

FY25 Objectives and Key Results

July 1, 2024 – April 30, 2025



**Here
and
Next**

WashU

Letter from Provost Wendland



Creating lasting impact requires both bold aspiration and steadfast focus. Our Here and Next strategic plan was built to propel WashU forward—not only in moments of stability but also through times of uncertainty. As we continue to navigate an evolving higher education landscape, we remain unwavering in our vision and our commitment to progress.

The pages that follow provide a snapshot of the meaningful strides we have made across our strategic initiatives. While these dashboards highlight key milestones, they only begin to reflect the dedication, expertise, and collaborative spirit that define our community. In every school, department, and initiative, our faculty, staff, and students are driving forward research, education, and impact that will shape the future of WashU.

As always, these dashboards serve as both a reflection of our progress and an invitation to dialogue. We welcome your insights and perspectives as we continue to refine our approach and strengthen our work.

I am grateful for the leadership of our Board and for our community's continued partnership. Together, we are ensuring that WashU remains a place where bold ideas take shape, where collaboration fuels progress, and where our mission perseveres.

Warmest regards,

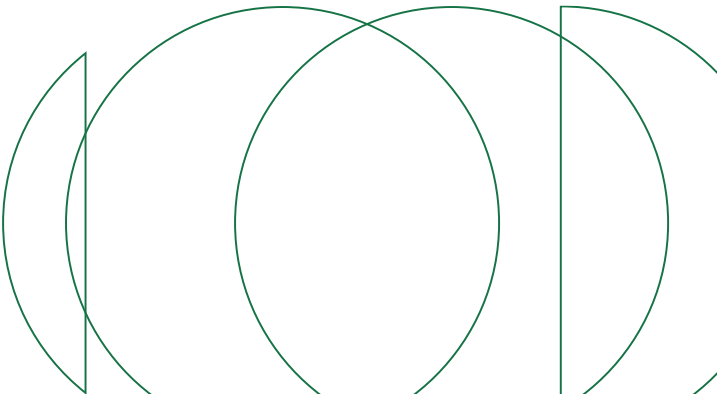
A handwritten signature in blue ink that reads "Beverly". The signature is fluid and cursive, with a long, sweeping tail on the letter "y".

Beverly Wendland
Provost and Executive Vice Chancellor for Academic Affairs

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Here and Next Objectives and Key Results Highlights

Key Successes

- The **Center for the Environment** hosted Environmental Research & Creativity week, attracting more than 850 attendees.
- Besty Sinclair and Nathan Jacobs have been appointed as assistant vice provosts for **Digital Transformation**.
- The **Research Excellence** initiative collaborated on the creation of an Award Setup Team in Sponsored Projects Accounting (SPA) dedicated to reducing processing times and increasing efficiencies.
- The grand opening of WashU's Community Engagement Office, supported by **In St. Louis, For St. Louis**, hosted almost 200 people in December.
- An associate director of the **St. Louis Confluence Collaborative** has been hired and onboarded.
- The **School of Continuing and Professional Studies'** English Language/Empower Program (EL/EP) earned a Focus St. Louis "What's Right with the Region" award.

Progress Barriers

- Uncertainty around federal funding has impacted researchers across campus. Namely, federal directives related to National Science Foundation funding impacted **Faculty Development and Support's** implementation of the ADVANCE grant and the **Center for the Environment** has paused on hiring a project manager.

Looking Ahead

- Having already received 362 applications for primary faculty positions, the **School of Public Health** will continue hiring both faculty and staff on a rolling basis.
- In place of a second assistant vice provost, Directors of the Beyond Boundaries Program and the Gephardt Institute are implementing cross-disciplinary and civic components of the plan for **Undergraduate Education**.
- Newly hired staff in the **In St. Louis, For St. Louis** initiative will continue increasing engagement with expanded staff capacity including monthly community conversations at which community members can learn about WashU resources and share feedback or recommendations.

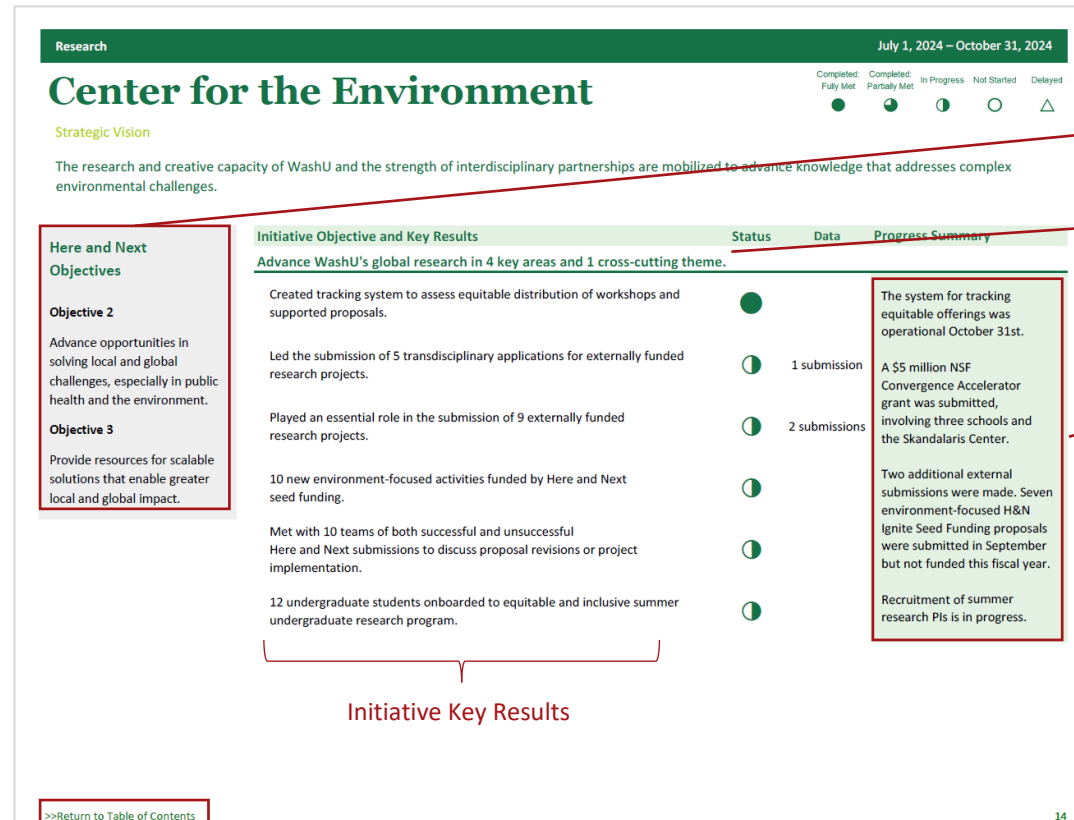
About this Document

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



Here and Next Objectives tied to the initiative

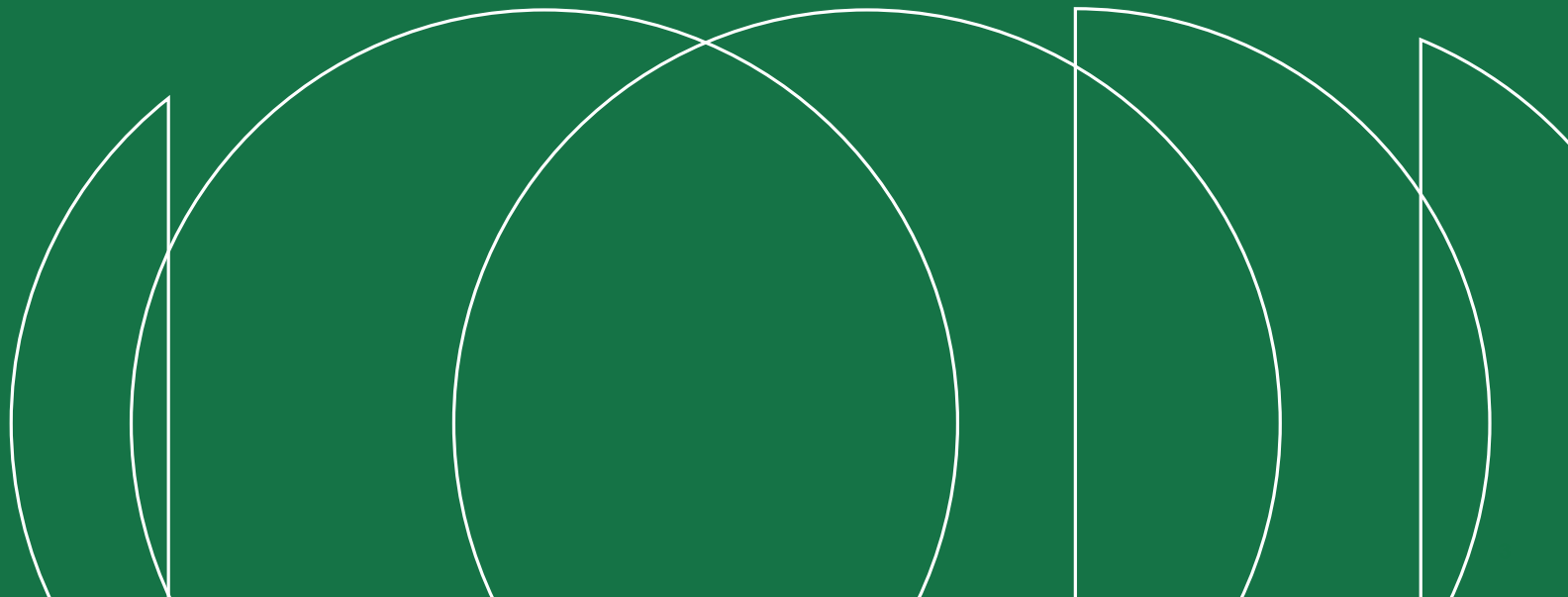
Initiative Objectives

Progress Summary of the initiative objective

Click this button in the electronic version (PDF) to return to table of contents

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.²

² 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.³

³ 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.⁴

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

⁴ 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

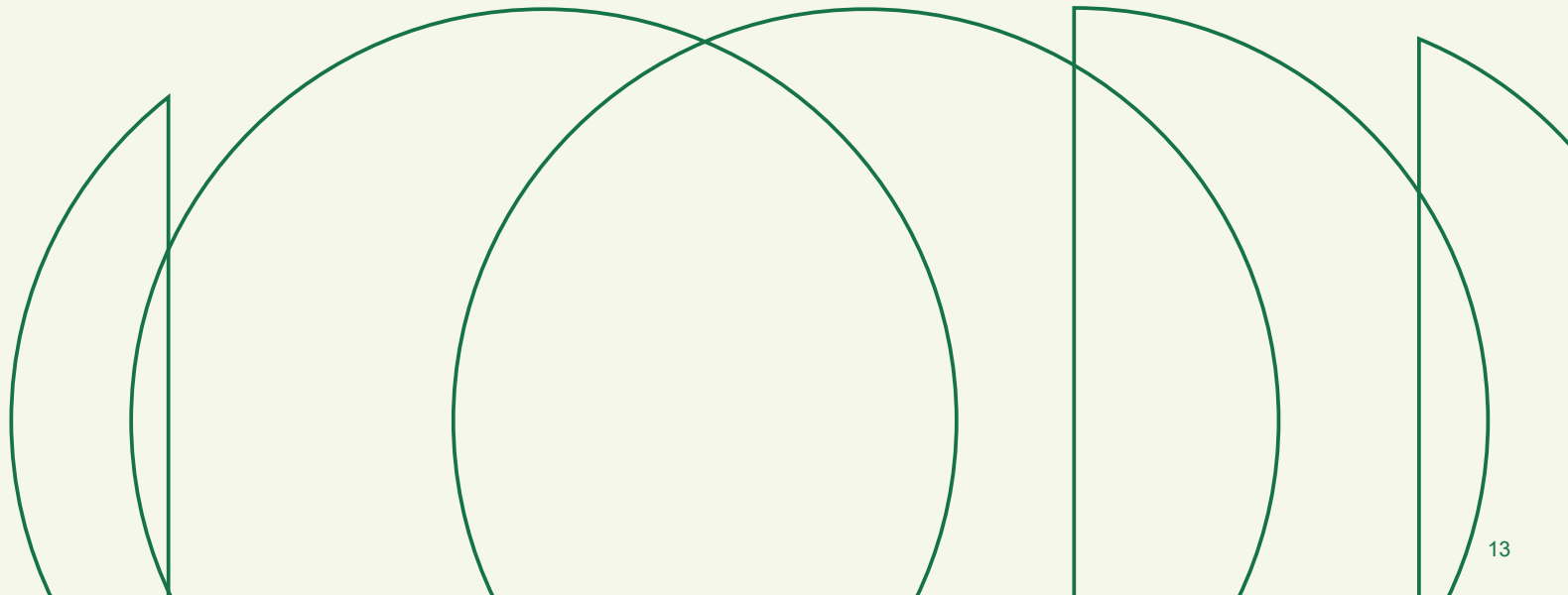
Faculty Development and Support
Graduate and Professional Education
Staff Talent Initiatives
Student Affairs
Undergraduate Education
WashU Leads

Community

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

Here and Next

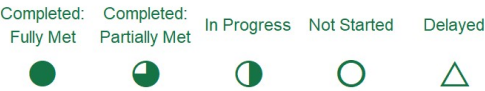
Research Pillar



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

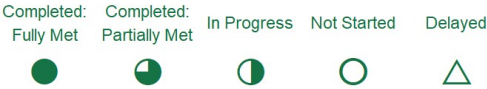
Advance opportunities in solving local and global challenges, especially in public health and the environment.

Objective 3

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

Initiative Objective and Key Results	Status	Data	Progress Summary
Advance WashU's global research in 4 key areas and 1 cross-cutting theme.			
Led the submission of 5 transdisciplinary applications for externally funded research projects.	<div></div>	2 submissions	Two transdisciplinary research proposals have been submitted, including one valued at \$5 million. A research development associate was hired to support future applications. Three Ignite-level environment-focused activities have been successfully funded through Here and Next seed funding.
Played an essential role in the submission of 9 externally funded research projects.	<div></div>	8 submissions	
10 new environment-focused research projects funded by Here and Next seed funding.	<div></div>	3 funded	
Met with 10 teams of both successful and unsuccessful Here and Next submissions to discuss proposal revisions or project implementation.	<div></div>	6 teams consulted	
12 undergraduate students onboarded to equitable and inclusive summer undergraduate research program.	<div></div>		
Created tracking system to assess equitable distribution of workshops and supported proposals.	<div></div>		

Center for the Environment



Here and Next Objectives

Objective 2

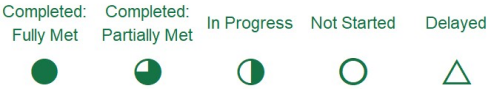
Advance opportunities in solving local and global challenges, especially in public health and the environment.

Objective 3

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

Initiative Objective and Key Results	Status	Data	Progress Summary
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.	<div></div>	80 scholars	Engagement with scholars has been strong, with 80 of 116 scholars attending at least one Center-driven activity. Partner organization relationships are being managed through individual engagement rather than structured convenings, affecting convening frequency. Efforts to track scholarly output are progressing, with data being gathered from the library system.
Hosted 16 workshops to promote research collaboration.	<div></div>	14 hosted	
Internal Advisory Council, Council of Partners and Environmental Education Coordinating Committee convened 16 times collectively.	<div></div>	4 convenings	
Convened 4 events for graduate students and postdocs to increase engagement in cross-disciplinary environmental research.	<div></div>	4 hosted	
Created tracking system for overall scholarly output of the WashU environmental research community with specific focus on Center Scholars.	<div></div>		

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.	<div></div>	2 new full-time staff hired	Two full-time staff were hired, though a project manager hire is delayed due to National Science Foundation funding uncertainty. Plans for hiring faculty fellows have been deprioritized.
Medium- and long-term space needs identified with Facilities as well as University Finance.	<div></div>		
Multi-year budget with agreed-on operating expenses and sources of revenue created in collaboration with Finance and the Office of the Provost.	<div></div>	9 activities conducted	It was decided that the Center will remain in its current space. Invitations for the external advisory council recruitment are expected by the fiscal year's end, though likely not all 10 members will be recruited.
Operational advancement plan created with Advancement which includes fundraising goals, priority areas and prospects.	<div></div>		
Center leadership conducted 20 donor-focused engagement activities with Advancement.	<div></div>		
Members of 10-person external advisory council recruited to start their service on the council in 2025-2026.	<div></div>		

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.			
Hosted 6 focal events and co-sponsored 6 focal events with close partners.	<div></div>	16 events	Environmental Research & Creativity Week drew more than 850 attendees across 15 events, showcasing the work of 48 researchers.
Provided financial, material or personnel support for sponsorship of 2 conferences hosted at WashU.	<div></div>	3 conferences sponsored	
Growth plan for internal and external communications focused on audience, engagement and placement of stories established.	<div></div>		The Center provided support for the Recultivating Indigenous Sovereignty and Stewardship conference and the Buder Center’s Powwow.
8 people nominated by the Center as field-leading faculty candidates.	<div></div>	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.	<div></div>	21 conducted	The Center continues to support departments in their search processes, contributing to five hiring recommendations.

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

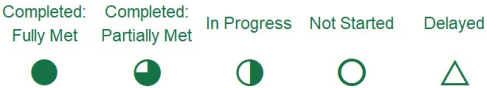
- Objective 1

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.	<div></div>	4 DSS project completed	DSS project BrainMindR, a next-generation mindfulness app developed with WashU Medicine, leverages real-time data and Ecological Momentary Assessment to enhance clinical research, personalized assessments and well-being. DT co-hosted the inaugural WashU Data Viz Competition during Love Data Week, receiving 15 entries and featuring keynote speaker Stephanie Evergreen.
3 projects that support medical/health services delivered (Clinical AI governance).	<div></div>		
2 flagship events hosted and 50 interdisciplinary consultation meetings convened to increase Digital Transformation awareness/presence.	<div></div>	2 flagship, 46 convening events	
10 key partnerships across WashU and/or industry established.	<div></div>	10 partnerships established	

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

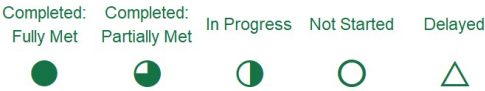
Provide resources for scalable solutions that enable greater local and global impact.

Initiative Objective and Key Results	Status	Data	Progress Summary
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).	<div><div></div></div>	32 accounts established	As part of the AI Toolbox, Chatbot Creator empowers faculty and staff to build custom chatbots without coding. Within WashU’s secure AI environment, this tool enhances research, data exploration and student learning. Beta testing is underway across multiple use cases.
Rolled out AI Toolbox (e.g., Suite of Tools, AI Playground) to 5 beta adopters (researchers/labs or student teams).	<div><div></div></div>	13 beta adopters	
Rolled out research toolbox with Research Infrastructure Services and Cloud to 5 beta adopters (researchers/labs or student teams).	<div><div></div></div>		
Launch research profiling system and Library Service hub.			
Established initial profiles for 100% of active regular faculty members in Pure.	<div><div></div></div>		DT partnered with change management personnel from the Office of the Provost to support a comprehensive rollout of the expanded Research Profiles platform. Digital Transformation is leveraging the Chatbot Creator to index discrete resources, with beta end-user testing in progress.
100 discrete resources indexed and available via the Library Service hub.	<div><div></div></div>		

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.	<div></div>		Instead of hiring additional personnel in OVCR, current resources across the Here and Next Backbone team and the Office of the Provost were leveraged to provide necessary supports.
Plan to address post-award barriers and reduce processing time created in collaboration with Sponsored Projects Accounting (SPA).	<div></div>		
5 research administrative staff to support the Office of the Vice Chancellor for Research (OVCR) and university-wide research initiatives hired.	<div></div>	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, Center for Dissemination and Implementation, AI for Health Institute and the Food and Agriculture Research Mission.	<div></div>	\$2.07M deployed	Here and Next seed funding was expanded, standing up several partnerships including AI for Health, Center for Dissemination and Implementation, the Midwest HIV Center and seed grants associated with awarded Transcend Initiatives: the Geospatial Research Initiative and IMPACT Global.
100 proposals submitted.	<div></div>	125 proposals submitted	
40 top proposals funded.	<div></div>	45 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.	<div></div>	8 faculty recognized	After meeting with the Provost in January, Charisse Sekyi is now working in collaboration with schools and departments on strategically scaling the project to assist schools and faculty in applying for awards for scholarly excellence, streamlining the application process through InfoReady.
8 research-intensive faculty received recognition from the Office of the Provost.	<div></div>		
Research Excellence Showcase event to highlight research teams hosted.	<div></div>		
Through The Graduate Center, piloted fellowship funding application support (e.g., Fulbright) for 10 students.	<div></div>		
Organized and piloted new supports to submit 3 center grants that support research training and training grants.	<div></div>		
Process for the Office of the Provost to assist schools and faculty in applying for awards for scholarly excellence piloted for 5 applications.	<div></div>		
Continue field-leading faculty initiative.			
20 field-leading and research-intensive faculty applications submitted by deans.	<div></div>	55 applications submitted	Additional candidates are currently in the hiring pipeline from McKelvey, Brown, Law, Sam Fox, Olin and Arts & Sciences.
10 new field-leading faculty hired.	<div></div>	5 hired	
Hiring protocol for field-leading faculty revised in collaboration with deans.	<div></div>	4 faculty positions endowed	In addition to the four endowed faculty positions funded, Advancement has secured funding for a named endowed deanship for Olin.
Donors for endowed faculty positions identified and solicited for key areas of excellence in collaboration with Advancement.	<div></div>		

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

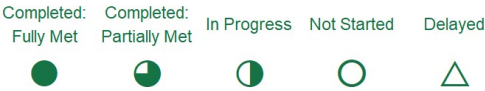
Advance opportunities in solving local and global challenges, especially in public health and the environment.

Initiative Objective and Key Results	Status	Data	Progress Summary
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.			Leading agricultural scientist Morven McLean began in February as the inaugural executive director of the FARM.
Research innovation advisory committee formed.			
Executive Director for the FARM recommendation submitted to the Provost by the co-chairs of the search committee.			Lora Iannotti, a maternal and child nutrition expert, and Feng Jiao, a chemical engineer specializing in energy storage, will be installed as FARM professors in fall 2026.
4 inaugural FARM professors installed.			
3 new research incentive programs launched to support existing and new research teams.			Planning is underway for all three research incentive programs, with one to launch in 2025.
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.			
Preliminary data and first draft/outline of each self-study section submitted to Accreditation Consultant for review.	<div><div></div></div>		The accreditation team hosted CEPH consultant Mollie Mulvanity on March 11 to provide feedback on the full self-study draft. A third draft of the self-study will be open for third-party comments in late spring.
First full draft of Self-Study reviewed by 1st round reviewers by February 2025.	<div><div></div></div>		
Full draft of Self-Study reviewed by 2nd round reviewers by May 2025.	<div><div></div></div>		
Draft Self-Study submitted to the Council on Education for Public Health (CEPH) by June 17, 2025.	<div><div></div></div>		
People resources are in place by June 2025.			
Dean onboarded by January 2025.	<div><div></div></div>		The call for primary faculty positions at the SPH is now closed after receiving 362 applications. Hiring for additional faculty and staff will occur on a rolling basis.
4 associate deans appointed by March 2025.	<div><div></div></div>	2 associate deans appointed	
31 school priority staff hired and onboarded by June 2025.	<div><div></div></div>	12 staff hired	
21 Primary Instructional Faculty hired into the School of Public Health (SPH) by June 2025.	<div><div></div></div>	22 faculty hired	

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
Required processes, systems and tools are in place for the Self-Study submission and start of the SPH.			
Financial model updated by December 2024.	<div></div>		The SPH will utilize a shared services model for IT, HR and Student Services. Memorandums of Understanding for those units are under review.
Information technologies plan in place by May 2025.	<div></div>		
Space plan determined by Facilities in partnership with Brown School and School of Medicine by May 2025.	<div></div>		
Graduate student support determined in partnership with Student Affairs and Brown School by May 2025.	<div></div>		
Advancement raised \$250M in philanthropic gifts, in addition to identifying and soliciting donors with university leaders.	<div></div>	\$100M secured	
HR resources in place by May 2025.	<div></div>		

School of Public Health

Completed:
Fully Met

Completed:
Partially Met

In Progress

Not Started

Delayed

Here and Next Objectives

Objective 2

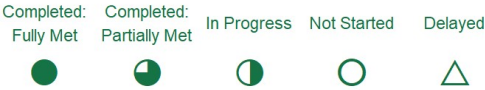
Advance opportunities in solving local and global challenges, especially in public health and the environment.

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).			
50 students enrolled in PH&S minor.	<div></div>	33 students enrolled	The PH&S minor officially launched this spring. 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.
4 elective courses taught by PH&S faculty.	<div></div>	4 courses taught	
Budget model for Arts & Sciences and SPH updated.	<div></div>		
Advancement identified, cultivated and solicited donors.	<div></div>		
Curricular and administrative hiring plan, including cross-department and cross-school appointments, approved by the dean(s) and provost.	<div></div>		
Program evaluation plan created.	<div></div>		
Marketing and communications plan implemented in collaboration with Arts & Sciences and University MarComm.	<div></div>		

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.

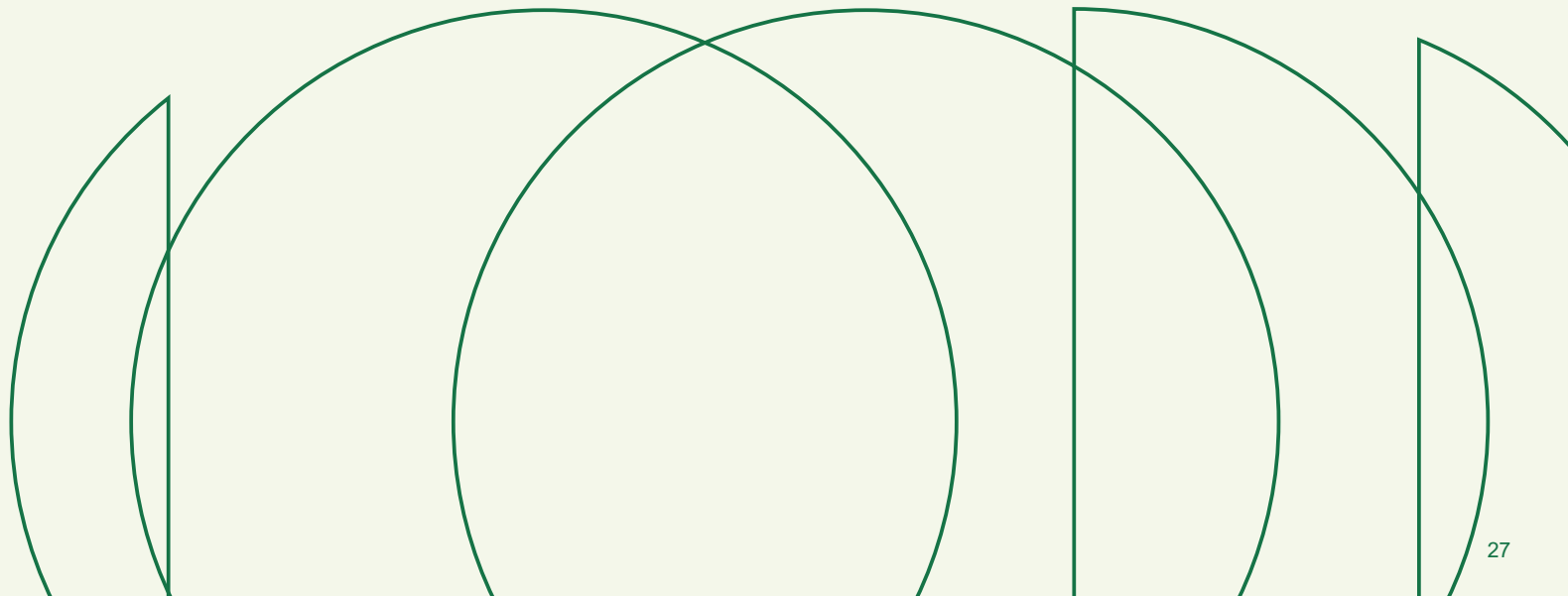
Objective 3

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. The call for joint appointments with SPH is open, having received 33 applications thus far.
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.



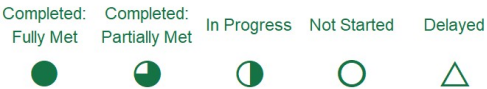
Here and Next Objectives

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.	<div></div>	26% of committees utilized	Existing faculty development programs have been documented in a comprehensive overview. Capacity-building discussions are informing future strategy, with faculty leaders set to share insights in April-May to guide FY26 priorities.
Financial and human resources required to build capacity of programming identified.	<div></div>		
Communications strategy to raise awareness about available faculty development resources created in collaboration with schools.	<div></div>		
Recruitment and Search Advisors (RASAs) utilized by 50% of the faculty search committees in 2024-2025.	<div></div>		Efforts continue to assess evolving faculty support needs, particularly in response to recent federal directives impacting faculty programming. The final CIMER-based mentoring intensive will take place in May. Faculty affinity groups concluded FY25 programming with a symposium and picnic April 25-26.
Faculty resource/affinity groups convened 1 time each semester to foster social connection, inclusivity and well-being.	<div></div>		
2 Center for the Improvement of Mentored Experiences in Research (CIMER)-based mentoring intensives offered to faculty members.	<div></div>		
Inclusive pedagogy program (CEILE) completed by 12 faculty members.	<div></div>		

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.		20 active participants	Coaching remains active, with three coaches supporting the FTLI cohort.
Faculty coaching program designed and piloted in collaboration with faculty members, Bauer Leaders Academy (BLA) and WashU Leads.			Faculty coaching efforts continue, including discussions on leadership messaging and the WashU Leads strategy.
Collaboration opportunities identified with BLA and WashU Leads for faculty leadership development.			Faculty engagement this year also included a talk on navigating turbulent times and quarterly coaching meetings.

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
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.			School/department-level resources are finalized, and work continues to identify university-level resources. Three units have been identified for piloting the Framework, with implementation planned for late August 2025. Efforts continue to support a successful rollout of the website.
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.			
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.			Work on the ADVANCE grant has been paused internally since late January as the University continues to navigate the changing federal landscape. Two staff were hired, and their employment has been terminated.
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.			

Faculty Development and Support



Here and Next Objectives

Objective 6

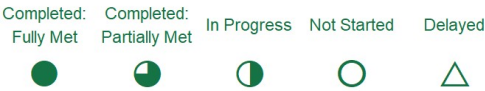
Promote development and support for students, staff and faculty, leading to equitable outcomes in their career, leadership and well-being.

Initiative Objective and Key Results	Status	Data	Progress Summary
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 continues through department-level collaboration, policy review and faculty input. Ongoing discussions with unit leaders and teaching faculty aim to refine workload policies, ensuring equitable practices that align with long-term success in the multi-year pilot.
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

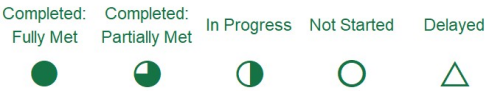
Promote development and support for students, staff and faculty, leading to equitable outcomes in their career, leadership and well-being.

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 (AVP) and staff hired to engage in global and graduate recruitment.	<div></div>	2 AVPs hired	Guillermo Rosas has been appointed assistant vice provost for graduate education and international affairs, and Fred Ssewamala as assistant vice provost for global research. A regional and global engagement strategy was put forth for approval by the Provost.
Global Advisory Council convened quarterly to provide input on strategy and implementation plans.	<div></div>		
Regional and global engagement strategy approved and funded by the Office of the Provost.	<div></div>		
Implementation plan and resources to centrally coordinate international travel across schools identified and funded.	<div></div>		

Graduate and Professional 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 6

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

Objective 7

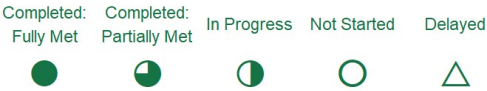
Prioritize educational access and foster inclusive excellence to advance student success.

Initiative Objective and Key Results	Status	Data	Progress Summary
Increase 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.	<div></div>		The DTFCC formed four working groups in the areas of mentoring, orientation and onboarding, outreach and policies.
Danforth Task Force on Climate and Culture (DTFCC) recommendations implemented and funded.	<div></div>		
Through The Graduate Center, fellowship funding application support (e.g., Fulbright) piloted with 10 students.	<div></div>		Two postdocs are piloting support for students in applying for fellowships and increasing the internal infrastructure to continuously offer such support.
Organized and piloted new supports to submit 3 center grants that support research training and training grants.	<div></div>		
Implement doctoral program review recommendations.			
Rubric and feedback loop for doctoral program reviews standardized.	<div></div>		Doctoral reviews are ongoing, with the following having presented to the Doctoral Council this spring: Classics, Mathematics, Biomedical Informatics and Data Science, Biomedical Engineering and History.
Scope of work established for the new assistant vice provost for graduate education and international affairs.	<div></div>		
External review process for doctoral programs established.	<div></div>		
Recommendations from Year 1 and 2 reviews tracked and evaluated.	<div></div>		

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.



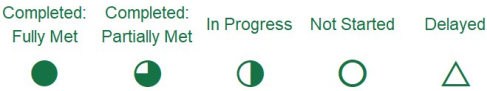
Here and Next Objectives

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.	<div></div>		Over 2,000 people from IT and WashU Medicine have participated in the Talent Council framework pilots. Creating differentiated benefit plans will be ongoing as part of the BJC/WashU Medicine merger.
All non-Workday performance management forms and guidance hosted by HR have been updated to use the same scales and rating systems.	<div></div>		
Created a differentiated benefit plan developed for West County providers.	<div></div>		
Increase staff engagement in the Institute for Leadership Excellence (ILE).*			
Integrated WashU Leads shared mental model into ILE programs.	<div></div>	60 invited	In collaboration with WashU Leads, efforts are underway to refine messaging for faculty, staff and students.
60 staff invited to participate in 2024-2025 ILE programs.	<div></div>		
At least 95% of the 2024-2025 ILE participants retained.	<div></div>		The plan is in place to expand the portfolio of Learning & Leadership Development offerings with the intent of broadening the reach into the management community in FY26.
33% of the leaders invited to participate as a 2024-2025 ILE Leaders Teaching Leaders were newly engaged WashU community members.	<div></div>		

Staff Talent Initiatives



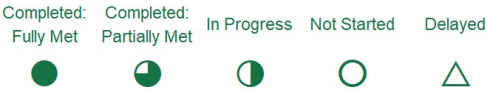
Here and Next Objectives

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
Increase the quality of experience for ILE Community members.*			
25% of capstone projects directly tied to Here and Next priorities and objectives.	<div></div>	100% of projects aligned	Monthly assessment of programming is underway, with final results available once the modules are completed in late spring.
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.	<div></div>		
Developed a baseline assessment of the quality of learning experience by measuring learning outcomes.	<div></div>		
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.	<div></div>		
Increase the number of development opportunities offered through Learning & Development (L&D).			
Offered manager orientation for new managers (virtual monthly, in-person bi-monthly).	<div></div>		Approximately 2,500 people have participated in NEO this year. Tailored NEOs for postdocs and for different groups impacted by the BJC/WashU Medicine merger are in planning stages. This year, 261 people attended the new Manager Orientation.
Offered an increased number of L&D curriculum classes by 25% with focus on non-management staff employees.	<div></div>		
New Employee Orientations (NEO) expanded to postdocs and fellow offerings.	<div></div>		

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
Increase the number of staff participating in development opportunities offered through L&D.			
A training participation rate between 70% to 80% per class achieved.			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.
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.			

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
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.			
Metrics to track Sense of Belonging and usage of campus resources incorporated into weekly assessment completed by students enrolled in Bearprints for Success.			Software for tracking involvement is in place. What constitutes meaningful involvement to be defined before the system is fully utilized. DxD has offered 29 programs, slightly less than last year due to the significant number of programs offered for Israel and Palestine Dialogues.
System for understanding which students are not meaningfully involved in campus programs, organizations and activities developed by Research & Analytics team.			
Increased number of Dialogue Across Difference (DxD) workshops offered to the campus community.		29 programs hosted	

Student Affairs



Here and Next Objectives

Objective 6

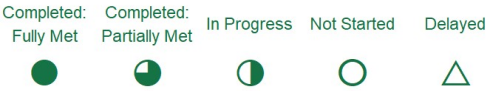
Promote development and support for students, staff and faculty, leading to equitable outcomes in their career, leadership and well-being.

Objective 7

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

Initiative Objective and Key Results	Status	Data	Progress Summary
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.	<div></div>		So far this academic year, 775 employers (and counting) have been engaged with students, an increase compared to this time last year. The total number of students engaged in Career Communities increased to 6,945 as of April 2025, up from 5,190 in April 2024.
Increased number of students participating in a Career Community.	<div></div>		
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.	<div></div>		New programs were implemented in areas such as financial wellness, premedical school preparation and academic excellence. Of students who engaged in Center for Diversity and Inclusion programs, 73.9% reported strengthened ability to meaningfully engage with others on perspectives and identity topics.
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.	<div></div>		

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.	<div><div></div></div>		WashU students participating in a health behavior assessment reported decreased anxiety, depression and binge drinking since last year. Of 29 students returning post-leave through WashU Cares, 26 completed the fall 2024 semester with an average GPA of 3.01.
“Unhealthy outcomes” for WashU students to track on national assessments administered to clinical populations and the entire student body identified.	<div><div></div></div>		
Methods for capturing attendance at programs, events and workshops teaching healthy habits to our students improved.	<div><div></div></div>		
Support through WashU Cares for students returning from Medical Leave of Absence to keep them on track toward successful degree completion strengthened.	<div><div></div></div>		
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.	<div><div></div></div>	91% of students	Ninety-one percent of first-year students (1,682) completed the Purpose Statement activity.
Gallup Strengths assessment completed by 100% of first-year undergraduate students.	<div><div></div></div>	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
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.	<div></div>	1 AVP hired	A refined strategy was shared with the Undergraduate Education Advisory Committee.
2 assistant vice provosts (AVP) who will enact the strategic implementation of this work hired.	<div></div>		
Cross-university working group convened to engage in the implementation of this work through 2 semesterly meetings and asynchronous updates.	<div></div>	2 meetings held	In place of a second AVP, Directors of the Beyond Boundaries Program and the Gephardt Institute are implementing cross-disciplinary and civic components of the plan.
Strategy deployed at faculty meetings in 4 schools to enhance buy-in and elicit feedback.	<div></div>		
Report on Undergraduate Education Commission overarching strategy and key results delivered to Board.	<div></div>		
			The strategy was deployed to faculty through a convening of the curriculum committee from each school.

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
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.	<div></div>		A creative computation course design is in progress, and Frick funding was approved for eight new courses next year. Additional student attitude measurement timepoints have been identified: at the end of spring, early junior year, time of major declaration and Intent to Graduate.
Inventory of existing courses and experiences that meet identified learning objectives generated across the university.	<div></div>		
Critical school-specific curricular additions to implement over the next 3 years in each of the 6 areas determined.	<div></div>		
2-3 exemplar experiences designed to achieve particular learning objectives piloted.	<div></div>	1 experience piloted	
Baseline measurements of student attitudes (worldview complexity, sense of purpose) from class of 2028 obtained.	<div></div>		
3 additional timepoints (e.g., declaration of major) determined where student attitudes can be measured and data collection approved.	<div></div>	4 timepoints determined	

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.			Canvas has been identified as the primary tool for student reflection about vision for purpose and opportunities for impact. A January event with BLC, Purpose and Posture, served as a pilot with 70 attendees with data collection and analysis underway.
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 (BLC), 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



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.

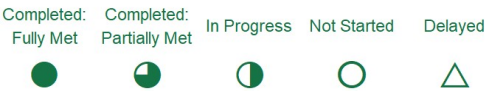
Objective 7

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.	<div></div>		A hub prototype and data-sharing model have been developed and external transfer data shared with Admissions. Department-level data is set to be shared at the May STEM retreat. The Learning Center coaching model has expanded to 10 undergraduate and two graduate coaches.
Accessibility to department- and student body-level data increased through creation of graduation/retention dashboard and departmental reports.	<div></div>		
Feedback loop implemented in 2 departments (Computer Science and Chemistry) and department-level approach piloted in Math and Biology.	<div></div>		
Early alert for disengaged students pilot completed.	<div></div>		
Recommendations for mitigating external transfers developed.	<div></div>		
Learning Center coaching model for academic skill development piloted with 5 coaches, supporting 50 students.	<div></div>	12 coaches and 120 students	
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.	<div></div>		The standardized academic integrity processes have been deployed across undergraduate schools, with the Academic Integrity Board set to finalize adjustments by the end of the fiscal year.
Complied with the Higher Learning Commission 2024-2025 accreditation process.	<div></div>		

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.

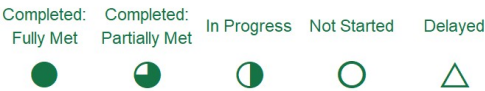
Here and Next Objectives

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
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.			
A statistically significant increase in WashU community members' understanding of how WashU conceptualizes leadership achieved.			WashU Leads is prioritizing assessing leadership conceptualization over development of leaders. Students demonstrated strong understanding on the baseline survey. Follow-up data will come from the undergraduate PULSE and graduate gradSERU surveys, with analysis expected after April.
A statistically significant increase in WashU community members' understanding of how WashU develops leaders achieved.			

WashU Leads



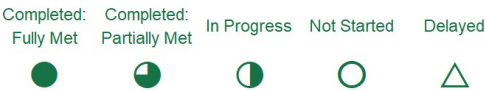
Here and Next Objectives

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	BLA leadership sessions are integrated into all four undergraduate schools, with faculty support for expansion. BLA program opportunities continue to expand, such as Leadership Journey Lunches, Momentum Mondays and supplementary workshops.
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.		17% of students	

WashU Leads



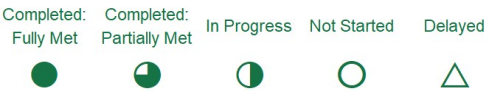
Here and Next Objectives

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
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 provided support for the Leadership Excellence and Development (LEAD) and Faculty Transformational Leadership Institute (FTLI) programs, as well as facilitated a leadership workshop for Faculty Affairs and Diversity and a student workshop at the Law School.
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.	●	5 programs assessed	BLA completed five experimental programs, including an Escape Room and a US Army event. BLA presented at the Coalition for Transformational Education conference, with additional presentations planned. Article submissions are deprioritized due to other priorities and insufficient data for publication.
Infrastructure built by completing 5 major assessments with the Bauer Leadership Center (BLC).	●	5 assessment complete	
BLC work presented at 3 leadership development conferences.	◐	1 presentation	
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
Secure resources for the long-term sustainability of the BLA.			
Financial commitments from additional donors explored.	<div><div></div></div>		BLA submitted a proposal to the Educating Character Initiative from Wake Forest, with decisions expected by the end of the fiscal year.
1 new grant or award from an institutional funder secured.	<div><div></div></div>		
Advancement and university leadership identified BLA giving opportunities and pursued conversations with potential donors.	<div><div></div></div>		
Increase staff engagement in the Institute for Leadership Excellence (ILE).*			
Integrated WashU Leads shared mental model into ILE programs.	<div><div></div></div>		In collaboration with WashU Leads, efforts are underway to refine messaging for faculty, staff and students.
60 staff invited to participate in 2024-2025 ILE programs.	<div><div></div></div>	60 invited	
At least 95% of the 2024-2025 ILE participants retained.	<div><div></div></div>		The plan is in place to expand the portfolio of Learning & Leadership Development offerings with the intent of broadening the reach into the management community in FY26.
33% of the leaders invited to participate as a 2024-2025 ILE Leaders Teaching Leaders were newly engaged WashU community members.	<div><div></div></div>		

WashU Leads



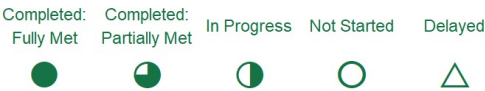
Here and Next Objectives

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.	<div></div>	100% of projects aligned	Monthly assessment of programming is underway, with final results available once the modules are completed in late spring.
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.	<div></div>		
Developed a baseline assessment of the quality of learning experience by measuring learning outcomes.	<div></div>		
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.	<div></div>		

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 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.	●	20 active participants	Coaching remains active, with three coaches supporting the FTLI cohort.
Faculty coaching program designed and piloted in collaboration with faculty members, BLA and WashU Leads.	●		Faculty coaching efforts continue, including discussions on leadership messaging and the WashU Leads strategy.
Collaboration opportunities identified with the BLA and WashU Leads for faculty leadership development.	●		Faculty engagement this year also included a talk on navigating turbulent times and quarterly coaching meetings.

WashU Leads



Here and Next Objectives

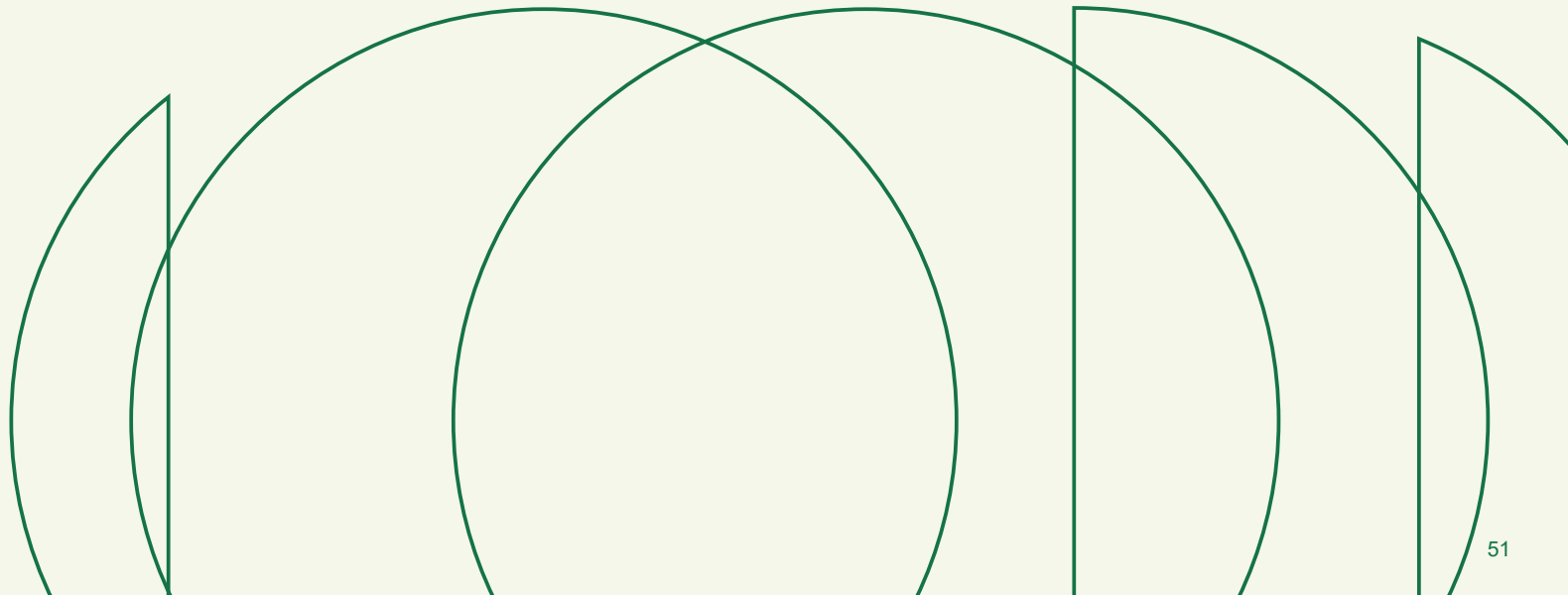
Objective 6

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.			Canvas has been identified as the primary tool for student reflection about vision for purpose and opportunities for impact. A January event with BLC, Purpose and Posture, served as a pilot with 70 attendees with data collection and analysis underway.
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, BLC, 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	

Here and Next

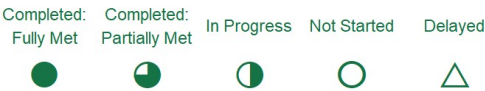
Community Pillar



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 (AVP) and staff hired to engage in global and graduate recruitment.	<div></div>	2 AVPs hired	Guillermo Rosas has been appointed assistant vice provost for graduate education and international affairs, and Fred Ssewamala as assistant vice provost for global research. A regional and global engagement strategy was put forth for approval by the Provost.
Global Advisory Council convened quarterly to provide input on strategy and implementation plans.	<div></div>		
Regional and global engagement strategy approved and funded by the Office of the Provost.	<div></div>		
Implementation plan and resources to centrally coordinate international travel across schools identified and funded.	<div></div>		

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 seed funding.			
15 seed grants awarded to global research studies (5 through Here and Next seed funding, 10 through Global seed funding).	<div></div>	20 seed grants awarded	Through the Global Incubator Seed Grants program, the team is investing in innovative projects that demonstrate exceptional promise in driving academic excellence and research impact. After receiving 54 applications, 20 projects were awarded seed grants totaling \$500,000, allowing them to kickstart new research studies worldwide.
Seed funding awards integrated within standard tool (InfoReady).	<div></div>		
Deploy Global Research Scholars Network.			
5 international visiting scholars hosted in St. Louis.	<div></div>	10 scholars hosted	Eleven international visiting scholars have been accepted, with 10 already hosted in St. Louis and one more to visit in the fall. Applications remain open for additional scholars.
Implementation plan for sending 3 short-term WashU scholars internationally established.	<div></div>		
			Elvin Geng will pilot the implementation of sending WashU scholars internationally.

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
Improve recruitment and supports for international students and scholars.			
Review of McDonnell International Scholars Academy completed.	<div></div>		Review of the McDonnell International Scholars Academy is ongoing, with results expected in May. Recommendations for improved supports for international students and scholars will emerge from the work of the Danforth Task Force on Climate and Culture.
Recommendations for improving supports to international students and scholars approved by Vijay Ramani.	<div></div>		
Success of new English Language Proficiency Policy assessed in partnership with the Office for International Students and Scholars (OISS).	<div></div>		

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.



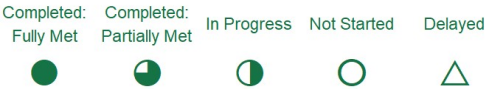
Here and Next Objectives

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 form is live on the initiative website and available for input from external stakeholders. The new assistant director for community engagement is in the process of developing monthly conversations with community members to increase opportunities to learn from one another.
Quarterly listening sessions held.			
Increase clarity of shared strategy and how it will be measured.			
Categories to quantify community benefit identified.			The In St. Louis, For St. Louis Internal Advisory Group and Board of Trustees Taskforce provided input and approved three impact areas: Healthy Communities, Educational Access and Economic Opportunity. A finalized evaluation plan and key performance indicators are on track.
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



Here and Next Objectives

Objective 11

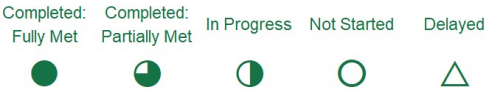
Approach operational decisions and institutional partnerships with greater intentionality to achieve equitable impact in our city, state, region and globe.

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.	●		An assistant director of K-12 education and an assistant director of data and evaluation have been hired, completing current hiring plans for In St. Louis, For St. Louis.
University-wide outreach and engagement ecosystem is accessible online.				
	University-wide outreach and engagement inventory completed.	△		This work will begin when the recently hired assistant director of data and evaluation starts in late spring.
	Outreach and engagement map live.	△		
Foster greater understanding of how WashU is working within the St. Louis region.				
	Community outreach and engagement efforts increased.	◐	8 newsletters issued	The grand opening of WashU's Community Engagement Office hosted almost 200 people in December. Engagement through events at the Missouri History Museum has also increased greatly this quarter.
	Community-facing newsletter issued on monthly basis.	◐		
	Internal sponsorship strategy shared with key internal stakeholders.	●		
				An adapted sponsorship model was approved by the Board 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

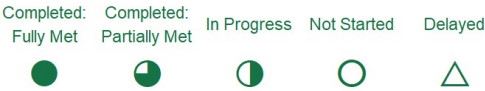
Provide resources for scalable solutions that enable greater local and global impact.

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.	<div></div>		The annual Women's History Month Marketplace in March saw an increase in businesses participating from various industries. An external event hosted by St. Louis Supplier Development Professionals Network in collaboration with Greater St. Louis, Inc. brought around 70 businesses participating in a session about federal changes impacting local businesses. WashU is a co-chair of the Network.
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.	<div></div>	48 new suppliers	
Hosted 3 WashU industry specific engagement events.	<div></div>	2 hosted	
Hosted/supported 3 external industry specific engagement events.	<div></div>	3 supported	

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
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.	<div><div></div></div>	2 quarterly meetings	University wide awareness campaign events, such as Cookies and Conversation, have continued to raise awareness about the initiative amongst internal stakeholders.
Distributed 2 Supplier Diversity newsletters to WashU subscribers and external partners.	<div><div></div></div>		
Conducted 4 workshops and/or webinars to educate students, staff and faculty about the importance and benefits of supplier diversity.	<div><div></div></div>	1 conducted	The goal of completing 3 surveys was completed after the Women's History Month Marketplace.
Conducted 3 surveys (pre-event, post-event and annual) to measure awareness and the effectiveness of Supplier Diversity and its tools.	<div><div></div></div>	3 conducted	
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.	<div><div></div></div>		A strategy for recruiting participants and implementing CEL is under development. A stakeholder workshop took place in December. Internal and external focus groups are being identified. A Gephardt St. Louis Fellow has been engaged to support additional research.
Secured participation of 3 diverse owned businesses in the CEL program that align with WashU's procurement needs.	<div><div></div></div>		

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
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.			A consultant was selected to conduct an assessment of current processes. This assessment will lead to identification of specific barriers and strategies for addressing them.
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.			
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).			While which buildings and the timeline have changed, three buildings are being prepared for heat recovery chiller connections. Umrath and Mallinckrodt were completed in April.
LED lighting conversions completed in 4 additional Danforth Campus buildings.			
10 electric shuttles and 10 departmental electric vehicles added to the fleet.		10 shuttles in operation	
Build-out of the North Campus EV fast-charging depot completed, leveraging tax credits.			The goal for electric shuttles has been exceeded with 10 in operation and five more to come.
20 Level 2 charging ports for fleets, commuters and residents added, leveraging tax credits and Ameren rebates.		32 ports installed	
			EV fast-charging depot and Level 2 charging ports have been constructed.

Operations Initiatives



Here and Next Objectives

Objective 3

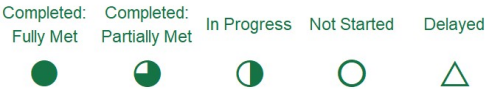
Provide resources for scalable solutions that enable greater local and global impact.

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
Develop the vision, strategy and priorities for the next phase of institutional sustainability initiatives.			
Sustainability strategic planning process restarted.	△	6 hired	The 2025 STARS report has been submitted and a STARS Gold certification is expected. The data from this baseline will be utilized to map the pathway to Platinum certification. Hiring for summer AmeriCorps members is in progress.
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.	●		
Advance sustainable building and operational resilience.			
Updated sustainable design standards for small projects published.	●		LEED Gold certification will be achieved but changes necessary to reach LEED Platinum have not been made.
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.	●		The standard for new construction will remain Silver until the new STARS process is established.
LEED Gold Standard evaluated for major new construction.	△		

Operations Initiatives



Here and Next Objectives

Objective 3

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

Objective 11

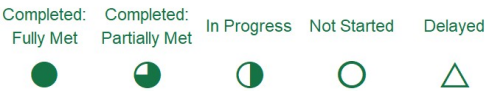
Approach operational decisions and institutional partnerships with greater intentionality to achieve equitable impact in our city, state, region and globe.

Initiative Objective and Key Results	Status	Data	Progress Summary
Digitally transform Energy and Utility Management through the deployment of EnergyCAP.			
EnergyCAP fully implemented on the Danforth Campus to replace legacy energy management systems.	<div></div>		EnergyCAP is in progress for the Danforth Campus and Real Estate operational unit. A pilot has begun for the Medical Campus. Discussion 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.	<div></div>		
EnergyCAP pilot expanded to additional operating units.	<div></div>		
Integrate EnergyCAP with WorkDay in partnership with IT, WorkDay team and Accounts Payable completed.	<div></div>		
Increase impact and revenue of the surplus property program.			
Increased revenue by 25% Year Over Year (YOY).	<div></div>	11% YOY	Revenue has increased by 11% YOY with significant activity upcoming.
Increased recirculated goods by 15% YOY.	<div></div>	44% YOY	Recirculated goods have increased 44% YOY, exceeding the fiscal year goal.

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.	●	85% retention	Retention for degree-seeking students is at 85% from Fall 2024 to Spring 2025.
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.	◐		The plan to recruit non-degree seeking students for degree programs has been delayed until fiscal year 2026 due to program changes.

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 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 (HLC) Credential Lab staff.	●		Dean Armstrong attended HLC's Credential Lab and convention, earning recognition for workforce-aligned programs.
Tailored professional certificate opportunities offered to 100 industry partners.	●	150 partners	CAPS formed partnerships with the St. Louis Society for Human Resource Management and BioSTL, offering 30 professional certificate scholarships, while expanding course access via ed2go.
Created 5 free mini seminars in specialized topics through Extend(Ed).	●	5 free courses	

School of Continuing and Professional Studies



Here and Next Objectives

Objective 10

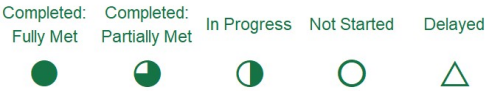
Meet the education needs of modern learners aligned to the job market in our city, state and region.

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.			<p>Principal Gifts continues to work towards identifying additional principal gift level prospects for CAPS.</p> <p>CAPS presented PEP to Missouri’s Adult Learners Network to begin building a consortium of institutions interested in expanding into prisons.</p> <p>EL/EP earned a Focus St. Louis “What’s Right with the Region” award.</p> <p>Extend (Ed) courses will be offered to contract employees for upskilling beyond English Language.</p>
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 3 conferences	
Workplace English Certificate of Completion provided to 40 WashU contract employees via EL/EP.		20 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.		5 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

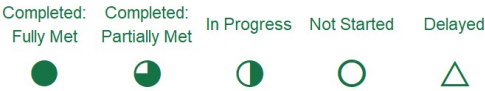
Provide resources for scalable solutions that enable greater local and global impact.

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.			An associate director of the Confluence Collaborative has been hired and onboarded. Two additional hires, one administrative and one part-time communication position, should be hired this fiscal year. Engagement for councils has begun, and they will be established in FY26 before strategic planning begins.
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.			

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
Elevate and invest in community-engaged research, teaching and practice.			
Communications plan established including newsletter and website.		23 studies awarded funding	This year's Confluence Awardee is Shannon Lenze and the EleVATE Collaborative. A significant proportion of Here and Next seed grants have been community-engaged research, demonstrating the rich existing culture for this work.
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).			
Launch series of collaborative events with the Collaborative Network and Community Collaborative.			
Collaborative Network of community-engaged faculty and staff listserv established.			Introductory sessions starting this spring will provide an opportunity to identify topics of interest.
Topics of interest among community and academics identified and approved by Community Collaborative Council.			
Bi-annual seminar launched.			The first bi-annual seminar is scheduled for October 2025.
Community research events launched.			Community research events will be planned in partnership with existing community-engagement leads within schools next fiscal year.

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
Establish structure and reporting for the WT Grant Foundation.			
WT Grant Foundation community-engaged project planning process completed and community-engaged research study advanced.			Boys and Girls Club and Fathers and Family Support Center are fully engaged. Community fellows, life coaches and university fellows are being identified. WashU and a community partner presented at the WT Grant Foundation national council, including a financial and progress report.
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.			