

Elevate

# Impact

A Strategic Plan for WPI

2015-2018



## A Message from President Leshin

*"Because we are a community that thrives on imagining more—because we are WPI—we must look at the challenges that still exist in our neighborhood, our nation, and our world and ask, 'How can we do better?'"*

I posed that question during my inaugural address on November 8, 2014. In short order, the question became a challenge as I asked the WPI community to work with me to develop a plan for the Institute's near-term future. Through open retreats and a focused planning effort, more than a thousand faculty and staff members, students, alumni, trustees, partners,

and friends took part, lending their imaginations, their passions, and their voices to the process and sharing creative ideas that have crystalized into an exciting blueprint.

I am pleased to present the result of that effort: *Elevate Impact: A Strategic Plan for WPI, 2015–2018*. Building on our strengths and reaffirming our core principle (the productive partnership of theory and practice), the plan seeks to better align WPI with the needs of our students and the opportunities inherent in our changing world. Through goals and objectives designed to further the university's excellence in education and research over the next three years, the plan is intended to accelerate and extend WPI's impact.

Why is a new strategic plan needed? WPI is stronger today than it has been at any time during its 150-year history. Through the time-tested WPI Plan, our innovative approach to undergraduate education, and our Global Projects Program, with its unparalleled network of 40-plus international project centers, we are having a positive impact on our students' lives and are preparing them to be exceptional leaders and problem solvers. Our faculty and graduate students are engaged in important, groundbreaking research that spans disciplines, transforms industries, and improves the human condition. We are increasingly known not only for the quality of our academics and scholarship, but for the return on investment of a WPI education.

But WPI has never been content to rest on its laurels. We are a community of innovators who know there is always a better way and a brighter future. We believe in asking hard questions ("How can we do better?" "How can we continue to lead?" "How can we increase our impact?") and working together to craft answers that keep us moving forward. We face new challenges and opportunities—at WPI, in higher education, and throughout the world. *Elevate Impact* is a roadmap that will help the university advance toward its goal of becoming the premier global polytechnic. The initiatives detailed in this document underscore three major goals:

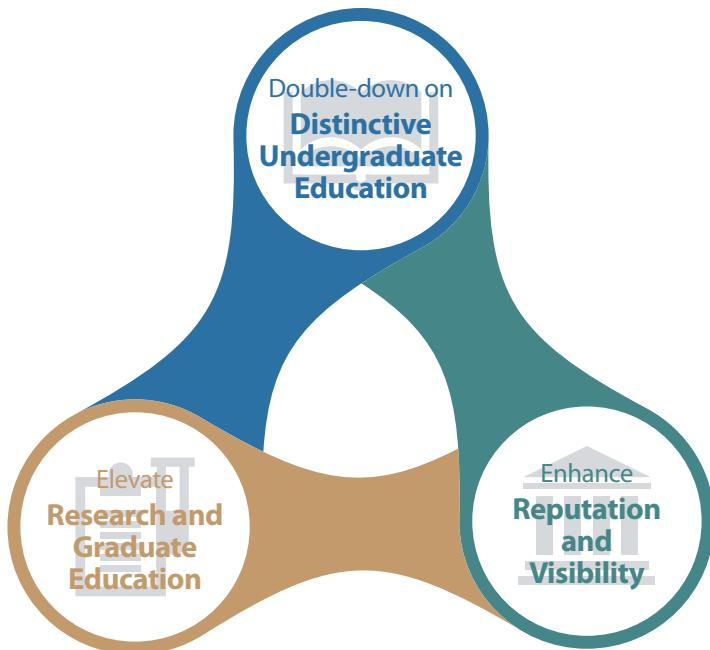
- **Extend the success of our distinctive undergraduate education**
- **Expand transformative research and graduate education**
- **Enhance WPI's reputation and visibility**

Each initiative represents a critical investment in the people, programs, and places that distinguish WPI. Each represents an opportunity to further the university's reputation as a paragon of innovation. And each reflects the best thinking of a community that embraces the ideals of this institution and believes in the ability of its people to change the world.

I am proud of the plan our community has created, and I'm eager to see the results of our collective action.

Laurie A. Leshin  
President

# A Strategic Plan for WPI



## Strategic Plan Implementation Areas



More in Four

Global Projects for All

Major and a Mission



Competency-based Online Education

WPI PhD Plan

Research Enterprise



Center for Project-based Learning

Global Partnerships

Foisie Innovation Studio

# Elevate Impact Initiatives

## More in Four

**Implementation Leads:**  
Kris Wobbe and Maggie Becker

### Lower cost of a WPI education through accelerated paths and co-op

#### Three-year goals:

- 150–200 students in co-op programs
- 50 students in 4-year BS/MS annually

## Global Projects for All

**Implementation Leads:**  
Anne Ogilvie and David DiBiasio

### Expand number and document impact of Global Projects

#### Three-year goals:

- 90% UG students and 20% PhD students have an off-campus project experience
- Global Impact Lab documents and disseminates impacts of global projects

## Major and a Mission

**Implementation Leads:**  
Art Heinricher and Philip Clay

### Empower students to pursue a more intentional path at WPI

#### Three-year goals:

- Graduate more NAE Grand Challenge Scholars than any university in US; establish non-engineering program
- Provide workshops/other opportunities for students and faculty to ensure continual development of the entrepreneurial mindset
- Launch e-portfolio and co-curricular transcript program

## Competency-based Online Education

**Implementation Leads:**  
David Cyganski and Stephen Flavin

## WPI PhD Plan

**Implementation Leads:**  
Terri Camesano and Michael McGrade

## Research Enterprise

**Implementation Leads:**  
Bogdan Vernescu and Karen Oates

### Pioneer online CBE Program

#### Three-year goals:

- 200 students enrolled in a CBE Systems Engineering program
- Growth rate of 50 students per year
- Five undergraduate courses converted to CBE as pilots in residential undergraduate setting

### Implement a distinctive WPI PhD Plan to elevate PhD programs

#### Three-year goals:

- 100% PhDs complete an IDP
- Launch Center for Graduate Student Professional Development
- 20% PhD students have global project experience
- Launch 1-3 interdisciplinary programs for PhDs aligned with research themes

### Enable critically important research where WPI can have impact

#### Three-year goals:

- Launch WPI Research Solutions Institute
- Submit minimum of two significant center proposals (e.g., STC, ERC) per year
- Increase corporate, foundation and government funding by 50%; increase corporation and foundation contribution
- Increase graduate fellowships by 50%

## Center for Project-based Learning

**Implementation Leads:**  
Rick Vaz and Amy Morton

## Global Partnerships

**Implementation Leads:**  
Bruce Bursten and Bill McAvoy

## Foisie Innovation Studio

**Implementation Leads:**  
Diran Apelian, Kris Boudreau and Michael Ginzberg

### Establish WPI as a recognized global leader in project-based education

#### Three-year goals:

- 100 teams from other universities participating in Summer IPBL annually
- WPI faculty actively involved as facilitators, speakers, and consultants with 10 client institutions annually
- 4–7 PBL grant proposals / workshops / papers per year

### Develop a global strategy to maximize shared goals and opportunities in key regions of the world

#### Three-year goals:

- Establish six alumni chapters; identify and secure Global Ambassador as lead. Minimum of one chapter in three key strategic regions: China, Central Europe, and Latin America
- Execute MOUs with at least two academic partners in each of the three regions and develop concrete action plans
- Establish WPI Email for Life. Sign up 25% of alums for a WPI email address for life, with an ultimate goal of 50%

### Showcase and expand WPI's distinctive academic programs through Foisie Innovation Studio

#### Three-year goals:

- 100% UG students use FIS for project work
- 25% faculty use the Global Impact Lab or the I&E Center to develop courses/projects
- 20% undergraduates use I&E Center on their path to forming a new venture
- 3 NGOs in residence work with faculty and students on project development
- 300 students use the Global Impact Lab to document and communicate impact of projects

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## Elevate Impact Initiatives:



**WPI is a world leader in project-based learning, and our project centers provide signature experiences for our graduates.**

### **Acadia National Park, Bar Harbor, Maine**

*WPI students working on the systematic collection and archiving of surround sound audio recordings of the park.*

## **Extend the success of our distinctive undergraduate education**

In 1970, the WPI faculty made a momentous decision to implement a completely new way of teaching undergraduates. Called the *WPI Plan*, this novel approach replaced a traditional, rigidly prescribed curriculum with a fresh balance of theory (taught in the classroom) and practice (putting theory into action in the shop, the lab, and the real world). Today, with complex challenges confronting people across the globe, and many exciting technological advances within reach, it is imperative that WPI continue to set the standard for undergraduate STEM education. We must find new ways to attract and support those who want to make a difference in the world and to prepare them even more effectively to meet today's global challenges. We must further elevate our undergraduate programs while making a concerted effort to minimize the costs of a college education.

Our strategy to extend and expand our distinctive undergraduate education is threefold:

- Focus on maximizing value while minimizing cost by offering students the opportunity to accelerate through the curriculum, earn additional credentials for the same investment, and participate in cooperative learning experiences through *More in Four*.
- Enable all WPI students to participate in off-campus project work, widely recognized as a watershed experience, and document the impact of these projects in the communities they serve by providing *Global Projects for All*.
- Create clear connections between curricular and co-curricular experiences beyond the majors that support our students' highest aspirations and inspire them to reflect on their own personal and intellectual growth. We call this *Major and a Mission*.

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## More in Four

One of the most powerful means we have for attracting the best students to WPI, regardless of their financial circumstances, is lowering the cost of a WPI education. The growing cost of higher education, especially relative to family and personal income levels, is under increasing scrutiny by the media and families alike. And yet, the hands-on, project-based aspects of WPI's distinctive education are expensive to deliver. With the expansion of AP courses available (49% of the Class of 2019 came in with some AP credit), today's students have more capacity than ever to receive a WPI education for lower cost by either accelerating through the curriculum and finishing sooner, or by completing additional credentials (i.e., a master's degree) and/or earning money to offset the cost of attendance through highly valuable co-op experiences. We know these accelerated paths are possible because our students already find them. For example, 45 members of the Class of 2015 completed their degrees in under four years. Of the 26 who finished 1-2 terms early, 5 participated in a co-op of at least a term and a summer, and 19 included one or more off-campus projects in their curriculum. In the group who completed their BS in four years, 9 simultaneously received an MS.

### **By 2018, we will:**

- Offer a four-year BS/MS degree that will allow WPI students to accelerate through a dual degree program at lower cost, and graduate with a competitive edge. We expect to have 50 students per year pursuing the four-year BS/MS.
- Offer up to 200 students per year the opportunity to participate in a co-op program allowing them to have valuable professional experiences while offsetting tuition costs and while completing their BS in four years.

## Global Projects for All

WPI is a world leader in project-based learning, and our project centers provide signature experiences for our graduates. Based on data from an extensive study of our graduates conducted by the University of Massachusetts Donahue Institute, we know that the experience our students have during their project work is life changing, and we know it matters to employers. To make sure that every student has the opportunity to take part in this signature WPI program, we will expand the number of global projects available to students, adding an optimal mix of domestic and international opportunities and working creatively to engage qualified, committed alumni in project center activities worldwide.

To remove financial barriers that prevent students from participating, we will also launch a targeted fundraising effort for scholarships and project center endowment funds, and seek to defray other costs of student participation. Moreover, we will explore opportunities for PhD students to participate in the Global Projects Program.

### **By 2018, we will:**

- Provide a global stipend to every undergraduate student to ensure access to WPI's signature academic experience.

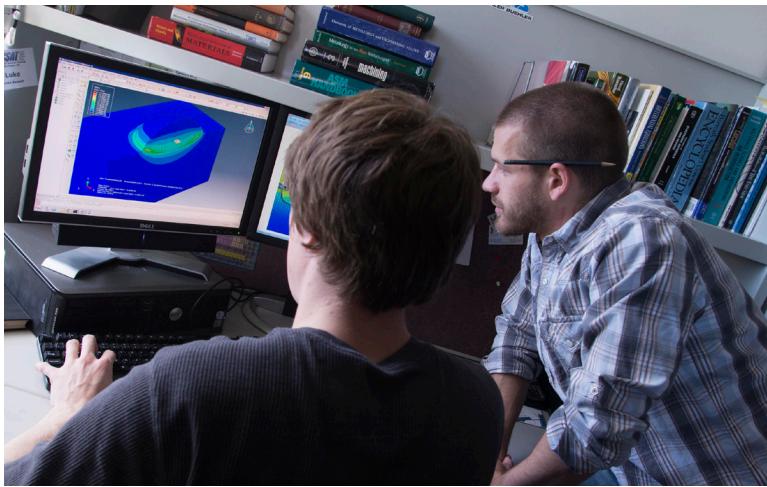
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- Offer PhD students the opportunity to participate in global and industrial experiences as part of their graduate experience.
  - Establish a Global Impact Lab to document and disseminate impacts of global projects, and to catalog all project work at WPI in alignment with a list of WPI Grand Challenge Themes.

## **Major and a Mission**

Students are more than their major and they graduate with more than a degree. Major and a Mission will leverage our students' strengths, passions, and interests. It will empower them to pursue a more intentional path at WPI and reflect on the connections between their academic coursework and co-curricular pursuits. We will launch this initiative with three efforts. First, we will integrate entrepreneurial principles across the curriculum so that students have not only the skills but the mindset to move from theory and practice to impact for their world. Second, we will launch the Grand Challenge Scholars program to recognize WPI students who already meet the requirements of the National Academy of Engineering's Grand Challenge Scholars program and we will expand on that program to include WPI students from all majors. Third, we will define Global Competency as a fundamental learning outcome for all WPI students and create opportunities for them to connect their learning in classrooms and through projects to their world. As our students progress through the undergraduate years, they will have formal opportunities to reflect on both the meaning and impact of their curricular and co-curricular experiences. An electronic portfolio will provide the space for reflection and a co-curricular transcript will record achievement and growth in areas outside academic work. Students will use these tools to better understand and to articulate to employers their understanding of the theory, practice, impact, and integration of their undergraduate experience inside and outside the classroom.

### **By 2018, we will:**

- Launch a *Sophomore Reentry Program* that allows every undergraduate to identify their strengths, values, passions, and professional aspirations and connect them deliberately with the academic skills and experiences that will enable them to pursue and realize these aspirations effectively and meaningfully in their professional life.
- Provide access for all students to an electronic portfolio system in which students capture and explore the purpose of their education. WPI will develop a co-curricular transcript to create an official record of all activities and learning outside the classroom.
- Graduate more NAE Grand Challenge Scholars than any other university.
- Create a Grand Challenge Scholars Program for non-engineering students at WPI.
- Provide workshops and other opportunities for students and faculty in order to enable pathways to entrepreneurship.



**WPI faculty and graduate students working together have contributed new knowledge and produced effective solutions to some of the world's most compelling challenges.**

*WPI research team members work together to refine a computer model in a lab at WPI's Metal Processing Institute.*

## Expand transformative research and graduate education

WPI has long been a source of new ideas and discoveries that have shaped the progress of engineering, science, and technology. From the early seeds of modern rocketry to breakthroughs in the study of Alzheimer's Disease, to robots that can help treat cancer and fight Ebola, WPI faculty and graduate students working together have contributed new knowledge and produced effective solutions to some of the world's most compelling challenges. We know that the most innovative thinkers, makers, and problem solvers are attracted by and flourish in an environment that supports and rewards rigorous, cross-disciplinary work at the cutting edge of discovery. Faculty and students who work on the most advanced ideas are motivated to learn deeply and discover new knowledge.

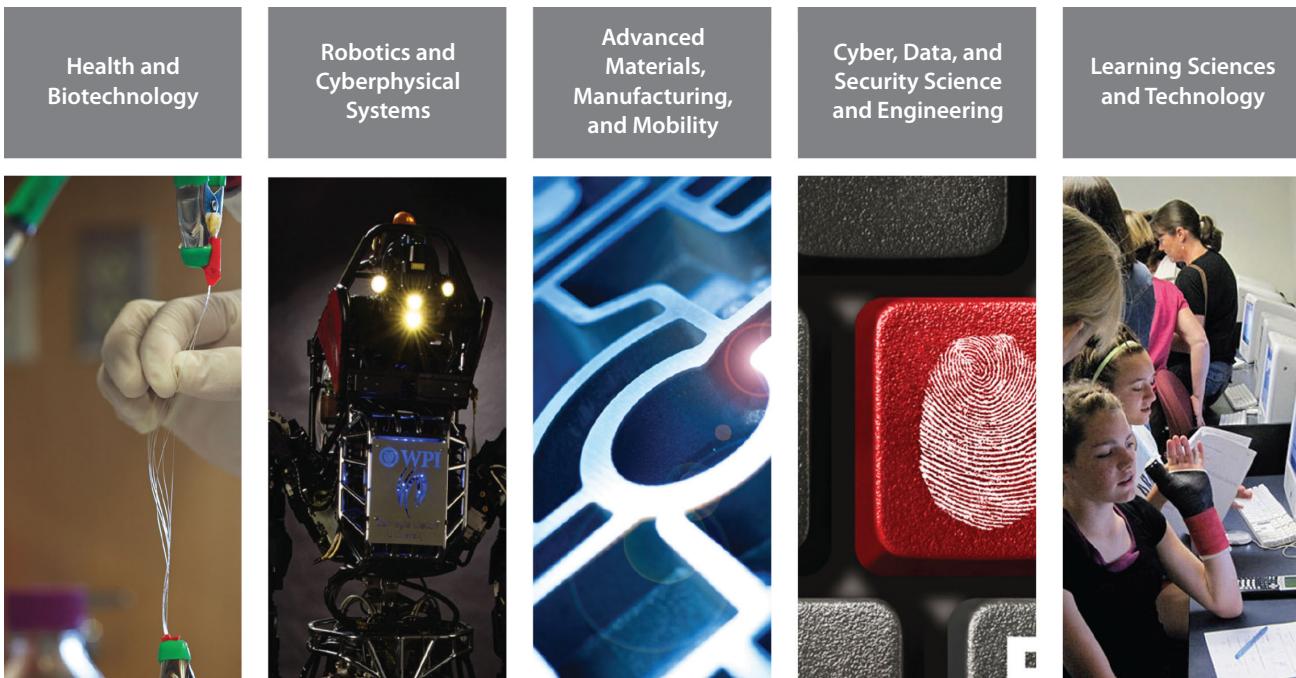
As our graduate programs have grown, so too has WPI's commitment to making them distinctive. We have an opportunity to become thought leaders in graduate education by infusing our graduate programs with the same innovation, connection with societal relevance, and dynamic experiential learning that make our undergraduate programs special. Our PhD programs can produce leaders who are prepared to make an impact in a diverse array of career paths. We also have the opportunity to be creative and innovative in developing new online learning opportunities for graduate students, which will promote flexible and real-world learning.

Our strategies in research and graduate education include:

- Focus on areas of high potential for impact in Advancing WPI's Research Enterprise.
- Provide a spectrum of opportunities for PhD students that will leverage their engagement in interdisciplinary research with the ability to develop professional and leadership skills, going beyond traditional coursework and research, as part of the WPI PhD Plan.
- Pioneer the next generation of lifelong learning solutions through Competency-based Online Education Programs.

## Research Enterprise

Building on the university's current and historical strengths and seizing emerging opportunities in some of the most currently important multidisciplinary areas, we will emphasize five strategic research themes where WPI can have an important impact.



Critical to advancing our impact will be to support existing work in these themes as well as hire additional faculty who are national and world leaders.

### By 2018, we will:

- Elevate the visibility of and support for our research enterprise by launching the WPI Research Solutions Institute (RSI), an agile and nimble research structure able to respond to identified needs and opportunities of scientific and engineering importance. We will accomplish this by assembling multidisciplinary faculty research clusters, supporting the strategic research initiatives, and developing funding opportunities and engaging in translational activities with industry.
- Submit a minimum of two significant center proposals (e.g., STC, ERC) per year, with support from RSI, and win a major center grant.
- Increase the total corporate, foundation, and government funding for research by 50% and increase the corporate and foundation portion of the research funding portfolio.
- Increase graduate fellowships by 50%.

## **WPI PhD Plan**

Just as WPI revolutionized undergraduate STEM education with the WPI Plan, the WPI PhD Plan will elevate and make more distinctive our university's doctoral programs. The PhD Plan will get under way with a pilot program that extends a competitive advantage to our graduate students by providing a host of opportunities to further the impact of their work with us.

### **By 2018, we will:**

- Establish Individual Development Plans (IDP) for all students.
- Launch a Center for Graduate Student Professional Development that will offer professional and career-enhancing opportunities across all disciplines.
- Offer all PhD students the opportunity to participate in global and industrial experiences as part of their graduate experience. Target is 20% in three years.
- Launch at least two interdisciplinary PhD programs in areas aligned with the strategic research themes.



**Our PhD programs produce talented leaders who are prepared to make an impact in a diverse array of career paths.**

*Marion Emmert, assistant professor of chemistry and biochemistry, and postdoctoral fellow H. M. Dhammika Bandara at work on a novel chemical method for extracting rare earth elements from the magnets used in electric motors.*

## **Competency-based Online Education**

To extend WPI's leadership in innovative STEM education and reach a wider range of professional and lifelong learners, we must embrace the critical role disruptive curricular models and technologies are playing in higher education. Not only will doing so continue WPI's history of leading change in higher education, it will enable us to truly embrace the concept of lifelong learning, engaging professionals, alumni, and others in new and important ways in the learning taking place at WPI. The emerging model of competency-based online education will be key to expanding our reach in this area.

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Competency-based education (CBE) is a student-centric paradigm for individualized education that was first implemented and tested in the early years of the WPI Plan. We will apply and enhance this mode of education within the context of online courses and exploit the full capabilities of contemporary computational and communications to create an exemplar for student-driven education. Within the new programs, students will be able to learn what they want when they want to, and be evaluated when they are ready. They will have the opportunity to learn at their own pace and will progress when they demonstrate competency; that competency can then be certified at a deeper level by our program grades.

Implementing this new kind of program will require eschewing all notions of timing, access, instructor preparation, and content delivery associated with traditional courses. But we believe that it is only through such a complete break from tradition that we can explore the frontiers of education for a fully connected, global, and Internet-fast world.

**By 2018, we will:**

- Offer competency-based online, MS and, certificate programs in Systems Engineering, and a competency-based certificate program for Systems Thinking designed for students in non-engineering fields.
- Enroll at least 200 students over the next three years in these new online graduate offerings, with a growth rate going forward of 50 students per year.
- Convert three online undergraduate courses to CBE as pilots for CBE education in the residential undergraduate setting.
- Demonstrate such strong success as measured by student satisfaction and academic performance that at least three other programs will be seeking conversion to CBE format in the following year, including undergraduate courses that will provide students with greater time flexibility and help them achieve More in Four.



*The WPI Quadrangle*

**WPI has a vital leadership role to play in addressing the increasingly urgent and complex challenges facing higher education, our nation's competitiveness, and the health and safety of our planet.**

## Enhance WPI's Reputation and Visibility



**WPI Professor Chrysanthé Demetry receives the Presidential Award for Excellence in Science, Mathematics, and Engineering Mentoring in 2011 on behalf of Camp Reach.**

*Chrys Demetry with President Obama*

WPI makes an enormous difference in the lives of our students—in all corners of the world, and on human understanding of science, engineering, and technology. With an increased focus on impact, never has that difference been more important or more needed than it is today. Indeed, WPI has a vital leadership role to play in addressing the increasingly urgent and complex challenges facing higher education, our nation’s competitiveness, and the health and safety of our planet. We will drive this effort with three strategies that reflect both our historic strengths and our cutting-edge spirit:

- Establish WPI as the leader in project-based education by sharing our expertise and helping others adopt this transformative teaching and learning approach through the *Center for Project-Based Learning*.
- Enhance our global presence through focused strategies in three areas of the world where we can maximize multifaceted interactions and impact. We call this advancing *Global Partnerships*.
- Create a distinctive on-campus home that reflects our role as a leader in high-impact educational practices in the *Foisie Innovation Studio*.

### Center for Project-based Learning

Since the launch of the WPI Plan, other universities across the United States have attempted to provide students with project-based learning experiences with varying degrees of success. WPI's Center for Project-based Learning will enable us to share best practices honed over more than 40 years and establish WPI as the recognized thought leader in the field of project-based education.

#### By 2018, we will:

- Hold at least one Institute on Project-based Learning per year. During this multi-day workshop, WPI faculty experts will introduce teams from universities around the world to project-based learning through seminars, workshops, and a team coaching model unique to WPI. We will train at least 100 teams by 2018.

- Hold “Away Workshops” and provide consulting services in which WPI will take the work of the center on the road, bringing customized content to other institutions that desire a more hands-on and extended approach to engaging with WPI on project-based learning. We will make 10 off-campus visits per year.
- Lead, publish, and present research-based studies on the effectiveness of and latest trends in project-based learning.

## Global Partnerships



*WPI students undergoing a feasibility study of the Arenal Volcano Wind project in Costa Rica.*

To realize our academic ambitions, we must create physical spaces that encourage and amplify the aspirations of our university community.

WPI has a remarkably rich global presence. Our project centers are located in 25 countries. Presently, nearly 900 of our students undertake off-campus projects each year. We have a strong and loyal alumni base that spans the world, which has helped us develop a global network of academic and corporate partners. As part of our Strategic Plan, we will more effectively and intentionally harness the power of all of this activity and influence in a way that will maximize opportunities for our students, faculty, and alumni to make an impact. Our strategic focus will be on three regions of the world: China, Central Europe, and Latin America. These are regions where we already have established alumni bases and nascent partnerships that offer maximum potential for growth. We will also be nimble in exploring other global partnerships on an ad hoc basis. Our primary goals are to develop and nurture robust relationships with our alumni and our partners that increase substantially the already strong global impact of WPI. We will use a combination of strategies and tactics that will allow us to reach more of the globe more effectively, creating new and lasting international partnerships.

### By 2018, we will:

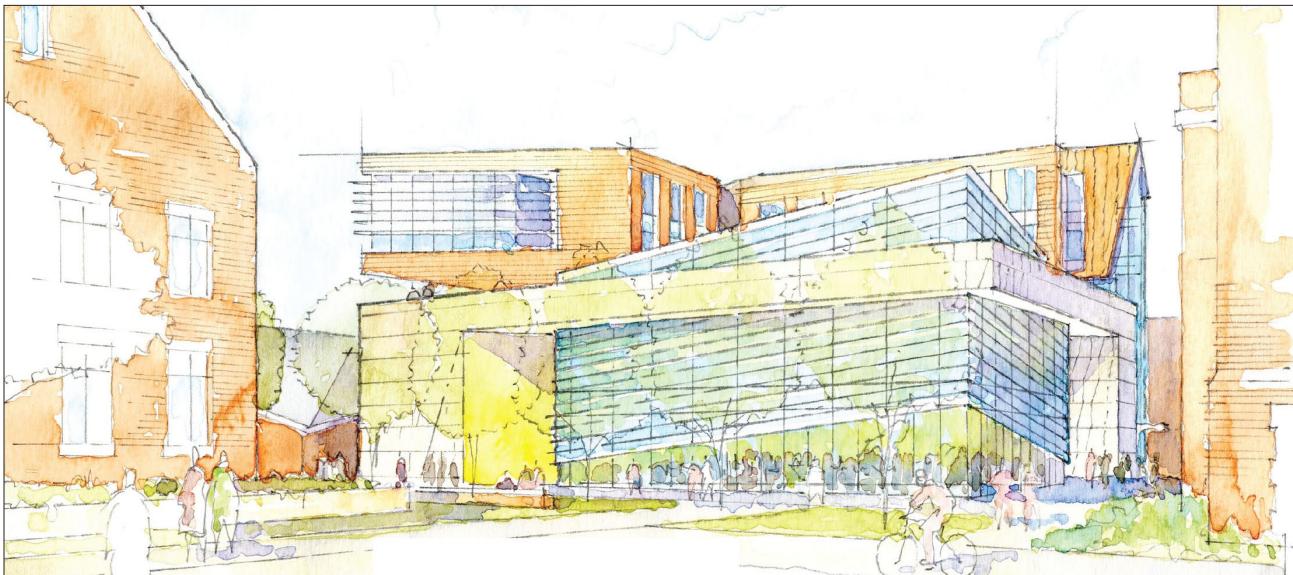
- Establish six new global alumni chapters, and identify and secure a designated Global Ambassador as the lead in each, with a minimum of one chapter in each of the three key strategic regions.
- Execute a memorandum of understanding (MOU) with at least two academic partners in each of the three regions and develop concrete action plans to deliver on the MOUs.
- Identify (starting with the Class of 2016) all graduating students (undergrad and graduate) from countries outside the United States, and provide them with WPI Email for Life. Identify all alumni in the three key regions; and contact those who do not have valid email addresses in our records and sign up 25% of them for a WPI email address for life, with an ultimate goal of 50%.

## Foisie Innovation Studio

To realize our academic ambitions, we must create physical spaces that encourage and amplify the aspirations of our university community. Located in the heart of the WPI campus, the new Foisie Innovation Studio (FIS) will do just that. When completed, this building and the programs within it will showcase WPI's distinctive academic programs and give students and faculty members the tools they need to pursue their ideas to the fullest.

### By 2018:

- 100% of our undergraduate students will:
  - Use the FIS to plan and carry out their GPSs, IQPs, MQPs, or course projects
  - Have access to the *Maker Space* in the execution of their projects
- The *Global Impact Lab* and the *Innovation & Entrepreneurship Center* will support 25% of the faculty in developing courses and projects that identify genuine needs and enable students to design solutions with real value.
- 20% of undergraduate students will use the *Innovation & Entrepreneurship Center* on the path to forming a new venture—a business, social enterprise, or not-for-profit—extending their previous project work.
- The *Global Impact Lab* will enable 300 students to communicate high-impact WPI research through a variety of media and to distribute these communications beyond WPI.
- Three NGOs in residence will work with faculty and students to develop high-impact projects that meet the needs of and create value for the communities served by these and similar NGOs.



Proposed design for the Foisie Innovation

## Keys to Success: Cross-cutting Enablers

As we focus on the initiatives described in the strategic plan, we also know that there are important elements of our success that cross-cut all of the initiatives, forming a necessary foundation for success. These themes emerged time and again as members of the community came together to discuss shared challenges and opportunities. Attention to the following cross-cutting enablers are critical to bringing Elevate Impact to life:

### Diversity and inclusion

At its core, this plan is about WPI's leveraging our STEM expertise to make as significant an impact on the world as possible, through our graduates, our distinctive programs, and our research. We seek to be innovative in our own programs so we can apply innovative thinking to global challenges. Perhaps the single largest enabler of innovative thinking for WPI is creating an inclusive, diverse community that values difference in thought, cultural background, and perspective. As such, we will redouble our efforts to recruit and retain students, faculty, and staff of diverse backgrounds. In addition, we will institute programs to help ensure that WPI is a place that appreciates difference, and work to sustain an environment where all members of our community are empowered to perform at their best.

### Partnerships, local and global

To achieve the outcomes associated with this plan we must embrace unprecedented levels of collaboration with partners near and far. New and deeper partnerships with companies, nonprofits, NGOs, our home community of Worcester, government agencies, other universities, and our alumni—among others—will be critical to our success. By leveraging new systems and processes for managing the information associated with our partnerships, we will seek to be more strategic, focused, and thoughtful about these enabling relationships.

### Technology and systems

As a technological university, we should always seek to leverage optimal technology to support our efforts. Many of the initiatives in this plan will require a critical examination of new tools and systems to enable our work. Such tools will allow us to work smarter and devote critical faculty and staff time to the most valuable endeavors, such as student interaction. As we take on additional technology requirements, we will continue to examine ways to manage and integrate our systems and processes to maximize effectiveness and efficiency.

## Faculty and staff development

The initiatives discussed in this plan will continue to place WPI on the leading edge of innovation in higher education. And as such they will ask us to take on new programs and activities in support of our students' learning and our faculty members' research. They will require us to hire and retain the best faculty and staff who embrace the mission of WPI, and for those faculty and staff to evolve their work over time as global challenges evolve, and our own programs change. In order to support this fast-paced learning and working environment, we must look anew at the needs of our faculty and staff through new opportunities for training and development of their talent. This professional development will be especially important for supervisors, department heads, and others in leadership positions as they work to help us lead WPI into the future.

## Data-driven decision making

In order to better inform our academic and administrative decision making in support of WPI's strategic goals, we need to expand our ability to inform our decision making with the best data, systems, and processes available. To support this effort, we will establish an Office of Institutional Research and Strategic Decision Support. This enterprise will serve as a campus-wide resource to help enhance the quality of our programs, services, operations, and processes. The new Office will collect, coordinate, analyze, and report data to track progress against this plan, and help us optimize our use of precious resources.

## Sustainability

WPI demonstrates its commitment to the preservation of the planet and all its life through the incorporation of the principles of sustainability throughout the institution. These principles include ecological stewardship, social justice, and economic security. By implementing the principles of the WPI Plan for Sustainability, we will advance broad sustainability goals in academics, research, campus operations, and community outreach. Further, WPI will promote a culture of sustainability that incorporates the beliefs and behaviors supported by our technical strengths and by our heritage of the application of both theory and practice to the solution of global problems.

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## Embarking on the Road Before Us



Since the very beginning, WPI students and faculty have been engaged in a noble quest: to use science and engineering to make this world a better, safer, and more humane place. With Elevating WPI's Impact and Value, we are taking this quest to a new level for a new century. As we came together to create this plan, our overriding purpose was to ensure that WPI seize the opportunities before it and contribute meaningfully to the future of our nation and the world. To do so, we will extend and expand the success of our distinctive undergraduate education, enable transformative research and elevate graduate education, and enhance WPI's reputation and visibility. There is much purposeful work ahead. The WPI community is ready to embark on this journey in order to enhance the value and strengthen the impact of our great university.



Worcester Polytechnic Institute