



A PURPOSEFUL PLAN

Everyone with a stake in the success of the University of Washington – students and parents, political leaders, business people, university administrators and faculty – must work together to develop a long-term plan that ensures future generations will have access to a high-quality education and the opportunities it provides.

As a state, we must bridge the gap between what Washingtonians believe about the educational, economic and social value of higher education and what we actually do to support it.

Policy choices that might restrict educational access or limit research and service experiences to a small number of students are inconsistent with what we value and counterproductive to the economic needs of our state — and the people who live and work here.

We need a plan that maintains and improves upon our commitment to education and access. It's critical to our shared future.

Each year, the UW and the state try to find additional ways to make limited resources stretch further. In 2005 and 2006, the state made some important targeted investments in educational programs and facilities. However, competing priorities and limited state resources are affecting the UW's ability to sustain current teaching and research needs, let alone plan for the future. Making bold, purposeful investments will be essential not only to the UW's future, but also to the success of the other major investments that Washington is now making in education, research, jobs and quality of life.

To move forward we believe that we must begin by creating a roadmap for what the UW and its partners – the state, its citizens, its parents and students – will accomplish within the next 10 years. We want to clearly state our goals, identify how we will measure our progress, and determine how we will make the investments required to be successful.



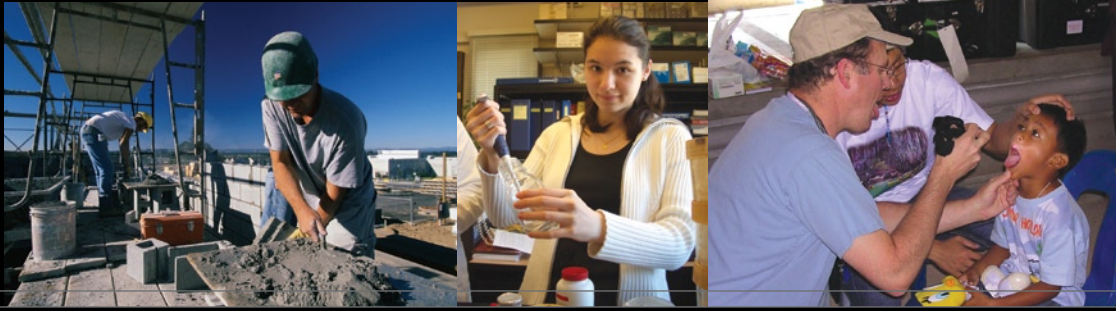
STEP ONE: Specify Our Shared Goals

A multi-year plan will be built around shared teaching, research and service goals, and will incorporate specific and measurable enhancements to student education.

SHARED GOAL #1:

Improve the Student Experience

- Increase financial aid grant opportunities to ensure that the UW remains one of the nation's top educational bargains for students from all economic backgrounds.
- Provide greater access to higher education by increasing the number of students enrolled at the UW by over 3,000, especially at UW Bothell and UW Tacoma.
- Invest in new and expanded academic and career advising programs, especially for students in their freshman and sophomore years at UW Seattle, UW Tacoma and UW Bothell.
- Expand the undergraduate honors program to reach more students at all three UW campuses, eventually turning this program into an Honors College.
- Provide individualized learning experiences to many more UW undergraduates by expanding learning communities (like Freshman Interest Groups and theme dorms).
- Connect more undergraduate students to research projects and increase the ways that students engage in research, which might include developing research-focused courses or creating student research teams.
- Ensure that more UW students stay enrolled in college and successfully graduate (and graduate faster) increasing student retention and graduation rates.
- Attract and retain top teachers for our students with competitive compensation packages, new rewards for excellence in teaching, and by further improving University leadership and community building.



SHARED GOAL #2:

Compete in the World Economy

- Provide many more undergraduate students with international experiences by expanding global learning opportunities.
- Increase the number of UW graduates that receive degrees in high-demand fields such as engineering and the health sciences by 400 each year.
- Prepare students to use cutting-edge technology and technological knowledge in their academic and professional work, and modernize campus facilities to meet 21st-century needs.
- Prepare the broader work force for knowledge-economy careers with continuing education programs for citizens looking to move ahead in cutting-edge fields.
- Increase student and faculty programs and research funding in global health.

SHARED GOAL #3:

Make Washington Stronger

- Create new K-12 outreach activities to help Washington students become better prepared for a college education.
- Expand UW Medicine and UW Dentistry in Spokane to better provide greater local access to medical education and care throughout the state.
- Support interdisciplinary research projects involving faculty and students that tackle health, environmental and social challenges, and further stimulate economic development in Washington to ensure that our children have great job opportunities at graduation.
- Increase the investment in campus operations and maintenance so the state's teaching and research facilities are up to competitive standards.

STEP TWO: Determine What We Need to Invest

When we look at the states that are our direct competitors in the global economy – as well as additional states and institutions that are similar to the UW in size and scope – it’s clear that Washington has fallen behind in our total investment per UW student. We have to increase the per-student investment to stay competitive and meet the demands of Washington’s changing state economy.

Our shared goals for the University of Washington can be achieved by bringing UW student resources up to a level that is comparable to the resources provided by our “Global Challenge” competitors – an increase of about \$4,000 per student.





STEP THREE: Find a Fair Way to Pay for It

Our plan identifies the benefits that will be realized for students, citizens and the state through an investment of \$4,000 for each student. The people of Washington should make the choice about how to pay for it.

APPROACH #1: State Investment

One approach is to increase state appropriations to the UW by \$4,000 per student. This approach would be simple, straightforward, and minimize the financial impact on students and their families. But there may be other budget priorities before the state's lawmakers that prevent this full investment from being possible. We know from history that state investments like this have a huge payoff, but we also know that state resources are constrained and there are many individuals and entities that also depend on the state for help.

APPROACH #2: Tuition Investment

A second approach would be to increase tuition and fees to a level that is closer to what is charged in other states. In this alternative, a greater commitment to financial aid is necessary to safeguard the state and the UW's shared commitment to educational access.

The UW has been a careful steward of tuition-setting authority given by the state in the past. In 2003, the state gave the UW permission to set graduate and non-resident undergraduate tuition on a six-year trial basis. In most cases the increases the university has made have been modest, in keeping with market rates, and sensitive to the financial burden increased tuition places on students and their families.

THE GREATER THE LEVEL OF STATE INVESTMENT, THE LESS PRESSURE THERE IS TO INCREASE TUITION; THE LESS THAT THE STATE INVESTS, THE MORE THAT TUITION MUST HELP TO FILL THE FUNDING GAP.

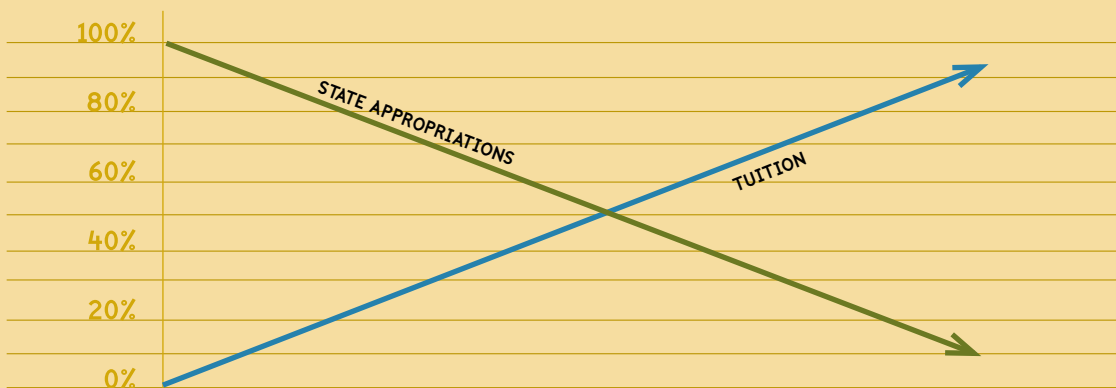
APPROACH #3: A Balance of Both

A third way to accomplish our shared goals is through a combination of the two options – increased state contributions along with tuition and fee changes. The greater the level of state investment, the less pressure there is to increase tuition; the less that the state invests, the more that tuition must help to fill the funding gap. This approach may be a good way to balance the priorities and needs of all citizens who have a stake in the UW’s – and Washington’s – future. It remains true to Washington’s historic commitment to its public universities, and allows students, parents and state taxpayers to have a significant and measurable impact on

quality and access to a UW education. It can be equitable to middle-income families who are concerned about tuition costs. In order to keep costs in line with comparable universities, we suggest increasing total state appropriations and tuition and fees per student to comparable investment levels of the other “Global Challenge” states. The UW can remain one of the best values in American education. But it also would charge an in-state tuition rate that’s better matched to the actual cost of undergraduate education, while preserving accessibility and affordability for Washington families who need it.

HOW TUITION AND STATE APPROPRIATIONS RELATE TO ONE ANOTHER

As one source of resources for students increases, there is less need to rely on the other.



STEP FOUR: Strengthen Our Commitment to Financial Aid and Accessibility

The UW has become one of the world's top 20 universities, while remaining an institution whose doors are open to students from all economic backgrounds. We need to be better at serving Washington and its children. To do this we must expand the pool of financial aid grants available to help students attend college. Greater investment in education at the UW will mean greater investment in financial aid at the UW. The UW is committed to complementing the State Need Grant program to make sure that tuition increases – however small or large – do not hurt families' ability to pay for college. As tuition grows, the UW will add additional funding to the pool of available financial aid. Together with the state, we can make sure middle-class students and families continue to afford a world-class college experience. We will keep the UW one of the best bargains in American higher education.



STEP FIVE: *Be Accountable and Improve Performance*

New investment will produce new, measurable results. Students, their families and Washington taxpayers have every right to expect the UW to perform at even higher levels in exchange for closing the \$4,000-per-student gap. The UW is ready to meet that challenge and be accountable to those making this investment. In 2005, the state established a link between increased resources and improved performance on several important indicators that are all crucial to meeting the global challenge. A focused plan to invest in the UW academic core will positively impact performance on these indicators, such as:

- Improvements in the time it takes for students to complete their degrees;
- Better retention of both freshmen and sophomores;
- Increases in financial aid to preserve the economic diversity of the student body; and
- More students earning bachelor's degrees in high-demand fields that better prepare them for changing workforce requirements.

The ultimate return on higher education investments is an improved state economy where more Washington children stay in the state and contribute to the tax base.