



WASHINGTON STATE
UNIVERSITY
VANCOUVER

2016 – 2021
STRATEGIC PLAN
OVERVIEW

DESTINATION
2021





Introduction

Make history. By contributing to the success of WSU Vancouver's 2016 – 2021 Strategic Plan, you can help shape our story. Together over the next five years we will work to advance research, student success, growth, equity and diversity, and community partnerships. This plan is a guide for how we will invest our resources to achieve WSU Vancouver's vision and deliver on its mission.



Collaborative process

WSU Vancouver's strategic plan reflects the collective input of stakeholders—faculty, staff, students and community members.

A nine-member steering committee led the effort. A 30-member strategic planning committee met regularly over nine months to create most of the content. Input was sought from every corner of WSU Vancouver, the community and throughout the WSU system. Each individual contributor had the opportunity to brainstorm, share ideas big and small, and engage in respectful debate. The result is a plan its contributors can stand behind—and that is likely to succeed.



Strategic intent

The plan captures the unique needs and aspirations at WSU Vancouver while maintaining alignment with the statewide WSU strategic plan. Alignment with the two central foci in the statewide plan, *Transformational Student Experience* and a *Preeminent Research Portfolio*, has served as a foundation for the plan's development.

The plan shows the university's stakeholders where to focus attention and resources—time and money—over the next five years. It defines areas where, with more intentional effort, WSU Vancouver could make major leaps forward. Not every activity of the campus is represented in the plan. Much of the campus's work will continue on its course.

WSU Vancouver Vision

Washington State University Vancouver will be a positive force in bettering the lives of the people of Southwest Washington and beyond by contributing outstanding research; expanding access to the highest-quality university education where student success is central; and engaging with community partners to address the needs of our changing world.



WSU Vancouver Mission

Washington State University Vancouver is dedicated to its land-grant tradition *“for openness, accessibility and service to people.”* The campus’ mission stands on five pillars:

- To **advance** knowledge through research, innovation and creativity across a wide range of academic disciplines.
- To **extend** knowledge through innovative educational programs in which students and emerging scholars are mentored to realize their highest potential and assume roles of leadership, responsibility and service to society.
- To **apply** knowledge through local and global engagement that will improve quality of life and enhance the economy of the state, nation and world.
- To **address** the need for social justice, equity and a culture of inclusion in our society.
- To **collaborate** with partners to build the bonds that unite a healthy community.



RESEARCH

1



STUDENT
SUCCESS

2



GROWTH

3



EQUITY AND
DIVERSITY

4



COMMUNITY

5

Five strategic goals

Research and **Student Success** represent the core mission of the campus. **Growth** is both acknowledgement that WSU Vancouver was founded to help grow the baccalaureate attainment rate in the region, and that dramatic changes in public funding have occurred over the duration of the last strategic plan. At WSU Vancouver, **Equity and Diversity**, and **Community** are reflective of the university's collective commitment to the region it serves. This plan redoubles the campus's commitment to continued excellence and a symbiotic relationship to its community.



Research

Advance excellence in research and creativity consistent with the university's strategic missions and grand challenges.

OBJECTIVES

- Increase scholarly productivity at the campus, department and individual levels consistent with the WSU aspiration to advance into the ranks of the top 25 public research universities by 2030.
- Increase campus research capacity through consistent year-over-year growth in research funding awards per capita and through diversification of funding sources.
- Incubate new flagship research initiatives focused on areas of cross-disciplinary research leading to the creation of at least one center.
- Increase graduate students' productivity and professional development.



Goal #1: Destination 2021

The journey could take us to a future where ...

WSU Vancouver has seen a steady increase in research productivity and funding, and the funding comes from a wider variety of sources than ever before. Faculty from across disciplines collaborate with one another to make discoveries and apply knowledge in novel ways. This collective energy attracts graduate students who,

in turn, tackle significant societal problems. From the chancellor to an undergraduate student, everyone has an amazing story to tell about the influence of the research achievements. The opening of WSU Vancouver's first research center signified a pivotal moment in WSU Vancouver's research advancement.

Student Success

Champion student learning and success.

OBJECTIVES

- Transform student learning and involvement to support the signature first-year experience for all students attending WSU Vancouver for the first time.
- Increase student engagement in co-curricular activity to enhance student life and campus culture.
- Build experiential learning into the curriculum for all majors.
- Foster a curriculum and learning environment that prepare our students to be creators, researchers, collaborators and problem solvers.



Goal #2: Destination 2021

The journey could take us to a future where ...

Students graduate with a well-rounded skill set that is in high demand by employers. They have mastered their disciplinary areas, developed their communication skills, and—through a broad set of co-curricular activities—they have developed the interpersonal and leadership skills that distinguish them professionally.

WSU Vancouver's participation in the national effort called "Re-Imagining the First Year of College" put the university

on the map. Colleges and universities from across the nation are looking at WSU Vancouver as the model of success. Prospective students are attracted to WSU Vancouver because they feel certain the first-year experience will help them navigate their educational journey—from success in the classroom to engaging with campus through student life activities, research and internships.

Faculty have created a rich learning environment with innovative teaching

methods and experiential learning opportunities. WSU Vancouver has ignited students' creativity and love for life-long learning resulting in well-prepared graduates who are civic-minded with connections in the community that lead to productive careers.



Growth

Expand and enhance efforts to grow, educate and graduate a diverse student body.

OBJECTIVES

- 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 toward our long-term goal of 5,000 students.
- Expand educational opportunities in response to national trends, existing campus strengths and synergies, and regional workforce demands.
- Support student persistence to improve retention and graduation rates.



Goal #3: Destination 2021

The journey could take us to a future where ...

Edging toward its long-term goal of 5,000 students, WSU Vancouver has grown. A well-planned combination of targeted marketing, improved financial aid literacy, and increased course offerings that are most relevant to

students and employers has attracted an increasingly diverse student body. Each path to graduation is as individual as the student. Every student at WSU Vancouver completes an academic success plan. WSU Vancouver students

have flexible course-scheduling options. They also take advantage of tutoring, supplemental instruction, open-source course materials and other resources that facilitate student success.



Equity and Diversity

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

OBJECTIVES

- Ensure equitable opportunities and outcomes for all student populations, including equal retention and graduation rates across demographic groups.
- Infuse equity-mindedness throughout the fabric of the campus structure and create capacity to work toward equity in all aspects of campus endeavors.
- Build and maintain a safe and welcoming environment for all students and employees.



Goal #4: Destination 2021

The journey could take us to a future where ...

Inclusion, equity and diversity are woven into the culture of the WSU Vancouver community. The university invested in creating a safe and welcoming environment for everyone. This is noticed and appreciated by prospective employees. Today the staff

and faculty are more reflective of the student body and this helped create a climate for students of color and all underrepresented groups to enroll and thrive at WSU Vancouver.

The campus has become a leader in facilitating meaningful dialog around

achieving equity and social justice in our community and beyond. The deliberate infusion of equity-mindedness has helped close the demographic graduation gaps. Today all students graduate at the same rate.

Community

Establish and maintain mutually beneficial community outreach, research, financial and civic engagement partnerships.

OBJECTIVES

- Ensure the campus plays a meaningful role in contributing to the betterment of the community.
- Engage alumni and friends of WSU Vancouver to support shared community and campus priorities.
- Build creative partnerships that drive economic development in the region.



Goal #5: Destination 2021

The journey could take us to a future where ...

Always keeping in sight the reason for its founding, WSU Vancouver has advanced the symbiotic relationship between the university and the community; together, they have grown. It is as common to find community members participating

in campus activities as it is to find students and faculty members participating in community activities. Faculty, staff and students serve the community by participating on boards, volunteering or collaborating on research projects. The relationships

between the university and the community are recognized as contributing to the economic and social vibrancy of the region. WSU Vancouver alumni continue to serve their university and community in ever more meaningful ways.



Roadmap to Destination 2021

WSU Vancouver's goals and objectives are interdependent. As WSU Vancouver stakeholders, we share the responsibility for the success of each goal regardless of our own roles. Destination 2021 will be reached because the campus community recognizes that the success of each goal is dependent on the success of all five goals.



AN INVESTMENT IN THE FUTURE

Strategic plan strategies are funded through a mixture of reallocation of current resources, student enrollment growth and philanthropy. Purposeful implementation, communication and accountability mechanisms were developed to keep the plan at the center of campus priorities.

PLAN IMPLEMENTATION

Each of the goals and objectives provided in the strategic plan also has strategies for implementation. See them online at vancouver.wsu.edu/strategic.

ENSURING PROGRESS

Teams have been developed to address implementation, communication and progress measurements.

Follow the roadmap to Destination 2021 at vancouver.wsu.edu/strategic.