



November 10, 2010

TO: Members of the Board of Regents
Ex-officio Representatives to the Board of Regents

FROM: Joan Goldblatt, Secretary of the Board of Regents

RE: Schedule of Meetings

THURSDAY, NOVEMBER 18, 2010

8:00 to 8:40 a.m.	Bill & Melinda Gates Commons, Room CSE 691, Paul G. Allen Center for Computer Science and Engineering	ACADEMIC AND STUDENT AFFAIRS COMMITTEE: Regents Harrell (Chair), Barer, Cole, Gates, Youn
8:50 to 10:50 a.m.	Bill & Melinda Gates Commons, Room CSE 691, Paul G. Allen Center for Computer Science and Engineering	FINANCE, AUDIT AND FACILITIES COMMITTEE: Regents Smith (Chair), Blake, Brotman, Cole (alternate), Jewell
11:05 a.m. to 1:30 p.m.	Bill & Melinda Gates Commons, Room CSE 691, Paul G. Allen Center for Computer Science and Engineering	ACADEMIC AND STUDENT AFFAIRS COMMITTEE: Regents Harrell (Chair), Barer, Cole, Gates, Youn <i>in Joint Session with</i> FINANCE, AUDIT AND FACILITIES COMMITTEE: Regents Smith (Chair), Blake, Brotman, Cole (alternate), Jewell
2:00 p.m.	Bill & Melinda Gates Commons, Room CSE 691, Paul G. Allen Center for Computer Science and Engineering	REGULAR MEETING OF BOARD OF REGENTS

To request disability accommodation, contact the Disability Services Office at: 206.543.6450 (voice), 206.543.6452 (TTY), 206.685.7264 (fax), or email at dso@uw.edu. The University of Washington makes every effort to honor disability accommodation requests. Requests can be responded to most effectively if received as far in advance of the event as possible, preferably at least 10 days.



UNIVERSITY OF WASHINGTON
BOARD OF REGENTS

Academic and Student Affairs Committee
Regents Harrell (Chair), Barer, Cole, Gates, Youn

November 18, 2010

8:00 to 8:40 a.m.

Bill & Melinda Gates Commons, Room CSE 691
Paul G. Allen Center for Compute Science and Engineering

1. **Academic and Administrative Appointments** **ACTION** A-1
Mary Lidstrom, Interim Provost and Executive Vice President

2. **Degree name change in Department of Urban Design and Planning: From *Master of Strategic Planning for Critical Infrastructures* to *Master of Infrastructure Planning and Management*** **ACTION** A-2
Thomas W. Gething, Assistant Vice Provost and Assistant Dean, The Graduate School
Qing Shen, Professor and Chair, Department of Urban Design and Planning
Barbara Endicott-Popovsky, Research Associate Professor, Information School

3. **Faculty Presentation: Partners for Our Children: A university-based collaboration to improve Washington's child welfare system** **INFORMATION** A-3
Benjamin de Haan, Executive Director, Partners for Our Children, School of Social Work
Joe Mienko, Doctoral Candidate, School of Social Work

4. **Other Business**



UNIVERSITY OF WASHINGTON
BOARD OF REGENTS

Finance, Audit and Facilities Committee
Regents Smith (Chair), Blake, Brotman, Cole (alternate), Jewell

November 18, 2010

8:50 to 10:50 a.m.

**Bill & Melinda Gates Commons, Room CSE 691
Paul G. Allen Center for Computer Science and Engineering**

1. **Grant and Contract Awards Summary – September, 2010** **ACTION** F-1
Mary Lidstrom, Interim Provost and Executive Vice
President
2. **Report of Contributions – September, 2010** **INFORMATION** F-2
Connie Kravas, Vice President, University Advancement
3. **Actions Taken Under Delegated Authority** **INFORMATION** F-3
Richard Chapman, Associate Vice President, Capital
Projects Office
4. **Investment Performance Report, First Quarter Fiscal Year 2011** **INFORMATION** F-4
Keith Ferguson, Chief Investment Officer, Treasury Office
5. **Internal Lending Program Quarterly Report for the Quarter
Ended September 30, 2010** **INFORMATION** F-5
Chris Malins, Senior Associate Treasurer – Asset Liability
Management, Treasury Office
Doug Breckel, Associate Vice President, Treasury Office
6. **Workforce Management System – Kronos Workforce Central
(Timekeeping, Absence Management and Scheduling) – Delegate
Authority to Award Contract and Establish the Project Budget** **ACTION** F-6
Johnese Spisso, Chief Health System Officer, UW Medicine
and Vice President for Medical Affairs
Kelli Trosvig, Interim Vice President and Vice Provost, UW
Information Technology
7. **Withdrawal and Transfer of Funds from William D.
Ruckelshaus Center Foundation Endowment** **ACTION** F-7
Ann Bostrom, Professor and Associate Dean of Research,
Daniel J. Evans School of Public Affairs
8. **UW Medicine Board Annual Financial Report** **INFORMATION** F-8
Shan Mullin, Chair, UW Medicine Board
Paul Ramsey, CEO, UW Medicine, Executive Vice President
for Medical Affairs, and Dean of the School of Medicine

9. **Advancement Return on Investment** **INFORMATION** F-9
Connie Kravas
10. **Update of the One Capital Plan** **INFORMATION** F-10
Paul Jenny, Vice Provost, Planning and Budgeting
Kirk Pawlowski, Assistant Provost, Capital Resource
Planning, Planning and Budgeting
Chris Malins
11. **Housing and Food Services (HFS) Housing Master Plan Update and Student Housing Phase II: Mercer Hall, Site 30W, and Lander Hall Project Update** **INFORMATION** F-11
Jon Lebo, Interim Director, Student Life Projects, Capital Projects Office
Pamela Schreiber, Director, Housing & Food Services
12. **Other Business**



**UNIVERSITY OF WASHINGTON
BOARD OF REGENTS**

Academic and Student Affairs Committee
Regents Harrell (Chair), Barer, Cole, Gates, Youn

In Joint Session with

Finance, Audit and Facilities Committee
Regents Smith (Chair), Blake, Brotman, Cole (alternate), Jewell

**November 18, 2010
11:05 a.m. to 1:30 p.m.
Bill & Melinda Gates Commons, Room CSE 691
Paul G. Allen Center for Computer Science and Engineering**

1. **Husky Stadium Renovation – Adopt Project Budget, Approve Use of the Internal Lending Program, Approve the Donor Naming Opportunities Plan, and Delegate Authority to Sign a Development Agreement** **ACTION** F-12
Scott Woodward, Athletic Director, Intercollegiate Athletics
John Palewicz, Interim Director, Program Management, Capital Projects Office
Jennifer Cohen, Senior Associate Athletic Director – Development, Intercollegiate Athletics
Chris Malins, Senior Associate Treasurer – Asset Liability Management, Treasury Office
2. **Graduate and Professional Student Leave of Absence Policy – Approve Quarterly Leave Policy and Application Fee** **ACTION** F-13
Gerald Baldasty, Vice Provost and Dean, The Graduate School
3. **Graduate and Professional Student – Approve Re-Application Fee** **ACTION** F-14
Gerald Baldasty
4. **Graduate and Professional Student – Repeal Operating Fee Waiver for Non-Resident Graduate and Professional Students** **ACTION** F-15
Gerald Baldasty
Kellye Testy, Dean and James W. Mifflin University Professor, School of Law
5. **UW in Your Community Project** **INFORMATION** A-4
Margaret Shepherd, Director of State Relations, External Affairs
Gina Hills, Associate Director, Web Communications, Marketing

6. **How the UW Uses Social Media** **INFORMATION** A-5
Key Nuttall, Director, Strategy & New Media, UW
Marketing
Harry Hayward, Director, Electronic Media and Special
Programs
7. **Executive Session**
(To discuss with legal counsel representing the University,
litigation or potential litigation to which the University is, or
is likely to become, a party, when public knowledge
regarding the discussion is likely to result in an adverse legal
or financial consequence to the University)
8. **Executive Session**
(To consider the minimum price at which real estate will be
offered for sale or lease when public knowledge regarding
such consideration would cause a likelihood of decreased
price.)
9. **Other Business**



AGENDA

BOARD OF REGENTS University of Washington

November 18, 2010

2:00 p.m.

Bill & Melinda Gates Commons, Room CSE 691
Paul G. Allen Center for Computer Science and Engineering

(Item No.)

I. CALL TO ORDER

II. ROLL CALL

III. CONFIRM AGENDA

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

Resolution Regarding Schedule of Regular Board Meetings in 2011 (Action) BP-1

Presidential Search Advisory Committee Member Appointment (Action) BP-2

V. REPORT OF THE UNIVERSITY PRESIDENT: Dr. Wise

VI. CONSENT AGENDA

Approval of Minutes of Meeting of October 21, 2010

Degree name change in Department of Urban Design and Planning: From *Master of Strategic Planning for Critical Infrastructures* to *Master of Infrastructure Planning and Management* A-2

Grant and Contract Awards Summary – September, 2010 F-1

Workforce Management System – Kronos Workforce Central (Timekeeping, Absence Management and Scheduling) – Delegate Authority to Award Contract and Establish the Project Budget F-6

Withdrawal and Transfer of Funds from William D. Ruckelshaus Center Foundation Endowment F-7

Husky Stadium Renovation – Adopt Project Budget, Approve Use of the Internal Lending Program, Approve the Donor Naming Opportunities Plan, and Delegate Authority to Sign a Development Agreement F-12

Graduate and Professional Student Leave of Absence Policy – Approve Quarterly Leave Policy and Application Fee	F-13
Graduate and Professional Student – Approve Re-Application Fee	F-14
Graduate and Professional Student – Repeal Operating Fee Waiver for Non- Resident Graduate and Professional Students	F-15

VII. STANDING COMMITTEES

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

Academic and Administrative Appointments (ACTION)	A-1
Faculty Presentation: Partners for Our Children: A university-based collaboration to improve Washington’s child welfare system (Information only)	A-3

Joint Session

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

B. Finance and Audit Committee: Regent Smith – Chair

UW in Your Community Project (Information only)	A-4
How the UW Uses Social Media (Information only)	A-5

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

Report of Contributions – September, 2010 (Information only)	F-2
Actions Taken Under Delegated Authority (Information only)	F-3
Investment Performance Report, First Quarter Fiscal Year 2011 (Information only)	F-4
Internal Lending Program Quarterly Report for the Quarter Ended September 30, 2010 (Information only)	F-5
UW Medicine Board Annual Financial Report (Information only)	F-8
Advancement Return on Investment (Information only)	F-9
Update of the One Capital Plan (Information only)	F-10
Housing and Food Services (HFS) Housing Master Plan Update and Student Housing Phase II: Mercer Hall, Site 30W, and Lander Hall Project Update (Information only)	F-11

VIII. OTHER BUSINESS

Reports from ex-officio representatives to the Board:

Faculty Senate Chair – Professor JW Harrington

ASUW President – Ms. Madeleine McKenna

GPSS President – Ms. Sarah Reyneveld

Alumni Association President – Ms. Colleen Fukui-Sketchley

IX. DATE FOR NEXT REGULAR MEETING: Thursday, December 9, 2010

X. ADJOURNMENT

MINUTES

**BOARD OF REGENTS
University of Washington**

November 18, 2010

The Board of Regents held its regular meeting on Thursday, November 18, 2010, beginning at 2:00 p.m. in the Bill & Melinda Gates Commons, Room CSE 691 of the Paul G. Allen Center for Computer Science & Engineering. The notice of the meeting was appropriately provided to the public and the media.

CALL TO ORDER

Regent Herb Simon, Board Chair, called the meeting to order.

ROLL CALL

Assistant Secretary Keith called the roll: Present were Regents Simon (presiding), Barer, Blake, Brotman, Gates, Harrell, Jewell, Youn, Smith; Dr. Wise, Dr. Lidstrom, Ms. Warren, Ms. Goldblatt; ex-officio representatives: Professor Harrington, Ms. McKenna, Ms. Reyneveld, Ms. Fukui-Sketchley.

Absent: Regents Cole

CONFIRM AGENDA

The agenda was confirmed as presented.

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

Regent Simon introduced Professor Hank Levy, the Chairman of the Computer Science & Engineering (CSE) Department, and the holder of the Wissner-Slivka Chair in Computer Science & Engineering. Professor Levy welcomed the Board and guests to the Paul G. Allen Center for Computer Science & Engineering and gave the group background on the seven-year-old building. He said CSE is a top ten, nationally ranked department supplying students to Microsoft, Amazon and Google. It is a high demand program, evidenced by the 450 applicants for 140 places in the bachelors program. Dr. Levy highlighted the Center's unique art collection and said the theme of this collection is *All in the Family*, because all of the artists have a close relationship with the University of Washington.

Regent Simon said there were two items for Board action.

Resolution Regarding Schedule of Regular Board Meetings in 2011
(Agenda no. BP-1)

MOTION: Upon the recommendation of the Chair of the Board and the motion made by Regent Smith, seconded by Regent Harrell, the Board voted to approve the resolution regarding its schedule of regular meetings for 2011.

See Attachment BP-1.

Presidential Search Advisory Committee Member Appointment (Agenda no. BP-2)

Regent Simon explained the vacancy on the Presidential Search Advisory Committee created by the resignation of a member for personal reasons. He introduced Ross Braine, a UW staff member, nominated to fill the vacancy. Mr. Braine introduced himself and thanked the Board for the opportunity to serve on the committee.

MOTION: Upon the recommendation of the Chair of the Board and the motion made by Regent Jewell, seconded by Regent Blake, the Board voted to approve the appointment of Mr. Ross A. Braine to the Presidential Search Advisory Committee. Regent Youn abstained from the vote.

See Attachment BP-2.

REPORT OF THE UNIVERSITY PRESIDENT: Dr. Wise

President Wise welcomed Gary Ikeda, Division Chief in the Office of the Attorney General, and described Mr. Ikeda as a “triple Husky.” He holds a bachelor’s degree in English, a certificate from the Foster School of Business, and a law degree, all from the UW. Dr. Wise said Mr. Ikeda has a distinguished career in private, public, and non-profit sectors, and she looks forward to working with him.

Dr. Wise reported she did not have good news regarding the state budget. The Economic, Revenue and Forecast Council met and projected an additional \$385 million shortfall in revenues, resulting in a total shortfall for the current biennium of \$1.1 billion, and a total state budget deficit of about \$5.7 billion. Between July and October, 2010, the UW took a 6.3% budget cut. President Wise said she believes the governor will allocate an additional budget cut to the UW. Discussions with the legislature, regarding the 2011-13 biennial budget, are pending.

CONSENT AGENDA

Regent Simon noted there were nine 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 Harrell, seconded by Regent Gates, the Board voted to approve the nine items on the consent agenda as shown below:

Minutes for the meeting of October 21, 2010

Degree name change in Department of Urban Design and Planning: From *Master of Strategic Planning for Critical Infrastructures* to *Master of Infrastructure Planning and Management* (Agenda no. A-2)

It was the recommendation of the administration and the Academic and Student Affairs Committee that the Board of Regents grant authority to the Department of Urban Design and Planning to change the degree title from “Master in Strategic Planning for Critical Infrastructures” to “Master of Infrastructure Planning and Management.” This degree title change is effective beginning with students enrolling Autumn Quarter 2011. The degree program is scheduled to be reviewed in the 2013-14 academic year.

See Attachment A-2.

Grant and Contract Awards Summary – September, 2010 (Agenda no. F-1)

It was the recommendation of the administration and the Finance, Audit and Facilities Committee the Board of Regents accept Grant and Contract Awards for the month of September, 2010, in the total amount of \$259,629,000.

See Attachment F-1.

Workforce Management System – Kronos Workforce Central (Timekeeping, Absence Management and Scheduling) – Delegate Authority to Award Contract and Establish the Project Budget (Agenda no. F-6)

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 to increase the contract with Kronos by \$2,756,000 plus sales tax, and establish the project investment costs at \$5,125,000, for acquisition and implementation of a timekeeping, absence management and scheduling system for two entities of UW Medicine Health System, UW Medical Center and Harborview Medical Center.

See Attachment F-6.

Withdrawal and Transfer of Funds from William D. Ruckelshaus Center Foundation Endowment (Agenda no. F-7)

It was the recommendation of the administration and the Finance, Audit and Facilities Committee that the Board of Regents approve the transfer of the investment management and administration of the William D. Ruckelshaus Center Foundation Endowment to Washington State University Foundation. This action will be contingent on Washington State University Board of Regents approval to accept the endowment. It was further recommended that the President be delegated authority to take action to effectuate the transfer when the contingency is fulfilled.

See Attachment F-7.

Husky Stadium Renovation – Adopt Project Budget, Approve Use of the Internal Lending Program, Approve the Donor Naming Opportunities Plan, and Delegate Authority to Sign a Development Agreement (Agenda no. F-12)

It was the recommendation of the administration and the Finance, Audit and Facilities and Academic and Student Affairs Committees that the Board of Regents:

- 1) Adopt the project budget for the Husky Stadium Renovation at \$250,000,000;
- 2) Approve the use of the Internal Lending Program (ILP) for up to \$250,000,000 for design, construction, capitalized interest, and other project costs;
- 3) Approve the Donor Naming Opportunities Plan; and
- 4) Delegate authority to the President to sign a Development Agreement with Wright Runstad & Company.

See Attachment F-12.

Graduate and Professional Student Leave of Absence Policy – Approve Quarterly Leave Policy and Application Fee (Agenda no. F-13)

It was the recommendation of the administration and the Finance, Audit and Facilities Committee and Academic and Student Affairs Committee that the Regents institute a quarterly leave policy for graduate and professional students with a fee of \$25 per quarter.

See Attachment F-13.

Graduate and Professional Student – Approve Re-Application Fee (Agenda no. F-14)

It was the recommendation of the administration and the Finance, Audit and Facilities Committee and Academic and Student Affairs Committee that the Regents approve a \$250 re-application fee for graduate and professional students who drop all UW registration or leave status.

See Attachment F-14.

Graduate and Professional Student – Repeal Operating Fee Waiver for Non-Resident Graduate and Professional Students (Agenda no. F-15)

It was the recommendation of the administration and the Finance, Audit and Facilities Committee and Academic and Student Affairs Committee that the Regents repeal the operating fee waiver for non-resident graduate and professional students.

See Attachment F-15.

STANDING COMMITTEES

ACADEMIC AND STUDENT AFFAIRS COMMITTEE: Regent Harrell, Chair

Regent Harrell invited Provost Lidstrom to make comments about the Academic and Administrative Appointments.

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

MOTION: Upon the recommendation of the administration and the motion made by Regent Smith, seconded by Regent Jewell, the Board voted to approve the academic and administrative appointments. Regent Youn abstained from the vote.

See Attachment A-1.

Faculty Presentation: Partners for Our Children: A university-based collaboration to improve Washington's child welfare system (Agenda no. A-3) (Information only)

Regent Harrell said Regents received a report on a program in the School of Social Work. "Partners for Our Children" is a university-based collaboration with a focus on improving Washington's child welfare system with three key goals.

- 1) Develop a comprehensive university-based training program for child agency field workers in Washington;
- 2) Identify more effective policies and services for specific subgroups, in particular children from diverse communities; and
- 3) Support performance-based contracting and conduct child welfare systems research.

See Attachment A-3.

ACADEMIC AND STUDENT AFFAIRS COMMITTEE: Regent Harrell, Chair

In joint session with

FINANCE, AUDIT AND FACILITIES COMMITTEE: Regent Smith, Chair

UW in Your Community Project (Agenda no. A-4) (Information only)

Regent Harrell reported Regents previewed a new website which shows UW's activity in legislative districts across the state, and demonstrates the impact of the University of Washington in each district or community. The comprehensive site presents student, alumni, and staff activities, and UW programs in communities. Regent Harrell expects to see deeper processes to keep the site's information current. She said this site will be helpful to Regents and University administrators and support their efforts and initiatives relative to the legislative agenda.

See Attachment A-4.

How the UW Uses Social Media (Agenda no. A-5) (Information only)

The report focused on looking at the University of Washington's on-line presence using a variety of social media sites (including YouTube, twitter, facebook, and LinkedIn). Regents saw how the UW shows up on-line, examined strategies, and received an update on UW's activities in this area.

See Attachment A-5.

FINANCE, AUDIT AND FACILITIES COMMITTEE: Regent Smith, Chair

Regent Smith reported the Regents accepted reports on Contributions, Actions Taken Under Delegated Authority, Investment Performance, and the Internal Lending Program.

Report of Contributions – September, 2010 (Agenda no. F-2) (Information only)

The total gifts received in September was \$28,155,941, the total for the year to date is \$83,866,370.

See Attachment F-2.

Actions Taken Under Delegated Authority (Agenda no. F-3) (Information only)

See Attachment F-3.

Investment Performance Report, First Quarter Fiscal Year 2011 (Agenda no. F-4) (Information only)

See Attachment F-4.

Internal Lending Program Quarterly Report for the Quarter Ended September 30, 2010 (Agenda no. F-5) (Information only)

See Attachment F-5.

UW Medicine Board Annual Financial Report (Agenda no. F-8) (Information only)

Regent Smith said Regents received an annual financial report from UW Medicine. Considering the bleak economic outlook, he said it was "refreshing to hear the extraordinary performance that UW Medicine had this year."

Regent Smith compared UW Medicine's financial performance with other medical centers at AA-bond-rated schools. These schools had an average rate of 3% over the last five or six years, while the UW Medical Center achieved an 8.5% rate. He termed this "really extraordinary," and a welcome outcome, given the capital expenditures that will be necessary to maintain the Center's standing.

He commented on Harborview's loss of \$10 million, and said considering the lack of demand in the current economic environment and a 20% increase in uncompensated care, the loss of that amount is remarkable. He commended Harborview for cutting expenditures while maintaining the level of quality.

See Attachment F-8.

Advancement Return on Investment (Agenda no. F-9) (Information only)

See Attachment F-9.

Update of the One Capital Plan (Agenda no. F-10) (Information only)

See Attachment F-10.

Housing and Food Services (HFS) Housing Master Plan Update and Student Housing Phase II: Mercer Hall, Site 30W, and Lander Hall Project Update (Agenda no. F-11) (Information only)

See Attachment F-11.

REPORTS FROM EX OFFICIO REPRESENTATIVES TO THE BOARD OF REGENTS

Faculty Senate Chair: Professor JW Harrington

Dr. Harrington said the Athletic Director, Scott Woodward, attended Monday's Senate Executive Committee meeting, primarily to present the plans for Husky Stadium. When asked about future weekday football games, Mr. Woodward said he did not foresee any more during an academic year, but possibly during the time the team plays at Qwest Field or in September before classes begin.

Dr. Harrington said in just a few weeks, when the Governor responds to the devastating revenue forecast with huge cuts in the few areas that can legally take cuts, there will be an even deeper recognition of the choices that lie ahead:

- dangerous levels of shaving student support and basic infrastructure;
- long-lasting damage to UW's reputation;
- tuition increases;
- ending academic activities that might be unique in the state or even the Northwest.

In the face of this, the activity of faculty governance continues:

- In the academic units, even if faculty members are doing less decision-making about hiring, they are still working hard to mentor and then assess colleagues for promotion.
- In the academic units and centrally, faculty leaders are engaged in budget information and advising.

- Faculty leaders are attempting to mend the stress on the fabric of shared governance caused by decisions made regarding salary policy and adjudications that countered official faculty guidance.
- This year, everyone is asking about the future shape of the university: What might the UW not do? How should funds be allocated? What are the current internal subsidies? What should require internal subsidy? How does the UW maintain what people around the world think of as nearly uniformly high quality student achievement and academic work?

These discussions and this information gathering are tough, for many reasons. It takes a lot of trust to talk across and to compare across varied “homes” of constituency (students, faculty, and alumni) and faculty members’ individual disciplinary homes. Comparison is difficult with so much heterogeneity in class sizes, the types and avenues of scholarship pursued. The cuts to date have left gaps in the support network. The social sciences especially need the diversity of backgrounds and ages that the classes and teaching assistants currently have. The UW will try to maintain that diversity, regardless of what happens to tuition.

Dr. Harrington concluded by saying much of the UW’s quality is built on reputation. It is reputation that attracts the best graduate students and the best colleagues, their success builds the reputation of a program. It is very hard to rebuild and regain, once that reputation and success is lost.

ASUW President: Ms. Madeleine McKenna

Ms. McKenna presented three issues:

1) Husky Stadium Renovation

Ms. McKenna said students appreciate the opportunity to engage with Athletics about the proposed stadium seating plan, but they are concerned about being brought in to the conversations late in the process. Proposals for student seating under the financing plan for the Husky stadium renovation include moving the student seating section away from its current location on the 50-yard line. Ms. McKenna said she still looks forward to working with Athletics to discuss mitigation measures and enhancements to the stadium to provide a great student experience. But she said she feels constrained by the options because students were included so late in the process. She said this is an emotional and passionate subject for students and she felt compelled to speak on behalf of her constituents about their concerns.

2) Presidential Search

GPSS and ASUW leaders from Seattle, Bothell, and Tacoma worked together to conduct a survey to ask students their priorities for the next UW President. 605 students participated in the survey; 78% from Seattle campus and 22% from Bothell and Tacoma. 56 were undergraduates and the rest were graduate students. When asked “What are the top three challenges facing the UW over the next three to five years,” 89% of the respondents replied maintaining educational quality is at the top of the list. Reducing the size of annual tuition increases and increasing financial support

from the state were the next two challenges cited. When asked the most important abilities of the next president, respondents replied that the ability to raise funds from private, public and governmental sources; the ability to work with many different stakeholders; and a devotion to promoting excellent teaching were most important to them. Students said the top three characteristics of the next president should be integrity; the ability to build coalitions and establish relationships; and a demonstrated commitment to both quality and accessibility.

3) U-PASS

In 2008-09 when the student U-PASS fee increased from \$50 to \$99 per quarter, the program had the largest rate of attrition in its twenty-year history; student participation dropped from 83% to 67%. Ms. McKenna said students created a student transportation task force to provide input to the future of the U-PASS program. The task force conducted a survey of students, faculty, and staff, and received 14,144 responses. 17.5% of the student population participated in the survey and their responses indicated that 79% of students (undergraduate and graduate) would support a universal U-PASS model. This would be a mandatory purchase program, rather than the current “opt out” model. Even among students who did not currently own a U-PASS, 54% responded in support of a universal U-PASS. Given this data, both ASUW and GPSS passed resolutions in support of a universal U-PASS. Ms. McKenna believes this issue has gone through a robust public process by students and said she feels comfortable moving forward supporting the universal U-PASS.

GPSS President: Ms. Sarah Reyneveld

Ms. Reyneveld said a group of students from GPSS, ASUW, and the Washington Student Association recently met with Board Chair Herb Simon and Regent Frances Youn. Students were grateful to both Regents for being available to meet on short notice to engage in a conversation about the non-resident tuition waiver. Ms. Reyneveld said this reaffirmed the important lesson to have “critical conversations, early and often” and noted that even when people don’t agree on an issue, everyone agrees early student and faculty input is important. Ms. Reyneveld looks forward to working with President Wise and Provost Lidstrom to offer student input early in discussions as the legislative session begins. She said GPSS is concerned about the economic outlook and projected budget shortfall. Consistent with the theme of communication and transparency, GPSS is committed to the development of talking points with a unified message. She realizes UW can’t make greater cuts without engaging in a prioritization exercise. GPSS is in the process of surveying students to learn about their priorities and opinions on the impact of cuts on the quality of education and access to higher education. The survey results will be used in discussions at the upcoming GPSS Summit, scheduled for Friday, December 3. She looks forward to sharing a summary of survey results at a future Board meeting.

The GPSS Senate passed a resolution supporting the universal U-PASS for reasons similar to the ASUW. Students expressed a desire to support sustainable transportation options.

GPSS students participated in a developer-led model of the Husky Stadium renovation. They are grateful no student fee will be levied to support the renovation. They have concerns similar to ASUW regarding student seating, but look forward to working with Athletics to develop a world-class stadium with a “fabulous student section,”

Alumni Association President: Ms. Colleen Fukui-Sketchley

Ms. Fukui-Sketchley reported on UWAA’s fall quarter programming. UWAA hosted seventy-five events attended by over 5,000 alumni and friends. The Association is working to increase membership by organizing new and diverse activities for alumni. The preliminary annual membership campaign results show a 19% increase over last year, bringing the total to approximately 53,000 members.

UWImpact, UWAA’s legislative advocacy program, has retained three consultants – two in the political arena, and one in the public affairs arena – to create a political, marketing, and communications strategy. They are Christian Sinderman, a democratic campaign consultant; Chris Vance, the former state Republican Party chairman; and David Domke, a public affairs consultant and UW Communications professor. UWAA will soon hire a full time UWImpact program director. The director will coordinate the work of the consultants, assure alumni are mobilized in each district, and develop a district-by-district communication strategy. The goal of these efforts is to create a strategic, long-term plan involving both political parties. Ms. Fukui-Sketchley said, “Red and blue make purple.”

DATE FOR NEXT MEETING

The December 9, 2010, meeting of the Board is cancelled. The next regular meeting of the Board of Regents will be held on Thursday, January 20, 2011, at the UW Tower.

ADJOURNMENT

The regular meeting was adjourned at 2:45 p.m.



Joan Goldblatt
Secretary of the Board of Regents

Approved at the meeting of the Board of Regents on January 20, 2011.

IV. REPORT OF THE CHAIR OF THE BOARD OF REGENTS

Resolution Regarding Schedule of Regular Board Meetings in 2011

RECOMMENDED ACTION:

It is the recommendation of the Chair of the Board of Regents that the Board approve the following resolution regarding its schedule of regular meetings for 2011:

RESOLUTION

WHEREAS, the Bylaws of the Board of Regents and WAC 478-04-030 call for regular monthly meetings, and

WHEREAS, the schedule of meetings is to be established yearly by resolution of this Board,

NOW, THEREFORE, BE IT RESOLVED that the regular meetings of the Board of Regents be held on the following dates in 2011, subject to change, providing that due notice is given by the Secretary of the Board in accordance with the Bylaws of the Board of Regents:

<u>Day</u>	<u>Date</u>	<u>Location</u>
Thursday	January 20	UW – UW Tower, Room T-22
Thursday	February 17	UW – Petersen Room, Allen Library
Thursday	March 17	UW Bothell
Thursday	April 14*	UW – Petersen Room, Allen Library
Thursday	May 12	UW – Petersen Room, Allen Library
Thursday	June 9 at 2 p.m.	UW – Petersen Room, Allen Library
Thursday	July 21	UW – UW Tower, Room T-22
Thursday	August 18*	UW – UW Tower, Room T-22
Thursday	September 15	UW – Petersen Room, Allen Library
Thursday	October 20	UW – Petersen Room, Allen Library
Thursday	November 17	UW – Petersen Room, Allen Library
Thursday	December 8*	UW – Petersen Room, Allen Library

The Regents will meet for dinner at Hill-Crest, the residence of the University President, at 5:30 p.m. on the following dates:

<u>Day</u>	<u>Date</u>
Wednesday	January 19
Wednesday	March 16
Wednesday	April 13*
Wednesday	May 11
Wednesday	June 8
Wednesday	July 20
Wednesday	August 17*
Wednesday	September 14
Wednesday	October 19
Wednesday	November 16

*The April, August, and December meetings will be canceled, circumstances permitting.

IV. REPORT OF THE CHAIR OF THE BOARD OF REGENTS

Resolution Regarding Schedule of Regular Board Meetings in 2011 (continued p. 2)

Except as otherwise noted above, the Board's meetings begin with a series of Regent committee meetings attended by some or all of the members of the Board. These will commence at 8:00 a.m., or such later time as may be announced on the Board's webpage (<http://www.washington.edu/regents/>) and followed by a meeting of the full Board at 3 p.m., unless otherwise noted above. Meetings listing the location as "UW" will be held at the University of Washington, Seattle, Washington as noted above, unless another location is established and public notice given in accordance with RCW Chapter 42.30.

(Any changes in the above schedule will be announced at least 24 hours before the time of the scheduled regular meeting with due notice to press and public in accordance with RCW Chapter 42.30.)

To request disability accommodation, contact the Disability Services Office at: 206.543.6450 (voice), 206.543.6452 (TTY), 206.685.7264 (fax), or email at dso@uw.edu. The University of Washington makes every effort to honor disability accommodation requests. Requests can be responded to most effectively if received as far in advance of the event as possible, preferably at least 10 days.

IV. REPORT OF THE CHAIR OF THE BOARD OF REGENTS**Presidential Search Advisory Committee Member Appointment****RECOMMENDED ACTION**

It is the recommendation of the Chair of the Board of Regents that the Board approve the appointment of Mr. Ross A. Braine to the Presidential Search Advisory Committee.

BACKGROUND

The membership of the Presidential Search Advisory Committee was approved by the Board of Regents at a Special Meeting on May 27, 2010. John Taylor, a staff member from the School of Art, resigned from the committee for personal reasons. The Board Chair proposes replacing Mr. Taylor with Mr. Braine, whose background follows:

**Ross Braine**

Ross graduated with a Bachelor of Science in Forestry Management from the UW's College of Forest Resources. He works as an Administrative Coordinator for the Office of Minority Affairs and Diversity, Educational Talent Search Program, and serves as the Assistant Tribal Liaison.

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 the Board of Regents approve the appointments to the University faculty and administration as presented on the attached list.

Attachment

Personnel Recommendations

ADMINISTRATIVE APPOINTMENTS

College of Arts and Sciences

Department of Statistics

Thompson, Elizabeth Alison

Chair, Statistics, effective 9/1/2011

Continuing Appointments:

- Professor, Statistics
- Adjunct Professor, Biostatistics
- Adjunct Professor, Genome Sciences

Degrees:

- PhD, 1974, Cambridge University (UK)
- MA, 1974, University of Cambridge (UK)
- BA, 1970, University of Cambridge (UK)

School of Medicine

Department of Immunology

Goverman, Joan M.

Chair, Immunology, effective 10/16/2010

Continuing Appointments:

- Professor, Immunology
- Adjunct Professor, Genome Sciences

Degrees:

- PhD, 1981, University of California (Los Angeles)
- BA, 1975, Brandeis University

Office of Medical Affairs

Mahan, Ruth M.

Vice President, Office of Medical Affairs, effective 1/1/2011

Prior UW Appointment:

Director and Vice Dean for Administration and Finance,
School of Medicine

Degrees:

- JD, 1986, University of Washington
- BA, 1979, Clark University

College of Arts and Sciences

Department of Political Science

Prakash, Aseem

Walker Family Professorship for the College of Arts and Sciences, effective 9/16/2010

Continuing Appointments:

- Professor, Political Science
- Adjunct Professor, Public Affairs

Degrees:

- PhD, 1997, Indiana University
- MBA, 1988, Indian Institute of Management (India)
- BA, 1986, University of Delhi (India)

School of Art

Shaw, Gwendolyn Dubois

American Art History Endowed Professorship, effective 9/1/2010

Degrees:

- PhD, 2000, Stanford University
- BA, 1991, University of California (Santa Barbara)

College of Engineering

Department of Chemical Engineering

Hillhouse, Hugh

Harry A. & Metta R. Rehnberg Chair In Chemical Engineering, effective 8/16/2010

Continuing Appointment:

- Acting Associate Professor, Chemical Engineering

Degrees:

- PhD, 2000, University of Massachusetts
- MS, 1999, University of Massachusetts
- MS, 1996, University of Washington
- BS, 1995, Clemson University

School of Medicine

Department of Laboratory Medicine

Fine, James Stephen

Paul E. Strandjord & Kathleen J. Clayson Endowed Chair, effective 7/1/2010

Continuing Appointments:

- Professor without Tenure, Laboratory Medicine
- Adjunct Professor, Medical Education and Biomedical Informatics
- Chair, Laboratory Medicine

Degrees:

- MS, 1977, University of Minnesota
- MD, 1972, University of Minnesota
- BA, 1968, University of Minnesota

Department of Medicine

Ledbetter, Jeffrey Alan

**Herndon and Esther Maury Endowed Professorship in
Rheumatoid Arthritis, effective 10/1/2010**

Continuing Appointment:

- Research Professor, Medicine

Degrees:

- PhD, 1978, University of Wisconsin (Madison)
- BA, 1972, Carleton College

Department of Neurological Surgery

D'Ambrosio, Raimondo

**Roy and Maxine Johnson Endowed Professorship in Epilepsy,
effective 8/1/2010**

Continuing Appointments:

- Associate Professor without Tenure, Neurological Surgery
- Adjunct Associate Professor, Neurology

Degrees:

- PhD, 1995, University of Milan (Italy)
- BA, 1986, Liceo Peano (Italy)

Department of Ophthalmology

Weiss, Avery Harold

**Roger H. Johnson and Angie Karalis Johnson Term
Professorship in Pediatric Ophthalmology, effective 7/1/2010**

Continuing Appointments:

- Professor without Tenure, Ophthalmology
- Adjunct Professor, Pediatrics

Degrees:

- MD, 1974, Miami University (Ohio)
- BS, 1970, University of Florida

Department of Pediatrics

Rosenfeld, Margaret

**Pediatrics Endowed Professorship for Research Sabbaticals,
effective 1/1/2011**

Continuing Appointment:

- Associate Professor without Tenure, Pediatrics

Degrees:

- MPH, 1995, University of Washington
- MD, 1988, Harvard University
- BS, 1983, Yale University

NEW APPOINTMENTS

Reserve Officers Training Corps

Department of Aerospace Studies

Bowen, Spencer J.

**Assistant Professor without Tenure, Aerospace Studies,
effective 2/16/2011**

Prior Non-UW Appointment:

Nuclear Program Manager, United States Air Force,
Albuquerque, New Mexico

Degrees:

- MS, 2009, Air Force Institute of Technology
- BS, 2004, University of Washington

Department of Military Science

Mountcastle, John C.

**Professor without Tenure, Military Science, effective
6/15/2011**

Prior Non-UW Appointment:

Team Chief, United States Army Combat Studies Institute,
Fort Leavenworth, Kansas

Degrees:

- PhD, 2006, Duke University
- MA, 2003, Duke University
- BA, 1994, Virginia Military Institute

College of Arts and Sciences

Department of Physics

Lee, Weonjong

Visiting Associate Professor, Physics, effective 10/1/2010

Prior Non-UW Appointment:

Associate Professor, Physics, Seoul National University

Degrees:

- PhD, 1995, Columbia University
- BS, 1988, Seoul National University (Korea)

School of Art

Shaw, Gwendolyn Dubois

Visiting Associate Professor, Art, effective 9/1/2010

Prior Non-UW Appointment:

Associate Professor, Art History, University of
Pennsylvania

Degrees:

- PhD, 2000, Stanford University
- BA, 1991, University of California (Santa Barbara)

College of the Environment
School of Forest Resources

Hansen, Andrew J.

Visiting Professor, Forest Resources, effective 9/16/2010

Prior Non-UW Appointment:

Professor, Ecology, Montana State University

Degrees:

- PhD, 1984, University of Tennessee
- BS, 1978, Western Washington University

School of Medicine

Department of Anesthesiology and Pain Medicine

Hecker, James G.

Associate Professor without Tenure, Anesthesiology and Pain Medicine, effective 10/16/2010

Prior Non-UW Appointment:

Assistant Professor, Anesthesiology and Critical Care,
University of Pennsylvania

Degrees:

- MD, 1989, University of Virginia
- PhD, 1982, University of Washington
- MS, 1977, University of Wisconsin (Madison)
- BS, 1975, University of Wisconsin (Madison)

Department of Genome Sciences

Hawkins, Raymond D.

Assistant Professor, Genome Sciences, effective 10/1/2010

Prior Non-UW Appointment:

Postdoctoral Fellow, Ludwig Institute for Cancer
Research, San Diego Branch

Degrees:

- PhD, 2005, University of Texas (Southwestern)
- BS, 1997, University of Texas (Austin)

Wolf Yadlin, Alejandro M.

Assistant Professor, Genome Sciences, effective 10/20/2010

Prior Non-UW Appointment:

Post Doctoral Fellow, Chemistry and Chemical Biology,
Harvard University

Degrees:

- PhD, 2007, Massachusetts Institute of Technology
- MS, 2001, University of Chile
- BS, 1999, University of Chile

Department of Medicine

Hawkins, Raymond D.

Assistant Professor, Medicine, effective 10/1/2010

Prior Non-UW Appointment:

Postdoctoral Fellow, Ludwig Institute for Cancer
Research, San Diego Branch

Degrees:

- PhD, 2005, University of Texas (Southwestern)
- BS, 1997, University of Texas (Austin)

Department of Microbiology

Fuller, Deborah

Associate Professor without Tenure, Microbiology, effective 10/1/2010

Prior Non-UW Appointment:

Associate Professor, Center for Immunology and Microbial Disease, Albany Medical College

Degrees:

- PhD, 2001, University of Wisconsin (Madison)
- BS, 1987, Hope College

Palermo, Robert

Research Assistant Professor, Microbiology, effective 10/1/2010

Prior Non-UW Appointment:

Principal Research Scientist, Microbiology, University of Washington

Degrees:

- PhD, 1983, Harvard University
- BS, 1977, Massachusetts Institute of Technology

Department of Otolaryngology / Head and Neck Surgery

Bohannon, Isaac A.

Assistant Professor without Tenure, Otolaryngology / Head and Neck Surgery, effective 10/1/2010

Prior Non-UW Appointment:

Fellowship, Head and Neck Oncology, University of Alabama at Birmingham

Degrees:

- MD, 2004, Drexel University
- BS, 2000, Trinity College (Connecticut)

Department of Pathology

Knezevich, Stevan

Assistant Professor without Tenure, Pathology, effective 10/12/2010

Prior Non-UW Appointment:

Dermatopathology Fellow, Stanford University

Degrees:

- MD, 2004, University of Toronto (Canada)
- PhD, 1999, University of British Columbia (Canada)
- BSC, 1995, University of British Columbia (Canada)

Department of Radiology

Weaver, Kurt E.

Research Assistant Professor, Radiology, effective 11/1/2010

Prior UW Appointment:

Senior Fellow, Radiology

Degrees:

- PhD, 2006, Oregon Health Sciences University
- MA, 2001, Boston University
- BA, 2000, Hanover College

VII. STANDING COMMITTEES

A. Academic and Student Affairs Committee

Degree Name Change in Department of Urban Design and Planning: From Master in Strategic Planning for Critical Infrastructures to Master of Infrastructure Planning and Management

RECOMMENDED ACTION

It is the recommendation of the administration and the Academic and Student Affairs Committee that the Board of Regents grant authority to the Department of Urban Design and Planning to change the degree title from “Master in Strategic Planning for Critical Infrastructures” to “Master of Infrastructure Planning and Management.” This degree title change is effective beginning with students enrolling Autumn Quarter 2011. The degree program is scheduled to be reviewed in the 2013-14 academic year.

BACKGROUND

The Master in Strategic Planning for Critical Infrastructures (MSPCI) was approved by the Regents in July 2003. As part of its mandated five-year academic program review in 2008-2009, the review committee recommended revisions to the program. As a result, MSPCI halted admissions and began designing a revised curriculum. In October 2010, the Graduate School received a request from graduate faculty in the Department of Urban Design and Planning to implement these curricular changes along with the request for a new degree title: Master of Infrastructure Planning and Management. The Graduate School has reviewed and approves of the curricular revisions and supports the degree title change.

The revised program and new degree title will attract a much wider audience than the original MSPCI program. The revised curriculum will deliver an academically rigorous advanced degree to professionals seeking the skills necessary to adapt to all forms of hazard. The program will have evolved from a relatively narrow and conceptually challenging position of serving those who would protect infrastructure from tragedies such as that which occurred on 9-11, to a scientifically aware and financially sophisticated skill set delivered to those who are interested in motivating and managing adaptation and resilience to historically unanticipated events of all kinds. The term “critical infrastructures,” used in the original program title, has strong associations with homeland security and no longer reflects the program’s scope.

The Dean of the Graduate School, the Dean of the College of Built Environments, and the Provost have reviewed and approved this recommendation. The Higher Education Coordinating Board will be informed of the degree program title change if approval is granted by the Board of Regents.

VII. STANDING COMMITTEES

A. Academic and Student Affairs Committee

Faculty Presentation: Partners for Our Children: A university-based collaboration to improve Washington's child welfare system

INFORMATION ONLY

Benjamin de Haan, Ph.D, the Executive Director of Partners for Our Children (POC), will present a brief overview of this unique public/private partnership, which is focused on improving outcomes for Washington's most vulnerable children and families. In his presentation, Dr. de Haan will present the fundamental elements of the partnership, describe POC's strategy for child welfare systems change, and highlight a few projects currently underway. Dr. de Haan will be accompanied by Joseph Mienko, a doctoral student in the School of Social Work. Joe is a former social worker in Washington's child welfare system; now a doctoral student, he is in a unique position to discuss the University's role in improving services to Washington's at-risk families.



For more than 30 years, Benjamin de Haan has been bringing together leaders and policymakers in academia, child welfare, justice systems and related fields to make change and improve lives of vulnerable children, adults, and families. Prior to joining Partners for Our Children as Executive Director, Ben directed child welfare services for the State of Oregon, and served there in a variety of leadership positions for nearly 20 years. He has also led two university-based research centers and was the managing director of Casey Family Programs' State Strategy Division. Ben was the founding president of the Children's Justice Alliance and currently serves as president of the Oregon Children's Trust Fund Foundation, a private endowment focused on preventing child maltreatment. He holds a master's degree in public administration from Lewis and Clark College and a Ph.D. in social work and social research from Portland State University.



Joe Mienko has spent more than five years working with children and families involved in the child welfare and juvenile justice systems. Prior to serving in Child Protective Services at DSHS Children's Administration, he was an intelligence analyst with the US Army where he gained experience in the analysis of geographic and demographic data. Joe completed his MSW from the University of Washington in June 2010 and is a doctoral candidate in the UW School of Social Work. His primary research interests include the application of epidemiological and econometric techniques to child welfare data. He is also interested in research related to assessment and intervention in cases of child neglect. Joe has spent more than five years working

VII. STANDING COMMITTEES

A. Academic and Student Affairs Committee

Faculty Presentation: Partners for Our Children: A university-based collaboration to improve Washington's child welfare system (continued p. 2)

with children and families involved in the child welfare and juvenile justice systems. Prior to serving in Child Protective Services at DSHS Children's Administration, he was an intelligence analyst with the US Army where he gained experience in the analysis of geographic and demographic data. Joe completed his MSW from the University of Washington in June 2010 and is a doctoral candidate in the UW School of Social Work. His primary research interests include the application of epidemiological and econometric techniques to child welfare data. He is also interested in research related to assessment and intervention in cases of child neglect.

Attachment

Partners for Our Children: Our Work



Our Work

partners
for our children™

OUR PROJECTS

We invest in projects that have the potential to yield high positive effects on children:

- Developing a comprehensive university-based training program for child agency field workers in Washington.
- Creating a web-based sharing site to support internal planning at the state public child welfare agency and keep the public informed of selected outcomes for children and families in Washington.
- Identifying more effective policies and services for specific subgroups.
- Supporting performance-based contracting.
- Conducting child welfare systems research.

Who We Are

- Partners for Our Children was founded in 2007 for the purpose of making positive changes in the child welfare system. We work collaboratively with the University of Washington School of Social Work, the Washington State Department of Social and Health Services, and private philanthropy to improve outcomes for children and families in Washington State.
- We provide information, experience and evidence to inform public policy that affects the well being of children and families.
- We focus on children who are involved in the child welfare system or at risk of being involved.

Our Research & Practice

- We adhere to the highest scientific standards to identify what at-risk children and families need and to help the public child welfare system make the most effective policy and practice decisions.
- We provide unbiased information, experience and practical action-oriented strategies for improving outcomes for children and families.
- We focus on the child welfare system as a whole rather than component parts: the courts, the private sector, the legislature and academia are all involved with our work.

Our Future

- We will become a more visible participant in the national dialogue on creating sustainable change in our nation's child welfare systems.
- We will make our research findings accessible to the public and the broader child welfare community.
- We will expand our abilities to guide services to children and families.
- We will bring the most innovative child welfare practices to bear on the challenges faced by vulnerable families in Washington.



Partners for Our Children: A University- Based Collaboration To Improve Washington's Child Welfare System

Presentation to the University of Washington Board of Regents
Committee on Academic and Student Affairs

Benjamin de Haan, Ph.D., Executive Director – Partners for Our
Children and Affiliate Professor, School of Social Work

Joseph Mienko, Research Assistant

November 18, 2010

Who We Are

2

- Founded in 2007 to improve outcomes for children in the public child welfare system.
- POC is a unique partnership between the university, DSHS and private philanthropy.
- Our model allows an innovative leveraging of funding streams.
- Focused on the needs of families in the public system or at risk of being involved.
- Unprecedented direct access to systems data.

About Child Welfare

1,850,300 Children in Washington State*



- * Ages 0-17, based on 2005 Census
- ** Including 16,300 voluntary requests for service
- + Unduplicated count of children in placement. Children may experience more than one placement during a fiscal year.
- ++ Other exits include: reached age of majority, transfer of custody, no exit reason, or deceased.

More than 7,100 Children Exited From Out-of-Home Care⁺



Our Approach

4

- Application of rigorous science to real world issues.
- Focused on the entire system, not a single child welfare agency.
- High level of public engagement.
- Involvement of diverse groups of stakeholders.

Our Strategy for Child Welfare Systems Change

5

- Long-term, sustained relationship building and carefully targeted efforts.
- Guiding the policies, not just measuring their effects.
- Adapting innovative practices from other child welfare jurisdictions.
- Leveraging funding through long-term collaborations.

How Academia Can Impact Field Work

6

- Developing a comprehensive university-based training.
- Creating a web-based information-sharing site.
- Identifying effective policies and services tailored to the needs of specific groups of children.
- Supporting the state's transition to performance-based measures of accountability in contracting.
- Conducting research to understand and improve child welfare systems.

VII. STANDING COMMITTEES

A. Academic and Student Affairs

In Joint Session with

B. Finance, Audit and Facilities Committee

UW in Your Community Project

INFORMATION ONLY

The Office of State Relations and the Marketing Web team have teamed up to build an interactive online map that shows the UW's impact in each of the state's 49 legislative districts. The map, which will be demonstrated, will feature fast facts about the UW's impact in each district, contact information for legislators and detailed information about specific UW programs.

VII. STANDING COMMITTEES

A. Academic and Student Affairs

In Joint Session with

B. Finance, Audit and Facilities Committee

How the UW Uses Social Media

INFORMATION ONLY

This presentation will illustrate how the UW is using social media (Facebook, Twitter, YouTube and LinkedIn) to better connect with the media, alumni, prospective students, current students, sports fans, faculty, staff and others interested in our University.

Attachment

How the UW Uses Social Media: Slides to be projected



How the UW Uses Social Media

Presented by the Office of External Affairs
Nov. 18, 2010

Social Media's Global Reach

Top 10 most visited sites on the Web



Phenomenal Growth

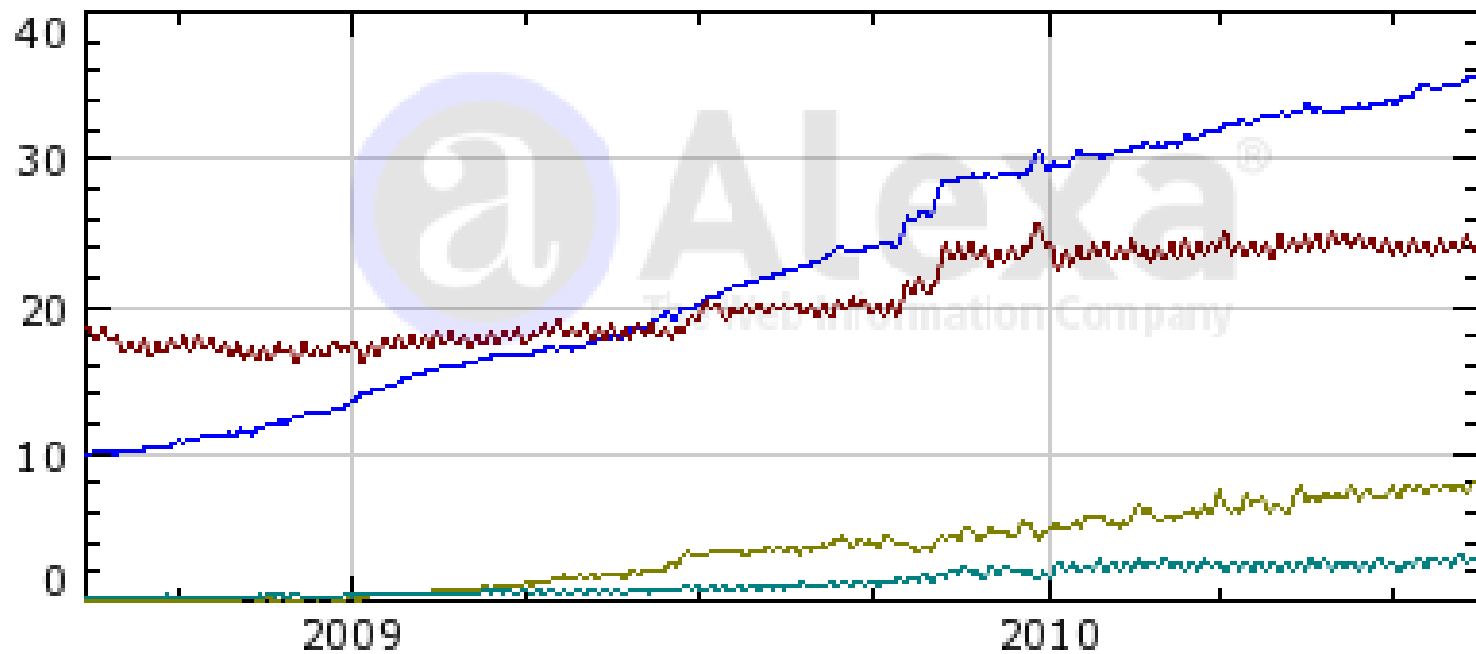
Daily Reach (percent)

facebook.com

youtube.com

twitter.com

linkedin.com



Percentages of global Internet users who visit:

Facebook

Yesterday	38.20%	+0.5%	
7 day	37.69%	+0.2%	
1 month	37.43%	+3.35%	
3 month	36.56%	+8.86%	

YouTube

Yesterday	24.46%	+0.7%	
7 day	25.29%	+0.6%	
1 month	24.14%	+2.0%	
3 month	24.58%	+3.4%	

Twitter

Yesterday	8.76%	+19.4%	
7 day	8.36%	+0.6%	
1 month	8.27%	-0.5%	
3 month	8.23%	+12.75%	

LinkedIn

Yesterday	3.74%	+77.0%	
7 day	3.24%	+1.8%	
1 month	3.14%	+2.7%	
3 month	3.06%	+19.7%	

A Snapshot of the UW's Presence

facebook

50+ units have pages

You Tube

35+ units have channels



45+ units have accounts

Linked in®

7+ units have groups/pages

UW Facebook Pages

The screenshot shows the Facebook interface for the University of Washington Foster School of Business. The page header includes the Facebook logo, a search bar, and the page name. Below the header, there are navigation tabs for Wall, Info, Photos, Boxes, and Events. The main content area features a post with a photo of a building, a text input field for writing a message, and a share button. The left sidebar contains a profile picture, a list of actions (Add to My Page's Favorites, Suggest to Friends, etc.), and an information section with the school's location and founding date. The right sidebar lists 14 friends who like the page. The main feed displays several posts, including one about Business Women at the Top and another about Paccar Hall.

facebook

University of Washington Foster School of Business

Wall Info Photos Boxes Events

Write something...

Attach:

University of Washington Foster School of Business Foster School of Business Women at the Top course named one of the 10 most innovative business school classes.

The 10 Most Innovative Business School Classes - Forbes.com
www.forbes.com
Investment banking is so 1999. Try reconstructing war-torn economies and finding solutions to abject poverty.
about an hour ago · Comment · Like · Share · Report

University of Washington Foster School of Business Paccar Hall is almost open for business. What are you looking forward to in the new building?

Paccar Hall designed to promote teamwork - The Daily of the University of Washington
dailyuw.com
New 135,000 square-foot business school features third-floor terrace, state-of-the-art equipment
3 hours ago · Comment · Like · Share · Report

2 people like this.

University of Washington Foster School of Business Paccar Hall is almost open for business. What are you looking forward to in the new building?

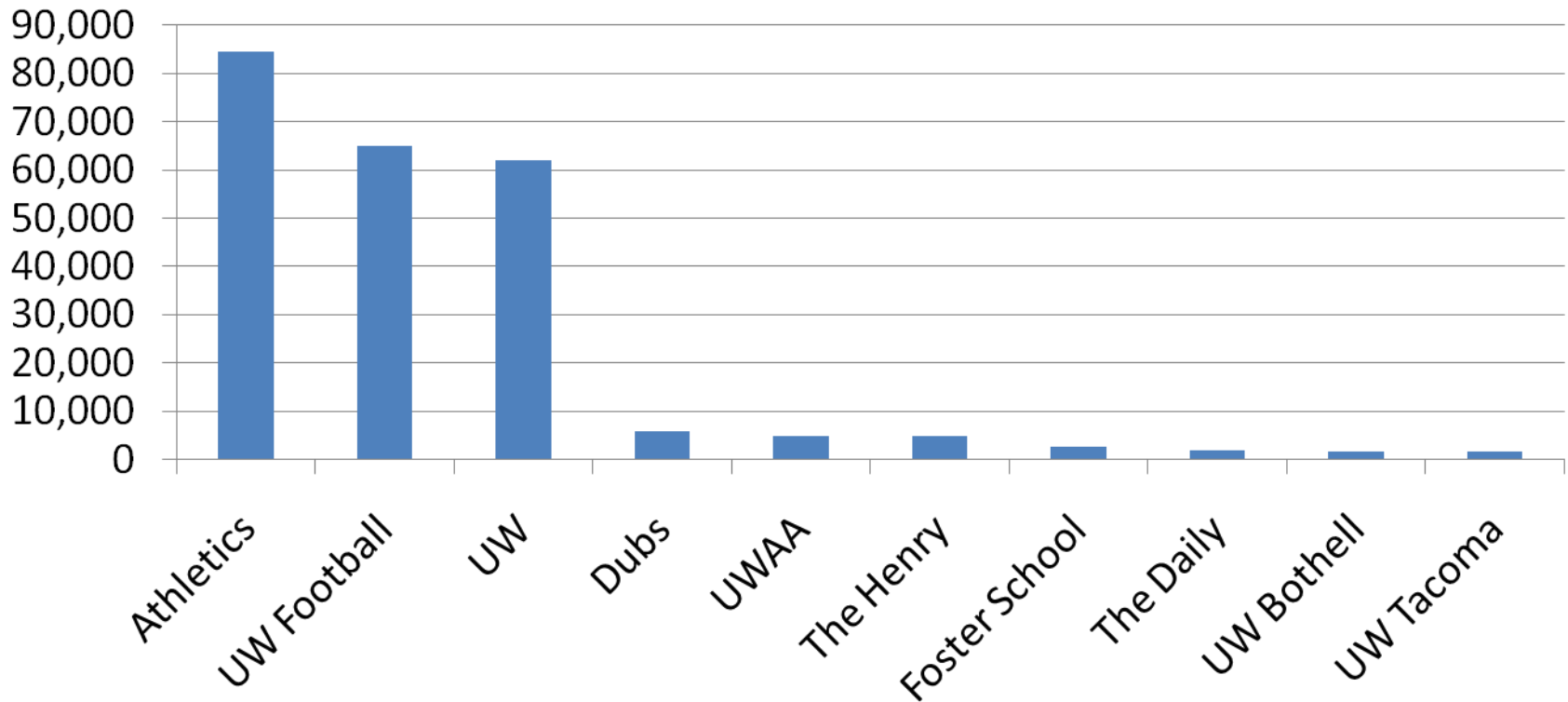
Paccar Hall designed to promote teamwork - The Daily of the University of Washington
dailyuw.com
New 135,000 square-foot business school features third-floor terrace, state-of-the-art equipment
3 hours ago · Comment · Like · Share · Report

University of Washington Foster School of Business Paccar Hall is almost open for business. What are you looking forward to in the new building?

Paccar Hall designed to promote teamwork - The Daily of the University of Washington

Examples of the UW on Facebook

Fans



Our Peers on Facebook

We're among the top 25 universities on Facebook.



216K fans



62K fans



85K fans



51K fans



64K fans



42K fans

UW YouTube Channels

UWTV UNIVERSITY of WASHINGTON

UWTV - University of Washington Television
UWTV's Channel

All Uploads Playlists

WEDNESDAYS
9P Media Space
9:30P Fostering Leadership
10P UW 360

UW 360

0:17 / 0:30 360p

Watch what's new this fall on UWTV!
635 views - 3 weeks ago 0:30

Media Space - Episode 2: Elan Lee,
234 views - 2 weeks ago 27:31

UW 360 - October 2010 Edition: Full episode
935 views - 1 month ago 26:27

see all

UW 360 (14)

UW 360 - November 2010 Edition: Healing
UWTV - 60 views 4:30

UW 360 - November 2010 Edition: Foldit
UWTV - 18 views 5:44

Watch what's new this fall on UWTV!

Going Viral

Librarians Do Gaga video:

- 700K+ views since May 27
- Created by iSchool student
- Loved by academics & Perez Hilton alike!



Our Peers on YouTube

LSU

Visit LSU.edu

- Academics
- Research
- Student Life
- Prospective Students
- Visitors & Parents
- Alumni & Donors

LSU Louisiana State University
LSU's Channel

Subscribe Uploads Favorites Playlists

when you hear the **DRUMS**
geaux to the **QUAD**

0:00 / 0:31

Info Favorite Share Playlists Flag

Search

Date Added | Most Viewed | Top Rated

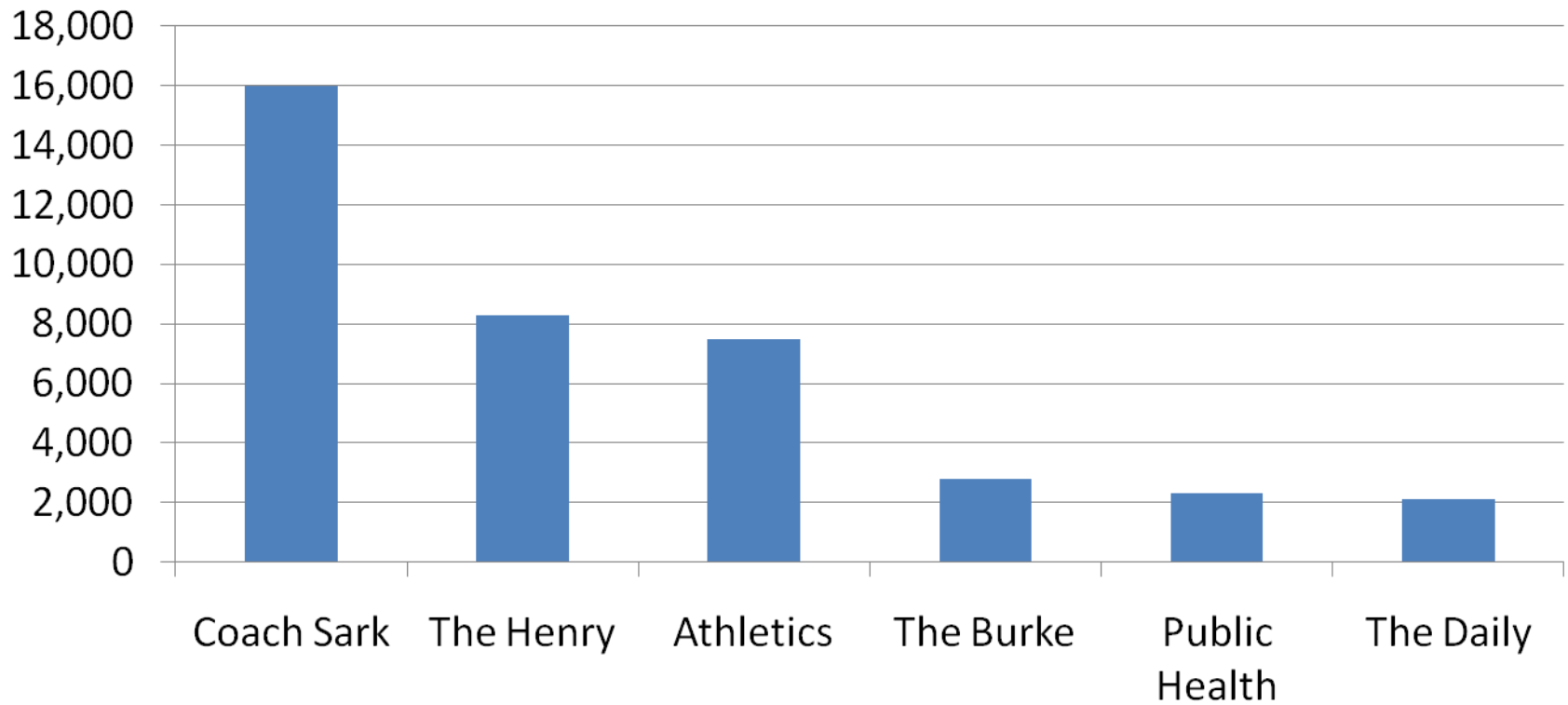
- LSU FALL FEST 2010, September 17**
214 views - 1 week ago
- LSU Oil Skimmer Prototype**
261 views - 4 weeks ago
- LSU Relief Well Demo**
2,991 views - 1 month ago
- All I Do Is Win**
12,197 views - 1 month ago
- LSU Football 2009: Requiem for a Dream**

UW Twitter Accounts

The image shows a screenshot of the Twitter profile for the Henry Art Gallery (@henryartgallery). The profile header includes a large pink 'H' logo, a profile picture of a person in an art gallery, and the name 'Henry Art Gallery' with the handle '@henryartgallery' and location 'Seattle, Washington UW'. The bio reads: 'Tweets from Betsey Brock, at the Henry. (Seattle's oldest art museum, with the newest ideas!) We're on the UW campus at 15th Ave NE and NE 41st. <http://www.henryart.org>'. Below the header, there is a 'Following' button and navigation tabs for 'Timeline', 'Favorites', 'Following', 'Followers', and 'Lists'. The timeline shows three tweets from @henryartgallery: 1) 'Golden Apple Awards | KCTS 9 - featuring the Henry's Roosevelt High School Partnership kcts9.org/education/gold... via @AddThis' (2 hours ago); 2) '@Artforum CRITICS' PICKS: "Image Transfer: Pictures in a Remix Culture" <http://bit.ly/cH2CW0>' (6 hours ago); 3) 'RT @cherryandmartin: Excellent show: Amanda Ross-Ho in Image Transfer @henryartgallery review @Artforum <http://ow.ly/39kup> ^PWW' (6 hours ago). The page is framed by a dark blue border with a vertical strip of images on the left and right sides.

Examples of the UW on Twitter

Followers



Monitoring and Responding





Actor & UW Alum **Rainn Wilson**
complains about the UW on Twitter

RainnWilson (rainnwilson) on Twitter - Windows Internet Explorer provided by Comcast

http://twitter.com/rainnwilson

RainnWilson (rainnwilson) on Twitter



rainnwilson

✓ Following

My new band is called "Fail Whale".
about 3 hours ago from web

I aint 'fraid of no ghost! (except Xandar, spirit of room 271, Cleveland Hotel. Said to be the angry soul of a deranged Moroccan butcher!)
about 4 hours ago from web

Sippin' on gin 'n juice! Only without the gin. Sippin on a juice box, actually.
about 13 hours ago from mobile web

Tomorrow night I'll be on @NBCjay (Leno) @10 with my new BFF @alyankovic - I will be discussing Keynesian Economic Theory.
about 13 hours ago from web

Problem solved! Me 11/6 6:30P Kane Hall UW - Speaking on Soulpancake, artistic and spiritual jurnies! (with some jokes and questions too)
about 19 hours ago from mobile web

The U of Washington Alumni Group wont sponsor my speaking engagement at the school on 11/6 - Need a hall to bring my magic to my alma mater!
about 21 hours ago from web

Location Los Angeles, CA
Web http://www.soulpa...
Bio I am an actor and a writer and I co-created SoulPancake and my son, Walter.


144 following 1,552,113 followers

Tweets 1,927

Favorites

Actions
block rainnwilson
report rainnwilson for spam

Following



View All...

RSS feed of rainnwilson's tweets

What's next?

Things come...



And things go...



So the UW will continue to adapt quickly and strategically!

VII. STANDING COMMITTEES

B. Finance, Audit and Facilities Committee

Grant and Contract Awards Summary – September, 2010

RECOMMENDED ACTION:

It is the recommendation of the administration and the Finance, Audit and Facilities Committee that the Board of Regents accept the Grant and Contract Awards as presented in the attached reports.

Attachment

Grant and Contract Awards Summary for September, 2010

Grant and Contract Awards Summary

to

The Board of Regents

of the

University of Washington

for

September 2010

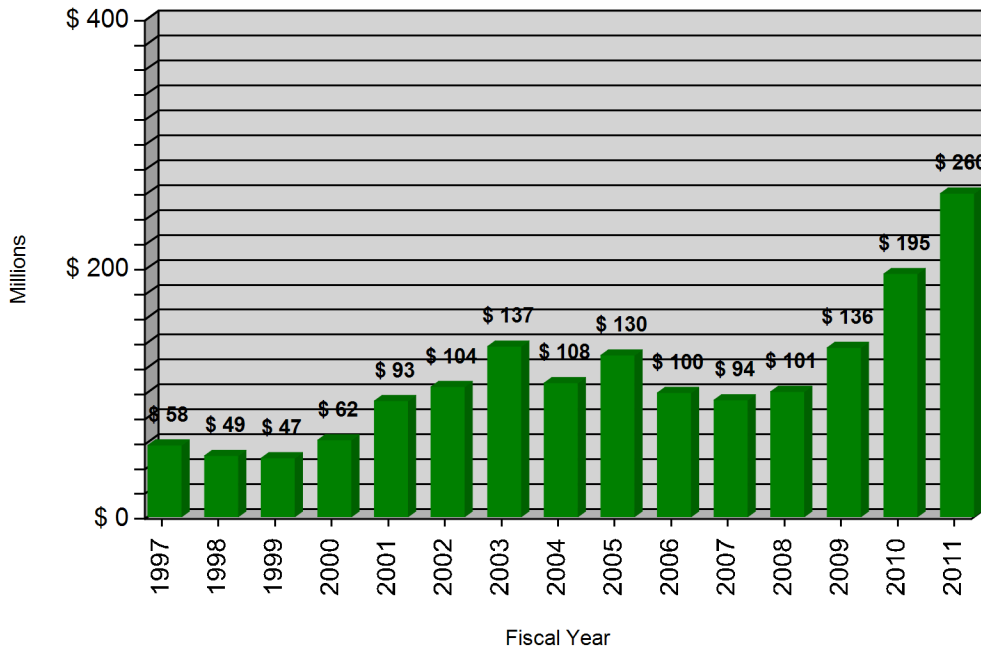
Office of Research

Office of Sponsored Programs

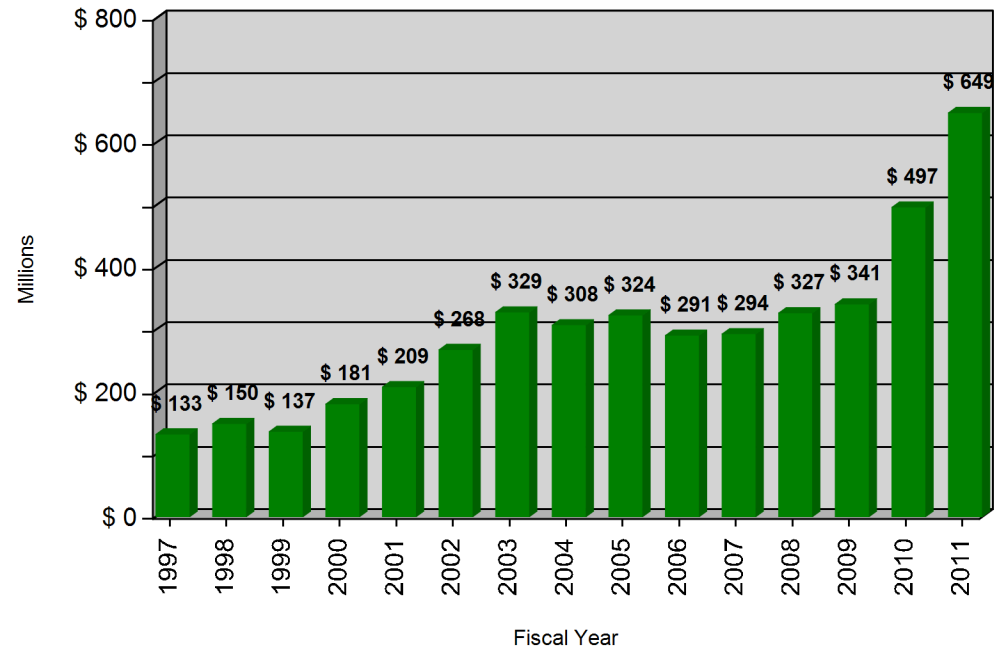
Table of Contents

Graphical Summary of Award Activity	3
Summary of Grant and Contract Awards	4
Comparison of Grants and Contract Awards by Agency	5
Comparison of Grants and Contract Awards by School/College	6
Summary of Grant Awards – Excluding Private Awards	8
Summary of Grant Awards - Private Awards	9
Summary of Contract Awards	10
Report of Grant & Contract Awards over \$1,000,000	11

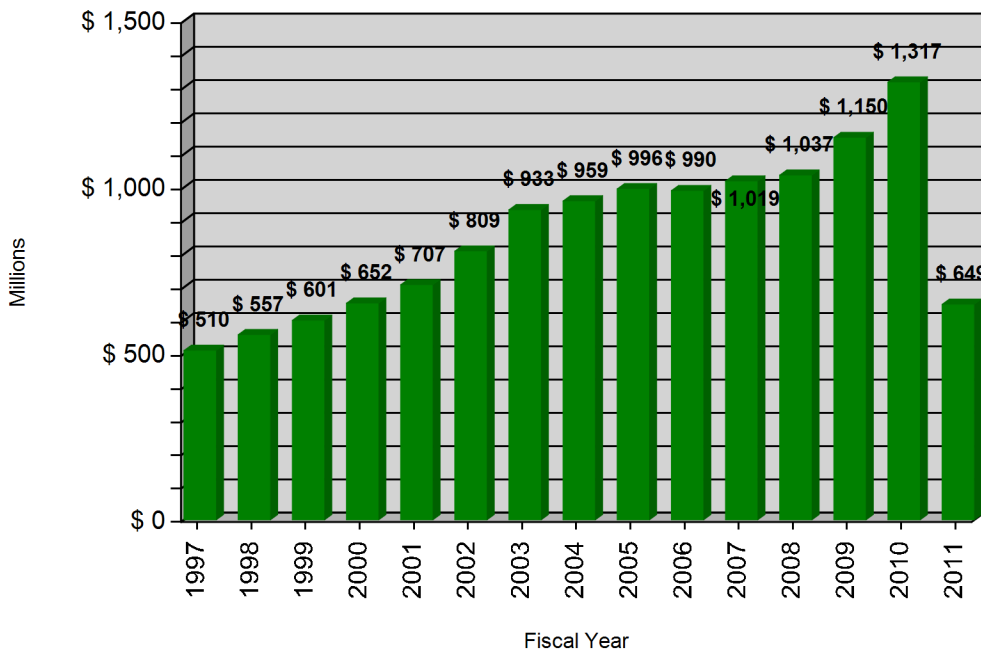
September Only
Comparison of Grant & Contract Awards



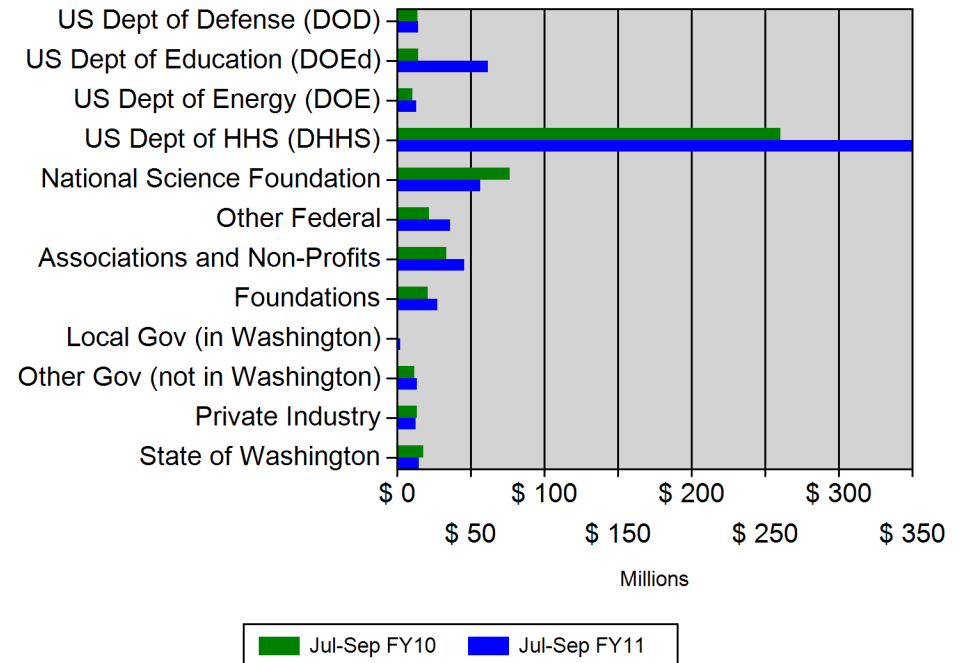
Fiscal Year to Date
Comparison of Grant & Contract Awards



Complete Fiscal Year
Comparison of Grant & Contract Awards



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



Summary of Grant and Contract Awards

Fiscal Year 2010-2011

Month	RESEARCH AND OTHER		TRAINING		Total Grants and Contracts
	Federal	Non-Federal	Federal	Non-Federal	
July	\$ 116,733,700	\$ 35,331,350	\$ 15,457,740	\$ 2,100,929	\$ 169,623,700
August	\$ 177,960,700	\$ 29,958,070	\$ 11,027,470	\$ 547,136	\$ 219,493,300
September	\$ 163,780,900	\$ 43,734,420	\$ 46,816,820	\$ 5,296,927	\$ 259,629,000
FY11 to Date	\$458,475,181	\$109,023,845	\$73,302,031	\$7,944,992	\$648,746,049
FY10 to Date	\$344,222,976	\$95,884,025	\$53,010,877	\$3,830,902	\$496,948,780
Over (Under) Previous Year	\$114,252,205	\$13,139,820	\$20,291,154	\$4,114,090	\$151,797,269

Assuming acceptance of all awards by the Board of Regents

Comparison of Grant and Contract Awards by Agency

Fiscal Years 2009-2010 and 2010-2011

Agency	Jul-Sep FY10	Jul-Sep FY11
US Department of Defense (DOD)	\$ 13,880,762	\$ 14,355,601
US Department of Education (DOEd)	\$ 14,317,700	\$ 61,822,022
US Department of Energy (DOE)	\$ 10,416,628	\$ 13,175,461
US Department of Health and Human Services (DHHS)	\$ 260,486,279	\$ 349,646,916
National Science Foundation (NSF)	\$ 76,422,908	\$ 56,454,212
Other Federal	\$ 21,709,576	\$ 36,323,000
Subtotal for Federal :	\$ 397,233,853	\$ 531,777,212
Associations and Non-Profits	\$ 33,578,469	\$ 45,882,172
Foundations	\$ 21,074,406	\$ 27,476,227
Local Government (in Washington)	\$ 1,230,881	\$ 2,375,287
Other Government (not in Washington)	\$ 12,057,407	\$ 13,451,908
Private Industry	\$ 13,716,387	\$ 12,790,192
State of Washington	\$ 18,057,378	\$ 14,993,050
Subtotal for Non-Federal :	\$ 99,714,927	\$ 116,968,837
Grand Total :	\$ 496,948,780	\$ 648,746,049
Amount of Increase (Decrease) :		\$ 151,797,269
Percent of Increase (Decrease) :		30.5 %

Assuming acceptance of all awards by the Board of Regents

Comparison of Grant and Contract Awards by School/CollegeFiscal Years 2009-2010 and 2010-2011

School/College	Jul-Sep FY10	Jul-Sep FY11
Upper Campus		
Architecture and Urban Planning	\$ 258,050	\$ 1,595,904
Arts and Sciences	\$ 49,258,168	\$ 36,491,041
College of the Environment	\$ 13,645,725	\$ 29,624,643
Director of Libraries		\$ 113,381
Education	\$ 1,610,170	\$ 6,100,431
Educational Outreach		\$ 75,000
Engineering	\$ 39,664,476	\$ 46,168,921
Evans School of Public Affairs	\$ 668,805	\$ 1,270,069
Forest Resources	\$ 1,210,792	\$ 323,369
Foster School of Business	\$ 671,487	\$ 894,700
Graduate School	\$ 3,576,726	\$ 640,473
Information School	\$ 1,464,235	\$ 949,038
Law	\$ 211,634	\$ 1,380,616
Ocean and Fishery Sciences	\$ 24,650,280	\$ 12,568,514
Office of Research	\$ 12,918,910	\$ 26,913,233
Social Work	\$ 9,941,665	\$ 12,628,552
Undergraduate Education		\$ 341,438
VP Minority Affairs	\$ 4,010,618	\$ 6,597,431
VP Student Affairs	\$ 280,137	
VP Student Life	\$ 20,715	\$ 43,629,081
Subtotal :	\$ 164,062,593	\$ 228,305,835
Health Sciences		
Dentistry	\$ 4,112,278	\$ 1,740,249
Medicine	\$ 269,789,594	\$ 345,343,146
Nursing	\$ 9,732,391	\$ 10,550,875
Pharmacy	\$ 5,740,513	\$ 6,371,574
Public Health	\$ 33,256,669	\$ 43,674,217
Subtotal :	\$ 322,631,445	\$ 407,680,060
Special Programs		
Alcohol and Drug Abuse Institute	\$ 1,579,377	\$ 2,601,975
CHDD Administration	\$ 4,245,526	\$ 1,327,618
Regional Primate Center	\$ 3,312,054	\$ 6,553,080
Subtotal :	\$ 9,136,957	\$ 10,482,673
Other UW Campuses		
Bothell	\$ 1,039,821	\$ 1,197,891
Tacoma	\$ 77,964	\$ 1,079,589
Subtotal :	\$ 1,117,785	\$ 2,277,480

School/College	Jul-Sep FY10	Jul-Sep FY11
Grand Total :	\$ 496,948,780	\$ 648,746,049

Assuming acceptance of all awards by the Board of Regents

Summary of Grant Awards**Fiscal Year 2010-2011***Excluding private awards from Foundations, Industry, Associations and Others*

Month	RESEARCH AND OTHER		TRAINING		Total Grants
	Federal	Non-Federal	Federal	Non-Federal	
July	\$ 110,707,300	\$ 3,759,472	\$ 15,393,240	\$ 1,192,557	\$ 131,052,500
August	\$ 173,709,400	\$ 3,816,791	\$ 11,027,470	\$ 202,523	\$ 188,756,200
September	\$ 160,858,900	\$ 11,810,130	\$ 46,627,480	\$ 4,129,317	\$ 223,425,800
Year to Date	\$ 445,275,600	\$ 19,386,390	\$ 73,048,180	\$ 5,524,397	\$ 543,234,600

Assuming acceptance of all awards by the Board of Regents

Summary of Grant Awards

Fiscal Year 2010-2011

Private awards from Foundations, Industry, Associations and Others

Month	RESEARCH AND OTHER	TRAINING	Total Grants
July	\$ 24,992,810	\$ 369,153	\$ 25,361,960
August	\$ 22,428,710	\$ 121,830	\$ 22,550,540
September	\$ 27,560,060	\$ 573,762	\$ 28,133,820
Year to Date	\$ 74,981,580	\$ 1,064,745	\$ 76,046,320

Assuming acceptance of all awards by the Board of Regents

Summary of Contract Awards

Fiscal Year 2010-2011

Month	RESEARCH AND OTHER		TRAINING		Total Contracts
	Federal	Non-Federal	Federal	Non-Federal	
July	\$ 6,026,372	\$ 6,579,072	\$ 64,500	\$ 539,219	\$ 13,209,160
August	\$ 4,251,216	\$ 3,712,571	\$ 0	\$ 222,783	\$ 8,186,570
September	\$ 2,921,990	\$ 4,364,239	\$ 189,348	\$ 593,848	\$ 8,069,425
Year to Date	\$ 13,199,580	\$ 14,655,880	\$ 253,848	\$ 1,355,850	\$ 29,465,160

Assuming acceptance of all awards by the Board of Regents

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

September 2010

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

**Office of Research
Office of Sponsored Programs**

Detail of Public Grant Awards

Federal

US Department of Health and Human Services (DHHS)

Health Resources and Services Administration (HRSA)

To: King Holmes, Professor \$ 17,472,881
Global Health

For: International AIDS Education and Training Center

Eff: 4/1/2010 Classified: No

Total for Health Resources and Services Administration (HRSA): \$ 17,472,881

National Institutes of Health (NIH)

To: Peter M Milgrom, Professor \$ 1,135,896
Dental Pub Health Scis

For: Northwest/Alaska/Hawaii Center to Reduce Oral Health Disparities

Eff: 6/1/2010 Classified: No

To: Michael Gale, Associate Professor \$ 2,110,046
Immunology

For: Immune Control of Flavivirus Infection

Eff: 5/1/2010 Classified: No

To: Bruce M. Psaty, Professor \$ 1,247,777
Department Of Medicine

For: CHS Events Follow-Up Study

Eff: 6/1/2010 Classified: No

To: Robb Glenny, Professor \$ 1,045,774
Department Of Medicine

For: Longitudinal Studies of HIV Associated Lung Infections and Complications

Eff: 9/1/2009 Classified: No

To: Charles E. Murry, Professor \$ 2,539,392
Pathology

For: STEM CELLS AND CARDIOVASCULAR REPAIR

Eff: 6/1/2010 Classified: No

To: Gerald Van Belle, Professor Emeritus \$ 4,922,319
Biostatistics

For: Resuscitation Outcomes Consortium (ROC) Data Coordinating Center

Eff: 3/1/2010 Classified: No

To: Gerald Van Belle, Professor Emeritus \$ 1,450,000
Biostatistics

For: Resuscitation Outcomes Consortium (ROC) Data Coordinating Center

Eff: 5/17/2010 Classified: No

To: G Stamatoyannopoulos, Professor \$ 2,432,540
Department Of Medicine

For: Stem Cell Gene Therapy for Hemoglobinopathies

Eff: 3/1/2010 Classified: No

Detail of Public Grant Awards

Federal

US Department of Health and Human Services (DHHS)

National Institutes of Health (NIH)

National Center for Research Resources (NCRR)

To: Gary Drobny, Professor \$ 2,660,500
Chemistry

For: Acquisition of a 800 MHz NMR Spectrometer

Eff: 5/13/2010 Classified: No

Total for National Center for Research Resources (NCRR): \$ 2,660,500

National Human Genome Research Institute (NHGRI)

To: Robert H Waterston, Professor \$ 1,497,093
Genome Sciences

For: Global Identification of transcribed elements in the C. elegans

Eff: 4/1/2010 Classified: No

Total for National Human Genome Research Institute (NHGRI): \$ 1,497,093

National Institute of Child Health and Human Development (NICHD)

To: G Stanley Mc Knight, Professor \$ 1,890,151
Pharmacology

For: U54 Clinical and Basic Studies in Male Reproduction

Eff: 4/1/2010 Classified: No

To: William J Bremner, Professor \$ 1,846,715
Department Of Medicine

For: Male Contraception Research Center Grant

Eff: 3/1/2010 Classified: No

Total for National Institute of Child Health and Human Development (NICHD): \$ 3,736,866

National Institute of Dental and Craniofacial Research (NIDCR)

To: Timothy De Rouen, Professor \$ 1,018,471
Dental Pub Health Scis

For: Comprehensive Training in Oral Health Research

Eff: 7/1/2010 Classified: No

Total for National Institute of Dental and Craniofacial Research (NIDCR): \$ 1,018,471

Total for National Institutes of Health (NIH): \$ 25,796,674

Total for US Department of Health and Human Services (DHHS): \$ 43,269,555

National Science Foundation (NSF)

National Science Foundation (NSF)

To: Helene J. Obradovich, Director \$ 3,867,458
Dean Grad School Admin

For: 09-10 NSF Graduate Research Fellowship

Eff: 6/1/2009 Classified: No

Total for National Science Foundation (NSF): \$ 3,867,458

Total for National Science Foundation (NSF): \$ 3,867,458

Total for Federal: \$ 47,137,013

Total Public Grants: 13 of 14 \$ 47,137,013

Detail of Contract Awards

Federal

US Department of Health and Human Services (DHHS)		
National Institutes of Health (NIH)		
To:	Michael J Gale, Associate Professor Immunology	\$ 2,181,933
For:	RIG-I-LIKE RECEPTORS AND NOVEL INNATE IMMUNE PATHWAYS FOR ADJUVANT DISCOVERY AND DEVELOPMENT	
Eff:	9/30/2009	Classified: No
<i>National Heart, Lung, and Blood Institute (NHLBI)</i>		
To:	Richard A Kronmal, Professor Biostatistics	\$ 2,095,389
For:	Multi-Ethnic Study of Atherosclerosis	
Eff:	12/21/1998	Classified: No
<i>Total for National Heart, Lung, and Blood Institute (NHLBI):</i>		<i>\$ 2,095,389</i>
Total for National Institutes of Health (NIH):		\$ 4,277,322
Total for US Department of Health and Human Services (DHHS):		\$ 4,277,322
Total for Federal:		\$ 4,277,322
Total Contracts:		\$ 4,277,322
Grand Total for all Awards		\$ 51,414,335

VII. STANDING COMMITTEES

B. Finance, Audit and Facilities Committee

Report of Contributions – September, 2010

For information only.

Attachment

University of Washington Foundation Report of Contributions for September,
2010

Report *of* Contributions

All Areas

September 2010



UNIVERSITY *of* WASHINGTON | *Foundation*

ANNUAL PROGRESS BY CONSTITUENCY

School	Current Month				Year to Date			
	Gifts	Private Grants	Total	Donors ¹	Gifts	Private Grants	Total	Donors
UW Medicine	\$1,996,651	\$12,571,816	\$14,568,467	2,348	\$6,738,643	\$38,645,861	\$45,384,504	3,847
Arts and Sciences	\$775,913	\$49,647	\$825,560	1,596	\$2,058,082	\$1,302,039	\$3,360,121	3,185
Broadcast Services	\$52,735		\$52,735	3,530	\$212,507		\$212,507	6,057
Built Environments	\$14,223	\$22,646	\$36,869	86	\$302,305	\$212,146	\$514,451	327
Business School	\$314,776		\$314,776	410	\$1,965,645		\$1,965,645	813
Dentistry	\$291,059		\$291,059	201	\$1,589,540		\$1,589,540	329
Education	\$458,835	\$563,861	\$1,022,696	120	\$492,194	\$738,965	\$1,231,159	255
Engineering	\$638,650	\$5,846,372	\$6,485,022	488	\$1,403,187	\$6,246,187	\$7,649,374	771
Environment	\$99,683	\$710,261	\$809,944	266	\$265,593	\$3,355,463	\$3,621,056	401
Evans School of Public Affairs	\$53,808		\$53,808	43	\$128,027	\$267,438	\$395,465	83
Graduate School	\$2,022		\$2,022	20	\$3,037	\$28,401	\$31,438	35
Information School	\$102,745	\$33,800	\$136,545	125	\$158,320	\$33,800	\$192,120	295
Intercollegiate Athletics	\$389,813		\$389,813	804	\$3,476,959		\$3,476,959	2,923
Law	\$83,919		\$83,919	106	\$499,633		\$499,633	261
Libraries	\$22,720		\$22,720	318	\$160,665		\$160,665	659
Minority Affairs	\$6,575		\$6,575	112	\$26,040		\$26,040	188
Nursing	\$31,887	\$97,584	\$129,471	151	\$273,392	\$497,584	\$770,976	216
Pharmacy	\$142,198	\$781,057	\$923,255	157	\$181,104	\$866,925	\$1,048,029	305
President's Funds	\$42,236		\$42,236	199	\$130,244		\$130,244	345
Public Health	\$8,563	\$766,319	\$774,882	103	\$207,803	\$6,659,847	\$6,867,650	171
Social Work	\$4,839		\$4,839	55	\$234,402	\$43,262	\$277,664	98
Student Affairs	\$75,624		\$75,624	263	\$984,703		\$984,703	481
Undergraduate Academic Affairs	\$3,163		\$3,163	29	\$23,205	\$578,604	\$601,809	93
University Press	\$41,800		\$41,800	11	\$97,675		\$97,675	43
UW Alumni Association	\$40,757		\$40,757	989	\$159,398		\$159,398	3,403
UW Bothell	\$16,069	\$600,000	\$616,069	50	\$29,295	\$607,000	\$636,295	133
UW Tacoma	\$138,791	\$699	\$139,491	102	\$458,207	\$699	\$458,906	247
Other University Support	\$52,068	\$209,755	\$261,823	158	\$540,996	\$881,348	\$1,422,344	1,029
Total	\$5,902,124	\$22,253,817	\$28,155,941	12,098	\$22,800,801	\$60,965,569	\$83,766,370	25,354

MONTHLY HIGHLIGHTS

The UW received \$28.16M in total private voluntary support (\$5.90M in gifts and \$22.25M in grants) in the current month.

Areas including UW Medicine, Built Environments, Business School, Dentistry, Education, Engineering, Environment, Evans School of Public Affairs, Intercollegiate Athletics, Law, Libraries, Pharmacy, Public Health, Social Work, Student Affairs, Undergraduate Academic Affairs, University Press, UW Bothell and UW Tacoma are ahead of last year's year-to-date totals.

¹ Donors are defined as those entities who have a credit amount of greater than \$0.00.

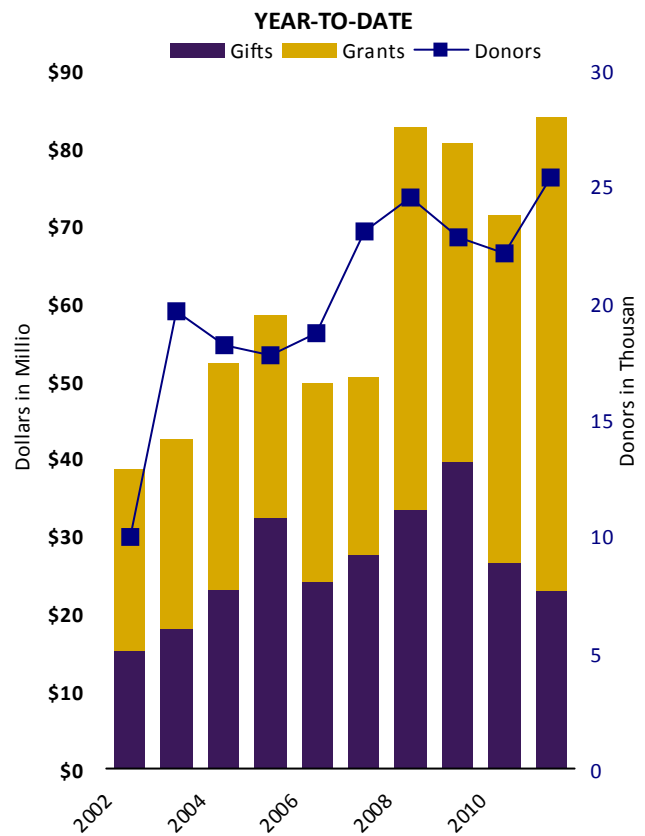
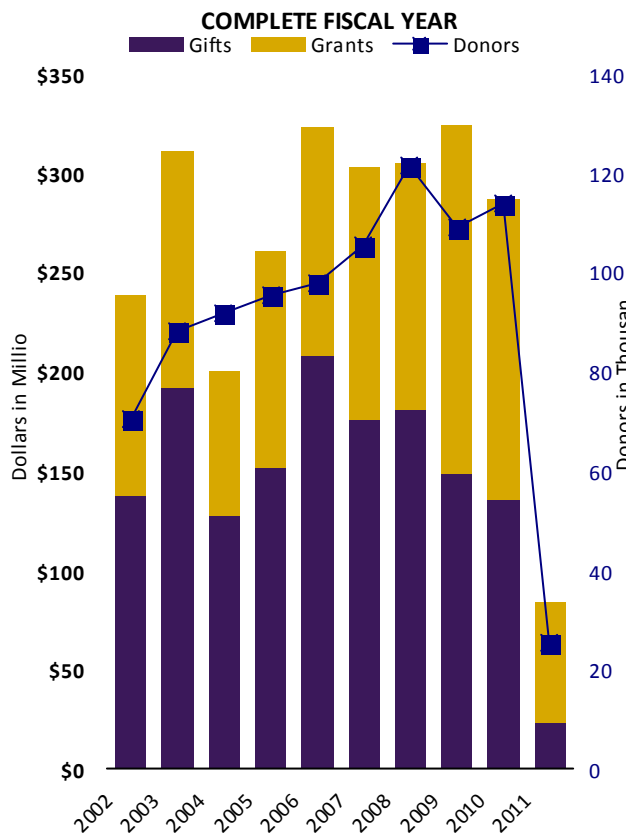
The donor total at the bottom of the chart is not a cumulative total of the rows above. The donor total is the number of unique donors who have been credited with a gift to the UW during the given time period.

DEVELOPMENT SUMMARY BY CONSTITUENCY

School	Current Month		Year to Date		Prior Year to Date		Prior Year Total	
	Total	Donors	Total	Donors	Total	Donors	Total	Donors
UW Medicine	\$14,568,467	2,348	\$45,384,504	3,847	\$43,458,862	3,621	\$137,228,784	15,896
Arts and Sciences	\$825,560	1,596	\$3,360,121	3,185	\$4,668,524	3,065	\$22,353,398	13,980
Broadcast Services	\$52,735	3,530	\$212,507	6,057	\$395,530	2,613	\$2,884,588	21,203
Built Environments	\$36,869	86	\$514,451	327	\$220,148	219	\$2,460,168	1,345
Business School	\$314,776	410	\$1,965,645	813	\$1,372,591	1,137	\$13,466,725	4,129
Dentistry	\$291,059	201	\$1,589,540	329	\$920,460	327	\$3,317,422	1,250
Education	\$1,022,696	120	\$1,231,159	255	\$828,984	522	\$4,695,480	1,575
Engineering	\$6,485,022	488	\$7,649,374	771	\$4,606,422	890	\$22,392,566	4,345
Environment	\$809,944	266	\$3,621,056	401	\$1,785,252	296	\$8,056,542	2,066
Evans School of Public Affairs	\$53,808	43	\$395,465	83	\$75,471	88	\$729,548	508
Graduate School	\$2,022	20	\$31,438	35	\$80,437	40	\$946,285	312
Information School	\$136,545	125	\$192,120	295	\$643,511	210	\$1,598,080	699
Intercollegiate Athletics	\$389,813	804	\$3,476,959	2,923	\$2,704,959	3,108	\$17,893,004	24,696
Law	\$83,919	106	\$499,633	261	\$337,430	239	\$1,644,729	2,038
Libraries	\$22,720	318	\$160,665	659	\$153,584	1,079	\$1,034,271	5,362
Minority Affairs	\$6,575	112	\$26,040	188	\$182,745	186	\$538,889	738
Nursing	\$129,471	151	\$770,976	216	\$1,397,476	320	\$3,464,905	1,743
Pharmacy	\$923,255	157	\$1,048,029	305	\$649,520	180	\$3,869,407	1,046
President's Funds	\$42,236	199	\$130,244	345	\$89,148	326	\$586,255	1,536
Public Health	\$774,882	103	\$6,867,650	171	\$3,800,232	211	\$16,560,816	754
Social Work	\$4,839	55	\$277,664	98	\$100,816	83	\$3,641,796	832
Student Affairs	\$75,624	263	\$984,703	481	\$615,648	526	\$5,341,443	2,802
Undergraduate Academic Affairs	\$3,163	29	\$601,809	93	\$74,816	163	\$688,975	640
University Press	\$41,800	11	\$97,675	43	\$47,350	23	\$292,500	169
UW Alumni Association	\$40,757	989	\$159,398	3,403	\$166,860	3,625	\$894,199	18,266
UW Bothell	\$616,069	50	\$636,295	133	\$240,853	109	\$1,556,176	630
UW Tacoma	\$139,491	102	\$458,906	247	\$220,229	252	\$3,009,562	827
Other University Support	\$261,823	158	\$1,422,344	1,029	\$1,449,668	335	\$5,482,304	2,729
Total¹	\$28,155,941	12,098	\$83,766,370	25,354	\$71,287,527	22,118	\$286,628,819	113,746

¹ The donor total at the bottom of the chart is not a cumulative total of the rows above. The donor total is the number of unique donors who have been credited with a gift to the UW during the given time period.

FISCAL YEAR COMPARISON OF TOTAL CONTRIBUTIONS



Fiscal Year	Complete Fiscal Year				Year to Date			
	Gifts	Private Grants	Total	Donors	Gifts	Private Grants	Total	Donors
2010-2011	\$22,800,801	\$60,965,569	\$83,766,370	25,354	\$22,800,801	\$60,965,569	\$83,766,370	25,354
2009-2010	\$135,813,022	\$150,815,796	\$286,628,819	113,746	\$26,555,244	\$44,732,283	\$71,287,527	22,118
2008-2009	\$148,364,809	\$175,713,667	\$324,078,477	109,083	\$39,551,169	\$41,037,329	\$80,588,498	22,791
2007-2008	\$180,735,444	\$124,224,214	\$304,959,657	121,447	\$33,546,899	\$48,925,994	\$82,472,893	24,511
2006-2007	\$176,490,215	\$126,399,369	\$302,889,584	105,353	\$27,414,529	\$23,052,463	\$50,466,991	23,091
2005-2006	\$207,744,231	\$115,261,186	\$323,005,417	97,876	\$24,257,352	\$25,307,056	\$49,564,408	18,667
2004-2005	\$151,969,925	\$108,802,371	\$260,772,296	95,227	\$32,475,755	\$25,933,731	\$58,409,486	17,729
2003-2004	\$128,174,367	\$71,603,323	\$199,777,690	91,903	\$23,128,776	\$29,149,098	\$52,277,874	18,183
2002-2003	\$192,573,183	\$118,677,722	\$311,250,905	88,259	\$17,877,664	\$24,671,474	\$42,549,138	19,588
2001-2002	\$137,959,340	\$100,820,547	\$238,779,887	70,560	\$15,196,328	\$23,250,028	\$38,446,357	9,942



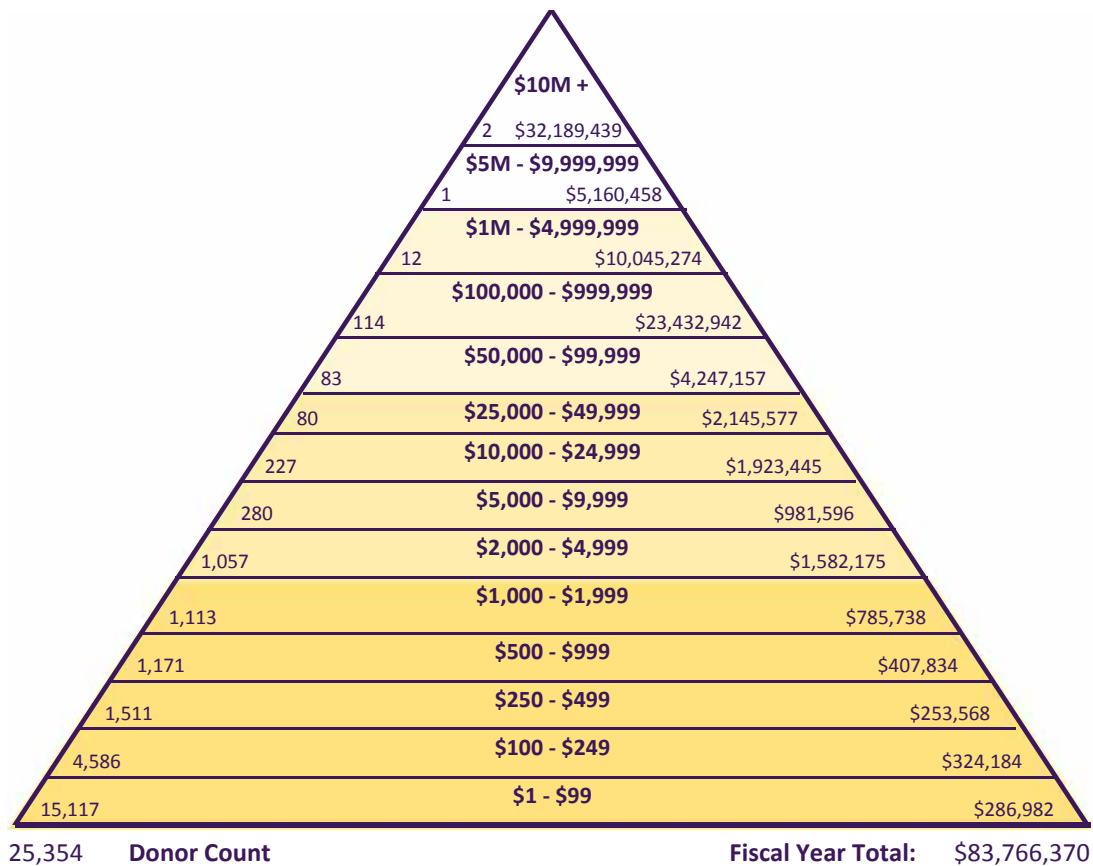
ANNUAL FUNDING THEME PROGRESS

Theme	Current Use	Year to Date	
		Endowment	Total
Student Support	\$1,539,746	\$2,316,451	\$3,856,197
Faculty Support	\$1,377,690	\$1,021,411	\$2,399,101
Program Support for Faculty and Students	\$67,698,686	\$1,200,644	\$68,899,329
Capital	\$3,158,741	\$60	\$3,158,801
Excellence Funds	\$4,488,215	\$964,727	\$5,452,942
Total	\$78,263,077	\$5,503,294	\$83,766,370

DEVELOPMENT ACTIVITY BY DONOR TYPE

Donor Type	Year to Date		Prior Year to Date		Prior Fiscal Year	
	Donors	Total	Donors	Total	Donors	Total
Alumni	11,588	\$4,544,767	11,585	\$5,919,315	50,992	\$35,117,094
Corporations	587	\$11,815,021	613	\$10,636,434	2,832	\$43,318,033
Family Foundations	35	\$1,332,921	41	\$1,239,829	171	\$13,713,745
Foundations	148	\$32,956,107	129	\$23,184,472	433	\$89,376,760
Non-Alumni	12,828	\$6,216,585	9,648	\$9,413,297	58,737	\$35,745,608
Organizations	168	\$26,900,969	163	\$20,894,179	581	\$69,357,578
Total	25,354	\$83,766,370	22,179	\$71,287,527	113,746	\$286,628,819

DEVELOPMENT ACTIVITY PYRAMID



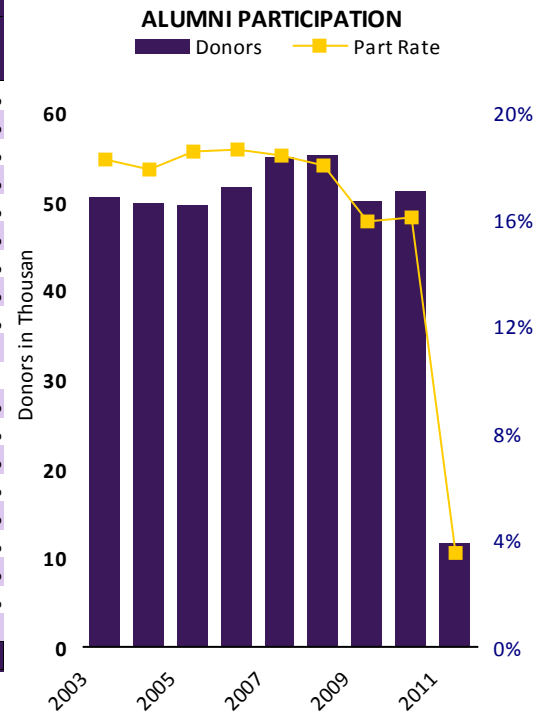
ANNUAL PROGRESS BY GIVING LEVEL

Giving Level	Alumni	Non Alumni	Family Fndns.	Corporations	Foundations	Other Orgs.	Total
\$10M +					\$21,478,325	\$10,711,114	\$32,189,439
\$5M - \$9,999,999					\$5,160,458		\$5,160,458
\$1M - \$4,999,999		\$0		\$4,462,011	\$2,500	\$5,580,763	\$10,045,274
\$100,000 - \$999,999	\$1,106,479	\$3,680,402	\$932,000	\$4,285,772	\$4,217,095	\$9,211,194	\$23,432,942
\$50,000 - \$99,999	\$469,333	\$700,483	\$71,300	\$970,605	\$1,303,759	\$731,678	\$4,247,157
\$25,000 - \$49,999	\$345,093	\$172,133	\$135,100	\$818,327	\$390,282	\$284,643	\$2,145,577
\$10,000 - \$24,999	\$369,233	\$239,068	\$142,236	\$679,968	\$257,306	\$235,633	\$1,923,445
\$5,000 - \$9,999	\$331,370	\$201,262	\$35,500	\$260,630	\$70,383	\$82,451	\$981,596
\$2,000 - \$4,999	\$806,697	\$462,148	\$12,535	\$214,836	\$46,470	\$39,489	\$1,582,175
\$1,000 - \$1,999	\$390,111	\$287,006	\$4,150	\$70,040	\$22,431	\$12,000	\$785,738
\$500 - \$999	\$217,391	\$154,650		\$25,831	\$4,975	\$4,987	\$407,834
\$250 - \$499	\$131,311	\$104,309		\$12,941	\$800	\$4,207	\$253,568
\$100 - \$249	\$189,189	\$121,252	\$100	\$10,477	\$790	\$2,376	\$324,184
\$1 - \$99	\$188,559	\$93,871		\$3,584	\$534	\$434	\$286,982
Total	\$4,544,767	\$6,216,585	\$1,332,921	\$11,815,021	\$32,956,107	\$26,900,969	\$83,766,370

Giving Level	Alumni	Non Alumni	Family Fndns.	Corporations	Foundations	Other Orgs.	Total
\$10M +					1	1	2
\$5M - \$9,999,999					1		1
\$1M - \$4,999,999		2		5	2	3	12
\$100,000 - \$999,999	12	29	7	17	18	31	114
\$50,000 - \$99,999	10	24	1	16	20	12	83
\$25,000 - \$49,999	18	14	4	25	10	9	80
\$10,000 - \$24,999	66	70	9	47	19	16	227
\$5,000 - \$9,999	101	97	6	49	13	14	280
\$2,000 - \$4,999	519	423	3	85	14	13	1,057
\$1,000 - \$1,999	531	485	4	61	22	10	1,113
\$500 - \$999	554	557		43	8	9	1,171
\$250 - \$499	638	811		45	4	13	1,511
\$100 - \$249	2,104	2,376	1	83	5	17	4,586
\$1 - \$99	7,035	7,940		111	11	20	15,117
Total	11,588	12,828	35	587	148	168	25,354

ALUMNI PARTICIPATION BY CONSTITUENCY (CURRENT FISCAL YEAR)

Area	Solicitable	To UW		To Unit	
		Year to Date	Part Rate	Year to Date	Part Rate
UW Medicine	19,185	730	3.81%	366	1.91%
Arts and Sciences	151,787	5,279	3.48%	1,729	1.14%
Business School	39,725	1,681	4.23%	801	2.02%
Built Environments	8,496	293	3.45%	70	0.82%
Dentistry	4,650	269	5.78%	132	2.84%
Education	18,092	724	4.00%	75	0.41%
Engineering	33,868	1,085	3.20%	630	1.86%
Environment	11,635	358	3.08%	122	1.05%
Evans School of Public Affairs	2,747	133	4.84%	25	0.91%
Interdisc. Grad. Programs	2,200	74	3.36%		
Interschool Programs	2,459	147	5.98%		
Information School	4,950	348	7.03%	258	5.21%
Law	8,186	359	4.39%	129	1.58%
School of Nursing	8,909	337	3.78%	101	1.13%
Pharmacy	3,690	230	6.23%	163	4.42%
Public Health	4,683	171	3.65%	28	0.60%
Social Work	6,753	205	3.04%	42	0.62%
UW Bothell	8,069	233	2.89%	46	0.57%
UW Tacoma	9,452	247	2.61%	116	1.23%
Unspecified	9,472	310	3.27%		
ALL UW TOTAL	330,521	11,588	3.51%		



ALUMNI PARTICIPATION BY CONSTITUENCY (PREVIOUS FISCAL YEAR)

Area	Solicitable	To UW				To Unit			
		Year to Date		FY Total		Year to Date		FY Total	
		Donors	Part Rate	Donors	Part Rate	Donors	Part Rate	Donors	PFY Final
UW Medicine	19,127	748	3.91%	3,647	19.07%	385	2.01%	2,277	11.90%
Arts and Sciences	146,824	4,971	3.39%	21,644	14.74%	1,318	0.90%	5,915	4.03%
Business School	38,262	1,830	4.78%	7,650	19.99%	663	1.73%	2,283	5.97%
Built Environments	8,184	269	3.29%	1,430	17.47%	77	0.94%	567	6.93%
Dentistry	4,540	239	5.26%	1,116	24.58%	142	3.13%	586	12.91%
Education	18,841	791	4.20%	3,221	17.10%	76	0.40%	548	2.91%
Engineering	32,965	1,114	3.38%	5,082	15.42%	471	1.43%	2,382	7.23%
Environment				1,310	7.54%	55		616	
Evans School of Public Affairs	2,496	116	4.65%	602	24.12%	26	1.04%	207	8.29%
Interdisc. Grad. Programs	1,817	76	4.18%	334	18.38%				
Interdisc. Undergrad. Programs	258	6	2.33%	29	11.24%				
Interschool Programs	520	21	4.04%	528	101.54%				
Information School	4,614	285	6.18%	1,009	21.87%	134	2.90%	436	9.45%
Law	7,905	321	4.06%	1,892	23.93%	118	1.49%	1,031	13.04%
School of Nursing	8,644	382	4.42%	1,820	21.06%	142	1.64%	950	10.99%
Pharmacy	3,547	173	4.88%	891	25.12%	91	2.57%	562	15.84%
Public Health	4,580	201	4.39%	776	16.94%	48	1.05%	268	5.85%
Social Work	6,522	215	3.30%	990	15.18%	45	0.69%	416	6.38%
UW Bothell	6,995	213	3.05%	1,003	14.34%	17	0.24%	216	3.09%
UW Tacoma	8,050	204	2.53%	901	11.19%	66	0.82%	306	3.80%
Unspecified	11,600	444	3.83%	1,653	14.25%				
ALL UW TOTAL	317,522	11,200	3.53%	50,992	16.06%				



The University of Washington Alumni Association is the broad-based engagement vehicle for University Advancement and the University of Washington. Through its strategically designed programs, the UW Alumni Association invites alumni, donors and friends to engage in the life of the UW. Research indicates that engaged alumni and friends are more inclined to support the University and its students. The UW Alumni Association is proud to develop a solid base of support for the University of Washington.



UWAA Member Giving by Constituency

School	Solicitable Alumni	Member		Alumni Giving	
		Members ¹	Donors	Members	Non Members
UW Medicine	19,185	1,851	236	12.75%	2.23%
Arts and Sciences	151,787	18,825	1,917	10.18%	1.60%
Business School	39,725	7,177	788	10.98%	1.66%
Built Environments	8,496	1,133	104	9.18%	1.60%
Dentistry	4,650	981	130	13.25%	2.56%
Education	18,092	2,818	283	10.04%	1.72%
Engineering	33,868	4,498	421	9.36%	1.50%
Environment	11,635	1,413	104	7.36%	1.68%
Evans School of Public Affairs	2,747	310	37	11.94%	2.63%
Interdisc. Grad. Programs	2,200	196	22	11.22%	1.80%
Interdisc. Undergrad. Program					
Interscholar Programs	2,459	562	81	14.41%	2.48%
Information School	4,950	766	130	16.97%	4.25%
Law	8,186	1,023	129	12.61%	2.42%
School of Nursing	8,909	1,291	107	8.29%	2.23%
Pharmacy	3,690	615	96	15.61%	3.54%
Public Health	4,683	384	44	11.46%	2.33%
Social Work	6,753	607	52	8.57%	1.87%
UW Bothell	8,069	841	51	6.06%	1.19%
UW Tacoma	9,452	738	57	7.72%	1.01%
Unspecified	9,472	1,930	143	7.41%	1.18%
Non-Alumni		7,591	1,469	19.35%	
Total	330,521	52,040	5,777	11.10%	

Alumni Activity

1 in 3.5 registrants at 2010 UW events were UWAA members
1 in 25 registrants at 2010 UW events were UW donors
3 in 4 registrants at 2010 UW events were Solicitable Alumni
1 in 25 UWAA members attended a 2010 UW event
1 in 3 2009-2010 Football/Basketball season ticket holders were UWAA members
1 in 7 UWAA members were 2009-2010 Football/Basketball season ticket holders

Top 10 Membership by Class Year

Class Year	Part. Rate	Class Year	Population
1955	22.65%	2010	1,617
1954	21.93%	1971	1,088
1953	21.91%	1974	1,062
1959	21.88%	1973	1,055
1946	21.71%	1970	1,032
1956	21.43%	1972	1,026
1950	20.83%	1976	1,020
1952	20.70%	1975	988
1958	20.53%	1977	945
1960	20.36%	1968	902

Activity Participation - Rolling 3 Year Total³

School ²	Participants	Part. Donors	% Donors	Alum Non-Part.	Alum Non-Par Donor	% Non-Part Donor
Intercollegiate Athletics	2,461	2,414	98.09%			
UW Medicine	3,611	2,752	76.21%	21,172	3,305	15.61%
Arts and Sciences	12,349	2,962	23.99%	139,002	7,483	5.38%
Built Environments	1,457	646	44.34%	7,587	745	9.82%
Business School	5,784	1,558	26.94%	35,044	3,230	9.22%
Dentistry	1,896	737	38.87%	3,015	381	12.64%
Education	1,703	378	22.20%	16,232	842	5.19%
Engineering	2,589	899	34.72%	31,207	3,119	9.99%
Environment	1,145	536	46.81%	10,186	953	9.36%
Evans School of Public Affairs	725	278	38.34%	2,222	320	14.40%
Graduate School	341	194	56.89%	1,509	2	0.13%
Information School	684	209	30.56%	4,474	597	13.34%
Law	1,990	861	43.27%	6,650	1,131	17.01%
Libraries	1,019	981	96.27%			
Nursing	923	423	45.83%	8,281	1,291	15.59%
Pharmacy	367	223	60.76%	3,378	801	23.71%
Public Health	547	202	36.93%	3,665	328	8.95%
Social Work	772	240	31.09%	6,170	654	10.60%
UW Bothell	733	235	32.06%	7,828	621	7.93%
UW Tacoma	474	209	44.09%	9,292	870	9.36%

¹ Members include paid Annual Members, Lifetime Members, and TPC Level Donors

² Activity is based on a unit affiliated Alumni or Donor being labeled as a positive RSVP, host, speaker, or participant at any tracked UW activity.

³ 3-Years consists of any activity since 7/1/2006

Source: University of Washington Alumni Association



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 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.

REPORT OF ACTIONS TAKEN UNDER GENERAL DELEGATED AUTHORITY – CAPITAL PROJECT BUDGETS

1. Mechanical Engineering Building Roof Replacement Project No. 202968
Action Reported: Budget Adjustment

The project budget for the Mechanical Engineering Building Roof Replacement project was established at \$1,325,000. The budget has been decreased to \$1,056,577 due to bid results and unspent contingencies.

This project is replacing the roof on the Mechanical Engineering Building that has exceeded its service life. In addition to replacing the roof membrane, the work includes providing fall protection anchors for window washers; providing guard rails at roof edges for general roof access safety; upgrading structural supports for rooftop ventilation and research equipment; abating an asbestos containing coating on the parapets; and adding and upgrading access ladders to penthouse roofs.

Construction started in July 2010 and was completed in October 2010.

The project budget is herein established at \$1,056,577. Funding is provided by Facilities Services from the 2009-2011 Building Renewal budget.

Budget Summary	Current Approved Budget	Forecast Cost At Completion
Total Consultant Services	\$170,828	\$142,259
Total Construction Cost*	\$1,033,542	\$811,176
Other Costs	\$12,944	\$16,040
Project Administration	\$107,686	\$87,102
Total Project Budget	\$1,325,000	\$1,056,577

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

VII. STANDING COMMITTEES

B. Finance, Audit and Facilities Committee

Actions Taken Under Delegated Authority (continued p. 2)

2. PCB Transformers Replacement and South Campus Medium Voltage (MV) Electrical Improvements 2009-2011, Project 202987
Action Reported: Award Construction Contract

On September 28, 2010, a construction contract was awarded to CTS Northwest Inc. of Lynnwood, Washington, in the amount of \$1,041,000 for the PCB Transformers Replacement and South Campus MV Electrical Improvements 2009-2011 Project No. 202987. Three bids were received for this project; the highest bid was \$1,269,780. The budgeted construction cost was \$1,086,545.

CTS is an electrical contractor that has successfully completed numerous projects for the University of Washington (UW), including both previous phases of this south campus distribution system upgrade. Other projects at the UW include medium voltage switch replacement projects and asbestos mitigation projects that replaced cable tray on the electrical side of the tunnel system.

The goal of this project is to replace PCB containing transformers and complete the upgrade of the medium voltage distribution system under south campus. The upgrade provides more power and improved service reliability to Magnuson Health Sciences Center and other south campus buildings.

Construction is scheduled for completion in May 2011.

The budget remains the same at \$1,750,000. The project funding of \$1,750,000 is from the Utility (\$651,000) and Building Renewal (\$1,099,000) accounts.

Budget Summary	Current Approved Budget	Forecast Cost At Completion
Total Consultant Services	\$171,983	\$169,833
Total Construction Cost*	\$1,385,230	\$1,313,622
Other Costs	\$57,569	\$131,327
Project Administration	\$135,218	\$135,218
Total Project Budget	\$1,750,000	\$1,750,000

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

VII. STANDING COMMITTEES

B. Finance, Audit and Facilities Committee

Actions Taken Under Delegated Authority (continued p. 3)

3. Magnusson Health Sciences Center (MHSC) T-Wing 3rd Floor School of Nursing Remodel, Project No. 203099 Actions Reported: Select Architect/Adopt Budget

On October 18, 2010, a professional services architectural agreement was awarded to DLR Group, Inc, for the MHSC T-Wing 3rd Floor School of Nursing Remodel project. In August 2010, the Capital Projects Office selected three firms via the Shared Procurement Portal system. Interviews were held on August 16, 2010 for SHKS Architects, Magellan Architects and DLR Group, Inc. The agreement amount is \$36,169 for professional services versus a budget value of \$147,611 for design consultants. The balance of the design budget is intended for basic services, a hazardous materials consultant, interior design and an open plan furniture consultant.

DLR Group, Inc (formerly John Graham Associates) has a long history working on projects for the UW. Recent projects include the Allen Library Research Commons and a predesign effort for the UW Center for Interactive Technology. In addition to various campus projects, they are an active member/supporter of the Department of Architecture Professional Advisory Committee.

The School of Nursing Remodel is an 8,700 square foot remodel of their existing administration offices located on the 3rd floor of the T-Wing at the MHSC. The renovation includes a reconfiguration of the existing built wall environment to create an open plan office that utilizes flexible furniture that is innovative and responsive to student and staff's changing needs. Hazardous materials abatement is also planned for this renovation. Design is expected to be completed by mid December of 2010 with construction beginning in January, and a forecasted completion of March of 2011. This project will utilize the Job Order Contracting (JOC) model for construction due to the aggressive schedule. The construction budget also includes a purchase order for owner-furnished flooring.

The project budget is established at \$1,200,000. Funding is provided from the Program Renewal Minor Modification Allocations budget.

VII. STANDING COMMITTEES

B. Finance, Audit and Facilities Committee

Actions Taken Under Delegated Authority (continued p. 4)

Budget Summary:	Current Approved Budget	Forecast Cost At Completion
Total Consultant Services	\$147,611	\$147,611
Total Construction Cost*	\$417,670	\$417,670
Other Costs	\$534,890	\$534,890
Project Administration	\$99,829	\$99,829
Total Project Budget	\$1,200,000	\$1,200,000

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

VII. STANDING COMMITTEES

B. Finance, Audit and Facilities Committee

Investment Performance Report, First Quarter Fiscal Year 2011

For information only.

Attachment

University of Washington Investment Performance Report to the Board of Regents, First Quarter Fiscal Year 2011

UNIVERSITY OF WASHINGTON
INVESTMENT PERFORMANCE REPORT TO BOARD OF REGENTS
FIRST QUARTER FISCAL YEAR 2011

As of September 30, 2010



TREASURER BOARD OF REGENTS
TREASURY OFFICE

Published November 2010

UNIVERSITY OF WASHINGTON
CONSOLIDATED ENDOWMENT FUND (CEF)
INVESTMENT PERFORMANCE REPORT TO BOARD OF REGENTS
FIRST QUARTER FISCAL YEAR 2011

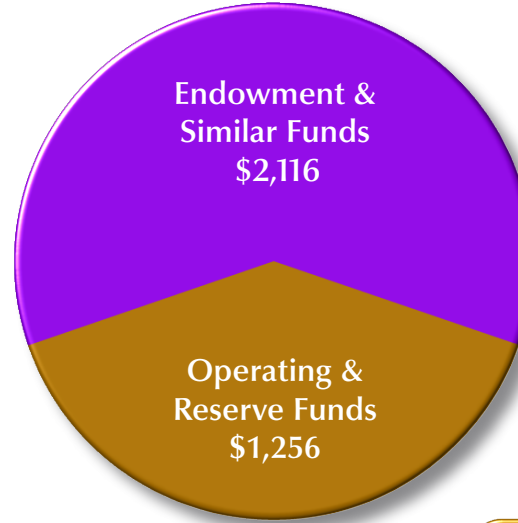
TABLE OF CONTENTS

Treasury Assets.....	1
CEF Asset Allocation	2
CEF Exposures	3
CEF Performance Summary	4
CEF Activity	5
CEF Performance by Strategy.....	6
Invested Funds	7
CEF Spending Update	8
Summary of Actions Taken under Board Delegated Authorities 01/01/10–09/30/10	9

TREASURY ASSETS¹

As of September 30, 2010—\$3.4b

(\$m)



Endowment & Similar Funds

Endowment Funds	\$1,581
Operating Funds	<u>376</u>
Consolidated Endowment Fund	1,957
Life Income Trusts	68
Outside Trusts	48
Non-CEF Endowments	11
Permanent Fund ⁵	<u>32</u>
	<u>\$2,116</u>

Operating & Reserve Funds

Invested Funds ²	\$1,154
Funds on Deposit with State of Washington ³	37
Bond Proceeds and Reserves ⁴	65
	<u>\$1,256</u>

¹ Includes assets whose management falls under the auspices of the Finance & Audit Committee of the Board of Regents. Excludes Metro Tract and Forest Trust Lands. All dollar amounts are expressed in millions and represent market values.

² The Invested Funds holds Consolidated Endowment Fund units valued at \$376. To avoid double counting, the dollars are included only in the CEF totals.

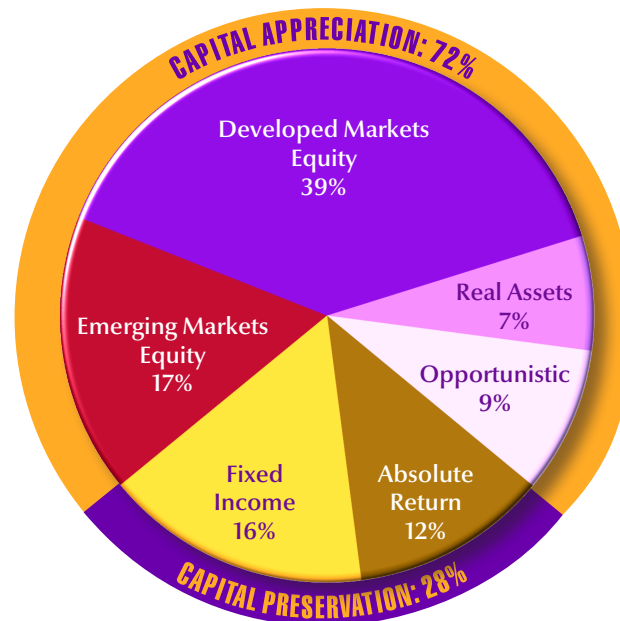
³ Bond Retirement Fund and Building Fund.

⁴ Debt service reserve funds and construction project funds which have not yet been disbursed.

⁵ Proceeds from sale of land grants and subsequent investment returns on deposit with the state of Washington.

CEF ASSET ALLOCATION ¹

As of September 30, 2010



	Current Allocation (\$m)		Target	Policy Range
Emerging Markets Equity	\$334	17%	17%	
Developed Markets Equity	\$759	39%	36%	
Real Assets	\$136	7%	11%	
Opportunistic	\$173	9%	6%	
Capital Appreciation ²	\$1,403	72%	70%	55%–85%
Absolute Return	\$232	12%	15%	
Fixed Income ³	\$322	16%	15%	
Capital Preservation	\$554	28%	30%	15%–45%
Total CEF	\$1,957	100%		

¹ At 9/30/10 International exposure: 35%, foreign currency exposure: 34%.

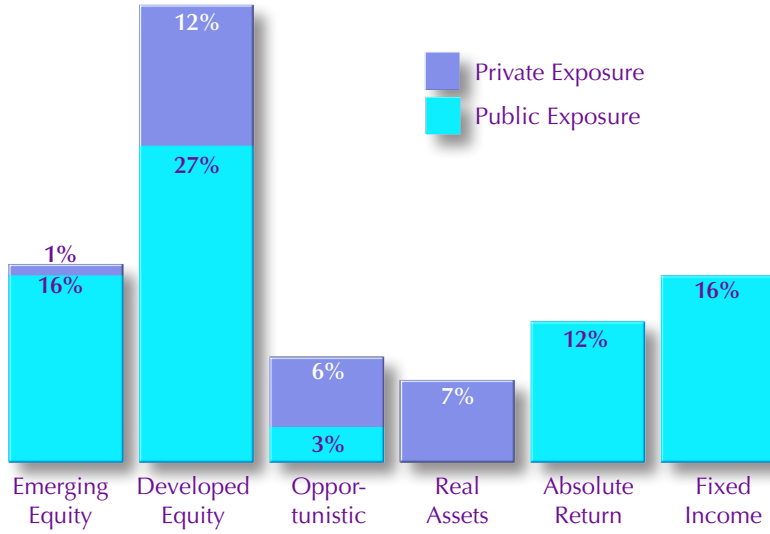
² Unfunded capital commitments of 13% plus current exposure of 26% to private investments total 39%—within the policy limit of 50% of the CEF.

³ Includes allocation to cash.

CEF EXPOSURES

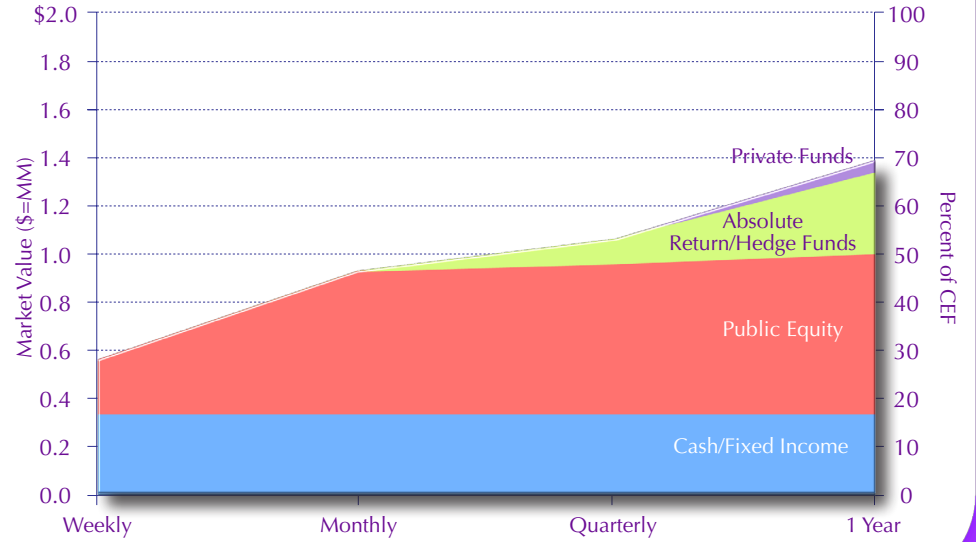
For the Quarter ending September 30, 2010—\$1,957m

Public/Private Exposure by Strategy*



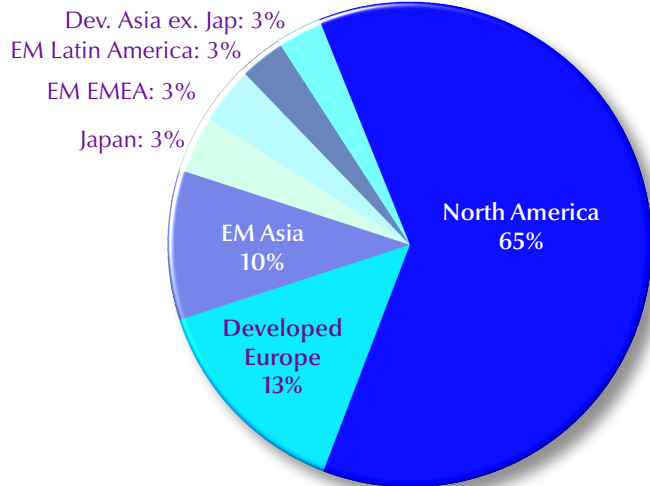
*Unfunded capital commitments of 13% plus current exposure of 26% to private investments total 39%—within the policy limit of 50% of the CEF.

Liquidity Estimates
Short-Term Liquidity*



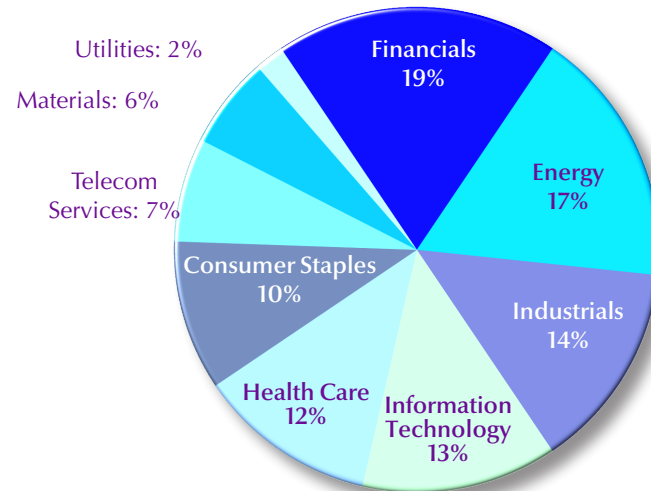
*69% of the CEF liquid within one year.

Geographic Exposure*



* Foreign currency exposure as of September 30, 2010: 34%

Equity Sector Exposure*



* Emerging Markets Equity, Developed Markets Equity, Real Assets and select Absolute Return equity

CEF PERFORMANCE SUMMARY

For the Quarter ending September 30, 2010— \$1,957m

Total Returns ¹ (%) Rolling Years

	1 st Qtr FY 2011	1-Year	5-Year	10-Year
Total CEF Return	6.6	11.0	5.0	5.0
Strategy Weighted Policy Benchmark	7.8	8.4	5.4	4.8
Capital Appreciation	8.9	12.2	4.7	4.0
MSCI ACWI	14.5	8.9	2.9	2.1
Capital Preservation	1.4	7.3	5.1	6.0
BC Government Bond	2.5	7.0	6.1	6.2

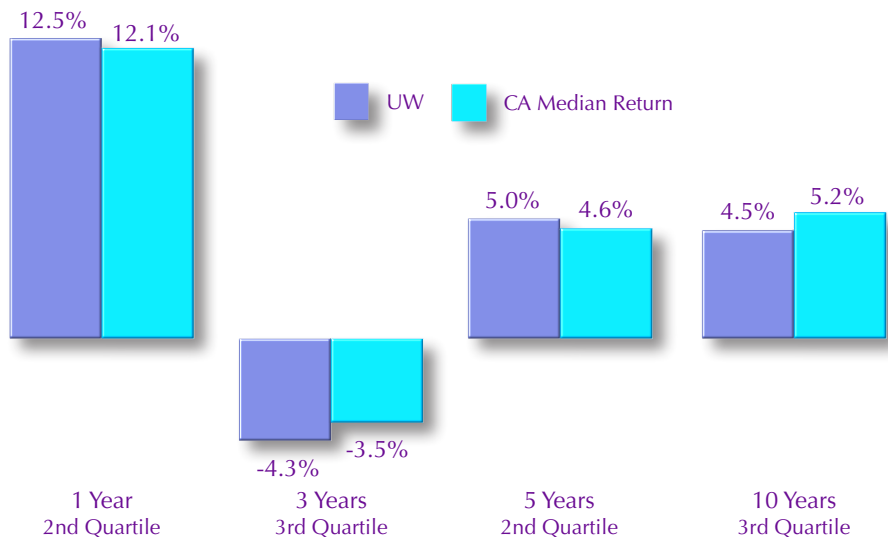
¹ Average Annual Compound Return.

Total Returns ¹ (%) Fiscal Years

	FYTD 2011	Fiscal Years 2010	2009	2008
Total CEF Return	6.6	12.5	-23.5	2.0
Strategy Weighted Policy Benchmark	7.8	9.8	-16.5	1.1
Capital Appreciation	8.9	13.7	-29.2	1.0
MSCI ACWI	14.5	12.3	-28.9	-8.8
Capital Preservation	1.4	10.8	-9.6	4.0
BC Government Bond	2.5	6.5	6.6	9.7

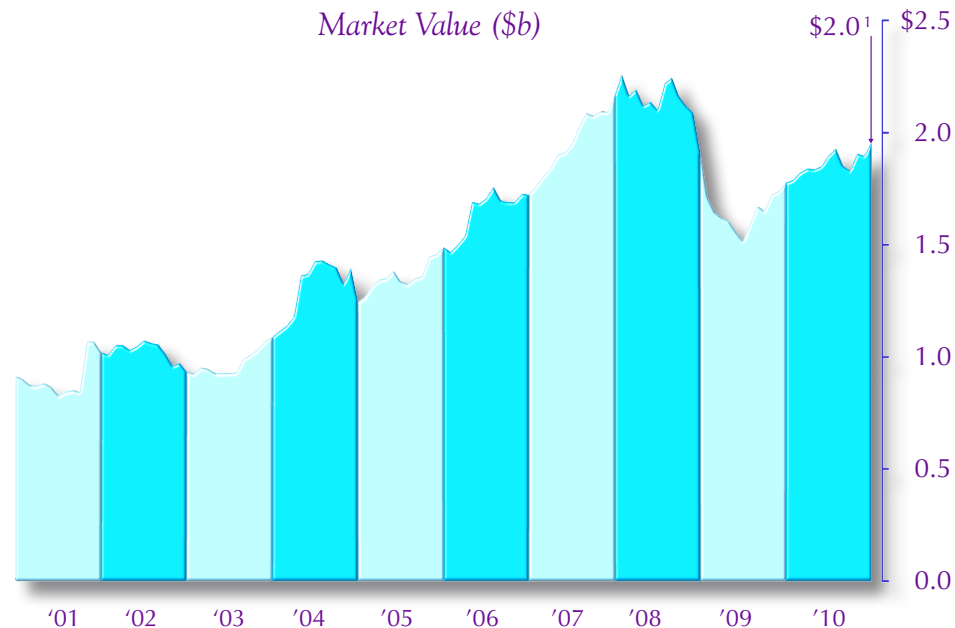
¹ Average Annual Compound Return.

UW & Cambridge Associates ¹ Returns for periods ending 6/30/10



¹ Cambridge Associates College and University Investment Pool Top 50 (by Investment Pool Market Value)

Market Value (\$b)



¹ Reflects inclusion of IF units in CEF starting 7/01—value without would be \$1.6

CEF ACTIVITY

For the Quarter ending September 30, 2010— \$1,957m

	(\$m)				
	<u>FY 2011</u>	<u>FY 2010</u>	<u>FY 2009</u>	<u>5 Years</u>	<u>10 Years</u>
Beginning Balance	<u>\$1,830</u>	<u>\$1,649</u>	<u>\$2,161</u>	<u>\$1,488</u>	<u>\$1,187</u>
Gifts	18	43	84	406	616
Transfers	2	5	10	49	85
"Invested Funds" Purchases	0	8	3	70	157
Investment Return Net of Investment Management Fees	126	201	(515)	414	715
Total Sources of Funds	<u>\$146</u>	<u>\$257</u>	<u>(\$418)</u>	<u>\$939</u>	<u>\$1,573</u>
Distributions to Endowed Programs	(15)	(59)	(75)	(378)	(663)
Administrative Fees (Investment Office)	(1)	(4)	(4)	(18)	(29)
Administrative Fees (Advancement Support)	(4)	(14)	(14)	(73)	(111)
Total Uses of Funds	<u>(\$20)</u>	<u>(\$77)</u>	<u>(\$93)</u>	<u>(\$469)</u>	<u>(\$803)</u>
Ending Balance	<u>\$1,957</u>	<u>\$1,830</u>	<u>\$1,649</u>	<u>\$1,957</u>	<u>\$1,957</u>
Net Change in Endowment Value	\$127	\$181	(\$512)	\$469	\$770

CEF PERFORMANCE BY STRATEGY

Total Return¹ as of September 30, 2010

	1 st Qtr FY '11	1 Year	3 Years	5 Years	10 Years	
Consolidated Endowment Fund	6.6	11.0	-3.6	5.0	5.0	
Capital Appreciation	Capital Appreciation	8.9	12.2	-5.6	4.7	4.0
	MSCI ACWI	14.5	8.9	-7.0	2.9	2.1
	Emerging Markets Equity	17.8	29.7	1.6	17.2	17.3
	MSCI EMF	18.2	20.5	-1.2	13.1	13.5
	Developed Markets Equity	8.2	10.5	-6.0	3.2	2.8
	MSCI World	13.9	7.3	-7.7	1.9	1.3
	Real Assets²	0.6	-3.7	-9.3	3.7	—
	NCREIF Property Index	12.8	30.3	-6.1	1.9	—
	CA Natural Resources	-1.0	8.2	3.4	15.1	—
	Opportunistic³	3.8	—	—	—	—
MSCI ACWI	14.5	—	—	—	—	
Capital Preservation	Capital Preservation	1.4	7.3	1.0	5.1	6.0
	BC Government Bond	2.5	7.0	7.2	6.1	6.2
	Absolute Return	2.5	12.0	1.4	0.8	0.4
	HFRI Conservative	2.3	3.7	-3.0	-1.8	-0.9
Fixed Income	0.7	3.0	1.5	3.4	4.5	
BC Government Bond	2.5	7.0	7.2	6.1	6.2	
<i>Public Market Indices</i>						
S&P	11.3	10.2	-7.2	0.6	-0.4	
NASDAQ	12.3	11.6	-5.7	1.0	-4.7	
NAREIT	12.8	30.3	-6.1	1.9	10.4	
MSCI EAFE	16.5	3.7	-9.1	2.4	3.0	
CG World Bond Index (unhedged to USD)	8.2	5.0	8.2	7.0	7.6	

¹ Total Return: average annual compound return (dividend or interest plus capital appreciation or depreciation)

² Provided by Cambridge Associates on a quarter lag.

³ New strategies reflecting data starting 7/1/2010.

INVESTED FUNDS (IF)

For the Quarter ending September 30, 2010— \$1,957m

Total Return¹ (%)

	1 st Qtr FY 2011	1-Year	5-Year	10-Year
IF including CEF units	2.8	6.2	4.7	5.1
Weighted Benchmark	3.0	5.2	5.3	4.9
IF excluding CEF units	1.5	4.5	4.7	5.0
Weighted Benchmark	1.4	4.0	5.1	5.1
Cash	0.0	0.4	3.9	4.1
Cash Benchmark ²	0.0	0.1	3.5	3.9
Liquidity	2.2	7.1	5.1	5.4
LB Intermediate Govt Bond	2.1	6.2	5.9	5.7

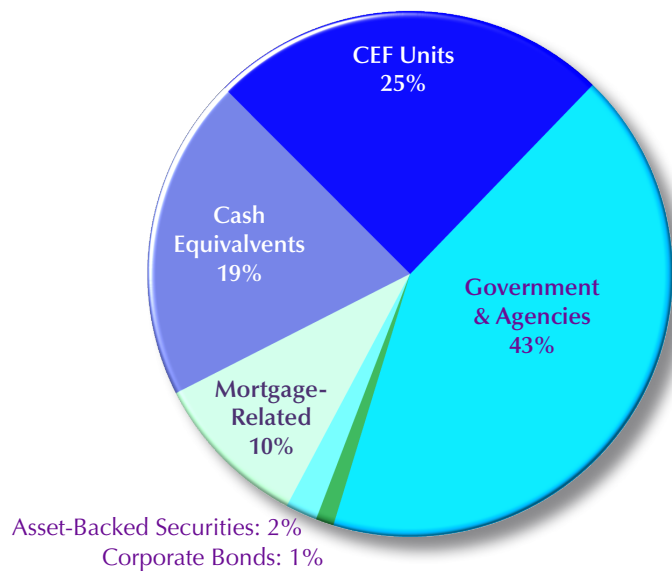
¹ Average Annual Compound Return

² Citi 2-year Treasury prior to 10/1/2008; 3 month T-Bill thereafter.

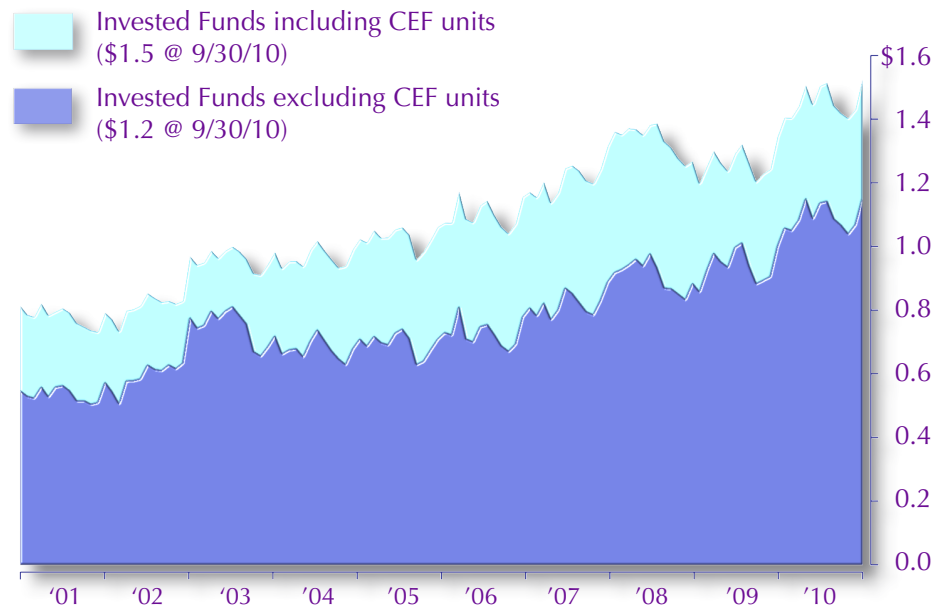
Fund Allocation by Pool (\$m)

	Fund Allocation		Range	Duration	
				Actual	Maximum
Cash Pool	\$448	29%	10%–40%	0.4 yrs	3.0 yrs
Liquidity Pool	\$705	46%	30%–60%	3.5 yrs	4.2 yrs
Total Cash & Liq. Pool	\$1,154	75%			
CEF Units held by IF	\$376	25%	15%–40%		
Total Invested Funds	\$1,530	100%			

Mix of Investments



Market Value (\$b)



CEF SPENDING UPDATE

For the Quarter ending September 30, 2010— \$1,957m

New Policy, Approved October 21, 2010

Effective with the December 2010 payouts, distributions to programs will be equal to 4% of a five-year rolling average. The five-year averaging period will be implemented incrementally. The administrative fee of 1%, which supports Investments (.2%) and Advancement (.8%), will now be based on the same average value as program distributions.

Historical and Projected Results of Spending Policy Decisions (\$k)

	<i>Interim</i>			
	FY 2008	FY 2009	FY 2010	FY 2011
Beginning Market Value	\$2,073,519	\$2,161,438	\$1,649,159	\$1,829,868
Distributions ¹	\$94,314	\$75,478	\$59,015	\$72,000
Effective Spending Rate	4.5%	3.5%	3.6%	3.9%
Administrative Fees ²	\$21,331	\$18,004	\$17,908	\$18,000
Effective Spending Rate Including Fees	5.6%	4.3%	4.7%	4.9%
Total Return	2.0%	-23.3%	12.5%	

¹ Actual distributions are administered on a quarterly and per unit basis. New gifts are added quarterly and receive payouts at the next distribution date. Therefore, year over year declines cannot equal 25%.

² Administrative fees supporting Advancement (80 bps) and Treasury (20 bps) operations paid quarterly prior to the adoption of the new spending policy, distributions were based on prior quarters' market value.

Quarterly Market Values and Additions (\$k)

	Value	Additions	Additions as %
06/30/2008	\$2,161,438	\$34,311	1.6%
09/30/2008	\$1,901,352	\$26,187	1.4%
12/31/2008	\$1,617,610	\$20,809	1.3%
03/31/2009	\$1,515,209	\$12,194	0.8%
06/30/2009	\$1,649,159	\$11,829	0.7%
09/30/2009	\$1,776,688	\$7,786	0.4%
12/31/2009	\$1,840,054	\$17,101	0.9%
03/31/2010	\$1,897,286	\$11,615	0.6%
06/30/2010	\$1,829,868	\$20,314	1.1%
09/30/2010	\$1,956,910	\$10,534	0.5%

Per Unit Distributions FY '08–FY '11

	Year-Over-Year Payout Per Unit	Change
FY08 Four Quarter Total	\$4.176	NA
FY09 Four Quarter Total	\$3.132	-25%
FY10 Four Quarter Total	\$2.349	-25%
FY11 Four Quarter Total (est.)	\$2.720	+16%

- FY09 per unit payouts were 25% less than FY08 payouts.
- FY10 per unit payouts will be 25% less than FY09 payouts.

SUMMARY OF ACTIONS TAKEN UNDER BOARD DELEGATED AUTHORITIES

JANUARY 1, 2010 THROUGH SEPTEMBER 30, 2010 (\$m)

By the Chief Investment Officer

Public Markets

Approved	Action	Manager / Fund	Strategy	Investment (\$m)
01/22/10	Reduction	State Street S&P 500 Futures	Developed Markets Equity	-\$14.5
01/22/10	Addition	Wellington Dividend Growth	Developed Markets Equity	\$30.0
01/22/10	Addition	Arrowstreet International Equity	Developed Markets Equity	\$25.0
01/22/10	Reallocation	Arrowstreet International Equity	Developed Markets Equity (change from international to global)	\$25.0
06/24/10	Consolidate	Income Research	Fixed Income (combine two accounts)	\$40.0
07/07/10	Closed Position	Goldman Sachs—MSCI All World Swap	Developed Markets Equity	-\$30.0
07/26/10	Closed Position	UBS - MSCI All World Swap	Developed Markets Equity	-\$30.0
08/04/10	Closed Position	Goldman Sachs—EAFE Swap	Developed Markets Equity	-\$20.0
08/04/10	Closed Position	Goldman Sachs—MSCI All World Swap	Developed Markets Equity	-\$20.0
08/13/10	Reduction	City of London—Managed Account	Emerging Markets Equity	-\$10.0
08/13/10	Addition	City of London Special Situations Fund	Developed Markets Equity	\$20.0
09/24/10	Redemption	HIG Brightpoint	Developed Markets Equity	-\$9.0

Private Markets

01/15/10	Reup	Battery Ventures IX	Developed Markets Equity	\$8.0
01/22/10	New	Deerfield International	Absolute Return	\$20.0
03/08/10	New	Convexity Capital Management	Absolute Return	\$25.0
03/11/10	New	Regiment Capital Advisors	Absolute Return	\$25.0
04/30/10	Reup	Riverside Europe IV	Developed Markets Equity	\$8.0
06/24/10	New	RimRock High Quality Opportunity III	Opportunistic	\$20.0
07/16/10	New	Rockland Power Partners	Real Assets	\$9.0
09/24/10	Addition	SIR Capital Management	Absolute Return	\$15.0

VII. STANDING COMMITTEES

B. Finance, Audit and Facilities Committee

Internal Lending Program Quarterly Report for the Quarter Ended September 30, 2010

For information only.

Attachment

Internal Lending Program Quarterly Report, Quarter Ended September 30, 2010

Average
Cost of
Debt
4.4%

Internal Lending Program Quarterly Report

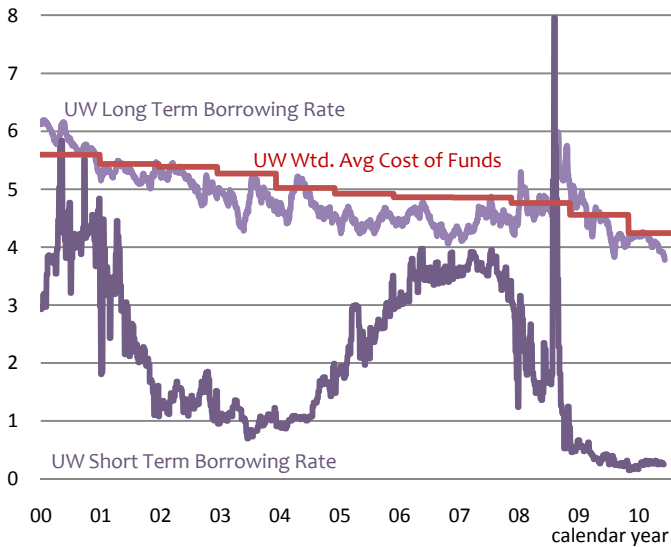
Quarter Ended September 30, 2010

(dollars in millions)

Internal
Lending
Rate
5.5%

Interest Rates

Rates continue to be at near-historic lows. The BABs program which returns 35% of interest cost to issuers is set to expire in December 2010.



External Borrowing

The University issued \$165M in long term debt in October 2010. Of that amount \$105M will be in the ILP and \$50M is reserved for Balmer Hall & Tacoma Phase 3. The remaining \$10M refunded previously issued debt.

Debt Issued to Fund ILP	Issued FY11	Total Outstanding	Wtd. Avg Rate	Wtd. Avg Maturity (yrs)
Commercial Paper	35	65	0.3%	0.06
Variable Rate	0	0	n/a	n/a
Fixed Rate	0	673	4.4%	16.4
ILP Total	35	738	4.0%	15.0
Non-ILP Debt	0	360	5.1%	12.5
Total Debt	35	1,098	4.4%	14.2

Note: Used \$155m of \$308m authorization for FY 2011.

Internal Lending

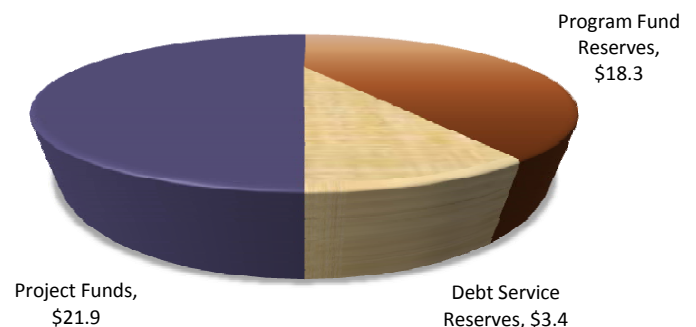
Internal loans for authorized projects continue at a rapid pace. The program has funded \$34M in expenditures since July.

	As of 6/30/10	FY11	Total
Approved Project Budget			
Internal Loans	587	0	587
Cash	146	0	146
Total Approved Budget	733	0	733
Capital Expenditures Funded to Date			
Internal Loans	100	34	134
Cash	116	10	126
Total Funded to Date	216	44	260

Cash Position

The ILP has about \$2M in rate stabilization reserves as of 9/30/10.

Beginning Balance Jul-10	\$48.6
Internal Debt Service	\$13.9
External Debt Service	(\$11.3)
Net Debt Proceeds	(\$7.5)
Expenses	(\$0.1)
Ending Balance Sep-10	\$43.6



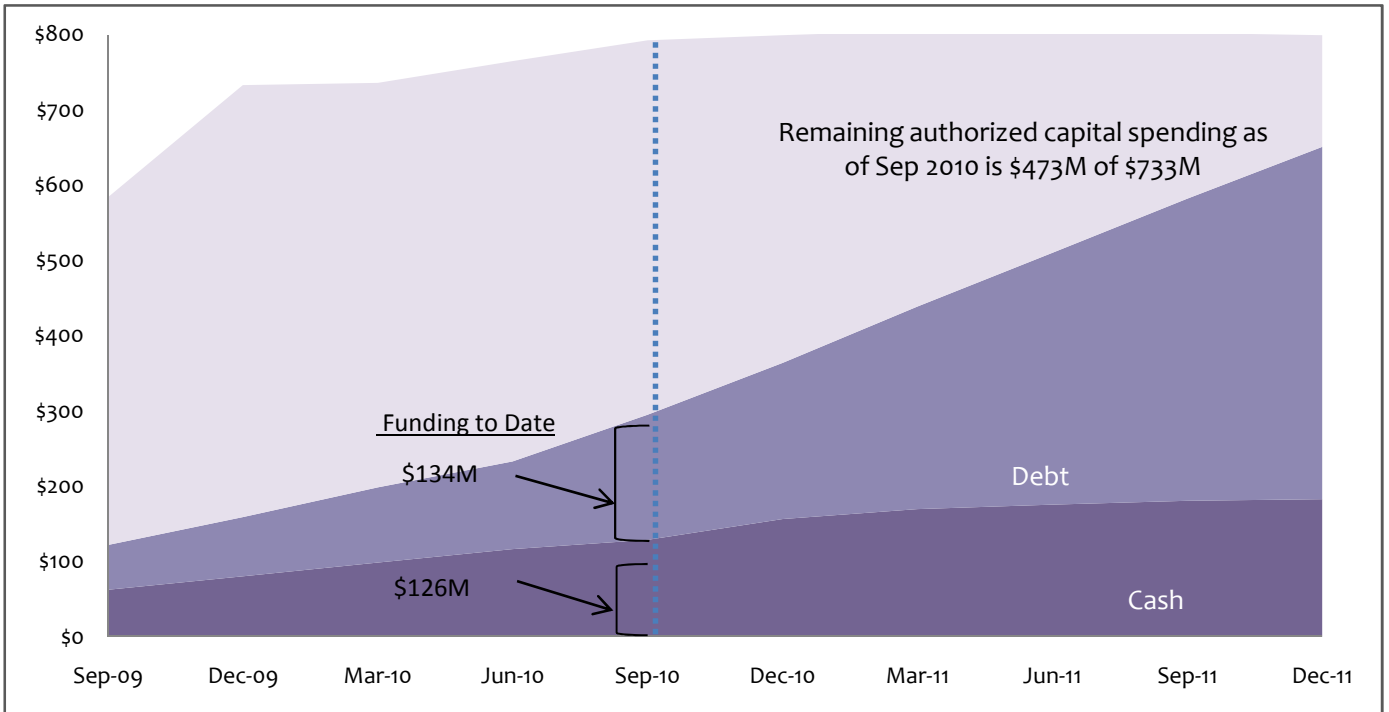
Ending Balance Composition

Internal Lending Program - Approved Funding

Project Name	Date Approved	Debt	Cash	Total Approved Budget	Spent to Date (all sources)
UWMC Expansion	Feb-08	160	10	170	41%
AAALAC Projects	Mar-08	25	3	28	94%
Pediatric Dentistry	Mar-08	12	6	18	86%
Tower Improvements	Mar-08	13	0	13	93%
J-Wing	Jul-08	16	8	24	25%
PACCAR Business School	Jul-08	30	65	95	91%
AAALAC Budget Increase	Nov-08	7	0	7	30%
Housing Phase 1	May-09	164	0	164	10%
Molecular Engineering - ICR only	Jun-09	20	5	25	20%
HUB Renovation	Jul-09	117	11	128	8%
ECC Renovation	Jul-09	15	1	16	8%
Hall Health Renovation	Jul-09	8	3	11	11%
UWMC, Phase 1 Increase	Jan-10	0	34	34	0%
Total		587	146	733	35%

* Note: approved under delegated authority. Alumni Association no longer shown this quarter (\$2M)

Project Funding By Source - Actual and Projected



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

Workforce Management System – Kronos Workforce Central (Timekeeping, Absence Management and Scheduling) – Delegate Authority to Award Contract and Establish the Project Budget

RECOMMENDED 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 to increase the contract with Kronos by \$2,756,000 plus sales tax, and establish the project investment costs at \$5,125,000, for acquisition and implementation of a timekeeping, absence management and scheduling system for two entities of UW Medicine Health System, UW Medical Center and Harborview Medical Center.

BACKGROUND:

UW Medicine Health System, specifically the two medical center entities, UW Medical Center (UWMC) and the Harborview Medical Center (HMC), had been using multiple departmental systems and manual processes to compensate for the lack of a centralized human resource management system and a single, consistent time and attendance system for the 10,000-plus employees of the two medical centers. In 2001, a comprehensive information systems project, Payroll Enhancement and Personnel Project (PEPP), was developed to address these needs. In the original PEPP plans, contracts for software acquisition were executed in 2002 with Kronos Inc. (time and attendance system) and Lawson Software (human resources system). The Regents were not required to approve the original project since contracting authority for the system acquisitions was within the delegated authority of the Standing Orders.

Subsequently, factors including labor policy, system integration issues, and delays due to new organizational priorities (e.g., Civil Service Reform) postponed implementation. In March 2005, the PEPP project was put on hold. A decision was made in 2006 to implement the Lawson system separately.

The Lawson project was successfully implemented in October 2008, and provides an enterprise human resources system for the medical centers, replacing numerous manual data repositories. It increases organization effectiveness especially with regard to regulatory and reporting requirements. The system continues to be expanded with new subject areas.

VII. STANDING COMMITTEES

B. Finance, Audit and Facilities Committee

Workforce Management System – Kronos Workforce Central (Timekeeping, Absence Management and Scheduling) – Delegate Authority to Award Contract and Establish the Project Budget (continued p. 2)

Following Lawson, a lab planning environment was created for Kronos. Based on original lessons learned, it was determined that there needed to be a period of business process and policy resolution. From that lab planning process, the new Kronos project has been re-scoped and the implementation budget has been developed.

Implementation of the Kronos Workforce Central is now recommended, to provide the following outcomes to fulfill critical business needs, healthcare standards and state and federal regulations including:

- Time collection
- Integrated staff scheduling
- Leave benefits administration
- Attendance management
- Integration with the University payroll system

The original Kronos project alone was \$2,643,000 with maintenance costs of \$816,000 for a total just under \$3,500,000.

The Kronos project is slated for implementation within FY2011-FY2013 for UW Medicine Health System, specifically Harborview Medical Center and UW Medical Center. The system will be deployed in cycles to all departments. The new Kronos purchase contracts for software, specialized hardware (badge readers) and implementation services will be in the amount not to exceed \$2,756,000 plus sales tax, resulting in an overall project investment cost of \$5,125,000. This investment better aligns UW Medical Center and Harborview Medical Center to healthcare best practices through increased Kronos functionality including advanced scheduling, leave management and attendance management (all components of Kronos which were not available in 2002).

Ongoing production costs (5 years maintenance and 2 years of support after implementation) are projected at \$3,811,000 through 2015. Projecting the production costs for the initial five years of operating new systems is a requirement of the state's Information Services Board.

VII. STANDING COMMITTEES

B. Finance, Audit and Facilities Committee

Workforce Management System – Kronos Workforce Central (Timekeeping, Absence Management and Scheduling) – Delegate Authority to Award Contract and Establish the Project Budget (continued p. 3)

REVIEW AND APPROVAL:

Funding for the project is available from patient revenues and has been approved by the Harborview Medical Center Board and the UWMC Committee of the UW Medicine Board. The Washington State Department of Information Services and Information Services Board, which has oversight for information technology acquisitions by state agencies and institutions, will consider this proposed budget increase once it is approved by the Regents.

This request has been approved by the Chief Health System Officer, UW Medicine & Vice President of Medical Affairs, UW; the Interim Vice President and Vice Provost, UW Information Technology; and the Senior Vice President.

Attachment
Project Budget

**WORKFORCE MANAGEMENT SYSTEM - KRONOS TIME & ATTENDANCE SYSTEM
PROPOSED BUDGET
(July 2010 through June 2015)
Investment and Lifecycle Costs**

Investment costs include capital and operating dollars (rounded). Maintenance costs are ongoing. Once the system is live, production support costs are incurred.

TOTAL PROJECT	FY11	FY12	FY13	Total Investment Cost	FY14	FY15	2-yr Support Cost	Total 5-year
Capital Expenditures								
Kronos Vendor Consulting	\$120,000	\$460,000	\$140,000	\$720,000	\$0	\$0	\$0	\$720,000
Kronos Hardware & Software	\$740,000	\$950,000	\$180,000	\$1,870,000	\$0	\$0	\$0	\$1,870,000
Other Hardware & Software	\$40,000	\$40,000	\$30,000	\$110,000	\$30,000	\$30,000	\$60,000	\$170,000
Total Capital	\$900,000	\$1,450,000	\$350,000	\$2,700,000	\$30,000	\$30,000	\$60,000	\$2,760,000
Operating Expenditures								
Internal Staff Labor	\$467,000	\$1,114,000	\$557,000	\$2,138,000	\$425,000	\$425,000	\$850,000	\$2,988,000
Kronos Operating (Training)	\$40,000	\$100,000	\$26,000	\$166,000	\$20,000	\$20,000	\$40,000	\$206,000
Other (QA, Non-Kronos Training, Travel, etc.)	\$57,000	\$24,000	\$40,000	\$121,000	\$20,000	\$20,000	\$40,000	\$161,000
Total Operating	\$564,000	\$1,238,000	\$623,000	\$2,425,000	\$465,000	\$465,000	\$930,000	\$3,355,000
Capital & Operating	\$1,464,000	\$2,688,000	\$973,000	\$5,125,000	\$495,000	\$495,000	\$990,000	\$6,115,000
Maintenance	\$278,000	\$551,000	\$651,000		\$664,000	\$677,000	\$2,821,000	\$8,936,000

ATTACHMENT

VII. STANDING COMMITTEES

B. Finance, Audit and Facilities Committee

Withdrawal and Transfer of Funds from William D. Ruckelshaus Center Foundation EndowmentRECOMMENDED ACTION:

It is the recommendation of the administration and the Finance, Audit and Facilities Committee that the Board of Regents approve the transfer of the investment management and administration of the William D. Ruckelshaus Center Foundation Endowment to Washington State University Foundation. This action will be contingent on Washington State University Board of Regents approval to accept the endowment. It is further recommended that the President be delegated authority to take action to effectuate the transfer when the contingency is fulfilled.

BACKGROUND:

- The William D. Ruckelshaus Center (WDRC) was developed as a joint effort of Washington's two research universities to provide expertise to improve the quality and availability of voluntary collaborative approaches for policy development and multi-party dispute resolution.
- In 2005, to facilitate fundraising and support the work of the William D. Ruckelshaus Center, the Washington State University Foundation (WSUF) and the University of Washington Foundation (UWF) established a separate nonprofit corporate entity dedicated exclusively to supporting the Ruckelshaus Center. This entity, known officially as the William D. Ruckelshaus Center Foundation (Center Foundation), was formed as a Type 1 Supporting Organization under the Internal Revenue Code, with the WSUF and UWF being the sole members of the Center Foundation. The board of directors is comprised of two individuals appointed by the WSUF, two individuals appointed by the UWF, and a fifth member who is appointed by the other four board members.
- On May 22, 2007, the William D. Ruckelshaus Center Foundation Endowment agreement was entered into by the William D. Ruckelshaus Center Foundation (for the donors) and the University of Washington (UW), Washington State Foundation and Washington State University. The purpose of the endowment is "to provide support for the William D. Ruckelshaus Center both at Washington State University and the University of Washington." The agreement called for the University of Washington to manage the investment of the endowment. On July 1,

VII. STANDING COMMITTEES

B. Finance, Audit and Facilities Committee

Withdrawal and Transfer of Funds from William D. Ruckelshaus Center Foundation Endowment (continued p. 2)

2007, the William D. Ruckelshaus Center Foundation Endowment was invested in the UW Consolidated Endowment Fund (CEF).

- The endowment agreement states that:
“If changed circumstances should at some future time cause the continuation of the WDRC to be inappropriate or impractical, or any of the restrictions on the use of or the investment of the endowment fund imposed by this Agreement to become obsolete, inappropriate or impracticable as determined by the Board of Regents of the UW and WSU, the WSU and UW may redesignate the purpose of their portion of the endowment, and the distributions therefrom, or release such restriction, provided that the endowment shall continue to bear the name of William D. Ruckelshaus...”
- The Center Foundation’s program and administrative responsibilities are being transferred to WSU. Transfer of the William D. Ruckelshaus Center Foundation Endowment from the University of Washington to the Washington State University Foundation provides additional managerial efficiency by consolidating the Ruckelshaus Center Foundation Endowment with the Center’s administrative responsibilities. Given the transfer of responsibilities, it is no longer practicable for the endowment to reside at UW. The attached White Paper more fully documents that the transfer will result in greater managerial efficiency.
- The boards of the William D. Ruckelshaus Center Foundation, UWF and WSUF have endorsed this change.

The market value of the William D. Ruckelshaus Center Foundation Endowment at October 1, 2010 was \$800,778. Endowment distributions of approximately \$30,000 which currently reside at UW, less previously incurred UW expenses, will be included in the transfer. Based on the Uniform Prudent Management of Institutional Funds Act (RCW 24.55.045), an institution may release or modify, in whole or in part, a restriction contained in a gift instrument with written consent of the donor. The attached letter from WSU President Elson Floyd to UW Interim President Wise documents the preference of both the Ruckelshaus Center Board and Bill Ruckelshaus to have the endowment moved under the management of WSUF. Evans School Dean Archibald is in concurrence with this change as are key donors to the fund.

VII. STANDING COMMITTEES

B. Finance, Audit and Facilities Committee

Withdrawal and Transfer of Funds from William D. Ruckelshaus Center
Foundation Endowment (continued p. 3)

REVIEW AND APPROVALS:

This recommendation has been reviewed and approved by the Vice President for Advancement, the Senior Vice President, and the Division Chief, Attorney General's Office, UW Division.

Attachments

1. William D. RUCKELSHAUS CENTER FOUNDATION Proposed Changes White Paper
2. Email from WSU President Elson Floyd

William D. RUCKELSHAUS CENTER FOUNDATION
Proposed Changes
WHITE PAPER

Background:

William D. Ruckelshaus Center:

The William D. Ruckelshaus Center (“Ruckelshaus Center”) is a neutral resource for collaborative problem solving. The Center provides expertise to improve the quality and availability of voluntary collaborative approaches for policy development and multi-party dispute resolution. The Center was developed as a joint effort of Washington’s two research universities and was developed in response to requests from state and community leaders.

The Center Foundation:

In 2005, to facilitate fundraising and support the work of the William D. Ruckelshaus Center, the Washington State University Foundation (“WSUF”) and the University of Washington Foundation (“UWF”) established a separate nonprofit corporate entity dedicated exclusively to supporting the Ruckelshaus Center.

This entity, known officially as the William D. Ruckelshaus Center Foundation (“Center Foundation”), was formed as a Type 1 Supporting Organization under the Internal Revenue Code (“Code”), with the WSUF and UWF being the sole members of the Center Foundation. The board of directors is comprised of two individuals appointed by the WSUF, two individuals appointed by the UWF, and a fifth member who is appointed by the other four board members.

Outline of Current Management Processes

The Ruckelshaus Center is guided by an advisory board of prominent local and state leaders representing a broad range of constituencies and geographic locations. The board is chaired by William Ruckelshaus.

The Center Foundation has a separate corporate board of directors and two members, the WSUF and the UWF. Per agreement by the members, money raised to support the endowment of the Ruckelshaus Center is currently accepted, received, and managed by the UWF for the benefit of the Ruckelshaus Center.

Proposed Plan to Refine Managerial Efficiency:

Due to the current economic situation, the consolidation of the Center’s administrative responsibilities to WSU, and personnel changes at UW; consolidating the Ruckelshaus Center endowment at WSU is seen as a positive change at this time. Although the University of Washington still wishes to be an integral part of the Ruckelshaus Center itself, they feel that it is no longer efficient for the UWF to be a member of the Center Foundation, nor is it efficient for the UWF to continue to manage the endowment for the Center Foundation.

ATTACHMENT 1

Given this situation, the WSUF is proposing the following solution:

1. Retain the Center Foundation as a separate nonprofit corporate entity.
 - a. The WSUF would become the sole member of this entity
 - b. The board of directors would:
 - i. Remain at five members
 - ii. Be nominated by the Ruckelshaus Center Advisory Board in consultation with the Director of the Ruckelshaus Center and the Chief Operating Officer of the WSUF.
 - iii. Be elected by the WSUF as the sole member
2. Move the current Center Foundation endowment to the WSUF to be managed for the benefit of the Ruckelshaus Center.
 - a. In accordance with the Uniform Prudent Management of Institutional Funds (UPMIFA) Act, endowment oversight would still rest with the Center Foundation board of directors but investment authority would be delegated to the WSUF Investment Committee, a standing committee of the WSUF Board of Governors.

To accomplish the proposed solutions, the following actions would need to occur:

1. Call a meeting of the Center Foundation board and present a resolution outlining the proposed solution to the current Center Foundation board of directors for their adoption.
2. Call a meeting of the members and present a resolution removing UWF as a member to the current members for their adoption
3. Amend and restate the Articles of Incorporation and Bylaws, removing the UWF as a member.
 - a. File Articles of Incorporation with the Secretary of State
 - b. File updated documents with the Internal Revenue Service
4. Move the Ruckelshaus Center Endowment from the UWF to the WSUF
5. WSUF elect board members and officers of the Center Foundation
 - a. This could include a vote to continue the current board/officers of the Center Foundation
6. Present a resolution to the board regarding delegation of investment activity authority

Please note that the actions above do not impact the membership of the Ruckelshaus Center Advisory Board.

From: Floyd, Elson S.
Sent: Monday, November 01, 2010 2:56 PM
To: pmwise@uw.edu
Cc: Kern, Michael
Subject: Ruckelshaus Center

Dear Phyllis:

I understand that you recently had a good conversation with Bill Ruckelshaus about the William D. Ruckelshaus Center. I am glad you share my enthusiasm regarding the opportunity the Center provides for our universities to work together. By contributing to the resolution of some of our state's most complex policy challenges, the Center helps us demonstrate the value of investing in higher education. I look forward to serving with you on the Center's Advisory Board.

Although the Ruckelshaus Center continues to conduct its projects via assembling teams of talented faculty, staff and students from both institutions, I am sure you are aware that the administration of the Center has been moved to Washington State University over the last year or so. This has greatly simplified the administrative side of things, and allowed the Center to focus more of its attention on meeting its mission.

At the time we decided to move the administration of the Center, we also discussed moving to WSU the Ruckelshaus Center endowment held at the University of Washington. I am writing to request that we complete that process by transferring those funds, along with the current use funds associated with that endowment, to the Ruckelshaus Center endowment at Washington State University.

This transfer of funds would comply with the wishes of Bill Ruckelshaus and the Ruckelshaus Center Advisory Board, (including its Executive Committee and Development Committee). It will certainly enhance Washington State University's effectiveness in administering the Center.

In addition, UW Evans Dean Sandra Archibald and WSU Extension Associate Dean Linda Fox have requested that the core funding for the Ruckelshaus Center all be directed to WSU, rather than UW having to transfer half of it to WSU each year. I have directed Colleen Kerr to work with Randy Hodgins to make this change during the upcoming legislative session.

Please let me know if you have any questions or concerns.

Warm Regards,

Elson S. Floyd, Ph.D.
President
Washington State University

ATTACHMENT 2

VII. STANDING COMMITTEES

B. Finance, Audit and Facilities Committee

UW Medicine Board Annual Financial Report

This report is for information only.

Attachment

UW Medicine Board Financial Report to the UW Board of Regents, November, 2010



UW MEDICINE BOARD
ANNUAL FINANCIAL REPORT TO THE UW BOARD OF REGENTS

NOVEMBER, 2010

ATTACHMENT



EXECUTIVE SUMMARY

UW Medicine financial performance overall in FY 2010 was positive compared to budget. Total revenue for UW Medicine was \$ 2.9 billion in FY 2010, representing a 16% increase compared to FY 2009. The clinical programs recorded continued growth and positive financial performance. Research grant awards for UW Medicine increased by 17% over FY 2009. Support from the state of Washington, however, was reduced as a result of the general reduction to the University and the reductions in financial support for health care programs. The impact of the reduced funding for health care programs began with the passage of the 2009-11 state biennial budget and increased in 2010 due to further cuts included in the state supplemental budget. The impact of these reductions was \$84 million for the UW Medicine Health System for FY10 and FY11 combined. There are, however, several key initiatives and supplemental payment programs underway that are designed to reduce this impact substantially. The School of Medicine (SOM) state funds were reduced by 9.5%, and SOM budgets were also impacted by the reduction in endowment payouts.

Key financial highlights for FY 2010 include:

- The consolidated balance sheet for UW Medicine's healthcare programs remains stable. Cash increased, but remains below the Moody's "A" rated level. Debt ratios, however, remain exceptionally strong due to the relatively low level of debt at the medical centers. Net income from operations for the UW Medicine Health System (excluding revenue in the School of Medicine) was \$135.7 million (6.7%), including post-closing adjustments.
- Northwest Hospital & Medical Center (NWH) joined UW Medicine, effective January 1, 2010. The affiliation, which was a non-cash transaction, added over \$100 million of net assets (historic book value) to the University of Washington. NWH converted from a December 31 fiscal year end to a June 30 fiscal year end as of July 1, 2010. Operating results for the six month period ending June 30, 2010 reflected the region-wide softening of demand. We are working on a number of process improvement plans and program initiatives focused on cardiac and cancer services

aimed at enhancing volumes and improving the financial results at NWH. The SCCA plans to break ground on the Proton Beam facility at the NWH campus in FY 2011. We have also identified and implemented a number of measures intended to reduce expenses on the NWH campus, such as bringing the NWH facilities and physicians into the UW risk management program and arranging for NWH to participate in UW Medicine's group purchasing arrangements through the University Healthcare Consortium.

- FY 2010 proved to be another challenging year for health care with the continued economic downturn, resulting in softening demand for elective services and a rise in the uninsured population. This was reflected most directly at Harborview Medical Center. Harborview recorded a loss of \$10.4 million in FY 2010. While volumes increased from FY09 with the new capacity opening in FY10, they were less than budget. The operating loss was as a result of lower than budgeted volumes, particularly in the most intensive services, coupled with an increase in the numbers of uninsured and underinsured patients. This change came at a time when Harborview had just completed two major building projects that added capacity and expenses. Harborview also provided a record amount of charity care to our community. The amount exceeded \$187M. The hospital rapidly implemented their process improvement plans to mitigate levels of projected loss and maintained high quality care for patients from all walks of life.
- UW Medical Center (UWMC) had very strong financial results due to a stable commercial payer mix and solid patient volume in the types of clinical programs that have positive contribution margins, e.g., cancer care, cardiology, solid organ and stem cell transplantation. The operating margin was \$69.2 million (8.5%), and the total income was \$73.2 million.
- University of Washington Physicians (UWP) FY 2010 revenues were \$232.9 million, an increase of \$42.8 million over FY 2009. Cash per unit of output (relative value units or RVU's) increased and the Professional Services Supplemental Payment (PSSP) program added \$12.2 million of revenue from the Medicaid program in FY 2010. UWP reserves increased, primarily reflecting the recovery of the financial markets. Children's University Medical Group (CUMG) revenues were up by \$6 million over FY 2009.
- Northwest Hospital & Medical Center recorded a loss of \$6 million (4.4%) for the six months ending June 30, 2010. The loss is attributable to lower than anticipated volumes, including the impact of the transition of the radiation oncology service from the Swedish Tumor Institute to UW Medicine.
- Seattle Cancer Care Alliance (SCCA) had a very strong year financially, with total net income of \$23.8 million. The majority of the positive financial performance is attributable to the outpatient program. UW Medical Center recognizes SCCA financial results using the equity method, recording one-third of the total net income as "non-operating revenue."

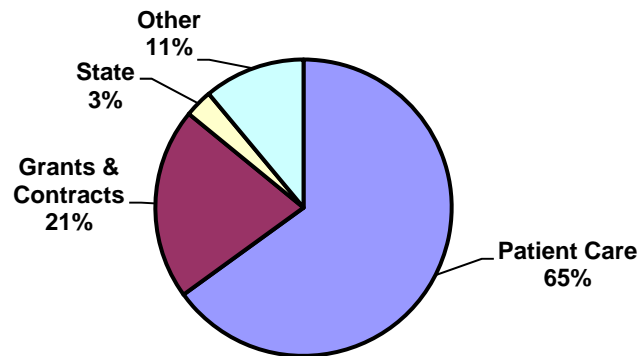
- The UW Physicians Neighborhood Clinics (UWPN) required \$7.5 million of operating support in FY 2010, \$600,000 in excess of expectations. The variance from budget was a function of approved new project costs for secondary care expansion, clinic improvements that were not in the original budget, and slight deterioration in the commercial payer mix.
- Airlift Northwest (ALNW) continued its positive turnaround begun in FY 2009. ALNW recorded income of \$2.1 million in FY 2010. The positive performance was accomplished through control of operating expenses, elimination of consulting expenses, and improved contract terms and pricing.
- UW Medicine research grant awards grew by \$96 million (17%) for UW-based research in FY 2010 compared to FY 2009. Grant awards from the National Institutes of Health (NIH) to UW Medicine faculty based at UW facilities increased from \$365 million in FY 2009 to \$471 million in FY 2010, an increase of 29%. The majority of the increase was due to NIH funding under the American Recovery and Reinvestment Act (ARRA).
- Total private support for UW Medicine for FY 2010 was \$137.2 million, comprising nearly half (48% of the University's private support for the year). Private grants decreased in FY 2010 to \$101.9 million from \$124 million in FY 2009, but gifts increased to \$35.3 million in FY 2010 compared to \$32.2 million in FY 2009. The decrease in private grants reflects, in part, the impact of the economic recession on funding from private foundations.
- Approximately \$556 million of total revenues were transferred between various UW Medicine entities and affiliates to support teaching, research, and patient care activities. In FY 2010, the major components included: \$234 million from the physician practice plans (UWP and CUMG) to support School of Medicine faculty salaries, clinical department operations, and central SOM expenditures; \$142 million from UWMC, HMC, and the Seattle Children's Hospital, to SOM clinical departments to provide faculty salary and program support; \$41 million from the medical centers to the SOM clinical departments to support graduate medical education; \$26 million in purchases of SOM developmental lab services by UWMC and HMC; \$25 million from the medical centers, practice plans, and SOM to support the central administrative and service functions of UW Medicine; \$6 million in UWMC and HMC purchases of services from the Consolidated Laundry; and \$5 million in research facilities support from SOM to HMC. There was \$69 million in purchases of supplies and services between UWMC, Fred Hutchinson, and the Seattle Cancer Care Alliance related to the operation of inpatient and outpatient oncology services at the SCCA and UWMC.

KEY STATISTICS & RESULTS

UW Medicine revenues were \$2.9 billion in FY 2010. This represents an increase of approximately 16% compared to FY 2009. The following charts summarize the sources of financial support for UW Medicine. Over the last five years, total UW Medicine

revenue has increased at an average rate of 8% per year. These increases have occurred in the setting of a competitive local health care market, significant reductions in state-funded programs and a very competitive process for peer reviewed research grant funding.

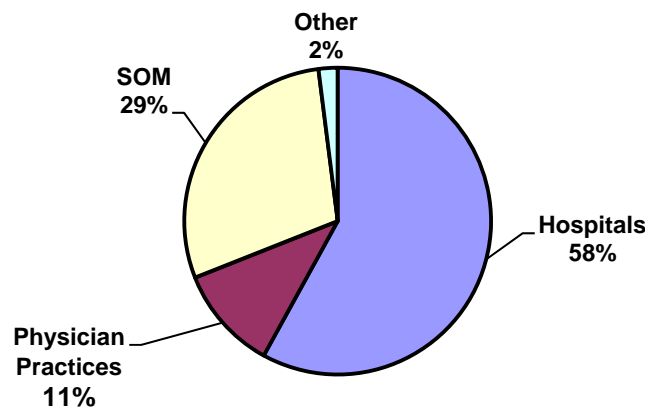
Fiscal Year 2010 – Revenue by source



Total Revenue: \$2.9 billion

(Other includes support from Wyoming, Alaska, Montana, and Idaho, revenue from endowments and gifts, and cost centers.)

Fiscal Year 2010 – Revenue by entity



Total Revenue: \$ 2.9 billion

(Other includes Airlift Northwest and the Consolidated Laundry.)

UW Medicine financial support comes predominantly from patient care revenues (65%) and research grants and contracts (21%). The following sections highlight the performance in each of these areas.

PATIENT CARE

The following table summarizes operating revenue received by the UW Medicine healthcare system in FY 2009 and FY 2010. This table does not include research grants and other funds received by the School of Medicine and does not include revenue from the Seattle Cancer Care Alliance outpatient services.

UW Medicine Health System	Operating Revenue (in millions)	
	2009	2010
Harborview Medical Center	\$667.8	\$703.3
UW Medical Center	752.5	811.5
Northwest Hospital & Medical Center	N/A	133.4*
UW Physicians	174.8	199.8
UW Physicians Network	21.9	23.6
Children's University Medical Group	90.4	110.2
Airlift Northwest	34.8	36.6
Total	\$1,742.2	\$2,018.4

*Includes the six months from January through June 2010.

Net income from UW Medicine clinical operations for FY 2010, after adjusting for revenues counted in more than one entity (e.g., UWP billings for physicians working in UWPN), was \$135.7 million or 6.7% of operating revenue. UWMC generated \$73.2 million of net income, Harborview lost \$10.4 million, and Northwest Hospital had a loss of \$6 million for the six months ended June 30, 2010. Airlift NW generated \$2.1 million of net income. The UW Neighborhood Clinics required \$7.2 million in support from UWMC and Harborview to offset expenses. UWPN losses for primary care are consistent with experiences at other comparable practices in academic medical centers and private settings. The secondary and tertiary care generated by UWPN results in significant revenue at UW Medicine hospitals. The net income generated by UWP, \$69.7 million, and CUMG, \$16.7 million, is distributed to the School of Medicine departments, Dean's office, and Seattle Children's Hospital (for a portion of CUMG revenue) to support operations.

The following tables provide benchmark comparisons for the medical centers.

Ratio/Indicator	Moody's "A"	UW Medical Center	Harborview Medical Center
Operating margin	3.0%	8.5%	(1.5)%
Debt to capitalization	38.9%	18.9%	1.0%
Days cash on hand	169.5	129.4	79.6
Days in A/R (net)	45.6	45.0	61.0

These comparisons reflect five important points:

- Operating margins at Harborview are affected by the high and increasing percentage of uninsured and under-insured patients served as well as the costs of putting the new Maleng and Ninth and Jefferson buildings into full operation;
- Harborview provided over \$187 million of charity care in FY 2010 as measured by foregone charges – an increase of \$32 million over FY 2009;
- The Harborview debt to capitalization number reflects the capital support provided by King County through voter-approved general obligation bonds;
- Days cash on hand showed increases, but remains somewhat below benchmark at both medical centers, again reflecting the high percentage of uninsured and under-insured patients and conservative use of debt; and
- Days in accounts receivable were reduced as we prepared for the successful conversion of the UW Medicine hospital billing system that occurred on August 1, 2010.

5-YEAR PERFORMANCE COMPARISON

The patient care activity of the UW Medicine Health System remains strong and stable, with the exception of UWPN where physician turnover and strategic closure of one clinic in FY 08 resulted in volume declines. Growth has been limited by very high occupancy levels at both medical centers. The following tables summarize the clinical activity for the owned and managed components of UW Medicine and the SCCA.

Harborview Medical Center

Statistic	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010
Admissions & short stays	22,439	21,147	21,764	20,463	20,984
Patient Days	129,831	133,345	136,662	136,687	135,124
Outpatient visits	223,916	218,229	230,315	224,769	246,420
Emergency visits	81,073	76,491	68,987	65,515	62,174
Average Length of Stay	6.9 days	7.2 days	7.4 days	7.0 days	6.9 days

UW Medical Center

Statistic	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010
Admissions	18,120	18,866	18,993	19,322	19,260
Patient Days	114,542	115,659	115,270	113,468	114,362
Outpatient visits	333,099	327,297	324,812	333,675	323,393
Emergency Visits	32,838	27,868	29,038	27,046	25,602
Average Length of Stay	6.3 days	6.1 days	6.1 days	5.9 days	5.9 days

UW Physicians Network

Statistic	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010
Clinic Visits	227,929	218,561	201,645	188,148	193,280
New Patients	15,784	14,867	11,768	10,264	11,567

Seattle Cancer Care Alliance

Statistic	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010
Clinic Visits	44,084	43,230	48,928	54,851	60,046
Admissions	455	428	573	607	560

Inpatient admissions for the SCCA 20 bed unit at UWMC are included in the UWMC admissions total.

RESEARCH PROGRAMS

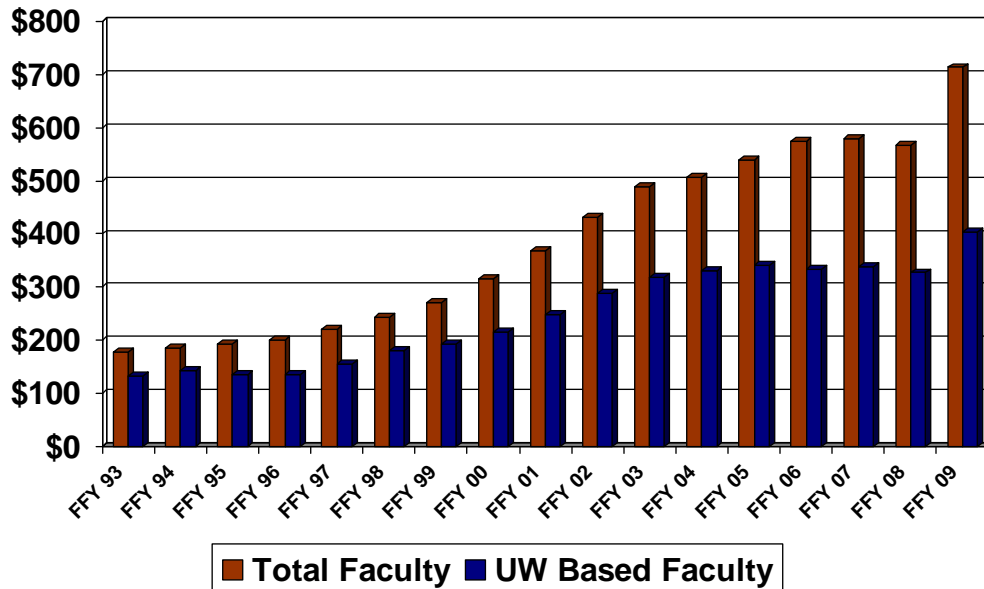
UW Medicine research continues to grow. UW School of Medicine grant and contract awards through the University of Washington totaled \$662 million in FY10. This was a \$94 million (17%) increase over FY 2009. The following table summarizes the UW-based SOM research awards over the past four years.

(\$ in millions)

	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010	Average annual change
Federal	\$354.4	\$375.5	\$371.1	\$364.6	\$471.1	7%
Non-federal	\$110.1	\$118.1	\$146.2	\$203.0	\$190.8	15%
Total	\$464.5	\$493.7	\$517.3	\$567.5	\$661.9	9%

NIH awards represent the largest single source of awards received by UW Medicine faculty. The following chart tracks the growth of NIH awards to UW Medicine faculty over the past 14 federal fiscal years ending in federal fiscal year 2009. (NIH funding is on a federal fiscal year basis and comparative information is not available until several months after the close of the fiscal year on September 30.)

NIH Grant Awards to UW Medicine
(\$ in millions)



Note: Average annual growth rate: 9% for Total Faculty; 7.2% for UW-based faculty.

There were, in federal fiscal year 2009, 1,112 separate NIH awards to 732 UW-based SOM Principal Investigators. There are an estimated 868 regular and research faculty working on NIH research grants made to UW-based SOM faculty. In addition to NIH awards managed by the University of Washington, School of Medicine faculty receive NIH awards that are managed by affiliated institutions (e.g., Fred Hutchinson Cancer Research Center and Seattle Children’s Hospital). Total NIH awards to UW Medicine faculty in federal fiscal year 2009 were \$713.2 million, an increase of \$147.1 million (26%) over federal fiscal year 2008. A significant component of the NIH growth is attributable to grants funded through the American Recovery and Reinvestment Act (ARRA).

UW Medicine faculty were second in the country among all medical schools, and first among public medical schools, in NIH research funding based on FY 2009 awards. The growth in NIH funding to UW School of Medicine faculty over the past seven years has exceeded the comparable growth of our peer institutions with the exception of the University of Michigan.

-----\$ in millions-----

Institution	2002 NIH Awards	2009 NIH Awards	% change
Michigan	\$ 255.7	\$ 443.4	73.4%
Univ. of Washington	\$ 431.5	\$ 713.2	65.3%
Univ. of Pennsylvania	\$ 431.4	\$ 641.6	48.7%
Harvard	\$ 957.8	\$ 1,413.1	47.5%
Yale	\$ 253.6	\$ 353.9	39.6%
UCLA	\$ 340.5	\$ 468.7	37.6%
UCSF	\$ 368.7	\$ 471.2	27.8%
Johns Hopkins	\$ 372.6	\$ 444.7	19.4%
Washington Univ.	\$ 320.4	\$ 348.0	8.6%
Baylor	\$ 382.8	\$ 221.4	-42.1%

UW Medicine’s comparative success recently in NIH funding is due to a number of factors, including the interdisciplinary breadth of our research programs, the addition of new laboratory space at South Lake Union, and the increased emphasis on 21st century science such as genomics, proteomics, regenerative medicine, and global health research.

LOOKING FORWARD – FY 2011

Several key external and internal factors will influence UW Medicine’s financial performance in FY 2011. The external factors include the pace of recovery from the economic recession and the impact of state budget reductions on health care funding for governmental programs, and federal health reform legislation. The internal factors include our success in implementing rapid and system wide process improvements to mitigate the impact of the state health care program budget reductions, the conversion to the new hospital billing system, and executing on our strategic priorities. The following paragraphs highlight several of the key activities that will mark FY 2011.

Strategic planning. UW Medicine’s strategic planning work continues, and numerous activities are in the implementation phase. We have identified a number of immediate or “just do it” steps that we are taking to improve performance, implement new programs, and consolidate specific existing programs to reduce costs and increase efficiency. We also continue to develop business plans and implement our priorities around the larger strategic initiatives. The UW Medicine Board will continue to monitor performance over the coming year.

Patients First. Patients First is based on the strategic goal of improving service to every patient, every time. This system-wide initiative provides frontline staff, managers, physicians, and leaders with the tools and tactics to achieve our strategic outcomes. Patients First is based on measurable improvement methods designed by the Studer Group, a nationally recognized organization that supports the development of key aspects of what a patient would consider as excellence in service. The framework is crafted around four system-wide pillars: A focus on serving the patient and family; providing the safest care; becoming the employer of choice; and practicing fiscal responsibility.

Northwest Hospital & Medical Center. We are working on a series of 24 specific initiatives, evenly divided between infrastructure support and clinical program development. Making significant progress in these areas will be key to the future of clinical programs at NWH, reducing cost, and furthering integration within the UW Medicine Health System. The UW Medicine annual financial report next year will reflect the first full year of integration of NWH within UW Medicine.

South Lake Union Phase III. The University exercised its option on Phase III in FY 2010. The development of new research space at South Lake Union is a key step in ensuring the continued growth of UW Medicine’s research programs. The focus in FY 2011 will be on Phase 3.1. The first milestone for the year was reached when the Master Use Permit was obtained in October 2010. Additional milestones for the year include obtaining permanent bond financing in November 2010, and breaking ground on demolition in July 2011, with a goal of starting construction in September 2012. Phase 3.1 will be completed in 2013.

Federal Health Reform. The passage of the health reform act will introduce significant changes into the health care financing and delivery system over the next ten years. The major changes in coverage will take effect beginning in 2014, and there may be significant changes in the law between now and 2014. However, there are several key preparatory steps that UW Medicine must perform that are not contingent on the specifics of the law. These steps include reducing our cost structure, enhancing our IT platform to support clinical, administrative and decision-making, and strengthening our financial systems and contracting and payer relations functions.

VII. STANDING COMMITTEES

B. Finance, Audit and Facilities Committee

Advancement Return on Investment

INFORMATION:

The material presented here offers FY10 and FY 06-10 average Advancement Returns.

Attachment

Cost Per Dollar Raised for Fiscal Year 2009-2010 and 5-Year Averages

**University of Washington Advancement
Cost Per Dollar Raised for Fiscal Year 2009-2010 and 5-Year Average**

Unit	Total Costs	Gifts	Grants	Total Gifts & Grants	Cost/Dollar Gifts & Grants	5-Year Average ¹ Cost/Dollar Gifts & Grants
UW Medicine	4,903,962	35,280,140	101,948,644	137,228,784	0.036	0.038
Arts and Sciences	2,995,664	15,233,003	7,120,395	22,353,398	0.134	0.114
Built Environments	287,054	1,191,157	1,269,011	2,460,168	0.117	0.123
Business School	1,374,172	13,436,725	30,000	13,466,725	0.102	0.107
Dentistry ²	365,753	3,021,895	295,527	3,317,422	0.110	0.153
Education	550,958	2,444,603	2,250,877	4,695,480	0.117	0.149
Engineering	2,144,519	14,030,466	8,362,100	22,392,566	0.096	0.090
Environment ³	932,712	4,662,271	3,394,271	8,056,542	0.116	na
Evans School of Public Affairs	308,378	249,204	480,344	729,548	0.423	0.143
Graduate School	322,794	1,188,785	50,000	1,238,785	0.261	0.170
Information School	294,237	301,830	1,296,250	1,598,080	0.184	0.234
Intercollegiate Athletics	1,606,747	17,893,004	-	17,893,004	0.090	0.076
Law	928,842	1,611,229	33,500	1,644,729	0.565	0.335
Libraries	320,263	1,034,271	-	1,034,271	0.310	0.294
Minority Affairs	332,856	513,889	25,000	538,889	0.618	na
Nursing	405,853	2,830,152	634,753	3,464,905	0.117	0.115
Pharmacy	292,055	1,698,654	2,170,753	3,869,407	0.075	0.104
Public Health	99,835	751,283	15,809,533	16,560,816	0.006	0.017
Social Work ²	578,822	1,265,802	2,375,994	3,641,796	0.159	0.241
Student Life	302,010	5,341,443	-	5,341,443	0.057	na
Undergraduate Academic Affairs	203,275	545,699	143,276	688,975	0.295	na
UW Alumni Association ⁴	342,347	894,199	-	894,199	0.383	na
UW Bothell	339,752	521,971	1,034,205	1,556,176	0.218	0.460
UW Tacoma	565,629	2,979,818	29,744	3,009,562	0.188	0.138
Other Constituencies ⁵	1,378,490	6,891,528	2,061,619	8,953,147	0.154	na
AVP Constituency Programs	317,390	-	-	-	na	na
Subtotal, Constituencies	22,494,369	135,813,021	150,815,796	286,628,817	0.078	0.073
UA Central Services ⁶	14,573,484	-	-	-	na	
TOTAL	37,067,853	135,813,021	150,815,796	286,628,817	0.129	0.115
<i>Constituencies total</i>	<i>11,714,610</i>					
<i>UA total</i>	<i>25,353,243</i>					

notes

1. 5-year averages are not calculated for the following categories: Environment (see note 3), Minority Affairs, Student Life and Undergraduate Academic Affairs were all new units in FY 08-09. Previous data for the Graduate school prior to FY 08-09 are not directly comparable because data for the Graduate School and University Press were combined starting in FY 08-09. Fundraising data for the UW Alumni Association were not separated from Central Services prior to FY 08-09. "Other Constituencies" was a new grouping for FY 08-09 (see note 5).
2. FY 08-09 unit cost total includes FY 07-08 values where FY 08-09 cost data were unavailable.
3. College of the Environment includes the former College of Forest Resources, College of Ocean and Fishery Sciences, Program on the Environment and Departments of Atmospheric Sciences and Earth/Space Sciences. As of July 1, 2010, development activities for Friday Harbor Laboratories will also be included within CoE. On the FY 09-10 Report of Contributions, gift and grant totals for FHL are included in Other University Support, part of the Other Constituencies category in this report.
4. Starting in FY 08-09, gift and grant money raised by the UW Alumni Association, along with the associated fundraising costs, have been itemized in the constituency unit total. Other support to the UWAA from Central UA is included in UA Central Services.
5. "Other Constituencies" was a new grouping for FY 08-09. This category includes the Report of Contributions categories: Broadcast Services (KUOW Radio and KEXP Radio), President's Funds, and Other University Support (including UWTV (Provost's Office), and for FY 09-10, Friday Harbor Laboratories). Gift and Grant data for KUOW includes only gifts processed through Central Advancement. Complete cost data for Broadcast Services, President's Funds and Other University Support are not available; Cost data for FY 09-10 is salary and benefits data only for KUOW and UW TV.
6. UA Central Services includes: UA Vice President's Office, Constituency Programs Corporate & Foundation Relations, Individual Giving Programs, Advancement Services, UW Marketing (UA central funding only), Finance & Administration (including rent), UW Alumni Association (those costs not included in Constituency units subtotals, see note 4) and UW Foundation Support.

VII. STANDING COMMITTEES

B. Finance, Audit and Facilities Committee

Update on One Capital Plan

INFORMATION:

This presentation is for information only and will provide a quick update of the current one capital plan and estimated projections of debt financing needs and impact on debt capacity over the next several years.

One Capital Plan

University of Washington
Office of Planning & Budgeting

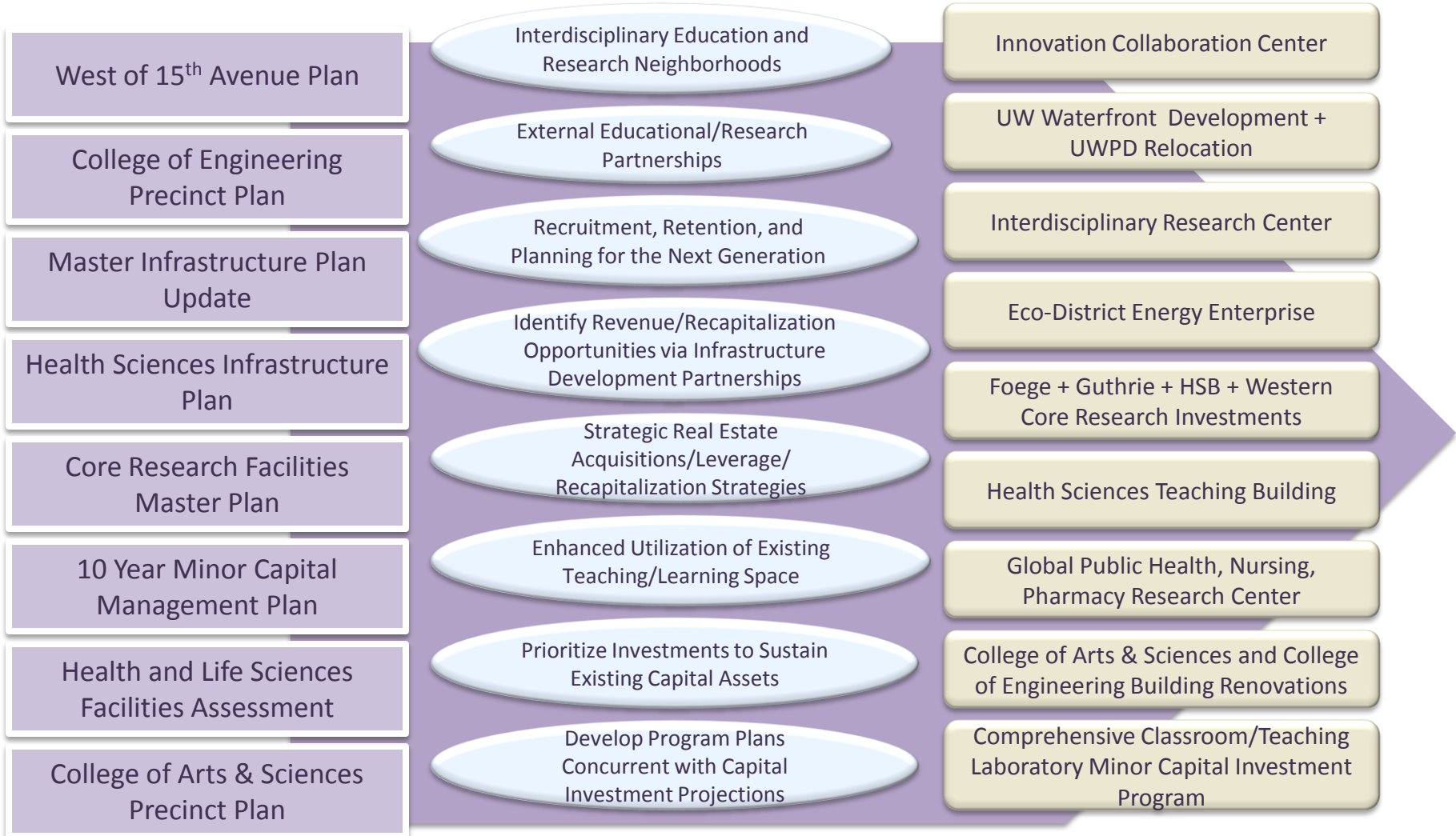
November 18, 2010 Update

Emerging One Capital Plan Priorities

Current Planning

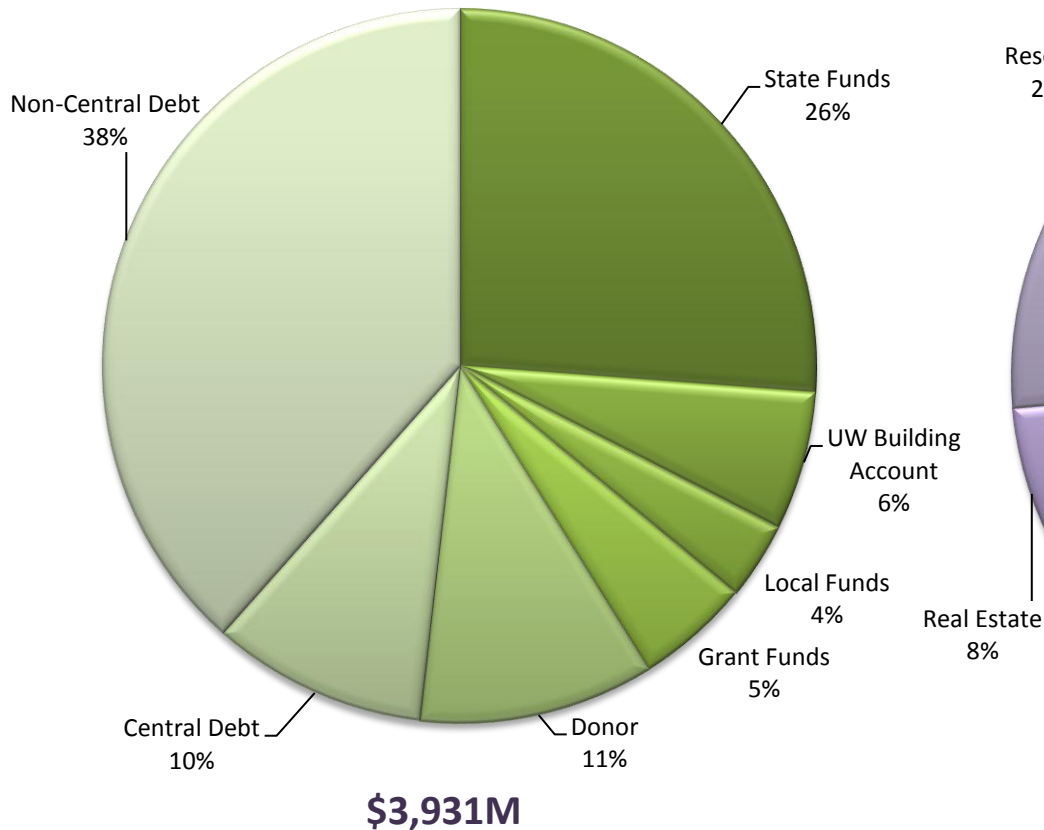
Emerging Priorities

Identified Capital Investments

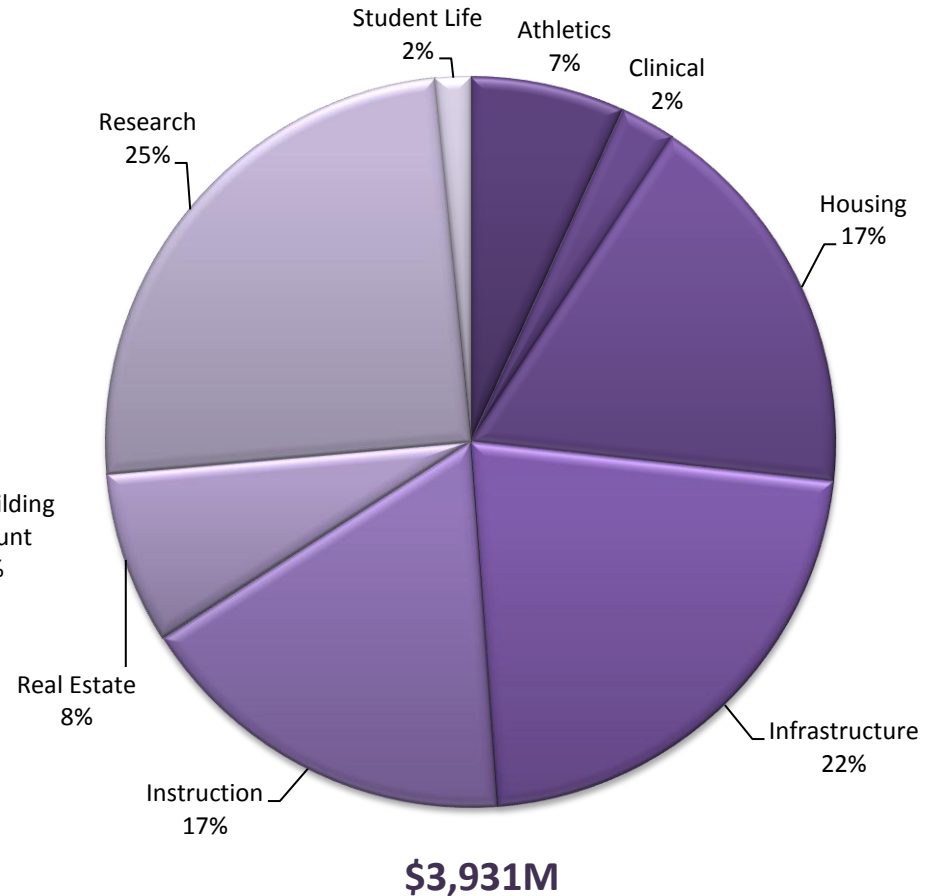


Potential UW 2011- 2021 Capital Investment

Fund Source



Program



Potential 2011-21 Capital Projects – Wave I

	Proposed 2011-13	Potential 2013-21	Total 2011-21
Major Infrastructure - Eco-District Energy Enterprise	\$0.5M	\$10.0M	\$10.5M
Major Infrastructure - Grey Water District/Clean Stormwater Technology	\$0.25M	\$4.0M	\$4.25M
Major Infrastructure - SMART Campus	\$0.25M	\$12.0M	\$12.25M
Major Infrastructure Upgrade Projects	\$0.25M	\$74.0M	\$74.25M
Minor Capital Repair - Infrastructure and Program Improvements	\$108.95M	\$418.3M	\$527.25M
UW High Voltage Infrastructure Improvement Project	\$4.85M	-	\$4.85M
Strategic Real Estate Investment	\$10.0M	\$40.0M	\$50.0M
UW College of Arts & Sciences Precinct Plan	\$0.1M	-	\$0.1M
UW College of Engineering Precinct Plan	\$0.1M	-	\$0.1M
UW Health / Life Sciences Plan	\$0.25M	\$0.5M	\$0.75M
UW Seattle Master Infrastructure Plan	\$0.25M	\$0.5M	\$0.75M
West of 15th Avenue Plan - Eco District Development	\$0.25M	\$2.5M	\$2.75M
Subtotal Wave I:	\$126.0M	\$561.8M	\$687.8M

Potential 2011-21 Capital Projects – Wave II

	Proposed 2011-13	Potential 2013-21	Total 2011-21
Anderson Hall Renovation	\$2.5M	\$19.5M	\$21.55M
Biological & Environmental Sciences Building	\$0.25M	\$179.75M	\$180.0M
College of Engineering Academic Building - Renovation	-	\$25.0M	\$25.0M
Denny Hall Renovation	\$54.6M	-	\$54.6M
Enterprise Information System	\$25.0M	\$100.0M	\$125.0M
Global Public Health, Nursing & Pharmacy Research Center	-	\$120.0M	\$120.0M
Gould Hall Court Addition	-	\$5.0M	\$5.0M
Health and Life Sciences Core Research Facilities	\$20.0M	\$100.0M	\$120.0M
Health Sciences Teaching Building	-	\$135.0M	\$135.0M
Intellectual House	\$10.7M	-	\$10.7M
Husky Stadium	\$250.0M	-	\$250.0M
Hutchinson Hall Renovation	-	\$30.0M	\$30.0M
Innovation Collaboration Center - West of 15th Ave	-	\$120.0M	\$120.0M
Interdisciplinary Research Center - West of 15th Ave	\$0.5M	\$35.0M	\$35.5M
Lewis Hall Renovation	\$23.13M	-	\$23.13M
Metropolitan Tract Recapitalization	-	\$200.0M	\$200.0M
Miller Hall Renovation	\$4.0M	\$40.0M	\$44.0M
Molecular Engineering Phase 2	-	\$63.3M	\$63.3M
Odegaard Undergraduate Learning Center Phase 1	\$19.5M	-	\$19.5M
Odegaard Undergraduate Learning Center Phase 2	-	\$19.5M	\$19.5M

Wave II continued next slide

Potential 2011-21 Capital Projects – Wave II cont.

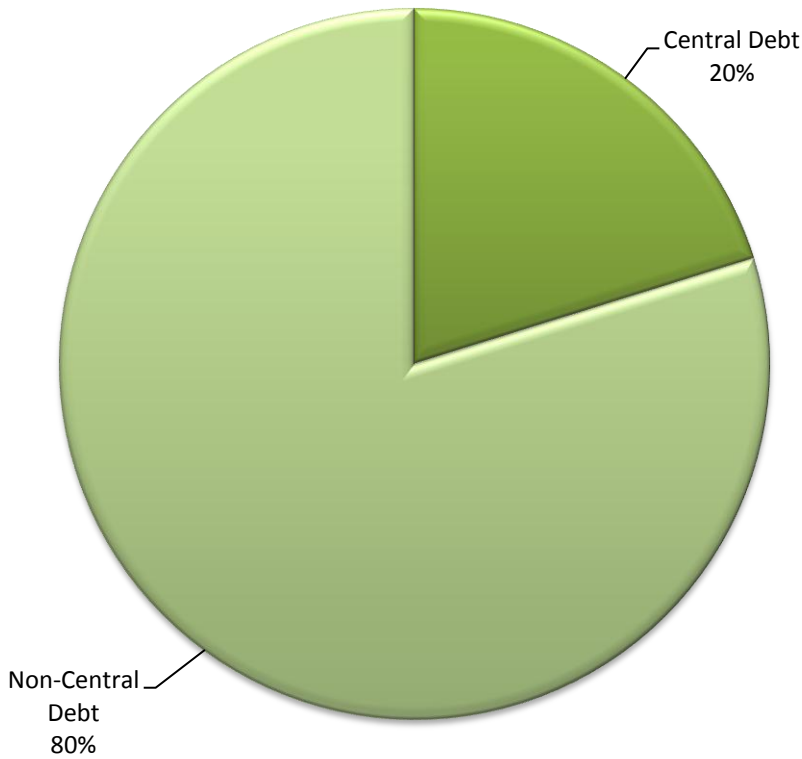
	Proposed 2011-13	Potential 2013-21	Total 2011-21
Sand Point Building 5 - Archival Storage	\$5.0M	-	\$5.0M
Sand Point Building 5 - Freezer Farm	-	\$5.0M	\$5.0M
Sound Transit Overpass - University of Washington Station	\$4.0M	-	\$4.0M
South Lake Union Phase 3.2	-	\$147.0M	\$147.0M
South Lake Union Phase 3.3	-	\$190.0M	\$190.0M
Student Housing - Lander Replacement	\$77.0M	-	\$77.0M
Student Housing - Site 29W - Mercer Hall	\$108.0M	-	\$108.0M
Student Housing - Site 30W	-	\$60.5M	\$60.5M
Student Housing - Terry Renovation	-	\$60.0M	\$60.0M
Student Housing - Terry Addition	-	\$24.0M	\$24.0M
UW Bothell Student Housing Project	\$14.0M	-	\$14.0M
UW Bothell Major Infrastructure Projects	-	\$10.5M	\$10.5M
UW Bothell Phase 3	\$62.85M	-	\$62.85M
UW Medicine/Northwest Affiliation	-	-	-
UW Tacoma Major Infrastructure Projects	-	\$30.5M	\$30.5M
UW Tacoma Land Acquisition/Remediation	\$5.0M	\$45.0M	\$50.0M
UWMC Expansion Phase 2	-	\$97.0M	\$97.0M
UWPD Relocation	\$10M	-	\$10.0M
Subtotal Wave II:	\$696.0M	\$1,861.1M	\$2,557.1M

Potential 2011-21 Capital Projects – Wave III

	Proposed 2011-13	Potential 2013-21	Total 2011-21
Baseball Stadium	-	\$18.0M	\$18.0M
College of Arts & Sciences Academic Building - Renovation	-	\$48.0M	\$48.0M
Daycare Center Expansion	-	\$4.5M	\$4.5M
Eagleson Hall Renovation	-	\$12.0M	\$12.0M
Fine Arts Center & Library	-	\$65.0M	\$65.0M
Rainier Vista Triangle Garage Improvements	-	\$25.0M	\$25.0M
Student Housing - Haggett Renovation	-	\$74.0M	\$74.0M
Student Housing - Hansee Renovation	-	\$49.0M	\$49.0M
Student Housing - McCarty Renovation	-	\$65.0M	\$65.0M
Student Housing - McMahan Renovation	-	\$99.0M	\$99.0M
Student Housing - New Center	-	\$56.0M	\$56.0M
UW Bothell Phase 4	-	\$68.0M	\$68.0M
UW Seattle Structured Parking	-	\$16.0M	\$16.0M
UW Tacoma Phase 4	-	\$79.5M	\$79.5M
UW Tacoma Student Union - Phase 1	-	\$7.5M	\$7.5M
Subtotal Wave III:	-	\$686.5M	\$686.5M
Total Waves I + II + III:	\$822.0M	\$3,109.4M	\$3,931.4M

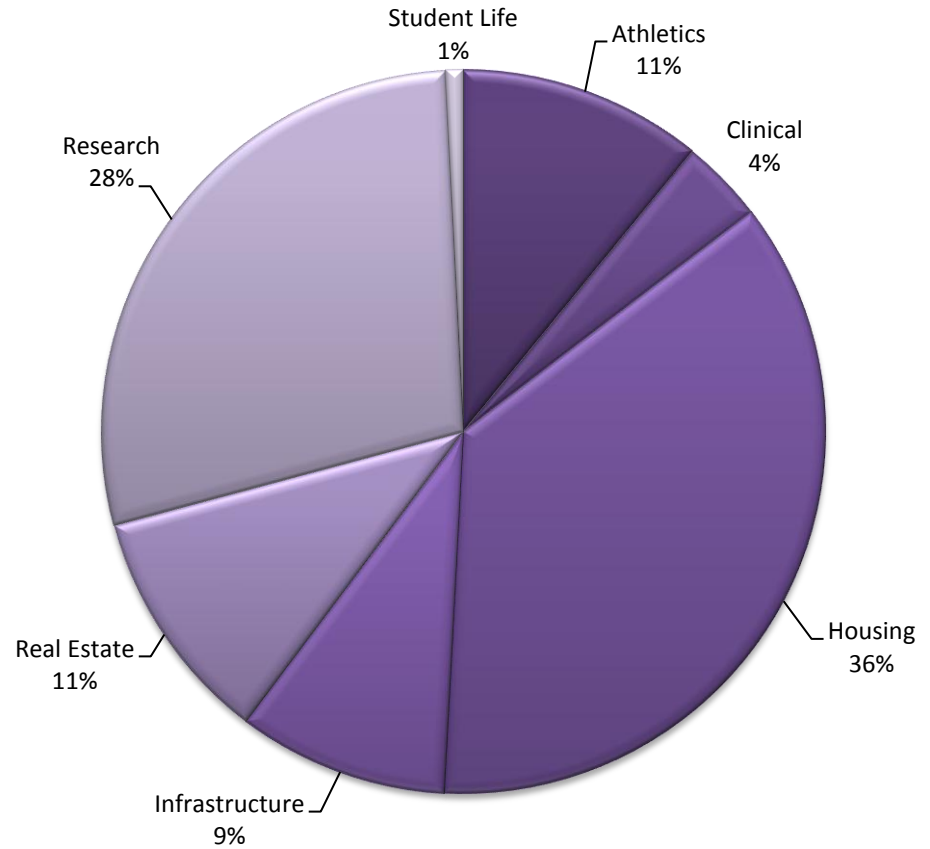
Potential UW 2011- 2021 Debt-Funded Projects

Fund Source



\$1,895M

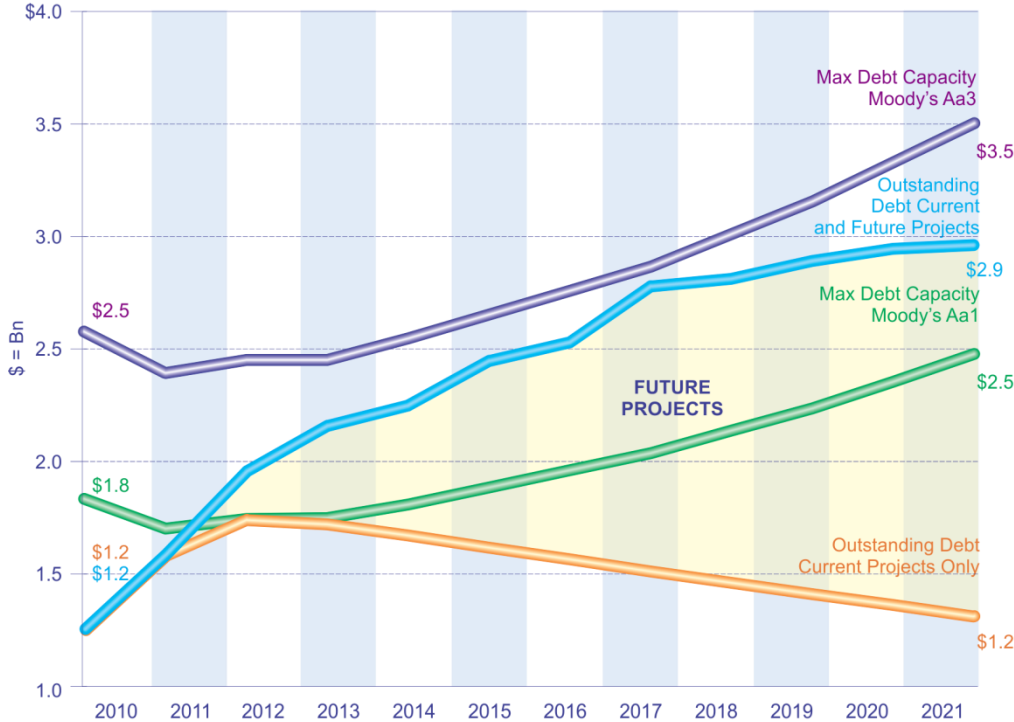
Program



\$1,895M

UW Debt Capacity Overview

Debt Capacity Boundary Analysis 2010–2021
Key Ratio: Expendable Resources to Debt



Outstanding Debt by Mission 2011–2021
\$ = MM

	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021
Education	\$337	\$345	\$353	\$359	\$363	\$363	\$362	\$368	\$388	\$414	\$414
Research	480	481	471	484	613	643	843	824	800	777	753
Service	689	1,065	1,276	1,353	1,425	1,480	1,539	1,588	1,675	1,728	1,768
Total	\$1,506	\$1,891	\$2,101	\$2,195	\$2,401	\$2,487	\$2,745	\$2,780	\$2,862	\$2,919	\$2,935

Future Debt Funded Projects 2011–2021
\$ = MM

Project Name	Mission	Borrowing Amount	FY Issued
Major Infrastructure Upgrade Projects	Education	\$7,500	2014–2015
Enterprise Information System	Education	\$125,000	2012–2021
Sand Point Building 5–Archival Storage	Education	\$5,000	2011–2013
		\$137,500	
Global Public Health, Nursing & Pharmacy Research Center	Research	\$60,000	2014–2017
Health and Life Sciences Core Research Facilities	Research	\$120,000	2012–2018
Innovation Collaboration Center–West of 15th Ave	Research	\$50,000	2018–2020
South Lake Union Phase 3.2	Research	\$134,200	2015
South Lake Union Phase 3.3	Research	\$173,500	2017
		\$537,700	
Husky Stadium Renovation	Service	\$206,000	2012–2013
Intellectual House	Service	\$3,000	2012
Metropolitan Tract Recapitalization	Service	\$200,000	2017–2021
Student Housing–Lander Replacement	Service	\$77,000	2012–2013
Student Housing–Site 29W–Mercer Hall	Service	\$108,000	2012–2013
Student Housing–Site 30W	Service	\$60,500	2014–2015
Student Housing–Terry Renovation	Service	\$60,000	2014–2015
Student Housing–Terry Addition	Service	\$24,000	2014–2015
UWMC Expansion Phase 2	Service	\$71,000	2014–2015
UW Bothell Housing Acquisition	Service	\$14,000	2013
Daycare Center Expansion	Service	\$4,500	2016
Rainier Vista Triangle Garage Improvements	Service	\$25,000	2020–2021
Student Housing–Haggett Renovation	Service	\$74,000	2018–2019
Student Housing–Hansee Renovation	Service	\$49,000	2020–2021
Student Housing–McCarty Renovation	Service	\$65,000	2018–2019
Student Housing–McMahon Renovation	Service	\$99,000	2016–2017
Student Housing–New Center	Service	\$56,000	2016–2017
UW Seattle Structured Parking	Service	\$16,000	2016–2017
UW Tacoma Student Union–Phase 1	Service	\$7,500	2020–2021
		\$1,219,500	
Grand Total		\$1,894,700	

UW 10 Year Capital Plan - Investment Projections - Working Draft

Draft Update November 15, 2010

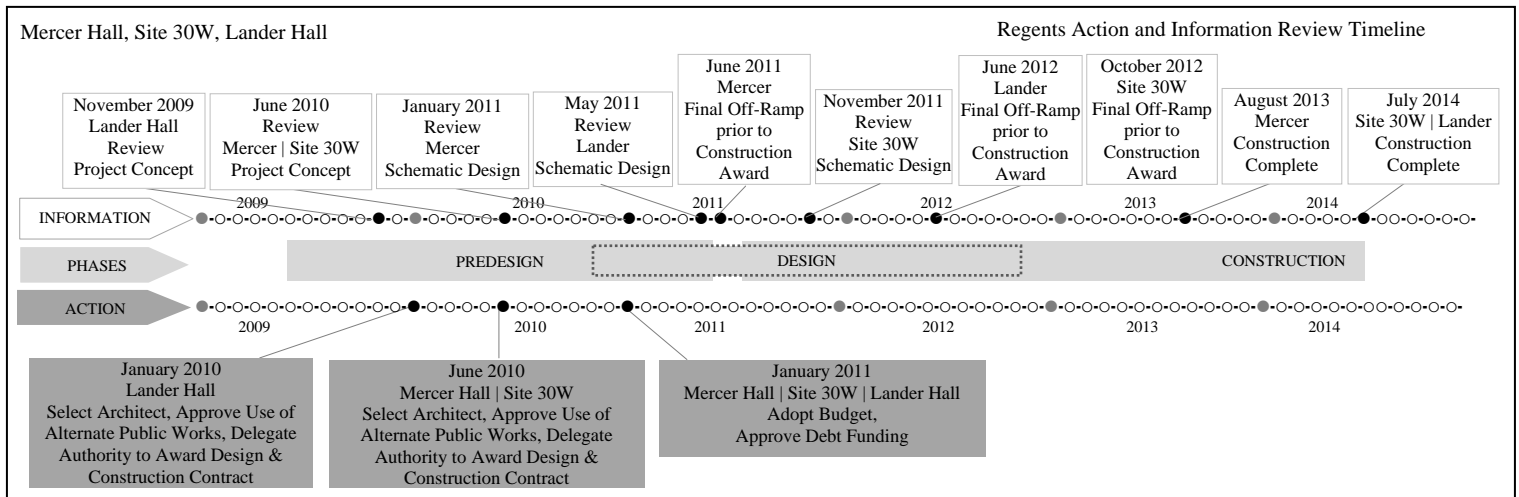
\$ in Thousands (,000)

Proposed Investment	Potential 2011-2013 Capital by Fund Source						Potential 2013-2021 Capital by Fund Source						Total Proposed Capital 2011-2021	
	State Funds	UW Building Account	Local Funds	Donor	Central Debt	Non-Central Debt	State Funds	UW Building Account	Local Funds	Grant Funds	Donor	Central Debt		Non-Central Debt
Major Infrastructure - Eco-District Energy Enterprise	-	-	500	-	-	-	-	-	5,000	5,000	-	-	-	10,500
Major Infrastructure - Grey Water District/Clean Stormwater Technology	-	-	250	-	-	-	-	-	2,000	2,000	-	-	-	4,250
Major Infrastructure - SMART Campus	-	-	250	-	-	-	-	-	2,000	10,000	-	-	-	12,250
Major Infrastructure Upgrade Projects	-	-	250	-	-	-	46,500	-	-	20,000	-	7,500	-	74,250
Minor Capital Repair - Infrastructure and Program Improvements	61,150	47,800	-	-	-	-	220,400	197,900	-	-	-	-	-	527,250
UW High Voltage Infrastructure Improvement Project	4,850	-	-	-	-	-	-	-	-	-	-	-	-	4,850
Strategic Real Estate Investment	-	-	10,000	-	-	-	-	-	40,000	-	-	-	-	50,000
UW College of Arts & Sciences Precinct Plan	-	-	100	-	-	-	-	-	-	-	-	-	-	100
UW College of Engineering Precinct Plan	-	-	100	-	-	-	-	-	-	-	-	-	-	100
UW Health / Life Sciences Plan	-	-	250	-	-	-	-	-	500	-	-	-	-	750
UW Seattle Master Infrastructure Plan	-	-	250	-	-	-	-	-	500	-	-	-	-	750
West of 15th Avenue Plan - Eco District Development	-	-	250	-	-	-	-	-	-	2,500	-	-	-	2,750
Subtotal Wave I	66,000	47,800	12,200	-	-	-	266,900	197,900	50,000	39,500	-	7,500	-	687,800
Total Wave I	66,000	47,800	12,200	-	-	-	266,900	197,900	50,000	39,500	-	7,500	-	687,800
Anderson Hall Renovation	2,500	-	-	-	-	-	19,050	-	-	-	-	-	-	21,550
Biological & Environmental Sciences Building	-	-	250	-	-	-	-	-	-	60,000	119,750	-	-	180,000
College of Engineering Academic Building - Renovation	-	-	-	-	-	-	25,000	-	-	-	-	-	-	25,000
Denny Hall Renovation	54,615	-	-	-	-	-	-	-	-	-	-	-	-	54,615
Enterprise Information System	-	-	-	-	25,000	-	-	-	-	-	-	100,000	-	125,000
Global Public Health, Nursing & Pharmacy Research Center	-	-	-	-	-	-	-	-	-	-	60,000	60,000	-	120,000
Gould Hall Court Addition	-	-	-	-	-	-	-	-	-	-	5,000	-	-	5,000
Health and Life Sciences Core Research Facilities	-	-	-	-	20,000	-	-	-	-	-	-	100,000	-	120,000
Health Sciences Teaching Building	-	-	-	-	-	-	135,000	-	-	-	-	-	-	135,000
Intellectual House	2,700	-	-	5,000	3,000	-	-	-	-	-	-	-	-	10,700
Husky Stadium	-	-	-	44,000	-	206,000	-	-	-	-	-	-	-	250,000
Hutchinson Hall Renovation	-	-	-	-	-	-	30,000	-	-	-	-	-	-	30,000
Innovation Collaboration Center - West of 15th Ave	-	-	-	-	-	-	-	-	-	-	70,000	50,000	-	120,000
Interdisciplinary Research Center - West of 15th Ave	-	-	250	250	-	-	-	-	-	35,000	-	-	-	35,500
Lewis Hall Renovation	23,130	-	-	-	-	-	-	-	-	-	-	-	-	23,130
Metropolitan Tract Recapitalization	-	-	-	-	-	-	-	-	-	-	-	-	200,000	200,000
Miller Hall Renovation	4,000	-	-	-	-	-	40,000	-	-	-	-	-	-	44,000
Molecular Engineering Phase 2	-	-	-	-	-	-	-	-	-	30,000	33,300	-	-	63,300
Odegaard Undergraduate Learning Center Phase 1	19,500	-	-	-	-	-	-	-	-	-	-	-	-	19,500
Odegaard Undergraduate Learning Center Phase 2	-	-	-	-	-	-	19,500	-	-	-	-	-	-	19,500
Sand Point Building 5 - Archival Storage	-	-	-	-	5,000	-	-	-	-	-	-	-	-	5,000
Sand Point Building 5 - Freezer Farm	-	-	-	-	-	-	-	-	5,000	-	-	-	-	5,000
Sound Transit Overpass - University of Washington Station	-	-	4,000	-	-	-	-	-	-	-	-	-	-	4,000
South Lake Union Phase 3.2	-	-	-	-	-	-	-	-	12,800	-	-	-	134,200	147,000
South Lake Union Phase 3.3	-	-	-	-	-	-	-	-	16,500	-	-	-	173,500	190,000
Student Housing - Lander Replacement	-	-	-	-	-	77,000	-	-	-	-	-	-	-	77,000
Student Housing - Site 29W - Mercer Hall	-	-	-	-	-	108,000	-	-	-	-	-	-	-	108,000
Student Housing - Site 30W	-	-	-	-	-	-	-	-	-	-	-	-	60,500	60,500
Student Housing - Terry Renovation	-	-	-	-	-	-	-	-	-	-	-	-	60,000	60,000
Student Housing - Terry Addition	-	-	-	-	-	-	-	-	-	-	-	-	24,000	24,000
UW Bothell Student Housing Project	-	-	-	-	-	14,000	-	-	-	-	-	-	-	14,000
UW Bothell Major Infrastructure Projects	-	-	-	-	-	-	10,500	-	-	-	-	-	-	10,500
UW Bothell Phase 3	62,850	-	-	-	-	-	-	-	-	-	-	-	-	62,850
UW Medicine/Northwest Affiliation	-	-	-	-	-	-	-	-	-	-	-	-	-	-
UW Tacoma Major Infrastructure Projects	-	-	-	-	-	-	15,500	-	-	15,000	-	-	-	30,500
UW Tacoma Land Acquisition/Remediation	5,000	-	-	-	-	-	20,000	-	-	25,000	-	-	-	50,000
UWMC Expansion Phase 2	-	-	-	-	-	-	-	-	26,000	-	-	-	71,000	97,000
UWPD Relocation	-	-	10,000	-	-	-	-	-	-	-	-	-	-	10,000
Subtotal Wave II	174,295	-	14,500	49,250	53,000	405,000	314,550	-	60,300	165,000	288,050	310,000	723,200	2,557,145
Cumulative Total (Wave I + II)	240,295	47,800	26,700	49,250	53,000	405,000	581,450	197,900	110,300	204,500	288,050	317,500	723,200	3,244,945
Baseball Stadium	-	-	-	-	-	-	-	-	-	-	18,000	-	-	18,000
College of Arts & Sciences Academic Building - Renovation	-	-	-	-	-	-	48,000	-	-	-	-	-	-	48,000
Daycare Center Expansion	-	-	-	-	-	-	-	-	-	-	-	4,500	-	4,500
Eagleson Hall Renovation	-	-	-	-	-	-	12,000	-	-	-	-	-	-	12,000
Fine Arts Center & Library	-	-	-	-	-	-	-	-	-	-	65,000	-	-	65,000
Rainier Vista Triangle Garage Improvements	-	-	-	-	-	-	-	-	-	-	-	-	25,000	25,000
Student Housing - Haggett Renovation	-	-	-	-	-	-	-	-	-	-	-	-	74,000	74,000
Student Housing - Hansee Renovation	-	-	-	-	-	-	-	-	-	-	-	-	49,000	49,000
Student Housing - McCarty Renovation	-	-	-	-	-	-	-	-	-	-	-	-	65,000	65,000
Student Housing - McMahon Renovation	-	-	-	-	-	-	-	-	-	-	-	-	99,000	99,000
Student Housing - New Center	-	-	-	-	-	-	-	-	-	-	-	-	56,000	56,000
UW Bothell Phase 4	-	-	-	-	-	-	68,000	-	-	-	-	-	-	68,000
UW Seattle Structured Parking	-	-	-	-	-	-	-	-	-	-	-	-	16,000	16,000
UW Tacoma Phase 4	-	-	-	-	-	-	79,500	-	-	-	-	-	-	79,500
UW Tacoma Student Union - Phase 1	-	-	-	-	-	-	-	-	-	-	-	7,500	-	7,500
Subtotal Wave III	-	-	-	-	-	-	207,500	-	-	-	83,000	12,000	384,000	686,500
Cumulative Total (Wave I + II + III)	240,295	47,800	26,700	49,250	53,000	405,000	788,950	197,900	110,300	204,500	371,050	329,500	1,107,200	3,931,445

VII. STANDING COMMITTEES

B. Finance, Audit and Facilities Committee

Housing and Food Services (HFS) Housing Master Plan Update and Student Housing Phase II: Mercer Hall, Site 30W, and Lander Hall Project Update



Note for duration of project: written semi-annual reports in January & July, oral semi-annual updates in March & October

INFORMATION:

The purpose of this presentation is to provide an update on the Housing and Food Services Housing Master Plan and the status of the Student Housing Phase II project concepts and funding plan. This update is for information only.

The pre-design effort has been completed on the Phase II projects, which include the replacement of Mercer Hall with new student apartments, a new student apartment building on site 30W, and the replacement of Lander Hall with a new residence hall. The Phase II project budget and financing plan will be presented to the Board of Regents (Board) for approval at the January 2011 meeting.

BACKGROUND:

The University of Washington has a goal of providing quality housing for its students and encouraging on-campus residency. Residential on-campus housing provides a community of young scholars immersed in a carefully structured living and learning environment with the opportunity to mature and be successful in their educational pursuits.

To achieve this goal, the department of Housing and Food Services (HFS) developed a comprehensive Housing Master Plan that describes the addition of

VII. STANDING COMMITTEES

B. Finance, Audit and Facilities Committee

Housing and Food Services (HFS) Housing Master Plan Update and Student Housing Phase II: Mercer Hall, Site 30W, and Lander Hall Project Update (continued p. 2)

approximately 2,365 new beds over a ten-year period. The master plan has a total project budget of approximately \$833.5 million. The plan was first presented to the Board in March 2008 and identified several crucial issues with student housing at the University. These include extensive deferred maintenance needs in the current stock of mid-20th century high-rise residence halls, the need for additional beds to alleviate the overcrowding in existing student housing facilities, and a demand for on-campus residency from upper division undergraduate and graduate students. The master plan has since been updated to address the need to accommodate increased out-of-state and international enrollments.

The individual projects in the master plan are sequenced to achieve three specific objectives: 1) to alleviate existing overcrowding, 2) to provide the surge space necessary to accommodate renovation of the existing residence halls, and 3) to increase the number of new beds to respond to student demand. The phased implementation of the housing plan provides for managing project risk through the use of off-ramps at key points throughout each phase of implementation. The off-ramps are based on expected student occupancy and the financial analysis tests for the independent financial feasibility of each phase.

MASTER PLAN IMPROVEMENTS:

The master plan outlines the addition of approximately 2,365 net new beds over a ten-year period. Attachment B shows the sequencing of buildings and projected annual bed counts presented to the Board at the last master plan update in November 2009 (the bed counts are shown on a fiscal year basis). Attachment C shows the revised sequencing and beds counts. The scheduled completion of the program in 2021 remains unchanged from the original plan.

In the original master plan, approximately 1,000 beds were planned for apartment units on sites that had yet to be identified. HFS has since identified opportunities to construct most of these 1,000 new beds on existing sites, which increases the rate at which new beds are constructed in the middle part of the master plan (rather than near the end as was reflected in the original plan). Cedar Apartments in Phase I will construct 340 of the total 1,000 beds that had been planned for the unidentified sites, leaving a balance of 660 beds. By increasing the density on site 30W, the Mercer Hall site, and the Terry-Lander complex, it is possible to construct nearly all of the remaining 660 beds.

VII. STANDING COMMITTEES

B. Finance, Audit and Facilities Committee

Housing and Food Services (HFS) Housing Master Plan Update and Student Housing Phase II: Mercer Hall, Site 30W, and Lander Hall Project Update (continued p. 3)

This revised project sequencing increases housing density and maintains the same overall project budget and debt financed amount as estimated in the original master plan, with an estimated overall project budget of approximately \$833.5 million and a debt financed amount of approximately \$842 million. The debt will be repaid with student rental revenues.

The redevelopment of the Terry-Lander complex includes the replacement of Lander Hall and the 1101 Café building with new residence and apartment units, along with the construction of an addition to a renovated Terry Hall. This reconfiguration of the existing Terry-Lander complex has three important advantages. First, it is more economical on a square-foot basis to replace Lander Hall than it is to renovate it, using the proposed design approach of five floors of wood-framed construction over two floors of concrete. Second, site utilization is greatly improved with the higher bed density of the proposed Terry-Lander-1101 Café configuration, which yields an increase in the current design capacity of 1,200 beds to 1,750 beds. Third, the proposed configuration accommodates the University's ongoing west of 15th Ave NE planning initiative by foregoing the need for additional west campus sites in favor of sites that have already been confirmed for student housing uses.

With this revision, the total proposed net new beds in the master plan is 2,195, which is very close to the original proposal of 2,365 net new beds. HFS will continue to examine the feasibility of increased density in one or more future projects in order to meet the overall goal of 2,365 net new beds.

<u>Phase/Project</u>	<u>Budget (\$M)</u>
Phase I	\$ 162.0
Cedar Apartments (Site 31W)	
Poplar Hall (Site 33W)	
Elm Hall (Site 32W)	
Alder Hall (Site 35W)	
Phase II	\$ 245.5
Site 30W	
Mercer Hall Replacement (Site 29)	
Lander Hall Replacement	

VII. STANDING COMMITTEES

B. Finance, Audit and Facilities Committee

Housing and Food Services (HFS) Housing Master Plan Update and Student Housing Phase II: Mercer Hall, Site 30W, and Lander Hall Project Update
(continued p. 4)

Phase III		\$ 237.0
	Terry Hall Renovation	
	Terry Hall Addition	
	1101 Café Replacement	
	McMahon Hall Renovation	
Phase IV		\$ 189.0
	McCarty Hall Renovation	
	Hanse Hall Renovation	
	Haggett Hall Renovation	
TOTAL, HOUSING MASTER PLAN		\$ 833.5

PHASE I PROJECT STATUS:

Phase I of the master plan was approved by the Board in May 2009 and will provide a total of 1,650 new student apartment and residence hall beds at a project budget of \$162 million. Phase I includes four sites that are being developed in pairs. The first pair, Cedar Apartments and Poplar Hall, is approximately forty percent complete and scheduled for occupancy at the start of Autumn Quarter 2011. The second pair, Elm Hall and Alder Hall, will start construction in January 2011, with occupancy scheduled for the start of Autumn Quarter 2012. Phase I will provide a net increase of 362 beds after accounting for the removal of Mercer Hall and Lander Hall as part of Phase II.

PHASE II PROJECT STATUS:

Phase II of the master plan proposes to replace both Mercer Hall and Lander Hall and to construct a new apartment building on site 30W. These projects will add 1,830 new and replacement beds for a net addition of 762 beds after accounting for the elimination of overcrowding and the vacating of Terry Hall for renovation as part of Phase III. Phase II has an estimated project budget of \$245.5 million.

Mercer Hall: The Mercer Hall site (considered a single site for project planning purposes) presently encompasses the existing Mercer residence hall, an adjacent parking lot (site 29W), and open space (site 42W). The redevelopment of the Mercer Hall site includes the master planned replacement of Mercer Hall with approximately 930 student apartment beds in

VII. STANDING COMMITTEES

B. Finance, Audit and Facilities Committee

Housing and Food Services (HFS) Housing Master Plan Update and Student Housing Phase II: Mercer Hall, Site 30W, and Lander Hall Project Update (continued p. 5)

five separate buildings above a 150-200 space below-grade parking garage. The buildings will take advantage of the 65 foot height limit for this site. The Mercer site is envisioned as part of a student village focusing on upper-division undergraduate and graduate students living in apartment-style housing.

Lander Hall: Lander Hall was described to the Board in January 2010 as a renovation project along with Terry Hall. These two buildings were to be the first renovation projects identified as Phase III (old phasing) in the original master plan. Lander Hall currently provides approximately 833 residence hall beds. The replacement of Lander Hall as part of Phase II will include a combination of approximately 550 residence style and student apartment beds. The new Lander Hall will also contain kitchen and dining facilities for the west of 15th Ave residence halls, a regional information and service desk, and entry to new below-grade parking to replace the existing surface and below-grade parking.

Site 30W: Site 30W is an existing University parking lot located west of Condon Hall that will support the development of approximately 350 student apartment beds. Parking for the site 30W apartment building will be accommodated in the Cedar Apartments parking lot located diagonally across from site 30W. A ten-story building will take advantage of the 105 foot height limit for this site.

FUTURE PHASES:

Phase III

Phase III encompasses the renovation of and addition to Terry Hall, the replacement of the 1101 Café (situated between Terry and Lander Halls) with a new residence hall (the "New Center" building), replacement of the below-grade parking garage, and the renovation of McMahan Hall. Phase III has an estimated project budget of \$237 million.

Terry Hall Renovation and Addition: Terry Hall currently provides approximately 623 residence hall beds. The renovated Terry Hall will provide approximately 600 residence hall beds, while the Terry Hall addition (the "New Terry" building) will provide an additional 120 residence hall beds. The New Terry building will be constructed on an existing parking lot to the

VII. STANDING COMMITTEES

B. Finance, Audit and Facilities Committee

Housing and Food Services (HFS) Housing Master Plan Update and Student Housing Phase II: Mercer Hall, Site 30W, and Lander Hall Project Update (continued p. 6)

south of Terry Hall and will include replacement of HFS office space that is currently located in Lander Hall.

New Center Building: This project will replace the existing 1101 Café building with a new seven-story building offering approximately 500 new student apartment units. The project also includes a 150-space parking garage under the New Center Building and Lander Hall.

McMahon Hall Renovation: Completion of the Terry Hall renovation/addition and the New Center Building will provide the necessary bed capacity to allow renovation of the existing McMahon residence hall. The renovation of McMahon Hall is the final element in Phase III and will provide approximately 1,067 residence hall beds (a slight increase of 28 beds from McMahon Hall's current 1,039 bed capacity).

Phase IV

Phase IV encompasses the renovation of the remaining residence halls over the latter years of the housing master plan. These include Haggett Hall (730 beds), McCarty Hall (560 beds), and Hansee Hall (300 beds). Phase IV has an estimated project budget of \$189 million.

As noted above, each phase is assumed to be financially independent and the revised plan will not incur debt above the level assumed in the housing master plan. As with Phase I, the Treasury office will conduct a detailed financial analysis of each phase and recommend project off-ramps at key points for managing risk. HFS will work closely with the University's Capital Resource Planning Office to ensure alignment with comprehensive institutional capital planning priorities.

The revised plan does not preclude HFS from exercising project scheduling flexibility in response to situational adversity. In the short term, new apartment construction on site 30W (scheduled for construction in the 2012-2014 time frame) could be postponed. In the longer term, the New Center Building and Terry Hall addition could also be postponed. Construction on Phase II will be guided by demand and financial feasibility in order to avoid excess capacity in the student housing system.

VII. STANDING COMMITTEES

B. Finance, Audit and Facilities Committee

Housing and Food Services (HFS) Housing Master Plan Update and Student Housing Phase II: Mercer Hall, Site 30W, and Lander Hall Project Update (continued p. 7)

Continued implementation of the Housing Master Plan is critical to addressing the over-crowding that currently exists in the University's student housing system, renovating out-of-date facilities, and supporting the University's enrollment goals by providing more students with the option of living on-campus. HFS continues to collect and analyze data that guide decisions pertaining to demand, design, costs, and services and amenities. National, regional, and local trends are carefully considered and students have been consulted throughout the development of the master plan. The current schedule of events capitalizes on market conditions and is supported by current and projected student demand.

PHASE II PROJECT SCHEDULE:

Phase II (Mercer Hall)

Architect selection	June 2010
Predesign	June 2010 – October 2010
Design	November 2010 – October 2011
Construction	July 2011 – July 2013
Occupancy	August 2013

Phase II (Site 30W)

Architect selection	June 2010
Predesign	June 2010 – June 2011
Design	July 2011 – October 2012
Construction	December 2012 – July 2014
Occupancy	August 2014

Phase II (Lander Hall replacement)

Architect selection	January 2010
Predesign	March 2010 – October 2010
Design	November 2010 – May 2012
Construction	July 2012 – July 2014
Occupancy	August 2014

PHASE II PROJECT BUDGET AND FUNDING:

Housing and Food Services is funding the predesign and early portion of the schematic design for each of the phases with operating reserves. These expenses are estimated at \$3.2 million. The University's Internal Lending Program will

VII. STANDING COMMITTEES

B. Finance, Audit and Facilities Committee

Housing and Food Services (HFS) Housing Master Plan Update and Student Housing Phase II: Mercer Hall, Site 30W, and Lander Hall Project Update
(continued p. 8)

provide project financing. Repayment will be from student housing rents. The following represents preliminary total project costs for Phase II:

Phase II - Mercer Hall site	\$ 108.0 million
Phase II - Site 30W	\$ 60.5 million
Phase II - Lander Hall replacement	\$ 77.0 million
<u>TOTAL</u>	<u>\$ 245.5 million</u>

PREVIOUS ACTIONS:

- January 2010 – Terry and Lander Halls architect appointment approved, GC/CM alternative public works contracting approved, and delegation to award a construction contract
- June 2010 – Mercer Hall Site and Site 30W architect appointment approved, GC/CM alternative public works contracting approved, and delegation to award a construction contract

FUTURE BOARD OF REGENTS ACTION

Project budget approval for Phase II is planned for January 2011. The Treasury office will complete a detailed financial analysis of these projects prior to Board action. The financing plan for Phase II will include off-ramps for both projects before proceeding with construction.

Attachments

- Attachment A – Student Housing Locations Map
- Attachment B – Housing Master Plan Schedule November 2009
- Attachment C – Housing Master Plan Schedule November 2010

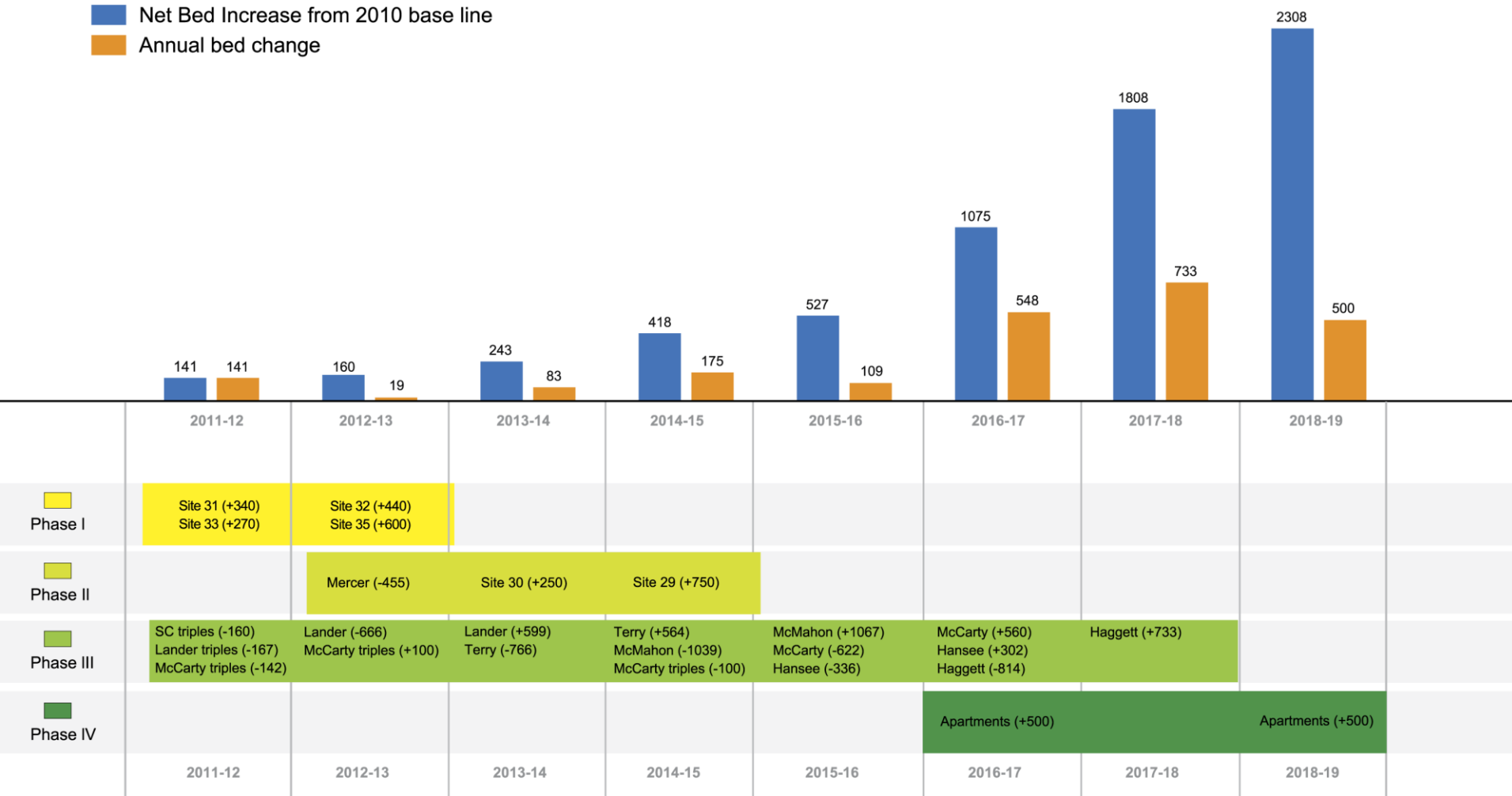
Student Housing Site Map



Attachment A

Housing Master Plan Schedule November 2009

■ Net Bed Increase from 2010 base line
■ Annual bed change



F-11.2/211-10
11/18/10

Housing Master Plan Schedule November 2010



HFS Housing Master Plan and Phase II Update

Board of Regents
November 18, 2010

Purpose and Importance

1. Support the University's mission
2. Improve our existing residence halls
3. Respond to high demand for on-campus housing

Supporting the Mission

Leadership

Collaboration

Diversity

Personal Development

Academic Success

Improving our Existing Residence Halls

Average age of current residence halls:

52 years

Responding to Demand

- 104% Occupancy of design capacity >10 years
- 404 New Freshmen in Housing by 2015
- 464 Graduate student beds eliminated
- 662 Beds oversubscribed
- 2,195 Net new beds in Master Plan
- 3,400 Potential new customers, if beds available

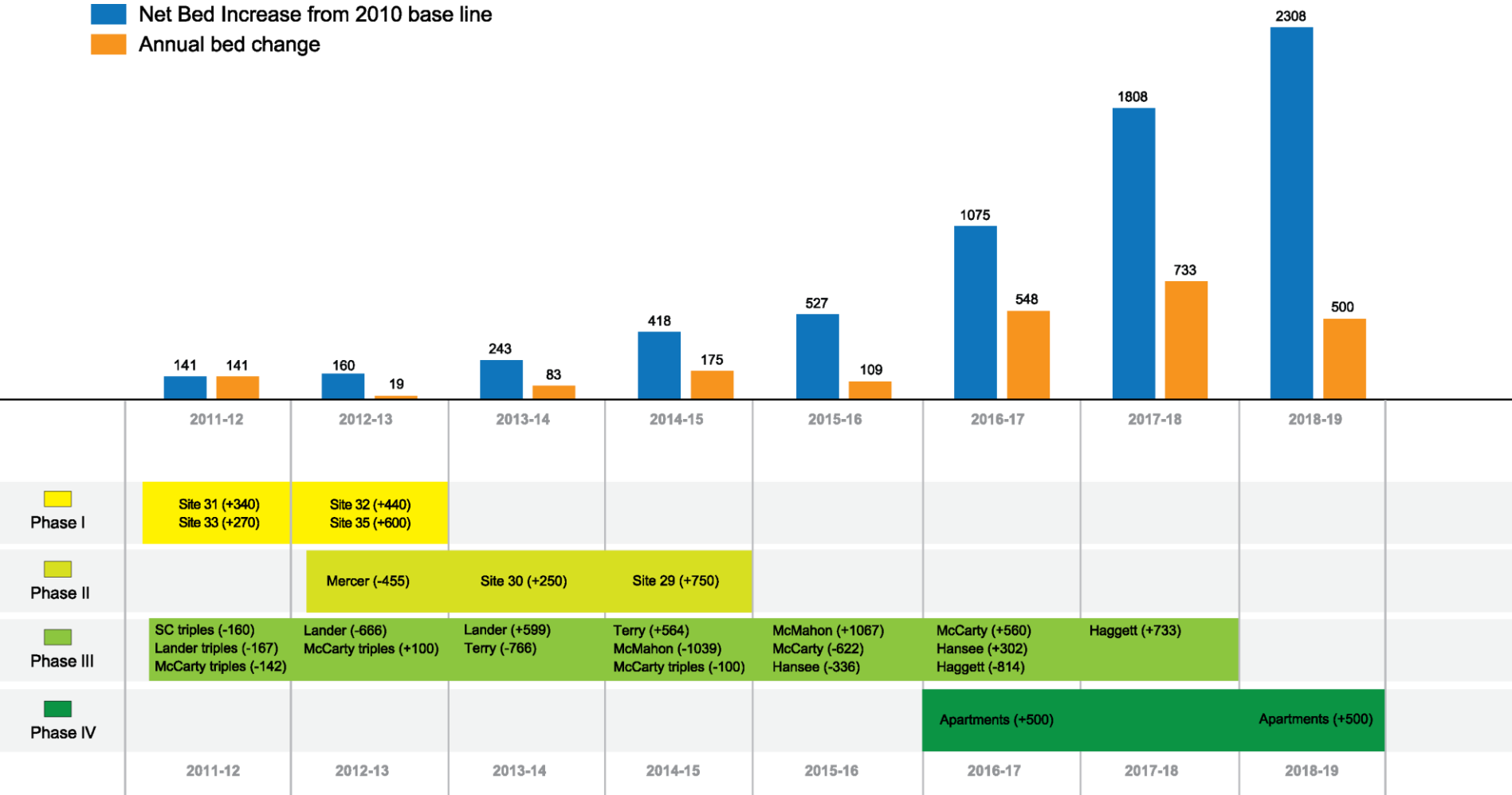
Master Plan Refinements

- No additional sites needed
- Responds to planned increase in Freshman class
- Best product for the price

Housing Master Plan Schedule

November 2009

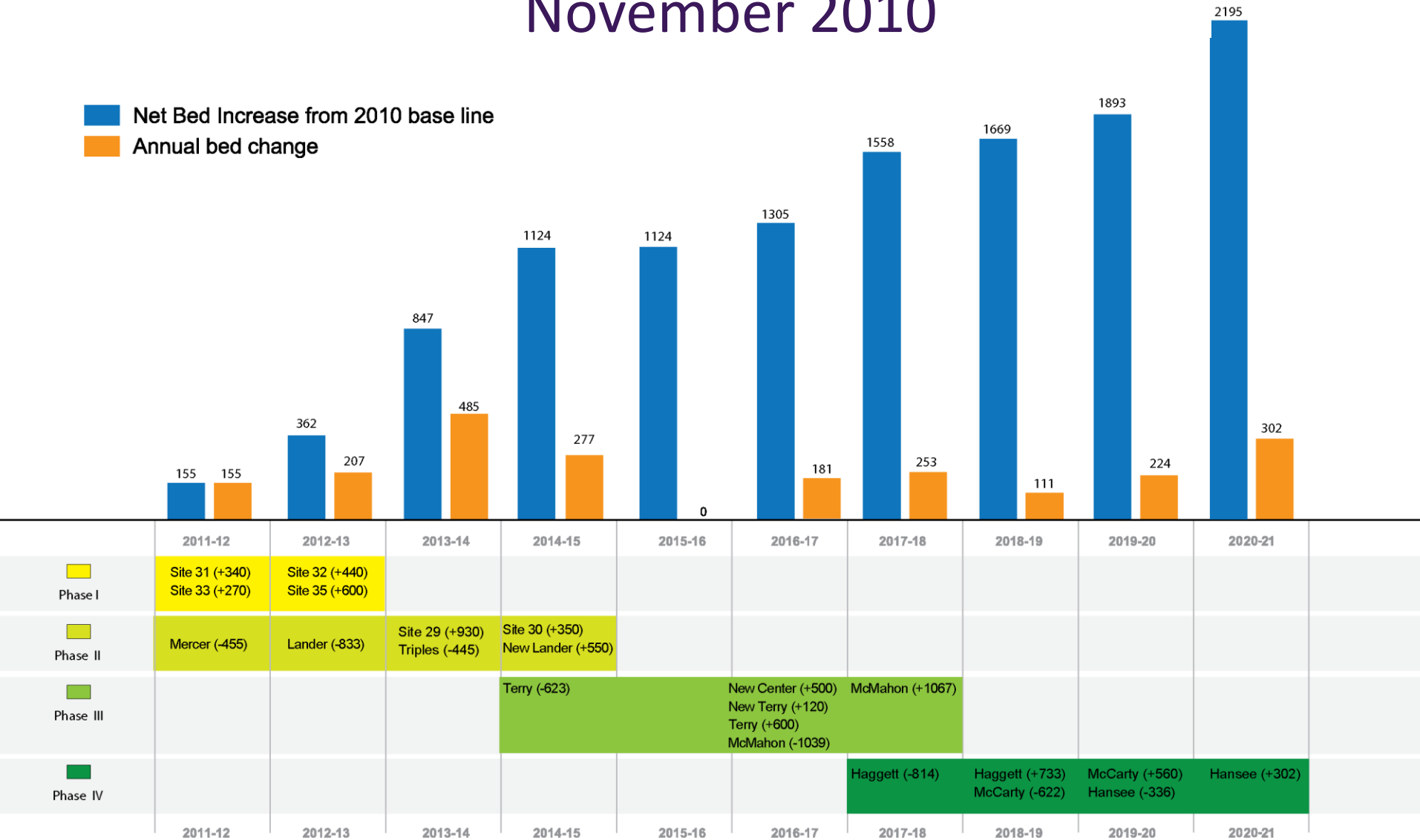
■ Net Bed Increase from 2010 base line
■ Annual bed change



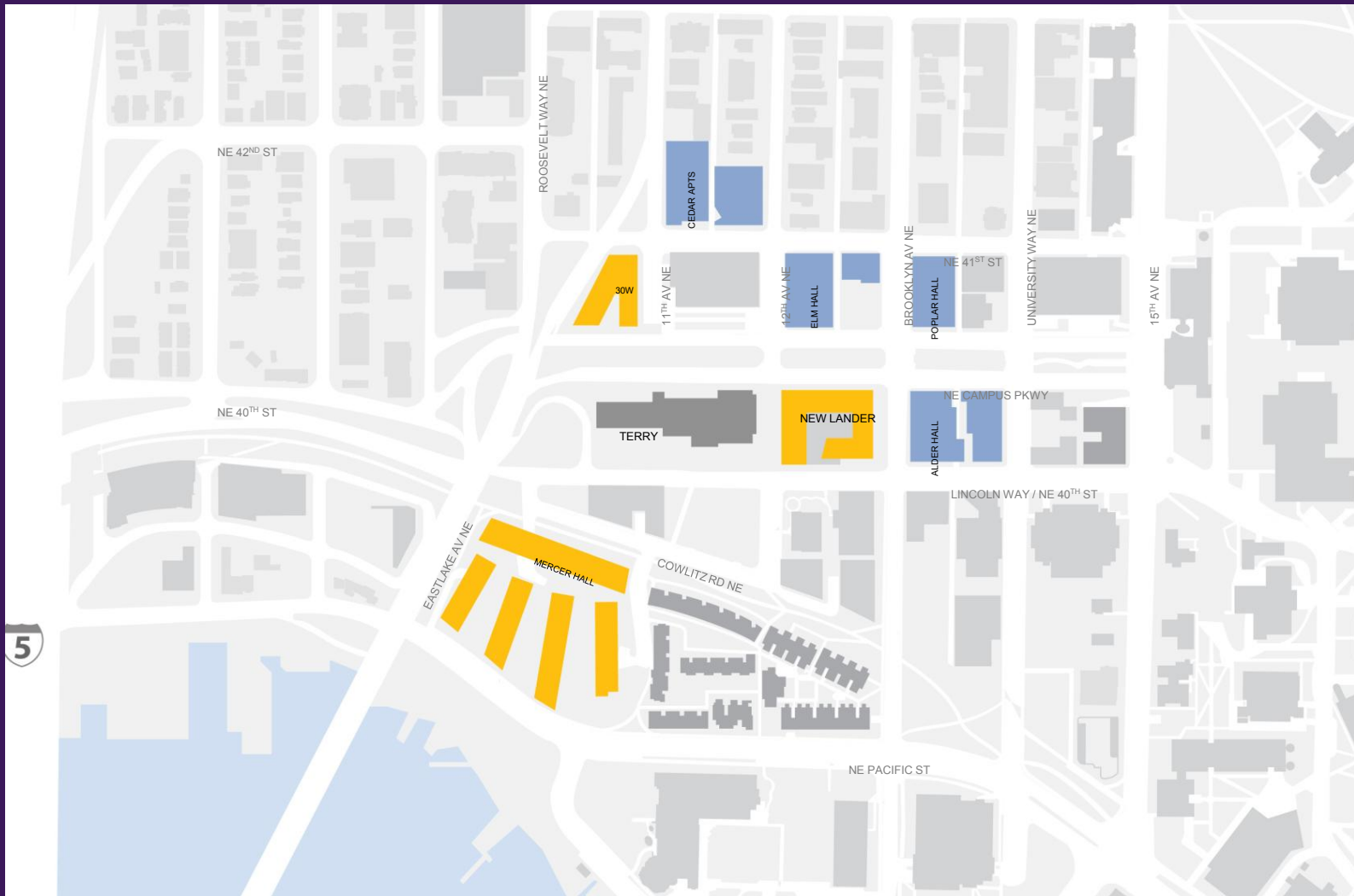
Housing Master Plan Schedule

November 2010

■ Net Bed Increase from 2010 base line
■ Annual bed change



Phase I and Phase II Student Housing West of 15th Ave NE



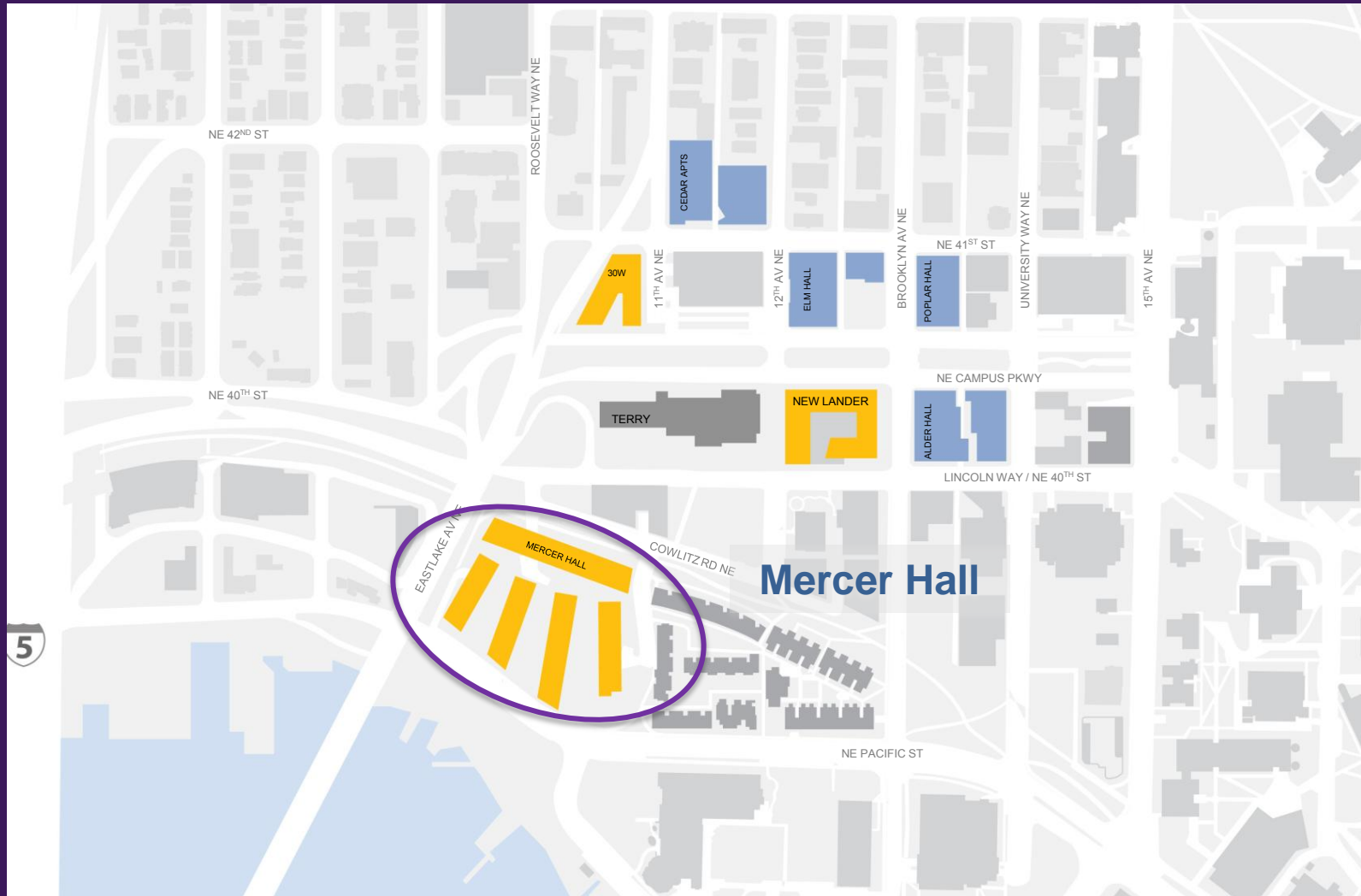
Phase I and Phase II Student Housing West of 15th Ave NE



Phase I Student Housing View Looking Northwest



Mercer Hall

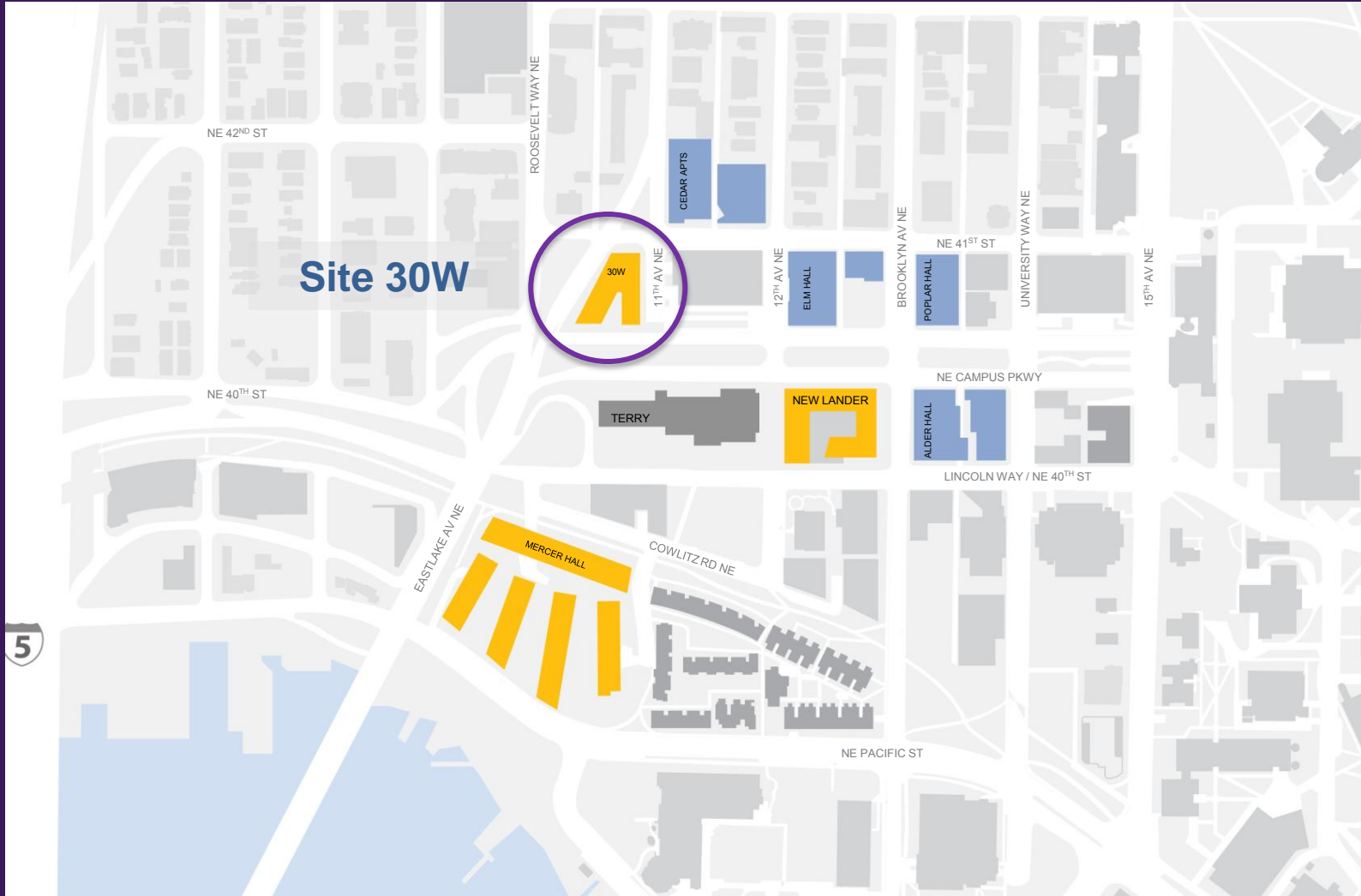


Mercer Hall

View Looking Northwest

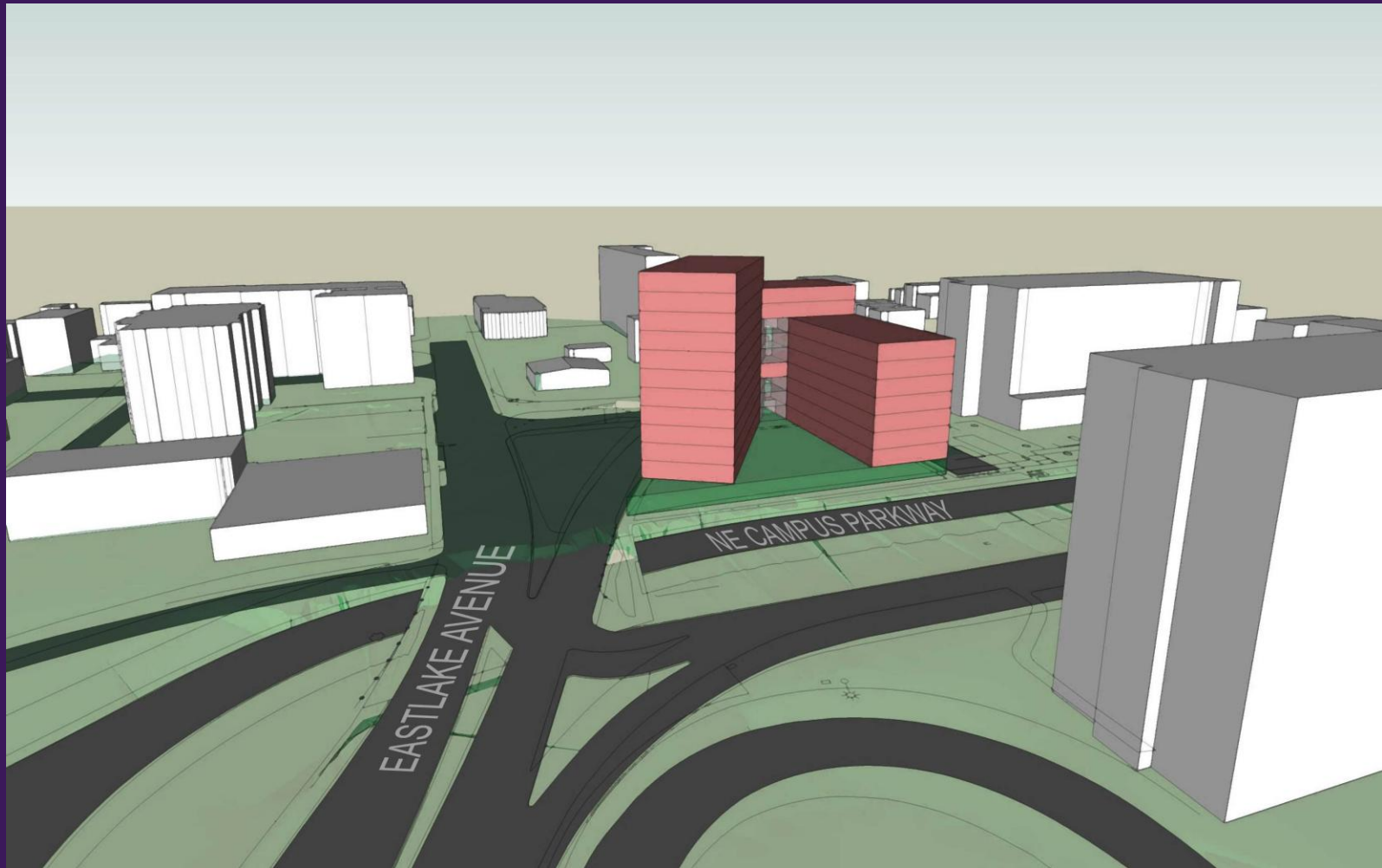


Site 30W



Site 30W

Proposed Building Massing Looking Northeast

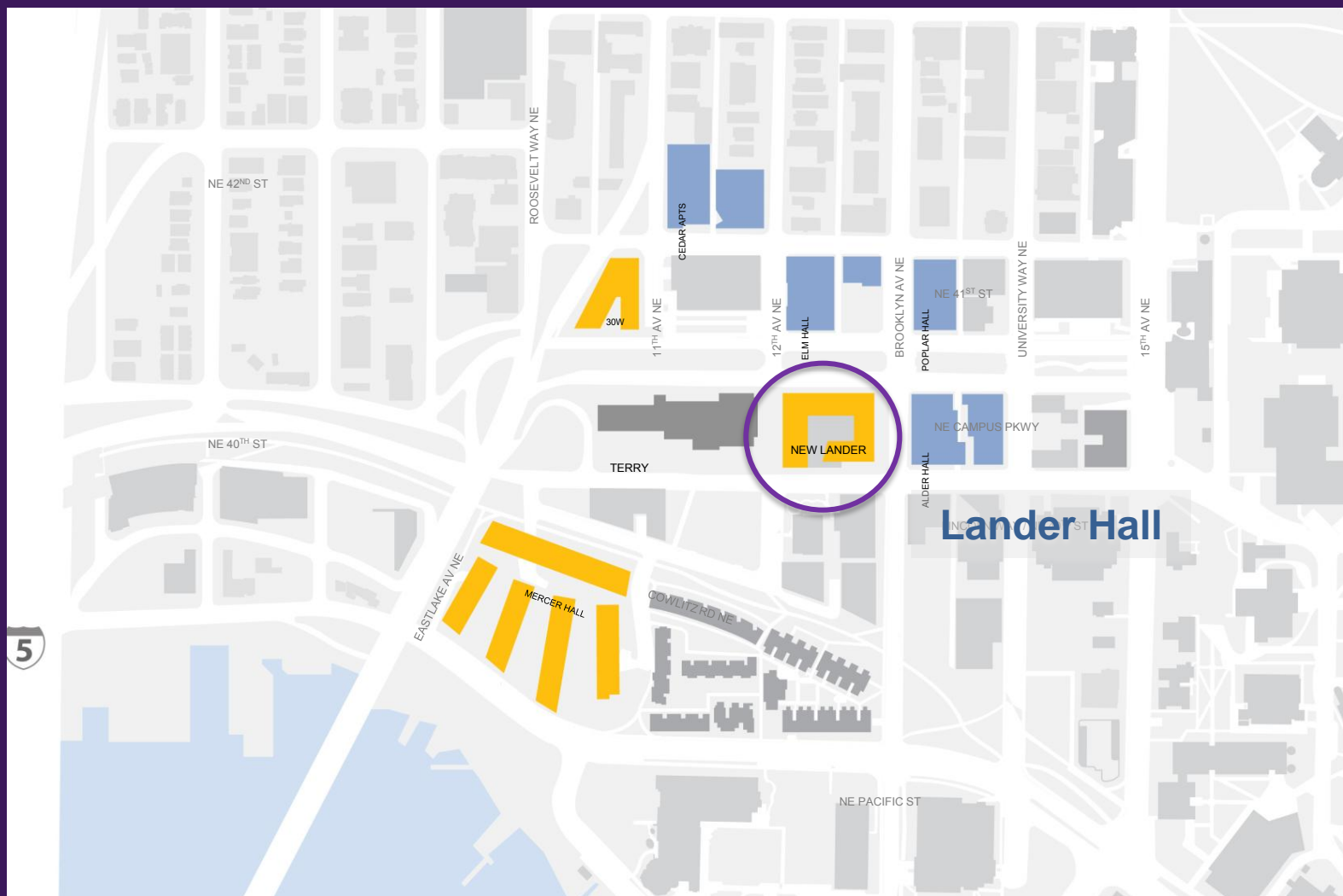


Site 30W and Mercer Hall

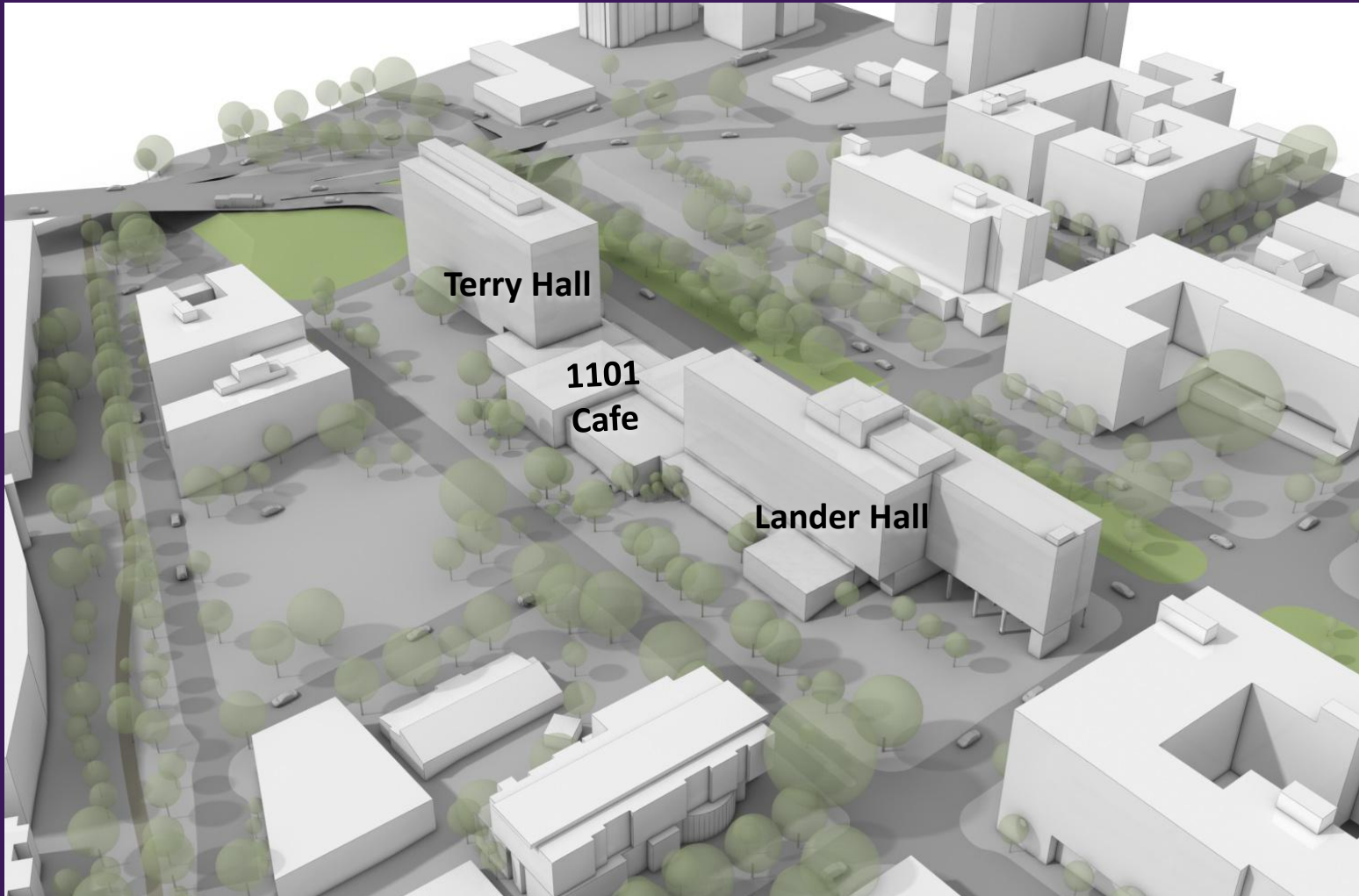
View from University Bridge Looking Northeast



Lander Hall

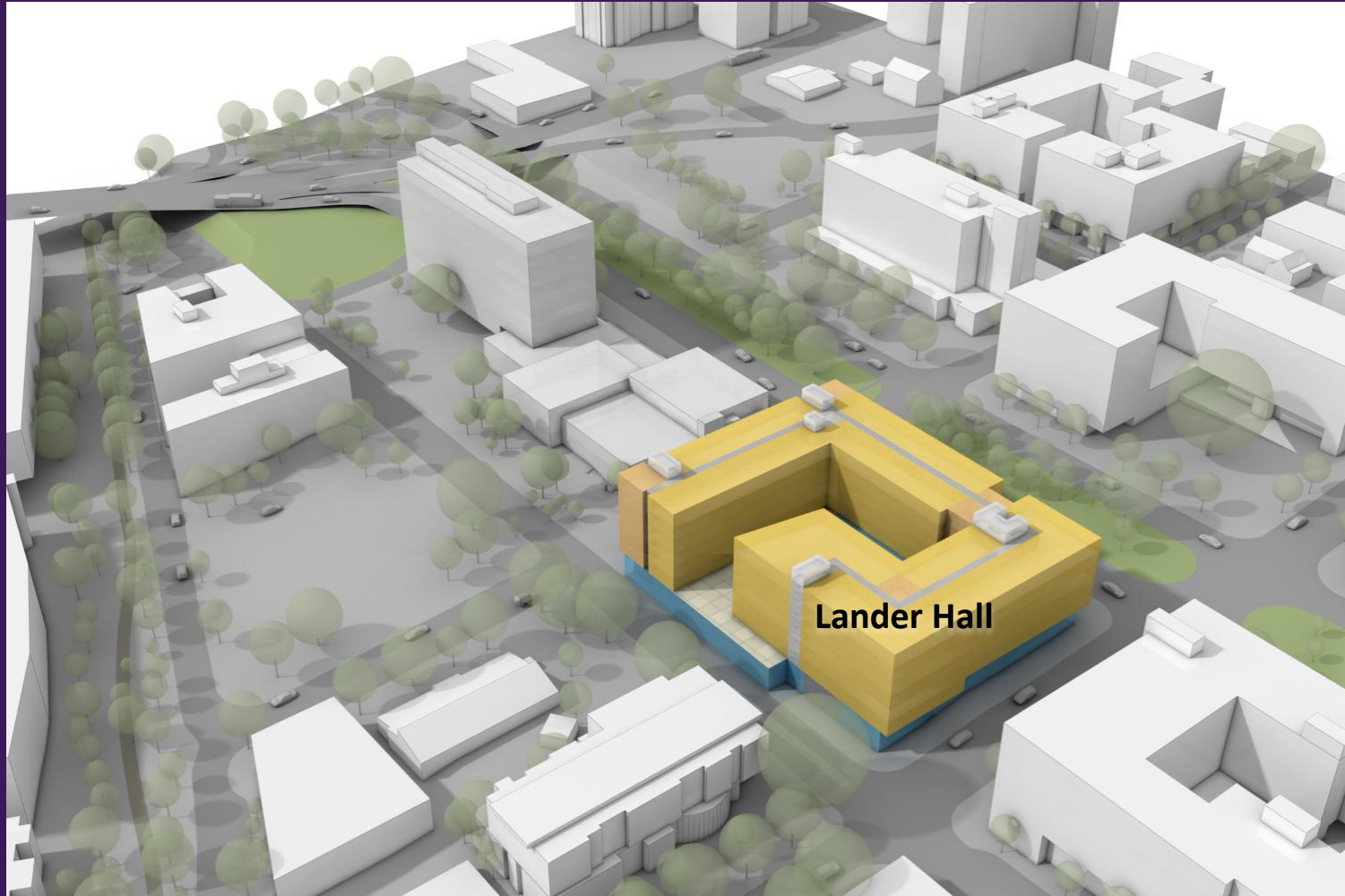


Existing Terry and Lander Halls View Looking Northeast



Lander Hall

View Looking Northeast



Lander Hall, New Center Building, Terry Hall and Addition View Looking Northeast



Next Steps

January 2011 Board of Regents

1. Approval of Project Budgets
2. Approval of Project Financing
3. Review of Mercer Hall Schematic Design

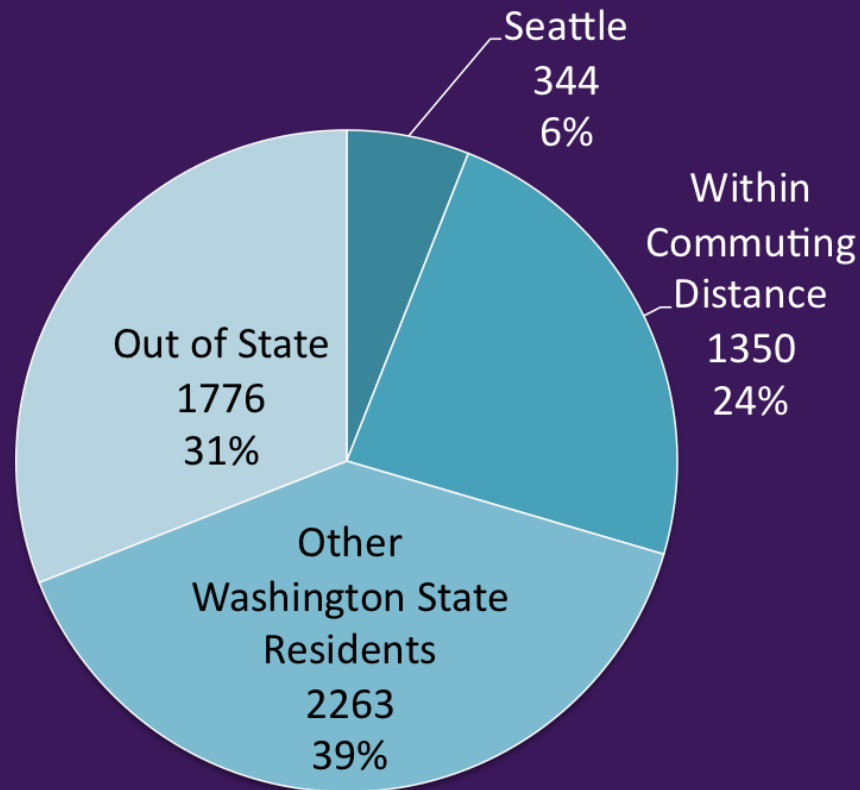
Purpose and Importance

1. Support the University's mission
2. Improve our existing residence halls
3. Respond to high demand for on-campus housing

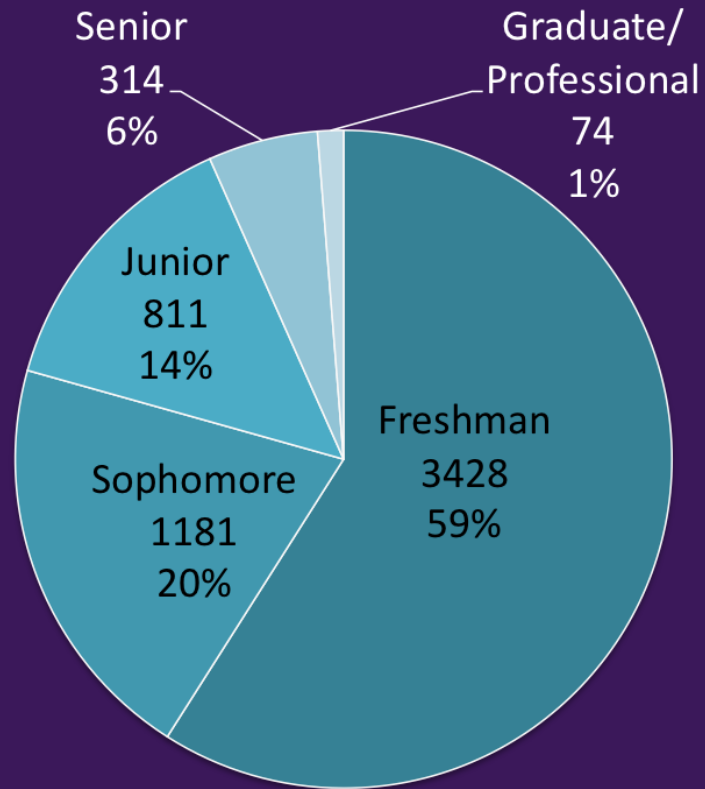
Mercer Hall Site Plan



Autumn 2010 Residence Hall Population by Permanent Address



Autumn 2010 Residence Hall Population by Class



Budget & Costs in Check

- Phase I
 - \$97,500 per bed
 - \$260 per square foot

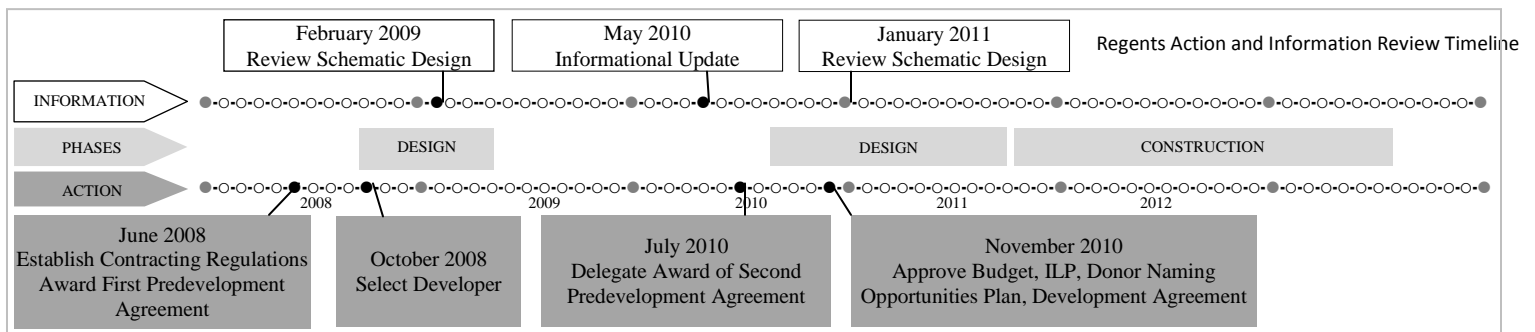
VII. STANDING COMMITTEES

A. Academic and Student Affairs Committee

In Joint Session with

B. Finance, Audit and Facilities Committee

Husky Stadium Renovation – Adopt Project Budget, Approve Use of the Internal Lending Program, Approve the Donor Naming Opportunities Plan and Delegate Authority to Sign a Development Agreement



*Note for duration of project:
Written semi-annual reports*

RECOMMENDED ACTION:

It is the recommendation of the administration and the Finance, Audit and Facilities and Academic and Student Affairs Committees that the Board of Regents:

- 1) Adopt the project budget for the Husky Stadium Renovation at \$250,000,000;
- 2) Approve the use of the Internal Lending Program (ILP) for up to \$250,000,000 for design, construction, capitalized interest, and other project costs;
- 3) Approve the Donor Naming Opportunities Plan; and
- 4) Delegate authority to the President to sign a Development Agreement with Wright Runstad & Company.

PROJECT DESCRIPTION:

The Husky Stadium Renovation Project, using a Developer-led delivery model, will renovate, replace and add to the existing facility to correct structural and

VII. STANDING COMMITTEES

A. Academic and Student Affairs Committee

In Joint Session with

B. Finance, Audit and Facilities Committee

Husky Stadium Renovation – Adopt Project Budget, Approve Use of the Internal Lending Program, Approve the Donor Naming Opportunities Plan and Delegate Authority to Sign a Development Agreement (continued page 2)

building code deficiencies, meet current Americans with Disabilities Act (ADA) standards for accessibility and upgrade the fan experience.

PREVIOUS REGENTS ACTIONS:

Approve Developer Process	June 2008
Approve Issuing Request for Proposals to select a developer	May 2010
Delegate authority to sign Predevelopment Agreement with Wright Runstad	July 2010

PROJECT SCOPE:

The general work elements of the Husky Stadium Renovation project include:

- complete demolition and reconstruction of the lower bowl and south side stands;
- construct new 70,000 sf football operations support building integrated into the west end zone;
- implement premium seat program located primarily in the new south stands with suites (25 plus president's box), loges (25), club seats (2,555) and the Don James Center (756) located in the existing north stands;
- remove track and lower the field by four feet to optimize proximity and sightline values, there will be no view obstructed seats;
- construct a 200 space parking garage below the south side stands; and
- achieve sustainable (LEED) initiatives and ADA accessibility.

PROJECT SCHEDULE:

Predevelopment (Schematic Design)	September – October 2010
Regents meeting to approve the project	November 18, 2010
Development Agreement executed	December 1, 2010
Design Development	December – January 2011
Construction Documents	February – June 2011
Start construction	November 7, 2011

VII. STANDING COMMITTEES

A. Academic and Student Affairs Committee

In Joint Session with

B. Finance, Audit and Facilities Committee

Husky Stadium Renovation – Adopt Project Budget, Approve Use of the Internal Lending Program, Approve the Donor Naming Opportunities Plan and Delegate Authority to Sign a Development Agreement (continued page 3)

Games played at Qwest Field	2011 Apple Cup and 2012 season
Construction complete	August 2013
Occupancy	September 2013

CURRENT PROJECT STATUS:

The development team has completed the design work for the Predevelopment Phase and the University is in the process of reviewing this submittal. The Development Agreement language is being finalized in preparation for execution by December 1, 2010.

FINANCING PLAN

The project will be funded through \$50m in gifts and a \$210m loan from the Internal Lending Program. The loan will begin with the first project draw, which is expected in December 2010. Interest will be capitalized through August 2013 and ICA will pay interest-only on the loan through June 2014. The annual debt service payment will be approximately \$14.3m and will be paid with revenue from premium seating, increased Tyee donations and season tickets, and naming rights. **Attachment 1** identifies sources of repayment.

The sources and uses for the project are below:

VII. STANDING COMMITTEES

A. Academic and Student Affairs Committee

In Joint Session with

B. Finance, Audit and Facilities Committee

Husky Stadium Renovation – Adopt Project Budget, Approve Use of the Internal Lending Program, Approve the Donor Naming Opportunities Plan and Delegate Authority to Sign a Development Agreement (continued page 4)

Sources of Funds (in thousands)

ILP loan as of January 2016 (1)	\$210,221
Gifts	50,000
Total Sources of Funds	\$260,221

Uses of Funds (2)

Developer Guaranteed Maximum Price	\$205,500
Other project costs	\$25,000
Sales tax	19,500
Total Construction Cost	\$250,000

Financing Costs

Capitalized interest to August 2013	12,200
Cost of issuance	2,200
Less payments to January 2016	(4,179)
Total Uses of Funds	\$260,221

Source of Repayment

ICA New Stadium Revenue	\$14,300
Annual Debt Service	\$14,300

NOTES:

(1) Loan amount is estimated based on current project cash flows and timing of gifts. The last stadium related gift is expected to be received in December 2015.

(2) See **Attachment 2** for detailed project budget.

VII. STANDING COMMITTEES

A. Academic and Student Affairs Committee

In Joint Session with

B. Finance, Audit and Facilities Committee

Husky Stadium Renovation – Adopt Project Budget, Approve Use of the Internal Lending Program, Approve the Donor Naming Opportunities Plan and Delegate Authority to Sign a Development Agreement (continued page 5)

DONOR NAMING OPPORTUNITIES PLAN:

Attachment 3 details the outdoor areas and interior spaces that have been identified as possible donor and/or corporate naming opportunities for the campaign to renovate Husky Stadium. Construction costs have been evaluated and all amounts are aligned with the University of Washington Facilities and Spaces Naming Policy.

CREDIT ANALYSIS

The Treasury Office performed a detailed credit analysis for Intercollegiate Athletics as part of the due diligence for this borrowing. The objectives of this analysis were to assess the reasonableness of the financial model base case assumptions, identify the risks of the project to ICA and the institution, stress test the financial model, evaluate ICA's ability to mitigate adverse outcomes, and assess the impact of the additional debt on UW's cost of capital.

Based on this analysis, the risks of proceeding with the Project are acceptable based on review of key risks, mitigating factors, and input from third parties experienced in the construction, operations, management and financing of stadium facilities.

Third Party Reviews

The gift levels have been reviewed and found to be reasonable by Conventions Sports & Leisure (CSL) and the Office of Advancement. The pricing plan for the premium seats have been reviewed by PricewaterhouseCoopers, CSL, Goldman Sachs, and Barclay's Bank. All parties believe that the premium seating revenues are obtainable and that the base case model has an upside from other revenue categories, such as concessions, media rights and naming opportunities.

Key Risks

The key project risks are:

- 1) lower than projected attendance due to increased seat prices;

VII. STANDING COMMITTEES

A. Academic and Student Affairs Committee

In Joint Session with

B. Finance, Audit and Facilities Committee

Husky Stadium Renovation – Adopt Project Budget, Approve Use of the Internal Lending Program, Approve the Donor Naming Opportunities Plan and Delegate Authority to Sign a Development Agreement (continued page 6)

- 2) a shortfall in projected gifts; and
- 3) ICA's ability to mitigate risks in the short term given the department's modest level of reserves (estimated at \$4.6m as of 6/30/2011).

Base Case and Stress Tests

The base case proforma assumes 87.5% occupancy beginning in the 2013 football season versus a long term average of 94%. Net new incremental revenues are generated primarily from new premium seating, a significant increase in Tye seats, and naming rights. Debt service is estimated at approximately \$14.3m annually.

The base case proforma was "stress-tested" assuming significantly lower occupancy at 84% and only \$15m in gifts versus the projected \$50m. Under this "perfect storm" scenario, net revenues cover debt service over the planning horizon (2013-2023). In the case of 84% occupancy or reduced gift funding, debt coverage exceeds 1.25 times.

Risk Mitigation

ICA has identified actions that it would take in the event of lower than base case stadium revenues and planned gifts.

- The Pac-12 conference distributions contract is currently being negotiated and is conservatively assumed to generate \$3m in new annual revenue in 2012 and beyond.
- The value of corporate naming rights opportunities could be more than the \$1.25m per year assumed in the base case model.
- Conservative pricing for premium seats indicates a potential for increasing revenue.

VII. STANDING COMMITTEES

A. Academic and Student Affairs Committee

In Joint Session with

B. Finance, Audit and Facilities Committee

Husky Stadium Renovation – Adopt Project Budget, Approve Use of the Internal Lending Program, Approve the Donor Naming Opportunities Plan and Delegate Authority to Sign a Development Agreement (continued page 7)

- ICA costs could be reduced by managing project contingencies, decreasing ongoing expenditures for capital and through a broad decrease in departmental expenses.

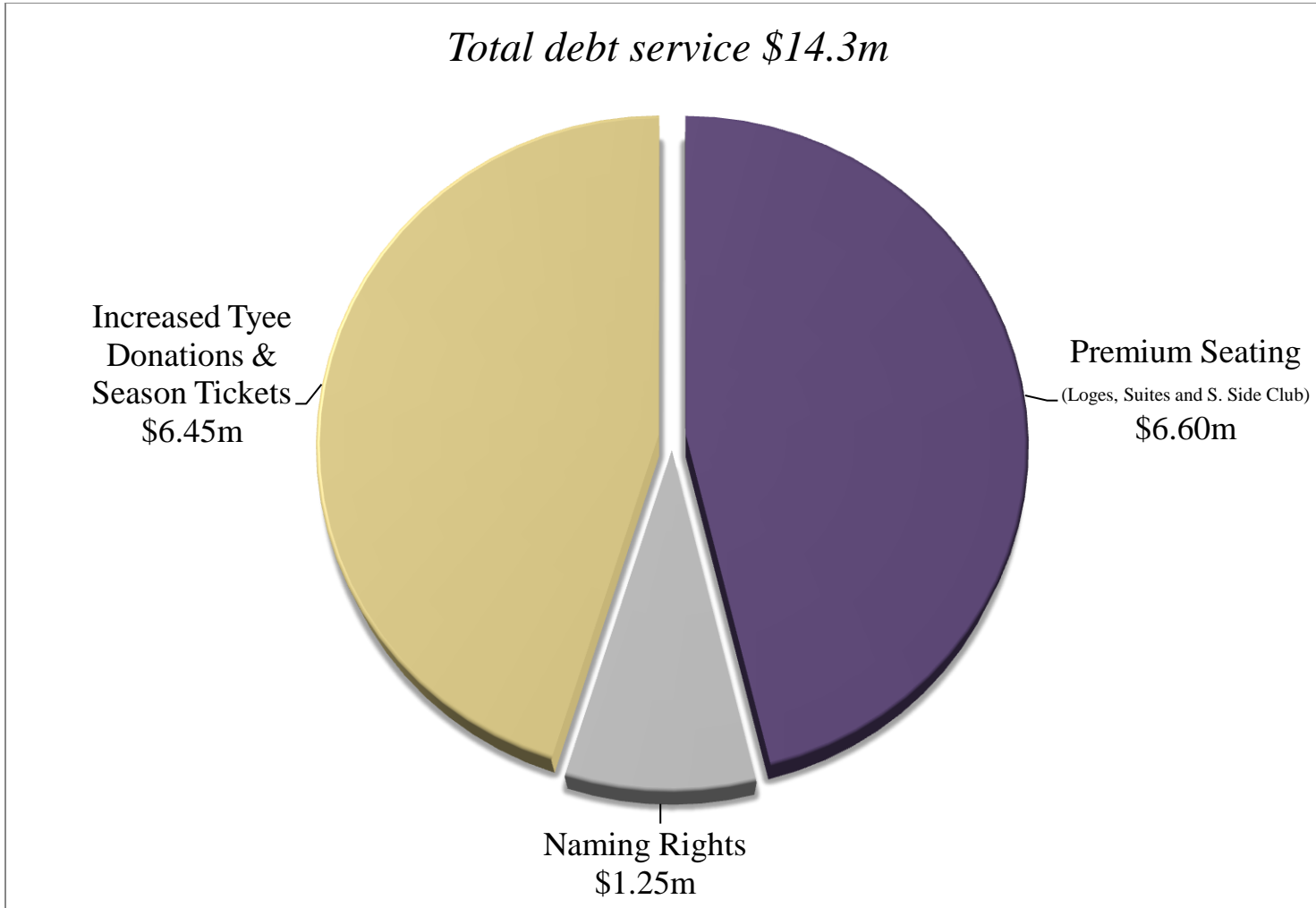
REVIEWS AND APPROVALS

This recommendation has been reviewed and approved by the Athletic Director, the Senior Vice President, and the Vice Provost for Planning and Budgeting. The structure of the transaction and the viability of the financing plan have been reviewed by Intercollegiate Athletics, Planning and Budgeting, Capital Projects and the Treasury Office.

Attachments

1. New Stadium Revenue FY 2013
2. Project Budget
3. Donor Naming Opportunities Plan

ICA NEW STADIUM REVENUE



ATTACHMENT 1

PROJECT BUDGET

Construction Cost

Construction Guaranteed Maximum Price (GMP)	157,600,000
Architecture and engineering	11,900,000
Contractors fee and general conditions	10,200,000
Developer fee and overhead	10,900,000
Predevelopment fee	1,000,000
<u>Project and owner contingency</u>	<u>13,900,000</u>
Developer Guaranteed Maximum Price (GMP)	\$205,500,000

<u>Sales tax</u>	<u>19,500,000</u>
Total Construction Cost	\$225,000,000

Other Project Costs

Track relocation	5,500,000
Scoreboards and audio visual equipment	5,000,000
Equipment, relocation, insurance, utilities, admin, misc	4,500,000
<u>Contingency</u>	<u>10,000,000</u>
Total Other Project Costs	\$25,000,000

Total Project Cost	\$250,000,000
---------------------------	----------------------

DONOR NAMING OPPORTUNITIES PLAN

The amounts listed below are the target amounts recommended for this project. The minimum amounts will be per the Naming Policy: 50% of the project costs for buildings or outdoor areas; and the cost to provide and equip the space for interior features, objects or spaces.

Buildings and/or Outdoor Areas

Field	\$50,000,000 or \$1.5 million annually*
Field Tunnel	\$2,000,000-3,000,000
Football Operations Building	\$10,000,000
Stadium Entrances (each, 5 total)	\$2,000,000 or \$300,000-500,000 annually*
Plaza Areas (each, 4 total)	\$500,000- \$1,000,000

Interior Features/Objects or Spaces

Student Athlete Services/Support Spaces	\$50,000- \$1,000,000
Offices	\$100,000-\$500,000
Meeting Rooms	\$100,000-\$250,000
Other rooms and spaces (inside the Stadium and Football Operations Building)	\$100,000- \$5,000,000

* Years to be determined for corporate naming rights partner

VII. STANDING COMMITTEES

A. Academic and Student Affairs Committee

In joint session with

B. Finance, Audit and Facilities Committee

Graduate and Professional Student Leave of Absence Policy – Approve Quarterly Leave Policy and Application Fee

RECOMMENDED ACTION:

It is the recommendation of the administration and the Finance, Audit and Facilities Committee and Academic and Student Affairs Committee that the Regents institute a quarterly leave policy for graduate and professional students with a fee of \$25 per quarter.

BACKGROUND:

1. A graduate or professional student may request a leave of absence for a period from one quarter to one full year.
2. A \$35 fee is required.
3. At any given time, about 7-8 percent of UW graduate or professional students are on leave (~840 to 950).

RATIONALE FOR CHANGE:

1. Shortening degree completion times. National studies show that successful degree completion is mostly closely tied to continuous enrollment/registration (rather than leaves of absence or other interruptions of studies.). Degree completion rates are increasingly important (both in terms of national rankings and for local effectiveness and efficiency). A quarterly leave policy asks graduate and professional students to re-assess their academic plans on a regular basis, and thus should facilitate degree completion. A quarterly leave policy, in contrast to the current year-long option, will make it more difficult for students to drift along without substantive academic planning.
2. Peer practices. Our peers allow leaves of one term (usually a semester); year-long leaves are very rare (indeed, we cannot find evidence of any year-long leaves among comparable public institutions).
3. Nominal fee. The \$25 fee is a nominal one; it will defray the costs incurred to the University in processing the leave, and should not create a financial hardship for students going on leave. (Over the course of one year, the current leave fee is \$35; for a similar period of time under the

VII. STANDING COMMITTEES

A. Academic and Student Affairs Committee

In joint session with

B. Finance, Audit and Facilities Committee

Graduate and Professional Student Leave of Absence Policy – Approve Quarterly Leave Policy and Application Fee (continued p. 2)

new policy, the total cost would be \$75 – with no charge for summer quarter, which is consistent with general university policy).

PROCESS/IMPLEMENTATION:

We will need several months to communicate the change in leave policy, and to set up procedures for processing the leaves. Consequently, this new leave policy would go into effect May 1, 2011.

REVIEW AND APPROVALS:

These recommendations have been reviewed and approved by the Interim President, Interim Provost, and the Board of Deans and Chancellors. Gerald Baldasty also met with Sarah Reyneveld (GPSS) and with a representative of the UW Attorney General's office, and representatives of the UW Office of Planning and Budgeting.

VII. STANDING COMMITTEES**A. Academic and Student Affairs Committee**

In joint session with

B. Finance, Audit and Facilities Committee**Graduate and Professional Student – Approve Re-Application Fee****RECOMMENDED ACTION:**

It is the recommendation of the administration and the Finance, Audit and Facilities Committee and Academic and Student Affairs Committee that the Regents approve a \$250 re-application fee for graduate and professional students who drop all US registration or leave status.

BACKGROUND:

1. If a UW graduate or professional student drops out (e.g., fails to register, does not go on a leave of absence), s/he must reapply for admission to UW and to a particular graduate or professional program.
2. The current application fee is \$75.

RATIONALE FOR CHANGE:

1. Some students drop out to avoid costs. Even with the current very liberal leave policy, ~250 graduate/professional students have dropped out of UW to avoid paying tuition or the current leave fee, and *will seek re-admission when they are ready to defend a thesis or dissertation.* We do not want to create an incentive for even more students to drop out (if the new leave policy is adopted). Note: many of these students, contrary to UW policy, continue to consult with faculty advisers even though they are not enrolled or on leave.
2. Departmental support. Some departments advise students to drop out to avoid tuition or fees; these departments assure students that re-entry will be easy. We want to discourage this practice.

REVIEW AND APPROVALS:

These recommendations have been reviewed and approved by the Interim President, Interim Provost, and the Board of Deans and Chancellors. Gerald Baldasty also met with Sarah Reyneveld (GPSS) and with a representative of the UW Attorney General's office, and representatives of the UW Office of Planning and Budgeting.

VII. STANDING COMMITTEES**A. Academic and Student Affairs Committee**

In joint session with

B. Finance, Audit and Facilities Committee**Graduate and Professional Student – Repeal Operating Fee Waiver for Non-Resident Graduate and Professional Students****RECOMMENDED ACTION:**

It is the recommendation of the administration and the Finance, Audit and Facilities Committee and Academic and Student Affairs Committee that the Regents repeal the operating fee waiver for non-resident graduate and professional students. (Note: The repeal would apply only to non-resident US graduate and professional students who are paying their own tuition; it would not apply to waivers granted to teaching assistants, research assistants, or students with fellowships or on training grants.)

BACKGROUND:

In July 2005, the University of Washington Regents approved a special tuition reduction for non-resident graduate and professional students. This reduction provided an annual waiver of the differential tuition between resident and non-resident tuition for non-resident graduate and professional students who have lived in the state for one year, but who do not qualify for state residency (e.g., non-residents could pay in-state rather than out-of-state tuition after one year at UW).

RATIONALE FOR THE REDUCTION:

In 2005, the Regents' briefing document provided these details:

1. The tuition reduction would help the UW compete for “top quality graduate and professional students,” with a notation that “most other public universities allow non-resident graduate and professional students to be reclassified as residents for tuition and fee paying purposes basely solely on living in the state for one year.”
2. The estimated cost of the tuition reduction was \$1m in foregone tuition revenue (for about 100 graduate and professional students per year).

VII. STANDING COMMITTEES

A. Academic and Student Affairs Committee

In joint session with

B. Finance, Audit and Facilities Committee

Graduate and Professional Student – Repeal Operating Fee Waiver for Non-Resident Graduate and Professional Students (continued p. 2)

RATIONALE FOR CHANGE:

We request that the Regents approve our request for a repeal of the tuition reduction for non-resident graduate and professional students for several reasons:

1. The cost has far exceeded original estimates, depriving the University of valuable tuition revenues. In FY 2009, 291 non-resident graduate and professional students received these waivers, totaling \$3.18m. In FY 2010, the foregone revenue was \$3.8m.
2. The UW Board of Deans has recommended repeal of the tuition reduction; the deans thought that this reduction did not give UW a significant competitive edge.
3. Under the UW's new Activity Based Budgeting model, colleges and schools will receive most of the revenue generated by tuition; the tuition reduction can reduce their revenues sharply (e.g., in 2008-9 foregone tuition for top schools and colleges include: Law \$513k, Pharmacy \$438k, Medicine \$373k, Built Environments \$322k, Dentistry \$275k, Business \$171k).
4. Public universities in several other states (Oregon, Michigan, Illinois, Wisconsin) do not provide a tuition waiver for non-resident students. Getting residency in each state is dependent upon moving to that state for reasons other than education.

EFFECTIVE DATE:

We request that the repeal of the tuition reduction take effect for new students who begin their UW graduate/professional careers after July 1, 2012 – so that no current students or prospective students (who are applying now) would be penalized by repeal.

OTHER DETAILS:

- The tuition reduction applies only to non-resident graduate and professional students who have no other formal UW support; as such, it does not pertain to non-residents who work as Research Assistants, Teaching assistants, or other graduate assistants. Most fellowships also

VII. STANDING COMMITTEES

A. Academic and Student Affairs Committee

In joint session with

B. Finance, Audit and Facilities Committee

Graduate and Professional Student – Repeal Operating Fee Waiver for Non-Resident Graduate and Professional Students (continued p. 3)

provide an automatic reduction of non-resident tuition. In practice, the tuition reduction benefit thus applies only to non-resident graduate and professional students who are paying their own tuition.

- The tuition reduction does not apply to international graduate or professional students at all, but just to non-resident US graduate or professional students.

REVIEW AND APPROVALS:

These recommendations have been reviewed and approved by the Interim President, Interim Provost, and the Board of Deans and Chancellors. Gerald Baldasty met with Sarah Reyneveld (GPSS), the members of the UW Senate Committee on Planning and Budgeting, and a representative of the UW Attorney General's office.