

Sustainable Campus Plan

ACADEMIC PLAN
STUDENT PLAN
FINANCIAL PLAN

DRAFT – 5/26/2020

2020 - 2025



Charting our Course:

UW Tacoma's Strategic Plan 2016-2021

VISION

The University of Washington Tacoma fosters a thriving and equitable society by educating diverse learners and expanding knowledge through partnership and collaboration with all our communities

MISSION

As an urban-serving university, we:

- Expand access to higher education in an environment where every student has the opportunity to succeed
- Foster scholarship, research, and creativity to address the challenging problems of our time and place
- Partner and collaborate for common good
- Catalyze the economic and social vitality of the region



IMPACT GOALS

STUDENTS

The UW Tacoma experience empowers students to achieve their dreams.

COMMUNITIES

Our community partnerships are transformational and synergistic.

SCHOLARSHIP

We champion publicly engaged scholarship

EQUITY

We are grounded in social justice and embrace the assets of our diverse communities

CULTURE

Our campus is respectful, productive and inclusive.

GROWTH

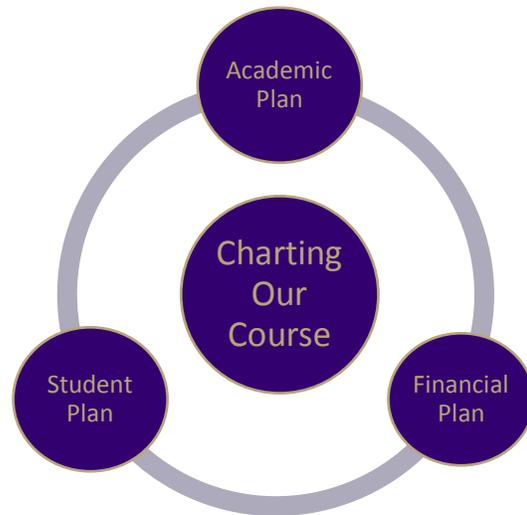
Our innovation drives our growth, energizing us and our region.

UW TACOMA ASPIRATIONAL STATEMENT

The University of Washington Tacoma will establish its own unique UW Brand by becoming the premiere mid-sized public university campus in the country. It will accomplish this by operating at the intersection of access and excellence as it provides transformative experiences in a nurturing and inclusive environment that boldly embraces the assets of our diverse student body. In addition to traditional research, the campus will champion faculty's public scholarship that includes our community partners and instills in students, not only a deep sense of belonging, but also inspires them to embrace the civic-minded and social justice principles of their learning experiences into their subsequent lives and careers.

ACHIEVING OUR MISSION

[Charting our Course, the UW Tacoma strategic plan](#) for 2016-2021, identified a shared vision and established Impact Goals for the future of our campus. This Sustainable Campus Plan provides an operational guide to realize the goals of our strategic plan over the next five years and offers a comprehensive view of how our Academic, Student, and Financial plans work together. This document summarizes these plans and highlights their interdependence.



UW Tacoma plays an important role in fulfilling UW's vision to "educate a diverse student body to become responsible global citizens and future leaders through a challenging learning environment informed by cutting-edge scholarship." Our focus on social justice, community engagement, and public scholarship is embraced by faculty, staff and our students, 56% of whom are first-generation college students. We create social mobility and change the lives of not only our students, but also their families for generations to come. UW Tacoma is poised to be recognized as a national leader in serving the new majority in America through interdisciplinary scholarship and education that addresses the problems of our world and transforms lives.

Our academic, student, and financial plans work together to assure that we continue to grow in academic excellence and public impact while charting a sustainable course.

Our [academic plan](#), developed by the faculty, leverages existing UW Tacoma strengths and focuses on high-demand degrees that are transformative for students and meet the needs of our state. It emphasizes both excellence and efficiency in creating and disseminating knowledge to address critical problems in local and global communities. Our academic success requires focusing on recruitment and retention efforts, enhancing the student experience, and sustainably managing our finances.

Our **student plan** connects recruitment, retention, and the student experience. Our vision is to remove barriers for students, engage them as partners to create an inclusive campus community, and equip them for lives and careers that have meaning and impact. Our research indicates that for our largely commuter population, spending more time on campus is linked to student persistence and success. We have current, demonstrated demand for both on-campus student housing and dining services. These will positively impact the climate and culture on campus, particularly for students who struggle to feel that they belong in college. It will also allow us to serve students from beyond our region who seek UW excellence on an inclusive campus focused on community-engaged, interdisciplinary learning.

Our **financial plan** seeks to create campus amenities that serve our students and help us reach a size that produces greater efficiency. We need to build the housing and dining services needed for the success of the academic and student plans with minimum impact on the debt capacity of UW. As an anchor institution for Tacoma, we seek to enhance the economic, social, and cultural development of the city and region through our sustainable operations.

EXECUTIVE SUMMARY

This Sustainable Campus Plan (SCP) for UW Tacoma links our academic, student, and financial plans based on our recently updated campus masterplan and capital plans. The SCP supports moderate enrollment growth that will sustain research and community engagement while providing a high-quality education. Each element of this integrated plan supports Charting Our Course, our guiding strategic plan.

ACADEMIC PLAN

TEACHING & SCHOLARSHIP

The [Academic Plan](#) identifies new academic offerings and priorities in teaching, research, and faculty development for the next three years. We anticipate adding multiple new high-demand degree programs for undergraduates and graduate students, with the first new programs launching in autumn 2020. Our distinctive excellence in interdisciplinary teaching and research will be enhanced by integrating community engagement and equitable inclusion throughout our educational offerings, scholarly inquiry, and institutional practices. This will allow us to build on our social justice focus and deliver on the UW promise of being boundless.



STUDENT PLAN

ENROLLMENT, RETENTION & STUDENT EXPERIENCE

Through a new marketing effort, strategic recruitment, and new programs, we expect to grow our enrollment to 6500 by 2025. This growth can be supported through existing and planned classroom inventory, however new housing, dining, and student spaces will be required.

FINANCIAL PLAN

CAPITAL PLAN, BUDGET MODEL, MASTER PLAN & STUDENT HOUSING/DINING

The [2008 Master Plan](#) has been [updated](#) to review land use and better understand campus capacity. The result is that expected enrollment growth can be supported with existing building inventory (including the planned Milgard Hall). In addition, two investor groups are interested in developing student housing/dining for UWT. These projects would be structured as ground leases in such a way as to avoid impacting UW debt capacity or ratings. These projects are considered necessary to support enrollment growth plans.

Each element of this plan is dependent upon the others. Because of the integrated nature of these plans, we are confident that continued focus on the development of each will lead to the success of all. On our 30th anniversary as a campus of the University of Washington, we are well-positioned to leverage our strengths to make a greater impact on our community, the region and the world.

ACADEMIC PLAN

The community-engaged mission of our campus and our highly diverse students, faculty and staff make it imperative that the academic enterprise is closely tied to the Office of Community Partnerships and the Office of Equity and Inclusion. Together, we are providing training and development, learning and research opportunities, and community connections that expand knowledge and move us toward an engaged, welcoming culture that honors all people and serves our local and global communities.

TEACHING

NEW DEGREE PROGRAMS A campus-wide faculty process identified nine new degree programs that are currently in development. These programs are aligned with our strategic plan, fill gaps in our curricula, and leverage existing expertise to meet high-demand (student and industry) needs for graduates. At full enrollment they are expected to result in 645 new students on the campus. Most programs require minimal addition of faculty. Proposed new programs in civil engineering and mechanical engineering have received legislative funding that will support the faculty positions and additional resources needed for academic excellence.

	Start Year*	Full Enrollment
B.A. in Art	2023	30
B.A. in Education	2021	200
B.S. in Mechanical Engineering	2021	90
B.S. in Civil Engineering	2022	90
M.S. in Environmental Science	2022	28
M.S. in Electrical and Computer Engineering	2021	75
Ed.S. in School Psychology	2020	36
M.S. in Information Technology	2022	100
Ph.D. in Computing	2020	12

**Programs are at various stages of the program proposal process. Full enrollment timelines vary by program.*

STUDENT-FACULTY RATIO Currently at 16:1, our student-faculty ratio is lower than the state and national average for public universities. By growing enrollment, we will leverage existing faculty and bring the ratio more in alignment with our peers. Our long-term target is 20:1.

FACULTY SUPPORT The Academic Plan includes expanding faculty training in inclusive pedagogy in partnership with the Office of Equity and Inclusion, adding embedded tutors in key classes, support for high-impact practices, and offering career-connected learning programs.

DIGITAL LEARNING Our students seek a blend of face-to-face and online learning that enhances both engagement with faculty and accessibility for a largely commuter population. Faculty have increased the number of hybrid course and degree offerings, and our Academic Plan includes expanded support for digital instructional design and e-learning.



SCHOLARSHIP

At UW Tacoma, scholarship finds different shapes and forms, all in tune with our UW identity and UW Tacoma practice. Our faculty is engaged in cutting edge research and scholarship, and we are fully engaged in planning for an expanded level of faculty development and support. The recent [Carnegie designation](#) for Community Engagement further affirms our commitment to and support for community-based learning and scholarship.



COMMUNITY PARTNERSHIPS

Public scholarship is central to our urban serving mission and we are building an infrastructure to support this important mission. The [Office of Community Partnerships \(OCP\)](#) supports faculty, staff, and students in their community-engaged activities, while creating a front door to the university for our communities. 21st century universities need to be involved, as we are, in solving the problems of our day, not as holders of knowledge and givers of answers, but as partners in seeking solutions through a co-learning process. The recently established Faculty Fellows program of OCP builds on this approach and offers support for creating multidisciplinary communities of practice that consist of faculty members and community partners.

INNOVATION AND GLOBAL DESIGN We have launched an Innovation and [Global Design initiative](#) that leverages interdisciplinary faculty expertise in design thinking, engineering, business, and user experience to engage UW Tacoma faculty and students in research that addresses the global challenges of our times. This initiative links curricular and co-curricular activities with a maker space and community programming.

LEARNING COMMONS [Redesign of campus](#) library space will support a [Learning Commons](#) staffed by professionals and student mentors that serves faculty, staff and students, integrating academic and social support services including the Center for Equity and Inclusion.

STUDENT PLAN

STRATEGIC ENROLLMENT MANAGEMENT

Strategic Enrollment Management (SEM) is a data-informed process of planning for enrollment that fosters student access and success, highlighting the mission of the institution. [UW Tacoma's plan](#) aligns policies, programming and practices with our strategic plan to ensure our capacity to serve students seeking an inclusive campus that is community engaged and academically excellent.



TARGETED RETENTION EFFORTS

UW Tacoma is primed to make significant positive impacts on recruitment and retention of students by becoming a premiere campus for social and economic mobility of its graduates. Our [Academic Retention Plan](#) is based upon the following principles:

- Retention and graduation is necessary, but not sufficient, for student success. Student success includes thriving while at UW Tacoma and achieving personal and professional goals after graduation.
- Retention and graduation is a responsibility of all leaders, faculty, staff, and students at UW Tacoma.
- The ARP is evidence-driven, action-oriented, and student-centered.

SUSTAINABLE GROWTH

Through all of the above efforts, we expect to grow our enrollment to 6500 by 2025. This represents 3-4% growth annually. Existing and new high demand academic programs are expected to increase new enrollments, while retention efforts will improve student persistence to graduation.

	GROWTH STRATEGY	INCREASE
In-State Students	Growth from new UG programs	366
In-State Students	1.5% annual growth of existing UG programs	327
Graduate Students	3% annually through new programs	233
Non-Resident Students	3% annually through recruitment to new and existing programs	56
Adult Learners	Targeted recruitment	100
Targeted Retention	Increase 1 st year retention from 84.2% to 90%	66
Total		1148

INVESTMENT

The strategic enrollment plan depends on the other elements of the SCP. For example, the Housing/Dining Plan will be necessary to expand beyond our commuter population as well as to serve existing student needs. The continued development of our offerings through the Academic Plan will be crucial in our recruiting efforts. A small on-going investment in marketing efforts will be necessary to attract and retain students, and we recognize the need to support new students with adequate advising and other related student services in these new programs.

HOUSING/DINING PLAN

There are two investor groups interested in developing student housing projects on the UWT campus that are expected to be structured as ground leases with no or minimal impact on UW debt capacity and bond rating. Obviously, these projects are dependent on the approval to proceed with the SCP and increase enrollment. Without these projects, we are not likely to grow enrollment. Without new enrollment plans, these projects are not recommended.

We don't anticipate, in the foreseeable future, continued development of additional housing on our campus. We are primarily a commuter campus and 1,100 beds along with growing private sector capacity for residential students will position us well to continue providing access to a range of students from a broader geographic reach.

The housing/dining plan is important to support retention and graduation goals in addition to providing an immersive college experience. The college experience can be further enhanced at UWT by developing a turf field next to Court 17 in support of a nascent club sport program through the UWT YMCA. Finally, we intend to develop an unused space on campus (in Swiss Hall) as a student-focused venue to further enhance the UWT experience.

COMMUNITY COLLEGE PARTNERS

We will continue to grow and strengthen our partnerships with Community Colleges across the region. As has been the history of the UW Tacoma campus, transfer students remain a strong part of our student population. Supporting these students in a seamless transition and providing a campus culture and experience that enhances their education is key to the success of our enrollment and retention planning.



University of Washington Tacoma (UWT) Budget Projections – With Growth version 1/1/20

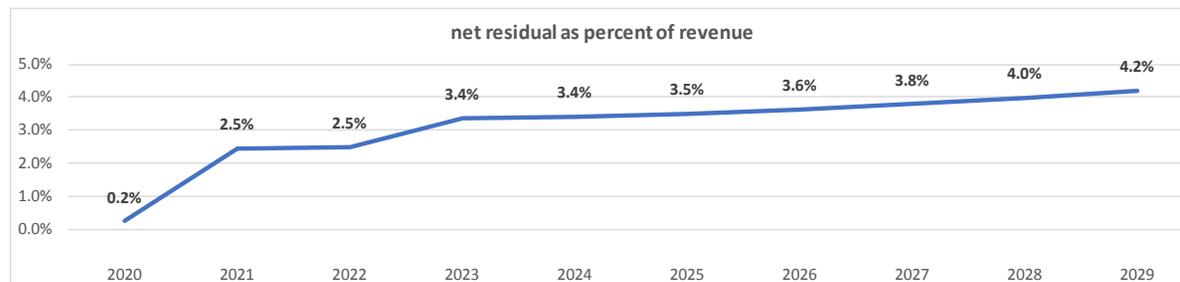
UW Tacoma strategic imperatives: the simultaneous solution for mission, quality, and sustainability

The simplistic financial model below represents realistic outcomes based on **three key inputs** for UW Tacoma (as well as other assumptions).

3.5	percent annual enrollment growth (Full Time Student Equivalent)
0.4	percent annual increase in employee wage/benefit rate (above inflation)
1.5	percent annual change in student-faculty ratio

key assumption: InflationRate = 2%

fiscal year	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
new students & retention gain (FTSE)		179	188	195	202	209	216	224	231	240
total full-time student equivalent	5,100	5,379	5,567	5,762	5,963	6,172	6,388	6,612	6,843	7,082
net tuition per FTSE	\$ 10,525	\$ 10,736	\$ 10,951	\$ 11,170	\$ 11,393	\$ 11,621	\$ 11,853	\$ 12,090	\$ 12,332	\$ 12,579
average faculty cost (incl. benefits)	\$ 113,031	115,753	118,540	121,395	124,318	127,311	130,377	133,516	136,732	140,024
student-faculty ratio	16.1	16.3	16.6	16.8	17.1	17.3	17.6	17.9	18.1	18.4
number of full time equivalent faculty	317	329	336	342	349	356	363	370	377	385
state revenue total	\$ 25,332,498	\$ 27,385,823	\$ 27,659,681	\$ 29,736,278	\$ 30,033,641	\$ 30,333,977	\$ 30,637,317	\$ 30,943,690	\$ 31,253,127	\$ 31,565,658
tuition & fee revenue total	\$ 53,679,902	\$ 57,743,471	\$ 60,959,782	\$ 64,355,242	\$ 67,939,829	\$ 71,724,077	\$ 75,719,108	\$ 79,936,663	\$ 84,389,135	\$ 89,089,610
total direct faculty cost	\$ (35,804,851)	\$ (38,097,871)	\$ (39,784,042)	\$ (41,544,840)	\$ (43,383,570)	\$ (45,303,680)	\$ (47,308,771)	\$ (49,402,606)	\$ (51,589,112)	\$ (53,872,390)
total other instructional support	\$ (17,820,214)	\$ (18,749,873)	\$ (19,546,414)	\$ (20,377,541)	\$ (21,244,775)	\$ (22,149,698)	\$ (23,093,964)	\$ (24,079,303)	\$ (25,107,515)	\$ (26,180,485)
institutional support (overhead)	\$ (25,200,000)	\$ (26,187,402)	\$ (27,083,557)	\$ (29,014,017)	\$ (30,000,191)	\$ (31,023,950)	\$ (32,086,833)	\$ (33,190,446)	\$ (34,336,462)	\$ (35,526,629)
net residual income	\$ 187,335	\$ 2,094,147	\$ 2,205,451	\$ 3,155,121	\$ 3,344,934	\$ 3,580,727	\$ 3,866,856	\$ 4,207,998	\$ 4,609,172	\$ 5,075,764
net residual percent	0.2%	2.5%	2.5%	3.4%	3.4%	3.5%	3.6%	3.8%	4.0%	4.2%



assumptions:

State support for new ME program in place in 2021

Annual cost for FT begins 2023 (\$1M)

No new buildings required (after Milgard Hall) based on gradual use of "hybrid" classes.

New student housing and dining comes online 2022 - 2024 to support enrollment growth.

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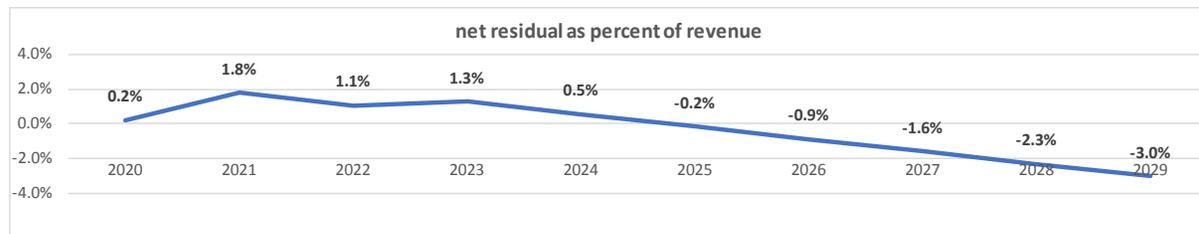
UW Tacoma strategic imperatives: the simultaneous solution for mission, quality, and sustainability

The simplistic financial model below represents realistic outcomes based on **three key inputs** for UW Tacoma (as well as other assumptions).

0.0	percent annual enrollment growth (Full Time Student Equivalent)
0.4	percent annual increase in employee wage/benefit rate (above inflation)
0.5	percent annual change in student-faculty ratio

key assumption: InflationRate = 2%

fiscal year	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
new students & retention gain (FTSE)	-	-	-	-	-	-	-	-	-	-
total full-time student equivalent	5,100	5,200	5,200	5,200	5,200	5,200	5,200	5,200	5,200	5,200
net tuition per FTSE	\$ 10,525	\$ 10,736	\$ 10,951	\$ 11,170	\$ 11,393	\$ 11,621	\$ 11,853	\$ 12,090	\$ 12,332	\$ 12,579
average faculty cost (incl. benefits)	\$ 113,031	115,753	118,540	121,395	124,318	127,311	130,377	133,516	136,732	140,024
student-faculty ratio	16.1	16.2	16.3	16.3	16.4	16.5	16.6	16.7	16.8	16.8
number of full time equivalent faculty	317	321	320	318	317	315	313	312	310	309
state revenue total	\$ 25,332,498	\$ 27,385,823	\$ 27,659,681	\$ 29,736,278	\$ 30,033,641	\$ 30,333,977	\$ 30,637,317	\$ 30,943,690	\$ 31,253,127	\$ 31,565,658
tuition & fee revenue total	\$ 53,679,902	\$ 55,827,098	\$ 56,943,640	\$ 58,082,513	\$ 59,244,163	\$ 60,429,046	\$ 61,637,627	\$ 62,870,380	\$ 64,127,787	\$ 65,410,343
total direct faculty cost	\$ (35,804,851)	\$ (37,199,993)	\$ (37,906,238)	\$ (38,625,891)	\$ (39,359,206)	\$ (40,106,443)	\$ (40,867,867)	\$ (41,643,747)	\$ (42,434,356)	\$ (43,239,976)
total other instructional support	\$ (17,820,214)	\$ (18,525,404)	\$ (19,072,473)	\$ (19,633,836)	\$ (20,209,841)	\$ (20,800,848)	\$ (21,407,220)	\$ (22,029,335)	\$ (22,667,574)	\$ (23,322,330)
institutional support (overhead)	\$ (25,200,000)	\$ (26,019,050)	\$ (26,727,428)	\$ (28,454,129)	\$ (29,219,609)	\$ (30,004,738)	\$ (30,810,002)	\$ (31,635,902)	\$ (32,482,947)	\$ (33,351,662)
net residual income	\$ 187,335	\$ 1,468,474	\$ 897,182	\$ 1,104,936	\$ 489,147	\$ (149,006)	\$ (810,146)	\$ (1,494,913)	\$ (2,203,963)	\$ (2,937,967)
net residual percent	0.2%	1.8%	1.1%	1.3%	0.5%	-0.2%	-0.9%	-1.6%	-2.3%	-3.0%



assumptions:

State support for new ME program in place in 2021

Annual cost for FT begins 2023 (\$1M)

No new buildings required (after Milgard Hall) based on gradual use of "hybrid" classes.

New student housing and dining comes online 2022 - 2024 to support enrollment growth.