

VII. STANDING COMMITTEES

A. Academic and Student Affairs Committee

Vision Planning: Next Steps

UW Vision Statement

The University of Washington educates a diverse student body to become responsible global citizens and future leaders through a challenging learning environment informed by cutting-edge scholarship. Discovery is at the heart of our university. We discover timely solutions to the world's most complex problems and enrich people's lives throughout our community, the state of Washington, the nation, and the world.

Core Values

- integrity
- diversity
- excellence
- collaboration
- innovation
- respect

Uniquely Washington

The University of Washington's vision and strategic priorities must consider the characteristics which make us great and unique, and must reflect our core values and culture.

UW Standard of Excellence

We recruit the best, most diverse, and innovative faculty and staff from around the world, encouraging a vibrant intellectual community for our students. We link academic excellence to cutting edge research through scholarly exploration and intellectual rigor. We hold ourselves to the highest standards of ethics, as a beacon for our community and the world.

Academic Community

We are educators and learners. We promote access to excellence and strive to inspire through education that emphasizes the power of discovery and the foundation of critical and analytic thinking. We foster creativity, challenge the boundaries of knowledge, and cultivate independence of mind through unique interdisciplinary partnerships.

World Leaders in Research

We have grown into the most successful public research university in the nation in attracting support for our research. Ours is a proud culture of innovation, collaboration, and discovery that has transformational impact.

Celebrating Place

The natural beauty of the Pacific Northwest envelops us. This is an important element of who we are, for this awe-inspiring place not only anchors us, it reaffirms our desire to effect positive change in the world around us. We accept gratefully our role in preserving and enhancing Washington: the place, the people, our home.

Spirit of Innovation

As Washingtonians, we are profoundly optimistic about our future. Based on our past and present, we find inspiration for the future. Ours is a culture with a determined persistence that engenders innovation and a belief that our goals can be realized.

World Citizens

We are compassionate and committed to the active pursuit of global engagement and connectedness. We assume leadership roles to make the world a better place through education and research. We embrace our role to foster engaged and responsible citizenship as part of the learning experience of our students, faculty, and staff.

Being Public

As a public university we are deeply committed to serving all our citizens. We collaborate with partners from around the world to bring knowledge and discovery home to elevate the quality of lives of Washingtonians. This measure of public trust and shared responsibility guides our decision-making as well as our aspirations and vision for the future.

Creating UW's Future: Meeting the Grand Challenges

Goal 1: Attract a diverse and excellent student body and provide a rich learning experience

Goal 2: Attract and retain an outstanding and diverse faculty and staff to enhance educational quality, research strength, and prominent leadership

Goal 3: Strengthen interdisciplinary research and scholarship to tackle “grand challenge” problems that will benefit society and stimulate economic development

Goal 4: Expand the reach of the UW from our community and region across the world to enhance global competitiveness of our students and the region

Goal 5: Maintain and build infrastructure and facilities to insure the highest level of integrity, compliance and stewardship

Goals and Action Plan

Goal 1: Attract a diverse and excellent student body and provide a rich learning experience

A. Provide a rich learning experience

- Expand access to premium/individualized learning experiences to more undergraduate students
 - Expand learning communities
 - Increase study abroad opportunities
 - Connect more students to faculty research projects
 - Increase service-learning options
 - Provide more students with intensive writing experiences and improve literacy in information technologies
- Improve academic advising
 - Focus on the first and second years, in order to better connect students to majors
 - Enhance career planning for graduate students and postdoctoral fellows
- Develop and expand honors program with planning for an Honors College
- Build support structures for freshmen and sophomores at UWT and UWB
- Create new tools and metrics for assessment of learning

B. Attract a diverse and excellent student body

- Increase number of students, with special focus on expanding UWT and UWB.
- Increase number of high demand graduates
- Maintain or increase number of resident undergraduate receiving Pell grants or with income at or below state median income
- Improve climate and support for students of color
- Increase the number of undergraduate students who are in the top 10% of their graduating class, have received Merit Scholarships or other recognition of high academic achievement
- Increase need- and merit-based financial aid
- Improve the 5th and 6th year graduation and retention rates
- Increase number of graduate students, mainly in high demand areas, and provide competitive stipends

Goal 2: Attract and retain an outstanding and diverse faculty and staff to enhance educational quality, research strength, and prominent leadership

A. Enhance educational quality and research strength of a diverse faculty and staff

- Create permanent awards for sustained outstanding teaching
- Improve support for innovative pedagogy
- Enhance diversity initiatives to hire and retain a diverse faculty
- Improve support for research and teaching activities
 - Services
 - Facilities
- Close compensation gaps to market surveys benchmarks over six years
- Provide improved fringe benefits, including help with purchasing homes, childcare opportunities etc

B. Increase prominent leadership at the university, national, and international level

- Support leadership training, mentoring and coaching opportunities
- Provide professional development
- Provide mentoring and growth opportunities to staff

Goal 3: Strengthen interdisciplinary research and scholarship to tackle “grand challenge” problems that will benefit society and stimulate economic development

- Increase external funding for multi-investigator projects, especially those that cross disciplinary boundaries
 - Health care, policy and delivery
 - Environmental stewardship
 - Community partnerships to enhance preK-20 education
 - Technology development and application to fundamental problems
- Encourage applied research focus on regional challenges – particularly at UWB and UWT
- Increase partnerships with industry and government to address grand challenge problems involving mixes of science, engineering, humanities, social sciences, and/or the arts.

- Develop better mechanisms to enable research and education across administrative and disciplinary boundaries
- Develop better mechanisms to enable, encourage, and support the transfer of technology into the commercial sector
- Encourage translation of discoveries in fundamental research to applications that are relevant and responsive to the needs of the community, nation, and world
- Develop partnerships with the community

Goal 4: Expand the reach of the UW from our community and region across the world to enhance global competitiveness of our students and the region

- Articulate global learning goals for students
- Enhance UW's presence internationally, through strategic expansion of UW programs, including potential offices/centers to facilitate activities
- Increase programs and research funding related to global health
- Increase and enhance international studies programs for faculty and students
 - Increase the number of students engaged in global activities, including study abroad, research, and service learning
 - Increase global partnerships and cooperation with international universities
 - Enhance opportunities to collaborate with regional partners in global activities
- Develop signature research and educational programs in strategic areas of the globe, with special attention to the Pacific Rim
- Improve infrastructure to support international activities

Goal 5: Maintain and build infrastructure and facilities to insure the highest level of integrity, compliance and stewardship in teaching and research

- Create benchmark for information systems and technology investments
- Improve and maintain information technology infrastructure and management
- Develop long-range plan for information technology and security, including programs and facilities
- Build facilities that enable the highest level of teaching and research
- Build and maintain facilities that meet high environmental standards
- Increase investment in operations and maintenance
- Increase capital funding to cover normal depreciation
- Create and fund capital renewal benchmark
- Invest in internal auditing personnel and infrastructure
- Increase cost effectiveness and efficiency of our investment and use of facilities

Draft Elements of a UW Six-year Pilot Resource Plan

I. Specify what we need to invest: core funding targets (\$ per student FTE)

Total funding, from both state funds and tuition, reaches a competitive funding goal by 2013 and the state provides XX% of the funding required to reach this goal.

<u>Actual</u>	<u>Six-Year Plan</u>					
<u>FY 2007</u>	<u>FY 2008</u>	<u>FY 2009</u>	<u>FY 2010</u>	<u>FY 2011</u>	<u>FY 2012</u>	<u>FY 2013</u>
\$19,400	\$20,500	\$21,600	\$22,900	\$24,100	\$25,500	\$26,900

II. Specify how we will fund the investment: state general fund and tuition and fees

Achieve investment goals via a combination of State General Fund Contributions, and tuition and fees - potential alternative combinations:

a) Assuming State funding of all 2007-09 requests – expected resident undergraduate tuition would be:

	<u>Actual</u>	<u>Six-Year Plan</u>		
	<u>FY 2007</u>	<u>FY 2008</u>	<u>FY 2009</u>	<u>FY 2010 - FY 2013</u>
UWS	\$5,460	\$5,534	\$5,941	To be determined
UWB	\$5,460	To be determined		
UWT	\$5,460	To be determined		

Or b) Assuming State funding of inflation salary increases & enrollments – expected resident undergraduate tuition would be:

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	<u>Actual</u>	<u>Six-Year Plan</u>		
	<u>FY 2007</u>	<u>FY 2008</u>	<u>FY 2009</u>	<u>FY 2010 - FY 2013</u>
UWS	\$5,460	\$6,000	\$6,600	To be determined
UWB	\$5,460	To be determined		
UWT	\$5,460	To be determined		

Or c) Assuming State funding remains at FY 2007 level of \$361 million – expected resident undergraduate tuition would be:

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	<u>Actual</u>	<u>Six-Year Plan</u>		
	<u>FY 2007</u>	<u>FY 2008</u>	<u>FY 2009</u>	<u>FY 2010 - FY 2013</u>
UWS	\$5,460	\$6,675	\$7,817	To be determined
UWB	\$5,460	To be determined		
UWT	\$5,460	To be determined		

III. Specify our financial aid and accessibility goals and commitments

Increase investment by both the State Need Grant and UW local funds to support need-based financial aid in order to address the increased needs from increased tuition for both the low and middle income

The outcome would be measured by maintaining or increasing the number of low and middle income resident undergraduates attending the University

IV. Specify our investments in facilities and capital projects

State General Fund – return funding for operations and maintenance from the capital budget to the operating budget

State Capital Budget – increase funding (State or local) to 1) allow the UW to catch-up to a reasonable deferred renewal level over 10 years and 2) expand facilities as needed to support new enrollments and programs, particularly at UWB and UWT

To the extent that more local funding is used for capital projects, allow for some additional flexibility to raise local funds and issue debt to fund some of the capital plan