Growth: Serve the citizens of Washington by providing increased access to a premier university education

Enrollment and faculty growth
- Increased enrollment from 1,589 to 3,635 FTE from Autumn 2007 to Autumn 2012
- Increased full-time faculty from 85 in 2007 to 156 in 2012
- Awarded nearly 9,500 bachelor’s degrees, 1,500 master’s degrees and 750 teacher certificates since the campus was founded (6/2012)

New academic opportunities
- Added 20 new degrees – 15 bachelor’s and five master’s – since Autumn 2008, as well as four options, two minors, one graduate certificate and four professional certificates
- Launched degree programs in new locations – Nursing in Everett and Business in Bellevue
- Piloted e-learning initiatives, including new hybrid degree programs – BS EE and MEd LEDE (2010)
  - Increased learning technologies staffing and expanded faculty development programs, including Hybrid Course Development Institute (launched 2010; expanded 2012)

Organizational growth
- Established Office of Institutional Research & Analysis to increase data collection, analysis and assessment capacity to inform decision making (2008); expanded capacity (2011)
- Created Science and Technology Program to increase opportunities in STEM fields (2009)
- Began transition from Programs to Schools as UW Bothell’s primary academic units, in order to support ongoing growth (in progress 2011-2016)
  - Developed Establishment of Schools at UW Bothell process (approved 8/2011)
  - Transitioned largest two Programs to Schools: School of Business and School of IAS (3/26/2012)
  - Reorganized Computing and Software Systems and Science and Technology Programs as a School of Science, Technology, Engineering, and Mathematics, effective 3/16/13 (received campus approval on 7/19/2012, completed UW RCEP process on 11/14/12; and approved by Regents on 1/10/2012)
  - School of Business received independent accreditation from the American Association of Collegiate Schools of Business (10/13/2011)
  - Renamed Nursing Program as the Nursing and Health Studies Program to reflect the expanded range of academic offerings (9/1/2011)

Moving Forward – 2012-13 initiatives
- Continue enrollment growth initiatives, with enrollment of 3,700 FTE for FY 2014 and 4,500 by FY 2017
- Appoint Arts Task Force to recommend ways to enhance curricular and extra-curricular arts education and engagement opportunities at UW Bothell
- Continue development of multi-location strategies
- Develop additional academic opportunities, including undergraduate and degree programs, as well as non-credit programs
- Continue transition to Schools as primary academic units, to support continued growth
Resourcefulness: *Build institutional sustainability through sound, creative use of financial and human resources*

Facilities and organizational efficiencies
- **Began construction on UWB3 Science and Academic Building**, after receiving state approval in May 2012; the 74,000-square-foot building will enable UW Bothell to educate an additional 1,000 FTE students per year
- **Opened Husky Village student housing complex** at full capacity of 220 students (Autumn 2011)
- **Increased space** for academic and research activities through leased facilities:
  - UWB Beardslee Building (3/2011) adjacent to campus, with space for science labs, general classrooms, an art studio, and faculty offices
  - Eastside Leadership Center housing MBA and BA programs (7/2009)
  - Space at University Center in Everett housing RN to BSN program (9/2010)
  - 30,000-square-foot facility adjacent to campus, now known as UWB Annex (2012)
- **Completed $2.2 million in energy saving projects**, supported by $745,000 in state grant funding (Autumn 2011)

External funding and funded research
- Increased external **research funding** from $1.5 million in 2007 to over $4 million in each of the last two years (2011 and 2012); exceeded that amount in the first five months of FY 2013 with over $4 million awarded
- Expanded **private support** from $300,000 in 2007 to $3.97 million in FY 2012; raised a record of nearly $7 million in first six months of FY 2013
- Received funding for the new **Sarah Simonds Green Conservatory**, which will serve as a working educational center for UW Bothell (2011)

Self-sustaining programs
- Launched three **fee-based** and two self-sustaining degrees (CSS, Business, IAS and Education), with two additional fee-based degrees approved for Autumn 2013
- Launched one graduate **certificate** and four Professional and Continuing Education certificates (Autumn 2012)
- Implemented initiatives to enhance **campus amenities, auxiliary services and sustainable transportation practices**
- Generated and implemented ideas for efficiencies, collaborations and positions needed to support the campus mission and enhance the work environment through the **Staff Workload Project** (2010-11)
  - Initial implementation included process improvements and new positions supporting campus events and website enhancement

Moving Forward – 2012-13 Initiatives
- Facilities initiatives – manage **building projects** and prepare for their use
  - UWB 3 Science and Academic Building, Sports and Recreation Complex, Sarah Simonds Green Conservatory
- Continue **private giving** and **funded research** initiatives
Diversity: Enhance campus commitment to diversity and inclusiveness

Campus diversity
- Enhanced the diversity of the student body, becoming one of the most ethnically diverse four-year public universities in Washington; 43 percent of all students are students of color (Autumn 2012)
- Expanded the international student population from 25 in 2007 to 235 in Autumn 2012, with students from 31 different countries

Campus culture and student services
- Established the Diversity Council to guide progress in achieving campus diversity goals
- Conducted a Student Experience Survey, which will be used to improve programs and services and to increase the positive learning experience for all students. (Diversity Council, May 2012)
- Expanded multicultural student life activities, including an increase in the number of student organizations with a multicultural focus to 17 in 2012.
- Launched a speaker series on cultural pluralism (Diversity Council, 2010) and held Diversity in the Workplace training events (August 2012)
- Opened Students in Partnership for Organizing Transformation (The SPOT), creating a gathering place for dialogue, conversations and activities related to diversity, difference, inclusion and community (Autumn 2011)

Academic services and outreach
- Launched the Academic Transition Program, Student Success Services, Accelerated Intensive English Program, and International Student Services
- Developed a cross-campus Diversity minor (anticipated launch, Autumn 2013)
- Launched the Dream Project in 2008; by 2012, over 40 UW Bothell students were involved in mentoring high school students in four partner schools (The Dream Project became the Making Access to College Happen program (MATCH) in 2012)

Global learning opportunities
- Expanded study-abroad opportunities and developed curricular initiatives and campus events with focus on global learning
- Partnered with Bellevue College to jointly enroll international students (began 2012)

Moving Forward – 2012-13 Initiatives
- Global initiatives – develop infrastructure supporting more robust internationalization programs, including study abroad activity, academic connections worldwide, our international student population, and opportunities for global engagement close to home
- Diversity initiatives – coordinate and build on initiatives across campus to increase opportunity, equity and inclusivity in all aspects of campus life; recruiting a Director of Diversity and Campus Engagement to collaborate with the Diversity Council and provide leadership in this work
Student-centered: Enhance student services to support academic success and enrich student life

Academic experiences and support

- Adopted campus-wide undergraduate learning goals, developed by the General Faculty Organization, providing a foundation for ongoing initiatives to shape, assess, and enhance teaching and learning (6/1/12)
- Appointed Associate Vice Chancellor for Undergraduate Learning to enhance cross-campus initiatives to enrich and enliven undergraduate student experiences and success (12/2011)
- Launched pilot assessment project using the Collegiate Learning Assessment (9/2011)
- Expanded Teaching and Learning Center (TLC), the Writing and Communication Center and the Quantitative Skills Center to meet the needs of a growing campus
  - Launched Academic Transition Program, Student Success Services, Accelerated Intensive English Program, and International Student Services
- Opened Campus Multimedia Studio providing students with services and a self-learning facility for creation of a wide range of multimedia projects (Autumn 2010)

Student life experiences

- Created the Office of Student Life, expanding co-curricular events, orientation programs, community service opportunities, leadership development, and recreational activities (2007)
- Enhanced the residence life program, including development of living learning communities
  - Opened Husky Village student housing at full capacity of 220 beds in Autumn 2011
  - Expanded campus safety staff
- Expanded food service programs, including opening of Food for Thought Café and Lounge (2011)
- Opened the Graduate Commons, creating a hub to enhance academic, research and social interactions for graduate-students (Spring 2012)
- Completed construction and opened student-funded Sports and Recreation Complex (12/6/2012)
- Expanded counseling services and wellness programs
  - Opened Student Fitness Center (Summer 2007)

Moving Forward – 2012-13 Initiatives

- Assessment-of-teaching-and-learning initiative – includes accreditation evaluations and institutional data development, as well as initiatives related to campus learning goals, learning technologies, longitudinal assessments, high impact practices, and undergraduate research data
- Student Success Center Initiative – develop a vision and plan for a center designed to enhance student learning, retention, time to degree and graduation
- Continue to enhance student life facilities and experiences – open Sports and Recreation Complex (12/6/2012) and move forward with design for the Student Activities Center, in partnership with students
Community: Deepen and broaden community engagement and research

Local to global community connections

- Hosted the inaugural Innovation Forum, a week-long series of activities designed to bring the campus and the community together to experience, and contribute to, the excitement of intellectual, artistic and entrepreneurial projects and events (2/2012)
  - Currently planning for Innovation Forum 2013: Engaging Design, to be held February 11-14, 2012
- Partnered with industry professionals to create a Wetlands restoration game through the Center for Serious Play (Autumn 2011)

Curricular initiatives

- Developed international partnerships with Tsinghua University in Beijing, Zayed University in Dubai, and SMARTlab at University College Dublin
- Launched professional education certificate programs in Game Design and Creation and Nonprofit Management in Autumn 2011 and Social Enterprise Leadership in Autumn 2012, to serve regional continuing-education needs
- Increased community-based learning courses to more than 45 in 2010-2011, up from 34 in 2009-10

Research initiatives

- Added six academic research centers: Biomedical and Biomedical Technology Institute, Center for Education Data and Research, Center on Reinventing Public Education, Center for Serious Play, Goodlad Institute for Educational Renewal, and The Entrepreneurship Center

Moving Forward – 2012-13 Initiatives

- Community engagement initiatives – build on existing strengths to develop a broad vision for community engagement as a signature strength for UW Bothell, with leadership through the new Chancellor’s Community Engagement Council
  - Expand and further develop Community-based Learning and Research (CBLR) program, with leadership by the newly appointed Director of CBLR
- Global initiatives (see Diversity)
**Innovation: Support signature strengths in interdisciplinary scholarship and innovative teaching**

### Interdisciplinary initiatives
- Developed two cross-program degree initiatives, a BA in Interactive Media Technology (launches in Autumn 2013) and Diversity Minor (in progress)
- Created the Graduate Commons and Graduate Advisory Committee to enhance graduate-student culture and experiences, as well as cross-program collaborations
- Hosted the first annual Innovation Forum with the theme of creativity and innovation, offering opportunities to showcase innovative teaching and research (2/2012)

### Teaching and learning initiatives
- Launched annual TLC Scholarship of Teaching and Learning Symposium (4/2011)
- Launched the Undergraduate Research Initiative to expand opportunities for students to participate in authentic research projects (2011)
- Installed the Tegrity lecture-capture system in all classrooms, available as a tool to support student learning
  - Held initial faculty development sessions; faculty members have begun to adopt the tool in a variety of innovative ways
- Opened the Digital Media Lab/Classroom to support multimedia innovation
- Continued development of innovative approaches to teaching and learning, through experiential learning opportunities, hybrid and flipped courses, e-portfolios, and use of learning technologies
- Partnered with local industry in real-world student projects, including Conquer the Campus Game (CSS 2011) and UWB Wetlands Facebook Game (CSP 2011)

### Moving Forward – 2012-13 Initiatives
- Continue to develop recent initiatives for undergraduate research and innovative teaching and learning
  - Expand Hybrid Course Development Institute
  - Enhance student engagement and learning through high impact practices (HIP)
  - Launch Worthington Technology Fund Innovation Fellows program (Winter 2013)
Sustainability: Develop environmental and human sustainability as a signature initiative

Wetlands as centerpiece for sustainability initiatives

- Began construction on Sarah Simonds Green Conservatory, located near the wetlands and designed as a working educational center (Autumn 2012)
- Wetlands project recognized as the most successful restoration project in the state
  - Achieved Salmon safe certification (2008), recognition by National Wildlife Federation (2008), and achieved 10-year benchmarks for wetlands site restoration in 7 years (2011)
- Developed the UWB Wetlands Facebook Game, with a percentage of proceeds designated for real-world wetland restoration projects (Autumn 2011)

Green campus

- Implemented green campus initiatives, including installation of air hand dryers in bathrooms to reduce waste and costs, and modification of recycling bins to encourage greater use
- Completed $2.2 million ESCO energy savings project in Autumn 2011 (See B.1)
  - Anticipate energy savings of 22 percent, reducing UW Bothell’s carbon footprint by 922 tons
  - Created utility dashboard website and interactive displays to offer real-time monitoring of energy savings (2011)
- Installed six electric-vehicle charging stations through ChargePoint America (2011)
- Incorporated sustainable design and universal access principles, as well as community gathering spaces and energy saving features, into the UWB3 Design and Master Plan Update

Teaching and research

- Launched new degrees, including BS in Environmental Science, BA in Environmental Studies, BS in Climate Science & Policy, and tri-campus Minor in Ecological Restoration
- Participated in the Restoration Ecology Network and other service-learning partnerships to foster stewardship projects

Moving Forward – 2012-13 Initiatives

- Continue to develop UW Bothell’s signature initiative in environmental sustainability, with leadership through the Chancellor’s Committee on Environmental Sustainability
- Manage construction and development of Sarah Simonds Green Conservatory, a conservatory and wetlands education center, due to open in 2013