

For a Greater Tacoma, For a Greater World.

The Campaign for UW Tacoma

Envisioned, built and embraced as an essential partner by the urban community we serve, the University of Washington Tacoma prepares diverse students to be leaders in their careers, in society and in life. We provide access to an excellent education that transforms lives, developing critical thinkers and visionary innovators who are driven by a passion for equity and social justice. With the generous support and deep engagement of our community, we catalyze the economic and social vitality of the South Sound region and create a world of good — here at home and across the globe.

Today, at a pivotal time for our great community and our great University, we turn to you to help us chart a course for the future. Together, in an ambitious fundraising campaign to raise \$45 million over the next four years, we will provide a pathway to their dreams for thousands of eager learners. Together, we will develop solutions to the most critical issues facing South Sound business, industry, government and nonprofits today and tomorrow. **Together, we will build a boundless future. For a Greater Tacoma, For a Greater World.**

Our community needs UW Tacoma — and we need our community.

UW Tacoma’s founding reads like a lesson in civic pride, political will and indomitable community spirit. This truly is the University the community built.

While Washington had plenty of two-year community colleges in the 1980s, seats at four-year universities were in great demand, prompting forward-thinking higher education advocates to urge the Legislature to create branch campuses of the University of Washington and Washington State University. A combination of private and state funding, coupled with astute political leadership, secured a UW branch for Tacoma.

Those who knew downtown Tacoma before the University was built remember the blighted district of rundown bars and abandoned warehouses, rampant crime and prostitution, civic embarrassment and lost hope. Wise city and state leaders decided to locate UW Tacoma in the heart of downtown, fueling an unprecedented revitalization that continues to this day. But our impact on the South Sound region has extended far beyond the narrow confines of downtown Tacoma. To date, nearly 20,000 graduates — seven of 10 of them who remain right here in the Puget Sound region — are leaders in health care, finance, technology, education, nonprofits, business, government, the environment, health care and much more. Graduates like Ben Warner, Sarah Ryker, Patty Taylor and Jason Atherton.

“This community needs this University. It’s what’s going to build our future. From the beginning, it gave downtown a center of gravity that didn’t exist before and it transformed Tacoma into what it is today. And it will be transformational to who we are in the future.”

**David Zeeck, Publisher, The News Tribune
Chair, UW Tacoma Advisory Board**

Ben, who earned two Interdisciplinary Arts and Sciences degrees, created a nonprofit organization that is turning the stereotypical “bad kid” pastime of skateboarding into an opportunity to teach leadership skills to Tacoma teens while working to prevent them from dropping out of school. Alumna Sarah Ryker’s work in ecology and public policy took her from testing regional water quality to advising the White House and working for the U.S. Geological Survey. Patty, one of the first students to earn a nursing degree at UW Tacoma, works with Operation Mend, which provides free reconstructive surgery to injured soldiers returning from Iraq and Afghanistan. MBA grad Jason Atherton is one of the co-founders of the wildly popular and lucrative Pokémon Go tracking app, PokeRadar — a top-10 rated paid app in the Apple iStore.

These four alumni represent the impact of thousands of others on society, the economy and countless lives at home and abroad. Still, while UW Tacoma has produced these outstanding graduates and helped to raise the education level of our region, fewer than one in four Pierce County residents hold college degrees today — this at a time when two-thirds of all jobs by 2018 will require a four-year degree. With your support, we must be ever vigilant to our commitment to provide access to an excellent education to students, especially to traditionally underserved students and those who are the first in their families to seek a college degree.

Community engagement is core to our DNA. It’s why UW Tacoma — and our community — have grown and thrived.

“UW Tacoma’s strength is being willing and able to really move the needle on how the institution weaves itself right into the fabric of Tacoma to make projects much more powerful and potent than they would be otherwise. UW Tacoma could do all of these things without those partnerships. But because they’ve been able or willing to do it differently, it sets them apart from their peers and has made UW Tacoma much more valuable to our region.”

Brian Boyd, who manages the Forest and Sequoia Foundations, longtime supporters of UW Tacoma

Just as individual students are making a difference, partnerships developed with community organizations, the arts, business and government also are changing lives locally and globally. Time and again, the South Sound region turns to UW Tacoma as a knowledgeable, unbiased convener for dialogue and an enthusiastic partner in developing solutions to complex issues in which we all have a stake. How does Tacoma and the region plan for future growth and viability while ensuring that no segment of our population is disproportionately burdened or benefitted by policies and actions? How do we make K-12 public schools work more effectively for all students? How do we work with the military to address the critical challenges of domestic violence, gender discrimination and jobs for returning vets? Our reliance on collaboration and

synergistic partnerships not only enables us to address important local issues, it makes us a smarter, more efficient steward of your generosity. We can leverage your support to influence many issues that our community cares about.

Perhaps none of these partnerships better exemplifies a remarkable benefit to the future of our region, state and nation than the Tacoma Whole Child Initiative (TWCI). From its inception as a joint project of the Tacoma School District and the University of Washington Tacoma, the TWCI focused on a singular goal: improving the success and graduation rates of Tacoma students. The Initiative begins in elementary school with a few seemingly simple, logical principles: train all the adults who come into contact with students to consistently model respectful, responsible and safe behaviors; set clear expectations for kids; and build upon the social, emotional and academic strengths of each child. Because an estimated four out of every 10 public school students in Tacoma has experienced some significant level of trauma — homelessness, poverty, domestic violence, abuse or neglect — educators also are trained in “trauma-informed practices” and children who need special attention are provided with intensive mentoring. The Initiative has become an encompassing vision for the district, which whittled down some 280 competing educational directives and initiatives to a more manageable 10 when it adopted the TWCI.

Barely halfway into the 10-year partnership, the TWCI has transformed the historically low-performing school district — derogatorily known locally and statewide as “a dropout factory” — into a shining example of burgeoning success. Graduation rates are up by as much as 28 percent across all races and ethnicities; unexcused absences have been reduced by 44 percent; and disciplinary issues leading to suspensions are down as much as 54 percent.

In addition to extending the TWCI to all of Tacoma’s public schools in the coming years, Initiative principles also will be incorporated into summer programs of local nonprofits such as the YMCA and Boys & Girls Clubs. Strategic efforts will train outreach workers to coordinate parents who will lead similar “whole child” changes in their neighborhoods. The goal is to foster a community-wide movement focused on the educational and life success of children, youth and teens to ensure that they not only succeed and graduate from high school but go on to college, says Initiative co-founder Greg Benner, UW Tacoma professor of education and executive director of our Center for Strong Schools. He envisions the success that is blooming in Tacoma spreading throughout the region and the nation.

“We feel this is a transformational model to revitalize communities and schools everywhere,” he says. “But we need to tell our story and hire more trainers and researchers and implementation scientists who can scale this up on a bigger level. Donors who have a passion for education and for kids can invest in something that is really working.”

We are equally proud of many other endeavors undertaken in partnership with our community. Gifts from people like you already are helping to make a profound difference in some of these successful initiatives:

- **Pathways to Promise:** In a region where high school dropout rates have historically been high and relatively few young people have sought college degrees, UW Tacoma does more than just talk about creating a college-going culture. We are showing kids we believe in their potential at

an early age. In exchange for taking specific courses and meeting minimum grade-point averages, students in eight school districts in Pierce and South King counties are promised admission into UW Tacoma while they are still in middle school. Teachers, counselors, mentoring groups, after-school organizations and other support systems all work together with UW Tacoma to ensure that students stay firmly on the college-going path — whether it leads to our University or another four-year college down the road. A similar program, Husky Futures, which funds internships for students in their own communities, also is underway with local Boys & Girls Clubs.

- **The Center for Urban Waters:** Discovery is critical to student learning and to our promise as a public university. Faculty and students join with countless community organizations in research projects that directly benefit the community — also called publicly-engaged scholarship — while also serving as critical hands-on learning experiences for students. The Center for Urban Waters exemplifies this dual-purpose of community-engaged research. Built on the Thea Foss Waterway, the LEED Platinum Certified Center — a partnership among UW Tacoma, the City of Tacoma and the State of Washington — develops creative and sustainable solutions to restore and protect urban waterways.
- **MultiCare, Microsoft and the Center for Data Science:** Part of UW Tacoma’s Institute of Technology, the Center for Data Science was founded in 2013 to bring together expertise in “big data,” the tsunami of information generated by today’s computer systems. A partnership among the Center, Microsoft and MultiCare Health System is improving and extending the lives of people with heart disease. The Center teamed with Microsoft to analyze data to determine why some heart failure patients leave the hospital after treatment and continue to heal, while others suffer acute problems prompting readmission soon after their initial release. Those readmissions not only signal serious setbacks for the patient but result in significant costs to the healthcare system. Ultimately, they came up with the idea for the Risk-o-Meter, which measures the percentage chance the patient will be readmitted to the hospital in less than 30 days. The UW is now exploring the potential of commercialization of the readmission score service concept for many chronic conditions, not just heart failure.
- **The Muse:** UW Tacoma’s eclectic student body includes many parents. To help them find high-quality, affordable child care close to campus, we partnered with the Tacoma Children’s Museum to create The Muse: A Child Care Center. Centered on the mission of honoring children and championing play, it has very quickly become a model of best practices and training in early childhood development. Children are treated as capable, contributing and compassionate citizens of our community who partner with teachers to discover exploration and learning opportunities. The Muse promotes school readiness by developing critical thinking and social-emotional skills through play-based learning that includes math, science and the arts.
- **University YMCA Student Center:** UW Tacoma students were clamoring for a place to work out. We had the land and the need. The YMCA of Pierce and Kitsap Counties had the track record and expertise. Together, we created the University Y Student Center, a collaborative effort that not only provides student fitness and gathering space but brings community members into close

contact with our students and campus as well. It's a unique collaboration that is only the second of its kind in the nation for a university and a YMCA.

- **Joint Base Lewis-McChord partnerships:** As one of the most welcoming places in the country for veterans and active-duty service members to get an education, UW Tacoma has long partnered with JBLM. One in 10 of our students are active-military personnel or veterans. Early on, we recognized the need for on-site support to help returning veterans find the right path to higher education and placed experienced transition services staff at the base. Staff on campus also are dedicated to helping smooth the transition from active-duty service to college, while a new Veterans Center will be a hub for vets' life on campus. We are also exploring partnerships with base commanders to lend faculty expertise, research and training to support JBLM's efforts to deal with high-profile challenges such as responding to and preventing sexual assaults and domestic violence and supporting gay, lesbian and transgender military personnel and veterans.

We are proud of the accomplishments you've made possible. But the challenges of tomorrow mean much more must be done.

Over UW Tacoma's first 26 years — a young lifespan for an American university — we have been spurred to remarkable achievements by the belief and support of our community. The fourth fastest growing four-year/master's-level university in the nation, we now welcome almost 5,000 students a year who choose from nearly 40 degree programs. People of color comprise 53 percent of our student body, making our campus one of the top 50 most diverse in the nation. Some two out of three of our students are the first in their families to attend college. We have earned national recognition for value and student service. *Priceonomics* ranks UW Tacoma as the second best college in the nation for low-income students, while the national publication, *Washington Monthly*, names UW Tacoma among the top 25 "best bang for the buck" universities.

Access, value and excellence go hand in hand at UW Tacoma. Rapid growth has not diminished our commitment to a personalized, interdisciplinary education for students and a deep commitment to ensure that each and every learner succeeds. In classes averaging just 29 students, relationships between faculty and students flourish. We intentionally recruit professors who thrill at the art of teaching — professors teach each and every class at UW Tacoma, not a single one is taught by a TA — engage students in their research and maintain relationships long after graduation. Our unique brand of engaged education teaches students to be nimble, lifelong learners who will be ready to solve problems that have not yet been imagined.

However, it is not enough to open our doors to diverse, hard-working students and to do everything in our power to help them succeed on campus. We also offer students rich experiences such as internships, study-abroad and community-based capstone projects that benefit their learning, their future careers and the businesses and organizations with which they partner.

Also thanks to your support, innovation is everywhere at UW Tacoma. Our earliest core programs have evolved into Social Work and Criminal Justice, Education, Nursing and Health Care Leadership, Urban Studies and the School of Interdisciplinary Arts and Sciences to address emerging social justice, education, health, human service, urban, scientific, policy and cultural issues. The Milgard School of Business and the Institute of Technology collaborate with business and industry to develop unique approaches to learning that will inspire inquisitive, entrepreneurial and principled professionals for tomorrow. Among our more recent innovative programs is a Master's in Cybersecurity and Leadership. Designed for working professionals, IT managers, and military personnel, the degree is offered jointly by our Milgard School of Business and Institute of Technology. It centers on cybersecurity policy and managerial skills along with the high-level technical competencies in an in-demand field that will only grow in importance. Likewise, degrees in Biomedical Science, Community Planning and Electrical Engineering also are responding to escalating community, state, national and global demands.

Because we are a young and growing university that is deeply connected to the South Sound region — with hundreds of community members serving on advisory councils and with our faculty and staff participating in countless formal and informal partnerships — we can nimbly respond to the needs of the region. This responsiveness is all the more critical as Pierce County seeks to attract new businesses and industries to transform from a post-industrial economy into a vibrant economy of the future. In 2014, approximately one-third of all earnings by residents of the county came from working at jobs outside the county. UW Tacoma will be critical to keeping jobs and employees close to home.

And while our focus is local, our mindset and impact are global. We are creating citizens and employees of the world — both to ensure that our growing port city has bright minds to engage in an increasingly international marketplace but also to prepare students from all cultures and walks of life to make a difference in every corner of the world. Our newly-formed Office of Global Affairs will make even greater inroads into extending our reach globally and bringing the world to UW Tacoma.

Today, we have an opportunity to move this University forward in dramatic new ways. The challenges facing Tacoma, our region, Washington and the world are too great to rest on our laurels. You can transform UW Tacoma for the future by supporting the campaign.

There has never been a more critical time to invest For a Greater Tacoma, For a Greater World.

UW Tacoma is a catalyst for so much in our community. From offering access to a college education for diverse students who are often the first in their families to earn a degree, to pioneering remarkable improvements in Tacoma's K-12 schools, to providing in-demand employees for the jobs of the future. Tacoma is the vibrant community it is today in part because of UW Tacoma and the partnerships and relationships we've been so determined and fortunate to build. Our community is relying on us to continue to provide the human capital, the imagination and the solutions that will drive it forward tomorrow. But none of this good work can continue without your support.

The Campaign for UW Tacoma offers you an opportunity to build a shared vision for the future. Your support for the campaign will prepare generations of students for the careers of tomorrow, fund inventive programs to meet community needs, recruit diverse world-class faculty, and help to craft a new economic future for the South Sound. Together, we will make UW Tacoma the best urban-serving university in the nation. The campaign offers you opportunities for three primary areas of investment.

1. You can empower students to achieve their dreams.

While state and federal aid provides support for tuition and books for many low-income students, many other deserving learners are either on the edge of meeting those state/federal requirements or may have maxed out benefits before finding their true path and passion at UW Tacoma. Private scholarship funds provide the flexibility for us to award financial aid to students based on need and/or merit, and often may be the only resource that can keep them on track to earn their degrees. Your support for scholarships also prevents many students from beginning their careers with what can be crippling debt for already low-income families; the average UW Tacoma student graduates with more than \$16,000 in educational debt.

We also know that the real costs of education far exceed the basic costs of tuition and books. Housing, transportation, child care, materials and fees for class projects, and countless other related expenses can be overwhelming to students. Full of admirable grit and determination, the vast majority of UW Tacoma students work full or part time while attending class, some in two or more jobs at a time. That forces them to forego some of the extraordinary experiences that not only enable them to get the most out of their education, but that will better prepare them to be well-rounded employees and global citizens when they graduate. Juggling class time, study and family responsibilities with jobs can make it impossible to engage in high-impact experiences like internships, study-abroad or community-based research projects. We also will use your campaign gift to find innovative ways to bring global experiences to our backyard through visiting scholar programs, technology and other innovative ventures.

Emergency funds keep students on the path to graduation

FR was a senior at UW Tacoma, working part-time at the campus convenience store, when his mother passed away suddenly. On route to Wisconsin for her funeral, his car heater went out and left FR stranded in the Midwest in the middle of winter. He used what little money he had to fix his car and was forced to panhandle to buy gas and food for the rest of the trip. An emergency grant from the Chancellor's Opportunity Fund enabled FR to cover costs related to his classes, fees and books as well as food and other general living expenses. He was able to stay in school and graduate.

A graphic designer with a technical degree from a community college, ST lost her job and became homeless when the recession hit. Her hardships continued when one of her children passed away. Battered but unbeaten, she was determined to earn a four-year degree and ultimately help others who had gone through similar struggles. She enrolled at UW Tacoma, was accepted into the rigorous Global Honors Program and boasted a 3.52 cumulative GPA. Because of her financial struggles, an emergency grant helped cover books, living expenses, food and transportation.

In addition, many students are one emergency, one setback away from “stopping out” of UW Tacoma. Thanks to a generous initial investment by an anonymous donor in the Chancellor’s Opportunity Fund, we are already seeing the impact of providing funding to students who face potentially devastating emergency situations related to health, homelessness and dire family issues. Your gift to the campaign will shore up our ability to respond to students when they struggle financially to stay in school.

We also envision expanding our ability to help each and every student better persist in their education and graduate. Especially for the nearly two in three UW Tacoma students who come from families with no college-going traditions — families who often must sacrifice economically while students devote years to earning their degrees — sticking through the struggles to complete a degree can be extremely challenging. Our Bridge Program for incoming first-year students helps to ease the transition by introducing students to what it’s like to be on their own, how to study and manage their time and finances, and how to navigate all the guidance and support available to them on campus and in the community. We envision using your gift to expand that program to the summer between the first and second years of college, when students are most at risk of dropping out — one more effort to provide the personalized attention that our students need to boost their confidence and skills and to improve graduation rates.

We also call on you to invest in the future of our community and world long before and after students come to UW Tacoma. Your gift will enable us to expand outreach to K-12 students, such as bringing more middle school students to campus for programs like the summer Math Science Leadership Camp and expanding our Pathways to Promise and Great Futures initiatives.

Your support will create a Professional Success Center to catapult UW Tacoma students into their careers. To best serve our community, nation and world, we must help our graduates connect their degrees to careers while also connecting employers to a well-prepared and ready workforce. We foresee the Center serving as the “front door” to the University for business and industry from throughout our region who will both share their expertise and passion with our students while also developing relationships that will benefit their organizations. The new Professional Success Center will be a hub of community connections for advice, mentoring, networking, internships and opportunity. Students will learn professional basics ranging from business etiquette to creating a professional brand, developing resumes to acing interviews. The Center will allow us to begin to work with students when they first arrive at UW Tacoma so they can begin to think about career paths early in their college careers.

By supporting scholarships, emergency aid for students in danger of dropping out, and programs to guide students to college, ensure they get the most from their experience, stay in school and graduate, you will pave the way for generations of women and men to transform their lives and the lives of countless others. By helping to create a college-going culture among our community’s youngest generation and preparing our future graduates for fulfilling careers, you will help ensure a new era of prosperity for us all.

2. You can fuel economic growth and innovation for our region — and beyond.

Just as the South Sound region must grow in order to thrive, so must UW Tacoma. We are excited to welcome more and more students over the coming years as we grow thoughtfully and strategically. By supporting new degree programs in high-demand fields for our students, helping us recruit and retain world-class faculty, and launching innovative initiatives aimed at collaboratively solving the most critical problems facing our region today, you will help to expand a UW Tacoma that can shape the future of our community, state and world.

Because we are so closely connected to our community, we are continually assessing the need for new degree programs, centers and initiatives that will anticipate and respond to local and global needs. High on the list is the expansion of engineering degrees. Our Institute of Technology — recently elevated from a program to full status as a School, enabling us to elevate its profile, hire a dean and attract even more prestige and world-class faculty — has a tremendous head start in this arena. Computer Engineering is an existing degree and Electrical Engineering comes on board in fall 2017. We are exploring the possibility of adding Industrial and Mechanical Engineering as well. But engineering programs are among the most costly to inaugurate with laboratories alone costing upwards of \$500,000, exclusive of faculty and classroom space. The campaign will accelerate our ability to pursue new programs in this high-demand field. We also hope to establish a rich internship program such as the Multiple Engineering Cooperative Program currently in place at several Oregon universities. This partnership between business and universities is built upon intensive industry interaction between the universities and their students to ensure that education is relevant and that routes to jobs are seamless upon graduation.

In the Milgard School of Business, we will build on past success while developing a new emphasis on preparing students to be resourceful and skilled entrepreneurs. We also seek your investment to establish an Academy for Imagination and Innovation that will incubate fresh and exciting ideas for business development or expansion and accelerate them to market. The Academy would serve not just the School of Business but the entire University and community as a place where business, industry, faculty and students can collaborate on future innovation.

Another exciting new opportunity in the early stages of assessment is a UW Tacoma School of Law, where we would train the next great legal minds to help move our community and world forward. According to the American Bar Association, nearly nine out of 10 lawyers in the United States are white. Because UW Tacoma attracts and intentionally recruits diverse students, we can help reverse this inequity.

We are also working with the City of Federal Way to develop a partnership that could bring UW Tacoma classes into the city, perhaps focusing on aerospace engineering and other high-demand fields; pursuing an Autism Center open to researchers and community members that would expand transition services

for autistic adults; and hoping to add a Studio Arts major that will capitalize on UW Tacoma's downtown position in an arts-rich urban city.

In addition to creating new programs, we are committed to recruiting faculty of color who reflect the diversity of our campus. Gifts to the campaign for named and endowed deanships, professorships and chairs will advance equity, opportunity and excellence across our campus by escalating our ability to seek out talented new faculty and to retain the outstanding professors we now have. We also will better support our faculty through professional development opportunities that will enhance their teaching skills, contribute to their research and build our corps of professors into the very best among the nation's urban-serving universities.

3. You can expand UW Tacoma "up the hill" for tomorrow.

The brilliant vision of our founders for an urban-serving university embedded into the fabric of the community was realized over the past 26 years thanks to the support of generous people like you. Today, classes are maxed out in the beautifully refurbished red-brick warehouse buildings that give our spectacular campus such character. We have plans to grow intentionally, as a measure of the relevance of our work to the future of the South Sound. But we must have more space for more students — 90 percent of our classroom space is in use at peak times, offering us little flexibility — as well as more innovation and more trailblazing ideas to invigorate economic growth.

Private investment is essential to this future growth. While we can appeal to the State of Washington for construction funding, competing priorities continue to allot higher education a smaller and smaller piece of the state budget pie. The University of Washington is a strong ally in our efforts, but as a watchful steward of its resources, the UW requires us to put forward 20 percent of a building's cost before it will consider loaning us construction funds.

With the support of new and loyal donors, our building plans will be guided by the future programs, degrees and initiatives that best respond to regional needs. For example, one visionary project might be a facility designed for business innovation and education and as a locus of talent and engagement. Over time, your gift will grow and expand UW Tacoma up the hill, with new buildings brimming with bright minds and exciting lectures, conferences and events that welcome all. The entire downtown sector will be even more vibrant, attracting more businesses and residents who want to be near a university that invites them to be part of a life-wide learning community.

Our community has a vision for the future of UW Tacoma.

Only you can make that vision a reality.

The South Sound region has made a tremendous investment in UW Tacoma, one that has paid off in an ROI measured in the lives of graduates transformed forever and in a community revitalized in ways that

have exceeded even our most passionate early advocates' wildest dreams. We are confident that our next 25 years can surpass the first 25 — but only if you step up to support the campaign.

You will enable us to work side by side with local school districts to attract even more traditionally underrepresented students to our campus — especially racial/ethnic minority students. Your support for scholarships, enriched experiences and student support will better prepare students to be the leaders we need for decades moving forward. Together, we will identify inventive ways to prepare students for their careers, to launch new businesses as entrepreneurs, and to emerge as the caring, ethical policymakers, philanthropists and engaged civic leaders of tomorrow. You will fund new programs, faculty recruitment and community-engaged research that will craft a brighter economic future for Tacoma and the entire South Sound region.

Today, we are an outstanding urban-serving university. Our vision is to be the best urban-serving university in the nation — not because we covet superlative rankings, but because we owe it to our community to be the best. You built UW Tacoma. Together, we have grown and shaped our University into an essential partner for economic success and a shining beacon of civic pride of our region. With your support, the best is yet to come — **For a Greater Tacoma, For a Greater World.**

To learn more about the impact your gift can make, please contact:

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