engagement activities.
3. Increase outreach, Extension, service, and engagement activities across all colleges, all campuses, and throughout the state, as an essential element to achieving WSU's land-grant mission.
4. Increase and enhance partnerships with diverse and under-represented communities.
5. Increase University-wide resource investment in outreach, Extension, service, and engagement activities.

Possible strategies

1. Provide training for all WSU personnel to learn about the University's land-grant history and mission, to improve and coordinate communication, and embed in the WSU brand the importance/advantages of outreach, Extension, service, and engagement activities at a land-grant university.
2. Implement University-wide systems to better incentivize and reward programs and individuals to engage in outreach, Extension, service, and engagement activities (e.g., tenure/promotion portfolios).
3. Leverage Extension by creating programs and processes that forge linkages (e.g., faculty affiliations, joint grant and project work, and student engagement); increase participation in outreach, Extension, service, and engagement activities by academic units; and inform/benefit the University's teaching and research missions.
4. Develop and implement a university requirement that WSU students learn about and participate in outreach, Extension, service, and engagement activities as an essential part of the student experience.
5. Prioritize outreach, Extension, service, and engagement activities as a strategy for diversifying extramural resource acquisition.

Goal 4: Institutional Effectiveness and Infrastructure

WSU will advance a culture of engagement and collaboration across our multi-campus system that values and invests in our resources—physical, financial, human, and intellectual—leveraging these to become the social and economic driver for the community, the state, and the world.
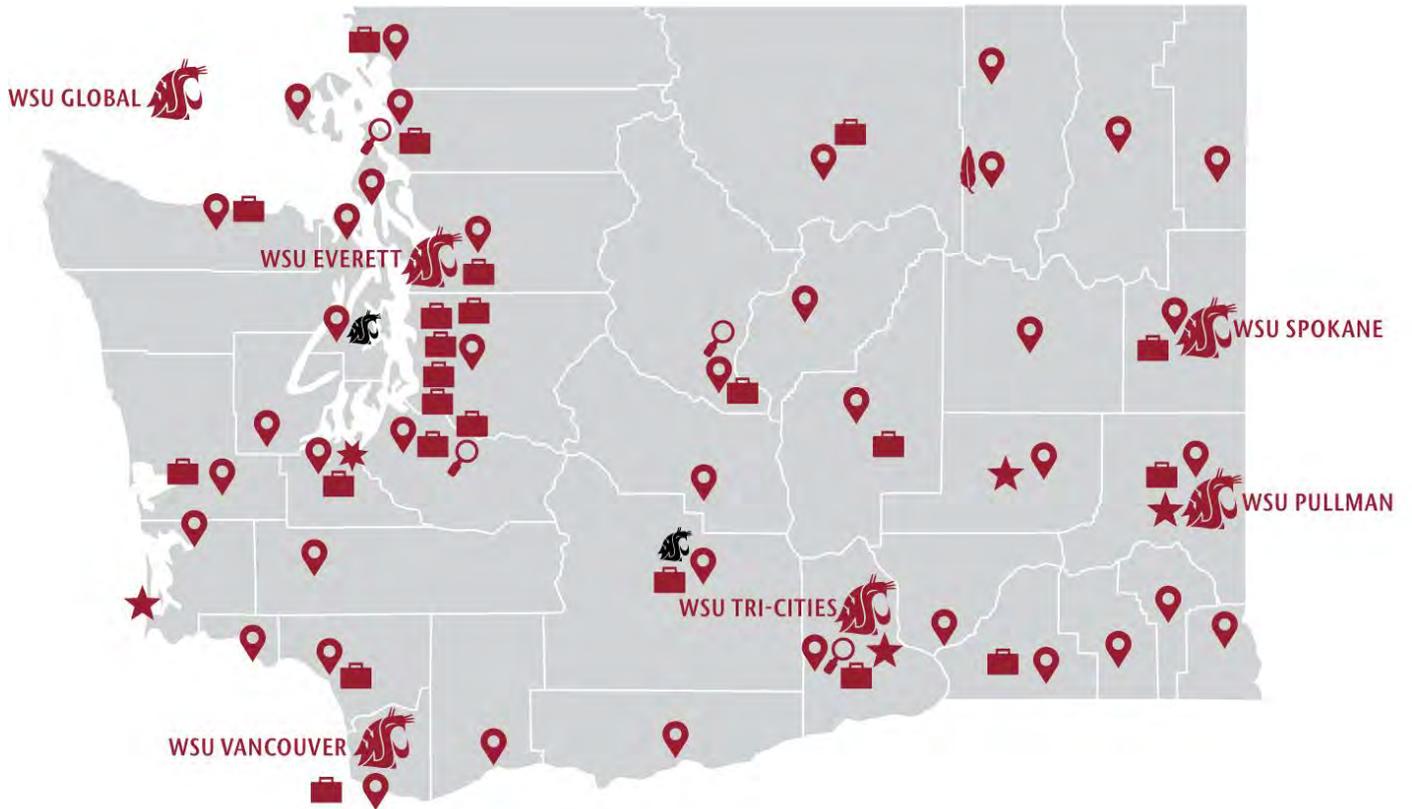
Objectives

1. **Budget and planning:** Align financial resources with strategic plan goals and engage in integrated planning of current educational programs and research efforts to maintain and strengthen their quality.

2. **Modernization of infrastructure:** Modernize facilities, technology, business practices, and campus environments to be safe, sustainable, and supportive for future areas of growth and leading-edge practices in teaching, learning, and research.
3. **System:** Enhance overall internal buy-in for the WSU system and appreciation for all of its assets and components.
4. **Staff recruitment and retention:** Increase the hiring and retention of exceptional, diverse faculty and staff to advance research and the educational experience.

Possible strategies

1. Produce an annual operating budget that promotes transparency around the current allocation of resources and informs the planning of future incentive-based budget models.
2. Promote an enhanced infrastructure and technology planning process incorporating input from diverse internal stakeholders to prioritize deferred maintenance and long-term technology needs that support WSU's aspirational growth.
3. Form a team representative of the system and all its components to identify hindering and helping forces to promote system-wide best practices, opportunities for local decision-making, and collaboration based on a set of shared values and principles.
4. Continue to advance and enhance programs focused on the hiring and retention of diverse faculty and staff including recruitment initiatives, training, mentoring/equity advisor programs, and University and community resources.

Legend:

- 🐾 Campuses (6)
- 🔍 Research & Extension Centers (4)
- ★ Research Units & Stations (4)
- 💼 Small Business Dev. Centers (24)
- 📍 County Extension Offices (39)
- 🪶📍 Extension Tribal Office (1)
- ✹ Extension Energy Program (1)
- 🐾 Other Major Program Locations (Bremerton, Yakima)

Map labels: WSU GLOBAL, WSU EVERETT, WSU SPOKANE, WSU PULLMAN, WSU TRI-CITIES, WSU VANCOUVER

APPENDIX 2:
CAMPUS PROFILES

WSU Everett

WSU Everett is student- and community-centered, bringing industry-aligned undergraduate programs with an interdisciplinary focus to the North Puget Sound region to prepare students to compete globally in the local economy. The campus offers junior- and senior-level courses in seven high-demand bachelor's degree programs, including data analytics, engineering, hospitality business management, and integrated strategic communication. It also serves as a clinical campus for the Elson S. Floyd College of Medicine based in Spokane. WSU Everett is located in a four-story facility constructed along the waterfront in downtown Everett that opened in 2017. The campus enrolls nearly 300 students.

Student Profile, Fall 2019
- Total enrollment: 283
  - Undergraduate: 283
- Minority: 34.6%
- International: 5.7%
- Women: 27.9%
- First generation: 41.7%

WSU Everett Current Strategic Plan
(https://everett.wsu.edu/wsu-everett-strategic-plan/)

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WSU Global Campus

In addition to serving students through its brick-and-mortar campuses, the University also reaches out to the residents of Washington and beyond through the WSU Global Campus, which delivers degrees online, and professional education, which includes a range of non-credit continuing education programs, such as seminars, workshops, conferences, trade expositions, and online certificates. Several of these programs have earned national acclaim. The WSU Global Campus serves more than 3,000 students through its online offerings. With programs in fields including accounting, management, management information systems, economics, data analytics, criminal justice, human development, humanities, social sciences, integrated strategic communications, and psychology, students around the world have access to WSU's world-class faculty and academic programs regardless of geography.

Student Profile, Fall 2019
- Total enrollment: 3,265
  - Undergraduate: 2,126
  - Graduate: 1,139
- Minority: 29.2%
- International: 5.2%
- Women: 60.1%
- First generation: 29.4%

WSU Global Campus Current Strategic Plan
(development of plan in process)

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WSU Pullman

The Pullman campus is the oldest (founded 1890) and largest campus in the WSU system. Most of the system's senior administrative team, including WSU's president and provost, are based in Pullman. Enrollment totaled 20,976 students for the 2019 fall semester. About 1,500 faculty, supported by 1,600 graduate assistants and 2,900 administrators and staff, work on the Pullman campus. WSU Pullman offers studies in more than 200 undergraduate, graduate, and professional programs.

Due to significant investments from the state as well as private and federal support, outstanding new campus facilities have been constructed and others upgraded during the past decade. Major new facilities include a digital classroom building, multiple plant sciences facilities, a multicultural center, a veterinary and biomedical research building, and the PACCAR Environmental Technology Building.

WSU Pullman is a hub for most of the University's student organizations, including its athletic teams, as well as galleries, performance venues, and museums dedicated to art, anthropology, zoology, and other topics. The Pullman campus is largely residential; 46 percent of students live in residence halls, University-owned apartments, or fraternity and sorority houses.

Student Profile, Fall 2019
- Total enrollment: 20,976
  - Undergraduate: 18,346
  - Graduate: 2,173
  - Professional: 457
- Minority: 29.7%
- International: 9.1%
- Women: 50.5%
- First generation: 31.0%

WSU Pullman Current Strategic Plan
(development of new plan to begin spring 2020)

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WSU Health Sciences Spokane

Located about 75 miles north of Pullman, WSU Health Sciences Spokane is the University's urban health sciences campus, which prepares the state's future generations of physicians, nurses, pharmacists, and other health professionals. Nearly 1,700 undergraduate, professional, and graduate students pursue degrees at the 48-acre campus. WSU Health Sciences Spokane is home to several modern facilities including the Pharmaceutical and Biomedical Sciences building, which houses the latest in health science laboratories and classroom technology. The campus also houses programs offered by Eastern Washington University and is located just across the Spokane River from Gonzaga University. Fittingly, this area of Spokane is referred to as the University District, or U-District.

Student Profile, Fall 2019
- Total enrollment: 1,685
  - Undergraduate: 534
  - Graduate: 325
  - Professional: 826
- Minority: 31.9%
- International: 2.3%
- Women: 71.6%
- First generation: 30.4%

(development of plan in process)

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WSU Tri-Cities

WSU Tri-Cities is located on 200 acres along the banks of the Columbia River in the southeastern part of the state. The campus serves more than 1,800 students by offering 50-plus undergraduate and graduate degree programs, many of them in STEM-related disciplines. The Ste. Michelle Wine Estates WSU Wine Science Center opened on campus in 2016. The facility—one of the most technologically advanced wine science centers in the world—represents the thriving partnership between the Pacific Northwest wine industry and WSU. The campus also is home to the Bioproducts, Sciences, and Engineering Laboratory, built in partnership with nearby Pacific Northwest National Laboratory. In addition, WSU Tri-Cities serves as a clinical campus for the Elson S. Floyd College of Medicine.

Student Profile, Fall 2019
- Total enrollment: 1,813
  - Undergraduate: 1,603
  - Graduate: 210
- Minority: 42.4%
- International: 2.2%
- Women: 56.1%
- First generation: 41.8%

WSU Tri-Cities Current Strategic Plan
(https://tricities.wsu.edu/administration-and-leadership-at-wsu-tri-cities/campus-strategic-planning/)

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WSU Vancouver

The only four-year university located in southwest Washington, WSU Vancouver is the second largest campus in the WSU system, enrolling more than 3,500 students. It offers 22 bachelor's, eight master's, and three doctoral degrees. WSU Vancouver helps drive Southwest Washington's economic growth through relationships with local businesses and industries, schools, and nonprofit organizations. It also serves as a clinical campus for the Elson S. Floyd College of Medicine based in Spokane. The campus's state-of-the-art facilities support signature programs including creative media and digital culture, environmental science, mechanical engineering, psychology, and public affairs. WSU Vancouver is part of the Portland metro area, and 95% of graduates stay in the region.

Student Profile, Fall 2019
- Total enrollment: 3,585
  - Undergraduate: 3,170
  - Graduate: 415
- Minority: 29.1%
- International: 2.6%
- Women: 54.4%
- First generation: 43.4%

WSU Vancouver Current Strategic Plan
(https://www.vancouver.wsu.edu/strategic-plan)

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WSU Extension

With locations throughout the state, WSU Extension is the front door to the University. Extension builds the capacity of individuals, organizations, businesses, and communities, empowering them to find solutions for local issues and to improve their quality of life. Extension collaborates with communities to create a culture of life-long learning and is recognized for its accessible, learner-centered, relevant, high-quality, unbiased educational programs. WSU Extension partners with businesses, communities, and volunteers to develop programs that drive innovation, invention, and technology transfer. Extension offers programs statewide that address a wide range of topics, including digital inclusion, food safety, horticulture, parenting, stormwater, and pest management. More than one million individuals participate in Extension-managed programs annually.

Extension Locations

Extension County Offices
- One in each of the 39 counties in the state of Washington

Research and Extension Centers
- Mount Vernon Northwestern Washington Research and Extension Center
- Prosser Irrigated Agriculture Research and Extension Center
- Puyallup Research and Extension Center
- Wenatchee Tree Fruit Research and Extension Center

Additional Locations
- Agricultural Weather Network (AWN)
- Center for Environmental Research, Education, and Outreach (CEREO)
- Center for Sustaining Ag and Natural Resources (CSANR)
- Clean Plant Network
- Composite Materials and Engineering Center
- Division of Governmental Studies and Services (DGSS)
- Food and Environmental Quality Lab
- IMPACT Center in the School of Economic Sciences
- International Research and Agricultural Development
- Metropolitan Center for Applied Research and Extension
- Water Research Center
- William D. Ruckelshaus Center
- Wine Science Center
- Colville Reservation

APPENDIX 3:
DEFINITION OF PLANNING TERMS

CORE IDEOLOGY

An organization's consistent identity that transcends all changes related to its relevant environment. Core ideology consists of two notions: core mission—the organization's reason for being, and core beliefs and values—essential and enduring principles that guide the organization.

MISSION

The fundamental purpose for which the institution exists.

BELIEFS AND VALUES

Essential and enduring tenets that guide behavior and decision-making and shape institutional culture.

VISION

What the institution seeks to be or become within a future time horizon–consists of a big goal statement and vivid descriptions.

ASSUMPTIONS

Future-oriented statements that serve as projections about the future environment that the institution is likely to be operating in as it moves toward achievement of its vision.

GOALS

Outcome-oriented statements, worded in the future tense, that describe what will be achieved for stakeholders, and the progress that will be made toward the long-range vision.

OBJECTIVES

Measurable, attainable milestones that describe progress toward key issues affecting the ability to achieve the goal, and what would constitute success in observable or measurable terms. Indicates a direction—increase, expand, decrease, reduce, consolidate, abandon, improve, distribute, or enhance.

METRICS

Numeric or data-oriented milestones to achieve by a specific point in time on the way to accomplishing the goal. Describes the measure or change that will be used to assess progress and set future benchmarks and targets.

TACTICS

Specific actions taken by the institution to commit its resources to accomplishing the goal. Brings focus to operational allocation of resources. Indicates an activity—redesign, refine, identify, revise, develop, implement, create, or establish.

APPENDIX 4:
STRATEGIC PLANNING KEY STEPS AND TIMELINE

Planning Process and Timeline

The planning process incorporated nine steps that took place between August 2018 and March 2020.

August 2018—March 2019

Step 1: Setting the Stage
- Analyze the 2018 WSU accreditation report completed by the Northwest Commission on Colleges and Universities
- Develop planning model for creating a new strategic plan
- Launch the planning process with communication from President Schulz
- Conduct system-wide listening sessions on current strategic plan

January—April 2019

Step 2: Expanding the Effort
- Analyze data from initial listening sessions
- Create Strategic Planning and Institutional Effectiveness Council (SPIEC), with system-wide representation
- Engage senior leadership teams—president's cabinet, deans, campuses, colleges—in strategic dialogue about the WSU system

May 2019

Step 3: Convening the Community: Land-grant Symposium
- Host full day, system-wide dialogue focused on the future of land-grant institutions
- Explore in-depth the three primary elements of WSU's land-grant mission: teaching, research, and service

June—September 2019

Step 4: Building a Knowledge Base
- Design environmental scanning process
- Design knowledge repository
- Evaluate knowledge gaps
- Engage in quantitative/qualitative research with internal and external stakeholders
- Survey community online about purpose, values, vision, goals, and assumptions
- Create "What We Know" document

October 2019

Step 5: Convening the Community: Visioning Conference
- Gather community input regarding:
- Assumptions about the future
- SWOT analysis
- Core purpose and core values
- Envisioned future (big goal/vivid descriptions)
- Short-term, outcome-oriented goals and objectives

October—November 2019

Step 6: Crafting the Plan: Concept Teams
- Form concept teams
- Teams draft goals, objectives, and strategies to be included in the strategic plan based on input from the visioning conference, "What We Know" document, and associated research

December 2019

Step 7: Strategic Plan Document Drafting

- Draft the first iteration of the strategic plan
- Relying on the input gathered, a small team writes the first draft of the plan
- The draft addresses purpose, values, and vision and goals, as well as underlying assumptions about the future

February 3—February 24, 2020

Step 8: Stakeholder Input on Draft Strategic Plan

- Community provides comments about the draft plan

March 2020

Step 9: Strategic Plan Submitted to WSU Board of Regents

- Regents review and comment on draft plan

APPENDIX 5:
STRATEGIC PLANNING AND INSTITUTIONAL EFFECTIVENESS COUNCIL (SPIEC) MEMBERSHIP

COCHAIRS

Kirk Schulz, Ph.D.
President

Professor
Voiland School of Chemical Engineering and Bioengineering
Voiland College of Engineering and Architecture

Bryan Slinker, DVM, Ph.D.
Interim Provost and Executive Vice President

Professor
Department of Integrative Physiology and Neuroscience
College of Veterinary Medicine

MEMBERS

Morgan Atwood
Undergraduate Student
Social Sciences
College of Arts and Sciences

President
Student Government Council

President
ASWSU Global

Terry Boston, B.A.
Acting Vice President
Division of Student Affairs

Lisa Calvert, B.S.
Vice President for Advancement and Chief Executive Officer
WSU Foundation

Pat Chun, M.S.
Director
Intercollegiate Athletics

Dave Cillay, Ph.D.
Chancellor
WSU Global Campus

Vice President
Academic Outreach and Innovation

Greg Crouch, Ph.D.
Clinical Professor
Chemistry

Chair
Faculty Senate

Daryll DeWald, Ph.D.
Chancellor
WSU Health Sciences Spokane

Vice President
WSU Health Sciences Spokane

Mary Jo Gonzales, Ph.D.
Vice President
Division of Student Affairs

Sandra Haynes, Ph.D.
Chancellor
WSU Tri-Cities

Fran Hermanson, B.S.
Executive Director
Institutional Research

Christine Hoyt, J.D.
Chief of Staff
Office of the President

Matt Jockers, Ph.D.
Dean

Professor of English
College of Arts and Sciences

Kristen Johnson
Ph.D. Candidate
Physical Chemistry
College of Arts and Sciences

Director
University and Student Affairs
Graduate and Professional Student Association

Representative
College of Arts and Sciences
Graduate and Professional Student Association

Chris Keane, Ph.D.
Vice President
Office of Research

Professor of Physics
College of Arts and Sciences

Colleen Kerr, J.D.
Vice President
External Affairs and Government Relations

Mel Netzhammer, Ph.D.
Chancellor
WSU Vancouver

Craig Parks, Ph.D.
Vice Provost for System Innovation and Policy
Office of the Provost

Professor of Psychology
College of Arts and Sciences

Stacy Pearson, MPA
Vice President
Finance and Administration

Sasi Pillay, Ph.D.
Vice President and Chief Information Officer
Information Technology Services

Paul Pitre, Ph.D.
Chancellor
WSU Everett

Associate Professor of Educational Leadership
and Counseling Psychology
College of Education

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Assistant to the Dean
Carson College of Business

Chair
Administrative Professional Advisory Council

Brandy Seignemartin
Ph.D. Candidate
College of Pharmacy and Pharmaceutical Sciences

Vice President
OneWSU Student Government Council

Vice President
Legislative Affairs
ASWSU Health Sciences

John Tomkowiak, M.D., MOL
Founding Dean
Elson S. Floyd College of Medicine
WSU Health Sciences Spokane

Mike Trevisan, Ph.D.
Dean

Professor of Educational Psychology
College of Education

Phil Weiler, B.A.
Vice President
Marketing and Communications
Office of University Marketing and Communications

SPIEC CONSULTING AND ADMINISTRATIVE SUPPORT

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Chair
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