Dear Members of the UW Bothell Community, Supporters and Friends,

This document is a testament to the vision, hard work and mettle of all who have worked to make the University of Washington Bothell a great university.

In 2008, UW Bothell completed the 21st Century Campus Initiative strategic plan. That plan outlined seven strategic priorities and an enrollment target of 5,000 by 2020. As you know, we have already surpassed this enrollment goal – six years ahead of our target date.

In the attached document you will be able to review the tremendous success that has been made in our strategic priorities. This campus has reached the goal to grow to 5,000 and to achieve significant progress on each of its seven priorities: Growth, Resourcefulness, Diversity, Student-centered, Community, Innovation, and Sustainability. With this, Phase 1 of the strategic plan is complete and we celebrate the many accomplishments of the entire UW Bothell community. It is a tremendous feat, accomplished with few resources but great ingenuity and innovation.

As we embark upon Phase 2, we will reflect on these priorities to determine how they may guide our next phase of growth. Having surpassed our goal of 5,000 students, we now have a new enrollment goal: 7,500 students. As we did before, we will seek input from the campus community, our Advisory Board and many supporters as we more fully define our vision for the future.

Thank you for your role in shaping the success of the University of Washington Bothell. It would not have happened without everyone grabbing an oar and pulling a stroke. Great things are ahead for this university.

Sincerely,

Bjong Wolf Yeigh, Ph.D., F.ASME
Chancellor and Professor

Growing to 7500
UW Bothell Strategic Vision - DRAFT (5/30/14)

UW Bothell has undergone significant growth and achievement since the adoption of the 21st Century Campus Initiative in 2008. Developed in deep collaboration with the UW Bothell community, that plan brought the campus together around seven key goals: Growth, Resourcefulness, Diversity, Student-Centered, Community, Innovation, and Sustainability.

As the campus moves forward to continue on this ambitious trajectory, the campus community should feel justifiably proud of the work that has been done to increase opportunity for students and make a positive impact on regional growth and development. While the detailed work of implementing the 21st Century Campus Initiative has been largely completed or planned (see http://www.uwb.edu/21stcentury/progress), the values and priorities that characterized the plan will continue to sustain and inform our ongoing work. The campus came together in the fall of 2013 to reaffirm those values and to highlight priorities for moving forward as we prepare for the next phase of our 21st Century Campus Initiative – Growing to 7,500.

Those values and priorities include commitments to:
- Build on the culture of interdisciplinary and engaged teaching and research to become a national model for innovation in higher education
- Affirm and enhance a learner-centered culture that produces globally-minded leaders
- Insure access to and an environment of success for students faculty, and staff
- Insure a climate of inclusivity, opportunity, and equity for a diverse set of students, faculty and staff
- Impact communities - regionally and around the world – as an institution and, particularly, through student achievement, faculty research, and engaged scholarship
- Lead in environmental restoration and sustainable practices

We will put these values into action by supporting:
- Innovative, rigorous and interdisciplinary and engaged research and teaching
  - Serving economic development needs of the region by leveraging interdisciplinary and innovative research, scholarly, and artistic projects
  - Enhancing student learning and accessibility through innovation in approaches to student learning, including expanded use of technology, classroom location and design, and project-based learning on and off campus
  - Building a faculty that is recognized nationally and internationally for engaged approaches to research and pedagogy
  - Supporting a vibrant and collaborative undergraduate and graduate research program
  - Developing graduate programs that are defined by rigorous and cutting edge scholarly practice
- A learner-centered culture that produces globally-minded leaders
  - Preparing students for meaningful and productive lives through a shared set of learning goals: http://www.uwb.edu/academic/undergrad-learning/goals
  - Invigorating student engagement through high-impact teaching practices
  - Recognizing the changing needs of students and the workforce through providing curricular/co-curricular activities that support learning through multiple opportunities beyond the classroom

- Access to UW Bothell and a growing number of degree offerings to serve the needs of our students and region
    - o Increasing the number of degrees that serve the needs of communities across the region
    - o Insuring that students have access to success at UW Bothell, through outreach, a robust student culture, and evidence-based support systems
    - o Partnering with K-12 schools, community organizations, and community colleges to insure pathways to success at UW Bothell
- Inclusivity, equity, and opportunity for a diverse set of students, faculty and staff
    - o Enhancing the recruitment and retention of diverse students, faculty and staff
    - o Promoting a welcoming and inclusive campus climate
    - o Incorporating diverse perspectives in teaching, scholarship and engagement
- UW Bothell as a community-engaged campus
    - o Insuring that UW Bothell is a central partner in meeting regional needs and priorities
    - o Developing strategic partnerships that enable students and faculty members to play leadership roles in addressing key community challenges
    - o Insuring that UW Bothell students are prepared to play active and leading roles in the civic life of their communities
- Environmental restoration and sustainability
    - o Developing high-impact, interdisciplinary research and pedagogy on the environment and sustainability
    - o Partnering with community organizations to expand environmental education
    - o Modeling restoration and sustainability, regionally and globally

Key achievements since 2008 include (but are not limited to):

- Growth from 1440 FTE in 2008 to over 5,000 students expected in the fall of 2014.
- Growth of the faculty from 85 to 220 in fall of 2014.
- Recruitment of the most diverse student body of all four-year institutions in the state of Washington, with over 50 percent of the students from racially/ethnically diverse backgrounds and over 50 percent of the entering first-year class being first generation college attenders.
- Development of a new STEM School that now enrolls over 1,200 students in science and technology degrees.
- Increase of undergraduate degree programs from 5 in 2007 to 28 in 2013; and the expansion of graduate degrees from 5 to 11.
- An increase in external support for faculty research from $500,000 to over $10,000,000.
- Completion of a 2.2 million ESCO energy savings project, reducing UW Bothell's carbon footprint by 922 tons
- Opening new facilities, including Discovery Hall, designed of enhance STEM degrees; the Sarah Simmonds Green Conservatory, a new donor-funded center for environmental learning, cutting edge research, and a portal to the campus wetlands; a student activities center and new sports facilities

The 21st Century Campus Initiative: UW Bothell Priorities Plan 2008-2020 outlines seven priorities to guide campus growth in both size and excellence. The initiative, developed by faculty, staff, students, the Advisory Board and the Alumni Council, was approved on 5/30/08. Since that time, collaborative efforts have guided progress toward the 21st Century goals, in areas including long-range strategic and physical planning, curriculum development and academic services, enrollment and faculty growth, campus diversity, student life opportunities, research culture and support, and advancement and external relations. Below is a summary of campus progress toward each of the 21st Century goals. The campus has largely completed its initial goals, having reached enrollment of nearly 5,000 and accomplished significant progress in each of the 21st Century priorities, closing out Phase 1 of the plan in Spring 2014. The campus came together in Fall of 2013 to reaffirm those values and to highlight priorities for moving forward for the next phase of our 21st Century Campus Initiative – Growing to 7,500.   -May 2014

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

Goals		Progress

A.1	Grow enrollment to 5,000 FTE in 12 years (2020)	• Expanded enrollment from 1,589 FTE in Autumn 2007 to 4216 FTE and 4,605 total students in Autumn 2013, and on track for 5,000 by Autumn 2014.
		• Awarded nearly 10,540 bachelor's degrees, 1,840 master's degrees and 800 teacher certificates since the campus was founded, with a record 1,267 graduates in the 2012-13 academic year.
		• Recognized in a national survey of 1,700 colleges as one of top 19 colleges in measures of access, affordability and success.
		• Began transition from Programs to Schools as UW Bothell's primary academic administrative units, in order to support ongoing growth (in progress 2011-2016)
		   o Developed *Establishment of Schools at UW Bothell* process (approved 8/29/11)
		   o Established first three Schools: Business and IAS (3/26/12); School of STEM (united existing CSS and S & T Programs as new School (3/16/13)
		   o Proposals to establish Schools of Educational Studies and Nursing & Health Studies are in approval processes (5/2014)
		• Revised General Transfer Policy to remove the 80-credit limit (EC approved 1/24/12)

A.2	Develop new undergraduate and graduate majors, programs and foundational studies in areas of high demand:	• Added 26 new degrees - 20 bachelor's and 6 master's - since Autumn 2008, as well as 4 options, 2 minors, 1 graduate certificate and 3 professional certificates, including new programs launching in 2014 o Over 36 degrees, options and certifications are now available (See A.2.a-d for details)
A.2.a	• Science, Technology, Engineering and Math (STEM); and Health	• Launched 7 bachelor of science degrees; 9 BS degrees are now offered, along with MS and MN degrees, and several BA degrees in STEM-related areas (2014) • Launching new degrees including: BS in Mechanical Engineering, BS/BA in Chemistry, BS in Computer Engineering, and BSN 1+2+1 in 2014-15 • Created Science and Technology Program (S & T) to foster new opportunities in STEM fields (approved 9/2008); united with CSS in 2013 to form School of STEM.
A.2.b	• Social Sciences and Humanities (Interdisciplinary Arts and Sciences)	• Launched majors in Science, Technology & Society; Media & Communications Studies; and Law, Economics & Public Policy • Transitioned 8 IAS options to majors (Autumn 2010) • Created a minor in Diversity
A.2.c	• Visual, Literary and Performing Arts (VLPA)	• Launched BA in Interdisciplinary Arts and 3 minors • Launched MFA in Creative Writing and Poetics (Autumn 2012) • Opened new art studio classroom in UWBB

A.2.d	• Foreign Language and Culture	• Launched campus Global Initiatives program in 2013; providing infrastructure expanding internationalization programs, including study abroad, institutional and research partnerships, curricular integration, and opportunities for global involvement locally
		   o Developed short-term study abroad programs, Exploration Seminars, university exchanges, Global Ambassadors team, Global Classroom program in Business
		   o Developed Global Close to Home programs, including Global Living Learning Community, globally focused student clubs and organizations, diversity initiatives, and community-based learning and research opportunities
		• Implemented World Languages Café, a weekly opportunity for conversation groups in languages ranging from Spanish to Swahili
		• Launched Global Discovery Week, hosted by CUSP (10/2010)
		• Developed Spanish, Chinese, and Japanese courses in CUSP

A.3	Support growth in existing program areas: CSS, Business, Education, IAS, Nursing and CUSP.	• Increased full-time faculty from 85 in 2007 to 175 in 2013 • Completed CUSP review and reauthorization processes (2008-2011) • Developed new degrees/options in existing programs • Launched degree programs in new locations -- Nursing in Everett and Business in Bellevue • Received independent accreditation for the School of Business 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)
A.4	Understand and respond to projected demographic changes.	• Established Office of Institutional Research in 2008; expanded in Autumn 2011 • Established Diversity Council (See Priority C. Diversity) • Developed degree interest surveys to inform degree planning and proposal development • Developed non-credit program offerings for continuing and professional education students • Partnered with Bellevue College to offer joint enrollment for international students (2012) • Conducted Student Satisfaction Survey
A.5	Use technology and innovative delivery modes to overcome barriers to enrollment and extend UWB's reach.	• Launched hybrid degrees: BS in Electrical Engineering and MEd - Leadership Development for Educators (2010) • Expanded learning technologies support and faculty development opportunities, including workshops, institutes, online resources, and teaching circles (2008-present) • Launched ongoing faculty Hybrid Course Development Institute in Autumn 2010; to date 5 cohorts with a total of 53 participants have completed the HCDI. • Launched new Online Learning Institute (Spring 2014)

Cross-campus work groups addressing growth:

- **STEM Task Force** recommended ways to foster growth in STEM fields (4/2008)
- **Institutional Enrollment Growth Task Force** (IEGTF) recommended ways to address enrollment barriers (10/2008)
- **Enrollment Management Committee** was established to guide implementation of IEGTF recommendations (3/2009)
- **Technology and Teaching Innovation Task Force** made recommendations which have guided technology initiatives (5/2009)
- **Science & Technology Transition Team** oversaw initial development activities for S & T Program (completed 6/2009)
- **CUSP Review Committee**, GFO EC CUSP Recommendations and CUSP Implementation Task Force guided the amendment of the CUSP charter to meet needs of a growing student population (2009-2010)
- **Enrollment Summit** addressed enrollment planning issues (4/2010 and 6/2011)
- **Arts Task Force** recommendations outlined a vision for the arts as a component of the education experience at UW Bothell (10/1/2012)

Priority B. Resourcefulness: *Build institutional sustainability through sound, creative use of financial and human resources*

Goals		Progress
B.1	Operate within the fiscal boundaries of a public university.	• Developed collaborative processes and strategic priorities to respond to state funding cuts o Supported strategic investments in areas including STEM (See A.2.a above), funded by savings from operational and administrative efficiencies as well as resources from enrollment growth • Enhanced reporting capabilities to inform budgeting processes • Implemented $2.2 million in energy saving projects, with support from a $745,000 state grant (Autumn 2011) • Achieved full 10-year benchmarks for campus wetlands in 7 years, enabling future cost savings • Reduced storm water fees by half
B.1.a	Demonstrate the value of UWB to the region.	• Implemented government relations initiatives, including legislative visits by faculty and staff, improving awareness and perceptions of UW Bothell • Implemented communications initiatives, including expanded media relations activities, web presence, and social networking • Expanded awareness of faculty research and scholarship, growth to serve educational needs of community and region, and partnerships with local communities • Created faculty experts website as a resource for media • Publicized findings of the UW Economic Impact Study, which showed UWB's impact in the state to be $191 million and to the city of Bothell, $103 million • Developed partnerships to serve needs of North Sound communities o Launched RN-BSN in Everett in partnership with University Center and Providence Medical Center (Autumn 2010) o Developed BSN 1+2+1 program (2014) • Created and held first annual Innovation Forum, a week-long series of activities designed to bring the campus and the community together to experience, and contribute intellectual, artistic and entrepreneurial projects and explorations (2/2012)
B.1.b	• Enhance the flexible use of resources.	• Opened UWBB (3/2011) with space for science labs, general classrooms, an art studio, and faculty offices. Opened Eastside Leadership Center and space at the University Center in Everett (36,000 square feet of leased space combined) • Enhanced utilization of existing space through time-block and scheduling efficiencies and space repurposing projects o Created 63 new work stations, 40 new classroom seats (excluding UWBB), new student life spaces, a meditation/quiet room, and other improvements (2011) o Repurposed Truly House to become new Graduate Commons (SUM 2011) • Developed lunch service in the Commons (2011) and opened Food For Thought café and student lounge in the Bookstore (Spring 2011) • Consolidated Enrollment Management and Student Affairs, conserving resources and enhancing coordination
B.2	• Plan to build flexible facilities to accommodate future academic programs and services.	• Completed construction on 74,000-square-foot Discovery Hall Science and Academic Building (May 2014); building opens in Fall 2014 o Received legislative approval for UWB with the state providing nearly $20 million of the $63 million construction cost (4/20/2012) • Leased, renovated and occupied 30.000 square foot facility adjacent to campus, renamed as Husky Hall (2012) • Completed construction on student-funded Sports and Recreation Complex (opened December 2012) • Beginning construction on new student activities center (August 2014) • Opened Husky Village student housing complex at full capacity of 220 students (Autumn 2011) o Closed sale on 4/29/11; completed renovations in Summer 2011 • Opened new Sarah Simonds Green Conservatory (2013) • Completed Master Plan Update; approved by Regents (2011)
B.3	Address professional development and support to sustain human resources.	• Held staff workload conversations, generating ideas for efficiencies, collaborations, and positions needed to support the mission and enhance the work environment (Human Resources, 2010-11) o Implemented initial projects, including process improvements and new positions to enhance campus website and events support (2011-12) • Expanded professional development opportunities to meet identified needs
B.4	Expand opportunities for additional funding sources.	• See B.4.a-c below

B.4.a	• Advancement	• Expanded private support from $300,000 in 2007 to nearly $13 million in FY 2013 • Obtained $5 million in state funding for UWB3 Design Project (Spring 2009) • Received funding for new Sarah Simonds Green Conservatory, located adjacent to wetlands and serving as a working educational center for UW Bothell (funded 2011; opened 2013) • Received $158,000 in new state funding for a Nursing program in Everett, in partnership with the University Center • Obtained $1 million in federal direct-appropriation funding for Nursing Program • Enhanced support for program and faculty fund-raising initiatives • Enhanced scholarship and research support for students o Annual 5K walk/run, supporting the UW Bothell Alumni Council Endowed Scholarship, raised $10,000 in 2011, bringing overall endowment to $60,000 and providing 3 annual scholarships to Bothell students

B.4.b	• Funded research	• Increased external research funding from $1.5 million in 2007 to over $10 million in FY 2013
		• Enhanced infrastructure to support funded research
		• Increased visibility and support for faculty research and scholarly activities
		  o Launched grant-writing and other research support workshops (Autumn 2010)
		  o Developed Research in Action video series
		  o Launched Research Interest Groups and Research in Progress presentation series
		  o Launched annual Discourse Research event (2011)

B.4.c	• Self-sustaining programs	• Launched 5 fee-based and 2 self-sustaining degrees (CSS, Business, IAS and Education)
		• Launched 1 graduate certificate and 4 Professional and Continuing Education certificates as fee-based programs (Autumn 2012)
		• Launched Dream Project (2008), a service-learning and high-school-outreach course, as a self-sustaining program
		  o Received funding from the State Farm Foundation and Washington Campus Compact
		  o Dream Project became Making Access to College Happen (MATCH) in Autumn 2012, See C.3.c
		• Reduced U-Pass rates, offset by increased parking rates to support sustainable transportation practices
		• Expanded campus amenities and auxiliary services, with phased implementation continuing

Cross-campus work groups addressing resourcefulness:

- **UWB3 Pre-design Committee** identified programming needs to accommodate campus growth (2009)
- **UWB3 Building Committee** and THA architects incorporated input from the campus community in the building design process (2010-11)
- **UWB/CCC Parking and Transportation Task Force** was appointed to recommend transportation management strategies to support the campus in an environmentally and fiscally sustainable manner (3/2010)

Priority C. Diversity: *Enhance campus commitment to diversity and inclusiveness.*

Goals	Progress

C.1 Enhance recruitment and support for underrepresented students, faculty, and staff.	• Implemented Diversity Council recruitment and retention initiatives
	  o Implemented faculty recruitment initiatives to enhance applicant pool diversity (2010)
	  o Provided undergraduate and graduate-student internships with the Diversity Council
	• Launched recruitment for a Director of Diversity, reporting to the Chancellor and collaborating with the Diversity Council, to lead and build on diversity initiatives (in progress 5/2014)
	• Enhanced diversity of the student body; since 2008 UW Bothell has become one of the most ethnically diverse four-year public universities in Washington
	  o 50% of students from diverse backgrounds and over 50% of first-year class being first generation college attenders. (2014)
	  o Enhanced the quality and diversity of the freshman class each year
	• Expanded international student population from 25 in 2007 to 235 in Autumn 2012, with students from 31 different countries
	  o Revised the TEOFL Admissions policy
	  o Partnered with UWEO to offer ELP program (Autumn 2010) and Accelerated Intensive English Program on UW Bothell campus (Autumn 2011)
	• Recognized as a veteran-friendly campus by the Department of Veterans Affairs (November 2010)
	• Launched Students in Partnership for Organizing Transformation (SPOT) (Autumn 2011)
	• Expanded access and application services to students seeking scholarships and fellowships.
	• See student-centered priority (D.1-3) for additional student support and student life initiatives

C.2 Incorporate multicultural content and diverse perspectives in learning and scholarship.	• Developed a Diversity Minor, with leadership from the Diversity Council, for launch in 2014-15 • Expanded American Studies program to BA in American and Ethnic Studies • Launched a monthly speaker series on cultural pluralism (Diversity Council, Autumn 2010) • Expanded global learning opportunities, including study abroad opportunities, curricular initiatives, and campus events (2010-11) o Held Global Discovery Week hosted by CUSP, to explore study abroad experiences, globalization of the workforce, global education trends, and cross-cultural learning style (10/2010) • Launched Global Initiatives to develop infrastructure for more robust internationalization programs, including study abroad, academic connections worldwide, our international student population, and opportunities for global engagement close to home (Autumn 2012)
C.3 Support success for a student body of increasing diversity in ethnicity, race, gender, age, sexual orientation, social class and disability.	• Expanded academic and student support services • Formed Library Diversity Team (1/2012), guiding staff diversity training initiatives and liaising with diversity initiatives across the campus, University and nationally. • Developed Academic Transition Program to assist students throughout freshman year. (Autumn 2009) • Launched Student Success Services • Increased services for international students

C.3.a • Create a multicultural program.	• Hosted dialogue with Dr. Cornel West, internationally known intellectual provocateur and best-selling author on topics of social justice and equity; program sponsored by Diversity Council, Student Life and Chancellor's office.
	• Expanded multicultural student life activities and programs, including new Student Organizing Diversity Activities Club
	  o Launched SPOT, a student-driven center that provides a gathering place for dialogue, conversation and activities related to diversity, difference, inclusion and community (2012)
	• Increased activities and training to increase awareness of diversity throughout the campus
	  o Held two Diversity in the Workplace training events (8/2012)
	• Increased the number of student organizations with a multicultural focus (10+ in 2011)
	• Diversity Council Training Group developed a multicultural discussion brown-bag series

C.3.b • Create bridge and support programs.	• Launched Academic Transition Program (Autumn 2009), Student Success Services (2009), Accelerated Intensive English Program (Autumn 2010), and International Student Services • Partnered with Bellevue College to jointly enroll international students (2012)
C.3.c • Build P–12 and community college pipeline partnerships.	• Hosting 1st Sally Ride Science Festival in October 2014, with hundreds of middle school students expected to attend. The program encourages girls toward careers in STEM fields • Launched Dream Project in 2008. (See C.3.c) • Partnered with Seattle-area high schools, local community colleges and 4-year institutions in high school outreach programs • Developed Handheld Technology in Teacher Education Initiative • Launched Imagine Summer Outreach Program (2008) • Developed Girls, Games & Interactive Narrative Workshop for high school girls (8/2010)

C.3.d	• Maintain commitment to students of all ages and those with disabilities.	• Incorporated universal design principles in UWB3 Design and Campus Master Plan Update • Expanded hybrid and course-scheduling options to serve needs of working and other students; developed and offered more than 100 hybrid courses since Fall 2011. • Enhanced and expanded student counseling, disability and veterans' support services ○ Held campus events, including Human Rights Week, HERE, and others, reflecting campus commitment to supporting persons with disabilities

Cross-campus work groups addressing diversity:

- **Diversity Council** was established to guide progress in building a more diverse and inclusive campus community (established 1/2010)
- **Diversity Minor Committee** formed to develop a cross-program minor (2011)
- **Institutional Enrollment Growth Task Force**, **Technology and Teaching Innovation Task Force**, **Writing and Communications Task Force**, and **Mathematics and Quantitative Reasoning Task Force** addressed campus diversity goals in recommendations

D. Student-centered: *Enhance student services to support academic success and enrich student life.*

Goals		Progress
D.1	Provide enhanced advising and career services for undergraduate and graduate students.	• Launched the Student Success Center, bringing key resources together in a unified space to enhance student experiences. SSC is home to career services; 1st year & pre-major programs and advising; disability resources; global initiatives; undergraduate research; and student leadership, diversity and engagement projects. (2014) • Expanded advising services in CUSP to meet needs of a growing student population • Expanded Career Services

D.2	Provide comprehensive academic support services, including Library, Writing Center, Quantitative Skills Center, Media Center and new programs.	• Adopted campus-wide undergraduate learning goals, developed by the General Faculty Organization (6/1/2012). The goals provide a foundation for ongoing initiatives to shape, assess, and enhance teaching and learning to support student success
		• Launched the Student Success Center, bringing key resources together in a unified space to enhance student experiences. SSC is home to career services; 1st year & pre-major programs and advising; disability resources; global initiatives; undergraduate research; and student leadership, diversity and engagement projects. (2014)
		• Conducted Library survey: 92% of undergraduate respondents report "very satisfied" and 79% rated Library as "major contributor" to overall academic success. (Spring 2013)
		  o Expanded Library learning assessment activities, including information literacy rubrics for BCUSP 135 Research Writing Course.(2012-13)
		  o Introduced Strategies and Tools for Academic Success (STAR) Project (2011); served 400 Discovery Core students in 2012-13 providing hands-on orientation to library resources
		  o Added 55 study-area seats to accommodate increased enrollment (2012-13)
		• Expanded Teaching and Learning Center (TLC), the Writing and Communication Center and the Quantitative Skills Center to meet the needs of a growing campus
		  o Added new faculty in the Writing and Communication Center, QSC and CUSP to support academic success
		• Launched Student Success Services program in 2010.
		• Launched Academic Transition Program to support students in college transition. (Autumn 2009)
		• Offered travel grants for students presenting research at conferences (TLC, 2011)
		• Opened Campus Multimedia Studio (Autumn 2010)
		• Established student Debate Society (Autumn 2011)
		• Launched pilot assessment project using the Collegiate Learning Assessment (Autumn 2011)

D.3	Address student-life issues, including:	See D.3.a-b below

D.3.a	• Housing, social and recreational opportunities	• Preparing to break ground on new Student Activity Center to expand student life experiences (Summer 2014)
		• Opened Husky Village student housing at full capacity of 220 beds (Autumn 2011)
		  o Enhanced residence life program, including development of living/learning communities.
		  o Expanded campus safety staff
		  o Launched housing program in Autumn 2009 with 42 beds; increased to 70 beds in 2010
		• Created the Office of Student Life, expanding co-curricular events, orientation programs, community service opportunities, leadership development, and recreational activities (2007)
		• ASUWB became Associated Students of University of Washington Bothell.
		• Completed construction and opened student-funded Sports and Recreation Complex (12/6/2012)
		• Completed Master Plan Update, including plans for student life amenities, such as the Student Activities Center, recreation facilities and on-campus housing
		  o Student Activities Center design project underway
		• Opened Food for Thought café and student lounge in U Bookstore (2011)
		• Relocated CUSP office to space adjacent to Student Life offices to enhance efficiency and expand services to first-year students (Summer 2011)
		• Opened Graduate Commons to enhance graduate-student experiences (Spring 2012)

D.3.b	• Health, mental health and childcare services	• Opened the Student Fitness Center (Summer 2007) • Expanded counseling services and wellness programs o Launched wellness newsletter for students

Cross-campus work groups addressing students-centered initiatives:

- **Advising Summit** made recommendations for advising support and coordination (5/2009)
- **Advising Coordinating Group** was established to address advising issues, continue professional development, and update on campus issues (Autumn 2009)
- **Writing and Communications Task Force** recommended ways to enhance writing and communications in four areas: curriculum, assessment, faculty development and Writing Center and Academic Services (7/2010)
- **Mathematics and Quantitative Reasoning Task Force** made recommendations regarding curricula, cross-campus coordination, a cross-campus quantitative reasoning initiative, and strategies to support student success (5/2011)
- **UWB/CCC Student Activities Center Planning Advisory Group** was formed and made recommendations to guide planning for student life amenities (2010-11)
- **Graduate Advisory Committee** was established to enhance graduate-student experiences, advise on the use of the Graduate Commons, and support cross-program collaboration among graduate students (Autumn 2011)

E. Community: *Deepen and broaden community engagement and research*

Goals		Progress

E.1	Build the UWB community by fostering lifelong learning and alumni outreach.	• Enhanced Alumni outreach activities, *Insight* newsletter, Alumni e-news, website profiles, volunteer and engagement activities, and networking opportunities
		   o Conducted alumni survey
		   o Increased UW UWAA membership by 51% in 2011
		 • Hosted 20-year anniversary celebration, engaging with over 800 alumni, faculty, students, UW Regents, community leaders and the local community (2010)
		 • See E.4

E.2	Broaden impact to encompass diverse regional, statewide and global communities.	• Launched Global Initiatives to develop infrastructure for more robust internationalization programs, including study abroad, academic connections worldwide, our international student population, and opportunities for global engagement close to home (Autumn 2012) (See C.2) • Participated in UW economic impact study, showing UW Bothell's economic impact is $191 million to the state and $103 million to the city of Bothell • Piloted Collaborating with Strangers © workshop on campus, sponsored by the Library, Office of Research, and Community-based Learning and Research. The facilitated CoLAB process supports "speed meetings" to exchange ideas and catalyze campus-wide or community projects. • Increased community-based learning and study-abroad opportunities for students • See A.2.d and F.2-3
E.2.a	• Enhance research activities focused on local through global issues.	• Added 6 academic research centers: The Biomedical and Biomedical Technology Institute, Center for Education Data and Research, Center on Reinventing Public Education, Center for Serious Play, and Goodlad Institute for Educational Renewal, and The Entrepreneurship Center • Increased funded research focused on issues of local, regional and global significance, in areas including education, nursing, social sciences, and STEM fields (See B.4.b) • Developed partnerships with Tsinghua University in Beijing, Zayed University in Dubai, and SMARTlab at University College Dublin
E.3	Promote service- and community-based learning and research.	• Appointed Director of Community-based Learning and Research (CBLR) to lead further development of CBLR program as a signature strength for UW Bothell (2013) • Increased community-based learning courses to more than 45 in 2010-2011, up from 34 the previous year • Expanded service-learning opportunities through Office of Community-based Learning and Research, with events including Martin Luther King, Jr. Day of Service, César Chávez Day of Service, Alternative Spring Break, and CommUNITY Luncheon • See C.3.c and F.2-3

E.4	Develop productive relationships with the employment community.	• Increased engagement with employers in curricular development, center partnerships and career services
		   o Launched Game Design and Creation Certificate and Nonprofit Management Certificate and Social Enterprise leadership Certificate (Autumn 2011)
		   o Developed advisory boards for centers and specific programs
		 • Launched The Entrepreneurship Center, providing consulting services and connecting students with area business partners (2011)
		 • Business program launched *Meet the CEO* lecture series

E.5	Build our reputation by demonstrating our distinctiveness and telling our story.	• Launched an annual Innovation Forum, highlighting UW Bothell's role as an intellectual hub for the surrounding region. The first forum, "Exploring Creativity and Innovation," was held in February 2012. The 2013 forum on Engaging Design will be held February 11-14, 2013. • Launched new website design, developed to feature campus themes of innovation and creativity, while improving navigation for users (Summer 2012) • Implemented government relations initiatives, including legislative visits by faculty and staff, resulting in enhanced awareness and improved perceptions of UW Bothell • Launched Research Symposium (2009) • Increased community awareness of programs, events and impact through expanded media relations activities, including social networking • Increased research presence on home page, including Research in Action video series, highlighting faculty research, scholarship and creative activity • See G.5

Cross-campus work groups addressing community:

- **Chancellor's Forum Planning Committee**, including faculty, staff and students, was established to develop week-long annual event (Winter 2011)
- **Chancellor's Community Engagement Council** is in formation to build on existing strengths and develop a broad vision for community engagement as a signature strength for UW Bothell (Autumn 2012)

F. Innovation: *Support signature strengths in interdisciplinary scholarship and innovative teaching*

Goals		Progress to date
F.1	Support collaborative, interdisciplinary and cross-program initiatives.	• Launched Research Interest Groups to support cross-program research collaboration, with 42 participants (Autumn 2010) • Redesigned and expanded Teaching Circles to support innovations in teaching and learning, as well as cross-program collaboration • Launched Brown Bag Teaching Series (Autumn 2010) • Launching 2 cross-program degree initiatives - Interactive Media Technology (2012) and Diversity Minor (in progress) • Created Graduate Commons and Graduate Advisory Committee to enhance graduate-student culture and experiences, as well as cross-program collaborations
F.2	Engage faculty and students in inquiry-based approaches to learning.	• Launched Undergraduate Research Initiative to expand opportunities for students to participate in authentic research projects (2011); currently ¾ of faculty engage undergraduates in research experiences • Developed new Library learning outcomes, complementing academic unit outcomes and new campus undergraduate learning goals (August 2012) • Expanded service-learning opportunities through the office of Community-based Learning and Research, supported by funding from the Washington Campus Compact and Learn and Serve America (See E.3) o Offered Students in Service Program in partnership with AmeriCorps • Offered grants through the TLC to support faculty who include students in their research • Held inaugural Business Plan Competition in May 2011, with 28 teams competing for $20,000 award, business services, and a membership to the Founder Institute • Held Futures of Unconventional Narrative (FUN) Beta conference, through the Center for Serious Play (5/2011)
F.3	Develop regional partnerships that enhance teaching and research.	• Joined collaborative Orbis Cascade Alliance to share library services, collections, search and technologies; 36 member consortium joined by UW Libraries in August 2012 • Expanded partnerships with community organizations to 23, to provide additional experiential- and service-learning opportunities (2010-11) • Developed educational community partnerships, including HECB grant project with North Central Educational Service District • Partnered with University Center in Everett and Providence Everett Medical Center to offer RN to BSN program in Everett • Nursing partnered with community colleges in an initiative to address the nursing faculty shortage (funded by $1 million in federal direct appropriations) • Hosted New Universities Symposium, in partnership with the Simpson Center • Participated in Husky Paws on Science event at the Pacific Science Center • Co-sponsored Technology Summit in April 2011 • Co-sponsored and supported Imagining America Conference in Autumn 2010 • Launched 6 academic research centers (See E.2) • See F.2 above
F.4	Promote innovative teaching methods *(and research on the scholarship of teaching and learning)* that foster student/faculty interactions.	• TLC received national recognition as one of top two centers out of 100 in a survey by the Teaching and Learning Institute at Florida State College at Jacksonville • Enhanced the TLC to increase faculty development opportunities • TLC launched the first annual Scholarship of Teaching and Learning Symposium (4/2011) • Librarians co-authored 8 book chapters and articles on teaching and learning, and delivered 24 presentations and posters at regional and national conferences. • Hosted the first annual Innovation Forum (2/2012) with the theme of creativity and innovation, offering opportunities to showcase innovative teaching and learning (See E.5) • See A.5, F.1 and F.5

F.5	Employ innovative technology to enhance educational experiences.	• Installed Tegrity lecture-capture system n all classrooms, available as a tool to support student learning. Initial faculty development sessions were held and faculty member have begun to use the tool in a variety of innovative ways.
		• Equipped all 21 Library group study rooms with collaboration technology (Winter 2014)
		• Expanded learning-technologies support and faculty-development programs
		   o Sponsored e-learning pilot to explore use of technology in teaching
		   o Launched Hybrid Course Development Institute in Autumn 2010; additional cohorts formed in 2011 and 2012
		   o Developed remote access lab kits for use in hybrid Electrical Engineering program
		• Released Hybrid Learning Report to inform hybrid learning initiatives (Technology Advisory Committee report June 2011)

- Supported flipped classroom pedagogies for hybrid, off-site and face-to-face learning through new Library "How do I" online research portal
- Developed Library best practice guidelines for information literacy elearning pedagogies
- Building distinctive digital collections through the Library, including the Community Voices Project and Campus Wetlands collection
- Opened the Digital Media Lab/Classroom to support multimedia innovation
- CSS launched *Conquer the Campus* game as an experiential learning project (2011)
- Center for Serious Play developed the *UWB Wetlands Facebook Game* as a student project to raise awareness of wetlands restoration (Winter 2011)
- Developed Handheld Technology in Teacher Education Initiative

Cross-campus work groups addressing innovation:

- **Technology and Teaching Innovation Task Force** recommended learning technology initiatives to enhance student learning (5/2009)
- **Technology Advisory Committee** was established to advise on technology policies, strategies, directions and priorities (2010)
- **Writing and Communication Task Force** recommended ways for UW Bothell to enhance writing and communications in four areas: curriculum, assessment, faculty development and Writing Center and Academic Services (7/2010)
- **Mathematics and Quantitative Reasoning Task Force** made recommendations regarding curricula, cross-campus coordination, a cross-campus quantitative reasoning initiative, and strategies to support student success (5/2011)
- **E-learning Pilot Group** explored the pedagogy and use of learning technologies to enhance student learning (2011)
- **Graduate Advisory Committee** was established to enhance graduate student experiences and cross-program collaboration (9/28/2011)

G. Sustainability: *Develop environmental and human sustainability as a signature initiative.*

Goals		Progress
G.1	Gain national distinction for leadership and scholarship in sustainability issues.	• Wetlands project recognized as the most successful restoration project in the state • Contributed to Sierra Magazine's ranking of the UW ranking as fourth "Coolest School," an annual ranking of green colleges. Sustainability efforts from all 3 campuses were considered in the university's ranking. (9/2012)
G.2	Promote community partnerships in sustainability activities.	• Partnered with CCC in ongoing wetlands, campus sustainability and transportation initiatives • Participated in the Restoration Ecology Network and other service-learning partnerships to foster stewardship projects • Hosted Earth Week activities • Hosted Ride-and-Drive hydrogen car event with community partners • Launched Zimride ride-matching partnership with CCC
G.3	Build on interdisciplinary studies and research about sustainability.	• Launched degree programs in environmental fields o BS in Environmental Science (Autumn 2008), BA in Environmental Studies (Autumn 2010), Ecological Restoration Tri-Campus Minor (Autumn 2011), and BS in Climate Science & Policy (Autumn 2012) • Enhanced curricular initiatives through the Growing Sustainability Project (2008-09) • Offered sustainability-themed courses in CUSP
G.4	Value the development of sustainable and healthy human communities.	• 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 o Campus provided input on programming, gathering spaces, usability features, energy savings, and other features • Expanded opportunities for Interdisciplinary scholarship and course work exploring issues of sustainable communities, equity, and human rights

G.5	Promote a green campus culture, with the wetlands as a centerpiece.	• Campus wetlands is the state's most successful wetlands restoration, providing educational and research opportunities
		  o Achieved Salmon safe certification (March 2008)
		  o Recognized by National Wildlife Federation (April 2008)
		  o Achieved 10-year benchmarks for wetlands site restoration in 7 years (2011)
		• Opened Sarah Simonds Green Conservatory, located near the wetlands and designed as a working educational center (Autumn 2013)
		• Incorporated wetlands studies into curriculum for Imagine Summer Outreach Program
		• Developed the *UWB Wetlands Facebook Game*, with a percentage of proceeds designated for real-world wetland restoration projects (launched Winter 2012)

G.6	Become low-impact through materials and energy stewardship.	• Awarded $550,000 grant by the US Department of Commerce to install solar panels, in collaborative project with Cascadia Community College
		• Added a Sustainability Coordinator to enhance stewardship initiatives (2014)
		• Implemented green campus initiatives, including installation of air hand dryers in restrooms to reduce waste and reduce costs, as well as modification of recycling bins to encourage greater use
		• Installed 6 electric-vehicle charging stations through ChargePoint America (2011)
		• Received Governor's State Agency Leadership award for excellence in the Commute Trip Reduction Program (9/2008)
		  o Launched hybrid U-car program to support commute trip reduction and energy savings.
		  o Reduced UPASS rates to encourage commute trip reduction
		• Completed $2.2 million ESCO energy savings project, supported by $750,000 in state grant funding (Autumn 2011) (See B.1)
		  o Anticipate energy savings of 22%, reducing UWB's carbon footprint by 922 tons
		  o Created utility dashboard website and interactive displays to offer real-time monitoring of energy savings (2011)

Cross-campus work groups addressing sustainability:

• **Sustainability Task Force** made recommendations for leadership, scholarship, teaching and stewardship in environmental sustainability (8/2009)
• **UWB/CCC Parking and Transportation Task Force** recommended a transportation management strategy to support the campus in an environmentally and fiscally sustainable manner (appointed 3/2010)
• **Chancellor's Advisory Committee on Environmental Sustainability** was established to guide progress toward campus sustainability goals (Autumn 2011)