

# FY25 Objectives and Key Results

September 2024



Here  
and  
Next  
WashU

# Letter from Provost Wendland



The past two years have been truly remarkable for Here and Next. We have achieved many milestones and nurtured ideas into flourishing initiatives, thanks to the board's support, strategic planning and the rich collaboration of our talented WashU community.

I'm pleased to share the Objectives and Key Results (OKRs) that will guide Here and Next in FY25. Each dashboard offers a closer look at the specific activities and targets for our initiatives. As you review the initiative OKRs, note that the detailed work found on each dashboard aligns to, and is in service of, the ultimate aims of one of our three pillars. On the pillars of our plan rests our bold vision to address society's deepest challenges from right here in St. Louis.

This is not work for the sake of work. These are the essential activities that will advance our strategic plan and I look forward to sharing our progress against each key result throughout this fiscal year.

I am deeply grateful for your continued engagement and partnership. With Here and Next guiding our strategic direction, our board and our talented WashU colleagues are building a foundation for meaningful impact now and transformative solutions in the years to come.

Sincerely,

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

Beverly Wendland  
Provost and Executive Vice Chancellor for Academic Affairs

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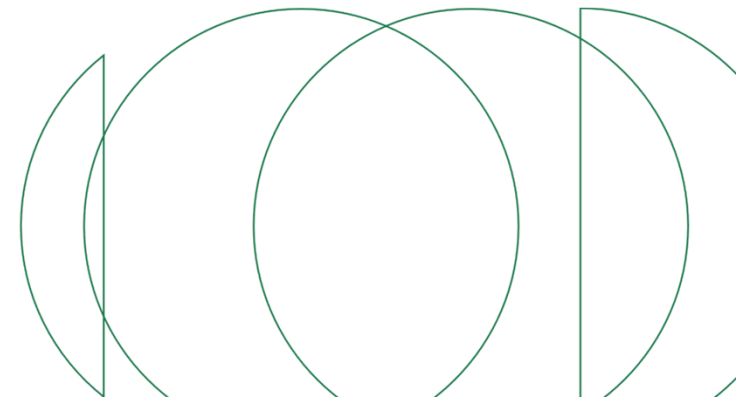
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# About this Document

In the following pages you will find the concrete, action-oriented priorities for FY 2025 across each Here and Next pillar as they relate to our long-term strategic vision. Pages 2 through 9 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.

## About the Initiative Dashboard

Here and Next Objectives	Initiative Objective and Key Results
<b>Objective 1</b> Position faculty and departments to increase research productivity and collaboration across schools by enhancing infrastructure, incentives, policies, hiring and research tools, including digital capabilities.	<b>Enhance research infrastructure and administrative supports.</b> University-wide searchable research profiling system launched with Digital Transformation, including all faculty and their research/scholarship across both campuses. Plan to address post-award barriers and reduce processing time created in collaboration with Sponsored Projects Accounting (SPA). 5 research administrative staff to support the Office of the Vice Chancellor for Research (OVCR) and university-wide research initiatives hired.
<b>Objective 2</b> Advance opportunities in solving local and global challenges, especially in public health and the environment.	<b>Grow specialty seed funding opportunities in addition to core Here and Next seed funding in collaboration with OVCR.</b> \$2M Here and Next seed funding deployed in collaboration OVCR and include expanded partnerships with McDonnell Academy, Transdisciplinary Institute in Applied Data Sciences, Institute for Public Health, AI & Health Center, and the Food and Nutritional Sciences Initiative. 100 proposals submitted. 40 top proposals funded.

Here and Next Objectives tied to the initiative

Initiative Objectives

Initiative Key Results

Initiative Key Results

# 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.

### 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

**Research Excellence**

**Digital Transformation**

**Global Initiatives**

# 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.

### 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.
- Global Research Scholars Network conducted visiting global scholars' program with 5 US-based and 3 international visits.
- The Food and Nutritional Science initiative launched.

#### Accountable Initiatives

##### Research Excellence

##### School of Public Health

##### Center for the Environment

##### Global Initiatives

# 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.

### 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.
- WT Grant Foundation funding deployed.

#### Accountable Initiatives

**School of Public Health**

**Digital Transformation**

**Center for the Environment**

**St. Louis Confluence Collaborative**

**Operations Initiatives**

#### Here and Next Objective 4

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

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

# Here and Next Objectives and Key Results

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.

## 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

**Undergraduate Education**

**Graduate and Professional Education**



# 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.

### 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

#### Graduate and Professional Education

#### WashU Leads

#### Faculty Development and Support

#### Staff Talent Initiatives

#### Student Affairs

# 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.

## 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

**Undergraduate Education**

**Graduate and Professional Education**

**Student Affairs**

**Global Initiatives**

#### Here and Next Objective 8

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

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

# Here and Next

## Objectives and Key Results

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.

### 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

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.

## Community Pillar

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

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

#### Here and Next Objective 11

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

#### Here and Next Objective 12

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

#### Key Results

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

#### Accountable Initiatives

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

#### Operations Initiatives

#### Global Initiatives

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

## Here and Next

# Strategic Initiatives

The Here and Next strategic initiatives encompass the whole of the university's mission and its operations. The following dashboards provide an overview of anticipated accomplishments in FY25. 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

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

## People

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

## Community

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

Here and Next

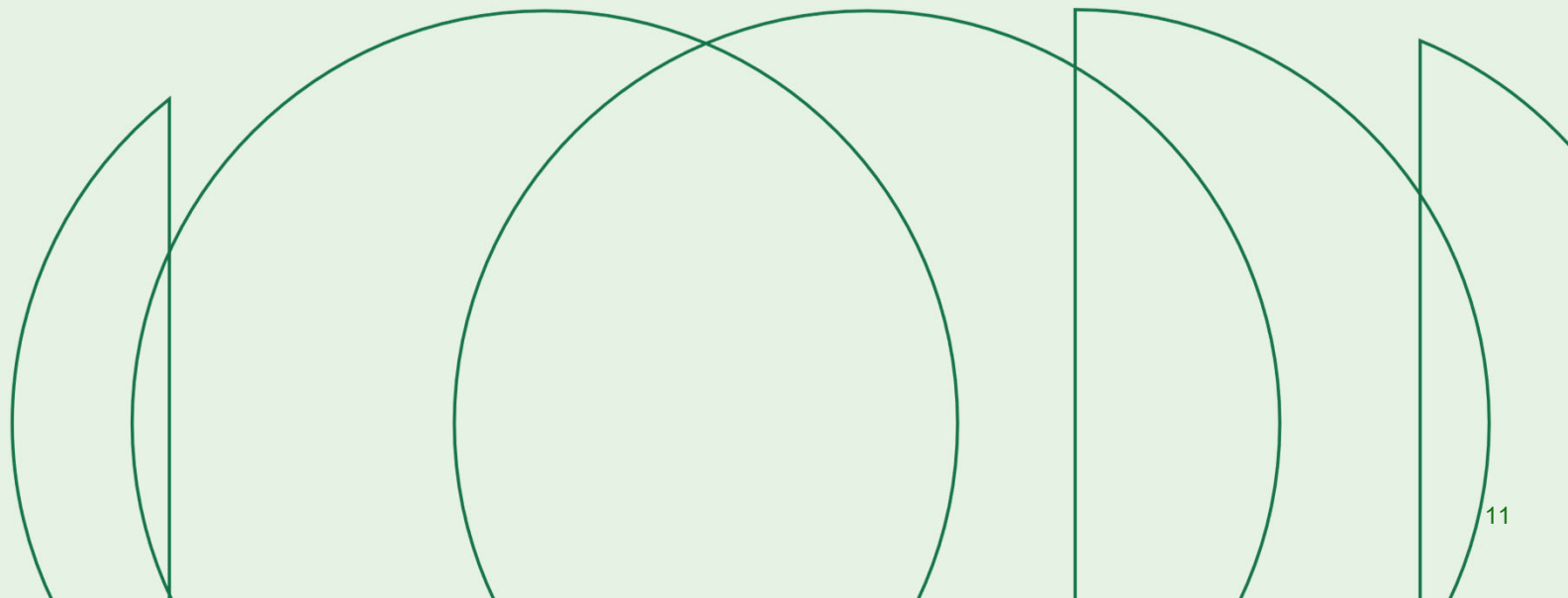
# Research Pillar

Research Excellence

School of Public Health

Digital Transformation

Center for the Environment



# 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

### 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.

Plan to address post-award barriers and reduce processing time created in collaboration with Sponsored Projects Accounting (SPA).

5 research administrative staff to support the Office of the Vice Chancellor for Research (OVCR) and university-wide research initiatives hired.

### Grow specialty seed funding opportunities in addition to core Here and Next seed funding in collaboration with OVCR.

\$2M Here and Next seed funding deployed in collaboration with OVCR and includes expanded partnerships with McDonnell Academy, Transdisciplinary Institute in Applied Data Sciences, Institute for Public Health, AI & Health Center and the Food and Nutritional Sciences Initiative.

100 proposals submitted.

40 top proposals funded.

# Research Excellence

## Here and Next Objectives

### Objective 1

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

### Objective 2

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

## Initiative Objective and Key Results

### Increase and incentivize research productivity and collaboration across schools.

Donors for gifts to support research enterprise identified and solicited in collaboration with Advancement.

10 research-intensive faculty receive recognition from the Office of the Provost.

Research Excellence Showcase event to highlight research teams hosted.

Through The Graduate Center, piloted fellowship funding application support (e.g., Fulbright) for 10 students.

Organized and piloted new supports to submit 3 research training grants, in collaboration with OVCR.

Process for the Office of the Provost to assist schools and faculty in applying for awards for scholarly excellence piloted for 5 applications.

### Continue field-leading faculty initiative.

20 field-leading faculty applications submitted by deans.

10 new field-leading faculty hired.

Hiring protocol for field-leading faculty revised in collaboration with deans.

Donors for endowed faculty positions identified and solicited for key areas of excellence in collaboration with Advancement.



# Research Excellence

## Here and Next Objectives

### Objective 1

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

### Objective 2

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

## Initiative Objective and Key Results

### Launch the Food and Nutritional Sciences Initiative.

Marketing and communications plan developed by Here and Next Communications team, MarComm and Advancement.

Research innovation advisory committee formed.

Executive Director for Food and Nutritional Sciences Initiative recommendation submitted to the Provost by the co-chairs of the search committee.

4 inaugural Food and Nutritional Sciences professors installed.

3 new research incentive programs launched to support existing and new research teams.

Staff manager hired.

# School of Public Health

## Strategic Vision

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

### Here and Next Objectives

#### Objective 2

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

#### Objective 3

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

### Initiative Objective and Key Results

#### Submit Public Health Accreditation Self-Study by June 2025.

Preliminary data and first draft/outline of each self-study section submitted to Council on Education for Public Health (CEPH) Consultant for review.

First full draft of Self-Study reviewed by 1st round reviewers.

Full draft of Self-Study reviewed by 2nd round reviewers.

Draft Self-Study submitted to CEPH.

#### People resources are in place by June 2025.

Dean onboarded by January 2025.

4 associate deans appointed by March 2025.

31 school priority staff hired and onboarded by June 2025.

21 Primary Instructional Faculty hired into the School of Public Health (SPH) by June 2025.

# School of Public Health

## Here and Next Objectives

### Objective 2

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

### Objective 3

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

## Initiative Objective and Key Results

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

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Financial model updated by December 2024.

Information technologies plan in place by May 2025.

Space plan determined by Facilities in partnership with Brown School and School of Medicine by May 2025.

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

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

HR resources in place by May 2025.

# School of Public Health

## Here and Next Objectives

### Objective 2

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

### Objective 3

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

## Initiative Objective and Key Results

### Preparations complete to have a nationally recognized undergraduate major and minor in Public Health & Society (PH&S).

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50 students enrolled in PH&S minor.

4 elective courses taught by PH&S faculty.

Budget model for Arts & Sciences and SPH updated.

Advancement identified, cultivated and solicited donors.

Curricular and administrative hiring plan, including cross-department and cross-school appointments, approved by the Dean(s) and Provost.

Program evaluation plan created.

Marketing and communications plan implemented in collaboration with Arts & Sciences and University MarComm.

### Approve recommendations for interdisciplinary public health research networks and create transition plans.

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Recommendation for Institute for Public Health (IPH) Centers reviewed by the Dean.

Recommendation for IPH Centers approved by the Office of the Provost.

Transition plans created for movement of IPH public health assets.

# 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

### Increase the number of projects supported by the Digital Solutions Studio (DSS).

10 DSS projects completed.

3 DSS projects that support medical/health services delivered (non-DSS, Clinical AI governance).

2 flagship events hosted and 50 interdisciplinary consultation meetings convened to increase Digital Transformation awareness/presence.

10 key partnerships across WashU and/or industry established.

### Implement digital solutions that scale across the university and beyond.

80 active researchers/labs utilized WashU's Application Programming Interface (API) Tool (e.g., ChatGPT).

Rolled out AI Toolbox (e.g., Suite of Tools, AI Playground) to 5 beta adopters (researchers/labs or student teams).

Rolled out research toolbox with Research Infrastructure Services and Cloud to 5 beta adopters (researchers/labs or student teams).

### Launch research profiling system and Library Service hub.

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

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

# 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

### 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.

Played an essential role in the submission of 9 externally funded research projects.

10 new environment-focused activities funded by Here and Next seed funding.

Met with 10 teams of both successful and unsuccessful Here and Next submissions to discuss proposal revisions or project implementation.

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

Created tracking system to assess equitable distribution of workshops and supported proposals.

# Center for the Environment

## Here and Next Objectives

### Objective 2

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

### Objective 3

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

## Initiative Objective and Key Results

### 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.

Hosted 16 workshops to promote research collaboration.

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

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

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

### 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.

Medium- and long-term space needs identified with Facilities as well as University Finance.

Multi-year budget with agreed-on operating expenses and sources of revenue created in collaboration with Finance and the Office of the Provost.

Operational advancement plan created with Advancement which includes fundraising goals, priority areas and prospects.

Center leadership conducted 20 donor-focused engagement activities with Advancement.

Members of 10-person external advisory council recruited to start their service on the council in 2025-2026, in conjunction with Advancement.

# 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

**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.

Provided financial, material or personnel support for sponsorship of 2 conferences hosted at WashU.

Growth plan for internal and external communications focused on audience, engagement and placement of stories established.

8 people nominated by Center as field-leading faculty candidates.

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.



Here and Next

# People Pillar

Undergraduate Education

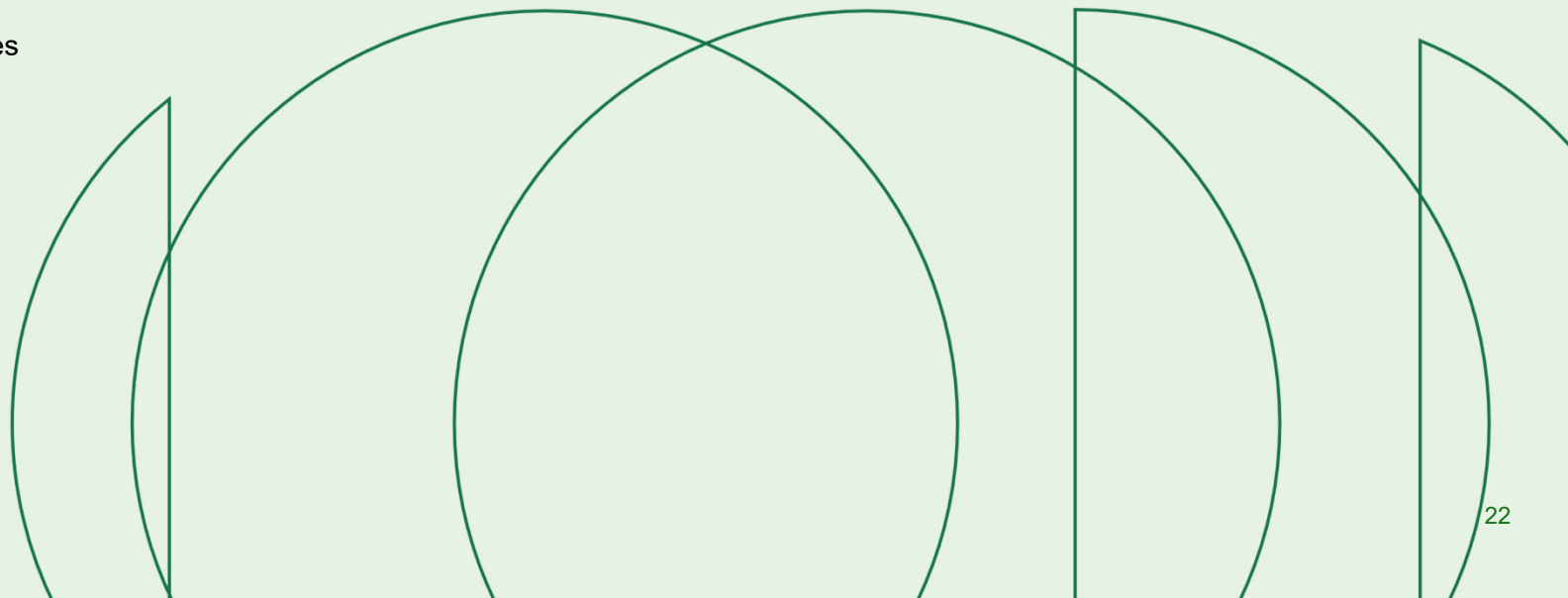
Graduate and Professional Education

WashU Leads

Faculty Development and Support

Staff Talent Initiatives

Student Affairs



# 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

**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.

2 Assistant Vice Provosts who will enact the strategic implementation of this work hired.

Cross-university working group convened to engage in the implementation of this work through 2 semesterly meetings and asynchronous updates.

Strategy deployed at faculty meetings in 4 schools to enhance buy-in and elicit feedback.

Report on Undergraduate Education Commission overarching strategy and key results delivered to the Board.

# Undergraduate Education

## Here and Next Objectives

### Objective 5

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

### Objective 7

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

## Initiative Objective and Key Results

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

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

Inventory of existing courses and experiences that meet identified learning objectives generated across the university.

Critical school-specific curricular additions to implement over the next 3 years in each of the 6 areas determined.

2-3 exemplar experiences designed to achieve particular learning objectives piloted.

Baseline measurements of student attitudes (worldview complexity, sense of purpose) from class of 2028 obtained.

3 additional timepoints (e.g., declaration of major) determined where student attitudes can be measured and data collection approved.

### 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.

Tool identified that helps students reflect upon and be in dialogue with others about their vision for purpose and opportunities for impact.

Developed strategy to support student translation of reflective insights to career planning, in partnership with schools, Bauer Leadership Center, the Writing Center, the Center for Career Engagement and Student Affairs.

Measured impact of 2 pilot interventions on developing a student's sense of purpose and opportunities for impact, within context of students' tracked campus engagement.

# Undergraduate Education

## Here and Next Objectives

### Objective 5

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

### Objective 7

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

## Initiative Objective and Key Results

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

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

Accessibility to department- and student body-level data increased through creation of graduation/retention dashboard and departmental reports.

Feedback loop implemented in 2 departments (Computer Science and Chemistry) and department-level approach piloted in Math and Biology.

Early alert for disengaged students pilot completed.

Recommendations for mitigating external transfers developed.

Learning Center coaching model for academic skill development piloted with 5 coaches, supporting 50 students.

### Implement necessary procedures for academic integrity and accreditation process.

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

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

# 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

### Increase research partnerships and diversity in graduate student recruitment through global and regional engagement.

Assistant Vice Provost and staff hired to engage in global and graduate recruitment.

Global Advisory Council convened quarterly to provide input on strategy and implementation plans.

Regional and global engagement strategy approved and funded by the Office of the Provost.

Implementation plan and resources to centrally coordinate international travel across schools identified and funded.

### Increase supports for graduate students to engage in research, secure research fellowships and support training grants.

Communications plan to enable transparency and raise awareness about available resources created in collaboration with MarComm and schools.

Danforth Task Force on Culture & Climate recommendations implemented and funded.

Through The Graduate Center, fellowship funding application support (e.g., Fulbright) piloted with 10 students.

Piloted research training program and grant support for 3 proposals in collaboration with the Office of the Vice Chancellor for Research (OVCR).

# 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

### Implement doctoral program review recommendations.

Rubric and feedback loop for Doctoral Program Reviews standardized.

Scope of work and team established for the new Assistant Vice Provost for Graduate Education.

External Review Process for Doctoral Programs established.

Recommendations from Year 1 and 2 reviews tracked and evaluated.

# 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

**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.

A statistically significant increase in WashU community members' understanding of how WashU develops leaders achieved.

### **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.

Gallop Strengths assessment completed by 100% of first-year undergraduate students.

Bauer Leaders Academic (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.

5% of undergraduate students participated in BLA programs.

# 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

#### **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 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.

Infrastructure built by completing 5 major assessments with the Bauer Leadership Center.

Bauer Leadership Center work presented at 3 leadership development conferences.

3 articles for publication in academic or industry outlets submitted.

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

---

Financial commitments from additional donors explored.

1 new grant or award from an institutional funder secured.

Advancement and university leadership identified BLA giving opportunities and pursued conversations with potential donors.



# 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

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

Integrated WashU Leads shared mental model into ILE programs.

60 staff invited to participate in 2024-2025 ILE programs.

At least 95% of the 2024-2025 ILE participants retained.

33% of the leaders invited to participate as a 2024-2025 ILE Leaders Teaching Leaders were newly engaged WashU community members.

#### Increase the quality of experience for ILE Community members.

25% of capstone projects directly tied to Here and Next priorities and objectives.

Improved quality of manager relationship between manager and ILE to result in better manager support of ILE participant, measured by survey results from program end 2024 and 2025.

Developed a baseline assessment of the quality of learning experience by measuring learning outcomes.

Improved individual reflection activities to better equip participants with a framework to achieve leadership development goals as measured by the comparison of 2024 ILDP results with the new 2025 Action Workbook and Individual Leadership Strategy.

#### Increase participation and reach of current faculty leadership development programming.

12-16 faculty members participated in the Faculty Transformational Leadership Institute, in alignment with WashU Leads priorities.

Faculty coaching program designed and piloted in collaboration with faculty members, BLA and WashU Leads.

Collaboration opportunities identified with the BLA and WashU Leads for faculty leadership development.

# 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

##### **Establish strategy and build infrastructure for equity-centered faculty recruitment, development and support opportunities.**

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Multi-year capacity building plan to enhance faculty development designed.

Financial and human resources required to build capacity of programming identified.

Communications strategy to raise awareness about available faculty development resources created in collaboration with schools.

Recruitment and Search Advisors (RASAs) utilized by 50% of the faculty search committees in 2024-2025.

Faculty resource/affinity groups convened 1 time each semester to foster social connection, inclusivity and well-being.

2 Center for the Improvement of Mentored Experiences in Research (CIMER)-based mentoring intensives offered to faculty members.

Inclusive pedagogy program (CEILE) completed by 12 faculty members.

##### **Increase participation and reach of current faculty leadership development programming.**

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12-16 faculty members participated in the Faculty Transformational Leadership Institute (FTLI), in alignment with WashU Leads priorities.

Faculty coaching program designed and piloted in collaboration with faculty members, Bauer Leaders Academy and WashU Leads.

Collaboration opportunities identified with the Bauer Leaders Academy and WashU Leads for faculty leadership development.

# 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

#### **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.

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.

Civic mindfulness curriculum and implementation plan developed.

Leadership institute developed and commitment from participants of the first cohort garnered.

Website and communication plan established in partnership with MarComm.

AIM for Equity Center location identified and center launched.

#### **Strengthen supports for teaching, research and practice (TRP) faculty equity and professional development.**

Piloted workload equity planning for TRP faculty with 3 departments/schools based on 2022 Service Equity Task Force Report Recommendations.

Worked with the Danforth Schools to enhance communication and clarity of TRP faculty promotion pathways.

# 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

##### 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.

All non-Workday performance management forms and guidance hosted by HR have been updated to use the same scales and rating systems.

Created a differentiated benefit plan developed for West County providers.

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

Integrated WashU Leads shared mental model into ILE programs.

60 staff invited to participate in 2024-2025 ILE programs.

At least 95% of the 2024-2025 ILE participants retained.

33% of the leaders invited to participate as a 2024-2025 ILE Leaders Teaching Leaders were newly engaged WashU community members.

# Staff Talent Initiatives

## Here and Next Objectives

### Objective 6

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

### Initiative Objective and Key Results

#### Increase the quality of experience for ILE Community members.

25% of capstone projects directly tied to Here and Next priorities and objectives.

Improved quality of manager relationship between manager and ILE to result in better manager support of ILE participant, measured by survey results from program end 2024 and 2025.

Developed a baseline assessment of the quality of learning experience by measuring learning outcomes.

Improved individual reflection activities to better equip participants with a framework to achieve leadership development goals as measured by the comparison of 2024 Individual Leadership Development Plan (ILDLP) results with the new 2025 Action Workbook and Individual Leadership Strategy.

#### Increase the number of development opportunities offered through Learning & Development (L&D).

Offered manager orientation for new managers (virtual monthly, in-person bi-monthly).

Offered an increased number of L&D curriculum classes by 25% with focus on non-management staff employees.

Orientations (NEO) expanded to postdocs and fellow offerings.

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

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

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

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

# 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

### 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.

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.

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

Increased industry leaders recruiting WashU students.

Increased number of students participating in a Career Community.

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

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

Extent to which students developed an understanding of various cultures and identities, especially those that are different from their own, measured by The Center for Diversity and Inclusion.

# 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

### Improve student well-being throughout their WashU experience.

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Continued progress on a new health and well-being center.

“Unhealthy outcomes” for WashU students to track on national assessments administered to clinical populations and the entire student body identified.

Methods for capturing attendance at programs, events and workshops teaching healthy habits to our students improved.

Support through WashU Cares for students returning from Leave of Absence to keep them on track toward successful degree completion strengthened.

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

---

Statement that articulates individual purpose and guiding values; an appreciation of convergent and competing value systems in society; an understanding of how their values, purpose and identity affect the larger community produced by 100% of first-year undergraduate students.

Gallop Strengths assessment completed by 100% of first-year undergraduate students.

Here and Next

# Community Pillar

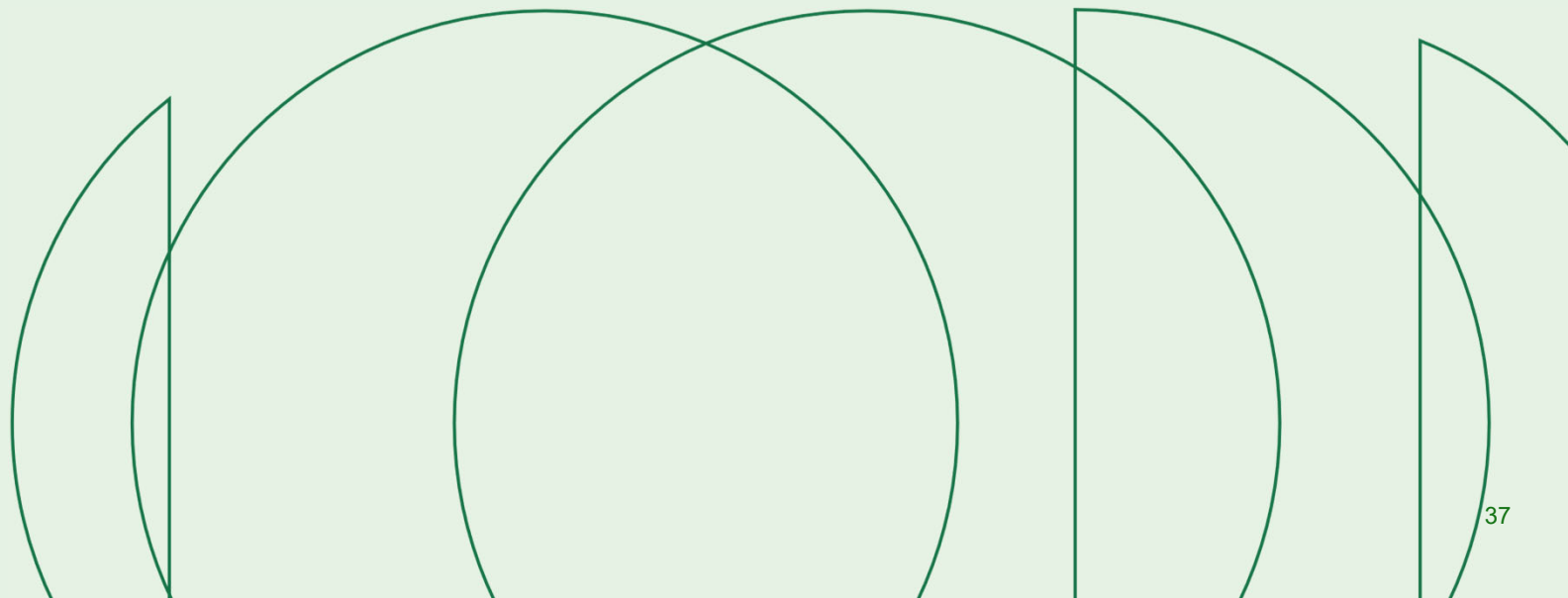
St. Louis Confluence Collaborative

In St. Louis, For St. Louis

School of Continuing and Professional Studies

Operations Initiatives

Global Initiatives





# 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

### Build out strategy, infrastructure and collaborative councils.

Administrative team hired, including Managing Director.

Internal Council and Taskforces established with members representing all schools.

Community Collaborative Council established with members from external community partners.

Strategic plan for Collaborative developed with input from Internal and Community councils and approved by Executive Vice Provost.

Carnegie Engaged designation planning committee formed with aim to submit application in Spring 2025.

### Elevate and invest in community-engaged research, teaching and practice.

Communications plan established including newsletter and website.

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).

# 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

### Launch series of collaborative events with the Collaborative Network and Community Collaborative.

Collaborative Network of community-engaged faculty and staff listserv established.

Topics of interest among community and academics identified and approved by Community Collaborative Council.

Bi-annual seminar launched.

Community research events launched.

### Establish structure and reporting for the WT Grant Foundation.

WT Grant Foundation community-engaged project planning process completed and community-engaged research study advanced.

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.

# 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

#### Develop system for ongoing community dialogue and feedback.

Mechanism for inbound comments and suggestions from community members established.

Quarterly listening sessions held.

#### Increase clarity of shared strategy and how it will be measured.

Categories to quantify community benefit identified.

Logic Model and Theory of Change approved by Board Office.

Initial performance indicators approved by Board Committee.

Final evaluation plan received from Brown School Evaluation Center.

# In St. Louis, For St. Louis

## Here and Next Objectives

### Objective 11

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

#### Initiative Objective and Key Results

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

Program Coordinator hired to increase team capacity.

##### University-wide outreach and engagement ecosystem is accessible online.

University-wide outreach and engagement inventory completed.

Outreach and engagement map live.

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

Community outreach and engagement efforts increased.

Community-facing newsletter issued on monthly basis.

Internal sponsorship strategy shared with key internal stakeholders.

# 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

#### Increase retention and satisfaction from certificate and degree-earning students in CAPS.

80% of continuing students enrolled in successive semesters throughout the year.

Plan developed to identify and recruit non-degree seeking students for admission into degree programs.

A feasibility study created aimed at eliminating non-degree status and replacing it with 2 categories: prospect degree-seeking and professional development.

#### Develop micro-credentials to deliver market-aligned skills to multiple stakeholder audiences in the St. Louis region.

Premier model and resource for institutional innovation and change designed for micro-credential program by Credential Lab Innovation Center Design Team staff and Higher Learning Commission Credential Lab staff.

Tailored professional certificate opportunities offered to 100 industry partners.

Created 5 free mini seminars in specialized topics through Extend(Ed).

# School of Continuing and Professional Studies

## Here and Next Objectives

### Objective 10

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

### Initiative Objective and Key Results

**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.

Proposal submitted to the Missouri Department of Higher Education and Workforce Development for funding Prison Education Project expansion in partnership with other Missouri institutions of higher education.

English Language/Empower Program (EL/EP) presented at 2 national conferences.

Workplace English Certificate of Completion provided to 40 WashU contract employees via EL/EP.

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.

# 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

### Enhance and expand supplier network.

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Increased supplier registration on website by 10% over FY24.

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.

Hosted 3 WashU industry specific engagement events.

Hosted/supported 3 external industry specific engagement events.

### Strengthen awareness and value of diverse owned businesses by implementing engagement and education strategy across the University.

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Conducted quarterly Supplier Council meetings with university leaders and stakeholders.

Distributed 2 supplier newsletters to WashU subscribers and external partners.

Conducted 4 workshops and/or webinars to educate students, staff and faculty.

Conducted 3 surveys (pre-event, post-event and annual) to measure awareness and the effectiveness of the strategy and its tools.

# Operations Initiatives

## Here and Next Objectives

### Objective 3

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

### Objective 11

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

### Initiative Objective and Key Results

#### 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.

Secured participation of 3 diverse owned businesses in the CEL program that align with WashU's procurement needs.

#### Identify and assess barriers that hinder the participation, growth and success of small and diverse-owned businesses within our procurement processes.

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Engaged with at least 5 key stakeholder groups (internal and external), including but not limited to Supplier Council members, Purchasing Services and small and diverse-owned businesses to gather insights to support barrier assessment.

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.

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4 buildings prepared for future heat recovery chiller connections (Cupples II, Seigle, Simon, DUC).

LED lighting conversions completed in 4 additional Danforth Campus buildings.

10 electric shuttles and 10 departmental electric vehicles added to the fleet.

Build-out of the North Campus EV fast-charging depot completed, leveraging tax credits.

20 Level 2 charging ports for fleets, commuters and residents added, leveraging tax credits and Ameren rebates.



# 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

### Develop the vision, strategy and priorities for the next phase of institutional sustainability initiatives.

Sustainability strategic planning process restarted.

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.

Sustainable design standards for large projects updated.

Leadership in Energy and Environmental Design (LEED) Platinum certification for Arts & Sciences and the Career/Alumni buildings targeted.

LEED Gold Standard evaluated for major new construction.

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

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

Utility bill import for all institutional utility accounts automated, allowing for central visibility, management and reporting of utility cost and usage for the first time.

EnergyCAP pilot expanded to additional operating units.

Integrate EnergyCAP with WorkDay in partnership with IT, WorkDay team and Accounts Payable completed.

# 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

### Increase impact and revenue of the surplus property program.

---

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

Increased recirculated goods by 15% YOY.

# Global Initiatives

## Strategic Vision

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

### Here and Next Objectives

#### Objective 1

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

#### Objective 2

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

#### Objective 7

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

#### Objective 11

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

### Initiative Objective and Key Results

#### Increase research partnerships and diversity in graduate student recruitment through global and regional engagement.

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Assistant Vice Provosts and staff hired to engage in global and graduate recruitment.

Global Advisory Council convened quarterly to provide input on strategy and implementation plans.

Implementation plan and resources to centrally coordinate international travel across schools identified and funded.

Regional and global engagement strategy approved and funded by the Office of the Provost.

#### Deploy global research seed funding.

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15 seed grants awarded to global research studies (5 through Here and Next seed funding, 10 through Global seed funding).

Seed funding awards integrated within standard tool (InfoReady).

#### Deploy Global Research Scholars Network.

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5 international visiting scholars hosted in St. Louis.

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

# Global Initiatives

## Here and Next Objectives

### Objective 1

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

### Objective 2

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

### Objective 7

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

### Objective 11

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

## Initiative Objective and Key Results

### Improve supports for international students and scholars.

Recommendations for improving supports to international students and scholars approved by Vijay Ramani.

Review of McDonnell International Scholars Academy completed.

Success of new English Language Program assessed in partnership with the Office for International Students and Scholars (OISS).