

**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