UW BOTHELL’S FIRST 30 YEARS have been a time of strong growth and dynamic change.

We have built a world-class faculty and staff — as well as a sustainable and award-winning campus. We have created an educational culture that puts students first. We have encouraged innovation in the classroom, across campus and in the community. We have partnered with people, organizations and industries across the region to build a better future.

As we plan for UW Bothell’s continued development, we remain focused on expanding access to a quality UW education and on supporting achievement and excellence among students, faculty, staff, alumni and the community.

Building on our mission, vision and core values, we have identified three areas of strategic priority that will help guide our investments and activities:

- Strengthen Diversity and Equity
- Enhance Community and Campus Engagement
- Advance Cross-Disciplinary Teaching and Scholarship

These priorities create a framework that will guide our work as a campus and as individual schools and units. I invite you to review these priorities and begin thinking how they may shape your own work.

Together, we will continue to meet and exceed our goal of serving Washington and the world.

Wolf Yeigh, Chancellor
MISSION STATEMENT

UW Bothell holds the student-faculty relationship to be paramount. We provide access to excellence in higher education through innovative and creative curricula, interdisciplinary teaching and research, and a dynamic community of multicultural learning.

VISION STATEMENT

The University of Washington Bothell will be a transformational learning community. We will serve as a catalyst to enhance the quality of life throughout our region.

Our culture of learning, committed to disciplined inquiry and responsible service, will be woven into our organizational and operational life. We will be noted for discipline-bridging scholarship, valued in the community and respected in the academy. Our success will attract a highly motivated and diverse student population and a faculty and staff of exceptional ability and dedication.
CORE VALUES

Three principal values underlie UW Bothell's identity and signature strength as an institution of higher learning. These core values are crucial to the realization of our mission and to the fulfillment of our vision for the future.

TRANSFORMATIONAL EDUCATION

We have an overriding commitment to providing our students with the best possible university education through challenging programs of study and innovative methods of instruction. We value engaging our students in transformational learning experiences that challenge their expectations, broaden their horizons and stimulate their ambitions.

It is our goal to foster a passion for lifelong learning, intellectual engagement and respectful appreciation for others' perspectives.

ENGAGED SCHOLARSHIP

As scholars and learners, we embrace scholarship that is innovative and rigorous. We encourage intellectual contributions that transcend the boundaries of conventional disciplines and enhance the education of our students.

Our scholarship contributes to our region's dynamic economy and enhances the lives of its people. Awareness of and involvement in our community keeps us open, responsive and responsible.

INCLUSIVE CULTURE

Our diverse community promotes understanding and collaboration across disciplines, cultures, and beliefs. All students, staff and faculty are both learners and teachers mutually engaged in a collective effort.

Our entrepreneurial history has taught us that flexibility, responsiveness to change and respect for multiple viewpoints are essential organizational capabilities. These principles will continue to guide our governance and commitment to the welfare of the whole.
AN INTRODUCTION

With UW Bothell’s actualization of its 21st Century Campus Initiative, the campus has significantly advanced its mission to provide our community with access to excellence. With nearly 6,000 students, more than 55 undergraduate and graduate degrees, and a diverse student body, we have created a dynamic space that propels our commitments to transformational learning and to student and alumni success. We are also invested in inclusive practices that are fiscally and environmentally sustainable and that foster well-being. The UW Bothell strategic plan continues the advancement of our mission, vision and core values.

This strategic plan is the culmination of deep community engagement over 18 months. Charged by Chancellor Wolf Yeigh, a campus committee composed of students, staff and faculty prompted the campus and regional stakeholders during 2018-2019 to define the campus’ aspirational state. The three priorities of Diversity and Inclusion, Community and Campus Engagement, and Cross-Disciplinary Teaching and Scholarship, represent the integration of these diverse points of view.

Our plan is inspired by a belief that students, staff and faculty should collectively and individually explore and address complex social and environmental problems. It celebrates the possibility of collective experience and the conviction that our actions can positively impact our community.

PURPOSE AND FOCUS

This strategic plan highlights three key priorities that will guide our work over the coming years.

The spirit of the plan is to align both individual unit actions and synergistic activity across units.
UW Bothell is committed to creating a community that advances equity, social justice, affirmation and excellence for all. We are unwavering in our pursuit of collective and individual action to address the ways in which discrimination inhibits the lives and learning of all.

We realize this by embracing diversity in our student, staff and faculty composition. We champion equitable policies, practices and structures that bolster and sustain campus diversity. We align campus equity work with the University of Washington’s tri-campus vision of diversity and inclusion. We also create policies, structures and processes that identify, confront and address institutional and interpersonal discrimination that negatively affects personal and collective success.
CAMPUS-WIDE KEY INDICATORS

- Increase achievement rates of racially and ethnically diverse students to levels comparable to other student populations

- Strengthen time to degree completion for all students, with particular attention to those from marginalized communities or under-represented groups

- Strengthen campus recruitment and retention processes that attract and retain diverse students, staff and faculty

- Increase student, staff and faculty sense of belonging on campus, particularly those from marginalized communities and under-represented groups

- Expand student, staff and faculty frameworks and skills to effectively engage with diverse cultural groups
UW Bothell is committed to community and campus engagement that enhances the collaborative and reciprocal relationships between students, staff and faculty as well as with regional, national and global communities.

We realize community engagement by supporting the strategic partnerships of students, staff and faculty with local government, organizations and businesses. Students, staff and faculty partner in order to co-create and apply knowledge, creativity and resources that address local, national and global challenges and opportunities. These efforts also enhance learning, career connection and engagement for students.

We realize campus engagement by advancing policies, structures and practices that allow students, staff and faculty to dedicate themselves to building a robust and actively engaged campus community expressed through equity, caring, accountability and respect. We encourage every member to have a voice, seek interconnection and learn from one another.
CAMPUS-WIDE KEY INDICATORS

- Increase the number of students engaged in community-based projects and internships
- Improve alumni engagement
- Increase recognition of students, staff and faculty for their deep engagement with community
- Support the ongoing professional learning and growth of all faculty and staff
- Improve student, staff and faculty engagement in our campus community
UW Bothell is committed to methods of teaching and scholarship (which includes research and creative practice) that engage students, staff and faculty in more than one area of knowledge. Such methods enhance our ability to address local, regional and global issues with techniques and perspectives derived from multiple academic and professional disciplines.

We realize this by engaging in and supporting cross-disciplinary teaching and scholarship in different locales that prepare UW Bothell community members to solve persistent issues and become lifelong learners and active citizens. We incorporate projects conceptualized by students, staff and faculty as well as by the community at large into the educational experience. We also develop and implement high-impact teaching practices in our learning spaces.
CAMPUS-WIDE KEY INDICATORS

- Increase the number of high-impact, cross-disciplinary teaching and scholarship activities
- Increase the resources supporting high-impact, cross-disciplinary teaching and scholarship
- Increase career-connected learning experiences
- Align merit, promotion and tenure guidelines and processes to support cross-disciplinary, high-impact teaching, scholarship and activities
Implementation of UW Bothell’s new strategic plan is a multi-year process that begins in 2020.

A cross-campus group, composed of key leaders and stakeholders, will coordinate work that advances the plan’s three key priorities.

The group’s coordination work involves two spheres: those activities and initiatives of individual campus units and those that involve the broader campus.

The following tasks will be a high priority in the first several years of the plan:

- Prompt units to articulate and/or align their respective strategic plans
- Define targets for metrics
- Leverage targets for well-established priority areas
- Create a timeline in which to devise a structure for managing Cross-Disciplinary Teaching and Scholarship
- Charge the Community Engagement Council to propose a structure of managing and operationalizing campus engagement
- Establish a campus-wide funding initiative around teaching and/or scholarship

**ANNUAL ASSESSMENTS**

- Annual report of campus, unit and council alignment with and progress toward advancing priorities — with Chancellor’s Cabinet review and discussions regarding progress we have made and structural obstacles that hinder advancement
- Annual update to campus metric dashboard noting previous year’s progress as well as narratives of impact that chart, qualitatively, our progress
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