FIVE YEAR PLAN
2011-2015
Washington Pulp and Paper Foundation
in support of the University of Washington

University of Washington
College of the Environment
School of Forest Resources
170 Bloedel Hall, Box 352100
Seattle, Washington 98195-2100
(206) 543-2763
(206) 543-3483 FAX
wppf@uw.edu

“It’s all about the students”
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. WPPF’s primary focus 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. Over 450 students have graduated from the Program and have entered useful and rewarding careers. Additionally, the Foundation fosters numerous linkages involving the 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 2011 to 2015.

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 break-through 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, 2011-2015

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.

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, sustain-ability, 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 chemicals, energy and fuels) 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 received mentoring and coaching, and have worked as a co-op or intern in the Industry.
- 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 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).
- Provide a business option to the curriculum.

**OBJECTIVE 2**

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:

- Maintain active Awareness, Alumni and Development Committees.
- Promote benefits of Foundation membership and build loyalty. Communicate success and return on membership investment. **Deliver a superior product.**
- 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 keep 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.
• Cultivate potential large donors.
• Develop WPPF scholarship loan program.

OBJECTIVE 3
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.
• The UW BSE program is recognized as a Center of Excellence.

Strategies:
• Assist faculty in maintaining ABET accreditation and update the curriculum as needed.
• Promote ties with Chemical Engineering and other departments at the UW.
• Use the BSE laboratory for hands-on education.
• 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.
• Promote laboratory/technical capability.

OBJECTIVE 4
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:
• 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.
• Promote participation on committees at the events such as the annual conference 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 5**

**Promote and engage Industry and UW leadership in the Program.**

**Outcomes:**

• Stronger connections between UW, College of the Environment and the Industry.
• Commitment by 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 position in NW) to build advocacy for the Program.
• Maintain connections with 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.