

February 19, 2008

TO: Members of the Board of Regents
Ex-officio Representatives to the Board of Regents
FROM: Michele M. Sams, Secretary of the Board of Regents
RE: Schedule of Meetings

THURSDAY, FEBRUARY 21, 2008

8:00 a.m.–10:50 a.m. 142 Gerberding Hall

**FINANCE, AUDIT AND FACILITIES
COMMITTEE:** Regents Blake (Chr), Barer,
Brotman, Jewell, Kiga, Simon

11:00 a.m.–1:10 p.m. 142 Gerberding Hall

**ACADEMIC & STUDENT AFFAIRS
COMMITTEE:** Regents Simon (Chr), Barer, Cole,
Gates, Lennon, Proctor

in Joint Session with

**FINANCE, AUDIT AND FACILITIES
COMMITTEE:** Regents Blake (Chr), Barer,
Brotman, Jewell, Kiga, Simon

1:15 p.m.–2:30 p.m. 142 Gerberding Hall

**ACADEMIC & STUDENT AFFAIRS
COMMITTEE:** Regents Simon (Chr), Barer, Cole,
Gates, Lennon, Proctor

**2:30 p.m.–3:00 p.m. Peterson Room
Allen Library**

Photograph of the Board of Regents

**3:00 p.m. Petersen Room
Allen Library**

**REGULAR MEETING OF BOARD OF
REGENTS**



**UNIVERSITY OF WASHINGTON
BOARD OF REGENTS**

Academic and Student Affairs Committee
Regents Simon (Chair), Barer, Cole, Gates, Lennon, Proctor

**February 21, 2008
1:30 p.m.–2:45 p.m., 142 Gerberding Hall**

- | | | | |
|----|---|--------------------|-----|
| 1. | Academic and Administrative Appointments
Phyllis M. Wise, Provost and Executive Vice President | ACTION | A-1 |
| 2. | Honorary Baccalaureate Degrees for Japanese American Students at the University of Washington Who Were Sent by the U.S. Government to be Incarcerated in Camps During World War II
Tetsuden Kashima, Professor, American Ethnic Studies | ACTION | A-2 |
| 3. | Honorary Doctor of Humane Letters Degree to His Holiness the 14th Dalai Lama
Edward Taylor, Dean and Vice Provost, Undergraduate Education | ACTION | A-3 |
| 4. | Report on the Center for Translational Medicine in Women
Phyllis M. Wise
Mary L. (Nora) Disis, Professor of Medicine/Oncology
Center for Translational Medicine in Women | INFORMATION | A-4 |
| 5. | Report from the Presidential Advisory Committee on Women
Phyllis M. Wise
Marcia Killien, PhD, RN, FAAN, Presidential Advisory
Committee on Women, Chair, 2007-08, Professor, School of
Nursing | INFORMATION | A-5 |
| 6. | Other Business | | |



**UNIVERSITY OF WASHINGTON
BOARD OF REGENTS**

Finance, Audit and Facilities Committee
Regents Blake (Chair), Barer, Brotman, Jewell, Kiga, Simon

February 21, 2008
8:00 a.m.–11:00 a.m., 142 Gerberding Hall

- | | | | |
|----|---|--------------------|-----|
| 1. | Grant and Contract Awards – November, 2007
Phyllis M. Wise, Provost and Executive Vice President | ACTION | F–2 |
| 2. | Report of Contributions – December, 2007
Walter G. Dryfoos, Associate V. P., Advancement Services,
Development & Alumni Relations
Connie Kravas, Vice President for Development and Alumni
Relations | INFORMATION | F–1 |
| 3. | Portage Bay Insurance Report
Elizabeth Cherry, Executive Director, Risk Management | INFORMATION | F–3 |
| 4. | Actions Taken Under Delegated Authority
Richard Chapman, Associate Vice President, Capital
Projects | INFORMATION | F–4 |
| 5. | Washington Dental Service Building for Early Childhood Oral
Health – Authorization to Award GC/CM Contract
Richard Chapman | ACTION | F–5 |
| 6. | Benjamin D. Hall Interdisciplinary Research Building Applied
Physics Laboratory Tenant Improvements, Project No. 202510 –
Establish Budget and Award Contract
Richard Chapman | ACTION | F–6 |
| 7. | Benjamin D. Hall Interdisciplinary Research Building Institute
for Advanced Materials Technology Laboratory Tenant
Improvements, Project No. 202509 – Establish Budget and
Award Contract
Richard Chapman | ACTION | F–7 |
| 8. | Fire Alarm Systems Term Engineering and Professional Services
Contract – Engineer
Richard Chapman | ACTION | F–8 |
| 9. | Fire Protection Sprinkler Systems Term Engineering and
Professional Services Contract – Engineer
Richard Chapman | ACTION | F–9 |

- | | | | |
|-----|--|--------------------|-------------|
| 10. | Sound Transit University Link Final Design – Project Update
Richard Chapman | INFORMATION | F–10 |
| 11. | Debt Management Update
Chris Malins , Senior Associate Treasurer
Diane Viacava , Vice President/Senior Credit Officer,
Moody's | INFORMATION | F–11 |
| 12. | Approval of a Resolution to Refund Outstanding Bonds
Chris Malins | ACTION | F–12 |
| 13. | Business School Building, Phase 2 (Balmer Hall Reconstruction)
Project Presentation, Budget Approval, Authorization to Award
GC/CM and Delegated Authority
Richard Chapman
John Palewicz , Director, Capital Projects Central | ACTION | F–13 |
| 14. | Admissions-Discharge-Transfer (ADT) / Hospital Billing System
Project
Johnese Spisso , Clinical Operations Officer, UW Medicine
and Vice President for Medical Affairs
Lori Mitchell , CFO, Harborview Medical Center
Ron Johnson , Vice President for Computing and
Communications, Vice Provost [dial-in] | ACTION | F–14 |
| 15. | University of Washington Medical Center Expansion Project
(Phase 1): Project Presentation, Establish Budget, Approve
GC/CM, Issuance of Short-term Notes and Delegated Authority
to Award Contract
Johnese Spisso
Stephen Zieniewicz , Executive Director, UWMC
Eric Smith , Director, Capital Projects South
Lee Copeland , University Architect
Doug Breckel , Senior Associate Treasurer, Treasury Office | ACTION | F–15 |
| 16. | Other Business | INFORMATION | |



**UNIVERSITY OF WASHINGTON
BOARD OF REGENTS**

Academic and Student Affairs Committee

Regents Simon (Chr), Barer, Cole, Gates, Lennon, Proctor

In Joint Sessions with

Finance, Audit and Facilities Committee

Regents Blake (Chr), Barer, Brotman, Jewell, Kiga, Simon

February 21, 2008

11:10 a.m.–1:30 p.m., 142 Gerberding Hall

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|----|--|--------------------|------|
| 1. | UW Medicine Compliance Update
Sue Clausen , Associate Vice President, Medical Affairs
Compliance, UW Medicine
Shan Mullin , UW Chair, UW Medicine Board Compliance
Committee | INFORMATION | F–16 |
| 2. | Legislative Update
Scott Woodward , Vice President for External Affairs | INFORMATION | A–6 |
| 3. | Campus Safety
Eric S. Godfrey , Vice Provost for Student Life
Mindy Kornberg , Vice President for Human Resources,
Ray Wittmier , Interim Chief, University Police
Norman G. Arkans , Executive Director, Media Relations
and Communications
Ellen B. Taylor , Director, Student Counseling Center | INFORMATION | A–7 |
| 4. | Executive Session (to discuss with legal counsel representing the
University legal risks of a proposed action or current practice that
the University has identified when public discussion of the legal
risks is likely to result in an adverse legal or financial consequence
to the agency) | | |
| 5. | Other Business | | |



AGENDA

BOARD OF REGENTS

University of Washington

February 21, 2008

3:00 p.m. – Petersen Room, Allen Library

I. CALL TO ORDER (Item no.)

II. ROLL CALL

III. CONFIRM AGENDA

IV. REPORT OF THE CHAIR OF THE BOARD OF REGENTS: Regent Barer

V. REPORT OF THE UNIVERSITY PRESIDENT: Dr. Emmert

VI. CONSENT AGENDA

Honorary Baccalaureate Degrees for Japanese American Students at the University of Washington Who Were Sent by the U.S. Government to be Incarcerated in Camps During World War II A-2

Honorary Doctor of Humane Letters Degree to His Holiness the 14th Dalai Lama A-3

Grant and Contract Awards – November, 2007 F-2

Washington Dental Service Building for Early Childhood Oral Health – Authorization to Award GC/CM Contract F-5

Benjamin D. Hall Interdisciplinary Research Building Applied Physics Laboratory Tenant Improvements, Project No. 202510 – Establish Budget and Award Contract F-6

Benjamin D. Hall Interdisciplinary Research Building Institute for Advanced Materials Technology Laboratory Tenant Improvements, Project No. 202509 – Establish Budget and Award Contract F-7

Fire Alarm Systems Term Engineering and Professional Services Contract – Engineer F-8

Fire Protection Sprinkler Systems Term Engineering and Professional Services Contract – Engineer F-9

Approval of a Resolution to Refund Outstanding Bonds F-12

Business School Building, Phase 2 (Balmer Hall Reconstruction) Project Presentation, Budget Approval, Authorization to Award GC/CM and Delegated Authority F-13

Admissions-Discharge-Transfer (ADT) / Hospital Billing System Project	F-14
University of Washington Medical Center Expansion Project (Phase 1): Project Presentation, Establish Budget, Approve GC/CM, Issuance of Short-term Notes and Delegated Authority to Award Contract	F-15

VII. STANDING COMMITTEES

A. Academic and Student Affairs Committee: Regent Simon – Chair

Academic and Administrative Appointments (ACTION)	A-1
Report on the Center for Translational Medicine in Women (Information only)	A-4
Report from the Presidential Advisory Committee on Women (Information only)	A-5

Joint Session

A. Academic and Student Affairs Committee: Regent Simon – Chair

B. Finance and Audit Committee: Regent Blake – Chair

UW Medicine Compliance Update (Information only)	F-16
Legislative Update (Information only)	A-6
Campus Safety (Information only)	A-7

B. Finance, Audit and Facilities Committee: Regent Blake – Chair

Report of Contributions – December, 2007 (Information only)	F-1
Portage Bay Insurance Report (Information only)	F-3
Actions Taken Under Delegated Authority (Information only)	F-4
Sound Transit University Link Final Design – Project Update (Information only)	F-10
Debt Management Update – (Information only)	F-11

VIII. OTHER BUSINESS

Reports from ex-officio representatives to the Board:

Faculty Senate Chair – Professor Dan Luchtel

ASUW President – Mr. Tyler J. Dockins

GPSS President – Mr. David B. Brown

Alumni Association President – Mr. Norm Proctor

IX. DATE FOR NEXT REGULAR MEETING: March 20, 2008 In Tacoma

XI. ADJOURNMENT

OFFICIAL MINUTES

MINUTES

BOARD OF REGENTS University of Washington February 21, 2008

The Board of Regents held its regular meeting on Thursday, February 21, 2008, beginning at 3:00 p.m. in the Petersen Room of the Allen Library. The notice of the meeting was appropriately provided to the public and the press.

CALL TO ORDER

ROLL CALL

Assistant Secretary Keith called the roll: Present were Regents Barer (presiding), Blake, Cole, Gates, Jewell, Kiga, Lennon, Proctor, Simon; Dr. Emmert, Dr. Wise, Ms. Warren, Ms. Sams; ex-officio representatives: Professor Luchtel, Mr. Dockins, Ms. Brown, Mr. Rick Osterhout, Vice President of the Alumni Association for Mr. Proctor.

Absent: Regent Brotman

CONFIRM AGENDA

The agenda was confirmed as presented.

REPORT OF THE CHAIR OF THE BOARD OF REGENTS: Regent Barer

REPORT OF THE UNIVERSITY PRESIDENT: Dr. Emmert

President Emmert reported on the status of searches to replace several deans. He also reported Dr. Lizabeth (Betsy) Wilson, Dean of the Libraries, will chair the search committee for the Intercollegiate Athletic Director. He noted the committee includes a good cross section of faculty, staff, coaches, community representatives and a student athlete.

Dr. Emmert then directed the Board attention to a handout depicting several scenarios for State Route 520. Dr. Emmert reminded the Regents that during the last legislative session, the legislature created a mitigation process that included two committees: a mitigation team and an oversight committee. The mitigation team has approximately 30 members who represent the affected communities, the University of Washington, Sound Transit and a variety of other transportation interests, the city and county and also includes mayors from the east side. The oversight committee includes President Emmert, a number of legislative leaders and Governor Christine Gregoire. He then discussed each of the scenarios.

See Attachment UP-1.

CONSENT AGENDA

Regent Barer noted there were 12 items for approval on the consent agenda, and called for a motion.

MOTION: Upon the recommendation of the Chair of the Board and the motion made by Regent Kiga, seconded by Regent Jewell, the Board voted to approve the 12 items on the consent agenda as shown below.

Immediately following the vote on the Consent Agenda, Regent Proctor highlighted two of the items, namely Agenda no. A-2, “Honorary Baccalaureate Degrees for Japanese American Students at the University of Washington Who Were Sent by the U.S. Government to be Incarcerated in Camps During World War II,” and Agenda no. A-3, “Honorary Doctor of Humane Letters Degree to His Holiness the 14th Dalai Lama.” She said she was pleased the Board approved the honorary degrees for Japanese Americans, who all must have learned a great deal during their time in the camps and whose lives have affected our history. She also commended the Board for approving an honorary degree for the Dalai Lama as part of his “Seeds of Compassion” initiative. The Dalai Lama will be honored with a special convocation at the University of Washington on Monday, April 14, 2008.

Chairman Barer noted approximately 66 years have passed since February 19, 1949 when President Roosevelt issued the Executive Order that placed 120,000 Americans of Japanese descent in incarceration camps. Of those 120,000 individuals, 440 were students at the University of Washington. He said, he too was proud of the action taken today.

Regent Gates said he takes comfort in the fact that a United States President can not issue an Executive Order like the one issued by Roosevelt and have it carried out in this country today.

Honorary Baccalaureate Degrees for Japanese American Students at the University of Washington Who Were Sent by the U.S. Government to be Incarcerated in Camps During World War II (Agenda no. A-2)

It was the recommendation of the administration and the Academic and Student Affairs Committee that the Board of Regents approve the granting of honorary baccalaureate degrees to those Japanese American students at the University of Washington who were sent by the U.S. government to be incarcerated in camps during World War II.

See Agenda no. A-2.

Honorary Doctor of Humane Letters Degree to His Holiness the 14th Dalai Lama (Agenda no. A-3)

It was the recommendation of the administration and the Academic and Student Affairs Committee that the Board of Regents approve the granting of an Honorary Doctor of Humane Letters degree to His Holiness the 14th Dalai Lama at a special Convocation in His honor at Hec Edmundson Pavilion on April 14, 2008.

See Attached no. A-3.

Grant and Contract Awards – November, 2007 (Agenda no. F-2)

It was the recommendation of the administration and the Finance, Audit and Facilities Committee that the Board of Regents accept Grant and Contract Awards for the month of November, in the total amount of \$10,218,590.

See Agenda no. F-2.

Washington Dental Service Building for Early Childhood Oral Health – Authorization to Award GC/CM Contract (Agenda no. F-5)

It was the recommendation of the administration and the Finance, Audit and Facilities Committee to award the GC/CM contract to Bayley Construction for use on the Washington Dental Service Building for Early Childhood Oral Health to be located in Sand Point Building 25.

See Agenda no. F-5.

Benjamin D. Hall Interdisciplinary Research Building Applied Physics Laboratory Tenant Improvements, Project No. 202510 – Establish Budget and Award Contract (Agenda no. F-6)

It was the recommendation of the administration and the Finance, Audit and Facilities Committee that the Benjamin D. Hall Interdisciplinary Research Building Applied Physics Laboratory (APL) Tenant Improvements project budget be established at \$5,675,000 and that the President be delegated authority to award a construction change order to the firm of M. A. Mortenson Company subject to no significant changes in the scope, the forecast cost being within 10% of the budget and funding being in place.

See Agenda no. F-6.

Benjamin D. Hall Interdisciplinary Research Building Institute for Advanced Materials Technology Laboratory Tenant Improvements, Project No. 202509 – Establish Budget and Award Contract (Agenda no. F-7)

It was the recommendation of the administration and the Finance, Audit and Facilities Committee that the Benjamin D. Hall Interdisciplinary Research Building Institute for Advanced Materials Technology Laboratory (iAMT) Tenant Improvements project budget be established at \$5,350,100 and that the President be delegated authority to award a construction change order to the firm of M. A. Mortenson Company subject to no significant changes in the scope, the forecast cost being within 10% of the budget and funding being in place.

See Agenda no. F-7.

Fire Alarm Systems Term Engineering and Professional Services Contract - Engineer (Agenda no. F-8)

It was the recommendation of the administration and the Finance, Audit and Facilities Committee that the President be delegated authority to award term agreements for engineering and professional services for fire alarm systems to Sparling, subject to successful negotiation of the engineering and professional services agreements.

See Agenda no. F-8.

Fire Protection Sprinkler Systems Term Engineering and Professional Services Contract - Engineer (Agenda no. F-9)

It was the recommendation of the administration and the Finance, Audit and Facilities Committee that the President be delegated authority to award term agreements for engineering and professional services for fire protection sprinkler systems to FSi consulting engineers, subject to successful negotiation of the engineering and professional services agreements.

See Agenda no. F-9.

Approval of a Resolution to Refund Outstanding Bonds (Agenda no. F-12)

It was the recommendation of the administration and the Finance, Audit and Facilities Committee that the Board of Regents approve the attached resolution to allow for the refunding of bonds issued by or on behalf of the University under certain conditions for only the four refunding candidates specified in the resolution until 12/31/2008; and that the President or his designee be delegated authority to issue the bonds, to establish all other terms of the bonds, and to execute other documents and approvals as required to complete the transactions.

See Agenda no. F-12.

Business School Building, Phase 2 (Balmer Hall Reconstruction) Project Presentation, Budget Approval, Authorization to Award GC/CM and Delegated Authority (Agenda no. F-13)

It was the recommendation of the administration and the Finance, Audit and Facilities Committee that the Business School Building, Phase 2 (Balmer Hall Reconstruction) project budget be established at \$46,800,000; that the use of alternative public works utilizing the General Contractor/Construction Manager (GC/CM) method of contracting be approved; and that the President be delegated authority to award construction contracts, subject to no significant change in the scope, the forecast cost being within 10% of the budget and funding being in place.

See Agenda no. F-13.

Admissions-Discharge-Transfer (ADT) / Hospital Billing System Project (Agenda no. F-14)

It was the recommendation of the administration and the Finance, Audit and Facilities Committee that the President or the President's authorized representative be delegated authority to enter into appropriate contracts and related expenditures and to establish a total project budget not to exceed \$54,000,000 for acquisition and implementation of a new admissions-discharge-transfer and facility billing system for UW Medical Center, Harborview Medical Center, and Seattle Cancer Care Alliance.

See Agenda no. F-14.

University of Washington Medical Center Expansion Project (Phase 1): Project Presentation, Establish Budget, Approve GC/CM, Issuance of Short-term Notes and Delegated Authority to Award Contract (Agenda no. F-15)

It was the recommendation of the administration and the Finance, Audit and Facilities Committee that the Board of Regents approve:

1. the Phase 1 project budget be established at \$170,000,000;
2. the use of alternative public works utilizing the General Contractor /Construction Manager (GC/CM) method of contracting;
3. the Phase 1 project schematic design;
4. financing the construction of the project through the issuance of up to \$170 million in short term notes (commercial paper) and the issuance of long term debt in the amount required to pay off the notes when UW General Revenue bonds are next issued; and
5. delegation of authority to the President or his designee to:
 - a. award the GCCM construction contract to Skanska USA Building Inc., subject to the scope, budget and funding remaining within 10% of the established budget,
 - b. execute documents as required to complete the interim and permanent financings, including the authority to set maturities and roll periods for the short term notes and enter into a rate lock prior to obtaining permanent financing.

See Agenda no. F-15.

STANDING COMMITTEES

ACADEMIC AND STUDENT AFFAIRS COMMITTEE: Regent Simon, Chair

At the request of Regent Simon, Provost Wise highlighted appointments where an administrator, professorship, dean or chair was included.

Academic and Administrative Appointments (Agenda no. A-1)

MOTION: Upon the recommendation of the administration and the motion made by Regent Proctor, seconded by Regent Jewell, the Board voted to approve the personnel appointments. Regent Lennon abstained from the discussion and vote.

Report on the Center for Translational Medicine (Agenda no. A-4) (Information only)

Report from the Presidential Advisory Committee on Women (Agenda no. A-5) (Information only)

Regent Simon noted the Committee heard two reports. The first was presented by Dr. Mary L. (Nora) Disis, Professor of Medicine/Oncology, from the Institute of Translational Medicine. She presented information on a \$62 million dollar grant from The National Institutes of Health to advance health related discoveries. The second report was given by Dr. Marcia Killien, School of Nursing, and chair of the Presidential Advisory Committee on Women. Dr. Killien gave the committee a positive report on the status of women at the University of Washington.

Joint Session

A. ACADEMIC AND STUDENT AFFAIRS COMMITTEE: Regent Simon, Chair

B. FINANCE, AUDIT AND FACILITIES COMMITTEE: Regent Blake, Chair

Legislative Update (Agenda no. A-6) (Information only)

Campus Safety (Agenda no. A-7) (Information only)

Regent Simon noted Mr. Scott Woodward, Vice President for External Relations, and Mr. Randy Hodgins, Director of State Relations, provided the joint committees with an update on legislative matters. The state of Washington is experiencing a downturn in revenues. This results mainly from decreased retail sales and real estate excise taxes. The good news is the State has reserve funds and is not in a deficient status. The UW North Sound (HB 2548) is dead, however, there is still \$100,000 in the State budget for academic planning. Regent Simon also reported on a bill, sponsored by Senator Margarita (D-Renton) Prentice, that would secure public financing for renovating Husky Stadium. The bill had a strong vote in the Senate (14-5), and now rests in the Senate Rules Committee.

The Committees also heard a report on Campus Safety from a team of six professionals and GPSS President, Dave Brown. Regent Simon said it was impressive to hear about the collaborations between the UW Police, the Seattle Police and units on campus, and to hear about the many measures being implemented to ensure safety on campus for students, faculty and staff.

UW Medicine Compliance Update (Agenda no. F-16) (Information only)

FINANCE, AUDIT AND FACILITIES COMMITTEE: Regent Blake, Chair

Regent Blake highlighted the Board's approval of several significant financial items on the Consent Agenda.

- The Board approved a project budget of \$46,800,000 on the Balmer Hall reconstruction.
- Subject to milestones being met, the Board delegated authority to the President or the President's authorized representative to enter into appropriate contracts and related expenditures and to establish a total project budget not to exceed \$54,000,000 for acquisition and implementation of a new admissions-discharge-transfer and facility billing system for UW Medicine Center, Harborview Medical Center and the Seattle Cancer Care Alliance.
- The Board approved Phase 1 of the UW Medical Center Expansion Project. Phase 1 project with a budget of \$170,000,000.

Regent Blake reported the Committee had a presentation from representatives from Sound Transit regarding the University Link. Sound Transit will continue to keep the University updated as their design evolves. According to a memorandum of understanding with Sound Transit, the University is responsible for the final approval on the design of the University Link station.

Regent Blake noted the Committee received an update on the University's Debt Management Program, and said the Board is proud of the fact that the University's credit rating continues to be among the top eight or nine across the country, which is due to good financial and debt management. She indicated the May meeting agenda will include information on issuing debt on a University-wide basis as opposed to issuing debt on a unit basis, as well as a review of the internal lending program and the policies and procedures relate to that, and precisely how units will be charged. Regent Blake said Ms. Diane Viacava, Vice President/Senior Credit Office from Moody Investors Service, gave an interesting presentation on the outlook for higher education.

Report of Contributions - November, 2007 (Agenda no. F-1) (Information only)

Portage Bay Insurance Report (Agenda no. F-13) (Information only)

Actions Taken Under Delegated Authority (Agenda no. F-14) (Information only)

Sound Transit University Link Final Design – Project Update (Agenda no. F-10) (Information only)

Debt Management Update – Information only (Agenda no. F-11) (Information only)

REPORTS FROM EX OFFICIO REPRESENTATIVES TO THE BOARD OF REGENTS

Faculty Senate Chair: Professor Dan Luchtel

Professor Luchtel informed the Board there were about 20 or so legislative bills that were of interest to the faculty, the most interesting of which were bills to appoint a faculty member to the Board of Regents. Neither the house version nor its Senate companion passed out of the Higher Education Committee. He noted the level of support for these proposals increased significantly this year as opposed to the last several years. In contrast to their opposition last year, the Council of Presidents took a neutral stance. Luchtel said the Faculty Senate believes a faculty perspective would benefit policy decisions by the Board of Regents, and they will continue this initiative and try again next year.

Professor Luchtel also informed the Board of efforts to rewrite procedures for reorganization, consolidation and elimination of programs (RCEP) as described in the Faculty Code, Section 2641. The reason for doing this is to make the process more efficient and user friendly. It is hoped the revisions will provide clearly defined rules as to who has the authority to initiate the process and who is responsible for implementing it.

ASUW President: Mr. Tyler J. Dockins

Mr. Dockins thanked Regents Brotman and Cole for their generous contributions of food and refreshments for Lobby Day in Olympia and the HUB Crawl, an evening musical event for students held on the HUB lawn.

With respect to the legislative session, Mr. Dockins reported the ASUW is still lobbying to increase state support for childcare. He said it has been disappointing to have their request for \$2 million cut down to about \$650,000. He noted that statewide, students contribute about \$3.8 million to childcare from Services and Activities Fees.

GPSS President: Ms. David B. Brown

Mr. Brown noted he was proud of the Board of Regents today for its approval to issue Honorary Baccalaureate Degrees for Japanese American Students at the University of Washington who were sent by the U.S. Government to be Incarcerated in Camps during World War II.

Mr. Brown thanked the Board of Regents and the University for its attention to address student issues and concerns. He thought the conversation in the Academic and Student Affairs Committee about safety and mental health was both instructive and revealing. He also thanked the Office of the Vice Provost for Student Life, which includes the UW Police and the Student Counseling Center, and Human Resources for the seriousness with which they are addressing the issues of campus safety and student wellness. He said while it is true there is only so much the University can do with programming, outreach, support services and dollars to ensure student success and well being while on this campus, he believes it is the paramount duty of the University, consistent with the principles of access and equality of opportunity, to do everything it can to help ensure students success while they are members of the University of Washington community. Mr. Brown also said he considers the \$30 fee leveled on student when they seek help at the Student Counseling Center an unnecessary barrier to mental health treatment. He

said he is working with Mr. Eric Godfrey, Vice Provost for Student Life, in an effort to eliminate the fee for the next academic year.

Alumni Association President: Mr. Rick Osterhout

Mr. Osterhout, Vice President of the Alumni Association, attended on behalf of President Norm Proctor. He informed the Board the theme for the month of February is “Husky Community.” The Association is enhancing and promoting Husky Community through its continued efforts in three key areas, partnerships, career opportunities and communications.

Mr. Osterhout highlighted the upcoming issues of *Columns* and *Viewpoints*. In *Columns*, there are two terrific stories; one on Mr. Brandon Roy, former Husky student athlete, who is the spokesperson for the Student First Initiative, and the other a story by Mr. Luis Sinco, L.A. Times Photographer and University of Washington graduate, who is noted for taking an iconic photograph of a wounded soldier in 2004 at the Battle of Fallujah. Mr. Sinco stayed in contact with the soldier and played a big role in his life as he reintegrated back into society. The upcoming issue of *Viewpoints* highlights forty years of diversity at the University of Washington. The cover story is about the student protest leading up to the creation of the Office of Minority Affairs and Diversity.

DATE FOR NEXT MEETING

The next regular meeting of the Board of Regents will be held on Thursday, March 20, 2008, on the UW Tacoma campus.

ADJOURNMENT

The regular meeting was adjourned at 4:30 p.m.



Michele M. Sams
Secretary of the Board of Regents

VII. STANDING COMMITTEES

A. Academic and Student Affairs Committee

Academic and Administrative Appointments

RECOMMENDED ACTION:

It is the recommendation of the administration and the Academic and Student Affairs Committee that the Board of Regents approve the appointments to the University faculty and administration as presented on the attached list.

Attachment: Personnel Recommendations

COLLEGE OF ARCHITECTURE AND URBAN PLANNING

DEPARTMENT OF ARCHITECTURE

ENDOWED APPOINTMENTS

KIERAN, STEPHAN JAMES

(BA, 1973, YALE UNIVERSITY; MArch, 1976, UNIVERSITY OF PENNSYLVANIA) TO BE HOLDER OF THE MITHUN/RUSSELL FAMILY FOUNDATION TERM PROFESSORSHIP IN SUSTAINABILITY, EFFECTIVE 3/16/2008. (MR. KIERAN WILL HOLD AN APPOINTMENT AS VISITING PROFESSOR OF ARCHITECTURE.)

TIMBERLAKE, JAMES HARRISON

(BEnvS, 1974, UNIVERSITY OF DETROIT; MArch, 1977, UNIVERSITY OF PENNSYLVANIA) TO BE HOLDER OF THE MITHUN/RUSSELL FAMILY FOUNDATION TERM PROFESSORSHIP IN SUSTAINABILITY, EFFECTIVE 3/16/2008. (MR. TIMBERLAKE WILL HOLD AN APPOINTMENT AS VISITING PROFESSOR OF ARCHITECTURE.)

COLLEGE OF ARTS AND SCIENCES

DEPARTMENT OF ANTHROPOLOGY

NEW APPOINTMENTS

MARWICK, BEN

(BA, 1999, UNIVERSITY OF WESTERN AUSTRALIA; MA, 2002, UNIVERSITY OF WESTERN AUSTRALIA; PHD (expected), 2008, AUSTRALIAN NATIONAL UNIVERSITY) TO BE ACTING ASSISTANT PROFESSOR OF ANTHROPOLOGY AT A SALARY RATE OF \$63,000 OVER NINE MONTHS, EFFECTIVE 3/16/2008.

JACKSON SCHOOL OF INTERNATIONAL STUDIES

NEW APPOINTMENTS

HA, YONG-CHOO

(BA, 1971, SEOUL NATIONAL UNIVERSITY (KOREA); MA, 1977, KENT STATE UNIVERSITY; PHD, 1985, UNIVERSITY OF CALIFORNIA (BERKELEY)) TO BE PROFESSOR OF INTERNATIONAL STUDIES AND HOLDER OF THE KOREAN STUDIES PROFESSORSHIP AT A SALARY RATE OF \$110,007 OVER NINE MONTHS, EFFECTIVE 1/1/2008. (PRIOR TO THIS APPOINTMENT, DR. HA WAS PROFESSOR OF INTERNATIONAL RELATIONS AT SEOUL NATIONAL UNIVERSITY, KOREA)

DEPARTMENT OF PHYSICS

NEW APPOINTMENTS

PENGRA, DAVID

(BA, 1986, WHITMAN COLLEGE; MS, 1988, UNIVERSITY OF WASHINGTON; PHD, 1991, UNIVERSITY OF WASHINGTON) TO BE SENIOR LECTURER OF PHYSICS AT A SALARY RATE OF \$50,760 OVER NINE MONTHS, EFFECTIVE 12/16/2007. (PRIOR TO THIS APPOINTMENT DR. PENGRA WAS MANAGER OF THE ADVANCED INSTRUCTIONAL LABORATORIES IN THE SAME DEPARTMENT.)

DEPARTMENT OF SCANDINAVIAN STUDIES

ENDOWED APPOINTMENTS

STECHER-HANSEN, MARIANNE

(BA, 1978, UNIVERSITY OF CALIFORNIA (BERKELEY); MA, 1981, UNIVERSITY OF WASHINGTON; PHD, 1990, UNIVERSITY OF CALIFORNIA (BERKELEY)) TO BE HOLDER OF THE SCAN/DESIGN FOUNDATION TERM PROFESSORSHIP IN DANISH STUDIES OVER NINE MONTHS, EFFECTIVE 3/16/2008. (PROFESSOR STECHER-HANSEN WILL CONTINUE AS ASSOCIATE PROFESSOR OF SCANDINAVIAN STUDIES AND ADJUNCT ASSOCIATE PROFESSOR OF WOMEN STUDIES)

DEPARTMENT OF SOCIOLOGY

NEW APPOINTMENTS

FURSTENBERG, FRANK F.

(BA, 1961, HAVERFORD COLLEGE; PHD, 1967, COLUMBIA UNIVERSITY) TO BE VISITING PROFESSOR OF SOCIOLOGY AT A SALARY RATE OF \$45,000 OVER THREE MONTHS, EFFECTIVE 3/16/2008. (DR.

DEPARTMENT OF SPEECH AND HEARING SCIENCES

ADMINISTRATIVE APPOINTMENTS

FOLSOM, RICHARD

(BA, 1967, CENTRAL WASHINGTON UNIVERSITY; MS, 1970, PORTLAND STATE UNIVERSITY; PHD, 1979, UNIVERSITY OF WASHINGTON) TO BE CHAIR OF SPEECH AND HEARING SCIENCES, EFFECTIVE 1/1/2008. (DR. FOLSOM WILL CONTINUE AS PROFESSOR IN THE SAME DEPARTMENT.)

COLLEGE OF EDUCATION

EDUCATION

NEW APPOINTMENTS

ELFERS, ANN M.

(BS, 1982, WASHINGTON STATE UNIVERSITY; MA, 1993, UNIVERSITY OF BELGRADE (SERBIA); PHD, 2000, UNIVERSITY OF WASHINGTON) TO BE RESEARCH ASSISTANT PROFESSOR OF EDUCATION AT A SALARY RATE OF \$84,276 OVER TWELVE MONTHS, EFFECTIVE 12/16/2007. (PRIOR TO THIS APPOINTMENT DR. ELFERS WAS A RESEARCH CONSULTANT IN THE COLLEGE OF EDUCATION.)

ROZA, MARGUERITE

(BS, 1988, DUKE UNIVERSITY; MEd, 1993, UNIVERSITY OF WASHINGTON; PHD, 1995, UNIVERSITY OF WASHINGTON) TO BE RESEARCH ASSOCIATE PROFESSOR OF EDUCATION AT A SALARY RATE OF \$120,000 OVER TWELVE MONTHS, EFFECTIVE 12/16/2007. (PRIOR TO THIS APPOINTMENT DR. ROZA WAS A RESEARCH ASSISTANT PROFESSOR IN THE EVANS SCHOOL OF PUBLIC AFFAIRS.)

COLLEGE OF ENGINEERING

DEPARTMENT OF TECHNICAL COMMUNICATION

ADMINISTRATIVE APPOINTMENTS

SPYRIDAKIS, JAN H.

(BA, 1970, UNIVERSITY OF WASHINGTON; MAT, 1972, UNIVERSITY OF WASHINGTON; PHD, 1986, UNIVERSITY OF WASHINGTON) TO BE CHAIR OF TECHNICAL COMMUNICATION, EFFECTIVE 8/1/2008. (DR. SPYRIDAKIS WILL CONTINUE AS PROFESSOR IN THE SAME DEPARTMENT.)

NEW APPOINTMENTS

GHENGHEA, VOICHITA A.

(MA, 1978, UNIVERSITY OF BUCHAREST (ROMANIA); PHD, 1999, UNIVERSITY OF BUCHAREST (ROMANIA)) TO BE VISITING ASSOCIATE PROFESSOR OF TECHNICAL COMMUNICATION WITHOUT SALARY FROM THE UNIVERSITY, EFFECTIVE 2/1/2008. (DR. GHENGHEA IS ASSOCIATE PROFESSOR OF FOREIGN LANGUAGES AND LITERATURE AT THE UNIVERSITY OF BUCHAREST, ROMANIA.)

COLLEGE OF FOREST RESOURCES

FOREST RESOURCES

NEW APPOINTMENTS

CRAIG, DAVID

(BS, 1990, LEWIS AND CLARK COLLEGE; PHD, 1997, UNIVERSITY OF COLORADO (BOULDER)) TO BE VISITING ASSOCIATE PROFESSOR OF FOREST RESOURCES WITHOUT SALARY FROM THE UNIVERSITY OVER TWELVE MONTHS, EFFECTIVE 1/7/2008. (DR. CRAIG IS AN ASSOCIATE PROFESSOR OF BIOLOGY AT WILLAMETTE UNIVERSITY.)

DANIEL J. EVANS SCHOOL OF PUBLIC AFFAIRS

EVANS SCHOOL OF PUBLIC AFFAIRS

ADMINISTRATIVE APPOINTMENTS

ZERBE, RICHARD O

(BA, 1960, UNIVERSITY OF OKLAHOMA; PHD, 1969, DUKE UNIVERSITY) TO BE ASSOCIATE DEAN OF PUBLIC AFFAIRS, RETROACTIVE TO 9/16/2007. (PROFESSOR ZERBE WILL CONTINUE AS PROFESSOR OF PUBLIC AFFAIRS.)

NEW APPOINTMENTS**PIROG, MAUREEN A**

(BA, 1975, BOSTON COLLEGE; MA, 1975, BOSTON COLLEGE; PHD, 1981, UNIVERSITY OF PENNSYLVANIA) TO BE VISITING PROFESSOR, PART-TIME, OF PUBLIC AFFAIRS AT A SALARY RATE OF \$12,276 OVER SIX MONTHS, EFFECTIVE 1/1/2008. (PRIOR TO THIS APPOINTMENT DR. PIROG WAS PROFESSOR OF PUBLIC AND ENVIRONMENTAL AFFAIRS AT INDIANA UNIVERSITY.)

SCHOOL OF MEDICINEDEPARTMENT OF ANESTHESIOLOGY**NEW APPOINTMENTS****DUNBAR, PETER**

(MBChB, 1978, UNIVERSITY OF ABERDEEN (UK); MBA, 2003, UNIVERSITY OF WASHINGTON) TO BE ASSOCIATE PROFESSOR WITHOUT TENURE, PART-TIME, OF ANESTHESIOLOGY AT A SALARY RATE OF \$81,518 OVER TWELVE MONTHS, EFFECTIVE 2/1/2008. (PRIOR TO THIS APPOINTMENT, DR. DUNBAR WAS A CLINICAL ASSOCIATE PROFESSOR IN THE SAME DEPARTMENT.)

FLACK, SEAN HUGH

(MBChB, 1992, UNIVERSITY OF CAPETOWN (SOUTH AFRICA)) TO BE ASSISTANT PROFESSOR WITHOUT TENURE OF ANESTHESIOLOGY AT A SALARY RATE OF \$69,768 OVER TWELVE MONTHS, EFFECTIVE 1/2/2008. (PRIOR TO THIS APPOINTMENT, DR. FLACK WAS AN ACTING ASSISTANT PROFESSOR-TEMPORARY IN THE SAME DEPARTMENT.)

PITTAWAY, ANDREW J.

(BM, 1991, UNIVERSITY OF NOTTINGHAM (UK)) TO BE ASSISTANT PROFESSOR WITHOUT TENURE OF ANESTHESIOLOGY AT A SALARY RATE OF \$69,768 OVER TWELVE MONTHS, EFFECTIVE 1/2/2008. (PRIOR TO THIS APPOINTMENT, DR. PITTAWAY WAS AN ACTING ASSISTANT PROFESSOR-TEMPORARY IN THE SAME DEPARTMENT.)

DEPARTMENT OF GENOME SCIENCES**NEW APPOINTMENTS****DUNHAM, MAITREYA JNANA**

(BS, 1999, MASSACHUSETTS INSTITUTE OF TECHNOLOGY; PHD, 2003, STANFORD UNIVERSITY) TO BE ASSISTANT PROFESSOR OF GENOME SCIENCES AT A SALARY RATE OF \$103,008 OVER TWELVE MONTHS, EFFECTIVE 7/1/2008. (PRIOR TO THIS APPOINTMENT, DR. DUNHAM WAS A LECTURER AT PRINCETON UNIVERSITY.)

DEPARTMENT OF MEDICINE**NEW APPOINTMENTS****CHIEN, ANDY J.**

(BA, 1991, JOHNS HOPKINS UNIVERSITY; MD, 1999, NORTHWESTERN UNIVERSITY; PHD, 1999, NORTHWESTERN UNIVERSITY) TO BE ASSISTANT PROFESSOR OF MEDICINE AT A SALARY RATE OF \$165,000 OVER TWELVE MONTHS, EFFECTIVE 2/1/2008. (PRIOR TO THIS APPOINTMENT, DR. CHIEN WAS AN ACTING ASSISTANT PROFESSOR-TEMPORARY IN THE SAME DEPARTMENT.)

ESTEY, ELIHU

(BA, 1968, YALE UNIVERSITY; MD, 1972, JOHNS HOPKINS UNIVERSITY) TO BE PROFESSOR WITHOUT TENURE OF MEDICINE AT A SALARY RATE OF \$245,004 OVER TWELVE MONTHS, EFFECTIVE 1/1/2008. (PRIOR TO THIS APPOINTMENT, DR. ESTEY WAS A PROFESSOR OF LEUKEMIA AT THE UNIVERSITY OF TEXAS.)

KALUS, ANDREA

(BS, 1993, GEORGE FOX COLLEGE; MD, 1999, UNIVERSITY OF WASHINGTON) TO BE ASSISTANT PROFESSOR WITHOUT TENURE OF MEDICINE AT A SALARY RATE OF \$165,000 OVER TWELVE MONTHS, EFFECTIVE 2/1/2008. (PRIOR TO THIS APPOINTMENT, DR. KALUS WAS AN ACTING ASSISTANT PROFESSOR-TEMPORARY IN THE SAME DEPARTMENT.)

LOGAR, CHRISTINE

(BA, 1994, RICE UNIVERSITY; MD, 1999, OHIO STATE UNIVERSITY) TO BE ASSISTANT PROFESSOR WITHOUT TENURE OF MEDICINE AT A SALARY RATE OF \$135,000 OVER TWELVE MONTHS, EFFECTIVE 1/2/2008. (PRIOR TO THIS APPOINTMENT, DR. LOGAR WAS AN ACTING ASSISTANT PROFESSOR-TEMPORARY IN THE SAME DEPARTMENT.)

RODLER, EVE

(BA, 1981, STANFORD UNIVERSITY; MA, 1983, YALE UNIVERSITY; MD, 1997, GEORGE WASHINGTON UNIVERSITY) TO BE ASSISTANT PROFESSOR WITHOUT TENURE OF MEDICINE AT A SALARY RATE OF \$137,004 OVER TWELVE MONTHS, EFFECTIVE 2/1/2008. (PRIOR TO THIS APPOINTMENT, DR. RODLER WAS AN ASSISTANT PROFESSOR OF MEDICINE AT COOPER UNIVERSITY HOSPITAL, NEW JERSEY.)

TEWARI, MUNEESEH

(BA, 1990, CASE WESTERN RESERVE UNIVERSITY; PHD, 1997, UNIVERSITY OF MICHIGAN; MD, 1997, UNIVERSITY OF MICHIGAN) TO BE ASSISTANT PROFESSOR WITHOUT TENURE OF MEDICINE PAID DIRECT BY FRED HUTCHINSON CANCER RESEARCH CENTER EFFECTIVE 1/16/2008. (PRIOR TO THIS APPOINTMENT, DR. TEWARI WAS AN ASSISTANT MEMBER AT FRED HUTCHINSON CANCER RESEARCH CENTER.)

DEPARTMENT OF MICROBIOLOGY**MOUGOUS, JOSEPH**

(BS, 1999, WESTERN WASHINGTON UNIVERSITY; PHD, 2004, UNIVERSITY OF CALIFORNIA (BERKELEY)) TO BE ASSISTANT PROFESSOR OF MICROBIOLOGY AT A SALARY RATE OF \$94,008 OVER TWELVE MONTHS, EFFECTIVE 1/16/2008. (PRIOR TO THIS APPOINTMENT, DR. MOUGOUS WAS AN ACTING ASSISTANT PROFESSOR-TEMPORARY IN THE SAME DEPARTMENT.)

DEPARTMENT OF OPHTHALMOLOGY**ENDOWED APPOINTMENTS****VAN GELDER, RUSSELL NEIL**

(BS, 1985, STANFORD UNIVERSITY; MD, 1994, STANFORD UNIVERSITY; PHD, 1994, STANFORD UNIVERSITY) TO BE HOLDER OF THE BOYD K. BUCEY MEMORIAL ENDOWED CHAIR IN OPHTHALMOLOGY, EFFECTIVE 1/1/2008. (DR. VAN GELDER WILL CONTINUE AS CHAIR AND PROFESSOR OF OPHTHALMOLOGY.)

DEPARTMENT OF ORTHOPAEDICS AND SPORTS MEDICINE**ENDOWED APPOINTMENTS****O'KANE, JOHN WILLIAM**

(BA, 1989, DARTMOUTH COLLEGE; MD, 1993, UNIVERSITY OF VERMONT) TO BE HOLDER OF THE BOB BEHNKE ENDOWED PROFESSORSHIP FOR THE HEALTH OF THE STUDENT ATHLETE, EFFECTIVE 2/1/2008. (DR. O'KANE WILL CONTINUE AS ASSOCIATE PROFESSOR WITHOUT TENURE OF ORTHOPAEDICS AND SPORTS MEDICINE AND ADJUNCT ASSOCIATE PROFESSOR OF FAMILY MEDICINE.)

NEW APPOINTMENTS**KRIEG, JAMES C.**

(BA, 1986, NORTHWESTERN UNIVERSITY; MD, 1990, UNIVERSITY OF MEDICINE & DENTISTRY OF NEW JERSEY) TO BE ASSOCIATE PROFESSOR WITHOUT TENURE OF ORTHOPAEDICS AND SPORTS MEDICINE AT A SALARY RATE OF \$138,504 OVER TWELVE MONTHS, RETROACTIVE TO 11/1/2007. (PRIOR TO THIS APPOINTMENT, DR. KRIEG WAS AN ACTING ASSOCIATE PROFESSOR IN THE SAME DEPARTMENT.)

DEPARTMENT OF PEDIATRICS

NEW APPOINTMENTS

SHAFI, TARANEH

(BA, 1991, UNIVERSITY OF MICHIGAN; MD, 1996, UNIVERSITY OF LOUISVILLE) TO BE ASSISTANT PROFESSOR WITHOUT TENURE OF PEDIATRICS AT A SALARY RATE OF \$110,004 OVER TWELVE MONTHS, EFFECTIVE 1/16/2008. (PRIOR TO THIS APPOINTMENT, DR. SHAFI WAS AN ACTING ASSISTANT PROFESSOR-TEMPORARY IN THE SAME DEPARTMENT.)

DEPARTMENT OF PSYCHIATRY AND BEHAVIORAL SCIENCES

NEW APPOINTMENTS

CLARK, MICHAEL STUART

(BA, 1991, UNIVERSITY OF IOWA; MD, 1997, UNIVERSITY OF IOWA; PHD, 1997, UNIVERSITY OF IOWA) TO BE ASSISTANT PROFESSOR WITHOUT TENURE OF PSYCHIATRY AND BEHAVIORAL SCIENCES AT A SALARY RATE OF \$129,000 OVER TWELVE MONTHS, EFFECTIVE 1/2/2008. (PRIOR TO THIS APPOINTMENT, DR. CLARK WAS AN ACTING ASSISTANT PROFESSOR-TEMPORARY IN THE SAME DEPARTMENT.)

KANTER, EVAN D.

(BS, 1983, YALE UNIVERSITY; MD, 1992, UNIVERSITY OF WISCONSIN-MADISON; PHD, 1994, UNIVERSITY OF WISCONSIN-MADISON) TO BE ASSISTANT PROFESSOR WITHOUT TENURE OF PSYCHIATRY AND BEHAVIORAL SCIENCES PAID DIRECT BY VETERANS AFFAIRS PUGET SOUND HEALTH CARE SYSTEM EFFECTIVE 1/2/2008. (PRIOR TO THIS APPOINTMENT, DR. KANTER WAS A CLINICAL ASSISTANT PROFESSOR IN THE SAME DEPARTMENT.)

WALTON, MARK

(PHD, 2004, UNIVERSITY OF OXFORD (UK)) TO BE VISITING ASSISTANT PROFESSOR OF PSYCHIATRY AND BEHAVIORAL SCIENCES WITHOUT SALARY FROM THE UNIVERSITY, EFFECTIVE 1/16/2008. (DR. WALTON IS AN ASSISTANT PROFESSOR AT THE UNIVERSITY OF OXFORD.)

DEPARTMENT OF SURGERY

NEW APPOINTMENTS

MEEHAN, JOHN J.

(BSEE, 1987, WASHINGTON UNIVERSITY; MD, 1993, UNIVERSITY OF IOWA) TO BE ASSOCIATE PROFESSOR WITHOUT TENURE OF SURGERY PAID DIRECT BY CHILDREN'S HOSPITAL AND REGIONAL MEDICAL CENTER EFFECTIVE 1/1/2008. (PRIOR TO THIS APPOINTMENT, DR. MEEHAN WAS AN ASSISTANT PROFESSOR OF PEDIATRIC SURGERY AT THE UNIVERSITY OF IOWA.)

SCHOOL OF PUBLIC HEALTH AND COMMUNITY MEDICINE

DEPARTMENT OF EPIDEMIOLOGY

NEW APPOINTMENTS

KRATZ, MARIO

(MSc, 1996, UNIVERSITY OF BONN (GERMANY); PHD, 2001, UNIVERSITY OF BONN (GERMANY)) TO BE RESEARCH ASSISTANT PROFESSOR OF EPIDEMIOLOGY PAID DIRECT BY FRED HUTCHINSON CANCER RESEARCH CENTER EFFECTIVE 1/1/2008. (PRIOR TO THIS APPOINTMENT DR. KRATZ WAS AN ASSISTANT MEMBER AT FHCRC.)

DEPARTMENT OF HEALTH SERVICES

NEW APPOINTMENTS

BELL, JANICE F

(PHD, 2005, UNIVERSITY OF WASHINGTON; MPH, 2001, UNIVERSITY OF WASHINGTON; MN, 2001, UNIVERSITY OF WASHINGTON; BSN, 1984, UNIVERSITY OF TORONTO (CANADA)) TO BE ASSISTANT PROFESSOR OF HEALTH SERVICES AT A SALARY RATE OF \$90,000 OVER TWELVE MONTHS, EFFECTIVE 2/1/2008. (PRIOR TO THIS APPOINTMENT DR. BELL WAS A SENIOR FELLOW IN THE SAME DEPARTMENT.)

VII. STANDING COMMITTEES

A. Academic and Student Affairs

Honorary Baccalaureate Degrees for Japanese American Students at the University of Washington Who Were Sent by the U.S. Government to be Incarcerated in Camps During World War II

RECOMMENDED ACTION:

It is the recommendation of the administration and the Academic and Student Affairs Committee that the Board of Regents approve the granting of honorary baccalaureate degrees to those Japanese American students at the University of Washington who were sent by the U.S. government to be incarcerated in camps during World War II.

BACKGROUND:

RCW 28B.20.130(3) grants to the Board of Regents, upon recommendation of the faculty, the authority to confer honorary degrees upon persons other than graduates “in recognition of their learning or devotion to literature, arts, or sciences.” The faculty of the Department of American Ethnic Studies has recommended that these students be recognized with an honorary bachelor degree, *Nunc pro tunc*, or “Now for Then.” The Faculty Council on University Relations, which is responsible for recommending the conferral of honorary degrees, at its February 8, 2008 meeting unanimously passed a resolution supporting these honorary degrees. President Emmert concurs with the recommendation and brings it to the Board of Regents on behalf of the faculty.

On February 19, 1942, President Franklin D. Roosevelt signed Executive Order 9066, resulting in nearly 120,000 Nikkei, persons of Japanese ancestry, being sent from their West Coast homes to incarceration camps for the duration of the war. At the time, 440 Japanese American students were enrolled as undergraduates at the University of Washington. All of them were sent away, interrupting their lives and their educations. Although some of them returned, or received their degrees from other colleges, many were unable to do so. Dr. Lee Paul Sieg, President of the University of Washington at the time of these students’ removal, along with other university officials, many faculty, and student colleagues, publicly lamented the forced removal.

By conferring honorary baccalaureate degrees *Nunc pro tunc*, the University of Washington recognizes these Japanese American students as deserving of the bachelor degree they were seeking but for whom the opportunity to do so was abruptly taken away. Conferring these degrees would formally acknowledge them to be a welcome part of the University of Washington family and would symbolize their legitimate standing among University of Washington alumni.

VII. STANDING COMMITTEES

A. Academic and Student Affairs

Honorary Baccalaureate Degrees for Japanese American Students at the University of Washington Who Were Sent by the U.S. Government to be Incarcerated in Camps During World War II (continued p. 2)

Units supporting this action include the Department of American Ethnic Studies, the Office of the Provost, the College of Arts and Sciences, the Office of Student Life, the Office of Minority Affairs, UW Libraries, and the UW Alumni Association. From the greater Seattle community, supporting organizations include the UW Nikkei Alumni Association, the Japanese American Citizens League, Seattle Chapter, and Densho.

A commemorating ceremony is planned for May 18, 2008, 1:45-3:30 p.m. in Kane Hall 120. A reception will follow in the Walker-Ames room.

VII. STANDING COMMITTEES

A. Academic and Student Affairs Committee

Honorary Doctor of Humane Letters Degree to His Holiness the 14th Dalai Lama

RECOMMENDED ACTION:

It is the recommendation of the administration and the Academic and Student Affairs Committee that the Board of Regents approve the granting of an Honorary Doctor of Humane Letters degree to His Holiness the 14th Dalai Lama at a special Convocation in His honor at Hec Edmundson Pavilion on April 14, 2008.

BACKGROUND:

RCW 28B.20.130(3) grants to the Board of Regents, upon recommendation of the faculty, the authority to confer honorary degrees upon persons other than graduates “in recognition of their learning or devotion to literature, arts, or sciences.” The Faculty Council on University Relations is responsible for recommending candidates for honorary degrees. On February 8, 2008, the Council recommended to President Emmert that His Holiness the Dalai Lama be awarded an Honorary Doctor of Humane Letters degree at a special convocation in honor of the Dalai Lama’s visit to the University of Washington on April 14, 2008, as part of his “Seeds of Compassion” initiative. President Emmert concurs with the recommendation and brings it to the Board of Regents on behalf of the faculty.

His Holiness the 14th Dalai Lama is both the head of state of the government-in-exile and the spiritual leader of Tibet. Born to a Tibetan peasant family, he was recognized at the age of two, in accordance with Tibetan tradition, as the reincarnation of his predecessor the 13th Dalai Lama. In 1950, at age 16, His Holiness assumed full political power as head of State and Government in Tibet. After multiple attempts at reaching accord with China, His Holiness escaped to India in 1959. While in exile, he has continued proposing peaceful resolution of issues with China. He urges non-violence and compassion among his followers. In India, His Holiness established educational, cultural, and religious institutions to preserve Tibetan identity and heritage and serve the thousands of Tibetan exiles living in India.

His international reputation as a scholar and man of peace has grown steadily. In 1989, he was awarded the Nobel Peace Prize for his distinguished leadership in service to freedom and peace, and for his ecological concerns. In 2006, he was granted honorary citizenship by Canada, and in 2007, he received the U.S. Congressional Gold Medal.

VII. STANDING COMMITTEES

A. Academic and Student Affairs Committee

Honorary Doctor of Humane Letters Degree to His Holiness the 14th Dalai Lama (continued p. 2)

In his Nobel Prize acceptance speech, he said, “I believe suffering is caused by ignorance. People inflict pain on others in the selfish pursuit of their happiness or satisfaction. Yet true happiness comes from a sense of brotherhood and sisterhood. We need to cultivate a universal responsibility for one another and the planet we share. Although I have found my own Buddhist religion helpful in generating love and compassion, even for those we consider our enemies, I am convinced that everyone can develop a good heart and a sense of universal responsibility with or without religion.”

For his advocacy of non-violence and his promotion of compassion, responsibility, and understanding, it would be fitting for the University to honor this world leader by conferring an Honorary Doctor of Humane Letters degree when he visits the University in April.

VII. STANDING COMMITTEE

A. Academic and Student Affairs Committee

Report on the Center for Translational Medicine in Women

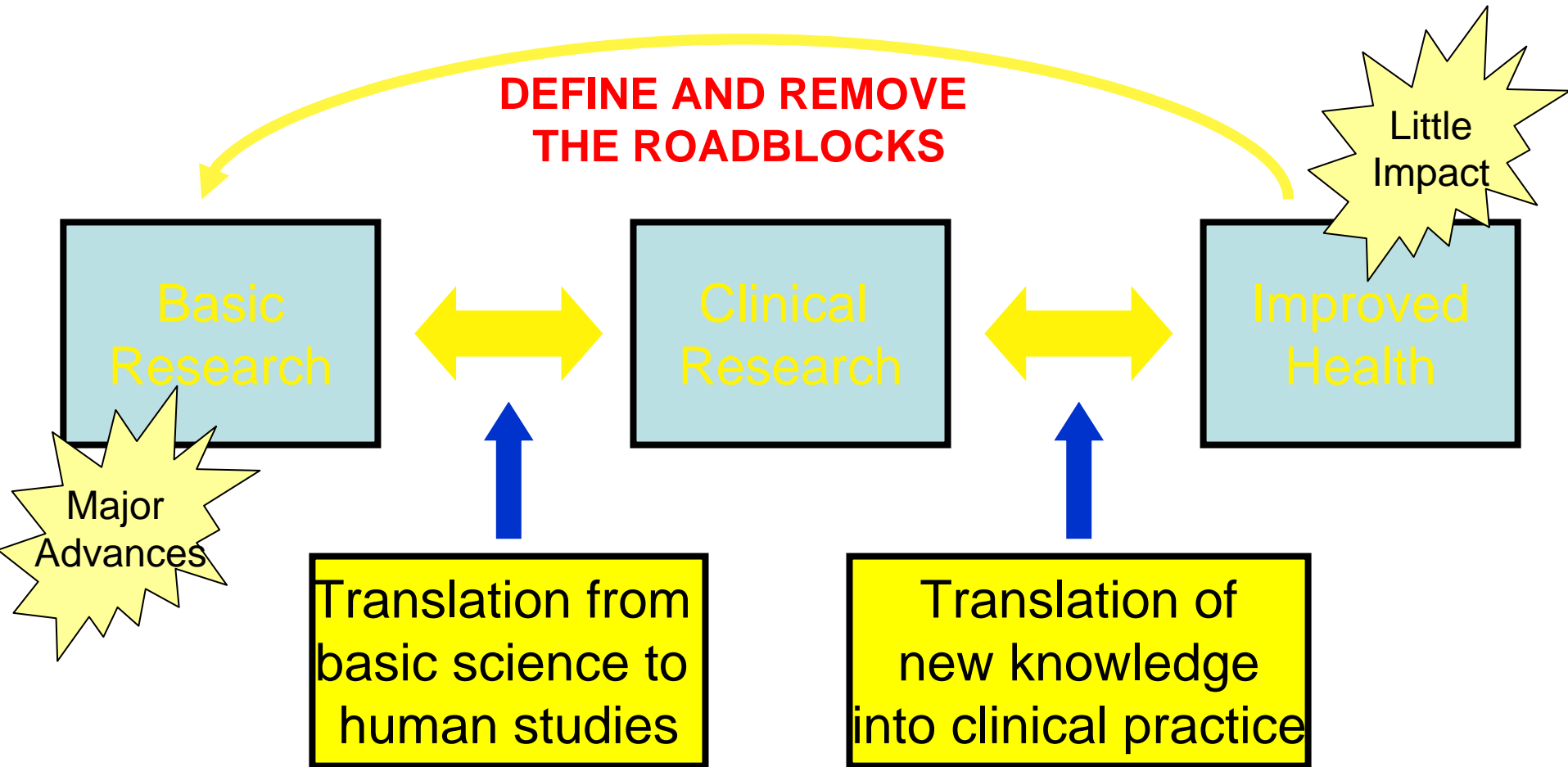
See Attachment.

What is the Clinical and Translational Science Award?

- New NIH Roadmap Grant that replaces and integrates 4 previous UW grants
 - At UW: GCRC (research infrastructure) plus 3 training grants: Roadmap K12, T32, K30 (pre- & post-doc training)
- Comprehensive award intended to support clinical and translational science as a discipline
- “Transform” translational research, training, and career development
- Develop departments, institutes, or centers
- NIH’s goal: national network of 60 CTSAs by 2012

Why CTSA?

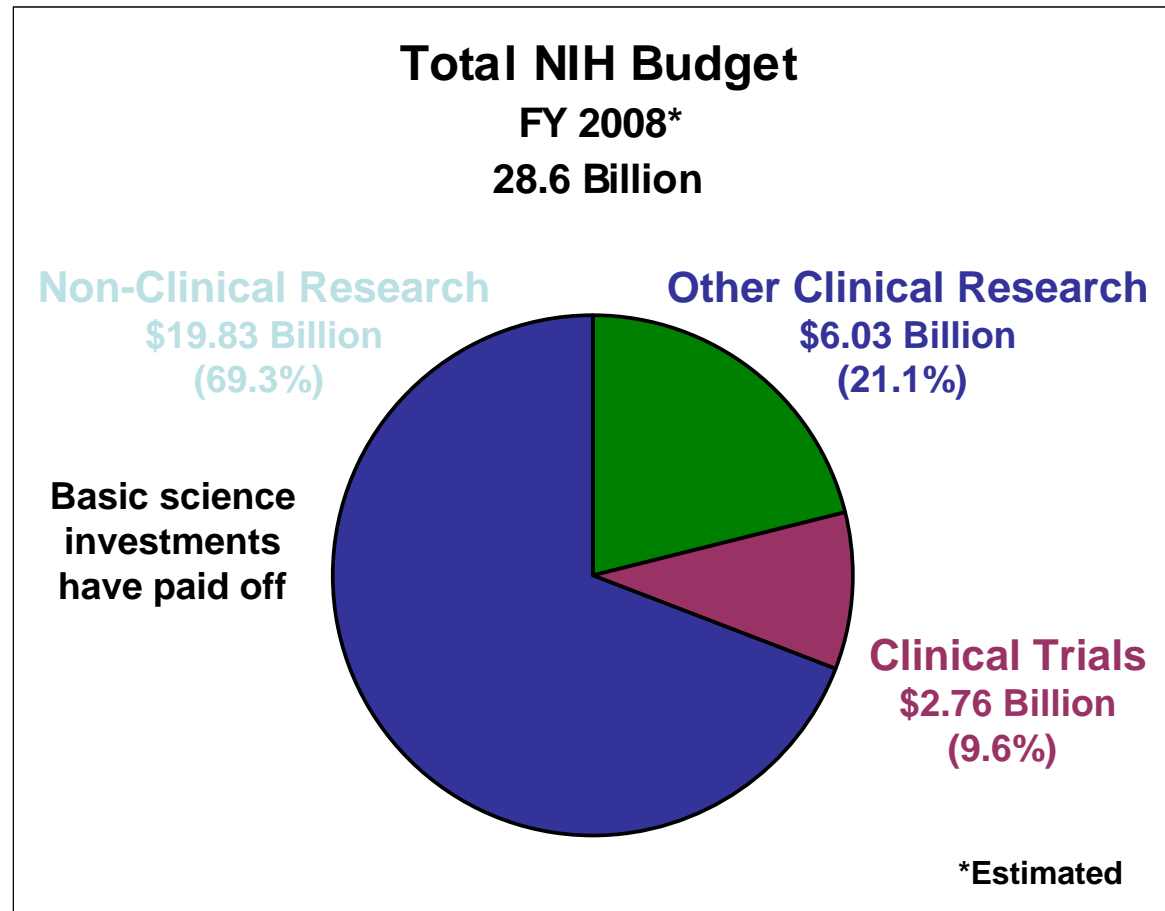
Accelerate the Health Science Pipeline



NIH Roadmap Seed Funding to Stimulate Significant Change

Define and
Remove Roadblocks

Locally
Regionally
Nationally



<http://officeofbudget.od.nih.gov/FY07/Overview.pdf>

<http://www.nih.gov/news/fundingresearchareas.htm>

Institute of Translational Health Sciences (ITHS)

- UW award: \$62 million over 5 years
- Current Partners: UW, CHRMC, FHCRC
- UW participants: Schools of Business, Dentistry, Law, Medicine, Nursing, Pharmacy, and Public Health
- Current Collaborators: GHCHS, VM, WWAMI clinical and research networks, AI/AN populations
- Over 180 faculty at all sites involved in planning grant (2006-2007)
- Structure based on surveys, focus groups, town halls; over 2200 faculty and community members contacted for input
- UW PI and co-PI's at CHRMC/FHCRC, Leadership group of 30 faculty meet bi-weekly

Translational Research in Our Environment

Top 4 barriers to conducting translational/clinical research:

1. Career development
2. Infrastructure needs
3. Regulatory issues
4. Identifying collaborators

Top 4 barriers to career development:

1. Funding
2. Time constraints
3. Lack of appreciation
4. Clinical responsibilities

ITHS as a “Collaboratory”

The ITHS is a dynamic and interactive organization with a mission to create, enable, and sustain innovative translational research and research collaborations across disciplines and professions which will accelerate the development of concepts and tangible products that will improve human health.

CORE PURPOSE:

- Foster innovative research and research partnerships
- Create and sustain research resources
- Ensure a translational research pipeline through robust education and career development programs

Develop an infrastructure that in itself can act as a laboratory for original research

ITHS Components and Programs

Leverage existing programs

Innovative Research and Research Partnerships

Community Outreach
and Research
Translation Core

Novel Methods Core

Center for Scientific
Review

Evaluation Research
Core

Continuous Process
Improvement
Program

Research Resources

Portal Program

Clinical Research
Center Network

Translational
Technologies and
Resources Core

Center for Biomedical
Statistics

Biomedical
Informatics Core

Regulatory Support
and Bioethics Core

Education and Career Development

Education Research
Core

Mentoring Programs

*Examples of Core
Education Programs:*

- Technology application seminars
- Training in the conduct of research (GCP)
- Biostatistical training

Innovative Research & Research Partnerships

Community Outreach & Research Translation

CORE WORK

- Build or expand 3 community-based clinical research networks (Group Health, WWAMI, American Indian/Alaska Native)
- Foster the development of basic/translational research teams within WWAMI
- Provide community research networks with IT toolkits to become full participants in research (develop exportable tools)
- Launch virtual data warehousing in selected areas to allow population based research links
- Facilitate ITHS membership research interactions with developed networks

CORE RESEARCH

- Research on how to develop community populations as research partners
- Research driven by community partners (pilot projects)
- Develop educational programs for training community based researchers.

Innovative Research & Research Partnerships

Novel Methods Core

CORE WORK

- Create and maintain public/private partnerships
 - Targeted symposia leading to new collaborations and funding
 - Searchable collaborator database
- Facilitate novel therapeutic development
 - Pre-clinical consulting
 - “IND” type project management
 - Ignition awards
 - Match with external funding
 - Entrepreneurial Law Clinic
 - Entrepreneur Scholarships

Institute of Translational Health Sciences

Utilizing Saliva in Translational Research

A forum for collaboration in new areas of health research

Join basic and clinical researchers at a symposium linking advances in the saliva proteome and basic research in oral biology with clinical applications. Speakers will highlight initiatives in non-invasive diagnostics and other approaches to utilizing saliva to improve human health.

Panels will be followed by discussion.

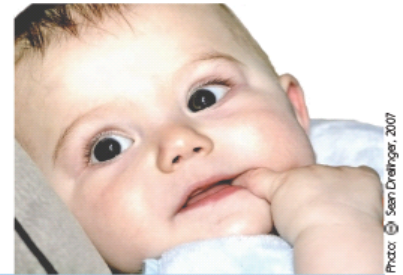


Photo: © Sean Dreisinger, 2007

September 11, 2007 ✧ 9am - 5pm

UW Health Sciences ✧ Turner Auditorium (D-209)

Over 80 Attendees: Academics, Industry, Clinical Practice
Fields represented: Anesthesiology, Biostatistics, Brain Injury Research, Commercialization of Technology, Dental Hygiene, Dental Research, Early Detection of Cancer, Epidemiology, Infectious Disease, Microbiology-Microfluidics, Molecular Biology, Obesity and Sleep, Occupational and Environmental Health, Oral Biology, Oral Health-Community, Sleep Research, Technology Transfer, Virology, Wound Repair

Innovative Research & Research Partnerships

Center for Scientific Review

CORE WORK

- Over 400K/year in pilot funds and programs

Technology Access

Small Projects

Ignition/Drug and Device

Clinical Research Center

Community Partnerships

- Training in grant review for junior investigators and community researchers

- Matching funds for other institutional pilot projects to enhance translational research

Currently taking applications



[Download ITHS Technology
Access Grant Application](#)

<http://www.nwiths.org/Proposals.htm>

Innovative Research & Research Partnerships

Evaluation Research Core

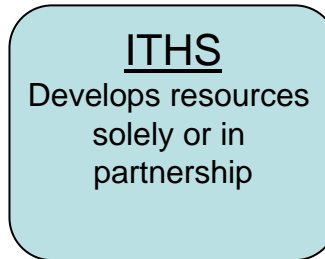
CORE WORK

- Develop metrics by which to assess core and program productivity
- Evaluation & tracking of cores and programs to ensure productivity & quality of ITHS functions
- Make recommendations based on metrics as to what programs should be expanded or discontinued
 - Financial flexibility is a hallmark of the grant
- Monitor and evaluate the continuous process improvement program that supports the ITHS

CORE RESEARCH

- Research pertaining to the development of successful collaboration networks
- Research on academic career trajectories and how research focus impacts career
- Research on academic process improvement
- Define methods to assess impact of established structures

Research Resources



Clinical Research Centers

Research networks
Qualified nurses
GCP compliant
Regulatory oversight
Provide clinical research tools; database, recruitment

Translational Technologies and Resources Core

Enhance utilization of existing resources
cGMP core network
Nutrition research lab
Incubate new cores:
Human genomics
QA assistance on existing cores

Center for Biomedical Statistics

Seed money with other partners to start a biostatistical consult service both pre and post award service

Biomedical Informatics Core

Support ITHS database/eval
Methods to link clinical/research data
Provide preferred IT research tools
Facilitate access to tech core data

Regulatory and Bioethics Core

Research coordinator support
Research staff & PI education
Educational audits
Data, safety monitoring boards
Research ethics consults

Education and Career Development

- T32/TL1 Pre-Doctoral Training
- K12/KL2 Post-Doctoral Training
- Master's Tuition Support Program
- Multi-disciplinary mentoring committee program
- Pair junior or transitioning investigators with mentor(s)
- Ongoing translational research education
 - Clearing house for ongoing education
 - Summer short courses
 - Courses within each core and program
- Institutional T and K program interactions

Membership has its Benefits

- Eligible for Pilot Projects
- Open access to all educational programs
- Priority ITHS core usage
- Access to pre-award biostatistical consults
- Access to research networks
- Access to ITHS “laboratory”
- Institutional voice for translational and clinical research
- Active participation in defining needed resources
- Career development programs

Category	Requirements	Contributions
Member	•Developed <u>research program</u> focused on some aspect of translational health science	•Participate as a mentor, assist with education or review programs, or provide a venue for scholars to participate in research.
Scholar	•Involved in or interested in being involved in research focused on translational medicine •Commitment to develop a career in translational health science	•Participate in career development activities •Work with a mentoring committee

Welcome to The Institute of Translational Health Sciences

"A Research Institute Without Walls"

The Institute of Translational Health Science (ITHS) is a multi- and inter-disciplinary "collaboratory" funded by the National Institutes of Health to advance translational research. Translational research means taking medical discoveries from the laboratory into the clinic and out into the community. The goal of the ITHS is focused on making a positive impact on human health locally and globally. To achieve this goal requires collaboration between many groups; academia, industry, non profit agencies, government, and most importantly the community. Any researcher or individual interested in translational research from any group is invited to become a member of the ITHS.

The ITHS is a dynamic and interactive organization with a mission to create, enable, and sustain innovative translational research and research collaborations across disciplines and professions which will accelerate the development of concepts and tangible products that will improve human health.

Our aims are to:

- Foster innovative research and research partnerships
- Create and sustain research resources
- Ensure a translational research pipeline through robust education and career development programs

Our programs and resources fall into one of 3 categories:

1. Innovative Research Partnerships: programs to develop partnerships and research links with many types of communities as well as

VII. STANDING COMMITTEE

A. Academic and Student Affairs Committee

Report from the Presidential Advisory Committee on Women

See Attachment.

PACW

2007 REPORT ON WOMEN AT UW

Executive Summary

This report aimed to describe the women who study and work at the University of Washington (UW). While the statistics we present are available in multiple separate locations within the UW, this report gathers these various statistics into one focused summary. We did not collect any new data for this report to provide the intended overview of women at the UW. While the report describes job and student categories, many other differences in age, race, ethnicity, income, education, and perspectives are not fully represented here. The report offers a baseline set of data about UW women from which future reports can be developed.

What the Data Say

Data are organized into six sections: Students, Faculty, Staff, Administration, Athletics, and Crime. The report is based on data from 2005-07. The following are the key findings from each section.

- **Students.** Women are widely represented among the students of the UW. Over half of the undergraduate and graduate students enrolled at the UW in Fall 2006 were women, representing 56% of the undergraduate students at UW Bothell, 52% of the undergraduate students at UW Seattle, and 60% of the undergraduate students at UW Tacoma, and 55% of the students enrolled in the Graduate School (representing all UW campuses).

Women earned the majority of Bachelor's degrees, though the proportion of women earning degrees in various disciplines varied widely. For example, at UW Seattle, 90% of bachelor's degrees in nursing and 76% of bachelor's degrees in public health and community medicine were awarded to women, while 18% of bachelor's degrees in both the Information School and Engineering were awarded to women. Women also earned the majority of Master's degrees, 65% of those awarded at UW Bothell, 55% of those awarded at UW Seattle, and 71% of those awarded at UW Tacoma. Women were awarded 47% of the PhDs, 58% of JDs (Law), 60% of MDs (Medicine), and 42% of DDs (Dentistry). We found similar variation in degrees awarded to women in various fields.

- **Staff.** Women represented 68% of the Classified staff and 58% of the Professional staff.

Among Classified staff, all job categories that employed at least 100 women included at least 40% women; the highest percentage of women was employed as professional nurses (85% of 2294 employees) and as medical clerical workers (83% of 1015 employees), and the lowest percentage was employed as service workers in building and grounds (44% of 798).

The category employing the highest percentage of women professional staff is Principal Assistants (91%), while the category employing the lowest percentage is Computer Specialists (25%). Professional staff women are overrepresented (72%) among the lower pay grades (grades 5-7) and underrepresented (38%) among the higher pay grades (grades 11-14).

- **Faculty and Academic Personnel.** Women comprise 44% of all faculty at UW Bothell, 41% at UW Seattle, and 51% at UW Tacoma. At UW Seattle, women tend to account for a higher percentage of non-ladder faculty and a lower percentage of ladder faculty; also a higher percentage of women are represented among the assistant professor (47%) than the professor (23%) ranks. Women represent 56% of the non-ladder faculty, 49% of the temporary teaching faculty, and 41% of the research faculty. Among academic personnel, the highest percentage of women in any job grouping is among librarians: 74% of the 150 librarians are women. Within the schools and colleges of UW Seattle, the highest percentage of women faculty are found in the School of Nursing and the lowest percentage (20%) are in the College of Engineering.
- **University Administration.** Women are strongly represented among the UW central administration. Among the Vice President and Vice Provost positions, 5 of 9 Vice Presidents and 6 of 12 Vice Provosts are women; the Provost and the Executive Vice Provost are women. Of the four Chancellors and Vice-Chancellors of UW Bothell and UW Tacoma, three are women. Women are less well represented among the UW Seattle Deans and Department chairs; 8 of 18 deans and 11 of 106 department chairs are women.
- **Athletics.** 2.3% of women undergraduates participate in intercollegiate athletics, and they represent 49% of all student athletes at UW. There are 10 women's teams; the majority of women

(43%) participate in crew. Women receive 45% of athletically-related student aid. Women are less well represented among the coaching staff, comprising 31% of the head coaches (all for women's teams) and 25% of the assistant coaches.

- **Crime.** The UW Police Department currently has 45 police officers, 9 (20%) of whom are women; this is substantially higher than the national average of 12% women police officers. The current Chief of UW Police is also a woman. From January 1, 2006 through December 31, 2006, there were 858 victims of major (Level I) crimes; 37% were women, with larceny (43%) and assault (41%) as crimes with the highest percentage of women victims. Women were rarely perpetrators of major crimes with only 5 females arrested.

Observations

A review of these data suggests that women are a fundamental part of this University, representing sizeable proportions of students, staff, and faculty. Their presence varies by discipline, faculty rank, and staff pay grade. This variation suggests that there remains work to be done to assure that the pipeline of women who enter the university as undergraduate students have equal access to education in all disciplines and opportunity for career advancement in all disciplines and job types. Across the many types of classified staff positions, the percentages of women are relatively uniform. However, gender disparity exists in several academic fields, with women overrepresented in some and underrepresented in others. Women can be found in the highest levels of University administration, but remain notably absent as chairs of departments where they could have direct influence on the faculty and students in various fields.

Recommendations

- While this report is limited to broad descriptive categories, it represents a beginning examination of women at the University of Washington. It has value as a baseline for future reports and action. **We recommend that this report be widely distributed through multiple venues (print and electronic) to key audiences for information, reflection, and goal setting. We further recommend that PACW facilitate a meeting of UW committees and groups concerned with women's issues to develop an agenda for women at the UW based on their respective responsibilities and the data from this report.**
- The value of this report will be in how well it is used to set and evaluate the accomplishment of goals related to the representation and status of women students, staff, faculty, and administration. **We recommend that a report on women at the University of Washington be repeated at periodic (e.g., bi-annual) intervals to track progress towards goals. We further recommend that regular collection of data for this report be permanently funded and incorporated into the responsibilities of the President's Office or to another University office so designated by the President**
- Gathering data for this report was limited by resources available to PACW to obtain the data and by inconsistencies and gaps in data available through various offices of the UW. PACW remains committed to assisting in the preparation of this report in the future through analysis of data and making recommendations to the President. **We recommend that data collection and recording systems of the UW continue to be improved to streamline reporting and to present consistent categories for reporting data on women. We recommend that the University officials charged with responsibilities for coordinating data collection systems consult with user groups, including PACW, to identify data needs, problems, and gaps.**

Marcia Killien, PhD, RN, FAAN
PACW Chair, 2007-08
Professor, School of Nursing

Contact Us: pacw@u.washington.edu

<http://depts.washington.edu/pacw/reports/women2007>

VII. STANDING COMMITTEE

A. Academic and Student Affairs Committee

In Joint Session With

B. Finance, Audit and Facilities Committee

Legislature Update

An oral report will be presented.

VII. STANDING COMMITTEE

A. Academic and Student Affairs Committee

In Joint Session With

B. Finance, Audit and Facilities Committee

Campus Safety

Information will be available at the meeting.

VII. STANDING COMMITTEES

B. Finance, Audit and Facilities Committee

UW

Report of Contributions

University of Washington
University of Washington Foundation

December, 2007



REPORT OF CONTRIBUTIONS

December 2007

CAMPAIGN UW: CREATING FUTURES

Report prepared by: Office of Development and Alumni Relations
Advancement Services, Information Management

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*All Campaign totals represented are from July 1, 2000 through the end of the preceeding calendar month. Please note that grant revenue totals in Campaign Reports may contain clinical trials. Fundraising totals from all affiliated non-profit organizations are also included in UW Campaign totals.

The UW Campaign Executive Committee developed the counting policy for Campaign reports, based on Council for Advancement and Support of Education (CASE) campaign counting standards.

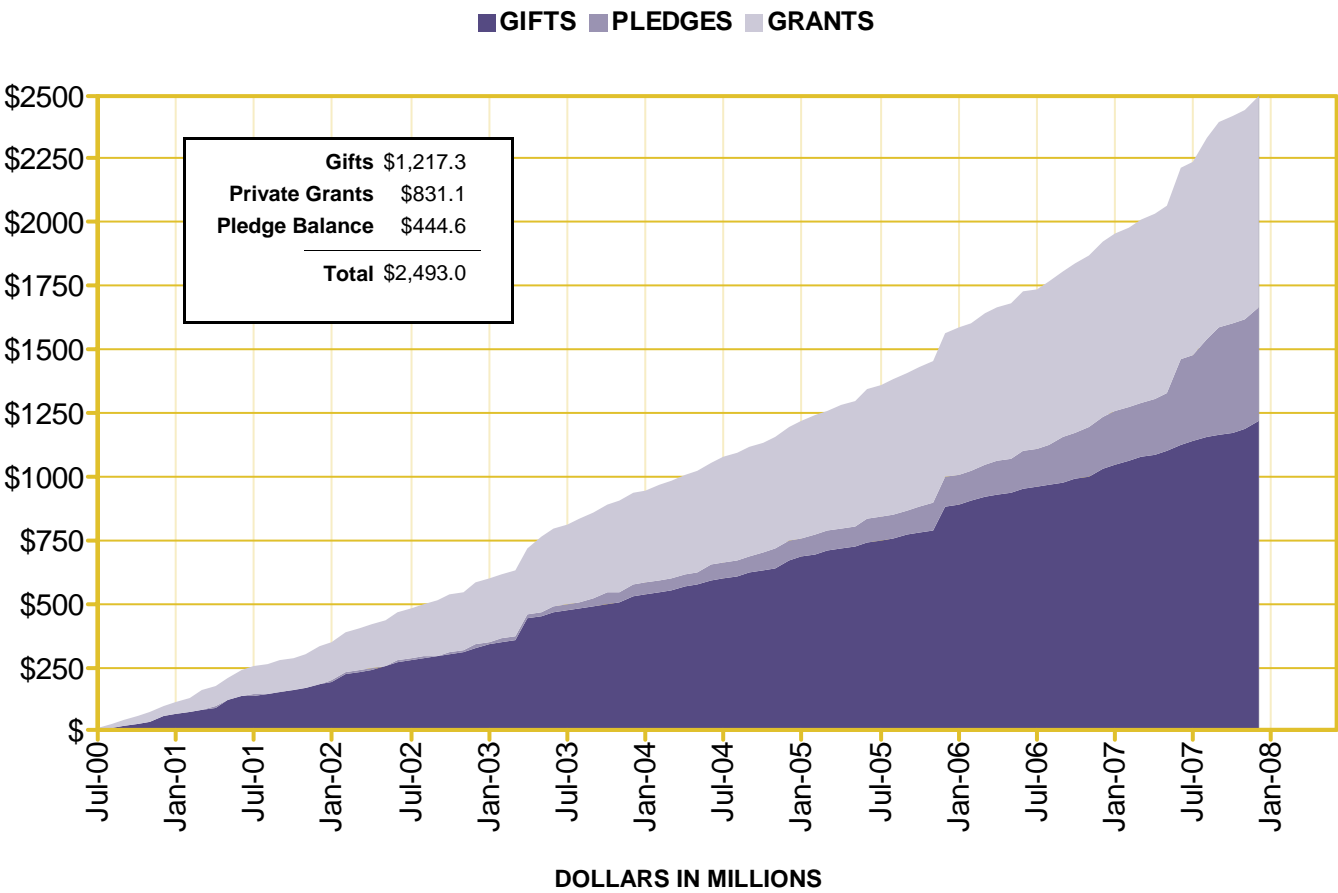
Annual reporting is July 1, 2007 through the end of the preceeding calendar month.

Job Number: 78579
December 2007

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CAMPAIGN PROGRESS SINCE JULY 1, 2000



Source: UW Office of Development

Summarizes Total Private Voluntary Support since July 1, 2000. Testamentary Commitments included in Pledge Balance total. All dollar totals in millions.

CAMPAIGN PROGRESS BY GIVING LEVEL

DOLLARS RAISED							
Gifts, Pledges & Grants							
Giving Level *	Alumni	Non Alumni	Family Fndns.	Corporations	Foundations	Other Orgs.	Total
\$100M+	\$0	\$35,220	\$0	\$0	\$415,572,276	\$0	\$415,607,496
\$50M - \$99,999,999	\$0	\$0	\$0	\$0	\$0	\$0	\$0
\$10M - \$49,999,999	\$52,722,183	\$85,176,520	\$72,182,500	\$88,895,020	\$114,876,780	\$65,818,890	\$479,671,892
\$5M - \$9,999,999	\$30,277,572	\$19,386,625	\$0	\$47,846,141	\$64,913,700	\$72,711,859	\$235,135,897
\$1M - \$4,999,999	\$150,931,895	\$72,767,514	\$33,696,882	\$145,926,947	\$106,800,655	\$92,927,313	\$603,051,205
\$100,000 - \$999,999	\$113,662,898	\$81,939,071	\$27,146,304	\$139,695,099	\$71,724,501	\$63,336,018	\$497,503,891
\$25,000 - \$99,999	\$31,921,744	\$23,880,782	\$3,362,333	\$33,236,815	\$8,663,683	\$11,364,685	\$112,430,042
\$10,000 - \$24,999	\$22,048,059	\$15,716,519	\$933,092	\$11,122,866	\$1,785,761	\$2,367,102	\$53,973,399
\$5,000 - \$9,999	\$13,803,785	\$10,552,046	\$252,118	\$5,261,640	\$628,974	\$800,536	\$31,299,100
\$2,000 - \$4,999	\$10,703,293	\$8,459,199	\$68,928	\$3,529,811	\$285,089	\$548,237	\$23,594,557
\$1,000 - \$1,999	\$6,856,051	\$5,478,313	\$20,055	\$1,519,497	\$80,443	\$243,158	\$14,197,517
\$500 - \$999	\$5,884,762	\$4,476,249	\$5,960	\$756,537	\$31,645	\$100,737	\$11,255,890
\$250 - \$499	\$3,869,145	\$2,413,348	\$2,000	\$322,235	\$12,770	\$47,123	\$6,666,620
\$100 - \$249	\$3,026,730	\$2,293,167	\$2,540	\$305,588	\$7,902	\$35,373	\$5,671,300
\$1 - \$99	\$1,541,637	\$1,323,444	\$239	\$78,624	\$1,006	\$11,733	\$2,956,684
Total	\$447,249,753	\$333,898,018	\$137,672,951	\$478,496,820	\$785,385,184	\$310,312,763	\$2,493,015,489
DONOR COUNTS							
Giving Level	Alumni	Non Alumni	Family Fndns.	Corporations	Foundations	Other Orgs.	Total
\$100M+	0	2	0	0	1	0	3
\$50M - \$99,999,999	0	0	0	0	0	0	0
\$10M - \$49,999,999	13	11	4	6	6	4	44
\$5M - \$9,999,999	8	8	0	7	10	10	43
\$1M - \$4,999,999	121	111	16	70	48	47	413
\$100,000 - \$999,999	664	722	79	508	209	204	2,386
\$25,000 - \$99,999	1,263	1,262	77	720	178	224	3,724
\$10,000 - \$24,999	2,624	2,495	63	825	124	163	6,294
\$5,000 - \$9,999	3,499	3,398	43	878	104	132	8,054
\$2,000 - \$4,999	5,633	5,998	25	1,352	98	197	13,303
\$1,000 - \$1,999	7,557	7,706	18	1,366	67	209	16,923
\$500 - \$999	11,573	11,280	13	1,372	53	171	24,462
\$250 - \$499	14,056	11,582	7	1,110	40	153	26,948
\$100 - \$249	23,527	23,986	17	2,364	55	273	50,222
\$1 - \$99	43,972	47,291	5	2,023	23	332	93,646
Total	114,510	115,852	367	12,601	1,016	2,119	246,465

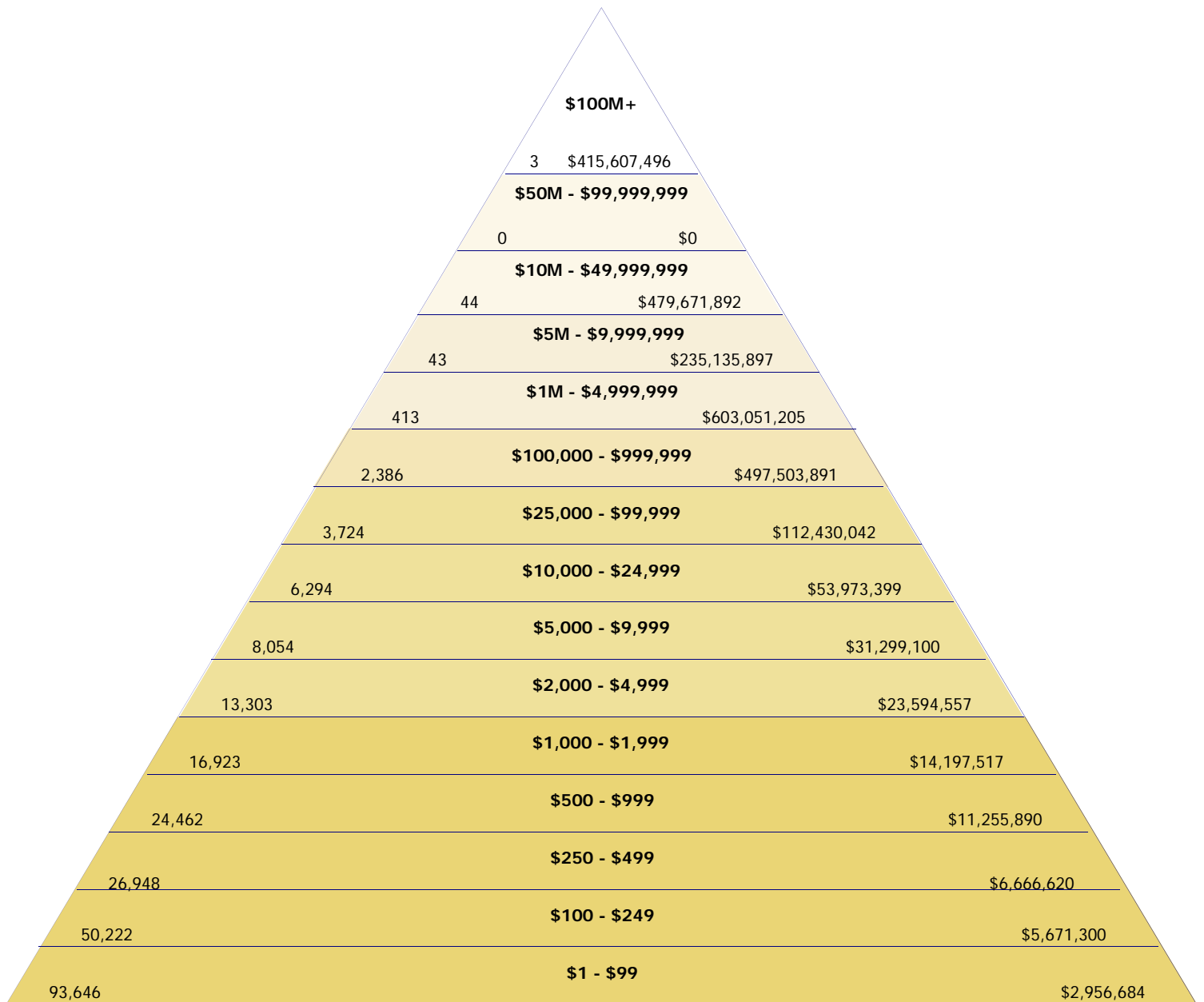
Source: UW Office of Development & Alumni Relations

This report shows the count of distinct donors and campaign total by giving level and donor type since July 1, 2000.

**"Giving Level" is determined by summing all gift record types (including grants)



CAMPAIGN PROGRESS BY PYRAMID, SINCE JULY 1, 2000



246,465 Donor Count

Campaign Total: \$2,493,015,489

*Campaign Working Goal: \$2,500,000,000

Percent Complete: 99.7%

Source: UW Office of Development

The counts of distinct donors and fundraising totals by giving level are shown.

*Unit campaign goals are still being finalized.

Pyramid Levels are determined by summing all gift record types (including grants)

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Campaign Progress Pyramid - Since July 1, 2000



CAMPAIGN PROGRESS BY CONSTITUENCY

	GIFTS	Irrevocable Deferred Gifts		¹ PLEDGES	Testamentary Commitments		² GRANTS	Campaign - Private Voluntary Support		
		Donor Value	Discount Value		Donor Value	Discount Value		TOTAL	³ Working Goal	% of Goal
UW Medicine	\$328,473,172	\$11,624,834	\$7,019,121	\$175,888,654	\$29,701,186	\$10,798,245	\$440,396,890	\$986,084,735	\$1,000,000,000	98.6%
Architecture	\$9,046,405	\$2,244,117	\$1,270,276	\$1,177,214	\$2,250,000	\$1,300,883	\$4,043,804	\$18,761,540	\$19,000,000	98.7%
Arts and Sciences	\$130,125,930	\$6,955,983	\$4,911,394	\$7,245,427	\$38,156,000	\$24,499,673	\$79,613,357	\$262,096,697	\$240,000,000	109.2%
Broadcast Services	\$56,149,047	\$0	\$0	\$16,734	\$0	\$0	\$0	\$56,165,781	N/A	N/A
Business School	\$77,273,570	\$1,905,524	\$1,013,884	\$69,310,168	\$7,915,271	\$5,416,671	\$368,335	\$156,772,868	\$135,000,000	116.1%
Dentistry	\$9,014,117	\$246,992	\$191,357	\$7,067,702	\$910,000	\$508,954	\$4,315,296	\$21,554,108	\$15,000,000	143.7%
Education	\$12,006,363	\$48,552	\$45,881	\$2,259,458	\$4,050,000	\$2,015,446	\$15,464,659	\$33,829,032	\$23,000,000	147.1%
Engineering	\$148,303,946	\$2,659,904	\$1,844,942	\$6,777,642	\$8,264,691	\$3,363,446	\$82,851,806	\$248,857,988	\$250,000,000	99.5%
Evans Schl. of Pub. Affairs	\$13,357,796	\$81,135	\$114,706	\$1,110,665	\$500,000	\$265,793	\$41,694,171	\$56,743,767	\$40,000,000	141.9%
Forest Resources	\$10,565,479	\$646,572	\$562,957	\$53,655	\$2,915,000	\$1,609,906	\$4,302,436	\$18,483,141	\$17,700,000	104.4%
Friday Harbor Labs	\$6,397,393	\$307,268	\$149,278	\$174,282	\$5,255,000	\$2,978,876	\$862,743	\$12,996,685	\$12,000,000	108.3%
Information School	\$3,402,028	\$25,000	\$25,070	\$224,924	\$100,000	\$64,666	\$4,241,458	\$7,993,411	\$5,000,000	159.9%
Intercollegiate Athletics	\$119,681,468	\$246,570	\$179,922	\$4,621,771	\$260,000	\$160,402	\$0	\$124,809,809	\$110,000,000	113.5%
Law	\$62,943,124	\$71,186	\$46,904	\$1,052,226	\$674,988	\$417,533	\$1,176,222	\$65,917,745	\$70,000,000	94.2%
Libraries	\$7,545,847	\$442,146	\$381,541	\$297,705	\$1,868,000	\$819,522	\$475,708	\$10,629,405	\$9,000,000	118.1%
Nursing	\$12,026,192	\$3,295,000	\$2,549,270	\$787,171	\$3,507,799	\$1,775,879	\$9,477,900	\$29,094,063	\$24,000,000	121.2%
Ocean and Fisheries	\$16,099,551	\$5,823,186	\$2,742,236	\$55,805	\$0	\$0	\$33,423,352	\$55,401,895	\$34,000,000	162.9%
Pharmacy	\$11,106,737	\$0	\$0	\$440,277	\$1,000,000	\$310,068	\$6,728,611	\$19,275,625	\$10,260,000	187.9%
President's Funds	\$8,901,394	\$788,472	\$690,676	\$296,051	\$11,230,000	\$4,709,801	\$0	\$21,215,917	N/A	N/A
Public Health	\$14,362,399	\$50,259	\$39,563	\$9,860,536	\$0	\$0	\$75,991,004	\$100,264,198	\$90,000,000	111.4%
Scholar. & Student Progs.	\$43,751,811	\$1,847,980	\$829,776	\$2,428,198	\$6,718,333	\$3,513,133	\$1,944,332	\$56,690,654	\$40,000,000	141.7%
Social Work	\$6,322,354	\$290,566	\$183,270	\$6,103,841	\$0	\$0	\$7,284,878	\$20,001,639	\$10,000,000	200.0%
University Press	\$4,032,119	\$108,239	\$93,710	\$15,400	\$0	\$0	\$0	\$4,155,758	\$3,000,000	138.5%
University Support	\$37,269,311	\$2,130,448	\$1,123,146	\$3,808,196	\$4,050,000	\$2,173,350	\$15,604,243	\$62,862,199	N/A	N/A
UW Bothell	\$2,648,445	\$0	\$0	\$34,710	\$0	\$0	\$750,500	\$3,433,655	\$3,500,000	98.1%
UW Tacoma	\$24,446,071	\$195,000	\$181,257	\$11,476,846	\$2,725,000	\$1,535,533	\$80,257	\$38,923,174	\$35,000,000	111.2%
All UW Total	\$1,175,252,070	\$42,034,932	\$26,190,137	\$312,585,258	\$132,051,268	\$68,237,780	\$831,091,961	\$2,493,015,489	\$2,500,000,000	99.7%

Source: UW Office of Development

Fundraising progress toward campaign working goals by constituency area (school/college/program). Campaign total is the sum of gifts, grants, active pledges and donor values of irrevocable deferred gifts and testamentary commitments. "N/A" is not applicable. 1 - "Pledges" are those in active status only. 2 - "Grants" are private grants only. 3 - Unit campaign working goals are still being finalized.

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Campaign Progress by Constituency - Since July 2000



CAMPAIGN FUNDING THEME PROGRESS - JULY 2000 - PRESENT

THEME	CURRENT USE	ENDOWMENT	TOTAL
Student Support	\$109,844,679	\$207,062,907	\$316,907,586
Faculty Support	\$97,299,182	\$160,564,147	\$257,863,328
Program Support for Faculty and Students	\$1,222,858,929	\$158,622,844	\$1,381,481,773
Capital	\$295,470,367	\$1,778,269	\$297,248,636
Unrestricted	\$206,969,461	\$32,544,705	\$239,514,165
Total	\$1,932,442,619	\$560,572,870	\$2,493,015,489
Goal	\$2,000,000,000	\$500,000,000	\$2,500,000,000
% to Goal	96.6%	112.1%	99.7%

Source: UW Office of Development

This report shows contribution totals by campaign theme/priority since July 1, 2000.

Job Number: 78579

December 2007

Campaign Theme Progress



DEVELOPMENT SUMMARY - TOTAL PRIVATE VOLUNTARY SUPPORT

AREA	YEAR TO DATE DONOR VALUES		
	GIFTS	PRIVATE GRANTS	TOTAL
UW Seattle			
UW Medicine	\$25,345,357	\$52,711,764	\$78,057,122
Architecture	\$1,011,514	\$52,500	\$1,064,014
Arts and Sciences	\$14,790,975	\$3,927,714	\$18,718,689
Broadcast Services	\$3,946,367		\$3,946,367
Business School	\$7,931,742		\$7,931,742
Dentistry	\$794,991	\$49,964	\$844,955
Education	\$876,071	\$131,720	\$1,007,791
Engineering	\$10,105,630	\$1,201,675	\$11,307,305
Evans Schl. of Pub. Affairs	\$1,373,544	\$952,714	\$2,326,258
Forest Resources	\$646,585	\$395,717	\$1,042,302
Graduate School	\$1,018,847	\$69,558	\$1,088,405
Information School	\$236,258	\$2,745,000	\$2,981,258
Intercollegiate Athletics	\$7,136,295		\$7,136,295
Law	\$1,501,989		\$1,501,989
Libraries	\$966,568		\$966,568
Nursing	\$1,085,262	\$926,775	\$2,012,037
Ocean and Fisheries	\$1,789,803	\$6,460,197	\$8,250,000
Pharmacy	\$1,093,670	\$652,822	\$1,746,492
President's Funds	\$368,740		\$368,740
Public Health	\$236,147	\$6,301,232	\$6,537,379
Scholar. & Student Progs.	\$2,276,838	\$80,000	\$2,356,838
Social Work	\$83,229	\$257,860	\$341,089
UW Alumni Association	\$485,619		\$485,619
University Press	\$256,298		\$256,298
University Support	\$1,693,733	\$155,873	\$1,849,606
UW Bothell	\$67,367		\$67,367
UW Tacoma	\$1,653,504		\$1,653,504
All UW Total	\$88,772,955	\$77,073,087	\$165,846,042

Source: UW Office of Development

Contribution totals for the major Development areas of the University are shown.

Job Number: 78579

December 2007

Development Area Summary - Total Private Voluntary Support



DEVELOPMENT SUMMARY - GIFTS AND PRIVATE GRANTS

AREA	CURRENT MONTH		YEAR TO DATE		PRIOR YEAR TO DATE		PRIOR FISCAL YEAR	
	Donors	Value	Donors	Value	Donors	Value	Donors	Value
UW Seattle								
UW Medicine	4,447	\$12,714,237	11,783	\$78,057,122	10,770	\$50,709,379	18,369	\$106,235,847
Architecture	385	\$450,469	729	\$1,064,014	682	\$776,680	1,511	\$1,285,219
Arts and Sciences	3,407	\$5,495,301	9,344	\$18,718,689	10,904	\$17,449,641	17,118	\$34,367,909
Broadcast Services	980	\$500,094	2,173	\$3,946,367	2,478	\$3,420,141	4,560	\$10,835,348
Business School	969	\$3,951,374	3,400	\$7,931,742	3,157	\$7,281,561	4,542	\$16,631,593
Dentistry	266	\$313,659	920	\$844,955	1,004	\$849,177	1,410	\$1,721,826
Education	195	\$448,383	789	\$1,007,791	978	\$1,970,943	1,869	\$4,112,575
Engineering	928	\$5,247,943	3,146	\$11,307,305	3,095	\$11,041,842	4,586	\$26,027,370
Evans Schl. of Pub. Affairs	78	\$1,014,907	193	\$2,326,258	247	\$3,717,421	522	\$7,146,491
Forest Resources	224	\$410,183	629	\$1,042,302	522	\$678,175	1,208	\$1,929,058
Graduate School	92	\$237,554	391	\$1,088,405	293	\$1,876,616	415	\$2,481,332
Information School	84	\$91,332	471	\$2,981,258	497	\$534,159	651	\$686,093
Intercollegiate Athletics	1,803	\$2,124,861	5,442	\$7,136,295	4,767	\$7,043,410	24,151	\$21,911,161
Law	527	\$219,777	1,233	\$1,501,989	1,058	\$869,140	2,019	\$2,960,515
Libraries	460	\$672,843	1,325	\$966,568	968	\$473,383	4,428	\$1,143,601
Nursing	540	\$216,081	1,173	\$2,012,037	1,234	\$4,847,298	1,849	\$6,185,723
Ocean and Fisheries	260	\$1,289,556	439	\$8,250,000	502	\$2,572,816	790	\$7,085,809
Pharmacy	170	\$913,816	529	\$1,746,492	532	\$1,233,239	1,153	\$3,527,989
President's Funds	523	\$156,972	1,292	\$368,740	1,161	\$227,735	2,096	\$726,232
Public Health	179	\$1,165,453	376	\$6,537,379	451	\$5,869,737	788	\$11,799,217
Scholar. & Student Progs.	1,017	\$748,479	4,180	\$2,356,838	1,900	\$4,511,792	3,881	\$13,158,596
Social Work	143	\$43,442	404	\$341,089	455	\$935,174	980	\$5,996,397
UW Alumni Association	1,638	\$87,307	9,492	\$485,619	11,639	\$560,857	24,884	\$1,216,529
University Press	75	\$125,057	205	\$256,298	178	\$1,608,179	311	\$1,822,053
University Support	279	\$495,532	1,106	\$1,849,606	1,162	\$5,072,769	2,365	\$7,142,087
UW Bothell	58	\$23,115	164	\$67,367	160	\$178,300	647	\$406,048
UW Tacoma	109	\$226,747	318	\$1,653,504	324	\$1,308,213	810	\$4,346,953
All UW Unique Total	17,685	\$39,384,486	53,881	\$165,846,042	53,294	\$137,617,791	105,353	\$302,889,584

Source: UW Office of Development

The number of donors and contribution totals for the major Development areas of the University are shown. Dollar values are based on donor values.

Job Number: 78579

December 2007

Development Area Summary - Gifts and Private Grants



DEVELOPMENT SUMMARY - GIFTS

AREA	CURRENT MONTH		YEAR TO DATE		PRIOR YEAR TO DATE		PRIOR FISCAL YEAR	
	Donors	Value	Donors	Value	Donors	Value	Donors	Value
UW Seattle								
UW Medicine	4,400	\$6,828,632	11,599	\$25,345,357	10,594	\$16,342,543	18,109	\$35,839,896
Architecture	385	\$450,469	727	\$1,011,514	677	\$614,680	1,504	\$1,015,838
Arts and Sciences	3,398	\$3,747,393	9,304	\$14,790,975	10,857	\$11,837,817	17,051	\$22,448,302
Broadcast Services	980	\$500,094	2,173	\$3,946,367	2,478	\$3,420,141	4,560	\$10,835,348
Business School	969	\$3,951,374	3,400	\$7,931,742	3,156	\$7,253,214	4,541	\$16,603,246
Dentistry	266	\$313,659	918	\$794,991	999	\$771,788	1,400	\$1,302,793
Education	195	\$448,383	785	\$876,071	972	\$1,040,912	1,859	\$1,560,076
Engineering	923	\$5,064,455	3,128	\$10,105,630	3,060	\$7,527,518	4,531	\$15,097,858
Evans Schl. of Pub. Affairs	78	\$1,014,907	185	\$1,373,544	234	\$2,141,480	503	\$2,577,597
Forest Resources	223	\$270,368	623	\$646,585	516	\$578,994	1,191	\$1,416,624
Graduate School	92	\$237,554	388	\$1,018,847	288	\$1,167,285	410	\$1,665,861
Information School	84	\$91,332	469	\$236,258	494	\$360,435	648	\$436,870
Intercollegiate Athletics	1,803	\$2,124,861	5,442	\$7,136,295	4,767	\$7,043,410	24,151	\$21,911,161
Law	527	\$219,777	1,233	\$1,501,989	1,056	\$757,140	2,015	\$2,773,835
Libraries	460	\$672,843	1,325	\$966,568	968	\$473,383	4,428	\$1,143,601
Nursing	539	\$191,084	1,165	\$1,085,262	1,228	\$4,230,751	1,842	\$5,457,618
Ocean and Fisheries	251	\$385,488	419	\$1,789,803	483	\$1,395,208	763	\$2,515,555
Pharmacy	169	\$900,648	524	\$1,093,670	527	\$770,496	1,144	\$1,707,704
President's Funds	523	\$156,972	1,292	\$368,740	1,161	\$227,735	2,096	\$726,232
Public Health	171	\$52,388	353	\$236,147	427	\$390,266	749	\$669,251
Scholar. & Student Progs.	1,017	\$748,479	4,179	\$2,276,838	1,900	\$3,511,792	3,881	\$12,158,596
Social Work	143	\$43,442	399	\$83,229	449	\$109,025	970	\$4,249,650
UW Alumni Association	1,638	\$87,307	9,492	\$485,619	11,639	\$560,857	24,884	\$1,216,529
University Press	75	\$125,057	205	\$256,298	178	\$1,608,179	311	\$1,822,053
University Support	278	\$339,659	1,105	\$1,693,733	1,158	\$2,737,069	2,358	\$4,590,672
UW Bothell	58	\$23,115	164	\$67,367	160	\$178,300	647	\$406,048
UW Tacoma	109	\$226,747	318	\$1,653,504	322	\$1,302,646	808	\$4,341,386
All UW Unique Total	17,613	\$29,216,499	53,617	\$88,772,955	53,006	\$78,353,078	104,934	\$176,490,215

Source: UW Office of Development

The number of donors and contribution totals (gifts only) for the major Development areas of the University are shown. Dollar values are based on donor values.

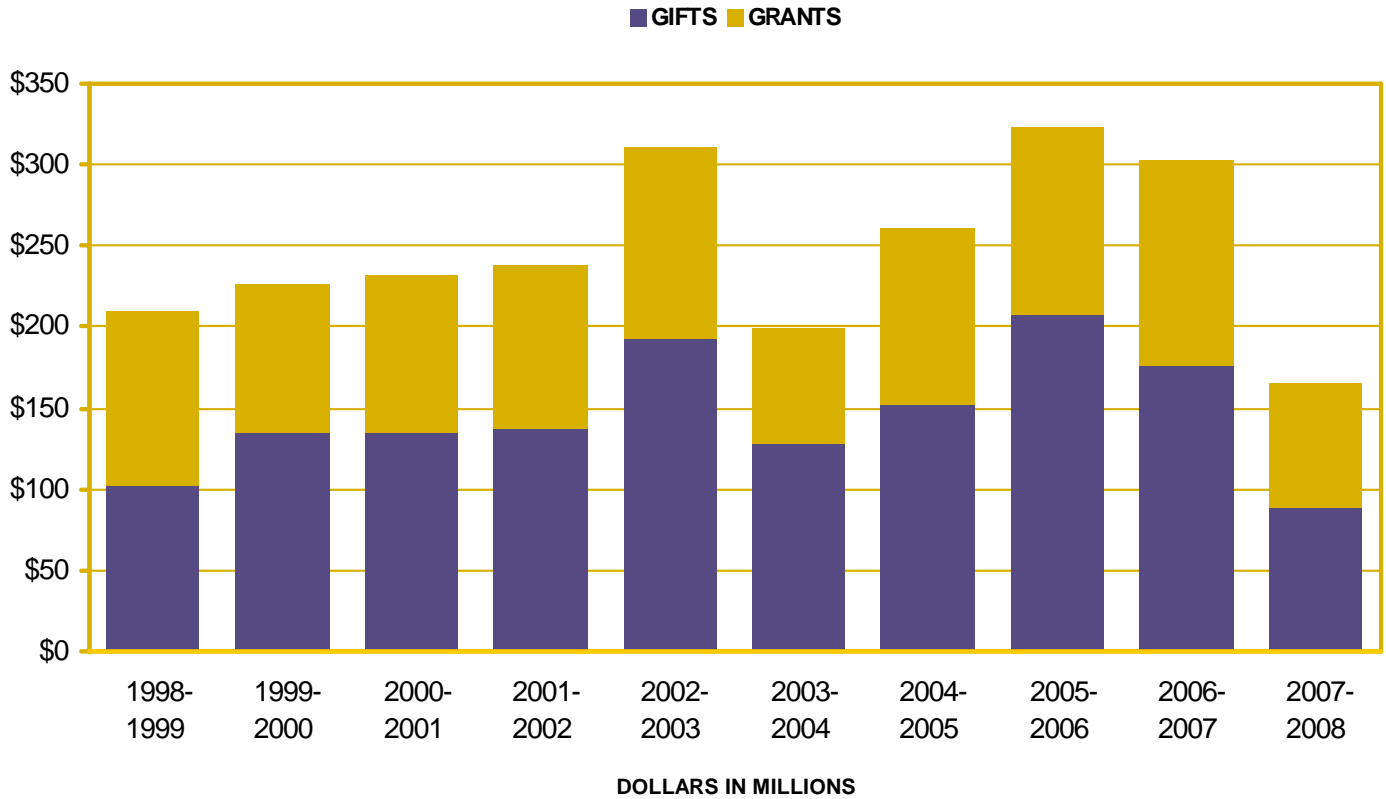
Job Number: 78579

December 2007

Development Area Summary - Gifts



COMPLETE FISCAL YEAR COMPARISON OF TOTAL CONTRIBUTIONS RECEIVED



Source: UW Office of Development

This graph compares the current fiscal year's contribution totals to each of the previous nine fiscal year's contribution totals.

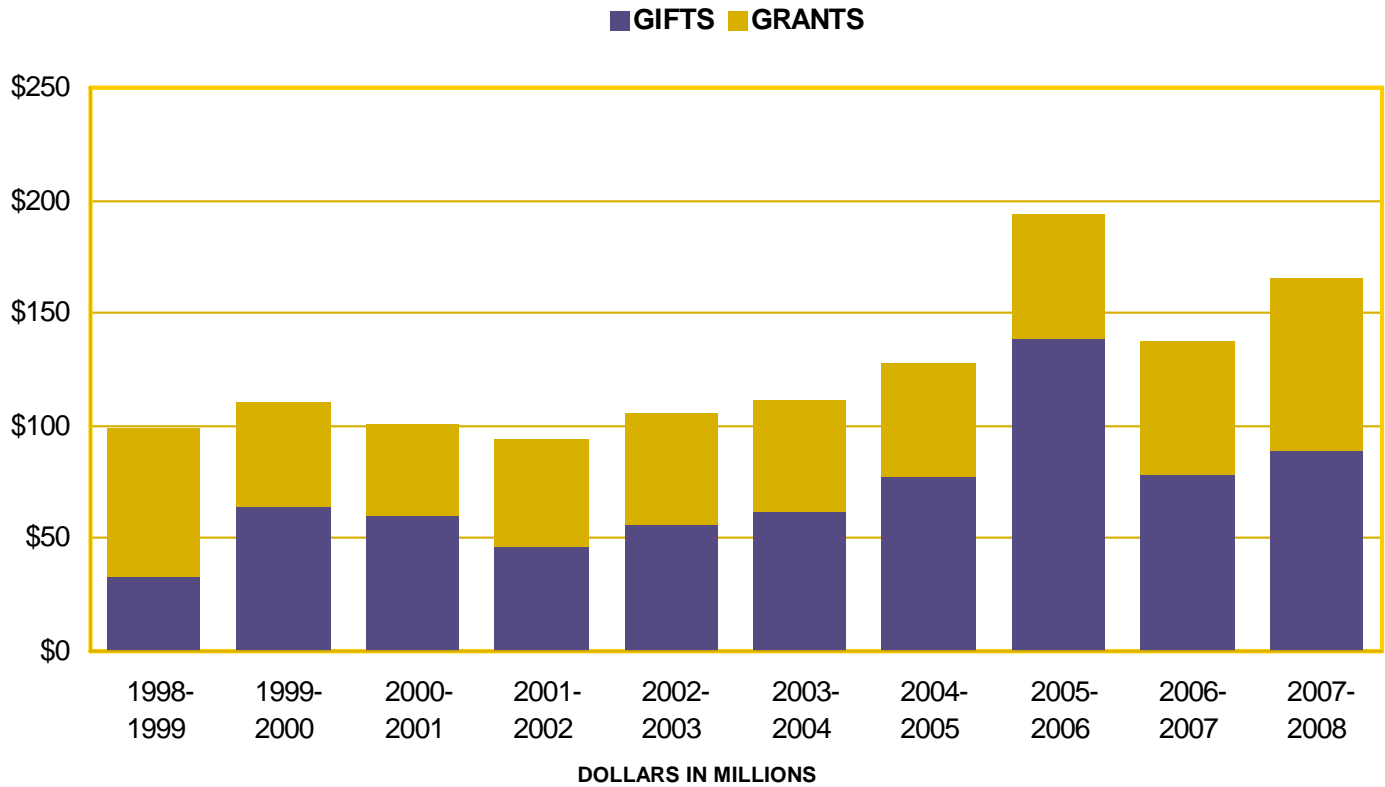
Job Number: 78579

December 2007

Fiscal Year Totals Graph



YEAR TO DATE CONTRIBUTION TOTALS



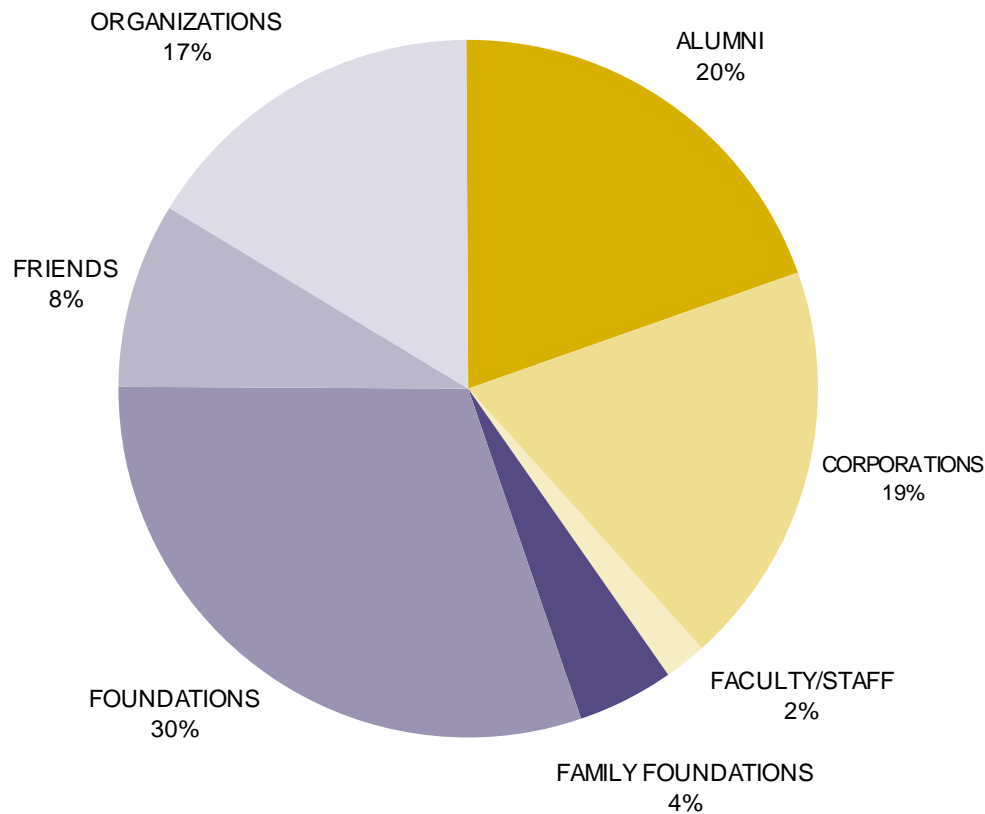
FISCAL YEAR	GIFTS	GRANTS	TOTAL CONTRIBUTIONS
2007- 2008	\$88,772,955	\$77,073,087	\$165,846,042
2006- 2007	\$78,353,078	\$59,264,713	\$137,617,791
2005- 2006	\$138,499,322	\$55,494,951	\$193,994,273
2004- 2005	\$77,689,900	\$50,505,571	\$128,195,471
2003- 2004	\$62,089,442	\$48,886,946	\$110,976,388
2002- 2003	\$56,283,917	\$49,383,639	\$105,667,556
2001- 2002	\$46,825,862	\$46,929,112	\$93,754,975
2000- 2001	\$59,840,487	\$40,542,569	\$100,383,056
1999- 2000	\$64,006,287	\$46,019,341	\$110,025,628
1998- 1999	\$32,786,646	\$65,836,662	\$98,623,308

Source: UW Office of Development

This graph compares the current fiscal year's contribution totals to each of the previous nine fiscal year's contribution totals.



DEVELOPMENT ACTIVITY BY DONOR TYPE IN CURRENT FISCAL YEAR



DONOR TYPE	YEAR TO DATE		PRIOR YEAR TO DATE		PRIOR FISCAL YEAR	
	Donors	Value	Donors	Value	Donors	Value
Alumni	29,190	\$32,738,018	29,848	\$27,691,468	54,753	\$60,282,263
Corporations	1,529	\$31,048,759	1,499	\$26,943,652	3,222	\$59,587,495
Faculty/Staff	2,658	\$2,840,836	2,540	\$1,793,151	3,711	\$3,848,794
Family Foundations	110	\$7,344,039	102	\$17,906,972	160	\$33,777,254
Foundations	261	\$50,643,134	239	\$22,482,334	405	\$45,676,525
Friends	19,800	\$13,839,551	18,754	\$13,704,224	42,526	\$40,107,637
Organizations	333	\$27,391,704	312	\$27,095,989	576	\$59,609,617

Source: UW Office of Development

This graph shows the sources of contributions for the current year to date. Dollar values are based on donor value.

Job Number: 78579
December 2007

Development Activity by Donor Type in Current Fiscal Year Chart



ALUMNI PARTICIPATION BY CONSTITUENCY

AREA	CURRENT FISCAL YEAR TO DATE			PREVIOUS FISCAL YEAR TO DATE			
	Solicitable	Donors	Partic. Rate	Solicitable	Donors	Partic. Rate	Final %
UW Seattle							
UW Medicine	18,010	2,035	11.3%	16,867	1,940	11.5%	22.0%
Architecture	7,965	780	9.8%	7,709	781	10.1%	19.5%
Arts and Sciences	141,595	12,437	8.8%	138,301	12,768	9.2%	16.6%
Business School	37,430	4,488	12.0%	36,594	4,694	12.8%	22.7%
Dentistry	4,579	717	15.7%	4,525	767	17.0%	27.5%
Education	18,902	2,005	10.6%	19,116	1,940	10.1%	20.2%
Engineering	32,393	3,215	9.9%	31,945	3,231	10.1%	17.3%
Evans School of Public Affairs	2,329	274	11.8%	2,119	277	13.1%	25.1%
Forest Resources	4,603	350	7.6%	4,603	354	7.7%	17.9%
Interdisc. Grad. Programs	1,622	148	9.1%	1,463	132	9.0%	18.0%
Interdisc. Undergrad. Programs	225	6	2.7%	170	24	14.1%	24.7%
Interschool Programs	453	35	7.7%	353	38	10.8%	17.8%
Information School	4,370	641	14.7%	4,202	602	14.3%	22.4%
Law	7,780	1,087	14.0%	7,593	1,010	13.3%	24.8%
School of Nursing	8,598	1,194	13.9%	8,469	1,307	15.4%	24.5%
Ocean & Fisheries	3,911	387	9.9%	3,866	393	10.2%	18.5%
Pharmacy	3,426	454	13.3%	3,364	458	13.6%	30.3%
Public Health	4,318	407	9.4%	4,104	453	11.0%	20.2%
Social Work	6,404	494	7.7%	6,232	544	8.7%	17.8%
UW Bothell	6,084	328	5.4%	5,245	310	5.9%	15.1%
UW Tacoma	7,003	320	4.6%	5,850	316	5.4%	14.4%
Unspecified	10,866	1,235	11.4%	11,278	1,298	11.5%	22.8%
All UW Total	305,971	29,190	9.5%	297,648	29,848	10.0%	18.4%

Source: UW Office of Development

Job Number: 78579
December 2007

Alumni Participation



VII. STANDING COMMITTEES

B. Finance, Audit and Facilities Committee

Grant and Contract Awards – November, 2007

RECOMMENDED ACTION:

It is the recommendation of the administration and the Finance and Audit Committee that the Board of Regents accept the Grant and Contract Awards as presented on the attached list.

Attachment: Grant and Contract Awards Summary
 Report of Grant and Contract Awards of
 \$1,000,000 or More

Grant and Contract Awards Summary

to

The Board of Regents

of the

University of Washington

for

November 2007

Office of Research

Office of Sponsored Programs

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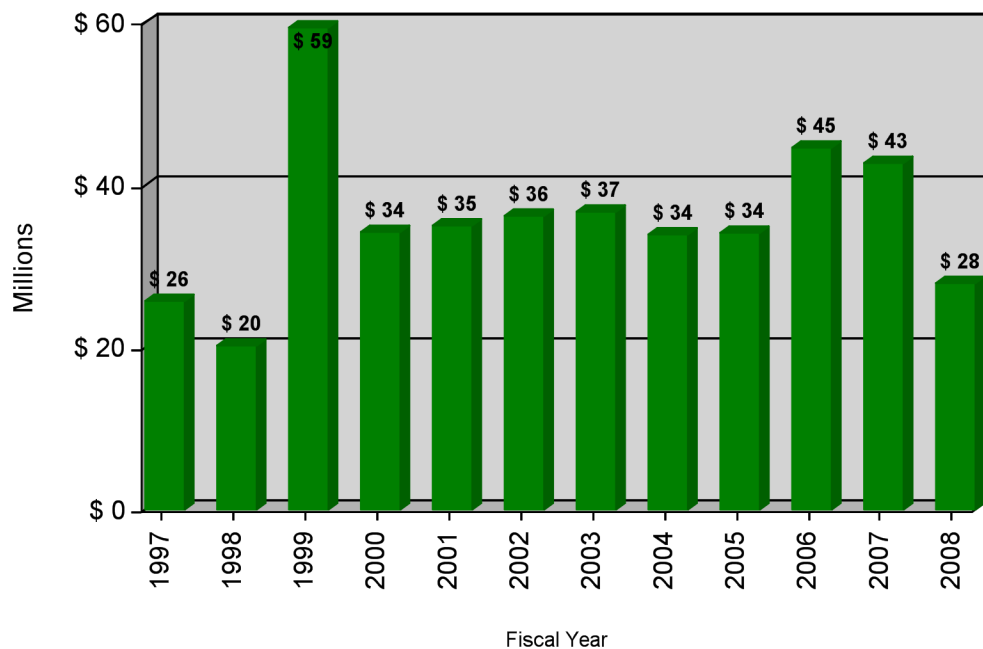
NOVEMBER 2007 HIGHLIGHTS

The *US Department of Defense* awarded a grant in the amount of \$375,000 for a project under the direction of Research Associate Professor Jacob Rosen of the *Department of Electrical Engineering* entitled “The Myoprocessor-Muscle Modeling for Neural Control of Upper Limb Powered Prosthetics and Orthotics.” This project focuses on the body's neural command signals as primary command signals of the prostheses or orthotic device utilizing a myoprocessor (muscle model). This approach will allow coordinated force production and synergistic movement of muscles, prostheses and orthotics, allowing natural control of the wearable robot as an extension of the operator's body. The research will be focused on upper limb muscle modeling.

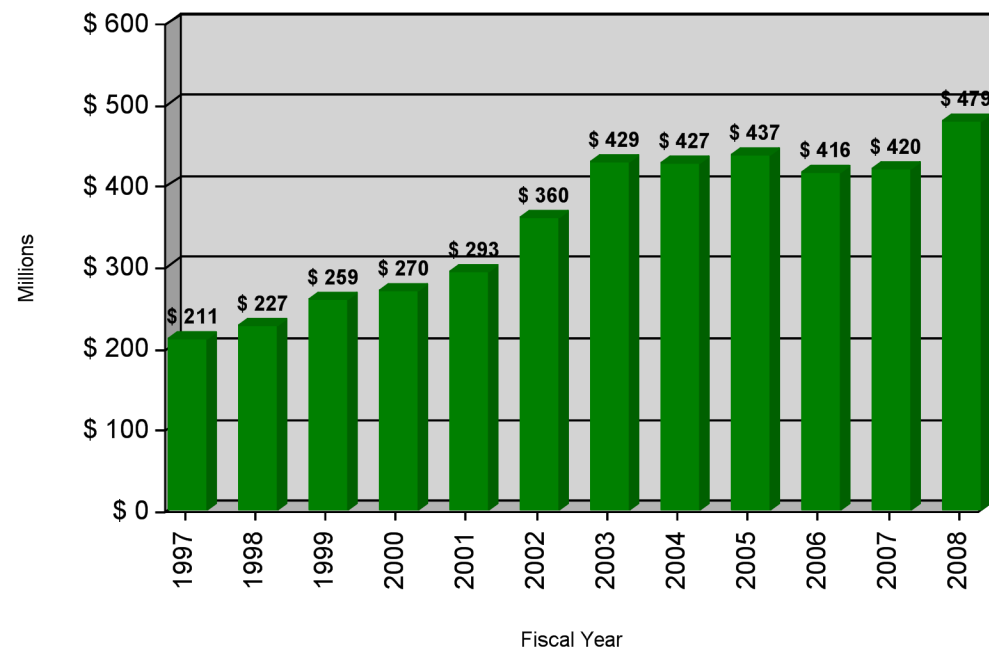
The *National Science Foundation* awarded a grant in the amount of \$722,657 for a project under the direction of Professor Gary Segura of the *Department of Political Science* entitled “Spanish Translation and Latino Over-sample for the American National Election Study.” This project will translate the American National Election Study into Spanish and make available bi-lingual interviewers. The resulting larger sample size and adjusted sampling frame will produce a statistically valid sample of US citizens of Hispanic/Latino ancestry suitable for analysis with a substantially reduced margin of error at +/- 4.5%, a marked improvement over the current circumstances with margins of error around 9%.

The *National Institutes of Health* awarded a grant in the amount of \$417,860 for a project under the direction of Associate Professor Melissa Schiff of the *Department of Epidemiology* entitled “Soccer Injuries in Girls.” Soccer is one of the most popular sports in the U.S. with girls participating in increasing numbers. Prior studies have documented that female youth players have a higher rate of injury compared to male youth players. This study will determine injury incidence rates of soccer players as well as risk factors that predispose some girls to soccer injuries. All subjects will be evaluated by physical therapists at the beginning of the soccer season for hip and knee muscle strength and jump biomechanics. The successful completion of the project will identify specific risk factors for soccer injuries that will be useful in the development of future injury prevention strategies.

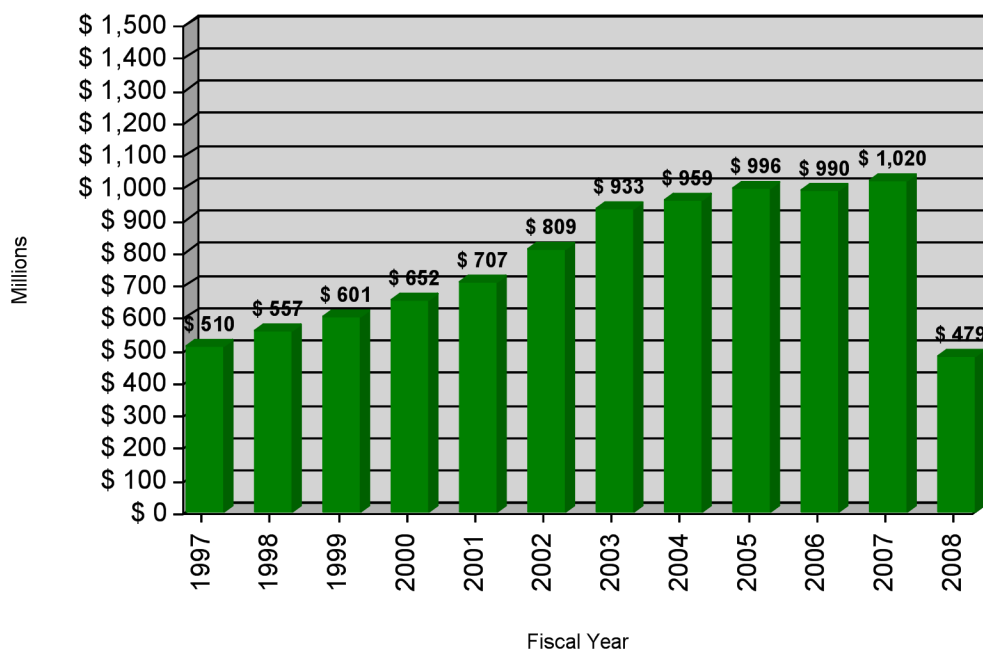
November Only
Comparison of Grant & Contract Awards



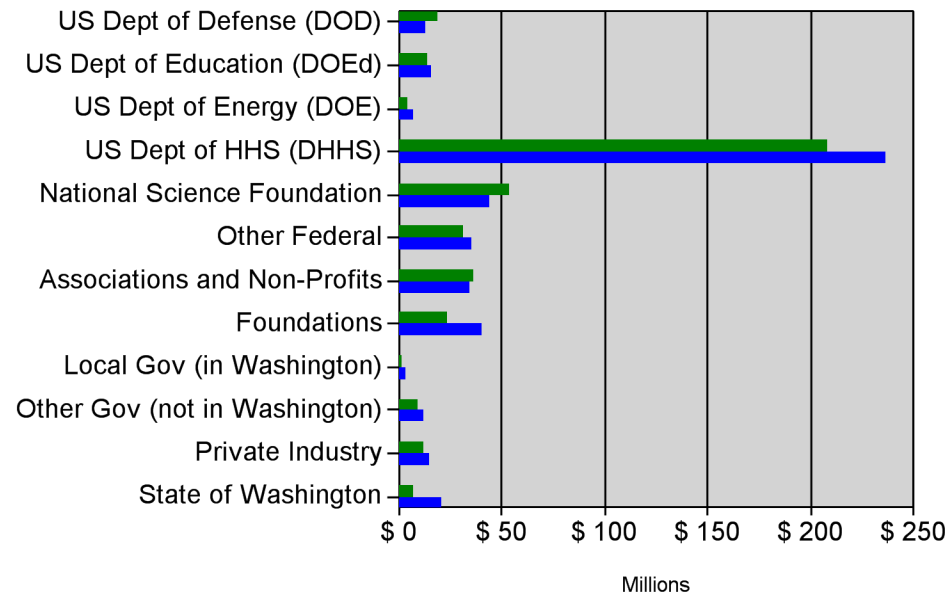
Fiscal Year to Date
Comparison of Grant & Contract Awards



Complete Fiscal Year
Comparison of Grant & Contract Awards



Fiscal Year to Date
Two-Year Comparison of Grant and Contract Awards



Jul-Nov FY07 Jul-Nov FY08

Summary of Grant and Contract Awards

Fiscal Year 2007-2008

Month	RESEARCH AND OTHER		TRAINING		Total Grants and Contracts
	Federal	Non-Federal	Federal	Non-Federal	
July	\$ 54,889,260	\$ 15,048,400	\$ 7,034,788	\$ 5,593,291	\$ 82,565,740
August	\$ 111,423,800	\$ 21,120,610	\$ 10,878,860	\$ 1,041,935	\$ 144,465,200
September	\$ 63,019,760	\$ 24,344,880	\$ 11,261,270	\$ 1,857,398	\$ 100,483,300
October	\$ 75,921,240	\$ 38,888,260	\$ 6,410,827	\$ 2,183,915	\$ 123,404,200
November	\$ 11,290,950	\$ 14,589,700	\$ 319,941	\$ 1,747,225	\$ 27,947,810
FY08 to Date	\$316,154,988	\$114,381,845	\$35,905,681	\$12,423,764	\$478,866,279
FY07 to Date	\$302,743,715	\$85,055,426	\$27,671,056	\$4,599,024	\$420,069,221
Over (Under) Previous Year	\$13,411,273	\$29,326,419	\$8,234,625	\$7,824,740	\$58,797,058

Assuming acceptance of all awards by the Board of Regents

Comparison of Grant and Contract Awards by Agency Fiscal Years 2006-2007 and 2007-2008		
Agency	Jul-Nov FY07	Jul-Nov FY08
US Department of Defense (DOD)	\$ 18,916,044	\$ 13,318,609
US Department of Education (DOEd)	\$ 13,726,953	\$ 16,014,484
US Department of Energy (DOE)	\$ 4,767,490	\$ 6,828,396
US Department of Health and Human Services (DHHS)	\$ 208,166,622	\$ 236,134,027
National Science Foundation (NSF)	\$ 53,774,330	\$ 44,228,467
Other Federal	\$ 31,063,331	\$ 35,536,687
Subtotal for Federal :	\$ 330,414,771	\$ 352,060,669
Associations and Non-Profits	\$ 36,442,307	\$ 34,703,452
Foundations	\$ 23,946,885	\$ 40,623,072
Local Government (in Washington)	\$ 1,236,314	\$ 3,404,318
Other Government (not in Washington)	\$ 8,819,655	\$ 12,505,675
Private Industry	\$ 11,720,161	\$ 14,492,280
State of Washington	\$ 7,489,130	\$ 21,076,812
Subtotal for Non-Federal :	\$ 89,654,451	\$ 126,805,610
Grand Total :	\$ 420,069,221	\$ 478,866,279
Amount of Increase (Decrease) :		\$ 58,797,058
Percent of Increase (Decrease) :		14.0 %

Assuming acceptance of all awards by the Board of Regents

Comparison of Grant and Contract Awards by School/College

Fiscal Years 2006-2007 and 2007-2008

School/College		Jul-Nov FY07	Jul-Nov FY08
Upper Campus			
	Architecture and Urban Planning	\$ 698,491	\$ 459,356
	Arts and Sciences	\$ 38,114,240	\$ 39,892,020
	Business Administration	\$ 58,147	\$ 724,471
	Director of Libraries	\$ 3,000	\$ 116,500
	Education	\$ 5,902,328	\$ 1,380,305
	Educational Outreach	\$ 366,528	\$ 267,568
	Engineering	\$ 41,910,990	\$ 35,616,212
	Evans School of Public Affairs	\$ 2,633,563	\$ 1,974,160
	Forest Resources	\$ 2,863,423	\$ 3,073,704
	Graduate School	\$ 1,694,645	\$ 969,952
	Information School	\$ 1,641,990	\$ 4,483,229
	Law	\$ 112,000	\$ 209,134
	Ocean and Fishery Sciences	\$ 37,347,979	\$ 40,753,653
	Office of Research	\$ 18,784,763	\$ 17,336,444
	Provost		\$ 200,000
	Social Work	\$ 5,044,141	\$ 7,763,468
	Undergraduate Education	\$ 1,250,161	\$ 326,802
	VP Educational Partnerships	\$ 106,347	\$ 43,745
	VP Minority Affairs	\$ 4,059,253	\$ 7,002,709
	Subtotal :	\$ 162,591,990	\$ 162,593,432
Health Sciences			
	Dentistry	\$ 2,734,963	\$ 4,913,303
	Medical Centers	\$ 1,000	
	Medicine	\$ 191,692,443	\$ 232,667,902
	Nursing	\$ 7,147,221	\$ 9,513,830
	Pharmacy	\$ 5,518,682	\$ 4,379,485
	Public Health and Community Medicine	\$ 36,156,606	\$ 37,259,244
	Subtotal :	\$ 243,250,914	\$ 288,733,763
Special Programs			
	Alcohol and Drug Abuse Institute	\$ 617,016	\$ 3,113,132
	CHDD Administration	\$ 8,201,104	\$ 7,107,293
	Regional Primate Center	\$ 4,598,260	\$ 15,871,406
	Subtotal :	\$ 13,416,380	\$ 26,091,831
Other UW Campuses			
	Bothell	\$ 604,108	\$ 1,193,411
	Tacoma	\$ 205,829	\$ 203,450
	Subtotal :	\$ 809,937	\$ 1,396,861
Not Indicated	Not Indicated		\$ 50,391

School/College	Jul-Nov FY07	Jul-Nov FY08
Not Indicated	Subtotal :	\$ 50,391
	Grand Total :	\$ 420,069,221
		\$ 478,866,279

Assuming acceptance of all awards by the Board of Regents

List of Awards for Arts and Sciences

Fiscal Years 2006-2007 and 2007-2008

Department	Jul-Nov FY07	Jul-Nov FY08
Center for Statistics and the Social Sciences	\$ 482,482	\$ 704,512
Center for Studies in Demography and Ecology	\$ 1,039,885	\$ 1,879,361
Department of Anthropology	\$ 136,250	\$ 246,138
Department of Applied Mathematics	\$ 1,726,247	\$ 7,864
Department of Astronomy	\$ 1,808,312	\$ 1,991,086
Department of Atmospheric Sciences	\$ 3,023,100	\$ 1,829,265
Department of Biology	\$ 5,737,508	\$ 2,772,477
Department of Chemistry	\$ 9,310,546	\$ 12,183,070
Department of Communication	\$ 201,100	\$ 140,680
Department of Comparative Literature	\$ 21,178	\$0
Department of Earth and Space Sciences	\$ 1,810,458	\$ 2,039,065
Department of Economics	\$ 24,800	\$ 6,575
Department of English	\$0	\$ 72,573
Department of Geography	\$ 180,909	\$ 336,787
Department of Germanics	\$ 45,000	\$ 45,000
Department of History	\$ 70,694	\$0
Department of Linguistics	\$0	\$ 164,666
Department of Mathematics	\$ 635,491	\$ 2,289,271
Department of Physics	\$ 2,730,958	\$ 3,597,687
Department of Political Science	\$ 508,696	\$ 1,124,910
Department of Psychology	\$ 5,805,287	\$ 5,500,637
Department of Sociology	\$ 77,244	\$ 10,350
Department of Speech and Hearing Sciences	\$ 643,830	\$ 722,119
Department of Statistics	\$ 198,959	\$ 485,728
Henry M. Jackson School of International Studies	\$ 1,123,111	\$ 1,473,362
Institute for Nuclear Theory	\$ 135,000	\$0
Language Learning Center	\$ 20,000	\$ 76,000
Law, Societies and Justice Program	\$ 90,017	\$0
Public Performing Arts	\$ 81,565	\$ 107,338
School of Art	\$ 48,000	\$0
School of Music	\$ 300,000	\$0
Thomas Burke Memorial Washington State Museum	\$ 97,613	\$ 85,495
Total :	\$ 38,114,240	\$ 39,892,020

Assuming acceptance of all awards by the Board of Regents

Summary of Grant Awards**Fiscal Year 2007-2008***Excluding private awards from Foundations, Industry, Associations and Others*

Month	RESEARCH AND OTHER		TRAINING		Total Grants
	Federal	Non-Federal	Federal	Non-Federal	
July	\$ 54,392,780	\$ 1,031,886	\$ 7,034,788	\$ 0	\$ 62,459,460
August	\$ 106,644,800	\$ 2,487,815	\$ 10,875,880	\$ 199,000	\$ 120,207,500
September	\$ 54,887,540	\$ 855,616	\$ 11,260,000	\$ 0	\$ 67,003,160
October	\$ 69,439,460	\$ 3,387,818	\$ 6,360,827	\$ 194,787	\$ 79,382,900
November	\$ 7,672,178	\$ 2,205,321	\$ 319,941	\$ 21,146	\$ 10,218,590
Year to Date	\$ 293,036,800	\$ 9,968,456	\$ 35,851,430	\$ 414,933	\$ 339,271,600

Assuming acceptance of all awards by the Board of Regents

Summary of Grant Awards**Fiscal Year 2007-2008***Private awards from Foundations, Industry, Associations and Others*

Month	RESEARCH AND OTHER	TRAINING	Total Grants
July	\$ 5,529,786	\$ 223,067	\$ 5,752,853
August	\$ 12,792,000	\$ 604,407	\$ 13,396,400
September	\$ 16,434,390	\$ 237,863	\$ 16,672,250
October	\$ 25,846,500	\$ 150,020	\$ 25,996,520
November	\$ 6,912,596	\$ 233,710	\$ 7,146,306
Year to Date	\$ 67,515,270	\$ 1,449,067	\$ 68,964,340

Assuming acceptance of all awards by the Board of Regents

Summary of Contract Awards					
Fiscal Year 2007-2008					
Month	RESEARCH AND OTHER		TRAINING		Total Contracts
	Federal	Non-Federal	Federal	Non-Federal	
July	\$ 496,481	\$ 8,486,723	\$ 0	\$ 5,370,224	\$ 14,353,430
August	\$ 4,778,947	\$ 5,840,805	\$ 2,977	\$ 238,528	\$ 10,861,260
September	\$ 8,132,220	\$ 7,054,878	\$ 1,273	\$ 1,619,535	\$ 16,807,910
October	\$ 6,481,776	\$ 9,653,934	\$ 50,000	\$ 1,839,108	\$ 18,024,820
November	\$ 3,618,770	\$ 5,471,781	\$ 0	\$ 1,492,369	\$ 10,582,920
Year to Date	\$ 23,508,190	\$ 36,508,120	\$ 54,250	\$ 10,559,760	\$ 70,630,330

Assuming acceptance of all awards by the Board of Regents

Report of Grant and Contract Awards of \$1,000,000 or More

November 2007

**Requiring action of
The Board of Regents
of the
University of Washington**

**Office of Research
Office of Sponsored Programs**

Detail of Contract Awards

Federal

US Department of Defense (DOD)

Naval Surface Warfare Center

To: Gary L Harkins, Associate Director \$ 1,000,000
Applied Physics Laboratory
For: FY08 AN/BQH9 System Upgrades (O&MN)
Eff: 9/25/2007

Total for Naval Surface Warfare Center: \$ 1,000,000

Total for US Department of Defense (DOD): \$ 1,000,000

Total for Federal: \$ 1,000,000

Total Contracts: \$ 1,000,000

Grand Total for all Awards \$ 1,000,000

VII. STANDING COMMITTEES

B. Finance, Audit and Facilities Committee

Portage Bay Insurance Report

On June 30, 2007, the University's captive insurance company, Portage Bay Insurance (PBI), completed its fifth year of operation. It is providing all coverage and services envisioned in its 2002 business plan.

Governance and Management

The PBI Board of Directors includes two outside directors as well as its captive manager and five University employees having significant responsibilities for risk management, liability management and asset management. PBI contracts with the University for claim and risk management services through the Office of Risk Management, and for investment services through Treasury.

FY07 Asset/Liability Growth

PBI provides professional, general, automobile and employment practices liability insurance coverage for the University, its employees and students. Annual premiums are established through an independent actuarial study and are paid by the central administration and self-sustaining units. At the end of FY07, assets were \$48 million (up 31% from FY06) and liabilities were \$28 million (up 50% from FY06). 104 claims were closed in the fiscal year, 40% without any payment to the claimant. Funds are invested in the University's invested funds portfolio which had a total return for the year of 10.8%, outperforming its benchmark by 120 basis points. Milliman USA, the University's independent actuary, has opined that PBI is adequately funded to meet its liabilities.

The steep growth in equity of the start-up years will begin to level off as the rate of claim pay-outs continues to mature. Given stable risk exposures, equity should stabilize in the \$5 - \$10 range around 2010.

Reinsurance

PBI reinsures against catastrophic losses with London, Bermuda, Swiss and American reinsurers having A.M. Best ratings of A- or better. Negotiations resulted in July 1, 2007 reinsurance premium reductions in an amount sufficient to increase the UW's limits from \$75 million to \$100 million at no additional cost.

Regulatory and Audit

KPMG has issued its FY07 audit report with no findings. A full regulatory review found PBI in compliance with all requirements of Hawaii, its state of domicile.

VII. STANDING COMMITTEES

B. Finance, Audit and Facilities Committee

Portage Bay Insurance Report (continued p. 2)

The IRS has ruled that PBI qualifies as a 501c3 tax-exempt corporation and that it is not required to file 990 forms.

FY08 Goals

This year, PBI will implement a plan to control premium growth and will also explore ways to promote innovative loss control initiatives throughout the University.

VII. STANDING COMMITTEES

B. Finance, Audit and Facilities Committee

Actions Taken Under Delegated Authority

Pursuant to the Standing Orders of the Board of Regents, Delegation of Authority, and to the delegation of authority from the President of the University to the Senior Vice President for Finance and Facilities in Administrative Order No. 1, to take action for projects or contracts that exceed \$1,000,000 in value or cost but are less than \$5,000,000, the Administration may approve and execute all instruments.

1. Report of Actions Taken Under General Delegated Authority

CAPITAL PROJECT BUDGETS

Project Name: UWMC NN-1st Floor Radiation Oncology Renovation Project 201841

Action Reported: Project Budget Increase of 10% or more

On December 13, 2007, the project budget was revised to \$4,177,107, an increase of \$1,650,472 from the original budget of \$2,526,635 to rectify a misinterpretation of the design team's predesign cost estimate.

This project will renovate the hospital's three existing linear accelerator vaults, create a new vault in NN-119 for an added fourth linear accelerator, create a new waiting and changing area for radiation oncology patients, create a physicians' workroom space, provide renovated control spaces for each of the accelerator vaults and create a new patient holding room. In addition the project will also renovate and prepare room NN-115 and associated control room space for a new computed tomography (CT)/Simulator device.

Phased with the construction work will be the refurbishment of the relocated linear accelerator in room NN-145A (Vault A) and the existing linear accelerator in room NN-145B (Vault B), installation of a new linear accelerator in NN-143A (Vault C), installation of a CT/Simulator in room NN-115, and the installation of a new Synergy Hexapod linear accelerator in NN-119. The UWMC Radiation Oncology Department will purchase and install the equipment separately from this project.

Design work began in June 2007 and was completed in December 2007. The construction start was delayed from January 2008 to March 2008, with completion revised from October 2008 to April 2009, to accommodate the longer

VII. STANDING COMMITTEES

B. Finance, Audit and Facilities Committee

Actions Taken Under Delegated Authority (continued p. 2)

than anticipated phased equipment installation. Occupancy will be phased as each linear accelerator is installation or refurbishment is completed.

Funding for the project is available from University of Washington Medical Center patient revenues.

Budget Summary	Previously Approved Budget	Revised Budget and Forecast to Complete
Total Consultant Services	\$376,943	\$634,161
Total Construction Cost*	\$1,915,844	\$3,171,202
Equipment/Furniture	\$0	\$3,424
Other Costs	\$45,277	\$76,956
Project Administration	\$188,571	\$291,364
Total Project Budget	\$2,526,635	\$4,177,107

* Includes construction contract amount, contingencies and state sales tax.

Magnuson Health Sciences Center WaNPRC I-Wing Surgery Corridor and Cagewash, Project No. 201925

Action Reported: Project Budget and Schedule Revision

On December 27, 2007, the project budget was revised to \$1,655,494 an increase of \$472,030 from the original budget of \$1,183,464 to incorporate several scope changes to address outstanding compliance issues for animal care requirements and to improve functional and operational needs in the Washington National Primate Research Center (WaNPRC) in the Magnusson Health Sciences Center.

The changes include modular storage within the Fialkow Pavilion loading dock; a surgical “bioBubble” (a prefabricated ventilated enclosure); improved circulation with a new internal connection from the existing quarantine area to the new cagewash area in J-Wing; wider corridor widths to accommodate the new required larger cage sizes; and an upgrade from epoxy to a more durable methyl methacrylate flooring system.

The construction start was revised from January 2008 to April 2008 with occupancy delayed from September 2008 to November 2008 to incorporate these changes.

VII. STANDING COMMITTEES

B. Finance, Audit and Facilities Committee

Actions Taken Under Delegated Authority (continued p. 3)

Project funding of \$1,462,065 is from Central Funds and \$193,429 in grant funding from the National Institutes of Health.

Budget Summary	Previously Approved Budget	Revised Budget and Forecast to Complete
Total Consultant Services	\$ 211,205	\$ 246,992
Total Construction Cost *	\$ 835,435	\$ 1,151,304
Other Costs	\$ 38,483	\$ 123,705
Project Administration	\$ 98,341	\$ 133,493
Total Project Budget	\$ 1,183,464	\$ 1,655,494

* Includes construction contract amount, contingencies and state sales tax.

Magnuson Health Sciences Center BB-Wing Department of Anesthesiology Renovation, Project No. 202198

Action Reported: Appoint Architect and Establish Project Budget

On December 21, 2007, an agreement for Architectural Services was awarded to Hoshide Williams Architects for the HSC BB-Wing Dept. of Anesthesiology Renovation, Project No. 202198. The value of the design contract is \$55,524. The proposed budget for all consultant services for the project is \$206,858. The balance of the design budget is intended for further design refinement, site investigations and construction phase services.

Hoshide Williams was founded in Seattle in 1984 and has a successful track record of laboratory and health science renovation projects at the University of Washington. Recent projects include the Magnuson Health Sciences Center Library Renovation, Hitchcock Hall 316-324 Classroom Improvements for the Department of Biology and Magnuson Health Science Center D-Wing Dental Simulation Stations Expansion.

The goal of this project is to provide a better sense of identity and a departmental "home" for faculty, staff and students who are currently located in decentralized locations. Included in this vision are goals to improve security and privacy, enhance the distribution of natural light, maximize views and provide a better sense of arrival and way-finding for staff and guests. This particular project represents the first phase of a four phase, \$2,822,010 master planned renovation project envisioned for implementation over the next three years.

VII. STANDING COMMITTEES

B. Finance, Audit and Facilities Committee

Actions Taken Under Delegated Authority (continued p. 4)

Construction is expected to begin in September of 2008. Occupancy is scheduled for February 2009.

The project budget is established at \$1,000,000. Funding for this project is being provided by the Department of Anesthesiology and the School of Medicine.

Budget Summary	Current Approved Budget	Forecast Cost at Completion
Total Consultant Services	\$ 206,858	\$ 206,858
Total Construction Cost *	\$ 572,231	\$ 572,231
Other Costs	\$ 135,450	\$ 135,450
Project Administration	\$ 85,461	\$ 85,461
Total Project Budget	\$ 1,000,000	\$ 1,000,000

* Includes construction contract amount, contingencies and state sales tax.

ACQUISITION OF GOODS AND SERVICES

UW Medicine

Action Reported: Admissions-Discharge-Transfer / Hospital Billing Project 'Preliminary Amendment to License'

A "Preliminary Amendment to License" has been executed between UW and Epic Systems Corp. in an amount not to exceed \$1 million, for Epic training and implementation planning services on behalf of UW Medicine. This action extends an existing agreement between UW and Epic dated August 2, 1996, for the existing Epic installation.

UW Medical Center is developing plans for possible implementation of a new admissions, discharge and transfer (ADT) / hospital billing systems throughout UW Medicine. On June 7, 2007, the Board of Regents authorized expenditures up to \$5 million to complete a detailed project planning process.

On July 12, 2007, the Washington State Information Services Board (ISB) authorized UW to spend up to \$1.14 million to initiate a detailed feasibility

VII. STANDING COMMITTEES

B. Finance, Audit and Facilities Committee

Actions Taken Under Delegated Authority (continued p. 5)

planning study; then ISB increased that authorization, on November 7, 2007, up to \$5 million to match the Regents authorization amount.

Work is progressing on the detailed plans, and within the authorized limit of \$5 million it is necessary to make certain expenditures with Epic to advance the planning work. The not to exceed contract amount of \$1 million covers training for UW staff in the new Epic software which is being considered for implementation; access to that software online so that staff can work with it following training; and dedicated Epic planning staff to work with UW on the detailed plans.

On November 28, 2007, the Vice President for UW Technology authorized UW Purchasing to execute a Preliminary Amendment to License in an amount not to exceed \$1 million (plus tax) for these planning services and training.

Funding for the Preliminary Amendment to License is being provided by a combination of HMC/UWMC capital and operating funds.

VII. STANDING COMMITTEES**B. Finance, Audit and Facilities Committee****Washington Dental Service Building for Early Childhood Oral Health –
Authorization to Award GC/CM Contract****RECOMMENDED ACTION:**

It is the recommendation of the administration and the Finance, Audit and Facilities Committee to award the GC/CM contract to Bayley Construction for use on the Washington Dental Service Building for Early Childhood Oral Health to be located in Sand Point Building 25.

BACKGROUND:

The project will renovate Building 25 at Sandpoint into a pediatric dental clinic and treatment center. Pediatric dentistry will occupy the basement and top three floors of the existing art deco building of approximately 23,000 gross square feet.

In August 2005 the Board of Regents approved the award of an architectural contract to ARC Architects for the design of this project. Design services were placed on hold pending the resolution of an Affiliation Agreement between the University of Washington and Children's Hospital regarding use and funding participation in the project. The terms of this agreement were agreed to in April 2007.

Once the terms of the Affiliation Agreement were approved, ARC Architects were authorized to proceed with pre-design services. These services were completed in December 2007 with the final Pre-Design Report being issued on January 18, 2008.

The use of Alternative Public Works utilizing the GC/CM approach and delegated authority to award the contract were authorized by the Board of Regents in November 2007. The Board of Regents also approved the naming of Building 25 at the University of Washington's Sand Point Facility to be the "Washington Dental Service Building for Early Childhood Oral Health".

PROJECT SCHEDULE

The terms of the Affiliation Agreement between the University of Washington and Children's Hospital require that the Washington Dental Service Building for Early Childhood Oral Health be ready for occupancy in August 2010.

Key project milestones are as follows:

VII. STANDING COMMITTEES

B. Finance, Audit and Facilities Committee

Washington Dental Service Building for Early Childhood Oral Health – Authorization to Award GC/CM Contract (continued p. 2)

Pre-Design	Completed December 2007
Schematic Design	Complete April 2008
GC/CM Selection	Completed January 30, 2008
Design Completion	March 2009
Construction	April 2009 through July 2010
Occupancy and Use	August 2010

PROJECT BUDGET AND FUNDING

The preliminary project budget of \$17,500,000 has been confirmed in the Pre-Design Report. Pre-design funding of \$214,000 was provided by CASPO. The remaining funding will be as provided in the Affiliation Agreement between the University of Washington and Children's Hospital, which calls for Children's to pay \$6 million in five installments, with the University paying the balance. Children's contribution includes a \$5 million payment from Washington Dental Service for promotional consideration by the University, including naming rights for the building. The remaining University contribution will be debt-financed, subject to BOR approval at its March 2008 meeting. An initial funding installment of \$2,000,000 has been received from Children's Hospital.

GC/CM SELECTION PROCESS

A solicitation for GC/CM proposals was issued by CPO in October 2007. The intent of UW on this project was to involve construction firms that had not previously provided GC/CM services to UW. Four firms responded to the solicitation. Based upon the qualification of the firms, all four of the firms were invited to interviews conducted on January 7, 2008. Following the interviews, three firms were invited to submit final proposals. The three firms on the shortlist are first time GC/CM contractors:

Bayley Construction
Berschauer Phillips Construction Company
BNBuilders, Inc.

Final proposals were received from the three shortlisted firms on January 28, 2008. Based on the final tabulation of scores, as shown on Attachment 1, the highest scoring firm is Bayley Construction. Bayley's bid for Fee and Specified General Conditions was \$774,900, which is approximately 25% below the CPO

VII. STANDING COMMITTEES

B. Finance, Audit and Facilities Committee

Washington Dental Service Building for Early Childhood Oral Health – Authorization to Award GC/CM Contract (continued p. 3)

budget estimate. Subject to BOR approval, CPO intends to enter into preconstruction and construction agreements with Bayley Construction.

Bayley Construction is a highly respected construction firm providing construction services from their home office in Mercer Island and two satellite offices in California. Bayley Construction completed the renovation of Bagley Hall for the UW in September 2007. This project included renovation of 28,000 square feet of chemistry lab, faculty office and meeting areas. The project was completed while the building was occupied with neighboring classes and labs in session. This project was also honored by the Capital Projects Office with an award for the outstanding project team in the fourth quarter of 2007. They have provided construction services on 70 Nordstrom's department stores, and their educational experience includes higher educational facilities for UW, Seattle University, Shoreline Community College and Seattle Central Community College.

Attachment: WDS GC/CM Tabulation



Capital Projects Office

WASHINGTON DENTAL SERVICE BUILDING
FOR EARLY CHILDHOOD ORAL HEALTH
GC/CM Selection- Tabulation Form

GC/CM Name	Bayley Construction	Berschauer Phillips	BNBuilders	W.G. Clark	
Proposal Evaluations - 12.11.2007					
Reviewer A	36.0	37.0	50.0	40.0	
Reviewer B	40.0	41.0	42.0	38.0	
Reviewer C	44.0	45.0	47.0	40.0	
Reviewer D	39.0	43.0	45.0	40.0	
Average Score (max. 50)	39.75	41.50	46.00	39.50	
Interviews - 1.7.2008					
Reviewer A	23.0	28.0	32.0	7.0	
Reviewer B	31.0	26.0	32.0	15.0	
Reviewer C	26.0	22.0	34.0	12.0	
Reviewer D	33.0	32.0	34.0	23.0	
Average Score (max. 35)	28.25	27.00	33.00	14.25	
Total Proposal and Interview	68.00	68.50	79.00	53.75	
Final Proposals - 1.28.08					
Contractor's Fee Percentage	5.40%	5.50%	6.61%		
Contractor's Fee Amount	387,180	394,350	473,937		
Specified General Conditions Amount	387,720	785,650	805,665		
Final Proposal Bid Number	774,900	1,180,000	1,279,602		
Low Conforming Proposal	774,900	774,900	774,900		
Difference	0	-405,100	-504,702		
Percentage Within Low Proposal	0.00%	-52.28%	-65.13%		
Proposal Score* (max. 15)	15	0.00	0.00		
Total Score (max. 100)					
	83.0	68.5	79.0		

Final Proposal Scoring Key*

Low Conforming Proposal	15 points
Proposals within 5% of Low Proposal	14 points
Proposals within 10% of Low Proposal	12 points
Proposals within 15% of Low Proposal	9 points
Proposals within 20% of Low Proposal	5 points
Others	0 points

Final Ranking

1st	<u>Bayley</u>
2nd	<u>BNBuilders</u>
3rd	<u>Berschauer Phillips</u>
4th	<u>Clark</u>

VII. STANDING COMMITTEES

Finance, Audit and Facilities Committee

Benjamin D. Hall Interdisciplinary Research Building Applied Physics Laboratory Tenant Improvements, Project No. 202510 – Establish Budget and Award Contract

RECOMMENDED ACTION:

It is the recommendation of the administration and the Finance, Audit and Facilities Committee that the Benjamin D. Hall Interdisciplinary Research Building Applied Physics Laboratory (APL) Tenant Improvements project budget be established at \$5,675,000 and that the President be delegated authority to award a construction change order to the firm of M. A. Mortenson Company subject to no significant changes in the scope, the forecast cost being within 10% of the budget and funding being in place.

BACKGROUND:

A Design Build Operate Maintain (DBOM) contract was awarded to M. A. Mortenson on June 22, 2004 to design and construct the core and shell of the Benjamin D. Hall Interdisciplinary Research (formerly known as the Research and Technology) Building; design and construct initial and future tenant improvements, provide utility services, operation, maintenance, and building management for 30 years.

This project will construct 33,469 useable square feet of office and laboratory space on the first, second and fifth floors for the Applied Physics Laboratory. Currently, no classified research is anticipated associated with these tenant improvements.

Design and construction will be performed by the same design build team (M.A. Mortenson, Collins Woerman and McKinstry) that performed the core and shell work. M. A. Mortenson has a long history with UW projects including the construction of Paul G. Allen Center for Computer Sciences & Engineering and the recent renovation of Architecture Hall. Design is anticipated to start in late February and be complete for the start of construction in the summer of 2008 with completion in October 2008 for occupancy in late October or early November 2008.

Project funding of \$5,675,000 is from Tenant Improvement Federal funds obtained by APL. Sales tax is included in the budget as this research tenant probably will not qualify for tax deferral status.

Attachment: Capital Projects Office Project Budget Summary

**UNIVERSITY OF WASHINGTON
CAPITAL PROJECTS OFFICE - SUMMARY PROJECT BUDGET
ALTERNATIVE PROCUREMENT (GC/CM OR D-B)**

PROJECT: Ben Hall Applied Physics Laboratory Tenant Improvement

Project Number 202510

ESTIMATED DATE OF COMPLETION: October 2008

Current Approved Budget	Forecast Cost at Completion
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BUDGET SUMMARY:

A. ACQUISITION

B. CONSULTANT SERVICES

1. PREDESIGN	20,000	20,000
2. BASIC DESIGN SERVICES		
3. EXTRA SERVICES/REIMBURSABLES		
4. OTHER SERVICES	96,205	96,205
5. DESIGN SERVICES CONTINGENCY		
TOTAL CONSULTANT SERVICES	116,205	116,205

C. PRIMARY CONSTRUCTION CONTRACTS

1. MAX.ALLOW.CONST.COST (MACC)		
2. GC/CM OR DB COSTS	4,125,000	4,125,000
3. SALES TAX ON CONSTRUCTION	367,125	367,125
GUARANTEED CONTRACT COST		
4. CONSTRUCTION CONTINGENCY		
5. SALES TAX ON CONTINGENCY		
TOTAL CONSTRUCTION COSTS	4,492,125	4,492,125

D. EQUIPMENT

E. ARTWORK

F. OTHER COSTS	106,150	106,150
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G. PROJECT ADMINISTRATION

H. RELATED PROJS/MITIGATION	220,000	220,000
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TOTAL PROJECT BUDGET	5,675,000	5,675,000
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SOURCE OF FUNDS:

UW BUILDING ACCOUNT/BRF		
STATE GEN'L FUND GO BONDS/NOTES		
UW NON-STATE REVENUE		
FEDERAL FUNDING OBTAINED BY APL	5,675,000	5,675,000

TOTAL SOURCE OF FUNDS	5,675,000	5,675,000
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F-6/202-08; 2/21/08

VII. STANDING COMMITTEES**B. Finance, Audit and Facilities Committee**

Benjamin D. Hall Interdisciplinary Research Building Institute for Advanced Materials Technology Laboratory Tenant Improvements, Project No. 202509 – Establish Budget and Award Contract

RECOMMENDED ACTION:

It is the recommendation of the administration and the Finance, Audit and Facilities Committee that the Benjamin D. Hall Interdisciplinary Research Building Institute for Advanced Materials Technology Laboratory (iAMT) Tenant Improvements project budget be established at \$5,350,100 and that the President be delegated authority to award a construction change order to the firm of M. A. Mortenson Company subject to no significant changes in the scope, the forecast cost being within 10% of the budget and funding being in place.

BACKGROUND:

A Design Build Operate Maintain (DBOM) contract was awarded to M. A. Mortenson on June 22, 2004 to design and construct the core and shell of the Ben D. Hall Interdisciplinary Research (formerly known as the Research and Technology) Building; design and construct initial and future tenant improvements, provide utility services, operation, maintenance, and building management for 30 years.

This project will construct 13,500 useable square feet of office and laboratory space on the sixth floor for the Institute for Advanced Materials Technology Laboratory. The lab is a group of at least six principal investigators implementing heavy wet laboratory research.

Design and construction will be performed by the same design build team (M.A. Mortenson, Chernoff-Thompson and McKinstry) that performed the core and shell work. Chernoff-Thompson was the laboratory consultant for the original core & shell building. M. A. Mortenson has a long history with UW projects including the construction of Paul G. Allen Center for Computer Sciences & Engineering and the recent renovation of Architecture Hall. Design is anticipated to start in late February and be complete for the start of construction in the summer of 2008 with completion in February 2009.

Project funding of \$5,350,100 is from University General Revenue Bonds. Sales tax is not included in the budget as this research tenant will qualify for tax deferral status.

Attachment: Capital Projects Office Project Budget Summary

**UNIVERSITY OF WASHINGTON
CAPITAL PROJECTS OFFICE - SUMMARY PROJECT BUDGET
ALTERNATIVE PROCUREMENT (GC/CM OR D-B)**

PROJECT: Ben Hall Advanced Materials Lab (iAMT) Tenant Improvement

Project Number 202509

ESTIMATED DATE OF COMPLETION: February 2009

Current	Forecast
Approved	Cost
Budget	at Completion

BUDGET SUMMARY:

A. ACQUISITION

B. CONSULTANT SERVICES

1. PREDESIGN
2. BASIC DESIGN SERVICES
3. EXTRA SERVICES/REIMBURSABLES
4. OTHER SERVICES
5. DESIGN SERVICES CONTINGENCY

30,000 30,000

TOTAL CONSULTANT SERVICES

30,000 30,000

C. PRIMARY CONSTRUCTION CONTRACTS

1. MAX.ALLOW.CONST.COST (MACC)
2. GC/CM OR DB COSTS
3. SALES TAX ON CONSTRUCTION
GUARANTEED CONTRACT COST
4. CONSTRUCTION CONTINGENCY
5. SALES TAX ON CONTINGENCY

4,850,000 4,850,000

TOTAL CONSTRUCTION COSTS

4,850,000 4,850,000

D. EQUIPMENT

220,000 220,000

E. ARTWORK

F. OTHER COSTS

25,100 25,100

G. PROJECT ADMINISTRATION

225,000 225,000

H. RELATED PROJS/MITIGATION

TOTAL PROJECT BUDGET

5,350,100 5,350,100

SOURCE OF FUNDS:

- UW BUILDING ACCOUNT/BRF
- UNIVERSITY GENERAL REVENUE BONDS
- UW NON-STATE REVENUE
- FEDERAL FUNDING

5,350,100 5,350,100

TOTAL SOURCE OF FUNDS

5,350,100 5,350,100

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F-7/202-08; 2/21/08

VII. STANDING COMMITTEES**B. Finance, Audit and Facilities Committee****Fire Alarm Systems Term Engineering and Professional Services Contract - Engineer****RECOMMENDED ACTION:**

It is the recommendation of the administration and the Finance, Audit and Facilities Committee that the President be delegated authority to award term agreements for engineering and professional services for fire alarm systems to Sparling, subject to successful negotiation of the engineering and professional services agreements.

BACKGROUND:

Within the University Capital Safety Budget for 2007-2009, we anticipate various fire alarm projects and studies that may develop into projects with total project cost between \$200,000 and \$600,000. We anticipate a biennium contract value of \$2,500,000, for two biennia. The total project value for the contract is estimated at \$5,000,000.

The term contract will be for a two year period with an optional two year renewal, for a total term of four years. This is a change from past practice of awarding contracts for two years with a one year extension that was intended to provide a contract valid for projects initiated within one biennium. If the consultant performs well on work awarded during the first biennium then it is the intention of the Capital Projects Office to continue engineering services with the same consultant for a second biennium. It is anticipated that working with a consultant with successful recent experience in the design and delivery of projects for the University of Washington will result in the production of better design documents in a more timely fashion. It also assures that planning work initiated at the latter end of the first biennium can be executed by the same consultant in the second biennium.

In October 2007, the Capital Projects Office advertised for firms interested in providing engineering and professional services. Five firms responded to the Request for Qualifications, and three firms were interviewed on November 16 and 20. It is the interview team's recommendation that Sparling be awarded a term agreement for engineering and professional services.

Sparling is an electrical engineering and technology consulting firm which has provided services to the University for over 25 years on a broad range of project

VII. STANDING COMMITTEES

B. Finance, Audit and Facilities Committee

Fire Alarm Systems Term Engineering and Professional Services Contract – Engineer (continued, p. 2)

types and sizes from \$500,000 fire alarm projects to new major buildings. The firm has extensive fire safety experience and is presently working on fire alarm projects at the University under a term agreement that will expire in August 2008. Sparling has been in business for 60 years and has over 160 employees.

Funding for projects completed under these contracts will be from general safety funding through Environmental Health and Safety.

VII. STANDING COMMITTEES**B. Finance, Audit and Facilities Committee****Fire Protection Sprinkler Systems Term Engineering and Professional Services Contract - Engineer****RECOMMENDED ACTION:**

It is the recommendation of the administration and the Finance, Audit and Facilities Committee that the President be delegated authority to award term agreements for engineering and professional services for fire protection sprinkler systems to FSi consulting engineers, subject to successful negotiation of the engineering and professional services agreements.

BACKGROUND:

Within the University Capital Safety Budget Request for 2007-2009, we anticipate various fire protection projects and studies that may develop into projects with a total project cost between \$400,000 and \$2,000,000. The total project value for the contract is estimated at \$4,000,000. The cumulative maximum total project value for all projects awarded under this contract is \$5,000,000.

The term contract will be for a two year period with an optional two year renewal, for a total term of four years. This is a change from past practice of awarding contracts for two years with a one year extension that was intended to provide a contract valid for projects initiated within one biennium. If the consultant performs well on work awarded during the first biennium then it is the intention of the Capital Projects Office to continue engineering services with the same consultant for a second biennium. It is anticipated that working with a consultant with successful recent experience in the design and delivery of projects for the University of Washington will result in the production of better design documents in a more timely fashion. It also assures that planning work initiated at the latter end of the first biennium can be executed by the same consultant in the second biennium.

In October 2008, the Capital Projects Office advertised for firms interested in providing engineering and professional services. Four firms responded to the Request for Qualifications, and three firms were interviewed on November 16 and 20. It is the interview team's recommendation that FSi consulting engineers be awarded a term agreement for engineering and professional services.

FSi consulting engineers is a mechanical engineering firm that provides mechanical and fire protection engineering design. FSi has provided services as a

VII. STANDING COMMITTEES

Finance, Audit and Facilities Committee

Fire Protection Sprinkler Systems Term Engineering and Professional Services Contract – Engineer (continued p. 2)

sub-consultant on numerous projects at the University in the Mechanical Engineering Building, the Physics/Astronomy Building, Bagley Hall, Health Sciences, and other buildings. The firm has provided services as a prime consultant to the Boeing Company and to other public agencies in the Puget Sound area including Sound Transit/King County Metro Transit, Seattle Public Schools, Seattle Housing Authority, and various colleges and universities. It has been in business since 1985 and employs 12 people.

Funding for projects completed under these contracts will be from general safety funding through Environmental Health and Safety.

VII. STANDING COMMITTEES

B. Finance, Audit and Facilities Committee

Sound Transit University Link Final Design – Project Update

This presentation provides a project update to Regents regarding the Sound Transit University Link design. The design development level for the University Station and tunnel civil works is 60% complete and the schematic design completion level for the architectural finishes is 30%. No action is required – this update is for comment and general information only.

BACKGROUND:

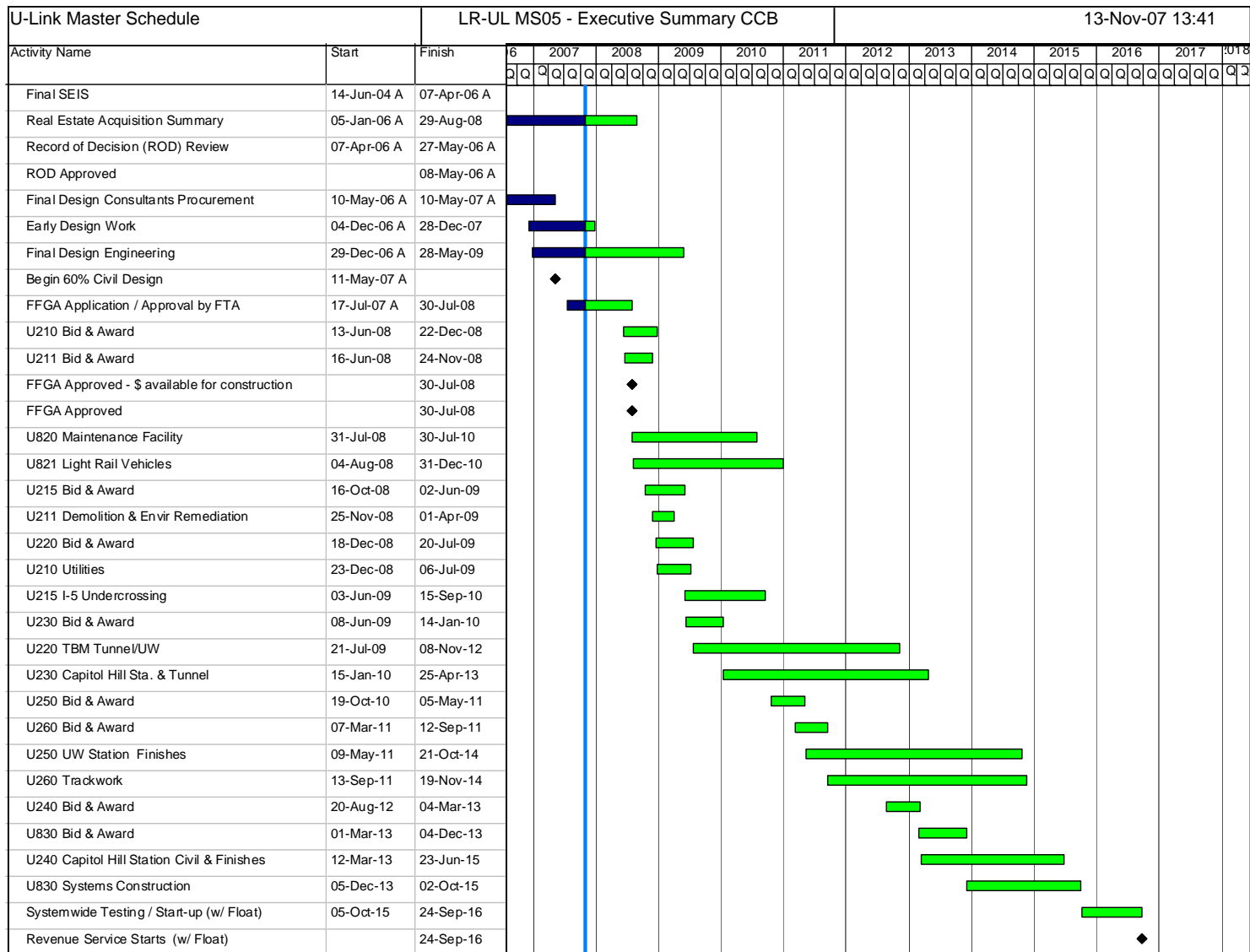
Sound Transit’s operations on campus are governed by the 2000 Memorandum of Agreement (MOA) and the 2007 Master Implementation Agreement (MIA). These two agreements lay out the framework on how Sound Transit is to respond to University requirements, approval process and mitigation procedures, if necessary.

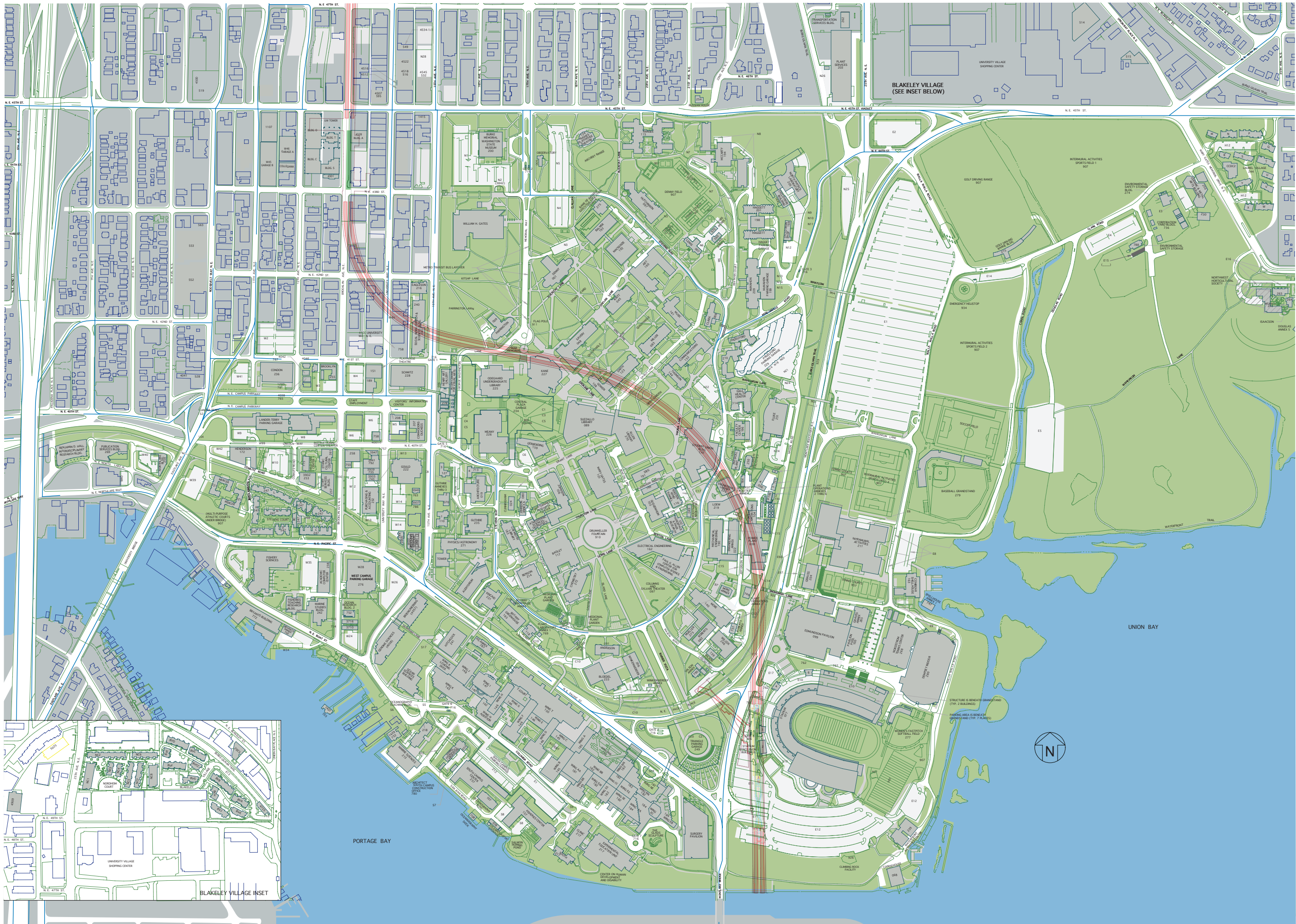
The U-Link Light Rail UW Station is a proposed extension of Sound Transit’s Link light rail system from downtown Seattle north to the University District. The facility is an approximately 100’ deep cut-and-cover tunnel station with an entrance near the center of the station platform. The station is located between Montlake Boulevard and Husky Stadium beneath the surface parking lot E11. Below grade facilities include two bored tunnels with track work and related system utilities, a crossover track south of the station platform, vertical circulation, emergency ventilation fans, stairwells, and systems rooms. The North link extension, which is projected to run from Husky stadium to Northgate, was not approved in the November 6, 2007 ballot and therefore not currently in design.

U-Link program budget	\$1.8 Billion
Estimated U-Stadium Construction Cost:	\$610 million
Estimated Construction Start:	Utilities Dec 08 – Station July 09
Estimated Project Occupancy:	Revenue Service fall 2016.

Attachments

Sound Transit Executive Summary Schedule dated November 13, 2007
North Link tunnel route NOT approved as part of Prop 1 vote Nov 6, 2007





VII. STANDING COMMITTEES**B. Finance, Audit and Facilities Committee**Debt Management Update – Information Only

The Regents oversee the institution's issuance and management of debt. This annual update evaluates the institution's ability to cost-effectively access the debt markets. It will highlight the UW's current debt portfolio, future plans, financial strength, and recent legislative changes to debt authority. It will also assess the current and future state of the credit markets as they relate to UW debt, and provide an overview of the credit issues facing higher education.

The following is an outline of the presentation:

- 1) Objectives and roles
- 2) University debt portfolio overview
 - a. Credit rating
 - b. Financial ratio comparison
 - c. Estimated debt capacity
 - d. Debt and debt service
- 3) 2007 Accomplishments
- 4) 2008 Initiatives
 - a. Aggregate borrowing
 - b. Internal lending program
- 5) Impact of credit markets on UW debt portfolio
- 6) Moody's higher education credit overview

VII. STANDING COMMITTEES

B. Finance, Audit and Facilities Committee

Approval of a Resolution to Refund Outstanding Bonds

RECOMMENDED ACTION:

It is the recommendation of the administration and the Finance, Audit and Facilities Committee that the Board of Regents approve the attached resolution to allow for the refunding of bonds issued by or on behalf of the University under certain conditions for only the four refunding candidates specified in the resolution until 12/31/2008; and that the President or his designee be delegated authority to issue the bonds, to establish all other terms of the bonds, and to execute other documents and approvals as required to complete the transactions.

BACKGROUND:

Recently, as interest rates have fallen, there have been opportunities for refunding bonds issued by or on behalf of the University. The fixed rate bonds that are candidates for refunding are the 1996 Housing and Dining Revenue and Refunding Bonds, the 2000 Intercollegiate Athletics bonds, and the 1999 Educational Research Properties bonds (4225 Roosevelt).

The University's General Revenue Bonds 2004A/B variable rate bonds are candidates for refunding due to recent developments in the bond insurance market. Recent weekly rates for these bonds have been higher with bond insurance than they would have been without bond insurance. Redeeming and reissuing these bonds is the most direct way to eliminate the bond insurer burden. The new bonds would be issued as variable rate bonds without insurance.

Since the interest rate environment is constantly changing, it is important that the university be able to quickly react to potential savings opportunities.

FINANCING STRUCTURE:

These are purely financial transactions that will only be undertaken if the benefits from the refundings reach a material level of savings. The maturity date of the bonds will not be extended.

REVIEW AND APPROVALS:

The resolution and terms have been recommended by the University's financial advisor and reviewed by the Treasury Office and the Senior Vice President for Finance and Facilities. This recommendation has been reviewed by the University's financial advisor and bond counsel.

Attachment: Resolution

BOARD OF REGENTS
UNIVERSITY OF WASHINGTON
RESOLUTION
DATED FEBRUARY 21, 2008

Authorizing the issuance and sale of
Not Exceeding \$140,000,000
UNIVERSITY OF WASHINGTON
GENERAL REVENUE REFUNDING BONDS, SERIES 2008

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BOARD OF REGENTS
UNIVERSITY OF WASHINGTON
RESOLUTION

A RESOLUTION of the Board of Regents of the University of Washington providing for the authorization, sale, issuance and delivery of the UNIVERSITY OF WASHINGTON GENERAL REVENUE REFUNDING BONDS, SERIES 2008, in an aggregate principal amount not exceeding \$140,000,000 for the purpose of refunding certain outstanding bonds and to pay the costs of issuance; providing for the date, form, terms, maturities and redemption of the bonds; providing for the redemption of the outstanding bonds to be refunded; providing for the payment of and establishing the security for such bonds; delegating authority to an authorized representative of the University to make certain determinations and appointments with respect to the bonds of this issue from time to time; and authorizing the execution of documents in connection with the issuance and sale of such bonds.

WHEREAS, the Legislature, pursuant to the Bond Act (as hereinafter defined) has authorized the Board of Regents to sell and issue revenue bonds to finance the acquisition, construction, and equipping of University facilities; and

WHEREAS, the University has outstanding its Housing and Dining System Revenue Refunding Bonds Junior Lien Series, 1996, issued under date of February 1, 1996, pursuant to a Resolution dated January 19, 1996, which remain outstanding as follows:

<u>Maturity Dates (December 1)</u>	<u>Principal Amounts</u>	<u>Interest Rates</u>
2008	\$ 990,000	4.900%
2009	1,045,000	5.000
2010	1,095,000	5.000
2015	7,480,000	5.125
2021	12,915,000	5.000

(the “1996 Bonds”); and

WHEREAS, the 1996 Bonds are subject to optional redemption at the option of the University in whole or in part on any date on or after December 1, 2006 at the following prices (expressed as a percentage of par) plus accrued interest to the date of redemption:

Redemption Dates	Redemption Prices
December 1, 2006 through November 30, 2007	102%
December 1, 2007 through November 30, 2008	101
December 1, 2008 and thereafter	100

; and

WHEREAS, there are outstanding the Educational Research Properties Lease Revenue Bonds (4225 Roosevelt Project), Series 1999A, issued on behalf of the University under date of June 1, 1999, which remain outstanding as follows:

Maturity Dates (June 1)	Principal Amounts	Interest Rates
2013	\$ 965,000	5.000%
2014	1,020,000	5.100
2019	5,985,000	5.375
2029	18,080,000	5.375

(the “1999 Bonds”); and

WHEREAS, the 1999 Bonds are subject to optional redemption at the option of Educational Research Properties in whole or in part in authorized denominations on any date on or after June 1, 2009, at a price of par plus accrued interest to the date of redemption; and

WHEREAS, the University has outstanding its Department of Intercollegiate Athletics Revenue Bonds, Series 2000, issued under date of December 1, 2000, pursuant to a Resolution dated October 20, 2000, which remain outstanding as follows:

Maturity Dates (June 1)	Principal Amounts	Interest Rates
2008	\$ 1,395,000	4.70%
2009	1,460,000	4.75
2010	1,530,000	4.80
2011	1,600,000	4.90
2012	1,680,000	5.00
2013	1,765,000	5.10
2014	1,855,000	5.15

(the “2000 Bonds”); and

WHEREAS, the 2000 Bonds are subject to optional redemption at the option of the University in whole or in part on any date on or after June 1, 2007, at a price of par plus accrued interest to the date of redemption; and

WHEREAS, the University has outstanding its General Revenue Bonds, 2004A and 2004B, issued under date of October 21, 2004, pursuant to a Resolution dated July 16, 2004, which remain outstanding as follows:

<u>Maturity Date (December 1)</u>	<u>Series</u>	<u>Principal Amount</u>
2036	2004A	\$33,385,000
2036	2004B	27,335,000

(the “2004 Bonds”); and

WHEREAS, the 2004 Bonds are subject to optional redemption at the option of the University, in whole or in part, in principal amounts which permit all remaining Outstanding Bonds to continue in authorized denominations, on any date at a redemption price equal to the principal amount thereof plus interest accrued to the redemption date; and

WHEREAS, the 1996 Bonds, the 1999 Bonds, the 2000 Bonds, and the 2004 Bonds (collectively, the “Refunding Candidates”) may be redeemed prior to their maturities as described above; and

WHEREAS, the University has been advised that debt service savings may be obtained by refunding some or all of the 1996 Bonds, the 1999 Bonds and the 2000 Bonds, and that removal of the municipal bond insurance provider for the 2004 Bonds may be facilitated, through the issuance of one or more series of general revenue refunding bonds in the aggregate principal amount of not to exceed \$140,000,000 (the “2008 Bonds”);

NOW, THEREFORE, BE IT RESOLVED BY THE BOARD OF REGENTS OF THE UNIVERSITY OF WASHINGTON, as follows:

Section 1. Definitions.

The terms defined in this Section 1 shall, for all purposes of this resolution (including the recitals) and of any resolution supplemental hereto, have the following meanings:

Acquired Obligations means the Government Obligations acquired by the University under the terms of this resolution and an Escrow Agreement to effect the defeasance and refunding of Refunding Candidates.

Additional Bonds means one or more series of additional obligations of the University payable from General Revenues.

Authorized Denominations means:

(a) with respect to 2008 Bonds in the Fixed Rate Mode or Term Mode, \$5,000 and any integral multiple thereof within a maturity, and

(b) with respect to 2008 Bonds in the Daily Mode, the Weekly Mode, or the Commercial Paper Mode, \$100,000 and any integral multiple of \$5,000 in excess thereof.

Authorized Representative of the University means the President of the University or the designee(s) of the President for the purposes of one or more duties of the Authorized Representative under this resolution.

Bank Bonds has the meaning set forth in the applicable Reimbursement Agreement.

Beneficial Owner means any person that has or shares the power, directly or indirectly, to make investment decisions concerning ownership of any 2008 Bonds (including persons holding 2008 Bonds through nominees, depositories or other intermediary).

Board means the Board of Regents of the University, which exists and functions pursuant to chapter 28B.20 RCW, as amended from time to time.

Bond Act means, together, chapter 28B.140 RCW and chapter 28B.142, in each case as amended from time to time.

Bond Counsel means an attorney or firm of attorneys whose opinion is accepted in the national tax-exempt capital markets as to the issuance and validity of municipal securities and as to the interest paid thereon being exempt from federal income taxation, which attorney or firm of attorneys has been approved by, selected by or retained by the University from time to time.

Bond Fund means the special fund designated as the General Revenue Bond Redemption Fund, 2008.

Bond Insurance Policy means the policy of financial guaranty insurance delivered by a Bond Insurer at the time of issuance and delivery of 2008 Bonds to be insured.

Bond Insurer means the issuer of any Bond Insurance Policy pertaining to any 2008 Bonds.

Bond Purchase Contract means the Bond Purchase Contract(s) between the University and the underwriter(s) for each series of the 2008 Bonds pertaining to the initial sale and purchase of the 2008 Bonds.

Bond Register means the registration books maintained by the Registrar containing the names and addresses of the Registered Owners of the Bonds.

Bond Year means each one-year period that ends on the date selected by the University. The first and last Bond Years may be short periods. If no day is selected by the University before the earlier of the final maturity date of the 2008 Bonds or the date that is five years after the date of issuance of the 2008 Bonds, Bond Years end on each anniversary of the date of issue and on the final maturity date of the 2008 Bonds.

Bonds mean the Outstanding 2004 Bonds, the Outstanding 2007 Bonds, the 2008 Bonds and any Additional Bonds.

Business Day means a day (a) on which banks in Seattle, Washington or New York, New York, the Securities Depository, the Credit Facility Issuer, the Liquidity Facility, or the Remarketing Agent are not authorized or required to remain closed and (b) on which the New York Stock Exchange is not closed.

Call Date means the earliest date(s) on which the Refunding Candidates may be called for redemption under the terms of the resolutions authorizing their issuance.

Closing Date means each date on which a series of 2008 Bonds are issued and delivered in return for payment of the full purchase price therefor.

Code means the Internal Revenue Code of 1986, as heretofore or hereafter amended, together with all corresponding and applicable final, temporary or proposed regulations and revenue rulings as issued or amended with respect thereto by the United States Treasury Department or the Internal Revenue Service to the extent applicable to the 2008 Bonds.

Commercial Paper Mode means the Mode during which the 2008 Bonds bear interest at a Commercial Paper Rate or Rates.

Commercial Paper Rate means the interest rate (per annum) on any 2008 Bond in the Commercial Paper Mode determined pursuant to the applicable Remarketing Agreement or Trust Agreement for such 2008 Bonds.

Commission means the Securities and Exchange Commission.

Continuing Disclosure Certificate means the certificate of the University, if required under the Rule, undertaking to provide ongoing disclosure to assist the underwriters for the 2008 Bonds of any series in complying with the Rule.

Credit Facility means a policy of municipal bond insurance, a letter of credit, surety bond, line of credit, guarantee or other financial instrument or any combination of the foregoing, which obligates a third party to make payment or provide funds for the payment of financial obligations of the University with respect to any series of the 2008 Bonds, including but not limited to payment of the scheduled principal of and interest on 2008 Bonds. There may be more than one Credit Facility for a series of 2008 Bonds.

Credit Facility Issuer means the issuer of any Credit Facility.

Current Mode means, with respect to any series of the 2008 Bonds, the Mode then in effect.

Daily Mode means the Mode during which a series of the 2008 Bonds bear interest at the Daily Rate.

Daily Rate means the per annum interest rate for a series of the 2008 Bonds in the Daily Mode determined pursuant to the Remarketing Agreement or Trust Agreement for such 2008 Bonds.

Derivative Payment Date means any date specified in a Payment Agreement on which a University Payment is due and payable under the Payment Agreement.

DTC means The Depository Trust Company, New York, New York as depository for the 2008 Bonds, or any successor or substitute depository for the 2008 Bonds.

Escrow Agent means any escrow agent selected by the Authorized Representative of the University in accordance with this resolution.

Escrow Agreement means an Escrow Deposit Agreement to be dated as of the applicable Closing Date.

Federal Tax Certificate means certificate of that name executed by the Authorized Representative of the University at the time of issuance and delivery of each series of the 2008 Bonds.

Fiscal Year means the University's duly adopted fiscal year, currently ending June 30.

Fitch means Fitch Ratings, Inc., organized and existing under the laws of the State of Delaware, its successors and their assigns, and, if such organization shall be dissolved or liquidated or shall no longer perform the functions of a securities rating agency, **Fitch** shall be deemed to refer to any other nationally recognized securities rating agency (other than S&P or Moody's) designated by the Authorized Representative of the University.

Fixed Mode means the Mode in which a series of the 2008 Bonds bear interest at a Fixed Rate or Fixed Rates to the Maturity Date or Maturity Dates.

Fixed Rate means a per annum interest rate or rates borne by a series of the 2008 Bonds to the maturity thereof determined pursuant to Section 23 and the Remarketing Agreement or Trust Agreement for such 2008 Bonds.

General Revenues means all nonappropriated income, revenues, and receipts of the University if and to the extent such funds are not restricted in their use by law, regulation, or contract. For example, the following items are restricted and, therefore, excluded:

- (a) Appropriations to the University by the State from the State's General Fund;
- (b) Each fund the purpose of which has been restricted in writing by the terms of the gift or grant under which such fund has been donated, or by the donor thereof;
- (c) Fees imposed upon students as a condition of enrollment at the University, including but not limited to services and activities fees, building fees, and technology fees; and

(d) Revenues and receipts attributable to auxiliary systems established under RCW 28B.10.300 and Metro Tract Revenue; provided that all or a portion of such revenues and receipts attributable to auxiliary systems may be included in General Revenues upon compliance with Section 13(c)(2) and, upon such inclusion, this subsection (d) shall be deemed to be amended accordingly without further action by the University.

Unrestricted fund balances, to the extent that they were accumulated from money that was received as **General Revenues**, also would be includable and available to pay obligations secured by **General Revenues**. Upon the removal of any income, revenues, or receipts from General Revenues pursuant to Section 13(d), this definition of General Revenues shall be deemed to be amended accordingly without further action by the University.

Government Obligations means government obligations as are authorized to be used for refunding purposes by chapter 39.53 RCW, as amended or restated from time to time.

Interest Payment Date means the dates selected by the Authorized Representative of the University and set forth in the Bond Purchase Contract, Trust Agreement or Remarketing Agreement, as applicable.

Interest Rate means a Fixed Rate, Daily Rate, Weekly Rate, Commercial Paper Rate, or Term Rate, as the context requires.

Irrevocable Deposit means the irrevocable deposit of money or Government Obligations in order to provide for the payment of all or a portion of the principal of, premium, if any, and interest on any 2008 Bonds in accordance with, and simultaneously meeting all the requirements of, Section 21.

Issuance Costs means, without intending thereby to limit or restrict any proper definition of such costs under any applicable laws and GAAP, the following:

(a) costs reasonably incurred incident to preparing, offering, selling, issuing and delivering the 2008 Bonds, including, without limitation, the fees and expenses of Bond Counsel, special counsel (if any) and financial advisor to the University, bond printing, CUSIP bureau fees, rating agency fees, escrow agent fees and recording and filing fees;

(b) the fees and expenses payable to the Registrar incident to the Registrar's acceptance of its duties under this resolution; and

(c) fees or premiums due to any Credit Facility Issuer.

Legislature means the Legislature of the State.

Letter of Representations means the blanket issuer letter of representation, signed by the Authorized Representative of the University and accepted by DTC pertaining to the payment of

the 2008 Bonds and the “book-entry” system for evidencing the beneficial ownership of the 2008 Bonds.

Liquidity Facility means a line of credit, standby purchase agreement or other financial instrument or any combination of the foregoing, which obligates a third party to make payment or to provide funds for the payment of the Purchase Price of a series of the 2008 Bonds (or portion thereof). There may be more than one Liquidity Facility for a series of 2008 Bonds, and the University may provide self-liquidity for a series of 2008 Bonds, all as set forth in the applicable Remarketing Agreement or Trust Agreement.

Liquidity Facility Issuer means the issuer of any Liquidity Facility.

Maturity Date means the date or dates set forth in the Bond Purchase Contract, Trust Agreement, or Remarketing Agreement, as applicable.

Maximum Rate means the maximum rate for 2008 Bonds set forth in the applicable Trust Agreement or Remarketing Agreement.

Mode means the Daily Mode, Weekly Mode, Commercial Paper Mode, Term Mode, or the Fixed Mode, as the context may require.

Metro Tract means the “university tract” as defined in RCW 28B.20.381 to include the tract of land in the city of Seattle, consisting of approximately ten acres, originally known as the “old university grounds,” as amended to the date of this resolution, and more recently referred to as the “metropolitan tract,” together with all buildings, improvements, facilities, and appurtenances thereon.

Metro Tract Revenue means all revenues of the University derived from operating, managing, and leasing the Metro Tract.

Moody’s means Moody’s Investors Service, Inc., a corporation duly organized and existing under and by virtue of the laws of the State of Delaware, and its successors and assigns, except that if such corporation shall be dissolved or liquidated or shall no longer perform the functions of a securities rating agency, then the term **Moody’s** shall be deemed to refer to any other nationally recognized securities rating agency (other than Fitch or S&P) selected by the Authorized Representative of the University.

MSRB means the Municipal Securities Rulemaking Board or any successor to its functions.

Net Revenue means, with respect to any item or auxiliary revenues proposed to be added to General Revenues, revenues of such item or auxiliary less operating expenses. If the item or auxiliary revenues have previously been pledged to pay debt service on outstanding obligations of the University, the terms revenues and operating expenses shall be determined in accordance with the resolution(s) authorizing the outstanding indebtedness.

Notice Parties means, with respect to each series of the 2008 Bonds, the University, the University's financial advisor, the Registrar, any Remarketing Agent, and any Liquidity Facility Issuer or Credit Facility Issuer.

1996 Bonds means the University of Washington Housing and Dining System Revenue Refunding Bonds Junior Lien, Series 1996, currently outstanding in the aggregate principal amount of \$23,525,000.

1999 Bonds means the Educational Research Properties Lease Revenue Bonds (4225 Roosevelt Project), Series 1999A, currently outstanding in the aggregate principal amount of \$26,050,000.

Opinion of Bond Counsel means an opinion in writing of Bond Counsel.

Outstanding means, as of any particular time, all Bonds issued theretofore except:

- (a) Bonds theretofore canceled by the Registrar after purchase by the University;
- (b) Bonds for which an Irrevocable Deposit has been made, but only to the extent that the principal of and interest on such Bonds are payable from such Irrevocable Deposit; provided, that the Bonds to be paid or redeemed with such Irrevocable Deposit shall be deemed to be Outstanding for the purpose of transfers and exchanges or replacement of mutilated, lost, stolen or destroyed Bonds under the proceedings authorizing their issuance;
- (c) temporary, mutilated, lost, stolen or destroyed Bonds for which new Bonds have been issued pursuant to the resolution authorizing their issuance; and
- (d) Bonds exchanged for new Bonds pursuant to the resolution authorizing their issuance.

Notwithstanding the foregoing, 2008 Bonds that are Bank Bonds shall remain outstanding until the applicable Credit Facility Issuer or Liquidity Facility Issuer is paid all amounts due on such 2008 Bonds.

Participant means (a) any person for which, from time to time, DTC effects book-entry transfers and pledges of securities pursuant to the book-entry system or (b) any securities broker or dealer, bank, trust company or other person that clears through or maintains a custodial relationship with a person referred to in (a).

Payment Agreement means a written contract or agreement between or on behalf of the University and a Reciprocal Payor, which provides that the University's obligations thereunder will be conditioned on the absence of: (a) a failure by the Reciprocal Payor to make any payment required thereunder when due and payable, and (b) a default thereunder with respect to the financial status of the Reciprocal Payor; and

(1) under which the University is obligated to pay, on one or more scheduled and specified Derivative Payment Dates, the University Payments in exchange for the Reciprocal Payor's obligation to pay or to cause to be paid to the University, on the same scheduled and specified Derivative Payment Dates, the Reciprocal Payments; *i.e.*, the contract must provide for net payments;

(2) for which the University's obligations to make all or any portion of University Payments are payable from General Revenues;

(3) under which Reciprocal Payments are to be made directly into the Bond Fund;

(4) for which the University Payments are either specified to be one or more fixed amounts or are determined according to a formula set forth in the Payment Agreement; and

(5) for which the Reciprocal Payments are either specified to be one or more fixed amounts or are determined according to a formula set forth in the Payment Agreement.

Person means an individual, a corporation, a partnership, limited liability company, an association, a joint stock company, a trust, an unincorporated organization, a governmental body or a political subdivision, a municipal corporation, a public corporation or any other group or organization of individuals.

Private Person means any natural person engaged in a trade or business or any trust, estate, partnership, association, company or corporation.

Private Person Use means the use of property in a trade or business by a Private Person if such use is other than as a member of the general public. Private Person Use includes ownership of the property by the Private Person as well as other arrangements that transfer to the Private Person the actual or beneficial use of the property (such as a lease, management or incentive payment contract or other special arrangement) in such a manner as to set the Private Person apart from the general public. Use of property as a member of the general public includes attendance by the Private Person at municipal meetings or business rental of property to the Private Person on a day-to-day basis if the rental paid by such Private Person is the same as the rental paid by any Private Person who desires to rent the property. Use of property by nonprofit community groups or community recreational groups is not treated as Private Person Use if such use is incidental to the governmental uses of property, the property is made available for such use by all such community groups on an equal basis and such community groups are charged only a *de minimis* fee to cover custodial expenses.

Purchase Date means the dates selected by the Authorized Representative of the University and set forth in the Trust Agreement or Remarketing Agreement, as applicable.

Purchase Price has the meaning set forth in the Trust Agreement or Remarketing Agreement, as applicable.

Rating Agency means Fitch, Moody's or S&P.

Rating Category means the generic rating categories of a Rating Agency, without regard to any refinement or gradation of such rating category by a numerical modifier or otherwise.

RCW means the Revised Code of Washington, as now in existence or hereafter amended, or any successor codification of the laws of the State.

Reciprocal Payment means any payment to be made to, or for the benefit of, the University under the Payment Agreement by the Reciprocal Payor.

Reciprocal Payor means any bank or corporation, partnership or other entity that is a party to the Payment Agreement and that is obligated to make one or more Reciprocal Payments thereunder.

Record Date means:

(a) with respect to 2008 Bonds in the Fixed Mode or Term Mode, the 15th day (whether or not a Business Day) of the month next preceding each Interest Payment Date; and

(b) with respect to all other Modes, the Business Day immediately prior to the applicable Interest Payment Date.

Redemption Date means the date fixed for redemption of 2008 Bonds subject to redemption in any notice of redemption given in accordance with the terms hereof or the terms of an applicable Trust Agreement, Remarketing Agreement or Bond Purchase Contract.

Redemption Price means amounts to be paid to redeem the 2008 Bonds on the Redemption Date as set forth in the applicable Bond Purchase Contract, Trust Agreement, Remarketing Agreement, or Section 12(a) as applicable.

Refunded Bonds means the Refunding Candidates designated by the Authorized Representative of the University pursuant to Section 23 of this resolution.

Refunding Candidates means the 1996 Bonds, the 1999 Bonds, the 2000 Bonds and the 2004 Bonds.

Registered Owner means the person named as the registered owner of a 2008 Bond on the Bond Register. For so long as the 2008 Bonds are held by a Securities Depository or its nominee, such Securities Depository shall be deemed to be the Registered Owner.

Registrar means the Fiscal Agency, whose duties include registering and authenticating the 2008 Bonds, maintaining the Bond Register, registering the transfer of the 2008 Bonds, paying interest on and principal of the 2008 Bonds, and drawing on any Credit Facility securing 2008 Bonds for such purpose, and drawing any amounts under any Credit Facility or Liquidity

Facility for the purpose of paying the Purchase Price of any 2008 Bonds payable pursuant to such Credit Facility or Liquidity Facility.

Reimbursement Agreement means a Reimbursement Agreement between the University and any Credit Facility Issuer or Liquidity Facility Issuer, and any and all modifications, alterations, and amendments and supplements thereto.

Remarketing Agent means one or more investment banking firms selected from time to time by the Authorized Representative of the University to serve as remarketing agent for 2008 Bonds pursuant to a Remarketing Agreement.

Remarketing Agreement means a Remarketing Agreement relating to 2008 Bonds between the University and any Remarketing Agent, or any similar agreement, as it may be amended or supplemented from time to time in accordance with its terms.

Rule means the Commission's Rule 15c2-12 under the Securities and Exchange Act of 1934, as amended from time to time.

Securities Depository means any clearing agency registered under Section 17A of the Securities Exchange Act of 1934, as amended.

Serial Bonds means those 2008 Bonds designated as serial bonds in the Bond Purchase Contract.

SID means a state information depository for the state of Washington (if one is created).

Special Record Date means a special date fixed to determine the names and addresses of holders of the 2008 Bonds for purposes of paying interest on a special interest payment date for defaulted or overdue interest as the case may be.

State means the state of Washington.

S&P means Standard & Poor's Ratings Services, a Division of The McGraw-Hill Companies, and its successors and assigns, except that if such corporation shall be dissolved or liquidated or shall no longer perform the functions of a securities rating agency, then the term S&P shall be deemed to refer to any other nationally recognized securities rating agency (other than Moody's or Fitch) selected by the Authorized Representative of the University.

Term Bonds means 2008 Bonds, if any, designated as term bonds in the applicable Bond Purchase Contract.

Term Rate means the per annum interest rate for a series of 2008 Bonds in the Term Rate Mode determined pursuant to the Remarketing Agreement or Trust Agreement for such 2008 Bonds.

Term Rate Mode means the Mode during which a series of 2008 Bonds bear interest at the Term Rate.

Trust Agreement means a Trust Agreement entered into between the University and a Trustee with respect to one or more series of 2008 Bonds, setting forth the terms of such series of 2008 Bonds.

Trustee means a bond trustee selected by the Authorized Representative of the University to act on behalf of owners of one or more series of 2008 Bonds pursuant to a Trust Agreement.

2000 Bonds means the University of Washington Department of Intercollegiate Athletics Revenue Bonds, Series 2000, currently outstanding in the aggregate principal amount of \$11,285,000.

2004 Bonds mean the University of Washington General Revenue Bonds, 2004A and 2004B, currently outstanding in the principal amount of \$60,720,000.

2007 Bonds means the University of Washington General Revenue Bonds, 2007, currently outstanding in the principal amount of \$138,405,000.

2008 Bonds means the University of Washington General Revenue Refunding Bonds, Series 2008[___], issued in one or more series authorized to be sold and issued by this resolution.

University means the University of Washington, a higher educational institution of the State, the main campus of which is located at Seattle, Washington.

University Payment means any payment required to be made by or on behalf of the University under a Payment Agreement and which is determined according to a formula set forth in the Payment Agreement.

Weekly Mode means the Mode during which a series of the 2008 Bonds bear interest at the Weekly Rate.

Weekly Rate means the per annum interest rate for a series of the 2008 Bonds in the Weekly Mode determined pursuant to the Remarketing Agreement or Trust Agreement for such 2008 Bonds.

Interpretation. In this resolution, unless the context otherwise requires:

(a) The terms “hereby,” “hereof,” “hereto,” “herein,” “hereunder” and any similar terms, as used in this resolution, refer to this resolution as a whole and not to any particular article, section, subdivision or clause hereof, and the term “hereafter” shall mean after, and the term “heretofore” shall mean before, the date of this resolution;

(b) Words of the masculine gender shall mean and include correlative words of the feminine and neuter genders and words importing the singular number shall mean and include the plural number and vice versa;

(c) Words importing persons shall include firms, associations, partnerships (including limited partnerships), trusts, corporations, limited liability companies and other legal entities, including public bodies, as well as natural persons;

(d) Any headings preceding the text of the several articles and sections of this resolution, and any table of contents or marginal notes appended to copies hereof, shall be solely for convenience of reference and shall not constitute a part of this resolution, nor shall they affect its meaning, construction or effect;

(e) All references herein to “articles,” “sections” and other subdivisions or clauses are to the corresponding articles, sections, subdivisions or clauses hereof.

(f) Whenever any consent or direction is required to be given by the University, such consent or direction shall be deemed given when given by the Authorized Representative of the University or his or her designee, respectively, and all references herein to the Authorized Representative of the University shall be deemed to include references to his or her designee, as the case may be.

Section 2. Findings.

The Board hereby finds as follows:

(a) It is in the best interests of the University to refund certain outstanding bonds of the University, or issued on behalf of the University, through the issuance of 2008 Bonds in one or more series, upon the terms and conditions set forth for the 2008 Bonds in this resolution.

(b) It is necessary and in the best interest of the University to issue the 2008 Bonds payable from General Revenues.

(c) Subject to receipt of each of the items required in Section 25, the Payment Agreement, if fully performed by all parties thereto, will result in a lower net cost of borrowing with respect to the 2008 Bonds issued in connection with the Payment Agreement.

Section 3. Authorization and Purpose of 2008 Bonds.

The 2008 Bonds shall be in an aggregate principal amount not exceeding \$140,000,000 and shall be issued in one or more series to refund all or a portion of the Refunding Candidates and to pay Issuance Costs. The 2008 Bonds shall be issued under terms determined pursuant to Section 23, as further set forth in the Bond Purchase Contract, Remarketing Agreement and/or Trust Agreement for such series of 2008 Bonds; shall be numbered in the manner determined by the Registrar; and shall be issued in fully registered form in Authorized Denominations.

Section 4. Description of 2008 Bonds.

(a) *General Terms.* The 2008 Bonds shall be dated such date, shall bear interest at such rates and in such Modes, and shall mature on the Maturity Dates, as determined pursuant to Section 23, as further set forth in the applicable Bond Purchase Contract, Remarketing Agreement or Trust Agreement for such series of 2008 Bonds. The 2008 Bonds shall bear interest determined within Modes selected by the Authorized Representative of the University from time to time. All 2008 Bonds shall be issued in the form of fully registered 2008 Bonds in Authorized Denominations and, unless the Registrar shall otherwise direct, shall be numbered R-1 and upwards.

The University may designate one or more series or subseries of the 2008 Bonds from time to time. At the written direction of the Authorized Representative of the University, the Registrar shall designate a particular principal amount of 2008 Bonds (in Authorized Denominations) as a series or subseries. A series of 2008 Bonds shall be identified by sequential letters and a subseries of 2008 Bonds shall be further identified by sequential numbers (e.g., Series 2008A, Series 2008B for series; Series 2008A-1, Series 2008A-2 for subseries). Upon such designation, such 2008 Bonds shall be a series or subseries, as applicable, for this purposes of this resolution, unless and until consolidated or changed to another series or subseries designation by written direction of the Authorized Representative of the University. All 2008 Bonds of a series shall be in the same Mode, but any two series need not be in the same Mode.

(b) *Terms.* Principal of and interest and any premium on the 2008 Bonds shall be payable in lawful money of the United States of America.

(c) *Modes.* The terms applicable to 2008 Bonds in the Daily Mode, the Weekly Mode, the Term Mode, the Commercial Paper Mode or the Fixed Mode, and provisions for conversions among such Modes, shall be as provided in the applicable Remarketing Agreement or Trust Agreement, as applicable.

(d) *Determinations Conclusive.* If the 2008 Bonds of a series are in the Daily Mode, the Weekly Mode, the Term Mode, the Commercial Paper Mode or the Fixed Mode, the Interest Rates determined as provided in the Remarketing Agreement or Trust Agreement, as applicable, shall be conclusive.

(e) *Maximum Rate.* No 2008 Bond shall bear interest at an Interest Rate higher than the Maximum Rate.

Section 5. Execution.

The 2008 Bonds shall be executed on behalf of the University by the manual or facsimile signatures of the President and the Secretary or Treasurer of the Board, and the official seal of the University shall be reproduced thereon. The validity of any 2008 Bond so executed shall not be affected by the fact that one or more of the officers whose signatures appear on such 2008 Bond have ceased to hold office at the time of issuance or authentication or at any time thereafter.

Section 6. Authentication.

No 2008 Bonds shall be valid for any purpose hereunder until the certificate of authentication printed thereon is duly executed by the manual signature of an authorized signatory of the Registrar. Such authentication shall be proof that the Registered Owner is entitled to the benefit of the trusts hereby created.

Section 7. Registration, Transfer and Exchange.

(a) *Registrar.* The 2008 Bonds shall be issued only in registered form as to both principal and interest. The University hereby appoints the fiscal agency of the State as the Registrar for the 2008 Bonds. The University shall cause a bond register to be maintained by the Registrar. So long as any 2008 Bonds remain Outstanding, the Registrar shall make all necessary provisions to permit the exchange or registration of transfer of 2008 Bonds at its principal corporate trust office. The Registrar may be removed at any time at the option of the Treasurer of the University and a successor Registrar appointed by the Authorized Representative of the University. Any successor Registrar must be a commercial bank with trust powers or a trust company. No resignation or removal of the Registrar shall be effective until a successor shall have been appointed and until the successor Registrar shall have accepted the duties of the Registrar hereunder. The Registrar is authorized, on behalf of the University, to authenticate and deliver 2008 Bonds transferred or exchanged in accordance with the provisions of such 2008 Bonds and this resolution and to carry out all of the Registrar's powers and duties under this resolution. The Registrar shall be responsible for its representations contained in the Certificate of Authentication on the 2008 Bonds.

The Registrar shall keep, or cause to be kept, at its principal corporate trust office, sufficient books for the registration and transfer of the 2008 Bonds which shall at all times be open to inspection by the University (the "Bond Register").

(b) *Letter of Representations/Book-Entry System.* To induce DTC to accept the 2008 Bonds as eligible for deposit at DTC, the University has executed and delivered the Letter of Representations. The 2008 Bonds initially issued shall be held in fully immobilized form by DTC acting as depository pursuant to the terms and conditions set forth in the Letter of Representations.

(c) *University and Registrar Not Responsible for DTC.* Neither the University nor the Registrar will have any responsibility or obligation to DTC participants or the persons for whom they act as nominees with respect to the 2008 Bonds in respect of the accuracy of any records maintained by DTC or any DTC participant, the payment by DTC or any DTC participant of any amount in respect of the principal or redemption price of or interest on the 2008 Bonds, any notice which is permitted or required to be given to Registered Owners under this resolution (except such notices as shall be required to be given by the University to the Registrar or to DTC), the selection by DTC or any DTC participant of any person to receive payment in the event of a partial redemption of the 2008 Bonds or any consent given or other action taken by DTC as the Registered Owner.

(d) *DTC as Registered Owner.* Payment of any such 2008 Bond shall be made only as described in this section, but the transfer of such ownership may be registered as herein provided. All such payments made as described in this section shall be valid and shall satisfy and discharge the liability of the University upon such 2008 Bond to the extent of the amount or amounts so paid. Except as provided in Section 27, the University and the Registrar shall be entitled to treat the Securities Depository (as Registered Owner) as the absolute owner of all 2008 Bonds for all purposes of this resolution and any applicable laws, notwithstanding any notice to the contrary received by the Registrar or the University. Neither the University nor the Registrar will have any responsibility or obligation under this resolution or the 2008 Bonds, legal or otherwise, to any other party including DTC or its successor (or substitute Securities Depository or its successor), except to the Registered Owners.

(e) *Use of DTC/Book-Entry System.*

(1) *2008 Bonds Registered in the Name Designated by DTC.* The 2008 Bonds shall be registered initially in the name of "CEDE & Co.," as nominee of DTC, (or such other name as may be requested by an authorized representative of DTC) with one 2008 Bond maturing on each maturity date in a denomination corresponding to the total principal therein designated to mature on such date. Registered ownership of such immobilized 2008 Bonds, or any portions thereof, may not thereafter be transferred except (A) to any successor of DTC or its nominee, *provided that* any such successor shall be qualified under any applicable laws to provide the service proposed to be provided by it; (B) to any substitute Securities Depository appointed by the Authorized Representative of the University pursuant to subsection (2) below or such substitute Securities Depository's successor; or (C) to any person as provided in paragraph (4) below.

(2) *Substitute Depository.* Upon the resignation of DTC or its successor (or any substitute Securities Depository or its successor) from its functions as Securities Depository or a determination by the Authorized Representative of the University that it is no longer in the best interest of Beneficial Owners to continue the system of book entry transfers through DTC or its successor (or any substitute Securities Depository or its successor), the Authorized Representative of the University may hereafter appoint a substitute Securities Depository. Any such substitute Securities Depository shall be qualified under any applicable laws to provide the services proposed to be provided by it.

(3) *Issuance of New 2008 Bonds to Successor/Substitute Depository.* In the case of any transfer pursuant to clause (A) or (B) of paragraph (e)(1) above, the Registrar shall, upon receipt of all outstanding 2008 Bonds, together with a written request on behalf of the Authorized Representative of the University, issue a single new 2008 Bond for each maturity of such 2008 Bonds then Outstanding, registered in the name of such successor or such substitute Securities Depository, or their nominees, as the case may be, all as specified in such written request of the Authorized Representative of the University.

(4) *Termination of Book-Entry System.* In the event that (A) DTC or its successor (or substitute Securities Depository or its successor) resigns from its functions as

Securities Depository, and no substitute Securities Depository can be obtained, or (B) the Authorized Representative of the University determines that it is in the best interest of the Beneficial Owners of the 2008 Bonds that they be able to obtain 2008 Bond certificates, the ownership of 2008 Bonds may then be transferred to any person or entity as herein provided, and the 2008 Bonds shall no longer be held in fully immobilized form. The Authorized Representative of the University shall deliver a written request to the Registrar, together with a supply of definitive 2008 Bonds, to issue 2008 Bonds as herein provided in any Authorized Denomination. Upon receipt of all then Outstanding 2008 Bonds by the Registrar together with a written request on behalf of the Authorized Representative of the University to the Registrar, new 2008 Bonds shall be issued in such Authorized Denominations and registered in the names of such persons as are requested in such written request.

(f) *Transfer or Exchange of Registered Ownership; Change in Denominations.* If the 2008 Bonds are no longer held in immobilized, book-entry form, the transfer of ownership of any 2008 Bond may be registered and such 2008 Bonds may be exchanged, but no transfer of any 2008 Bond shall be valid unless it is surrendered to the Registrar with the assignment form appearing on such 2008 Bond duly executed by the Registered Owner or such Registered Owner's duly authorized agent in a manner satisfactory to the Registrar. Upon such surrender, the Registrar shall cancel the surrendered 2008 Bond and shall authenticate and deliver, without charge to the Registered Owner or transferee therefor, a new 2008 Bond (or 2008 Bonds at the option of the new Registered Owner) of the same date, designation, if any, maturity date and interest rate and for the same aggregate principal amount in any Authorized Denomination, naming as Registered Owner the person or persons listed as the assignee on the assignment form appearing on the surrendered 2008 Bond, in exchange for such surrendered and canceled 2008 Bond. Any 2008 Bond may be surrendered to the Registrar and exchanged, without charge, for an equal aggregate principal amount of 2008 Bonds of the same date, maturity date and interest rate, in any Authorized Denomination. The Registrar shall not be obligated to transfer or exchange any 2008 Bond during the five-day period prior to the selection of 2008 Bonds for redemption or the maturity date or following any mailing of notice of redemption. No charge shall be imposed upon Registered Owners in connection with any transfer or exchange, except for taxes or governmental charges related thereto.

(g) *Registration Covenant.* The University covenants that, until all 2008 Bonds of a series have been surrendered and canceled, it will maintain a system for recording the ownership of each 2008 Bond of that series that complies with the provisions of Section 149 of the Code.

Section 8. Mutilated, Destroyed, Lost or Stolen 2008 Bonds.

If any 2008 Bond is lost, stolen or destroyed, the University may execute and the Registrar may authenticate and deliver a new 2008 Bond or 2008 Bonds of like series, date and tenor to the Registered Owner thereof, all in accordance with law. However, no substitution or payment shall be made unless and until the applicant shall furnish (a) evidence satisfactory to said Registrar and Authorized Representative of the University of the destruction or loss of the original 2008 Bond and of the ownership thereof, and (b) such additional security, indemnity or evidence as may be required by the Authorized Representative of the University. No substitute 2008 Bond shall be furnished unless the applicant shall reimburse the University and the

Registrar for their respective expenses in the furnishing thereof. Any such substitute 2008 Bond so furnished shall be equally and proportionately entitled to the security of this resolution with all other 2008 Bonds issued hereunder.

Section 9. Payments of Principal, Redemption Price and Interest; Persons Entitled Thereto.

(a) *Payments of Principal, Interest, Purchase and Redemption Prices.* The principal or Redemption Price of each 2008 Bond shall be payable upon surrender or delivery of such 2008 Bond to the Registrar. For so long as DTC is the Registered Owner, interest and principal shall be paid and delivery shall be made as described in the operational arrangements referred to in the Letter of Representations and pursuant to DTC's standard procedures.

(b) *Accrual of Interest.* Subject to the further provisions of this section, each 2008 Bond shall accrue interest and be payable as to interest as follows:

(1) On each Interest Payment Date, the Registered Owner of each 2008 Bond as of the Record Date shall be paid the amount of unpaid interest that accrues during the Interest Accrual Period. If and to the extent, however, that the University fails to make payment or provision for payment of interest on any 2008 Bond on any Interest Payment Date, interest shall continue to accrue thereon, and shall be payable to the Registered Owner of that 2008 Bond as of the Special Record Date. The Registrar shall establish the Special Record Date for all other 2008 Bonds when moneys become available for payment of interest on the Bonds, and shall be a date not more than 15 nor fewer than 10 days prior to the date of the proposed payment. The Registrar shall give notice by first-class mail of the proposed payment and of the Special Record Date to each Registered Owner not fewer than 10 days prior to the Special Record Date and, thereafter, such interest shall be payable to the Registered Owner of such 2008 Bonds as of the Special Record Date.

(2) The interest due on any 2008 Bond on any Interest Payment Date shall be paid to the Registered Owner of such 2008 Bond as shown on the Bond Register as of the Record Date. The amount of interest so payable on any Interest Payment Date shall be computed (A) on the basis of a 365- or 366-day year for the number of days actually elapsed based on the calendar year for 2008 Bonds in the Daily Mode, Commercial Paper Mode or Weekly Mode, and (B) on the basis of a 360-day year of twelve 30-day months during a Term Mode or a Fixed Mode.

(3) If 2008 Bonds of a series are no longer held by a Securities Depository, during the Term Mode or Fixed Mode, the interest, principal or Redemption Price of the 2008 Bonds shall be payable by check, provided that any Registered Owner of \$1,000,000 or more in aggregate principal amount of the 2008 Bonds, upon written request given to the Registrar at least five Business Days prior to the Interest Payment Date, Maturity Date or Redemption Date designating an account in a domestic bank, may be paid by wire transfer of immediately available funds. If the 2008 Bonds of a series are no longer held by a Securities Depository, all payments of interest, principal or the Redemption Price on the 2008 Bonds during the Commercial Paper Mode, Daily Mode, or Weekly Mode shall be paid to the Registered Owners entitled thereto on the Interest Payment Date in immediately available funds by wire transfer to a

bank within the continental United States or deposited to a designated account if such account is maintained with the Registrar as directed by the Registered Owner in writing or as otherwise directed in writing by the Registered Owner on or prior to the applicable Record Date.

Any account specified pursuant to paragraph (3) hereof shall remain in effect until revoked or revised by the Registered Owner, the Credit Facility Issuer or Liquidity Facility Issuer by an instrument in writing delivered to the Registrar.

Section 10. Acts of Registered Owners; Evidence of Ownership .

Any action to be taken by Registered Owners may be evidenced by one or more concurrent written instruments of similar tenor signed or executed by such Registered Owners in person or by an agent appointed in writing. The fact and date of the execution by any Person of any such instrument may be proved by acknowledgment before a notary public or other officer empowered to take acknowledgments or by an affidavit of a witness to such execution or by any other method satisfactory to the Registrar. Any action by the Registered Owner of any 2008 Bond shall bind all future Registered Owners of the same 2008 Bond or of any 2008 Bond issued upon the exchange or registration of transfer thereof in respect of anything done or suffered by the University or the Registrar in pursuance thereof.

Except as provided in any Reimbursement Agreement or Credit Facility, the Registrar and the University may treat the Registered Owner of a 2008 Bond as the absolute owner thereof for all purposes, whether or not such 2008 Bond shall be overdue, and the Registrar and the University shall not be affected by any knowledge or notice to the contrary; and payment of the principal of and premium, if any, and interest on such 2008 Bond shall be made only to such Registered Owner, which payments shall satisfy and discharge the liability of the University with respect to such 2008 Bond to the extent of the sum or sums so paid.

Section 11. Form of 2008 Bonds.

The 2008 Bonds shall each be in substantially the following form, with appropriate or necessary insertions, depending upon the omissions and variations as permitted or required hereby. If the 2008 Bonds are no longer held in fully-immobilized form, the form of 2008 Bonds will be changed to reflect the changes required in connection with the preparation of certificated 2008 Bonds. The form of the 2008 Bonds shall further be changed as necessary to reflect any series or subseries designation for the Bonds and the Current Mode of the 2008 Bonds.

No. R-_____

\$_____

UNITED STATES OF AMERICA

[STATEMENT OF INSURANCE, IF ANY]

UNIVERSITY OF WASHINGTON
GENERAL REVENUE REFUNDING BOND, 2008[_____]

MATURITY DATE:

ISSUE DATE

CUSIP

REGISTERED OWNER: CEDE & CO.

PRINCIPAL AMOUNT:

The University of Washington (the "University") hereby acknowledges itself to owe and for value received promises to pay to the Registered Owner identified above, or registered assigns, on the Maturity Date identified above, the Principal Amount indicated above and to pay interest thereon from _____, 2008, or the most recent date to which interest has been paid or duly provided for until payment of this bond at the Interest Rate set forth above, payable on the first days of each _____ and _____, commencing on _____ 1, 20___. Both principal of and interest on this bond are payable in lawful money of the United States of America. For so long as the bonds of this issue are held in fully immobilized form, payments of principal and interest thereon shall be made as provided in accordance with the operational arrangements of The Depository Trust Company ("DTC") referred to in the Blanket Issuer Letter of Representations (the "Letter of Representations") from the University to DTC. The fiscal agency of the state of Washington is acting as the registrar, authenticating agent and paying agent for the bonds of this issue (the "Bond Registrar").

This bond is issued pursuant to a resolution of the Board of Regents of the University (the "Bond Resolution") to refund certain outstanding bonds of the University, or issued on behalf of the University, and to pay costs of issuance.

This bond is payable solely from General Revenues of the University, and the University does hereby pledge and bind itself to set aside from such General Revenues, and to pay into the General Revenue Bond Redemption Fund, 2008 (the "Bond Fund") the various amounts required by the Bond Resolution to be paid into and maintained in such Fund, all within the times provided by the Bond Resolution. Interest on this bond shall accrue at Daily Rates, Weekly Rates, Commercial Paper Rates, Term Rates or Fixed Rates, payable on Interest Payment Dates, all as provided in the Bond Resolution.

The bonds of this issue are subject to redemption prior to their scheduled maturity under the terms of the bond purchase contract for such bonds.

The bonds of this issue are not private activity bonds and are not “qualified tax exempt obligations” eligible for investment by financial institutions within the meaning of Section 265(b) of the Internal Revenue Code of 1986, as amended.

Except as otherwise provided in the Bond Resolution, this bond shall not be entitled to any right or benefit under the Bond Resolution, or be valid or become obligatory for any purpose, until this bond shall have been authenticated by execution by the Registrar of the certificate of authentication inscribed hereon.

It is hereby certified, recited and represented that the issuance of this bond and the 2008 Bonds of this issue is duly authorized by law; that all acts, conditions and things required to exist and necessary to be done or performed precedent to and in the issuance of this bond and the 2008 Bonds of this issue to render the same lawful, valid and binding have been properly done and performed and have happened in regular and due time, form and manner as required by law; that all acts, conditions and things necessary to be done or performed by the University or to have happened precedent to and in the execution and delivery of the Bond Resolution have been done and performed and have happened in regular and due form as required by law; that due provision has been made for the payment of the principal of and premium, if any, and interest on this bond and the 2008 Bonds of this issue and that the issuance of this bond and the 2008 Bonds of this issue does not contravene or violate any constitutional or statutory limitation.

IN WITNESS WHEREOF, the University of Washington has caused this bond to be executed with the manual or facsimile signatures of the President and [Secretary of the Board of Regents][Treasurer of the University] and caused a facsimile of the official seal of the University to be reproduced hereon.

UNIVERSITY OF WASHINGTON

(SEAL)

By _____
President, Board of Regents

ATTEST:

By _____
[Secretary, Board of Regents]
[Treasurer of the University]

The Certificate of Authentication for the 2008 Bonds shall be in substantially the following form and shall appear on each 2008 Bond:

AUTHENTICATION CERTIFICATE

This bond is one of the University of Washington General Revenue Refunding Bonds, Series 2008[___] described in the within-mentioned Bond Resolution.

WASHINGTON STATE FISCAL
AGENCY, as Registrar

By _____
Authorized Signatory

Date of Authentication: _____

Section 12. Redemption.

(a) *Optional Redemption.* 2008 Bonds in a Term Mode or Fixed Mode shall be subject to redemption at the option of the University, in whole or in part, in Authorized Denominations on such dates and at such prices as determined by the University for such 2008 Bonds as set forth in the respective Bond Purchase Contract, Trust Agreement and/or Remarketing Agreement, as applicable. 2008 Bonds in the Commercial Paper Mode are not subject to optional redemption prior to their respective Purchase Dates. Commercial Paper Bonds shall be subject to redemption at the option of the University, in whole or in part in principal amounts that permit all remaining Outstanding Bonds of the same series or subseries to continue in Authorized Denominations, on their respective Purchase Dates at a redemption price equal to the principal amount thereof. 2008 Bonds of a series in the Daily Mode or the Weekly Mode shall be subject to redemption at the option of the University, in whole or in part, in principal amounts which permit all remaining Outstanding Bonds of the same series or subseries to continue in Authorized Denominations, on any date at a redemption price equal to the principal amount thereof. Bank Bonds shall be subject to redemption as set forth in the applicable Reimbursement Agreement.

(b) *Mandatory Redemption.* If the 2008 Bonds of a series are issued in the Fixed Mode, any Term Bonds shall be subject to mandatory redemption prior to their maturity by the Registrar in part, in the years and in the amounts set forth in the applicable Bond Purchase Contract (subject to reductions arising from the University's acquisition and surrender or the optional redemption of 2008 Bonds, all as described in the next paragraph) at a redemption price equal to 100% of the principal amount thereof, plus accrued interest to the Redemption Date. If the 2008 Bonds of a series are issued in a Daily Mode, Weekly Mode or Commercial Paper Mode and converted to the Fixed Mode or Term Mode, the Maturity Date of the 2008 Bonds of that series (other than Bank Bonds) may be converted in whole or in part to Serial Maturity Dates and/or Term Maturity Dates upon delivery of a Favorable Opinion of Bond Counsel prior to the commencement of the Term Mode or Fixed Mode for such 2008 Bonds and if so converted to Term Bonds shall be subject to mandatory sinking fund redemption as determined by the University pursuant to the Remarketing Agreement or Trust Agreement, as applicable.

(c) *Selection of 2008 Bonds for Redemption.* Whenever the University elects to redeem less than all of the 2008 Bonds of a series, the University shall select the maturity or maturities to be redeemed. Whenever fewer than all the Outstanding 2008 Bonds of a series and maturity are to be redeemed, the 2008 Bonds to be redeemed shall be selected in accordance with the operational arrangements of DTC referred to in the Letter of Representations (or, in the event the 2008 Bonds of a series are no longer in book-entry only form, randomly by the Registrar). In no event shall any Bond be Outstanding in a principal amount that is not an Authorized Denomination.

(d) *Notice of Redemption.* For so long as the book entry-system is in effect with respect to a series, notice of redemption shall be provided in accordance with the operational arrangements of DTC referred to in the Letter of Representations, and no additional published or other notice shall be provided by the University; *provided, however*, that the Credit Facility Issuer, if any, or Liquidity Facility Issuer, if any, shall be given prior written notice of any proposed redemption of 2008 Bonds. In any event, notice of redemption shall be given by the University to the Registrar who shall give notice to DTC at least 30 days prior to the proposed date of redemption during the Term Mode or Fixed Mode and at least 15 days prior to the proposed date of redemption during any other Mode.

(e) *Effect of Redemption.* If notice of redemption has been duly given and, in the case of an optional redemption, money for the payment of the Redemption Price of the 2008 Bonds or portions thereof to be redeemed is held by the Registrar, then on the Redemption Date the 2008 Bonds or portions thereof so called for redemption shall become payable at the Redemption Price specified in such notice; and from and after the Redemption Date, interest thereon or on portions thereof so called for redemption shall cease to accrue, such 2008 Bonds or portions thereof shall cease to be Outstanding and to be entitled to any benefit, protection or security hereunder or under an applicable Trust Agreement, and the Owners of such 2008 Bonds or portions thereof shall have no rights in respect thereof except to receive payment of the Redemption Price upon delivery of such 2008 Bonds to the Registrar. Notwithstanding the foregoing, any Bank Bonds shall remain Outstanding until the Credit Facility Issuer or Liquidity Facility Issuer, as the case may be, is paid all amounts due in connection with such 2008 Bonds or portions thereof to be redeemed on the Redemption Date. After payment to the Credit Facility Issuer or Liquidity Facility Issuer, as the case may be, of all amounts due on Bank Bonds such Credit Facility Issuer or Liquidity Facility Issuer shall surrender such 2008 Bonds to the Registrar for cancellation.

Section 13. Source of Repayment and Security for 2008 Bonds.

(a) *Special Fund Obligations.* The 2008 Bonds shall be special fund obligations of the University, payable solely from General Revenues and the money and investments deposited into the Bond Fund. The 2008 Bonds shall not constitute an obligation, either general, special or moral, of the State, nor a general or moral obligation of the University. The Registered Owners of the 2008 Bonds shall have no right to require the State, nor has the State any obligation or legal authorization, to levy any taxes or appropriate or expend any of its funds for the payment of the principal thereof or the interest or any premium thereon. The University has no taxing power.

(b) *All Bonds Have Equal Claim on General Revenues.* The Bonds shall be equally and ratably payable, without preference, priority or distinction because of date of issue or otherwise from General Revenues.

(c) *Additions to General Revenues.* (1) The University reserves the right to include in General Revenues, at its sole option, in the future, other sources of revenue or income, specifically including, but not limited to, all or any portion of the items or the auxiliary systems added pursuant to subsection (2) of this Section 13, excluded in the definition of General Revenues. (2) Such additions shall occur on the date and as provided in a certificate executed by the Controller of the University (or the successor to the functions of the Controller). The Controller shall, in the case of additions of items or auxiliaries to General Revenues, certify that for the preceding two Fiscal Years for which audited financial statements are available, the item or auxiliary maintained a “coverage ratio” of at least 125%, where the “coverage ratio” equals: (A) Net Revenue (for those items or auxiliaries whose debt has a lien on Net Revenues) or gross revenues (for those items or auxiliaries whose debt has a lien on gross revenues), divided by (B) debt service with respect to the then-outstanding revenue debt of the auxiliary or item and state-reimbursed bonds allocable to such auxiliary or item. In the event an auxiliary or item is added to General Revenues, the obligations of that auxiliary or item may remain outstanding and have a prior claim on auxiliary Net Revenue.

(d) *Deletions from General Revenues.* The University reserves the right to remove, at its sole option, in the future, any revenues from General Revenues. The removal of General Revenues shall be evidenced by a certificate executed by the Controller of the University (or the successor to the functions of the Controller) identifying the items to be deleted.

Section 14. Application of 2008 Bond Proceeds.

The proceeds of each series of 2008 Bonds shall be disbursed as provided in the related Escrow Agreement and/or Trust Agreement.

Section 15. Bond Fund.

The Controller of the University is hereby authorized and directed to establish the Bond Fund as a special fund of the University to be designated as the General Revenue Bond Redemption Fund, 2008 (the “Bond Fund”). The University covenants to deposit into the Bond Fund from General Revenues on or prior to each interest payment date, redemption date and maturity date an amount sufficient to pay the interest on the 2008 Bonds then coming due and the principal of the 2008 Bonds maturing or subject to redemption and redemption premium, if any. Such payments shall be made in sufficient time to enable the Registrar to pay interest on and/or principal of and redemption price of the 2008 Bonds to the Registered Owners, when due. Net income earned on investments in the Bond Fund, if any, shall be deposited in the Bond Fund.

Section 16. Investment of Funds.

The University covenants to invest and reinvest money deposited in Bond Fund only in those investments in which agencies of the State are authorized to invest pursuant to State law.

Section 17. Establishment of Additional Accounts and Subaccounts.

The University reserves the right, to be exercised in its sole discretion, to establish such additional accounts within the funds established pursuant to this resolution, and subaccounts within such accounts, as it deems necessary or useful for the purpose of identifying more precisely the sources of payments herein and disbursements therefrom; provided that the establishment of any such account or subaccount does not alter or modify any of the requirements of this resolution with respect to a deposit or use of money or result in commingling of funds not permitted hereunder.

Section 19. Additional Bonds.

The University shall have the right to issue one or more series of Additional Bonds for University purposes as permitted under the Bond Act or otherwise under State law, and the costs of issuing Additional Bonds, or to refund or advance refund any Bonds or other obligations.

Section 29. Covenants Regarding Tax Exemption.

The University covenants and agrees that in accordance with the Federal Tax Certificate for each series of 2008 Bonds:

(a) it will not make any use of the proceeds from the sale of the applicable series of 2008 Bonds or any other funds of the University which may be deemed to be proceeds of such 2008 Bonds pursuant to Section 148 of the Code and the applicable regulations thereunder which will cause that series of the 2008 Bonds to be "arbitrage bonds" within the meaning of said Section and said regulations. The University will comply with the applicable requirements of Section 148 of the Code (or any successor provision thereof applicable to the applicable series of 2008 Bonds) and the applicable regulations thereunder throughout the term of the 2008 Bonds; and

(b) it will not take any action or permit any action to be taken that would cause the 2008 Bonds of a series to constitute "private activity bonds" under Section 141 of the Code.

(c) it will not permit:

(1) More than 10% of the net proceeds of the 2008 Bonds of a series to be used for any Private Person Use; and

(2) More than 10% of the principal or interest payments on the 2008 Bonds of a series in a Bond Year to be directly or indirectly: (A) secured by any interest in property used or to be used for any Private Person Use or secured by payments in respect of property used or to

be used for any Private Person Use, or (B) derived from payments (whether or not made to the University) in respect of property, or borrowed money, used or to be used for any Private Person Use.

The University further covenants that, if:

(3) More than five percent of the net proceeds of the 2008 Bonds of a series are to be used for any Private Person Use; and

(4) More than five percent of the principal or interest payments on that series of 2008 Bonds in a Bond Year are (under the terms of this resolution or any underlying arrangement) directly or indirectly: (A) secured by any interest in property used or to be used for any Private Person Use or secured by payments in respect of property used or to be used for any Private Person Use, or (B) derived from payments (whether or not made to the University) in respect of property, or borrowed money, used or to be used for any Private Person Use, then, (i) any Private Person Use of the projects described in subsection (3) hereof or Private Person Use payments described in subsection (4) hereof that is in excess of the five percent limitations described in such subsections (3) or (4) will be for a Private Person Use that is related to the state or local governmental use of the project refinanced with the applicable series of 2008 Bond proceeds, and (ii) any Private Person Use will not exceed the amount of net proceeds of the applicable series of 2008 Bonds used for the state or local governmental use portion of the projects to which the Private Person Use of such portion of such project relates. The University further covenants that it will comply with any limitations on the use of the projects being refinanced by a series of the 2008 Bonds by other than state and local governmental users that are necessary, in the opinion of its bond counsel, to preserve the tax exemption of the interest on the applicable series of 2008 Bonds. The covenants of this section are specified solely to assure the continued exemption from regular income taxation of the interest on the 2008 Bonds of each applicable series.

Section 20. No Recourse Against Individuals.

No owner of a 2008 Bond (registered or beneficial) shall have any recourse for the payment of any part of the principal or redemption price, if any, of or interest on the 2008 Bonds, or for the satisfaction of any liability arising from, founded upon, or existing by reason of, the issuance or ownership of such 2008 Bonds against the officers of the University or officers or members of the Board in their individual capacities.

Section 21. Defeasance.

Any 2008 Bonds shall be deemed to have been paid and not Outstanding under this resolution and shall cease to be entitled to any lien, benefit or security of this resolution and any money and investments held hereunder, except the right to receive the money and the proceeds and income from Government Obligations set aside and pledged in the manner hereafter described, if:

(a) in the event that any or all of 2008 Bonds are to be optionally redeemed, the University shall have given to the Registrar irrevocable instructions to give such notice of redemption of such 2008 Bonds as may be required by the provisions of this resolution;

(b) there shall have been made an Irrevocable Deposit, in trust, with the Registrar or another corporate fiduciary of money in an amount which shall be sufficient and/or noncallable Government Obligations maturing at such time or times and bearing such interest to be earned thereon, without considering any earnings on the reinvestment thereof, as will provide a series of payments which shall be sufficient, together with any money initially deposited, to provide for the payment of the principal of and the interest on the defeased 2008 Bonds, when due in accordance with their terms, or upon the earlier prepayment thereof in accordance with a refunding plan; and such money and the principal of and interest on such Government Obligations are set aside irrevocably and pledged in trust for the purpose of effecting such payment, redemption or prepayment; and

(c) there shall have been delivered to the University an opinion of Bond Counsel, to the effect that interest on the 2008 Bonds of the applicable series will not become subject to federal income taxation by reason of such defeasance.

Nothing contained in this Section 21 shall be construed to prohibit the partial defeasance of the lien of this resolution providing for the payment of one or more, but not all of the Outstanding 2008 Bonds. In the event of such partial defeasance, this resolution shall be discharged only as to the 2008 Bonds so defeased.

Section 22. Approval of Official Statement.

The University hereby authorizes and directs the Authorized Representative of the University to approve the information contained in each Preliminary Official Statement, if any, pertaining to a series of the 2008 Bonds, to “deem final” a Preliminary Official Statement, if any, as of its date, except for the omission of information on offering prices, interest rates, selling compensation, delivery dates and any other terms or provisions of the 2008 Bonds dependent on such matters, for the sole purpose of the applicable underwriter’s compliance with the Rule and to authorize the distribution thereof to prospective purchasers of the series of 2008 Bonds and others. The University further authorizes and directs any of such officers to approve the preparation, distribution and use of a Final Official Statement and to approve the information contained therein, in connection with the public offering and sale of the applicable series of 2008 Bonds to the actual purchasers of the 2008 Bonds and others. The University hereby authorizes any of such officers to execute each Final Official Statement described above to indicate such approval.

Section 23. Determination of Certain Matters Affecting 2008 Bonds.

The Authorized Representative of the University is hereby authorized and directed to make the following determinations and/or take the following actions, prior to the sale of 2008 Bonds, subject to the limitations described below:

- (a) determine whether the 2008 Bonds shall be issued and sold in one or more series or subseries;
- (b) determine the Mode in which 2008 Bonds of a series or subseries shall be issued initially;
- (c) determine the times and manner of conversion between Modes, and negotiate and execute documents to effect the conversion, including without limitation any Reimbursement Agreement, Remarketing Agreement or Trust Agreement, or amendments thereto;
- (d) negotiate and execute at his or her discretion, one or more Bond Purchase Contracts, Remarketing Agreements, Reimbursement Agreements, Escrow Agreements, Trust Agreements, agreements with Bond Insurers and amendments thereto from time to time;
- (e) negotiate and execute a Payment Agreement, if any, in connection with the issuance of any series of 2008 Bonds; determine if an outstanding Payment Agreement (including without limitation any existing Payment Agreement in connection with the 2004 Bonds) shall be amended or terminated in part or in whole, and negotiate and execute any documents required therewith;
- (f) select one or more underwriters, Escrow Agents and/or Remarketing Agents;
- (g) determine if it is in the best interest of the University for any or all of the 2008 Bonds to be secured by a Liquidity Facility or Credit Facility and, if so, select the Liquidity Facility Issuer or Credit Facility Issuer, as applicable, pay the premium or fees therefor, issue one or more Reimbursement Notes, and enter into Reimbursement Agreements, each as applicable;
- (h) approve the Interest Rates, Maturity Dates, aggregate principal amounts, principal amounts of each maturity, redemption rights, tender option rights, and other terms and conditions of the 2008 Bonds;
- (i) select some or all of the Refunding Candidates and designate those Refunding Candidates as the "Refunded Bonds" in the Bond Purchase Contract; and
- (j) select a Trustee for the owners of any or all of the 2008 Bonds and fix its or their rights, duties, powers, and obligations under the applicable Trust Agreement.

The Authorized Representative of the University is hereby authorized to approve the foregoing so long as the aggregate principal amount of the 2008 Bonds does not exceed \$140,000,000, the true interest cost for the 2008 Bonds bearing interest in the Fixed Mode does not exceed 6.0%; the date and time for any Closing Date is not later than December 31, 2008; and the weighted average maturity of each series of 2008 Bonds is not greater than weighted average maturity of the Refunded Bonds being refunded by that series.

In determining the items described in this section, the Authorized Representative of the University, in consultation with University staff and the University's financial advisor, shall take

into account those factors that, in his or her judgment, will result in the lowest true interest cost on the 2008 Bonds to their maturity, including, but not limited to current financial market conditions and current interest rates for obligations comparable in tenor and quality to the 2008 Bonds.

Upon determination by the Authorized Representative of the University that all conditions to Closing set forth in a Bond Purchase Contract have been satisfied, or upon waiver of such conditions by the appropriate parties, the Authorized Representative of the University is hereby authorized and directed (a) to cause such series of 2008 Bonds, executed as provided in this resolution, to be authenticated and delivered to the underwriters; and (b) to execute, for and on behalf of the University, and to deliver to the persons entitled to executed copies of the same, the Official Statement and all other documents required to be delivered, at or before the Closing Date pursuant to the Bond Purchase Contract. Such delivery shall be made at the offices of K&L Preston Gates Ellis LLP, 925 Fourth Avenue, Suite 2900, Seattle, Washington 98104, or at such other place as any of such officers and the underwriters shall agree. The proper University officials are hereby authorized and directed to do everything necessary and proper for the prompt printing, execution, authentication, issuance and delivery of the 2008 Bonds in exchange for the purchase price thereof.

Section 24. Undertaking to Provide Continuing Disclosure.

An Authorized Representative of the University is authorized to, in his or her discretion, execute and deliver a certificate regarding continuing disclosure in order to assist the underwriters for the any series of 2008 Bonds in complying with Section (b)(5) of the Rule.

Section 25. Payment Agreements.

The University may enter into a Payment Agreement providing for an exchange of Reciprocal Payments for University Payments. The following shall be conditions precedent to the use of any Payment Agreement.

(a) *Opinion of Bond Counsel.* The University shall obtain an opinion of its Bond Counsel on the due authorization and execution of such Payment Agreement opining that the action proposed to be taken by the University is authorized or permitted by this resolution and by Washington law and will not adversely affect the exclusion from gross income for federal income tax purposes of the interest on the applicable series of 2008 Bonds.

(b) *Certification of Financial Advisor.* The University shall obtain, on or prior to the date of execution of the Payment Agreement, a written certification from a financial advisor that (1) the terms and conditions of the payment agreement and any ancillary agreements, including without limitation, the interest rate or rates and any other amounts payable thereunder, are commercially reasonable in light of then existing market conditions; and (2) the finding and determination contained in the ordinance or resolution required by Section 2(c) is reasonable.

(c) *Approval of the State Finance Committee.* The Payment Agreement shall have been approved by the State Finance Committee under terms set forth in a resolution thereof,

subject to final approval and authorization of the Payment Agreement by the Chair of the State Finance Committee pursuant to such terms. The approval of the State Finance Committee shall not constitute the pledge of the full faith and credit of the State. The University shall have the option to terminate the Payment Agreement in whole or in part, in the discretion of the Authorized Representative of the University. The Authorized Representative of the University is hereby authorized to amend or terminate any outstanding Payment Agreement with respect to the 2004 Bonds.

(d) *Selection of Reciprocal Payor.* Prior to selecting the Reciprocal Payor, the University shall solicit and give due consideration to proposals from at least two entities that meet the criteria set forth in RCW 39.96.040(2). Such solicitation and consideration shall be conducted in such manner as the University (or the State Treasurer if so directed by resolution of the State Finance Committee) shall determine is reasonable.

(e) *Payments.* The Payment Agreement shall set forth the manner in which the University Payments and Reciprocal Payments are to be calculated and a schedule of Derivative Payment Dates. The University shall provide an annual report or certificate to the State Treasurer setting forth the information regarding the Payment Agreement, in form satisfactory to the State Treasurer.

(f) *Findings.*

(1) The obligations of the University under the Payment Agreement shall be paid solely from General Revenues.

(2) If the University enters into a Payment Agreement, University Payments shall be made from the Bond Fund. Reciprocal Payments shall be paid directly into the Bond Fund or a separate account therein

Section 26. Supplemental Resolutions.

(a) *Without Consent of Owners.* The Board, from time to time and at any time, may adopt a resolution or resolutions supplemental to this resolution which supplemental resolution or resolutions thereafter shall become a part of this resolution, for any one or more or all of the following purposes:

(1) to add to the covenants and agreements of the University in this resolution other covenants and agreements thereafter to be observed, which shall not materially adversely affect the interests of the Registered Owners of any Outstanding 2008 Bonds affected by the supplemental resolution, or to surrender any right or power herein reserved to or conferred upon the University;

(2) to make such provisions for the purpose of curing any ambiguities or of curing, correcting or supplementing any defective provision contained in this resolution or any resolution authorizing Additional Bonds in regard to matters or questions arising under such resolutions as the Board may deem necessary or desirable and not inconsistent with such

resolution and which shall not materially adversely affect the interest of the Registered Owners of Outstanding 2008 Bonds.

Any such supplemental resolution of the Board may be adopted without the consent of the owners of any 2008 Bonds at any time outstanding, notwithstanding any of the provisions of subsection (b) of this section.

(b) *With Consent of Owners.* With the consent of the Registered Owners of not less than 51% in aggregate principal amount or accreted value, as applicable, of all Outstanding 2008 Bonds of a series affected by a supplemental resolution, the Board may adopt a resolution or resolutions supplemental hereto for the purpose of adding any provisions to or changing in any manner or eliminating any of the provisions of this resolution or of any supplemental resolution provided, however, that no such supplemental resolution shall:

(1) extend the fixed maturity of any Outstanding 2008 Bonds, or reduce the rate of interest thereon, or extend the time of payment of interest from their due date, or reduce the amount of the principal thereof, or reduce any premium payable on the redemption thereof, without the consent of the owner of each 2008 Bond so affected; or

(2) reduce the aforesaid percentage of Registered Owners required to approve any such supplemental resolution, without the consent of the Registered Owners of all of the Outstanding 2008 Bonds affected by the reduction.

It shall not be necessary for the consent of Registered Owners under this subsection (b) to approve the particular form of any proposed supplemental resolution, but it shall be sufficient if such consent shall approve the substance thereof.

Section 27. Concerning the Registered Owners.

(a) *Form of Consent of Registered Owners.* Any request, direction, consent or other written instrument required by this resolution to be signed or executed by the Registered Owners may be in any number of concurrent written instruments of similar tenor and may be signed or executed by such Registered Owners in person or by an agent or agents duly appointed by a written instrument. Proof of the execution of any such written instrument and of the ownership of the 2008 Bonds shall be sufficient for any purpose of this resolution and shall be conclusive in favor of the University, and/or the Registered Owners with regard to any action taken under such instrument, if made in the following manner:

(1) the fact and date of the execution by any Registered Owner of any such instrument may be proved by the certificate of any officer in any jurisdiction who, by the laws thereof, has power to take acknowledgments of deeds to be recorded within such jurisdiction, to the effect that the Registered Owner signing such instrument acknowledged to him or her the execution thereof, or by an affidavit of a witness to such execution; and

(2) the ownership of 2008 Bonds shall be proved by the registry books maintained by the Registrar.

Nothing contained in this Section 27(a) shall be construed as limiting the University to the proof above specified, it being intended that the University may accept any other evidence of the matters herein stated to which it may seem sufficient.

(b) *Waiver of Form.* Except as otherwise provided herein, any notice or other communication required by this resolution to be given by delivery, publication or otherwise to the Registered Owners or any one or more thereof may be waived, at any time before such notice or communication is so required to be given, by written waivers mailed or delivered to the University by the Registered Owners of all 2008 Bonds of a series entitled to such notice or communication.

(c) *Revocation; Conclusive Action.* At any time prior to (but not after) the evidencing to the University of the taking of any action by the Registered Owners of the percentage in aggregate principal amount of Outstanding 2008 Bonds of a series specified in this resolution in connection with such action, any Registered Owner may, by filing written notice with the University, revoke any consent given by such Registered Owner or the predecessor Registered Owner of such 2008 Bond. Except as aforesaid, any such consent given by the Registered Owner of any 2008 Bond shall be conclusive and binding upon such Registered Owner and upon all future Registered Owners of such 2008 Bond and of any 2008 Bond issued in exchange therefor or in lieu thereof, irrespective of whether or not any notation in regard thereto is made upon such 2008 Bond. Any action taken by the Registered Owners of the percentage in aggregate principal amount of a series of Outstanding 2008 Bonds specified in this resolution in connection with such action shall be conclusively binding upon the University and the Registered Owners of all Outstanding 2008 Bonds.

Section 28. Determination of Registered Owners' Concurrence.

In determining whether the Registered Owners of the requisite aggregate principal amount of a series of Outstanding 2008 Bonds have concurred in any demand, request, direction, consent or waiver under this resolution, 2008 Bonds which are owned by or held in the name of the University shall be disregarded and deemed not to be Outstanding for the purpose of any such determination. 2008 Bonds so owned which have been pledged in good faith may be regarded as Outstanding for the purposes of this Section 28 if the pledgee shall establish to the satisfaction of the University the pledgee's right to vote such 2008 Bonds and that the pledgee is not the University.

Section 29. University Acquisition of 2008 Bonds; Remarketing.

The University may acquire 2008 Bonds by (a) purchase of 2008 Bonds offered to the University at any time and from time to time at such purchase price as the University deems appropriate; or (b) gift at anytime and from time to time on terms as the University deems appropriate. 2008 Bonds so acquired need not be surrendered to the Registrar for cancellation.

Section 30. Contract-Savings Clause.

The covenants contained in this resolution, the 2008 Bonds and the provisions of the Bond Act shall constitute a contract between the University and the Registered Owners of the 2008 Bonds and shall be construed in accordance with and controlled by the laws of the State. If any one or more of the covenants or agreements provided in this resolution to be performed on the part of the University shall be declared by any court of competent jurisdiction and final appeal, if any appeal be taken, to be contrary to law, then such covenant or covenants, agreement or agreements shall be null and void and shall be deemed separable from the remaining covenants and agreements in this resolution and shall in no way affect the validity of the other provisions of this resolution or of the 2008 Bonds.

Section 31. No Benefits to Outside Parties.

Nothing in this resolution, express or implied, is intended or shall be construed to confer upon or to give to any person, other than the University, the Registrar, any Credit Facility Issuer, any Liquidity Facility Issuer, or the Registered Owners of Bonds, any right, remedy or claim under or by reason of this resolution; and the covenants, stipulations and agreements in this resolution are and shall be for sole and exclusive benefit of the University, the Registrar, any Credit Facility Issuer, the Liquidity Facility Issuer, and the Registered Owners of Bonds, their successors and assigns.

Section 34. Immediate Effect.

This resolution shall take effect immediately upon its adoption.

ADOPTED at an open public meeting of the Board of Regents of the University, after notice thereof was duly and regularly given as required by law, this _____ day of February, 2008.

BOARD OF REGENTS, UNIVERSITY OF
WASHINGTON

By _____

Attest:

By _____

Approved as to form:

Special Assistant
Attorney General
State of Washington

VII. STANDING COMMITTEES**B. Finance, Audit and Facilities Committee****Business School Building, Phase 2 (Balmer Hall Reconstruction) Project Presentation, Budget Approval, Authorization to Award GC/CM and Delegated Authority****RECOMMENDED ACTION:**

It is the recommendation of the administration and the Finance, Audit and Facilities Committee that the Business School Building, Phase 2 (Balmer Hall Reconstruction) project budget be established at \$46,800,000; that the use of alternative public works utilizing the General Contractor/Construction Manager (GC/CM) method of contracting be approved; and that the President be delegated authority to award construction contracts, subject to no significant change in the scope, the forecast cost being within 10% of the budget and funding being in place.

PROJECT DESCRIPTION

Constructed in 1962 for the School of Business, aging but heavily-used Balmer Hall is now due for replacement. The approximately 78,000 gross square foot existing building currently houses 32 general assignment classrooms with 1,250 seats, as well as computer labs, study areas and library collections, but no longer satisfies many needs of those functions and is consequently reaching the end of its useful life. Its concrete structure is deficient seismically and most of its infrastructure, including mechanical, electrical, and communications systems, are inadequate and need to be replaced. Due to the existing concrete structure, floor-to-floor heights and column spacing, the building is very inflexible and difficult to remodel to meet modern teaching needs in terms of accessibility, classroom sizes, sightlines, lighting and acoustics. Balmer Hall is the first of the University's "Restore the Core" building renewal projects where building replacement is the recommended option over renovation.

PREVIOUS ACTION

At the May 2007 Board of Regents meeting, the President was delegated authority to award design contracts to LMN Architects for the Business School Phase 2 Balmer Hall reconstruction project.

SCOPE OF THE PROJECT

The University has evaluated other alternatives and determined that a total building replacement is the most sensible and cost effective alternative for bringing Balmer Hall up to modern standards. The approximately 61,000 gross

VII. STANDING COMMITTEES

B. Finance, Audit and Facilities Committee

Business School Building, Phase 2 (Balmer Hall Reconstruction) Project Presentation, Budget Approval, Authorization to Award GC/CM and Delegated Authority (continued p. 2)

square foot replacement building will feature modern classrooms, breakout rooms, a multipurpose meeting/dining room, library stack space, and administrative support space. It will connect to the privately funded Phase 1 building to provide an overall increase in classroom capacity of over 40 percent.

The Phase 1 building will serve as the surge space for the Balmer Hall functions, and the demolition of Balmer Hall will begin soon after the Phase 1 building is occupied in September of 2010. In accordance with the requirements of the state of Washington, the project will be designed to achieve Leadership in Energy and Environmental Design (LEED) Silver certification or higher.

SCHEDULE

Architect Selection	May 2007
Pre-design	July 2007 through December 2007
Design	April 2008 through June 2010
Construction	October 2010 to July 2012
Occupancy and Use	September 2012

CONTRACTING STRATEGY

The recommendation of the Capital Projects Office is to use the alternate public works contracting procedure, General Contractor/Construction Manager (GC/CM), authorized by RCW 39.10 for construction of this project. The use of a GC/CM during design has been a significant contributor to the success of our recent Restore the Core projects as well as new building construction projects. During design the GC/CM has been able to provide detailed construction scheduling, input into design constructability issues, coordination of construction documents, determining construction logistics and needed lay-down areas, providing detailed cost estimates and investigation of existing construction as-built conditions. To help meet the overall project schedule, the GC/CM is able to bid out and start construction on early work packages before the construction documents are 100% complete if there are compelling reasons to do so. In today's rapidly escalating construction costs market, the GC/CM has been integral in developing cost savings incrementally rather than waiting for a total construction bid number. The intent is to have a GC/CM chosen and under contract for preconstruction services before the completion of the schematic design phase.

VII. STANDING COMMITTEES

B. Finance, Audit and Facilities Committee

Business School Building, Phase 2 (Balmer Hall Reconstruction) Project
Presentation, Budget Approval, Authorization to Award GC/CM and Delegated
Authority (continued p. 3)

SIGNIFICANT RISKS OR OPPORTUNITIES

An ongoing risk is the current climate of extraordinary escalation and “market conditions” in the Seattle commercial building marketplace that reflects an extremely busy construction industry and a limited pool of available equipment and skilled labor. Use of the GC/CM construction methodology will help mitigate this risk.

Another challenge will be safely constructing the building on a tight, busy site while not overly disrupting pedestrian flow and ongoing classes in the adjacent buildings.

A major opportunity is to provide the final piece in having a unified and modern building complex for the Foster School of Business which will also significantly improve the University’s high-quality teaching spaces.

The Phase 2 reconstruction will offer many opportunities to incorporate sustainable design features to achieve an efficient and sustainable building as mandated by the Washington State legislature.

VII. STANDING COMMITTEES

B. Finance, Audit and Facilities Committee

Business School Building, Phase 2 (Balmer Hall Reconstruction) Project
Presentation, Budget Approval, Authorization to Award GC/CM and Delegated
Authority (continued p. 4)

PROJECT BUDGET

	<u>Total Escalated Cost*</u>	<u>% of TPC</u>
Pre-Schematic Design Services	\$232,058	0.49%
A/E Basic Design Services	\$1,354,866	2.89%
Extra Services	\$927,758	1.98%
Other Services	\$1,381,897	2.95%
Design Services Contingency	\$411,498	0.88%
Subtotal/ Consultant Services	\$4,308,077	9.20%
GC/CM Construction Cost	\$32,017,553	68.41%
Other Contracts	\$0	0%
Construction Contingencies	\$3,470,215	7.41%
Sales Tax	\$3,158,411	6.74%
Subtotal/ Construction	\$38,646,179	82.58%
Equipment	\$1,154,770	2.46%
Artwork	\$119,575	0.25%
Other costs	\$730,984	1.56%
Project Management	\$1,840,416	3.93%
Subtotal/(Other)	\$3,845,745	8.22%
Total Project Cost (TPC)*	\$46,800,000	100.00%
<u>Included in Above:</u>		
Escalation through August 2011	\$7,376,502	15.76%
<u>Source of Funds</u>		
State Funds	\$46,800,000	100.00%
Total	\$46,800,000	100.00%

* Escalated to construction midpoint (August 2011)
F-13/202-08 ; 2/21/08

VII. STANDING COMMITTEES**B. Finance, Audit and Facilities Committee**Admissions-Discharge-Transfer (ADT) / Hospital Billing System ProjectRECOMMENDED ACTION:

It is the recommendation of the administration and the Finance, Audit and Facilities Committee that the President or the President's authorized representative be delegated authority to enter into appropriate contracts and related expenditures and to establish a total project budget not to exceed \$54,000,000 for acquisition and implementation of a new admissions-discharge-transfer and facility billing system for UW Medical Center, Harborview Medical Center, and Seattle Cancer Care Alliance.

BACKGROUND:

UW Medicine's hospital billing systems collect patient insurance and demographic information for over 35,000 admissions, 500,000 outpatient visits, and process billings in excess of \$2 billion per year. The existing systems are over thirty years old, regularly experience operational problems, and are at-risk for more serious and extended outages. They also do not provide the functionality required by UW Medical Center, Harborview Medical Center and Seattle Cancer Care Alliance. The admissions-discharge-transfer (ADT) / hospital billing system project is part of UW Medicine's five year strategic information technology plan.

Epic Systems Corporation (Epic) software is currently used for scheduling, professional billing, registration, reporting, and electronic medical records by several units within UW Medicine and UW Physicians Network primary care clinics. UW Medicine has been operating these Epic systems for ten years. In 2006, UW released a Request for Information to scan the marketplace and collect information regarding competitive ADT / hospital billing software products. Following a detailed comparison, Epic was selected as the preferred solution provider.

UW Medicine and the Vice President for UW Technology have reviewed plans to replace the ADT / billing system with the Board of Regents, most recently at meetings in November 2007 and January 2008. Formal actions which have been taken in support of the ADT / hospital billing project are:

- June 7, 2007 – UW Board of Regents approved expenditures up to \$5 million to complete a detailed project planning process

VII. STANDING COMMITTEES

B. Finance, Audit and Facilities Committee

Admissions-Discharge-Transfer (ADT) / Hospital Billing System Project (continued p. 2)

- July 12, 2007 - Washington State Information Services Board (ISB) authorized UW to spend up to \$1.14 million (of the Regents' \$5 million authorization) to initiate a detailed feasibility planning study
- November 7, 2007 - ISB approved going ahead with the balance of expenditures up to \$5 million to complete project planning activities
- November 28, 2007 – Vice President for UW Technology authorized UW Purchasing to execute a Preliminary Amendment to License in an amount not to exceed \$1 million (plus tax)

The detailed project planning process has developed a comprehensive plan for acquiring and implementing new functionality from Epic. Refinements have been made in workload assessments and resources in key project factors including interface requirements and staging of implementation rollout. Out of the not to exceed total of \$5 million authorized for the planning work, it is projected that about \$2,630,000 will be spent through the end of March, 2008. Those expenses are not counted as part of the project budget request outlined below.

Total project budget investment costs include major expenditures for:

○ Software licenses	\$	6,933,000
○ Hardware		1,974,000
○ Project Staffing: IT Services		11,271,000
Project Mgt		1,978,000
Business/Support		7,988,000
○ Contract Staffing		21,006,000
○ Training		1,906,000

The total investment costs include acquisition and professional services costs with Epic totaling \$10,500,000 including sales tax. The budget for investment costs also includes contingencies for each of the major cost categories, averaging about 11% overall, for a total contingency in the investment budget plan of \$5,655,894. Authority is requested to establish the project budget total investment cost at not to exceed \$54,000,000.

In addition to project investment costs, five year operating costs for software licensing and maintenance and operations staff will total approximately \$16,273,000.

VII. STANDING COMMITTEES

B. Finance, Audit and Facilities Committee

Admissions-Discharge-Transfer (ADT) / Hospital Billing System Project (continued p. 3)

Project schedule is planned for twenty four months plus an allowance of four additional months for any contingencies. Project initiation is contingent on approval of the project investment plan by the Washington State Department of Information Services and Information Services Board, which has oversight for information technology acquisitions by state agencies and institutions.

Funding for these costs is available from patient revenues and has been approved by the Harborview Medical Center Board and the UW Medicine Board. A determination that there are no significant impacts on institutional systems, resources or business practices was reviewed with the University's Information Management Advisory Committee.

The Washington State Department of Information Services and Information Services Board will consider this proposed investment plan once it is approved by the Regents. This request has been approved by the Chief Executive Officer for UW Medicine, the Vice President for UW Technology, and the Senior Vice President for Finance and Facilities.

Attachment: ADT Five-Year Budget

Planning Project Jul07-Mar08	HOSPITAL BILLING PROJECT	FY2008 (3mos)	FY2009	FY2010	FY2011	FY2012	contingency	Total
	INVESTMENT COSTS							
54,500	Software licenses	2,378,413	278,880	2,053,888	1,591,869		630,305	6,933,355
600,000	Hardware	520,000	770,000	355,000			329,000	1,974,000
	Project staffing:							
581,375	ITS Services	1,711,949	4,296,822	3,383,747			1,878,504	11,271,022
271,008	Project Mgt, office costs	171,000	723,440	753,612			329,610	1,977,662
189,000	Business, support team	683,613	3,240,183	3,337,615			726,141	7,987,552
	Contract staffing:							
878,795	External IT contractors	1,182,742	6,386,067	6,117,533			1,368,634	15,054,976
25,000	Quality Assurance	45,000	180,000	180,000			81,000	486,000
	Documentation/Change Mgt		3,057,600	2,407,860				5,465,460
30,000	Training	108,000	314,472	1,121,024	20,000		312,699	1,906,195
2,629,678	Subtotal – Investment costs	6,800,717	19,247,464	19,710,279	1,611,869		5,655,894	53,056,223
	OPERATING COSTS							
	Software maintenance	184,966	374,028	514,600	890,661	899,129	286,338	3,149,724
	ITS staffing			1,127,916	4,601,896	4,831,991	2,112,361	12,674,163
	Addl Epic licenses/patient incr				448,862			448,862
	Subtotal – Operating costs	184,966	374,028	1,642,516	5,941,419	5,731,120	2,398,700	16,272,748
2,629,678	Five Year Lifecycle Cost Total	6,985,683	19,621,492	21,352,795	7,553,288	5,731,120	8,054,593	69,328,971

VII. STANDING COMMITTEES**B. Finance, Audit and Facilities Committee****University of Washington Medical Center Expansion Project (Phase 1): Project Presentation, Establish Budget, Approve GC/CM, Issuance of Short-term Notes and Delegated Authority to Award Contract****RECOMMENDED ACTION:**

It is the recommendation of the administration and the Finance, Audit and Facilities Committee that the Board of Regents approve:

1. the Phase 1 project budget be established at \$170,000,000;
2. the use of alternative public works utilizing the General Contractor /Construction Manager (GC/CM) method of contracting;
3. the Phase 1 project schematic design;
4. financing the construction of the project through the issuance of up to \$170 million in short term notes (commercial paper) and the issuance of long term debt in the amount required to pay off the notes when UW General Revenue bonds are next issued; and
5. delegation of authority to the President or his designee to:
 - a. award the GCCM construction contract to Skanska USA Building Inc., subject to the scope, budget and funding remaining within 10% of the established budget,
 - b. execute documents as required to complete the interim and permanent financings, including the authority to set maturities and roll periods for the short term notes and enter into a rate lock prior to obtaining permanent financing.

BACKGROUND:

The University of Washington Medical Center (UWMC) has determined that it must undertake a physical expansion in order to provide critically needed inpatient units, teaching and resident support space to meet existing and planned patient care, training and medical school admissions requirements. A 2005 Comprehensive Facility Study determined that UWMC will require up to 260,000 GSF of new space to meet its needs through 2015.

VII. STANDING COMMITTEES

B. Finance, Audit and Facilities Committee

University of Washington Medical Center Expansion Project (Phase 1): Project Presentation, Establish Budget, Approve GC/CM, Issuance of Short-term Notes and Delegated Authority to Award Contract (continued p. 2)

In order to meet the majority of its expansion needs, UWMC proposes to construct a new building addition spanning Columbia road to the south of and contiguous to the existing Medical Center.

At the May 2006 Board of Regents meeting, the President was delegated authority to award a design contract to Anshen & Allen. Following Predesign, the administration was unable to reach an acceptable design contract with Anshen & Allen. At its June 2007 meeting, the BOR approved the award of the design contract to NBBJ.

SCOPE OF THE PROJECT

The UWMC Expansion Project is envisioned in two phases, together coming as near as possible to the needs identified in the Comprehensive Facility Study.

Phase 1 (this project) includes a five-story hospital addition of approximately 163,000 GSF, including a mechanical/electrical mezzanine level and mechanical basement and penthouse spaces configured to accommodate a future vertical expansion; approximately 10,000 GSF of loading dock and interior renovations and connections to the existing hospital towers; and substantial on-site emergency power, chilled water and oxygen system infrastructure.

Phase 1 will provide a new Neonatal Intensive Care Unit, a 32 bed adult surgical oncology unit, diagnostic imaging expansion, shelled space for eight future operating rooms, a reconfigured loading dock, and mechanical and electrical infrastructure for current and future expansion needs..

Phase 2 (a future project) would add up to four additional floors for acute care nursing units.

See attachments 1 and 2 for a site plan and section through the proposed project.

SCHEDULE

A primary objective of this project has been to commence early construction activities prior to mobilization by Sound Transit for construction of its new University station. With this objective in mind, the president has previously authorized proceeding with the design pending approval of the project by the BOR. The General Contractor/Construction Manager (GC/CM) selection process

VII. STANDING COMMITTEES

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University of Washington Medical Center Expansion Project (Phase 1): Project Presentation, Establish Budget, Approve GC/CM, Issuance of Short-term Notes and Delegated Authority to Award Contract (continued p. 3)

has also been undertaken to ensure that the builder is able to join the project team as quickly as possible following project approvals. Key project milestones are as follows:

Current Architect Selection	June 2007
Pre-design	Completed September 2007
Schematic Design	Completed January 2008
GC/CM Selection	February 2008
Design Completion	January 2008 through July 2009
Construction	January 2009 through June 2011
Occupancy and Use	September 2011

PROJECT BUDGET

The total project budget request is for \$170,000,000. This figure consists of the capital project budget of \$165,500,000, as outlined in Attachment 3, plus \$4,500,000 for UWMC equipment purchases outside of the capital budget. This project budget is based upon the Architect's Schematic Design estimate. In addition to the architect's estimate, this budget includes input from the contractor and a third party estimating firm. The budget has also been reviewed by CPO estimating staff.

CONTRACTING STRATEGY

The recommendation of the Capital Projects Office (CPO) is to use the alternate public works contracting procedure, General Contractor/Construction Manager (GC/CM), authorized by RCW 39.10 for construction of this project. The use of a GC/CM has been absolutely critical to the success of the University's large and complex projects. During design the GC/CM will be able to provide detailed construction scheduling, input into procedures and specifications considering patient health and safety, input into design constructability issues, coordination of construction documents, determining construction logistics and needed lay-down areas, providing detailed cost estimates and investigation of existing construction as-built conditions. To help meet the overall project schedule, the GC/CM is able to bid out and start construction on early work packages before all of the project construction documents are 100% complete if there are compelling reasons to do so. In today's rapidly escalating construction costs market, the GC/CM has been integral in developing cost savings incrementally rather than waiting for a total construction bid number. The intent is to have a GC/CM chosen and under

VII. STANDING COMMITTEES

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University of Washington Medical Center Expansion Project (Phase 1): Project Presentation, Establish Budget, Approve GC/CM, Issuance of Short-term Notes and Delegated Authority to Award Contract (continued p. 4)

contract for preconstruction services very soon after the completion of the schematic design.

GC/CM SELECTION PROCESS

A solicitation for GC/CM proposals was issued by CPO in October 2007. Five firms responded to the solicitation. Four of the firms were invited to interviews conducted on December 6, 2007. Following the interviews, three firms were invited to submit final proposals. The three firms on the shortlist were:

Hoffman Construction Company
Mortenson Construction
Skanska USA Building Inc.

Final proposals were received from the three shortlisted firms on February 1, 2008. Based on the final tabulation of scores, as shown on Attachment 4, the highest scoring firm is Skanska USA Building Inc. Subject to BOR approval, CPO intends to enter into preconstruction and construction agreements with Skanska. Skanska's bid for Fee and Specified General Conditions was \$8,059,000, which is approximately 20% below the CPO budget estimate.

Skanska USA Building Inc. is a highly capable construction manager and builder. They have a depth of experience in complex hospital and laboratory construction, including the UWMC Pacific Tower Renovation, UW Health Sciences' G and H-Wing Renovations, and Virginia Mason's 10-story hospital addition. In addition, they have completed other UW projects such as Johnson and Guggenheim Halls and a large number of local high profile projects, including McCaw Hall at the Seattle Center.

FINANCING PLAN AND CREDIT ANALYSIS

The \$170M project will be funded with \$160M in General Revenue Bonds and \$10M from Medical Center reserves. The debt will be repaid over a 30 year term from medical center patient revenues. Debt service coverage is expected to average about 2.5 to 3.0 times over the ten year planning period. The operating margin percentage is projected to average just under 3% over the same period.

In May 2007, UW Treasury Office, in conjunction with UW Medicine, performed a credit analysis for UW Medicine as part of the due diligence for this borrowing. The analysis was updated in January 2008.

VII. STANDING COMMITTEES

B. Finance, Audit and Facilities Committee

University of Washington Medical Center Expansion Project (Phase 1): Project Presentation, Establish Budget, Approve GC/CM, Issuance of Short-term Notes and Delegated Authority to Award Contract (continued p. 5)

The May analysis highlighted the potential impact of four risks in addition to the project itself. They are:

- 1) Disruption associated with Sound Transit construction lowers outpatient growth by 5%, recovering over 5 years.
- 2) The billing system implementation is delayed causing 25-day increase in accounts receivable for 2 years.
- 3) UWMC captures only 75% of planned revenue and expense initiatives.
- 4) SLU Phase 2 achieves only 75% of planned occupancy.

If UW Medicine simultaneously experienced the impact associated with these risks, it would reduce their total free cash flows from \$24 million over the next five years to break even. Although this is possible it is very unlikely to occur and represents a worst case scenario.

Recent progress on the billing system conversion and other system projects, success in implementing hospital expense and revenue initiatives, and new tenant commitments at the SLU Phase II project has reduced the risks associated with the UWMC expansion project. As a result, the conclusions and recommendations outlined in the May report are unchanged. They are:

- 1) Senior management should recommend Board approval of the hospital expansion project, and
- 2) Undertake evaluation of alternative funding and business models to better position the hospital and the University over the long-term.

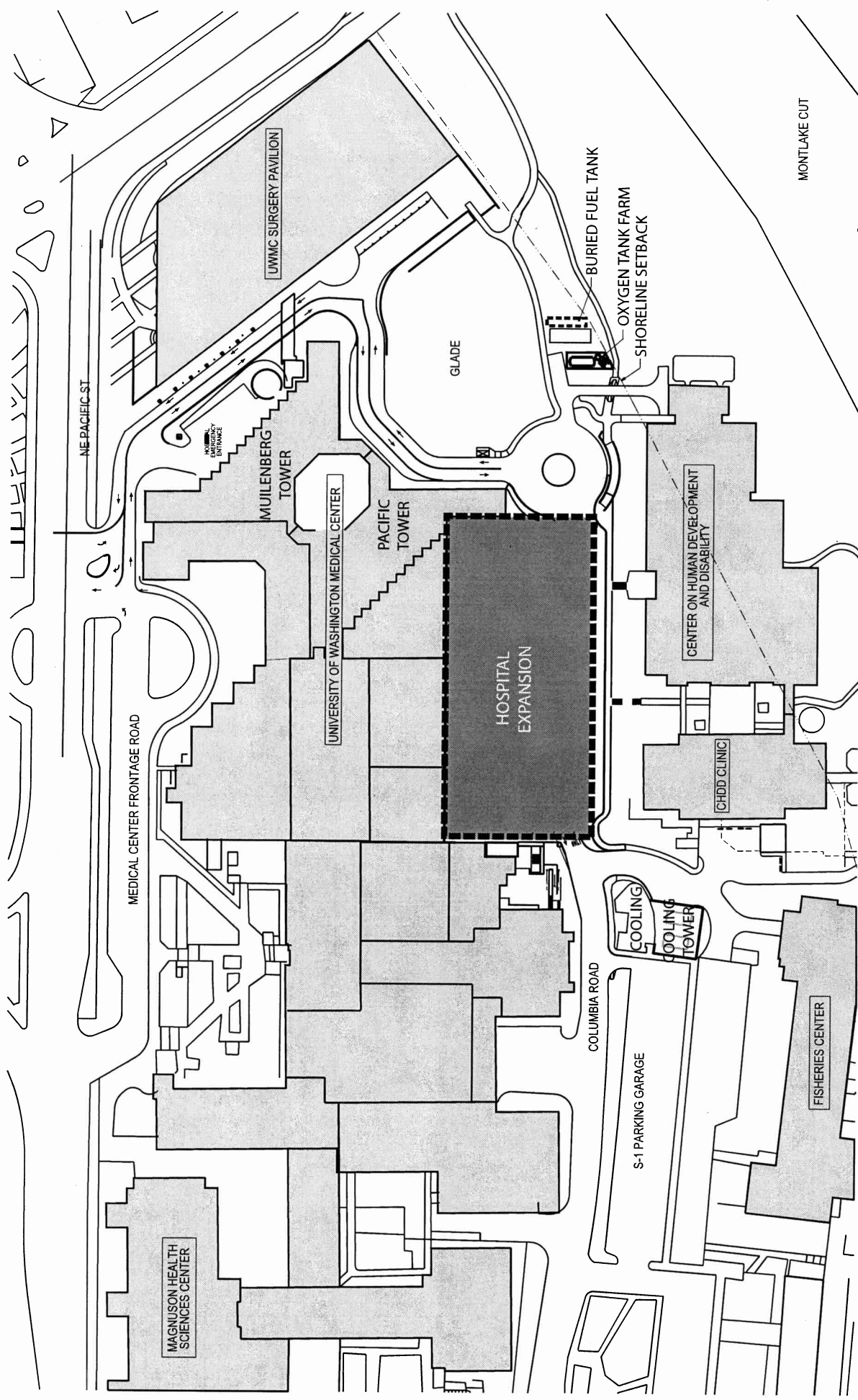
Attachment 1 Project Site Plan

Attachment 2 Project Section

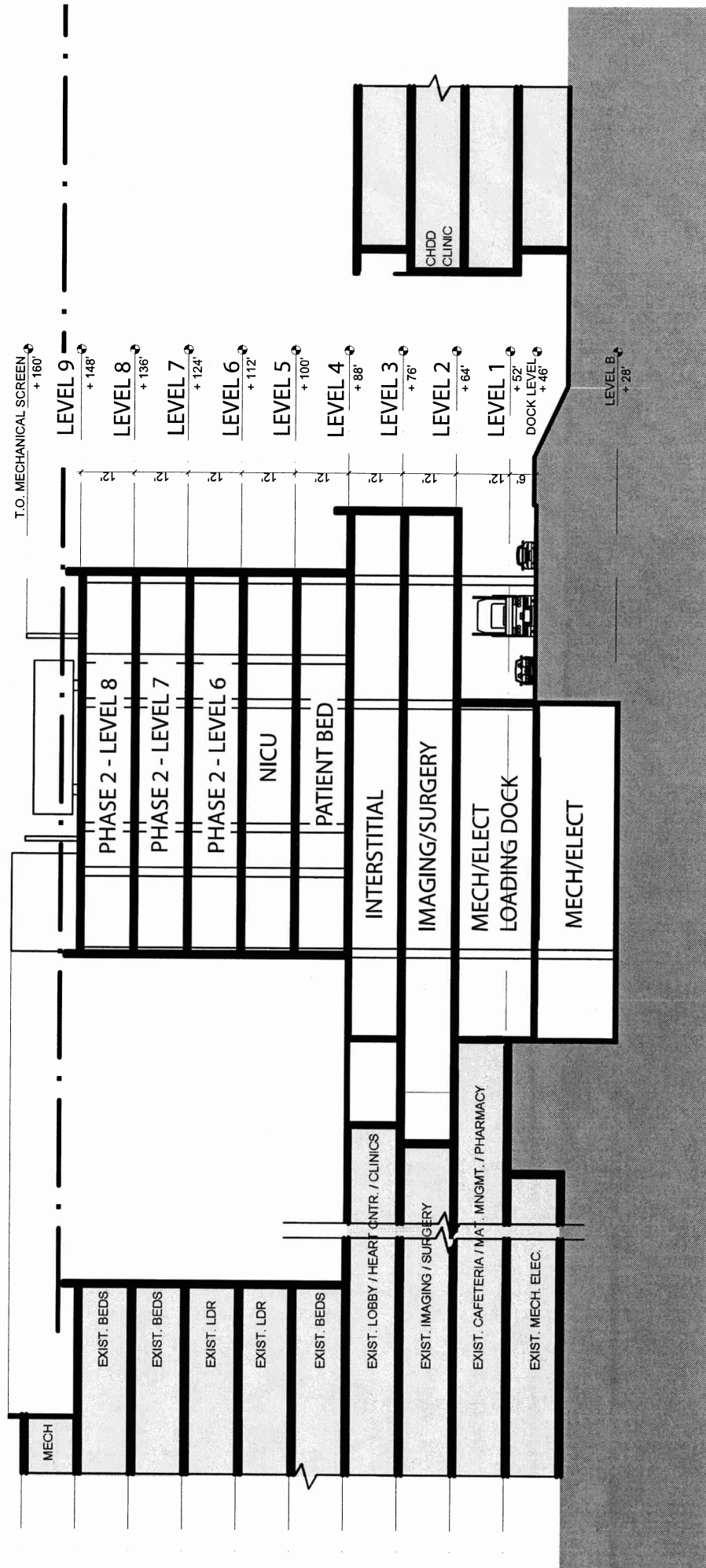
Attachment 3 Project Budget

Attachment 4 GC/CM Selection Tabulation Form

Attachment 5 10 Year Financial Proforma



Attachment 1



Attachment 2

**UNIVERSITY OF WASHINGTON
CAPITAL PROJECTS OFFICE - SUMMARY PROJECT BUDGET
ALTERNATIVE PROCUREMENT (GC/CM OR D-B)**


Attachment 3

PROJECT: UW Medical Center Expansion Project

Project Number: 201385

ESTIMATED DATE OF COMPLETION:

<u>Project Budget</u>		<u>Total Escalated Cost*</u>	<u>% of TPC</u>
Pre-Schematic Design Services	\$	1,977,000	1.19%
A/E Basic Design Services	\$	10,250,000	6.19%
Extra Services	\$	4,950,000	2.99%
Other Services	\$	2,367,000	1.43%
Design Services Contingency	\$	400,000	0.24%
Consultant Services	\$	19,944,000	12.05%
GC/CM Construction Cost	\$	99,836,000	60.32%
Other Contracts	\$	-	0%
Construction Contingencies	\$	17,644,000	10.66%
Sales Tax	\$	10,850,000	6.56%
Construction	\$	128,330,000	77.54%
Equipment	\$	10,000,000	6.04%
Artwork	\$	-	0.00%
Other Costs	\$	3,767,000	2.28%
Project Management	\$	3,459,000	2.09%
Other	\$	17,226,000	10.41%
Total Project Cost (TPC)*	\$	165,500,000	100.00%
<u>Included in Above:</u>			
Escalation through April 2010	\$	17,000,000	10.27%
<u>Source of Funds:</u>			
Client Funds		165,500,000	100.00%
Total	\$	165,500,000	100.00%

 UNIVERSITY OF WASHINGTON		UWMC Expansion 201385 GC/CM Selection- Tabulation Form Attachment 4				
Capital Projects Office						
GC/CM Name Proposal Evaluations - 11.16.2007	Skanska	TCCO	Mortenson	Hoffman	Lewis	
	Reviewer A	44.0	38.0	50.0	43.0	24.0
	Reviewer B	47.0	48.0	46.0	46.0	44.0
	Reviewer C	40.0	42.0	43.0	42.0	36.0
	Reviewer D	45.0	45.0	47.0	49.0	41.0
	Reviewer E	43.0	42.0	42.0	41.0	32.0
	Reviewer F	49.0	47.0	47.0	45.0	47.0
	Average Score (max. 50)	44.67	43.67	45.83	44.33	37.33
	Interviews - 12.6.2007					
Reviewer A	35.0	30.0	35.0	35.0		
Reviewer B	33.0	31.0	32.0	33.0		
Reviewer C	29.0	29.0	32.0	31.0		
Reviewer D	31.0	28.0	32.0	30.0		
Reviewer E	30.0	25.0	30.0	31.0		
Reviewer F	31.0	29.0	33.0	32.0		
Average Score (max. 35)	31.50	28.67	32.33	32.00		
Total Proposal and Interview	76.17	72.33	78.17	76.33		
Final Proposals - 2.1.2008 (\$90,000,000 MACC)						
Contractor's Fee Percentage	4.50%		5.60%	5.90%		
Contractor's Fee Amount	4,050,000		5,040,000	5,310,000		
Specified General Conditions Amount	4,009,000		4,398,226	3,575,000		
Final Proposal Bid Number	8,059,000		9,438,226	8,885,000		
Low Conforming Proposal	8,059,000		8,059,000	8,059,000		
Difference	0		1,379,226	826,000		
Percentage Within Low Proposal	0.00%		17.11%	10.25%		
Proposal Score* (max. 15)	15		5	9		
Total Score (max. 100)	91.17		83.17	85.33		

Final Proposal Scoring Key*

Low Conforming Proposal	15 points
Proposals within 5% of Low Proposal	14 points
Proposals within 10% of Low Proposal	12 points
Proposals within 15% of Low Proposal	9 points
Proposals within 20% of Low Proposal	5 points
Others	0 points

Final Ranking

1st	<u>Skanska</u>
2nd	<u>Hoffman</u>
3rd	<u>Mortenson</u>
4th	<u></u>

UW Medical Center - Ten Year Proforma 2007 - 2017

(\$ in millions)	Audited	Budget	UWMC Projected								
	<u>2007</u>	<u>2008</u>	<u>2009</u>	<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>
Operating revenue	621.4	651.4	685.0	718.0	759.0	803.0	848.0	897.0	950.0	1,006.0	1,065.0
Operating expense	588.6	624.3	658.0	692.0	728.0	775.0	817.0	861.0	907.0	962.0	1,019.0
Interest expense	5.2	7.8	4.8	5.0	5.0	13.5	13.2	12.8	12.4	11.9	16.3
Operating Margin	27.6	19.3	22.2	21.0	26.0	14.5	17.8	23.2	30.6	32.1	29.7
Operating Margin %	4.4%	3.0%	3.2%	2.9%	3.4%	1.8%	2.1%	2.6%	3.2%	3.2%	2.8%
Nonoperating income	9.9	5.6	6.5	6.6	7.2	8.4	8.8	9.5	10.6	10.8	10.9
Net Income	37.6	24.9	28.7	27.6	33.2	22.9	26.6	32.7	41.2	42.9	40.6
<u>Debt Service Coverage</u>											
Net income	37.6	24.9	28.7	27.6	33.2	22.9	26.6	32.7	41.2	42.9	40.6
Depreciation & amortization	36.6	39.1	42.0	43.4	45.4	51.6	57.1	59.3	59.3	62.7	68.3
Interest expense	5.2	7.8	4.8	5.0	5.0	13.5	13.2	12.8	12.4	11.9	16.3
Revenue Available for DS	79.4	71.8	75.5	76.0	83.6	88.0	96.9	104.8	112.9	117.5	125.2
Total Debt Service	15.8	18.8	14.8	20.9	27.3	29.3	29.8	30.3	35.8	37.9	37.5
Debt Service Coverage	5.0	3.8	5.1	3.6	3.1	3.0	3.3	3.5	3.2	3.1	3.3

VII. STANDING COMMITTEE

A. Academic and Student Affairs Committee

In Joint Session With

B. Finance, Audit and Facilities Committee

UW Medicine Compliance Update

See Attachment.

UW MEDICINE BOARD
ANNUAL COMPLIANCE REPORT TO THE UW BOARD OF REGENTS
FEBRUARY 2008

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LOOKING FORWARD: PRIORITIES FOR 2008

ATTACHMENT: UWMB-CC ROSTER 2007-2008

BACKGROUND

UW Medicine Structure¹

UW Medicine includes the following owned or managed entities:

- University of Washington School of Medicine (UWSOM)
- Two non-profit corporations, UW Physicians (UWP) and UW Physicians Network (UWPN)
- University of Washington Medical Center (UWMC)²
- Harborview Medical Center (HMC)³

UW Medicine is a founding member of two non-profit corporations: a pediatric practice plan, Children's University Medical Group (CUMG), and the Seattle Cancer Care Alliance (SCCA). UW Medicine faculty physicians provide clinical service at Children's Hospital and Regional Medical Center (CHRM) through CUMG. UW Medicine also has faculty physicians employed at the area Veterans Administration hospitals, which are part of the Veterans Administration, a Federal agency.

A key element tying the affiliated entities to each other and to the UW Medicine entities is that they are all staffed by UW Medicine faculty physicians and must meet UW Medicine standards for quality patient care, teaching, research and compliance.

Corporate Integrity Agreement

The professional practice plans (UWP and CUMG) are now in year four of a five-year Corporate Integrity Agreement (CIA) with the Federal government⁴. The CIA establishes minimum standards for the professional fee billing compliance programs, including training and auditing requirements, reviews by independent external organizations, and annual reporting to the Office of the Inspector General.

UW Medicine Board Review Committee

An independent review committee formed by the UW Medicine Board issued a report entitled "Achieving Excellence in Compliance" in July 2005.⁵ The report identified "lessons learned" from the billing investigation and issued recommendations for UW Medicine's compliance programs⁶. Initial plans for addressing key recommendation in the report were issued by UW Medicine in October 2005 (<http://www.uwmedicine.org/Global/Compliance/Finalplan.htm>).

¹ Some information in this section was taken from the UW Medicine Board Review Committee report "Achieving Excellence in Compliance" issued July 20, 2005.

² The governance authority for hospital accreditation, operations, and quality of patient care at UWMC is vested in the UW Medicine Board. The UW Board of Regents retains authority for some financial matters and capital plant expansion at UWMC.

³ Harborview Medical Center (HMC) is owned by King County and governed by a Board of Trustees appointed by King County. Pursuant to a contract between King County, the Board of Trustees and the UW Board of Regents, UW Medicine provides operational management of HMC and provides physician services through UWP. All personnel at HMC, including faculty physicians, are employed by the UW.

⁴ UWP and CUMG were the subject of Federal criminal and civil investigations into allegations of fraudulent Medicare billing between 1999-2004. Launched by a "whistleblower" lawsuit filed under the False Claims Act, the criminal investigation concluded with guilty pleas by two nationally prominent UW Medicine physicians. The civil investigation culminated in a \$35 million settlement and the negotiated CIA.

⁵ The report and supporting appendices are available on the UW Medicine Compliance website (<http://www.uwmedicine.org/Global/Compliance/>).

⁶ The Committee also commissioned a report on national best compliance practices at leading academic medical centers, which is available upon request.

Purpose of the Annual Report

Section 1.4.3 of the UW Medicine Board Bylaws requires an annual report to the UW Board of Regents regarding the effectiveness of UW Medicine compliance programs, which includes, but is not limited to, the following topics:

- Status of the compliance program infrastructure and reporting relationships
- Level of resources dedicated to the compliance programs
- Scope of authority of key positions
- Key compliance policies and issues
- Current assessment of compliance risks

EXECUTIVE SUMMARY

During this reporting period, UW Medicine continued efforts to refine its compliance programs, minimize risks, address active compliance issues, and clarify accountabilities.

Key elements of UW Medicine compliance programs include executive commitment, education and outreach, auditing, mechanisms to receive questions and concerns, investigation of reported concerns, and on-going assessment of program effectiveness. The organizational structure is based on entity-specific accountability, with system-level oversight provided by the Associate Vice President/Chief Compliance Officer and enhanced by activities of the UW Medicine Board Compliance Committee. Additional enterprise-wide and entity-based committees provide additional venues which engage administrative, clinical and operational leaders in compliance initiatives. UW Medicine has established compliance roles and responsibilities for its members and identified specific authorities for key positions. Senior executives, academic/clinical leaders and operational administrators at UW Medicine review compliance issues on a regular basis, identify solutions, minimize barriers, and provide personal support of compliance initiatives.

UW Medicine devotes significant resources to its compliance efforts. Currently, there are approximately 49 FTEs specifically assigned to UW Medicine compliance functions. The total annual budget for the combined offices is approximately \$6.5 million, including \$4.7 million in salaries, nearly \$1 million in supplies/operations/equipment, and approximately \$815,000 in external consulting fees.

Key compliance areas facing UW Medicine in this reporting period include clinical billing, information security, HIPAA, faculty effort certification, other research compliance issues, and the recruitment and retention of compliance staff. This report highlights efforts devoted to these issues in 2007 and outlines plans for the upcoming year.

UW MEDICINE COMPLIANCE PROGRAM ELEMENTS AND ORGANIZATIONAL STRUCTURE

In 2007, UW Medicine continued to refine its compliance program infrastructure, clarify accountabilities, address active compliance issues, and implement education and outreach programs to improve compliance.

Program Elements

All entities of UW Medicine have established compliance offices. Collectively, these offices develop and implement compliance programs for professional fee billing, hospital facility billing, clinical research billing, HIPAA privacy, information security, and other regulatory requirements. These programs include the following core elements:

- Commitment and support from executive leaders
- Institutional policies, standards and expectations

- Education and outreach efforts to ensure that UW Medicine members understand their rights and responsibilities, compliance policies and procedures, and how to raise a question or concern
- Routine monitoring and auditing to ensure that existing practices satisfy federal, state and university requirements
- Timely and appropriate responses to compliance issues
- On-going assessment, analysis and response to emerging risks and regulatory developments
- Mechanisms (including hotlines⁷) that invite and enable safe reporting of compliance concerns
- Timely investigation of reported concerns and protection of complainant rights
- Implementation of appropriate sanctions and corrective actions to address noncompliance when it occurs
- Process improvement projects as needed to enhance compliance efforts
- Regular evaluations of program effectiveness

Reporting Relationships

The organizational structure of compliance programs in UW Medicine is based on entity-specific accountability and system-level oversight. Each entity within UW Medicine has a compliance officer who reports to the entity's senior administrative leader. System-wide oversight and coordination occurs through the Associate Vice President/Chief Compliance Officer (Sue Clausen, AVP-CCO) and is enhanced by activities of the UW Medicine Board Compliance Committee. The AVP-CCO reports to the CEO of UW Medicine, has a direct relationship with the UW Medicine Board Compliance Committee and the UW President, is a member of UW Medicine's senior leadership team, and serves as an ex-officio member of each entity's compliance committee.

Compliance Committees

Compliance committees play an important role in UW Medicine's organizational structure.

- The UW Medicine Board Compliance Committee (UWMB-CC), established in 2001, has a wide scope of advisory responsibilities including strategic planning, advocacy and support for compliance efforts, and assessment of progress on major compliance matters. The UWMB-CC is currently chaired by Shan Mullin, a member of the UW Medicine Board and staffed by the AVP-CCO. In addition to Mr. Mullin, voting members include community members Dan Dubitzky and Rich Jones, Orin Smith (UW Medicine Board Chair), Charlotte Guyman (UW Medicine Board Vice Chair) and Paul Ramsey (CEO of UW Medicine). The full roster of voting and non-voting members is provided in Appendix A. The UWMB-CC meets almost every month, receives quarterly reports regarding entity-specific program activities, and is briefed at each meeting about urgent, emergent and on-going issues. Minutes of each meeting are provided to the UW Medicine Board.
- A number of UW Medicine's internal committees exist solely for the purpose of engaging administrative, clinical and operational leaders in the planning, problem-solving and risk assessment activities associated with key compliance initiatives. While the specific committee charges vary, all have some level of oversight and/or advisory responsibility.
 - The practice plan committees include executive leaders and physicians who work closely with compliance and operations staff to assess risk, establish compliance standards, monitor program effectiveness, and implement effective educational and outreach activities.
 - Medical center compliance committees include senior administrative and operational leaders who work closely with compliance staff to assess risk, discuss urgent and emergent issues, monitor progress toward

⁷ Numerous hotlines at UW Medicine enable anonymous reporting of compliance concerns including the HIPAA help line, HMC's and UWMC's Compliance Help Lines, the UWP/CUMG Hotline, and UWPN's Compliance Help Line.

resolution of compliance issues, and communicate requirements to entity staff.

- The AVP-CCO convenes the Compliance Officers Group (COG) which includes compliance officers from the primary entities (UWMC, HMC, UWSOM, UWP, CUMG, UWPB, SCCA) as well as those from such areas as the General Clinical Research Center, HIPAA Compliance, Pharmacy, Laboratory, Hall Health, Patient Financial Services, School of Dentistry and UW Research Compliance. The bi-weekly meetings are used to identify and evaluate developments in the regulatory environment, assess risks and develop mitigation strategies, work collaboratively on mutual concerns, establish system-wide standards, and coordinate the handling of urgent/emergent issues that involve multiple entities.
- Compliance is a standing agenda item for the UW Medicine Operations and Finance Committee, which is convened twice per month by the UW Medicine CEO. Members include the AVP-CCO, the Vice Presidents for Medical Affairs, Vice Deans for Administration/Finance and Clinical Affairs, the UWP President, Executive Directors, Chief Operating Officers and Chief Financial Officers. This committee provides a venue for evaluating and responding to UW Medicine-wide compliance issues. It also helps ensure that senior leaders are engaged in developing strategies that support the compliance programs.
- The UW Medicine Clinical Management Committee (CMC), a group convened monthly by the UW Medicine CEO, includes members of the Operations and Finance Committee as well as clinical department chairs and the medical directors of UWMC and HMC. The CMC provides an effective venue for disseminating new or modified policies, receiving feedback about the compliance culture, identifying best practices for operationalizing compliance requirements, and identifying risks.
- The AVP-CCO sits on the UW Compliance Committee and serves on its Executive Council. Comprised of UW officials with compliance oversight responsibilities throughout the campus, the committee identifies system-wide risks and mitigation strategies.
- The UW Medicine Clinical Operations Officer/UW Vice President for Medical Affairs (Johnese Spisso) is a member of the UW President's Advisory Committee for Enterprise Risk Management.

Compliance Resources

As noted in last year's report, UW Medicine devotes significant resources to both entity-wide and entity-specific compliance efforts. In 2007, UW Medicine added two new compliance officers who provide full-time compliance leadership for UWP/CUMG and the School of Medicine. Currently, there are approximately 49 FTEs specifically assigned to UW Medicine compliance functions. The total annual budget for the combined offices is approximately \$6.5 million, including \$4.7 million in salaries, \$1 million in supplies/operations/equipment and \$815,000 in external consulting fees.

Compliance Roles and Responsibilities

A successful compliance program requires clearly defined roles and responsibilities. UW Medicine's commitment to compliance is reflected in the expectation that all members of the organization will meet the professional, ethical and regulatory standards associated with their individual roles. Toward that end, all UW Medicine faculty, staff and trainees are individually responsible for understanding and adhering to UW Medicine's policies and procedures, participating in required training, fulfilling recordkeeping requirements, reporting compliance concerns, seeking clarification when questions arise, and responding in a timely manner to requests for information associated with internal audits or investigations.

Persons in management or supervisory positions have additional responsibilities, including communication of compliance and operational expectations, ensuring that appropriate training is taken, implementing and enforcing policies, monitoring compliance, and providing personal support of compliance initiatives.

Executive directors are accountable for ensuring the success of compliance and operational programs within their specific areas of oversight and responsible for participating in the implementation of UW Medicine-wide compliance initiatives.

The UW Medicine CEO has delegated additional specific authorities for the following key positions:

- The AVP-CCO develops UW Medicine-wide policies, establishes roles and responsibilities, participates in the education of faculty and staff, oversees the clinical research billing audit program, and coordinates the investigation and resolution of alleged noncompliance.
- The UW Medicine CFO and UW Vice President for Medical Affairs (Bruce Ferguson) oversees the development and implementation of process improvement projects associated with clinical research billing compliance initiatives, convenes related oversight committees, and facilitates the commitment of institutional resources that may be necessary to satisfy compliance and operational priorities.
- The UW Medicine COO and UW Vice President for Medical Affairs (Johnese Spisso) leads process improvement teams, provides leadership and oversight for revenue cycle activities (e.g., registration, admitting, coding, hospital charge capture, clinical operations, and patient financial services), and participates in the identification of tools and resources needed to implement compliance and human resources policies in the clinical enterprise consistent with UW human resources policies and procedures.
- The UWSOM Vice Dean for Research and Graduate Education (John Slattery) leads process improvement teams associated with clinical research billing compliance initiatives, provides leadership and oversight for the Clinical Research Billing and Budget office (CRBB), and serves as the SOM liaison with UW research offices to ensure effective coordination of shared concerns.
- The UWSOM Vice Dean for Clinical Affairs (Larry Robinson) serves as chief medical advisor to the CRBB for resolving study coverage questions associated with clinical research billing and participates in the identification of tools and resources to help ensure compliance with established policies and procedures.
- The UWSOM Vice Dean for Administration and Finance (Ruth Mahan) works closely with the AVP-CCO to establish and communicate the compliance and operational expectations for UWSOM chairs and administrators.
- Compliance officers at the medical centers, UWSOM and practice plans work closely with each other and operational departments to develop procedural safeguards, receive and investigate allegations of noncompliance, conduct audits, and participate in the development and delivery of compliance training.

PROCESS FOR ASSESSING AND MANAGING COMPLIANCE RISKS

Responding to urgent and emergent compliance issues in complex organizations requires effective communication. In 2007, UW Medicine continued its efforts to standardize the process for analyzing issues, to engage accountable parties in the identification and implementation of suitable responses, and to provide information to appropriate groups and officials. The following overview describes the general process in use today:

- Compliance risks are identified in several ways, including compliance officer assessments, regulatory changes, agency workplans, cases of noncompliance, internal audits and external reviews, feedback from training sessions, current events and court cases.
- Compliance officers review these issues with appropriate parties, including legal counsel and external regulatory resources, in order to assess the level of risk, identify mitigation strategies, and prioritize next steps. The Compliance Officers Group convened by the AVP-CCO serves as a venue for evaluating risks that cross entities.
- The committees identified previously in this document serve as a venue for raising the issue, finalizing action plans, securing necessary resources, identifying barriers, and reporting progress.

- Often, process improvement projects are generated in response to urgent, emergent or particularly complex system compliance issues. UW Medicine has engaged in numerous projects of this type in the last three years. Appropriate committees receive regular status reports until the projects are completed.

UW Medicine's practice ensures that senior executives are not only aware of compliance issues, but also engaged actively in identifying solutions, minimizing barriers, implementing new programs, and providing personal support, as appropriate, for compliance initiatives. Compliance officers for the hospitals and practice plans establish annual workplans that address known and anticipated compliance risks. Timelines are established for related activities and deliverables, responsible parties are named, plans are monitored for progress, and regular status reports are provided to executive leaders and compliance committees. Under leadership of the AVP-CCO, the Compliance Officers Group has completed an initial analysis of the various risk assessment approaches currently in use by the entities and expects to issue recommendations for establishing a standardized, comprehensive risk assessment and compliance planning process in early 2008.

KEY COMPLIANCE AREAS

Although each activity in which UW Medicine engages has a compliance or regulatory interface, several areas represent relatively greater risk and, as a result, are the subject of enhanced attention.

Clinical Professional Fee and Facility Billing

Both hospitals have identified and addressed several new risk areas in 2007, including short-stay visits, billing for dental services, outlier payments and Medicaid billing. In some cases, additional reviews have been identified by the medical centers during the course of routine auditing; in other cases, external auditors contracted by federal or state government have identified areas in which facility billing requires additional analysis. UW Medicine ensures that it communicates effectively with its fiscal intermediaries and makes appropriate disclosures and repayments when necessary.

The practice plans are entering the fourth year of their five-year CIA with the federal government and continue to satisfy mandatory standards for annual training and auditing established by the Health and Human Services Office of the Inspector General (OIG). Significant attention was devoted during this reporting period to concerns raised by several departing employees within the practice plans. A report by the AVP-CCO issued in late 2006 resulted in the hiring of a full-time compliance officer (a position formerly split between the UWMC and UWP/CUMG), initiation of a review by a specially appointed panel, a new process improvement project for enhancing the communications between compliance and operations staff, and an external review of specific coding issues which is still in process. The practice plans have disclosed both reportable and non-reportable concerns, sought guidance about courses of action, and informed the OIG about the status of various activities. This transparency has contributed to a positive relationship between the OIG and the practice plans.

Repayments and disclosures have been made by both the practice plans and the medical centers, which is an expected and desirable outcome of effective compliance programs. Substantial overpayments for professional fee billing are reported to the OIG within timelines established in the CIA; all other repayments are summarized in the CIA annual status report. This area will continue to be a focus of UW Medicine compliance efforts in 2008.

Clinical Research Billing

Clinical research billing continues as a focus area for academic health centers. The National Coverage Decision in 2000 was intended to pave the way for greater Medicare beneficiary participation in clinical trials. There has been considerable confusion about specific aspects of Medicare coverage under the NCD. The refinement of the rules in Fall 2007 provided considerable clarification regarding when and how Medicare may be billed for costs related to clinical trials.

Preliminary work in this area at UW Medicine commenced in 2001, during which time taskforces were established to identify how best to implement the NCD and prevent billing errors. Recognizing the need for centralized operational oversight of the billing process, a new office charged with establishing budgets and ensuring appropriate billing was established in 2005. The Clinical Research Billing and Budget Support Office (CRBB) is funded jointly by UW Medicine entities and continues to adapt to the changing regulatory requirements.

UW Medicine has engaged in significant broad-based efforts to improve compliance with complex regulations and complicated operational requirements to ensure appropriate involvement of all units touched by the work cycle. The following initiatives were advanced in 2007:

- Development and implementation of technology solutions for segregating research charges from standard patient care charges
- Refinement of the processes used to establish billing plans and create study budgets and register subjects
- Clarification of researcher responsibilities for initiating and planning studies
- Improved internal tools and just-in-time resources
- Hiring of a new director for the central office in charge of operationalizing clinical research billing requirements
- Utilization of a medical director to help researchers make coverage decisions
- New education and outreach activities
- Development and implementation of new technology solutions for the charge-capture process
- Completion of a probe audit in early 2007 and initiation of a broad-based audit program
- Analysis and response to changes in the federal clinical research billing rules
- Allocation of new funding resources and initiation of a full audit program in Fall 2007

Department chairs and directors participated in the second annual clinical research billing training session in December 2007. Researchers and their study staff have been trained in numerous sessions offered throughout the year. The clinical research billing process improvement project continues to be the source of substantial time and effort involving compliance staff, operational staff in both hospitals and the practice plans, and executive leadership. All compliance committees, including the UWMB-CC, receive routine updates about progress toward the workplan goals. This complex area will continue to be a source of UW Medicine compliance and operational efforts for the next several years.

Information Security

The UW Medicine Information Security Program is operated by UW Medicine Information Technology Services (ITS). ITS reported progress toward the following initiatives:

- Education of the UW Medicine workforce on information security practices
- Revision of security policies to improve clarity and readability
- Creation of a unified approach to identity management, migration to a single credential for all systems, and elimination of password storage in systems
- Development of strong host level (local) technical security controls to minimize the impact of any potential breach, including system owner self audits and technical reviews by security specialists
- Work with vendors and the Purchasing Department to ensure compliance with FDA security advisories and UW Medicine security policies/practices for vendor-supplied medical IT systems
- On-going audits of accounts and authorizations, and efforts to ensure timely account deactivation when employees change positions or leave UW Medicine
- Development of new methods for IT risk assessment, in cooperation with UW and Health Sciences Risk Management offices

In 2007, UW Medicine clarified roles and responsibilities for the Information Security Program. ITS is accountable for establishing policies and procedures, providing education to the UW Medicine workforce, and strategic planning. Entity privacy officers and the UW Medicine HIPAA Compliance Officer provide technical review of policies to ensure regulatory compliance, coordinate responses to security incidents, and investigate complaints.

HIPAA

Privacy. As a clinical enterprise, UW Medicine will always hold privacy and confidentiality issues as one of the top compliance priorities. UW Medicine's privacy program complies with federal requirements, but distribution of personal health information can and does occur. The program's policies and procedures will be reviewed in the upcoming year to ensure that UW Medicine continues to meet or exceed federal and state requirements. Operational oversight and safeguards will also be evaluated.

National Provider Identification. UW Medicine met the established deadline for obtaining a National Provider Identification Number for its attending physicians, midlevel practitioners, fellows and residents.

Effort Certification

Researchers who receive federal funding are required to certify the amount of effort they devote to various activities. The organization continued to refine effort certification policies and procedures throughout 2007. The UWSOM compliance and administrative staff collaborated with UW central offices to ensure effective education and outreach, convened work groups to resolve school-specific policy questions and implementation challenges, and participated in the design and assessment of technology solutions to enhance compliance. These efforts will continue in 2008.

Research Compliance

Research compliance issues cover a wide list of concerns, including, but not limited to human research, animal research, laboratory safety, export controls, grant funds management, effort certification (described above) and conflicts of interest. This category will always be a high priority for UW Medicine compliance. Since responsibility for compliance program development is not directly under UW Medicine control, these risk areas are handled in collaboration with the UW's health science officials and central offices. Improved collaboration with UW central offices on these UW-wide risk areas was a priority in 2007 and will continue to be so in 2008.

Recruitment and Retention of Compliance Staff

A risk area that has been acknowledged in the past, but which has reached critical state in 2007, is the difficulty in recruiting and retaining qualified compliance staff. Nearly every entity compliance office has experienced staffing turnovers and vacancies in the last two years; some offices are forced to operate at less than peak performance due to lack of qualified applicants for open positions and/or failure to compete with compensation expectations. At present, there are 10 open staff positions among the 49 FTE of funded compliance positions. Recruitment and retention efforts for compliance staff will remain a top priority for the AVP/CCO.

PROGRESS TOWARD PRIORITIES ESTABLISHED IN 2007

- *Transition the AVP-CCO's current responsibilities for School of Medicine compliance to a separate compliance director.* **Progress:** A new SOM compliance director hired in August 2007 began full-time work in early December. She is currently in the process of recruiting and hiring staff, responding to urgent/emergent issues, identifying priorities, and establishing a SOM compliance plan.
- *Build on existing plans established by the practice plans and medical centers to develop a comprehensive UW Medicine compliance plan and risk assessment process.* **Progress:** Early efforts in 2007 were re-directed

toward the University's new enterprise-wide risk assessment project. The UW Medicine Compliance Officers Group began its work in December 2007 and recently held a full-day retreat to identify risk areas, outline an assessment process that will be recommended to UW Medicine leadership, and establish small groups that will explore each risk area in greater detail during the coming months.

- *Evaluate existing education and outreach programs to improve coordination and delivery, minimize duplication of effort across the entities, enhance curricula, improve access to just-in-time tools and resources, and focus on user needs.* Progress: The Compliance Officers Group evaluated the existing corporate compliance training program and determined that the curriculum was appropriate. The group agreed to consolidate enrollment and tracking information systems, which will minimize duplication of effort associated with program management. Work toward the development of resident training modules was initiated and is currently in progress. The compliance officers are currently evaluating the compliance training in new employee orientation to ensure consistency and material appropriateness across the entities.
- *Evaluate existing auditing and monitoring mechanisms to determine where more rigorous programs are needed, identify resource needs, and modify organizational accountabilities where needed.* Progress: Auditing and monitoring mechanisms have always been a part of the compliance programs for facility and professional fee billing. UW Medicine recognized the need for a separate program to address clinical research billing. Following a probe audit completed early last year, UW Medicine devoted new resources for fiscal year 2008 to establish a clinical research billing audit program. Work on the project commenced in Fall 2007 under the direction of the AVP-CCO. At this writing, approximately 27 audits are in process. Audit results will provide valuable information for the various process improvement projects underway, identify the need for additional training and outreach, and when necessary, enable the remediation of billing errors.
- *Maintain the effectiveness of existing programs while continuing to enhance compliance efforts through process improvement projects, collaboration with UW Medicine operational units, and coordination with UW central compliance offices.* Progress: Significant work has been accomplished in UW Medicine through process improvement projects on such issues as faculty effort certification, classification of external funds, general clinical research center operations and clinical research billing. Sufficient progress has been made in these areas to shift project focus from compliance oversight and planning to operational oversight and implementation. Compliance officials continue to provide consultation on the projects.

The AVP-CCO focused efforts toward improving coordination with central compliance offices in two main areas: human and animal research protections. Standard procedures for communicating and ensuring appropriate follow-up on compliance events were developed in conjunction with the Human Subjects Division and the Office of Animal Welfare. The interface between the UW School of Medicine and upper campus research compliance is being further refined by the school's new Director of Compliance.

LOOKING FORWARD: PRIORITIES FOR 2008

- The addition of new compliance officers for the practice plans and the UW-SOM will enable the development and/or refinement of compliance program priorities for those two entities.
- The AVP-CCO will continue progress toward development of a comprehensive and standardized approach to risk assessment and compliance planning for UW Medicine, working closely with entity compliance officers, compliance committees and executive leaders.
- Progress toward the clinical research billing process improvement project will continue through the next three reporting periods.

- The practice plans will begin planning and development of a risk-based approach to compliance planning as it prepares for completion of its last year of the CIA.
- The AVP-CCO will expand and refine utilization of the UW Medicine Compliance Officer Group to enhance cross-entity communication and collaboration.
- UW Medicine will develop strategies to improve the recruitment and retention of qualified compliance staff.
- The Information Security Program lead by IT Services will improve management of IT credentials, accounts and passwords; finish revising policies and guidelines; develop a new risk assessment plan; and strengthen educational activities.

**ATTACHMENT
UW MEDICINE BOARD COMPLIANCE COMMITTEE**

2007-2008 ROSTER

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J. Shan Mullin, Committee Chair and Board Member Partner Perkins Coie	Meg Kerrigan (effective 2/1/08) Executive Director UW Physician's Network	Lawrence R. Robinson, M.D. Vice Dean, Clinical Affairs School of Medicine
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