FIVE YEAR PLAN
2016-2020
Washington Pulp and Paper Foundation

in support of Bioresource Science and Engineering

at the University of Washington

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Bioresource Science and Engineering (BSE) is the University of Washington’s leading educational, teaching and research program for conversion of biomass into pulp, paper, fuels, energy and chemicals. BSE’s predecessor program was established in 1968 at the UW in the College of Forest Resources. BSE now resides in the College of the Environment. In that same year, the Washington Pulp and Paper Foundation (WPPF) was chartered as a non-profit corporation for the purpose of providing financial support and industry involvement in the development of outstanding graduates. WPPF’s primary mission is to attract and assist students in completing the BSE Program and preparing them for careers in the pulp, paper and bioresource industries. WPPF functions financially through annual contributions from its members, by earnings from its endowments, and through gifts made by companies, alumni and friends.

The primary use of WPPF revenue is to provide merit scholarships to students who are enrolled in the Program. The WPPF also supports operation of the program’s pilot laboratory facilities to provide students hands-on experience in pulp, paper and bio-product processes. Approximately 600 students have graduated from the Program and have entered useful and rewarding careers. Additionally, the Foundation fosters numerous linkages involving industry, UW, alumni, friends and the general public.

Since 1989, Five Year Plans have been used to identify goals and provide guidance to the Foundation. This document is the Five Year Plan for the period of 2016 to 2020.

This Five Year Plan acknowledges today’s challenges to UW, industry, and society and is designed to anticipate resulting changes and adapt to them. The contributions and opportunities from these efforts are:

• Highly qualified, job ready, industry-dedicated BSE/ChemE graduates.
• Biomass conversion-related higher education and research.
• Technical service for the industry through consultation and specialized testing.
• Advocacy for the industry within UW and with the public.
• Pursuit of technologies that advance industry competitiveness.

This Plan will sustain and strengthen the Program and ensure its continuing contributions to the industry and society.
WASHINGTON PULP AND PAPER FOUNDATION
FIVE YEAR PLAN, 2016-2020

VISION
A vigorous and enterprising organization of member companies, alumni and friends centered at the University of Washington and creating competitive advantage for the pulp, paper and bioresource industries through focused and dedicated graduates of the Bioresource Science and Engineering (BSE) program.

MISSION
To provide the pulp, paper and bioresource industries with outstanding, dedicated graduates in BSE from UW who have breadth and depth of knowledge, make immediate contributions, are future leaders and are grounded in the principles of teamwork, sustainability, stewardship and economic vitality.

CORE VALUES
The core values which guide the Vision and Mission are:

- Open communication
- Cooperation
- Commitment

Success requires balanced attention among students, member companies and supporters (alumni, friends, faculty and staff).

OBJECTIVE 1
Assist faculty in developing graduates of the Program who are highly attractive to employers.

Outcomes:

- The Industry (defined as allied industries of pulp, paper, and biomass conversion to useful products) is provided access to highly qualified and diverse professionals who are job ready and possess technical, business, leadership, interpersonal and teamwork skills.
- Graduates trained in teamwork, leadership and business skills.
- Graduates who have hands-on pilot plant and laboratory experience in the Program facilities.
- Fifteen to twenty graduates per year.

Strategies:

- Sustain an atmosphere such that students view WPPF as “home.”
- Provide career placement assistance to students and actively support Industry’s participation in
developing internships for students.

- Continue advances in recruiting and aggressive marketing of the Program.
- Annually update the scholarship policy to attract outstanding students.
- Maintain an active Recruiting Committee.
- Assist faculty with updating the curriculum and ABET accreditation.
- Seek opportunities with other departments at UW that make our students more attractive by future employers.
- Provide leadership/teamwork opportunities, educational (capstone senior design), in field (co-ops and internships) and within the department (Student TAPPI).
- Encourage consideration of the business option in the curriculum. Expose students to the business option in BSE 150. Provide industry speakers/mentors on role of business knowledge in an engineering career.
- Develop an environmental engineering option to the curriculum.

**OBJECTIVE 2**

Assist students in providing opportunities for significant co-op and internship employment.

**Outcomes:**

- Graduates who have received mentoring and coaching, and have worked as a co-op or intern in the Industry.
- Longer term, e.g. 6-12 month, co-op and internships will be the preferred length of assignments.

**Strategies:**

- Work with faculty to create class offerings that allow longer term internships without requiring a longer time to graduation.
- Provide member firms with information on the benefits of longer term internships.
- Encourage students to consider longer term internships.
- Provide additional class credit for extended internships

**OBJECTIVE 3**

Provide a solid resource financial base to support the Program.

**Outcomes:**

- Adequate funding to support Program needs.
- Continued Program viability and sustainability.
- Membership is growing, diverse, and loyal.
- Funding for attractive scholarship award levels to recruit and retain excellent students.
- Alumni giving is equivalent to 25% of total expenses of WPPF.
- Endowment base is growing by 15% per year.

**Strategies:**

- Organize and maintain active Awareness and Alumni Committees.
• Promote benefits of Foundation membership and build loyalty. Communicate success and return on membership investment.
• Increase number of premium members; increase membership diversity to minimize impact of economic recession. Increase interfaces with membership; encourage attendance at annual meeting.
• Audit other Foundations’ membership to find opportunities for WPPF.
• Continuously upgrade membership – look for opportunities in bioresource/biomass conversion industries.
• Create a social network that easily keeps WPPF family aware; engage alumni, Industry and others – keep those who have an interest in the Foundation.
• Encourage alumni to participate in “paying it forward” and build a sense of community with alumni.
• Engage alumni by connecting them with BSE students through training seminars (investments, interviewing, trends/research, etc.) and mentoring.
• Identify and cultivate potential large donors. Coordinate efforts in donor development through the UW Advancement organization.

**OBJECTIVE 4**

Evaluate and update the Program to meet current and future Industry needs.

Outcomes:

• Curriculum responds to Industry needs.
• Faculty teaching is relevant to, and aligned with, Industry needs.
• Graduates of the program are uniquely differentiated.
• Pilot and teaching laboratory equipment are fully effective for student learning and Industry support.
• Pilot and teaching laboratory equipment are state-of-the-art.

Strategies:

• Assist faculty in maintaining ABET accreditation and update the curriculum as needed.
• Promote ties with Chemical, Civil Engineering and other departments at the UW.
• Use the BSE laboratory for hands-on education that promotes exceptional laboratory and technical capabilities.
• Maintain active Curriculum Committee that seeks stakeholder input.
• Maintain balance between relevant creativity (biomass conversion options) but anchored in solid fundamentals of energy conservation, raw material optimization, pulping, bleaching and paper-making.

**OBJECTIVE 5**

Grow and improve involvement of alumni and friends in WPPF and the Program.

Outcomes:
• Increased sponsorship and gifts.
• Increased participation on WPPF committees.
• Expanded recruiting, networking and job placement capability.
• High retention of students, mentoring of students and effective transition into Industry.

Strategies:
• Hold a social/recognition event for alumni and friends who have volunteered support during the year by actively participating in committee and project groups.
• Develop sense of community and increased networking.
• Use modern social network communication tools (Facebook, LinkedIn, WPPF web site, etc.) and processes.
• Conduct face-to-face events to reacquaint alumni with faculty, staff and students.
• Cultivate students to become contributing and active alumni through Foundation membership as “Young Professionals.”
• Promote participation on committees at the events such as the annual meeting and seminars.
• Maintain an active Alumni Affairs Committee.
• Engage alumni by connecting them with BSE students through training seminars (investments, interviewing, trends/research, etc.) and mentoring.

**OBJECTIVE 6**

Promote and engage Industry and UW leadership in the Program.

Outcomes:
• Stronger connections between UW, College of the Environment and the Industry.
• Commitment by SEFS, the College of the Environment and the UW to the Program.
• Improved public image of the Industry.

Strategies:
• Promote UW-Industry interactions, especially at executive levels (most senior executive management decision-making positions in NW) to build advocacy for the Program.
• Maintain connections with school, college and UW leadership so as to participate in shaping changes that may be driven by UW budget and funding issues.
• Facilitate dialogue between Industry and UW faculty on research needs and capabilities.
• Promote technology transfer.
• Increase financial and in-kind resources for equipment and laboratory facilities that enhance faculty research and attract campus-wide research interest.
• Promote public outreach and report legislative research and grant results to the membership.
• Provide opportunities and information for BSE students to visit and address audiences in local schools.