

University of Washington Bothell
Proposal to Host
Imagining America: Artists and Scholars in Public Life
(2017-2022)

Institutional Overview

Founded in Seattle in 1861, the University of Washington (UW) is a public research university with campuses in Seattle, Tacoma, and Bothell. The UW is the largest university in the northwestern United States and is one of the oldest universities on the west coast. The UW Fiscal Year 2015 budget totals \$6.4 billion, and its endowment is approximately \$2.8 billion. The University employs more than 30,000 benefits-eligible faculty and staff and 4,400-plus benefits eligible graduate-student employees.

The state's flagship university, the UW enrolled more than 54,000 undergraduate, graduate, and professional students. The three campuses offer a broad range of undergraduate and graduate degrees, and collectively support over 440 degree options, over 280 degree programs, over 780 student organizations, and over 7,000 undergraduate research opportunities. In 2014-2015, the UW awarded nearly 16,000 bachelors, masters, doctoral, and professional degrees. The UW is accredited by the Northwest Commission on Colleges and Universities (NWCCU) and is a member of the Association of American Universities.

The UW President (Ana Mari Cauce) and Interim Provost (Jerry Baldasty) oversee all three campuses, while also serving as the chief academic officers for UW Seattle. UW Bothell and Tacoma campuses also have a Chancellor and Vice Chancellor for Academic Affairs (Wolf Yeigh and Susan Jeffords at UW Bothell). All three campuses share coordinated, central systems (e.g., UW libraries, human resources, registrar, advancement, the Graduate School) as well as having distributed administrative structures, specific budget resources, and unique institutional identities shaped by their histories and geographies. They also share many signature projects, such as the Race and Equity Initiative recently launched by President Cauce.

The campuses are linked in a myriad of ways through formal structures and informal networks. At the level of the faculty, affiliate appointments in schools and departments across the three campuses create a web of intellectual alliances and understandings conducive to formal and informal collaboration. Pertinent to this proposal, each campus has developed specific administrative organization and infrastructure around community engagement and diversity efforts; many of those charged with leading these efforts coordinate, organize with, and learn from one another intentionally.

On the Seattle campus, the Simpson Center for the Humanities and the Carlson Center for Public Service and Leadership, located in the College of Arts and Sciences and in Undergraduate Academic Affairs respectively, represent two campus nodes for

organizing public scholarship and community-based learning: the former supports faculty and graduate students from all three campuses with funding and learning communities. On the Bothell campus, the emergent Office of Community-Based Learning and Research, along with the Career Center, ground campus efforts to build out community-engaged teaching and scholarship. (See Addendum, Timeline of the Development of the Office of CBLR). Similarly, the Chief Diversity Officer for the University of Washington, the Interim Vice President and Vice Provost for Minority Affairs and Diversity, coordinates with the diversity officers for the Tacoma and Bothell campuses; the Office for Faculty Advancement and Diversity Research Institute, while located on the Seattle campus, provide supports for all three campuses.

UW Bothell Campus Mission and Development

Founded in 1990, the University of Washington Bothell is a public university with a mission focused on diversity, access, and achievement for students in Washington state and beyond. It is among the most diverse campuses in Washington state: a majority of its students are of color and/or first generation (54% students of color; 18% under-represented minority; 44% first-generation college students; 34% Pell eligible). It is the fastest-growing campus in Washington, and the fourth fastest in the United States. Growth modeling has UW Bothell expanding from 5000 to 6000 state-supported student FTE by 2020. In the past year, UW Bothell has been nationally and regionally recognized for its high levels of access, affordability, and outcomes (2014: American Enterprise Institute, Money Magazine, Washington Monthly, Center for Educational Reform).

Located adjacent to a restored wetlands less than 20 miles north of Seattle and less than 20 miles south of Everett, at the suburban intersection between Snohomish and King Counties, the University of Washington Bothell was founded to expand educational opportunities for Washington state. Beginning as an upper-division campus offering BA completion for community college graduates and transfers, a largely regional, non-traditional student body, it has since expanded into lower-division and graduate education. The campus currently offers over 40 undergraduate and graduate degrees across five schools: the School of Interdisciplinary Arts and Sciences, the School of Business, the School of Educational Studies, the School of Nursing and Health Studies, and the School of Science, Technology, Engineering, and Mathematics.

Recent strategic planning efforts have sharpened UW Bothell's focus on diversity and engagement as key drivers of the campus's success with regard to the education of all students, and particularly students of color and first-generation college students. The [21st Century Campus Initiative](#), adopted in 2008, named 7 priority areas: Growth, Resourcefulness, Diversity, Student-Centered, Community, Innovation, and Sustainability. In 2013-2014, the campus invited Andrew Furco (University of Minnesota) and Barbara Holland (Portland State University) to visit the campus as independent reviewers and provide formal recommendations for integrating and advancing UW Bothell's civic engagement mission. (See appendices.) In 2014,

Chancellor Wolf Yeigh affirmed the values of the 21st Century strategic plan and articulated three areas of focus—diversity, access and achievement, and sustainable growth—to guide Phase 2 of campus planning and development over the next 5-10 years.

At the same time, Vice Chancellor for Academic Affairs Susan Jeffords oversaw efforts to articulate the distinctive academic practices that form the foundation of the campus's success with diverse student learners. The resulting "[3 Cs Framework](#)" of Cross-Disciplinarity, Connected Learning, and Community Engagement anchors UW Bothell's institutional identity and informs strategic action on its mission and goals. These include a privileging of projects, initiatives, and partnerships that catalyze cross-unit collaborations and center community engagement as the academic drivers for campus's diversity, access, and achievement goals. The framework, developed in consultation with faculty and schools, enjoys broad-based support and guides academic resource investment.

We see the prospect of hosting Imagining America as one key element in our efforts to push forward these plans at this critical stage of the institution's maturation. The relationship with Imagining America will allow us to partner with and lead a national consortium of institutions with similar mission-based commitments to diversity and engagement, while also focusing our efforts locally and regionally. The timing of the opportunity coincides with two recent task force reports on diversity and engagement, both of which recommend next step investments to advance and embed these institutional initiatives, with the latter specifically suggesting that the campus should develop this proposal to host Imagining America and move toward applying for the Carnegie Community Engagement Classification in 2019.

Why UW Bothell seeks to Host Imagining America: An Organizing Moment

UW Bothell is a young institution whose demographics reflect the changing nature of higher education in the United States. Over 70% of our full-time faculty members have been hired in the past five years, resulting in a faculty that is now the most diverse of the three UW campuses. Many of those new hires have chosen to come to the campus explicitly for its articulated focus on cross-disciplinarity, diversity, access, and engagement. The campus' scale and history of development means that there are low barriers to cross-unit collaboration and high investment in the founding mission. Yet the rapidity of recent growth also means that the challenge of our next stage of development is one of organizing and orienting the significant energies and resources of the campus in sustainable, long-term ways.

We see Imagining America as a partner and a catalyst that will help us move forward in the next phase of development. This phase must move the campus from emergent projects to transformational change, by integrating public engagement and diversity, and creating institutional infrastructure for deep and sustained practice. UW Bothell has laid the path for this development over the past three years, with the creation of

directorships for Community Based-Learning and Research, Integrated Learning, Diversity, Institutional Research, and Strategic Initiatives; with the commissioned Furco/Holland report and the clarification of academic vision in the 3Cs framework; and with the campus Community Engagement Task Force and the campus Diversity Council. The campus unveiled the [Diversity Action Plan](#) at the end of Fall Quarter, and shared the [Community Engagement Task Force Report](#) for public comment at the very beginning of Winter Quarter (January 5-20, 2016). The report recommends that the campus pursue Carnegie classification, hire a Director of Community Engagement, charge a Community Engagement Council, build a trans/regional network, and invest in staffing systems to support this development (See appendices.) Independent of the proposal to host IA, UW Bothell administration is committed to identifying equal or great funding investments to develop local engagement infrastructure over the next ten years.

The proposal that follows invites Imagining America to partner with us as we develop campus infrastructure for regional impact. Because these discussions are evolving and plans are in the process of being solidified, there is considerable flexibility for how Imagining America might be strategically integrated on campus. We foresee Imagining America as a partner that can help us develop these structures in ways that are truly transformative of the campus during its 5-10 year residency. The footprint and legacy of IA's work will be greater here than at a larger, more traditional campus. The proposal that follows also foregrounds developing IA's membership base. This interest addresses questions of national reach and impact as well as questions of resources and revenues. It responds to campus conversations that emphasized the need to ensure that hosting IA would help build campus infrastructure, rather than operating as a separate initiative, or diverting scarce resources: students too wanted to see their interests served in the partnership.

What UW Bothell Can Offer IA

The comparatively low barriers to collaboration at UW Bothell mean that there is extraordinary potential to showcase the value of Imagining America in the institutional context of a public university. We are uniquely representative of new trends in higher education in several ways: our diverse and non-traditional student demographics; our emphasis on cross-disciplinarity and integrated learning; and our focus on problem-based research and curricula responsive to regional and global concerns. Our campus has a full participation agenda in relation to on-campus and off-campus communities, and is in a position to demonstrate the social, intellectual, and ethical imperative not to separate the institutional agendas of diversity and community engagement. We are positioned to catalyze, support, and deepen national conversations about the critical role of public institutions and higher education in society.

The campus brings significant curricular and co-curricular assets across a wide range of academic disciplines and professional fields doing engaged/applied research and education. Imagining America can expect to contribute to and benefit from initiatives, partnerships, and granting opportunities in areas such as: cultural, media, and diversity studies; design, digital technology, and engineering; environmental and earth sciences;

social justice and community health; STEM education and civic science; social enterprise and sustainable development. IA@UW Bothell would work in partnership across campus units to highlight the case for collaboration across knowledge sectors and communities on and off campus.

Our location is also a major asset. UW Bothell is sited on traditional lands of the Duwamish/Dk̓h^wDuw'Absh, in what is now Washington state's mostly densely populated corridor: an innovation-focused region dominated by technology, aerospace, healthcare, education, and philanthropy, invested in environmental stewardship and sustainability, and rich in creative industries and arts-and-culture non-profits. Global flows of trade, labor, migration, and culture have shaped and continue to shape the region, its economic opportunities as well as its various social struggles for equity and justice. UW Bothell's community engagement and diversity goals explicitly acknowledge and engage with the local communities and global forces that contribute to defining our region. A key focus of our proposal will be on structures and practices of civic engagement in this globally-influential region.

Notably, 92% of our graduates remain in the Puget Sound area. UW Bothell alumni currently serve in positions of regional influence and leadership in city and county government, non-profits, businesses, foundations, and universities. In these positions and others, our alumni are current and potential partners for community engagement and regional development, as well as key advocates and supporters. Moreover, UW Bothell's reputation for innovative practices and commitment to diverse populations has earned us the support and participation of key leaders in regional industries, school districts, museums, and civic agencies.

Our proposal to host IA enjoys the support of high-level leadership, at the Chancellor and Vice-Chancellor levels, as well as a distributed and knowledgeable network of direct participants in IA activities, including the national conferences and regional convenings, the Presidents Council, the Publicly Active Graduate Education program, and the Full Participation, Integrated Assessment, and Civic Science initiatives.

Agendas for Partnership with IA

The strengths of our proposal include a mission focus on diversity, access, and regional development, and recognition that community engagement is a pillar of this work. We have an ethnically, economically, and religiously diverse student body and a growing alumni base that is deeply interested in how their education can give back to their communities of origin. Our increasingly diverse faculty have been recruited to the campus mission of access, equity, and engaged and interdisciplinary scholarship and they participate in a range of partnership activities. The scale and history of the campus mean that there are currently low barriers to collaboration across campus, while we enjoy the resources and benefits of the tri-campus University. The larger metropolitan region in which we are situated is a major international crossroads known for leadership

in environmental, health, and technological innovation as well as social justice activism.

With this promise come challenges. To date, there has been considerable campus-community engagement activity at the initiative of individual faculty members, but it has wanted for strategic leadership, direction, and development, and with it, deeper coordination and integration. In addition, as a public university that has been subject to dramatic state funding cuts, we must be judicious and accountable in expenditures, and be able to justify the short and long-term value of campus resource investments to our students, their families and communities, and our faculty.

Research undertaken in our proposal development process and outlined below underscores this necessity. IA's campus presence must enhance, not divert, resources needed for the purposes of local development. Hence this proposal entails a corollary commitment to invest in local infrastructure at a level that equals or exceeds campus funding for IA. In this local context, it is also significant that IA's own revenue streams, through membership and conference fees, equals or exceeds the campus investment.

We see in this combination some unique opportunities for partnership with Imagining America. The following propositions, which will be elaborated, are interdependent. The aim is to build mutual and respective organizational capacity, to mutual benefit.

- *Develop local community engagement infrastructure for UW Bothell.* Under local leadership, UW Bothell is committed to this transformational project in order to support the development of faculty, staff, student, and partner capacity for mutually-beneficial partnership and positive impact regionally. This local development will be greatly enhanced and informed by the presence, circulation, and knowledge of IA colleagues and networks.

We envision a close working relationship between the IA office and the UW Bothell Office of Community-Based Learning and Research, facilitated structurally by co-location, an IA Managing Director position responsible for local integration, and the development of a regional organizing consortium (See below).

As our campus seeks to fulfill the first recommendation of the Community Engagement Task Force report—“*Pursue Carnegie classification as an end and a means of developing community engagement infrastructure*—we see IA's networks and leaders acting as consultants and interlocutors to this process, helping us strategize and operationalize this local work. These connections will place our local work in dialogue with national trends and contexts. Because many Bothell faculty aspire to careers that are eccentric to dominant disciplinary and professional models, exchange with IA's network of like-minded scholars, and its work to transform the evaluation of scholarship promise great mutual influence.

- *Develop and expand membership as a sustainable/sustaining revenue source and organizing base for IA.* Moving towards financial independence and away from reliance on university funding moves IA from patronage towards partnership relations. While this is a pragmatic consideration, and necessary to the kinds of accountability we need to demonstrate to our campus constituencies, it offers significant opportunities for increasing the reach and influence of the consortium.
- *Develop a regional consortium (UW Bothell and IA).* The regional organizing consortium is meant to be complementary to the IA national advisory board, but it also provides an opportunity and a mechanism for linking and actualizing the preceding two agenda items. It dovetails with the recommendations of our Community Engagement Task Force as well. If this co-development involving regional higher education and community organizations is successful, it will be an infrastructure that continues to serve both organizations after IA has moved on to its next host institution.
- *Be student-centered.* (UW Bothell and IA). Student-centered is a long-standing value of UW Bothell, whose mission statement “holds the faculty-student relation to be central.” IA has nurtured vibrant graduate student leadership and networks. We anticipate that further involving undergraduates in the work of IA will also expand the reach and impact of the consortium, nationally as well as locally.

Proposal Development Process

The Imagining America proposal process has been led by working group comprised of Kara Adams (Interim Director of Community-Based Research and Learning), Miriam Bartha (Director of Interdisciplinary Arts and Sciences (IAS) Graduate Programs), Jonathan Cluts (Director of Strategic Initiatives), Scott Kurashige (IAS Professor and Special Advisor for Faculty Diversity and Development), and Terryl Ross (Director of Diversity), with support from the project manager, Brooke Graham Doyle, and the input and assistance of a larger steering committee composed of campus and community stakeholders.

The working group sought to connect the occasion of proposal development to long-term goals through a process designed to build relationships, trust, and momentum for internal and external partnerships; seek alignment with plans for developing diversity and community engagement infrastructure; and clarify opportunities and pathways for acting on these goals.

We formulated and pursued an action research and community organizing strategy of one-to-one listening sessions and focus groups, designed to identify common interests and concerns about partnership with IA (and with UW Bothell) as well as networks of influence and opportunities for participation/action. In all, we spoke with eight focus

groups and an additional twenty-three individuals. (See appendices for a list of stakeholders engaged and their affiliations, as well as the interview protocol for one-to-ones and focus groups).

Key findings from these researches were presented to the Vice Chancellor and Chancellor in mid-December. Summarized below, they provide context for the specific budgeting and staffing proposals that follow. To frame this summary, we highlight several insights critical to understanding our findings and to future partnership development in connection with Imagining America.

First, internal and external partners who have had some past interaction with Imagining America (through conferences, institutes, or visits) were much better able to identify and generate the possibilities a regional residency and partnership might provide. Those who only learned about the organization from the website had more trouble projecting what this might mean for us or them.

Second, for many scholars and practitioners connected to our interdisciplinary campus, the language of “arts, humanities, and design” signals distinct fields, and is not particularly conducive to imagining partnerships on social issues or community development. It was consequently very important to frame IA’s mission as “using arts, culture, and design methods to engage and strengthen communities.”

For this reason, moving forward, we see a better partnership identification and development strategy would be to ask *who is doing work that is congruent with our campus objectives of diversity, access, and community engagement; who is interested in partnering with our campus on that work; and who is interested in what arts and cultural methods of engagement might bring to this work?* We return to this in discussions of “partnership planning” later in this proposal.

Stakeholder research findings: campus/internal partners

In our stakeholder research we heard our internal partners—faculty, staff, students, and administrators—express the following interests and concerns regarding a proposal to host Imagining America at UW Bothell.

They identified IA as positively contributing to, animating, and forwarding the following campus-community values, conversations, and frameworks:

- Social innovation/entrepreneurship
- Scholarship, art, and activism
- Social justice and community organizing
- Design for social good, transforming industry

They envisioned that a hosting partnership with IA would:

- Help coalesce community engagement efforts on campus and strategize our partnerships

- Jumpstart/catalyze local partnerships and development
- Connect local development to national network and conversations
- Complement and enhance diversity initiatives
- Complement and enhance student community organizing skills
- Advance a more nuanced story about the campus, congruent with the values of students, alumni, and faculty

They also voiced the following concerns and questions about the proposal to host IA.

- Is leadership ready to commit to prioritizing and sustaining community engagement and diversity efforts now and over the long term?
- Are we prepared for additional demands on time, energy, money, space, bandwidth, and infrastructure?
- Will IA substitute for, or otherwise take away from, investment in building local infrastructure for community engagement?
- Is this premature? Can we deliver on a partnership with IA?

We note here that IA proposal research and development was launched prior to the campus release of the Diversity Action Plan and the Community Engagement Task Force Report. These plans and reports represent important but initial steps towards actualizing and operationalizing core commitments. Faculty, staff, and student concerns and questions reveal anxieties attending this important bridge moment.

This proposal consequently takes care to address concerns that IA will substitute for rather than enhance the development of local infrastructure. The Community Engagement Task Force report was released to the campus for public response on January 5. After the public comment phase is closed on January 20, we expect that the campus will move swiftly to hire a Director of Community Engagement and convene a Community Engagement Council this spring. Subsequent to January 20, the Chancellor and Vice Chancellor of Academic Affairs will also release the proposal to host IA to the campus, so that it may receive broader discussion than our initial research phase allowed.

Stakeholder research: external partners

We also consulted select representatives from regional non-profits, government agencies, and other higher education institutions with which UW Bothell has existing or emerging partnership interests. Because their specific positions and locations are pertinent to these discussions, and not necessarily representative of all UW Bothell community partners, we name them here (as well as in the appendices).

- Diane Douglas, Executive Director of Seattle City Club, former Executive Director of the Bellevue College Center for the Liberal Arts and the Bellevue Art Museum

- Joshua Heim, Arts Program Manager for the City of Bellevue; recently Cultural Arts Administrator for City of Redmond
- Jared Leising, Faculty and Meagan Walker, Director of External Relations, Cascadia College
- Keni Sturgeon, Director, Pacific Science Center
- Susan Surface, Program Director, Design in Public AIA
- Moira Payne, Provost, and Genevieve Tremblay, Assistant Professor, Cornish College of the Arts
- Julie Ziegler, Executive Director, Humanities Washington

External partners expressed interest and excitement in collaboration possibilities entailed by the regional hosting of Imagining America, such as:

- Convening/organizing possibilities of a regional consortium
- Dialogue facilitation: cross-cultural, intergenerational, controversies
- Student/community organizing - tapping into students' energy, and also better training students how to organize
- Pipeline development (diversity and access) and anchor institutions (community engagement)

They identified, variously, a number of themes and frameworks—part of the regional pulse with national implications—that could serve to focus collaborations and conversations. These included:

- Social innovation and social/economic inequality
- Development and displacement, gentrification and homelessness
- Environment, sustainability, bioregion
- Pacific rim, local/global, translocal/transnational
- Creative place-making and community histories

Free of the resource anxieties and competitions characteristic of campus conversations, these were enthusiastic and creative dialogues. Some of our external partners did, however, raise an important question for UW Bothell, as it develops its capacity for community engagement: *What is UW Bothell's strategic vision and plan for partnership development and community engagement?* The new Director of Community Engagement and the Community Engagement Council will need to lead the campus in addressing this question in our next stage of work.

Budget and Staffing Proposal

In the next five years, UW Bothell needs to build operational infrastructure for community engagement. Our research has clarified the need for staffing, leadership,

and a partnership plan with internal and external stakeholders. Partnership with IA would greatly enhance this development.

The opportunity here is for IA to have significant impact in shaping the development of community engagement efforts on the ground, and to help build (and benefit from) infrastructure that it will leave behind at the end of its tenure. At the same time, we believe that we can facilitate through this process, the further development of IA's organizational capacity, and help it develop towards a more sustainable budget model that is less reliant on host institution patronage and more fully develops membership as a base for movement building.

Organizing and Organizational Development

Over the last several years, IA leadership has developed a community/cultural organizing framework and methodology that has been beneficial to the consortium in a number of ways. It has shifted IA discourse from a somewhat narrow (future-) faculty development and public scholarship focus to a more inclusive, coalitional, "organizing for social change and institutional transformation" emphasis that has invited participation across student, faculty, staff, partner lines. This move fit well with IA's full participation agenda to bring together diversity and community engagement initiatives, among other objectives.

IA is also a young organization, with a staffing plan that appears to have evolved organically and opportunistically. Our conversations with IA staff members have pointed toward a proliferation of activities, some grant funded with one member of staff as a PI or co-PI on them, and some supported by the generous sponsorship of Syracuse University. Job descriptions respond creatively to the talents and preferences of individual staff members, but can consequently also leave gaps exposed. Our "coaches" in this proposal development process (Bruce Burgett and David Scobey) have spoken of needing a more centralized "ED" or executive director function, for instance. There may also be ways that the university's internal hierarchies lodge administrative oversight responsibilities where there is little experience, interest, or talent.

Currently the faculty (co-)director position reports to the host university administration for budget and personnel purposes, and the advisory board is a consultative body. If IA were a 501c3, it might still be hosted by a university, but it would likely have an Executive Director who reports to a governing board for organizational purposes, and to the host university for contracted purposes. (We recognize that 501c3 status might be a future organizational transition for IA, but are not considering it in the context of this proposal).

We begin our staffing proposal with a redescription of the key functions we project as necessary to Imagining America's development in the context of UW Bothell, by way of introducing a proposal for staffing that we hope will serve mutual development ends. In terms of funding (FY17-23), UW Bothell proposes to contribute \$230,000 annually

to support IA's residency and development at UW Bothell, as well as covering the costs of office space. These investments would be complemented by our investments (at a level that matches or exceeds this amount) to develop infrastructure and capacity to support community engagement, including a national search for a Director of Community Engagement. We would seek to locate Imagining America staff within or adjacent to the Office of Community-Based Learning and Research to optimize opportunities for collaboration and shared development.

As a condition of this support, IA would need to agree to direct resources towards: (1) the position of a managing director and an associate director of membership relations and development; and (2) the development of targets and plans that move IA towards greater budget independence through revenue development over the first 5-10 years. In addition, our proposal sets the expectation that IA continues to focus 65% of its efforts nationally and 35% of its efforts locally.

Otherwise, the UW Bothell funding is flexible: together with other revenues, it can support existing or new initiatives, existing or shared staff positions (such as a communications specialist, an office manager, or conference/events coordinator position, some of which have precedence at IA and possible utility to our emerging CBLR office).

In the transition year, the managing director would be charged with learning all that is possible from current staff about work commitments, flows, and plans, and architecting, together with existing staff and advisory board members, a staffing plan that supports these strategic objectives in concert with the local build out of community engagement infrastructure.

Managing/Executive Director/Director for Strategic Operations. This professional staff position is responsible for budget oversight, strategic staffing development and management, integration of IA into UW Bothell systems and ecologies, organizational capacity building and oversight of membership development, National Advisory Board and local organizing/advisory board development. It has key accountability for IA's commitment to the 65% national, 35% local balance of effort. In its responsibilities for strategic operations, this position could be analogized, in some respects and on a much smaller scale, to that of Rosemary Feal, Executive Director of the Modern Language Association (MLA) or John F. Stephens, Executive Director of the American Studies Association (ASA).

The person occupying this position would be familiar with IA as a membership-based national consortium and with UW Bothell, and would be responsible for developing IA's organizational capacity to fulfill its mission, and for facilitating IA's connection to local diversity and engagement initiatives in ways that enhance benefit to both organizations.

This position would report to UW Bothell's Vice-Chancellor of Academic Affairs (who currently oversees parallel positions in Community-Based Learning and Research, Institutional Research, and Integrated Learning), with a dotted line to the leadership of IA's National Advisory Board. It collaborates closely with the new Director of Community Engagement and with the Director of Diversity to ensure integration and articulation vis-à-vis local initiatives and development.

All other staff positions in the IA office would report to this position, or to a direct report of this position. This position would also be responsible for creating mechanisms for coordination and collaboration with the Faculty Director position(s).

Faculty Director(s). The essential function of this position is as a movement leader, recognized thought leader in the field, and organizational spokesperson. Because the movement involves institutions of higher education, and these organizations involve faculty governance, those occupying this position must be faculty members to be persuasive. This person's job is persuasive representation and advocacy for IA and involves travel, speaking, writing for venues like AACU, CHE, and other venues. Qualified candidates bring visibility, credibility, intellectual gravitas and leadership, professional and/or policy access.

This proposal suggests that if the executive director functions of strategic operations are covered by the Managing Director, this position might retain its faculty position at its home institution. The faculty director(s) would, in effect, be appointed by and accountable to the National Advisory Board. It hence might be a geographically distributed function, and it would benefit from (or could extend) the current co-director model. It could, imaginably, become something like a regional lead, with responsibilities for building regional networks/alliances/membership.

The assumption here is that at a senior level, individuals within the IA network may have both the freedom in research and service to be able to take on such a position, and that their institutions have an interest in furthering this, since they will be traveling and increasing their influence. If necessary, IA may decide to pay some summer salary, course buy-out, and/or travel to supplement, with the understanding that we are looking to bring in new resources with this investment.

We would work with IA leadership to ensure that this position continues to be occupied by a movement leader, a thought leader in the field, and an organizational spokesperson. We would work closely with the National Advisory Board to craft a job description for a multi-year appointment and to recruit an appropriate person to occupy it, either locally or nationally. While it would be nice to have a title that was more descriptive of function, for the purposes of recruitment and historic continuity, it may be best to retain the title "faculty director(s).

We would propose to explore whether Tim Eatman and Scott Peters would be interested in staying on as faculty directors with such an arrangement. Imagining America could

look into enlisting others in previous or existing IA leadership positions (such as past and current NAB chairs and vice chairs: David Scobey, George Sanchez, Bruce Burgett, and Lisa Lee), as well as other recent and emerging leaders within the IA consortium. If member institutions can be persuaded to invest in their faculty member's development and IA's development with some flexible leave/buyout for it, IA could consider the possibilities for proliferating these leadership positions in the longer term.

We envision the Managing Director/Faculty Director functioning as a fully collaborative oversight team of co-directors for the strategic direction and operation of Imagining Director, with accountability to each other, the National Advisory Board, and the host institution. This model has some precedence in Imagining America's current co-director arrangement. We expect that owing to their different professional experiences and circuits, the faculty and managing directors will bring different insights and complementary perspectives to the development and management of IA strategic initiatives. To integrate the functioning of the faculty director position(s) with the rest of the IA staff, we would propose a number of different mechanisms, from the creation of activity plans (conferences, meetings, and other engagements) and activity reports that allow staff members to track and follow up with new contacts in timely and appropriate ways, to regular Skype-enabled staff meetings.

The Director Team. We expect that fully imagining and operationalizing the working relationship of the Managing Director and Faculty Director will need to be explored in more detail on all sides. Let us offer here some thoughts for discussion and consideration.

- So long as Imagining America is sustained organizationally through a non-contractual relationship with a host institution, formal budget and personnel responsibilities will need to be vested in a formal report within the host institution: here the managing director, as the agent of local integration, is proposed as that report, with the rest of the staff reporting through this line.
- In order to enable the full integration of the Faculty Director (who may not be local)/Managing Director team, we propose to engage the National Advisory Board (or a subcommittee thereof) in the development and finalization of full job descriptions for both directors. The partnership agreement between Imagining America and UW Bothell may seek to have the NAB Chair and the Vice Chancellor of Academic Affairs as co-signatories to both appointments.
- To support ongoing alignment, a member or subcommittee of the NAB could work with the directors and the Vice Chancellor of Academic Affairs to design annual assessment mechanisms to provide feedback and review of the appointments. These mechanisms may include, among others, activities reporting and a stakeholders survey on the model of a "360 Degree Feedback Review." The greater role of the NAB in hiring and evaluating the directors may provide one development pathway towards 501c3 status, if that is desired.

Associate Director for Membership Relations and Development. Together with the faculty director(s) positions, this position is responsible for outreach, and is the equivalent of a field organizer. Again, because this position is responsible for persuasive representation in a higher education context, significant experience in higher education, and advanced graduate study, is requisite. This experience is likely to be in the academic sector, with a familiarity with curriculum and research as it pertains to community engagement, but could be productively supplemented with knowledge from alumni and donor relations, student development and affairs, non-profit or government sectors, etc.

This position would be 100% supported by IA, and the aim would be for the IA directors, strategic and faculty, to support this position in expanding membership. In addition to researching membership models, we would seek to learn from models of cultivation from alumni and donor relations.

Historically, this position has been responsible for conference organizing. It would continue to be the lead for this, with significant support from the other IA staff positions. The aim would be to get conferences closer to breaking even, by strategic partnership with host institutions, and other member institutions.

This position would report to the Managing Director.

Proposed Budget, Revenue:

REVENUE			<u>UWB Projection</u>
Membership Fees			\$ 230,000.00
New Memberships			\$ 10,000.00
Conference Revenue			\$ 66,000.00
UW Bothell Funds			\$ 230,000.00
Total			\$ 509,000.00

Expenses proposed above:

Job Title	Total estimated salary + benefits
Managing Director	\$98,000
Associate Director for Membership Relations and Development	\$86,000
Total	\$184,000

For demonstration/consideration purposes, other possible expenses:

IA Travel	\$40,000
Public (Journal)	\$17,000
PAGE	\$16,000
Faculty co-director(s) summer salary or course-buyouts	\$30,000
Communications Specialist	\$62,000
Office Supervisor	\$62,000

The Proposal Development Process Moving Forward

We deeply appreciate the spirit of partnership and dialogue with which Imagining America has engaged our proposal development, through the agency of the IA Transition Team and our campus coaches, David Scobey and Bruce Burgett. Hence we understand that the proposal we present here is not by any means a final proposal. As in most partnership work, it is open, subject to revision based on the feedback of key partners. While we can frame some broad outlines and intentions for the partnership between our campus and IA, there are many specifics that can only be drawn in dialogue with key stakeholders on both sides.

As we submit this proposal to Imagining America, our campus is in the process of reviewing, discussing, and commenting on the Community Engagement Task Force report and recommendations. In respect for the work of the Community Engagement Task Force, and to lay the ground for the IA@UW Bothell proposal, the task force report will receive exclusive and focused campus attention for the public comment period which extends until January 20. Given the strong investments in local development, members of the Community Engagement Task Force and IA Proposal Development working group agree that this course of action will serve to clarify campus commitments, plans, and timelines for implementation.

Subsequent to the close of public comment on the task force report on January 20, the Chancellor and Vice Chancellor for Academic Affairs will share this proposal with the campus for further discussion and comment. Members of the IA proposal development working group will convene individual and group opportunities to discuss the proposal for an IA partnership, on the model of the one-to-one and focus groups previously organized. We will also be engaging faculty, students, and alumni with knowledge of IA as interlocutors and advocates in this series of discussions. Through them, we seek to gain collective clarity about the campus's vision, mission, and goals regarding community engagement and diversity, and how a partnership with IA could help advance them. We will also bring the proposal to a wider range of our community partners, in anticipation of a possible IA site visit this spring.

Appendices

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- A. Timeline of the Development of the Office of CBLR
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- C. Community Engagement Task Force Report (2016)
- D. List of stakeholders from proposal development research
- E. Interview/focus group protocol
- F. IA Proposal Development Steering Committee
- G. CBLR Annual Report
- H. Long-term, major partnership highlights