

2003-2004

Progress Report

Achieving Our Vision. World Class. Face to Face.

On behalf of the Strategic Plan Implementation Council, I am pleased to submit this Progress Report to the University community, President Rawlins, and Board of Regents. Since its approval by our Regents two years ago, this five-year strategic plan with its four transformational goals has served as the foundation for plans, actions, and decisions in every area of our University. It will continue to do so for several years to come as we work to take Washington State University to the next level of excellence.

As you review this report, I think it will be very clear that we have made tremendous progress, accomplishing much of what we set out to do two years ago. This doesn't mean that everything is perfect or completed, as we have faced numerous implementation challenges. However, I am pleased to report that using the plan as our compass, we have responded to them internally and externally by focusing on our priorities and taking advantage of strategic opportunities. We've avoided letting finite resources hinder us in our long range goal of becoming one of our nation's premier universities.

This update provides a summary of detailed reports submitted by the four Implementation Teams and areas represented by the President, Chancellors, Vice Presidents, and Deans. The accomplishments should make everyone in the University family proud.

Looking forward, there are areas we need to focus on now to achieve our long-term goals.

- We must implement benchmarks at all levels against which we can clearly measure our progress. They will be an integral part of our budget process for the next budget cycle.
- We must further enhance our efforts to improve the diversity and quality of our faculty and student bodies.
- We must improve our tenure and promotion process based on recommendations of the Tenure and Promotion Task Force.
- We must apply what we have learned from our recent five-year interim accreditation report and focus on our 10-year accreditation requirements. Planning must begin now to meet new and emerging accreditation requirements, particularly learning outcomes assessment.
- We must continue reviewing and implementing recommendations for the future role of our newer campuses. As they evolve, we must develop processes to plan and implement those changes while ensuring their integrity.
- We must make focused investment in a number of cross-disciplinary areas that present opportunities for increased external funding as well as provide ways to improve teaching and outreach.
- We must link our strategic plan to opportunities with a potential for positive impact on Washington's economic development. Examples include biotechnology, viticulture and enology, wood products, energy and defense, health sciences and applied physical sciences.

Our Strategic Plan reflects the efforts of the entire University community. As we continue its implementation, we must remember that it is a dynamic process where continuous refinement is important. Essential to this are your thoughts, suggestions and recommendations. I encourage you to continue sharing them with me, members of the Implementation Council and the Implementation Teams, and University leaders. I also encourage you to embrace the goals in your own units and actively work to implement them, assess your successes, and continue to improve. Through our collective efforts, we will make our long-term vision a reality and have a profound and lasting impact on the futures of our students, state and nation.



Robert C. Bates
Provost

STRATEGIC PLAN IMPLEMENTATION COUNCIL MEMBERS

Bob Bates

Doug Baker

Karl Boehmke

Ron Brosemer

Barbara Couture

Mary Doyle

Charlene Jaeger

Nancy Magnuson

Fran McSweeney

Jim Roche

Greg Royer

Sally Savage

Bryan Slinker

Ken Spitzer

Alex Tan



Offer the **Best Undergraduate Experience** in a Research University

CO-CHAIRS

Doug Baker and Fran Mc Sweeney

TEAM MEMBERS

George Ball	Al Jamison	Steve Nakata
Kathy Beerman	Greg Kessler	Muriel Oaks
Bob Greenberg	Dick Law	Leonard Orr
Mary Gresch	Bob Olsen	John Paznokas
Bob Harder	Erich Lear	Mary Wack
Fran Hermanson	Judy Mitchell	Ken Vreeland
Pete Jacoby		

The Undergraduate Experience Implementation Team has clearly articulated an ambitious agenda for implementing the first goal of the university's strategic plan. It is an agenda built upon a solid foundation of achievement and success reflecting the collective efforts of the entire university community. A wide variety of initiatives and projects are planned or currently underway across all campuses that have, as their shared goal, the enhancement of the undergraduate experience at Washington State University.

Over the next year the team will focus on the following priorities:

- Assessment of educational outcomes
- President's Teaching Academy
- Recruiting a high quality, diverse student body
- Undergraduate teaching and learning grants
- Undergraduate research
- Academic advising
- Service learning
- Study abroad
- Prestigious scholarships
- Grants and fundraising

SUBGOAL 1

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

The collaborative efforts of our faculty, staff, and students under the leadership provided by Student Affairs and Marketing Communications have resulted in tremendous success in recruiting quality students to Washington State University. Last fall we had the best-prepared freshman class ever. The Regents Scholars Program helped bring 186 students to WSU including 23 of the 25 students who were named Distinguished Regents Scholars. Over thirty-eight percent of the entering freshman class had a cumulative high school grade point average of 3.6 or above.

Increased faculty involvement has been one of the keys to the enrollment of quality students, particularly Regents Scholars. Faculty serve on various Regents Scholars committees, as readers for the selection process, and by meeting with prospective scholars and their parents during campus visitations and at receptions held at the homes of alumni throughout the state. Many faculty have reported on the direct benefits of having these top scholars in their classrooms and laboratories.

With the addition this year of three Upward Bound projects, WSU will now receive over \$3.3 million annually to enhance efforts to recruit and retain students of color. GEAR-UP is successfully working with middle and high schools in seven school districts in the Walla Walla and Moses Lake areas, while Upward Bound will work with high schools in eight school districts in Yakima, Ferry, Stevens and Okanogan counties.

Enforcing more rigid retention standards was identified as an integral part of this subgoal and a one-year faculty-led initiative directly addressed this by modifying academic deficiency standards and procedures. The modified regulations and procedures were implemented fall semester 2003. These changes contributed to 10 percent fewer students becoming academically deficient, 16 percent fewer applying for reinstatement, and 34 percent fewer applications for reinstatement receiving approval.

SUBGOAL 2

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

Providing increased opportunities for undergraduates to be exposed to "hands-on" research is widely recognized as a requisite feature of a quality undergraduate experience. The team strongly believes that inquiry and student engagement in research and other creative endeavors should be an integral part of an undergraduate education at Washington State University.

Goals include establishing a broad-based advisory board for undergraduate research, communicating to faculty the idea of synergy between teaching and research, involving students in research early in their academic careers while freshman and sophomores, providing central coordination of undergraduate research efforts to make them more efficient, promoting undergraduate research activities across the university, identifying departmental research coordinators, establishing a university web site to allow faculty to disseminate information about research opportunities and students to readily access this information, conducting an annual undergraduate research symposium, and identifying funding opportunities to support undergraduate research.

An inventory of current undergraduate research opportunities revealed that WSU currently has significant opportunities for undergraduate research, many of which are externally funded. In recent years, these activities have produced articles in refereed journals, presentations, and encouraged students to continue their educations in graduate programs at WSU. Our present system for student-teacher interface regarding undergraduate research is informal and relies heavily on professional networking. The Implementation Team feels that by providing a simple system that enables students and faculty with similar research interests to identify each other, the number of students involved in undergraduate research will increase significantly. A software program that will facilitate such a student-faculty interface has been located and negotiations for its acquisition are currently underway.

SUBGOAL 3

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

The recommendation of the undergraduate experience design team to "establish an Office of Undergraduate Education" has been accomplished, the culmination of a three-year development effort. After benchmarking PAC-10 schools, land-grant peers, and other institutions, a proposal for an Office of Undergraduate Education (OUE) was presented to the Budget Committee and startup funding was approved. OUE core units include General Education; Honors; University Writing Program; Center for Teaching, Learning, and Technology; Assessment; Student Advising and Learning Center; and Community Service Learning.

Vice Provost for Academic Affairs Doug Baker was named Director of the Office of Undergraduate Education in January 2004. In this capacity, he will coordinate university-wide aspects of undergraduate education and promote continuous improvement in the undergraduate experience. To coordinate institutional efforts to meet imminent accreditation and learning outcomes assessment requirements, a search is underway for the position of Assistant Vice Provost for Educational Assessment. Creation of a university-wide outcome assessment system is one of the key initial goals of the OUE and the Assistant Vice Provost will be an integral part of this effort.

The OUE now administers annual funding in support of the Undergraduate Teaching and Learning Improvement Initiative, which is focused on enhancing learning by using assessment data to improve curriculum and pedagogy. Over the past year, \$615,000 has been awarded in grants to Washington State University faculty. In spring 2003, 14 proposals received a total of \$300,000 in funding. Recipients of these grants are now presenting their results to the campus community in a series of spring semester forums. Recently, as part of the 2004 cycle, 19 proposals were selected to receive a total of \$315,000 in funding.

2004 marks the inauguration of a Teaching Academy at Washington State University. President Rawlins and Provost Bates recently named 12 Washington State University faculty members to the founding Advisory Board for the Academy. They are Mary Bloodsworth-Lugo, Kenneth Campbell, Denny Davis, J. Thomas Dickinson, Renee Hoeksel, Darcy Miller, Charles Munson, Raymond Quock, Carol Sheppard, Paul Strand, Tom Tripp, and David Wang. In close cooperation with the colleges and urban campuses and utilizing the resources of the Office of Undergraduate Education, the Advisory Board will begin work this semester overseeing the establishment of the Academy. Key among their initial tasks will be developing a plan for expanding Academy membership, assisting with university-wide assessment and accreditation preparation efforts, and encouraging programs, departments, schools and interdisciplinary teams to use evidence about the quality of the undergraduate learning experience as the basis for revamping curriculum and/or teaching practices to improve student learning.

SUBGOAL 4

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

A survey of department chairs and academic advisors was conducted to determine perceptions of the current state of advising and mentoring. Following recommendations derived from that survey, and from the recommendations of a parallel effort of a department chair workgroup, the Implementation Team will be making recommendations for evaluating, rewarding, and training of academic advisors. In addition, Implementation



Team members, Information Technology, and the Enrollment Services area of Student Affairs will be developing an on-line Advisor's Toolkit to provide better and more organized information systems for academic advisors. This will include moving from the current DARS system to the DARWIN system. Team members will also be addressing the issue of increased demand for guidance and advising of students unable to certify in impacted majors.

College of Agricultural, Natural, and Human Resource Sciences

Through a coordinated effort between faculty and chairs in the College and the Center for Teaching, Learning, and Technology, an initiative has been undertaken to improve evaluation and assessment of the teaching and learning process. Motivated by a growing dissatisfaction with end-of-course evaluations, the goal of improving student learning, and the need to improve student engagement in the evaluation process, Dr. Vicki McCracken, Associate Dean/Director of Academic Programs, established a team to address these issues. Funded by an Undergraduate Teaching and Learning Improvement Grant, the process involved development of a new student evaluation instrument, peer observation/evaluation, critical thinking, and faculty development seminars, among other efforts. The intent is for this initiative to provide a model that can be tailored to the various departments in the college.

Faculty from ten academic departments are designing the curriculum for a new interdepartmental bachelor's degree in Agricultural Systems to broaden the experience of and better prepare graduates for the accelerating pace of change in our national and global agricultural systems.

College of Business and Economics

The College created and implemented a College-wide Academic Program Evaluation Process, reducing by half the number of majors offered, thereby enabling the College to more strategically focus academic efforts and resources. The College also appointed a new Undergraduate Program Core Curriculum Task Force that is restructuring core curriculum around key learning outcomes and related assessment.

In addition, the College applied tighter undergraduate certification standards and graduation requirements, which include raising the undergraduate minimum GPA requirement. A new position of Director of Placement and Recruiting was created and filled to better place students in internships, careers, and study abroad opportunities.

College of Education

In the program in teacher education, the College has extended end-of-program assessment studies, including now following alumni one or more years following graduation. As part of this assessment, a proposal titled "Outcome Based Evaluation of the Interdisciplinary Teacher Education Program" was awarded funding through an Undergraduate Teaching and Learning Grant. The goal of this initiative is outcome assessment of student teacher preparedness to teach and implementation of an action plan to address curriculum weaknesses. The initiative involves the Department of Teaching and Learning in the College and 11 other academic units in Liberal Arts, Sciences and CAHNRS involving more than 300 students and 53 faculty.



College of Engineering and Architecture

The College has initiated a series of steps to enhance the undergraduate experience and student outcomes. All programs have developed detailed outcomes/assessment procedures for every course as well as for graduates.

A new Teniwe program or freshman interest group to increase the retention of engineering students has been initiated with 75 new freshmen to take all pre-engineering courses as a cohort. Architecture students can now have a study abroad experience in Asia in addition to that in Europe. Senior design projects in engineering and computer science are now all sponsored by industry with students working with faculty and industry mentors, while funded projects in Materials Engineering were initiated to provide research experience for undergraduates.

Other important developments include the fact that high achieving students enrolling in engineering have increased by 50 percent over the

past four years. In addition, all programs in the college on all campuses (engineering, computer science, architecture, construction management) were successfully accredited by four separate accreditation commissions in the last two years.

College of Liberal Arts

Supported by a new, internally funded College Department Innovation Award, opportunities for undergraduate research have been expanded. Noteworthy are those provided for Anthropology students at the Department of Energy Hanford site and in Belize, for theatre students in writing and producing original one act plays (two chosen to be showcased at the annual American College Theatre Festival), and opportunities for Psychology students to complete research and present results at an annual symposium.

In an effort to assure the best undergraduate experience for more than 250 on-campus and 1,000 distance degree and urban campus students in the General Education Program, the college re-allocated resources to establish a separate General Studies unit under the leadership of Dr. Erich Lear. The office provides a home base for general studies students as well as advising services for liberal arts students who are undecided about their academic major.

College of Nursing

Recent nursing students taking the nurse licensing examination (NCLEX) for the first time had a 98 percent pass rate, the highest in the state of Washington for baccalaureate nursing programs. Surveys of students at the time of graduation as well as alumni and employer surveys have revealed very high rankings by all groups. Most graduates have jobs prior to graduation and many have up to six job offers.

College of Pharmacy

In cooperation with the College of Sciences, the College developed a plan to transfer pre-pharmacy advising to the College of Sciences so that pre-pharmacy students receive advising that encourages them to develop a baccalaureate degree plan that will better serve them if they do not gain admission to the Pharmacy Doctorate program.

The College established and filled the position of Pharmacy Doctorate Curriculum Coordinator who will be responsible for curriculum assessment, promoting development of new faculty skills in pedagogy, and providing staff support for the Committee on Curriculum, Outcomes, and Methods.

College of Sciences

Reorganization of the College of Sciences Advising Office has resulted in significant improvement in services, particularly to students in the health sciences (pre-medical, pre-veterinary, pre-physical therapy, pre-occupational therapy, and others). These changes are expected to improve retention and long-term student success and already have resulted in increased student satisfaction. The transfer of pre-pharmacy advising to the College of Sciences Advising Office will better serve the more than 300 pre-pharmacy students, particularly in providing alternatives to those who are not admitted to the Pharmacy Doctorate program.

Two years ago, the College initiated awards for undergraduate students who are actively involved in research as well as the faculty who work with these students. This year the awards have been expanded with the first annual Undergraduate Research Poster Competition. At this event, held March 23, undergraduates were provided the opportunity to present their research in the form of a poster presentation and several were presented monetary awards. While the competition was fun and rewarding, the primary purpose was to provide feedback to the students on their research, to emphasize the importance of undergraduate research, and to show all students examples of how undergraduate research can be part of their academic experience.

WSU Spokane

Proposals for three new interdisciplinary baccalaureate degree programs -- a B.S. in Informatics, a B.S. in Exercise Physiology and Metabolism, and a B.A. in Professional Development -- have been advanced to the Provost's Office and the WSU Faculty Senate where decisions are pending. These programs were selected on cost effectiveness, their fit with existing clusters of courses on campus, and increased range of options for students.

WSU Tri-Cities

Development of the Coordinated Bachelor's Degree Program to be offered in collaboration with Columbia Basin Community College has been completed. The program, facilitated by early academic advising and seamless student services, will enable students to earn an AA or AST degree as they pursue a bachelor's degree at WSU Tri-Cities.

The formation of an advisory committee that includes Hispanic community and business leaders has developed a strategic plan for increasing Hispanic enrollment and outreach.

WSU Vancouver

Efforts to provide experiences for students in undergraduate research, internships, projects in the community, and course development and instruction have contributed to increased opportunities, notably in Manufacturing Engineering, Human Development, Nursing, and Computer Science.



Honors College

Steps were taken to raise the quality of incoming students and to maintain the quality of the Honors College program within the budget resources available. The admissions yield rate has risen from approximately 33 percent to 70 percent, entering student test scores and GPA's are now at an all-time high (averaging 1300 and 3.9), and academic deficiency (below 3.2 GPA) for first-semester freshmen has decreased from 20 percent to 8 percent.

In an effort to improve the evaluation of the thesis, faculty from across campus, in a series of workshops funded by the Vice Provost's Office, revised the evaluation form in 2003 to incorporate the WSU Critical Thinking Rubric. Since introducing this and other changes, the number of theses awarded "Pass with Distinction" has risen, the number of problem cases has declined, and student and faculty satisfaction has increased. In May 2002 and 2003, Honors sent students with outstanding theses to present their projects at the University of Washington Undergraduate Research Symposium.

Honors has taken significant steps to increase internationalization of the program. This includes increased scholarship support for students studying abroad, closer collaboration with International Programs, cultivation of new opportunities for students and faculty in Latin America and Asia, faculty professional development through teaching and consulting abroad, and curricular innovations. As a direct result of these efforts, the number of students studying abroad increased from 59 in AY 2001-2002 to 71 in AY 2002-03 (summers not included). Given the smaller size of the College in 2003 than 2001, this represents a significant gain.

In the last two years, Honors has committed more than \$50,000 toward faculty development, including travel for professional development, copies of Parker Palmer's *Courage to Teach* for every Honors instructor, summer support to develop linked-course learning communities and for course development/improvement in the sciences, and support for a bi-monthly faculty discussion group on teaching and learning issues.

International Programs

A major objective for International Programs has been to enhance the academic experience of students by providing increased opportunities for study abroad. In 2004, 400 – 450 students will study abroad, a 20 – 25 percent increase. A Study Abroad committee has been formed to make recommendations on how the university can foster even more opportunities for experiential learning abroad, one of the objectives stated in the university's strategic plan. The Honors College, College of Liberal Arts, and the College of Business and Economics have included study abroad as a strategic goal.

Libraries

The Libraries has expanded information literacy programs to make it easier to find and use information resources. More than 11,000 students, faculty and staff participated in information literacy instruction sessions in FY 2002-03, a 26 percent increase from FY 2001-02. In support of this effort, and supported by a Teaching and Learning Improvement Grant, the Library Instruction unit is developing the curriculum for a Web-based information literacy course (Gen Ed 300).

Extended University Services

Distance Degree Program (DDP) students' success has been improved by engaging faculty in actively monitoring their students' progress from the first day of classes. Since EUS has made the technology available, more students are submitting assignments electronically and faculty are responding to their submissions electronically, greatly decreasing the time for students to receive feedback. DDP has also encouraged faculty to communicate with students several times weekly using the Critical Thinking Rubric and Center for Teaching, Learning, and Technology (CTLT) guidelines regarding postings in threaded discussions.



University Extension

In cooperation with Community Service Learning and supported by a Teaching and Learning Improvement Grant, Extension is expanding community service learning opportunities statewide.

Human Relations and Diversity

The Diversity Education Initiative, begun in 2002, has reached more than 3,000 students, faculty, and staff through short courses, guest lectures in classrooms, study circles, and specially designed training with offerings focused on multicultural competence, intercultural communication skills, and conflict management.

Office of Research

The Center for Integrated Biotechnology has formed a training committee that is working to develop a university-wide program in biotechnology for undergraduate students. This program will facilitate the training of undergraduate students in biotechnology by integrating 22 departments and over 162 independent faculty whose research is in the area of biotechnology. This allows undergraduate students the opportunity to access a biotechnology program independent of their home department.

Student Affairs

Since opening its doors in new facilities in the Compton Union Building last September, the Multicultural Center is seeing significantly more students than it did in its former location. The African American, Chicano/Latino, and Native American Student Centers relocated to the CUB to provide a central location more accessible to students. Not only are more students visiting the new ethnic centers, they are putting more demands on the Center's Academic Enrichment Center. Both the tutoring and computer labs are frequently operating near capacity. Based upon fall semester usage, Multicultural Student Services is projecting that by the end of the year there will be a 35 percent increase in the number of students receiving tutoring assistance. The computer lab had over 4,000 students access the facility during fall semester, almost twice the number that used the old lab all of last year. The development of the new facilities was a highly successful collaborative project involving students, Student Affairs, Facilities Planning, Parking Services, the Office of the President, and the WSU community at large.

Information Systems

Contributing to the undergraduate academic experience of students will be the implementation of the myWSU portal project. This initiative will provide an integrated environment for faculty and administrators to communicate with students. It will enhance the ability of students to complete course work by creating a seamless, intuitive, integrated information environment and by providing more ease of access to course information, university resources and communication tools.

Business Affairs

Washington State University is one of 25 new members and the first major university to be accepted into the Environmental Protection Agency's National Environmental Performance Track program – a program that recognizes top environmental performers who use an environmental management system (EMS). Environmental Health and Safety (EH&S) has been working cooperatively with the EPA and Washington Department of Ecology to develop WSU's EMS. EH&S coordinated efforts among students in an Environmental Science and Regional Planning (ESRP) 490/590 class, Housing and Dining, and Materials and Resources Management to create an EMS for Housing and Dining Services. The EMS effort led to an increased recycling of solid waste that was going to the landfills from the residence halls. This led to reduced waste disposal costs, increased recycling, and provided an applied learning experience for students.

University Relations

See Subgoal 1 for contributions to attracting and recruiting a high-quality, diverse student body.

Athletics

WSU was one of only two PAC-10 schools during 2002-03 where student-athletes graduated at a higher rate than all university students (presently 5 percent higher). The goal is to maintain a student-athlete graduation rate of 5 percent above the university graduation rate. 97 percent of the 1996 cohort of entering freshmen who have exhausted athletic eligibility have graduated. 91 percent have graduated over a 10-year period. The goal established for 2003-04 is to graduate 100 percent of student-athletes who have exhausted eligibility.

In 2002-03, 75 student-athletes were on the "PAC-10 All-Academic Team."



Nurture a **World Class** Environment for **Research, Scholarship, Graduate Education, the Arts, and Engagement**

CO-CHAIRS

Ken Spitzer and Bryan Slinker

TEAM MEMBERS

Erica Austin	Linda Fox	Mary Roe
Lori Carris	Howard Grimes	Ginny Steel
Ralph Cavaliere	Harry Mielke	Chris Watts
Sue Clark	Mike Kahn	Greg Yasinitsky
Bill Fassett	Cill Richards	

Much of the progress toward implementation of this goal has occurred at the unit and area level, for which brief descriptions are provided below. The team has been engaged with the Provost's Office and the deans of the various colleges in fostering a campus-wide dialogue as it works toward more coherent academic planning within the umbrella of the strategic plan. Over the next year, the team will continue this role and focus on:

- Benchmarking and self-assessment to guide strategic decisions in academic planning
- Enhancing doctoral education
- Centers and Institutes
- Enhancing intramural "seed" funding for program development
- Increased infrastructure to support scholarly programs

SUBGOAL 1

Recruit, develop, and retain outstanding faculty researchers, scholars and artists.

Recruitment and retention of outstanding faculty remains a top priority in academic and budget planning. The recognized critical need to increase faculty salaries led to internal reallocations to fund a modest salary pool this biennium, even though the state legislature did not appropriate funds for a general salary increase. Individual academic units throughout WSU have succeeded in recruiting new faculty who will help advance the strategic goals of these units and the university. Examples can be seen in the individual unit descriptions below. In addition, a modest fund has been identified to support the recruitment of faculty from under-represented groups. A new Council on the Advancement of Women has been formed to critically evaluate the role that gender has played, and may continue to play, in retention and advancement of women faculty.

SUBGOAL 2

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

Internal seed money programs have been developed to foster collaborative research excellence, with the award of funds to enhance competitiveness in such areas as homeland security, gender research, evolution and behavior, diet and exercise, Native American and environmental justice, bioproducts, and wheat rust resistance. The Office of the Vice Provost for Research has served a founding role in the creation of the Spokane Alliance for Medical Research, which will serve as a multi-institutional focus for growth of collaborative research and scholarship throughout the region, but centered in the medical facilities in Spokane.

The Center for Integrated Biotechnology has strengthened its core support services. Through the School of Molecular Biosciences, it now offers a BS/MS degree program in Biotechnology. The director, Mike Skinner, led efforts to re-align WSU's ten-year Capital Projects priorities in order to construct six new interconnected Life Sciences buildings, the first which is under construction. (See Goal Four for more on fostering collaboration in research.)

SUBGOAL 3

Develop targeted strategies to attract extramural funding.

New strategies to underpin growth in extramural funding include the Missions to DC program as a strategy to foster communication among faculty at WSU and between WSU faculty and program officers at funding agencies; better coordination of grant applications for research foundation support; increased internal "seed" grant funding; increased communication and information sharing among research leaders in the various colleges and units; and better coordination of institutional strategic priorities with Federal resource requests. To this latter end, a new database has been implemented to facilitate the collection and publication of institutional federal priorities so as to better convey and coordinate institutional priorities in discussions with our congressional delegation.

SUBGOAL 4

Strengthen the infrastructure that supports research, scholarship and the arts.

Internal seed money programs have been developed to foster collaborative research excellence, with the award of funds to enhance competitiveness in such areas as computational biology and integrated bio-products environmental research. Beginning in Fiscal Year 2005, the Office of the Vice Provost for Research will receive 4 percent of Facilities and Administrative Cost Recovery funds to allow increased infrastructure initiatives.

The Offices of Grant and Research Development and Sponsored Project Services have increased their coordination and efficiency in operations. The new OGRD grants database not only serves as an information resource at all levels of grants management, it provides tracking information to assess efficiency of operations. Numerous coordinated changes have led to a significant reduction in time to set up sponsored project accounts, dropping from many weeks to months for Federal awards to approximately 10 days.

SUBGOAL 5

Recruit a diverse high quality graduate student body and provide a supportive environment.

The Graduate School has greatly increased the emphasis on recruitment of doctoral students with the goal to increase graduate enrollment by 100 students per year through 2008. Aggressive recruitment initiatives have begun to better market WSU graduate programs, with more collaboration among graduate programs in an integrated marketing campaign. New scholarship programs continue to be developed, with increased Graduate Scholars awards, increased Achievement Awards for College Scientists (ARCS), and the newly established Masters to Doctoral transition awards to promote increased doctoral enrollment.

SUBGOAL 6

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

The extension programs of the university have been renamed University Extension to emphasize the campus-wide spectrum of impact of outreach in service to the state of Washington. Specific examples of recent progress can be found below.

College of Agricultural, Human, and Natural Resource Sciences

Funds provided by the 2 percent reallocations will be used to add a position in nanotechnology to Biological Systems Engineering, a critical need if WSU is to help lead the technological revolution in the food and agriculture system, and a position in phytobacteriology to the Department of Plant Pathology in support of food and farm security in the context of homeland security. Representatives of CAHNRS, College of Veterinary Medicine, University of Idaho, and the Idaho and Washington dairy industries have developed a plan for a self-funded feasibility study for a WSU/UI shared, bi-state university dairy, as a modern and more efficient means to meet the research, education, extension, and milk production needs of the two universities. CAHNRS has responded with other partners worldwide to the Bill and Melinda Gates Foundation Grand Challenges in Global Health with a proposal to develop nutritionally enhanced potatoes.

College of Business and Economics

The College used a target research journal benchmarking exercise to identify top-level, target research journals for each unit and is now verifying this with peer and aspirational institutions. In addition, the college successfully moved from Dean's Associate software to more efficient and user-friendly modifications of BYU software tailored to CBE needs for access to and reporting of faculty productivity and qualifications for use in annual performance appraisal and for reporting to the Association to Advance Collegiate Schools of Business (AACSB) accreditation body. The college began enforcing a tougher graduate admissions index standard on all incoming students, including those from all international partners. Finally, the college implemented a laptop computer requirement for all MBA students.



College of Education

The College was selected as one of eight colleges of education nationally to participate in the Carnegie Initiative on the Doctorate, an effort at designing doctoral programs for the future of the field. The College enhanced services to graduate students and prospective students through the establishment of the Office of Graduate Study to recognize the importance of this area and to improve services. In addition, the College refocused the efforts of the Center for Educational Partnership to serve as the focal point for professional development and outreach efforts to schools and education personnel.

College of Engineering and Architecture

All measures of research and scholarship increased in such benchmarked areas as publications, editorial board memberships, election to fellows of professional societies, and CAREER awards. College Dean Anjan Bose was elected to National Academy of Engineering. College graduate fellowships and Graduate School fellowships have been combined in a strategy to attract the best domestic students to graduate programs in the college. National competitive fellowships won by the College's graduate students continue to increase.



College of Liberal Arts

The College received nearly \$100,000 in federal funding for the Plateau Center for American Indian Studies and Northwest Regional Native American Project, a center devoted to studying Plateau and other Native American peoples and to advancing higher education opportunities for Native Americans.

Responding to university goals to increase the population of WSU graduate students, the College inaugurated the following programs:

- the Ph.D. in Intercultural Communication to prepare future faculty in this area as well as professionals who will serve as experts in industry.
- the M.A. in Ethics, jointly with the University of Idaho.
- the M.A. in American Studies, with a concentration in digital diversity to allow students to pursue a degree that will help communities and industries increase access for diverse cultural groups to the messages conveyed by digital media.

College of Nursing

The PhD program is under development with a proposal on track to be submitted to the Provost in the spring of 2004. Pre-approval for this doctoral program has been requested from the Higher Education Coordinating Board. Work is continuing to increase the amount of external funding for nursing research. Publications and professional presentations have increased, with several individuals being highly sought after nationally to share their expertise. Intensive efforts are underway to recruit tenure-track faculty to complement the teaching and research strengths of the current faculty, and this pool of applicants appears to be one of the strongest in recent years.

College of Pharmacy

The College enhanced its ability to retain and attract world-class faculty by implementing a salary adjustment plan to bring faculty salaries to greater than 95 percent of peer levels, effective January 2003. College funds were used to support increased stipends for doctoral students in the Pharmacology/Toxicology graduate program, which attained its goal of recruiting at least six new PhD students from the "A" list for the 2003-04 academic year. The college committed funding to continue the successful Summer Undergraduate Research Fellowship program, which is designed to increase awareness of the PhD program in Pharmacology/Toxicology among students in important feeder programs. The effectiveness of SURF in achieving our recruitment goals will be assessed after five years.

College of Sciences

The College hired six new faculty members, five at the associate or professor level. Two of the new faculty members are already world-class – John Nilson is the Director of the School of Molecular Biosciences and George Lake is the Band Professor in Physics. Dr. Nilson, a noted endocrinologist and reproductive biologist, brings an immediate high profile stance to WSU. Dr. Lake is a noted astrophysicist who has also worked in bioinformatics. Four of these strategic hires came to Washington State with funding and contributed significantly to the increase in the College's F & A returns.

External funding for the College continues to increase, with a 20 percent increase over last year. Graduate student recruiting was very successful this year and, in spite of budget cuts, most departments showed an increase in new graduate students. Also, this year the College emphasized the importance of undergraduate research with an expansion of the undergraduate research award program.

College of Veterinary Medicine

With collaborators in CAHNRS, a team of faculty in the CVM received a \$10 million grant from the NIH to establish the Zoonotic Research Unit (ZRU) with the aim of investigating environmental, epidemiologic and microbiologic aspects of zoonotic food-borne diseases. The College is working with departments to establish target minimum salaries for each academic rank. These are based on data from the American Association of Veterinary Medical Colleges, the American Association of Medical Colleges, and the American Physiological Society.

Graduate School

The major focus of the Graduate School is on recruitment of PhD students. A quantitative model has been developed to meet a specific enrollment goal of 15% of our student population being graduate students by 2008. This breaks down to increasing our graduate enrollment by 100 students per year during this time period. To achieve this, the Graduate School is building awareness of our graduate programs and developing a much better inquiry pool that can be converted into applications and enrollments. Working with an outside consultant and the Marketing Communication group, the Graduate School has begun an aggressive recruitment program that will be implemented in coming months.

WSU Spokane

The Spokane Alliance for Medical Research (SAMR), formerly known as the Medical Research Institute, has been launched with a \$1.5 million federal appropriation. Its first research focus is sleep research. The Child and Family Research unit has been established as a unit on the Riverpoint Campus. Several researchers have been recruited to joint researcher/clinician positions in partnership with the area medical community, increasing community linkages and bringing with them millions of dollars of federal research. A grants and contracts administrator position has been established, reporting to the Associate Dean for Research. The Institute for Shock Physics has launched its Applied Sciences Laboratory in Spokane utilizing \$5.0 million in federal appropriations. The ASL will perform contract research through the Office of Naval Research in the physical sciences and engineering with initial focus upon development of electro-optical materials, unconventional energetic materials and pulsed power systems.

WSU Tri-Cities

WSU Tri-Cities built a strategic partnership with the Pacific Northwest National Laboratory (PNNL) and secured funding for pre-design and design of the 57,000 square-foot Bioproducts, Sciences, and Engineering Laboratory (BSEL). This building will be built on the WSU Tri-Cities campus and will house WSU and PNNL scientists, staff, and students. Considerable progress was made with PNNL in identifying other areas of mutual strategic importance. These areas will be candidates for destination graduate programs. In addition, through collaboration with Columbia Basin College and WSU's College of Nursing, a new Health Science Education Center is to be built on CBC's Richland campus. The proposed 40,000 square-foot facility would house the nursing programs of CBC and WSU Tri-Cities as well as CBC's paramedics, EMT, and fire science programs. It would also provide space to support continuing education activities of the region's health care industry.

WSU Vancouver

A new position responsible for Research and Graduate Education was created and will begin in the summer of 2004. Joint degrees in the arts have been proposed in conjunction with the Vancouver community/Clark College initiative for a new arts center to be built on the Clark campus. The library increased the number of full-text journals, government documents and books available via the Web, and also began a project to insure that patrons can find the full-text of resources that WSU Vancouver has access to. The library participates in consortia to bring a larger number of databases to this campus.



Office of Research

As previously described, programs were developed to enhance the reputation of our faculty and promote our federally funded research, done in coordination with the Federal Relations program in the President's office. These include the Mission to DC program, with five trips undertaken last year involving 21 faculty from nearly all academic colleges and campuses, including Extension. This led to significant research collaborations among faculty, resulting in new proposals, as well as to better understanding of the role of the University by members of our Congressional delegation.

The Office of Intellectual Property Administration (OIPA) and the WSU Research Foundation have been energized through improved board management, strategic planning, staffing and intellectual property portfolio review. Technology transfer, economic development, and creation of new businesses in the state are increasingly important goals for the University. Regulatory compliance has been improved and better coordinated in areas such as animal use and care, use of human subjects in research, and biosafety.

University Extension

With funds from indirect cost recovery, Extension provides staff support for grant writing efforts throughout the Extension system. Grants and contracts totaled \$5.34 million on June 30, 2003 and now exceed state funding (\$15.25 million). The Washington State University Center to Bridge the Digital Divide has new extramural funding for a project contributing to homeland security. The "E-Safety" project's goal is to improve multi-jurisdiction/multi-state collaboration in the sharing of real-time emergency safety/security data. New state funding for additional faculty positions in Viticulture and Enology was received from the legislature. The Viticulture Certification Course was offered with maximum enrollment. The Enology Certification Course is being offered as well.

Libraries

The WSU Libraries participated in the merger of the Cascade system, which had linked the six public university library collections in Washington, with the Orbis system which linked the holdings of 20 community colleges, colleges, and universities in Oregon. The result is the Summit catalog that contains more than 22 million items. Users are able to request materials electronically and have them delivered by a courier within 48 to 72 hours. This represents a substantial increase in the research resources available to WSU faculty, students, and staff. The response to the merger has been positive; the level of borrowing activity in fall 2003 was 29 percent higher from the Summit system than it was from the Cascade system in fall 2002.

International Programs

The University successfully implemented partnership programs with the University of Tokyo (UT) and International Christian University (ICU), both located in Tokyo. The UT partnership is focused on collaborative research in veterinary medicine and agriculture, whereas the ICU partnership is focused on peace and security issues. International Programs successfully processed more than 850 immigration petitions in 2003. The Permanent Residency (PR) application process for tenure track faculty and research scholars has been implemented. A customer satisfaction survey was initiated with an initial composite score of 3.75 out of a possible 4. Faculty immigration is the fastest growing component of IP.

Extended University Services

Through a series of strategic investments, EUS is increasing graduate education opportunities, as well as improving access to those opportunities. For example, EUS partnered with the College of Education to develop a graduate certificate in Instructional Design to be offered in Fall 2004. The certificate will be a 12 credit, on-line option, designed to provide an intensive immersion into this highly marketable field. The Conferences and Professional Programs office is assisting faculty from the Department of Political Science to develop and deliver the Natural Resources Leadership Academy (NRLA), which provides leadership training to local citizens, communities and government entities in dealing with environmental conflict over the Endangered Species Act. The program will be expanded to a national and possibly international audience using distance delivery.

Business Affairs

Capital Planning and Development completed several major capital projects, on time and within budget, including the Shock Physics Building, Stadium Way improvements, the WSU Vancouver Multimedia Classroom Building, campus entrance signs at WSU Tri-Cities and WSU Spokane, and hazardous waste facilities statewide. The Campus Sustainability Initiative, a grass-roots effort involving students, staff and faculty, was formed to provide an integrated, systems thinking method to address sustainability issues, concerns, and opportunities.

Information Systems

The university's connection to the Internet was doubled in size with the capacity to increase beyond that. This enhanced researchers' access to the Internet and made sufficient capacity available for Internet2 investigations. Network electronics in many buildings across the Pullman campus were upgraded to support up to gigabit connections at the desktop with gigabit feeds to the buildings. This, along with the addition of the wireless data

network to many buildings across the campus, should enhance research efforts and communications, as well as graduate education.

University Relations

Marketing Communications supports the University's strategic goal of world-class research by working to increase top of mind awareness and willingness to recommend for Washington State University among business, political, civic, and media leaders in Spokane and Seattle. As part of this leadership campaign, the university has launched a print and TV advertising campaign targeting these influencers. This campaign highlights the world-class research at Washington State University.



Create an Environment of Trust and Respect in All We Do

CO-CHAIRS

Mary Doyle and Alex Tan

TEAM MEMBERS

Sue Armitage	Chio Flores	Vicki McCracken
Tom Brigham	Felicia Gaskins	Yolanda Flores Neimann
Dennis Cartwright	Barry Johnston	Ken Struckmeyer
Barbara Chamberlain	Milton Lang	Joe Valacich
Barbara Couture	Mano Manoranjan	Amy Wharton

Increasingly, the terms "trust and respect" are becoming an integral part of the WSU vocabulary. While some inevitable cynicism exists about the sincerity of the university's efforts to build trust and respect, we believe that university faculty, staff, and students understand that we are committed to building those values into the fabric of everything we do at Washington State University. The pursuit of trust and respect must be reflected in an ongoing manner in individual behavior, unit policy and practice, institutional activities, and community relations.

Fulfilling the charge of this team is complicated and often frustrating. The team has struggled to define legitimate measures of progress across the university in the accomplishment of this goal. For example, a recommendation regarding mentoring for tenure-track faculty may not be feasible for temporary faculty or Administrative Professionals and most likely won't work at all for classified staff. The Faculty Manual, the Administrative Professional Manual, and the regulations of the State Personnel Board as well as collective bargaining agreements stipulate, in varying degrees of specificity, guidelines for each employment program. In addition, expectations may vary by university location. The team acknowledges that we are more likely to know when we *don't* have trust and respect than when we *do*.

Despite these challenges, the university is making progress in meeting this goal. Communication from and with the administration is open. The president, the provost, and the vice presidents have made themselves available to the university community numerous times throughout the academic year at dialogues and forums, responding to and commenting on topics of interest and/or concern. The president and the provost also provide regular written updates to the university community. University budget information is available on the WSU web site. Open discussions of major issues such as parking rates and tuition rates provide an opportunity for public input on important topics.

Other relevant steps have been taken. A new university orientation video addresses our recommendation that we provide better orientation on university values. In response to the results of a recent survey, campus-wide awards have been combined into a single celebration of faculty and staff achievements under the leadership of University Relations. This new event, Celebrating Excellence: Honoring our Faculty and Staff, was held on March 26 and recognized faculty and staff award winners, newly named Regents Professors, and newly tenured and promoted faculty. Participation by more than 350 people signaled its success.



The implementation team provided input to the 2003 WSU Internal Communications Assessment questions. Results of that survey clearly show improvement in relations between the administration and the faculty. Relations between administration and staff showed far less improvement and the team has been concentrating on recommendations for improvement. We are working with the AP Council to coordinate our recommendations with their activities. We recognize that civil service reform and collective bargaining will impact our classified staff and the implementation team is interested in working to make whatever positive contribution is appropriate in our efforts to build trust and respect.

In addition, for the coming year, we have identified a number of areas to focus on:

- Making more official committee information available on the WSU web site in a timely manner
- Supporting the work of the Faculty Senate committee looking at classroom behavior and making available any input that our team can provide to that process
- Producing recommendations on department-level environmental assessments as well as more clearly defining departmental mentoring programs for both faculty and staff
- Working with the Provost's office on academic mentoring plans
- Working to create more formal and informal gathering places for faculty and staff to facilitate free exchange in safe environments
- Approaching Budget Council for additional funding for expanded training on university policy and procedure
- Considering a number of suggestions to improve the quality of life for individuals throughout the university community
- Making recommendations to more closely tie unit funding (including salaries) to university values, such as diversity
- Exploring ways to include more students and staff in university decision-making processes
- Encouraging Human Relations and Diversity to complete planning and implementation of new training opportunities for supervisors and managers, particularly at the senior level

While we recognize that the pursuit of trust and respect is a never-ending goal and change happens slowly over time, we are optimistic about WSU's progress. We will continue our commitment to creating an environment of trust and respect in all that we do. We ask that each of you make the same commitment as individuals, as departments, and as a university system.

College of Agricultural, Human, and Natural Resource Sciences

Meetings involving the CAHNRS and Extension deans and associate deans were held with faculty at Puyallup and Mount Vernon in an effort to build a common foundation of trust, respect and vision for the future of west-side research and extension programs.

Crop and Soil Sciences organized a statewide faculty-staff retreat to work through a number of issues related to trust and respect and communications, resulting in an improved workplace environment for the department. They also organized a joint Washington Wheat Commission/wheat researcher retreat to discuss and improve understanding of the different viewpoints of researchers and farmers regarding priorities and attitudes and facilitate team building and communication

College of Business and Economics

To address this goal, the College posted reaccreditation news, updates, and all documentation on the College's Intranet for faculty and staff to share our progress and responsibilities. In another step to increase access, the College purchased video conferencing equipment to better include people from urban campuses in all meetings, committees, and task forces.

In addition, we expanded the College Council to include administrators, department chairs, and key staff and created regular, separate staff and department chair/directors meetings in addition to the College Council meetings. Team building and strategic planning retreats for the CBE leadership team were also held.

College of Education

Communication efforts included the formation of two new committees: the Dean's Faculty Advisory Committee, representing faculty at all ranks and at all campuses, and the Multicampus Administration Committee, consisting of the Directors of Education at the urban campuses and the department chairs and College administrators. In addition, the College established the Faculty Diversity Award to address this goal.

College of Engineering and Architecture

The School of Architecture and Construction Management developed a set of policies on diversity, inclusion, and expectation of collegiality for all students.

College of Liberal Arts

The College of Liberal Arts has made annual improvements to an assessment procedure, adopted in 2000, that involves unit leadership and increased faculty participation in decision-making for resource allocation. Each year, all academic units prepare updated five-year plans and an annual productivity assessment. These plans are reviewed by all unit heads, the dean's office staff, and a nine-member faculty committee (Dean's Advisory Committee on Resource Allocation). All units are ranked annually into three groups: those meriting resource enhancement, those meriting

maintained resources, and those whose plans suggest funding revision. The College has added to this procedure unit development plans, which will be subject to the same review and will provide input for setting college-wide development priorities.

The College has increased opportunities to recognize and reward student, faculty, and unit achievements. Within the last two years, the College has expanded the Author's Recognition Ceremony, a semi-annual event inaugurated in 2001, recognizing faculty authors, composers, and artists for their recent publications, performances, and exhibitions. The College also has created an annual College Fellows Award (\$2,000 for each of two years) to recognize sustained achievement in teaching and scholarship, developed a \$5,000 departmental innovation award to encourage departments to improve and enhance curriculum, and expanded our Outstanding Senior Award (formerly given to one student annually) to recognize a student from each department and program. These students are honored at a brunch preceding spring commencement attended by their family and department chairs.

College of Nursing

Efforts have been made within the College of Nursing to applaud individual and shared achievements. These efforts are continuing and include the initiation of luncheon and other events to bring faculty and staff together to build community. In addition, the leadership team, under the new organizational structure, has been expanded to bring more individuals into the decision-making process of the College.

College of Pharmacy

Chairs and other evaluators will implement a plan to use the evaluation process to communicate College and departmental goals, and to discuss individual contributions to those goals. Training on how accomplish this began in March 2003, and additional training for evaluators will occur in January 2004.

College of Veterinary Medicine

To address this goal, the College has introduced a series of monthly appreciation lunches for staff and administrative professional personnel with a speaker to address subjects of interest to this group. In addition, departmental leaders have committed to more consistently recommending outstanding faculty and staff for recognition through college, university, and national awards.



College of Sciences

A more open relationship between the Dean's office and College units has been established. More transparent decision-making, utilization of specialized faculty committees to address areas of concern, and wider participation at Chairs' meetings has contributed to an improved environment.

Non-tenure track faculty in the College of Sciences are a valuable resource whose contributions have included improved strategies for teaching science classes. This group of educators meets regularly with the Associate Dean and Dean. Improved communication between members of this group and the Dean's office has resulted in an improvement in trust and respect. The improved communication has also produced several projects in support of undergraduate recruitment and retention.

Also in support of this goal, a more extensive recognition system for faculty and staff will be implemented at the College's annual recognition event in April.

WSU Spokane

The organization, decision making, and information sharing concerning campus management and operations has been restructured, resulting in establishment of a Chancellor's Cabinet and a Chancellor's Council, each of which meets about once per month.

New semester start-up events are held for campus-wide participation and are designed to provide information, seek information and to motivate



participation in a system of truly shared governance. Also in support of this goal, the Chancellor's Student Advisory Board meets regularly with the Chancellor to discuss issues related to teaching, scheduling, and decisions of concern to students.

WSU Vancouver

WSU Vancouver is one of 15 institutions nation wide to receive the American Psychological Association's "Psychologically Healthy Workplace Award: Best Practices Honors," an award created in 2003. WSU was the sole public agency to be honored. The award is given to organizations that strive to create a better place for their employees to work. WSU was honored in part for its work to improve employee job satisfaction through its monthly employee recognition program, which was established through the Staff Fundraising Campaign.

WSU Vancouver continues its commitment to participatory leadership, involving campus stakeholders in the development of policies and decisions. Broad participation is reflected in a campus committee structure including Administrative Directors as a Cabinet, Academic Directors as a Council, and a collective body, the Chancellor's Council. Communication is a continuing focus in maintaining/creating trust on campus. Academic and Administrative Directors act as vital communication links to the various units across campus. A campus-wide newsletter (TRS) serves to inform every one of important activities related to Teaching, Research, and Service.

In other areas, WSU Vancouver faculty have renewed efforts to invigorate and advance a faculty organization. In addition, a Diversity Task Force is addressing the campus culture through a series of brown-bag lunches, the creation of a Diversity Fellow position, student recruitment activities, and a student-mentoring program.

Libraries

Membership in the Libraries' management group was expanded to enhance communication and increase representation. In addition, a set of communication guidelines was developed to help increase information-sharing and decrease misunderstanding and the spread of misinformation.

Extended University Services

EUS has identified ways to include all staff members in a unit-wide initiative to develop a more effective and efficient organizational structure to serve all EUS credit and noncredit programs.

Office of Research

In order to create an environment of trust and respect, the Center for Integrated Biotechnology has provided multiple opportunities for faculty and administrators to ask questions and to have access to information related to the CIB. The Director, Dr. Michael Skinner, met with the deans of the colleges involved in the Center, held an informational meeting for anyone interested in the Center, organized a faculty meeting, and presented at several meetings of administrators in order to keep everyone involved in the process of establishing the Center. This allowed all of those potentially affected by the Center to have a voice in its operations and structure. In March 2003 formal approval was received from the WSU Faculty Senate to establish the CIB, which now includes approximately 170 faculty members across the WSU campus.

Human Relations and Diversity

Human Relations and Educational Services (HRES) has designed a short course (15 hours) to strengthen the assessment, communication, and conflict management skills among leaders of the university. The content responds to the need for increasingly sophisticated skills around communication, diversity, and conflict. The course will help leaders develop the tools to confront inappropriate behavior in productive ways, assess the health of the workplace, manage personal conflict appropriately, and assist others in managing conflict.

A new initiative, the Diversity Scorecard, will allow a highly nuanced understanding of our campus's progress on diversity, using existing institutional data and focusing on setting clear, achievable goals. An implementation team has been appointed by the Provost to establish a timeline for completing the data collection and evaluation.

Business Affairs

The Personnel System Reform Act (PSRA) of 2002 mandated change and modernization for the existing civil service system and collective bargaining processes. This process will fundamentally change the way Washington State University manages its workforce. While all changes are mandated to occur not later than July 1, 2005, the processes and procedures must be in place and functional beginning January 1, 2005. Human Resource Services has taken the lead role in preparing for and implementing the various aspects of Civil Service Reform and Collective Bargaining as required by HR 2005. Preparations have included development and implementation of WSU's Labor Relations Philosophy statement, presentation of information to various WSU leadership groups, and drafting changes to WSU Policies and Procedures.

Information Systems

The Information Technology and Educational Telecommunications and Technology departments are committed to creating an environment of trust and respect in all they do. Internal planning goals include a strong statement about the value of all staff and a pledge to make sure that they know that they are valued. In addition, doors of the vice president, the directors, and managers are always open to staff.

Information Systems has worked to contribute to an environment of trust and respect across the university. Noteworthy examples include the following: The new Temporary Employment System, TEMPS, placed responsibility and accountability for temporary employment in the employing departments. The financial data warehouse was completed providing university financial analysts with efficient access to accounting and employment data. The data network was secured from several different kinds of unauthorized network activity providing a more secure environment for WSU employees. A new electronics funds exchange infrastructure was implemented allowing customers to make payments to WSU via e-checks and WSU to deposit travel reimbursements directly into the traveler's bank account, the latter providing the funds to the traveler in a faster and more secure manner.



Athletics

During 2003-04, Athletics will begin conducting annual state ethics training for all staff and coaches with the goal of avoiding any major or repeated secondary NCAA violations through compliance training and enforcement. In 2003, the athletic program was certified by the NCAA without conditions.

Student Affairs

The Constituent Services program was developed to promote outstanding customer service and recognize the employees who are competent, knowledgeable, and resourceful. In direct response to the strategic plan, the program was formalized and expanded to include recognition and professional development for the entire division. The expansion draws from the rich knowledge and experience within the division, as well as the university and beyond.

ASWSU (Associated Students of Washington State University), CMSP (Council of Multicultural Student Presidents), and Student Affairs in a collaborative effort are establishing standardized procedures and policies for student recruitment conferences. These procedures include student training, standards for successful catering planning, and rules and obligations when hosting minors at a conference.

University Relations

A key element in building an environment of trust and respect is open and respectful communication, both between individuals and between University leaders, faculty and staff. Through the work of University Relations staff, WSU has created an internal communication program that actively supports this strategic goal. During the 2003-2004 academic year, both President Rawlins and Provost Bates held dialogues with staff, faculty and students each semester, and the vice presidents had forums in both the fall and spring. These allow employees and students to ask questions and share opinions on University matters, fostering a flow of ideas and speaking to people's concerns. These dialogues and forums will continue in 2004-2005.

Within University Relations, an annual area-wide meeting has been established to bring all staff, both Administrative Professional and classified staff, together to hear about and discuss WSU's strategic goals and the progress on the brand and marketing communication plan, as well as to develop strategies to address the trust and respect goal.

WSU Foundation

To increase communication and better serve the needs of the WSU community, two committees have been created in the past year. These are the Deans' Development Committee and the Faculty Development Committee.

The Deans' Development Committee advises the WSU Foundation on institutional fundraising policies and strategies and serves as a conduit for communication between academic fundraising units and the WSU Foundation. Membership will rotate among the academic deans and urban campus chancellors.

The Faculty Development Advisory Committee reviews and provides recommendations concerning fundraising priorities, makes recommendations to the Foundation regarding faculty initiatives and concerns, and facilitates faculty participation in Foundation activities. It is made up of thirteen faculty, elected from the Faculty Senate.

In order to accelerate the substantial growth and high level of participation that WSU enjoys from alumni and friends – and to attract even more and larger gifts in support of these strategic goals – the Foundation has carried out a review of non-profit industry best practices. This comprehensive review has resulted in a proposal to streamline the Foundation's governance structure in order to maximize its ability to raise funds for the University; engage volunteers in meaningful activity to advance WSU's strategic goals; retain and enhance donor confidence and trust; and exceed legal non-profit governance standards. The proposal is currently under consideration by the Foundation's membership through a broad informational mailing and a series of "town meetings" designed to address questions and concerns.



Develop a Culture of Shared Commitment to Quality in All Of Our Activities

CO-CHAIRS

Nancy Magnuson and Sally Savage

TEAM MEMBERS

Lynn Cannon	Jerry Marczyński	Mary Sanchez-Lanier
Bintong Chen	Forster Ndubisi	Patricia Sias
Ev Davis	Louise Parker	Alice Spitzer
John Kicza	Barbara Petura	Mike Trevisan

The goal of building a culture of shared commitment to quality in all that we do is at the heart of Washington State University's strategic plan. The focus on excellence underpins institutional decision-making, as well as the way the University presents itself to its internal and external stakeholders. WSU's "World Class. Face to Face." theme captures in five words the essence of the strategic plan itself with its emphases on excellent undergraduate education, world-class research, an environment of trust and respect, and a shared commitment to quality.

For the strategic plan to be an effective compass for the university, faculty and staff need to understand the core four goals and connect the goals to their own work. Results of a biennial survey show that faculty and staff are well aware of the goals and express a high level of support for these directions.

Setting benchmarks for progress is the mechanism selected for measuring the development of excellence in Washington State University programs and services. Data-based benchmarks are being established both centrally and at the college, division and unit levels. In parallel, new activities to recognize and applaud excellence among faculty, staff, groups and programs are being established as part of the WSU culture to ensure that the commitment to excellence has a human dimension.

Examples of these efforts are detailed in the reports that follow.

SUBGOAL 1

Develop strategies that foster understanding of and a commitment to achievement of the University's Strategic Plan, the heart of which is excellence.

Progress was achieved through a number of communication activities. The strategic plan Web site was redesigned to make the "core four" goals easy to find and print if desired. A strategic plan poster with the four goals was produced and provided to departments and employees so that the goals can be visible in the workplace university-wide. A video was created with President Rawlins welcoming new employees and introducing the University's core four goals as a context for their work, no matter where they are within the university. It is now being used regularly at New Employee Orientations. WSU Today published major articles on implementation of key strategic plan initiatives, including the creation of the Office of Undergraduate Education and the President's Teaching Academy, both of which support excellence in instruction.

Another strategy to foster a culture of shared commitment to quality and to the strategic goals has been the dialogues and talks held by President Rawlins, Provost Bates and the vice presidents with the University community. By speaking to the faculty, staff and students face to face, these WSU leaders have provided progress reports on the Strategic Plan in their remarks, thereby advancing understanding of the plan. Leadership retreats also have contributed to this objective.

The biennial survey of faculty and staff, led by Professor Patty Sias, Murrow School of Communication, showed that there is high commitment to the four core goals of the strategic plan. For example, on a 1-5 scale with 5 indicating the highest enthusiasm, the average level of support was:

- Best undergraduate experience in a research university: 4.22
- World-class environment for research, scholarships, arts: 4.32
- Environment of trust and respect: 4.43
- Shared commitment to quality: 4.36

SUBGOAL 2

Develop processes by which areas will identify, adopt, and assess best practices for their areas.

Units have been encouraged to identify measures of quality and benchmarks against which they should and will be evaluated in their strategic plans. The University has determined benchmark categories concerning undergraduate student enrollment, quality, and diversity. Benchmarks have also been envisioned for WSU graduate programs, including the increase of the number of Ph.D. students and the qualifications of those incoming graduate students. Ongoing are the measured outcomes of strengthening key graduate programs.

Other benchmark categories include faculty and staff compensation, financial stability and support in expenditures per student equal to peer institutions, research funding, and private giving. For example, one of the goals of the institution has been to increase the salaries of the faculty. The data has been established as to what to measure this against, including faculty salary comparisons to peer institutions, salary comparisons at each level (Assistant, Associate, Full Professor), and salary information by college.

Through the strategic planning process, individual colleges and other units have identified the strategic priorities and aligned these with the strategic plan of the institution. Most units have done at least some benchmarking that will allow assessment.

SUBGOAL 3

Create a university culture and infrastructure that supports efficient and effective collaboration across areas.

One example of efforts to achieve this goal has been to increase recognition and extramural funding for programs and services. This includes improvement of the flow of information among different areas and units so that each knows more about the mission and current initiatives of the others. One example where improved flow of information is being made is through "WSU Today" and its increased coverage of faculty research and teaching activities.

The "Mission to D.C. project" was implemented by the Office of Research and the Graduate School to increase research funding, build interdisciplinary collaboration between colleges and researchers, and to establish and strengthen WSU's image as a research institution. To accomplish this goal, groups of WSU research faculty are taken to D.C. to meet with program managers from federal research agencies, foundations, corporations and representatives from Washington's congressional delegation.

A key unit improving distribution of information about potential funding for collaborative projects for faculty across units is the Office of Grant and Research Development (OGRD). OGRD also is stepping up the number of workshops and seminars for faculty providing information about available funding programs and agencies.

In addition, the newly formed Center for Integrated Biotechnology has also been aggressively promoting faculty interactions to strengthen the research and academic activities at WSU. The center involves some 170 faculty from 22 departments across campus and one of its top priorities is to promote multi-investigator research programs and the development of new and innovative technologies. The Center has held seminars, workshops and retreats to promote interactions with members across campus. A campus-wide undergraduate and graduate education program is under development.

The renewal of the interdisciplinary NIH Biotechnology training grant for graduate student training which has been ongoing at WSU since 1988 involves faculty from four colleges.



The Cancer Prevention and Research Center is in the process of promoting multi-investigator research programs across the various WSU campuses. These multi-investigator research programs will potentially include scientists who are cancer center members at PNNL in the Tri-cities as well as at Boise State University.

The new “Catalyzing the Future program” is funded by the Office of Research and the Graduate School to stimulate the development of up to four large-scale, collaborative research projects. The first four internal grants have been awarded for work in bioinformatics, crystals, brain organization and sleep function, and media influence on healthy decision making. Participating faculty are from Animal Sciences, Biological Systems Engineering, Communication, Mathematics, Mechanical and Materials Engineering, Physics, Psychology, and Veterinary and Comparative Anatomy, Pharmacology, and Physiology, as well as the Social and Economic Sciences Research Center.

Steps to improve the infrastructure that supports efficient and effective collaboration across WSU areas include:

- The continuing effort to increase bandwidth on the Pullman campus network, between all campuses and the Internet, Internet2, and K-20, and within many campus buildings improves the infrastructure needed to support technology-assisted collaboration.
- The ongoing implementation of wireless local area network technology in several campus buildings will aid collaboration by allowing computers to be more mobile.
- The implementation of the portal will lead to more tools that facilitate collaboration.
- A high-speed fiber-optic connection between WSU Pullman and the University of Idaho’s campus network will enable improved collaboration between the two institutions.
- CAHNRS provides WECN interactive Video over IP services for researchers to use to consult about their research collaboration.

Other steps to enhance a culture to support efficient and effective collaboration across WSU areas include:

- Historically, capital planning at WSU has been unit specific. In support of the strategic plan, the University, as appropriate, is planning for and requesting construction and renovation funds for interdisciplinary research and teaching spaces. As an example, the University has committed to developing a multi-disciplinary research and education complex that will include the new Center for Integrated Biotechnology.
- The Center for Reproductive Biology embraces the collaboration of reproductive biologists from three colleges and thirteen departments to explore the complexities of plant and animal reproduction.
- WSU faculty and students from social, behavioral, economic, and educational disciplines participate in Social and Economic Sciences Research Center (SESRC) projects. Collaboration with other research centers and departments at WSU lends a strong interdisciplinary emphasis to the work of the SESRC.
- Joint efforts such as the WSU and UI Master of Arts in philosophy help in making collaboration more a part of the university culture.
- CO-TEACH (Collaboration for Teacher Education Accountable to Children with High Needs Project) announced the availability of Faculty Collaboration mini-grants. This \$2,000 grant supports collaboration among faculty in the Colleges of Education, Liberal Arts and Sciences as well as local education agencies and schools to enhance teacher preparation.

College of Agricultural, Human, and Natural Resource Sciences

An effort started by CAHNRS and the College of Sciences was expanded with the establishment of a committee of representatives from the College of Liberal Arts, College of Veterinary Medicine, and College of Engineering and Architecture with the goals to reveal and coordinate the breadth and depth of strengths in these areas within the WSU system and better serve the students, society, and WSU. In addition, a plan and shared vision for quality of the viticulture/enology program was developed jointly between CAHNRS and the College of Business and Economics School of Hospitality Business Management program.

College of Business and Economics

The College implemented new, faculty-developed, college-wide, mission-driven promotion and tenure standards and processes. Outstanding researchers and teachers were promoted into college unit leadership positions. College leaders are now working with unit heads to use a capacity planning model to aid in allocation of faculty lines. To celebrate excellence, the James C. Nelson Gallery of Excellence was created and installed in Todd Hall Atrium. This first-of-its-kind, digital, interactive gallery uses 14 integrated, large, flat panel computer monitors to continuously display images of professors, students, staff, and programs of renown.

College of Education

The College has encouraged and supported faculty collaboration across WSU’s four campuses, especially in the programs of Educational Leadership and Secondary Education. Individual travel grants as part of the Faculty Grants Program have provided additional opportunities for faculty development. Our cluster hiring initiative, establishing a Distinguished Professor position in Multicultural Education, brings together the work of many faculty in a key focus area for the college. Finally, we have been engaged in benchmarking features of our academic program areas to continue growth, development and continuous renewal of quality in these programs.

College of Engineering and Architecture

A comprehensive vision exercise has been started in the college to engage selected alumni, industry, faculty, and college leaders to develop action plans for each unit in the college to reach our strategic goals. To kick off this process, a group of key alumni from industry met with university people in Silicon Valley to discuss the future of the School of Electrical Engineering & Computer Science. In addition, a partnership has been established with the College of Business and Economics to raise significant development funds to infuse “entrepreneurship” in engineering education.

College of Liberal Arts

As a way of integrating public outreach, research and teaching missions to advance quality, the College has partnered with Marketing Communications to enhance the visibility and stature of the Edward R. Murrow Symposium and the Festival of Contemporary Art Music. The college reallocated resources to hire a permanent coordinator for the symposium and partnered with Marketing Communications to designate the symposium a university event.

CLA targeted external funding drives to enhance quality in teaching and scholarship. A \$675,000 gift from the Allen Foundation has provided equipment for a world-class recording studio in the School of Music and Theatre Arts, now completely installed. We’ve recruited a recording engineer, and oriented students and faculty to the capability of the studio. Also through targeting development efforts, and partnering with the department chair emeritus faculty in Sociology, the College completed Phase I of a campaign to endow faculty research, receiving gifts and pledges totaling nearly three-quarters of our \$1 million goal.

College of Nursing

Efforts have been made within the College of Nursing to applaud individual and shared achievements. (See goal three for details).

College of Pharmacy

The College implemented recommendations of an information technology task force to improve quality and performance of our IT services. This included recruiting a second full-time experienced IT staff member, who joined the college in December 2003.

College of Veterinary Medicine

The College has emphasized quality over quantity in the evaluation of programs and personnel. WADDL recently hired a Quality Assurance Manager and has a strategic goal of ISO 17025 accreditation. VCAPP leadership has made a commitment to work with other departmental leadership for collaborative program development. SMB and VCAPP have agreed to have a representative of each other’s faculty on search committees (currently a VCAPP search has an SMB member). The VCAPP chair serves on the search committee for a new Director of the School of Chemical and Bioengineering.

Graduate School

We have developed a series of Pullman-based (available on WHETS to all sites) workshops to introduce Graduate School initiatives, procedures, etc., to all of our graduate coordinators. Focused workshops are being developed for recruiting, new graduate coordinators, department faculty in charge of recruiting, and staff at various sites with more specific needs.

A major change is being implemented in the Graduate School communication plan. We will develop a unified database that allows potential students, faculty from any site within the system, and the Graduate School to monitor student applications. By sharing this information on-line and in real time, all of the WSU people involved in recruiting a graduate student will have access to the information they need.





WSU Spokane

The Campus Bulletin has been redesigned to utilize a web format that enhances presentation. Its content emphasizes key elements of the campus mission and identity, highlighting research, service, and the world-class quality of our faculty and programs, and includes content intended to build a sense of community and shared culture. A "Way to go!" column in the *Campus Bulletin* recognizes individuals for service above and beyond the call of duty. A recognition program for individual faculty and student effort has been established via the internal publication, the *Campus Bulletin*.

WSU Tri-Cities

The campus has worked with Educational Marketing Group to develop an integrated marketing plan for the campus. This campus-wide effort has developed an appreciation within the faculty, staff, and students of the campus' unique attributes, high quality of our students and the educational experience the campus offers.

WSU Vancouver

A student quality committee in Business addresses issues related to program offerings. Annual awards are given to faculty for teaching and research. We have an intradepartmental advising committee that fosters integration of advising protocols across campus, and we cross train campus advisors to provide continuous coverage for advising. This spring, nursing faculty started a new brown bag lunch discussion group devoted to teaching quality. Nursing monitors quality by tracking/surveying graduates, and noting successful licensure/certifications through the nursing boards and national certifying boards.

University Extension

With input from statewide stakeholders, Extension created a 4-H management structure to give leadership to the statewide 4-H program. A three-year professional development training cycle based on 4-H youth development core competencies was established. The Professional Development Action team has offered three different professional development events so far this year. These training programs are open to all WSU faculty and staff. The new "Core Management Team" was named in October 2003 and is studying 4-H fee structure and key management issues.

Human Relations and Diversity

Human Relations and Diversity works to promote a culture of excellence by expanding the skill-base, commitment, and understanding of intercultural and multicultural issues on our campus and in the larger communities in which we live. We are also committed to a culture of evidence, in which we use the most sophisticated tools and understandings at our disposal to examine and analyze the complex interactions of race, gender, class, ability, sexual orientation, religion, age, language, and history in our institution. We rely on our colleagues in the academic departments, and in the scholarly conversations, which take place across institutions, to shape our work, including our own research and publications in these fields. The work of the Center for Human Rights promotes quality through careful attention to compliance in employment and contracting practices and policies.

International Programs

Efforts were made to increase involvement of the Advisory Council for International Affairs in establishing internationalization goals for WSU and the development and approval of internationalization policies and procedures. In addition, formal feedback systems were developed to benchmark performance and measure the success of individual and team efforts in the areas of recruitment, immigration services, education abroad experiences, project success, and ESL program success.

Libraries

The Libraries participated in a number of national efforts to measure the quality of library services and programs including LibQUAL+, an interlibrary loan cost and turnaround study, and the pilot Standardized Assessment of Information Literacy Skills. We also carried out usability testing on library web pages and made improvements in their organization and functionality, and contributed usability expertise to several campus projects.

Business Affairs

Accident injury and illness rates for the last biennium are at historic lows. Efforts by EH&S to provide worker and supervisor safety training, coupled with safety improvements to facilities has made the difference. This trend results in a healthier and injury free work force, lower workers compensation insurance premium rates and less work time lost during the recovery from injury and illness.

Information Systems

The first goal of the Information Technology Department strategic plan is to provide the highest quality customer service possible. Examples of our efforts at improving quality in our systems and services over the last year include the following. The active directory "forest," or collection of domains, was placed into full production and provides the means for students to access departmental servers using the same sign-on information for all departments. The TEMPS system provides a more efficient and reliable way for WSU departments to process temporary employment transactions, saving much manual time and effort. The myWSU portal provides a more secure way for faculty and administrators to communicate with students. In addition, a Virtual Private Network (VPN) service was placed in production providing a secure means to allow remote customers to access WSU network resources. This implementation made services such as email and library access available to customers who previously were unable to use those services.

Intercollegiate Athletics

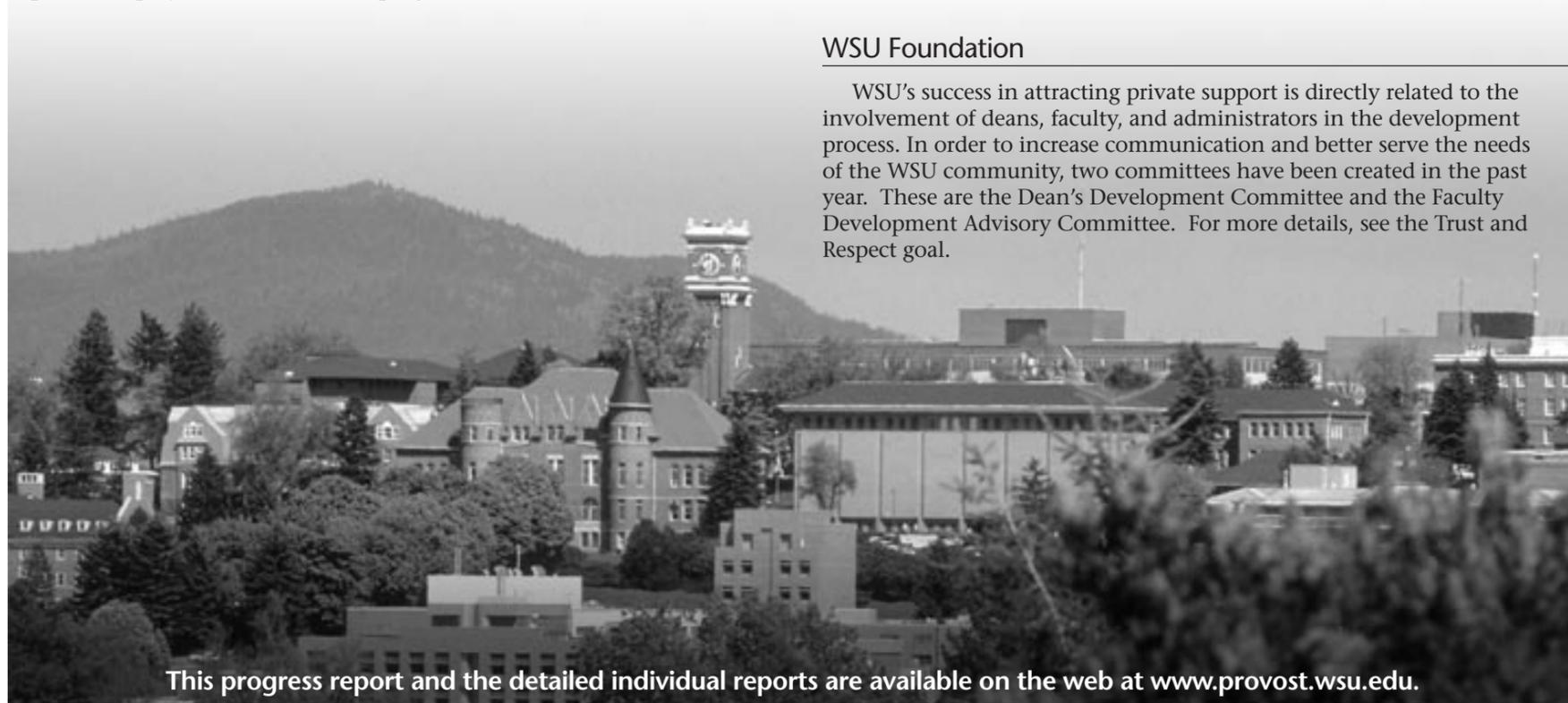
Washington State became the first Pacific-10 football team to compile three straight 10-win seasons since the early 1930's, finishing in the nation's top 10 at the conclusion of each campaign, and appearing in the three consecutive bowl games. In addition, the Cougar football team shared the 2002 Pac-10 championship. Nine of 17 Cougar sports programs have reached top 30 national rankings in the past three years. Volleyball finished the 2002 season ranked seventh nationally, and in 2003, women's rowing tied for third place in the Pac-10 and finished 12th in the NCAA. Women's golfer Kim Welch is ranked in the top 10 nationally after winning five tournament titles during the 2004 spring season.

University Relations

To honor and recognize faculty and staff excellence in a meaningful and public manner, the World Class Honors and Recognition Banquet was held in conjunction with Showcase on March 26 in the Beasley Performing Arts Coliseum. University Relations led development of the recognition evening that included a social hour, dinner and awards presentations. Specifically honored were newly promoted and tenured faculty, including the new Regents professors, and the recipients of the Eminent Faculty Award, the Sahlin Faculty Excellence Awards, the Marian Smith Faculty Achievement Award, the President's Employee Excellence Awards, and the President's Award for Exemplary Lifetime Service to Washington State University. More than 350 people attended the event which is expected to become a tradition. The dinner was the capstone event to a day that included a morning Academic Showcase of excellent research and academic programs, remarks by President V. Lane Rawlins, and research presentations by three WSU professors. University supporters and volunteers were among those attending.

WSU Foundation

WSU's success in attracting private support is directly related to the involvement of deans, faculty, and administrators in the development process. In order to increase communication and better serve the needs of the WSU community, two committees have been created in the past year. These are the Dean's Development Committee and the Faculty Development Advisory Committee. For more details, see the Trust and Respect goal.



This progress report and the detailed individual reports are available on the web at www.provost.wsu.edu.