

Unit Name: UW Bothell

1. **Academic Units:** Please provide a 1-2 page description of how your unit will fund growth plans identified in the Annual Academic Plan workbook through current or anticipated incremental revenue to your unit. Please provide specific fund source names and projections (in dollars). If these plans assume additional Provost Reinvestment Funds (supplement), please make that clear in this section.
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21st Century Campus Initiative outlines strategic plan for growth in size and excellence

UW Bothell's growth initiatives are guided by the priorities outlined in the *21st Century Campus Initiative* strategic plan: *Growth, Resourcefulness, Diversity, Student-centered, Community, Innovation, and Sustainability*. Approved in 2008 and reaffirmed in 2011, the plan calls for the UW Bothell to grow enrollment to 6,000 FTE, with expansion in undergraduate degree programs in STEM fields and other areas, as well as graduate and professional programs designed to meet regional needs. This framework has guided growth from 1,589 in Autumn 2008 to 3,635 FTE in Autumn 2012 and is reflected in the ongoing growth plans identified in the Annual Academic Plan workbook.

Enrollment growth

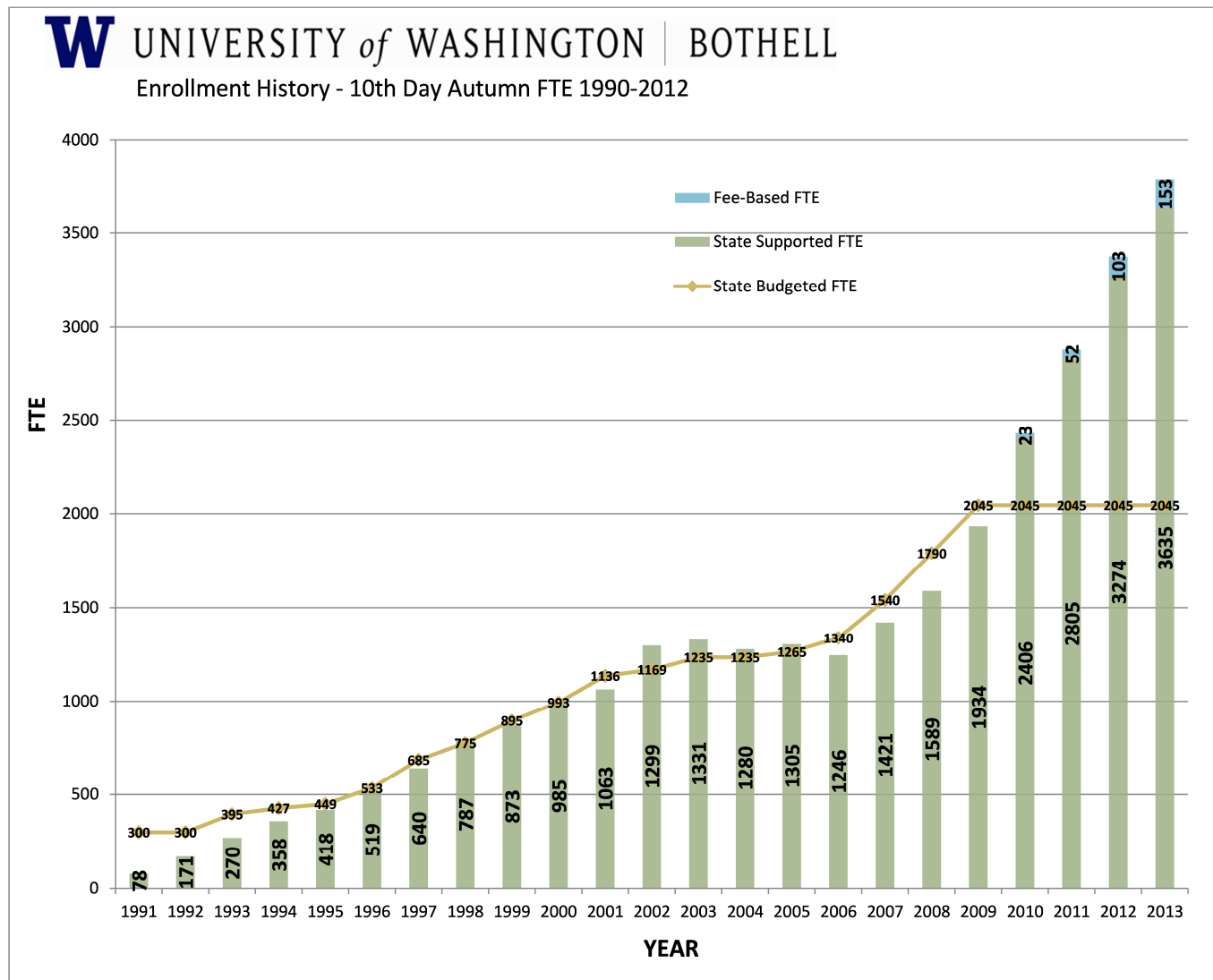
UW Bothell plans to fund growth in faculty and staff through incremental revenues generated by continued enrollment growth, in combination with ongoing organizational effectiveness measures. Over the course of the past two years, UW Bothell has developed specific strategic plans for growing to at least 5,000 FTE at the Bothell campus, with the potential for another 1,000 FTE in off-campus locations. Incremental revenues will be generated by a combination of this continued enrollment growth, modest tuition increases, and increases in international and out-of-state enrollments.

UW Bothell continues to be the fastest growing public institution in Washington, with an Autumn 2012 10th day enrollment of 3,635 FTE (exclusive of fee-based programs). Allowing for some normal attrition, we are forecasting an annualized enrollment (averaged over the three quarters of the academic year) of 3,500 FTE for 2012-13. For the 2013-15 biennium, UW Bothell is planning to grow enrollment to 3,700 FTEs annualized in 2013-14 (FY 2014) and 4,000 FTEs annualized in 2014-15 (FY 2015). This enrollment growth is anticipated to be easily achievable given our current enrollment, market research, and institutional ability to support this growth.

With the opening of the new UWB 3 Science and Academic Building, UW Bothell plans to achieve enrollment growth to 4,500 student FTE over the next two biennia.

FY 2014	FY 2015	FY 2016	FY 2017
3,700 FTE	4,000 FTE	4,200 FTE	4,500 FTE

The enrollment history of UW Bothell is illustrated in the following chart:



New degrees support enrollment growth and retention

Guided by the *21st Century Campus Initiative*, UW Bothell has added 20 new degrees in the past five years, supporting enrollment growth and retention initiatives. New programs include 16 bachelor's and four master's degrees, as well as four options, two minors, one graduate certificate and three professional certificates. Eight of these are in STEM fields, reflecting strategic priorities in these areas. Over 30 degrees, options and certifications are now available, with the following new programs launching soon:

2013-14

- Health Studies (BA)
- Interactive Media Design (BA)
- Mathematics (BS)

2014-15 (approved)

Interdisciplinary Studies (BA)

(general studies with no options attached – has been approved and a 1503 will be submitted for curriculum)

Interdisciplinary Studies (BA) Mathematical Thinking and Visualization Option

In addition, UW Bothell faculty have an array of new degrees in active development, including the following anticipated to launch in the next five years:

Cyber Security Engineering (MS)

Computer Engineering (BS)

Mechanical Engineering (BS)

Chemistry (BS)

Physics (BS)

Diversity (Minor)

Physics (Minor)

Consciousness (Minor)

Mathematics (Minor)

Biochemistry (Minor)

Neuroscience (Minor)

Additional sources of support for ongoing growth

While primarily funded by enrollment increases, UW Bothell's growth plans will also be supported through ongoing expansion of fee-based degree and non-credit programs, self-sustaining auxiliary services, funded research, private giving and partnerships, and partnership with students (to fund student amenities).

Since 2008, research awards have tripled, growing from \$1,382,748 to \$4,480,377, with projections for continued annual growth reflected in the Annual Academic Plan workbook. It is anticipated that as the campus grows, research awards will rise to \$7 million by 2017. Expenditures have steadily increased as research capacity has expanded. Projected increases in grant proposals, awards and expenditures will provide direct support for faculty research, as well as internal research awards funded by indirect cost recovery. This in turn, contributes to research advances, particularly in interdisciplinary areas, and also supports the academic mission by enriching teaching and learning and providing students with opportunities to engage in cutting edge research.

- 2. Academic Units:** If you are recommending the creation of a new tuition category, please identify the original tuition category, the proposed category, a suggested tuition rate for FY14 and a percentage increase for FY15. If you plan to move only a subset of your programs into a new category, please identify those programs.
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UW Bothell is recommending tuition levels equal to UW Seattle tuition rates for all categories except Business. For the Business School's MBA degree program, UW Bothell recommends the following:

- For current resident students – tuition remains the same, per agreement
- For non-resident and international students – no increase
- For incoming resident students – 3% increase for FY14 and another 1% increase for FY15.

- 3. Administrative Units:** Please provide a 1-2 page overview of your current strategic plan and include a summary of any operational risks that the UW must work to mitigate over time. Note that there are very few Provost Reinvestment Funds, so your summary should provide a clear sense of how your unit intends to minimize risk, maximize service, and if necessary, repurpose existing funds to do so.

UW Bothell manages revenues and expenses at the campus level and annually reviews potential institutional and financial risks as part of the budget development process. This review informs the level of reserves maintained by the campus to mitigate these risks.

UW Bothell has addressed its strategic plans, as well as its capacity to continue achieving growth goals, in Sections 1 and 4 of this supplement.

- 4. Academic and Administrative Units:** Considering your strategic plans (particularly if they assume growth) please provide a short summary (1-2 pages at most) that relates these plans to your current space assignment. In particular, you might consider the following questions when drafting your response:
- Does your current space inventory meet current programmatic requirements? Contrarily, does the type or quality of the space place any constraints on your ability to meet program requirements? If not, please provide specific quality or space type concerns (location, specific quality concern, etc.).
 - Will your unit be able to accommodate your growth plans within existing inventory of space? If additional space will be necessary, please describe the amount, type, or quality of *additional* space you may need to meet programmatic objectives and growth plans.

With the reaffirmation of its strategic plan in 2011, UW Bothell has continued to make extraordinary progress toward its strategic goals in areas including strategic and physical planning; enrollment and faculty/staff growth; curriculum development and academic services; campus diversity; student life and auxiliary services (housing programs, food services, commuter services, and events); research culture and support; and advancement and external relations. To accommodate this growth, the campus has optimized the use of existing facilities and expanded through purchased and leased spaces.

In May 2011, UW Bothell began a high-level analysis and campus-wide conversation on ways to achieve the next phase of growth to its goal of 6,000 FTE. These planning activities resulted in broad campus support for strategies to expand physical capacity at the Bothell location to 5,000 FTE, with the possibility of an additional 1,000 FTE through expansion of off-campus opportunities in Bellevue, Mt. Vernon and Everett. UW Bothell has now identified facility capacity to accommodate 5,000 FTE through strategic acquisitions and new construction including:

Facility	Status	Approximate Square Footage
UW Bothell Beardsley Building	Lease/Purchase	30,000 gsf
The Annex Surge Building	Lease/Purchase	30,000 gsf
Husky Village Student Housing	Purchase	70,000 gsf
SSG Conservatory	On-campus; under construction	5,000 gsf
UWB 3 Science & Academic Bldg.	On-campus; under construction	75,000 gsf
Student Activity Center	On-campus; preliminary design	30,000 gsf
		240,000 gsf Total

The UWB 3 Science and Academic Building is a critical component of this expansion. When completed and opened by Autumn 2014, the new facility will provide 430 new classroom seats, 11 science laboratories, and 250 laboratory seats. This new capacity will enable new degree offerings, including the mechanical engineering program currently in development, as well as space for student and faculty research.

Other initiatives are underway to expand physical capacity as well, including renovation of a newly leased 30,000 square-foot facility adjacent to campus, currently known as The Annex. Opening in Autumn 2013, the new space will provide administrative office space, a welcome center for Admissions, and small classroom spaces, as well as a preparation kitchen and dining room to enhance the growing food services program on campus. The move into this space will enable release of core campus classroom and office spaces to support enrollment growth.

In addition, the new donor-funded Sarah Simonds Green Conservatory, now under construction, will serve as a learning laboratory. Funded by a private gift from a prominent local Bothell family, the Conservatory will include a greenhouse, work spaces, and a classroom.

UW Bothell is also developing new student activities spaces, funded by students and designed to enhance student life experiences. The Sports and Recreation Complex will open later this year, providing space for recreation and intramural sports activities, and a new Student Activities Center, now in preliminary design, will house student organizations, additional food options, and social and recreational activities.

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- 5. Academic and Administrative Units:** Should the 2013 Legislature lift the ongoing salary freeze and allow increases, we certainly hope that state funding will be provided for GOF increases. In the event that state funding for compensation is not available, all units should have plans to cover GOF/DOF salary increases out of tuition or other fund sources. Should no tuition revenue be available to your unit, Provost Reinvestment Funds may be dispatched to provide support for increases. Please provide your units' plans to cover expenses associated with salary increases. A salary and tuition revenue model is available on the OPB website; this model is designed to give you a sense of the magnitude of the support that will be required at various percentage increases.
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UW Bothell would be able to fund salary increases from UW Bothell funds and has included salary increase contingency funding of 5% in the FY 2013 budget allocations for employees funded from both GOF and DOF. We will retain this contingency funding line in our budget forecasting and allocations process for FY 2014 and FY 2015.

- 6. Academic and Administrative Units:** Your unit may have identified growth plans in the Annual Academic Plan workbook; if so, as part of question 1 your unit should have included a description of the funds necessary, including Provost Reinvestment Funds, to support such growth. For this section, however, please provide specific requests of Provost Reinvestment Funds for new initiatives. Please provide a one-page summary of these requests, articulating how much funding is requested by an initiative, whether temporary or permanent funds are requested, and how the funds would be spent (new positions, systems, etc.).
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UW Bothell will not request any Provost Reinvestment Funds.