

Strategic Plan 2002-2007





Introduction

Washington State University embarked on a major effort to plan its future in fall 2000. The work, which involved the entire University community, led to this strategic plan approved by the Board of Regents in January 2002.

The four strategic goals address issues that are essential to the University's future success in carrying out its mission and achieving its vision. The goals will guide actions and decisions in every area of the institution.

Dozens of ideas for improving the University were advanced by nine design teams. These now support one or more of four overarching strategic goals. But the goals represent more than a distillation of the design team reports. They express the overriding aspirations that differentiate us from other institutions and define us as Washington State University.

These are intended to be transformational goals that will strengthen the University as a whole over the next five years. We begin with the recognition that Washington State University is an outstanding academic institution and that this plan builds on the successes of the past.

Many aspects of Washington State University do not require transformation and thus are not specifically included in the plan. We believe the design team reports, strategic plans from the budget areas, and the input from hundreds of members of the University community all support the aspiration that Washington State University become a research university of distinction, and that belief guided our efforts.

This plan is not a road map, but a compass for the University's planning units – the budget areas – to use in developing their individual and more detailed strategic plans.

This plan is not a blueprint for centralized planning. It assumes a decentralized mode of strategic planning in which each budget area has responsibility for charting its own course in light of its own opportunities and strengths, and submitting budgets in which the priorities follow the plan. It assumes that budget areas will be supported in their plans to the extent that their plans are supportive of these major University-wide strategic goals.

The published plan reflects a “living process” of strategic planning. Continuous refinement and

*“World Class.
Face to Face.”
reflects the
University’s
commitment to
provide a world-
class education in
the context of a
caring community.*



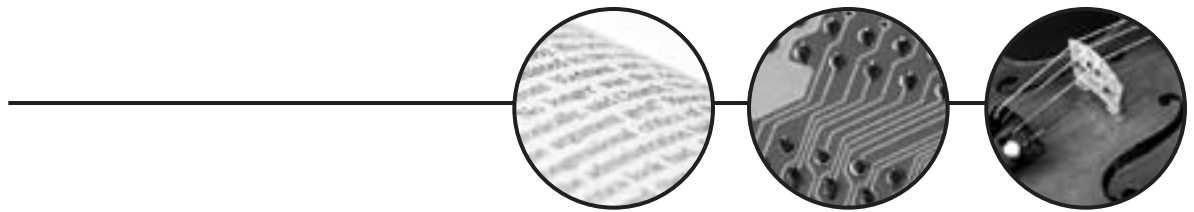
improvement of the University’s strategic plan will complement similar ongoing refinement of area plans as well. To facilitate ongoing planning, the University will continue to make the design team reports, and their appendices, available to planning units, which should adopt those recommendations that are pertinent to their strategic goals. The University will also maintain on the Strategic Planning Web Site a listing of the many changes that have already been implemented as a result of units reviewing the design team reports.

Now we must turn our attention to the road ahead. Thanks to the excellent work of so many

faculty and staff members, we have in this strategic plan the compass we need to guide our journey to becoming a stronger, more effective, more influential Washington State University. The inspiration provided by our vision and values, combined with the clear directions contained in our goals, will assist us in achieving our aspirations to be, and be known as, one of the nation’s premier universities.

V. LANE RAWLINS

PRESIDENT, WASHINGTON STATE UNIVERSITY



Vision

Washington State University offers a premier undergraduate experience, conducts and stimulates world-class research, graduate and professional education, scholarship and arts, and provides an exemplary working and learning environment that fosters engagement.

Mission

As a public, land-grant and research institution of distinction, Washington State University enhances the intellectual, creative, and practical abilities of the individuals, institutions, and communities that we serve by fostering learning, inquiry, and engagement.

Values

Washington State University is guided by a commitment to excellence embodied in a set of core values.

INQUIRY AND KNOWLEDGE – Intellectual growth is at the heart of Washington State University’s mission. We are committed to developing an informed citizenry, to fostering a love of learning and intellectual inquiry in all its forms – empirical, theoretical, and aesthetic – and to developing the capacity for thoughtful reasoning.

ENGAGEMENT AND APPLICATION – We are committed to partnerships focused on applying knowledge and expertise to address complex issues, especially, but not only, as that application enhances the partners’ knowledge and understanding.

LEADERSHIP – We are guided by an ethic of leadership and service that recognizes the importance of identifying, articulating, and responding to the interests and needs of Washington State University’s diverse constituencies.

DIVERSITY – We are committed to a culture of learning that challenges, inspires, liberates, and ultimately transforms the hearts, minds, and actions of individuals, eliminating prejudice. Our differences

are expressed in many ways, including race, sex, age, physical and mental ability, sexual orientation, religion, class, philosophy, and culture. Respect for all persons and their contributions is essential to achieving our mission.

CHARACTER – Washington State University aims to create, through our work and our relationships, an environment that cultivates individual virtues and institutional integrity. To serve our diverse communities, we must first be a community that extends mutual respect and regard for all individuals and protects their right to free expression.

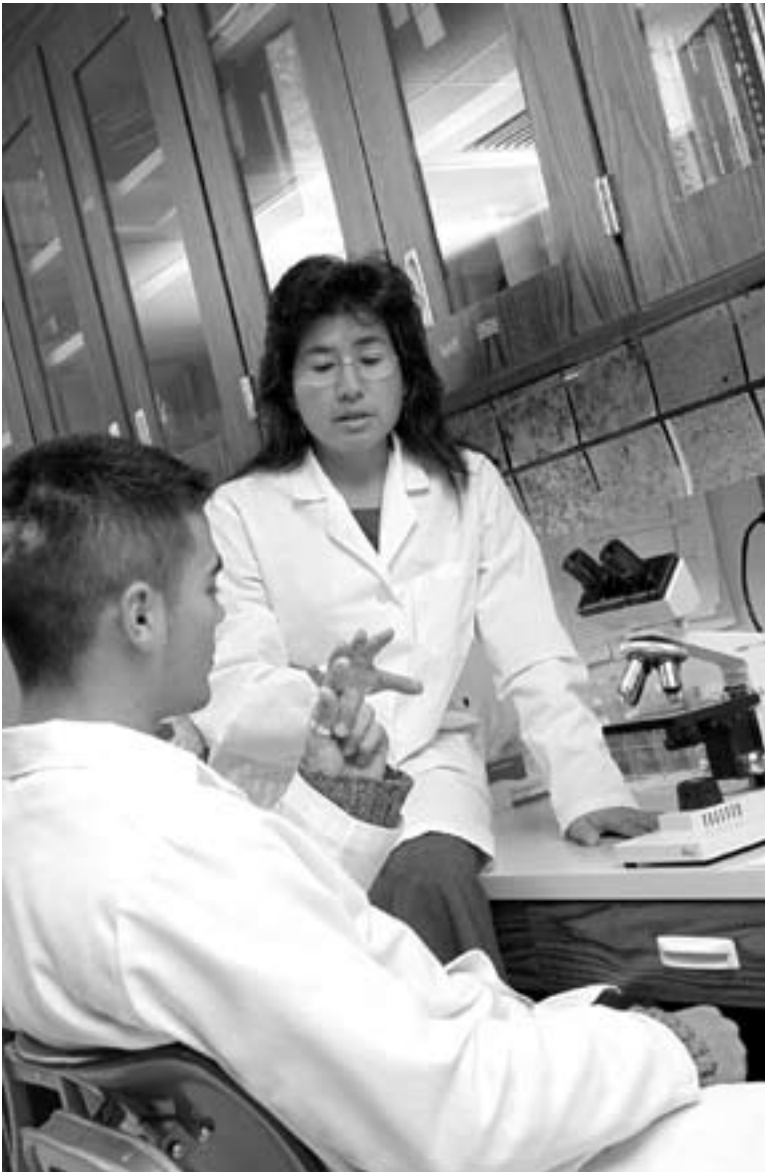
STEWARDSHIP – Careful shepherding of our financial, human, capital, and intellectual resources is necessary for us to realize our values. In addition, the mission of the institution is most likely to be achieved when faculty, staff, and students at Washington State University take responsibility for upholding the full scope of these values.

TEAMWORK – A great strength of a university of distinction is the initiative and individual creativity of its members. But we also value a common commitment to achieving the institution’s goals, a collective spirit, a dedication to teamwork, that transcends private concerns.

Washington State University **offers 300 fields of study** in 10 colleges: agriculture and home economics, business and economics, education, engineering and architecture, liberal arts, nursing, pharmacy, sciences, veterinary medicine, and honors. The Honors College is one of the oldest and most respected, all-university programs for academically talented students. Bachelor's degrees are available in all major areas, with master's and doctoral degrees available in most. The undergraduate core curriculum, including world civilization courses and expanded writing requirements, is nationally recognized.



Strategic Goals



GOAL ONE: Offer the best undergraduate experience in a research university.

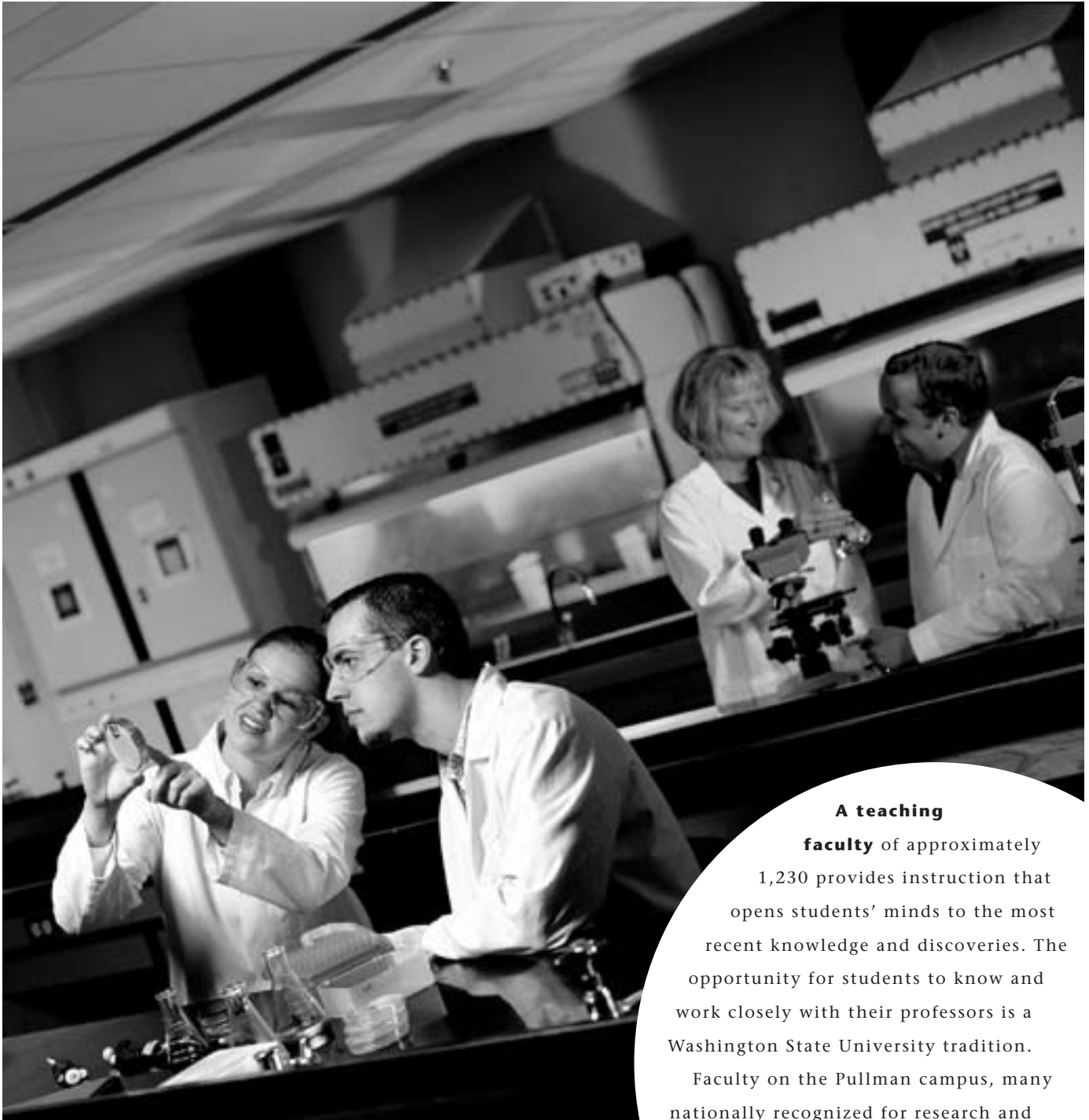
SUBGOALS:

1-1 Attract, recruit, and retain a diverse, high-quality student body.

1-2 Create an academic culture that promotes and rewards one-on-one faculty-to-student and student-to-student interactions.

1-3 Continually improve the quality of our program offerings and their delivery.

1-4 Provide student advising and mentoring that empower students to complete their programs of study, improves retention, increases student satisfaction, and bolsters academic achievement.



A teaching faculty of approximately 1,230 provides instruction that opens students' minds to the most recent knowledge and discoveries. The opportunity for students to know and work closely with their professors is a Washington State University tradition.

Faculty on the Pullman campus, many nationally recognized for research and scholarly expertise, teach some 18,000 undergraduate and graduate students. Statewide, the University has more than 21,500 students.

Strategic Goals



GOAL TWO: Nurture a world-class environment for research, scholarship, graduate education, the arts, and engagement.

SUBGOALS:

2-1 Recruit, develop, and retain outstanding faculty researchers, scholars, and artists.

2-2 Strategically develop areas of excellence in collaborative research, scholarship, and the arts.

2-3 Develop targeted strategies to attract extramural funding.

2-4 Strengthen the infrastructure that supports research, scholarship, and the arts.

2-5 Recruit a diverse, high-quality graduate student body and provide a supportive environment.

2-6 Establish a culture of engagement with problems and issues of interest to external constituencies.



The Pullman campus is **one of the largest residential campuses** west of the Mississippi with about half of the student body living in residence halls, single and family student apartments, and fraternity and sorority houses. Students of diverse social, economic, and ethnic backgrounds from throughout the nation and more than 90 foreign countries come together in an academic community committed to education and leadership development.

Strategic Goals



GOAL THREE: Create an environment of trust and respect in all we do.

SUB GOALS:

3-1 Create and support classroom and workplace environments that actively encourage substantive dialogue and communication among members of the University community.

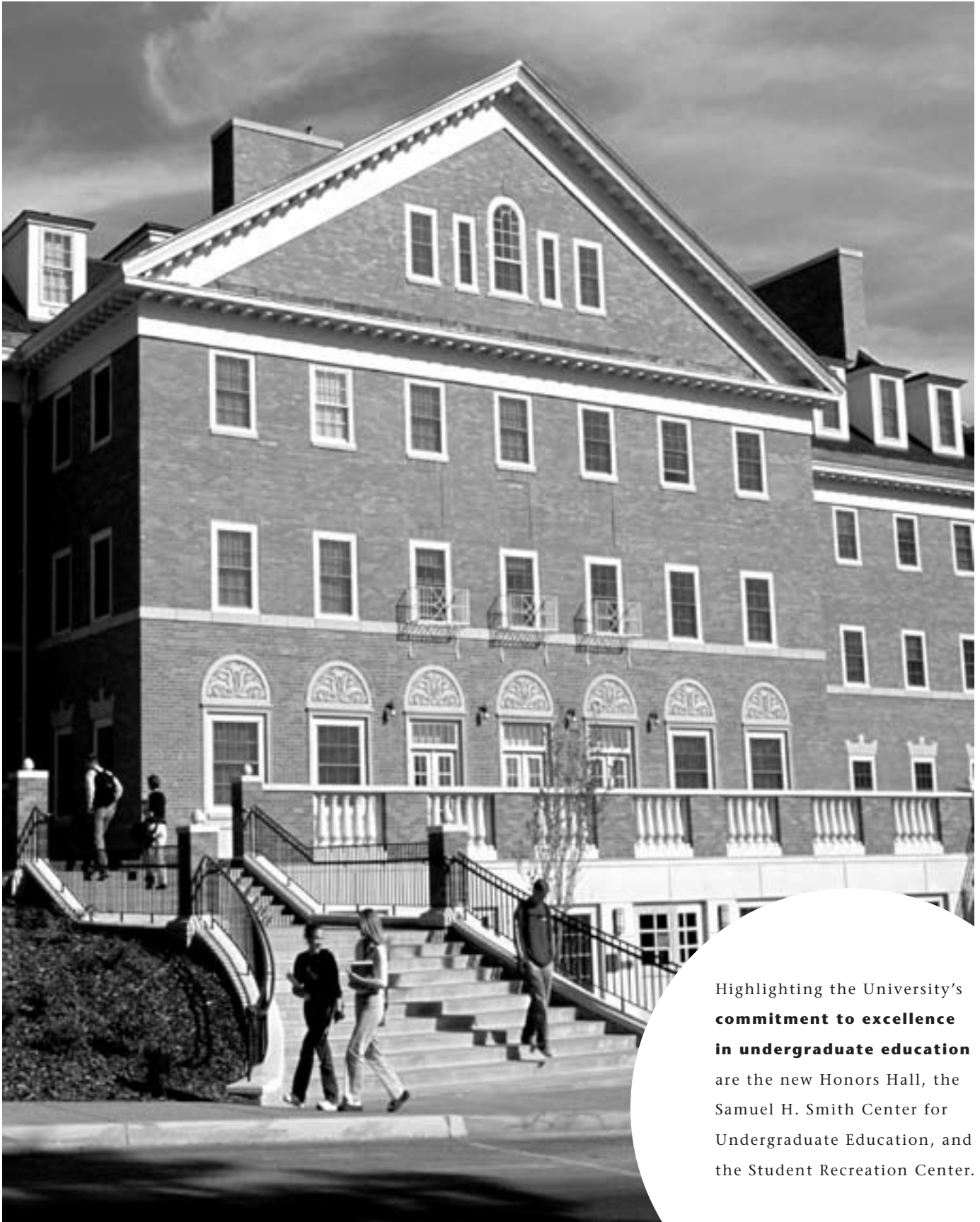
3-2 Align reviews for all faculty, staff, and administrators with institutional goals and University values, including diversity.

3-3 Develop a balanced program of incentives, rewards, and recognition of the achievements and contributions of University employees at all levels.

3-4 Develop institutional programs that enable all members of the community to productively participate in a multicultural, pluralistic university.

3-5 Foster a high quality of life for all individuals throughout the University community.

3-6 Promote a positive workplace in which employees are valued and professional growth encouraged.



Highlighting the University's **commitment to excellence in undergraduate education** are the new Honors Hall, the Samuel H. Smith Center for Undergraduate Education, and the Student Recreation Center.

Strategic Goals



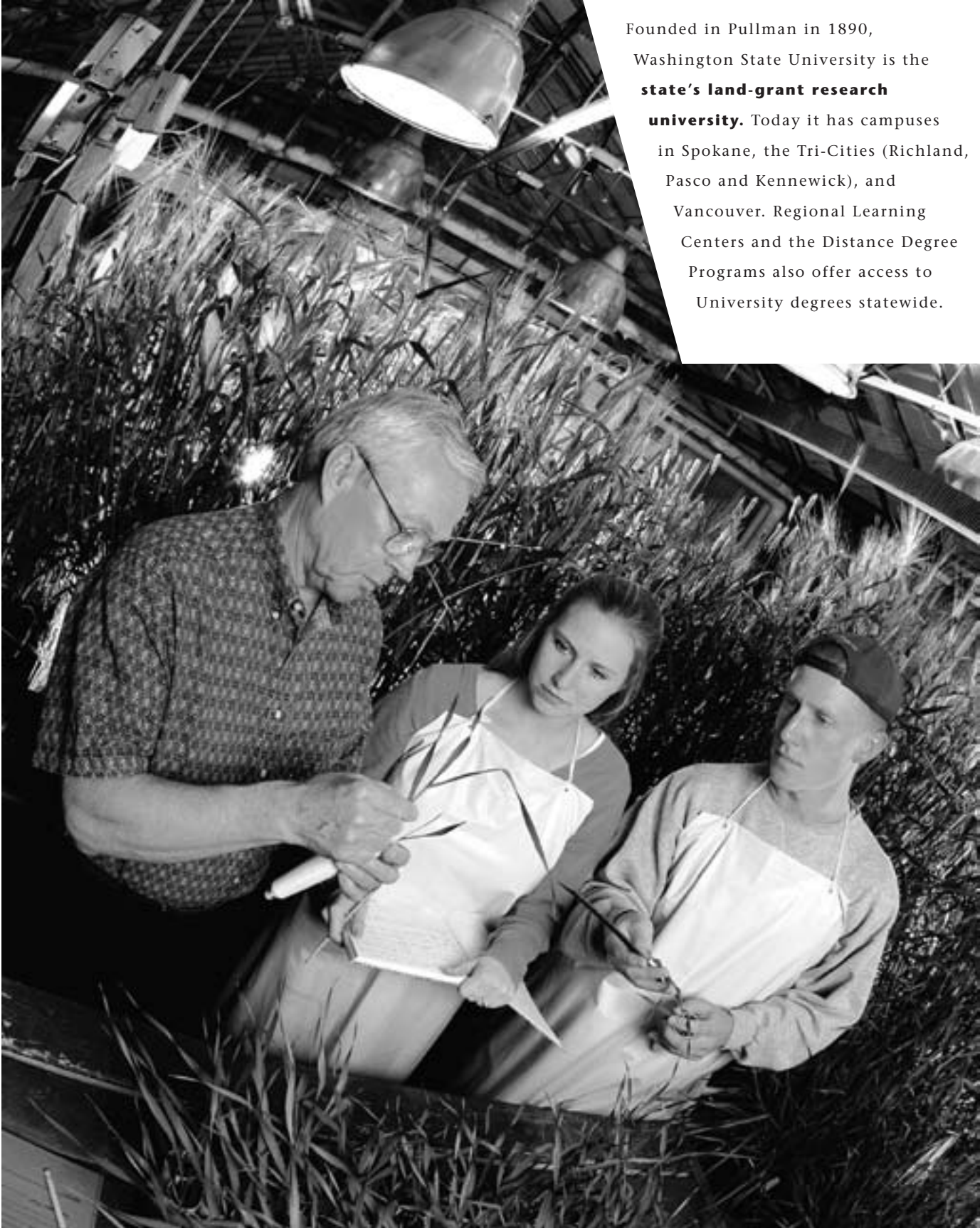
GOAL FOUR: Develop a culture of shared commitment to quality in all of our activities.

SUBGOALS:

4-1 Develop strategies that foster a University culture dedicated to adopting and extending best practices that promote an ongoing commitment to continuous improvement.

4-2 Create a University culture that supports efficient and effective collaboration.

4-3 Provide technologies that enhance effective links among teaching, research and outreach and that increase quality.



Founded in Pullman in 1890, Washington State University is the **state's land-grant research university**. Today it has campuses in Spokane, the Tri-Cities (Richland, Pasco and Kennewick), and Vancouver. Regional Learning Centers and the Distance Degree Programs also offer access to University degrees statewide.

Implementation

Accomplishing the established goals will require effort and attention from every part of the institution. It also requires considerable management and coordination. For this purpose, an Implementation Council and four implementation teams will be established.

The Implementation Council and implementation teams will begin work in March 2002. These groups will oversee the efforts and track the progress of the plan's goals and subgoals.

Annually, the President will report to the Board of Regents on progress made in achieving the goals of the strategic plan.

IMPLEMENTATION COUNCIL

The Provost will chair the Implementation Council. The Council is responsible for management and accountability of the strategic plan execution.

The chairs of the four implementation teams will be members of the Implementation Council as will the University vice presidents, executive director of planning and budgeting, and the chair of the Faculty Senate.

IMPLEMENTATION TEAMS

For each of the four goals, an implementation team will be responsible for implementing the strategic plan, including developing and enhancing the list of required actions, devising implementation steps, and assuring accountability.

The Provost will appoint individuals to each team that include administrators with major responsibility for the goal and other University leaders with knowledge, experience, and proven judgment in areas addressed by the goal. The Provost will appoint one member as chair.

AREA STRATEGIC PLANS

Based on this University strategic plan, each college or other planning area also maintains a unit strategic plan showing the area's part in accomplishing the University plan and the mission and goals of the unit. Area plans are being updated or completed in spring 2002. The plans show what the areas hope to accomplish over the next several years.

BUDGET AND THE STRATEGIC PLAN

The allocation of resources should be directly linked to the strategic plan in an effective and understandable way. Area requests and University allocations should be seen as a one-year plan and should emerge from the plan and the planning process. Likewise, requests for state appropriations, fundraising efforts, disbursements from local fund accounts, and other such decisions should be guided by University priorities derived from a planning process.

WORLD CLASS FACULTY AND FACILITIES

FRONT COVER: Michael J. Smerdon, biochemistry/biophysics professor well known for genetic research on DNA repair in cells, recently received a 10-year, \$3.58 million MERIT award from the National Institute of Environmental Health Sciences.

INSIDE FRONT COVER: Ann Christenson, fine arts professor, teaches ceramics, a Washington State University program ranked among the top dozen in the country.

PAGE 1: Joe Valacich, management information systems professor and one of the world's 10 most productive MIS researchers, studies electronic commerce, the diffusion of technology in organizations, and group decision behavior.

PAGE 2: President V. Lane Rawlins talks with students.

PAGE 6: Glenn Johnson, communication professor, teaches in broadcasting, a Washington State University program ranked among the top five in the country by broadcasting executives.

PAGE 7: Rebecca Craft, psychology professor, studies significant biomedical questions involving behavioral pharmacology and behavioral neuroscience, in part as they relate to gender. The Department of Psychology is highly respected nationally.

PAGE 8: Nancy Magnuson, professor of molecular biosciences and the first Herbert L. Eastlick Distinguished Professor, is noted for her research on Pim-1, an oncogene involved in cancer of the blood system and breast cancer.

PAGE 9: Michael Wolcott, civil and environmental engineering professor, leads a major research project to develop engineered thermoplastic/wood materials to meet the U.S. Navy's need for a strong, cost-effective, and environmentally benign alternative to treated wood.

PAGE 11: Ruth Bindler, nursing professor, is known for her research on the culture and health of indigenous peoples and heart health among children.

PAGE 12: Honors Hall is home to the Washington State University Honors College, ranked among the top ten such programs nationally for high-achieving students.

PAGE 13: The new, student-funded Student Recreation Center earned the National Intramural Recreational Sports Association's Outstanding Indoor Facility Award for 2002.

PAGE 14: R. James Cook, who holds the R. James Cook Endowed Chair in Wheat Research established by the Washington Wheat Commission, was named in 1993 to the National Academy of Sciences, one the highest awards for an American scientist.

INSIDE BACK COVER: Lynda (Hatch) Paznokas, Boeing Distinguished Professor of Science Education, is the 2002 winner of the Marian E. Smith Faculty Achievement Award recognizing significant and meritorious teaching.

BACK COVER: LeRoy Ashby, Claudius O. and Mary Johnson Distinguished Professor of History, was twice Washington's Professor of the Year in recognition of his excellence in teaching undergraduate students.