

## **ACTION ITEM #1**

Review the 2024-2029 WSU Spokane Strategic Plan  
(Daryll DeWald)

TO ALL MEMBERS OF THE BOARD OF REGENTS

**SUBJECT:** Review the 2024-2029 WSU Spokane Strategic Plan

**PROPOSED:** That the Board of Regents review the 2024-2029 WSU Spokane Strategic Plan

**SUBMITTED BY:** Daryll DeWald, Executive Vice President WSU Health Sciences and Chancellor, WSU Spokane

**SUPPORTING INFORMATION:**

Attached is the 2024-2029 WSU Spokane Strategic Plan. The plan articulates the following focus areas of WSU Spokane, the institution's health science campus, outlines the associated goals and objectives, and identifies the metrics that will be used to measure the plan's success.

- Student Success & Support
- Research
- Community Engagement & Partnerships
- Organizational Capacity & Effectiveness

The WSU Spokane Chancellor's Office and strategic planning committee representing the WSU Spokane campus are pleased to present this plan to the Board of Regents for review.

Attachments:  
WSU Spokane Strategic Plan Draft



On behalf of the WSU Spokane leadership team and the strategic planning committee, I am pleased to submit the attached draft of the WSU Spokane strategic plan for 2024-2029. Over the past nine months, our campus leadership has engaged in active feedback and deliberation with internal unit leadership and external partners to develop this plan, which affirms our direction as a campus and acknowledges our responsibility to our students and to the communities we serve.

The campus-specific goals, strategies, and metrics contained within this document focus on student success and support, research, community engagement and partnerships, and organizational capacity and effectiveness and speak to the goals set forth in the WSU system strategic plan. Crucially, this plan reflects a spirit of collaboration and partnership with the three health sciences colleges headquartered in Spokane: the Elson S. Floyd College of Medicine, the College of Nursing, and the College of Pharmacy and Pharmaceutical Sciences.

However, what is perhaps most energizing about this campus plan is the solid foundation it provides for the development of a comprehensive and integrated vision and strategic plan for the WSU Health Sciences and its statewide operations. Our team is currently engaged in the process of building this second plan, which will chart the strategic direction for how our university will accelerate improved health outcomes for all.

Respectfully,

A handwritten signature in black ink that reads "Daryll DeWald".

Daryll DeWald  
Executive Vice Chancellor, WSU Health Sciences  
Chancellor, WSU Spokane



WASHINGTON STATE UNIVERSITY  
**SPOKANE**

**WSU Spokane  
Strategic Plan  
2024- 2029**

**Draft for WSU Board of Regents  
March 20, 2024**

## HONORING OUR REGION'S FIRST PEOPLES

Washington State University Spokane acknowledges that its campus and its educational and clinical sites statewide are on the homelands of Native peoples, who have lived in this region from time immemorial. There are 37 federally recognized Tribes that historically shared their traditional homelands and waterways in what is now Washington State. Of these, 29 are federally recognized Tribes in Washington, with the remaining Tribes in Idaho, Montana, and Oregon, some of which represent multiple tribes and bands.

The University expresses its deepest respect for and gratitude towards these original and current caretakers of the region. As an academic community, we acknowledge our responsibility to establish and maintain relationships with these tribes and Native peoples, in support of tribal sovereignty and the inclusion of their voices in teaching, research and programming.

Washington State University established the Office of Tribal Relations and Native American Programs to guide us in our relationship with tribes and service to Native American students and communities. Additionally, WSU Spokane has established the Native American Health Sciences program for Native American students pursuing health sciences programs as well as guide our relationship and engagement with our regional Tribes. We also pledge that these relationships will consist of mutual trust, respect, and reciprocity.

As a land grant institution, we also recognize that the Morrill Act of 1862 established land-grant institutions by providing each state with "public" and federal lands, which are traced back to the dispossession of Indigenous lands. In 1890, Washington State received 90,081 acres of Indigenous Lands designated to establish Washington State University (see data). Washington State University retains the majority of these lands to this day. We acknowledge that the dispossession of Indigenous lands was often taken by coercive and violent acts, and the disregard of treaties. For that, we extend our deepest apologies. We owe our deepest gratitude to the Native peoples of this region and maintain our commitment towards reconciliation.

## BACKGROUND

Washington State University Spokane was established as the then-called Riverpoint Campus in 1987 and, since opening its first building in 1994, has expanded to a 45-acre footprint in Spokane's beautiful riverfront University District.

Nestled in the heart of Spokane's metropolitan center, WSU Spokane serves as headquarters for three of the University's health sciences-focused colleges: the Elson S. Floyd College of Medicine, the College of Nursing, and the College of Pharmacy and Pharmaceutical Sciences. In 2010, the WSU Board of Regents designated WSU Spokane as the system's health sciences campus, with its colleges collectively generating more than \$35 million in annual research funding toward WSU's status as a Carnegie R1 Doctoral University.

Home to more than 1,400 undergraduate, graduate, and professional students, the colleges at WSU Spokane support health sciences education and research statewide through system campuses in Everett, Tri-Cities, Vancouver, and Yakima, furthering WSU's land-grant mission. Offering more than 25 undergraduate, professional, and doctoral degree programs in pharmacy, nursing, medicine, nutrition and exercise physiology, speech and hearing sciences, and several graduate degree programs through the College of Education, the colleges at WSU Spokane are fueling a pipeline of health care professionals ready to serve communities in every corner of our state.

Through this strategic plan, WSU Spokane will be uniquely positioned to support its three colleges in expanding their capacity to solve Washington's health care crisis. The core focus of this plan is to collaboratively and sustainably advance the opportunities and areas with the most scalability and potential impact with an eye toward developing and supporting research and educational programs that prepare students who are ready to serve our communities from the day they graduate.

## PLANNING CONTEXT

This strategic plan promotes the iterative and collaborative development and implementation of WSU's vision for the health sciences by focusing on the opportunities and strategies that will enable WSU to efficiently and effectively contribute to the health care workforce, research, and programming required to address the health care needs of communities around the state. Additionally, this plan connects the health sciences college-level plans to the WSU system-wide strategic plan by establishing shared milestones metrics for measuring progress in meeting campus and institutional goals and by identifying the systematic and scalable support WSU Spokane can provide its resident colleges in the areas of:

- Student Success and Support
- Research Partnership and Infrastructure
- Community Engagement and Partnerships
- Organizational Capacity and Effectiveness

## OUR COMMITMENT TO OUR COMMUNITY

At WSU Spokane, we believe that the future of health education and care is diverse, equitable, and inclusive—for those who teach, research, study, give, and receive care—in every interaction, every day. As a campus community, we are committed to actively closing opportunity gaps, reducing bias, and removing barriers for those we serve—students, faculty, staff, and all individuals across our state. Our commitment is not just a vision; it's a roadmap ingrained in every aspect of this strategic plan, informing our mindset, our work, and our decision-making. This plan supports the holistic ownership and measurement of our progress through specific initiatives and trackable outcomes to transform our commitment into tangible results.

## OUR MISSION

To collaboratively convene, support, and catalyze leadership, inclusivity, and excellence in health care education, research, and scholarship while engaging with our community to address growing health care needs across Washington and beyond.

## OUR ENVISIONED FUTURE

### Our Vision

Washington State University Spokane will be an innovative, responsive, and integrated learning environment dedicated to transforming health care for rural and underserved communities in Washington and beyond.

### Vivid Descriptions

Upon successful implementation of this strategic plan, WSU Spokane will be recognized among all stakeholders as:

- An active and highly engaged community, centered around a shared value of service to the unique and shifting health needs in every corner of our growing, vibrant state.
- A learning environment grounded in trust, respect, commitment, and recognition, cultivated to support evidence-based, real-world, experiential health sciences learning on all WSU campuses.
- An atmosphere where faculty and staff collaborate with one another and future health professionals, growing together as individuals and in teams to actively address the most pressing health challenges facing Washington's communities near and far.
- A powerful and productive epicenter of research inspired by the specific health concerns of Washingtonians that, through the exploration of new possibilities, seeking of new answers, and generation of new discoveries, improves the quality of life for all people everywhere.

## Goal One: Student Success & Support

Foster an environment of inclusivity, learning, and growth that attracts new students to the health care professions, increases student success, and develops a health care workforce equipped to address our community's most pressing health issues from day one.

*Aligns with the WSU System Strategic Plan Goal 2: Student Experience*

### Objectives & Strategies

**Increase enrollment in programs with capacity at WSU Spokane with an eye toward supporting, eliminating barriers for, and increasing enrollment among prospective students from underrepresented communities.**

- Develop and implement a Strategic Enrollment Management Plan for the WSU Spokane campus.
- Develop a coordinated communication, recruitment, matriculation, and onboarding process for prospective and admitted students.
- Develop and strengthen pipelines and academic enrollment incentives for students from underrepresented communities.

**Streamline and expand campus services to support students' mental, physical, financial and social well-being.**

- Develop and implement a comprehensive health and wellness services program accessible to WSU Spokane students at all locations.
- Address challenges experienced by students from underrepresented communities.
- Develop and enhance student financial services, scholarship, and employment programs to improve students' financial wellbeing.
- Identify, facilitate, and support student-led programming to enhance student social well-being.

**Streamline and expand campus services to support academic success.**

- Expand and enhance academic success and accommodation services in collaboration with campus and college partners.
- Identify and pursue opportunities for tailored academic support programs.
- Strengthen and coordinate career development and graduate school application services.
- Support the colleges in meeting reasonable and appropriate accommodations for students with disabilities in academic and clinical settings.
- Expand service-learning and co-curricular programs to enhance interprofessional learning and student engagement.

### Metrics

- Student enrollment, retention, and graduation rates with a specific focus on first-generation students, students of color, and veteran students.
- Student Engagement Survey satisfaction rate
- Post-graduation employment placement and salary metrics including percentage of students of students from Washington and job placement rate in Washington

- Program specific degree completion metrics

## Goal Two: Research

Promote increased research in the health sciences across the university by providing a state-of-the-art, reliable, efficient, and effective research infrastructure

*Aligns with the WSU System Strategic Plan Goal 1: Research, Innovation & Creativity*

### Objectives & Strategies

**Optimize existing campus research capabilities to support research excellence and interdisciplinary collaboration.**

- Identify centers of excellence in areas of programmatic strength with funding potential.
- Foster an environment of collaborative engagement and scholarship to support interdisciplinary research and mentorship.

**Identify and invest in research opportunities that improve health and wellbeing in Washington and beyond.**

- Secure seed funding for high-priority research areas.
- Cultivate external partnerships to support research applications and funding.
- Leverage research programs and achievements to enhance regional and national leadership reputation.

**Increase investment in research infrastructure.**

- Establish a financial model that supports increased investment in research core facilities
- Develop processes to support sustainable research infrastructure.
- Identify research data security needs.

### Metrics

- Total research proposals
- Total grant and contract awards
- Total number patents
- Amount of private and philanthropically funded research
- Number of collaborations and mentorships across health sciences colleges
- Number of external partnerships
- F&A campus expenditures

## Goal Three: Community Engagement & Partnerships

In collaboration with the colleges, foster partnerships and engage in communities throughout Washington to improve the lives of people.

*Aligns with the WSU System Strategic Plan Goal 3: Outreach, Extension, Service & Engagement*

### Objectives & Strategies

**Expand and deepen engagement and outreach with regional communities, clinical partners, nonprofits, government agencies, tribes, businesses, and alumni.**

- Deepen relationships and increase collaboration with regional tribal communities to address health needs and priorities.
- Partner with college programs to enhance faculty, staff, student, and alumni involvement in K-12 enrichment programs that increase exposure to careers in the health sciences.
- Increase community involvement of WSU Spokane leaders and employees to better support the mission of regional community organizations.
- Identify and promote mutually beneficial opportunities for learning about and better serving our communities, especially in support of WSU system goals and in partnership with WSU Extension.

**Actively engage community members, clinical partners, businesses, nonprofits, government agencies, tribes, and alumni in the vision and impact of the health sciences.**

- Create opportunities for community-based engagement in WSU's research and innovative technologies
- Facilitate local leaders, policymakers, current and prospective donors, and health professionals' engagement with faculty, students, and alumni.
- Increase community involvement in campus decisions and activities.

**Grow contributions to economic development and human health in collaboration with local and regional partners.**

- Implement campus-wide mechanisms for identifying, assessing and communicating the regional impact and value of WSU education, research, outreach, service and engagement.
- Increase alignment of health sciences priorities with the needs, challenges and opportunities in Spokane and eastern Washington.
- Establish mechanisms for evaluating and meeting local workforce development needs in human health fields.
- Coordinate brand communication activities with WSU system communications to enhance reach and impact of storytelling.

### Metrics

- Number of community members serving on WSU Spokane advisory boards
- Number of employees trained to understand and adhere to the Executive Policy 41
- Number of WSU employees serving on community boards
- Number of student and employee community service projects and hours
- Number of alumni participating in WSU programs and continuing education opportunities

## Goal Four: Organizational Capacity & Effectiveness

Responsibly cultivate and steward all resources – physical, financial, human, and intellectual-- to build a top-tier campus that enhances and supports the land-grant, educational, research, and clinical missions of its colleges and attracts philanthropic investment.

*Aligns with the WSU System Strategic Plan Goal 4: Institutional Effectiveness and Infrastructure*

### Objectives & Strategies

**Support the recruitment, retention, and engagement of exceptional faculty, staff, and students —  
– to advance health sciences education and research.**

- Use an equity lens to examine and update campus practices and policies.
- Expand diversity, equity, and inclusion training opportunities for faculty, staff, and students.
- Improve access to professional development and pathways to career advancement.
- Support the recognition of high-achieving faculty and staff.

**Maintain, improve, and expand the infrastructure and physical capacity of the campus and its remote sites to support students, faculty, and staff and meet institutional and program goals.**

- Evaluate, streamline, and update internal processes and systems to increase equity, organizational efficacy, and transparency.
- Develop an approach to new employee onboarding, with a focus on fostering an engaged workforce and inclusive campus culture.
- In partnership with WSU system leadership, advocate for the creation of a sustainable, future-forward model for the reinvestment of Facilities and Administrative funds in the campus.
- Assess, improve, or expand functionality, accessibility and availability of experiential learning, simulation, classroom, and laboratory spaces on campus and at remote sites with an eye toward inter- and intra-professional education.
- Evaluate campus and remote site information technology systems and capacity to determine improvements to services and security.

**Increase funding and support for campus initiatives and infrastructure.**

- Establish a comprehensive and aspirational development plan to increase philanthropic funding for priority campus initiatives and infrastructure from philanthropic and private sources.
- Establish a comprehensive and aspirational development plan that engages donors to support responsive growth and capacity building to address future workforce gaps and community needs.

- Support the pooling of resources across the WSU system to increase campus operational and programmatic efficiencies.
- Seek additional public-private partnerships to maximize initiatives, goals, and sustainability.

### **Metrics**

- Culture of philanthropy (Leadership and employee giving)
- Philanthropic contributions
- Enrollment in new academic programs
- Retention and graduation rates by admit type
- Employee demographics
- Employee engagement survey metrics