The University of Washington (UW) invites nominations and applications for the position of Chancellor of the University of Washington, Tacoma (UWT). Located in a beautifully restored warehouse district in downtown Tacoma, 40 miles southwest of Seattle, UWT enrolls over 3,300 undergraduate and graduate students in seven schools and programs. Reporting to the President and the Provost of the University of Washington, the Chancellor will lead this institution to its next level of excellence and focused growth, further increasing the intellectual and economic impact of UWT in the state and region. S/he will forge a distinctive identity for the Tacoma campus and will build the programmatic, physical, and financial resources in support of its ambitions. In leveraging the vast resources of the University of Washington and of the UWT campus, the Chancellor faces an exceptional leadership opportunity in the development of a premiere and innovative model for urban, community based education producing the global leaders of the future, in the region, the nation, and beyond.

Founded in 1861, the University of Washington is one of the oldest institutions of higher education on the Pacific coast, comprising an array of schools and colleges across three campuses: the main campus in Seattle, and two more recently developed campuses, in Bothell and Tacoma. Celebrating its 20th anniversary this year, the UWT campus offers degrees in arts and sciences, business, computer technology, education, nursing, social work, and other fields. UWT has made tremendous progress in the past five years. The university has successfully transitioned from an upper-division to a four-year campus and grown its enrollment by more than 1000 students; raised $80 million in capital, largely through a successful $45-million fundraising campaign; developed a modern, attractive campus that has revitalized the Tacoma downtown district; and launched innovative academic programs in information technology, health-care leadership, criminal justice, and other emerging fields. UWT is strongly embedded in the Tacoma community and represents both a source of pride for the city and a regional engine for economic development. To learn more about UWT, please see www.tacoma.uw.edu.

Building upon these strong foundations, the next Chancellor will have an outstanding opportunity to lead this vibrant campus into a new era of distinction and growth; the existing master plan for the campus calls for enrollment levels to increase to 10,000 students in the coming years. In leading UWT, the Chancellor will address a series of key opportunities and challenges, such as further clarifying a vision and identity for UWT; developing the infrastructure, services, programs, and culture to propel the campus forward; creating a robust financial framework to support UWT’s ambitions; serving as an effective ambassador and advocate for the campus; and overseeing the physical development and growth of the campus as UWT evolves.
The successful candidate for the Chancellor position will possess a distinguished record of scholarship; a reputation for excellence as an academic and administrative leader; and an open, respectful communications style. A complete list of the desired qualifications and characteristics can be found at the conclusion of this document, which was produced by Isaacson, Miller, a national executive search firm. All confidential applications, inquiries, and nominations can be directed to the parties listed at the end of this document.

**About the University of Washington, Tacoma**

The core values of the institution—Excellence, Community, Diversity and Innovation—will shape the specific goals and methods UW Tacoma chooses to address these commitments and build its distinction as a campus.

--From the Statement of Values of the University of Washington, Tacoma

The UWT campus opened its doors in 1990 in downtown Tacoma’s historic Perkins Building, and in 1997, moved to a permanent campus across 46 acres in Tacoma’s historic downtown warehouse district. Through a re-development project that was hailed by the Sierra Club as one of the best 12 urban development projects in 2006, UWT has transformed a cluster of decaying buildings into an attractive and modern urban university, with LEED-certified buildings housing laboratories, classrooms, libraries, a student center, recreational facilities, student health services, and other facilities. The campus still retains its historic character; university buildings have names like “Mattress Factory” and “West Coast Grocery” that recall their earlier uses. The creation of the UWT campus has fueled the revitalization of Tacoma’s downtown district, which has in recent years since seen the construction of a 1.6-mile Tacoma Link light-rail line and the opening of numerous new businesses, restaurants, and retail stores, including many that lease space directly from the university.

As of Fall 2010, UWT enrolls approximately 3,300 students (82.7% undergraduates and 17.3% graduate students). Seventy-one percent are enrolled on a full-time basis and approximately 62.4% are juniors and seniors, a testament to the continued tradition of students transferring in from community colleges. UWT students hail from a wide range of backgrounds and diversity is one of the core campus values. To date, the student body is composed of 60% Caucasian/white students, 8% African American, 7% Hispanic/Latino, 15% Asian, and .07% Hawaiian/Pacific Islander (9.5% did not indicate race) and 61% are female and 39% are male. In addition, UWT students tend to stay local upon graduation: 90% of students remain in the state after graduation and 80% remain in the same county.

Diversity at UWT is supported through the Office for Equity and Diversity and the Diversity Task Force. In addition, the Office of Student Affairs and other student organizations such as the Black Student Union, Latino Student Organization, Native American Student Organization, and the Queer-Straight Alliance provide an array of programs and workshops focused on serving the changing populations in the Tacoma and South Puget Sound region.

UWT employs more than 200 faculty members, including 139 full-time, 52 part-time, and 12 administrative faculty. In addition, UWT employs 313 staff members. The student-faculty ratio at UWT is approximately 16.5; the average class size is approximately 27 for undergraduates and 16 for graduate students. UWT’s academic offerings are organized around seven distinct areas of study:

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1 The UW Tacoma was also honored by the American Institute of Architects and the National Trust for Historic Preservation for its campus re-development efforts.

2 UW Tacoma annually earns more than $1.8 million from commercial leases to 13 restaurants, eight retail businesses, and more than 30 mixed-use spaces, including offices. This mix of commercial and university space advances UW Tacoma’s goal of supporting a vibrant urban neighborhood.

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Interdisciplinary Arts and Sciences program (enrolling 30.3% of students); Milgard School of Business (15.3%); Institute of Technology (8.9%); Nursing (7.3%); Social Work (7.0%); Education (6.4%); and Urban Studies (3.0%). UWT is accredited as a unit of the University of Washington by the Northwest Commission on Colleges and Universities. For more information about the academic programs at UWT, please see Appendix I, or see http://www.tacoma.uw.edu/home/academics.

Since its inception in 1990, UWT has continued to grow and evolve as a campus. In 2006, UWT became a four-year institution, and it has established various academic support functions, student government, clubs, and organizations, intramural sports activities and more. UWT is located proximate to two major military facilities, the U.S. Army’s Fort Lewis and McChord Air Force Base and was recently recognized as a “military-friendly” campus on the “2010 Military Friendly Schools” list, an annual ranking of the top 15 percent of U.S. colleges offering opportunities and support for the military.

UWT also has enhanced its reputation as a center for sustainability; the Institute for Service to the Community and Environment supports an array of initiatives, including a sustainable “Giving Garden,” an on-campus composting initiative, and a university-wide commitment to achieving carbon neutrality. In addition, UWT constructed a new Center for Urban Waters, an innovative partnership between the campus, the City of Tacoma’s Environmental Services Division, and the state agency, Puget Sound Partnership. This state-of-the-art facility houses research labs and offices and supports community based marine research. For more information about environmental and sustainability opportunities at UWT, see: http://www.tacoma.washington.edu/ias/academics/bs/index.cfm.

The UWT enjoys ties with its surrounding community through such programs as the STEPS program (Student Teams Empowerment and Personal Success), which pairs UWT students with area high school students to focus on academic achievement. UWT’s academic programs often have an outward focus: students at the Social Work Program, for example, serve at such agencies as the Pierce County Juvenile Court, Northwest Immigrant Rights Project, Rainbow Center of Tacoma, and the Museum of Glass Arts Connect Program. UWT also regularly sponsors events and presentations that bring the community to the campus: in 2009, UWT launched a public lecture series with an inaugural lecture by political adviser James Carville. To learn more about UWT, see http://www.tacoma.uw.edu.

**The Role of the Chancellor of the University of Washington, Tacoma**

The Chancellor serves as the chief executive officer for UWT and is responsible for overseeing all of its academic, operational, and professional activities. The Chancellor ensures that the learning, discovery, and engagement responsibilities of the faculty and staff are performed to the highest standards to support and enhance the education of students, contribute to the community, and support the mission of the University of Washington.

The Chancellors of UWT and UW Bothell are members of the University of Washington’s Board of Deans and Chancellors to encourage information sharing and collaborations between the leaders of these campuses and the highest level of academic leadership at the UW Seattle campus. The Chancellors report to the President and the Provost for all academic and educational matters on their campuses and are directly responsible for campus administration and management. The Chancellor represents the campus to the Board of Regents, the Higher Education Coordinating Board, and the State Legislature. The Chancellor is responsible for compliance with all university-wide policies and state laws, for campus development, fundraising, and for representing the campus to the local and statewide community.

Positions reporting to the Chancellor include the Vice Chancellors for Academic Affairs, Administrative Services, and Advancement; the Assistant Chancellor for Equity and Diversity; Associate Vice Chancellors for Student Affairs, Enrollment Services, and Finance; and the Director of External
Relations. The Chancellor works together with a Leadership Council that includes members from across the UWT community, including senior management officers; academic deans and directors; directors of Information Technology and the KeyBank Professional Development Center; and representatives from the Faculty Assembly, Staff Association, and Associated Students of the University of Washington Tacoma (ASUWT). This group meets with the Chancellor monthly to share information and updates, and also provides oversight for the implementation of the Strategic Plan. To learn more about the Office of the Chancellor, please see [www.tacoma.washington.edu/chancellor/](http://www.tacoma.washington.edu/chancellor/). For a full list of offices and services, see [http://www.tacoma.washington.edu/directory/offices_services.cfm](http://www.tacoma.washington.edu/directory/offices_services.cfm).

**Key Opportunities and Challenges for the Chancellor**

During its first two decades, UWT has evolved from a fledgling branch campus to an entrepreneurial and thriving metropolitan university campus. As an economic driver for the region, UWT enhances the region’s business, social, and cultural climate and has gained support from the business, political, tribal, military, and nonprofit communities. In addition, the South Sound region is a hub for various high-tech and health care companies, and offers many opportunities for ongoing growth and collaboration.

UWT represents an outstanding opportunity for an academic and administrative leader to take a relatively young institution into an exciting new era. In leading UWT, the Chancellor will have the opportunity to focus on several opportunities and challenges, as detailed below:

**Further clarify a vision and identity for UW Tacoma**

The Chancellor will work with faculty, staff, and students to craft a compelling vision that guides the future of this campus. This vision will provide a clear sense of purpose and direction for the university and will articulate how UWT can continue to evolve in ways that respond to the needs of students, the state, and community and to the changing nature of higher education as a whole.

During this process, the Chancellor will listen and learn from both the internal and external communities and will bring together diverse perspectives into a roadmap for future growth and improvement. The vision will help UWT build its reputation as an institution that offers an excellent student experience, with academic pillars that serve its graduates in the marketplace and that leverage community service-based learning and research opportunities. As an integral partner and collaborator with the other University of Washington campuses, this vision should also articulate how UWT can benefit from and contribute to the University of Washington as a whole, while helping to clarify its own identity in relationship to the Seattle and Bothell campuses.

**Create a robust strategy that will support UW Tacoma’s ambitions**

For UWT to continue to grow and improve in the current economic climate, it must expand its capacity to generate revenues from diverse sources while decreasing its dependence on public funding. A strong base of funding will be required for capital infrastructure and evolving technology needs as well as for financial aid, scholarships and faculty salaries. The Chancellor will lead on many levels and be responsible for garnering resources from the state, the local community, the federal government, as well as from other programmatic sources.

- **State support:** The Chancellor will work closely with the President to communicate to the State legislature the importance of State support of higher education and investment in UWT. As Tacoma already enjoys great legislative support, the Chancellor will, in coordination with the President, continue to nurture and cultivate relationships with key legislators and government officials in continually communicating the strengths of UWT.
• **Academic Programs:** The Chancellor will explore ways to expand revenue-generating educational programs which are both credit and non-credit in nature. These may include additional degree programs, continuing education options, increased evening and weekend courses, and/or online alternatives that serve students with varying educational needs.

• **Philanthropic Funding:** Working with the university-wide advancement office, the Chancellor will lead efforts to generate philanthropy by cultivating a broad base of individual and institutional supporters.

• **Research:** The Chancellor will support growth of the research capacity at UWT by expanding faculty scholarship opportunities and by creating a robust infrastructure to support the grant process. The campus has extensive opportunities to carry out applied research, given its unique urban context and location.

• **Auxiliary Income:** The Chancellor must provide leadership to ensure the university maximizes its capacity to generate auxiliary income, including expansion and effective negotiations with food and retail operations, residential services, and other businesses.

### Serve as an ambassador and advocate for the campus

UWT has numerous opportunities to leverage the local community to the benefit of students. The area surrounding the Tacoma campus is home to six major museums, an established manufacturing and industrial base, two hospitals, and the Port of Tacoma, all of which represent opportunities for greater learning in environmental science, health science, business, nursing, education, and other areas. Through additional community partnerships, UWT can provide students with greater internships, practicum-based learning, and applied research opportunities which will further enhance the regional, state, and global workforce.

The Chancellor will play a highly visible external role in efforts to further expand UWT’s reputation as a major intellectual and economic driver and community presence in the south Puget Sound area. S/he will continue to enhance UWT’s reputation in the community by representing the campus and the university at large to businesses, non-profit and government organizations, Native American tribes, and local military leaders in the community. In addition, s/he will strengthen relationships across the other two UW campuses, allowing UWT to participate and contribute, to activities within the larger university. The Chancellor will build relationships with alumni and enhance collaborations with the state’s P-12 school and community college systems in the area. The Chancellor will play a highly visible external role in efforts to further expand UWT’s reputation as a major economic driver and community presence in the south Puget Sound area.

### Develop the necessary infrastructure, services, programs, and culture to propel the campus forward

The Chancellor will strengthen the academic and support infrastructure that will help enhance academic operations and systems. This includes supporting administrative functions, such as finance, human resources, student services, advancement, technology, and communications as well as growing the university’s capacity for housing, advising, research support and development, and other services. A key opportunity for the Chancellor in this area is to leverage systems or practices from the other UW campuses.

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3 In association with the city of Tacoma and the Puget Sound Partnership, UWT is helping the South Sound region build its reputation as a national leader in research and development in the environmental sciences. The Tacoma community is home to Native American lands, military bases, and the Port of Tacoma, all of which face challenges related to environmental remediation, resource management, and other fields. The U.S. Environmental Protection Agency recently invested $4 million in the Puget Sound Institute, a cooperative venture between the EPA and UW Tacoma’s Center for Urban Waters, with a goal to enhance the integration of science into the restoration and preservation of the Puget Sound ecosystem.
campuses when appropriate. To initiate this process, the Chancellor will conduct a comprehensive internal assessment and identify key strengths and areas of opportunity for improvement. The Chancellor should assess the needs of students, and explore how the university can more effectively provide amenities that could ease the burden on working students and families.

S/he will demonstrate a commitment to transparency and honest communication, instill a sense of accountability and assessment, while also supporting the professional development and mentorship of staff and faculty. The Chancellor will be a strong advocate of shared governance and will be seen as a passionate advocate of UWT providing exceptional management and leadership to all constituents on campus.

**Oversee the physical development and growth of the campus as UWT evolves and grows**

UWT’s campus is both attractive and distinctive. While the current plan for development is nearly complete, the Chancellor will continue to lead efforts to expand the physical infrastructure. A key goal will be to develop the campus in a way that promotes a sense of community and stays true to the mixed-use urban design and intimate campus environment that have become UWT hallmarks. Currently UWT enjoys a large campus footprint of over 46 acres – land that has been purchased and secured for future growth. Future needs will likely include establishing new communal centers for students and faculty to gather; as well as increased residential housing and academic spaces, such as classrooms and laboratories.

The Chancellor will lead efforts to insure that UWT has sufficient resources to support this continued physical expansion, as well as a clear vision for how the campus should evolve. Throughout all development, the Chancellor will ensure that the university maintains effective relationships with neighboring businesses and residents and keeps them apprised of construction plans.

**Qualifications and Characteristics**

The successful candidate must be able to inspire others and embrace the challenges and opportunities of a rapidly evolving campus at a critical stage of development. S/he will have an earned doctorate and a distinguished record of teaching and research appropriate to appointment at the rank of full professor at UWT, and will have a successful track record in enhancing the administrative and organizational structure. The ideal candidate must have the leadership skills and vision to foster UWT’s continued academic excellence within the context of its mission and values. The Chancellor will possess:

- Experience in high-level academic administration at a university or college campus (or comparable institution) undergoing growth and development;
- Ability to establish and maintain effective working relationships with university administrators, faculty, students and staff;
- A track record in establishing and maintaining successful working relationships with legislators, local community leaders, county, state and federal officials, businesses, foundations, and alumni;
- Excellent financial management, strategic planning, and fundraising skills;
- Strong operations improvement experience: an understanding of leading-edge campus administrative systems and structures;
- Significant experience in building and sustaining highly productive leadership teams and inspiring others to achieve excellence;
- An orientation toward continuous improvement, including an appreciation for quality and competency;
- An ability to lead through consultation and balance the needs of diverse divisions by building consensus with a fair, collaborative and transparent leadership style; a commitment towards shared governance;
Excellent communication and listening skills;
- A strong civic and community orientation and outstanding political acumen;
- A passionate dedication to diversity and an understanding of its value within an urban campus.
- A reputation for integrity, transparency, accountability, enthusiasm, and a sense of humor.

**Compensation and Location**

Compensation will be commensurate with experience. With a population of approximately 200,000, Tacoma is a beautiful mid-sized urban port city on Washington’s Puget Sound. It is located 40 miles southwest of Seattle, 31 miles northeast of the state capital, Olympia, and 58 miles northwest of Mount Rainier National Park. Tacoma is an urban success story: like most industrial cities, it suffered a prolonged decline in the mid-20th century, but recently the city has been undergoing a tremendous renaissance. The city has invested heavily in the downtown core, with impressive museums and a free light-rail, and has reclaimed much of its shoreline; a waterfront park runs the length of Ruston Way just north of downtown. Walkers, joggers, cyclists, and in-line skaters all flock to the paved trail that runs through this park, and several excellent waterfront restaurants are located along the park’s length. Tacoma is an exceptionally livable city known for its progressive politics and burgeoning art and restaurant scene. Tacoma is the second-largest city in the Puget Sound area and the third largest in the state; it has been recognized as one of the most livable and walkable communities in the country, with average high temperatures ranging between 47º-77ºF.

**Nominations, Applications, and Inquiries**

Nominations, applications, and inquiries are being accepted for the position. Review of candidates will continue until the position is filled. Candidates must submit curriculum vitae, names of eight references, and a cover letter. All correspondence should be directed to Isaacson, Miller. E-mail correspondence is strongly encouraged.

David Bellshaw, Regan Gough and Heather Brome
Isaacson, Miller
649 Mission Street, Suite 500
San Francisco, CA  94105-4128
Phone: 415.655.4900
Fax: 415.655.4905
Email: 4122@imsearch.com

The University of Washington is committed to achieving excellence through cultural diversity and strongly encourages applications and nominations of women, individuals with disabilities, veterans and individuals from diverse ethnic and racial backgrounds. The University of Washington is an equal opportunity, affirmative action employer.
Appendix 1: Academic Programs

Following is an overview of the primary academic divisions and major programs at UWT:

**Education:** With a vision to “educate, empower, and excel,” the UWT Education program offers a master of education degree, with options for K-8 teacher certification, special education, secondary science education, and educational administration. The mission of the program is to prepare ethical and reflective educators who transform learning, contribute to the community, exemplify professionalism, and promote diversity. To learn more, please see [http://www.tacoma.washington.edu/education/](http://www.tacoma.washington.edu/education/).

**Institute of Technology:** The Institute of Technology offers undergraduate degrees in computer engineering, computing and software systems, and information technology; and a master’s degree in computing and software systems. The Institute prepares students to enter an array of computing fields, including computer engineering; embedded systems; information technology; information systems; and computer software design, development, and maintenance. To learn more, please see [http://www.tacoma.washington.edu/tech/](http://www.tacoma.washington.edu/tech/).

**Interdisciplinary Arts and Sciences:** UWT’s Interdisciplinary Arts and Sciences program offers degrees in environmental science, psychology, literature, political economy, and communications. Degree options including a bachelor of arts degree, bachelor of science in environmental science, and a master of arts in interdisciplinary studies. The curriculum is organized around three general dimensions of social life: Culture and Ideas (Fine Arts and Humanities), Society and the Individual (Social Sciences) and The Natural World (Natural Sciences). To learn more, please see [http://www.tacoma.washington.edu/ias/](http://www.tacoma.washington.edu/ias/).

**Milgard School of Business:** Established in 1994, the Milgard School of Business offers a bachelor of arts degree in business administration, with study options in accounting, finance, general business, international business, management and marketing. The School also offers a master of business administration. The School was named in recognition of a $15 million gift from Gary E. Milgard, the Gary E. Milgard Family Foundation and James A. Milgard. To learn more, please see [http://www.tacoma.washington.edu/business/](http://www.tacoma.washington.edu/business/).

**Nursing:** The UWT Nursing program provides a bachelor of science in nursing and a master of nursing degree, and an undergraduate degree in healthcare leadership. The curriculum emphasizes and fosters the integration of teaching, inquiry, and service among a community of diverse students. UWT nursing shares accreditation with UW Seattle's School of Nursing, which has held the top ranking in *U.S. News and World Report* for 16 years. See [http://www.tacoma.washington.edu/nursing/](http://www.tacoma.washington.edu/nursing/).

**Social Work:** The UWT Social Work program offers a bachelor of arts degree in social welfare and a master of social work degree, with a focus on preparing competent, ethical and culturally sensitive social workers. The University recently launched a criminal justice degree housed in the Social Work program that helps students understand crime and justice from an ecological and social justice perspective. The UWT Social Work program has strong ties to the community through practicum placements and faculty research in the surrounding area. To learn more, see [http://www.tacoma.washington.edu/social/](http://www.tacoma.washington.edu/social/).

**Urban Studies:** Through teaching, research, and community engagement centered around a bachelor of arts degree program, the UWT Urban Studies program seeks to increase understanding of and appreciation for the complexity and diversity of urban environments, provide students and the community with the tools to critically address urban problems, encourage the development of international perspectives, promote social justice, and improve the quality of urban life. To learn more, see [http://www.tacoma.washington.edu/urban_studies](http://www.tacoma.washington.edu/urban_studies).
Other Programs

**KeyBank Professional Development Center:** The KeyBank Professional Development Center is a joint venture between the South Puget Sound community and the University of Washington, Tacoma to extend the resources of the University to the community. The Center works with educational providers to offer a broad array of continuing education opportunities for public- and private-sector professionals and organizations in a range of disciplines. The Center offers advanced non-degree education through specialized courses, seminars, workshops, conferences and services. For more information, see [http://www.tacoma.washington.edu/pdc/](http://www.tacoma.washington.edu/pdc/).

**Global Honors:** The Global Honors Program is UWT’s interdisciplinary upper-division honors program; its mission is to prepare students to meet the challenges of a globalizing world. Through rigorous core seminars, study abroad opportunities, and extra-curricular events, honors scholars embark on an enriching pathway to community leadership and global citizenship. The Program accepts applications from juniors (or mid-year sophomores) in any undergraduate major who maintain a 3.5 grade point average or better. For more information, see [http://www.tacoma.washington.edu/globalhonors/](http://www.tacoma.washington.edu/globalhonors/).

**The Office of Undergraduate Education:** Originally opened as the General Education Center, the Office of Undergraduate Education serves as the curricular and academic advising “base camp” for pre-majors, first-year undergraduates, and sophomores with an undeclared major. The Office coordinates the core curriculum and other lower-division courses; advises students on course and major selection; and helps students access campus resources such as the Library, Teaching and Learning Center, Career Services, Counseling Center, and Student Involvement. For more information, see [http://www.tacoma.washington.edu/undergrad](http://www.tacoma.washington.edu/undergrad).

**Center for Urban Waters** is a community of environmental scientists, analysts, engineers, and policymakers developing creative and sustainable solutions to restore and protect the urban waterways. The center is home to the University of Washington Tacoma’s environmental sciences research program; the City of Tacoma’s Environmental Sciences group; and the Puget Sound Partnership, which coordinates the recovery and restoration of the Puget Sound. The Center is located in a 51,000 square-foot office and laboratory building completed in Spring 2010. For more information, see [http://www.tacoma.washington.edu/urbanwaters/](http://www.tacoma.washington.edu/urbanwaters/).
Appendix II: About the University of Washington

In nearly 150 years since its founding, the University of Washington has evolved into a vital economic engine for the State of Washington and an international center for scholarship. Today, with an operating budget of $3.1 billion, the University offers more than 250 degrees within 150 departments across 18 colleges and schools, with programs organized into the following academic units: the College of Arts and Sciences; the College of Built Environments; Michael G. Foster School of Business; School of Dentistry; College of Education; College of Engineering; College of the Environment; Graduate School; Information School; School of Law; School of Medicine; School of Nursing; School of Pharmacy; Daniel J. Evans School of Public Affairs; School of Public Health; and School of Social Work. UW also operates and manages three major medical centers, including UW Medical Center, Harborview Medical Center, and Northwest Hospital.

UW serves more students annually than any other institution in the Northwest: it enrolls approximately 48,000 students on its Seattle, Tacoma, and Bothell campuses, and also served more than 40,000 students through its extension programs. With strong foundations in engineering as well as in the physical, biological, environmental, and health sciences, the university receives more than $1 billion dollars in public and private grant and contract support for research and training every year, of which about 78% comes from federal funding. UW receives more federal research funding than any other public university in the country, and receives the second-most federal research funding of all universities in the country. In addition, UW is a participating member of the Association of American Universities (AAU). The outstanding faculty at the University of Washington includes 6 Nobel Laureates, 14 MacArthur Fellows, and 63 members of the National Academy of Sciences. Notwithstanding, admission to the University of Washington is highly competitive as twenty of the university’s 34 graduate programs are ranked in U.S. News and World Report’s rankings of the top 20 in the nation, and 15 are in the top 10. In 2009, the University of Washington ranked 16th among the world’s top universities, public or private, according to the Academic Ranking of World Universities.

In the Fall 2009, UW accepted approximately 58% of applicants; the freshman class included 42 National Merit finalists, and one in ten freshmen was the first in their families to attend college. The UW student body comprises 29.8% minority students, 6.6% international students; and 52% women and 48% men. UW boasts the highest graduation rate in Washington State – 77% of the freshman class of 2002 graduated in six years, with 51% graduating in four years. UW encourages sustained participation in community and service activities by students, faculty, and staff and houses dozens of active student organizations and groups.

In recent years, UW has also expanded its international programs: the university now operates student exchanges in more than 50 countries. In addition, UW is home to one of the largest research libraries in North America (with more than 7.14 million volumes and over 61,000 serial subscriptions) and has one of the most innovative electronic campus information networks in the world. UW students engage in a wide spectrum of organized athletic activities, including 19 Men’s and Women’s NCAA Division I athletic teams. The UW community also participates in a diverse range of community-based activities. To learn more about the rich culture and traditions of the University of Washington, please see http://www.washington.edu/discovery.

• The Three-Campus Structure

In 1986, responding to a growing desire for additional higher education opportunities in the State, the Washington Higher Education Coordination Board suggested branch campuses for both the University of Washington and Washington State University. The cities of Tacoma and Bothell were chosen as new UW
campus sites. The goal of these campuses was to provide educational access to UW’s surrounding communities, initially furthering education for growing numbers of community college transfer students and other nontraditional student populations. Since that time, both schools have recently transitioned to four-year campuses, accepting their first freshman classes in Fall 2006; and both campuses offer master’s degree programs.

- **UW Tacoma**: Located about 40 miles southwest of Seattle, UWT currently enrolls over 3,300 undergraduate and graduate students and offers 12 undergraduate degrees and 6 masters degrees in seven schools and programs: Education, Institute of Technology, Interdisciplinary Arts and Sciences, Milgard School of Business, Nursing, Social Work, and Urban Studies. For more information, see [www.uwt.edu](http://www.uwt.edu).

- **UW Bothell**: Located about 20 miles northeast of Seattle, UW Bothell currently enrolls 2,288 full- and part-time students and offers sixteen degrees in six programs: Business Administration, Computing & Software Systems, Education, Interdisciplinary Arts & Sciences, Nursing, and Science and Technology. The UW Bothell College of Education offers Master of Education degrees (coupled with professional certification), as well as teacher certification programs for elementary, middle-level, and secondary endorsements. For more information, see [www.uwb.edu](http://www.uwb.edu).

The three UW campuses maintain distinct identities, but they also work together as part of a single university. Cross-campus collaboration is supported by such working groups as the Faculty Council on Tri-Campus Policy, and by integration of academic programs: for example, the nursing schools across the three UW campuses are jointly accredited and maintain common goals through a Tri-Campus Nursing Leadership Council. Other resources shared by the different campuses include the Office of Advancement; the UW Libraries, one of the most innovative electronic campus information networks in the world; the Office of Information Technology; as well as various research support services, such as field stations, grant support resources, and the Offices of Tech Transfer and Human Subjects (IRB) review. The three campuses also share a sense of pride in the purple-and-gold tradition of the “Huskies,” embodied by the university’s 19 men’s and women’s NCAA Division I athletic teams.