

FY25 Office of Research Report

Table of Contents:

SUMMARY

1. CBE RESEARCH ACTIVITY
 - a. CBE Research Impact
 - b. CBE Research Funding
 - i. Grants and Contracts
 1. Terminated and Lost Funding
 - ii. Gifts in support of research
 - iii. Service agreements
2. CBE OR EFFORTS
 - a. Student Research Experience Lens
 - b. Cross-Boundary Scholarship Lens
 - c. EDI Lens
 - d. Continual Improvement Lens
 - e. Strategy and Infrastructure
 - f. Evaluation and Metrics
 - g. Community Engagement
 - h. Professional Development
 - i. Centers and Labs Oversight
 - j. Communities of Practice (CoP)
 - k. Internal Grants
 - l. Internal Communications
 - m. External Communications
 - n. Research Events
3. Looking to Next Year

SUMMARY

This 4th-annual CBE Office of Research (CBE-OR) report aims to highlight FY25 (July 2024-June 2025) productivity, outcomes, and impacts; and the efforts of the CBE-OR to support this work.¹

FY25 awarded funding supporting research-related activities totaled \$13,536,000 (\$3,565,332 total following award cancellations; amounts in parenthesis throughout this document indicate this difference. See section 1.b.i.1. Terminated and Lost Funding below). Categories of funding awards received in FY25 include Grants and Contracts \$12,236,994 (\$2,266,326), UW Internal Funding (non-CBE) totaled \$340,000, CBE Internal Funding totaled \$36,500, Gifts in support of research totaled \$564,506, and Service Agreements totaled \$358,000. In FY25 through the Office of Sponsored Projects (OSP), CBE researchers submitted 31 proposals, with 9 grants and contracts awarded to CBE PIs.

CBE researchers published over 45 publications which are listed on the research portal, including journal articles, books, and book chapters collectively (more information is detailed in section “1. CBE Research Outputs”). 18 news stories were published on the CBE research portal website celebrating CBE research activities.

CBE-OR’s Strategic Action Plan (Figure 1) is based on the understanding of CBE’s research needs, and our goals of supporting, connecting, elevating, and accelerating research. We also used four “lenses” across our work plan: cross-boundary scholarship; supporting student research; equity, diversity, and inclusion; and continual improvement. We organize the work in 9 interrelated areas of focus, under each of which we’d planned a suite of activities. This work plan drove all our activity for the year, and is detailed in the sections under “2. CBE-OR efforts.” Table 1 depicts an overview of OR activities in FY25.

Figure 1: CBE Office of Research Strategic Action Plan 2024-2025

¹Note that the 2021-2022 report reported metrics on an Annual Year basis (from January 2021 - December 2021). We shifted to a Fiscal Year metric analysis July 2022 - June 2023 in the FY23 report to align with the academic calendar and the university’s fiscal year reporting. The FY24 report and all subsequent reports will be in fiscal year metrics, and will build upon the previous reports.

CBE Office of Research Strategic Action Plan for 2024-25

We work in partnership with CBE's Finance and Administration Office; Advancement team; college, department, and center leadership; and the CBE research community.



Table 1: Overview of activities supported by the CBE Office of Research

Academic quarterly activities	
Autumn 2024	
- Planned for pre-award workshops - Tracked and sent reminders to PIs to improve compliance with required grants management training - Developed and launched funding search request tool for faculty - Supported junior faculty member with new Center development activities - Hosted Autumn Research Leadership Meeting - Began Centers Informational Tour - Onboarded Student Assistant (PhD student) for Community of Practice support work	
Winter 2025	
- Hosted 6 pre-award workshops in-person with 33 faculty - Planned for Spring 2025 events - Created and published the pre-award swimlane diagram (Figure 3) - Hosted Victor Luckerson at CBE (UW Public Lectures)	
Spring 2025	
- Hosted Community Engagement Professional Development Event - Hosted Spring Research Leadership Meeting - Hosted Climate Solutions Symposium 2025	

1. CBE RESEARCH ACTIVITY

In this section, funding and outputs from CBE research are discussed. By tracking proposals, awards, and dissemination, we can see CBE's positive impact.

1.a. CBE Research Impact

The work across the college is supported by a variety of sources in our departments and programs, funded research, service agreements and gifts. Outputs include publications and reports, the work done with community partners during research and teaching projects, and the shared learning opportunities that support growth and development of students, faculty, and staff during the research process.

CBE research outputs include academic products such as journal articles, reviews, books, and book chapters. In FY25, 45 publications were added to the research portal, the majority of which were journal articles, and some reports. 18 news stories were added to the research portal to highlight accomplishments and activities in CBE research.

Many shared learning opportunities took place in FY25, including the 2nd annual CBE Climate Solutions Symposium hosted by the Climate Solutions Community of Practice with support from the Office of Research and CBE Dean's Office. This event included a well attended poster session with faculty, staff, and students sharing their research products and conversing with fellow researchers and academics about their work. The event drew upwards of 50 attendees (see below in 2.m. Research Events). Additionally, OR hosted a UW Public Lecture Series guest speaker, Victor Luckerson, in multiple faculty and student focused conversations.

Finally, to support the growth and development of students, faculty, and staff doing research, CBE-OR hosted trainings and research meetings throughout FY25, to create opportunities for engagement and learning. Trainings focused on the pre-award grant administration process, with the goal to improve research culture within CBE. Research administrators worked with 39 CBE researchers in the college as PIs or Co-PIs on grant proposals during FY25. 2 of the awards received were sub-awards to different departments, bringing in \$24,585 total to CBE. Research meetings took place in Autumn and Spring academic quarters, to discuss research updates, promote P&Ps, and discuss opportunities for support with CBE researchers.

All of these opportunities allowed for a deeper engagement amongst the CBE research community, increased visibility of CBE research projects and outputs, and created opportunities for growth amongst our community members. The impact CBE-OR support had on this work includes many hours of operational support to make these events and shared learning opportunities happen, as well as mentorship and leadership from Associate Dean for Research [Carrie Sturts Dossick](#) (ADR Dossick) throughout FY25.

1.b. CBE Research Funding

Research funding is discussed below for FY25. **Overall, FY25 funding supporting research-related activities totaled over \$13,536,000 (\$3,565,332). Categories of funding received in FY25 include Grants and Contracts \$12,236,994 (\$2,266,326), UW Internal Funding (non-CBE) totaled \$340,000, CBE Internal Funding totaled \$36,500, Gifts in support of research totaled \$564,506, and Service Agreements totaled \$358,000.**

1.b.i. Grants and Contracts

Grants and contracts in CBE are supported by two different offices: CBE's Finance and Administration Office and CSDE (Center for the Study of Demography and Ecology). During

FY25, 24 different CBE faculty were PIs or Co-PIs on grant proposals and awards. During FY25 CBE researchers submitted 18 proposals through the CBE Finance and Administration Office, 4 proposals through CSDE, and 9 proposals as Co-PIs submitted through other departments.

During FY25, 9 awards were received, totaling \$12,236,994 (\$2,246,326 after award cancellation), 3 of the 9 awards were awarded through a different department. 1 award was received through CSDE in FY25. The total amount awarded by department is represented in Table 2.

CBE PIs collaborate with many departments across campus. In FY25, PIs worked on proposals and awards with; Evans School, School of Medicine, UW Bothell, College of Engineering, College of the Environment, and CoMotion.

This data represents what is available in OSP at the time of compiling this report. The data is dynamic, but is as complete as possible. Table 2 and Table 3 include values of “MODs” or modifications to existing awards, in addition to the newly received award amounts.

Table 2: Awards Received in FY25 by Department

Department	External Funder Grant & Contract Awards*	Internal University of Washington Fund Awards**	CBE Awards & Endowment Funds	Totals
Architecture	\$10,968,666 (\$997,998)*	\$200,000	\$16,500	\$11,185,166 (\$1,214,498)
Landscape Architecture	\$0	\$0	\$0	\$0
Urban Design & Planning	\$772,389	\$33,333.33**	\$5,000	\$810,722.33
Runstad Department of Real Estate	\$219,131***	\$0	\$5,000	\$224,131
Construction Management	\$276,808	\$106,666.67**	\$10,000	\$393,474.67
Totals	\$12,236,994 (\$2,266,326)	\$340,000	\$36,500	
Total Awards	\$12,613,494 (\$2,642,826)			

This table does not include service agreements or gifts in support of research.

*\$997,998 reflects the awarded amount after a \$9,990,668 award was cancelled due to an executive order. Other parenthetical amounts in the table reflect the impact of that cancellation.

**Note that collaborative proposals are split proportionally between departments in terms of award funding amounts. A \$100,000 award was split between 3 PIs; 2 in CM and 1 in UDP.

***Includes WCRER, although this funding flows through the CBE Dean's Office, not the RE department.

Of the 9 grant and contract awards received from external funders, Urban Design & Planning brought in 3 awards, Construction Management 3 awards, Architecture 2 awards, and Runstad Department of Real Estate 1 award. Landscape Architecture did not receive any awards from external funders in FY25 (see Figure 3). In FY23, all 5 CBE departments received at least \$93,000 or more from all funding sources. In FY24, funding was at least \$125,500 for each department.

Below (Table 3) represents the value of grant and contract proposals submitted by department, illustrating the delay in proposals to awards across FYs.

Table 3: Prospal and Award Amounts in FY25 by Department

Department	Proposal Amount Submitted	Award Amount Received
Architecture	\$2,135,281.50	\$10,968,666 (\$997,998)
Construction Management	\$1,746,643.81	\$276,808
Landscape Architecture	\$25,390,831.00	\$0
Runstad Department of Real Estate	\$1,199,790.00	\$219,131
Urban Design and Planning	\$4,379,627.16	\$772,389

Figure 2 represents the change year-over-year between proposal and award counts, and the total amounts of those proposals and awards. This is the most complete data we have for FY23-FY25. We hope to expand upon this year-over-year data moving forward.

Figure 2: Counts & Amounts of Grant & Contract Awards & Proposals

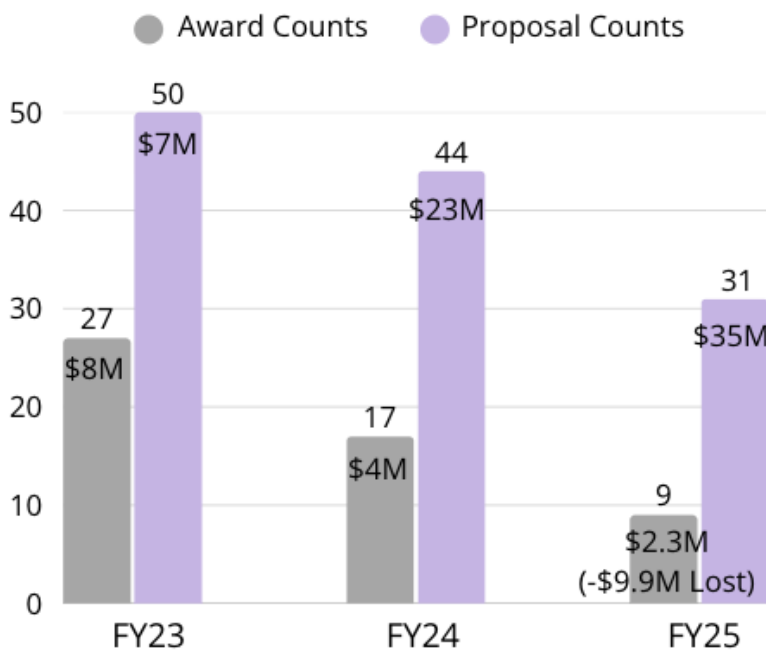
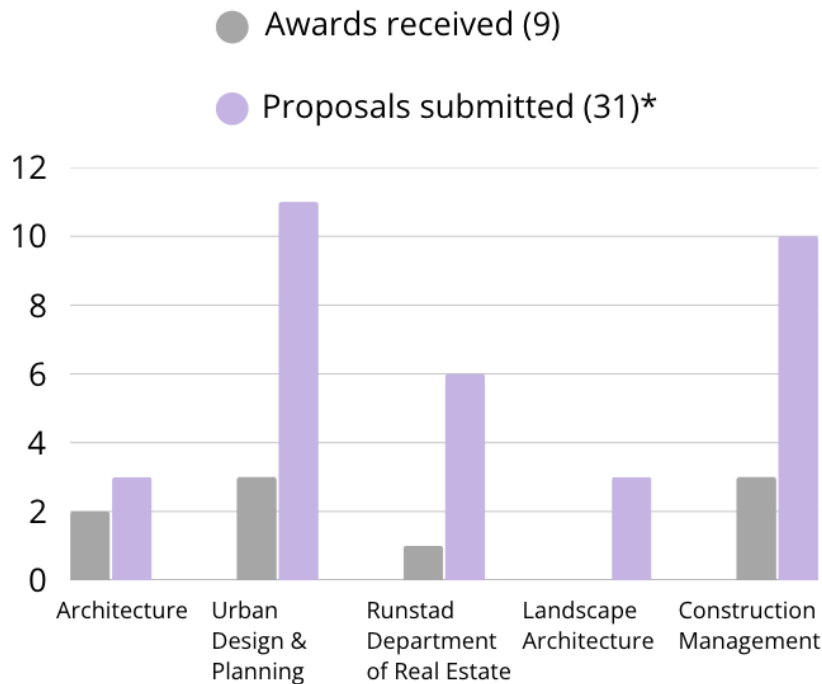


Figure 3: Grant & Contract Proposals Submitted and Awards Received by Department*



**Figure 3 represents 33 proposals submitted, because 2 proposal teams consisted of PIs from multiple CBE departments. 31 total proposals were submitted in FY25. Figure 3 reflects all proposals submitted in FY25, and all awards received in FY25. This does not*

reflect a one-to-one comparison of proposals to awards due to the time lag expected between submitting a proposal and receiving a notice of award. This also does not include modifications received to exciting awards. For example, a proposal submitted in May 2025 would be represented in this Figure as a proposal submitted in FY25, however, it would likely not be represented as an award received in FY25 because it was not funded by the time FY25 closed. This is not a one-to-one representation due to carry over of when proposals were awarded either from FY24 or not-yet awarded which would be expected in FY26.

In addition to external funding, UW-Internal grants have been awarded to CBE from other UW organizations, including Population Health Initiative, Clean Energy Institute, and Royalty Research Fund. During FY24, over \$432,415 was awarded by UW entities, including CBE; an increase from \$244,833 awarded in FY23. In FY25, \$340,000 was awarded to CBE researchers from UW (on CBE) sources. See Table 4 for additional details regarding amounts received from internal sources. Additionally, CBE awarded funds from the college to internal researchers, totaling \$36,500 (discussed further in section “3.k. Internal Grants”).

Table 4: Breakdown of Awards from UW-Internal Funding Sources (non-CBE)

Organization	Total Amount Received	Number of Awards Received	Award PI Departments
Clean Energy Institute	\$100,000	1	Construction Management (2 PIs), Urban Design and Planning (1 PI)
Population Health Initiative	\$200,000	1	Architecture

Research Royalty Fund	\$40,000	1	Construction Management
-----------------------	----------	---	-------------------------

The total amount of funding received by CBE is an important metric to measure the year-over-year growth and reach. FY23 research funding totaled \$10,789,437, which surpassed the \$4,000,000 benchmark of research support received in FY22 with a particularly large single award that year. FY24 funding totaled over \$5,481,400, which reflects a lower award amount compared to FY23. At the end of FY24, notification of award was received for an Environmental Protection Agency award for \$9.9 million to Kate Simonen’s project “VERE-LCA: Validating and Expanding Research and Education for LCA Policy.” Unfortunately, this was an award that was cancelled due to presidential executive orders. With this loss of funding, the trend of increased funding for the college has not continued in FY25 due to external circumstances. Despite these challenges, the FY25 research-related funding still totaled \$3,565,332.

In FY25, 4 endowed professorships were awarded to CBE Faculty. Endowed professorships support faculty efforts including their research activities, along with their other academic efforts.

PD Koon Endowed Professor: Fred Aguayo, Construction Management

Marsha and Jay Glazer Endowed Professor: Gregg Colburn, Runstad Department of Real Estate

John E Schaufelberger Endowed Professors: Carrie Sturts Dossick and Amos Darko, Construction Management

Barry Onouye Endowed Chair in Architecture: Tyler Sprague, Architecture

1.b.i.1. Terminated and Lost Funding

The change of the political landscape in January 2025 caused researchers to lose funding. Details are described below.

- Professor Ann Huppert was awarded a National Endowment for the Humanities (NEH) Fellowship in January 2025 for \$60,000 which was terminated. Her project was entitled “The Culture of Construction in Sixteenth-Century Rome” to include research and writing leading to a book on the collaborative nature of construction in sixteenth-century Rome.
 - Professor Huppert appealed the termination following the process outlined by UW Office of Research with no change in outcome at the time of this report.
 - *Of note; this type of funding is paid directly to Ann, and doesn’t go through the university. We have included it here as it was a prestigious award that would still impact her funding and research trajectory.*
- Professor Kate Simonen’s Life Cycle Lab had received an Environmental Protection Agency (EPA) award total \$9,990,668 which was awarded but the funds were not distributed. EPA distributions and awards were frozen in January 2025, effectively terminating this award at that time.
- Professor Catherine De Almeida’s in progress EPA award totaling \$1,267,559 was terminated in May 2025. \$360,821.58 was CBE’s portion of funding remaining on the award at the time of termination. The project was entitled “The Duwamish Valley

Research Coordination Network: Building Capacity for Tribal, Community, and Agency Research on Contaminants in Urban Watersheds.”

- Rebecca J. Walter was key personnel on a CDC-funded center grant at HIPRC; “CDC Injury Control Research Centers (ICRC) - Achieving Injury-Related Health Equity Across the Lifespan,” (PI: Megan Moore) which was funded for 2024-2029 at \$4,249,995. The grant was awarded as a five-year initiative, and had received funding for Year 1. The status of future funding remains uncertain and at this point, it appears unlikely that additional years will be supported. All program staff at CDC for this grant have been fired. Rebecca is the Director of Strategic Planning for the Center and continues to work on grant implementation, though is currently serving in that capacity without funding due to the unresolved status of Year 2.
- Dan Abramson was working on an award with a PI in the College of Engineering, Jeff Ban. There were minimal funds left on this award when it was cancelled.

1.b.ii. Gifts in support of research

CBE received gifts in support of research totaling \$564,506 during FY25. This funding was supported by 10 research funds: Carbon Leadership & Research Forum (\$29,338.85), Integrated Design Lab Support Fund (\$55,902.47), Northwest Energy Efficiency Alliance (NEEA) Base Support (\$240,182.57), Green Futures Research & Design Lab Support Fund (\$250), Livable City Year Excellence Fund (\$65.24), Friends of Livable City Year (\$19,000), Urban@UW Impact Fund (\$1,090), Urban@UW Research to Action Collaboratory (RAC) Support Fund (\$125.05), and CBE Applied Research Consortium (\$218,552). This total amount for FY25 represents actual amounts received, and does not include any outstanding pledged payments. This is a slight decrease from the gifts in support of research total amount of \$573,126 received in FY24. \$929,236 was received in FY23.

1.b.iii. Service agreements

CBE Researchers, and some Centers and Labs, received funding in the form of service agreements from industry, government, and community partners. Service agreements totaled \$358,000 in FY25. (This is a slight decrease from FY24 which totaled \$399,554.)

2. CBE OR EFFORTS

CBE-OR’s goals are to support, connect, elevate, and accelerate research at CBE. In addition to aligning our work with the CBE Strategic Framework and our understanding of CBE research needs, we utilized 4 overarching lenses in our work during FY24. These lenses are Student Research Experience, Cross-Boundary Scholarship, Equity, Diversity, and Inclusion, and Continual Improvement.

2.a. Student Research Experience Lens

ADR Dossick continued working with the director of the Built Environments (BE) Ph.D. program to adequately support Ph.D. student and programming needs.

PhD students continue to be highlighted and included on the Research Portal, especially when they are published in academic journals. Additionally, Ph.D. students participated in the Climate Solutions Symposium in May 2025 (expanded upon below in 2.n. Research Events).

Two posters received awards for research and for communication; a Built Environment PhD Student received one of the awards.

In coming years we would like to further understand the needs of student researchers and to develop additional supports for that community.

2.b. Cross-Boundary Scholarship Lens

The CBE Office of Research is committed to supporting the communities of practice (CoPs) that emerged from the CBE Strategic Framework efforts: Humanities, Histories, & Futures; Technology; and Climate Solutions. This support looks different per CoP; in FY25 the Climate Solutions CoP hosted the second Community of Practice Symposium. More details can be found in the CoP section of this report (section 2.j.).

The cross-boundary scholarship is clear in the funding received by CBE research teams. CBE researchers continue to collaborate with other disciplines, for example receiving Population Health Initiative funding for another subsequent year. Additionally, ongoing collaborations with other departments and centers such as CSDE also facilitate CBE research. Of the 26 proposals submitted in FY25, 10 of those proposals were Co-PI proposals through other departments, and 4 were through CSDE.

Throughout these engagements across units, the university, and beyond, we prioritized the elevation of interdisciplinary and community-engaged scholarship. We also work to uplift collaboration in all mention of CBE research, all research-related events, and all RFPs and proposal efforts for which CBE leads or provides input.

An example of cross boundary scholarship in CBE is supporting nominations and visits of guest lecturers. In January 2024, CBE supported the nomination of author and journalist Victor Luckerson as speaker for the UW Public Lecture series, in consideration for a visit during the 2024-2025 academic year. CBE is one of seven co-sponsor departments for Luckerson's visit: Social Work, History, American Ethnic Studies, College of Built Environment, Political Science, Center for Studies in Demography and Ecology, and the UW Honors Program.

2.c. Equity, Diversity, and Inclusion (EDI) Lens

The CBE-OR takes multiple actions through an EDI lens, but there is always an opportunity for continued improvement in this area. Research EDI resources are shared as an item in the monthly research newsletter. For the CBE internal grant awards, EDI was an explicit evaluation criterion in award assessment for the Inspire Fund. Of the March 2024 Inspire Awardees, 3 addressed EDI-related topics, with 1 of the awardees explicitly discussing EDI impacts in their funding application.

Applied Research Consortium addresses EDI through an explicit intercultural curriculum for both the students and the participating consortium members. This program elevates students of color in embedded internships in industry settings. An evaluation of this program was started by ADR Dossick, AS Randall, in collaboration with Teri Randall (no relation) who worked on the ARC Program team previously. (This evaluation is discussed further in section 2.f.)

2.d. Continual Improvement Lens

Throughout FY24 we continued to work to improve our services and our approaches. In FY25, OR focused on hosting Pre-Award Workshops to improve research culture. FY25 also focused

on centering community engagement efforts in research support; this included hosting a discussion based event surrounding better supporting this work in our college.

2.e. Strategy and Infrastructure

In partnership with ADR Dossick and the CBE-OR Administrative Specialist Sarah Randall (AS Randall), the CBE Research Administrator Mike Bartley (RA Bartley) has supported development of P&P resources for CBE-OR related to grants administration. These P&P resources were finalized and published to the CBE Intranet in FY24. In FY25, these resources will be linked to a newly revised Research Roadmap page on the CBE Intranet. Refreshing the Research Roadmap on the CBE Intranet will be a key update to research infrastructure resources, allowing for a centralized place for answers to common questions, as well as trainings and other resources. Additionally, the funding resources page on the CBE Intranet will be revised, to guide PIs to use keyword searching in common grant databases. This will allow for researchers to find multiple databases linked from our Intranet, and use their keyword for their work to find relevant funding.

In FY24, a need was identified for research operations support for specific research projects. ADR Dossick has begun to explore various models to address this need for support, including a shared staff role to provide support across multiple projects. In March 2024 (FY24), AS Randall dedicated shared time to various projects including travel to Bogotá, Colombia for one week supporting a research team at a multi-site in-person event. The need for project management support for larger activities such as this international event is an opportunity for CBE-OR to explore different models of support for Centers, Labs, faculty, staff, and students who need project management resources. Further shared support was offered to various faculty teams in FY25, and a formal model for this shared support will be established in FY26.

To further streamline operations, OR transitioned from Google Drive to Microsoft Sharepoint for file management. The transition was also made from using Asana for project management to using Microsoft Planner. These tools are free within the University of Washington technology ecosystem, and will provide both an improvement in efficiency due to their Outlook integration capabilities, as well as cost savings by eliminating the Asana licenses for OR team members.

An additional improvement for OR Strategy and Infrastructure included the development of a Funding Database Search Support resource. Faculty were introduced to this tool at the Autumn 2024 Research Leadership Meeting, and directed to the location of the request form on the CBE Intranet Funding Opportunities website. Faculty can fill out the form with information pertaining to their research areas, and a Dean's Office student completes a funding search through specific databases to look for relevant opportunities. In FY25, the process was adapted to include responses of UW centers, labs, and other organizations relevant to the PIs keyword search that they might benefit from being involved with. We hope to develop this tool further and continue to make it more useful for CBE faculty.

AS Randall attended a session hosted by UW Central Research in April 2025 looking to support researchers exposed to harassment based on their work. This was primarily a listening session, but various resources were shared that CBE OR can now provide to researchers if harassment were to occur.

In May 2025 ADR Dossick and AS Randall attended a workshop hosted by UW Central Research focused on how to better emphasize our research impact. Multiple CBE faculty were

also in attendance. The workshop hosted faculty from colleges across campus and from UW Bothell and Tacoma as well. The workshop discussed identifying who our research audience is and how to communicate with them to best highlight our research impact on the community.

AS Randall attended a workshop hosted by UW Libraries in May 2025 about using citations to promote your work, and using a new tool called Altmetrics. This tool is capable of showing journal article engagement through different platforms and mentions. This functionality may be useful for individual faculty in their ability to use Altmetrics to support their promotion and tenure packets in the future. This tool will be shared with faculty at the Autumn 2026 research leadership meeting.

2.f. Evaluation and Metrics

Reports were pulled for FY25 evaluation and metrics. Reports consisted of advancement reports regarding financial gifts in support of research, and grants and contracts reports summarizing totals regarding funding and grant applications applied for and received. Unlike previous years, there were no marketing and communications reports regarding research intranet page viewership available.

In June 2025, ADR Dossick and AS Randall began an additional evaluation project for the ARC Program with Teri Randall. The evaluation involves 3 surveys, and numerous qualitative interviews, and will result in a final report. This evaluation will continue into FY26 with process and results being shared in the FY26 report.

2.g. Community Engagement

A new area of focus for CBE and the Office of Research in FY25 was Community Engagement. Community Engagement is defined by the UW as “collaboration between the University (students, faculty, staff, and alumni) and our extended communities (local to global) [...] for the equitable and mutually beneficial co-creation and exchange of knowledge, insights, creativity, resources, and capacities to address critical social issues and/or envision and contribute to the future well-being of our communities and planet,” [more information available here](#).

In FY24, 75% of research projects included a community engagement component, or worked with community partners. To further develop and support community engagement work in FY25, the OR hosted a professional development session for individuals engaged in community-engaged scholarship in April 2025. This session was co-hosted with Jen Davison (Project Director, Community Engagement, Strategic Initiatives Office; Co-Director, Urban@UW Research to Action Collaboratory), Rachel Berney (Associate Professor, UDP; Director, Urban@UW), and Catherine De Almeida (Associate Professor, Department of Landscape Architecture) (all members of the UW Community Engagement Core Team). The workshop had faculty from all 5 CBE departments, along with staff and PhD student attendees. CBE-OR will continue to prioritize supporting community engagement in FY26.

2.h. Professional Development

ADR Dossick conducted a range of mentorship and professional development activities throughout FY25. ADR Dossick maintains office hours throughout the year to allow for access and visibility when support is needed. ADR Dossick met with CBE faculty and staff for over 28 hours during FY25. Meeting topics included general onboarding and introduction to CBE-OR support, guidance for grant application planning and submission, grant management support,

new center development and startup support, and shared learning sessions. ADR Dossick also attends monthly Research Advisory Board meetings with the Vice Provost for Research, research leaders, and ADRs from across campus.

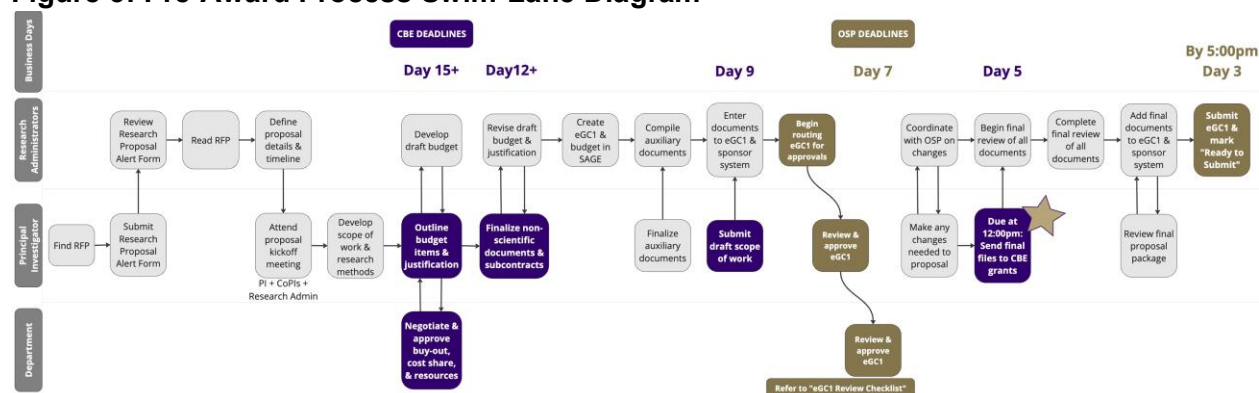
In FY25, the Office of Research nominated Professor Kate Simonen for the UW Faculty Lecture award on behalf of CBE. The decision for this nomination will be announced in FY26.

In FY24, the CBE Research Administrator hosted a series of trainings entitled “Research in CBE” in conjunction with the new P&Ps developed related to research. To develop upon these trainings further, in FY25, the Office of Research and Research Administration team posted a series of Pre-Award Workshops. Workshops were designed using the Art of Harvesting methodology which ADR Dossick and AS Randall had both participated in previously (hosted by the Evans School). Workshops were designed to occur in-person, and all current research faculty were required to attend a 90-minute session. Faculty completed an availability survey selecting the dates that would work for their schedule. AS Randall organized responses and sent invitations for the in-person sessions based on the faculty’s provided availability. 6 workshops took place during Winter and Spring quarters 2025. Workshops had a minimum of 2 attendees and a maximum of 7, with an average of 5 faculty attendees (ADR Dossick, AS Randall, and the research administrator team attended all sessions). At 2 additional sessions will take place in Autumn 2025 (FY26) to ensure all research faculty are able to attend a session in-person.

Session agendas included introductions, self-reflection and brainstorming with sticky notes on pre-award related topics within the categories of “communication,” “deadlines,” and “other.” Then sticky notes were placed on the 3 categories and used to guide the open conversation between faculty and research administrators. AS Randall took anonymous notes which resulted in a summary report (see Appendix 2).

An output created by ADR Dossick, AS Randall, and RA Bartley to support the discussions in the Pre-Award Workshops was a process swim-lane diagram (see Figure 3). Faculty were introduced to the diagram during the workshops and asked for their feedback.

Figure 3: Pre-Award Process Swim-Lane Diagram



2.i. Centers and Labs Oversight

CBE-OR continues to provide support and oversight for Centers and Labs. Although budgeting and human resources oversight is conducted by Centers and Labs department Chairs, the CBE-OR team has the opportunity to provide other kinds of support. In FY24, CBE leadership continued to discuss resources and frameworks needed to support the Centers and Labs. In

FY25, ADR Dossick and AS Randall conducted a Centers listening tour with centers housed under other colleges across campus. The purpose of the listening tour was to learn about how other centers fund their shared resources such as project management and communication needs, and how their home college or department supported their center startup. Results of the centers tour are summarized in Appendix 3. In FY25, ADR Dossick spent 24 hours in meetings with Centers and Labs' leadership to support operations and future development. AS Randall spent over 29 hours providing support for the various centers in CBE that required project management.

In May 2025, ADR Dossick met with faculty working on starting up new centers this year, and hosted a Q&A discussion with Heather Burpee and Chris Meek about this progress with [Integrated Design Lab](#). Invited attendees included Gregg Colburn, Gundula Proksch, Catherine De Almeida, Celina Balderas Guzman, and Tyler Sprague.

To develop a shared support model for CBE Centers, AS Randall began providing shared support and tracking hours dedicated to this work. In FY25, AS Randall provided over 29 hours of shared support for centers and research projects. This support included website work, file management, general scheduling and administrative support, as well as strategic planning and project management. This support was distributed across 2 new centers, 1 research project, and general support for the faculty in the process of starting new centers this year. Tracking the needs for this support is a first step towards creating a model for shared support where support can be requested by any center or faculty in the future.

2.j. Communities of Practice (CoP)

CBE-OR supports topic-based and role-based communities of practice (CoPs). Topic-based CoPs include Climate Solutions; Technology; and Humanities, Histories, & Futures. Role-based CoPs include research leaders, staff who do research, and students who do research.

The May 2025 Climate Solutions Symposium was hosted by CBE and planned by the Climate Solutions CoP for the 2nd year in a row. The symposium was very well attended by faculty and students from multiple departments in CBE, especially faculty who were teaching studio courses that integrated climate solutions from research into teaching. Students, faculty, and staff, submitted 18 research posters from their work in studios and classes. Kate Simonen was the faculty event Chair, and Heather Burpee was the poster symposium lead. Christine Bae and Narjes Abbasabadi were on the faculty planning committee. PhD student Alvina Saah was onboarded in Autumn 2024 and supported event planning and day-of operations. ADR Dossick served on the poster review committee for the event. More details about this event are expanded upon below in 2.n. Research Events.

2.k. Internal Grants

CBE administered three internal grants in FY25. Johnston-Hastings Endowment for Research Travel of Architecture Faculty; the Johnston-Hastings Endowment for Publication Support; and the CBE Inspire Fund. Products from the previous cycle of the Research Restart Fund are also detailed below.

Johnston-Hastings Endowment for Research Travel of Architecture Faculty

The FY24 Johnston-Hastings Endowment for Research Travel of Architecture Faculty was awarded to [Robert Hutchison](#), an affiliate professor in the Architecture department.

The travel award supported Hutchison's travel to the Washington Coast in Spring 2024, fulfilling part of the award proposal activities (travel to the Oregon Coast to complete the proposed activities will occur in Fall 2024, with an approved funding extension). Due to the timeline of project activities, there were no products produced from this funded travel at the time of this report. However, this proposal is an extension of other research activities on the same subject. Previous work on this topic has recently resulted in an installation entitled "Tsunami Infrastructure along the Tohoku Coastline of Japan" at the Mini Mart City Park gallery in the Georgetown neighborhood of Seattle throughout the month of June 2024. Although this art installation is based on Japan-focused research, it is related to the project's focus of tsunami infrastructure and public space. Following travel in May 2025, Hutchison shared about a visit to the Yoshida Residence in Rikuzentakata, Iwate. Hutchison also visited a Tsunami Vertical Evacuation Structure in Toi, Izu related to the Memory Landscapes project as well. This work will result in a book to be published in the future.

Two individuals were selected to receive the FY25 Johnston-Hastings Research Travel Award, and their reports are included below.

Associate Professor Ann Huppert, Department of Architecture, was awarded funding to support archival research in Rome's Archivio di Stato and the Carmelite Archives on the topic of Santa Maria in Traspontina and Building the Borgo related to the book project entitled "Building Knowledge: The Culture of Construction in Sixteenth-Century Rome." Ann shared the below reflection on her project work:

"I am deeply appreciative of support from the College, since this support has allowed for substantial development and dissemination of my research. The Johnston-Hastings Travel Support and CBE award funded two research trips in Rome in September and November 2024. During these 18 days, I continued research in the State Archives, developing material that will form part of my book in development, The Culture of Construction in Sixteenth-Century Rome. The November trip included attendance at a conference where I presented material for one chapter on 'Santa Maria in Traspontina and Building the Borgo.'"

Adjunct Professor, Department of Architecture; Associate Professor, Department of Urban Design and Planning Manish Chalana received funding to conduct research at the British Library in London for an ongoing book project entitled "Reclaiming the Margins: Diversifying India's Multicultural Heritage through Historic Preservation." The award enabled Professor Chalana to spend one week in London at the British Library in June/July 2025, where he conducted archival research for the book. At the British Library, Chalana said he,

"consulted primary sources from the India Office Records and related collections. These materials offered critical insight into colonial approaches to heritage, particularly in relation to marginalized communities. I focused on undigitized documents - including correspondence, policy reports, and survey records - that required on-site consultation. Engaging with sources uniquely available in London has sharpened the scope of my project by clarifying what materials can only be obtained there versus in Indian archives, thus streamlining the next phase of research."

Chalana continued, "I am deeply grateful to the Johnston/Hastings Endowment for supporting this work, which builds on earlier research funded by the Fulbright Fellowship. Access to these archives has been invaluable in advancing the book manuscript and strengthening its contribution to ongoing conversations on addressing equity deficit in historic preservation."

For FY26, 4 Johnston-Hastings Travel Awardees were selected, all of whom were in the Department of Architecture.

- Ann Huppert; “The Culture of Construction in Sixteenth-Century Rome”
- Mehlika Inanici; Travel to Berlin to research the intensity, spectra, and dynamics of daylight and electric lighting in built environment
- Louisa Iarocci; “Lost Architecture of the Supply Chain: Oil Fields”
- Donald King; “Introduction to the Cultural Journey: Morocco and Moorish Andalusia”

Johnston-Hastings Endowment for Publication Support

Professor Emeritus Nancy Rottle, Department of Landscape Architecture, was awarded the FY25 Johnston-Hastings Research Publication Award. The award will support a subvention in her publication “The Art of Sustainable Stormwater: Designing Blue-Green Cities,” which has been accepted for publication and is anticipated in Fall 2025.

The Art of Sustainable Stormwater: Designing Blue-Green Cities is a visual textbook that is designed for students and professionals to learn and apply urban hydrological solutions, foregrounding climate change, equity, circularity, and art. The 320-page color book is grounded in conceptual and technical foundations for designing urban hydrological systems and sites, and then is organized into chapters based on scale and typologies, featuring a range of case studies from around the world. Heavily illustrated, it is designed to be used not only in site engineering courses for landscape architects, but also for use in design studios and practice to inform and inspire students and professionals for what is possible as we design neighborhoods, streets, parks, public spaces and buildings. I am grateful for the Johnson-Hastings Award funds which are being applied to payment for image permissions and graphic design. The book is scheduled to be published by Routledge in early 2026.

For FY26, Susan Jones (Affiliate Associate Professor, Architecture) was awarded the Johnston-Hastings Research Publication Award for her project “Light on Wood.” The product will be described in a future report.

Inspire Fund

In FY25, the 5th cycle of the [Inspire Fund](#) was awarded. The purpose of the Inspire Fund is to support research activities for which a relatively small amount of support can be transformative. This may include work that is traditionally underfunded, or that done by scholars who are members of groups currently underrepresented in our college.

2025 Inspire Fund Awardees and projects are listed below.

1. “Enhancing Feasibility and Evaluation for the Housing Choice Voucher Homeownership Program in King County”: Vince Wang
2. “Wildfire Smoke Readiness of Low-Income Households in Seattle”: Amos Darko
3. “Equitable Public Electric Vehicle Charging in Seattle: A Baseline Data Mining Approach for Public Capital Planning”: Chris Lee, Lingzi Wu

4. "Right Here, Right Now: Building Sustainability and Resilience through the RAC Model for Equitable Community-University Partnerships": Rachel Berney, Jen Davison, Kate Landis

A cohort of projects was awarded Inspire Funds in March 2024. These projects are mentioned below with a summary of project work and progress. One of the 2024 projects did not follow the reporting guidelines in a timely manor in accordance with their award requirements.

1. "Mycelium Grow Lab for Student-led Research": Gundula Proksch, Tyler Sprague
 - a. The funds were intended to support a portable mycelium grow-lab, but the project team learned a grow-lab would require a higher level of sterilization and possibly ventilation. The project team needed to re-visit their earlier assumptions for lab set-up, and are still in the process of identifying the right student to support this work. The project team reported that they are uncertain on the path forward as of the end of FY25, and they have not yet utilized any of their funds.
2. "Exhibition of the works of OUR: Office of (Un)certainity Research": Vikram Prakash
 - a. This project was completed and the exhibit was displayed in Gould Gallery from March 25-April 26, 2024, entitled "O(U)R Experience". Professors Vikramaditya Prakash (University of Washington, Architecture), and Mark M. Jarzombek (Massachusetts Institute of Technology, History, Theory + Criticism) were the co-design leads. The event explored 6 projects: 1) Cenotaph for Niels Bohr (based on quantum entanglement); 2) 1x1 Land Acknowledgement Design Challenge that seeks to extend this issue into design and property ownership; 3) D.I.A.N.A [Designing Insidious Alternative Architecture], a digital data virus critique of AI in the form of a mockumentary; 4) A House Deconstructed documents the ultimate source of the materials and processes of a recent house built in Seattle; 5) Tirtha: A Human Body Composting Temple develops new rituals and practices for the now legal practice in WA of composting human remains; and 6) Kishkindha NY, a multi-species city imagined as an inhabited forest building on a city concept found in the Hindu epic The Ramayana.
3. "Emergence, Resilience, and Future(s) of Urban Informality in Seattle": Julie Johnson, Manish Chalana
 - a. The project team shared that they hosted a workshop on urban informality held on November 21, 2024 which was a success, bringing together scholars, professionals, activists, and students to discuss the growing importance of urban informality, especially in the post-pandemic world. The next step is to process the textual data from the workshop, along with a follow-up survey (mailed to participants), and synthesize that with research on peer West Coast cities conducted over the summer to craft a white paper. We have recorded and organized much of what participants co-created during the workshop to identify current models of informality in Seattle as well as models from other cities. This will be discussed in the white paper. The project team also shared that, "While the College has been incredibly supportive, the biggest challenge has the grant amount. The \$5,000 funding was insufficient, even for a pared-down version of the project, and I suspect other Inspire projects may face similar concerns. We

still remain in the red despite utilizing all possible cost-saving measures! One of the stickiest parts of the grant was getting our graduate student RA hired. There was a lack of clarity around who we were to coordinate with and when, what the process entails, and what hard deadlines we needed to meet. We greatly appreciated Carrie's and Vanessa's support in navigating this, along with Jenner's support with getting the RA hired. However, the extensive time and coordination spent getting to that point was unproductive relative to what we should have been able to focus on." An outcome of this barrier was the need for a "how to" handout for future grant recipients related to student hiring.

4. "Analyzing the Impact and Mitigation Strategies of Transportation Electrification on Seattle's Gentrification": Lingzi Wu, Vince Wang
 - a. The project team shared that they were able to connect with Seattle City Light to finalize the scope of work and secure external funding. The submitted a manuscript to a top-tier journal which was under review. By using the CBE Inspire Fund as a match, they have successfully secured a PacTrans Small project titled, "Policy and Planning Support for Urban Low-Income Communities' Transportation Electrification," at \$149,863. Collaborating with Prof. Vince Wang and Seattle City Light, this project aims to evaluate the comprehensive impacts of transportation electrification on Seattle's low-income communities and evaluate potential policy supports to mitigate the negative impacts, such as displacement.

In previous reports, the CBE Research Restart Fund was highlighted. This award was designed to support researchers during and following the height of the COVID-19 pandemic. This fund has since been dissolved and will no longer be offered in CBE at this time.

Additional internal funding was received from different sources within the University of Washington. Below are some examples of this funding.

Population Health Initiative awarded the below funding:

- "DecarbCityTwin 2.0: A Platform for Health-Driven and Equitable Decarbonization of the Built Environment-Advancing Platform Capabilities and Scaling for Greater Impact," Narjes Abbasabadi, Chris Meek, Daniel Kirschen (Department of Electrical & Computer Engineering), Mehdi Ashayeri (Southern Illinois University), Ani Krishnan (City of Seattle), Paulina Lopez (Duwamish River Community Coalition), Joseph Santana (Duwamish River Community Coalition) ([June 2025](#))

Royalty Research Fund

- "Developing a Reliable, Rapid, and Robust (R3) Performance Test Method for Carbonation Induced Corrosion of Cement-Based Mixtures," Fred Aguayo ([January 2025](#))

Clean Energy Institute

- "Equitable Public Electric Vehicle Charging Infrastructure Expansion – From the Tribal Community Perspective," Lingzi Wu, Chris Lee, Dylan Stevenson ([October 2024](#))

2.I. Internal Communications

CBE-OR continued the implementation of a newsletter which includes highlights of CBE research; upcoming research meetings; updates from CBE-OR, as well as, when appropriate, from CBE's Office of Finance and Administration; opportunities for conferences, awards, fellowships, funding, and competitions; and events related to the built environment disciplines. The newsletter also features a section highlighting EDI resources for research. The newsletter was published September – June with the support of a CBE Masters student worker in the Dean's Office.

The CBE Marketing and Communications team did not have capacity to pull metrics for the OR webpages and newsletter bulletins, so this data is not available for FY25. Previous metrics are available in Appendix 1.

In FY25, CBE-OR facilitated research highlights at the February 2025 All-College Meeting. During FY25, there were only 3 All-College meetings, and OR only presented at 1 of those 3 meetings.

- Lingzi Wu (speaker)
- Fred Aguayo (featured)
- Ann Huppert (featured)
- Karen Chen (featured)

In addition to the monthly newsletter, and the All-College Meetings, the CBE Intranet is used for internal research communications.

The Research Roadmap and Research FAQ pages are both designed to provide trainings and resources for CBE researchers during the whole grant process. In FY25, CBE-OR plans to work in partnership with the Grants Administrator to redesign both of these resource pages to improve their efficacy for faculty searching for resources in the grant process. If this increase in engagement with those resources is successful, it would be reflected in the web page engagement metrics in the FY25 annual report.

2.m. External Communications

The Research Portal is the primary CBE-OR external communication platform. In FY25, 45 publications by CBE authors were added to the research portal, and 18 news stories were added to the research portal to highlight accomplishments and activities in CBE research. (This is a decrease over 83 publications and 50 news stories in FY24.)

Looking forward to FY25, a goal for the Office of Research is to redesign the Research web presence. This redesign aims to improve clarity of connections between different research efforts, labs and centers, and projects across the college. This may include integrating research pages into the Research Portal, however this vision will still need to be workshopped and developed in FY26.

Finally, the “college at a glance” one-page report continued and served as an external communication summary of the operations and outcomes from CBE-OR in FY25 (the FY23 and FY24 one-page reports are available on the CBE Research Intranet).

2.n. Research Events

CBE-OR hosted specific events for research faculty development, especially focused on mentorship and shared learning in FY25. Less research events took place in FY25 because the OR team was focused on the Research Pre-Award Workshops discussed in section 2.h.

ADR Dossick supported an interdisciplinary discussion with CBE researchers and guest speaker Victor Luckerson who was a UW Lecture guest in February 2025. Luckerson visited multiple CBE classes and met with faculty for a discussion as well.

CBE OR hosted a professional development session for individuals engaged in community-engaged scholarship in April 2025 (described in section 2.g.).

Research Leadership Meetings in 2024-2025 took place on November 4th and April 21st focused on improving research culture related to the pre-award process workshops.

The Office of Research supported an Inspire Fund project event on November 21st, with the OR administrative assistant providing event day-of support and organization. This event was a roundtable with community partners.

The 2nd annual Climate Solutions Symposium was a research community of practice symposium event fully supported by CBE-OR. The hope is for future annual community of practice events at this larger scale, which included external partners, and facilitated collaboration between faculty and students. The symposium may be expanded to include all research topics in CBE in FY26.

3. Looking to Next Year 2025-2026

CBE-OR has multiple goals for FY26 including internal communications, research admin infrastructure, external communications, event support, and supporting labs and centers.

For internal communication, our goal includes an Intranet pages refresh, including updating the funding opportunities resources to include links to the searchable grant databases, and redesigning the Research Roadmap page to feature links to trainings and policies and procedures from the CBE Finance and Administration Office. This work will be done in partnership with the CBE Research Administrator.

Another goal for FY26 includes revisions to the research web presence. The scope of this project is to-be-determined; however it is an identified project that will happen during FY26.

A final goal for FY26 includes strategizing and developing a shared support model provided to Labs & Centers, and communities of practice, in CBE. This involves assessing what support they need and developing a model and processes for providing support.

Other goals include expanding the types of metrics and evaluations included in this report. This may include exploring new tools and especially EDI-focused methods for metrics and evaluation to expand our capabilities to assess and communicate the variety of research and impact. This could relate to teaching load and research funding from an equity lens and, measuring student and faculty service learning and civic engagement within the community. Another evaluation metrics would include fielding a survey from CBE PIs to explore what communities they partner with for their research, to help visualize how widely CBE project impact reaches. We welcome any ideas for the year ahead.

Appendix 1: FY23-FY25 Comparison Metrics

Research Metrics			
Category	FY23*	FY24	FY25
Total Research Support	\$10,789,437	\$5,481,400	\$13,536,000 (\$3,565,332)
Grants & Contracts	\$8,893,570	\$4,076,305	\$12,236,994 (\$2,266,326)
UW Internal (Non-CBE)	\$244,833	\$408,415	\$340,000
CBE Internal	\$44,250	\$24,000	\$36,500
Gifts in support of research	\$929,236	\$573,126	\$564,506
Service Agreements	\$677,548	\$399,554	\$358,000
Grants & Contracts			
ARCH - External G&C awards	\$7,091,397	\$589,000	\$10,968,666 (\$997,998)
ARCH - Internal UW awards/funds	\$17,500+	\$179,722	\$200,000
ARCH - CBE awards/endowed funds	\$14,250++	\$10,000	\$16,500
LARCH - External G&C awards	\$93,052	\$0	\$0
LARCH - Internal UW awards/funds	\$67,500+	\$120,000	\$0
LARCH - CBE awards/endowed funds	\$7,500+	\$5,500	\$0
UDP - External G&C awards	\$1,013,669	\$2,372,311	\$772,389
UDP - Internal UW awards/funds	\$67,500	\$0	\$33,333.33
UDP - CBE awards/endowed funds	\$7,500	\$3,500	\$5,000
RE - External G&C awards	\$596,169	\$504,994	\$219,131
RE - Internal UW awards/funds	\$5,000	\$39,693	\$0
RE - CBE awards/endowed funds	\$10,000	\$2,500	\$5,000
CM - External G&C awards	\$99,283	\$610,000	\$276,808
CM - Internal UW awards/funds	\$12,416	\$0	\$106,666.67
CM - CBE awards/endowed funds	\$5,000	\$2,500	\$10,000
PhD in the Built Environment Internal UW awards (Judy Bowes)	\$9,917	\$69,000	\$0
Number of Proposals/Awards			
OSP proposals submitted	32	48	31

Proposals submitted through CBE	9	35	18
Proposals submitted through CSDE	7	5	4
Proposals submitted through other departments	16	8	9
Awards received through CSDE		0	1
Grants & Contracts Awarded through CBE		17	6
ARCH external G&C awarded	11 (includes CLF)	2	2
LARCH external G&C awarded	2	0	0
UDP external G&C awarded (includes LCY)	8	9	2
RE external G&C awarded	4	2	0
CM external G&C awarded	2	4	2
Communications			
Research Portal News Stories & Spotlight Stories	28	50	18
Research Portal Publications Added	587 (portal build-out)	83	45
Intranet funding page views	282	454	Not available*
Intranet funding page users	147	286	Not available*
Intranet funding page average engagement time per user	1m 58s	1m 43s	Not available
Intranet funding page views per user	1.92	1.59	Not available
Events & Professional Development			
Research Events/guest speakers	3	13+	6
CBE-OR Associate Dean mentorship hrs	22	33.5	28
<i>*A "+" indicates that additional data exists for that cell but is not reflected in the total amount due to barriers in tracking/reporting.</i>			

Appendix 2: Pre-Award Workshop Summary

Executive Summary - Pre-Award Workshops, Winter 2025

Challenges in the pre-award process initiated the Associate Dean for Research, Administrative Specialist for the Office of Research, the Research Administrator, and Grant Manager to gather active CBE faculty to host a workshop discussion to improve research culture.

Active faculty included any CBE faculty who have submitted a proposal or interacted with the grants administration team in some way in the last 2-3 years. Some of the active faculty submit multiple proposals of various sizes per year, others only have submitted one proposal in their time at CBE, so the range of interaction with the pre-award process was large.

Faculty were emailed individually inviting them to sign up for a range of times that they were available to participate in a workshop. 6 sessions were scheduled for 31 faculty members between February and May 2025. Attendance was an average of 6-7 faculty plus 2-3 staff, along with the Associate Dean for Research during each session. Sessions were offered in-person only with no remote or hybrid component. This decision was intentionally to increase engagement and participation amongst attendees, as well as create a sense of community amongst researchers in CBE while they gathered to discuss research culture.

The sessions followed a similar format each time. First, short introductions took place, followed by discussion of session Purpose, Outcomes (tangible and intangible), and summary of Rules of Engagement (see Table 1). The Purpose and rules of engagement were amended slightly after the first session to the final versions in Table 1, however their original format and sentiment were similar.

Table 1: Session Guidelines			
• Purpose	• Outcomes		• Rules of Engagement
	• Tangible	• Intangible	
• Staff and faculty work together to define and build effective research administration • Build mutual trust and respect.	• Agreed upon and clear processes • Effective workflows and timelines • Knowledgeable PIs, staff, and chairs	• Community • Support • Trust • Respect • Empathy	• Be present • Be curious • Suspend judgment • Practice listening • Welcome being uncomfortable • Ask why

Deidentified notes were taken during each session, capturing the themes and concepts shared by participants. Participants were also asked to write their thoughts on sticky notes during an idea generation session. The content of these sticky notes were captured in the notes as well. These results are summarized below according to theme.

Communication

Communicate early and often:

The key communication concept discussed in sessions was to communicate early and often, no matter the specific details of the situation. Some examples of this concept that were discussed include, if an individual or team knows they want to pursue a proposal but don't have all of the details or information about the requirements; communicate their intention to submit early, and communicate often as details or ideas become clearer. Another example would be if faculty are often applying to a new funder each time they submit (instead of always applying to

NSF), communicate early and often about the requirements. The grants administration office is always balancing multiple proposals, so when one faculty fails to communicate about their proposal, that can shift work on other proposals causing a cascading impact; this is not fair to other faculty who are following the correct process and communicating, or to the grants administration team. Faculty also must communicate to the grants administration team if they intend to stop pursuing a proposal they have started; this allows the grants administration team to take that proposal off of their lists, otherwise they continue to wait for a response from faculty expecting to pursue that proposal.

Use various methods of communication:

The Grants Administration team emphasized their availability, and in certain situations, preference, for meeting to discuss proposals in development, or other pre-award questions. The Grants Administration team uses Microsoft Teams, and is available via chat or call on that platform. Similarly, anyone can email be-grants@uw.edu and request to schedule a meeting to discuss their questions. Multiple faculty members expressed the desire to verbally communicate about a proposal, and the Grants Administration team agreed that this is often the best option, and their office is always open to this. While a shared inbox can feel impersonal, the be-grants inbox format was generally preferred to an automated UW Connect ticketing system. Using different methods of communication also includes asking for support/resources in different ways. For example, when a PI is working on their budget, they can request items to be added to their budget without putting those items into the budget spreadsheet. This can happen by sending an email to be-grants selecting items as if from a menu (for example, summer student salary, 6 months faculty salary, etc.) and the grants administration team can input this into a budget and send it back to the PI. Helpful information like this will be added to the Intranet pages as well as the application Checklist document.

Deadlines

CBE deadlines align with OSP imposed deadlines:

A key concept communicated to faculty in this theme was that deadlines are not arbitrarily set by the CBE research office; deadlines come primarily from OSP and UW Central Research. The CBE Research Administrator shared that deadlines are tight for both the faculty and the Grants Administration team, but despite this, in previous UW colleges they have worked in, there is a much higher level of compliance with deadlines during the grant administration process. Faculty and staff discussed facilitators and barriers in the process, and how faculty could be brought into compliance with the pre-award deadlines. There was a discussion of whether deadlines should or could be added to faculty calendar's once they submit the form to the grants administration office.

*Flexibility in deadlines is only available to those who **communicate**.*

This flexibility applies to faculty joining a proposal with an external partner late, or finding out about a proposal from a sponsor late. Communication is always key.

Other

Other themes came up during sessions as well, including PI support and mentorship. For example, amongst junior PIs, they expressed a benefit in guidance from senior faculty

related to preparing proposals, how to meet deadlines, etc. Another example was that two CBE PIs with vastly different durations of tenure at UW expressed the value of having a repository with past successful and even unsuccessful proposals. This would allow PIs to refer to those proposals, for example, to support a newer PI pursuing a larger grant like from NSF. Or, to support collaboration efforts between PIs working on similar project areas.

In terms of balancing workload, a discussion around mentorship of junior PIs identified the need to support PIs exploring how many small grants are reasonable to pursue and have active at one time. Or, to support new PIs in time management between active grants, writing proposals, and their academic teaching responsibilities.

Multiple PIs expressed a need to change the CBE research culture because such a large emphasis and part of the faculty job is teaching courses. This makes research activities feel like an additional job on top of their defined role.

The distinction between grants, gifts, and service agreements was discussed as well, and faculty expressed the need for a more formal process of making that determination, and documenting that decision. This need will be an ongoing project for the Office of Research to evaluate an appropriate policy and procedure moving forward.

Finally, a review of the Office of Research resources would be helpful. This would include updating the Office of Research Intranet pages to streamline the FAQ resources, perhaps following a “less is more” approach with centralized resources but not an overload of information. This review would also extend to streamlining the Research Proposal Support Request form, removing portions that are not required at the time of form submission, such as the Abstract.

Reflections

Faculty expressed appreciation for the opportunity to gather in person with grants administration staff, and discuss the pre-award process and build rapport with each other. Both parties recognized the need to have empathy towards one-another in all of their work together, and to work as partners. Finally, many expressed the desire to have similar workshops on other processes (such as post-award grants administration), and have workshops periodically to continue the conversation about working together and improving research culture at CBE.

Appendix 3: Centers Tour Executive Summary

EXECUTIVE SUMMARY

CBE Seattle Campus Centers Tour Autumn Quarter 2024

The College of Built Environments Office of Research (CBE-OR) (Associate Dean Carrie Sturts Dossick and Administrative Specialist Sarah Randall) completed a centers tour in the Autumn Quarter of 2024 to gather information about centers and labs at the University of Washington. The goal of this tour was to understand common practices across the university as we support centers and labs in CBE.

CBE-OR spoke with 5 center/organization representatives, including: Population Health Initiative—with a focus on Center for Disaster Resilient Communities; TRAC; Clean Energy Institute; EarthLab; Center for Health and Global Environment (CHanGE). All five centers are on the Seattle Campus.

The findings from this center tour are discussed below. The themes identified by the center discussions include center leadership, funding, resources, and key takeaways.

LEADERSHIP AND GOVERNANCE

Center leadership and governance varied based on the home department/college of the center. There is no standardized top-down leadership and governance model for centers or interdisciplinary teams within the University. While the University provost and associate provost for research have some oversight roles, the localized leadership models vary across colleges.

In general, centers work semi-autonomously with minimal direct oversight. Each center is housed in a unit on campus. They have an administrative home unit where the staff are hired and the budgets are managed. Center directors and administrative staff manage most of the day-to-day operations. Sometimes, the center home unit is within a department or similar administrative unit, and sometimes within a college dean's office. Rarely, centers are housed within units outside of schools and colleges, e.g., the Population Health Initiative. Often, the home *unit* provides additional support to the center such as communications and advancement, and the center staff coordinates with other administrative staff across the university. The UW Office of Research oversees research administration and compliance, while the home unit oversees other fiscal and HR processes. The level and extent of the home unit governance oversight varied greatly among the 5 centers.

The center directors and admin staff typically manage research project budgets and center operating budgets. Operating expenses are primarily staff time. Some centers have executive boards that include campus leaders such as college deans.

FUNDING

The need for dedicated and stable funding streams was echoed in multiple conversations. Standardizing the ICR distribution and sub-budget process would also benefit interdisciplinary teams.

The most stable centers on campus have dedicated operational funds. For example, in the case of TRAC, they receive \$250,000 for a bi-annual admin budget through a Master Agreement with WSDOT that supports the core administration activities of managing transportation research across campus. This takes the burden of administrative loads off of the individual research projects and allows the ICR to follow the PIs to their home units. Other units have ICR distribution policies where the center and host college retain some percentage of ICR, and the balance is distributed to the PIs and their home units. Sometimes, the host unit provides some RCR back to the center to support operations. If a center's mission or aims are closely aligned with a campus unit, the center could receive funding from that specific unit. In other cases, dedicated funds may derive from the legislature (e.g., Climate Impacts Group) or another source

(e.g., Amazon, the Gates Foundation), and typically support a long-term perceived need and set of services that the center provides.

RESOURCES

Greater transparency and visibility into the allocation of resources to newly forming or established centers would benefit both the center members, other individuals interested in creating a center in the future, and center funders. This is particularly the case when the university commits resources for startup activities for certain centers and topical areas. This clarity would support the effort to standardize these processes. Resources for research can fall into several categories, for example, grants administration, communications, events, and convening/networking. Many centers we interviewed established and maintained relationships with individuals and organizations outside the university. Centers also provide a way for faculty from across the campus to gather, learn from each other, and work together formally and informally.

TAKEAWAYS

This analysis focuses on the context of the Seattle Campus. However, organizational divisions also apply to other campuses in terms of collaboration. Tacoma and Bothell campuses may have different internal dynamics.

While many centers aspire to be interdisciplinary and operate across college boundaries, the administrative home creates a perceived and actual affiliation that makes it challenging to work across colleges or other units (e.g., campuses, departments), particularly when it comes to the flow of funds and indirect cost returns. The inherent tensions are both political and economic. College affiliations are strong divisional forces regarding how people are rewarded and resources are managed. Faculty and staff report to department and college administrators (e.g., chairs and deans). Budgets are associated with departments and colleges. Advancement support, IT support, support for engagement with state and federal partners, and communication support are associated with units. In short, faculty report to their chairs and deans, and the work is championed by their home *unit(s)*. Consequently, there is a strong political pull to put time and energy into centers affiliated with your unit unless you get a personal benefit from working outside your unit. This is usually in the form of additional resources unavailable to the individual in the home unit or access to a network of other faculty members outside the home unit.

The economic divisions are strong as well. Because research activities are rarely self-sustaining and require subsidies from other operational activities, units such as a college and department will work on a unit budget level with income from ABB, research grants and contracts, and general unit-based admin support for financial, HR, and facilities management. Since centers are often not self-sustaining, they need additional operational funding to support ongoing programming. If a college/department houses a center, they usually provide additional operational support. There is an expectation that the work products from that center should be paid back to the college for that support in the form of ICR or other revenue recovery. The slice of income from funded research (ICR) often becomes a resource that units must negotiate over because these are recognizable research funds that should support research administration. This economic structure works against the participation of researchers from across

college/campus lines when there are expectations that the work of faculty and staff in a college should contribute ICR to the college in which they are housed.

The university does not have a standard for working across college boundaries regarding ICR in the current structure. Differences across college policies require individual negotiations for each interdisciplinary project and additional work, effectively a tax on interdisciplinary activity, to support cost recovery and shared support across units. A standard baseline practice across the University for ICR distribution would be an asset to multidisciplinary collaboration in that it would normalize the expectations across these collaborations. Special accommodations could still be negotiated for unique circumstances.

The centers' missions to foster interdisciplinary collaboration require investment in center leadership and administrative staff who champion activities such as grants administration, communications, events, networking, and convening. For center success, engaging early on with funding and supervisory stakeholders regarding startup funding and staff support is helpful. Centers should support the ability to do something together that a PI or collection of faculty and staff in a specific unit could not do alone, necessitating expanded support to realize that vision--especially as it might not be a clear vision at the outset due to the diversity of actors. Some questions to consider include: If individuals or teams are already well funded, what is the added value of establishing a center? What is the added value of administratively gathering interdisciplinary expertise into one center? Examples include the ability to hire post-docs and research scientists who can work across multiple projects in a research area, and pre-positioning to go after funding opportunities when they already have established collaborations. There is a need for transparency amongst center members and funders around incubation situations for center startups and commitment of university resources to these situations; if a group is going to get resources for center start-ups, there needs to be transparency around that process for all parties involved. For example, the Center for Disaster Resilient Communities took over 10 years to become independent; who should assume the risk for that start-up support? Transparency surrounding the start-up period will help with this process.

Early conversations surrounding partnerships are key to success. Having a shared goal with buy-in from all funding and supervisory stakeholders is essential. Consider if there are partnering organizations on campus that can support center startup efforts. Most successful centers have a continuous funding mechanism where they build a relationship with a funder that supports their ongoing operations. As time progresses, another consideration for centers is how to provide for changing leadership (of the center team, supervisors, or funders) to maintain consistent goals and operations.

People want to collaborate across disciplines and sectors to do innovative research and activities. There is a need for interdisciplinary centers across the UW to be effectively managed. Still, there is a gap at the University of Washington in supporting interdisciplinary centers due to political, economic, and cultural challenges, including the lack of a consistence process for center start-up, funding, and ongoing management.