

# **FY25 Objectives and Key Results**

July 1, 2024 – October 31, 2024



**Here  
and  
Next**  
WashU

# Letter from Provost Wendland



Creating change is never easy. Change demands the much sought-after balance of aspiration and focus. Our vision, thanks to this board, has put before us a bold aspiration while the pages of this dashboard demonstrate the focus we have built into our strategic operations.

This is the first of the regular progress updates you will receive in FY25 and reflect the YTD achievements of our seventeen initiatives\*. By way of orientation, the dashboards you received in September established the goals for this fiscal year, whereas this set of dashboards includes status indicators, data points where relevant, and progress summary snapshots.

Thank you for your continued engagement in the progress of our strategic plan. In addition to the collaborative work of our many talented colleagues, the sponsorship and support of this board are essential to WashU's ability to create the future of our university and create a positive impact on our region and globe.

Sincerely,

A handwritten signature in blue ink that reads "Beverly". The signature is fluid and cursive.

Beverly Wendland  
Provost and Executive Vice Chancellor for Academic Affairs

\* Updates on Medical Research initiative and Community Clinical Care initiative to be provided by Executive Vice Chancellor for Medical Affairs and Dean of the School of Medicine.

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## Research

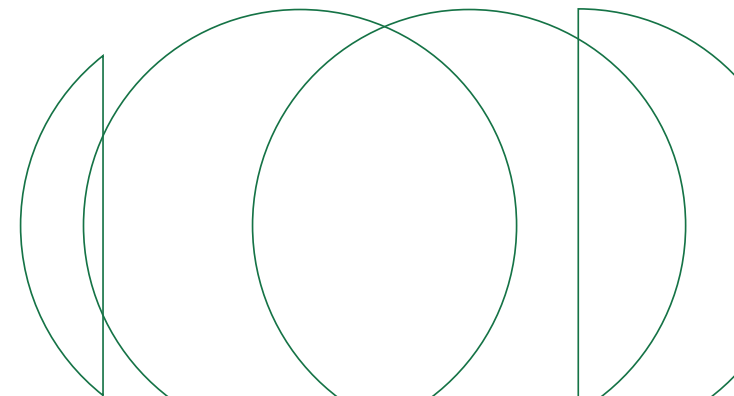
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# Here and Next Objectives and Key Results Highlights

## Key Successes

- Several key hires to support the **School of Public Health** began in their new roles this semester.
- 80 proposals for Here and Next seed funding have been submitted through the **Research Excellence** and **Global Initiatives**.
- While aiming for 5% of undergraduate students to participate in programming through the Bauer Leaders Academy, 26% of undergraduate students have already participated across four **WashU Leads** cohort programs.
- The **School of Continuing and Professional Studies** presented about their English Language/Empower Program at two national conferences this fall.
- One project was completed through the Digital Solutions Studio and the **Digital Transformation** initiative, which created the St. Louis Data Dashboard in collaboration with the St. Louis Policy Initiative.

## Progress Barriers

- With the award of the National Science Foundation's ADVANCE grant, the **Faculty Development and Support** initiative has had to shift their time to stand up the grant, delaying their ability to work on a multi-year capacity building plan to enhance faculty development.
- The **In St. Louis, For St. Louis** initiative intended to begin work on some key results when a new assistant director started in the fall. Because of current obligations, the candidate selected to join the team won't begin until January and therefore some work for the initiative is delayed until then.
- The **St. Louis Confluence Collaborative** experienced delays in hiring an assistant director, whose role will support establishing the Community Collaborative Council and Internal Advisory Boards.

## Looking Ahead

- After hosting the Higher Learning Commission this fall, the **Undergraduate Education** initiative anticipates feedback to complete the accreditation process.
- The **Research Excellence** Showcase in December will highlight the work of the Transcend Initiative's seed grantees and give recognition to faculty and graduate students advancing research across the university.
- **Digital Transformation** is constantly adding to their Generative AI Toolbox with more components; after launching a beta version of WashU GPT, they hope to roll out an alpha version later this year.

# About this Document

In the following pages you will find the concrete, action-oriented priorities for FY25 across each Here and Next pillar as they relate to our long-term strategic vision. Pages 4 through 11 provide a list of what we aim to accomplish this year.

Each Here and Next key result is tied to specific aims of one or more initiative. By drilling down from our highest-level goals to the current work of each initiative, we can demonstrate how the many pieces fit together.

Following this overview of priorities is a dashboard for each initiative. These dashboards provide a deeper understanding of the initiatives as well as the interconnectedness of the strategic plan overall. It's your roadmap to monitoring near-term progress, celebrating achievements and holding us accountable to what we have set out to accomplish together.

## How to Read the Initiative Dashboards

**Research** July 1, 2024 – October 31, 2024

### Center for the Environment

Strategic Vision

The research and creative capacity of WashU and the strength of interdisciplinary partnerships are mobilized to advance knowledge that addresses complex environmental challenges.

Initiative Objective and Key Results	Status	Data	Progress Summary
<b>Advance WashU's global research in 4 key areas and 1 cross-cutting theme.</b>			
Created tracking system to assess equitable distribution of workshops and supported proposals.	●		The system for tracking equitable offerings was operational October 31st.
Led the submission of 5 transdisciplinary applications for externally funded research projects.	●	1 submission	A \$5 million NSF Convergence Accelerator grant was submitted, involving three schools and the Skandalaris Center.
Played an essential role in the submission of 9 externally funded research projects.	●	2 submissions	Two additional external submissions were made. Seven environment-focused H&N Ignite Seed Funding proposals were submitted in September but not funded this fiscal year.
10 new environment-focused activities funded by Here and Next seed funding.	●		Recruitment of summer research PIs is in progress.
Met with 10 teams of both successful and unsuccessful Here and Next submissions to discuss proposal revisions or project implementation.	●		
12 undergraduate students onboarded to equitable and inclusive summer undergraduate research program.	●		

**Here and Next Objectives**

**Objective 2**  
Advance opportunities in solving local and global challenges, especially in public health and the environment.

**Objective 3**  
Provide resources for scalable solutions that enable greater local and global impact.

**Initiative Key Results**

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Here and Next Objectives tied to the initiative

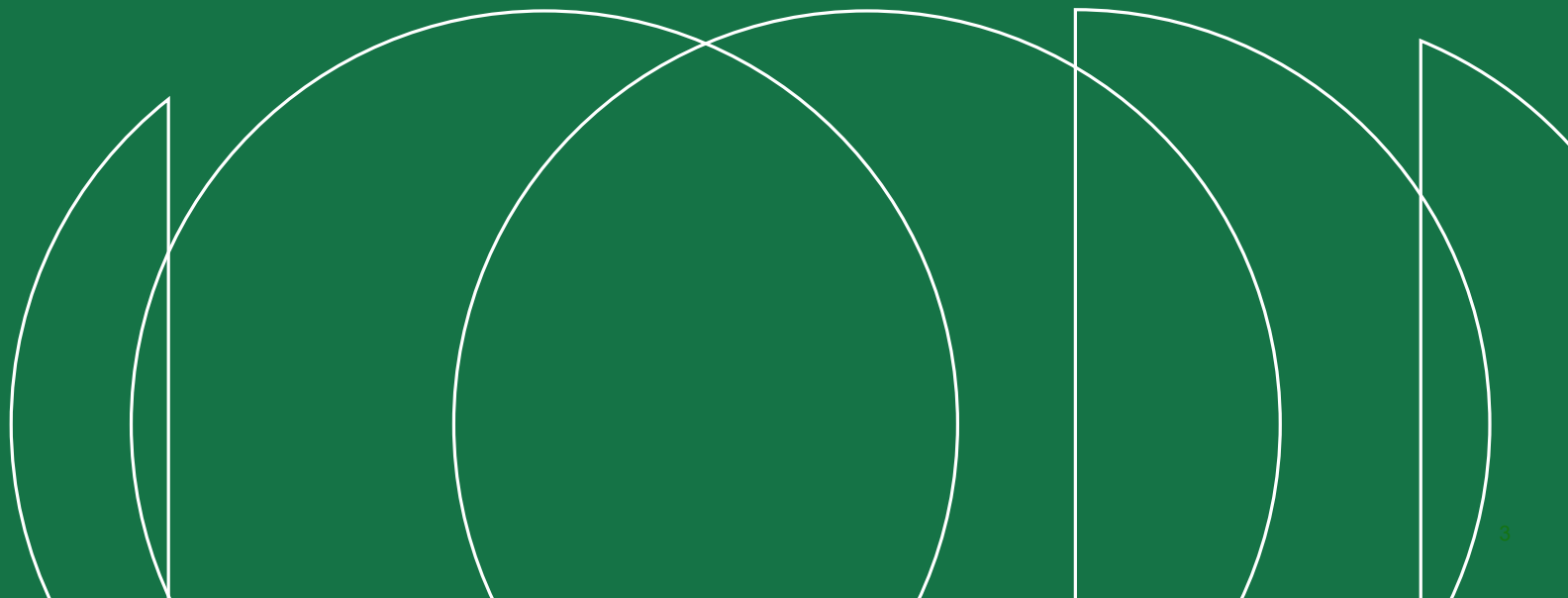
Initiative Objectives

Progress Summary of the initiative objective

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# Here and Next Objectives and Key Results

The following objectives and key results describe what Washington University in St. Louis aims to accomplish in FY25 in each of our three pillars of Here and Next.



# Here and Next Objectives and Key Results

## Research Pillar

### For research that sets a global standard...

Significantly increase the scale of our research portfolio and drive solutions to the deepest societal challenges.

#### Here and Next Objective 1

Position faculty and departments to increase research productivity and collaboration across schools by enhancing infrastructure, incentives, policies, hiring and research tools, including digital capabilities.

#### Key Results

- External funding for Danforth schools increased.
- Centralized supports for research increased through increased staffing, improved workflows and shortened management timelines.
- Field-leading faculty and research-intensive faculty hired to advance 4 strategic research areas and support increased rankings for select departments.
- 40 interdisciplinary studies funded through seed grants.
- Number of projects supported by the Digital Solutions Studio increased.
- Research profiling system and Library Service hub launched.

#### Accountable Initiatives

**Digital Transformation**

**Global Initiatives**

**Research Excellence**

# Here and Next Objectives and Key Results

## Research Pillar

### For research that sets a global standard...

Significantly increase the scale of our research portfolio and drive solutions to the deepest societal challenges.

#### Here and Next Objective 2

Advance opportunities in solving local and global challenges, especially in public health and the environment.

#### Key Results

- Public Health Accreditation Self-Study submitted by June 2025.
- People resources in place for the School of Public Health by June 2025.
- Required resources in place for the Accreditation Self-Study submission and start of the School of Public Health.
- Preparations to have a nationally recognized undergraduate major and minor in Public Health & Society completed.
- 5 external transdisciplinary grant applications submitted by the Center for the Environment.
- 5 global scholars hosted and 3 WashU faculty supported to engage in research oriented meetings (organized by the Global Research Scholars network).
- The Food and Nutritional Science initiative launched.

#### Accountable Initiatives

**Center for the Environment**

**Global Initiatives**

**Research Excellence**

**School of Public Health**



# Here and Next Objectives and Key Results

## Research Pillar

### For research that sets a global standard...

Significantly increase the scale of our research portfolio and drive solutions to the deepest societal challenges.

#### Here and Next Objective 3

Provide resources for scalable solutions that enable greater local and global impact.

#### Key Results

- Recommendations for interdisciplinary public health research networks approved.
- Digital solutions that scale across the university and beyond implemented.
- Center for the Environment external funding application to scale climate change-conscious solutions re-submitted.
- William T. Grant Foundation funding deployed.

#### Accountable Initiatives

**Center for the Environment**

**Digital Transformation**

**Operations Initiatives**

**School of Public Health**

**St. Louis Confluence Collaborative**

#### Here and Next Objective 4

Advance research in personalized medicine, aging and mental health.<sup>2</sup>

<sup>2</sup> Updates on Objectives 4 to be provided by Executive Vice Chancellor for Medical Affairs and Dean of the School of Medicine

# Here and Next Objectives and Key Results

## People Pillar

### For the growth of every person...

Make WashU the ideal place for students, staff and faculty to pursue their goals.

#### Here and Next Objective 5

Position students to excel in a rapidly changing world by advancing academic distinction in our education and offering a premier student experience.

#### Key Results

- Strategy, student outcomes and multi-year implementation plan for the Commission approved.
- 3 Commission strategies in collaboration with schools implemented.
- Necessary procedures for academic integrity and accreditation process implemented.
- Action plans to address recommendations from Doctoral Council program reviews approved.

#### Accountable Initiatives

**Graduate and Professional Education**

**Undergraduate Education**

# Here and Next Objectives and Key Results

## People Pillar

For the growth of every person...

Make WashU the ideal place for students, staff and faculty to pursue their goals.

### Here and Next Objective 6

Promote development and support for students, staff and faculty leading to equitable outcomes in their career, leadership and well-being.

#### Key Results

- Awareness around a shared mental model of WashU's distinctive perspective on leadership raised amongst WashU community members.
- Shared mental model of WashU's distinctive perspective of leadership integrated with faculty, staff and students.
- Leadership development scaled across the University's undergraduate program.
- Evidence-based leadership development programs innovated.
- Resources for the long-term sustainability of the Bauer Leaders Academy secured.
- Strategy, faculty outcomes and multi-year implementation plan which supports faculty leadership development and productivity through programs, coaching and mentoring approved.
- Participation and reach of current faculty leadership development programming increased.
- Strategy and Phase 1 implementation plan for Equity framework approved.
- Strategy and multi-year implementation plan for Talent Management Model (selecting, developing, assessing and retaining staff) approved by Nichol Luoma.
- Increased opportunities for staff development.
- Strategy and multi-year implementation plan for increasing supports and research funding opportunities approved.
- Specific programs targeting student well-being fielded and tested.
- Supports for student belonging, health, career development and leadership expanded.

#### Accountable Initiatives

#### Faculty Development and Support

#### Graduate and Professional Education

#### Staff Talent Initiatives

#### Student Affairs

#### WashU Leads

# Here and Next Objectives and Key Results

## People Pillar

### For the growth of every person...

Make WashU the ideal place for students, staff and faculty to pursue their goals.

#### Here and Next Objective 7

Prioritize educational access and foster inclusive excellence to advance student success.

#### Key Results

- Improve WashU's ability to address key student outcomes through STEM pilots and data infrastructure.
- Approved global and regional engagement strategy and multi-year implementation plan which increases diversity in graduate admissions.
- Increased engagement in student equity, diversity and inclusion efforts.

#### Accountable Initiatives

**Global Initiatives**

**Graduate and Professional Education**

**Student Affairs**

**Undergraduate Education**

#### Here and Next Objective 8

Expand access to and modernize Medical School curricula.<sup>3</sup>

<sup>3</sup> Updates on Objectives 8 to be provided by Executive Vice Chancellor for Medical Affairs and Dean of the School of Medicine.

# Here and Next Objectives and Key Results

## Community Pillar

### For the good of every neighbor...

Become the leading model for how a university can partner with local communities for global impact.

#### Here and Next Objective 9

Improve capacity and quality of community-engaged research, teaching and practice to improve equitable outcomes in our city, state, region and globe.

#### Key Results

- Strategy and multi-year implementation plan for St. Louis Confluence Collaborative approved.
- Community-based research, teaching and practice elevated and invested in with St. Louis outcomes at the forefront.
- Community of scholars focused on supporting community-engaged research established and convened.

#### Accountable Initiatives

**St. Louis Confluence Collaborative**

#### Here and Next Objective 10

Meet the education needs of modern learners aligned to the job market in our city, state and region.

#### Key Results

- Retention and satisfaction from certificate and degree-earning students in CAPS increased.
- Micro-credential developed to deliver market-aligned skills to multiple stakeholder audiences in the St. Louis region.
- Programs and student supports developed in response to needs of the St. Louis region in collaboration with the University community.

#### Accountable Initiatives

**School of Continuing and Professional Studies (CAPS)**

# Here and Next Objectives and Key Results

## Community Pillar

### For the good of every neighbor...

Become the leading model for how a university can partner with local communities for global impact.

#### Here and Next Objective 11

Approach operational decisions and institutional partnerships with greater intentionality to achieve equitable impact in our city, state, region and globe.

#### Here and Next Objective 12

Expand clinical and research platforms to improve community access and patient outcomes in our city, state and region.<sup>4</sup>

#### Key Results

- Existing supplier network enhanced and expanded.
- Internal and external engagement in and knowledge of supplier efforts increased.
- Reliance on fossil fuels decreased.
- Revenue from Surplus Property Program increased.
- Long-term sustainability plans defined.
- Shared strategy between leadership and St. Louis developed that is measurable, documented and transparent.
- Effective communication and collaboration improved for internal WashU stakeholders who contribute to WashU's commitment.
- Ease with which internal WashU stakeholders direct community members and partners with specific needs to the appropriate place improved.
- WashU's contributions as an institution in and for St. Louis recognized and valued by internal stakeholders, community members, partner organizations and neighbors.
- Strategy and multi-year implementation plan for global initiatives approved.

#### Accountable Initiatives

#### Global Initiatives

#### In St. Louis, For St. Louis

#### Operations Initiatives

<sup>4</sup> Updates on Objectives 12 to be provided by Executive Vice Chancellor for Medical Affairs and Dean of the School of Medicine.

## Here and Next

# Strategic Initiatives

The Here and Next strategic initiatives encompass the whole of the university's mission and its operations. The following dashboards provide an overview of anticipated accomplishments in FY25 and progress made so far this fiscal year. The collaborative spirit of our community, with the support of the board, has generated significant momentum across our initiatives. As a result, Here and Next implementation planning and progress assessment has evolved beyond process markers and is now defined by Objectives and Key Results (OKRs).

## Research

Center for the Environment  
Digital Transformation  
Research Excellence  
School of Public Health

## People

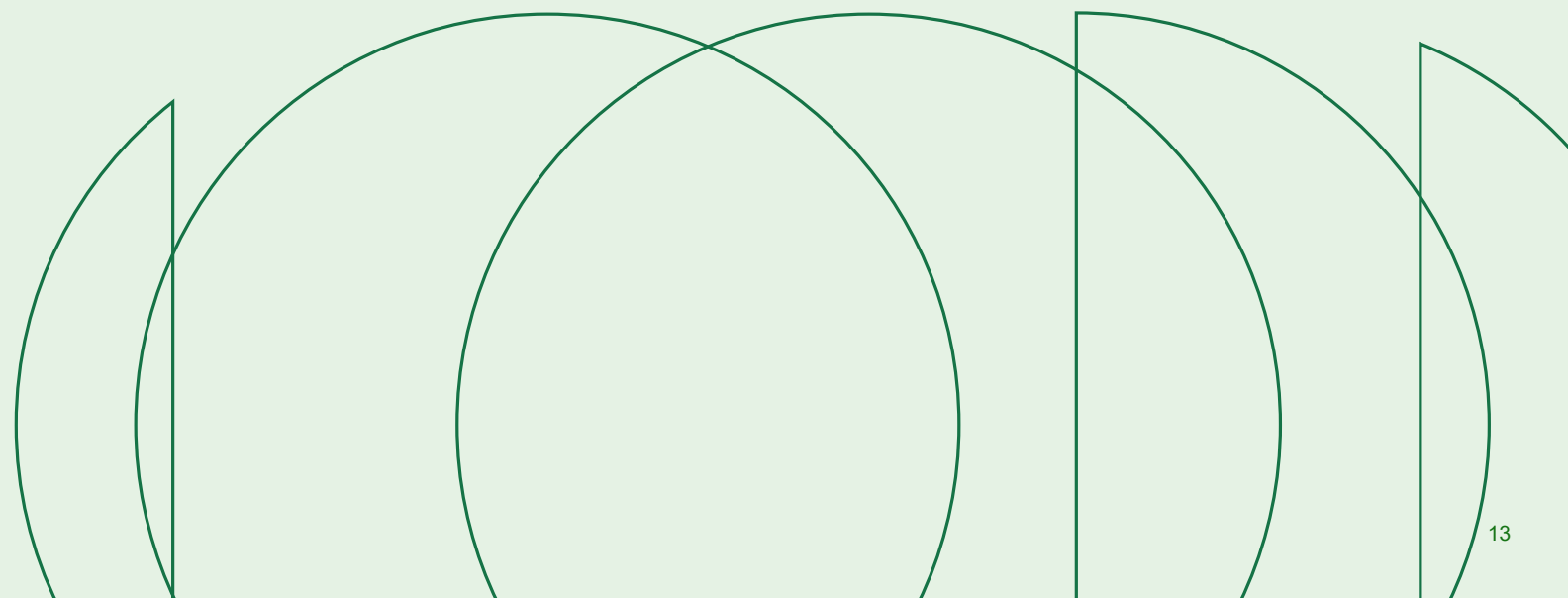
Faculty Development and Support  
Graduate and Professional Education  
Staff Talent Initiatives  
Student Affairs  
Undergraduate Education  
WashU Leads

## Community

Global Initiatives  
In St. Louis, For St. Louis  
Operations Initiatives  
School of Continuing and Professional Studies  
St. Louis Confluence Collaborative

Here and Next

# Research Pillar

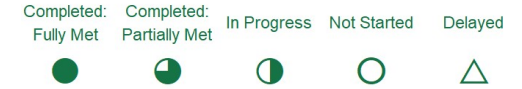




# Center for the Environment

## Strategic Vision

The research and creative capacity of WashU and the strength of interdisciplinary partnerships are mobilized to advance knowledge that addresses complex environmental challenges.



### Here and Next Objectives

#### Objective 2

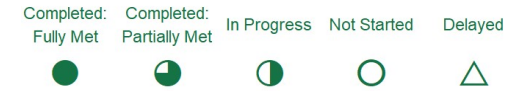
Advance opportunities in solving local and global challenges, especially in public health and the environment.

#### Objective 3

Provide resources for scalable solutions that enable greater local and global impact.

Initiative Objective and Key Results	Status	Data	Progress Summary
<b>Advance WashU's global research in 4 key areas and 1 cross-cutting theme.</b>			
Led the submission of 5 transdisciplinary applications for externally funded research projects.		1 submission	A \$5 million NSF Convergence Accelerator grant was submitted, involving three schools and the Skandalaris Center.  Two additional external submissions were made.  Seven environment-focused Here and Next Ignite Seed Funding proposals were submitted in September but not funded this fiscal year.  Recruitment of summer research PIs is in progress.  The system for tracking equitable offerings was operational October 31st.
Played an essential role in the submission of 9 externally funded research projects.		2 submissions	
10 new environment-focused activities funded by Here and Next seed funding.			
Met with 10 teams of both successful and unsuccessful Here and Next submissions to discuss proposal revisions or project implementation.			
12 undergraduate students onboarded to equitable and inclusive summer undergraduate research program.			
Created tracking system to assess equitable distribution of workshops and supported proposals.			

# Center for the Environment



## Here and Next Objectives

### Objective 2

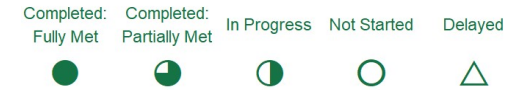
Advance opportunities in solving local and global challenges, especially in public health and the environment.

### Objective 3

Provide resources for scalable solutions that enable greater local and global impact.

Initiative Objective and Key Results	Status	Data	Progress Summary
<b>Engage the WashU scholarly community to advance transdisciplinary environmental research.</b>			
100 faculty and research staff recruited as Center for the Environment Scholars and participated in at least 1 Center-driven activity.		103 scholars	There have been 103 scholars recruited, with at least 20 participating in an event.  One graduate student event has been hosted, with additional events planned for next semester.  Groundwork for tracking scholarly output has begun and will be completed by the new Research Development Associate.
Hosted 16 workshops to promote research collaboration.		4 hosted	
Internal Advisory Council, Council of Partners and Environmental Education Coordinating Committee convened 16 times collectively.		1 convening	
Convened 4 events for graduate students and postdocs to increase engagement in cross-disciplinary environmental research.		1 hosted	
Created tracking system for overall scholarly output of the WashU environmental research community with specific focus on Center Scholars.			

# Center for the Environment



**Here and Next Objectives**

**Objective 2**

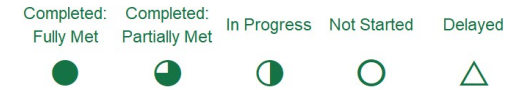
Advance opportunities in solving local and global challenges, especially in public health and the environment.

**Objective 3**

Provide resources for scalable solutions that enable greater local and global impact.

Initiative Objective and Key Results	Status	Data	Progress Summary
<b>Build the Center for the Environment’s organizational infrastructure.</b>			
2 new full-time staff hired—a Research Development Associate and Communications Specialist—and appointed 3 faculty fellows.		1 new full-time staff hired	<p>A Research Development Associate has been hired, and the center continues to pursue joint hire to elevate communications and to collaborate with Advancement colleagues.</p> <p>Space needs are nearly set for FY26.</p> <p>The FY26 budget will be submitted in March, and the FY27 financial model is in progress.</p> <p>Advancement meetings continue, but personnel changes are delaying progress.</p>
Medium- and long-term space needs identified with Facilities as well as University Finance.			
Multi-year budget with agreed-on operating expenses and sources of revenue created in collaboration with Finance and the Office of the Provost.			
Operational advancement plan created with Advancement which includes fundraising goals, priority areas and prospects.			
Center leadership conducted 20 donor-focused engagement activities with Advancement.		4 activities conducted	
Members of 10-person external advisory council recruited to start their service on the council in 2025-2026.			

# Center for the Environment



**Here and Next Objectives**

**Objective 2**  
Advance opportunities in solving local and global challenges, especially in public health and the environment.

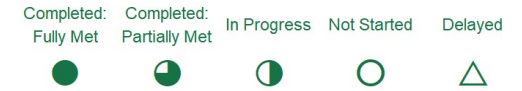
**Objective 3**  
Provide resources for scalable solutions that enable greater local and global impact.

Initiative Objective and Key Results	Status	Data	Progress Summary
<b>Elevate the visibility of the Center for the Environment and WashU’s accomplishments in environmental research.</b>			
Hosted 6 focal events and co-sponsored 6 focal events with close partners.		3 hosted	The Center co-sponsored a bilateral conference with National Taiwan University. Preliminary conversations are underway regarding future communications to be led by the communications specialist once hired. Additional focal events and engagement activities are planned for the coming months.
Provided financial, material or personnel support for sponsorship of 2 conferences hosted at WashU.		1 conference sponsored	
Growth plan for internal and external communications focused on audience, engagement and placement of stories established.			
8 people nominated by the Center as field-leading faculty candidates.		1 nominated	
Center presented to or conducted engagement activities with 20 WashU entities including key Here and Next initiatives as well as department- and school-level leaders.		5 conducted	

# Digital Transformation

## Strategic Vision

Expand and support work in the digital domain to grow research, enhance the educational experience of our students and enable operational excellence.



### Here and Next Objectives

#### Objective 1

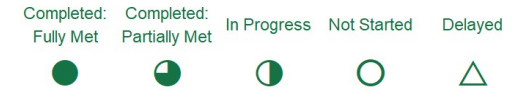
Position faculty and departments to increase research productivity and collaboration across schools by enhancing infrastructure, incentives, policies, hiring and research tools, including digital capabilities.

#### Objective 3

Provide resources for scalable solutions that enable greater local and global impact.

Initiative Objective and Key Results	Status	Data	Progress Summary
<b>Increase the number of projects supported by the Digital Solutions Studio (DSS).</b>			
10 DSS projects completed.		1 DSS project completed	The DSS completed the St. Louis Data Dashboard project.
3 projects that support medical/health services delivered (non-DSS, Clinical AI governance).			One non-DSS project is in implementation.
2 flagship events hosted and 50 interdisciplinary consultation meetings convened to increase Digital Transformation (DT) awareness/presence.		1 flagship, 16 convening events	DT held its first flagship event, the Digital Transformation Summit.
10 key partnerships across WashU and/or industry established.		3 partnerships established	Three key partnerships have been established: Open Educational Resources; Libraries and the Department of Earth, Environmental, and Planetary Sciences; and Hack WashU.
<b>Implement digital solutions that scale across the university and beyond.</b>			
80 active researchers/labs utilized WashU’s Application Programming Interface (API) Tool (e.g., ChatGPT).		14 accounts established	The Generative AI Toolbox is evolving with new components; this fiscal year, API endpoints were introduced, allowing external systems to interact with the toolbox by sending and receiving data through specific functions or services.
Rolled out AI Toolbox (e.g., Suite of Tools, AI Playground) to 5 beta adopters (researchers/labs or student teams).			
Rolled out research toolbox with Research Infrastructure Services and Cloud to 5 beta adopters (researchers/labs or student teams).			

# Digital Transformation



## Here and Next Objectives

### Objective 1

Position faculty and departments to increase research productivity and collaboration across schools by enhancing infrastructure, incentives, policies, hiring and research tools, including digital capabilities.

### Objective 3

Provide resources for scalable solutions that enable greater local and global impact.

Initiative Objective and Key Results	Status	Data	Progress Summary
<b>Launch research profiling system and Library Service hub.</b>			
Established initial profiles for 100% of active regular faculty members in Pure.			<p>A planning committee recommended an integrated profiling system across campuses and will launch later this year.</p> <p>The Library Service hub is being developed within the Generative AI Toolbox but currently lacks the operational staff for release.</p>
100 discrete resources indexed and available via the Library Service hub.			

# Research Excellence

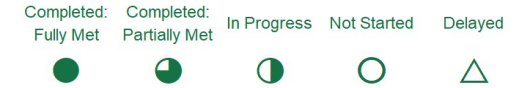
## Strategic Vision

Dramatically expand our research capacity through investment in people and infrastructure, positioning faculty across all disciplines to achieve excellence.



Here and Next Objectives	Initiative Objective and Key Results	Status	Data	Progress Summary
<p><b>Objective 1</b></p> <p>Position faculty and departments to increase research productivity and collaboration across schools by enhancing infrastructure, incentives, policies, hiring and research tools, including digital capabilities.</p> <p><b>Objective 2</b></p> <p>Advance opportunities in solving local and global challenges, especially in public health and the environment.</p>	<p><b>Enhance research infrastructure and administrative supports.</b></p> <p>University-wide searchable research profiling system launched with Digital Transformation, including all faculty and their research/scholarship across both campuses.</p> <p>Plan to address post-award barriers and reduce processing time created in collaboration with Sponsored Projects Accounting (SPA).</p> <p>5 research administrative staff to support the Office of the Vice Chancellor for Research (OVCR) and university-wide research initiatives hired.</p>	<p></p> <p></p> <p></p>	<p></p>	<p>A planning committee recommended an integrated profiling system across campuses and will launch later this year.</p> <p>Krystina Gross, the new Associate Vice Chancellor for Finance and Sponsored Projects, began in October and will lead the reorganization of SPA to address post-award barriers.</p>
	<p><b>Grow specialty seed funding opportunities in addition to core Here and Next seed funding in collaboration with OVCR.</b></p>	<p></p> <p></p> <p></p>	<p>80 proposals submitted</p>	<p>The first new research incentive opportunity of the year, AI and Health, is in place through a partnership with McKelvey faculty. Three additional opportunities will launch through the Food and Nutritional Sciences Initiative.</p>

# Research Excellence



**Here and Next Objectives**






**Objective 1**  
Position faculty and departments to increase research productivity and collaboration across schools by enhancing infrastructure, incentives, policies, hiring and research tools, including digital capabilities.

**Objective 2**  
Advance opportunities in solving local and global challenges, especially in public health and the environment.

Initiative Objective and Key Results	Status	Data	Progress Summary
<b>Increase and incentivize research productivity and collaboration across schools.</b>			
Donors for gifts to support research enterprise identified and solicited in collaboration with Advancement.			Funding is secured for the first interdisciplinary research network in the new School of Public Health.  Selections have been made for the faculty who will be recognized for their accomplishments at the December Research Excellence Showcase.
8 research-intensive faculty received recognition from the Office of the Provost.			
Research Excellence Showcase event to highlight research teams hosted.			
Through The Graduate Center, piloted fellowship funding application support (e.g., Fulbright) for 10 students.			
Organized and piloted new supports to submit 3 center grants that support research training and training grants.			
Process for the Office of the Provost to assist schools and faculty in applying for awards for scholarly excellence piloted for 5 applications.		13 applications supported	
<b>Continue field-leading faculty initiative.</b>			
20 field-leading faculty applications submitted by deans.		7 applications submitted	Eight field-leading faculty have been hired to date through this faculty recruitment initiative, with two hired in FY25 and seven additional potential faculty currently being pursued.
10 new field-leading faculty hired.		2 hired	
Hiring protocol for field-leading faculty revised in collaboration with deans.			
Donors for endowed faculty positions identified and solicited for key areas of excellence in collaboration with Advancement.		4 faculty positions endowed	



# Research Excellence

Completed: Fully Met  Completed: Partially Met  In Progress  Not Started  Delayed 







## Here and Next Objectives

### Objective 1

Position faculty and departments to increase research productivity and collaboration across schools by enhancing infrastructure, incentives, policies, hiring and research tools, including digital capabilities.

### Objective 2

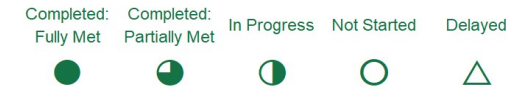
Advance opportunities in solving local and global challenges, especially in public health and the environment.

Initiative Objective and Key Results	Status	Data	Progress Summary
<b>Launch the Food and Nutritional Sciences Initiative.</b>			
Marketing and communications plan developed by Here and Next Communications team, MarComm and Advancement.			The Food and Nutritional Sciences Initiative will launch in 2024, addressing challenges from seed to table through interdisciplinary research collaborations. One staff person and four endowed faculty positions have been funded to support the initiative, in partnership with Advancement.
Research innovation advisory committee formed.			
Executive Director for Food and Nutritional Sciences Initiative recommendation submitted to the Provost by the co-chairs of the search committee.			
4 inaugural Food and Nutritional Sciences professors installed.			
3 new research incentive programs launched to support existing and new research teams.			
Staff manager hired.			

# School of Public Health

## Strategic Vision

Mobilize and expand our unique strengths, positioning WashU to be the standard-bearing institution for the next era in public health.



### Here and Next Objectives

#### Objective 2

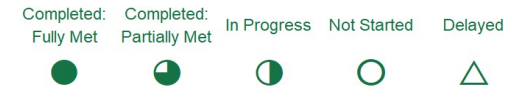
Advance opportunities in solving local and global challenges, especially in public health and the environment.

#### Objective 3

Provide resources for scalable solutions that enable greater local and global impact.

Initiative Objective and Key Results	Status	Data	Progress Summary
<b>Submit Public Health Accreditation Self-Study by June 2025.</b>			
Preliminary data and first draft/outline of each self-study section submitted to Council on Education for Public Health (CEPH) Consultant for review.			Requests for the information needed to complete a first draft of the self study have been sent to all relevant university stakeholders. A CEPH consultant, working closely with the accreditation team, will then review the draft.
First full draft of Self-Study reviewed by 1st round reviewers by February 2025.			
Full draft of Self-Study reviewed by 2nd round reviewers by May 2025.			
Draft Self-Study submitted to CEPH by June 17, 2025.			
<b>People resources are in place by June 2025.</b>			
Dean onboarded by January 2025.			Debra Haire-Joshu, Associate Dean for Faculty Affairs; Leah Kemper, Director for Faculty Affairs; and Amanda Rhodes, Associate Dean for Strategic Initiatives and Chief of Staff, have all started in their new roles.  Salma Abdalla will begin in January as the second Primary Instructional Faculty member in addition to Dr. Haire-Joshu.
4 associate deans appointed by March 2025.		1 associate dean appointed	
31 school priority staff hired and onboarded by June 2025.		2 staff hired	
21 Primary Instructional Faculty hired into the School of Public Health (SPH) by June 2025.		2 hired	

# School of Public Health



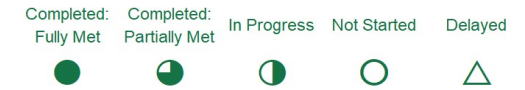
**Here and Next Objectives**

**Objective 2**  
Advance opportunities in solving local and global challenges, especially in public health and the environment.

**Objective 3**  
Provide resources for scalable solutions that enable greater local and global impact.

Initiative Objective and Key Results	Status	Data	Progress Summary
<b>Required processes, systems and tools are in place for the Self-Study submission and start of the School of Public Health (SPH).</b>			
Financial model updated by December 2024.			The SPH Readiness Committee met in August and October to coordinate across school and central units for resource planning. The financial model is ready, pending any significant changes in resources.
Information technologies plan in place by May 2025.			
Space plan determined by Facilities in partnership with Brown School and School of Medicine by May 2025.			
Graduate student support determined in partnership with Student Affairs and Brown School by May 2025.			
Advancement raised \$250M in philanthropic gifts, in addition to identifying and soliciting donors with university leaders.		\$8.2M secured	
HR resources in place by May 2025.			

# School of Public Health



**Here and Next Objectives**

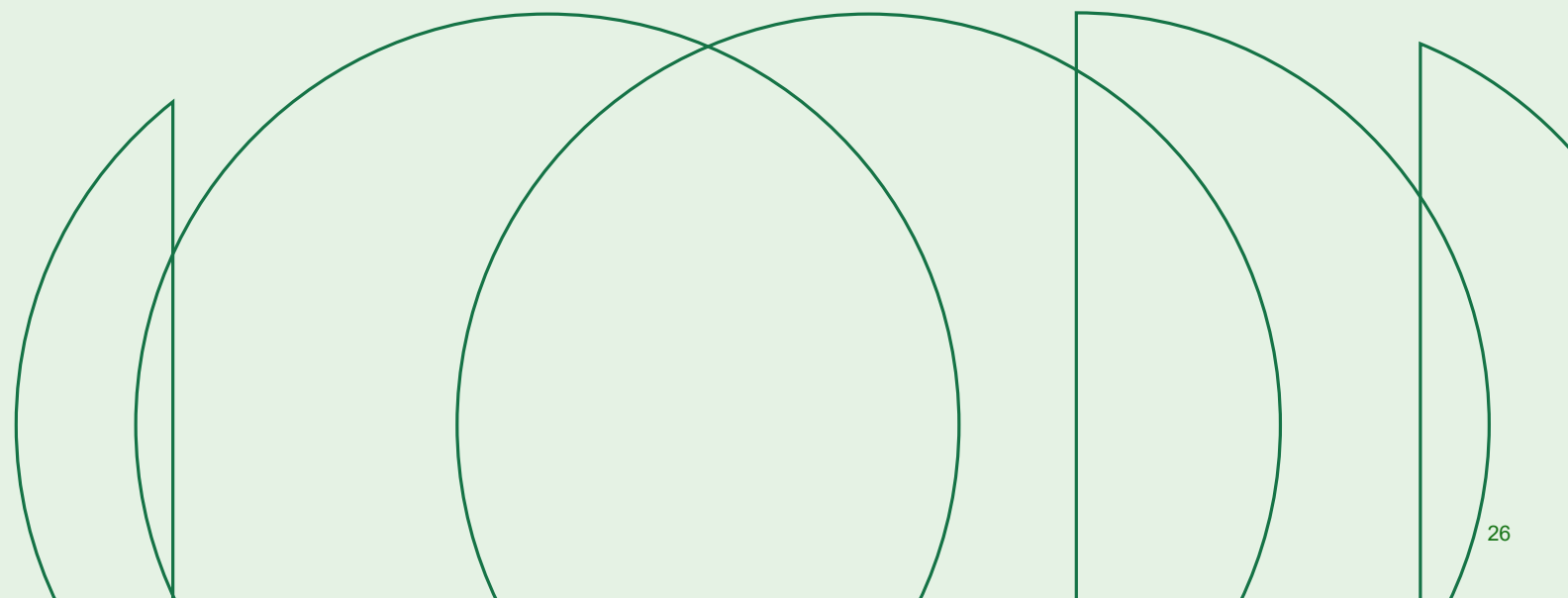
**Objective 2**  
Advance opportunities in solving local and global challenges, especially in public health and the environment.

**Objective 3**  
Provide resources for scalable solutions that enable greater local and global impact.

Initiative Objective and Key Results	Status	Data	Progress Summary
<b>Preparations complete to have a nationally recognized undergraduate major and minor in Public Health &amp; Society (PH&amp;S).</b>			
50 students enrolled in PH&S minor.		17 students enrolled 2 courses taught	<p>Ten students (two Master's and eight undergraduate) have been appointed as ambassadors of the PH&amp;S program. They are supporting the program through supporting recruitment activities and gathering feedback from their peers to understand the needs of students and to inform advisory pathways.</p> <p>The minor in PH&amp;S is live, with two elective courses taught this fall.</p>
4 elective courses taught by PH&S faculty.			
Budget model for Arts & Sciences and SPH updated.			
Advancement identified, cultivated and solicited donors.			
Curricular and administrative hiring plan, including cross-department and cross-school appointments, approved by the Dean(s) and Provost.			
Program evaluation plan created.			
Marketing and communications plan implemented in collaboration with Arts & Sciences and University MarComm.			
<b>Approve recommendations for interdisciplinary public health research networks and create transition plans.</b>			
Recommendation for Institute for Public Health (IPH) Centers reviewed by the Dean.			<p>Dean Galea reviewed IPH recommendations in October. The Dean and Provost will now work with Center Directors to solidify transition plans.</p>
Recommendation for IPH Centers approved by the Office of the Provost.			
Transition plans created for movement of IPH public health assets.			

Here and Next

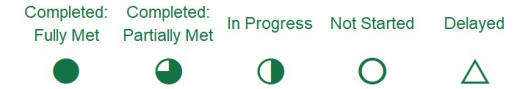
# People Pillar



# Faculty Development and Support

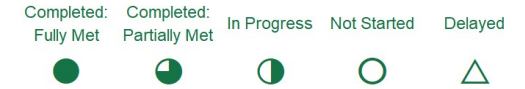
## Strategic Vision

Offer a world-class faculty experience by making WashU the ideal place for faculty to pursue their scholarship, teaching and career goals.



Here and Next Objectives	Initiative Objective and Key Results	Status	Data	Progress Summary
<p><b>Objective 6</b></p> <p>Promote development and support for students, staff and faculty, leading to equitable outcomes in their career, leadership and well-being.</p>	<p><b>Establish strategy and build infrastructure for equity-centered faculty recruitment, development and support opportunities.</b></p>			
	<p>Multi-year capacity building plan to enhance faculty development designed.</p>			
	<p>Financial and human resources required to build capacity of programming identified.</p>			
	<p>Communications strategy to raise awareness about available faculty development resources created in collaboration with schools.</p>			
	<p>Recruitment and Search Advisors (RASAs) utilized by 50% of the faculty search committees in 2024-2025.</p>			
	<p>Faculty resource/affinity groups convened 1 time each semester to foster social connection, inclusivity and well-being.</p>			
	<p>2 Center for the Improvement of Mentored Experiences in Research (CIMER)-based mentoring intensives offered to faculty members.</p>			
	<p>Inclusive pedagogy program, Creating Equitable &amp; Inclusive Learning Environments (CEILE), completed by 12 faculty members.</p>			

# Faculty Development and Support



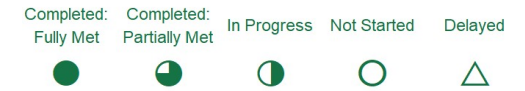
**Here and Next Objectives**

**Objective 6**

Promote development and support for students, staff and faculty, leading to equitable outcomes in their career, leadership and well-being.

Initiative Objective and Key Results	Status	Data	Progress Summary
<b>Increase participation and reach of current faculty leadership development programming.*</b>			
12-16 faculty members participated in the Faculty Transformational Leadership Institute (FTLI), in alignment with WashU Leads priorities.		23 applications	Six faculty coaches have been trained and faculty coaching fellows have been meeting monthly.
Faculty coaching program designed and piloted in collaboration with faculty members, Bauer Leaders Academy (BLA) and WashU Leads.			Collaboration with BLA is underway, with quarterly meetings of faculty and student coaches and leadership week planning in progress.
Collaboration opportunities identified with BLA and WashU Leads for faculty leadership development.			
<b>Initiate equitable culture and climate improvements for successful implementation.</b>			
Created all materials (i.e., rollout plan, presentations, resources, implementation guidebooks, website) for a successful awareness campaign to pilot the Equity & Inclusive Excellence Framework with faculty.			Resource creation for the Equity Framework awareness campaign is underway, with individual-level materials completed and department/school-level resources still being gathered. Capacity constraints have slowed progress, but website, guidebook, and other materials are in development.
Commitment received from at least 3 schools/units to initiate action planning of the Framework.			
Finalized resources and website for launch of the Framework awareness campaign.			

# Faculty Development and Support



**Here and Next Objectives**

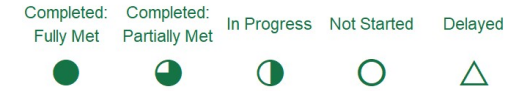
**Objective 6**

Promote development and support for students, staff and faculty, leading to equitable outcomes in their career, leadership and well-being.

Initiative Objective and Key Results	Status	Data	Progress Summary
<b>Build an infrastructure for enhancing faculty racial and gender equity, civic mindfulness and well-being through Advancing Intersectionality through civic Mindfulness (AIM) for Equity (NSF ADVANCE Institutional Transformation grant).</b>			
AIM for Equity team hired and shared financial investment with the Office of the Provost established.			<p>The AIM for Equity team is being assembled with a program manager position posted and a graduate assistant being hired in the interim.</p> <p>A ramp-up program for the civic mindfulness curriculum is in development.</p> <p>The center’s location is confirmed with plans to open once key hires are completed.</p>
Civic mindfulness curriculum and implementation plan developed.			
Leadership institute developed and commitment from participants of the first cohort garnered.			
Website and communication plan established in partnership with MarComm.			
AIM for Equity Center location identified and center launched.			
<b>Strengthen supports for teaching, research and practice (TRP) faculty equity and professional development.</b>			
Piloted workload equity planning for TRP faculty with 3 departments/schools based on 2022 Service Equity Task Force Report Recommendations.			<p>Workload equity planning for TRP faculty is underway, with initial meetings held with select Arts &amp; Sciences department chairs to discuss obstacles. Meetings are scheduled with Vice Deans for late October to discuss TRP promotion pathways.</p>
Worked with the Danforth Schools to enhance communication and clarity of TRP faculty promotion pathways.			



# Graduate and Professional Education



## Strategic Vision

Enable WashU graduate and professional schools to enhance research and education by advancing curriculum, recruitment, the graduate student experience and WashU’s global presence.

### Here and Next Objectives

#### Objective 5

Position students to excel in a rapidly changing world by advancing academic distinction in our education and offering a premier student experience.

#### Objective 6

Promote development and support for students, staff and faculty, leading to equitable outcomes in their career, leadership and well-being.

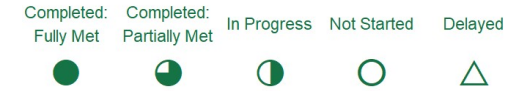
#### Objective 7

Prioritize educational access and foster inclusive excellence to advance student success.

Initiative Objective and Key Results	Status	Data	Progress Summary
<b>Increase research partnerships and diversity in graduate student recruitment through global and regional engagement.*</b>			
Assistant vice provost and staff hired to engage in global and graduate recruitment.			The Global and Graduate teams are hiring an assistant vice provost for graduate education and international affairs and an assistant vice provost for global research to support regional and global engagement. A program manager for global initiatives and strategy began in October.
Global Advisory Council convened quarterly to provide input on strategy and implementation plans.			
Regional and global engagement strategy approved and funded by the Office of the Provost.			
Implementation plan and resources to centrally coordinate international travel across schools identified and funded.			
<b>Increase supports for graduate students to engage in research, secure research fellowships and support training grants.</b>			
Communications plan to enable transparency and raise awareness about available resources created in collaboration with MarComm and schools.			The Danforth Task Force on Climate and Culture released its final report on improving faculty-mentee interactions. An implementation task force will act on key recommendations over the next 18 months, including reviewing ombuds services and hosting a campus community forum.
Danforth Task Force on Culture & Climate recommendations implemented and funded.			
Through The Graduate Center, fellowship funding application support (e.g., Fulbright) piloted with 10 students.			
Organized and piloted new supports to submit 3 center grants that support research training and training grants.			

\* Shared with Global Initiatives

# Graduate and Professional Education



Initiative Objective and Key Results	Status	Data	Progress Summary
<b>Implement doctoral program review recommendations.</b>			
Rubric and feedback loop for doctoral program reviews standardized.			A rubric and plan for process improvements on doctoral program reviews has been approved by the Doctoral Council. Recommendations with action plans have all been sent either to departments or are under Provost review.
Scope of work established for the new assistant vice provost for graduate education.			
External review process for doctoral programs established.			
Recommendations from Year 1 and 2 reviews tracked and evaluated.			

## Here and Next Objectives

### Objective 5

Position students to excel in a rapidly changing world by advancing academic distinction in our education and offering a premier student experience.

### Objective 6

Promote development and support for students, staff and faculty, leading to equitable outcomes in their career, leadership and well-being.

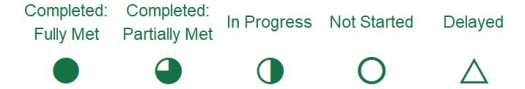
### Objective 7

Prioritize educational access and foster inclusive excellence to advance student success.

# Staff Talent Initiatives

## Strategic Vision

Make WashU an ideal place for staff by fostering a culture of talent management and cultivating leadership development and effectiveness.



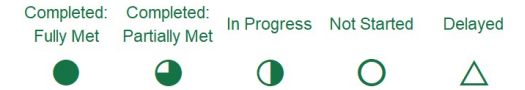
**Here and Next Objectives**

**Objective 6**

Promote development and support for students, staff and faculty, leading to equitable outcomes in their career, leadership and well-being.

Initiative Objective and Key Results	Status	Data	Progress Summary
<b>Improve systems and process for selecting, assessing, developing and retaining staff talent.</b>			
Aligned to a staff Talent Model, piloted Talent Council concept in 2 organizations, using associated materials and content.			The second phase of the Talent Model, the assess portion, has begun.  Pilot of performance management system is underway with Office of the Executive Vice Chancellor for Administration’s team.  Inputs are being gathered for a needs analysis to support West County providers.
All non-Workday performance management forms and guidance hosted by HR have been updated to use the same scales and rating systems.			
Created a differentiated benefit plan developed for West County providers.			
<b>Increase staff engagement in the Institute for Leadership Excellence (ILE).*</b>			
Integrated WashU Leads shared mental model into ILE programs.			An initial meeting with Andrew Knight discussed integrating WashU Leads into ILE.  The 2024-2025 ILE cohort was selected in July, and participation is underway. So far, two new leaders have joined Leaders Teaching Leaders.
60 staff invited to participate in 2024-2025 ILE programs.		60 invited	
At least 95% of the 2024-2025 ILE participants retained.			
33% of the leaders invited to participate as a 2024-2025 ILE Leaders Teaching Leaders were newly engaged WashU community members.			

# Staff Talent Initiatives



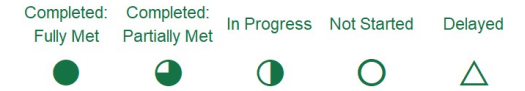
**Here and Next Objectives**

**Objective 6**

Promote development and support for students, staff and faculty, leading to equitable outcomes in their career, leadership and well-being.

Initiative Objective and Key Results	Status	Data	Progress Summary
<b>Increase the quality of experience for ILE Community members.*</b>			
25% of capstone projects directly tied to Here and Next priorities and objectives.		100% of projects aligned	Ten capstone projects are in progress, all aligned with Here and Next priorities.
Improved quality of manager relationship between manager and ILE to result in better manager support of ILE participant, measured by survey results from program end 2024 and 2025.			Manager relationships and participant support are being improved, with outcomes expected later.
Developed a baseline assessment of the quality of learning experience by measuring learning outcomes.			Learning objectives and reflection activity planning, including tools, are complete.
Improved individual reflection activities to better equip participants with a framework to achieve leadership development goals as measured by the comparison of 2024 Individual Leadership Development Plan (ILDLP) results with the new 2025 Action Workbook and Individual Leadership Strategy.			
<b>Increase the number of development opportunities offered through Learning &amp; Development (L&amp;D).</b>			
Offered manager orientation for new managers (virtual monthly, in-person bi-monthly).			Manager orientation began in July and will continue through the fiscal year.
Offered an increased number of L&D curriculum classes by 25% with focus on non-management staff employees.			A needs analysis for non-management staff is underway, with a pilot planned for November.
New Employee Orientations (NEO) expanded to postdocs and fellow offerings.			Efforts to refine postdoc and fellow orientation are ongoing.

# Staff Talent Initiatives



Initiative Objective and Key Results	Status	Data	Progress Summary
<p><b>Increase the number of staff participating in development opportunities offered through L&amp;D.</b></p>			
<p>A training participation rate between 70% to 80% per class achieved.</p>			<p>Expanding offerings and adjusting class length are being explored, as virtual classes have better attendance.</p> <p>Participation rates are on track to remain high by the end of the year, with satisfaction scores at 4.51 this fall.</p>
<p>Increased participation by 10% to 25% in overall L&amp;D curriculum offerings.</p>			
<p>Achieved participant satisfaction score of at least 4.25 out of 5.00 on core curriculum offerings.</p>			

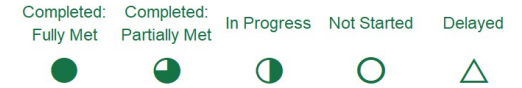
## Here and Next Objectives

### Objective 6

Promote development and support for students, staff and faculty, leading to equitable outcomes in their career, leadership and well-being.

# Student Affairs

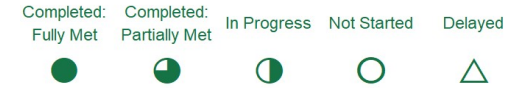
## Strategic Vision



Teach students today who will transform the world tomorrow through Belonging, Career Development, EDI, Healthy Excellence and Leadership.

Here and Next Objectives	Initiative Objective and Key Results	Status	Data	Progress Summary
<p><b>Objective 6</b></p> <p>Promote development and support for students, staff and faculty, leading to equitable outcomes in their career, leadership and well-being.</p> <p><b>Objective 7</b></p> <p>Prioritize educational access and foster inclusive excellence to advance student success.</p>	<p><b>Ensure students have access and social capital to the resources they need to learn, grow and flourish; foster honest conversation and encourage the fair exchange of ideas.</b></p> <hr/> <p>Metrics to track Sense of Belonging and usage of campus resources incorporated into weekly assessment completed by students enrolled in Bearprints for Success.</p> <p>System for understanding which students are not meaningfully involved in campus programs, organizations and activities developed by Research &amp; Analytics team.</p> <p>Increased number of Dialogue Across Difference (DxD) workshops offered to the campus community.</p>	<p></p> <p></p> <p></p>		<p>Sense of Belonging results are expected in 2025.</p> <p>A system to identify uninvolved students has been developed but won't be useful until year-end data is collected.</p> <p>DxD workshop participation from the first quarter of AY24-25 tripled in comparison to the same timepoint last year.</p>

# Student Affairs



**Here and Next Objectives**

**Objective 6**

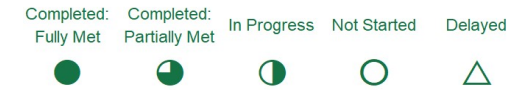
Promote development and support for students, staff and faculty, leading to equitable outcomes in their career, leadership and well-being.

**Objective 7**

Prioritize educational access and foster inclusive excellence to advance student success.

Initiative Objective and Key Results	Status	Data	Progress Summary
<b>Chart a course for career discovery and create pathways to meaningful and competitive employment opportunities throughout our students' lives.</b>			
Increased industry leaders recruiting WashU students.			Industry recruitment has expanded with 16 Bear Treks hosted compared to eight last year. Handshake employer postings increased by 91%.  Career Communities have 6,372 students participating, including 4,969 undergraduates and 1,358 graduate business students.
Increased number of students participating in a Career Community.			
<b>Increase access and inclusion and build understanding of all lived experiences.</b>			
New programs for first-generation or limited-income (FGLI) students implemented by The Taylor Family Center for Student Success.			New programs for FGLI students include seminars on academic success, financial literacy, and family engagement.  The Center for Diversity and Inclusion is developing assessments to measure cultural understanding, working to overcome survey administration barriers.
Extent to which students developed an understanding of various cultures and identities, especially those that are different from their own, measured by The Center for Diversity and Inclusion.			

# Student Affairs



**Here and Next Objectives**

**Objective 6**

Promote development and support for students, staff and faculty, leading to equitable outcomes in their career, leadership and well-being.

**Objective 7**

Prioritize educational access and foster inclusive excellence to advance student success.

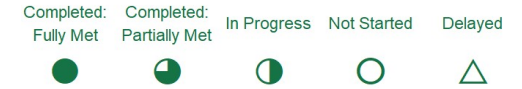
Initiative Objective and Key Results	Status	Data	Progress Summary
<b>Improve student well-being throughout their WashU experience.</b>			
Continued progress on a new health and well-being center.			<p>Progress on budgeting and fundraising for the new health and well-being center continues.</p> <p>A tool to track "unhealthy outcomes" has been developed, with data expected by summer.</p> <p>Attendance tracking methods for health programs are in place, and barriers to administration are being addressed.</p>
"Unhealthy outcomes" for WashU students to track on national assessments administered to clinical populations and the entire student body identified.			
Methods for capturing attendance at programs, events and workshops teaching healthy habits to our students improved.			
Support through WashU Cares for students returning from Medical Leave of Absence to keep them on track toward successful degree completion strengthened.			
<b>Develop an experiential learning series that enhances students understanding of leadership skills and impact.</b>			
Statement that articulates individual purpose and guiding values; an appreciation of convergent and competing value systems in society; an understanding of how their values, purpose and identity affect the larger community produced by 100% of first-year undergraduate students.		90% of students	Ninety percent of first-year students (1,682) completed the Purpose Statement activity.
Gallup Strengths assessment completed by 100% of first-year undergraduate students.		84% of students	Eighty-four percent (1,560) completed the Gallup Strengths Assessment.



# Undergraduate Education

## Strategic Vision

Equip talented students from diverse backgrounds to excel in a rapidly changing world by helping them build and demonstrate their capacity to generate transformative solutions to complex challenges.



**Here and Next Objectives**

**Objective 5**

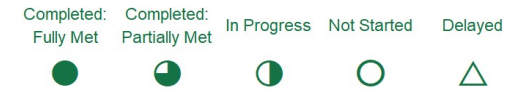
Position students to excel in a rapidly changing world by advancing academic distinction in our education and offering a premier student experience.

**Objective 7**

Prioritize educational access and foster inclusive excellence to advance student success.

Initiative Objective and Key Results	Status	Data	Progress Summary
<b>Articulate an overarching strategy for a transformative and distinctive WashU Undergraduate Education, along with a path for equitable implementation.</b>			
Strategy and multi-year implementation plan that links university-wide educational goals and concrete initiatives to critical and measured student learning outcomes developed.			Peter Boumgarden was hired as Assistant Vice Provost to advance the Undergraduate Commission strategy.
2 assistant vice provosts who will enact the strategic implementation of this work hired.			
Cross-university working group convened to engage in the implementation of this work through 2 semesterly meetings and asynchronous updates.		1 meeting held	
Strategy deployed at faculty meetings in 4 schools to enhance buy-in and elicit feedback.			
Report on Undergraduate Education Commission overarching strategy and key results delivered to Board.			

# Undergraduate Education



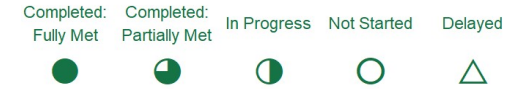
**Here and Next Objectives**

**Objective 5**  
Position students to excel in a rapidly changing world by advancing academic distinction in our education and offering a premier student experience.

**Objective 7**  
Prioritize educational access and foster inclusive excellence to advance student success.

Initiative Objective and Key Results	Status	Data	Progress Summary
<b>Determine how WashU uniquely develops shared academic foundations and key skills for civic leadership in all students across 6 identified areas.</b>			
Measurable learning objectives for each of the 6 skill areas identified with school leadership on the cross-university working group.			<p>The team met with the Advisory Committee in October to advance progress on measurable learning objectives.</p> <p>Tentative additional timepoints where student attitudes can be measured include at a January event, the end of spring 2025 and fall 2026.</p>
Inventory of existing courses and experiences that meet identified learning objectives generated across the university.			
Critical school-specific curricular additions to implement over the next 3 years in each of the 6 areas determined.			
2-3 exemplar experiences designed to achieve particular learning objectives piloted.			
Baseline measurements of student attitudes (worldview complexity, sense of purpose) from class of 2028 obtained.			
3 additional timepoints (e.g., declaration of major) determined where student attitudes can be measured and data collection approved.			

# Undergraduate Education



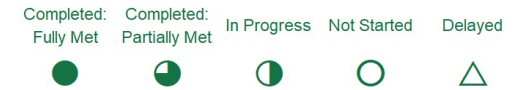
**Here and Next Objectives**

**Objective 5**  
Position students to excel in a rapidly changing world by advancing academic distinction in our education and offering a premier student experience.

**Objective 7**  
Prioritize educational access and foster inclusive excellence to advance student success.

Initiative Objective and Key Results	Status	Data	Progress Summary
<b>Define and implement a WashU model for exploring, finding and articulating purpose and impact.*</b>			
Academically grounded WashU framework for the development of a student’s purpose and opportunities for impact created.			The team is building out the WashU framework for the development of students' purpose and opportunities for impact based on the Purpose & Impact Committee foundations.
Tool identified that helps students reflect upon and be in dialogue with others about their vision for purpose and opportunities for impact.			
Developed strategy to support student translation of reflective insights to career planning, in partnership with schools, Bauer Leadership Center, the Writing Center, the Center for Career Engagement and Student Affairs.			
Measured impact of 2 pilot interventions on developing a student’s sense of purpose and opportunities for impact, within context of students’ tracked campus engagement.			

# Undergraduate Education



**Here and Next Objectives**

**Objective 5**  
Position students to excel in a rapidly changing world by advancing academic distinction in our education and offering a premier student experience.

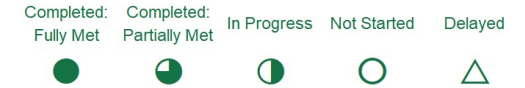
**Objective 7**  
Prioritize educational access and foster inclusive excellence to advance student success.

Initiative Objective and Key Results	Status	Data	Progress Summary
<b>Establish an infrastructure to continuously improve key student outcomes through pedagogical interventions related to equity and excellence.</b>			
Student data sources incorporated into a centralized sharable data hub to facilitate consistent student success analyses.			The shareable data hub prototype and a model for sharing external transfer data have been developed in partnership with Admissions.
Accessibility to department- and student body-level data increased through creation of graduation/retention dashboard and departmental reports.			
Feedback loop implemented in 2 departments (Computer Science and Chemistry) and department-level approach piloted in Math and Biology.			
Early alert for disengaged students pilot completed.			
Recommendations for mitigating external transfers developed.			
Learning Center coaching model for academic skill development piloted with 5 coaches, supporting 50 students.		4 coaches and 25 students	
<b>Implement necessary procedures for academic integrity and accreditation process.</b>			
New standardized academic integrity processes deployed across undergraduate schools, and adjustments for AY25-26 determined by Academic Integrity Board.			The Academic Integrity Board will convene at year's end, with new policies operationalized for all cases.
Complied with the Higher Learning Commission 2024-2025 accreditation process.			Accreditation evidence was submitted to the Higher Learning Commission, with a decision expected later this year.

# WashU Leads

## Strategic Vision

Create a WashU model of leadership, empower our community to build leadership capabilities and become an institution renowned for leadership development.



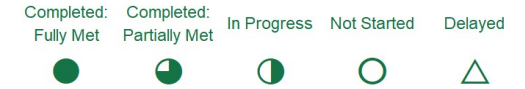
### Here and Next Objectives

#### Objective 6

Promote development and support for students, staff and faculty, leading to equitable outcomes in their career, leadership and well-being.

Initiative Objective and Key Results	Status	Data	Progress Summary
<b>Raise awareness around a shared mental model of WashU’s distinctive perspective on leadership—that effective leadership (a) is purpose-driven, (b) comprises character and capability and (c) is not limited to those who hold a formal leadership role.</b>			
A statistically significant increase in WashU community members' understanding of how WashU conceptualizes leadership achieved.			Andrew Knight shared the mental model with the community during Leadership Week (October 23-25). Pre-assessments have begun for students in leadership programs and will continue as enrollment grows.
A statistically significant increase in WashU community members' understanding of how WashU develops leaders achieved.			
<b>Scale the reach of leadership development across the University’s undergraduate program.</b>			
Purpose statement that articulates individual purpose and guiding values; an appreciation of convergent and competing value systems in society; and an understanding of how their values, purpose and identity affect the larger community produced by 100% of first-year undergraduate students.		90% of students	Integrating the BLA leadership model into classes has begun across Arts & Sciences, Olin, McKelvey, and Sam Fox.
Gallup Strengths assessment completed by 100% of first-year undergraduate students.		84% of students	
The Bauer Leadership Academy (BLA) leadership model and core leadership skills presented to incoming first-year students in 4 undergraduate schools.			
1.5% of undergraduate students participated in the BLA Leadership Coaching program.		1.6% of students	
5% of undergraduate students participated in BLA programs.		26% of students	

# WashU Leads



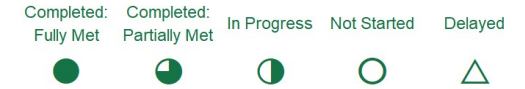
**Here and Next Objectives**

**Objective 6**

Promote development and support for students, staff and faculty, leading to equitable outcomes in their career, leadership and well-being.

Initiative Objective and Key Results	Status	Data	Progress Summary
<b>Integrate a shared model of WashU’s distinctive perspective of leadership through partnerships with faculty, staff and students.</b>			
BLA purpose and leadership model incorporated into 1 major staff development program.			Content was created to incorporate the purpose and leadership model into Olin Chancellor's Fellowship programming.
BLA purpose and leadership model incorporated into 1 major faculty development program.			
BLA purpose and leadership model incorporated into 1 major graduate student development program.			
BLA purpose and leadership model incorporated into 1 Undergraduate Commission pilot.			
<b>Innovate evidence-based student leadership development programs through experiments, pilots and research partnerships.</b>			
Program effectiveness for developing leaders of character and capability assessed for 5 new experimental programs.			
Infrastructure built by completing 5 major assessments with the Bauer Leadership Center.			
Bauer Leadership Center work presented at 3 leadership development conferences.			
3 articles for publication in academic or industry outlets submitted.			

# WashU Leads



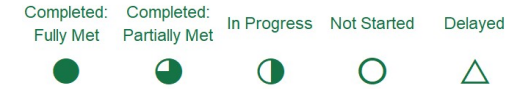
**Here and Next Objectives**

**Objective 6**

Promote development and support for students, staff and faculty, leading to equitable outcomes in their career, leadership and well-being.

Initiative Objective and Key Results	Status	Data	Progress Summary
<b>Secure resources for the long-term sustainability of the BLA.</b>			
Financial commitments from additional donors explored.			Advancement and university leadership have identified BLA giving opportunities and are engaging potential donors.
1 new grant or award from an institutional funder secured.			
Advancement and university leadership identified BLA giving opportunities and pursued conversations with potential donors.			
<b>Increase staff engagement in the Institute for Leadership Excellence (ILE).*</b>			
Integrated WashU Leads shared mental model into ILE programs.			An initial meeting with Andrew Knight discussed integrating WashU Leads into ILE.  The 2024-2025 ILE cohort was selected in July, and participation is underway. So far, two new leaders have joined Leaders Teaching Leaders.
60 staff invited to participate in 2024-2025 ILE programs.		60 invited	
At least 95% of the 2024-2025 ILE participants retained.			
33% of the leaders invited to participate as a 2024-2025 ILE Leaders Teaching Leaders were newly engaged WashU community members.			

# WashU Leads



**Here and Next Objectives**






**Objective 6**

Promote development and support for students, staff and faculty, leading to equitable outcomes in their career, leadership and well-being.

Initiative Objective and Key Results	Status	Data	Progress Summary
<b>Increase the quality of experience for ILE Community members.*</b>			
25% of capstone projects directly tied to Here and Next priorities and objectives.		100% of projects aligned	Ten capstone projects are in progress, all aligned with Here and Next priorities.
Improved quality of manager relationship between manager and ILE to result in better manager support of ILE participant, measured by survey results from program end 2024 and 2025.			Manager relationships and participant support are being improved, with outcomes expected later.
Developed a baseline assessment of the quality of learning experience by measuring learning outcomes.			
Improved individual reflection activities to better equip participants with a framework to achieve leadership development goals as measured by the comparison of 2024 Individual Leadership Development Plan (ILDLP) results with the new 2025 Action Workbook and Individual Leadership Strategy.			Learning objectives and reflection activity planning, including tools, are complete.
<b>Increase participation and reach of current faculty leadership development programming.**</b>			
12-16 faculty members participated in the Faculty Transformational Leadership Institute, in alignment with WashU Leads priorities.		23 applications	Six faculty coaches have been trained and faculty coaching fellows have been meeting monthly.
Faculty coaching program designed and piloted in collaboration with faculty members, BLA and WashU Leads.			Collaboration with BLA is underway, with quarterly meetings of faculty and student coaches and leadership week planning in progress.
Collaboration opportunities identified with the BLA and WashU Leads for faculty leadership development.			







# WashU Leads

Completed: Fully Met  Completed: Partially Met  In Progress  Not Started  Delayed 

**Here and Next Objectives**

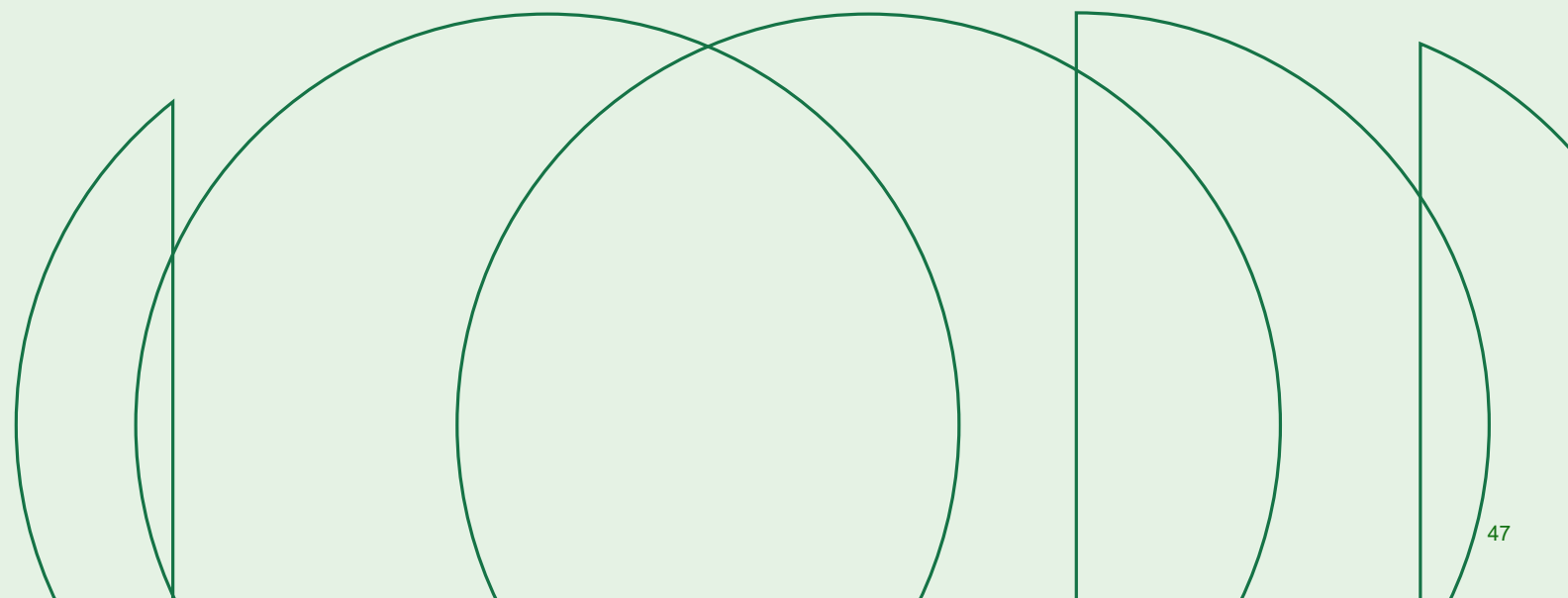
**Objective 6**

Promote development and support for students, staff and faculty, leading to equitable outcomes in their career, leadership and well-being.

Initiative Objective and Key Results	Status	Data	Progress Summary
<b>Define and implement a WashU model for exploring, finding and articulating purpose and impact.*</b>			
Academically grounded WashU framework for the development of a student’s purpose and opportunities for impact created.			The team is building out the WashU framework for the development of students' purpose and opportunities for impact based on the Purpose & Impact Committee foundations.
Tool identified that helps students reflect upon and be in dialogue with others about their vision for purpose and opportunities for impact.			
Developed strategy to support student translation of reflective insights to career planning, in partnership with schools, Bauer Leadership Center, the Writing Center, the Center for Career Engagement and Student Affairs.			
Measured impact of 2 pilot interventions on developing a student’s sense of purpose and opportunities for impact, within context of students’ tracked campus engagement.			

Here and Next

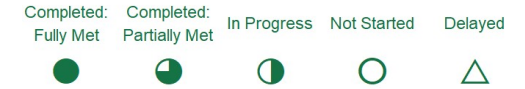
# Community Pillar



# Global Initiatives

## Strategic Vision

Enhance student recruitment and increase the impact of our scholarly activity through deep, meaningful engagement with key global regions.



### Here and Next Objectives

#### Objective 1

Position faculty and departments to increase research productivity and collaboration across schools by enhancing infrastructure, incentives, policies, hiring and research tools, including digital capabilities.

#### Objective 2

Advance opportunities in solving local and global challenges, especially in public health and the environment.

#### Objective 7

Promote development and support for students, staff and faculty, leading to equitable outcomes in their career, leadership and well-being.

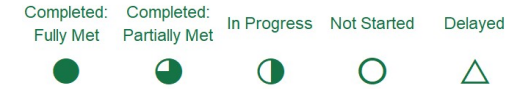
#### Objective 11

Approach operational decisions and institutional partnerships with greater intentionality to achieve equitable impact in our city, state, region and globe.

Initiative Objective and Key Results	Status	Data	Progress Summary
<b>Increase research partnerships and diversity in graduate student recruitment through global and regional engagement.*</b>			
Assistant vice provost and staff hired to engage in global and graduate recruitment.			The Global and Graduate teams are hiring an assistant vice provost for graduate education and international affairs and an assistant vice provost for global research to support regional and global engagement. A program manager for global initiatives and strategy began in October.
Global Advisory Council convened quarterly to provide input on strategy and implementation plans.			
Regional and global engagement strategy approved and funded by the Office of the Provost.			
Implementation plan and resources to centrally coordinate international travel across schools identified and funded.			
<b>Deploy global research seed funding.</b>			
15 seed grants awarded to global research studies (5 through Here and Next seed funding, 10 through Global seed funding).			The McDonnell International Scholars Academy has received 54 Global Incubator Seed Grant Proposals. They will fund 15-20 projects, with decisions announced in late November.  All seed-funded projects are now integrated with InfoReady to track and report on the impact of these projects.
Seed funding awards integrated within standard tool (InfoReady).			

\* Shared with Graduate and Professional Education

# Global Initiatives



Initiative Objective and Key Results	Status	Data	Progress Summary
<b>Deploy Global Research Scholars Network.</b>			
5 international visiting scholars hosted in St. Louis.		3 scholars hosted	Three international scholars were hosted this fall, with plans in place to host seven total scholars for this academic year.
Implementation plan for sending 3 short-term WashU scholars internationally established.			
<b>Improve recruitment and supports for international students and scholars.</b>			
Review of McDonnell International Scholars Academy completed.			The team for the McDonnell International Scholars Academy review has been identified, with completion expected in April. A unified English Language Proficiency Policy now applies to all WashU academic programs, replacing individual program policies.
Recommendations for improving supports to international students and scholars approved by Vijay Ramani.			
Success of new English Language Proficiency Policy assessed in partnership with the Office for International Students and Scholars (OISS).			

## Here and Next Objectives

### Objective 1

Position faculty and departments to increase research productivity and collaboration across schools by enhancing infrastructure, incentives, policies, hiring and research tools, including digital capabilities.

### Objective 2

Advance opportunities in solving local and global challenges, especially in public health and the environment.

### Objective 7

Promote development and support for students, staff and faculty, leading to equitable outcomes in their career, leadership and well-being.

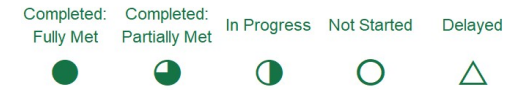
### Objective 11

Approach operational decisions and institutional partnerships with greater intentionality to achieve equitable impact in our city, state, region and globe.

# In St. Louis, For St. Louis

## Strategic Vision

Create real, lasting impact and opportunity “In St. Louis, For St. Louis” (ISLFSL) by drawing upon the power of our mission, our strength as an economic anchor and our role as a local talent magnet.



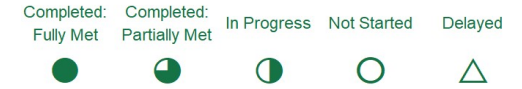
### Here and Next Objectives

#### Objective 11

Approach operational decisions and institutional partnerships with greater intentionality to achieve equitable impact in our city, state, region and globe.

Initiative Objective and Key Results	Status	Data	Progress Summary
<b>Develop system for ongoing community dialogue and feedback.</b>			
Mechanism for inbound comments and suggestions from community members established.	△		The Office of the Chancellor has hired a new assistant director for community engagement who will primarily be responsible for this objective. This individual will start in January 2025.
Quarterly listening sessions held.	○		
<b>Increase clarity of shared strategy and how it will be measured.</b>			
Categories to quantify community benefit identified.	◐		A theory of change and logic model to describe ISLFSL activities, intended outcomes, and long-term impact has been developed with input from a board taskforce and internal advisory committee.
Logic Model and Theory of Change approved by Board Office.	◐		
Initial performance indicators approved by Board Committee.	◐		
Final evaluation plan received from Brown School Evaluation Center.	◐		

# In St. Louis, For St. Louis



## Here and Next Objectives

### Objective 11

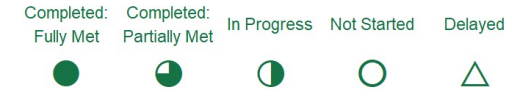
Approach operational decisions and institutional partnerships with greater intentionality to achieve equitable impact in our city, state, region and globe.

Initiative Objective and Key Results	Status	Data	Progress Summary
<b>Build and sustain a team to support internal communication and collaboration.</b>			
Program Coordinator hired to increase team capacity.			The Office of the Chancellor has hired a new assistant director instead of a program coordinator. This individual will start in January 2025.
<b>University-wide outreach and engagement ecosystem is accessible online.</b>			
University-wide outreach and engagement inventory completed.			ISLFSL is sponsoring a capstone project with a cohort of staff leaders in the Institute for Leadership Excellence to develop a recommended process to systematically identifying partners across the university.
Outreach and engagement map live.			
<b>Foster greater understanding of how WashU is working within the St. Louis region.</b>			
Community outreach and engagement efforts increased.			ISLFSL has increased community engagement through staffing community events, coordinating participation at local fundraisers and representing WashU in associations and on boards.  External newsletters are active and receiving high open rates (55-59%).
Community-facing newsletter issued on monthly basis.		2 newsletters issued	
Internal sponsorship strategy shared with key internal stakeholders.			

# Operations Initiatives

## Strategic Vision

Approach our operational decisions with greater intentionality by advancing sustainability in university operations and enabling economically impactful supplier diversity.



### Here and Next Objectives

#### Objective 3

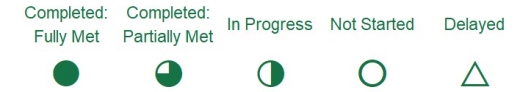
Provide resources for scalable solutions that enable greater local and global impact.

#### Objective 11

Approach operational decisions and institutional partnerships with greater intentionality to achieve equitable impact in our city, state, region and globe.

Initiative Objective and Key Results	Status	Data	Progress Summary
<b>Enhance and expand Supplier Diversity network.</b>			
Increased supplier registration on Supplier Diversity website by 10% over FY24.			Supplier registration increased after being highlighted at several events.
Registered 10 new suppliers (40 total) in each of the following industry areas: Research and Development, lab and medical equipment and supplies, transportation and professional services.		37 new suppliers	There were 47 new businesses registered in FY25. Notably, 37 of the FY25 registrants were in focus industries, mainly professional services.
Hosted 3 WashU industry specific engagement events.		1 hosted	
Hosted/supported 3 external industry specific engagement events.		2 supported	
<b>Strengthen awareness and value of diverse owned businesses by implementing engagement and education strategy across the University.</b>			
Conducted quarterly Supplier Diversity Council meetings with university leaders and stakeholders.			The last quarterly Council meeting occurred in September.
Distributed 2 Supplier Diversity newsletters to WashU subscribers and external partners.			Meetings with MarComm to support the next newsletter's publication are ongoing.
Conducted 4 workshops and/or webinars to educate students, staff and faculty about the importance and benefits of supplier diversity.			A consultant is being hired to assist with workshop development, and discussions are ongoing regarding curriculum support and refining survey methods.
Conducted 3 surveys (pre-event, post-event and annual) to measure awareness and the effectiveness of Supplier Diversity and its tools.			

# Operations Initiatives



Initiative Objective and Key Results	Status	Data	Progress Summary
<b>Enhance Olin School of Business Center for Experiential Learning (CEL) Diverse Owned Business Pipeline Initiative.</b>			
Developed and received approval for strategy that will increase and enhance support to businesses, applying, entering and exiting the CEL program.			Supplier Diversity and Olin CEL representatives meet weekly to discuss the development of a strategic plan. A whiteboarding session was held in late October with Olin stakeholders to solidify the approach.
Secured participation of 3 diverse owned businesses in the CEL program that align with WashU's procurement needs.			
<b>Identify and assess barriers that hinder the participation, growth and success of small and diverse-owned businesses within our procurement processes.</b>			
Engaged with at least 5 key stakeholder groups (internal and external), including but not limited to Supplier Diversity Council members, Purchasing Services and small and diverse-owned businesses to gather insights to support barrier assessment.			During the September Council meeting, barriers that hinder participation were identified and a sub-team was formed to assist in this effort. Additional stakeholder groups will be engaged over time to help identify these barriers.
Identified 3 specific barriers to address as a result of a comprehensive assessment of potential barriers in WashU procurement process.			
Developed and received approval for a strategy to address identified barriers.			

## Here and Next Objectives

### Objective 3

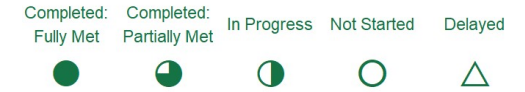
Provide resources for scalable solutions that enable greater local and global impact.

### Objective 11

Approach operational decisions and institutional partnerships with greater intentionality to achieve equitable impact in our city, state, region and globe.



# Operations Initiatives



Initiative Objective and Key Results	Status	Data	Progress Summary
<b>Continue to advance energy efficiency, electrification and emissions reductions throughout university operations.</b>			
4 buildings prepared for future heat recovery chiller connections (Cupples II, Seigle, Simon, DUC).			The design team for heat recovery chillers is progressing.
LED lighting conversions completed in 4 additional Danforth Campus buildings.			Materials have been ordered for LED lighting conversions.
10 electric shuttles and 10 departmental electric vehicles added to the fleet.		10 shuttles ordered	North Campus chargers were delivered and construction is underway.
Build-out of the North Campus EV fast-charging depot completed, leveraging tax credits.			Locations determined, Ameren rebate allocated, Level 2 chargers ordered, and construction is underway.
20 Level 2 charging ports for fleets, commuters and residents added, leveraging tax credits and Ameren rebates.			
<b>Develop the vision, strategy and priorities for the next phase of institutional sustainability initiatives.</b>			
Sustainability strategic planning process restarted.			The sustainability strategic planning process has restarted with discussions focused on achieving the Association for the Advancement of Sustainability in Higher Education (AASHE) STARS Platinum certification. An initial roadmap is developed, with further analysis ongoing.
Pathway to achieve Sustainability Tracking, Assessment & Rating System (STARS) Platinum certification mapped.			
Recruited and onboarded 3 full-time and 6 part-time AmeriCorps members to expand university and community sustainability initiatives, laying the groundwork for future impact-based OKRs.		6 hired	Three full-time and three part-time AmeriCorps members have been hired, with additional part-time roles starting in summer.

## Here and Next Objectives

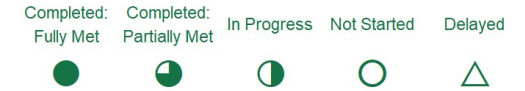
### Objective 3

Provide resources for scalable solutions that enable greater local and global impact.

### Objective 11

Approach operational decisions and institutional partnerships with greater intentionality to achieve equitable impact in our city, state, region and globe.

# Operations Initiatives



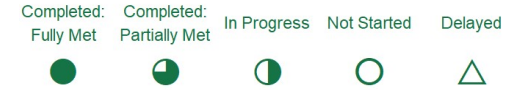
**Here and Next Objectives**

**Objective 3**  
Provide resources for scalable solutions that enable greater local and global impact.

**Objective 11**  
Approach operational decisions and institutional partnerships with greater intentionality to achieve equitable impact in our city, state, region and globe.

Initiative Objective and Key Results	Status	Data	Progress Summary
<b>Advance sustainable building and operational resilience.</b>			
Updated sustainable design standards for small projects published.			Sustainable design standards for both small and large projects are in progress.  The team is currently developing a pathway to achieve LEED Platinum certification for Riney Hall.
Sustainable design standards for large projects updated.			
Leadership in Energy and Environmental Design (LEED) Platinum certification for Arts & Sciences and the Career/Alumni buildings targeted.			
LEED Gold Standard evaluated for major new construction.			
<b>Digitally transform Energy and Utility Management through the deployment of EnergyCAP.</b>			
EnergyCAP fully implemented on the Danforth Campus to replace legacy energy management systems.			The EnergyCAP test was successful, and deployment on the Danforth Campus is underway.  Utility bill importation has been proven feasible, and work is focused on importing additional bills.  Real estate has expanded its engagement with EnergyCAP.  Discussions are ongoing to align on a Workday implementation strategy.
Utility bill import for all institutional utility accounts automated, allowing for central visibility, management and reporting of utility cost and usage for the first time.			
EnergyCAP pilot expanded to additional operating units.			
Integrate EnergyCAP with WorkDay in partnership with IT, WorkDay team and Accounts Payable completed.			
<b>Increase impact and revenue of the surplus property program.</b>			
Increased revenue by 25% Year Over Year (YOY).			A new AmeriCorps team member will dedicate 50% of their time to support efforts to increase revenue and recirculate goods.
Increased recirculated goods by 15% YOY.			

# School of Continuing and Professional Studies



## Strategic Vision

Support upward mobility and career advancement for St. Louisans by ensuring access to certificates and degrees that align with regional job market needs.

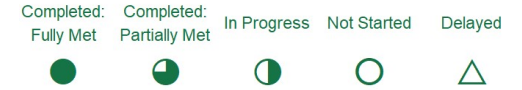
### Here and Next Objectives

#### Objective 10

Meet the education needs of modern learners aligned to the job market in our city, state and region.

Initiative Objective and Key Results	Status	Data	Progress Summary
<b>Increase retention and satisfaction from certificate and degree-earning students in the School of Continuing and Professional Studies (CAPS).</b>			
80% of continuing students enrolled in successive semesters throughout the year.		69% retainment	Student navigators are contacting current CAPS students who haven't registered for the spring semester to stimulate persistence.
Plan developed to identify and recruit non-degree seeking students for admission into degree programs.			
A feasibility study created aimed at eliminating non-degree status and replacing it with 2 categories: prospect degree-seeking and professional development.			
<b>Develop micro-credentials to deliver market-aligned skills to multiple stakeholder audiences in the St. Louis region.</b>			
Premier model and resource for institutional innovation and change designed for micro-credential program by Credential Lab Innovation Center Design Team staff and Higher Learning Commission Credential Lab staff.			Dean Armstrong has joined the committee defining professional track parameters.
Tailored professional certificate opportunities offered to 100 industry partners.			
Created 5 free mini seminars in specialized topics through Extend(Ed).			Information for the upcoming EDI professional certificate was shared with industry partners like Society for Human Resource Management of Greater St. Louis and STL Rethinks Talent.

# School of Continuing and Professional Studies



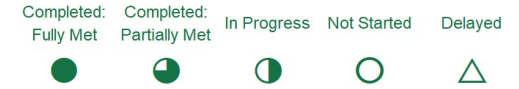
Initiative Objective and Key Results	Status	Data	Progress Summary
<b>Develop programs and student supports in response to the needs of the St. Louis region in collaboration with University community.</b>			
CAPS School Naming gift secured.			EL/EP was presented at the Online and Professional Education Association (UPCEA) and Council for Adult and Experiential Learning (CAEL) conferences.  CAPS applied for a grant with the U.S. Economic Development Administration in partnership with BioSTL's "Good Jobs Challenge."
Proposal submitted to the Missouri Department of Higher Education and Workforce Development for funding Prison Education Project expansion in partnership with other Missouri institutions of higher education.			
English Language/Empower Program (EL/EP) presented at 2 national conferences.		Presented at 2 conferences	
Workplace English Certificate of Completion provided to 40 WashU contract employees via EL/EP.		10 students	
As a member of the Missouri Adult Learners Network, report out state enrollment rates in Workforce Innovation and Opportunity Act (WIOA)-approved certificates as contribution to the state's goal of 60% of adults earning a degree or certification by 2030.			
5 grants or/and philanthropic opportunities identified to support community programs.		1 grant submitted	

**Here and Next Objectives**

**Objective 10**

Meet the education needs of modern learners aligned to the job market in our city, state and region.

# St. Louis Confluence Collaborative



## Strategic Vision

Advance community-engaged research, teaching, and practice to improve regional and global outcomes by addressing disparities in health, education and economic opportunity.

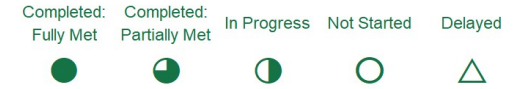
**Here and Next Objectives**

**Objective 3**  
Provide resources for scalable solutions that enable greater local and global impact.

**Objective 9**  
Improve capacity and quality of community-engaged research, teaching and practice to improve equitable outcomes in our city, state, region and globe.

Initiative Objective and Key Results	Status	Data	Progress Summary
<b>Build out strategy, infrastructure and collaborative councils.</b>			
Administrative team hired, including managing director.			Hiring of the administrative team is ongoing, with the associate director position posted in early October.
Internal Council and Taskforces established with members representing all schools.			
Community Collaborative Council established with members from external community partners.			Individuals for the councils and taskforces are being considered, though progress depends on this hire.
Strategic plan for Collaborative developed with input from Internal and Community councils and approved by Executive Vice Provost.			Carnegie Engaged designation planning is underway and may delay other key results until April.
Carnegie Engaged designation planning committee formed with aim to submit application in Spring 2025.			
<b>Elevate and invest in community-engaged research, teaching and practice.</b>			
Communications plan established including newsletter and website.			The communications plan is progressing, with the newsletter nearing completion, though developing the collaborative website may take longer than anticipated.
Third annual Confluence award hosted.			
Here and Next seed funding awarded to 5 community-engaged research studies in partnership with the Office of the Vice Chancellor for Research (OVCR).			The call for Confluence award applications opened on October 4th and the review committee is set.

# St. Louis Confluence Collaborative



**Here and Next Objectives**

**Objective 3**  
Provide resources for scalable solutions that enable greater local and global impact.

**Objective 9**  
Improve capacity and quality of community-engaged research, teaching and practice to improve equitable outcomes in our city, state, region and globe.

Initiative Objective and Key Results	Status	Data	Progress Summary
<b>Launch series of collaborative events with the Collaborative Network and Community Collaborative.</b>			
Collaborative Network of community-engaged faculty and staff listserv established.			Conversations are ongoing to finalize the listserv for the Collaborative Network.
Topics of interest among community and academics identified and approved by Community Collaborative Council.			Identifying topics of interest is delayed until the Community Collaborative Council and internal boards convene.
Bi-annual seminar launched.			
Community research events launched.			Bi-annual seminars and community research events may be delayed if the Carnegie designation is pursued.
<b>Establish structure and reporting for the William T. (WT) Grant Foundation.</b>			
WT Grant Foundation community-engaged project planning process completed and community-engaged research study advanced.			Community partners engaged in joint planning. Project presented at a grantee convening. All research fellows identified. A target demographic of men aged 18+ has been identified, and reporting mechanisms began implementation in late September.
Comprehensive grant structure established, aligning with WT Grant Foundation priorities and community engagement goals.			
Reporting mechanisms designed to ensure transparency and accountability, with a focus on measurable St. Louis outcomes.			