

Strategic Plan Dashboards

July 1, 2023 – February 14, 2024



**Here
and
Next**
WashU

Here and Next

Objectives and Key Results Highlights

Key Successes

- The new Assistant Vice Chancellor for Career Development and Education, Norma Guerra Gaier, has been successfully onboarded with the **Student Affairs** initiative.
- The **Center for the Environment** hosted its kickoff week February 12-16, welcoming nationally recognized speakers who engaged students, faculty, and the community.
- Both the **Research Excellence** and **Global Initiatives teams** awarded funds across the university, distributing \$1.3 M to strategic priority areas.
- **CAPS** secured a \$500K grant through Extend(Ed) to develop an external English Language Program for St. Louis-area immigrants and refugees.
- For the fiscal year-to-date (July – Jan), the **Sustainability** Surplus Property Program's revenue has more than doubled compared to the prior year, reflecting a 113% increase for the same time period.

Progress Barriers

- After restructuring internally, **CAPS** did not meet their goal of increased employee satisfaction. In response, they will form an internal organizational cultural committee.
- The **Graduate and Professional Education** initiative is delayed on acquiring funding to support their fellowship programs.
- The **Confluence Collaborative** is delayed until a director is hired in beginning work to apply for the Carnegie community-engaged research designation.
- The Faculty Transformational Leadership Institute (FTLI) hosted by the **Faculty Development and Support initiative** has delayed programming for one year due to low enrollment.
- While **Talent Management** has greatly increased onboarding sessions for new employees on both campuses it cannot fully meet demand with current staff capacity.

Looking Ahead

- Six Field Leading Faculty are in the hiring pipeline through the work of the **Research Excellence** initiative.
- Through TRIADS seed funding, **Digital Transformation** will determine awardees.
- An Executive Director of the **Confluence Collaborative** will be appointed by the end of the semester, with six candidates in the interview process.
- The inaugural dean of the **School of Public Health** will be determined, in addition to the Initial Application Submission in June.
- Pilots of the Workday Talent module will be completed as the **Talent Management** team overhauls the merit management system for the university.

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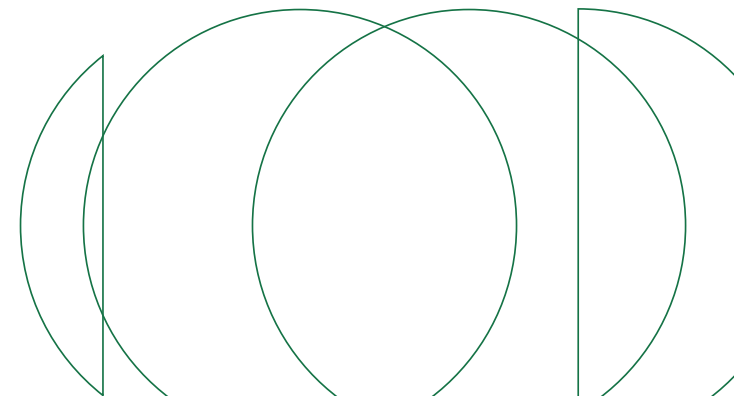
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Research Excellence

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

Initiative Objectives and Key Results

Status

Data

Progress Summary

Enhance research infrastructure and administrative supports.

25 individuals committed to 2023-2024 Here and Next Seed Grant Review Committee.



123 unique reviewers

5.5 new FTEs with Sponsored Projects Accounting hired.



4 hired

Five research administrative staff hired to support OVCR and University-Wide Interdisciplinary Research Initiatives.



2 hired

Platform to support research profiling and institutional data secured and implemented.



Two new hires have been made since October to support the Office of the Vice Chancellor for Research and Sponsored Projects Accounting.

Improve policies and procedures related to externally funded studies with schools, Office of the Vice Chancellor for Research (OVCR) and Sponsored Projects Accounting (SPA).

Expanded hiring and staffing plans developed for OVCR and SPA.








New electronic workflow systems adopted and processes standardized in partnership with OVCR and SPA.








The Office of the Vice Chancellor for Research and Sponsored Projects Accounting continue to utilize Monday.com for project management and InfoReady for proposal tracking.

Research Excellence






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

Initiative Objectives and Key Results	Status	Data	Progress Summary
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Increase and incentivize research productivity and collaboration across schools.

50 seed funding proposals submitted.		55 proposals submitted	Seventeen proposals have been funded for a total of \$1.1M in awards across the following strategic areas: Environment, Digital Transformation, Public Health, St. Louis Community and Global Initiatives. Additional proposals are anticipated through the end of January, with a funding announcement in April.
\$2M in seed grant funds awarded.		\$1,182,323 awarded to date	
Donors for research priorities across the university in FY24 and FY25 identified and solicited.			
20 top-related proposals funded.		17 proposals funded	
Donors for transformational gifts to support WashU's research enterprise identified and solicited.		2 donors secured	

Launch Field Leading Faculty initiative.




Hiring process launched with all Deans.			Three Field Leading Faculty hires have been made, with six more in the hiring pipeline.
Five Field Leading Faculty hired.		3 hired	
24 faculty hired into existing and new endowed professorships.			
15 applications submitted by school Deans.		12 applications submitted	
Identify and solicit donors endowed deanships for Public Health, Olin Business School and McKelvey Engineering.			

Public Health





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

Initiative Objectives and Key Results	Status	Data	Progress Summary
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Initial Application Submission for accreditation submitted.

Council on Education for Public Health (CEPH) required support from Provost approved.			<p>A full draft of the initial accreditation application is complete and will be submitted June 2024.</p> <p>Initial Application Submission will be sent to internal committee for review by February 14.</p>
One student graduated from both Public Health Science and Dissemination & Implementation Science PhD concentrations.		1 D&I PhD graduate	
Submitted Initial Application Submission.			

Inaugural faculty appointed.

Faculty appointment, promotion and tenure policies approved, faculty review process established, and transfer policy in place.			<p>After receiving more than 100 nominations, the Dean search has been narrowed to five top candidates who will be scheduling campus visits.</p> <p>Faculty Appointment Promotion & Tenure process and draft policies have been approved by the Office of General Counsel and the Provost.</p>
Identify 10 jointly appointed Public Health faculty.			
Pipeline of at least five Field Leading Faculty nominees for new Dean consideration developed.			
Inaugural Dean hired.			

Public Health

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

Initiative Objectives and Key Results

Status

Data

Progress Summary

Plan for undergraduate Public Health major finalized.

Curriculum and program structure approved by the Provost.



Administrative structure and resources approved.



Spaces, people, courses and curriculum approved by the Curriculum Committee in Arts & Sciences.



The major's curriculum structure is being evaluated and will be submitted to the A&S Dean and Provost before end of April. The final required course for the major is currently being designed by faculty fellows.

Increased readiness of infrastructure and resources for SPH.

Multi-Year Financial Model including operating costs, capital costs, sourcing and funds flow determination completed by Finance.



Foundational philanthropic commitments secured.



University Advancement and Finance's agreement on appropriate fundraising goals, priorities and financial and governance models confirmed.



Space planning timeline and estimates with considerations for enrollment growth, program expansions and presence on and off campus drafted.



Reputation building campaign launched.



Dedicated MarComm staffing added to support an SPH reputation building campaign.











Donors for naming, deanship, fellowships, accelerator funding and field leading faculty identified and solicited.








The Public Health@WashU communication working group was established in September 2023 and brings Public Health communicators from both campuses including several schools, institutes, and departments together on a monthly basis to collaborate on a shared Public Health reputation building agenda through the "Next Era" brand.

Public Health

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






Initiative Objectives and Key Results	Status	Data	Progress Summary
Facilities and Finance’s agreement on space planning estimates confirmed.			
PR campaign implemented by MarComm to maintain or increase academic ratings and positively impact awareness and opinions of Public Health at WashU.			
Staffing plan for SPH, Brown School and Provost’s Office of Public Health finalized.			
Dean’s suite renovations completed to accommodate leadership of new school.			
Define research centers transition plan.			
School of Public Health joint centers determined.			N/A
New School of Public Health centers defined with input from inaugural Dean.			

Digital Transformation






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

Initiative Objectives and Key Results	Status	Data	Progress Summary
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Increase Digital Transformation awareness and engagement among researchers and students working in digital domains.

Digital Intelligence & Innovation Accelerator (DI2) launched with new website and social media platforms.			<p>Recently confirmed speakers for the Digital Universities Conference, scheduled for May 6-8.</p> <p>Initial meetings have been held to discuss university-wide AI governance.</p>
2023 Fall Symposium hosted and 2024 THE Digital Universities Conference hosted.			
DI2's strategic plan completed.			
Launch comprehensive marketing and communication branding strategy in collaboration with MarComm.			
University-wide governance for DT shared by DI2 and WUIT.			

Increased readiness to expand Digital Transformation efforts.






Multi-Year Financial Model including operating costs, capital costs, sourcing and funds flow determination completed by Finance.			N/A
Donors for DI2, Digital Solutions Studio, DCDS student support, accelerator funding, and field leading faculty identified and solicited.			
Space plan timeline and financial estimates with considerations for needs/wants, location and structure drafted.			
Facilities and Finance's agreement on space planning estimates confirmed.			
University Advancement and Finance's agreement on appropriate fundraising goals, priorities, and financial and governance models confirmed.			

Digital Transformation




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

Initiative Objectives and Key Results	Status	Data	Progress Summary
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Organize and support digital-first solutions that can advance research and innovation through Digital Solutions Studio.

Ongoing contract with a software development staff augmentation organization optimized to satisfy current and future Digital Solutions Studio demand.			In addition to one complete DSS project, two are in progress.
10 research seed grants from Here and Next with Digital Solutions Studio in scope.			
Six Digital Solutions Studio projects completed.		1 project complete	Application for TRIADS seed funding is closed and applications are being reviewed.
Co-investment of seed funding awarded to TRIADS.			
Platform to support research profiling and institutional data implemented.			






Identify and establish strategic relationships with industry partners.

Recommendation to for campus-wide cloud computing partnership provided.			Two AI projects initiated in partnership with BJC.
External Advisory Board for Digital Transformation convened.			
Two high-impact clinical AI projects executed with one or more external technology partners.			

Advance educational programming for a modern digital economy.

Education landscape analysis and recommendations provided in collaboration with the Future Design School.			N/A
One new track within DCDS (aligned with Earth, Environmental, and Planetary Sciences) launched.			

Center for the Environment

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

Initiative Objectives and Key Results

Status

Data

Progress Summary

Advance WashU's global research in four key areas and one cross-cutting theme.

One nomination submitted to the international Frontiers Planet Prize.



2 nominations submitted

Faculty and/or staff convened 10 times to foster the formation of teams who can compete for externally funded research grants.



10 convenings hosted

Five Center-aligned activities funded by Here and Next seed funding.



6 activities funded

Ten undergraduate students onboarded to equitable and inclusive summer undergraduate research program.



Led submission of three interdisciplinary applications for externally funded research projects.



Seven interdisciplinary application submissions for externally funded research projects submitted with Center for the Environment playing an essential role.



5 interdisciplinary grants submitted

Four Here & Next Tier 2 seed grant applications and one Tier 1 proposal focused on the environment have received funding.

Twenty-five WashU students have applied to the summer undergraduate research program.

One NSF proposal supported by the center was awarded funding in January 2024.

Center for the Environment

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

Initiative Objectives and Key Results

Status

Data

Progress Summary

Build the Center for the Environment's Organizational Infrastructure.

60 faculty and research staff are active Center for the Environment Scholars.



75 Scholars

Two research theme directors, two faculty fellows, a senior research development associate and four full-time staff hired or appointed.



5 new hires

Internal Advisory Council, Council of Partners and Environmental Education Coordinating Committee convened 17 times collectively.



8 convenings hosted

Space plan timeline and financial estimates drafted with considerations for feasibility study of current Danforth space for long term growth.



Donors for center naming, directorship, and accelerator funding identified and solicited.



Facilities and Finance's agreement on space planning estimates confirmed.



Multi-Year Financial Model including operating costs, capital costs, sourcing and funds flow determination completed by Finance.



University Advancement and Finance's agreement on appropriate fundraising goals, priorities, and financial and governance models confirmed.



An additional full-time staff member has been hired. 14 additional faculty and staff scholars have been added since December.

The Center for the Environment and Advancement now meet monthly to discuss advancement objectives.

Center for the Environment

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

Initiative Objectives and Key Results

Status

Data

Progress Summary

Elevate the visibility of the Center for the Environment and WashU's accomplishments in environmental research.

New website launched.



Key achievements and events elevated through story placement in MarComm owned channels.



Engaged in transdisciplinary efforts through Field Leading Faculty Hiring and Dean of Public Health hiring.



Communication efforts increased through two speaker series, annual symposium, launch events, website launch and a communications plan.








Present to the Global Health Center and one additional Public Health initiative.









The kickoff week for the Center for Environment, featuring speakers and the launch of the Center's website, took place in the second week of February.

Undergraduate Education



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

Initiative Objectives and Key Results	Status	Data	Progress Summary
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Bolster inclusive and equitable learning environments supporting retention and graduation for Pell eligible and first-generation college students.

Student Academic Success group's fall 2023 priorities for equitable retention and graduation established.			N/A
Major variables impacting equitable retention and graduation identified.			
Increased active learning practices piloted in four STEM courses.		Piloted in 3 courses	
Inclusive teaching practices for expansion and improvement identified through Faculty Learning Community: Creating Equitable, Inclusive Learning Environments.			
Internal and external landscape analysis on equitable retention practices completed.		Internal analysis complete	
Effective pedagogical interventions to scale across departments identified through pilots' assessment by pedagogical experts and Office of Institutional Effectiveness analysts.			






Establish model for preparing students with a shared set of foundational knowledge and skills.

Components of model finalized by Undergraduate Commission Chairs, Provost and Chancellor.			Undergraduate Education leadership team being established who will then define learning objectives and capacities.
Learning objectives and capacities for each component identified.			

Expand opportunities for interdisciplinary learning.

Structure for expansion identified.			With the Chancellor's approval of undergraduate model, progress on this objective is now moving forward.
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Graduate and Professional Education

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

Initiative Objectives and Key Results

Status

Data

Progress Summary

Improve partnerships and systems that support increased quality and diversity of graduate and professional applicants.

Process for consolidating and cleaning Slate and other graduate admissions' systems data annually is documented.



N/A

Dashboard visualizing number of applications, applicant demographics and students' undergraduate institutions is ready for annual updates.



Five partner institutions to aid recruitment of diverse graduate applicants are identified.



Expand and improve opportunities for mentorship, adequate funding and other supports for graduate and professional students.

Mentoring session for students and advisors sponsored with VP of Faculty Affairs and Diversity through the Center for the Improvement of Mentored Experiences in Research (CIMER).



15 or more sessions designed to onboard and build community among incoming students through the Graduate Center in Fall 2023 offered.



22 sessions held

Four funding search workshops delivered to graduate students, led by The Graduate Center.



1 session delivered

Funding for an FTE for a fellowships coordinator who will span undergraduate and graduate landscapes requested.

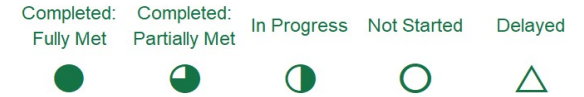


Advancement oriented to plan for expanding centrally administered Fellowships.



In February, The Graduate Center held a funding search workshop for graduate students in STEM and related fields, supporting them to find funding opportunities to enhance their education experiences and expand their networks. Two more workshops are scheduled for this spring.

Graduate and Professional Education



Initiative Objectives and Key Results

Status

Data

Progress Summary

Establish co-curricular and professional development opportunities for graduate students.

20 sessions to promote co-curricular learning and professional development offered through The Graduate Center.



23 sessions held

N/A

In partnership with WashU Leads, Purpose Modules/Seminars piloted with 25 Olin-Chancellor's Fellows, McDonnell International Scholars Academy, and the Dean's Distinguished Graduate Fellows in The Graduate Center.



26 people in pilot

\$50,000 or more requested from Here and Next for award program recognizing outstanding students and faculty for scholarship, teaching and mentorship.



Develop internal and external programming opportunities to support graduate students' overall well-being.

Relationship established with Missouri History Museum to provide tours that increase sense of belonging in St. Louis.








Three or more community engagement and English language practice sessions hosted with the Office of International Student Engagement (OISE).



2 sessions hosted

The Graduate Center hosted several successful STL 101 bus tours to introduce graduate students to the historic neighborhoods and landmarks of St. Louis, with a walking tour to come this spring.

WashU Leads

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

Objectives and Key Results

Status

Data

Progress Summary

Students

Increased alignment across staff, faculty and student leadership initiatives.

Shared language/concepts across all WashU leadership efforts adopted.



Operationalization defined for faculty and staff leadership efforts' alignment.



Working towards speaking about leadership in a similar way across faculty, students, and staff.

Create the infrastructure to support the leadership program for students that connects to faculty and staff leadership initiatives.

Curriculum for First-Year program approved by Kurt Dirks and Anna Gonzalez.



New leadership development team established in Campus Life.



WashU Leads 2024 Launch Plan approved by Chancellor.



Finalize plans for new campus-wide leadership center, including timeline, budget and reporting structure.








Donors for program naming and program support identified and solicited.



New leadership team for Campus Life hired in Student Affairs at start of the year.

On target to roll out First-Year program to all first-year students in FY2024.

WashU Leads

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

Objectives and Key Results

Status

Data

Progress Summary

Develop programming for a holistic leadership student experience.

Program to integrate purpose and leadership into curriculum across schools developed and launched.



Opportunities for improvement from leadership component of "Bear Tracks" course and online leadership content identified.



Framework and requirements for earning a Leadership Certificate upon graduation approved by Provost.



Workshops piloted with three or more different sets of student groups (e.g., Athletics, Women in Engineering, student club officers).



Piloting a program for purpose and leadership in the spring with one advisory faculty member.

Develop a plan to include graduate students.

In partnership with WashU Leads, Purpose Modules/Seminars piloted with 25 Olin-Chancellor's Fellows, McDonnell International Scholars Academy, and the Dean's Distinguished Graduate Fellows in The Graduate Center.



26 people in pilot

N/A

Faculty

Increased alignment across staff, faculty and student leadership initiatives.

Shared language/concepts across all WashU leadership efforts adopted.



N/A

Operationalization defined for faculty and staff leadership efforts' alignment.








Position faculty to thrive in their career path, leadership capability and well-being.

Increased participation in Faculty Transformational Leadership Institute (FTLI) since Academic Year 22-23.



N/A

WashU Leads

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

Objectives and Key Results

Status

Data

Progress Summary

Staff

Increased alignment across staff, faculty and student leadership initiatives.

Operationalization defined for student and staff leadership efforts' alignment.



WashU Leads breakout at the January Here and Next retreat was effective at enhancing alignment.

Shared language/concepts across all WashU leadership efforts adopted.



Existing shared language is reflected in the Chancellor's messaging and language used in discussions around Here and Next.

Increased engagement in the Institute for Leadership Excellence.

Select 30 employees for the Emerging Leaders Program (ELP) and 30 employees for the Leadership Excellence and Development (LEAD) program.



30 staff enrolled

Participation in the Institute for Leadership Excellence remained consistent, with goals on track for achievement.

Select 30 employees for the Team Coaches Program



30 staff enrolled

Graduate 29 employees from the accelerated LEAD program.



29 graduated

The reported program effectiveness is trending over 85%, aligning well with established goals.






Program effectiveness and efficiency is reported above 85% from participants throughout the year.



Graduate 90% of LEAD, ELP and Team Coaches.



Faculty Development and Support

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

Initiative Objectives and Key Results

Status

Data

Progress Summary

Raise awareness and implement the Equity & Inclusive Excellence Framework.

Equity & Inclusive Excellence Framework pilot requirements, implementation plan and communications framework defined.



Equity & Inclusive Excellence Framework approved by senior leadership.



Equity & Inclusive Excellence Framework presented to the Provost Council for feedback.

Position faculty to thrive in their career path, leadership capability and well-being.

Hosted annual writing retreat for faculty.



Faculty Mentoring Summit planned and held.



Updated Interdisciplinary Joint Appointments policy.



Updated Joint Promotion & Tenure and policies approved by Provost.



All Interdisciplinary Joint Appointments hired using new Joint Appointment policy.



Ongoing faculty mentor trainings held focused on mentoring graduate students.



Provost approved Joint Promotion & Tenure policies. All Interdisciplinary Joint Appointments will adhere to the new policy. The Field Leading Faculty pipeline is guided by these approved policies.

Create awareness and readiness to launch new faculty development programming.

Benchmarking of peer institution faculty development centers.








N/A

Implementation plan for faculty development programming, including recommended structure, staffing and resources needed.



Student Affairs

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

Objectives and Key Results

Status

Data

Progress Summary

Belonging

Increase sense of belonging and access to resources among students.

Bearprints for Success launched for new students.



“In the Lou” programming in Campus Life completed.



South 40 development plan drafted.



Draft of South 40 development plan submitted to the Chancellor for review in January.

Career

Increase pathways to meaningful and competitive employment opportunities throughout students’ lives.

New Associate Vice Chancellor (AVC) onboarded.



Increased internship opportunities since AY 2022-2023.








New organizational model implemented.



Vice Chancellor of Career Development and Education onboarded.

Moved to One Career Center Model with the Center for Career Engagement (CCE).

Student Affairs

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

Objectives and Key Results **Status** **Data** **Progress Summary**

Equity, Diversity & Inclusion

Increase access and inclusion, foster honest conversation, encourage the fair exchange of ideas and build understanding of diverse lived experiences.

Taylor Center for Student Success opened.



New Office for International Student Engagement established.



Two semesters of Dialogue Across Difference offered.



Over Spring and Fall semesters in 2023, over 1500 students engaged in Dialogue Across Difference workshops and courses.

Taylor Mentor Program launched, offering 6-month student mentorship by alumni or St. Louis professionals.

Healthy Excellence

Improve student health throughout their WashU experience.

Usage of TimelyCare increased across student body.



Sumers Rec Center usage increased.



Timeline, location and budget for new health center finalized.



Enrollment in Timely Care and Summers Rec Center usage continue to increase over the course of the academic year.

Fall 2024 plans for the Center of Healthy Excellence involve coordinating supplies with architects and contractors.

Leadership






Create the infrastructure to support the leadership program for students that connects to faculty and staff leadership initiatives.

New leadership development team established in Campus Life.



Two successful searches were conducted in the fall, resulting in the onboarding of two new leadership development team employees at the beginning of January.

Confluence Collaborative

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

Initiative Objectives and Key Results

Status

Data

Progress Summary

St. Louis Confluence Collaborative for Community Engaged Research, Teaching & Practice launched.

Executive Director hired and onboarded.



Donors for Collaborative naming, directorship and accelerator funding identified and solicited.



Key achievements and events elevated through story placement in MarComm owned channels.



Facilities and Finance's agreement on space planning estimates confirmed.



Multi-Year Financial Model including operating costs, capital costs, sourcing and funds flow determination completed by Finance.



University Advancement and Finance's agreement on appropriate fundraising goals, priorities, and financial and governance models confirmed.



Space plan timeline and financial estimates drafted with considerations for needs/wants, location and presence on and off campus.








Initiated collaborative strategic planning process.



Executive Director interviews for six candidates began in late January, targeting to hire and onboard the chosen applicant by April 2024.

Confluence Collaborative

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

Initiative Objectives and Key Results

Status

Data

Progress Summary

2024 Confluence Award and community-engaged grants awarded.

More than 100 nominations representing all Danforth schools and the Med School received.



107 Confluence award nominations

Funds awarded to six community-engaged research studies through Confluence Award, Provosts' awards and Here and Next seed grants.



The Confluence Award finalists have been submitted to the Provost for approval. The Confluence Award and Provosts' awards will be presented at the Confluence Conference and Award Ceremony on April 10.

Increased internal and external support for the Confluence Collaborative and community-engaged research, teaching and practice.

Increased number of community partners, faculty, staff and student participants in 2024 Confluence Symposium from 2023.



Three funding proposals submitted.








1 proposal submitted

The WT Foundation application submitted on behalf of the Confluence Collaborative is now one of six applications competing for one of the four available awards.

Application for Carnegie community-engaged research designation drafted.



St. Louis Initiative

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

Initiative Objectives and Key Results

Status

Data

Progress Summary

Solidify vision and strategy for St. Louis Initiatives team and "In St. Louis, For St. Louis" initiative

Present "In St. Louis, For St. Louis" strategic framework to cabinet, Board of Trustees and Internal Advisory Group



Present summary of research community impact and engagement at peer institutions to cabinet, Board of Trustees and Internal Advisory Group



Identify 3 opportunities for improved alignment across existing St. Louis initiatives



Identify method for assessing alignment across existing St. Louis initiatives



This is the first inclusion of the St. Louis Initiative in the Here and Next dashboards. Detailed updates with Progress Summaries will be included in the next iteration produced in May 2024.

Enhance institution-wide collaboration and internal communication

Internal advisory group established



N/A

Two collaboration sessions to encourage connection and collaboration among like roles across institution hosted








Internal email list of staff working in roles that interact with the community established



Office in community with collaborative space established



St. Louis Initiative

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

Initiative Objectives and Key Results

Status

Data

Progress Summary

Increase visibility of WashU's work in St. Louis and the extended region

Ecosystem map of current WashU engagement and impact in St. Louis with method for making additions public online



N/A

"In St. Louis, For St. Louis" marketing and communications launched coinciding with website



Central website for community to access information on WashU's St. Louis impact in St. Louis, resources available and ways to engage launched



Key performance indicators for WashU's impact in St. Louis region identified



Strengthen institutional partnerships to meet strategic objectives

Shared definition of partnership adopted by Internal Advisory Group



N/A

Tool to measure the strength and effectiveness of partnerships developed



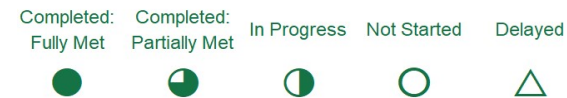
Method for defining current and future WU investments in St. Louis partnerships and projects developed



Data collection method implemented for select partnerships throughout institution



School of Continuing and Professional Studies



Initiative Objectives and Key Results	Status	Data	Progress Summary
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CAPS brand identity campaign to audiences within and outside of the University, using data-driven approaches to reach those who may have traditionally felt excluded from University communities.

Increase engagement (followers and impressions) with CAPS online media by at least 20%. ●

Three relationship development activities coordinated to expand alumni knowledge with particular focus on the Black Alumni Council (BAC) members. ◐

Initial CAPS brand identity campaign yields a 50% increase in website visits and impressions. △

1 event hosted

Relationship developed with RGA and CAPS-only alumni weekend planned to focus on engaging Black Alumni council members.

Website launch delayed due to delay in alignment with university-wide rebranding effort led by MarComm.

Ensure organizational practices and structures of the new School are designed to meet the needs of modern learners.

One new professional development opportunity offered for all CAPS staff. ●

CAPS internal organizational infrastructure is reorganized. ●

Employee self-reported satisfaction with CAPS as an employer increased by 15% since 12/22. ◐






In addition to building the donor pipeline, donors for school naming, scholarships and program support identified and solicited. ◐









Facilities and Finance's agreement on space planning estimates confirmed. ◐

1 book club






Employee satisfaction survey was administered shortly after reorganizing internal structure. Satisfaction did not reach 15% increase. In response, CAPS is creating a cultural committee in April.

School of Continuing and Professional Studies

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

Initiative Objectives and Key Results	Status	Data	Progress Summary
Space plan timeline and financial estimates with considerations for off-peak hours utilization drafted.			
Multi-Year Financial Model including operating costs, capital costs, sourcing and funds flow determination completed by Finance.			
University Advancement and Finance's agreement on appropriate fundraising goals, priorities, and financial and governance models confirmed.			
<p>Collaborate with the University community and regional partners to develop programs and student supports that respond directly to the needs of the St. Louis Region.</p>			
Degree offerings restructured to include newly developed Bachelor's of Integrated Studies with embedded Certificates for career-ready graduates.			
Five collaborative proposals were submitted.		3 proposals submitted	Grant awarded for an external English Language course through Extend(Ed). Currently developing a curriculum. Plan to launch in April.
Two formal partnerships/programs established to increase students' career readiness aligned with St. Louis market needs.			Prison Education Project enrollment expansion is capped until an additional prison can be added to the program.
Number of students and learners in CAPS programs increased through the Prison Education Project.		30-40% increase	Grant proposals are out to MFH and MO Office of Refugee Administration.
Curriculum developed and partnerships established to foster enrollment in an external English Language Program for refugee adults.			

Staff and Operations

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

Objectives and Key Results

Status

Data

Progress Summary

Sustainability

Increase use of electric energy sources and shift away from fossil fuels.

Proposal to explore potential geo-exchange borefield to provide highly efficient, resilient, and low-carbon heating and cooling submitted to the Chancellor for review.



Connect six additional buildings to the Wilson heat recovery chiller.



6 additional buildings

Task force to evaluate and make recommendations for expanding and operating charging infrastructure considerations drafted.



Complete warehouse design, start construction and initiate procurement of 18 additional electric shuttle buses.



25 departmental vehicles replaced with electric vehicles.



Replaced 11 more department vehicles with electric vehicles. Procurement of electric buses is temporarily paused due to code-related issues, with resolution expected in March.

Increase sustainability of Surplus Property Program.

Year 2 revenue of Surplus Property Program increased by 15% in Year 2 of pilot.



For the fiscal year-to-date (July – Jan), revenue has more than doubled compared to last year, reflecting a 113% increase for the same time period.

Increase readiness to implement sustainability improvement plans.

Recommendations from PricewaterhouseCoopers for leveraging Inflation Reduction Act completed.








Draft recommendations from PricewaterhouseCoopers are currently under review internally at WU.

10-year sustainability baseline documentation outlining the plan structure, objectives, goals, teams and working groups completed.



Staff and Operations

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

Objectives and Key Results

Status

Data

Progress Summary

Supplier Diversity

Leverage, enhance and expand existing Supplier Diversity network by connecting diverse owned businesses with WashU contract opportunities.

Six or more (three internal and three external) industry engagement events hosted or supported.



8 events hosted

One or more launch event hosted across campus to increase engagement, receive feedback and educate stakeholders.



Vendor selection to support Vendor Information Management system that will track diverse spend selected.



Diverse owned supplier registration on website increased by 15% over previous FY.



Successfully hosted and supported diverse industry events, enhancing engagement with the local business community. This heightened engagement is a significant driver behind the increased registration, set to exceed the targeted 15% goal.

Develop and implement engagement strategy to strengthen relationships with diverse businesses.

Distribution channels with external stakeholders and messaging frequency established.



Engagement strategy implemented across institution.



"Value proposition" that aligns with mission of Here and Next released to internal stakeholders.








Feedback tool that tracks areas such as engagement events, supplier performance, diverse owned business recommendations, newsletters, website, training, etc. drafted.



Currently raising awareness about the changes to diverse business engagement strategy. A recent website refresh is redefining it as a tool for both internal and external users. The primary aim is to make the website actionable rather than solely informative.

Staff and Operations

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

Objectives and Key Results

Status

Data

Progress Summary

Disseminate information and educate the community specifically focused on WashU engagement, participation and accountability.

Department specific KPI dashboards released quarterly.



Supplier Diversity webpage including University's performance against key performance indicators released.



Supplier Diversity newsletter subscribers increased by 15% over previous fiscal year.



Research (identify content, course provider, audience, etc.) around recurring annual training for internal stakeholders on "Doing Procurement Better" completed.



KPIs are pending review and approval by the new CAO. A consultant will begin assisting with the design of the KPI dashboard in February 2024.

Talent Management

Improve systems and processes for attracting, identifying and retaining talent.

Learning Management System to track courses, skills and knowledge in Workday is in use.



Availability and frequency of New Hire Onboarding sessions increased.



Workday Talent module is being used by HR Department and two pilot departments.








Use of recorded interview platform expanded beyond HR Department.



Pilot of Workday Talent module and recorded interview platform underway in HR and select departments. Further expansion desired in coming months.

New Hire Onboarding sessions are scheduled weekly, alternating between Danforth and Med locations. Staff capacity does not yet meet demand for sessions.

Staff and Operations

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

Objectives and Key Results

Status

Data

Progress Summary

Improve and expand opportunities for developing diverse, talented people.

Medical Administrator Apprenticeship Program as a targeted, diverse employment pipeline launched.



Five additional staff for Office of Institutional Equity hired to support expanded EDI training opportunities.



4 hired

Federal funds for Medical Administrator Apprenticeship are still pending approval. Expanded Office of Institutional Equity has increased frequency and number of training opportunities.

Develop a formalized performance management policy.

Increased number of schools and/or departments who include a standardized 5-point rating system in performance evaluations.








Current performance evaluation methods and templates used by schools and departments documented.



Initiated discussions on current performance evaluation methods with select departments.

Performance review system currently being piloted within HR.

Global Initiatives

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

Initiative Objectives and Key Results

Status

Data

Progress Summary

Set up the Global Research Scholars Network.

Mailing list of 1000+ prospective members curated.



Established process for hosting three to five short-term international visiting scholars.



Secured additional funding for visitors from West Africa.



\$40K secured

Network convened three times in 2023-2024 academic year.



Applications are now open for visiting scholars.

Second Global Research Scholars Network event to be held in the spring.

Identify priority regions/countries in which to concentrate efforts to create greater impact and diversify recruitment of students.

Created international applications data dashboard .



List of prospective partners within each target country prioritized through evaluation process.



Scorecard for all McDonnell Academy current and potential partners updated.



A dashboard visualizing applicants disaggregated by citizenship for all WashU programs was recently developed. This data, along with upcoming discussions with school-level leadership, will inform priorities for diversifying recruitment.

Global Initiatives



Initiative Objectives and Key Results	Status	Data	Progress Summary
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Advance studies impacting the global community.

Global Research Symposium held with over 200 participants.		260 attendees	In December, Here and Next and McDonnell Academy funded eight proposals totaling \$200K.
8 Accelerator grants funded for Phase II global research projects and in support towards 2 research conferences.			
50% of studies who received 2022-2023 seed grants have published a manuscript, submitted funding proposal or received external funding within 18 months post-award.			
20 seed grant-funded project outcomes showcased at the Global Research Symposium.		20 seed grant-funded projects showcased	
25% of 2023 Here and Next seed grants awarded to studies impacting the global community.			