

FY25 Objectives and Key Results

July 1, 2024 – January 31, 2025



**Here
and
Next**
WashU

Table of Contents

01 Here and Next Objectives and Key Results Highlights

Research

- 03** Center for the Environment
- 07** Digital Transformation
- 09** Research Excellence
- 12** School of Public Health

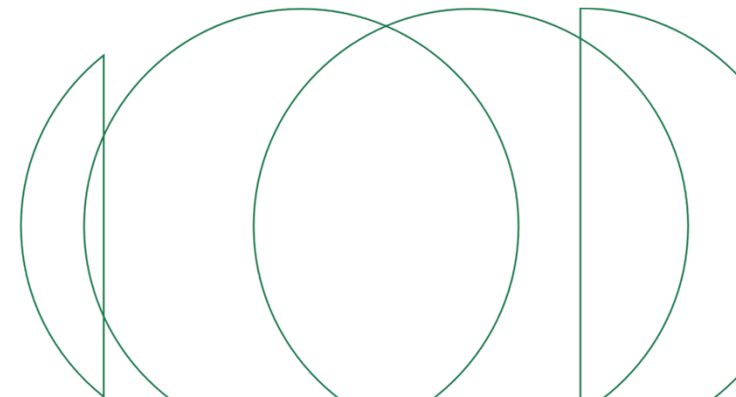
- 17**
- 20**
- 22**
- 25**
- 28**
- 32**

People

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

Community

- 39** Global Initiatives
- 41** In St. Louis, For St. Louis
- 43** Operations Initiatives
- 48** School of Continuing and Professional Studies
- 50** St. Louis Confluence Collaborative



Here and Next

Objectives and Key Results Highlights

Key Successes

- The undergraduate major for **Public Health & Society**, set to go live in the fall, is now the fifth-most popular intended major at WashU.
- The **Research Excellence** initiative enabled the creation of an Award Setup Team in Sponsored Projects Accounting dedicated to reducing processing times and increasing efficiencies.
- The **Faculty Development and Support** initiative launched the AIM for Equity Faculty Center, with a public launch planned for the fall.
- The Sustainability team in **Operations** was able to successfully leverage tax credits to install electric vehicle charging ports across campus.

Progress Barriers

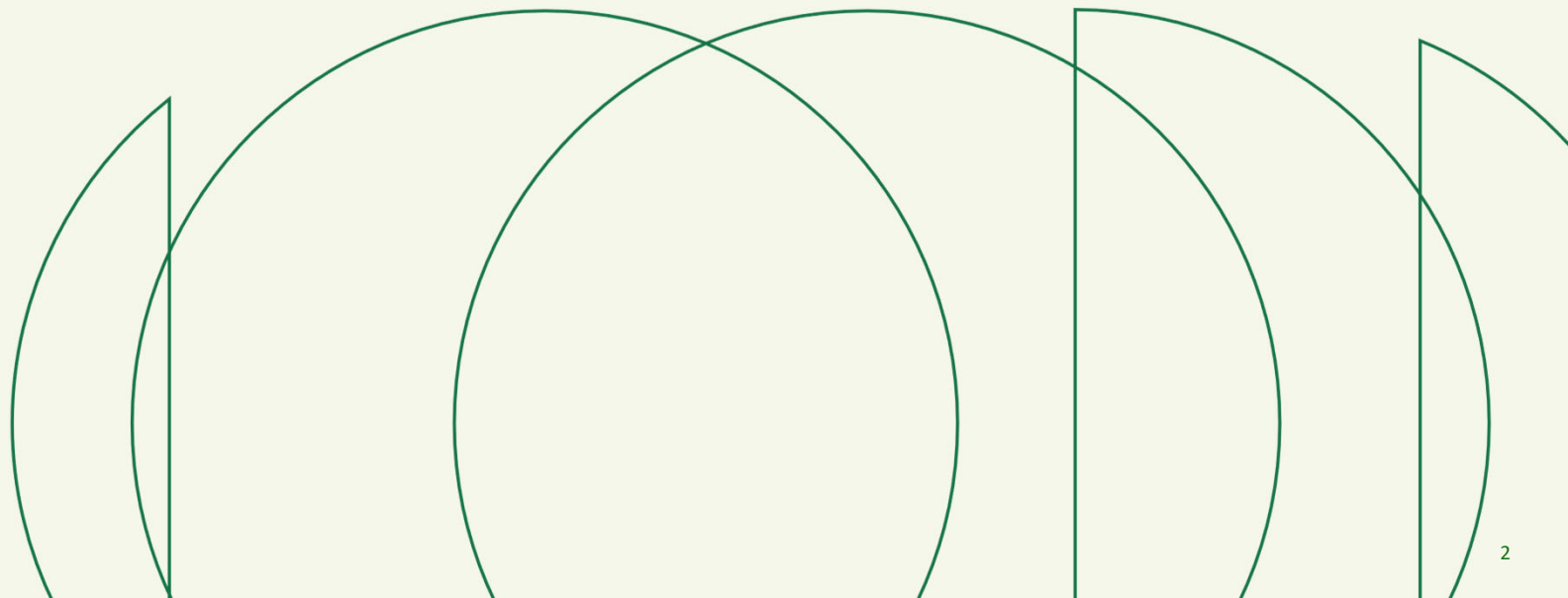
- The operational advancement plan the **Center for the Environment** is creating with Advancement is delayed due to reorganization and turnover in University Advancement.
- The **St. Louis Confluence Collaborative** planned to work with Marketing and Communications to manage collaborative communications, but due to their limited capacity, the Collaborative now plans to hire personnel.
- The **Undergraduate Education** initiative has experienced challenges creating an inventory of existing courses and their syllabi, as there is not a university-wide repository for this information.

Looking Ahead

- The Food and Agriculture Research Mission (FARM), an effort through the **Research Excellence** and **School of Public Health** initiatives, will launch in February.
- Newly hired staff in the **In St Louis, For St. Louis** Initiative will review and respond to a recently launched community feedback form and host quarterly listening sessions with community members.
- Having already received 335 applications for faculty positions, the **School of Public Health** will continue hiring both faculty and staff on a rolling basis.
- The **Center for Environment** will host the 2025 Environmental Research and Creativity Week from February 24-28 to showcase the exciting environmental work throughout the WashU community.

Here and Next

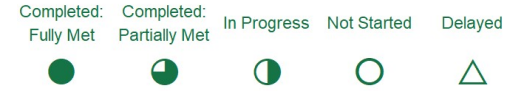
Research Pillar



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
Advance WashU's global research in 4 key areas and 1 cross-cutting theme.			
10 new environment-focused activities funded by Here and Next seed funding.			Two additional research proposals submitted, with a research development associate hired to support applications. Two environment-focused projects received funding, with additional awards anticipated as fall 2024 funding announcements continue.
12 undergraduate students onboarded to equitable and inclusive summer undergraduate research program.			
Created tracking system to assess equitable distribution of workshops and supported proposals.			
Led the submission of 5 transdisciplinary applications for externally funded research projects.		2 submissions	
Met with 10 teams of both successful and unsuccessful Here and Next submissions to discuss proposal revisions or project implementation.		4 teams consulted	
Played an essential role in the submission of 9 externally funded research projects.		4 submissions	

Center for the Environment

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

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

Engage the WashU scholarly community to advance transdisciplinary environmental research.

100 faculty and research staff recruited as Center for the Environment Scholars and participated in at least 1 Center-driven activity.



113 scholars

Convened 4 events for graduate students and postdocs to increase engagement in cross-disciplinary environmental research.



3 hosted

Created tracking system for overall scholarly output of the WashU environmental research community with specific focus on Center Scholars.



Hosted 16 workshops to promote research collaboration.



8 hosted

Internal Advisory Council, Council of Partners and Environmental Education Coordinating Committee convened 16 times collectively.

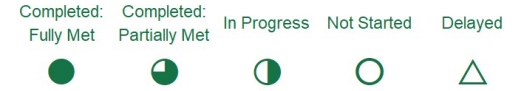


3 convenings

Progress Summary

Scholar engagement continues, with 70 of 113 scholars attending events. Committee relationships are being managed through individual engagement rather than structured convenings, affecting convening frequency. Tracking system progress is ongoing, leveraging library resources instead of Digital Intelligence & Innovation (DI2).

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
Build the Center for the Environment’s organizational infrastructure.			
2 new full-time staff hired—a Research Development Associate and Communications Specialist—and appointed 3 faculty fellows.		1 new full-time staff hired	Hiring is progressing, with a research development associate onboarded and a communications specialist position posted. Medium-term space needs have been identified. The FY26 budget will be submitted in March, while FY27 financial planning continues alongside ongoing Advancement collaboration and donor-focused engagement efforts.
Center leadership conducted 20 donor-focused engagement activities with Advancement.		7 activities conducted	
Medium- and long-term space needs identified with Facilities as well as University Finance.			
Members of 10-person external advisory council recruited to start their service on the council in 2025-2026.			
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 for the Environment

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

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
Elevate the visibility of the Center for the Environment and WashU’s accomplishments in environmental research.			
8 people nominated by the Center as field-leading faculty candidates.		1 nominated	The Center co-hosted three events, with three additional focal events planned for February and April. Sponsorship efforts for two conferences are underway, with focus on food sovereignty and environmental research themes. Recruitment efforts continue, playing a role in three faculty offers and multiple hires.
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.		17 conducted	
Growth plan for internal and external communications focused on audience, engagement and placement of stories established.			
Hosted 6 focal events and co-sponsored 6 focal events with close partners.		6 hosted	
Provided financial, material or personnel support for sponsorship of 2 conferences hosted at WashU.		1 conference sponsored	

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

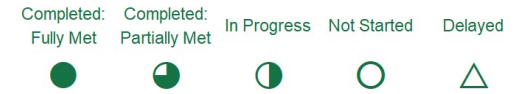
Position faculty and departments to increase research productivity and collaboration across schools by enhancing infrastructure, incentives, policies, hiring and research tools, including digital capabilities.

Objective 3

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

Initiative Objective and Key Results	Status	Data	Progress Summary
Increase the number of projects supported by the Digital Solutions Studio (DSS).			
10 DSS projects completed.		4 DSS project completed	Four DSS projects have been completed, including Moving Stores, Star*Bien and Stories That Win. With Philip Payne's departure as the chair of the DT initiative, the DSS will focus less on medical/health services and more on Danforth-related projects.
3 projects that support medical/health services delivered (Clinical AI governance).			
2 flagship events hosted and 50 interdisciplinary consultation meetings convened to increase Digital Transformation awareness/presence.		1 flagship, 34 convening events	
10 key partnerships across WashU and/or industry established.		6 partnerships established	
Implement digital solutions that scale across the university and beyond.			
80 active researchers/labs utilized WashU's Application Programming Interface (API) Tool (e.g., ChatGPT).		26 accounts established	Twenty-six beta users have accessed the API tool. Many users are interested in the research toolbox, and DT is determining beta users and establishing ground rules for moving out of beta.
Rolled out AI Toolbox (e.g., Suite of Tools, AI Playground) to 5 beta adopters (researchers/labs or student teams).		1 beta adopter	
Rolled out research toolbox with Research Infrastructure Services and Cloud to 5 beta adopters (researchers/labs or student teams).			

Digital Transformation



Initiative Objective and Key Results	Status	Data	Progress Summary
--------------------------------------	--------	------	------------------

Launch research profiling system and Library Service hub.

Established initial profiles for 100% of active regular faculty members in Pure.

100 discrete resources indexed and available via the Library Service hub.

A joint office with WashU IT was established to help with indexing the Library Service hub, which is currently in its beta phase.

Here and Next Objectives

Objective 1

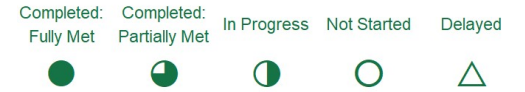
Position faculty and departments to increase research productivity and collaboration across schools by enhancing infrastructure, incentives, policies, hiring and research tools, including digital capabilities.

Objective 3

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

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

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
Enhance research infrastructure and administrative supports.			
University-wide searchable research profiling system launched with Digital Transformation, including all faculty and their research/scholarship across both campuses.			The Change Management and Communications team is supporting the launch of the research profiling system to ensure successful uptake and buy-in. SPA has established an Award Setup Team with eight full-time staff dedicated to processing notices of awards and increasing efficiencies.
Plan to address post-award barriers and reduce processing time created in collaboration with Sponsored Projects Accounting (SPA).			
5 research administrative staff to support the Office of the Vice Chancellor for Research (OVCR) and university-wide research initiatives hired.		4 hired	
Grow specialty seed funding opportunities in addition to core Here and Next seed funding in collaboration with OVCR.			
\$2M Here and Next seed funding deployed in collaboration with OVCR and includes expanded partnerships with McDonnell Academy, Transdisciplinary Institute in Applied Data Sciences, Institute for Public Health, AI & Health Center and the Food and Agriculture Research Mission.		\$1.59M deployed	Of the \$1.59M in funds deployed this fall, over \$1M came from Here and Next seed funding initiatives (Transcend, Ignite and Spark) and \$500K came from the McDonnell International Scholars Academy.
100 proposals submitted.		89 proposals submitted	
40 top proposals funded.		38 proposals funded	

Research Excellence

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







Here and Next Objectives

Objective 1

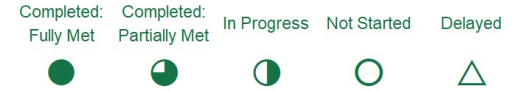
Position faculty and departments to increase research productivity and collaboration across schools by enhancing infrastructure, incentives, policies, hiring and research tools, including digital capabilities.

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
Increase and incentivize research productivity and collaboration across schools.			
Donors for gifts to support research enterprise identified and solicited in collaboration with Advancement.			Eight faculty and six graduate students were honored at the December Research Excellence Showcase event, with 140 people in attendance. Five Transcend grantees presented on their cutting-edge methods to address societal challenges.
8 research-intensive faculty received recognition from the Office of the Provost.		8 faculty recognized	
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.			

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
Continue field-leading faculty initiative.			
20 field-leading faculty applications submitted by deans.		16 applications submitted	Deans Bobick and Hu are co-chairing a university-wide search committee with a goal to hire five field-leading faculty and early career faculty in key areas such as: computational approaches to public health, geospatial analytics, artificial intelligence and human-computer interactions.
10 new field-leading faculty hired.		4 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	
Launch the Food and Agriculture Research Mission (the FARM) in the School of Public Health.			
Marketing and communications plan developed by Here and Next Communications team, MarComm and Advancement.			An inaugural executive director has accepted an offer. The FARM will launch in February, with the research innovation committee and seed funding opportunities to follow soon thereafter.
Research innovation advisory committee formed.			
Executive Director for the FARM recommendation submitted to the Provost by the co-chairs of the search committee.			
4 inaugural FARM 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
Submit Public Health Accreditation Self-Study by June 2025.			
Draft Self-Study submitted to CEPH by June 17, 2025.			The CEPH consultant has reviewed the self-study draft and met with the team to provide feedback on individual sections. A complete draft will be ready for the first round of reviewers in February.
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.			
Preliminary data and first draft/outline of each self-study section submitted to Council on Education for Public Health (CEPH) Consultant for review.			
People resources are in place by June 2025.			
21 Primary Instructional Faculty hired into the School of Public Health (SPH) by June 2025.		2 faculty hired	The Faculty Recruitment Committee has received 335 applications for faculty positions from a robust set of candidates both internal and external to WashU. Hiring of both faculty and staff will continue on a rolling basis.
31 school priority staff hired and onboarded by June 2025.		8 staff hired	
4 associate deans appointed by March 2025.		1 associate dean appointed	
Dean onboarded by January 2025.			

School of Public Health

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

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

Required processes, systems and tools are in place for the Self-Study submission and start of the School of Public Health (SPH).

Status

Data

Progress Summary

Advancement raised \$250M in philanthropic gifts, in addition to identifying and soliciting donors with university leaders.



\$100M secured

Financial model updated by December 2024.



Graduate student support determined in partnership with Student Affairs and Brown School by May 2025.



HR resources in place by May 2025.



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.



Dean Galea and the SPH leadership met with university partners to determine supports available at both central and school levels and are finalizing plans for implementation.








School of Public Health

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

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
Preparations complete to have a nationally recognized undergraduate major and minor in Public Health & Society (PH&S).			
4 elective courses taught by PH&S faculty.		4 courses taught	The PH&S minor officially launched with a successful event featuring Dean Sandro Galea as the keynote speaker, drawing an audience of over 180 attendees. Through active collaborations with Admissions, Advancement and MarComm, PH&S has become the fifth most popular intended major at WashU. Core courses have over 150 students enrolled in each, with additional elective courses continuously being developed to expand the curriculum.
50 students enrolled in PH&S minor.		16 students enrolled	
Advancement identified, cultivated and solicited donors.			
Budget model for Arts & Sciences and SPH updated.			
Curricular and administrative hiring plan, including cross-department and cross-school appointments, approved by the Dean(s) and Provost.			
Marketing and communications plan implemented in collaboration with Arts & Sciences and University MarComm.			
Program evaluation plan created.			

School of Public Health



Here and Next Objectives

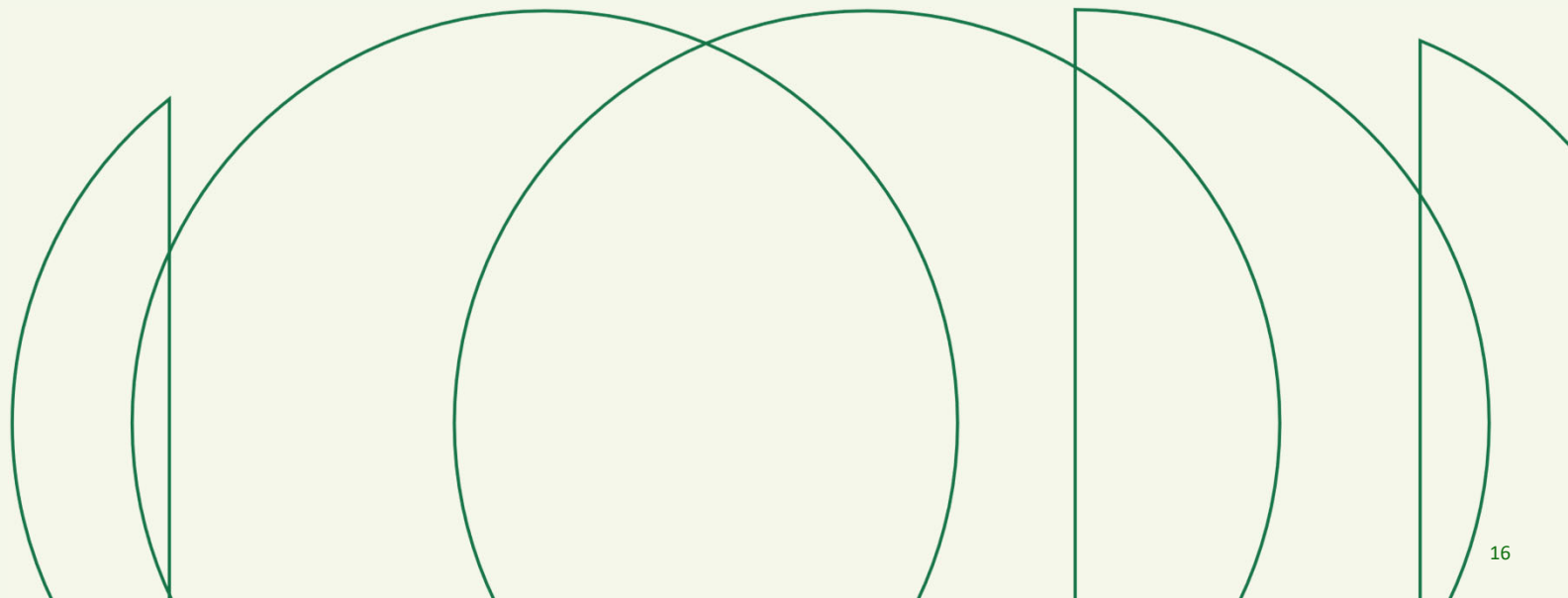
Objective 2
Advance opportunities in solving local and global challenges, especially in public health and the environment.

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

Initiative Objective and Key Results	Status	Data	Progress Summary
Approve recommendations for interdisciplinary public health research networks and create transition plans.			
Recommendation for Institute for Public Health (IPH) Centers reviewed by the Dean.			With recommendations approved, ownership of transition planning has shifted to the SPH and other receiving entities with support from the Office of the Provost.
Recommendation for IPH Centers approved by the Office of the Provost.			
Transition plans created for movement of IPH public health assets.			

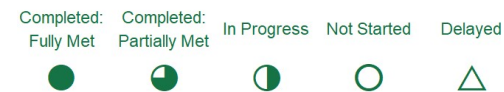
Here and Next

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.

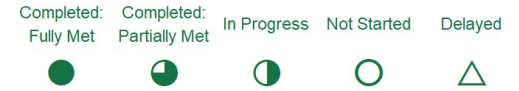
Here and Next Objectives

Objective 6

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

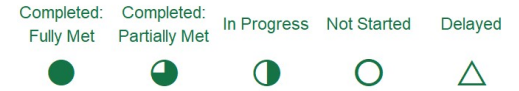
Initiative Objective and Key Results	Status	Data	Progress Summary
Establish strategy and build infrastructure for equity-centered faculty recruitment, development and support opportunities.			
Multi-year capacity building plan to enhance faculty development designed.			Efforts continue to identify faculty leaders for strategy development. Rebecca Lester was hired as assistant vice provost, effective January 1. RASAs are involved with six of 20 committees. Faculty affinity groups remain active, hosting a BIPOC faculty reception and planning a spring picnic and women of color faculty engagement. One CIMER-based mentoring intensive has been offered, with another planned.
Financial and human resources required to build capacity of programming identified.			
Communications strategy to raise awareness about available faculty development resources created in collaboration with schools.			
Recruitment and Search Advisors (RASAs) utilized by 50% of the faculty search committees in 2024-2025.			
Faculty resource/affinity groups convened 1 time each semester to foster social connection, inclusivity and well-being.			
2 Center for the Improvement of Mentored Experiences in Research (CIMER)-based mentoring intensives offered to faculty members.			
Inclusive pedagogy program (CEILE) completed by 12 faculty members.			

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
		Increase participation and reach of current faculty leadership development programming.*			
		12-16 faculty members participated in the Faculty Transformational Leadership Institute (FTLI), in alignment with WashU Leads priorities.		21 active participants	The spring 2024 FTLI kickoff reception and dinner were held on January 8. The coaching community of practice meets monthly. Initiative leadership is supporting WashU Leads in developing a communication strategy.
		Faculty coaching program designed and piloted in collaboration with faculty members, Bauer Leaders Academy (BLA) and WashU Leads.			
		Collaboration opportunities identified with BLA and WashU Leads for faculty leadership development.			
		Initiate equitable culture and climate improvements for successful implementation.			
		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.			Equity diversity and Inclusion leaders have reviewed individual-level materials for the Equity Framework awareness campaign. Next steps include developing organizational-level materials and piloting the individual-level materials. Three schools have expressed interest in piloting the framework in fall 2025.
		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



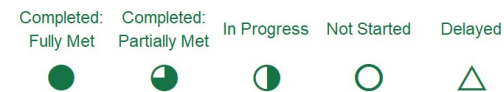
Here and Next Objectives

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
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).			
AIM for Equity team hired and shared financial investment with the Office of the Provost established.			The new program manager has been onboarded, marking the soft launch of the AIM for Equity Faculty Center. A public launch is set for fall 2025, once faculty programs are ready for enrollment, with an expanded website planned for summer 2025.
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.			
Strengthen supports for teaching, research and practice (TRP) faculty equity and professional development.			
Piloted workload equity planning for TRP faculty with 3 departments/schools based on 2022 Service Equity Task Force Report Recommendations.			Workload equity planning for TRP faculty is progressing, including outreach to select units defining workload expectations. Efforts are also underway to ensure clearer communication and consistency in TRP professional development funding across relevant offices.
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
Increase research partnerships and diversity in graduate student recruitment through global and regional engagement.			
Assistant vice provost and staff hired to engage in global and graduate recruitment.		2 assistant vice provosts hired	Guillermo Rosas and Fred Ssewamala have been appointed as associate vice provosts for graduate and international affairs and global research, respectively.
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.			
Increase supports for graduate students to engage in research, secure research fellowships and support training grants.			
Communications plan to enable transparency and raise awareness about available resources created in collaboration with MarComm and schools.			The DTFCC is prioritizing which recommendations can still be implemented this fiscal year. Two to three postgraduate students will work with the Graduate and Professional Education team to build out a pilot for fellowship funding application support.
Danforth Task Force on Climate and Culture (DTFCC) 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.			

Graduate and Professional Education

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

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

Implement doctoral program review recommendations.

Rubric and feedback loop for doctoral program reviews standardized. 

Scope of work established for the new assistant vice provost for graduate education and international affairs. 

External review process for doctoral programs established. 

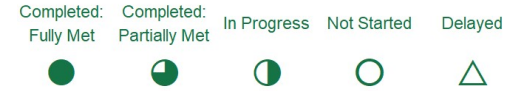
Recommendations from Year 1 and 2 reviews tracked and evaluated. 

Doctoral reviews are ongoing, with the Public Health and Social Work programs having presented to the Doctoral Council this fall.

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
Improve systems and process for selecting, assessing, developing and retaining staff talent.			
Aligned to a staff Talent Model, piloted Talent Council concept in 2 organizations, using associated materials and content.			The Talent Council framework has been defined and introduced to leadership, with two pilot groups identified. Performance management updates are published online. Work is underway with WashU Care Specialists to align benefits packages for 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.			
Increase staff engagement in the Institute for Leadership Excellence (ILE).*			
Integrated WashU Leads shared mental model into ILE programs.			In collaboration with WashU Leads, efforts are underway to refine messaging for faculty, staff and students. The 2024-2025 ILE cohort remains on track, with retention and leadership engagement progressing as expected.
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.			

* Shared with WashU Leads








Staff Talent Initiatives

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
Increase the quality of experience for ILE Community members.*			
25% of capstone projects directly tied to Here and Next priorities and objectives.		100% of projects aligned	Manager support efforts continue. Monthly data collection to inform baseline assessments is underway. Reflection activity tools are complete and being implemented, though additional data is needed before outcomes can be assessed.
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.			
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.			
Increase the number of development opportunities offered through Learning & Development (L&D).			
Offered manager orientation for new managers (virtual monthly, in-person bi-monthly).			Manager orientation sessions continue as scheduled with strong attendance. Curriculum expansion efforts are underway, with additional offerings planned for spring. Work continues to refine postdoc and fellow orientation, including a needs analysis to determine necessary program adjustments.
Offered an increased number of L&D curriculum classes by 25% with focus on non-management staff employees.			
New Employee Orientations (NEO) expanded to postdocs and fellow offerings.			


Staff Talent Initiatives


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

Initiative Objective and Key Results	Status	Data	Progress Summary
--------------------------------------	--------	------	------------------

Increase the number of staff participating in development opportunities offered through L&D.

A training participation rate between 70% to 80% per class achieved. 

Increased participation by 10% to 25% in overall L&D curriculum offerings. 

Achieved participant satisfaction score of at least 4.25 out of 5.00 on core curriculum offerings. 

Training participation increased 10% compared to the same period last year, though additional offerings may be needed. L&D participation remains on track, with satisfaction scores at 4.51.

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

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
<p>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.</p> <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 & 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>6 workshops hosted</p>	<p>Preliminary Sense of Belonging data will be available in early 2025. A system to identify uninvolved students is developed but pending full utilization. DxD workshops doubled, with participation increasing 185.71% compared to last year.</p>

Student Affairs

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.

Objective 7

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

Initiative Objective and Key Results

Status

Data

Progress Summary

Chart a course for career discovery and create pathways to meaningful and competitive employment opportunities throughout our students' lives.

Increased industry leaders recruiting WashU students.



Increased number of students participating in a Career Community.



Career Communities engagement increased from 6,372 to 6,908 students. Nine Bear Treks connected students to 50 employer partners. Handshake postings and employer engagement increased compared to last year, with job postings up 116% and employer participation rising 323%.

Increase access and inclusion and build understanding of all lived experiences.

New programs for first-generation or limited-income (FGLI) students implemented by The Taylor Family Center for Student Success.



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.



The Taylor Family Center for Student Success expanded programs in financial literacy (71 attendees), study abroad (27 attendees) and leadership development. In fall 2024, 63% of students reported increased awareness of perspectives, with 73% engaging campus resources for further exploration.

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
--------------------------------------	--------	------	------------------

Improve student well-being throughout their WashU experience.

Continued progress on a new health and well-being center.			Budget and fundraising efforts for the health and well-being center continue. A tracking tool for unhealthy outcomes is developed, with data expected this summer. Attendance tracking and assessments are integrated into health promotion and recreation programs.
“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.			

Develop an experiential learning series that enhances students understanding of leadership skills and impact.

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.		91% of students	
Gallup Strengths assessment completed by 100% of first-year undergraduate students.		84% of students	

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
Articulate an overarching strategy for a transformative and distinctive WashU Undergraduate Education, along with a path for equitable implementation.			
Strategy and multi-year implementation plan that links university-wide educational goals and concrete initiatives to critical and measured student learning outcomes developed.			The Commission Advisory Committee approved a draft strategy plan, but progress on implementation is challenged by the university's decentralized structure and small team. Next steps include identifying action partners, securing faculty buy-in and aligning with schools' strategic plans. The Board deliverable will include a pre-read, slide deck and video.
2 assistant vice provosts (AVP) who will enact the strategic implementation of this work hired.		1 AVP 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

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

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


Determine how WashU uniquely develops shared academic foundations and key skills for civic leadership in all students across 6 identified areas.


Measurable learning objectives for each of the 6 skill areas identified with school leadership on the cross-university working group. 

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. 

1 experience designed

1 timepoint determined

Course inventories are in progress, with Olin complete and McKelvey underway. Scaling requires identifying existing course areas, but syllabi access is challenging. Frick funding for course grants was approved and is being designed. Seventy first-year students attended the Navigating Purpose and Posture event in January. Additional timepoints are being planned for spring 2024 and early junior year.

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
Define and implement a WashU model for exploring, finding and articulating purpose and impact.*			
Academically grounded WashU framework for the development of a student’s purpose and opportunities for impact created.			Scholarship and priorities were identified, and framework drafting is underway. The tool is in development, and the team consulted with vendors and design experts. One pilot was completed with 70 attendees, though communication was limited by lack of centralized channels.
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.		1 pilot completed	

Undergraduate Education

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

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

Establish an infrastructure to continuously improve key student outcomes through pedagogical interventions related to equity and excellence.


Student data sources incorporated into a centralized sharable data hub to facilitate consistent student success analyses. 

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

The team plans to share department data at STEM retreat in mid-May. Department meetings are ongoing, with full feedback loop reports expected later in spring. A disengaged student pilot is underway; initial data was collected in January. Preliminary recommendations from the Student Academic Success Committee include outreach to transfer applicants and a centralized web portal after the Student Sunrise transition.

Implement necessary procedures for academic integrity and accreditation process.

New standardized academic integrity processes deployed across undergraduate schools, and adjustments for AY25-26 determined by Academic Integrity Board. 

Complied with the Higher Learning Commission 2024-2025 accreditation process. 

Academic Integrity Board recommendations are expected at the end of the academic 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	Initiative Objective and Key Results	Status	Data	Progress Summary
<p>Objective 6</p> <p>Promote development and support for students, staff and faculty, leading to equitable outcomes in their career, leadership and well-being.</p>	<p>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.</p> <hr/> <p>A statistically significant increase in WashU community members' understanding of how WashU conceptualizes leadership achieved.</p> <p>A statistically significant increase in WashU community members' understanding of how WashU develops leaders achieved.</p>	<p>●</p> <p>△</p>		<p>WashU Leads postponed assessing the development of leaders, focusing instead on WashU’s conceptualization of leadership. Students demonstrated a strong understanding on the baseline survey. Follow-up measurements will leverage the undergraduate PULSE and graduate gradSERU surveys in the spring.</p>

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
Scale the reach of leadership development across the University's undergraduate program.			
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.		91% of students	Sessions around BLA leadership have been integrated into Olin, Arts & Sciences and McKelvey courses; Sam Fox is planned for the spring. There are 107 students scheduled to participate in coaching programs in the spring and summer.
Gallup Strengths assessment completed by 100% of first-year undergraduate students.		84% of students	
The Bauer Leaders 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.		0.4% of students	
5% of undergraduate students participated in BLA programs.		14% of students	









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
Integrate a shared model of WashU’s distinctive perspective of leadership through partnerships with faculty, staff and students.			
BLA purpose and leadership model incorporated into 1 major staff development program.			BLA led a session for ILE's LEAD program in January. BLA is providing coaching for all Olin Chancellor's Fellows and workshops for graduate students via the Graduate Center.
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.			
Innovate evidence-based student leadership development programs through experiments, pilots and research partnerships.			
Program effectiveness for developing leaders of character and capability assessed for 5 new experimental programs.			BLA is exploring new experimental programs including an experiential competition and an Escape Room exercise. They have analyzed student purpose assessments with BLC, and BLC work was presented at the Coalition for Transformational Education Leaders meeting.
Infrastructure built by completing 5 major assessments with the Bauer Leadership Center (BLC).		1 assessment complete	
BLC work presented at 3 leadership development conferences.		Presented at 1 meeting	
3 articles for publication in academic or industry outlets submitted.			

WashU Leads



Initiative Objective and Key Results	Status	Data	Progress Summary
--------------------------------------	--------	------	------------------

Secure resources for the long-term sustainability of the BLA.

Financial commitments from additional donors explored.			BLA continues to participate in Advancement events and campaigns. They are developing proposals for the Educating Character Initiative from Wake Forest and the Coalition for Transformational Education.
1 new grant or award from an institutional funder secured.			
Advancement and university leadership identified BLA giving opportunities and pursued conversations with potential donors.			

Increase staff engagement in the Institute for Leadership Excellence (ILE).*

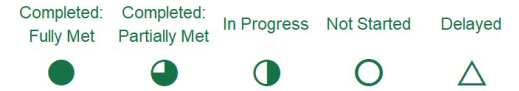
Integrated WashU Leads shared mental model into ILE programs.			In collaboration with WashU Leads, efforts are underway to refine messaging for faculty, staff and students. The 2024-2025 ILE cohort remains on track, with retention and leadership engagement progressing as expected.
60 staff invited to 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.			

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.

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
Increase the quality of experience for ILE Community members.*			
25% of capstone projects directly tied to Here and Next priorities and objectives.		100% of projects aligned	Manager support efforts continue. Monthly data collection to inform baseline assessments is underway. Reflection activity tools are complete and being implemented, though additional data is needed before outcomes can be assessed.
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.			
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 ILDP results with the new 2025 Action Workbook and Individual Leadership Strategy.			
Increase participation and reach of current faculty leadership development programming.**			
12-16 faculty members participated in the Faculty Transformational Leadership Institute, in alignment with WashU Leads priorities.		23 applications	The spring 2024 FTLI kickoff reception and dinner were held on January 8. The coaching community of practice meets monthly. Initiative leadership is supporting WashU Leads in developing a communication strategy.
Faculty coaching program designed and piloted in collaboration with faculty members, BLA and WashU Leads.			
Collaboration opportunities identified with the BLA and WashU Leads for faculty leadership development.			

WashU Leads



Here and Next Objectives

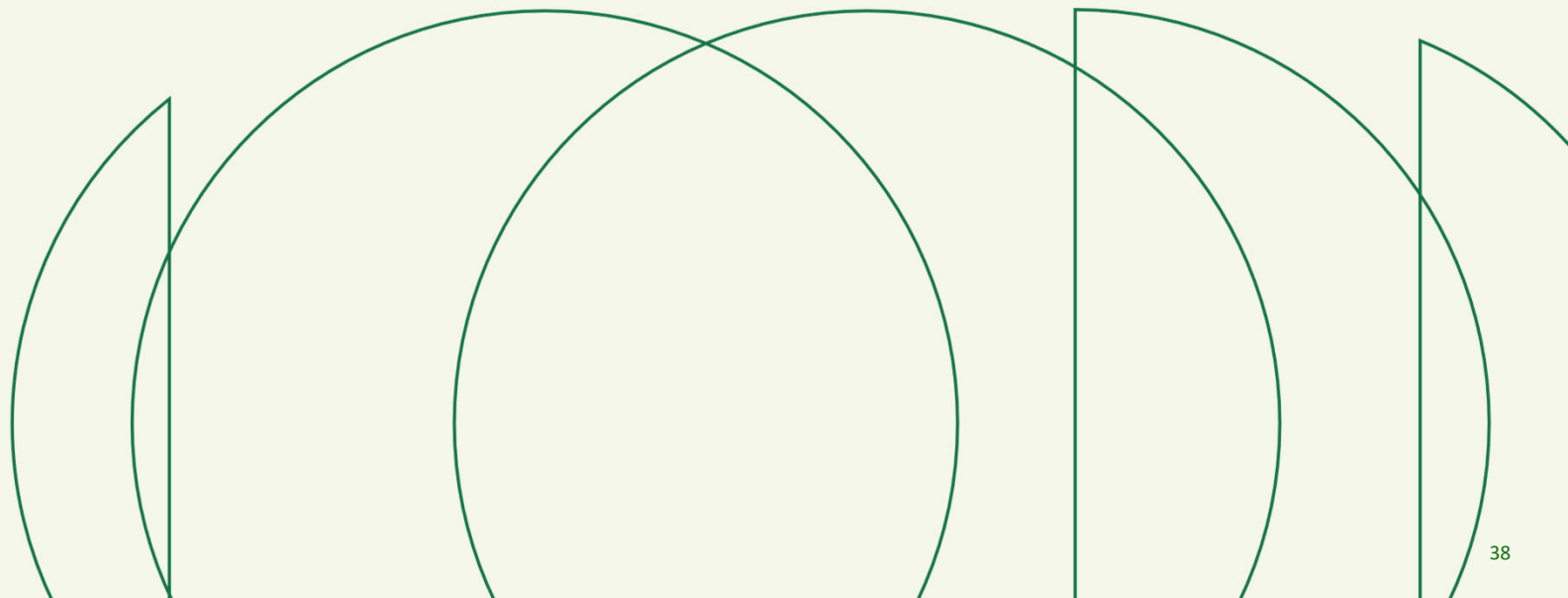
Objective 6

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
Define and implement a WashU model for exploring, finding and articulating purpose and impact.*			
Academically grounded WashU framework for the development of a student’s purpose and opportunities for impact created.			Scholarship and priorities were identified, and framework drafting is underway. The tool is in development, and the team consulted with vendors and design experts. One pilot was completed with 70 attendees, though communication was limited by lack of centralized channels.
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.			

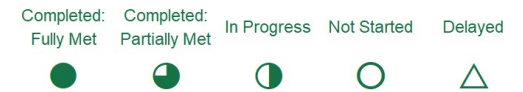
Here and Next

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






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

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
Increase research partnerships and diversity in graduate student recruitment through global and regional engagement.			
Assistant vice provost and staff hired to engage in global and graduate recruitment.		2 assistant vice provosts hired	Guillermo Rosas and Fred Ssewamala have been appointed as associate vice provosts for graduate and international affairs and global research, respectively.
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.			
Deploy global research seed funding.			
15 seed grants awarded to global research studies (5 through Here and Next seed funding, 10 through Global seed funding).		20 seed grants awarded	Of the 54 proposals the McDonnell International Scholars Academy received, only seven came from existing McDonnell partners, signaling a vast reach of this seed funding opportunity.
Seed funding awards integrated within standard tool (InfoReady).			

Global Initiatives

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.

Objective 7

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

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

Deploy Global Research Scholars Network.

5 international visiting scholars hosted in St. Louis.



4 scholars hosted

Implementation plan for sending 3 short-term WashU scholars internationally established.



Ten international visiting scholars have been accepted, with four already hosted in St. Louis and five more to visit in the spring. Applications remain open for additional scholars, with two new submissions received.

Improve recruitment and supports for international students and scholars.

Review of McDonnell International Scholars Academy completed.



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).

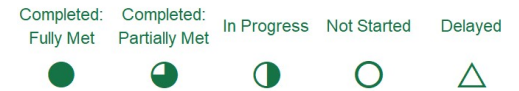


The OISS has continued enhancing supports for students, including improvements to orientations, emergency funding opportunities and reductions in response times.

In St. Louis, For St. Louis

Strategic Vision

Create real, lasting impact and opportunity “In St. Louis, For St. Louis” 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
Develop system for ongoing community dialogue and feedback.			
Mechanism for inbound comments and suggestions from community members established.			A community feedback form is active on the In St. Louis, For St. Louis website. A system for reviewing and responding to these inquiries and launching quarterly listening sessions are in the first 60-days plan for new hire.
Quarterly listening sessions held.			
Increase clarity of shared strategy and how it will be measured.			
Categories to quantify community benefit identified.			In partnership with Chancellor Martin and Executive Vice Provost McKay, three categories for community benefit have been defined and will be refined in the next quarter. Logic model and theory of change have been reviewed by the Board Taskforce.
Logic Model and Theory of Change approved by Board Taskforce.			
Initial performance indicators approved by Board Committee.			
Final evaluation plan received from Brown School Evaluation Center.			

In St. Louis, For St. Louis

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

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

Build and sustain a team to support internal communication and collaboration.

Program Coordinator hired to increase team capacity.



A full-time assistant director for community engagement and part-time community engagement coordinator started in January. Hiring for an assistant director for K-12 education and an assistant director for data and evaluation is in process.

University-wide outreach and engagement ecosystem is accessible online.

University-wide outreach and engagement inventory completed.



To-be-hired assistant director for data and evaluation will be primarily responsible for moving this objective forward.

Outreach and engagement map live.



Foster greater understanding of how WashU is working within the St. Louis region.

Community outreach and engagement efforts increased.



Community-facing newsletter issued on monthly basis.



5 newsletters issued

Internal sponsorship strategy shared with key internal stakeholders.



The Community Engagement Office held a grand opening engaging nearly 200 people in December. Attendees are receiving follow-up communication to strengthen relationships. A sponsorship strategy will be shared with the Board of Trustees in March.

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

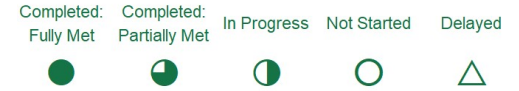
Provide resources for scalable solutions that enable greater local and global impact.

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
Enhance and expand Supplier Diversity network.			
Increased supplier registration on Supplier Diversity website by 10% over FY24.			Supplier registration has reached 71, with 48 in focus industries. Two WashU industry events are planned for spring, along with external engagement events in February and March.
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.		48 new suppliers	
Hosted 3 WashU industry specific engagement events.		1 hosted	
Hosted/supported 3 external industry specific engagement events.		2 supported	
Strengthen awareness and value of diverse owned businesses by implementing engagement and education strategy across the University.			
Conducted quarterly Supplier Diversity Council meetings with university leaders and stakeholders.			The first FY25 Supplier Diversity newsletter was released in November. In December, an event was held at the School of Medicine to promote awareness of Supplier Diversity. The first annual survey was launched in November.
Distributed 2 Supplier Diversity newsletters to WashU subscribers and external partners.			
Conducted 4 workshops and/or webinars to educate students, staff and faculty about the importance and benefits of supplier diversity.		1 conducted	
Conducted 3 surveys (pre-event, post-event and annual) to measure awareness and the effectiveness of Supplier Diversity and its tools.			

Operations Initiatives



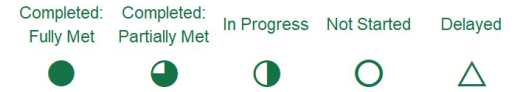
Here and Next Objectives

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
Enhance Olin School of Business Center for Experiential Learning (CEL) Diverse Owned Business Pipeline Initiative.			
Developed and received approval for strategy that will increase and enhance support to businesses, applying, entering and exiting the CEL program.			A December strategy session clarified approval processes and next steps. Leaders are now working with departments to identify candidate businesses, with one identified to date.
Secured participation of 3 diverse owned businesses in the CEL program that align with WashU's procurement needs.			
Identify and assess barriers that hinder the participation, growth and success of small and diverse-owned businesses within our procurement processes.			
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.			Barrier assessment efforts remain in early stages. Stakeholders are identified, but focus groups and assessments are delayed, awaiting consultant support. Survey results and further engagement will also be needed to move forward.
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.			

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
Continue to advance energy efficiency, electrification and emissions reductions throughout university operations.			
4 buildings prepared for future heat recovery chiller connections (Cupples II, Seigle, Simon, DUC).			The construction schedule has delayed the need for heat recovery chiller projects, but design continues on three of four planned buildings, with two more prioritized. LED updates transferred to maintenance.
LED lighting conversions completed in 4 additional Danforth Campus buildings.			
10 electric shuttles and 10 departmental electric vehicles added to the fleet.		15 shuttles ordered	
Build-out of the North Campus EV fast-charging depot completed, leveraging tax credits.			
20 Level 2 charging ports for fleets, commuters and residents added, leveraging tax credits and Ameren rebates.		32 ports installed	
Develop the vision, strategy and priorities for the next phase of institutional sustainability initiatives.			
Sustainability strategic planning process restarted.			Efforts remain centered on refining the pathway to achieving STARS Platinum, transitioning from internal analysis to departmental engagement.
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	


Operations Initiatives


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

Initiative Objective and Key Results **Status** **Data** **Progress Summary**

Advance sustainable building and operational resilience.

Updated sustainable design standards for small projects published. 


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. 


Design standards for all projects were published last September. LEED Platinum certification may be challenging due to budget constraints, but Gold remains feasible. Leadership discussions will determine financial feasibility for new construction projects.

Digitally transform Energy and Utility Management through the deployment of EnergyCAP.

EnergyCAP fully implemented on the Danforth Campus to replace legacy energy management systems. 

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. 

EnergyCAP implementation continues, with a cost assessment in progress before requesting funding for bill importation. The pilot has expanded in Real Estate, and the School of Medicine has committed to participation. Workday integration discussions are ongoing.

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

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

Initiative Objective and Key Results	Status	Data	Progress Summary
--------------------------------------	--------	------	------------------

Increase impact and revenue of the surplus property program.

Increased revenue by 25% Year Over Year (YOY). 

Increased recirculated goods by 15% YOY. 

New AmeriCorps staff have expanded capacity to achieve this goal.

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.

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
Increase retention and satisfaction from certificate and degree-earning students in CAPS.			
80% of continuing students enrolled in successive semesters throughout the year.			CAPS is reaching out to non-degree students, though many are employees taking courses for professional or personal enrichment and not interested in seeking a degree. They are collaborating with HR to convert core classes into certificates to better capture 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.			
Develop micro-credentials to deliver market-aligned skills to multiple stakeholder audiences in the St. Louis region.			
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.			Sean Armstrong was invited to the Higher Learning Commission Conference to discuss certificate and micro-credential work. CAPS will present professional certificate opportunities at Focus STL. CAPS is currently evaluating courses via ed2go for ExtendEd, focusing on professional development topics.
Tailored professional certificate opportunities offered to 100 industry partners.			
Created 5 free mini seminars in specialized topics through Extend(Ed).			

School of Continuing and Professional Studies



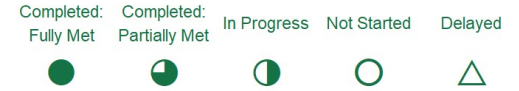
Here and Next Objectives

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
Develop programs and student supports in response to the needs of the St. Louis region in collaboration with University community.			
CAPS School Naming gift secured.			Principal Gifts and the Chancellor are drafting a Naming gift proposal. CAPS met with the Department of Corrections about the PEP proposal, and a director search is ongoing. The first EL/EP cohort are starting their certificates, and an anonymous \$2M donation may go towards expanding EL/EP space at Delmar Divine. BioSTL will fund 30 students in certificate programs.
Proposal submitted to the Missouri Department of Higher Education and Workforce Development for funding Prison Education Project (PEP) 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.		3 opportunities identified	

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

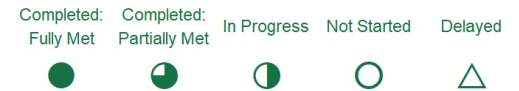
Provide resources for scalable solutions that enable greater local and global impact.

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
Build out strategy, infrastructure and collaborative councils.			
Administrative team hired, including managing director.			Katie Houck started as associate director January 27 and will oversee additional hires. Community Collaborative Council invites are pending staffing completion. A planning committee and consultant for the Carnegie Engaged designation have been identified, with the first meeting set for late January.
Internal Council and Taskforces established with members representing all schools.			
Community Collaborative Council established with members from external community partners.			
Strategic plan for Collaborative developed with input from Internal and Community councils and approved by Executive Vice Provost.			
Carnegie Engaged designation planning committee formed with aim to submit application in Spring 2025.			
Elevate and invest in community-engaged research, teaching and practice.			
Communications plan established including newsletter and website.			An anticipated media hire will manage collaborative communications due to limited MarComm capacity. The Confluence Awards are scheduled for April 16. Work with the seed funding team continues, including the development of an evaluation framework to track Collaborative research.
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).		3 studies awarded funding	

St. Louis Confluence Collaborative



Here and Next Objectives	Initiative Objective and Key Results	Status	Data	Progress Summary
<p>Objective 3</p> <p>Provide resources for scalable solutions that enable greater local and global impact.</p> <p>Objective 9</p> <p>Improve capacity and quality of community-engaged research, teaching and practice to improve equitable outcomes in our city, state, region and globe.</p>	<p>Launch series of collaborative events with the Collaborative Network and Community Collaborative.</p> <hr/> <p>Collaborative Network of community-engaged faculty and staff listserv established.</p> <p>Topics of interest among community and academics identified and approved by Community Collaborative Council.</p> <p>Bi-annual seminar launched.</p> <p>Community research events launched.</p> <p>Establish structure and reporting for the WT Grant Foundation.</p> <hr/> <p>WT Grant Foundation community-engaged project planning process completed and community-engaged research study advanced.</p> <p>Comprehensive grant structure established, aligning with WT Grant Foundation priorities and community engagement goals.</p> <p>Reporting mechanisms designed to ensure transparency and accountability, with a focus on measurable St. Louis outcomes.</p>	<p>●</p> <p>△</p> <p>○</p> <p>○</p> <hr/> <p>●</p> <p>●</p> <p>●</p>		<p>Development of the Collaborative listserv depends on convening the Internal and Community Collaborative Councils, which has not yet occurred. Discussions on engagement strategy continue, but identifying topics of interest remains on hold until these groups are established.</p> <hr/> <p>The WT Grant Foundation grant infrastructure development is underway, with community science fellows designated and organizational partnerships established. Life coach hiring is in progress, and the first cohort starts in April. Implementation of reporting mechanisms began in September.</p>