Table 2.4. Goal 1: Enhance the Quality of WPI’s Academic Programs

<table>
<thead>
<tr>
<th>Outcome Objectives</th>
<th>Performance Measures</th>
<th>Responsible Parties</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.1 Fully develop the WPI Plan for all students around an &quot;honors college&quot; metaphor at all levels.</td>
<td>Faculty size; number National Merit Scholars; ranking of undergraduate program; impact of first year; curriculum improvements; graduation rate; practice graduate program statistics; IQP quality; learning outcomes; number large (&gt;35) classes.</td>
<td>Provost's Office; Admissions Office; Faculty Governance.</td>
</tr>
<tr>
<td>1.2 Develop aligned incentives for faculty and staff to promote action plans.</td>
<td>Faculty diversity; faculty and staff salaries compared to benchmarks; employee satisfaction; effectiveness of reward system.</td>
<td>Provost; Director of Human Resources; Assistant VP Student Affairs; Multicultural Awareness Staff Member; Faculty Governance.</td>
</tr>
<tr>
<td>1.3 Provide increasing opportunities for student involvement in research.</td>
<td>Number students in summer research; impact of graduate fellowships.</td>
<td>Associate Provost.</td>
</tr>
<tr>
<td>1.4 Maintain contemporary teaching laboratories.</td>
<td>Adequacy of funding for equipment and instrumentation maintenance and renewal; average age statistics.</td>
<td>Property Administrator; Provost's Office; Dean, Division of Continuing Studies.</td>
</tr>
</tbody>
</table>

Objective 1.1  
Fully develop the WPI Plan for all students around an "honors college" metaphor at all levels.

Performance:  
None.
Objective 1.2  Develop aligned incentives for faculty and staff to promote action plans.

Performance: None.

Objective 1.3  Provide increasing opportunities for student involvement in research.

Performance: • Student involvement in research...we have at least 50 undergraduate students in a range of disciplines, headed for FPE graduate work, via the BS/MS program. Often undergrads work with grad students on fire research.

Objective 1.4  Maintain contemporary teaching laboratories.

Performance: • Digital Library being developed under the leadership of Prof. Woycheese, to support all FPE courses, especially the ADLN courses. The project will serve as the "seed" for an NSF proposal on digital libraries, now being written by Woycheese and Turgeon. We are spending about $50K of ADLN resources on this initiative.

Table 2-5. Goal 2: Further WPI’s Position as a National University

<table>
<thead>
<tr>
<th>Outcome Objectives</th>
<th>Performance Measures</th>
<th>Responsible Parties</th>
</tr>
</thead>
<tbody>
<tr>
<td>2.1 Improve the quality and diversity of the student body.</td>
<td>Admissions parameters; undergraduate geographic composition; distribution of majors; number applications from independent high schools; percentage minorities and women; percentage of students receiving financial aid.</td>
<td>Admissions Office; Director, Financial Aid; Assistant VP Student Affairs.</td>
</tr>
<tr>
<td>2.2 Support the faculty's efforts in research and scholarship.</td>
<td>Impact of thrust areas on faculty and graduate student recruiting; annual research expenditures; number proposals and awards; number publications; faculty and graduate student support levels; AACSB accreditation status; average course load for faculty; minimum and mean GRE scores; annual number Ph.D.</td>
<td>Associate Provost; Thrust Area Directors; Academic Department Heads; Director, Plant Services.</td>
</tr>
</tbody>
</table>


### Objective 2.1
**Improve the quality and diversity of the student body.**

**Performance:** None.

### Objective 2.2
**Support the faculty's efforts in research and scholarship.**

**Performance:** We do computational modeling in fire, in harmony with this thrust area.
**Objective 2.3**  
*Develop creative partnerships with industry, organizations, and other universities.*

**Performance:**  
- Partnerships with industry and other universities...we do graduate internships with many for-profit employers. More research-oriented relationships with FM Global and 3M. Partnerships with Seoul National University (SNU) and Univ of Costa Rica (UCR).
- Prof. Dembsey is working with the composites industry to form a collaborative effort on the evaluation and use of composites in buildings.

**Objective 2.4**  
*Continue to develop a comprehensive base of programs through aligned resource allocations.*

**Performance:**  
None.

**Objective 2.5**  
*Expand opportunities for synchronous and asynchronous networked learning.*

**Performance:**  
- Expanding synchronous and asynchronous networked learning...we have been expanding significantly. I don't think any other department has the international reach as does FPE. We have delivered to Europe, Asia, Middle East, Pacific Rim. The Digital Library also expands our distance learning program.
- We are also working with Industrial Risk Insurers, to develop non-credit continuing ed courses via distance, for their worldwide engineering staff. End result could be packaged and marketed outside IRI, by WPI and IRI in partnership.
- We are working with SFPE to develop a self-standing continuing ed course based on the study guide for the FPE PE Exam, to be marketed nationally.
- On the topic of "image building and marketing", FPE probably receives more national media attention for its niche expertise than any other department. The World Trade Center topic is the most recent example.
- The upcoming 7th International Symposium on Fire Safety Science" (June) is a big feather in our cap. We competed to be selected as the host site. This is the premier fire research
symposium worldwide, only held every 3 years, only once before in the USA. This adds to the WPI image of prestige, nationally and internationally. Will be attracting 300 of the world leading scholars/researchers.

**Objective 2.6**  
*Conduct a comprehensive image-building and marketing effort.*

**Performance:**

- On the topic of "image building and marketing", FPE probably receives more national media attention for its niche expertise than any other department. The World Trade Center topic is the most recent example.

- The upcoming 7th International Symposium on Fire Safety Science" (June) is a big feather in our cap. We competed to be selected as the host site. This is the premier fire research symposium worldwide, only held every 3 years, only once before in the USA. This adds to the WPI image of prestige, nationally and internationally. Will be attracting 300 of the world leading scholars/researchers.

### Table 2.6. Goal 3: Establish WPI as a Leader in Global Technological Education

<table>
<thead>
<tr>
<th>Outcome Objectives</th>
<th>Performance Measures</th>
<th>Responsible Parties</th>
</tr>
</thead>
<tbody>
<tr>
<td>3.1 Expand participation by students and faculty in the Global Perspective Program.</td>
<td>Dollar value of scholarship fund; faculty involvement; number projects conducted at global sites; number faculty and students involved with sister institutions.</td>
<td>VP University Relations; Provost's Office; Faculty Governance, Dean, IGSD.</td>
</tr>
<tr>
<td>3.2 Make the transition from multinational sites to a global system.</td>
<td>Number teams involving remote sites; degree of integration of global sites.</td>
<td>Dean, IGSD.</td>
</tr>
</tbody>
</table>

**Objective 3.1**  
*Expand participation by students and faculty in the Global Perspective Program.*

**Performance:**

- See above re global outreach of ADLN and MOU's with SNU and UCR.

- Melbourne Project Center...lots of fire-related projects, with Barnett being the spark plug. Some of the projects in fire
research, with the undergrads going on for MS via the BS/MS

**Objective 3.2**

*Make the transition from multinational sites to a global system.*

**Performance:** None.

---

**Table 27. Goal 4: Improve WPI's Campus Culture and Community Presence**

<table>
<thead>
<tr>
<th>Outcome Objectives</th>
<th>Performance Measures</th>
<th>Responsible Parties</th>
</tr>
</thead>
<tbody>
<tr>
<td>4.1 Construct and renovate facilities to accommodate social and academic activities and solve the parking problem.</td>
<td>Funds available; adherence to construction timetable.</td>
<td>VP University Relations; VP Student Affairs; Assistant VP Student Affairs; VP Administration; Director, Plant Services.</td>
</tr>
<tr>
<td>4.2 Improve ethnic and gender diversity in our community.</td>
<td>Quality of life on campus; role and value of support groups.</td>
<td>VP Student Affairs; Assistant VP Student Affairs; Multicultural Awareness Staff Member.</td>
</tr>
<tr>
<td>4.3 Provide a safe environment for our community that fosters learning and development with appropriate alternatives to alcohol and drug abuse.</td>
<td>Safety statistics; number violations of alcohol and drug policies; results of CORE Alcohol and Other Drug National Survey; results from Higher Education Research Institute National Survey.</td>
<td>Director Public Safety; Campus Safety Officer; Assistant VP Student Affairs; Healthy Alternatives Office.</td>
</tr>
<tr>
<td>4.4 Expand efforts to meet the needs of adult learners.</td>
<td>Net revenue; numbers of faculty and students involved.</td>
<td>Dean, Division of Continuing Studies; Director, ADLN; Academic Department Heads.</td>
</tr>
<tr>
<td>4.5 Enhance the Career Development Center.</td>
<td>Number students and employers involved; placement rates; number of alumni participating.</td>
<td>Director, Career Development Center; VP Student Affairs; VP University Relations.</td>
</tr>
</tbody>
</table>
4.6 Maintain facilities and surrounding peripheral properties according to master plan.

Progress against maintenance plan; deferred maintenance balance; state of grounds and facilities; neighborhood relations.

Director, Physical Plant.

4.7 Enhance support for K-12 system and the local community.

Number programs; number participants; summer program net revenue; number students in teacher certification program.

Provost's Office; Dean, Division of Continuing Studies; Assistant VP Student Affairs; Director Minority Affairs; VP University Relations.

Objective 4.1 Construct and renovate facilities to accommodate social and academic activities and solve the parking problem.

Performance: None.

Objective 4.2 Improve ethnic and gender diversity in our community.

Performance: None.

Objective 4.3 Provide a safe environment for our community that fosters learning and development with appropriate alternatives to alcohol and drug abuse.

Performance: None.

Objective 4.4 Expand efforts to meet the needs of adult learners.

Performance: Mention is made in the Strategic Plan regarding continuing ed. Our continuing ed efforts are ADLN based, e.g. above reference to PE Exam study course and IRI partnership.

Objective 4.5 Enhance the Career Development Center.

Performance: None.
Objective 4.6  
Maintain facilities and surrounding peripheral properties according to master plan.

Performance: None.

Objective 4.7  
Enhance support for K-12 system and the local community.

Performance: None.

| Table 2 8. Goal 5: Expand WPI's Educational Resources |
|---------------------------------|---------------------------------|---------------------------------|
| **Outcome Objectives** | **Performance Measures** | **Responsible Parties** |
| 5.1 Improve library resources, services, and facilities | Relocation of Mass Academy; library budget constraints; number projects involving digital library; off-campus usage statistics. | Associate Provost; Director, Gordon Library; VP University Relations; Director, Plant Services; Faculty Governance; VP Information Technology. |
| 5.2 Establish state-of-the-art computing resources and network performance | Network capacity; internet usage statistics; modes of off-campus access; state of computer laboratories and central servers. | VP Information Technology; VP University Relations; Provost's Office. |
| 5.3 Create and maintain sufficient electronic classrooms to support on- and off-campus programs. | Usage rate of IT in classes; state of electronic classrooms; notebook computer usage rates. | Director Plant Services; Director, Instructional Media Center; Provost's Office; Director, CEDTA. |

Objective 5.1  
Improve library resources, services, and facilities.

Performance: None.

Objective 5.2  
Establish state-of-the-art computing resources and network performance.

Performance: None.
Objective 5.3 Create and maintain sufficient electronic classrooms to support on- and off-campus programs.

Performance:
- See above re Digital Library
- The Comutational Fire Modeling Lab is unique and is an important resource to our grad students interested in the topic.