



# Washington State University - Vancouver Administrative Services Review

FINAL REPORT

December 12, 2025

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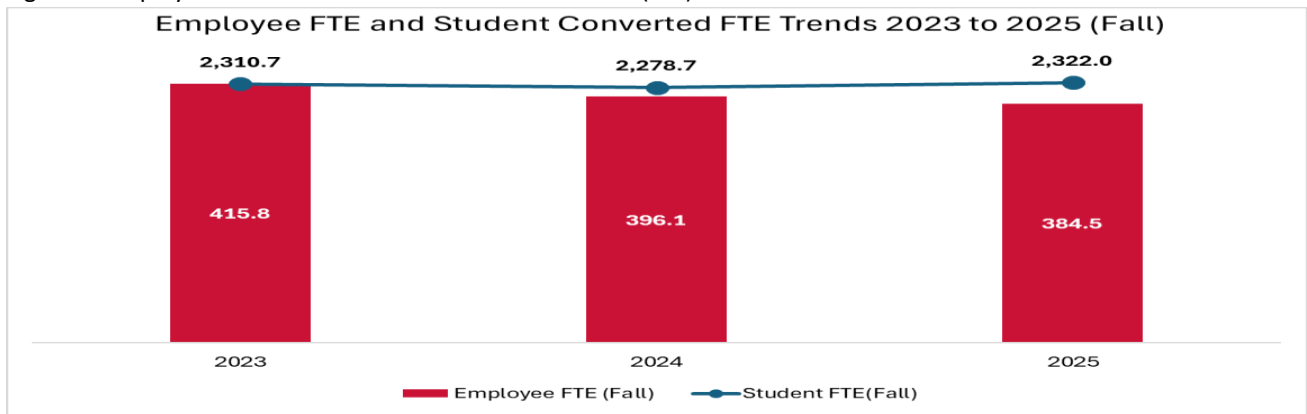
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## Executive Summary

Washington State University Vancouver (WSUV) partnered with rpk GROUP (rpk) to conduct a review of its administrative services, with the goal of identifying opportunities to further increase operational efficiency. This review was conducted in parallel with another project led by rpk, an Academic Portfolio and Resources Review. This review was conducted during a period of transition, particularly at the senior leadership level. Throughout the project, a shared commitment at all levels of the institution was evident to develop the necessary processes and practices required for data-informed, continuous improvement at WSUV.

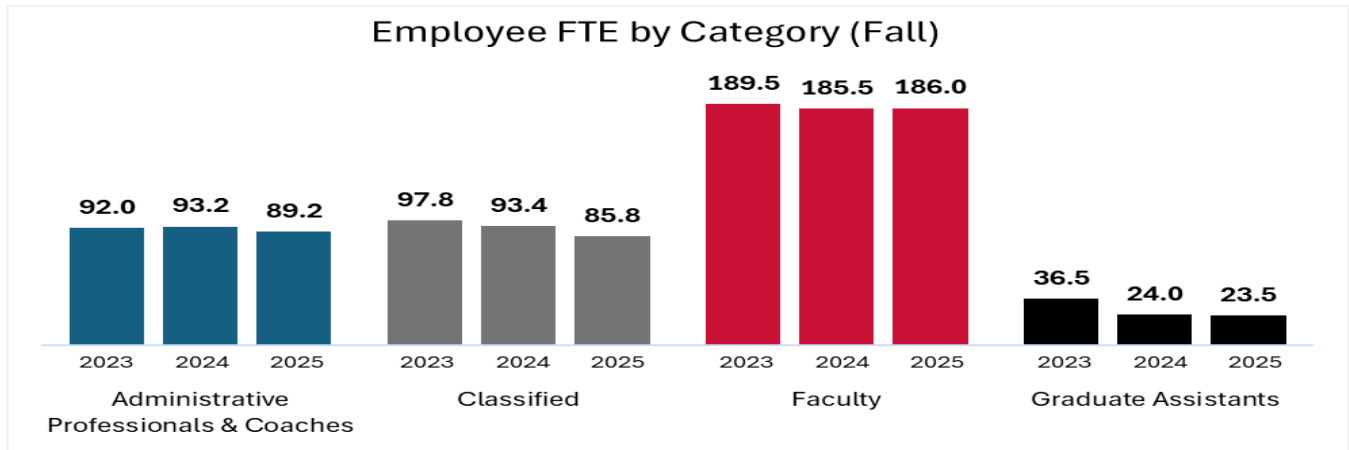
At a macro level, WSUV has seen a consistent reduction in full-time equivalent (FTE) employees. As visualized in Figure 1, from 2023 to 2025 at WSUV, employee FTE declined 7.5% and student converted FTE increased 0.5%<sup>1</sup>.

Figure 1: Employee FTE and Student Converted FTE Trends (Fall)



A focused analysis highlights that the decrease in employee FTE during this period was concentrated in classified employees (-12%) and graduate assistants (-36%)<sup>2</sup>:

Figure 2: Employee FTE by Category (Fall)

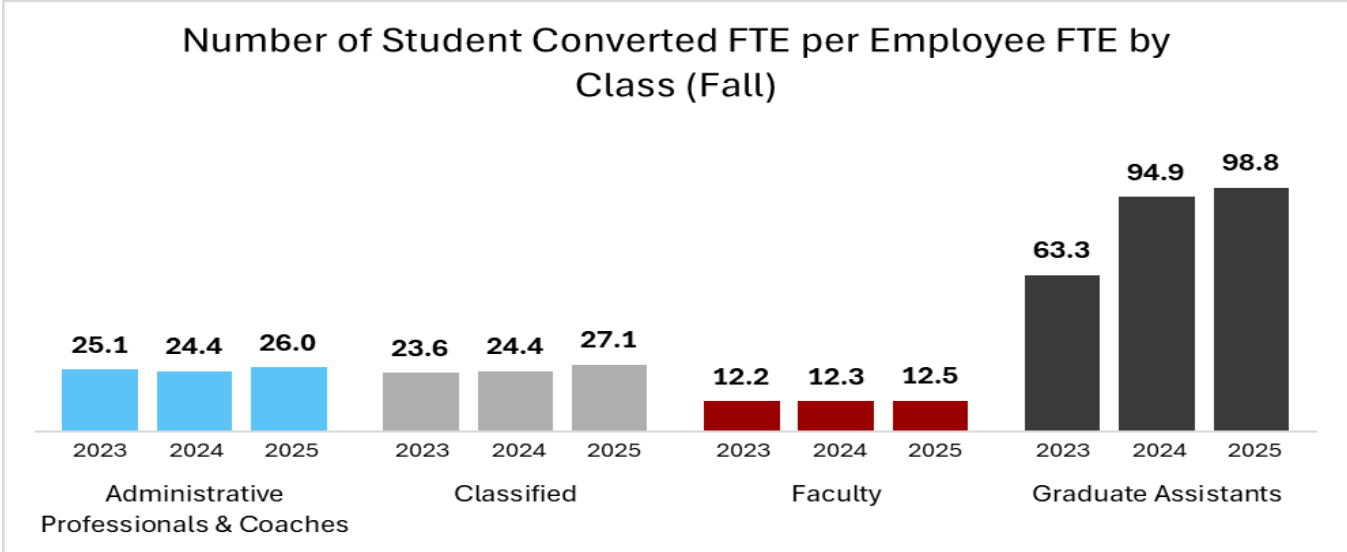


<sup>1</sup> <https://data.wsu.edu/system-data/institutional-dashboards/student/total-student-enrollment/> and <https://data.wsu.edu/system-data/institutional-dashboards/employee/employee-headcount-fte/>; Business Services at WSUV provided employee FTE data for Fall 2025.

<sup>2</sup> Definitions from WSU Institutional Research: Administrative Professionals: Examples include Academic Advisors, Admissions Counselors, Coordinators, Fiscal Analysts, and Campus Directors who are not Faculty. Classified/Civil Service: Examples include Administrative Assistants, IT professionals, Facilities workers, and Lab Assistants. Faculty: Tenure-track, Career-track, Lecturer, and Adjunct. Graduate Assistants: Teaching Assistants and Research Assistants.

Over the past three years, WSUV has maintained steady student FTE while decreasing employee FTE; these trends resulted in greater efficiency. Figure 3 below shows all employee classes serving more student FTE per employee FTE in 2025 than 2023<sup>3</sup>.

Figure 3: Number of Student Converted FTE per Employee FTE by Class (Fall)



Cost savings and the creation of efficiencies must always be considered in light of quality of service—especially the student experience. WSUV will want to continue to ensure that quality of service in support of student experience is high by:

1. clearly detailing what student-centeredness entails for WSUV, and
2. consistently applying comprehensive quantitative and qualitative data analyses to inform strategic resource allocation decisions.

This balance of efficiency and continued support for student success was recently demonstrated in Financial Aid. Financial Aid advocated for a position through the use of data illustrating intended impact and then tracked the actual impact post-hire. Moving forward, WSUV should continue to leverage the use of data informed decision making, and the campus’ culture of commitment to student service.

In an era marked by evolving enrollment patterns, financial constraints, and rapid technological change, WSUV faces the imperative to continuously adapt its administrative structures and processes. The report highlights the institution’s strengths, including dedicated personnel, a collaborative culture, and innovative approaches to student support and research. At the same time, it identifies areas for improvement such as streamlining workflows, enhancing interdepartmental communication, and investing in data governance and business intelligence (BI). By systematically evaluating each administrative unit, WSUV gains actionable insights to consider for future planning and resource allocation.

<sup>3</sup> <https://data.wsu.edu/system-data/institutional-dashboards/student/total-student-enrollment/> and <https://data.wsu.edu/system-data/institutional-dashboards/employee/employee-headcount-fte/>; Business Services at WSUV provided employee FTE data for Fall 2025.

The specific recommendations for consideration provided for each administrative unit coalesce around seven top-level recommendations:

### ***Top-Level Recommendations and Aligned Unit Specific Recommendations***

#### **1. Build out ‘student-centeredness’ at WSUV and continue to position being student-centered as WSUV’s shared future vision – its north star.**

- Remain committed to WSUV’s current undergraduate research opportunities as an enrollment and student success differentiator. (Academic Affairs, Research and Graduate Education, Enrollment, Marketing & Communications)
- Continue emphasis on events for WSU faculty, staff, and students while increasing engagement with Development and Alumni Relations and tracking impact of services. (Events Office)
- Shift responsibility to the Office for Admissions for the engagement of admitted and committed students to support their becoming enrolled students. (Enrollment, Student Services, Success, and Wellness)
- Work to clarify how students are made aware of and access student-focused services, particularly basic needs services. (Student Services, Success, and Wellness)
- As a retention initiative, explore a wider variety of on-site food options that are financially sustainable. (Student Services, Success, and Wellness)
- Given WSUV’s recent smaller graduating classes, harness the power of continued alumni engagement to ensure a strong per-graduate giving ratio. (Development and Alumni Relations)
- Community & Collaboration, while newly re-named, should work to articulate its purpose, demonstrate its impact, and ensure its work supports the broader mission of WSUV. (Community & Collaboration)
- Balance revenue generation from paid parking against participation at WSUV sponsored events (i.e., Development and Alumni Affairs & Events Office)
- Review operational best practices regarding the use of student workers during weekends. (Public Safety and Parking)

#### **2. Establish a culture of quantitative data governance, access, and informed use that strengthens WSUV’s ability to continuously respond to students’ needs and serve as a responsible steward of public resources.**

- Explore opportunities for WSUV to have access to a dedicated full-time institutional research position to facilitate reliable and accessible data that informs decisions supporting student enrollment, momentum, and completion. (Institutional Research, Academic Affairs)
- Consider not publishing the Campus Profile and focus instead on collecting and sharing data required for an annual academic portfolio and resource review. (Institutional Research)
- Facilitate the collection and use of data beyond academics to ensure other student services and student success initiatives have timely and actionable data to make informed decisions. (Institutional Research)
- Coordinate with Information Technology to develop, implement, and leverage improved data governance practices. (Institutional Research, Information Technology)
- Develop quantitative methods to measure the impact and return on investment of the Library’s popular student laptop lending program on retention and student success. (Library)

- Continue the transition to building more transparency and accountability for all levels of the organization, largely by enhancing business intelligence and incorporating data into decision making. (Business Services)
- Develop a robust technology plan that addresses the known needs for WSUV and a clear timeline for implementation. (Information Technology)
- Increase data availability and data use to inform the development of a robust deferred maintenance plan and the completion of an energy audit. (Facilities)
- Establish clear quantitative methods for sharing ELCA's impact on retention and student success (i.e., Orientation, UNIV104). (Student Services, Success, and Wellness)
- Implement consistent tracking of student participation in student engagement and success initiatives. (Student Services, Success, and Wellness)
- Seek to reduce the number of standalone software applications and prioritize solutions that integrate well with existing systems. (Information Technology)
- Coordinate with Institutional Research to leverage improved data governance practices to ensure IT infrastructure needs are acknowledged and planned for. (Information Technology, Institutional Research)
- Improve usability and reliability of the 25Live reservation system; provide more AV support and easier booking tools. (Events Office)
- Foster greater collaboration with WSU for knowledge and resources to reduce burden 'on the ground' and allow for a more data-informed proactive approach to maintenance issues. (Facilities)

**3. Implement quantitative performance metrics for administrative units that are measurable, focused on improving workflows, and aligned to WSUV's north star.**

- Develop additional user-friendly interfaces for Workday and related systems, especially for tasks like interdepartmental chargebacks, grants, travel reimbursement, and purchasing. Consolidate platforms where possible to reduce confusion and streamline access to resources. (Business Services)
- Maintain emphasis on simplifying forms, approval workflows, and overall Workday navigation to make tasks quicker and easier for faculty and staff. (Business Services)
- Pre-major and in-major advising should work to utilize the same software, approaches, and communication strategies to advising to ensure all students have a seamless experience. (Student Services, Success, and Wellness)
- Acknowledge accreditation standards related to staffing levels for counseling services as a measure to understand future counselor: student ratios. (Student Services, Success, and Wellness)
- Explore potential of sharing a videographer/photographer position with another WSU campus. (Marketing & Communications)
- Review policies and procedures related to keys and key card access to ensure that Facilities is fully aware of building access and use. (Public Safety and Parking, Facilities)
- Increase coordination with Public Safety to increase awareness of building access and use. (Facilities, Public Safety and Parking).
- Establish clear communication protocols with IT, custodial, and other relevant units to ensure smooth event execution and post-event support. (Events Office)

**4. Respond to enrollment challenges through clearly defined roles and responsibilities for each administrative unit, as well as a renewed emphasis on retention and innovative re-enrollment strategies.**

- Charge Enrollment with leading all innovative re-enrollment initiatives that engage the entire campus community. (Enrollment)
- Utilize internal expertise in Slate across other student success areas (i.e., Advising) for greater efficiency and coordination across units. (Enrollment)
- Engage in an annual academic portfolio and resources review process to ensure that academic offerings are aligned with student demand and resources are being appropriately allocated. (Academic Affairs)
- Guarantee that all committees and working groups dedicated to student academic success have defined goals, expected outcomes, and set end dates. (Academic Affairs)
- Coordinate with Student Services, Success, and Wellness to clarify the shared roles and responsibilities these units have, particularly related to student retention and student success. (Academic Affairs, Student Services, Success, and Wellness)
- Introduce term limits for Academic Leaders to broaden institutional knowledge and open additional career advancement opportunities. (Academic Affairs)
- Evaluate the course schedule matrix to optimize faculty teaching loads and respond to student concerns about course availability. (Academic Affairs)
- Integrate Workday's Faculty time module to more efficiently understand faculty activity and efforts. (Academic Affairs)
- Review and adjust current job duties to reflect current needs rather than historical practices. (Information Technology)

**5. Articulate a transparent plan that maximizes success for four current interim positions at the senior leadership level.**

- Articulate a transparent plan for the current interim Chancellor, Vice Chancellor of Academic Affairs, Vice Chancellor of Finance and Operations, and Director of Development and Alumni Relations that confirms the future status of these positions (i.e., interim or permanent), establishes a clear timeline for implementing the chosen status, and identifies the required roles and responsibilities related to this position that will maximize success and effectiveness for WSUV. (Leadership)
- Use the interim period to assess the potential for Research and Graduate Education to report to the Vice Chancellor of Academic Affairs. (Academic Affairs, Research and Graduate Education)

**6. Adjust current structure of Chancellor's Cabinet to guarantee that opportunities to strengthen retention and other student success initiatives across the institution are appropriately focused upon and resourced.**

- Restructure Information Technology (IT) to report to Finance & Operations. (Finance & Operations, Information Technology)
- Strengthen burgeoning relationship of Finance and Operations with Academic Affairs, particularly related to financial data required for annual academic portfolio and resources review. Utilize this productive relationship as a conduit to deeper collaborations with other units in order to provide greater transparency into financial and operational changes. (Finance & Operations, Academic Affairs)

- Charge Events Office with co-coordinating internal and external events for Development & Alumni Affairs. (Events Office, Development and Alumni Relations)
- Current vacant position at Associate Vice Chancellor level should be filled at a lower classification. (Facilities)

**7. Revisit current remote and/or hybrid work practices and policies, with a focus on ensuring services are in-person and consistently accessible.**

- Review the current organizational structure of the Office of Community & Collaboration against the anticipated outcomes and impact for this unit. (Leadership, Community & Collaboration)
- Ensure on-campus staff presence for student-facing services. (Student Services, Success, and Wellness)
- Improve and/or implement processes related to on-boarding and off-boarding employees that are focused on reliable and consistent access to information and resources. (Human Resources)
- Establish clear protocols for institutional knowledge transfer (Human Resources, Information Technology)
- In response to an upward trajectory of help desk tickets, despite enrollment declines, IT should explore deepening collaboration with WSU Pullman’s IT help desk services. (Information Technology)

The recommendations for consideration in this report position WSUV for long-term success as a student-centered institution. Emphasis is placed on fostering a culture of continuous improvement and leveraging data to inform strategic decisions. The report calls for the development of clear performance metrics, enhanced collaboration among units, and a renewed focus on student retention and success. By implementing the recommendations presented for consideration, WSUV can ensure that its administrative services remain responsive to the needs of students, faculty, and staff, while upholding its mission as a responsible steward of public resources and a leader in student-centered higher education.

## Approach and Methodology

Beginning in August 2025, rpk conducted a comprehensive review of WSUV’s administrative services to identify opportunities for cost savings and service improvements. The process included analyzing staffing data and organizational structures, reviewing unit-specific documents, and holding regular meetings with the Chancellor’s Cabinet and project leaders. Data analysis covered Fall 2023 through Fall 2025 to ensure current insights.

To gather feedback, rpk developed two web-based surveys: one for faculty and staff, which received 102 responses, and another for students, focused on Orientation, Advising, Course Scheduling, and Student Clubs & Organizations, with 77 responses. Appendices A and B detail survey methodologies and response rates. Both surveys provided critical input that informed the findings and recommendations in this report, complementing interviews and data reviews to create a holistic assessment of WSUV’s administrative services.

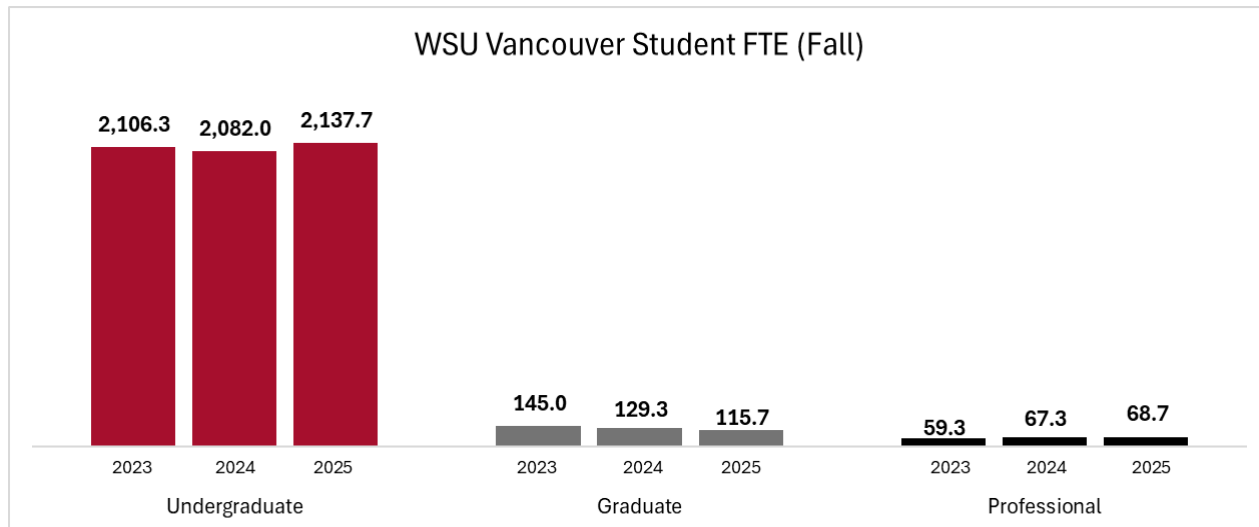
The recommendations below are presented to align with WSUV’s current organizational structure.

## Academic Affairs

Academic Affairs at WSUV, which coordinates activity for Academics, Enrollment, and the Library, while also currently overseeing Research & Graduate Education, is recognized by faculty and staff for leading student-centered education, research support, and collaboration. Interviews and survey data indicate consistent guidance of Academic Affairs, despite leadership transitions, though challenges such as sustaining momentum, manual faculty activity tracking, and limited collaboration with Student Services remain. Integrating Enrollment under Academic Affairs presents an opportunity to strengthen coordination on student access and retention; deeper partnerships with Student Services, Success, and Wellness are also recommended to boost undergraduate retention, which currently stands at 75%<sup>4</sup>.

The interim leadership of the Vice Chancellor for Research and Graduate Education enables the opportunity to review whether these areas should permanently report directly to Academic Affairs for better resource use and stability. A particular area noted for review includes course scheduling (students and faculty cite limited class times and inflexible schedules). Trends in graduate student enrollment at WSUV underscore an important opportunity for Academic Affairs, in coordination with Research and Graduate Studies. Specifically, how might WSUV combine Research and Graduate Education under Academic Affairs to enhance both graduate education and also undergraduate research. From 2023 to 2025 undergraduate student FTE enrollment increased 1%, graduate student FTE declined 20%, and professional student FTE increased 16%.<sup>5</sup>

Figure 4: WSU Vancouver Student FTE (Fall)



Academic Affairs often supports student success by forming committees targeting student success initiatives. To maximize these efforts, it will be crucial for Academic Affairs to define project scopes, expectations, and outcomes to keep teams focused on strategic goals. Clear roles and objectives will help committees remain

<sup>4</sup> <https://data.wsu.edu/system-data/institutional-dashboards/student/retention-and-graduation/>

<sup>5</sup> Numbers have been rounded to nearest whole from: <https://data.wsu.edu/system-data/institutional-dashboards/employee/employee-headcount-fte/>

effective. Ensuring WSUV’s access to a full institutional research position should improve collaboration across departments and streamline access to student success data.

Under the purview of Academic Affairs, Academic Directors hold a critical leadership role in overseeing departmental operations, supporting faculty, guiding curriculum development, and safeguarding academic integrity. Their contributions contribute to aligning departmental functions with institutional objectives and creating an environment of academic excellence. To further enhance leadership capacity at WSUV, it is advised that Academic Affairs broaden participation in Academic Director roles by implementing term limits for these appointments in ways that maximize institutional knowledge and create opportunities for professional growth.

*Findings from Academic Portfolio and Resources Review*

In parallel with the Administrative Services Review, rpk collaborated with WSUV to conduct an Academic Portfolio and Resources Review (APRR). The APRR’s foundations should be regularly updated with data from four core activity areas: academic programs, courses, faculty, and finance. This new initiative could be supported by using existing resources in Institutional Research by shifting away from the Campus Profile and toward generating the data needed for the APRR. It is recommended that WSUV implement the annual utilization of the APRR framework for data-informed decision-making.

Academic Affairs should build on its strengths by promoting interdepartmental collaboration, considering integration with Research and Graduate Education, and investing in academic and research programs that attract, retain, and graduate students. Expanding flexible learning opportunities for students (including course scheduling) and improving communication about academic offerings and student-success initiatives are also important. Advocacy for faculty and staff, data-informed decisions, and a focus on student success and research excellence will help Academic Affairs support WSUV’s mission and financial stability.

*Recommendations for Consideration for Academic Affairs*

<b>Recommendation</b>	<b>Time to Implementation</b>	<b>Implementation Impact Gauge</b>
Remain committed to WSUV’s current undergraduate research opportunities as an enrollment and student success differentiator.	On-going	Higher impact, less time to implement
Articulate a transparent plan for the current interim Vice Chancellor of Academic Affairs that confirms the future status of this position (i.e., interim, or permanent), establishes a clear timeline for implementing the chosen status, and identifies the required roles and responsibilities related to this position that will maximize success and effectiveness for WSUV.	0-3 months	Higher impact, less time to implement
Use the interim period to assess the potential for Research and Graduate Education to report to	0-3 months	Higher impact, less time to implement

the Vice Chancellor of Academic Affairs.		
Guarantee that all committees and working groups dedicated to student academic success have defined goals, expected outcomes, and set end dates.	0-3 months	Lower impact, less time to implement
Engage in an annual academic portfolio and resources review process to ensure that academic offerings are aligned with student demand and resources are being appropriately allocated.	3-6 months	Higher impact, less time to implement
Explore opportunities for WSUV to have access to a dedicated full-time institutional research position to facilitate reliable and accessible data that informs decisions supporting student enrollment, momentum, and completion.	3-6 months	Higher impact, less time to implement
Coordinate with Student Services, Success, and Wellness to clarify the shared roles and responsibilities these units have, particularly related to student retention and student success.	3-6 months	Higher impact, less time to implement
Introduce term limits for Academic Leaders to broaden institutional knowledge and open additional career advancement opportunities.	3-6 months	Lower impact, less time to implement
Evaluate the course schedule matrix to optimize faculty teaching loads and respond to student concerns about course availability.	6-9 months	Higher impact, more time to implement
Integrate Workday's Faculty time module to more efficiently understand faculty activity and efforts.	9-12+ months	Higher impact, more time to implement

## Enrollment

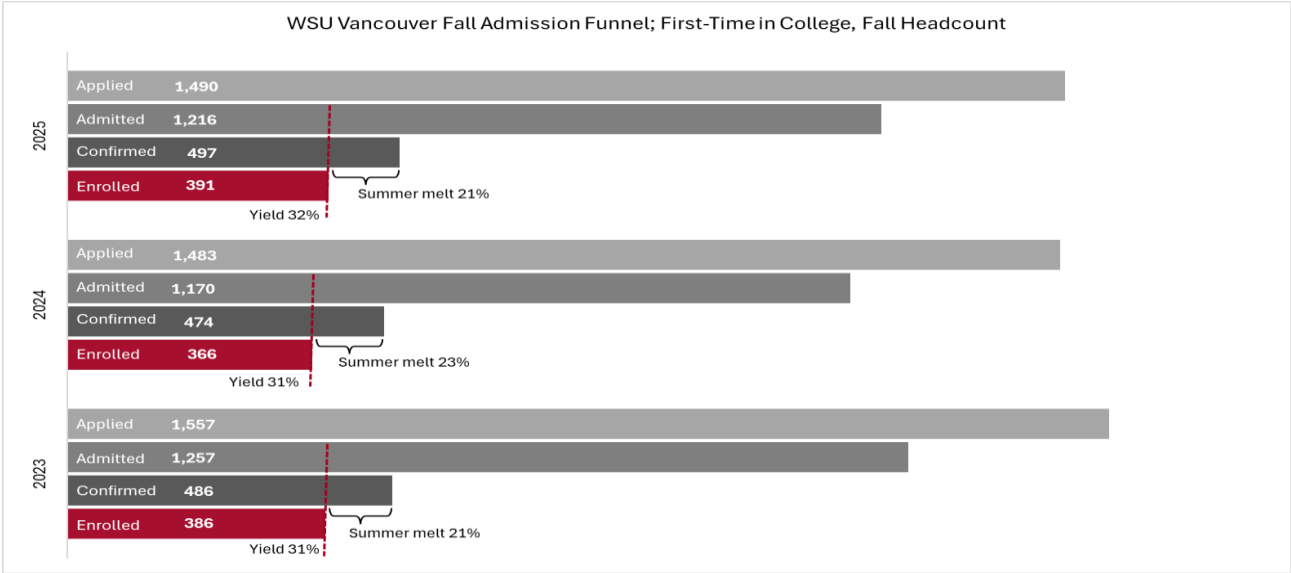
Through multiple structural reorganizations over the last two years, the Enrollment unit at WSUV has demonstrated adaptability, collaboration, and data-informed decision-making, based on interviews and survey data. Enrollment encompasses Admissions, Student Financial Services, Registrar, and the Cougar Campus Center. The unit's strengths, as shared in interviews and survey feedback from faculty and staff, are rooted in its ability to foster a positive environment, drive improvements in student support services, and maintain a focus on

continuous improvement through strategic use of data. The Admissions Team recently increased first-year enrollment and expanded outreach to K-12 schools. The purposeful use of tools like Slate for tracking student progress and joint presentations with other partners has allowed Enrollment to use data to demonstrate enhanced community engagement and operational alignment across personnel. This purposeful use of data serves as a model for other units at WSUV.

There are opportunities to further strengthen the WSUV enrollment pipeline and move students to an enrolled status. Interviewees and survey responses indicate that the hand-off process from students confirming their intent to enroll to actually enrolling is fragmented, leading to confusion and student attrition during the critical summer melt period. Both faculty and staff, as well as student survey responses, point to limited event space, lack of residence halls, and costly local housing as reducing the campus’s appeal. Advising and orientation structures are not fully centralized or coordinated, and technology adoption—such as mobile readiness and AI chat tools—lags due a coordinated institutional strategy. While not directly under the purview of Enrollment, opportunities exist for WSUV to restructure advising and orientation, centralize administrative support, and leverage data more effectively.

WSUV has intensified efforts across admissions stages to achieve enrollment goals. Figure 5 below details fall admissions funnel for first-time in college students. Applications from first-time college students fell 4% from 2023 to Fall 2025, with admits down 3%. Encouraging more confirmations led to a 2% rise in confirmed students and a 1% increase in actual enrollments. Despite these gains, converting confirmed students to enrollees remains a challenge, as yield rates stay around 31%, and about 20% of confirmed students do not matriculate due to "summer melt."<sup>6</sup>

Figure 5: WSU Vancouver Fall Admission Funnel: First-Time in College, Fall Headcount



<sup>6</sup> <https://data.wsu.edu/system-data/institutional-dashboards/student/new-student-enrollment/>

### *Enrollment Recommendations for Consideration*

<b>Recommendations</b>	<b>Time to Implementation</b>	<b>Implementation Impact Gauge</b>
Shift responsibility to the Office for Admissions for the engagement of admitted and committed students to support their becoming enrolled students	0-3 months	Higher impact, less time to implement
Charge Enrollment with leading all innovative re-enrollment initiatives that engage the entire campus community.	0-3 months	Higher impact, less time to implement
Utilize internal expertise in Slate across other student success areas (i.e., Advising) for greater efficiency and coordination across units	6-9 months	Higher impact, more time to implement

## **Library**

The WSUV Library is viewed by campus constituents as a responsive resource supporting research, instruction, and student needs by faculty and staff. It provides a range of student-focused services, including a semester-long laptop loan program, credit-bearing instruction, and complimentary student printing funded by technology fees. The laptop program, highly valued by students, is administered in partnership with Information Technology, utilizing initial funding from student technology fees and the Development Office.

As part of the WSU library system, the library benefits from integration with other campuses, while still experiencing certain challenges. The library remains dedicated to facilitating access to high-quality resources for both faculty and students, notably maintaining efficient interlibrary loan turnaround times. However, transparency and collaboration regarding the negotiation and calculation of charges for library databases (funded by WSU Pullman) and the process surrounding database cancellations were shared areas of concern. Recent improvements in this partnership, attributed to more consistent communication, underscore the need to sustain this collaborative approach. Utilizing a liaison model, the library assigns librarians to academic programs for collection development, instructional activities, and outreach. Collaboration with other campus units—such as the Writing Center and Math/Science Skill Center—remains limited, but co-located services offer potential for deeper partnerships. Although the student-to-library staff ratio (241:1 as of Fall 2025) exceeds recent benchmarks from ACRL’s Annual Survey of Academic Libraries, current enrollment trends at WSUV do not warrant an increase in library staff at this time<sup>7</sup>.

The library’s ongoing commitment to student engagement and data-informed decision-making positions it as a leader and valuable partner in advancing student-centered initiatives throughout WSUV. Actively participating in these efforts should reinforce the library’s visibility and strengthen its connections with faculty, students, and staff across campus.

<sup>7</sup> <https://data.wsu.edu/system-data/institutional-dashboards/student/total-student-enrollment/>; and library FTE data shared by WSUV; and [ACRL Survey](#)

### *Library Recommendation for Consideration*

<b>Recommendation</b>	<b>Time to Implementation</b>	<b>Implementation Impact Gauge</b>
Develop quantitative methods to measure the impact and return on investment of the Library’s popular student laptop lending program on retention and student success.	3-6 months	Lower impact, less time to implement

## **Institutional Research**

WSU Vancouver can strengthen data-informed decision-making by expanding Institutional Research (IR) capacity. A more robust IR function will improve data accessibility and strategic relevance, enabling better evaluation of efficiency, resource allocation, and alignment with institutional priorities. Building a comprehensive business intelligence (BI) framework is essential for these goals.

Despite extensive data collection, gaps in coordination and accountability persist. IR should lead campus-wide collaboration, produce actionable reports, and shift from annual profiles to more frequent, targeted data releases—such as for the Academic Portfolio and Resource Review. These changes will enhance responsiveness to evolving institutional needs.

Currently, IR operates with only 0.5 FTE, limiting data access and consistency. Broad campus support exists for access to a full-time IR professional with higher education expertise who serves the entire campus while maintaining ties to Academic Affairs. Expanding IR capacity is critical for robust planning, accountability, and evidence-based decision-making.

### *Institutional Research Recommendations for Consideration*

<b>Recommendation</b>	<b>Time to Implementation</b>	<b>Implementation Impact Gauge</b>
Explore opportunities for WSUV to have access to a dedicated full-time institutional research position to facilitate reliable and accessible data that informs decisions supporting student enrollment, momentum, and completion (with Academic Affairs).	3-6 months	Higher impact, less time to implement
Consider not publishing the Campus Profile in order to focus on collecting and sharing data required for an annual academic portfolio and resource review.	0-3 months	Higher impact, less time to implement

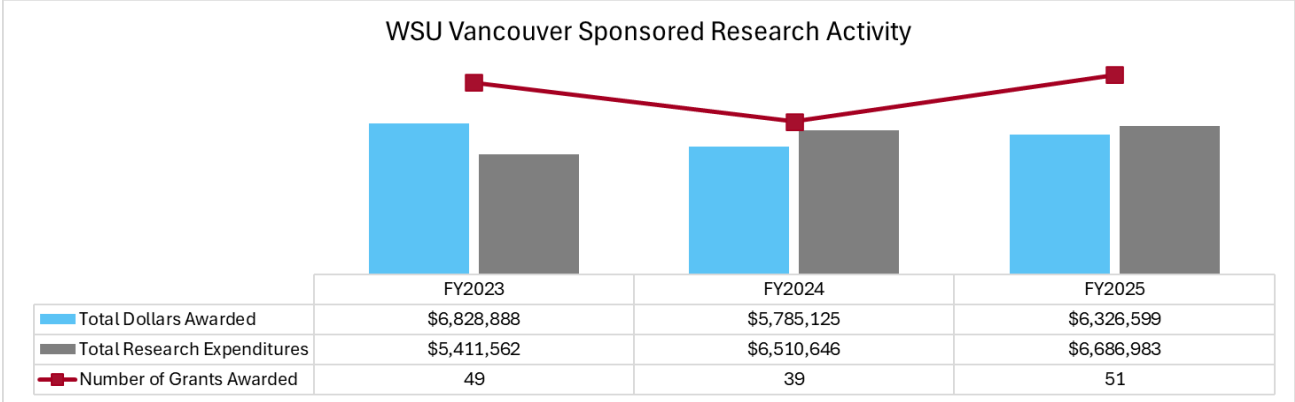
## **Research and Graduate Education**

### **Research**

WSUV demonstrates strong leadership and a commitment to supporting faculty and student research. Survey responses indicated that the campus has operationalized effective engagement of undergraduate students in research, its well-rooted land-grant mission, and its ability to showcase research achievements through events like the Research Showcase and Faculty Flash Talks. The Natural Sciences Graduate Program stands out as a valuable resource for the region, providing high-quality research training and contributing to the local

community. WSUV has robust pre-award grant processes, with multiple stakeholders playing a pivotal role in compliance and budget certification. However, to maintain WSUV’s energy and presence in research, post-award tracking and financial management remain areas for continuous improvement. This will be an area of on-going attention given WSUV’s upward trend in awarded grants and research expenditures.<sup>8</sup>

Figure 6: WSU Vancouver Sponsored Research Activity



Efforts are underway to boost faculty grant participation beyond science disciplines and foster cross-campus collaboration. The office is shifting toward qualitative metrics for grant support and aligning with emerging research areas such as AI. To sustain momentum, WSUV must leverage these initiatives, standardize protocols, and strengthen system-wide collaboration for efficiency and consistency.

**Graduate Education**

Limited resources and reduced teaching and graduate assistant support challenge the growth of graduate programs and research productivity at WSUV. Addressing these challenges will require data-informed strategic investments.

*Research and Graduate Education Recommendations for Consideration*

The recommendations relating to the Office of Research and Graduate Education in this report are aligned with other units and mirrored here.

Recommendation	Time to Implementation	Implementation Impact Gauge
Remain committed to WSUV’s current undergraduate research opportunities as an enrollment and student success differentiator (with Academic Affairs, Enrollment, Marketing & Communication).	On-going	Higher impact, less time to implement
Facilitate the collection and use of data beyond academics to ensure other student services and student success initiatives have timely and actionable data to make informed decisions.	6-9 months	Lower impact, more time to implement

<sup>8</sup> Data and definitions provided by WSUV’s Office of Research and Graduate Education. The total number of grants awarded includes new awards, renewals, supplements, and continuations from external sponsors and very few internal to WSU sources. The total dollars awarded includes directs and indirect cost amounts from the total number of grants awarded under the listed parameters. The total research expenditures are totals of direct and indirect costs for externally funded research.

Coordinate with Information Technology to develop, implement, and leverage improved data governance practices.	9-12+ months	Higher impact, more time to implement
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## Finance & Operations

Finance & Operations, currently under interim leadership, oversees Business Services, Facilities, Events, Human Resources, and Public Safety & Parking at WSUV. It has shown strong resource stewardship and resilience in managing budgets during challenging conditions.

To align with recommendations for restructuring the Chancellor’s Cabinet, it is recommended that WSUV consider having Information Technology report to Finance & Operations.

Finance & Operations has maintained financial stability in the face of budget cuts and enrollment declines, while still enabling investment in digital solutions like online parking passes and streamlined work orders. However, survey feedback highlights concern about transparency in budgeting, limited stakeholder input, and complex internal processes such as chargebacks. Leadership turnover has also hindered cross-campus collaboration. A clear plan to support the interim leadership role is recommended.

Opportunities for improvement include:

- Increasing transparency in budgeting and decision-making
- Streamlining hiring and administrative processes
- Adopting data-informed practices that empower units to efficiently manage allocated resources (people, time, and money)
- Fostering cross-department collaboration
- Investing in staff development

A renewed partnership with Academic Affairs signals progress toward these goals.

### *Finance & Operations Recommendations for Consideration*

<b>Recommendation</b>	<b>Time to Implementation</b>	<b>Implementation Impact Gauge</b>
Articulate a transparent plan for the current interim Vice Chancellor of Finance and Operations that confirms the future status of this position (i.e., interim or permanent), establishes a clear timeline for implementing the chosen status, and identifies the required roles and responsibilities related to this position that will maximize success and effectiveness for WSUV.	0-3 months	Higher impact, less time to implement
Restructure Information Technology (IT) to report to Finance & Operations.	0-3 months	Lower impact, less time to implement
Strengthen burgeoning relationship with Academic Affairs, particularly related to financial data required for annual academic portfolio and resources review. Utilize this productive relationship as a conduit to deeper collaborations with other units.	0-3 months	Higher impact, more time to implement

## Business Services

Business Services at WSUV is recognized by faculty and staff for its knowledgeable, responsive team and effective leadership. The department reliably manages payroll, grants, and budgets, even during staffing shortages, and is valued for tailored support and transparent communication through regular meetings. Collaboration with the WSU Pullman grant office further highlights the benefits of shared services.

Opportunities include introducing clarity regarding approval processes in Workday, maintaining consistency in the application of standard financial workflows, and reducing knowledge gaps from staff turnover. Faculty and staff note that Workday’s complexity and frequent updates can cause inefficiency, while heavy workloads and limited resources may delay approvals and impact service. The need for improved training and communication to retain institutional knowledge was also highlighted. To improve, focusing on workflow related to purchasing, contract administration, and cash handling could reduce administrative burden and boost efficiency. The on-going transition to Workday presents an opportunity to clarify roles, enhance reporting, and empower staff. Centralized technology purchasing, innovative reporting solutions, clarified responsibilities, budget transparency, and a shared services model are recommended to strengthen collaboration, operational effectiveness, and business intelligence across campus units.

### *Business Services Recommendations for Consideration*

<b>Recommendation</b>	<b>Time to Implementation</b>	<b>Implementation Impact Gauge</b>
Continue the transition to building more transparency and accountability for all levels of the organization, largely by enhancing business intelligence and incorporating data into decision making.	6-9 months	Lower impact, more time to implement
Develop additional user-friendly interfaces for Workday and related systems, especially for tasks like interdepartmental chargebacks, grants, travel reimbursement, and purchasing. Consolidate platforms where possible to reduce confusion and streamline access to resources.	6-9 months	Lower impact, more time to implement
Maintain emphasis on simplifying forms, approval workflows, and overall Workday navigation to make tasks quicker and easier for faculty and staff.	6-9 months	Lower impact, more time to implement

## Events Office

The Events Office at WSUV, under newer leadership, is streamlining operations and improving event experiences through initiatives like automated door unlocking, enhanced website visibility, and pre-term trainings. Staff are

praised in survey responses for adaptability and responsiveness. While external bookings have grown, it will be important to balance revenue growth with support for student-centered services. Particular attention to the unit’s partnership with Development and Alumni Relations should support WSUV’s long term strategic goals. Opportunities to achieve greater efficiencies include a review of current policies, clarification of fees/charges, and streamlining of booking and catering processes.

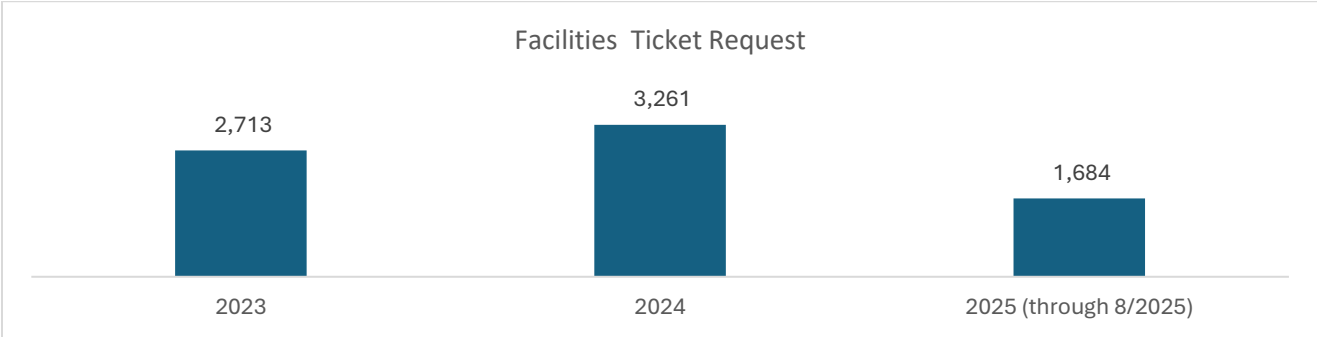
*Events Office Recommendations for Consideration*

Recommendation	Time to Implementation	Implementation Impact Gauge
Continue emphasis on events for WSU faculty, staff, and students while increasing engagement with Development and Alumni Relations and tracking impact of services.	0-3 months	Higher impact, less time to implement
Establish clear communication protocols with IT, custodial, and other relevant units to ensure smooth event execution and post-event support.	3-6 months	Lower impact, less time to implement
Improve usability and reliability of the 25Live reservation system; provide more AV support and easier booking tools.	6-9 months	Lower impact, greater time to implement

**Facilities**

Facilities at WSUV is recognized by the campus community for improving accessibility, advancing sustainability initiatives, and collaborating effectively across departments. Despite resilience in maintaining essential operations, staffing shortages and turnover have led to reported delays in maintenance, inconsistent cleaning, and growing work order backlogs. While the ticketing system is increasingly used, Facilities has not fully leveraged available data to anticipate maintenance needs<sup>9</sup>. Streamlining work order and ticketing processes with tools like AIM and involving stakeholders in decisions can improve services and prevent costly issues.

Figure 7: Facilities Ticket Requests



<sup>9</sup> Data provided by WSUV’s Facilities Office.

WSUV should continue to prioritize proactive deferred maintenance planning, using data and current systems. Filling the Associate Vice Chancellor of Facilities role at a lower level is advised, while closer ties with other WSU campuses can provide needed expertise and resources. Continued focus on environmental sustainability, cross-unit collaboration, and long-term asset management strategies will help Facilities support the university's mission and evolving needs.

*Facilities Recommendations for Consideration*

<b>Recommendation</b>	<b>Time to Implementation</b>	<b>Implementation Impact Gauge</b>
Increase coordination with Public Safety to increase awareness of building access and use.	0-3 months	Higher impact, less time to implement
Current vacant position at Associate Vice Chancellor level should be filled at a lower classification.	0-3 months	Higher impact, less time to implement
Increase data availability and data use to inform the development of a robust deferred maintenance plan and complete an energy audit.	6-9 months	Higher impact, more time to implement
Foster greater collaboration with WSU for knowledge and resources to reduce burden 'on the ground' and allow for a more data-informed proactive approach to maintenance issues.	6-9 months	Lower impact, more time to implement
Utilize increased data availability to better structure and support space management awareness and processes.	6-9 months	Lower impact, more time to implement

**Human Resources**

*This report recognizes the centralization of WSUV's Human Resources Office into the larger WSU Human Resources structure in August 2025.*

While the recent restructuring of WSUV's Human Resources Office led to on-campus staff reductions and concern in survey responses about centralizing services, it presents opportunities for improved turnaround times and system-level support. It also highlights the potential of appropriately flexing larger WSU resources in a shared capacity while not negatively impacting WSUV's goal of being student-centered.

Regardless of the physical location of Human Resources personnel supporting WSUV, campus-level processes present as areas for improvements. Succession planning and interdepartmental communication are inconsistent, and the recruitment process varies widely across departments. Interview and survey responses from faculty and staff detail a desire for professional development opportunities that are clear and offer formal programs for all

employees to grow in their roles. WSUV is encouraged to address these gaps with the aim of fostering a more unified approach; doing so will be critical for strengthening and supporting campus operations moving forward.

*Human Resources Recommendations for Consideration*

<b>Recommendation</b>	<b>Time to Implementation</b>	<b>Implementation Impact Gauge</b>
Improve and/or implement processes related to on-boarding and off-boarding employees that are focused on reliable and consistent access to information and resources.	9-12 months	Lower impact, more time to implement
Establish clear protocols for institutional knowledge transfer (with Information Technology).	9-12 months	Lower impact, more time to implement

**Information Technology**

WSUV’s Information Technology (IT) unit has evolved from a small, reactive service provider into a collaborative partner within the broader WSU network. IT is recognized by faculty and staff for its skilled expertise, exceptional customer service, timely responses, and comprehensive service and support for all campus constituents. Achievements include the implementation of shared services with other WSU campuses, development of strong inter-campus relationships, and the launch of targeted initiatives such as “Students Helping Students,” which delivers technical assistance and resources directly to students. The unit is also recognized for its adaptability, willingness to pilot new projects, and capacity to maintain robust network infrastructure despite limited resources.

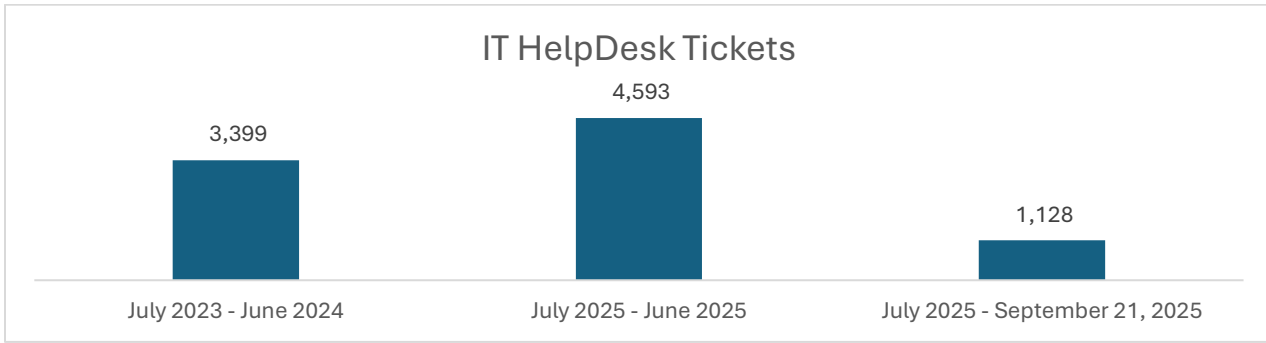
The IT unit currently faces several challenges, including staffing reductions, obsolete technology assets, and fragmented communication channels. The shift from capital expenditure to operating expense funding models has introduced fiscal uncertainties, while inadequate succession planning and leadership development have hindered organizational progress. Reliance on individual personnel for critical systems creates risks to business continuity, and the absence of standardized governance for technology platforms outside central IT has resulted in inefficiencies and siloed operations. Limited staff has made the integration of new technologies challenging, and ongoing constraints in securing resources for equipment replacement and system upgrades persist. To begin addressing these issues, it is recommended that the IT reporting structure be moved under Finance & Operations, enhancing the ability of IT’s leadership’s capacity to focus on operational efficiencies.

While HelpDesk ticket data does not fully capture all methods of support provided to faculty, staff, and students, these trends (depicted in Figure 8) demonstrate that demand for IT services remains steady, regardless of variations in campus enrollment.<sup>10</sup>

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<sup>10</sup> Data provided by WSUV’s Office of Information Technology

Figure 8: IT HelpDesk Tickets



In light of increasing help desk volumes and in recognition of requests made in survey responses from faculty, staff, and students, further collaboration with WSU Pullman’s IT help desk should be considered, particularly related to evening hours. It is also advisable to periodically review and update job responsibilities to align with evolving operational requirements.

Coordination with Institutional Research is essential to utilize improved data governance practices and ensure IT infrastructure needs are identified and addressed in future planning efforts. Developing a robust technology plan with explicit timelines for addressing WSUV’s specific requirements is also recommended. Lastly, working to reduce the number of standalone software applications and prioritizing integrated solutions will improve efficiency and system cohesion.

*Information Technology Recommendations for Consideration*

<b>Recommendation</b>	<b>Time to Implementation</b>	<b>Implementation Impact Gauge</b>
In response to upward trajectory of help desk tickets that counters WSUV’s enrollment trends, IT should explore deepening collaboration with WSU Pullman’s IT help desk services.	3-6 months	Higher impact, less time to implement
Coordinate with Institutional Research to leverage improved data governance practices to ensure IT infrastructure needs are acknowledged and planned for.	6-9 months	Lower impact, more time to implement
Review and adjust current job duties to reflect current needs, rather than historical practices.	6-9 months	Lower impact, more time to implement
Develop a robust technology plan that addresses the known needs for WSUV and a clear timeline for implementation.	9-12 months	Higher impact, more time to implement
Seek to reduce the number of standalone software applications and prioritize solutions that integrate well with existing systems.	9-12 months	Lower impact, more time to implement

## Public Safety & Parking

Public Safety & Parking Services at WSUV manages parking, police, and security operations under an open campus model, which presents challenges due to public access. Campus safety campaigns and student outreach initiatives engage the campus community, aligning with WSUV’s student-centered goals. The team operates efficiently but has staffing shortages, especially on overnight shifts and weekends. The latter often relies on student workers.

Building access is controlled via the CS Gold system, requiring advanced departmental communication. Greater collaboration with units like Facilities and Events Office would improve operations, using monthly meetings with WSU Pullman as a model for consistent security practices.

A recent success that highlights effective cross-administrative unit collaboration was the swift rollout of virtual parking passes, which increased efficiency and reduced complaints. Future reviews should consider how best to balance revenue generated from paid parking for sponsored events against participation from students, faculty, staff, and guests.

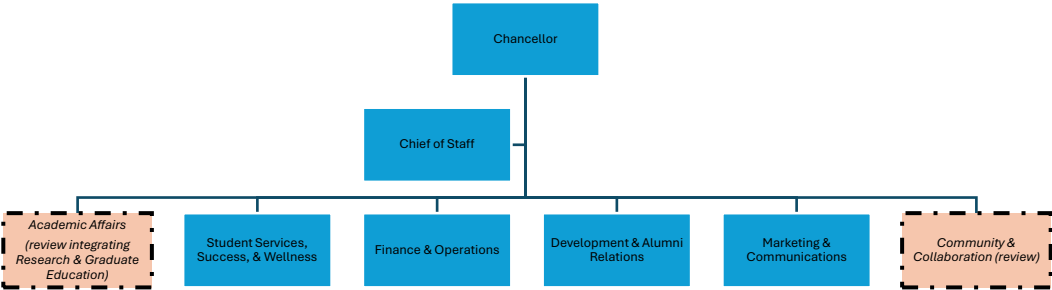
### *Public Safety & Parking Recommendations for Consideration*

<b>Recommendation</b>	<b>Time to Implementation</b>	<b>Implementation Impact Gauge</b>
Review operational best practices regarding the use of student workers during weekends.	0-3 months	Higher impact, less time to implement
Balance revenue generation from paid parking against participation at WSUV sponsored events.	0-3 months	Lower impact, less time to implement
Review policies and procedures related to keys and key card access to ensure that Facilities is fully aware of building access and use.	0-3 months	Lower impact, less time to implement

## Leadership

Leadership, including the Chancellor’s Cabinet at WSUV, expresses a clear commitment to ensuring the campus is student-centered. Meeting this objective requires collaboratively detailing what being “student-centered” means for WSUV and positioning it as the campus’ north star. In its current configuration, the Chancellor’s Cabinet is comprised of eleven positions. It is recommended that the Chancellor’s Cabinet be reconfigured to provide a more streamlined approach to decision-making, create additional capacity for leaders to guide their units, and to ensure that representative groups’ voices and data are present in conversations and decision-making. The recommended reconfigured Cabinet’s structure as shown in Figure 9 could be:

Figure 9: Recommended Reconfigured Cabinet Structure



This restructured Cabinet proposal includes a recommendation that the vacant positions in PACE and Strategic Collaboration remain unfilled.

In addition to considering this restructured cabinet, it is recommended that leadership articulates a transparent plan that maximizes success for four current interim positions at the senior leadership level that includes a decision on the status of the positions (i.e., interim or permanent), a timeline for implementing the chosen status, and identifies the required roles and responsibilities related to each position. A core component of being student-centered is being available to students. Survey responses from faculty and staff, as well as students express a desire for more consistent on-campus presence for services. It is recommended that Leadership review remote and/or hybrid work practices and policies with a focus on ensuring services are in-person and consistently accessible.

Focusing on WSUV’s north star requires the Leadership to continue to drive data-informed decision making. Leadership should strengthen the institution’s use of quantitative data, building on initiatives like the Administrative Services Review and Academic Portfolio and Resources Review to identify inefficiencies and improve operations. Finally, unit-level improvements must be monitored for progress.

*Leadership Recommendations for Consideration*

*This report recognizes that while WSUV’s Leadership bears responsibility for considering these recommendations, implementation should leverage collaboration and coordination with the entire WSUV community.*

Recommendation	Time to Implementation	Implementation Impact Gauge
Build out ‘student-centeredness’ at WSUV and continue to position being student-centered as WSUV’s shared future vision – its north star.	0-3 months	Higher impact, less time to implement
Articulate a transparent plan for the four current interim leadership positions confirms the future status of these positions (i.e., interim or permanent), establishes a clear timeline for implementing the chosen statuses, and identifies the required roles and responsibilities related to each position that will maximize success and effectiveness for WSUV and aligns with WSUV’s north star.	0-3 months	Higher impact, less time to implement

Adjust current structure of Chancellor's Cabinet to ensure opportunities to strengthen retention and other student success initiatives.	0-3 months	Higher impact, less time to implement
Revisit current remote and/or hybrid work practices and policies with a focus on ensuring services are in-person and consistently accessible.	0-3 months	Higher impact, less time to implement
Review the current organizational structure of the Office of Community & Collaboration against the anticipated outcomes and impact for this unit.	0-3 months	Lower impact, less time to implement
Current vacant positions in PACE and Strategic Partnerships should remain vacant and reallocate any resources for these positions to support student retention and student success.	0-3 months	Lower impact, less time to implement
Charge Events Office with co-coordinating internal and external events for Development & Alumni Affairs.	0-3 months	Higher impact, less time to implement
Implement quantitative performance metrics for administrative units that are measurable and aligned to WSUV's north star.	3-6 months	Higher impact, less time to implement

## Community and Collaboration

The Office of Community and Collaboration at WSUV was recently formed through the reorganization of a previous administrative unit. The current organizational structure of this unit with one Vice Chancellor overseeing one direct report merits further review, particularly related to its presence on the Chancellor's Cabinet. Survey responses from faculty and staff, along with insights from additional interviews, indicate a need for this unit to establish a well-defined profile, clearly articulate its services and primary stakeholders, specify desired outcomes, and outline methods for measuring progress toward these objectives.

### *Community and Collaboration Recommendations for Consideration*

<b>Recommendation</b>	<b>Time to Implementation</b>	<b>Implementation Impact Gauge</b>
Community & Collaboration, while newly re-named, should work to articulate its purpose, demonstrate its impact, and ensure its work supports the broader mission of WSUV.	0-3 months	Higher impact, less time to implement

## Development and Alumni Relations

Development and Alumni Relations, currently led by an interim director, has achieved notable success, including managing a \$65 million campaign that is 60% complete<sup>11</sup>. Technology tools like CRM Advance and a thank-you

<sup>11</sup> Status of capital campaign provided by WSUV's Development and Alumni Relations

video platform have improved efficiency, while strong collaboration with campus and community partners reflects the team’s adaptability and strategic resource allocation.

There are opportunities to improve processes related to scholarship management, parking pass distribution, and internal service charges. Staffing shortages—particularly in major gift fundraising and alumni engagement—have led to the discontinuation of the alumni magazine and reliance on alternative communication strategies. Working to understand the impact of those changes through a data-informed lens will be critical.

Larger opportunities include clarifying the interim leadership timeline, assessing staffing needs, and leveraging technology to strengthen donor communications. Enhancing transparency, cross-campus collaboration, and outreach strategies—such as improving alumni engagement and refining campaign messaging—will be critical to meeting fundraising goals and advancing institutional priority.

*Development and Alumni Relations Recommendations for Consideration*

<b>Recommendation</b>	<b>Time to Implementation</b>	<b>Implementation Impact Gauge</b>
Articulate a transparent plan for the current interim Director that confirms the future status of this position (i.e., interim, or permanent), establishes a clear timeline for implementing the chosen status, and identifies the required roles and responsibilities related to this position that will maximize success and effectiveness for WSUV.	0-3 months	Higher impact, less time to implement
Leverage Events Office for facilitated coordination of events.	0-3 months	Higher impact, less time to implement
Given WSUV’s recent smaller graduating classes, harness the power of continued alumni engagement to ensure a strong per-graduate giving ratio.	3-6 months	Lower impact, less time to implement

**Marketing and Communications**

Marketing and Communications is valued by campus units for its responsiveness and collaborative approach as it informs campus and external audiences, promotes events and achievements, and upholds branding and accessibility standards. The team manages social media, email marketing, web development, and content creation, while collaborating closely with Enrollment to support recruitment.

Opportunities include implementing targeted campaigns, expanding video use (recent video emails had nearly 4x higher open rates), and strengthening cross-department collaboration. Website updates aim to improve user experience and alignment with WSUV’s identity; ongoing improvements should enable faster updates and more relevant content. Challenges remain in increasing regional visibility and positioning WSUV as a high-quality institution. Centralization of services highlights the need to preserve local voice and responsiveness. This must

be balanced, however, against the need to maximize resources and create greater efficiency. With those goals, exploring a shared videographer position with other WSU campuses is recommended.

*Marketing and Communications Recommendations for Consideration*

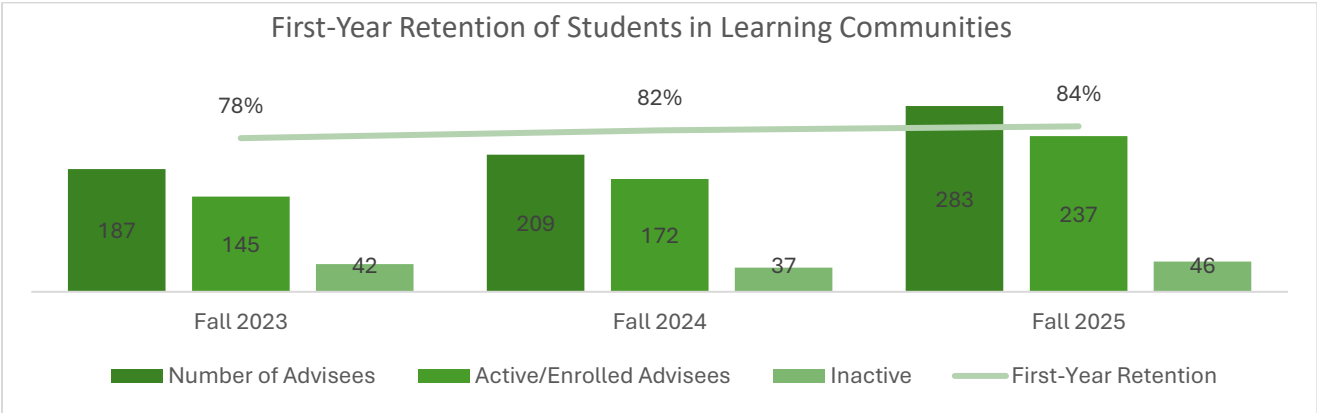
Recommendation	Time to Implementation	Implementation Impact Gauge
Explore potential of sharing a videographer/photographer position with another WSU campus.	0-3 months	Lower impact, less time to implement

**Student Services, Success, and Wellness**

Student Services, Success, and Wellness at WSUV serves as a central pillar in the university’s efforts to support students holistically. Through a diverse array of grants, programs, and resources, these units are dedicated to addressing the multifaceted needs of the student body. Core offerings include the Wellness Center, which provides direct access to nursing staff and counselors, ensuring that students’ physical and mental health needs are met. The Cougar Food Pantry, a vital resource for food security, benefits over 10% of the student population each semester. This comprehensive approach aims to satisfy basic needs, enhance mental well-being, and increase student engagement through the active promotion of student organizations and campus activities. Feedback from students suggests positive results, particularly regarding the effectiveness of individual counseling and the responsiveness of staff. However, further consideration should be given to how all students are informed about these available services.

While the Wellness Center lacks official external accreditation, there is recognition of the importance of considering current standards, such as appropriate student-to-staff ratios. Raising awareness of these benchmarks will support WSUV in evaluating and defining measures of quality.<sup>12</sup> Figure 10 demonstrates how recent initiatives like the implementation of the success coach model and learning communities have yielded tangible improvements in first-year student retention rates:<sup>13</sup>

Figure 10: First-Year Retention of Students in Learning Communities



Despite these achievements, Student Services, Success, and Wellness faces operational and structural challenges. Data usage largely relies on qualitative insights, while quantitative data collection and reporting

<sup>12</sup> <https://iacsinc.org/wp-content/uploads/2024/09/IACS-2023-STANDARDS.pdf>

<sup>13</sup> Data made available by WSUV’s Student Services, Success, and Wellness

remain predominantly manual and inconsistent, partly due to limited Institutional Research capacity at WSUV. For example, while anecdotal success stories from learning communities supported by Early Learning and Career Action (ELCA) are compelling, the process of gathering relevant data, such as shared above, is complex and hinders effective communication of impact to the broader campus community. While Institutional Research plays a role, the responsibility for structuring and interpreting data to understand student success outcomes does not rest solely with them. Student Services, Success, and Wellness must adopt an active and collaborative approach—particularly with units such as Academic Affairs—to ensure that key data requests related to student success are prioritized and that redundant requests are minimized.

Commonly suggested enhancements to WSUV’s facilities, as shared in survey responses and interviews, such as addressing the absence of a student union building and limited food service options, necessitate deeper investigation to determine feasibility. Student survey responses point out that current hybrid and remote work arrangements have further strained student-facing service delivery and collaboration. Student Services, Success, and Wellness must ensure that its core resource – it’s people – have a consistent presence on-campus.

This report also acknowledges the timely review and ongoing restructuring of advising at WSUV. Current advising procedures, both pre and in-program are reported to be inconsistent, often resulting in delayed and fragmented support for transfer students. The adoption of a coordinated advising system, standardizing advisor platforms, and centralizing advisors will foster sustained support for both first-year and transfer students.

While students acknowledge usefulness of recent Orientation programs, it is also reported that they can be disorganized and difficult to navigate and are often characterized by insufficient interdepartmental communication and limited faculty participation. Efforts to continuously solicit feedback from first-year and transfer students and implement data-informed changes are recommended. To enhance enrollment outcomes, it is recommended that the Enrollment unit assume responsibility for overseeing students through the ‘committed’ to ‘enrolled’ phases.

Ultimately, the success of WSUV’s students and the institution’s ability to be student-centered is intrinsically linked to the effectiveness of Student Services, Success, and Wellness. Achieving this requires streamlining processes, advancing data systems, and enhancing cross-unit collaboration.

*Student Services, Success, and Wellness Recommendations for Consideration*

<b>Recommendation</b>	<b>Time to Implementation</b>	<b>Implementation Impact Gauge</b>
Shift responsibility to the Office for Admissions for the engagement of admitted and committed students to support their becoming enrolled students.	0-3 months	Higher impact, less time to implement
Ensure on-campus staff presence for student-facing services. (Student Services, Success, and Wellness)	0-3 months	Higher impact, less time to implement
Establish clear quantitative methods for sharing ELCA’s impact on retention and student success (i.e., Orientation, UNIV104).	3-6 months	Higher impact, less time to implement

Pre-major and in-major advising should work to utilize the same software, approaches, and communication strategies to advising to ensure all students have a seamless experience.	3-6 months	Higher impact, less time to implement
Implement consistent tracking of student participation in student engagement and success initiatives.	6-9 months	Higher impact, more time to implement
Clarify how students are made aware of and access student-focused services, particularly basic needs services.	6-9 months	Higher impact, more time to implement
Acknowledge accreditation standards related to staffing levels for counseling services as a measure to understand future counselor: student ratios.	0-3 months	Lower impact, less time to implement
As a retention initiative, lead effort to explore a wider variety of on-site food options that are financially sustainable.	6-9 months	Lower impact, more time to implement

## Appendix A: Quantitative and Qualitative Metrics for Consideration

WSUV does not currently employ a standard methodology or set of metrics for resource allocation and performance evaluation across administrative functions. To resolve this and ensure that future resource allocation decisions are data-driven, transparent, and student-focused, it is essential to:

- Identify priority areas for resource investment that can significantly improve performance, operational efficiency, and financial results.
- Develop comprehensive metrics to support effective resource allocation, especially during periods of limited or declining revenue.
- Ensure all established metrics are accessible, consistent, and reliable.
- For departments with fixed operations, essential services, or restricted expenditures: Formulate minimum staffing plans based on resource allocation metrics, considering both present needs and future projections.

Quantitative and qualitative data are essential for WSUV’s data-informed resource allocation strategies. The **bold** quantitative metrics have been confirmed by administrative units as currently tracked; some units have provided extra details for clarification. Units should continue monitoring these metrics, add new ones as needed, and ensure transparent progress reporting to the WSUV community.

### Academic Affairs

Quantitative Metrics for Consideration	Qualitative Metrics for Consideration
<ul style="list-style-type: none"> <li>• <b>Number of academic administrative staff (e.g., academic directors, department chairs, staff); Trend over time</b></li> <li>• The following elements of the Academic Portfolio and Resources Review:               <ul style="list-style-type: none"> <li>• Total student credit hours (SCH) by college, department, and in total; Trend over time</li> <li>• Total student enrollment by department and in total; Trend over time</li> <li>• <b>Number of active academic programs with enrollments and degree production, by college, department and in total; Trend over time</b></li> <li>• Number of faculty FTE by type and status, by college, department and in total; Ratio of SCH to faculty FTE</li> <li>• Ratio of faculty FTE to academic administrative staff, by college, department and in total; Trend over time</li> <li>• Total direct academic expenses, by college, department, and in total; Ratio of expenses to SCH; Trend over time</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• What role does this unit play in developing new academic programs and program review?</li> <li>• What processes are in place to ensure compliance with accreditation standards and other regulatory requirements?               <ul style="list-style-type: none"> <li>• How is this managed and monitored by this unit?</li> </ul> </li> <li>• What role does this unit play in development, communication, and implementation of academic policies across the institution?</li> <li>• How does this unit facilitate collaboration between different academic departments and with other administrative units?</li> <li>• How is technology leveraged to enhance administrative processes, improve efficiency, and support academic innovation?</li> <li>• How does this unit contribute to institutional strategic planning?               <ul style="list-style-type: none"> <li>• What role does it play in implementing strategic initiatives within the academic units?</li> </ul> </li> </ul>

Enrollment

Quantitative Metrics for Consideration	Qualitative Metrics for Consideration
<p><i>Admissions</i></p> <ul style="list-style-type: none"> <li>• <b>Number of admissions staff FTE; Trend over time</b></li> <li>• <b>Total number of applications received and acceptance rate (undergraduate, graduate, transfer); Ratio to admissions staff</b></li> <li>• <b>Enrollment rates (yield) from accepted applications</b></li> <li>• <b>Summer melt rates and trends from confirmed students to enrolled students</b></li> <li>• <b>Number of campus visits and conversion rates; Ratio to admissions staff</b></li> <li>• <b>Trend of average net tuition revenue per student type per year</b></li> <li>• Ratio of admissions expenses to enrolled students</li> <li>• Ratio of admissions expenses to net tuition revenue</li> </ul> <p><i>Student Financial Services (WSU = data gathered centrally)</i></p> <ul style="list-style-type: none"> <li>• Total student financial transactions processed</li> <li>• Average processing time for financial transactions</li> <li>• Number of student accounts managed</li> <li>• <b>Percentage of students utilizing payment plans - WSU</b></li> <li>• Total amount of refunds processed</li> <li>• Total transactions processed-to-staff ratio</li> <li>• <b>Total amount of financial aid disbursed - WSU</b></li> <li>• <b>Percentage of students receiving financial aid (e.g., need-based aid, merit-based scholarships)</b></li> <li>• <b>Average financial aid package per student - WSU</b></li> <li>• <b>Number of financial aid applications processed or ISIRs received - WSU</b></li> <li>• <b>Annual compliance findings and/or resolutions - WSU</b></li> </ul>	<p><i>Admissions</i></p> <ul style="list-style-type: none"> <li>• How is technology utilized to streamline the admissions process?</li> <li>• What, if any, manual processes are currently in place?</li> <li>• What partnerships and initiatives are in place to foster relationships with high schools, community organizations, and other feeder programs?</li> <li>• How is Admissions aligned with Marketing &amp; Communications?</li> </ul> <p><i>Student Financial Services</i></p> <ul style="list-style-type: none"> <li>• How are billing and payment processes streamlined for students and families?</li> <li>• What automated systems are in place?</li> <li>• How does Student Financial Services provide financial counseling to students regarding their educational expenses?</li> <li>• How does Student Financial Services communicate essential information and deadlines to students?</li> <li>• What technological tools are used to manage student accounts and financial aid packaging?</li> <li>• How does the department ensure compliance with financial regulations affecting student accounts?</li> <li>• How does Student Financial Services collaborate with other campus units (e.g., Registrar, Admissions) to provide seamless service to students?</li> <li>• How are financial aid applications and disbursements processed? (e.g., manual, automated)</li> <li>• What types of systems are in place to increase efficiency?</li> <li>• How does the Financial Aid office leverage technology for application processing, communication with students, and reporting?</li> <li>• How does Financial Aid educate prospective and current students about financial aid opportunities and financial literacy?</li> <li>• How does the Financial Aid office collaborate with Admissions to align financial aid strategies with recruitment goals?</li> </ul>

*Library*

Quantitative Metrics for Consideration	Qualitative Questions for Consideration
<ul style="list-style-type: none"> <li>• <b>Number of library staff FTE; Trend over time</b></li> <li>• Total number of library visits (physical and digital) annually – <b>focused on reference transactions hourly building headcounts; ratio to library staff</b></li> <li>• Librarian-to-total student ratio; compared against national benchmarks</li> <li>• <b>Size (count and dollar) and use rates for digital and physical collections; Trend over time</b></li> <li>• User satisfaction ratings with library services</li> </ul>	<ul style="list-style-type: none"> <li>• How does the library integrate technology to improve access to resources and facilitate learning and research?</li> <li>• How does the library facilitate the creation of collaborative spaces for students and faculty?</li> <li>• What role does the library play in community engagement?               <ul style="list-style-type: none"> <li>○ How does the library extend its resources to the public?</li> </ul> </li> <li>• How are the library's archives and special collections managed?               <ul style="list-style-type: none"> <li>○ How do the archives contribute to the institution's research initiatives?</li> </ul> </li> <li>• What strategic partnerships or consortiums is the library a member of to share resources and increase access to desired collections?</li> </ul>

*Institutional Research*

Quantitative Metrics for Considerations	Qualitative Metrics for Consideration
<ul style="list-style-type: none"> <li>• Number of information products produced and/or supported annually (e.g., APRR data, dashboards, etc.); Ratio of IR staff</li> <li>• List of processes and related data collection systems supported (e.g., course evaluations, etc.); Ratio of IR staff</li> <li>• Number of ad hoc reports prepared annually; Ratio of IR staff</li> <li>• Volume of data requests handled; Ratio of IR staff</li> <li>• Number of external reporting deliverables (e.g., WSU, AAUP, CUPA, IPEDS, US News and World Report) ; Ratio of IR staff</li> </ul>	<ul style="list-style-type: none"> <li>• How is stakeholder confidence/trust in institutional data changing?</li> <li>• Is there a realized improvement related to the clarity and accessibility of data visualization?</li> <li>• What is the impact of IR's outputs on Strategic Planning?</li> <li>• How is the institutional data culture changing?</li> <li>• Are stakeholders submitting fewer ad-hoc data report requests?</li> </ul>

*Research & Graduate Education*

Quantitative Metrics for Consideration	Qualitative Metrics for Consideration
<ul style="list-style-type: none"> <li>• Academic and Portfolio Resources Review metrics related to graduate and professional programs</li> <li>• <b>Number of Research staff FTE; Trend over time</b></li> <li>• <b>Total sponsored project funding secured (grants, contracts, and other sources), Ratio to Research staff</b></li> </ul>	<ul style="list-style-type: none"> <li>• How are funding opportunities identified and pursued?</li> <li>• What role does Research &amp; Graduate Education play in grant writing and management?</li> <li>• How does Research &amp; Graduate Education foster interdisciplinary research collaborations both within and outside the institution?</li> </ul>

<ul style="list-style-type: none"> <li>• <b>Number and dollar value of sponsored project applications reviewed; number and dollar value submitted;</b> Ratio to Research staff</li> <li>• Number and dollar value of sponsored projects initiated annually; completed annually; Ratio to Research staff</li> <li>• Number of faculty and staff involved in sponsored project activities</li> <li>• <b>Dollar value of indirect cost recovery;</b> Ratio to Research staff</li> <li>• Project-related compliance findings per year and related Research support</li> <li>• Customer service measures like average response times or satisfaction responses</li> </ul>	<ul style="list-style-type: none"> <li>• How does Research &amp; Graduate Education ensure ethical conduct and compliance with regulations (IRB, IACUC, etc.)?</li> <li>• What strategies are employed to maximize the impact of research findings and facilitate their dissemination to the broader academic community and the public?</li> </ul>
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## Finance & Operations and Business Services

*The quantitative and qualitative metrics for consideration by Finance & Operations mirror those for Business Services.*

Quantitative Metrics for Consideration	Qualitative Metrics for Consideration
<ul style="list-style-type: none"> <li>• Number of finance and budget staff FTE; Trend over time</li> <li>• Total all-funds budget in dollars; Ratio to related staff FTE</li> <li>• Number of financial reports generated by audience; Ratio to related staff FTE</li> <li>• Volume of procurement and accounts payable/receivable transactions; Ratios to related staff FTE</li> <li>• Composite Financial Index (CFI) and component values</li> </ul>	<ul style="list-style-type: none"> <li>• How effectively does the administration of Finance &amp; Operations contribute to strategic financial planning process and ensure alignment with the institution's goals? Does it support investment in key priorities and also advocate for reallocation away from lower priorities?</li> <li>• How are cost savings identified and realized within the institution? <ul style="list-style-type: none"> <li>• What is Finance &amp; Operations role in this process?</li> </ul> </li> <li>• How does Finance &amp; Operations manage compliance with financial regulations and standards?</li> <li>• How are internal and external audits managed?</li> <li>• How is technology utilized to streamline financial processes, enhance data accuracy, and support decision-making? <ul style="list-style-type: none"> <li>• How effectively do financial systems integrate with other institutional systems?</li> </ul> </li> <li>• How does Finance &amp; Operations communicate financial information and policies to various stakeholders within the institution?</li> </ul>

*Events Office*

Quantitative Metrics for Consideration	Qualitative Metrics for Consideration
<ul style="list-style-type: none"> <li>• Number of student groups and events</li> <li>• Show-up rate (Attendance Rate)</li> <li>• Target audience penetration rate: The percentage of a specific target audience (e.g., first-year students, alumni in a region) that attended a relevant event</li> <li>• Cost per attendee</li> <li>• Staff/Office cost per event</li> <li>• Facility utilization rate</li> </ul>	<ul style="list-style-type: none"> <li>• How is technology utilized to manage materials, track inventory, and streamline Events Office’s processes?</li> <li>• How are these systems integrated with other institutional financial and operational systems?</li> <li>• How does the Events Office collaborate with other departments to understand their needs and ensure timely fulfillment?</li> </ul>

*Facilities*

Quantitative Metrics for Consideration (bold indicates data available in systems but not utilized to inform decisions)	Qualitative Metrics for Consideration
<ul style="list-style-type: none"> <li>• <b>Number of full-time and part-time facilities staff by custodial, maintenance/trade, projects, and grounds; Trend over time</b></li> <li>• <b>Total number of buildings and square footage</b></li> <li>• <b>Volume of campus facilities and infrastructure projects completed</b></li> <li>• <b>Number of maintenance requests by type</b></li> <li>• <b>Average maintenance response time for reported issues</b></li> <li>• Deferred maintenance costs by building, with trend over time</li> <li>• Ratios of maintenance/trade staff to square footage; custodial staff to square footage; grounds staff to acreage; project-facing staff to projects (in numbers and overall dollars)</li> </ul>	<ul style="list-style-type: none"> <li>• How effectively does Facilities manage and maintain campus facilities?</li> <li>• What strategies are employed by Facilities to ensure a safe and secure campus environment?</li> <li>• How does Facilities collaborate with academic departments and student services?</li> </ul>

*Human Resources*

*Given the recent restructuring of Human Resources at WSUV, WSUV’s leadership should work to understand how these metrics are tracked across WSU.*

Quantitative Metrics for Consideration	Qualitative Metrics for Consideration
<ul style="list-style-type: none"> <li>• Number of HR staff FTE; Trend over time</li> <li>• Number of institutional employee headcount or FTEs (faculty and staff); Ratio to HR staff</li> <li>• Number of vacant positions (FT/PT); Average vacancy and turnover rates</li> <li>• Number of employee searches and time to hire; Ratio to HR staff</li> </ul>	<ul style="list-style-type: none"> <li>• How does the Workday meet the needs of the institution?             <ul style="list-style-type: none"> <li>• Which processes are automated? Which are manual?</li> </ul> </li> <li>• What position control system is currently in place?             <ul style="list-style-type: none"> <li>• How does the system link to budget and approval of new or replacement</li> </ul> </li> </ul>

<ul style="list-style-type: none"> <li>• Number of participants enrolled in benefit programs (health, retirement, etc.), Ratio to HR staff</li> <li>• Number of employment contracts or new hires processed, Ratio to HR staff</li> <li>• Customer service measures such as average response times or satisfaction responses</li> </ul>	<p>positions? Is there a separate process?</p> <ul style="list-style-type: none"> <li>• What is HR's role in recruitment, hiring and onboarding?</li> <li>• How are student, adjunct faculty, and temporary workers processed?</li> <li>• How often does performance management process occur across the institution? <ul style="list-style-type: none"> <li>• What is HR's role in the process?</li> </ul> </li> <li>• What is HR's role in providing and facilitating training and professional development across the institution?</li> <li>• How does HR serve as a strategic business partner to other areas or is their role primarily transactional?</li> </ul>
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*Information Technology*

<b>Quantitative Metrics for Consideration</b>	<b>Qualitative Metrics for Consideration</b>
<ul style="list-style-type: none"> <li>• <b>Number of IT staff FTE (by IT division if possible); Trend over time</b></li> <li>• <b>Total IT department budget and percentage of overall institutional budget</b></li> <li>• <b>Total monthly number of help tickets; Ratio to related staff</b></li> <li>• <b>Average resolution time for IT help desk tickets – available but not a current priority for IT; rather 'creation to closed' is used.</b></li> <li>• <b>Number of IT projects annually, and dollar value of projects; Ratio to related staff</b></li> <li>• <b>Number of devices supported; number of equipment components supported (e.g., wireless access points, projectors, etc.); Ratio to related staff</b></li> <li>• Number and cost of current systems used at institution (e.g., ERP, SIS, LMS); Ratio to related staff – focus is often on WSUV only systems and not WSU systems</li> <li>• <b>Ratio of faculty/staff/student headcount-to-IT staff</b></li> <li>• Customer service measures like average response times or satisfaction responses</li> </ul>	<ul style="list-style-type: none"> <li>• How streamlined are systems and data management processes? (e.g., automated, manual)</li> <li>• How is the technology planning process managed in alignment with the institution's strategic objectives?</li> <li>• What role does the IT department play in user support?</li> <li>• How does the IT department ensure compliance with cybersecurity protocols and data protection regulations?</li> <li>• In what ways does the IT department function as a strategic partner to academic and administrative units? <ul style="list-style-type: none"> <li>• How does the IT department collaborate with other units to enhance institutional goals?</li> </ul> </li> <li>• How does the IT department foster innovation and keep pace with rapidly evolving technology trends to support academic and operational excellence?</li> </ul>

*Public Safety & Parking*

Quantitative Metrics for Consideration	Qualitative Metrics for Consideration
<p><i>Public Safety</i></p> <ul style="list-style-type: none"> <li>• <b>Number of full-time and part-time Public Safety staff</b></li> <li>• <b>Response times to safety incidents and emergencies – acknowledges that police calls and 911 calls are but other events (i.e., door unlocks) are not</b></li> <li>• <b>Number of square feet covered by Public Safety – also focused on acres and number of buildings</b></li> <li>• <b>Volume of reported incidents and trends over time (e.g., theft, violence, etc.)</b></li> <li>• Staff-to-reported incidents ratio</li> </ul> <p><i>Parking Services</i></p> <ul style="list-style-type: none"> <li>• <b>Total revenue generated from parking fees and permits - AIMS</b></li> <li>• <b>Number of parking spaces available and their utilization rate - AIMS</b></li> </ul>	<p><i>Public Safety</i></p> <ul style="list-style-type: none"> <li>• How is emergency response managed? How often are emergency preparedness drills conducted?</li> <li>• What role does Public Safety play in community relations and outreach?</li> <li>• How does Public Safety ensure current policies and procedures are aligned with the community?</li> <li>• How does Public Safety ensure compliance with local, state, and federal safety regulations?</li> <li>• What opportunities does Public Safety provide for total staff professional development, especially in areas like crisis intervention, mental health response, and diversity training?</li> <li>• How does Public Safety collaborate with other departments (e.g., Student Services Success, &amp; Wellness; Health Services) to create a comprehensive approach to campus safety?</li> <li>• In what ways is Public Safety incorporating new technologies or innovative practices to enhance campus security and safety services?</li> <li>• What, if any, components are currently outsourced?</li> <li>• What criteria are used to evaluate potential outsourcing opportunities?</li> </ul> <p><i>Parking Services</i></p> <ul style="list-style-type: none"> <li>• How is technology utilized to streamline parking operations, such as permit issuance, payment processing, and real-time space availability?</li> <li>• How effectively are parking management systems integrated with other campus systems?</li> <li>• How does Parking Services manage parking during special events or peak times?</li> <li>• What protocols are in place to accommodate large gatherings and ensure minimal disruption?</li> <li>• What measures are in place to ensure the safety and security of parking areas?</li> <li>• How does Parking Services collaborate with campus security to address safety concerns?</li> </ul>

## Leadership

Quantitative Metrics for Consideration	Qualitative Metrics for Consideration
<ul style="list-style-type: none"> <li>Administrative units' quantitative metrics</li> </ul>	<ul style="list-style-type: none"> <li>How does the Chancellor's Office engage with and support the university community?</li> <li>How is the Chancellor's Cabinet using quantitative data to inform decisions?</li> <li>What is the role of the Chancellor's Office in fostering external partnerships?</li> </ul>

### Community & Collaboration

The development of quantitative and qualitative metrics should be prioritized as the recommendations for this unit are considered and implemented.

### Development & Alumni Relations

*Development & Alumni Relations currently tracks the metrics indicated in bold, partly as part of its collaboration with WSU. Consideration should be given to the following metrics: Total fundraising, total number of donors, giving by donor band, dependency quotient, percentage of gifts under \$5,000, unrestricted giving as a percentage of total gifts and cost per dollar raised.*

Quantitative Metrics for Consideration	Qualitative Metrics for Consideration
<ul style="list-style-type: none"> <li><b>YTD fundraising by constituent- which includes totals for outright gifts and new pledges, planned gifts, and private grants by campus/college/unit</b></li> <li><b>YTD fundraising activity for the WSU Foundation and compares the numbers to last fiscal year to date</b> <ul style="list-style-type: none"> <li><b>New funds committed</b> <ul style="list-style-type: none"> <li><b>Outright gifts (cash, securities, real estate, realized bequests, tangible property/non-cash gifts)</b></li> <li><b>Pledges (both balances and payments)</b></li> <li><b>Planned gifts- irrevocable deferred (CGAs, CRTs, others)</b></li> <li><b>Planned gifts- revocable (testamentary commitments)</b></li> <li><b>Private grants</b></li> </ul> </li> <li><b>Philanthropic cash</b> <ul style="list-style-type: none"> <li><b>Outright, pledges, and planned gifts (cash, securities, pledge payments, realized bequests, and matured planned gifts)</b></li> <li><b>Private grants</b></li> <li><b>Endowment distributions</b></li> </ul> </li> </ul> </li> <li><b>Number of \$1k+- gifts booked the previous day</b></li> </ul>	<ul style="list-style-type: none"> <li>What initiatives are in place for engaging alumni beyond fundraising?</li> <li>How is grant writing and management structured within Development and Alumni Relations? (e.g., dedicated team) <ul style="list-style-type: none"> <li>How does Development and Alumni Relations coordinate with academic and research departments?</li> </ul> </li> <li>How does Development and Alumni Relations work with academic and administrative units to identify funding needs and opportunities? <ul style="list-style-type: none"> <li>How does Development and Alumni Relations collaborate on proposal development and donor engagement?</li> </ul> </li> <li>What role does Development and Alumni Relations play in community and external relations?</li> <li>How does Development and Alumni Relations leverage technology for fundraising efforts? <ul style="list-style-type: none"> <li>What systems are in place for donor management? Do those systems integrate with other WSUV systems?</li> </ul> </li> </ul>

## Marketing & Communications

Quantitative Metrics for Consideration	Qualitative Metrics for Consideration
<ul style="list-style-type: none"> <li>• <b>Number of comprehensive marketing campaigns executed</b></li> <li>• <b>Engagement metrics across official social media platforms (e.g., likes, shares, comments)</b></li> <li>• <b>Website traffic statistics, including unique visitors and page views</b></li> <li>• <b>Conversion rates from marketing campaigns (e.g., inquiries to applications)</b></li> <li>• <b>Email marketing performance metrics (e.g., open rates, click-through rates)</b></li> <li>• <b>Marketing campaigns-to-staff ratio</b></li> </ul>	<ul style="list-style-type: none"> <li>• What strategies are employed to optimize the institution's digital presence and engage effectively with audiences on social media?</li> <li>• What processes ensure the creation, distribution, and management of content that aligns with institutional goals?</li> <li>• In what ways does Marketing &amp; Communications engage with external stakeholders, including alumni, donors, and the local community, to build and maintain positive relationships?</li> <li>• How is the institution exploring and integrating innovative marketing technologies to enhance outreach and engagement?</li> </ul>

## Student Services, Success, and Wellness

Quantitative Metrics for Consideration	Qualitative Metrics for Consideration
<p><b>Student Services, Success &amp; Wellness</b></p> <ul style="list-style-type: none"> <li>• Utilization rates of student services and impact on student success</li> <li>• Student satisfaction scores with services provided</li> <li>• Number of workshops, seminars, and events held</li> <li>• Number of student groups and events</li> <li>• Student-to-staff ratio</li> </ul> <p><b>Counseling Services</b></p> <ul style="list-style-type: none"> <li>• Number of counseling sessions provided annually</li> <li>• Student-to-counselor ratio</li> <li>• Average wait time for counseling appointments</li> <li>• Satisfaction ratings from students receiving counseling</li> <li>• Number of outreach and prevention programs conducted</li> </ul> <p><b>Health Services</b></p> <ul style="list-style-type: none"> <li>• Costs of providing health services versus student health fees</li> <li>• Revenue from billing/insurance (if applicable)</li> <li>• Total staff to visit ratios</li> </ul>	<p><b>Student Services, Success &amp; Wellness</b></p> <ul style="list-style-type: none"> <li>• In what ways does Student Services, Success, and Wellness collaborate with academic departments to support student success?</li> <li>• What strategies are in place to promote student engagement and leadership development?</li> <li>• How is technology being used to enhance the delivery and accessibility of Student Services, Success, and Wellness?</li> </ul> <p><b>Counseling Services</b></p> <ul style="list-style-type: none"> <li>• What role does Counseling Services Office play in mental health education across university?</li> <li>• How does the Counseling Services Office collaborate with academic departments to support at-risk students?</li> <li>• How are crisis intervention and support services communicated to students?</li> <li>• What, if any, components are currently outsourced?             <ul style="list-style-type: none"> <li>○ What criteria are used to evaluate potential outsourcing opportunities?</li> </ul> </li> </ul>

	<p><b>Health Services</b></p> <ul style="list-style-type: none"><li>• What partnerships are in place with local healthcare providers and hospitals?</li><li>• What initiatives are in place to promote health and wellness on campus?</li><li>• What education is provided by Student Health Services?</li><li>• What response protocols are in place for health emergencies or epidemics?</li><li>• What is Student Health Services role?</li><li>• What, if any, components are currently outsourced?</li><li>• What criteria are used to evaluate potential outsourcing opportunities?</li></ul>
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## Appendix B: Fall 2025 Faculty and Staff Survey

rpk worked with WSUV project leaders to create a web-based survey for faculty and staff. The survey collected input on administrative and academic units, with optional demographic questions.

Respondents could comment on any of the following units or functions: Academic Affairs, Research & Graduate Education, Business Services, Community & Collaboration, Development & Alumni Relations, Enrollment Management, Environmental Health & Safety, Events Office, Facilities Operations, Finance, Operations & Enrollment, Human Resources, Information Technology, Institutional Research, Leadership, Library, Marketing & Communications, Office of Strategic Partnerships, Public Safety & Parking, Student Services, Success & Wellness, and Tutoring Services.

For each, respondents answered up to three questions:

- What works well?
- What does not work well?
- Suggestions for improvement?

An open-ended question allowed additional feedback. The survey was available from August 20 to October 3, 2025, with updates communicated regarding completion time, instructions, and end date. There were 102 responses: 50 faculty, 46 staff, and 6 anonymous.

## Appendix C: Fall 2025 Student Survey

In collaboration with WSUV project leaders, rpk created a web-based survey to gather student feedback on their status and experiences. The survey targeted four WSUV student services: Orientation, Advising, Course Scheduling, and Student Clubs & Organizations. Students were asked to answer questions on what works well, what does not, and how each service could be improved, responding only to areas they had experience with. An open-ended question solicited further comments on any student services.

The survey went live on August 20, 2025, and collected responses until October 3, 2025, following an extension announced on September 26, 2025. Seventy-seven students participated in the survey, with participation distributed as:

	#	Full-time	Part-time	First-Time in College	Transfer Student	1 <sup>st</sup> year	2 <sup>nd</sup> year	3 <sup>rd</sup> year	4 <sup>th</sup> year	Other
<b>Undergraduate</b>	<b>72</b>	<b>66</b>	<b>11</b>	<b>27</b>	<b>45</b>	<b>16</b>	<b>15</b>	<b>25</b>	<b>12</b>	<b>4</b>
<b>Graduate</b>	<b>5</b>									