



Strategic Plan

2016-2021

Benchmark Tracking

December, 2020

Goal 1: Advance excellence in research and creative activity consistent with the University's strategic missions and grand challenges.

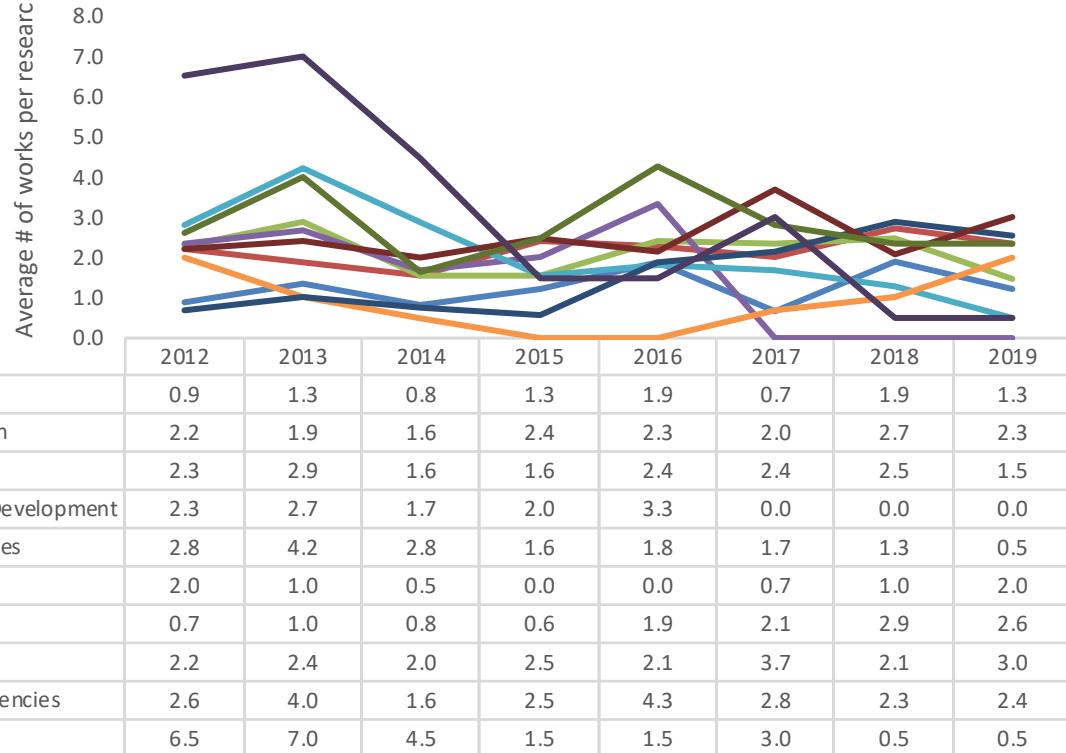
Objective 1: Increase scholarly productivity at the campus, department and individual levels consistent with WSU aspiration to advance into the ranks of the top 25 public research universities by 2030.

Benchmark: Yearly number of peer-reviewed publications and juried or adjudicated shows per faculty member defined by campus and academic area averages

	2012	2013	2014	2015	2016	2017	2018	2019
All Tenure-Track Faculty Yearly Average # of published works	2.3	3.0	1.9	1.8	2.5	2.3	2.2	1.8

In 2017, WSU moved to activity insight and rendered this data not reliable enough to use.

Published/Peer-Reviewed Works by Discipline



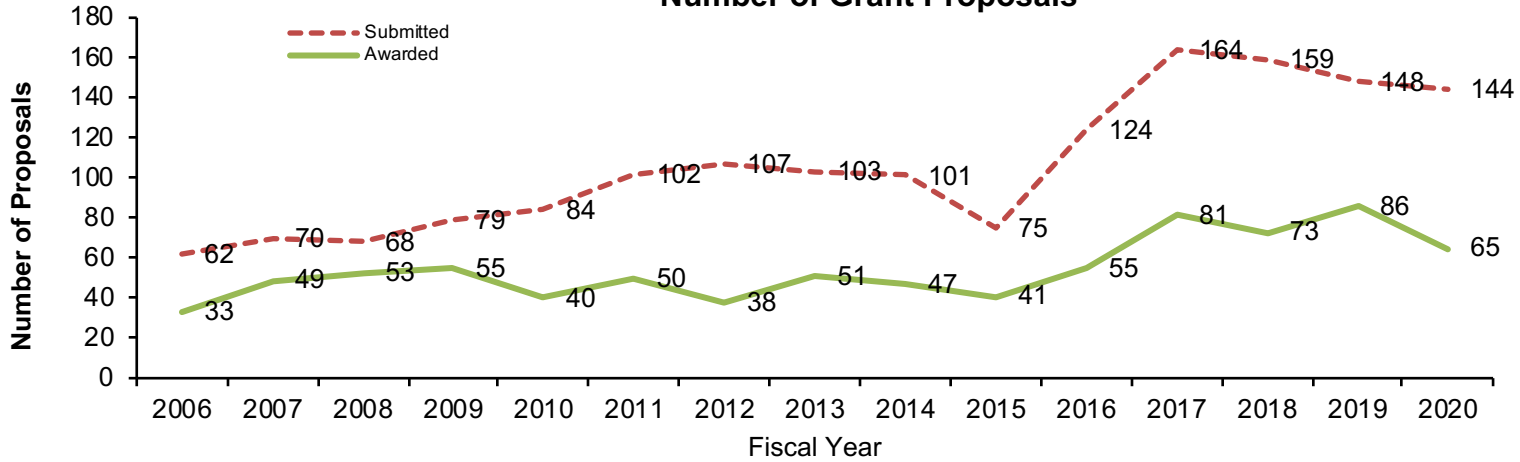
Goal 1: Advance excellence in research and creative activity consistent with the University's strategic missions and grand challenges.

Objective 2: Increase campus research capacity through consistent year-over-year growth in research funding awards per capita and through diversification of funding sources.

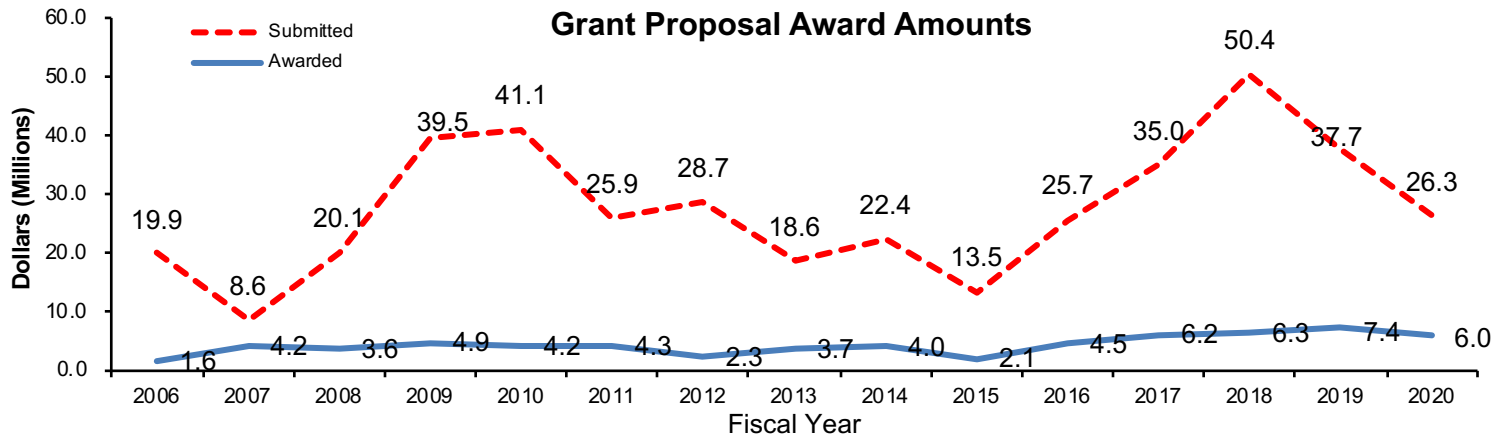
Benchmarks :

- Yearly number of submitted research proposals
- Number of accepted proposals

Number of Grant Proposals



Grant Proposal Award Amounts



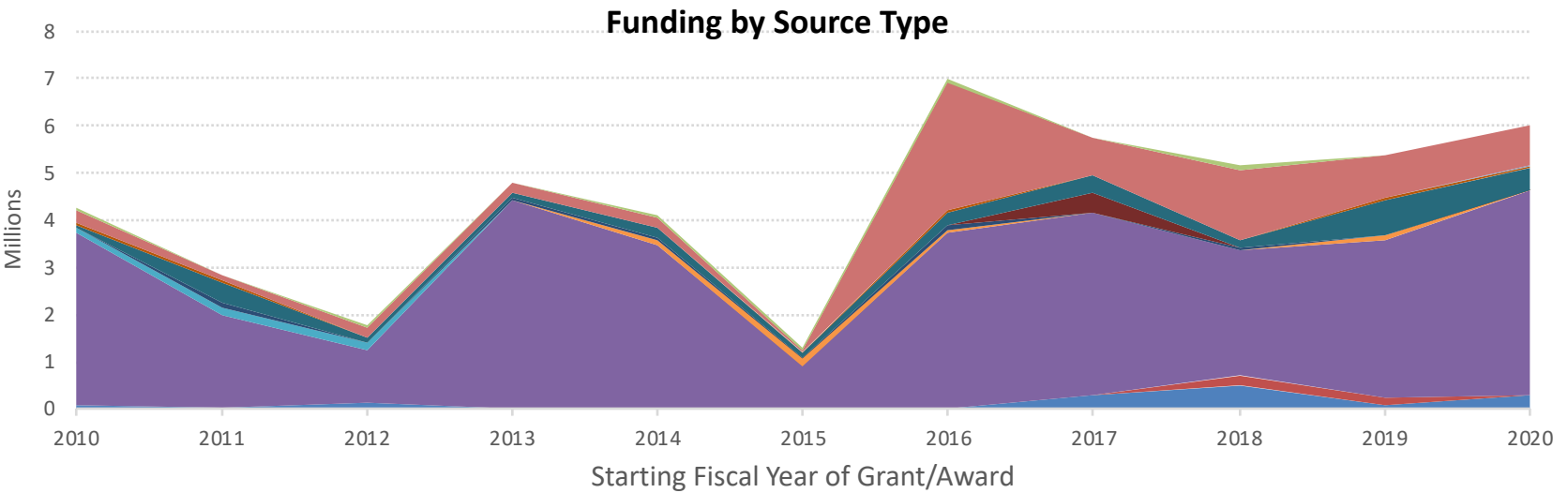
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Benchmarks :

- Total research and development expenditures
- Percentage of research expenditures by funding source type

Fiscal Year	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020
Expenditures (Millions)	\$1.96	\$2.55	\$2.94	\$3.26	\$4.34	\$3.99	\$3.77	\$3.65	\$3.34	\$2.89	\$3.96	\$5.56	\$5.83	\$5.35	\$5.18



- BUSINESS CONCERNS & CORPORATIONS FOR PROFIT
- COMMISSIONS - WASHINGTON
- CONFERENCE/PROGRAM INCOME
- Federal Grants and Contracts
- FEDERAL STUDENT FINANCIAL AID
- FOREIGN SPONSORS
- LOCAL GOVERNMENTS
- OTHER NONFEDERAL PROGRAMS
- OTHER NONFEDERAL RESEARCH
- OTHER STATE GOVERNMENTS
- PRIVATE FOUNDATIONS & INSTITUTES & OTHER NON PROFIT
- SCHOOLS COLLEGES & UNIVERSITIES
- SELF SPONSORED
- STATE GOVERNMENTS - WASHINGTON
- STATE OF WA-LIQUOR BOARD (WINE/LIQUOR TAX SUPP)

Goal 1: Advance excellence in research and creative activity consistent with the University’s strategic missions and grand challenges.

Objective 3: Incubate new flagship research initiatives focused on areas of cross-disciplinary research leading to the creation of at least one center.

Benchmarks : List of active cross-disciplinary research initiatives and their accomplishments

AY 2017	
Active Initiatives	Selected List of finalists for cross-disciplinary focus
Substance Use Disorder Social Justice Healthy Aging Healthy Workplace Sensors Neurobiology of Disease Water	Brain Health Devices & Sensors, Sustainable Water
	Accomplishments New Faculty member and new PhD student hired to support interdisciplinary sustainable water initiative.

New Benchmark: Grant activity for WSU Vancouver’s three identified research clusters, as characterized by (1) yearly number and value of submitted proposals and (2) yearly number and value of awards, and (3) yearly expenditures.

2018	Number Of Researchers	Number Of Proposals Submitted	Value Of Proposals Submitted	Number Of Awards	Value Of Awards	Expenditures
Sustainable Water	10	18	\$3,956,596	13	\$1,124,260	\$753,014
Sensors and Devices	11	28	\$5,197,239	5	\$157,256	\$254,985
Brain Health	21	44	\$28,482,447	19	\$2,379,413	\$1,850,063

2019	Number Of Researchers	Number Of Proposals Submitted	Value Of Proposals Submitted	Number Of Awards	Value Of Awards	Expenditures
Sustainable Water	10	6	\$836,510	3	\$263,295	\$880,798
Sensors and Devices	11	24	\$4,962,969	11	\$39,179	\$211,674
Brain Health	21	23	\$5,250,616	11	\$651,227	\$2,212,496

2020	Number Of Researchers	Number Of Proposals Submitted	Value Of Proposals Submitted	Number Of Awards	Value Of Awards	Expenditures
Sustainable Water	10	21	\$5,693,020	19	\$825,484	\$631,136
Sensors and Devices	11	19	\$3,699,933	15	\$400,743	\$445,285
Brain Health	21	23	\$6,311,715	24	\$2,526,435	\$2,607,619

Goal 1: Advance excellence in research and creative activity consistent with the University's strategic missions and grand challenges.

Objective 4: Increase graduate students' (1) productivity and (2) professional development.

Benchmarks :

- Number of PhD student publications/presentations at conferences

-

2016: Out of 25 respondents, students completed 19 or an average .76 peer-reviewed publications per student.

2017: 22 respondents. 32% Completed scholarly works, making an average of .77 peer-reviewed publications per respondent

Goal #2: Champion student learning and success.

Objective 1: Transform student learning and involvement to support the signature first-year experience.

Benchmarks :

- Percentage of new students participating in a first-year experience by admit type
- Assess effectiveness of new FYE program in contributing toward learning and persistence

Academic Year	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021
Proportion of new students admitted as freshmen participating in first-year experience courses	17% (57 students) enrolled in University 104 (2 sections)	42% (167 students) enrolled in either University 104 (7 sections) or University 100 (3 sections).	48% (179 students) enrolled in University 104 (6 sections).	46% (176) enrolled in University 104 (6 sections).	53% (234) enrolled in University 104 (10 sections).

	Fall 2017		Fall 2018		Fall 2019		Fall 2020	
	Univ 104 Freshmen (Excludes Running Start = 30+ credits)	Comparison Freshmen (Excludes Running Start = 30+ credits)	Univ 104 Freshmen	Comparison Freshmen	Univ 104 Freshmen	Comparison Freshmen	Univ 104 Freshmen	Comparison Freshmen
N	135	129	177	87	174	106	234	137
HS GPA	3.32	3.29	3.33	3.39	3.32	3.32	3.21	3.39
Students Of Color	39%	38%	49%	36%	51%	40%	50%	40%
Underrepresented	27%	26%	29%	17%	34%	23%	38%	25%
Male	37%	52%	46%	48%	42%	58%	43%	53%
Full Time	96%	92%	98%	90%	96%	90%	94%	80%
Financial Need	14639	15337	15580	12912	16293	14456		
Unmet Need	3458	3990	4114	3160	3183	3706		
First Fall Term GPA	2.82	2.62	2.76	2.30	2.80	2.71		
First Fall Term Complete Credits	12.1	11.4	11.81	10.15	11.83	11.21		
First Fall Cumul GPA	2.8	2.6	2.76	2.32	2.80	2.71		
First Fall Cumul Creds	15.8	17.3	11.85	10.38	11.84	11.36		
Spring Term GPA	2.83	2.76	2.65	2.91	2.75	2.86		
Spring Term Complete Credits	12.49	11.99	12.49	12.16	11.83	11.32		
Spring Cumulative GPA	2.96	2.85	2.83	2.91	2.97	2.98		
Spring Cumul Credits	30.35	31.79	25.02	24.59	24.41	23.04		
Spring Retained	84%	83%	80%	66%	86%	77%		
Fall to Fall Retained	69%	68%	69%	59%	71%	63%		
ThirdFallRetained	60%	56%	55%	41%				

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Spring Term GPA	2.83	2.76	2.65	2.91	2.75	2.86		
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Fall to Fall Retained	69%	68%	69%	59%	71%	63%		
ThirdFallRetained	60%	56%	55%	41%				

Goal #2: Champion student learning and success.

Objective 2: Increase student engagement in co-curricular activity to enhance student life and campus culture.

Benchmarks :

- NSSE and additional qualitative strategies (i.e. focus groups and comment questionnaires)
 - NSSE Administered Spring 2017. Analysis completed Summer 18
 - Focus groups conducted Spring 18. Results circulated December 18
 - NSSE Administered Spring 2019. Results to be analyzed Spring 20

Goal #2: Champion student learning and success.

Objective 3: Build experiential learning into the curriculum for all majors.

Benchmarks :

- Number and percentage of majors with at least one experiential learning requirement.

Fiscal Year	Total # of undergraduate majors offered	# of majors with required Exp. Learning	% of undergraduates graduating in a major with required Exp. Learning	% of undergraduates graduating with experiential learning demonstrated through course registration (includes those whose major does not require EL)
2016	21	12	43%	64%
2017	22	12	43%	63%
2018	23	13	48%	65%
2019	23	13	49%	65%

Objective eliminated 2019

Goal #2: Champion student learning and success.

Objective 4: Foster a curriculum and learning environment that prepares our students to be creators, researchers, collaborators, and problem-solvers.

Benchmarks :



- Use metrics in place in different academic units.
- Explore options for campus-wide learning assessment.

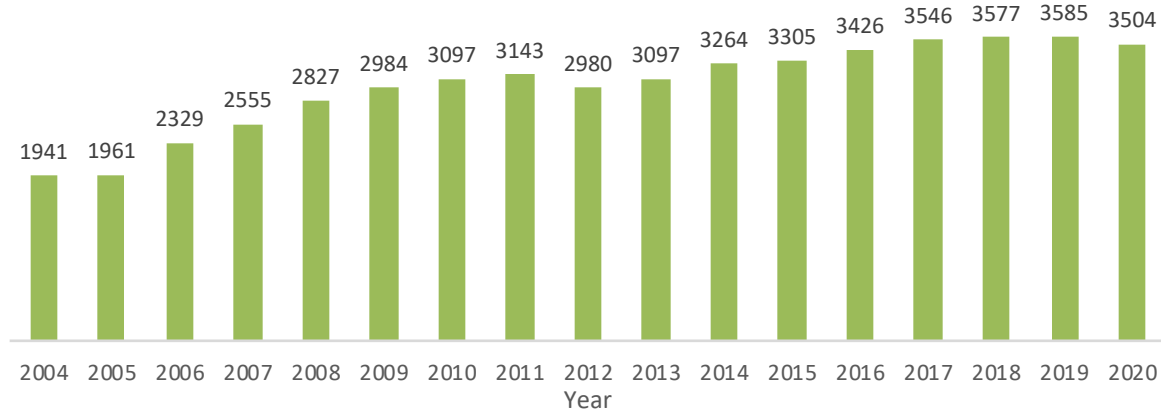
Goal #3: Expand and enhance efforts to grow, educate, and graduate a diverse student body.

Objective 1: Fulfill the mission of a vibrant, versatile, and world-renowned center for higher education in Southwest Washington as well as increase regional degree attainment by growing undergraduate and graduate enrollment towards our long term goal of 5000 students.

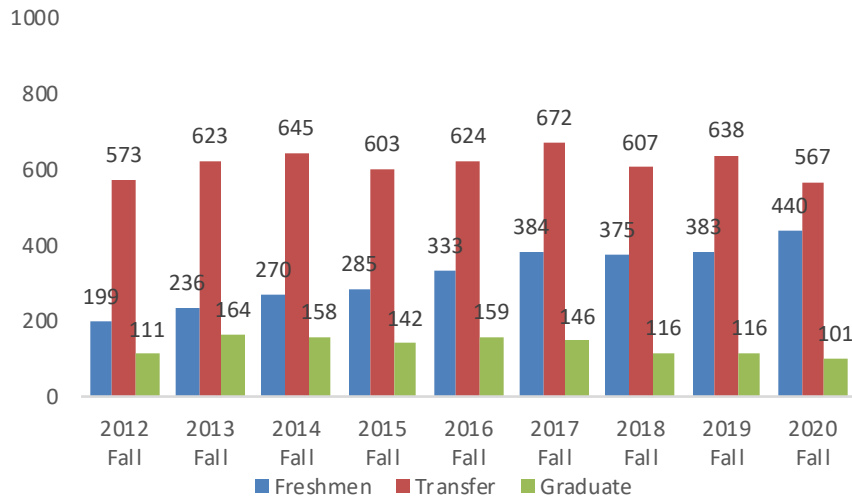
Benchmarks :

- Yearly headcount.
- Number of new students by admit type (Freshman, Transfer, Graduate).

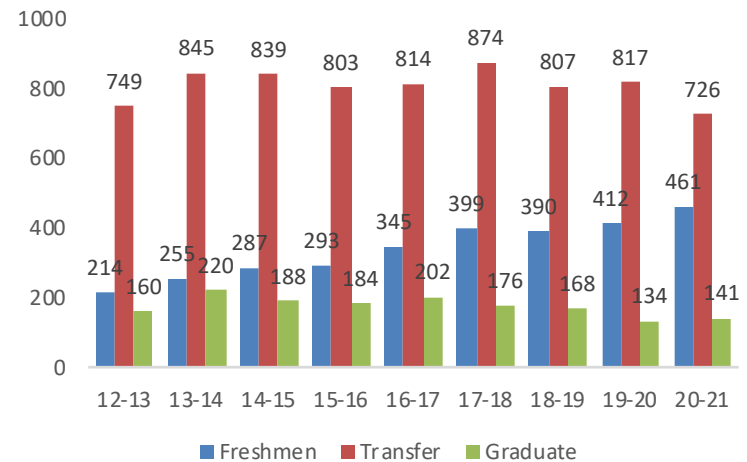
WSU Vancouver Fall Campus Headcount



Fall New Student Headcount



New Student Headcount (Combined Fall-Spring)



Goal #3: Expand and enhance efforts to grow, educate, and graduate a diverse student body.

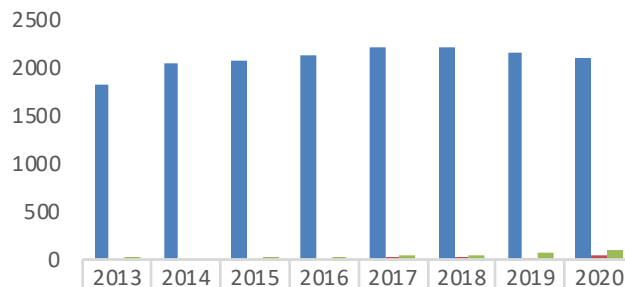
Objective 2: Expand educational opportunities in response to national trends, existing campus strengths and synergies, and regional workforce demands.

Benchmarks :

- Yearly number of degrees offered by career-type (Bachelors, Masters, PhD).
- Enrollment in new degrees that originate in the academic plan.

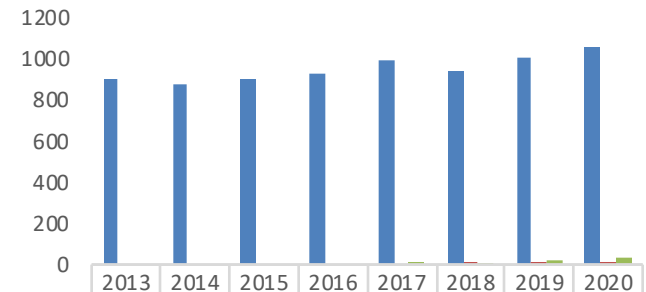
	Fall 2016	Fall 2017	Fall 2018	Fall 2019	Fall 2020
Undergrad Degrees	20	22	23	24	24
Undergrad Majors + Concentrations	48	50	51	52	52
Masters	8	9	8	8	8
Doctorates	3	3	3	3	3
Colocated Masters	4	4	4	4	4
Colocated Doctorates	12	12	12	12	12
New Programs	Entrepreneurship, Prof Science and Tech Writing Cert.	Math B.S., Strategic Communication B.A., Electrical Engineering, M.S.	Data Analytics	Human Biology	

Program Enrollment



■ Pre-existing Program Certified Headcount	1830	2053	2072	2115	2201	2221	2159	2096
■ New Academic Plan Certified Headcount	0	0	0	0	15	19	29	33
■ Other New Program Certified Headcount	1	0	1	7	36	42	82	88

Degrees Granted (Fiscal Year)



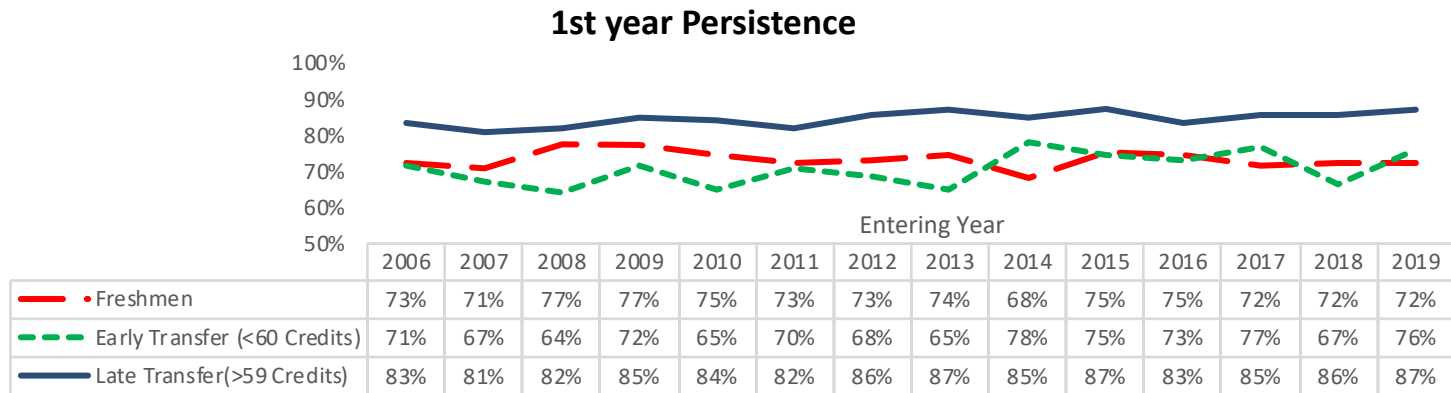
■ Pre-existing Program Degrees Granted	899	881	898	932	992	934	1009	1056
■ New Academic Plan Program Degrees	0	0	0	0	0	1	5	11
■ Other New Program Degrees Granted	0	0	0	0	2	13	20	34

Goal #3: Expand and enhance efforts to grow, educate, and graduate a diverse student body.

Objective 3: Support student persistence to improve retention and graduation rates.

Benchmark:

- Retention and graduation rates by admit type (Freshmen, Early Transfer, Late Transfer).



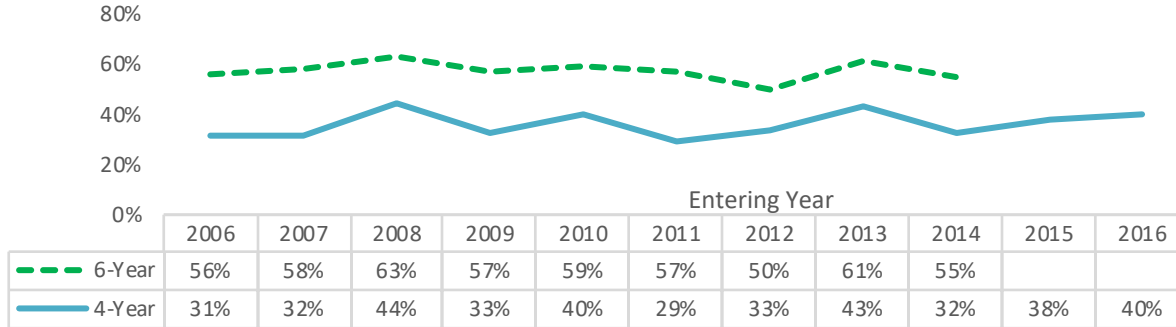
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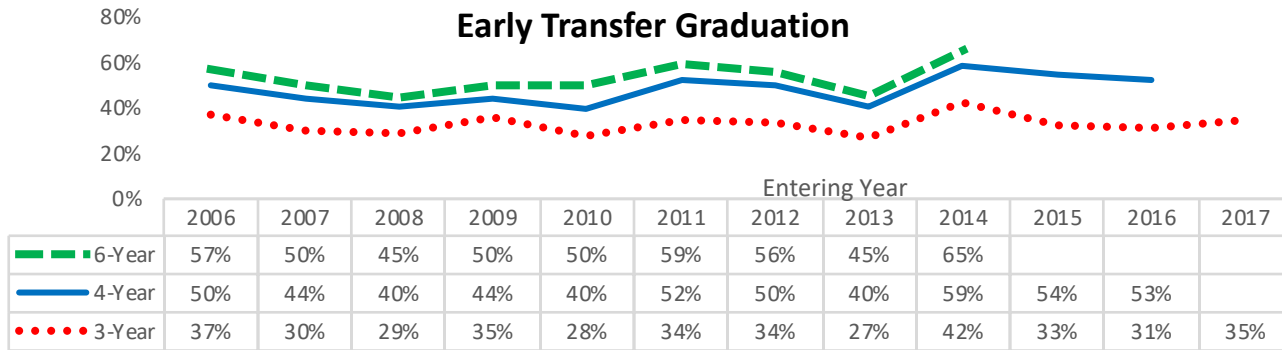
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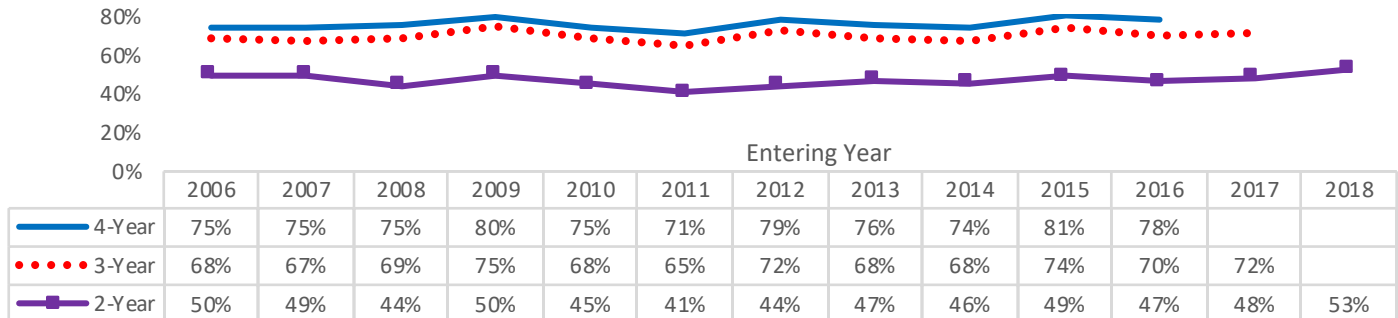
Freshman Graduation



Early Transfer Graduation



Late Transfer Graduation



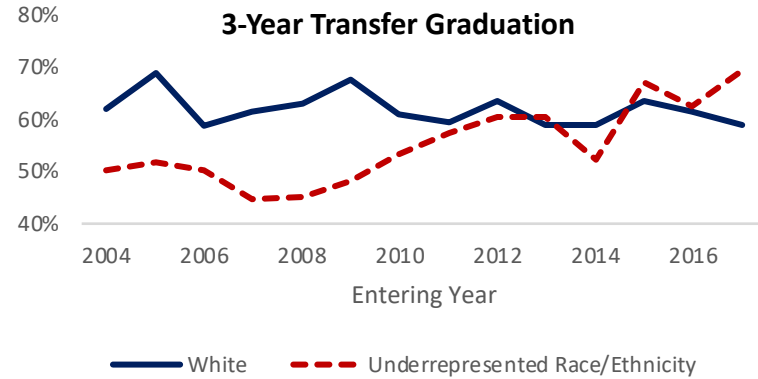
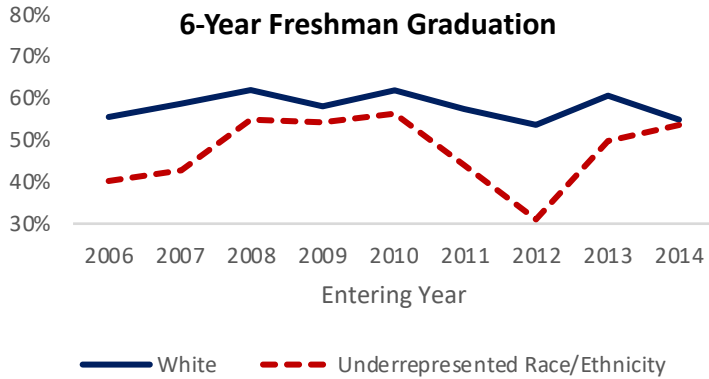
Goal #4: Promote an ethical and socially just society through an intentional commitment to inclusion, equity, and diversity.

Objective 1: Ensure equitable opportunities and outcomes for all student populations, including equal retention and graduation rates across demographic groups.

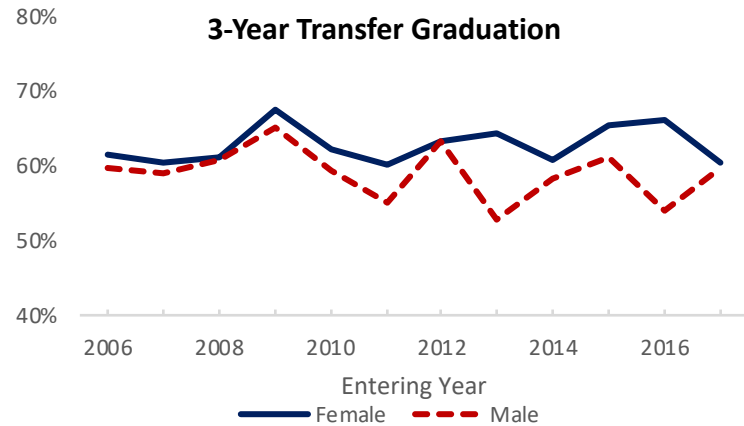
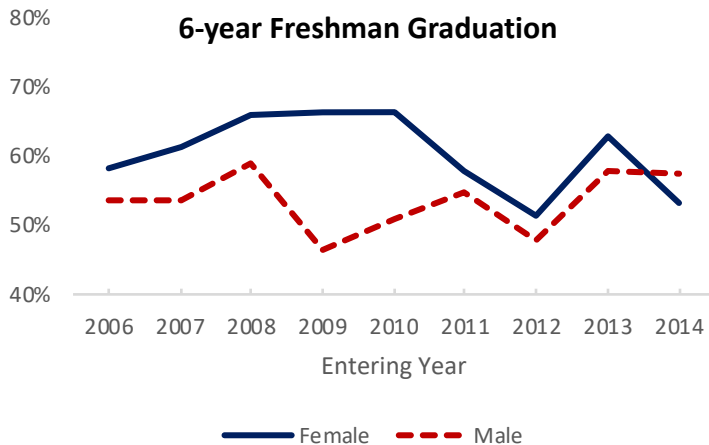
Benchmarks :

- Retention/graduation rates across groups.

**Graduation Rate by Demographic Group
Race/Ethnicity**



Gender

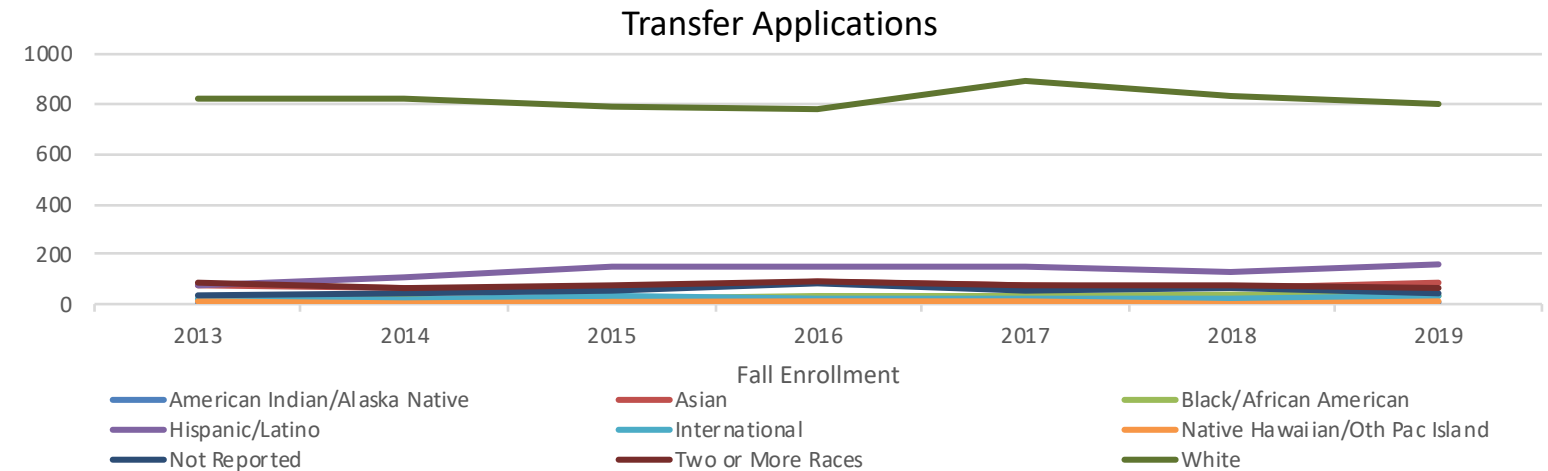
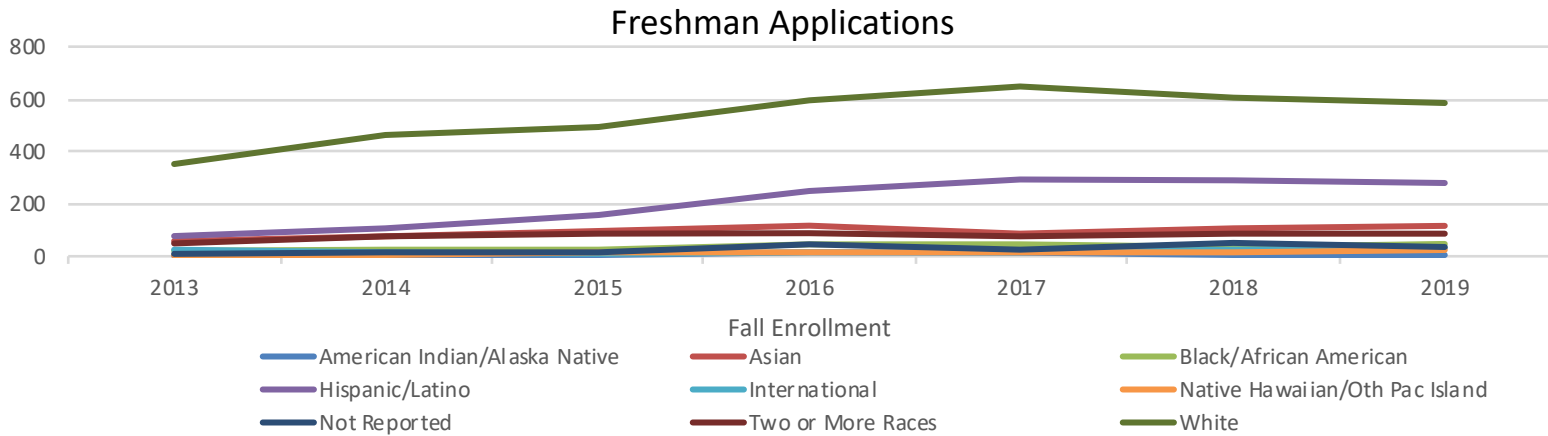


Goal #4: Promote an ethical and socially just society through an intentional commitment to inclusion, equity, and diversity.

Objective 1: Ensure equitable opportunities and outcomes for all student populations, including equal retention and graduation rates across demographic groups.

Benchmarks :

- Number of applications, rates of acceptance, and matriculation across groups.



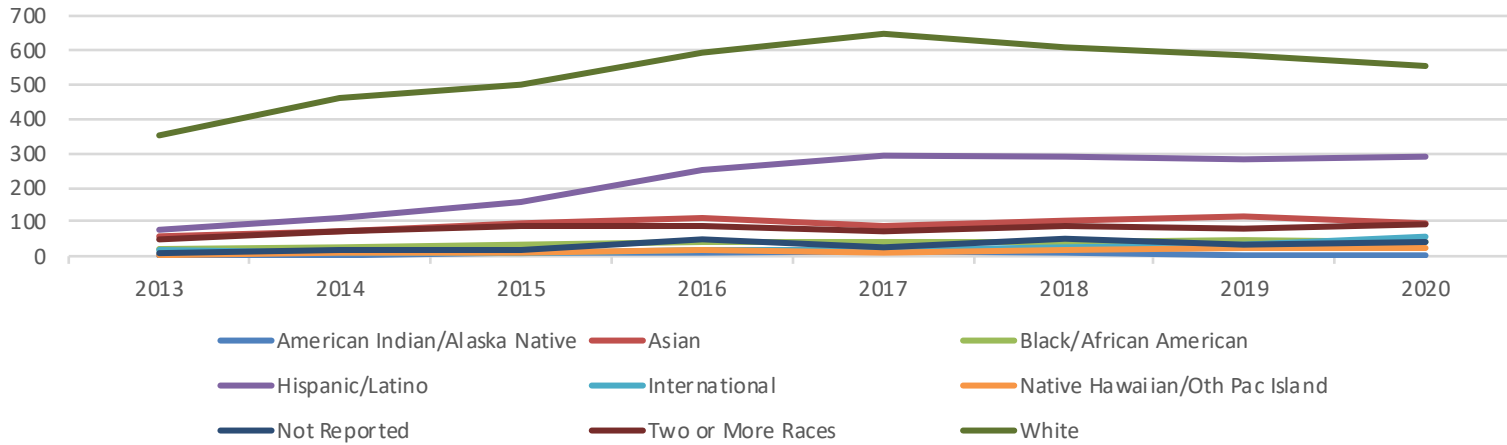
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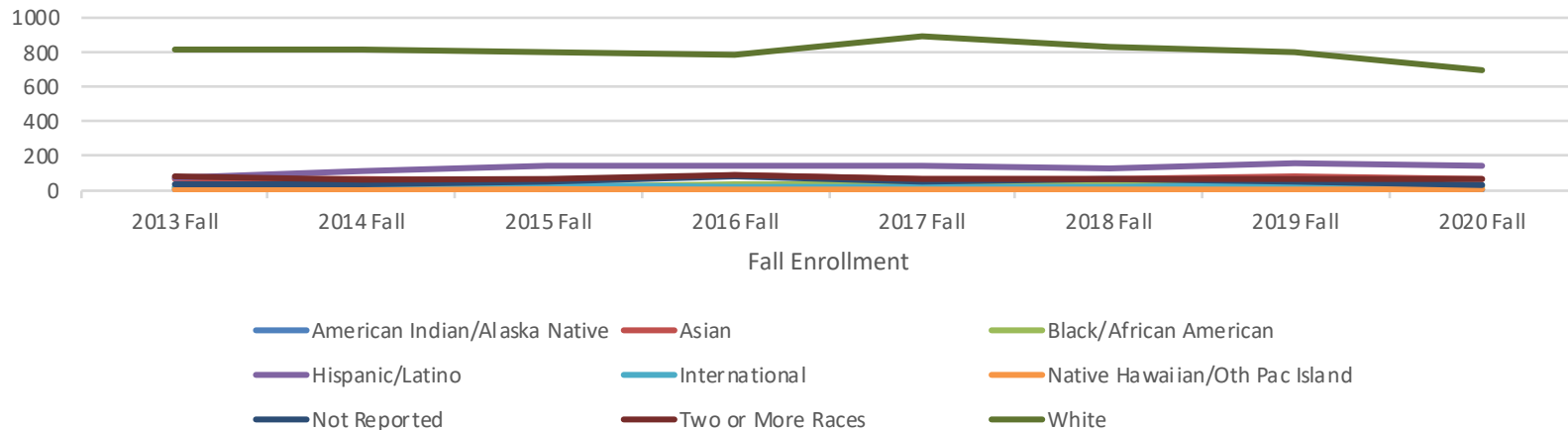
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Freshman Fall Applications



Transfer Applications



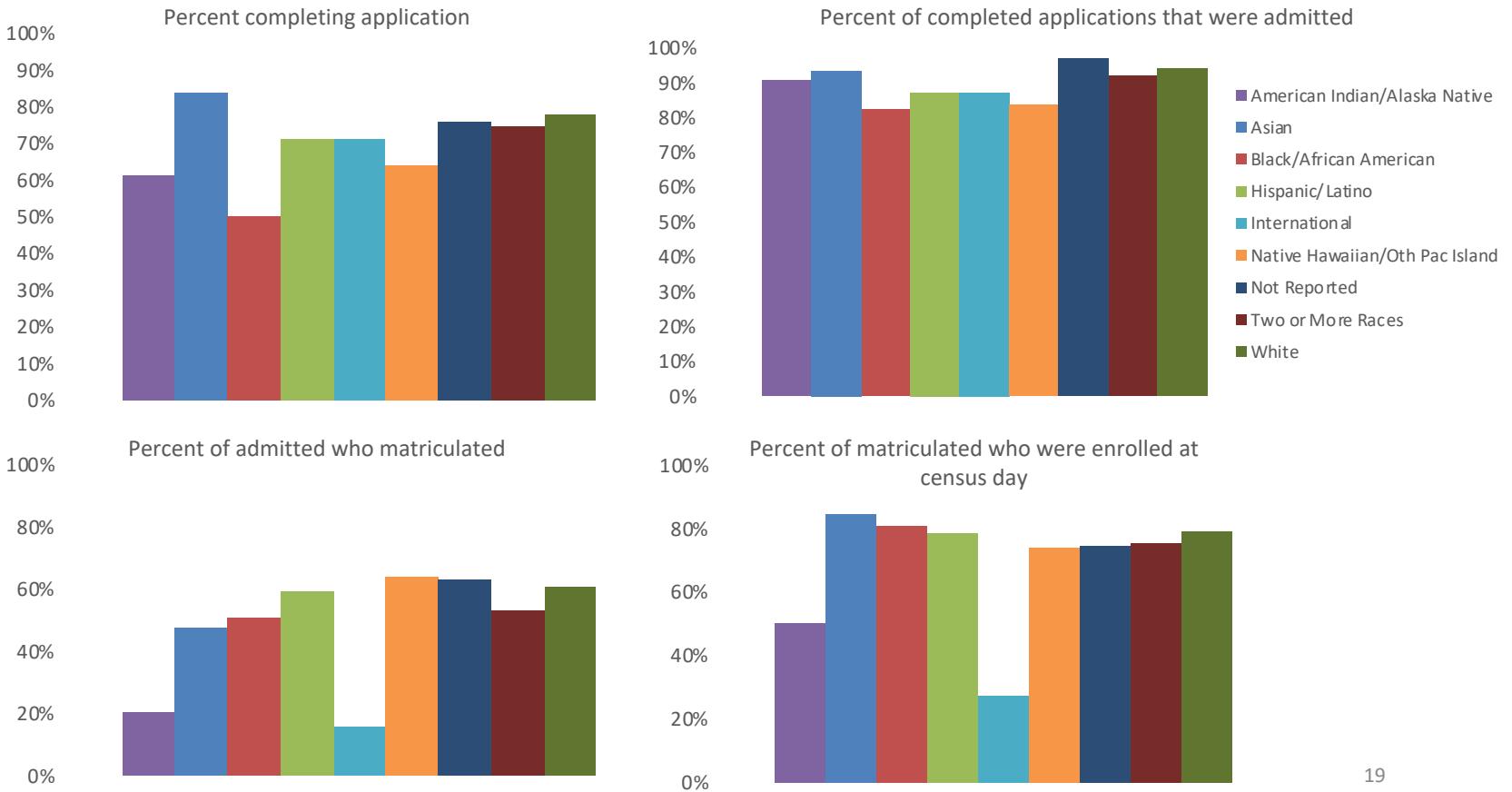
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Freshman Application Outcomes (2018-2020)



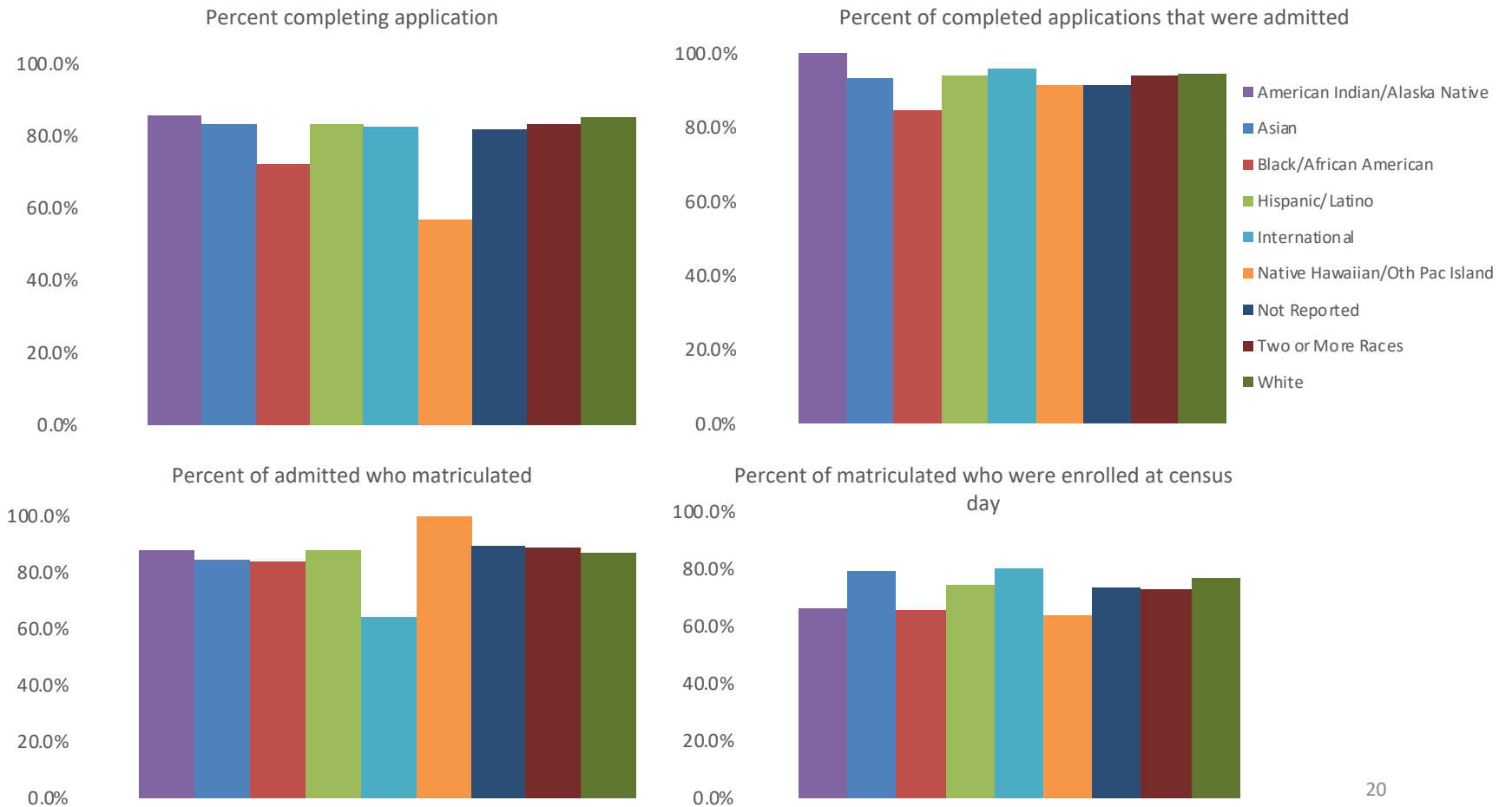
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Transfer Application Outcomes (2018-2020)



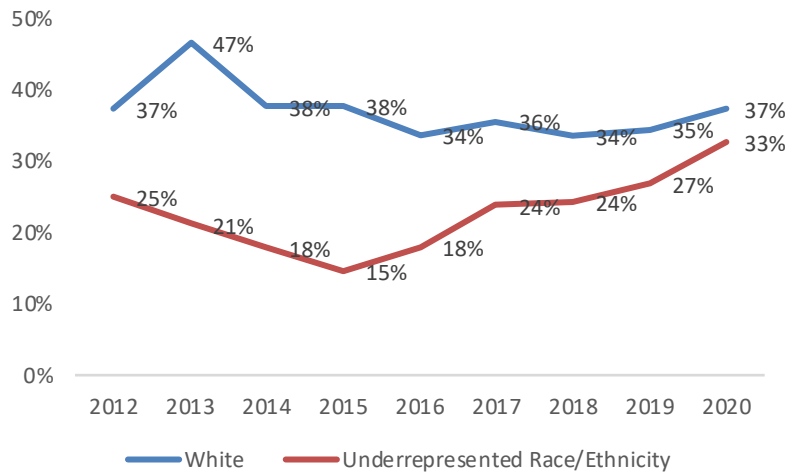
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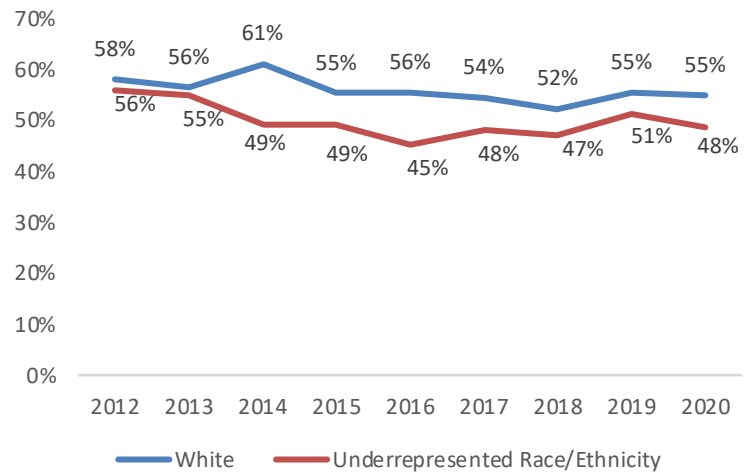
Benchmarks :

- Number of applications, rates of acceptance, and matriculation across groups.

Freshman Application Yield



Transfer Application Yield



Yield refers to the percentage of application that result in students registered for courses after the 10th day of classes.

Goal #4: Promote an ethical and socially just society through an intentional commitment to inclusion, equity, and diversity.

Objective 2: Infuse equity-mindedness throughout the fabric of the campus structure and create capacity to work toward equity in all aspects of campus endeavors.

Benchmarks :

- Results of a biannual campus climate survey.
 - Completed every two years. Most recently Fall 2020.
- Percentage of employees meeting requirement for cultural competency.

	Total	Staff	Faculty	Administration
Number of employees participating in BaCE workshops (2017-2020)	333	200	107	23

Goal #4: Promote an ethical and socially just society through an intentional commitment to inclusion, equity, and diversity.

Objective 3: Build and maintain a safe and welcoming environment for all students and employees.

Benchmarks :

- Results of a biannual climate survey
 - Completed every two years. Most recently Fall 2020.
- Percentage of faculty from underrepresented groups.

	As percentage of total		As percentage of employees with known demographics	
	Employees of Color	UnderRepresented Employees of Color	Employees of Color	Underrepresented Employees of Color
2011 Fall	14%	8%	16%	9%
2012 Fall	14%	7%	17%	9%
2013 Fall	12%	6%	16%	8%
2014 Fall	13%	6%	17%	9%
2015 Fall	13%	7%	18%	9%
2016 Fall	14%	7%	19%	10%
2017 Fall	13%	7%	19%	10%
2018 Fall	14%	7%	19%	10%
2019 Fall	13%	7%	19%	10%

	As percentage of total		As percentage of employees with known demographics	
	Faculty of Color	UnderRepresented Employees of Color	Faculty of Color	Underrepresented Employees of Color
2011 Fall	15%	7%	18%	9%
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2014 Fall	11%	5%	17%	7%
2015 Fall	12%	5%	18%	8%
2016 Fall	12%	5%	17%	8%
2017 Fall	11%	5%	17%	8%
2018 Fall	13%	6%	19%	9%
2019 Fall	13%	5%	19%	8%

- Faculty and staff retention rates for underrepresented groups.
- TBD

Goal #5: Establish and maintain mutually beneficial community outreach, research, financial and civic engagement partnerships.

Objective 1: Ensure the campus plays a meaningful role in contributing to the betterment of the community.



Goal #5: Establish and maintain mutually beneficial community outreach, research, financial and civic engagement partnerships.


Objective 2: Engage alumni and friends of WSU Vancouver to support shared community and campus priorities.

Benchmarks :

- Biannual report characterizing the results of an intensive effort to elicit community feedback.

Goal #5: Establish and maintain mutually beneficial community outreach, research, financial and civic engagement partnerships.

Objective 3: Build creative partnerships that drive economic development in the region.

 Benchmarks :