

ANNUAL REPORT

ON THE WSU SYSTEM STRATEGIC PLAN
FY 2021-2022



WASHINGTON STATE
UNIVERSITY



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ONE STEP AT A TIME

Reaching our goals as an institution means we are better fulfilling our mission: to create a practical education for all, scholarly inquiry that benefits society, and the sharing of expertise to positively impact the state and communities.

Our goals at WSU are accomplished one step at a time.

GOAL
01. RESEARCH, INNOVATION, AND CREATIVITY

GOAL
02. STUDENT EXPERIENCE

GOAL
03. OUTREACH, EXTENSION, SERVICE, AND ENGAGEMENT

GOAL
04. INSTITUTIONAL EFFECTIVENESS AND INFRASTRUCTURE

FROM LEADERSHIP

We have overcome some incredible obstacles over the last couple of years, and we are excited by the great work being done throughout the WSU community to achieve our goals.

In this report, you will find our annual update on the strides that have been made toward fulfilling the goals outlined in the WSU System Strategic Plan. While the facts and figures in this report aren't the full picture of what we do, they provide a great snapshot for us to see progress.

Why we create strategic plans

The WSU System Strategic Plan is not just a document to put on the shelf. Developing a culture of planning and data-informed decision making are critical components of a modern, high performing institution. This is a strategic imperative for WSU as well.

Putting these strategies in place helps us focus and achieve outcomes our society needs and deserves. That's the heart of being a land-grant system— when

we fulfill our goals, we are serving the needs of our communities.

You play a part in our strategic plan

We recognize that campuses, colleges, and units are doing important work to meet institutional priorities and further WSU initiatives. The work each of us does individually truly makes a difference, and every person in the WSU community has a part to play in helping us advance our mission, regardless of where they may be situated in our great institution.

You can take pride knowing you are a part of an institution focused on being better so we can serve others.

Go Cougs!

CHRISTINE HOYT
VICE PRESIDENT FOR
STRATEGY, PLANNING,
AND ANALYSIS



Our strategic plan touches everything we do at Washington State University and enables us to implement change where it is needed most.

The impact of our mission, vision, and goals is found in many iterations:

- ▶ We see current and former Cougs conducting innovative research that improves and enhances quality of life.
- ▶ We are recognized around the state, nation, and world as our faculty, staff, and students make a difference in our communities.
- ▶ We hear stories every day from students who have been transformed by their time at our five campuses, online through our global campus, or at one of our four research and extension centers.

To help us better accomplish the goals outlined in our strategic plan, this report introduces a system-level priority for each of our four goal areas. Each of these priorities includes a metric and target we feel is achievable to help us make key progress on our goals.

- ▶ **Goal 1: Research, Innovation, & Creativity**
Increase total Research and Development (R&D) expenditures by 5% from \$357.6M to \$375.5M.

- ▶ **Goal 2: Student Experience**
Reduce the retention gap between the overall student population and our first-generation, Pell-eligible, and students of color by 1% per year.
- ▶ **Goal 3: Outreach, Extension, Service, & Engagement**
Establish a shared definition of community engagement, metrics to be used, and a system-wide tool for data collection.
- ▶ **Goal 4: Institutional Effectiveness & Infrastructure**
Reduce demographic reporting unknowns: faculty from 32.7% to 10%; staff from 23.3% to 10%.

Accomplishing these goals will require collaboration across campuses, colleges, and units, and will have a tremendous impact on our long-term success.

I invite you to explore our system strategic plan and consider the many ways you can be a part of Washington State's success.

Go Cougs!

KIRK H. SCHULZ
PRESIDENT, WASHINGTON
STATE UNIVERSITY



YEAR IN

REVIEW

MEMORABLE MOMENTS

WSU named one of top producers of Fulbright scholars in the US.

Student research regarding the relationship between women and dogs went viral with over 1.17 billion views.

WSU Tri-Cities was awarded the Inclusive Energy Innovation prize.

WSU received \$120.9 million in philanthropic support, the highest activity since FY2015.

FAST FACTS

System Enrollment



29,843
STUDENTS FALL 2021

24,278 Undergrad

1,262 Professional

4,303 Graduate/MBA

27,202
STUDENTS SPRING 2022

21,842 Undergrad

1,245 Professional

4,115 Graduate/MBA

Enrollment by Campus: Fall 2021



Pullman	Spokane	Tri-Cities
19,114	1,625	1,558
Vancouver	Everett	Global
3,233	244	4,069

Degrees Conferred: FY 2021



6,228 Undergrad

292 Doctorate

925 Master

350 Professional

WSU ENDOWMENT: FY 2021

\$1.308 billion
[\$665.5M WSU Foundation | \$642.9M land grant funds]

ANNUAL FUNDRAISING: FY 2021

\$120.9 million

UNDERGRAD TIME TO DEGREE FY 2021:

Full-time first-time new freshman students: 4.1 yrs
Full-time first-time new transfer students w/ AA degree: 2.4 yrs

FOUR-YEAR GRADUATION RATE: FY 2021

Undergrad rate: 38.1%

EMPLOYEE FTE* BY CAMPUS: FALL 2021

	Faculty	AP/Coaches**	Classified	Total
Pullman	1502.5	1628.3	1525.5	4656.3
Spokane	273.3	201.9	196.5	671.7
Tri-Cities	103.3	107.6	46.0	256.9
Vancouver	204.3	78.0	92.9	375.2
Everett	7.0	5.8	9.0	21.8
Global ***		51.6	33.0	84.6
Total	2090.3	2073.1	1902.9	6066.4

*Includes FTE for monthly appointments only **AP - administrative professional employees
***Administrative faculty and faculty teaching for Global Campus are reported in Pullman.

MORE INFORMATION

Additional metrics and reports can be found on the [Institutional Research](#) website.



SCAN ME



MISSION, VALUES, AND BELIEFS

EDUCATIONAL MISSION

WSU strives to help students become more aware, engaged, and creative, achieving social mobility as a result, and make its expertise available to anyone who seeks to benefit from it.

SCHOLARLY MISSION

WSU's scholarly mission is directed toward the betterment of human existence, and especially seeks to address issues that impact Washingtonians.

OUTREACH MISSION

WSU's outreach mission is to serve the needs of Washingtonians by sharing its expertise and helping residents integrate that knowledge into their daily lives.

CORE BELIEFS



Core beliefs shape our reality and behavior. WSU has five core beliefs which guide our vision.

Improve lives through practical education

Improve the human condition

Achieve an ethically and socially just society for all

Enrich the vitality of the region

Engage globally for the future of the planet

CORE VALUES

Core values drive behavior and help form our beliefs. These seven core values are what motivate our actions at WSU.

LAND-GRANT IDEALS

COMMUNITY

INTEGRITY, TRUST, AND RESPECT

EQUITY, DIVERSITY, INCLUSION, & BELONGING

GLOBAL CITIZENSHIP

FREEDOM OF EXPRESSION

WELLBEING

STRATEGIC PLAN

Our full strategic plan is available online at strategy.wsu.edu.



SCAN ME

ONEWSU PROGRESS



A united system positions us for long-term success. We have taken some great steps over the last year to advance the OneWSU system.

The OneWSU system is meant to better support our campuses and local communities by allowing autonomy for each location while at the same time ensuring a consistent WSU mission, branding, and quality.



6
CAMPUSES



39
EXTENSION
OFFICES



34
ADDITIONAL SITES

NOTABLE STEPS FOR ONEWSU 2021/22

Elizabeth Chilton was named as the first chancellor of the Pullman campus. This transition is a key part of the OneWSU initiative and allows the Pullman the same distinctive autonomy given our other WSU campuses.

A modernized brand-refresh was introduced on September 15, 2021. The new branding applies to all WSU locations, bringing a consistent Coug experience throughout the entire OneWSU system.

The Office of Strategy, Planning, and Analysis was established in October 2021 to bring alignment and consistency to system and unit planning. This office also supports the use of data in decision making.

ONEWSU GUIDING PRINCIPLES

ONE
degree

ONE
faculty

SHARED
accountability

OPERATIONAL
excellence

FISCAL
stewardship

DATA INFORMED
decisions

COMMUNITY
partnerships

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.

Over the past year, WSU has made important strides in its work surrounding research, innovation, and creativity. In 2021 we saw \$357.6 million in R&D expenditures, a 16% increase from 2020. When we divide this by our number of tenure track faculty (T/TT), we find that this results in \$389k per tenure track faculty. This puts WSU at #3 among its peers, with the peer average being just \$349.4k per T/TT. What does this mean for WSU? WSU has a highly productive faculty as we work to fulfill our land-grant mission.

As we move forward in fiscal year 2023, our WSU system goal is to increase total R&D expenditures by 5% to \$375.5M. This increase means doing more research which benefits our state, nation, and global communities.

2022-2023 SYSTEM PRIORITY

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

Metric

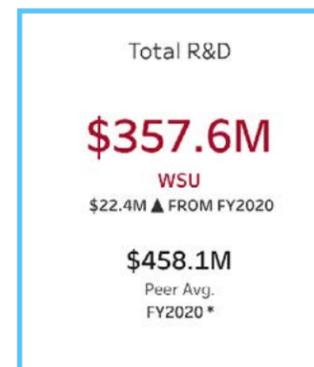
Total R&D expenditures

Objective and Target

Increase total R&D expenditures by 5% from \$357.6M to \$375.5M.

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.



A FEW HIGHLIGHTS

WSU researchers found epigenetic biomarkers that potentially predict pre-term birth.

School of music faculty member A.J. Miller won an international Global Music Award.

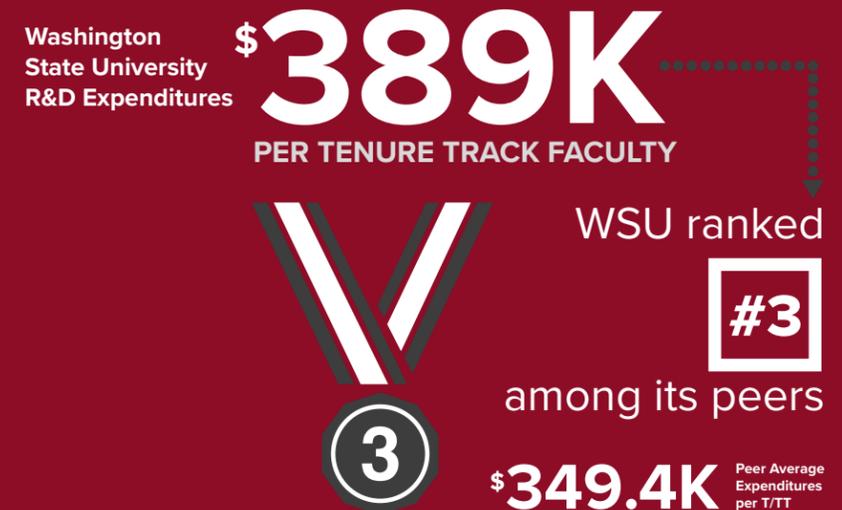
Five WSU faculty were named AAAS Fellows.

New WSU research helped pave the way for sustainability in converting waste plastics to jet fuel.

WSU researchers helped close gaps in Alzheimer's disease research.

Researchers found honey holds potential for making brain-like computer chips.

FY 2020 TOTAL R&D EXPENDITURES



FY 2020 R&D RANKINGS

Rank Description	FY 2016	FY2017	FY2018	FY2019	FY2020
All	70/640	66/644	71/646	70/647	76/660
Public	44/393	44/400	47/408	46/405	49/415
Peer	6/14	6/14	8/14	8/14	8/14
Total R&D Per T/TT, Peer Ranking	6/14	2/14	4/14	2/14	3/14



SCAN ME

MORE INFORMATION

Additional metrics and reports can be found on the Institutional Research website.

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.

While there are many metrics which show the success of our student experience, a key metric for WSU is first-year retention. From fall 2016 through 2020, we have seen fairly consistent overall retention rates for full-time, first-time students around 80%. Full-time transfer student retention rates are slightly higher.

We recognize a gap in retention rates for some specific demographics of the student population. As we move forward in 2022-2023, our WSU system goal is to reduce the retention gap between our overall group and our first-generation, Pell-eligible, and people of color* by 1% per year. Reducing these gaps provides improved educational equity to better meet our land-grant mission.

2022-2023 SYSTEM PRIORITY

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

Metric

First to second year retention

Objective and Target

Reduce the retention gap between our overall group and our first-generation, Pell-eligible, and people of color by 1% per year

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 diverse, 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.

*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.

FIRST YEAR RETENTION RATES



TRANSFER RETENTION RATES



A FEW HIGHLIGHTS

A table designed by a WSU student received the top prize at an international competition for its inclusive design.

WSU students built tiny satellites to launch into space.

73% of WSU students voted in the 2020 election.

Ph.D. candidate Daphne Weber was named WSU's first Fulbright-Hays recipient.

Two students from the College of Arts and Sciences earned a prestigious Goldwater distinguished scholarship.

A WSU med student fought racial bias in health one TikTok at a time.

MORE INFORMATION

Additional metrics and reports can be found on the [Institutional Research](#) website.



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.

With recognition from the Carnegie Foundation for community engagement, WSU continues the important work of outreach and engagement which are found in nearly every aspect of WSU's operations. This has resulted in thousands of hours throughout the WSU community in activities which benefit the state, nation, and world.

WSU currently lacks adequate evidence-based documentation to accurately assess its success in this area, however, due to a lack of a common reporting tool and siloed and inconsistent data collection. The 2022-2023 system goal is to establish a shared definition of community engagement, metrics to be used, and a system-wide tool for data collection. Creating a common language and tool will enable us to better measure our impact in these areas.

2022-2023 SYSTEM PRIORITY

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

Metric

Community Engagement

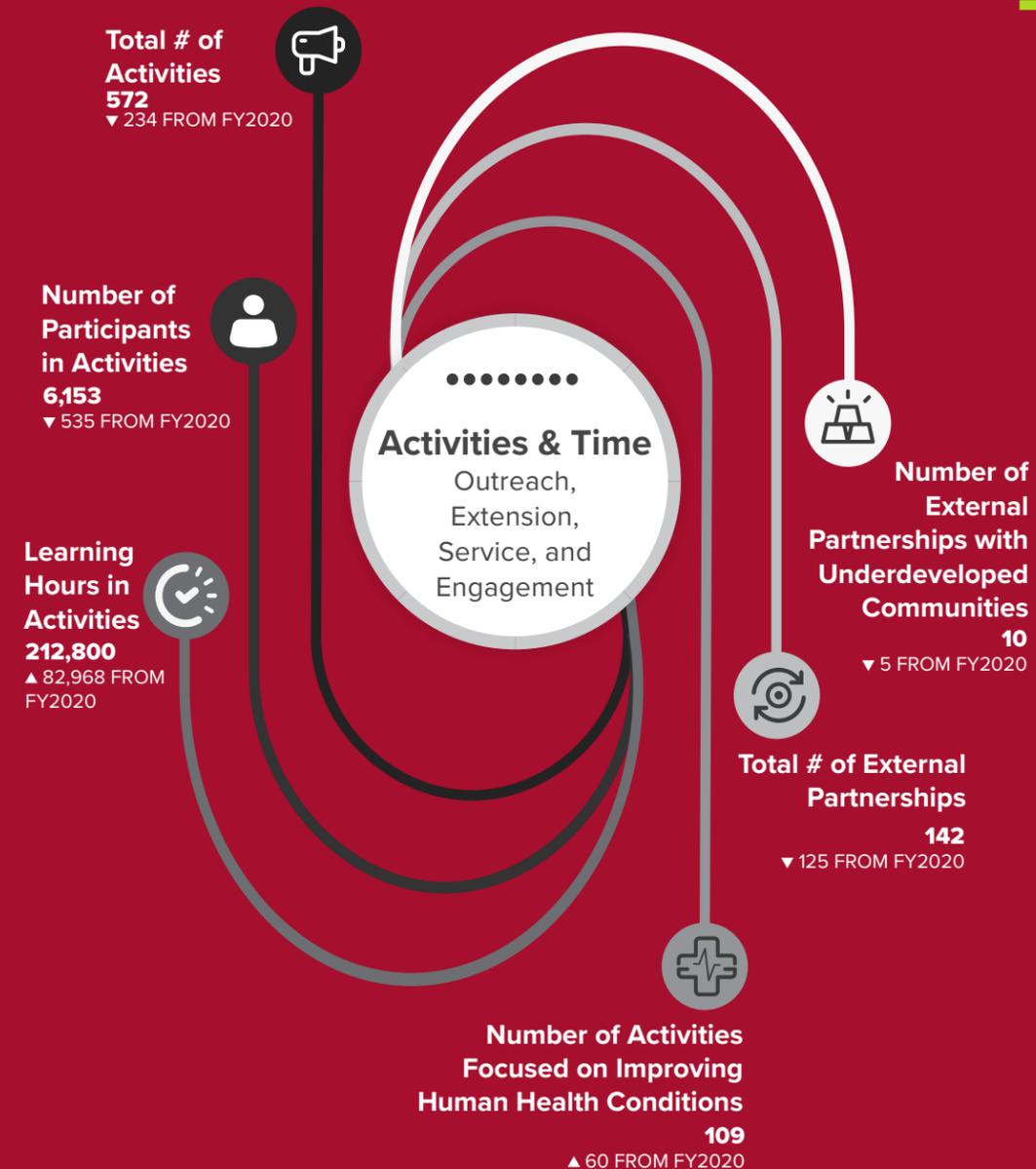
Objective and Target

Consensus on a shared definition of community engagement, metrics to be used, and a system-wide tool for data collection.

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.

This is a sample of data gathered by some organizations at WSU:



MORE INFORMATION

Additional metrics and reports can be found on the [Institutional Research](#) website.



A FEW HIGHLIGHTS

Researchers tested a wireless, bio-electronic pacifier that could eliminate the need for invasive, twice-daily blood draws to monitor electrolyte levels in babies in NICUs.

WSU Children's Center earned national accreditation.

An anonymous gift of \$2.2M to WSU Pharmacy launched WSU's Rural Health Initiative, a 10-year plan to improve access to health care in Washington's rural communities.

Students and faculty came to WSU from universities across the Pacific Northwest for the 2022 Pacific Inland Mathematics Undergraduate Conference to present their research in both applied and theoretical mathematics.

Students from every WSU campus participated in the Caring Cougar Cards project.

WSU's Data Literacy Initiative expanded to help more kids and families in under-served communities.

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.

We have made significant progress to meet our institutional effectiveness and infrastructure goal. Our executive budget council developed a proposed budget model and process to better align resource allocation with strategic priorities. We modernized our HR and finance systems, and advanced WSU through OneWSU system development.

We now are working to better understand the demographic makeup of our faculty and staff. To truly represent diversity in all its forms, we are focusing on improved reporting of race and ethnicity data. Our 2022-2023 system priority is to reduce unknown race/ethnicity reporting for both faculty and staff to 10%. With better data, we can monitor progress, gain clear insights, and make more informed decisions as we create an inclusive workplace.

2022-2023 SYSTEM PRIORITY

Stronger reporting helps us better serve our students, faculty, and staff.

Metric

Faculty and staff demographics

Objective and Target

Reduce reporting unknowns:

- ▶ Faculty from 32.7% to 10%
- ▶ Staff from 23.3% to 10%

Why is this metric 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.

A FEW HIGHLIGHTS

The first cluster hire cohort joined Fall 2021 to promote equity and diversity across the WSU system.

WSU developed and approved an equity impact assessment tool to evaluate policies and decisions.

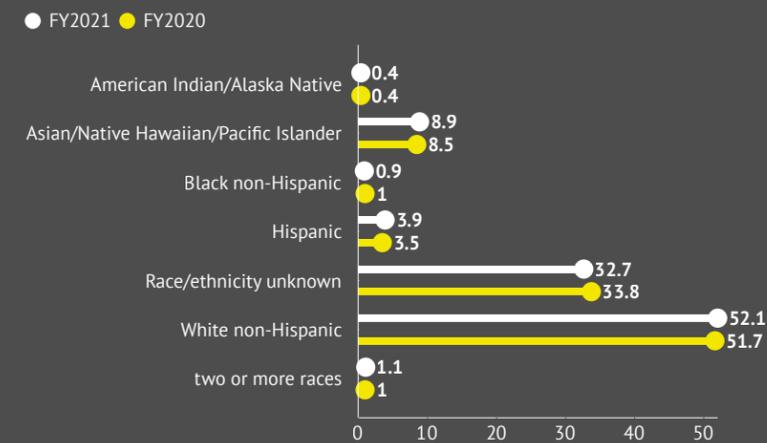
WSU received continued accreditation for its Animal Care and Use Program.

State legislature approved funding for climate surveys for faculty, staff, and students.

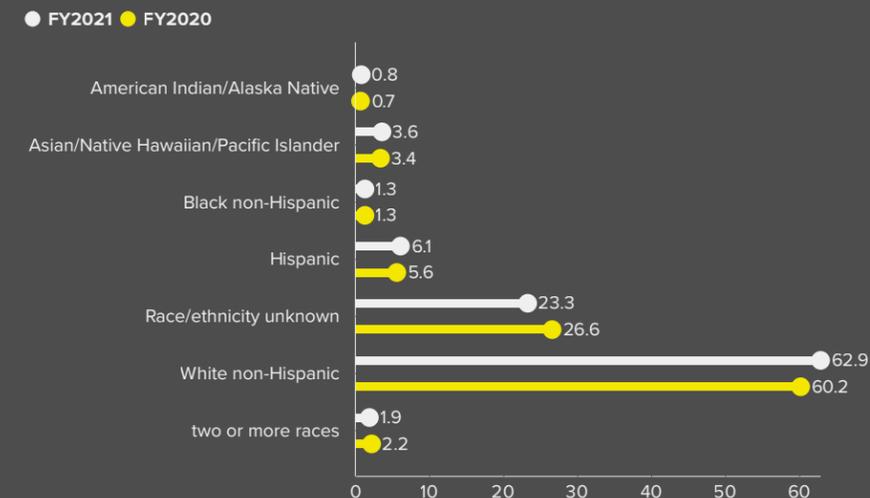
A data program launched to make data more accessible, accurate, and actionable for all who need it.

The Common App was implemented for shorter, gender-inclusive admission applications.

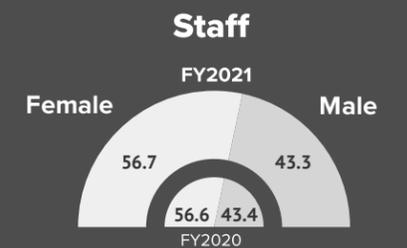
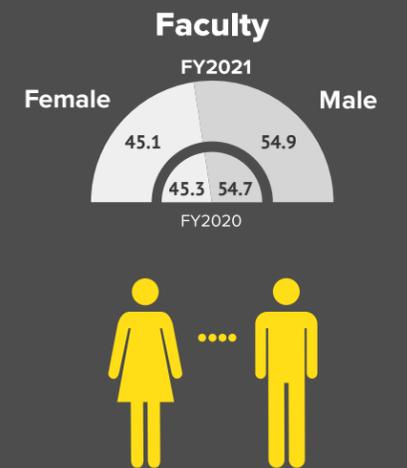
PERCENT FACULTY DIVERSITY



PERCENT STAFF DIVERSITY



GENDER DIVERSITY*



*Non-binary not reflected in this data

MORE INFORMATION

Additional metrics and reports can be found on the Institutional Research website.



ANNUAL REPORT 2021-2022

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