



**July 8, 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

**WEDNESDAY, JULY 14, 2010**

**5:30 p.m. Hill-Crest DINNER FOR REGENTS  
AND OTHER GUESTS**

**THURSDAY, JULY 15, 2010**

<b>9:30 to 10:35 a.m.</b>	<b>UW Tower Board Room, 22<sup>nd</sup> Floor</b>	<b>ACADEMIC AND STUDENT AFFAIRS COMMITTEE:</b> Regents Barer (Chr), Gates, Harrell, Jewell, Youn
<b>10:45 to 11:55 a.m.</b>	<b>UW Tower Board Room, 22<sup>nd</sup> Floor</b>	<b>FINANCE, AUDIT AND FACILITIES COMMITTEE:</b> Regents Blake (Chr), Brotman, Cole, Jewell, Smith
<b>12:15 to 2:30 p.m.</b>	<b>UW Tower Board Room, 22<sup>nd</sup> Floor</b>	<b>ACADEMIC AND STUDENT AFFAIRS COMMITTEE:</b> Regents Barer (Chr), Gates, Harrell, Jewell, Youn
		<i>in Joint Session with</i>
		<b>FINANCE, AUDIT AND FACILITIES COMMITTEE:</b> Regents Blake (Chr), Brotman, Cole, Jewell, Smith
<b>3:00 p.m.</b>	<b>UW Tower Board Room, 22<sup>nd</sup> Floor</b>	<b>REGULAR MEETING OF BOARD OF REGENTS</b>
<b>4:30 p.m.</b>	<b>UW Tower Visitors Dining Room 4<sup>th</sup> Floor Mezzanine</b>	<b>REGENTS RECEPTION FOR FACULTY SENATE LEADERSHIP</b>

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](mailto: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 Barer (Chair), Gates, Harrell, Jewell, Youn

**July 15, 2010  
9:30 to 10:35 a.m.  
UW Tower, Board Room, 22<sup>nd</sup> Floor**

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|----|---|--------------------|-----|
| 1. | <b>Academic and Administrative Appointments</b><br>Phyllis M. Wise, Provost and Executive Vice President  | <b>ACTION</b>      | A-1 |
| 2. | <b>Working on Land Rights for the Rural Poor 1966 – Present</b><br>Roy Prosterman, Professor, UW School of Law  | <b>INFORMATION</b> | A-2 |
| 3. | <b>Reflections on the University of Washington Student Athlete Experience</b><br>Kim Durand, Associate Athletic Director for Student Development, Intercollegiate Athletics<br>Faustine Dufka, Student Athlete, Women's Soccer<br>Victor Aiyewa, Student Athlete, Football<br>Lesle Gallimore, Head Coach, Women's Soccer | <b>INFORMATION</b> | A-3 |
| 4. | <b>Other Business</b>   |                    |     |



**UNIVERSITY OF WASHINGTON  
BOARD OF REGENTS**

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

**July 15, 2010  
10:45 to 11:55 a.m.  
UW Tower, Board Room, 22<sup>nd</sup> Floor**

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|----|--|--------------------|------|
| 1. | <b>Grant and Contract Awards Summary – May, 2010</b><br>Phyllis M. Wise, Provost and Executive Vice President  | <b>ACTION</b>      | F-1  |
| 2. | <b>Actions Taken Under Delegated Authority</b><br>Richard Chapman, Associate Vice President, Capital Projects Office   | <b>INFORMATION</b> | F-2  |
| 3. | <b>Report of Contributions – May, 2010</b><br>Walter G. Dryfoos, Associate Vice President, Advancement Services<br>Connie Kravas, Vice President, University Advancement   | <b>INFORMATION</b> | F-3  |
| 4. | <b>Renaming the Fisheries Center to the “Portage Bay Building”</b><br>Ana Mari Cauce, Dean, College of Arts & Sciences   | <b>ACTION</b>      | F-4  |
| 5. | <b>Housing &amp; Food Services – Use of Placeholder Names for New Buildings in Phase 1 of Housing Master Plan</b><br>Eric Godfrey, Vice President and Vice Provost for Student Life<br>Pamela Schreiber, Director, Housing & Food Services | <b>ACTION</b>      | F-5  |
| 6. | <b>Approval of a Resolution to Issue and Refund General Revenue Bonds</b><br>Chris Malins, Senior Associate Treasurer, Treasury Office   | <b>ACTION</b>      | F-6  |
| 7. | <b>Architectural Commission – Revised Statement of Organization and Function</b><br>Daniel Friedman, Dean and Professor, College of Built Environments<br>Rebecca Barnes, University Architect, Office of Planning and Budgeting           | <b>ACTION</b>      | F-7  |
| 8. | <b>Architectural Commission Student Membership Appointment</b><br>Daniel Friedman<br>Rebecca Barnes  | <b>ACTION</b>      | F-13 |

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|-----|---|--------------------|-----|
| 9.  | <b>Red Flag Rules – Informational Update</b><br><b>Susan Camber</b> , Associate Vice President, Research and Student Fiscal Administration<br><b>Sue Clausen</b> , Associate Vice President for Medical Affairs/Chief Compliance Officer, UW Medicine | <b>INFORMATION</b> | F-9 |
| 10. | <b>Executive Session</b><br>(To review the performance of a public employee)  |                    |     |
| 11. | <b>Other Business</b>   |                    |     |





**UNIVERSITY OF WASHINGTON  
BOARD OF REGENTS**

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

*In Joint Session with*

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

**July 15, 2010  
12:15 to 2:30 p.m.  
UW Tower, Board Room, 22<sup>nd</sup> Floor**

1. **Economic Impact Report** **INFORMATION** A-4  
**Randy Hodgins**, Vice President, Office of External Affairs  
**Paul Umbach**, Senior Principal, Tripp Umbach  
**Nichole Parker**, Principal, Tripp Umbach
2. **University of Washington 2011-13 Operating and Capital Budget Requests** **ACTION** F-10  
**Gary Quarfoth**, Associate Vice Provost, Office of Planning and Budgeting  
**Kirk Pawlowski**, Assistant Vice Provost, Office of Planning and Budgeting
3. **Husky Stadium Renovation – Delegated Authority to Sign a Predevelopment Agreement** **ACTION** F-11  
**Scott Woodward**, Athletic Director, Intercollegiate Athletics  
**John Palewicz**, Interim Director, Program Management, Capital Projects Office
4. **Finance & Facilities Management** **INFORMATION** F-12  
**V’Ella Warren**, Senior Vice President and Treasurer, Board of Regents  
**Charles Kennedy**, Associate Vice President, Facilities Services
5. **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.)
6. **Resolution Regarding Faculty Salaries** **ACTION** A-5  
**Herb Simon**, Board Chair  
**Mark Emmert**, President
7. **Other Business**



## AGENDA

### BOARD OF REGENTS University of Washington

**July 15, 2010  
3:00 p.m.  
UW Tower, Board Room, 22<sup>nd</sup> Floor**

(Item No.)

- I. CALL TO ORDER**
- II. ROLL CALL: Assistant Secretary Kelly Keith**
- III. CONFIRM AGENDA**
- IV. REPORT OF THE CHAIR OF THE BOARD OF REGENTS: Regent Simon**
- V. REPORT OF THE UNIVERSITY PRESIDENT: Dr. Emmert**
- VI. CONSENT AGENDA**

Approval of Minutes of Meeting of June 10, 2010

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

Renaming the Fisheries Center to the “Portage Bay Building” F-4

Housing & Food Services – Use of Placeholder Names for New Buildings in  
Phase 1 of Housing Master Plan F-5

Approval of a Resolution to Issue and Refund General Revenue Bonds F-6

Architectural Commission – Revised Statement of Organization and Function F-7

University of Washington 2011-13 Operating and Capital Budget Requests F-10

Husky Stadium Renovation – Delegated Authority to Sign a Predevelopment  
Agreement F-11

Architectural Commission Student Membership Appointment F-13

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**VII. STANDING COMMITTEES****A. Academic and Student Affairs Committee: Regent Barer – Chair**

Academic and Administrative Appointments (ACTION)	A-1
Working on Land Rights for the Rural Poor 1966 – Present (Information only)	A-2
Reflections on the University of Washington Student Athlete Experience (Information only)	A-3
Resolution Regarding Faculty Salaries (ACTION)	A-5

***Joint Session*****A. Academic and Student Affairs Committee: Regent Barer – Chair****B. Finance and Audit Committee: Regent Blake – Chair**

Economic Impact Report (Information only)	A-4
Finance & Facilities Management (Information only)	F-12

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

Actions Taken Under Delegated Authority (Information only)	F-2
Report of Contributions – May, 2010 (Information only)	F-3
Red Flag Rules – Informational Update (Information only)	F-9

**VIII. OTHER BUSINESS**

Reports from ex-officio representatives to the Board:

**Faculty Senate Chair – Professor Bruce Balick**

**ASUW President – Ms. Madeleine McKenna**

**GPSS President – Ms. Sarah Reyneveld**

**Alumni Association President – Mr. Eddie Pasatiempo**

**IX. DATE FOR NEXT REGULAR MEETING: August 19, 2010****X. ADJOURNMENT**

## OFFICIAL MINUTES

### MINUTES

#### **BOARD OF REGENTS University of Washington**

**July 15, 2010**

The Board of Regents held its regular meeting on Thursday, July 15, 2010, beginning at 3:00 p.m. in the Petersen Room of the Allen Library. The notice of the meeting was appropriately provided to the public and the media.

#### **CALL TO ORDER**

#### **ROLL CALL**

Assistant Secretary Keith called the roll: Present were Regents Simon (presiding), Barer, Blake, Cole, Gates, Harrell, Jewell, Youn; Dr. Emmert, Dr. Wise, Ms. Warren, Ms. Goldblatt; ex-officio representatives: Professor Balick (by phone), Ms. McKenna, Mr. Pasatiempo, Ms. Reyneveld.

Absent: Regents Brotman and Smith

#### **CONFIRM AGENDA**

The agenda was confirmed as presented.

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

Regent Simon welcomed Student Regent Frances Youn to the Board.

Regent Youn was appointed by Governor Gregoire and started her one-year term on July 1.

Regent Simon provided a brief overview of Regent Youn's background, and said she is a second year MBA candidate in the Foster School of Business. Ms. Youn is the first Student Regent from the Foster School.

Frances received her BA from UW in 2002, a double major in Sociology and Societies & Justice. As an undergraduate, she served as ASUW's Asian Student Commission Director, Editorialist for the Daily, and participated in the University's Diversity Council.

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Prior to returning to the UW, Frances served seven years in the public sector, including at the Port of Seattle, and worked for elected officials U.S. Senator Patty Murray, Washington State Representative Sharon Tomiko Santos, and Seattle City Council Member Richard McIver.

Regent Youn said she was honored and humbled to serve on the Board and have the opportunity to learn from, and be mentored by, members of the Board and the administration. She said UW is her “heart and soul,” and said her experience at the UW has defined who she is today – a passionate advocate for higher education. She looks forward to engaging in difficult, but honest, conversations about the University.

Regent Simon reported the Presidential Search Advisory Committee held its initial meeting on Tuesday, July 13. Regent Simon said he feels the Board is well represented by Search Committee members Regents Blake, Harrell, and Jewell.

**REPORT OF THE UNIVERSITY PRESIDENT: Dr. Emmert**

President Emmert said he was “delighted” with the Regents’ decision to select Provost Wise as interim President. He feels she will do a remarkable job for the University. He and Provost Wise have begun working together to assure a smooth presidential transition. He is committed to doing everything he can in the next few months to help her launch a successful transition into her presidency. He is equally delighted with the Provost’s selection of Mary Lidstrom, Vice Provost of Research, to serve as interim Provost. He described Vice Provost Lidstrom as a first-rate intellect; gifted scientist and engineer; and talented administrator.

Dr. Emmert commented on the “changing of the guard” of faculty and student leadership. He expressed his regret that he would not have the opportunity to work with Sarah Reyneveld, Madeleine McKenna, and Frances Youn.

This was Professor Balick’s last meeting as Faculty Senate Chair. Dr. Emmert said UW has been extremely fortunate to have Professor Balick serve as Faculty Senate Chair in a particularly challenging year. Dr. Emmert welcomed Professor JW Harrington as incoming Chair of the Faculty Senate.

Regent Simon invited Provost Wise to comment on her appointment. She said she is deeply honored and grateful for the opportunity to serve as interim President during what promises to be a challenging year. She said the legislature is the key to the future of the University of Washington’s ability to continue to be a preeminent research university.

President Emmert welcomed newly-elected ASUW and GPSS Presidents Madeleine McKenna and Sarah Reyneveld. Also in attendance at the meeting were ASUW Bothell President Amira Davis and ASUW Tacoma President Nauman Mumtaz.

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President Emmert thanked Eddie Pasatiempo for his service as President of the UW Alumni Association during an important year for the alumni association. During the past year, the UWAA revised its contractual relationship with the University, restructured its organization, and clarified its mission to include advocacy on behalf of the University. Dr Emmert praised Mr. Pasatiempo's leadership ability.

## **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 Jewell, the Board voted to approve the nine items on the consent agenda as shown below:

### **Minutes for the meeting of June 10, 2010**

#### **Grant and Contract Awards Summary – May, 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 May, 2010, in the total amount of \$118,396,400

See Attachment F-1.

#### **Renaming the Fisheries Center to the “Portage Bay Building”** (Agenda no. F-4)

It was the recommendation of the administration, the Finance, Audit and Facilities Committee, and the University Names Committee that the Board of Regents approve renaming the Fisheries Center to the “Portage Bay Building.”

See Attachment F-4.

#### **Housing & Food Services – Use of Placeholder Names for New Buildings in Phase 1 of Housing Master Plan** (Agenda no. F-5)

It was the recommendation of the administration, the Finance, Audit and Facilities Committee, and the University Names Committee that the Board of Regents approve the use of temporary, ‘placeholder’ names for the four new residential buildings that will be constructed in Phase I of the Housing Master Plan (HMP).

See Attachment F-5.

#### **Approval of a Resolution to Issue and Refund General Revenue Bonds** (Agenda no. F-6)

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

1. The resolution to allow for the issuance of General Revenue Bonds for the following purposes:
  - a. Capital projects based on expected cash flows and outstanding commercial paper for fiscal year 2011 in an amount not to exceed \$308 million;
  - b. To refund any existing debt that provides an economic benefit.
2. Delegating to the President the authority to proceed with the issuance of the bonds, to establish all other terms of the bonds, and to execute other documents and approvals as required to complete the transactions.

See Attachment F-6.

**Architectural Commission – Revised Statement of Organization and Function**

(Agenda no. F-7)

It was the recommendation of the Administration and the Finance, Audit and Facilities Committee that the President be delegated authority to approve the “Revised Statement of Organization and Function” of the Architectural Commission.

See Attachment F-7.

**University of Washington 2011-13 Operating and Capital Budget Requests** (Agenda no. F-10)

It was the recommendation of the Administration, the Academic and Student Affairs Committee, and the Finance, Audit and Facilities Committee that the Board of Regents approve the 2011-13 capital and operating budget requests to the state as they are presented. In this action item, the Board of Regents:

- Approves the 2011-13 state operating budget request;
- Approves the 2011-13 state capital budget request;
- Endorses the general framework for certain policy initiatives that the UW may seek during the 2011 legislative session;
- Approves estimated fee increases and two potential new fees that the UW must submit to the Office of Financial Management as part of Initiative 960 requirements; and

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- Authorizes the UW administration to further develop the descriptions of selected 2011-13 budget requests and to prepare and submit other supporting materials that are required by the Office of Financial Management.

See Attachment F-10.

**Husky Stadium Renovation - Delegated Authority to Sign a Predevelopment Agreement** (Agenda no. F-11)

It was the recommendation of the administration and the Finance, Audit and Facilities Committee that the President be delegated authority to sign a Predevelopment Agreement for \$1 million for the Husky Stadium Renovation and Football Operations Building with the Selected Developer, to be determined from proposals received July 14, 2010, subject to the successful negotiation of the agreement.

In the event of an unsuccessful negotiation with the Selected Developer, it was requested that authority be delegated to open negotiations and sign a pre-development contract with the second highest ranked firm.

See Attachment F-11.

**Architectural Commission Student Membership Appointment** (Agenda no. F-13)

It was the recommendation of the administration and the Finance, Audit and Facilities Committee that the President be delegated authority to appoint Amy Monsen to the University of Washington Architectural Commission as the student representative, with a term commencing in September 2010 and ending in June 2011. Amy Monsen fills a vacancy created by the departure of Ted Wegrich due to his recent graduation.

See Attachment F-13.

**STANDING COMMITTEES**

**ACADEMIC AND STUDENT AFFAIRS COMMITTEE: Regent Barer, Chair**

Regent Barer asked Provost Wise to highlight selected academic and administrative appointments. Provost Wise noted three appointments.

Provost Wise said Mary Lidstrom was appointed to serve as interim Provost. Dr. Lidstrom has served the University as Associate Dean for Research in the College of Engineering, and has worked closely with the Provost in her current position of Vice Provost for Research. Provost Wise said she looks forward to working with Dr. Lidstrom in their new roles.

Provost Wise announced the appointment of Howard Frumkin as the Dean of the School of Public Health. Dr. Frumkin comes to UW from the CDC, and was at Emory



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University prior to that. He holds an MD and an MPH, and has a background in all aspects of public health.

Provost Wise highlighted the appointment of Michael Dickinson to Professor in Biology and the Benjamin Hall Endowed Chair of Basic Life Sciences. Dr. Dickenson comes to the UW from Cal Tech, is a molecular engineer/biologist, and the recipient of a MacArthur fellowship genius award.

Provost added that Dr. Frumkin's partner, Joanne Silberner, is joining the University in the Department of Communications. Ms. Silberner is a health policy reporter for NPR.

Dr. Dickinson's wife, Usha McFarling, a Pulitzer Prize-winning reporter for the Los Angeles Times, will also hold an appointment in UW's Department of Communications.

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

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

See Attachment A-1.

**Working on Land Rights for the Rural Poor 1966 – Present** (Agenda no. A-2)  
(Information only)

Regent Barer reported the Regents received an "extraordinarily interesting briefing by an extraordinarily interesting man, Professor Roy Prosterman." Professor Prosterman is head of the Rural Development Institute which was founded forty-three years ago at the UW Law School. The Institute researches the role of land ownership and use in dealing with poverty throughout the world, and has created land reform in forty-five countries. Each Regent received a copy of Professor Prosterman's book, "One Billion Rising: Law, Land, and the Alleviation of Global Poverty." Regent Barer said one billion refers to the number of people worldwide affected by the Institute's mission of securing land rights for the world's poorest people.

See Attachment A-2.

**Reflections on the University of Washington Student Athlete Experience** (Agenda no. A-3) (Information only)

Regents received a presentation from two student athletes and the UW women's soccer coach. The student athletes shared their experience as athletes and scholars. Both praised the efforts by UW's administration, including Scott Woodward, coaches, and staff, in supporting student athletes. Regents learned UW student athletes have the second highest graduation rate in the PAC-10 conference. The majority of student athletes earn over a 3.0 grade point average.

See Attachment A–3.

**FINANCE, AUDIT AND FACILITIES COMMITTEE:** Regent Blake, Chair

In joint session with

**ACADEMIC AND STUDENT AFFAIRS COMMITTEE:** Regent Barer, Chair

**Economic Impact Report** (Agenda no. A–4) (Information only)

Regent Barer reported the Regents received a briefing on the Economic Impact Report prepared by consultants from Tripp Umbach. There is a perception by some that job creation and economic impact are not influenced by the UW, but the report reveals that the UW has the highest economic impact of any other university studied by this firm. UW is the third largest employer in the state of Washington and has a \$9.1 billion economic impact on the state. Regent Barer said the report will be a key part of the UW's message about the importance of the University to the state. He believes it is a conservative report, counting only "fresh money," which would not otherwise come to the state if not for the UW, along with federal funding, and money from visitors coming to Washington to do business with the University.

See Attachment A–4.

**Resolution Regarding Faculty Salaries** (Agenda no. A–5)

**MOTION:** Upon the recommendation of the administration and the motion made by Regent Cole, seconded by Regent Jewell, the Board voted to approve the resolution. Regent Youn abstained from the vote.

Regent Barer said the resolution was considered in the joint committee because faculty salaries are both academic and financial. Regent Barer asked Regent Simon to introduce the resolution for approval by the Board

Regent Simon said retaining and rewarding faculty is important to the Regents and the administration. He acknowledged that, despite challenging economic times and cuts in higher education by the state legislature and budget cuts at the university, Regents care about faculty. Regents, as a Board, he said, are convinced faculty salary policy demonstrates how Regents view the faculty. Regent Simon thanked Professors Balick and Harrington for their earnest and sincere discussions about faculty salary policy.

Regent Cole said was a struggle to come up with words to reflect the commitment expressed by the Board toward the importance of faculty compensation. He said he is proud of the progress made over the last few years. The University wants to continue progress toward the goal of reaching the seventy-fifth percentile of peer institutions. It is difficult for Regents to reconcile their budget responsibilities with their aspirations for faculty, which, Regent Cole said, are directly tied to the quality of the institution. He

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looks forward to moving to a new financial model and returning to enhancing faculty compensation to the extent possible.

Regent Jewell said Executive Order 64 allows the Board and University to spend money on faculty salaries rather than on lawyers and lawsuits. She thanked Provost Wise; President Emmert; Professors Harrington, Balick, and Lovell; and other Faculty Senate leaders for their hard work to come to joint resolution on this issue.

Regent Barer added that when the salary policy was adopted no-one anticipated the current financial and economic situation. He said the Regents must deal with today's situation, and they must make difficult choices, given their fiduciary and statutory duty to preserve quality education; the future of the University; treatment of students and faculty; and maintaining the physical plant.

See Attachment A-5.

**Finance & Facilities Management** (Agenda no. F-12) (Information only)

See Attachment F-12.

**FINANCE, AUDIT AND FACILITIES COMMITTEE: Regent Blake, Chair**

Regent Blake began her report with highlights of selected items approved under the consent agenda. The first was a resolution to approve the issue of general revenue bonds for the internal lending program. She said the University issues bonds annually based on the cash flow needed to fund approved projects.

Regent Blake said the Board took action in the joint committee to approve the operating and capital budgets for 2011-13 biennium. She reported the main focus of discussion was the University's ability to meet the Husky Promise and the impact of the State Need Grant and the Pell Grant. Regents are concerned about, and will ask for updates so they can continue to monitor, the University's ability to meet its promise to students.

**Actions Taken Under Delegated Authority** (Agenda no. F-2) (Information only)

See Attachment F-2.

**Report of Contributions – May, 2010** (Agenda no. F-3) (Information only)

The total of gifts received in May, 2010, was \$14,783,776, and the total for the year-to-date is \$262,176,717.

See Attachment F-3.

**Red Flag Rules – Informational Update** (Agenda no. F-9) (Information only)

See Attachment F-9.

## REPORTS FROM EX OFFICIO REPRESENTATIVES TO THE BOARD OF REGENTS

### **Faculty Senate Chair:** Professor Bruce Balick

Professor Balick delivered his report by telephone from a research collaboration meeting at an observatory in Sunspot, New Mexico. He said his time as Faculty Senate Chair has been a year of joy and very deep personal satisfaction. He commended the Regents for their commitment and sense of purpose and for their support for the institution, its faculty, and students. He offered special thanks to Regent Simon for being a wonderful listener and for sharing his thoughts and concerns. He thanked Regent Cole for never letting an opportunity for levity go to waste. And, he gave thanks to President Emmert as he leaves the UW for his first non-academic position. Dr. Balick said President Emmert's passion has been inspirational, and he would miss his enthusiastic and affable demeanor.

Dr. Balick said Provost Wise's focus will change from looking inside the university to looking outside when she is interim President. Dr. Balick quoted Mark Twain and said, "The trouble ain't that there is too many fools, but rather that the lightening ain't distributed right."

He said he is pleased with the appointment of Vice Provost Mary Lidstrom as interim Provost.

Regent Simon thanked Dr. Balick for his remarks and commitment to the University.

### **ASUW President:** Ms. Madeleine McKenna

Regent Simon welcomed the incoming ASUW President, Madeleine McKenna.

Ms. McKenna said she was excited and honored to serve as ASUW President for the 2010-11 year. She introduced herself as a second generation Husky; both her parents attended UW. She attended Newport High School in Bellevue, and is the oldest of four children. Her sister just completed her freshman year at Seattle University. Her two younger brothers plan to be in the Husky classes of 2018 and 2022. Ms. McKenna said she believes the UW is affordable and accessible and a great value for the citizens of the state.

Studying international studies and economics, she plans to pursue a career in public service. As ASUW President she described her agenda as huge and ambitious. The legislative issues include organizing a voter registration drive and get-out-the-vote campaign for mid-term elections in November. She has set a goal of registering 5,000 students to vote in the 43<sup>rd</sup> legislative district.

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Ms. McKenna reported student groups have completed their move from the HUB and the ECC to Condon Hall. She offered her thanks to Eric Godfrey, Lincoln Johnson and the HUB staff for helping to make the transition as smooth as possible. She invited the Regents to visit the facilities in Condon Hall.

She said she is looking forward to serving on the Presidential Search Committee and thanked President Emmert for his leadership at the UW and all that he has done for students, especially starting Husky Promise program. She offered her congratulations to Provost Wise on her appointment as interim President, and said she is looking forward to working with her.

Ms. McKenna said she believes the upcoming year will be challenging, and that those present are living in historic times. She believes students and Regents have more areas of agreement than of disagreement. Students are willing to work with Regents to build relationships and leave a positive stamp on the future of the University.

Ms. McKenna introduced other student leaders in attendance at the meeting.

**GPSS President:** Ms. Sarah Reyneveld

Ms. Reyneveld introduced herself and told the Regents she grew up in Washington and California, and studied government at Smith College. Following graduation, she worked on Governor Gregoire's campaign, in the Washington state legislature, and on the Governor's "Washington Learns" study. She received a master's degree from the Evans School of Public Affairs, and is entering her third year at UW Law School. This summer she is working in the Attorney General's office. She is committed to a career in public service. She has served in many capacities in GPSS since 2007.

Ms. Reyneveld identified some key initiatives for GPSS.

The Marketing and Outreach committee is working to increase graduate and professional student participation in student government. They are re-branding GPSS to make it more relevant to students. The committee is redesigning the GPSS logo, and formulating an outreach and media campaign, which they hope will mobilize students advocate on behalf of graduate and professional students in Olympia. Last year, 300 ASUW and GPSS students participated in the lobby day in Olympia. This year, the goal is to increase the level of participation and deliver a message about the importance of the state's investment in higher education.

GPSS is preparing to host the fourth annual summit to bring together key community, business, and policy leaders to explore the topic of higher education's transition toward federalization.

Ms. Reyneveld said, regarding graduate education, Washington state is ranked forty-seventh out of fifty states in the number of degrees produced and ranks last among the

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global challenge states. She said the state suspended three out of four financial aid programs. Graduate tuition and graduate students' debt burden has increased disproportionately. Competitiveness in graduate school education, and the need to remain accessible, is important. She supports the availability of a non-resident in-state tuition waiver for graduate students who have expressed this as an important factor influencing their choice of graduate school.

Ms. Reyneveld thanked President Emmert for his leadership and congratulated Provost Wise on her appointment as interim President.

**Alumni Association President:** Mr. Eddie Pasatiempo

Regent Simon thanked Mr. Pasatiempo for his service, enthusiasm, and hard work over the past year as UWAA President.

Mr. Pasatiempo said it was an honor and a pleasure to serve as an ex officio member of the Board of Regents during a challenging and exciting year. He reported the Alumni Association has 56,000 members and an annual budget of \$6 million. Last year they faced 25 to 30 percent budget cuts and have concentrated on filling the budget gaps created by revenue shortfall while continuing to provide quality programs. He is proud of the UWAA's accomplishments over the last year. The twenty-five member UWAA Board invested five times more hours of service than previous Boards. They moved to a committee structure consisting of six committees. Each Board member served on one or more committee; seventeen of the twenty-five members served on the legislative advocacy committee.

Mr. Pasatiempo described the three initiatives pursued by the Board:

- 1) Insuring the viability of the organization.  
UWAA sold the alumni house property to the University and moved into the UW Tower. Paul Rucker was hired as the Executive Director. The group focused on retaining membership levels; the number of members stayed the same, but revenue decreased. During the next year, UWAA plans a three to five percent increase in the number of members and expects new revenue streams.
- 2) Igniting new and higher possibilities.  
With legislative advocacy initiatives the UWAA is quickly building "advocacy muscle." They built and launched a platform to connect with members and prompt them to advocate, act, and promote on behalf of the UW's initiatives and issues. They developed a strategic plan for the advocacy committee and identified the next steps needed to encourage members to take meaningful action to build legislative advocacy competency. They also plan to look at social networking and digital initiatives to recruit young members.
- 3) Creating alignment.

July 15, 2010

The synergy between UWAA and UW has improved over the years. Mr. Pasatiempo said the Alumni Association was traditionally considered a “friend-raiser” and the Foundation was considered the UW’s “fundraiser.” Now, an integrated advancement model partners the Alumni Association with the Foundation, and all are “capital raisers,” raising both social and economic capital.

The UWAA is embarking on a five-year strategic planning initiative to encourage advocacy, refine its business model, create a viable economic model, streamline processes, and offer programs of value.

Mr. Pasatiempo thanked Executive Director Paul Rucker and his team for their leadership during the past year.

He finished his remarks by saying, “We only part to meet again.”

#### **DATE FOR NEXT MEETING**

The August meeting of the Board is canceled. The next regular meeting of the Board of Regents will be held on Thursday, September 16, 2010, on campus.

#### **ADJOURNMENT**

The regular meeting was adjourned at 4:10 p.m.



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Joan Goldblatt  
Secretary of the Board of Regents

*Approved at the meeting of the Board of Regents on September 16, 2010.*

**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*

Academic and Administrative Appointments



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## ADMINISTRATIVE APPOINTMENTS

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### Administration

#### **Undergraduate Academic Affairs**

**Clauss, James Joseph**

**Associate Dean, Undergraduate Academic Affairs, effective 9/1/2010**

Continuing Appointments:

- Professor, Classics
- Adjunct Professor, Comparative Literature
- Adjunct Professor, Near Eastern Languages and Civilization

Degrees:

- PhD, 1983, University of California (Berkeley)
- MA, 1976, Fordham University
- BA, 1974, University of Scranton

### College of Arts and Sciences

#### **College of Arts and Sciences**

**Keller, Sarah Lynn**

**Associate Dean, Research Activities, effective 8/1/2010**

Continuing Appointments:

- Professor, Chemistry
- Adjunct Professor, Physics

Degrees:

- PhD, 1995, Princeton University
- BA, 1989, Rice University

#### **Department of Asian Languages and Literature**

**Boltz, William G.**

**Chair, Asian Languages and Literature, effective 7/1/2010**

Continuing Appointment:

- Professor, Asian Languages and Literature

Degrees:

- PhD, 1974, University of California (Berkeley)
- MA, 1969, University of California (Berkeley)
- AB, 1965, University of California (Berkeley)

#### **Department of History**

**Findlay, John Moorman**

**Acting Chair, History, effective 9/1/2010**

Continuing Appointment:

- Professor, History

Degrees:

- PhD, 1982, University of California (Berkeley)
- MA, 1978, University of California (Berkeley)
- AB, 1976, University of Puget Sound

## **Department of Political Science**

**May, Peter Jeffrey**

**Chair, Political Science, effective 7/1/2010**

Continuing Appointments:

- Professor, Political Science
- Adjunct Professor, Public Affairs

Degrees:

- PhD, 1979, University of California (Berkeley)
- MPP, 1976, University of California (Berkeley)
- AB, 1972, Dartmouth College

## **Department of Statistics**

**Wakefield, Jonathan Clive**

**Chair, Statistics, effective 6/1/2010**

Continuing Appointments:

- Professor, Statistics
- Professor, Biostatistics

Degrees:

- PhD, 1992, University of Nottingham (UK)
- BSC, 1985, University of Nottingham (UK)

## **College of Engineering**

### **Department of Aeronautics and Astronautics**

**Hermanson, James Carl**

**Chair, Aeronautics and Astronautics, effective 7/1/2010**

Continuing Appointments:

- Professor, Aeronautics and Astronautics
- Adjunct Professor, Mechanical Engineering

Degrees:

- PhD, 1985, California Institute of Technology
- MS, 1980, California Institute of Technology
- BS, 1977, University of Washington

### **Department of Mechanical Engineering**

**Reinhall, Per Gustaf**

**Chair, Mechanical Engineering, effective 7/1/2010**

Continuing Appointments:

- Professor, Mechanical Engineering
- Adjunct Professor, Industrial and Systems Engineering

Degrees:

- PhD, 1982, California Institute of Technology
- MS, 1978, California Institute of Technology
- BS, 1977, University of Washington

### School of Law

#### School of Law

**Donaldson, Samuel Allen**

**Associate Dean, Academic Administration, effective 6/16/2010**

Continuing Appointment:

- Professor, Law

Degrees:

- Master Of Laws, 1994, University of Florida
- JD, 1993, University of Arizona
- BA, 1990, Oregon State University

### School of Pharmacy

#### School of Pharmacy

**Sullivan, Sean Dale**

**Associate Dean, Research and New Initiatives, effective 7/1/2010**

Continuing Appointments:

- Professor, Pharmacy
- Professor, Health Services
- Adjunct Professor, Medicine

Degrees:

- PhD, 1992, University of California (Berkeley)
- MS, 1984, University of Texas (unspecified)
- BS, 1983, Oregon State University

### School of Public Health

#### School of Public Health

**Frumkin, Howard**

**Dean, Public Health, effective 9/27/2010**

**Professor, Environmental and Occupational Health Sciences**

Degrees:

- DrPH, 1993, Harvard University
- MPH, 1982, Harvard University
- MD, 1982, University of Pennsylvania
- AB, 1977, Brown University

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## ENDOWED APPOINTMENTS

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### College of Arts and Sciences

#### Department of Biology

**Dickinson, Michael H.**

**Benjamin Hall Endowed Chair in Basic Life Sciences, effective 1/1/2011**

Degrees:

- PhD, 1989, University of Washington
- BSC, 1984, Brown University

## **Department of Chemistry**

**Hopkins, Paul Brink**

**Leon C. Johnson Chemistry Endowed Professorship, effective 9/16/2010**

Continuing Appointments:

- Professor, Chemistry
- Chair, Chemistry

Degrees:

- PhD, 1982, Harvard University
- BS, 1977, Purdue University

## **Department of Economics**

**Zivot, Eric W.**

**Robert R. Richards Endowed Chair in Economics, effective 7/1/2010**

Continuing Appointments:

- Professor, Economics
- Adjunct Professor, Finance and Business Economics

Degrees:

- PhD, 1992, Yale University
- AB, 1986, University of California (Berkeley)

## **Business School**

### **Department of Marketing and International Business**

**DaCunha, Marcus V. Moretti**

**Michael G. Foster Professorship, effective 7/1/2010**

Continuing Appointment:

- Associate Professor, Marketing and International Business

Degrees:

- PhD, 2003, Warrington College of Business
- MS, 1998, University Federal Do Riogrande Do Sul (Brazil)
- BS, 1995, University Federal Do Riogrande Do Sul (Brazil)

**Jain, Shailendra**

**James D. Currie, CPA, Endowed Professorship in the School of Business, effective 7/1/2010**

Continuing Appointment:

- Associate Professor, Marketing and International Business

Degrees:

- PhD, 1995, New York University
- MPHIL, 1992, New York University
- MBA, 1984, Indian Institute of Management (India)
- Bachelor Of Engineering, 1982, Birla Inst of Tech and Science (India)

## **School of Dentistry**

### **Department of Pediatric Dentistry**

**da Fonseca, Marcio Antonio**

**Law-Lewis Endowed Professorship in Pediatric Dentistry,  
effective 7/15/2010**

Continuing Appointment:

- Clinical Professor, Dental Pathway, Pediatric Dentistry

Degrees:

- MS, 1991, University of Minnesota
- DDS, 1988, Universidad Federal de Rio de Janeiro (Brazil)

## **College of the Environment**

### **Department of Atmospheric Sciences**

**Bretherton, Christopher Stephen**

**Boeing Endowed Professorship In Applied Mathematics,  
effective 9/16/2010**

Continuing Appointments:

- Professor, Atmospheric Sciences
- Professor, Applied Mathematics
- Director, Ocean and Fishery Sciences (Admin)

Degrees:

- PhD, 1984, Massachusetts Institute of Technology
- BS, 1980, California Institute of Technology

## **School of Public Health**

### **Department of Biostatistics**

**Heagerty, Patrick J.**

**Genentech Endowed Professorship in Biostatistics, effective  
7/1/2010**

Continuing Appointment:

- Professor, Biostatistics

Degrees:

- PhD, 1995, Johns Hopkins University
- MS, 1991, State University of New York (Albany)
- BS, 1985, Cornell University

**Pepe, Margaret**

**Ross Prentice Endowed Professorship for Biostatistical  
Collaboration, effective 7/1/2010**

Continuing Appointment:

- Professor without Tenure, Biostatistics

Degrees:

- PhD, 1986, University of Washington
- MS, 1984, University of Washington
- BS, 1981, University College (Ireland)

**Witten, Daniela Mottel**

**Genentech Endowed Professorship in Biostatistics, effective 9/1/2010**

Continuing Appointment:

- Acting Assistant Professor, pending Ph.D., Biostatistics

Degrees:

- PhD - Expected, 2010, Stanford University
- MS, 2006, Stanford University
- BS, 2005, Stanford University

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## **NEW APPOINTMENTS**

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### **College of Built Environments**

#### **Department of Architecture**

**Huppert, Ann C.**

**Assistant Professor, Architecture, effective 9/16/2010**

Prior UW Appointment:

Acting Assistant Professor, temporary, Architecture

Degrees:

- PhD, 2001, University of Virginia
- MA, 1992, University of Virginia
- AB, 1988, Vassar College

#### **Department of Urban Design and Planning**

**Grissom, Terry Vaughn**

**Visiting Professor, Urban Design and Planning, effective 9/16/2010**

Notes:

SCOBEL Lecturer in Real Estate, College of Art, Design and Built Environment, University of Ulster

Degrees:

- PhD, 1981, University of Wisconsin (Madison)
- MS, 1979, University of Wisconsin (Madison)
- MBA, 1974, Georgia State University
- BS, 1970, University of Kentucky

### **College of Arts and Sciences**

#### **Department of Biology**

**Dickinson, Michael H.**

**Professor, Biology, effective 1/1/2011**

Prior Non-UW Appointment:

Professor. Biology and Bioengineering, California Institute of Technology

Degrees:

- PhD, 1989, University of Washington
- BSC, 1984, Brown University

**Riffell, Jeffrey A.**

**Assistant Professor, Biology, effective 9/16/2010**

Notes:

Research Associate, University of Arizona

Degrees:

- PhD, 2004, University of California (Los Angeles)
- BA, 1997, University of California (Santa Cruz)

## **Department of English**

**Chude-Sokei, Louis**

**Associate Professor, English, effective 9/16/2010**

Prior Non-UW Appointment:

Associate Professor, Literature, University of California  
Santa Cruz

Degrees:

- PhD, 1995, University of California (Los Angeles)
- BA, 1989, University of California (Los Angeles)

**Sandhu, Priti**

**Assistant Professor, English, effective 9/16/2010**

Degrees:

- PhD, 2010, University of Hawaii
- MA, 2003, Lancaster University (UK)
- BED, 1984, Annamalai University (India)

## **Department of Physics**

**Fu, Kai-Mei Camilla**

**Assistant Professor, Physics, effective 9/16/2011**

Prior Non-UW Appointment:

Postdoctoral Researcher, Hewlett Packard Lab

Prior UW Appointment:

Affiliate Assistant Professor, Physics

Degrees:

- PhD, 2007, Stanford University
- AB, 2000, Princeton University

**Xu, Xiaodong**

**Assistant Professor, Physics, effective 9/16/2010**

Prior Non-UW Appointment:

Research Associate, Center for Nanoscale Systems,  
Cornell University

Degrees:

- PhD, 2008, University of Michigan
- BS, 2002, University of Science and Technology of China

## **Department of Psychology**

**Joslyn, Susan L.**

**Assistant Professor, Psychology, effective 7/1/2010**

Prior UW Appointment:

Senior Lecturer, Full-time, Psychology

Degrees:

- PhD, 1995, University of Washington
- MS, 1994, University of Washington
- BA, 1975, University of Washington

**Prat, Chantel Spring**

**Assistant Professor, Psychology, effective 7/1/2010**

Prior Non-UW Appointment:

Special Research Faculty, Psychology, Carnegie Mellon University

Degrees:

- PhD, 2004, University of California (San Diego)
- MA, 2001, University of California (San Diego)
- BA, 1997, University of California (San Diego)

## **Department of Women Studies**

**Aanerud, Rebecca Jean**

**Senior Lecturer, Full-time, Women Studies, effective 9/16/2010**

Prior UW Appointment:

Affiliate Assistant Professor, Women Studies

Degrees:

- PhD, 1998, University of Washington
- MA, 1993, University of Washington
- BA, 1990, University of Washington

## **Business School**

### **Department of Accounting**

**Thornock, Jacob**

**Assistant Professor, Accounting, effective 7/1/2010**

Notes:

PhD received May 9, 2010

Degrees:

- PhD, 2010, University of North Carolina
- BS, 2006, Brigham Young University (Utah)
- MA Accounting, 2006, Brigham Young University (Utah)

## **Department of Finance and Business Economics**

**Hrdlicka, Christopher Michael**

**Acting Assistant Professor, pending Ph.D., Finance and Business Economics, effective 7/16/2010**

Degrees:

- PhD - Expected, 2010, University of Chicago
- AB, 2005, Washington University
- AM, 2005, Washington University



## **College of Education**

### **College of Education**

**Barajas-Lopez, Filiberto**

**Assistant Professor, Education, effective 8/2/2010**

Degrees:

- PhD, 2009, University of California (Los Angeles)
- MA, 2001, Claremont Graduate School
- BA, 1999, Occidental College

**Thompson, Jessica J.**

**Research Assistant Professor, Education, effective 7/1/2010**

Prior UW Appointment:

Research Associate, Education

Degrees:

- PhD, 2006, University of Washington
- MED, 2001, University of Washington
- BA, 1994, Whitman College

## **College of Engineering**

### **Department of Electrical Engineering**

**Fu, Kai-Mei Camilla**

**Assistant Professor, Electrical Engineering, effective 9/16/2011**

Prior Non-UW Appointment:

Postdoctoral Researcher, Hewlett Packard Lab

Prior UW Appointment:

Affiliate Assistant Professor, Physics

Degrees:

- PhD, 2007, Stanford University
- AB, 2000, Princeton University

### **Department of Human Centered Design and Engineering**

**Aragon, Cecilia**

**Associate Professor, Human Centered Design and Engineering, effective 9/16/2010**

Prior Non-UW Appointment:

Staff Scientist, Lawrence Berkeley National Laboratory

Prior UW Appointment:

Affiliate Assistant Professor, Human Centered Design and Engineering

Degrees:

- PhD, 2004, University of California (Berkeley)
- MS, 1987, University of California (Berkeley)
- BS, 1982, California Institute of Technology

### **Department of Materials Science and Engineering**

**Pauzaskie, Peter J.**

**Assistant Professor, Materials Science and Engineering, effective 7/1/2010**

Degrees:

- PhD, 2007, University of California (Berkeley)
- BS, 2002, Kansas State University

**Tamerler-Behar, Candan**

**Research Professor, Materials Science and Engineering,  
effective 9/16/2010**

Prior UW Appointment:

Visiting Professor, Materials Science and Engineering

Degrees:

- PhD, 1997, Bogazici University (Istanbul)
- BSC, 1989, Bogazici University (Istanbul)
- MSC, 1971, Bogazici University (Istanbul)

**Xu, Xiaodong**

**Assistant Professor, Materials Science and Engineering,  
effective 9/16/2010**

Prior Non-UW Appointment:

Research Associate, Center for Nanoscale Systems,  
Cornell University

Degrees:

- PhD, 2008, University of Michigan
- BS, 2002, University of Science and Technology of China

**College of the Environment**

**School of Aquatic and Fishery Sciences**

**Branch, Trevor**

**Assistant Professor, Aquatic and Fishery Sciences, effective  
9/16/2010**

Prior Non-UW Appointment:

Research Scientist/Engineer, Aquatic and Fishery  
Sciences, University of Washington

Degrees:

- PhD, 2004, University of Washington
- MSC, 1998, University of Capetown (South Africa)
- BSC, 1994, University of Capetown (South Africa)

**Information School**

**Information School**

**Endicott-Popovsky, Barbara Ellen**

**Research Associate Professor, Information School, effective  
7/1/2010**

Prior UW Appointment:

Senior Lecturer, Full-time, Information School

Degrees:

- PhD, 2005, University of Idaho
- MS, 1987, Seattle Pacific University
- Bachelor Of Medicine, 1985, University of Washington
- BA, 1967, University of Pittsburgh

## School of Law

### School of Law

#### **Aronson, Bruce**

**Visiting Associate Professor, Law, effective 3/16/2011**

Prior Non-UW Appointment:

Associate Professor, Creighton University School of Law

Degrees:

- JD, 1977, Harvard University
- AB, 1974, Boston University

#### **Ko, Dong Wong**

**Visiting Professor, Law, effective 9/16/2010**

Prior Non-UW Appointment:

Professor, Sungkyunkwan University Law School

Degrees:

- SJD, 1996, Duke University
- Master Of Laws, 1993, Tulane University
- Master Of Laws, 1992, Boston University
- Master Of Laws, 1991, Korea University (Korea)
- Bachelor Of Laws, 1988, Seoul National University (Korea)

#### **Miller, John A**

**Visiting Professor, Law, effective 7/1/2010**

Prior Non-UW Appointment:

Professor, Law, University of Idaho College of Law

Degrees:

- Master Of Laws, 1987, University of Florida
- JD, 1976, University of Kentucky
- BA, 1972, University of Kentucky

#### **Pardo, Rafael I**

**Professor, Law, effective 8/1/2010**

Prior Non-UW Appointment:

Associate Professor, Law, Seattle University

Degrees:

- JD, 2001, New York University
- BA, 1998, Yale University

#### **Vetter, Greg**

**Visiting Associate Professor, Law, effective 9/16/2010**

Prior Non-UW Appointment:

Associate Professor, University of Houston Law Center

Degrees:

- JD, 1999, Northwestern University
- MBA, 1994, Rockhurst College
- MS, 1991, University of Missouri (Kansas City)
- Bachelor Of Electrical Engineering, 1987, University of Missouri (Rolla)

## School of Medicine

### Department of Biochemistry

#### **Miller, Dana L.**

**Assistant Professor, Biochemistry, effective 7/1/2010**

Prior Non-UW Appointment:

Postdoctoral Research Fellow, Basic Sciences, Fred Hutchinson Cancer Research Center

Degrees:

- PhD, 2003, Johns Hopkins University
- BS, 1998, University of Denver

## **Department of Genome Sciences**

**Villen, Judit**

**Assistant Professor, Genome Sciences, effective 6/15/2010**

Prior Non-UW Appointment:

Postdoctoral Fellow, Cell Biology, Harvard Medical School

Degrees:

- PhD, 2003, University of Barcelona (Spain)
- MSC, 1999, University of Barcelona (Spain)
- BS, 1998, University of Barcelona (Spain)

## **Department of Ophthalmology**

**Lam, Deborah Lay Yan**

**Assistant Professor without Tenure, Ophthalmology, effective 7/1/2009**

Prior UW Appointment:

Acting Instructor, Ophthalmology

Degrees:

- MD, 2002, Northwestern University
- BA, 1996, Northwestern University

## **Department of Pediatrics**

**Simon, Tamara**

**Assistant Professor without Tenure, Pediatrics, effective 7/1/2010**

Prior Non-UW Appointment:

Assistant Professor, Pediatrics, University of Utah

Degrees:

- PhD, 2006, University of Colorado (Denver)
- MD, 2001, University of North Carolina
- BA, 1994, Colgate University

**Smith, Lincoln S.**

**Assistant Professor without Tenure, Pediatrics, effective 6/14/2010**

Prior UW Appointment:

Acting Assistant Professor, temporary, Pediatrics

Degrees:

- MD, 1999, University of Wisconsin
- BS, 1993, University of Wisconsin

## **Department of Pharmacology**

**Zweifel, Larry S.**

**Assistant Professor, Pharmacology, effective 6/1/2010**

Prior UW Appointment:

Senior Fellow, Biochemistry

Degrees:

- PhD, 2005, Johns Hopkins University
- BS, 1997, University of Missouri

## **Department of Psychiatry and Behavioral Sciences**

**Zweifel, Larry S.**

**Assistant Professor, Psychiatry and Behavioral Sciences, effective 6/1/2010**

Prior UW Appointment:

Senior Fellow, Biochemistry

Degrees:

- PhD, 2005, Johns Hopkins University
- BS, 1997, University of Missouri

## **Daniel J. Evans School of Public Affairs**

### **Daniel J. Evans School of Public Affairs**

**Smith, Kenneth Alan**

**Senior Lecturer, Full-time, Public Affairs, effective 9/16/2010**

Prior Non-UW Appointment:

Assistant Professor, Accounting and Information Science,  
Willamette University

Degrees:

- PhD, 2001, University of Missouri
- MBA, 1992, Ball State University
- BA, 1988, Anderson University

## **School of Social Work**

### **School of Social Work**

**Brown, Eric Christopher**

**Research Assistant Professor, Social Work, effective 7/1/2010**

Prior Non-UW Appointment:

Research Scientist, School of Social Work, University of  
Washington

Degrees:

- PhD, 2003, University of South Florida
- MA, 1993, University of South Florida
- BA, 1987, University of South Florida

**Pearson, Cynthia Renee**

**Research Assistant Professor, Social Work, effective 7/1/2010**

Prior Non-UW Appointment:

Research Scientist, School of Social Work, University of  
Washington

Degrees:

- PhD, 2006, University of Washington
- MA, 1993, University of Texas (Arlington)
- BA, 1992, University of Texas (Arlington)

**University of Washington, Tacoma**

**Interdisciplinary Arts and Sciences Program, Tacoma**

**Ross, Stephen J.**

**Assistant Professor, Interdisciplinary Arts and Sciences,  
Tacoma, effective 9/1/2010**

Prior Non-UW Appointment:

Visiting Assistant Professor, Psychology, Florida  
International University

Degrees:

- PhD, 2008, University of Texas (El Paso)
- MA, 2004, Ball State University
- BA, 1999, Roger Williams University

**Addendum**

**July 15, 2010**

**Administrative Appointment**

**Mary Lidstrom**

**Interim Provost, to be effective upon the transition of the Provost to Interim President**

Continuing Appointment:

- Professor of Chemical Engineering
- Professor of Microbiology
- Adjunct Professor of Bioengineering

Degrees:

- PhD, 1977, University of Wisconsin (Madison)
- MS, 1975, University of Wisconsin, (Madison)
- BS, 1973, Oregon State University

## VII. STANDING COMMITTEES

## A. Academic and Student Affairs Committee

Working on Land Rights for the Rural Poor 1966-Present

## INFORMATION ONLY

Roy L. Prosterman, Founder and Chair Emeritus of the Rural Development Institute (RDI) and Emeritus Professor of Law at the University of Washington, is a pioneering social entrepreneur and expert on land reform, rural development and foreign aid.

Through the organization he founded in 1967, the Rural Development Institute, Prosterman has provided over 40 years of research, policy advisory, technical assistance, teaching and public education experience in the international development-law field to more than 45 countries. Prosterman's work has focused on the often neglected area of rural development and has encompassed legal and policy aspects of land tenure reform, land market development and other rural development issues. He has received numerous awards and distinctions, including the Gleitsman International Activist Award, Schwab Foundation Outstanding Global Social Entrepreneur and the inaugural Henry R. Kravis Prize in Leadership where he was lauded by Bill Gates Sr. as a "champion for the world's poor." Prosterman and RDI have also been nominated for the Nobel Peace Prize, World Food Prize and Hilton Humanitarian Award. Prosterman is a frequent guest speaker and presenter at world forums on poverty and economic security and has published extensively. His most recent book (with co-authors and editors Robert Mitchell & Tim Hanstad) is One Billion Rising: Law, Land, and the Alleviation of Global Poverty.



## VII. STANDING COMMITTEES

## A. Academic and Student Affairs Committee

Reflections on the University of Washington Student-Athlete Experience

## INFORMATION ONLY

Kim Durand, Associate Athletic Director for Student Development, will introduce two student-athletes, Faustine Dufka and Victor Aiyewa, and the Women's Soccer coach, Lesle Gallimore, to reflect on the student-athlete experience. Compliance data are presented as an attachment for discussion at a future meeting, if desired, and are not part of today's presentation.

*Attachments*

Presenter Bios: Lesle Gallimore, Head Coach, Women's Soccer  
Faustine Dufka, Student-Athlete, Women's Soccer  
Victor Aiyewa, Student-Athlete, Football

ICA Compliance & SAAS Presentation 2010

## **Reflections on the University of Washington Student-Athlete Experience Attachment 1**



**Leslie Gallimore  
Head Coach  
Women's Soccer**

Leslie Gallimore will begin her 17th season at Washington in 2010 - the longest tenure of any coach in the Pac-10 - looking to continue the winning tradition she established when she arrived in Seattle in 1994. Gallimore will enter the 2010 season ranked second on the Pac-10 coaching charts in all-time victories (169) and in conference wins (64).

In the process of registering team victories, she has also overseen the individual development of players. Two of her former players, Hope Solo and Tina Ellertson (Frimpong), are playing in the Women's Pro Soccer league and were chosen as All-Stars in the inaugural season. As members of the Saint Louis Athletica, Solo was named the league's Goalkeeper of the Year while Ellertson was an All-Star defender.

At UW, Gallimore has led the Huskies on a recent run of success that includes back-to-back NCAA Tournament appearances. The 2009 team went 12-6-4 and advanced to the Second Round of the tournament before falling 2-1 to No. 2 Portland on the road, pushing the Pilots to the final minute despite playing with 10 players the entire second half. During the season, Gallimore picked up her 200th career win at Oregon, putting her in elite NCAA company as she became the 37th Division I coach to reach the milestone.

As a player, she helped the West earn a gold medal at the 1987 Olympic Sports Festival and gained a spot on the U.S. National B Team as a result. In 1988, she joined the California Tremors and helped that team to the national club title. She played on the over-30 winners at both the 1998 and 1999 USASA national championships.

A native of Redondo Beach, Calif., Gallimore graduated in 1981 from South Torrance High School. She obtained her United States Soccer Federation "A" License, the highest coaching license available, in 1993.

Gallimore, 46, has been a national staff coach for the NSCAA since 1995. She served on the NCAA National Committee for Division I Women's Championships, and was an at-large representative to the Board of Directors of the NSCAA.

Gallimore lives in Seattle with her 16-year-old son, Zachary.



**Faustine Dufka**  
**Student-Athlete**  
**Women's Soccer**

"I was born and raised in San Francisco, CA, and attended an International school. My mom is French, my dad American, and we speak both French and English at home. I took all my classes in French since lower school, so taking math in English last year was all new to me! I'm currently working towards a Neurobiology major and hope to go to medical school. I love traveling, reading, arts & crafts, snowboarding, exploring nature, and going on adventures; anything different or new intrigues me. I have played on six different club teams since I started playing soccer, and this is the first time I have been on a team that gets along so well and works so hard to achieve the same dream. I am eternally grateful to be part of this team and I know that the experiences we share will be part of me forever."

Parents are Marie-Pierre Carlotti and Tim Dufka... Mother played volleyball in college in France... Was her high school valedictorian and earned a Presidential Award for Outstanding Academic Excellence... Also won the Lucille Meyer Award for a strong bilingual academic record in French and American studies... A 2006 National Merit Scholar... Won the 2007 California Institute of Technology Signature Award... Would like to be a surgeon for Doctors Without Borders... Also considered Brown, University of San Francisco, Cal Poly Pomona, Wesleyan and Swarthmore... Club teammate of current Husky Veronica Perez ... Part of the Honors program at UW.



**Victor Aiyewa**  
**Student-Athlete**  
**Football**

Victor Aiyewa is a UW Senior from Fresno, Texas, majoring in Sociology. In 2009 he played in all 12 games and earned first-team Academic All-Pac-10 for the second straight season.



## UW Department of Intercollegiate Athletics



# NCAA Compliance & Student-Athlete Academic Services Report

## **UW BOARD OF REGENTS ACADEMIC & STUDENT AFFAIRS COMMITTEE**

**JULY 15, 2010**

# Graduation & Academic Results



- **Academic Progress Rate**

- ✦ All UW teams are above the 925 APR penalty threshold.
- ✦ Men's Basketball & Women's Golf received NCAA public recognition for one-year APR rates (perfect 1000 scores)
- ✦ Men's Basketball's four-year APR rate of 990 is 10<sup>th</sup> in all of Division I.
- ✦ Lowest teams are Football & Men's Track & Field (948).

- **Graduation Success Rate**

- ✦ UW Grad Success Rate = 84% (national 79%) - our highest rate since GSR rates have been published.
- ✦ 2<sup>nd</sup> best among all Division I public universities on the West Coast. (UC Davis = 87%)
- ✦ 2<sup>nd</sup> best in the Pac-10 (Stanford = 94%)

# Graduation & Academic Results



## Team GPA information (Spring 2010)

### 10 teams above 3.00

<b>Women's Crew</b>	<b>3.06</b>
<b>Men's Cross Country</b>	<b>3.15</b>
<b>Women's Cross Country</b>	<b>3.26</b>
<b>Gymnastics</b>	<b>3.13</b>
<b>Men's Soccer</b>	<b>3.11</b>
<b>Women's Soccer</b>	<b>3.19</b>
<b>Softball</b>	<b>3.15</b>
<b>Women's Tennis</b>	<b>3.34</b>
<b>Women's Track &amp; Field</b>	<b>3.08</b>
<b>Women's Volleyball</b>	<b>3.21</b>

### 9 teams below 3.00

<b>Baseball</b>	<b>2.64</b>
<b>Men's Basketball</b>	<b>2.65</b>
<b>Women's Basketball</b>	<b>2.83</b>
<b>Men's Crew</b>	<b>2.97</b>
<b>Football</b>	<b>2.70</b>
<b>Men's Golf</b>	<b>2.88</b>
<b>Women's Golf</b>	<b>2.98</b>
<b>Men's Tennis</b>	<b>2.76</b>
<b>Men's Track &amp; Field</b>	<b>2.99</b>

# Graduation & Academic Results



## Individual Academic Progress (Spring 2010 - 551 total student-athletes)

- 75 student-athletes on the Dean's List.
- 4 student-athletes earned a 4.00 gpa.
- 296 student-athletes with 3.00 or better (54%).
- 6 student-athletes on Academic Probation.
- 1 student-athlete was dropped from the University.

# Summary of Violations



- **Major infractions:** None since 2004
- **Secondary infractions:**
  - 19 cases reported to the NCAA in last 12 months
  - 121 cases reported to the NCAA since 2004:

✦ Recruiting	60
✦ Eligibility	21
✦ Benefits	16
✦ Playing Seasons	9
✦ Personnel	6
✦ Amateurism	9



# Important Compliance Initiatives



- **Partnership with UW Registrar's Office**
  - 2009-10: Registrar's office became official certifying entity for student-athlete eligibility.
- **UW Internal Audit:**
  - Spring 2010: UW Office of Internal Audit completed detailed audit of UW compliance processes with only minor recommendations for improvements.
  - Areas audited included financial aid, rules education, playing & practice season rules and violation investigation/reporting.
  - 2010-11 audit areas to include recruiting, extra benefits and amateurism.
- **External Audit**
  - The athletics department plans to bring in an external entity to further audit the department's compliance systems and processes.
- **Rules Education**
  - Summer 2010: Compliance office will conduct focused, individualized rules education sessions for various departments within ICA (e.g., tutors; athletic trainers, strength & conditioning staff, equipment room, business office, development)
  - 2010-11: Compliance office will conduct "refresher" rules education sessions for campus departments with which ICA interacts most frequently (e.g., Admissions, Financial Aid, Registrar)
- **Monitoring**
  - A focus for 2010-11 will be on enhanced auditing of recruiting activities and telephone calls.
- **Student-Athlete Code of Conduct**
  - New Student-Athlete Code of Conduct completed in 2009-10 will be implemented in 2010-11.

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

*In Joint Session with*

**B. Finance, Audit and Facilities Committee****Economic Impact Report****INFORMATION ONLY**

The Office of External Affairs, in collaboration with UW Center for Commercialization, has commissioned an economic impact study which reports the economic and societal impacts the UW has in the state of Washington, the Puget Sound region and beyond. Tripp Umbach, a nationally recognized firm specializing in economic impact studies for large research institutions and universities, was selected for the project. Nichole Parker, Principal, and Paul Umbach, Senior Principal, will present the report findings.

***Attachments***

The Economic and Societal Impact of the University of Washington (FY 08-09)  
(slides to be projected)

The Economic and Societal Impact of the University of Washington (FY 08-09)  
(printed report)

# The Economic and Societal Impact of The University of Washington (FY 08-09)

July 2010

# About Tripp Umbach



- Tripp Umbach has experience throughout North America in completing economic impact studies for major research universities, hospitals, corporations and research partnerships.

*Selected examples: Pennsylvania State University, Ohio State University, University of Minnesota, University of Michigan, University of Pittsburgh Medical Center, Mayo Clinic & Foundation, Cleveland Clinic, TGen and ISM.*

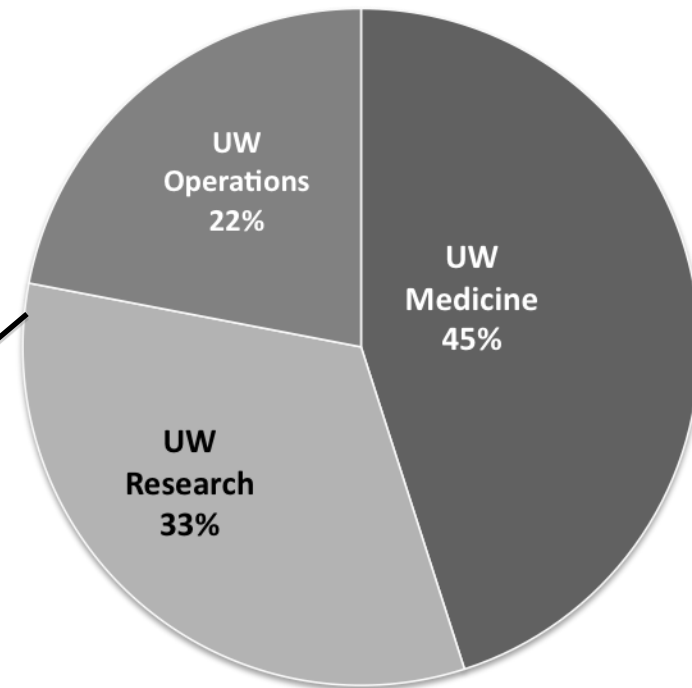
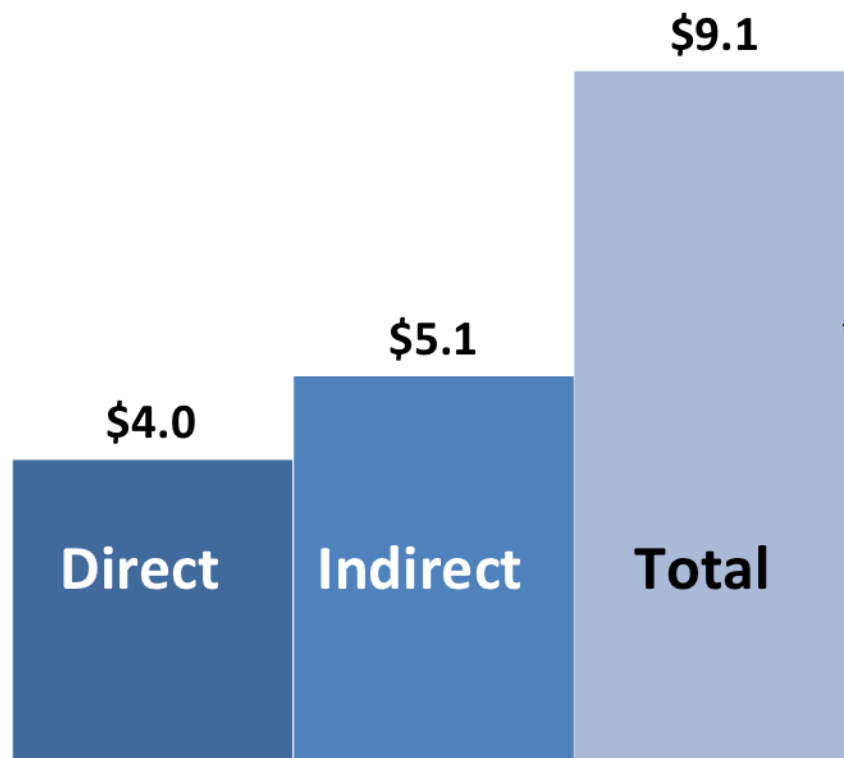
- Tripp Umbach has made numerous presentations on the topic of economic impact of universities and hospitals at state and national conferences.
- Since 1995, Tripp Umbach has completed national studies of the economic impact of all 130 medical schools and 400 teaching hospitals for the Association of American Medical Colleges (AAMC).

# UW Economic Impact Study Goals

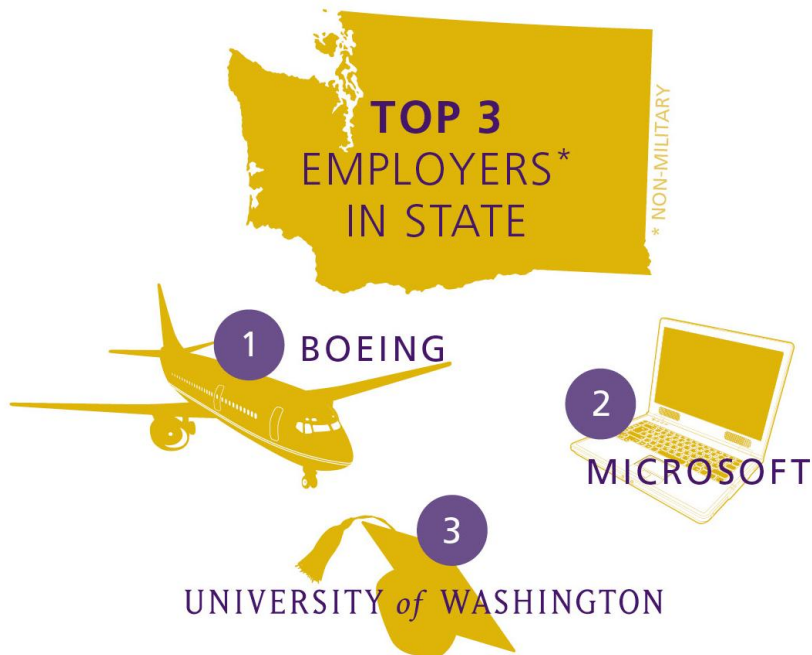
- To clarify the economic and employment impacts on Seattle, the greater Puget Sound and state of Washington.
- To better articulate the benefits of a global research institution and its partnership with the community, citizens and the state.

# UW's Overall Economic Impact is \$9.1 Billion Per Year

Economic Impact of the UW (in billions)

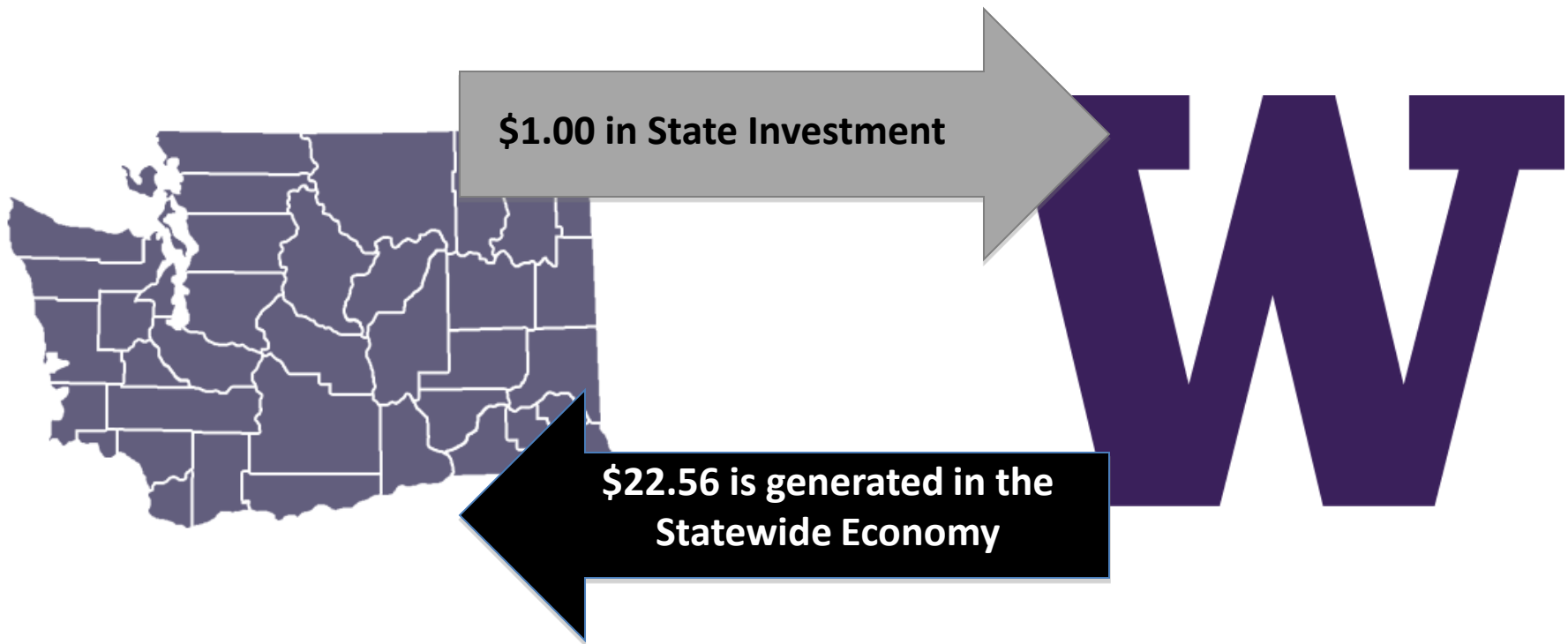


# UW is a major generator of jobs



- 69,803 FTEs are supported by the UW
  - 27,921 direct FTE's
  - 41,882 indirect FTE's
- 3<sup>rd</sup> largest employer in state
  - Boeing (74,160 jobs)
  - Microsoft (38,405 jobs)
  - UW (29,243 jobs)
- 6.1% of the total labor force in Seattle

# What is the UW's Return on Investment to the state of Washington?



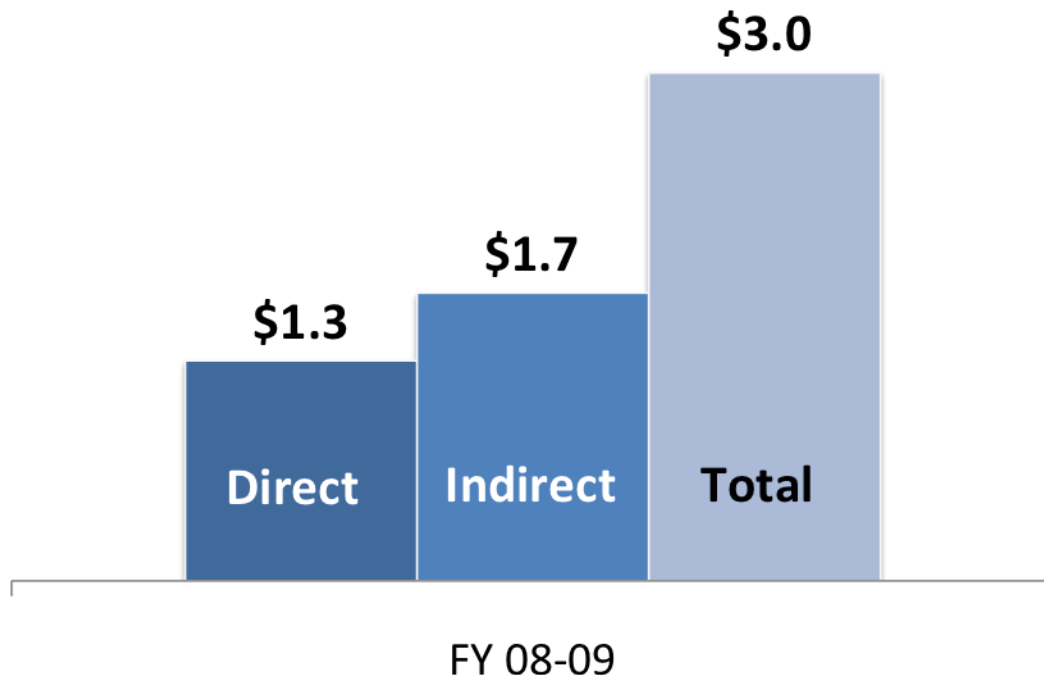


# UW Strengthens State and Local Tax Revenue Collections

- \$1.00 in UW state funding, turns to \$1.48 in tax revenue to state government.
- UW generates \$618.1 Million per year in state and local tax revenue (\$84.5 Million direct).

# UW Research is an economic engine for Washington State

Economic Impact of UW Research  
(in billions)



- UW receives **more federal funding** than any other public university
- **22,626 jobs** are support by UW Research
- **250 companies** have been launched

# The UW is strong community partner

The UW educates children, citizens, future employees, leaders and innovators

The UW makes Seattle, Puget Sound and the state of Washington a better place to live providing **\$395 Million** in community benefits including:

- **\$267 Million in free care** provided by UW Medicine
- **\$54.8 Million donated** to local charitable organizations by UW Faculty and Staff
- Over **346,000 hours of service** to area communities by UW students

# Why is this important?

- \$9.1 Billion in economic impact to the state
- 70,000 jobs for Washington citizens
- Over \$22.00 returned to the state for every \$1.00 invested
- \$1.00 in state funding generates \$1.48 in tax revenue
- \$1.15 Billion in UW Research funding generates \$3.0 Billion in impact and supports over 22,626 jobs

# Questions + Answers



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# The Economic and Societal Impact of the University of Washington

Final Draft Executive Report (FY 08-09)  
July 7, 2010

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# UW Economic and Societal Impact

## Key Findings

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### University of Washington Annual Impact on the Washington State Economy

**\$9.1 billion** in total economic impact generated by the UW in the state of Washington.

**\$618.1 million** in tax revenue to state and local governments, including sales, property, and business tax payments. For every **\$1.00** in state funding allocated to the UW, **\$1.48** in tax revenue is returned to the state.

**\$1.00** invested by the State in the UW generates **\$22.56** in the total state economy.

**12,000 students** graduate annually from the UW, and **74% of alumni** stay in the state of Washington.

UW staff, faculty and students generate more than **\$394.5 million annually** in charitable donations, volunteer services, and provision of free care.

### The UW Creates Jobs

The UW is the 3rd largest employer in the state of Washington.

69,803 UW-supported jobs are generated in Washington State.

One-third of these jobs are supported by \$1.15 billion in UW sponsored research.



## INTRODUCTION

The University of Washington is a multi-campus university in Seattle, Tacoma and Bothell, as well as a world-class academic medical center. The UW has 17 colleges and schools and offers 1,800 undergraduate courses each quarter. The UW confers more than 12,000 bachelors, masters, doctoral and professional degrees annually. Though its primary missions are education, research, and community service, an institution as vast as the UW also is central to the fiscal health and well-being of the state of Washington. The University of Washington's daily operations provide ongoing financial benefits to the state's economy. The University significantly impacts the statewide economy through expenditures, government revenues, and the employment and personal income of residents.<sup>1</sup>

The results presented in the University of Washington economic impact study are generated on an annual basis. The economic impact in future years can either be higher or lower based on the number of students, capital expansion, increases in external research and the level of state appropriations. Finally, it is important to note that the economic and employment impacts reported in this report represent the “fresh dollar” impact of UW. **Stated simply, if UW were not located in the state, \$9.1 billion in impact and more than 69,803 jobs would not be generated.**

### **UW Economic Impact Study Overview**

**Study Period: Fiscal Year 2008 - 2009 (FY 08-09)**

**This Study includes: UW Seattle, UW Bothell and UW Tacoma**

**Study Geography: Washington State, Puget Sound Region, including Seattle, Bothell and Tacoma**





**Methodology: American Council on Education (ACE), “Estimating the Impact of a College or University on the Local Economy.”**

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<sup>1</sup> According to IMPLAN analysis (2008 data), the overall size of state and local government supported education sector (industry code 438) in Washington State is \$13.1 billion in industry output, 218,219 jobs and \$11.6 billion in employee compensation.

## PROJECT OVERVIEW

In December 2009, Tripp Umbach was retained by the University of Washington to measure the economic, employment and government revenue impacts of operations and research of all of its campuses and affiliates. The goals of the University of Washington economic impact study included the following:

-  To calculate the business volume impacts of the UW's operations on the state of Washington, Puget Sound Region including Seattle, Bothell and Tacoma.<sup>2</sup>
-  To calculate the total employment impact (direct and indirect) of the UW's operations.
-  To quantify the government revenue impact of the UW's operations and the return on investment for public funding.
-  To determine the economic impact of out of state research funding including research commercialization, patents and licensing, business spinoffs and the impact of the Center for Commercialization (C4C).

## METHODOLOGY EMPLOYED IN THE UW ECONOMIC IMPACT STUDY

This economic impact analysis measures the effect of both direct and indirect business volume and government revenue impacts for the three UW campuses, Seattle, Bothell and Tacoma.<sup>3</sup> The methodology employed in the calculation of these impacts is derived from the standard set of impact research tools developed by the American Council on Education (ACE) for the measurement of college and university economic impact.<sup>4</sup> The ACE-based methodology is well established, having been used in hundreds of impact studies throughout the United States. The ACE methodology employs linear cash-flow modeling to track the flow of institution-originated funds through a delineated spatial area.<sup>5</sup> For the University of Washington impact analysis, computerized spreadsheet models were developed

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<sup>2</sup> The Puget Sound Region includes: King County, Snohomish County, Pierce County and Kitsap County.

<sup>3</sup> UW Seattle includes a separate analysis of UW Medicine.

<sup>4</sup> Caffrey, John and Isaacs, Herbert, "Estimating the Impact of a College or University on the Local Economy," American Council on Education, 1971.

<sup>5</sup> The ACE methodology is highly adaptable to different geographic scales. It is suitable for measuring impact on neighborhoods, municipalities, counties, states, regions or nations.

for the University as a whole and for each of the campuses with a separate analysis of UW Medicine which is located on the Seattle Campus.<sup>6</sup>

Economic impact begins when an organization spends money. Economic impact studies measure the direct economic impact of an organization's spending plus additional indirect spending in the economy as a result of direct spending. Economic impact has nothing to do with dollars collected by institutions.

Total economic impact measures the dollars that are generated within Washington State due to the presence of the University of Washington. This includes not only spending on goods and services with a variety of vendors within the state, and the spending of its staff and visitors, but also the business volume generated by businesses within Washington that benefit from UW's spending. It is important to remember that not all dollars spent by a university remain in its home state. Dollars that "leak" out of the state in the form of purchases from out-of-state vendors are not included in the university's economic impact on the state. The multipliers utilized in this study are standard multipliers for public research universities in the United States with the state multiplier being 2.3 for the statewide business volume impact and 2.5 for the employment impact.<sup>7</sup>

In completing this report, Tripp Umbach used data supplied by the UW and from Tripp Umbach's national databases developed over the years by conducting economic impact studies commissioned by a variety of prominent universities and medical schools throughout the country as a baseline. Key economic impact findings presented within the summary include the total current (FY 08-09) economic, employment, and state and local government revenue impact of the University of Washington's operations.

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<sup>6</sup> The components of UW Medicine are Harborview Medical Center, University of Washington Medical Center, Northwest Hospital & Medical Center, and a network of seven UW Medicine Neighborhood Clinics that provide primary care, the UW School of Medicine, UW Physicians -- the physician practice plan and Airlift Northwest. In addition to the primary entities, UW Medicine shares in the ownership and governance of Children's University Medical Group and Seattle Cancer Care Alliance, and is closely affiliated with the Fred Hutchinson Cancer Research Center, Seattle Children's Hospital and the Veterans Administration (all affiliates).

<sup>7</sup> Typically, multipliers for the operations of an organization are in the 2.0 to 4.0 range. The multipliers utilized in this study are derived from the in-depth research about the complex business activities of public research universities from the ACE-based methodology.

## HOW UW SPENDING SUPPORTS THE STATE ECONOMY

The UW is an economic powerhouse in the state, directly or indirectly affecting every resident of Washington. It generates \$9.1 billion annually in overall economic impact. Statewide expenditures by the University totaled **\$4.0 billion** in FY 08-09. The University of Washington affects business volume in Washington State and the local region in two ways:

- 1) Direct expenditures for goods and services by the University, its employees, students, and visitors. This spending supports local businesses, which in turn employ local individuals to sell the goods and provide the services that University constituencies need.
- 2) Induced or indirect spending within Washington State. The businesses and individuals that receive direct expenditures re-spend this money within the state, thus creating the need for even more jobs.

As a result of expenditures on goods and services by the University, the overall economic impact of all the UW's operations on the state of Washington in 2009 was **\$9.1 billion** (\$4.0 billion direct impact and \$5.1 billion indirect). Included within this impact, UW Medicine has an overall economic impact of \$4.1 billion (\$1.8 direct and \$2.3 indirect). Therefore, **\$1.00 in every \$40.00 in the Washington State economy is supported by the University of Washington.**<sup>8</sup>

Economic Impact of the UW (in billions)

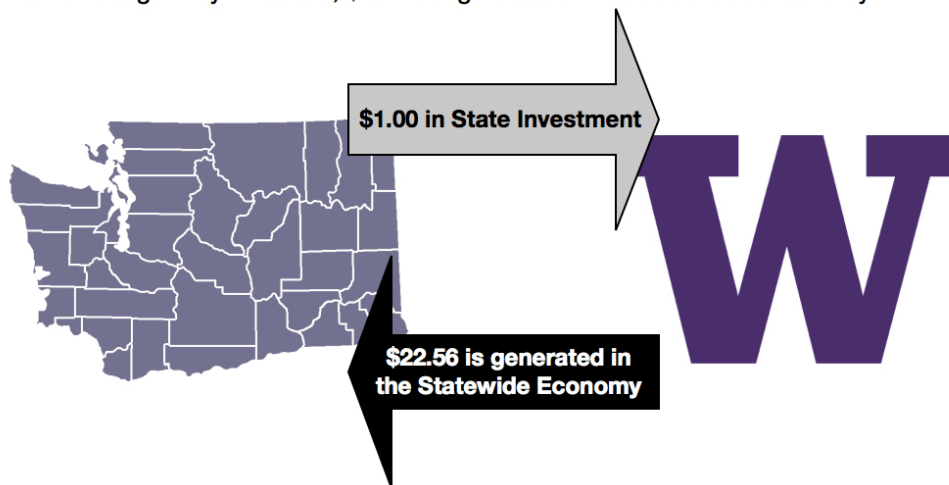


<sup>8</sup> Total Washington State business volume is \$366,550,955,018.

In FY 08-09, the University of Washington received \$401.7 million in appropriations from the state of Washington. **For every \$1.00 invested by the State in the University of Washington, \$22.56 is generated in the state's economy.**

## Return on Investment to the State of Washington

- In FY 2009, the University of Washington received \$401.7 million in financial support from the state of Washington. For every **\$1.00** invested in the University of Washington by the State, **\$22.56** is generated in the statewide economy.



## STRENGTHENING STATE AND LOCAL GOVERNMENT THROUGH TAX REVENUES

State and local government revenues attributable to the presence of the University of Washington totaled \$618.1 million in FY 08-09 (\$84.5 million direct and \$533.6 million indirect). For every **\$1 in state funding allocated to the UW, \$1.48 in tax revenue is returned to the state.**<sup>9</sup> Furthermore, state and local governments throughout Washington all received tax revenues that were University-related.

State and Local Government Revenue Impact of the UW by Campus				
	State Government Revenue Impact (Direct)	Local Government Revenue Impact (Direct)	Indirect Government Revenue Impact	Total Government Revenue Impact (Direct and Indirect)
UW Seattle	\$58,532,067	\$25,388,971	\$508,543,043	<b>\$592,464,081</b>
<i>UW Medicine</i>	<i>\$32,631,853</i>	<i>\$10,598,060</i>	<i>\$240,926,837</i>	<i>\$284,156,750</i>
UW Bothell	\$224,886	\$112,443	\$11,270,536	<b>\$11,607,865</b>
UW Tacoma	\$152,842	\$76,422	\$13,843,709	<b>\$14,072,973</b>
<b>Total</b>	<b>\$58,909,795</b>	<b>\$25,577,836</b>	<b>\$533,657,288</b>	<b>\$618,144,919</b>

Through its local spending as well as direct and indirect support of jobs, the presence of the University stabilizes and strengthens the local and statewide tax base. **The University of Washington is an integral part of the of state's economy -- generating revenue, jobs and spending.**

<sup>9</sup> The return on investment to the state is based upon the total state government revenue (direct and indirect) generated by UW which equals \$592,567,083.

## THE UW GENERATES JOBS

Both directly and indirectly, the University of Washington supported **69,803 FTEs** in Washington State (41,221 FTEs are UW MEDICINE-related). **One out of 50 jobs in the state is attributable to the UW.**

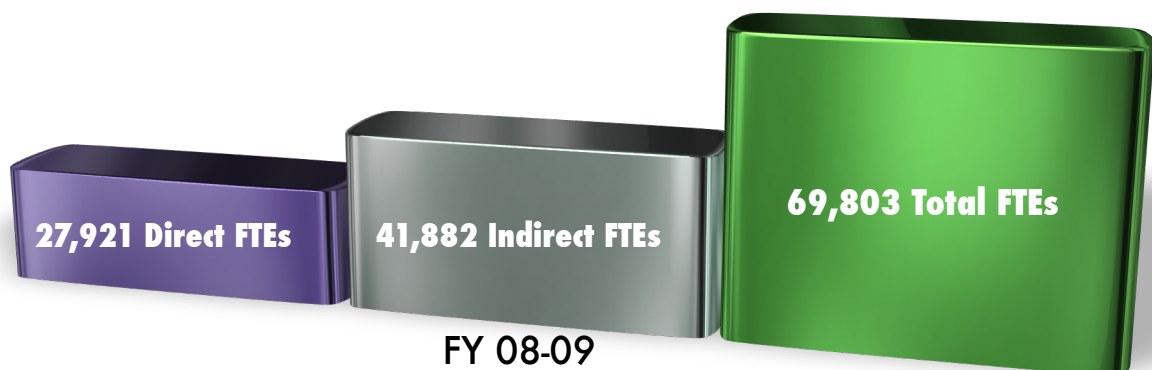
The University directly employed 27,921 full-time faculty and staff during FY 08-09 (16,488 FTEs are UW Medicine-related). These jobs include not only direct employment by the University but also indirect jobs created for supply and equipment vendors, contractors and laborers for the construction and renovation of university facilities, and jobs created in the community at hotels, restaurants and retail stores in support of the UW's workforce and its visitors.

**One out of 50 jobs in the state of Washington is attributable to the UW.**

**The UW supports 69,803 jobs in Washington State.**

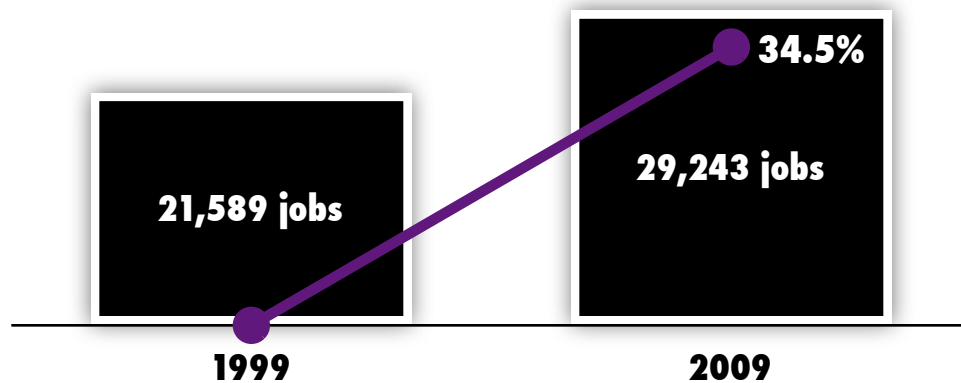
The University of Washington supports thousands of jobs annually statewide in virtually every sector of the Washington economy, such as construction, business and professional services, restaurants and hotels, information technology, security, and temporary employment companies. These indirect jobs (41,882 FTEs) are in support of the nearly 28,000 Washington residents who are employed directly by the University. In addition, the population of the University community—and the workers who support that community—also create a need for additional employees in governmental and service facilities, such as schools and day care facilities.

### Employment Impact of the UW (FTEs)



Since 1999, direct employment at UW within the state of Washington has increased by 34.5% (7,654 jobs) which resulted in the creation of an additional 19,135 indirect jobs. Over the same decade, the total number of new jobs created in the state of Washington as a result of operations at the UW is 26,789 jobs (direct and indirect). This increase in jobs is can be attributed to the increase in external research dollars received by the UW.

#### Employment Growth of the UW (1999-2009)



**UW's \$9.0 billion annual economic impact in Washington State generates significant numbers of jobs in the state, region, county and city.**





- Following Boeing (74,160) and Microsoft (38,405), the UW is the third largest employer in the Puget Sound region (27,921).**
- Total direct and indirect FTEs from the UW in 2009 represent 3.5% of the total labor force in the Puget Sound region.**
- Total direct and indirect FTEs from UW Seattle Campus 2009 represent 6.1% of the total labor force in King County.**



## UW RESEARCH GENERATES A FAR REACHING ECONOMIC IMPACT

As a major academic research center in the United States, the University of Washington annually brings hundreds of millions of dollars to the state in government and industry sponsored research and projects. The University of Washington has received an impressive \$1.15 billion in sponsored research funds, a tribute to the exceptional quality of their diverse and innovative faculty, students, staff, and the power of the UW intellectual community. **Every year, the UW receives more federal research funding than any other American public university, a ranking held since 1974.**

There are over 270 specialized research centers at the UW, including one National Science Foundation Science and Technology Center – the Center on Materials and Devices for Information Technology Research – and over 26 National Institutes of Health research cores and Centers of Excellence, including a major program called the “Institute for Translational Health Sciences,” one of 46 funded national NIH Clinical and Translational Sciences Award (CTSA). Leading centers include:

-  Alzheimer’s Disease Research Center
-  Autism Center
-  Center for Advanced Study and Research on Intellectual Property (CASRIP)
-  Center for AIDS Research
-  Center for Cell Dynamics
-  Center for Conservation Biology
-  Center for Digital Arts and Experimental Media
-  Center for Enabling New Technologies Through Catalysis (CENTC)
-  Center for Intracellular Delivery of Biologics
-  Center for Nanotechnology
-  Center for Women’s Health and Gender Research
-  Center on Human Development and Disability
-  Diabetes and Obesity Center of Excellence
-  Genomic Health Care and the Medically Underserved
-  Global Health Resource Center
-  Institute for Genetic Medicine
-  Institute for Health Metrics and Evaluation (IHME)
-  Institute for Stem Cell and Regenerative Medicine

Research scientists at UW Medicine explore every aspect of health and disease, from the molecular mechanisms of gene action to population studies of global illnesses. UW Medicine research scientists’ work has contributed to a greater understanding of the causes of disease and to better treatments and prevention of many disorders. Graduates of the UW School of Medicine – physicians, scientists, allied

health personnel, or scholars in medical history and ethics – go on to serve in a wide variety of capacities.

UW faculty members have been responsible for many basic science and technological advances in medicine. UW Medicine researchers are international leaders in genome sciences.

When the National Institutes of Health created the first three National Centers of Excellence in Genomic Sciences, the UW received two of the three awards – one in the School of Medicine and one in the College of Engineering.

UW Medicine faculty members are leaders in proteomics – research related to the biomolecular structure of proteins.

Understanding protein complexes may lead to treatment and prevention of devastating diseases. UW School of Medicine research provides a significant economic benefit to the community. **UW Medicine, together with all of its affiliates, generated more than \$900 million in research funds last year including**

**\$713 million in funding from the NIH.<sup>10</sup>** A number of established and startup biotechnology companies, including Zymogenetics and ICOS, have their roots in UW School of Medicine research. One distinguishing characteristic of the UW medical school is interdisciplinary collaboration. Scientists, educators, and clinicians are dedicated to helping each other reach the common goals of improving people’s health and alleviating suffering from disease. UW Medicine has focused its South Lake Union research site on promoting large, interdisciplinary research.

As one of the most successful public research universities, both in total funding and in faculty talent, UW is a global leader in research and technological breakthroughs that transform the community,

#### RESEARCH AWARDS BY SCHOOLS AND COLLEGES FISCAL YEAR 2009

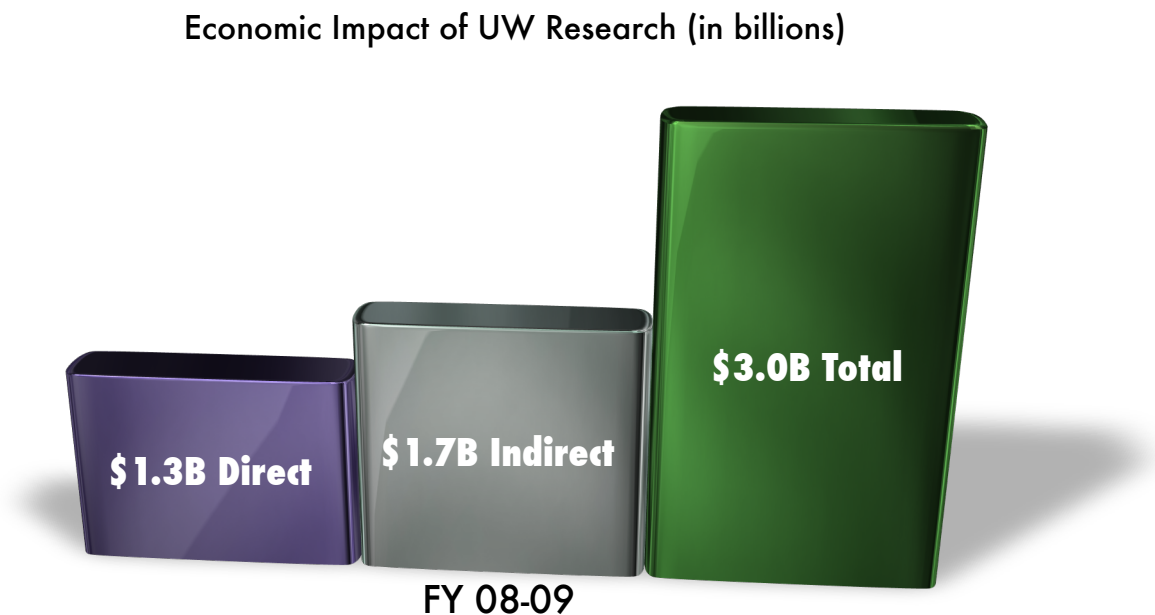
Arts & Sciences	\$107,392,122
Built Environments	\$1,981,265
Dentistry	\$11,471,603
Education	\$11,634,152
Engineering	\$84,684,658
Environment	\$17,413,803
Evans School of Public Affairs	\$3,771,717
Forest Resources	\$8,923,633
Foster School of Business	\$924,182
Graduate School	\$7,975,832
Health Science Spec. Programs	\$43,557,617
Information School	\$5,641,313
Law	\$3,060,946
Medicine	\$566,174,850
Nursing	\$13,967,311
Ocean & Fishery Sciences	\$86,165,468
Office of Research	\$1,547,225
Other Special Programs	\$47,983,305
Pharmacy	\$9,524,597
Public Health	\$87,911,317
Social Work	\$22,293,328
Undergraduate Education	\$272,265
UW Bothell and UW Tacoma	\$5,740,979

Source: UW Annual Report of Awards and Expenditures, FY 2009

<sup>10</sup> Source: UW Medicine

region and the world. UW's research vision is to create an outstanding climate of support for University of Washington researchers, broadly enabling stellar research advances.

The UW's \$1.15 billion dollars in sponsored research translates into a significant economic impact. As a result of its strong research programs, **the economic impact of the UW Research engine is \$3.0 billion (\$1.3 billion direct impact and \$1.7 billion indirect impact).**



The University's research operations make tangible and quantifiable economic contributions. Along with creating jobs for research staff and support personnel, the UW scientists are contributing to new product development and technology commercialization. Knowledge and technology transfers have helped to start commercial ventures that promote entrepreneurship, economic development, and job creation.

**In FY 08-09, the University of Washington received \$405.3 million in National Institutes of Health (NIH) funding. If you include all UW Medicine Affiliates, the total amount of NIH funding for that year grows to \$713 million.<sup>11</sup>** The University is the second largest recipient of all

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<sup>11</sup> Source: NIH Research Portfolio Online Reporting Tools (RePORT). [http://report.nih.gov/award/trends/FindOrg\\_Detail.cfm?OrgID=9087701](http://report.nih.gov/award/trends/FindOrg_Detail.cfm?OrgID=9087701). This data included only the awards made directly to the University of Washington (\$405.3 million) and \$713 in NIH funding was received by UW Medicine Affiliates.

U.S. university recipients of federal science and engineering research and development obligations, according to the National Science Foundation's latest published information (FY 2006 figures).

The UW is an acknowledged international leader in the global health field. The UW Department of Global Health has over 200 faculty working in 50 countries around the world. According to an economic impact study completed by UW in 2005, Washington State's global health sector creates and supports over 43,000 jobs in Washington State and generates over \$1.7 billion in salaries, wages and benefits annually.<sup>12</sup> Governor Gregoire has stated that "Washington is home to one of the most vibrant, visionary global health communities in the world."

## **UW RESEARCH CREATES HIGH-QUALITY JOBS**

In FY 08-09, the \$1.15 billion that the University received for sponsored research and other sponsored programs, supported 22,626 FTEs. These jobs include not only direct employment by the University of research professionals (9,050 direct FTEs) but also indirect jobs created for supply and equipment vendors, contractors and laborers for the construction and renovation of laboratory facilities, administrators and managers who support the research infrastructure and jobs created in the community by the disposable income of the scientific workforce.

### **Employment Impact of UW Research (in FTEs)**



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<sup>12</sup> Source: UW Department of Global Health; Economic Impact Assessment of Global Health on Washington State's Economy, 2005.

If the University can maintain its strong faculty base, it will continue to attract, and consequently spend, increasingly higher levels of research dollars, and the number of jobs supported will continue to grow. With continued high levels of research funding and consequent expenditures, the University will remain a source of support for thousands of local jobs based on its research funding alone.

## **REALIZING RESEARCH'S POTENTIAL**

**The University of Washington's Center for Commercialization (C4C) is one of the top five university technology transfer offices in the nation.** UW C4C is committed to developing and commercializing innovations that emerge from the UW's diverse research endeavors. Such commercialization activities not only create a more "academically entrepreneurial" culture on campus, they also contribute much to the state's economy and its prospects for increased technology-driven prosperity.

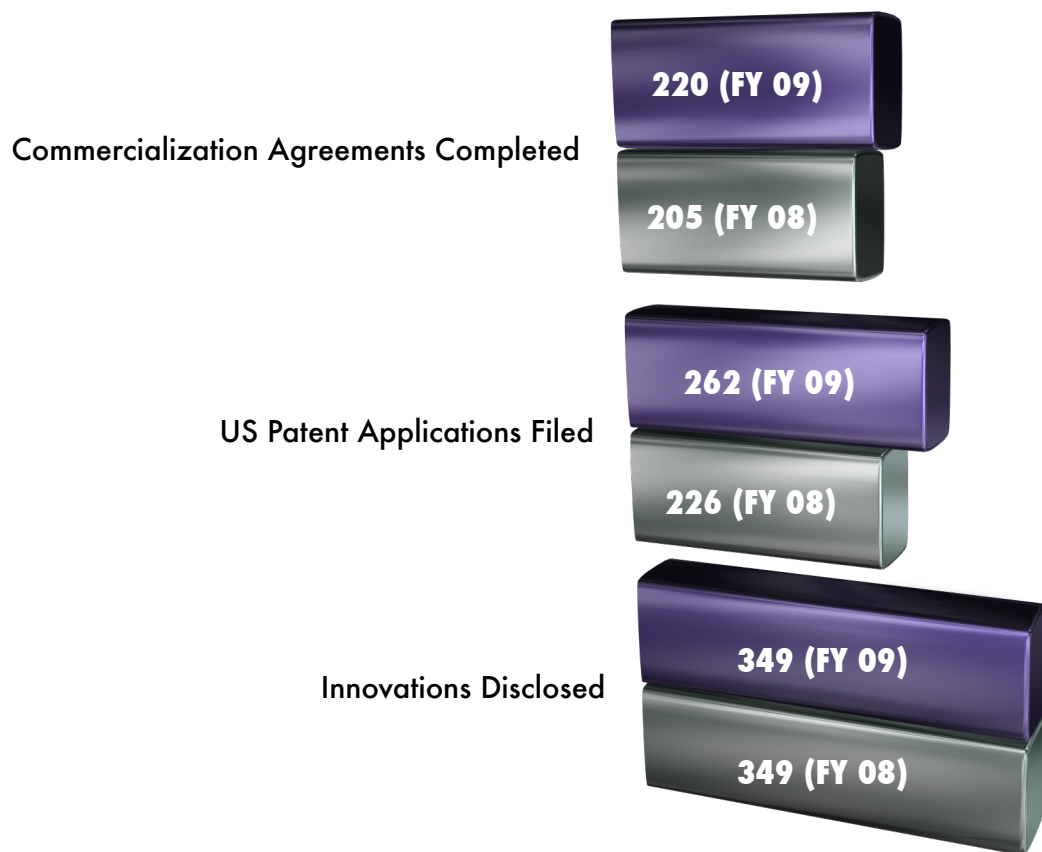
The UW C4C manages a total patent portfolio of over 2,200 issued and pending patents filed in the US and around the world. **Over 250 companies have been started by UW students and faculty or with UW technology.** Licensing revenue (royalties, fees, equity proceeds) of over \$50M was generated from UW technology in FY 08-09. Over \$20 million from this revenue was distributed to the University's Royalty Research Fund, which advances new directions in research. Almost \$9 million was distributed to various University departments to support research in these units and UW innovators earned \$12 million from the successful commercialization from their discoveries.

Two of the most important indicators of economic impact for UW C4C are the number of commercialization agreements executed and the number of startup companies formed. In FY 08-09, UW executed 220 commercialization agreements – fifteen more than the previous year. This metric is important because the number of companies using or selling products or services based on UW technology indicates the relevance of UW research. **The University of Washington has the largest number of licenses of all universities; UW is the most efficient in this regard, executing the most commercialization agreements per research dollar.**

In FY 08-09, ten new startup companies formed based on UW technology in fields including mechanical engineering, biochemistry, proteomics, computer science, bioengineering and radiology. These are fields where Washington is a national leader and which have high growth potential. University of Washington technologies and startup companies have historically played an integral role in Washington's status as a leader in technology-based industries. Medical imaging using ultrasound

developed in the 1970s was largely based on UW technology. The first company to sell a highly successful toothbrush using sound waves to clean teeth formed around UW technology. During the last 5 years, several UW startup companies were founded around the use of ultrasound for new therapeutic purposes, such as treating uterine fibroids. UW innovations have also been the basis for many software and Internet companies. More recently, the first Internet startup harnessing UW predictive algorithms to help consumers purchase airline tickets was acquired by Microsoft's Bing Travel.

### UW Commercialization Activities (FY 07-08 and FY 08-09)



The UW does not just contribute to business enterprises through its research, it also actively promotes business enterprise formation, commercialization and expansion via University business incubators and small business advisory services. UW C4C has an Entrepreneurs-in-Residence (EIR) program where seasoned business executives look for start-up opportunities around UW technologies, and provide industry perspectives and guidance to UW researchers. UW C4C staff have assisted

researchers and Washington companies in winning numerous Small Business Innovation Research (SBIR) grants, totaling over \$1 million in 2009 alone. UW C4C has also been actively involved in forming a business incubator for the medical device industry. Research, and investments in research result in impacts outside of operations, specifically spin-off businesses, patents and licenses.

The impact of research is often not shown in the economy until years after its initiation. Based upon current research funding of \$1.15 billion, the economic impact of spin-off businesses and commercialization of research in existing companies is estimated to be between **\$3.66 billion (conservative) and \$6.6 billion (aggressive)** on the State's economy by 2020.<sup>13</sup>

**University-based research has proved to have a substantial and measurable affect on business formation and economic development. Research performed by Adam Jaffe at Harvard found that "...a state that improves its university research system will increase local innovation both by attracting industrial R&D and augmenting its productivity."**

Source: Jaffe, Adam B., "Real Effects of Academic Research," American Economic Review, March 1991, pp. 957-970.

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<sup>13</sup> Analysis is based upon Tripp Umbach's customized economic impact models quantifying the economic impact of research commercialization developed initially in 2001 for the Mayo Clinic and the University of Minnesota.

## **SUPPORTING STUDENTS AND ALUMNI**

The 2008-09 academic year fall enrollment at UW was 45,903 students which includes undergraduate, graduate and professional students. The total number of international students (from 103 different countries) enrolled at UW as of December 2009 was 3,233. In total, UW students spent \$532.2 million for goods, services, and rental payments in the state of Washington during FY 08-09.

**On average, 74% of UW graduates live and work in Washington State.** Of the University's more than 317,522 living alumni, nearly 213,171 reside in Washington. In 2007, the average earnings of full-time, year-round workers more than 24 years old with a high school diploma were \$39,000—compared to \$68,000 for workers with a bachelor's degree. More specifically, it is estimated that UW alumni living in Washington earned \$14.5 billion in 2007 compared to the approximately \$8.3 billion, they would have earned without their UW degrees. The additional \$6.2 billion in earnings represent not only personal material benefits to individuals but also higher tax payments to federal, state, and local governments to help pay for essential services.

## **THE UW PROVIDES SUPPORT TO THE COMMUNITY**

The University of Washington has been named to the 2009 President's Higher Education Community Service Honor Roll, the highest federal recognition a college or university can receive for its commitment to volunteering, service-learning and civic engagement. The UW is the only public, 4-year institution in Washington state to receive this recognition this year.

Collectively, UW students engaged in more than 346,000 hours of service from July 2008 through June 2009, the timeframe encompassed by this recognition. During those hours, students deepened their coursework and contributed to hundreds of community organizations through service learning; served as volunteer tutors in low-income preschools and public K-12 schools; led literacy, art, and environmental projects in rural and tribal schools across Washington over spring break; helped first-generation and low-income high school students apply for college; recruited underrepresented students to the UW; and supported admitted underrepresented students in their transition into the UW. UW programs involved in service activities include the Carlson Leadership and Public Service Center, the Dream Project, Jumpstart and the Pipeline Project, which are housed within



Undergraduate Academic Affairs, and Office of Minority Affairs and Diversity Student Ambassador and Mentor programs.<sup>14</sup>

The UW's total impact on the state of Washington goes beyond the annual economic impact presented above. Tripp Umbach estimates that **the University of Washington staff, faculty, physicians and students who received their education and training at the University of Washington generate more than \$394.5 million annually in charitable donations, volunteer services, and provision of free care.** These benefits (in addition to the \$9.1 billion annual impact) include the following:

- 🎧 In 2009, UW Medicine provided more than \$267.0 million in care to Washington State residents for which it did not receive full compensation (charity care or bad debt).
- 🎧 In 2009, UW staff and faculty donated \$54.8 million in 2009 to local charitable organizations.
- 🎧 UW staff and faculty provide a generous amount of hours in volunteer services. The economic value of such services is estimated at more than \$42.5 million.<sup>15</sup>
- 🎧 UW students (undergraduate, graduate and professional) provide benefits in the form of contributions to local charities, it is estimated that students donated nearly \$3.6 million to the local charities and that their volunteer activities are valued at nearly \$26.6 million, these dollars are also in addition to the economic impact outlined above.

## **UW PROFESSIONAL AND CONTINUING EDUCATION IMPACT**

With hundreds of programs designed for adult learners, UW Professional and Continuing Education (UW PCE) provides a multitude of opportunities for residents of the state of Washington to advance their careers, begin new ones or pursue creative endeavors. UW PCE offers degrees, certificate programs, courses, conferences and executive-level seminars to many audiences in Seattle and

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<sup>14</sup> Source: <http://www.washington.edu/uaa/textpattern47/tp/features/133/HonorRollAwardForService>

<sup>15</sup> Source: Tripp Umbach has conducted survey research where students (primary), staff and faculty (secondary) provide estimates on spending patterns, including information on the number of volunteer hours and charitable donations in which they provide. Tripp Umbach used a conservative assumption of \$20.10 per hour to calculate the value of volunteer services. This amount was originally calculated independently by the Points of Light Foundation.

throughout the state. Providing programs in easy-to-access evening, weekend and online formats, UW PCE serves professionals in all industry sectors, people who want to enter emerging careers, non-English speakers, and adults over 50, and other constituencies. **In FY 08-09, 5,976 courses were offered to a total of 45,681 participants.** Students include people like Judy Challoner who at age 52, after seventeen years at home with young children, completed the UW Certificate in Project Management and in 2007 quickly reentered the workforce as a project manager for a small biotech firm.

Continuing Education has an annual economic impact on the state of Washington of \$83.4 million dollars (\$36.2 million direct and \$47.1 million indirect). The total employment impact of this program is 1,154 FTEs (461 direct FTEs and 693 indirect FTEs).

## **PREPARING STUDENTS TO SUCCEED IN A GLOBAL ECONOMY**

Approximately one in three jobs in Washington are tied to foreign exports, and the pay for these jobs is approximately 46% more than the overall state average.<sup>16</sup> Washington exports set a new record in 2008 by growing to \$66.8 billion, a \$13.8 billion increase since 2006.<sup>17</sup> In addition, Washington is the only state in the U.S. to maintain a positive trade balance with the People's Republic of China.

As the interdependence of economies throughout the world increases, the marketplace is rapidly shifting from local to global thereby necessitating a change in approach to business and education. The cross-border movement of goods, services, technology and capital necessitates that students have the opportunity to learn and understand the cultures and practices of other countries. The UW is at the forefront in preparing its students to compete in the global market.

**Approximately 25% of all UW undergrads gain some type of study abroad experience.** UW is ranked seventh in the nation in the total numbers of study abroad participants, is ranked second in the total number of study abroad students who go on medium-term study abroad programs (typically one quarter) and is ranked fourth in the total number of study abroad students who go on long-term programs (typically an academic year).<sup>18</sup>

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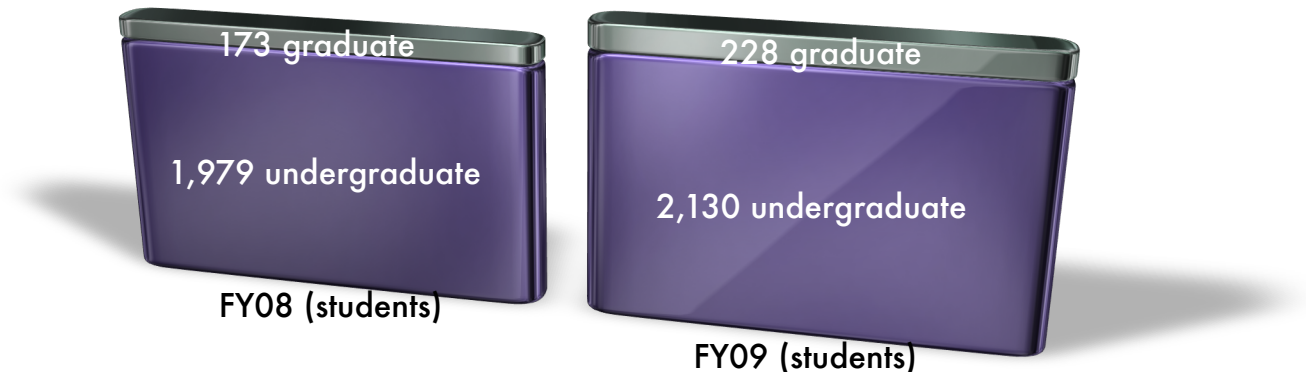
<sup>16</sup> Source: Washington Public Ports Association.

<sup>17</sup> Source: Washington Council on International Trade.

<sup>18</sup> Source: Open Doors 2009 Report on International Education Exchange, issued by the Institute of International Education.

Studying abroad is often the defining moment in a student's educational experience, forever transforming his or her life. This activity promotes cultural awareness and diversity, encourages dialogue, opens minds, broadens perspectives and develops intellectual curiosity and skills so that students can better function in a global community. The number of students at UW who studied abroad in FY 08-09 was 2,358, an increase of 9% of the previous year. **Additionally, the UW has led the nation in the total number of alumni serving as Peace Corps volunteers for three straight years,** with 104 Husky alums serving in 2009.<sup>19</sup> The UW teaches 58 foreign languages on a regular basis with 42 languages offered in the fall of 2009.

### UW Students Studying Abroad



In addition to promoting international study-abroad, volunteerism and foreign language learning, the UW hosts a large international student population. In 2008, the UW hosted 2,970 International Students from 103 different countries, a 45% increase over the past ten years.<sup>20</sup> Total number of international students enrolled at UW as of December 2009: 3,233, or 7.7% of all UW students.<sup>21</sup> The number of international students who stay in the US, with a large percentage remaining in Washington State after graduation from the UW is approximately 11.25% (421 students from a total of 3,731).<sup>22</sup>

<sup>19</sup> Source: U.S. Peace Corps Website.

<sup>20</sup> Source: UW International Student Services. Autumn 2009 Census Day figures for all registered international students, 3,310 total International students represent 7.7% of all UW graduate and undergraduate students.

<sup>21</sup> Source: Autumn 2009 Census Day figures for all registered international students.

<sup>22</sup> Note: This figure is the total number of F-1 students on Optional Practical Training after 9/30/09.

The UW prepares global citizens and continues to grow a knowledge-based workforce to help support the state of Washington. The UW is helping to grow the state as an innovation leader by increasing the number of undergraduate and graduate students in STEM areas of study -- or high demand programs.<sup>23</sup> Almost 35% of full-time UW students are taking science, technology, engineering and mathematics course work.

## **THE UW IS A MAGNET FOR TOURISTS**

The University attracted thousands of visitors from outside the state of Washington in FY 08-09 who brought “new” money through their spending. Visitors came to the campus as prospective students, to see family or friends, to seek medical care as patients or to visit a patient, for business or educational purposes, to attend athletic events, and to see theater performances and other cultural events. Visitor spending in direct expenditures within Washington State associated with all groups was \$601.1 million in FY 08-09.<sup>24</sup>

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<sup>23</sup> STEM refers to Science, Technology, Engineering and Mathematics.

<sup>24</sup> Source: Data collected from UW regarding visitors to conferences and meetings from out-of-state, sporting events, visitors to students, visitors to staff and faculty from out-of-state and out-of-state patients and patient visitors.

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# Appendices

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## APPENDIX A: DEFINITION OF TERMS

<b>Study Year</b>	Fiscal Year 2008-2009 (FY 08-09)
<b>Total Economic Impact</b>	The total economic impact of an institution includes both the direct impact and the indirect impact generated in the economy as a result of the institution. Direct impact includes items such as institutional spending, employee spending, and spending by visitors to the institution. Indirect impact, also known as the multiplier effect, includes the re-spending of dollars within the local economy.
<b>Total Business Volume</b>	Total sales receipts generated within a given geographic area (state of Washington, Puget Sound, Seattle, Bothell, and Tacoma). Business volume includes wholesale, retail and service sector spending as well as value added in the manufacturing process.
<b>Multiplier Effect</b>	The multiplier effect is the additional economic impact created as a result of the institution's direct economic impact. Local companies that provide goods and services to an institution increase their purchasing by creating a multiplier.
<b>Direct Tax Payments</b>	Direct tax payments made by an institution to a unit of government.
<b>Indirect Tax Payments</b>	Government revenue that is collected by governmental units in addition to those paid direct by an institution, including taxes paid directly by employees of the institution, visitors to the institution, and vendors who sell products to the institution.
<b>Direct Employment</b>	Total Employees based on Full-Time Equivalents (FTEs)
<b>Indirect Employment</b>	Indirect employment is the additional jobs created as a result of the institution's economic impact. Local companies that provide goods and services to an institution increase their number of employees as purchasing increases thus creating an employment multiplier.

## APPENDIX B: ECONOMIC IMPACT FINDINGS BY GEOGRAPHY

The table below details the economic impact of UW's operations on Washington State.

Economic Impact of UW (Overall Operations) on Washington State			
	Direct	Indirect	Total
UW Seattle	\$3,754,329,004	\$4,880,627,706	<b>\$8,634,956,710</b>
<i>UW Medicine</i>	<i>\$1,778,647,109</i>	<i>\$2,312,241,242</i>	<i>\$4,090,888,351</i>
UW Bothell	\$83,204,952	\$108,166,437	<b>\$191,371,389</b>
UW Tacoma	\$102,201,451	\$132,861,886	<b>\$235,063,337</b>
<b>Total</b>	<b>\$3,939,735,407</b>	<b>\$5,121,656,029</b>	<b>\$9,061,391,436</b>
Employment Impact of UW (Overall Operations) on Washington State, FTEs			
	Direct	Indirect	Total
UW Seattle	27,292	40,938	<b>68,230</b>
<i>UW Medicine</i>	<i>16,488</i>	<i>24,732</i>	<i>41,220</i>
UW Bothell	288	432	<b>720</b>
UW Tacoma	341	512	<b>853</b>
<b>Total</b>	<b>27,921</b>	<b>41,882</b>	<b>69,803</b>
Government Revenue Impact of UW (Overall Operations) on Washington State			
	Direct	Indirect	Total
UW Seattle	\$58,532,067	\$508,543,043	<b>\$567,075,110</b>
<i>UW Medicine</i>	<i>\$32,631,853</i>	<i>\$240,926,837</i>	<i>\$273,558,690</i>
UW Bothell	\$224,886	\$11,270,536	<b>\$11,495,422</b>
UW Tacoma	\$152,842	\$13,843,709	<b>\$13,996,551</b>
<b>Total</b>	<b>\$58,909,795</b>	<b>\$533,657,288</b>	<b>\$592,567,083</b>

The table below details the economic impact of UW's operations on the Puget Sound.

Economic Impact of UW (Overall Operations) on Puget Sound			
	Direct	Indirect	Total
UW Seattle	\$3,336,698,964	\$3,003,029,067	<b>\$6,339,728,031</b>
<i>UW Medicine</i>	<i>\$1,593,904,904</i>	<i>\$1,434,514,413</i>	<i>\$3,028,419,317</i>
UW Bothell	\$74,309,382	\$66,878,444	<b>\$141,187,826</b>
UW Tacoma	\$90,695,388	\$81,625,849	<b>\$172,321,237</b>
<b>Total</b>	<b>\$3,501,703,734</b>	<b>\$3,151,533,360</b>	<b>\$6,653,237,094</b>
Employment Impact of UW (Overall Operations) on Puget Sound, in FTEs			
	Direct	Indirect	Total
UW Seattle	24,563	29,476	<b>54,039</b>
<i>UW Medicine</i>	<i>14,839</i>	<i>17,807</i>	<i>32,646</i>
UW Bothell	259	311	<b>570</b>
UW Tacoma	307	368	<b>675</b>
<b>Total</b>	<b>25,129</b>	<b>30,155</b>	<b>55,284</b>
Government Revenue Impact of UW (Overall Operations) on Puget Sound			
	Direct*	Indirect	Total
UW Seattle	\$0	\$351,815,270	<b>\$351,815,270</b>
<i>UW Medicine</i>	<i>\$0</i>	<i>\$168,058,338</i>	<i>\$168,058,338</i>
UW Bothell	\$0	\$7,835,042	<b>\$7,835,042</b>
UW Tacoma	\$0	\$9,562,751	<b>\$9,562,751</b>
<b>Total</b>	<b>\$0</b>	<b>\$369,213,063</b>	<b>\$369,213,063</b>



The table below details the economic impact of UW's Seattle operations on Seattle, WA.

Economic Impact of UW (Overall Operations) on Seattle			
	Direct	Indirect	Total
UW Seattle	\$2,624,860,113	\$1,837,402,079	\$4,462,262,192
<i>UW Medicine</i>	<i>\$1,232,480,451</i>	<i>\$862,736,316</i>	<i>\$2,095,216,767</i>
<b>Total</b>	<b>\$2,624,860,113</b>	<b>\$1,837,402,079</b>	<b>\$4,462,262,192</b>
Employment Impact of UW (Overall Operations) on Seattle in FTEs			
	Direct	Indirect	Total
UW Seattle	18,024	16,222	34,246
<i>UW Medicine</i>	<i>11,542</i>	<i>10,388</i>	<i>21,930</i>
<b>Total</b>	<b>18,024</b>	<b>16,222</b>	<b>34,246</b>
Government Revenue Impact of UW (Overall Operations) on Seattle			
	Direct	Indirect	Total
UW Seattle	\$25,388,971	\$78,784,824	\$104,173,795
<i>UW Medicine</i>	<i>\$10,598,060</i>	<i>\$36,992,735</i>	<i>\$47,590,795</i>
<b>Total</b>	<b>\$25,388,971</b>	<b>\$78,784,824</b>	<b>\$104,173,795</b>

The table below details the economic impact of UW's Bothell operations on Bothell, WA.

Economic Impact of UW Bothell on Bothell, WA			
	Direct	Indirect	Total
UW Bothell	\$60,984,437	\$42,689,106	<b>\$103,673,543</b>
Employment Impact of UW Bothell on Bothell, WA (in FTEs)			
	Direct	Indirect	Total
UW Bothell	173	156	<b>329</b>
Government Revenue Impact of UW Bothell on Bothell, WA			
	Direct	Indirect	Total
UW Bothell	\$112,443	\$19,843,524	<b>\$19,955,967</b>

The table below details the economic impact of UW's operations on Tacoma, WA.

Economic Impact of UW Tacoma on Tacoma, WA			
	Direct	Indirect	Total
UW Tacoma	\$73,490,546	\$51,443,382	\$124,933,928
Employment Impact of UW Tacoma on Tacoma, WA (in FTEs)			
	Direct	Indirect	Total
UW Tacoma	205	184	389
Government Revenue Impact of UW Tacoma on Tacoma, WA			
	Direct	Indirect	Total
UW Tacoma	\$76,422	\$23,912,848	\$23,989,270

## APPENDIX C: METHODOLOGY

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### Impact on State Business Volume and Government Revenue

The university is a major employer in the state and, as such, a major generator of personal income for state residents. Businesses operating within Washington in the wholesale, retail, service and manufacturing sectors benefit from the direct expenditures of the institutions and their faculty, staff, students and visitors on goods and services. In addition, many of these "direct" expenditures are re-circulated in the economy as recipients of the first-round of income re-spend a portion of this income with other businesses and individuals within the state. This re-spending is termed the "multiplier" or "indirect" effect.

This economic impact analysis measures the effect of both direct and indirect business volume and government revenue impacts for the three campuses. The methodology employed in the calculation of these impacts is derived from the standard set of impact research tools developed by the American Council on Education (ACE) for the measurement of college and university economic impact.<sup>25</sup> The ACE-based methodology is well established, having been used in hundreds of impact studies throughout the United States. Tripp Umbach has previously used the same methodology in Pennsylvania in a multi-campus university study of the impacts of medical schools.<sup>26</sup>

The ACE methodology employs linear cash-flow modeling to track the flow of institution-originated funds through a delineated spatial area.<sup>27</sup> For the UW impact analysis, computerized spreadsheet models were developed for the University as a whole and for each of the locations of the University, with the models measuring impact on the state economy and government revenues. The figure below shows the general components of the impact models used for the University of Washington study.

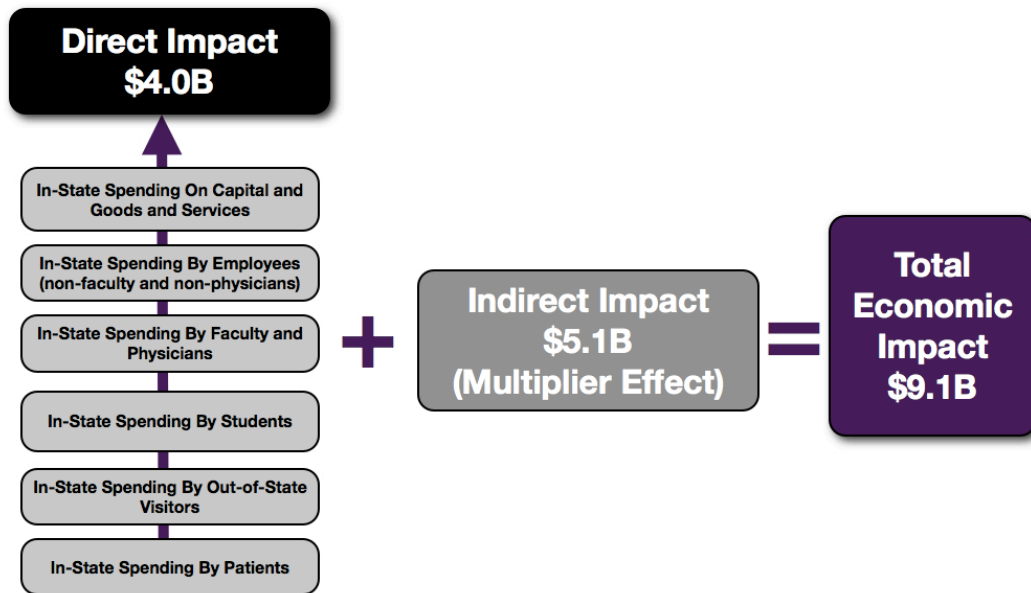
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<sup>25</sup> Caffrey, John and Isaacs, Herbert, "Estimating the Impact of a College or University on the Local Economy," American Council on Education, 1971.

<sup>26</sup> Tripp Umbach & Associates, Inc., "The Economic Impact of Medical Centers of Excellence on the State Of Pennsylvania." Harrisburg, Pennsylvania The Economic Development Partnership Taskforce on Medical Centers of Excellence, 1995. Pennsylvania academic medical centers sponsoring the study included the Allegheny Health Education and Research Foundation (AHERF: incorporating Hahnemann University and the Medical College of Pennsylvania), Penn State Hershey Medical Center, the University of Pennsylvania Health System, University of Pittsburgh Medical Center, Thomas Jefferson University and Temple University.

<sup>27</sup> The ACE methodology is highly adaptable to different geographic scales. It is suitable for measuring impact on neighborhoods, municipalities, counties, states, regions or nations.

## Economic Impact Components



By using this economic impact model, the Tripp Umbach research team has been able to provide UW with a detailed quantification of the total direct and indirect impact of the University on the economy of Washington and on each of locations where UW has operations. The impact models provide measures of business volume and state government revenues allocable to the university, together with breakouts of the individual categories of spending that comprise the total impact (e.g. institutional capital spending, student spending, faculty spending, etc.).

### Employment Impact

The research reported here measures the direct employment impact of the University. In addition, the research quantifies the indirect employment generated at instate businesses by expenditures emanating from the university. An employment multiplier of 2.5 was generated by Tripp Umbach for the University of Washington project. The multiplier for UW is comparatively higher due to the large amount of out-of state visitors and research grants and the impact of out-of-state students and their visitors.

## Data Sources

As noted above, this research project closely follows the ACE methodology for the performance of impact analysis for a higher education institution. The methodology requires that a university supply detailed information related to expenditure levels and geographic location of expenditures, together with staffing and other related economic information. The main sources of data used in the University of Washington economic impact study are as follows:

**Data Supplied by Individual Departments:** The majority of information required for the individual departmental sections of the models and the report was provided by each university department directly. Tripp Umbach developed a customized data collection form which was distributed to each respective department for completion and analysis.

**Data Collected by Surveys Administered to Students and Alumni:** Data on students and alumni were collected through quantitative surveys administered via email. These surveys gathered information on campus visits, volunteer activities, charitable contributions and other key data required for the impact modeling.

**Secondary-Sourced Data:** Census data from the economic census, together with Bureau of Labor Statistics information were required for completion of the models. Tripp Umbach gathered budgetary information for each of the UW campuses and UW Medicine to facilitate the modeling of government revenue impacts allocable to the University. To complete the economic impact models, Tripp Umbach used student, faculty, and staff spending data from primary data and assumptions from other studies completed for similar universities and other recent projects throughout the country.

## APPENDIX D: PEER UNIVERSITY AND INDUSTRY COMPARISONS

### Peer Comparisons

University of Washington's operational impact of \$9.1 billion annually compares quite favorably with other universities. **UW generates more economic activity per dollar of state investment than any other peer university.** It is noteworthy however, that each economic impact study is unique and these comparisons are not based upon identical methodologies or data collection practices.

Peer University Comparisons					
Peer University	State Investment FY 07-08	State Investment FY 08-09	Economic Impact*	Statewide Economic Activity Generated per Dollar of State Investment	Efficiency of Dollars
University of Washington	\$390.8 M	\$401.7 M	\$9.1 B (2009, ACE)	\$22.56	\$401.7M in investment leads to \$9.1B in impact
University of North Carolina	\$596.3 M	\$622.1 M	\$10.4 B (2009, REMI)	\$16.72	\$622.1M in investment leads to \$10.4B in impact
University of California, Los Angeles	\$589.8M	\$584.1 M	\$9.3 B (2008, REMI)	\$15.92	\$584.1M in investment leads to \$9.3B in impact
University of Minnesota	\$711.3 M	\$697.4 M	\$9.6 B (2003, IMPLAN)	\$13.76	\$697.4M in investment leads to \$9.6B in impact
*Note: The methodologies utilized to complete the economic impact studies by the peer universities in the table vary by entity. It is also important to note that Tripp Umbach did not perform the analysis for these economic impact studies.					

## Washington State Economy Overview

The 2007 total gross state product for Washington was \$311.2 billion, placing it 14th in the nation. The per capita personal income in 2007 was \$41,203, 10th in the nation. Significant business within the state include the design and manufacture of jet aircraft (Boeing), computer software development (Microsoft and Nintendo of America), electronics, biotechnology, aluminum production, lumber and wood products (Weyerhaeuser), retail (Amazon.com, Costco, Starbucks and Nordstrom), mining and tourism. In addition, the state has significant amounts of hydroelectric power generation. Fortune magazine survey of the top 20 Most Admired Companies in the US has four Washington based companies in it Starbucks, Costco, Microsoft and Nordstrom.

Washington's economy is global with approximately one in three jobs being tied to foreign exports, and the pay for these jobs is about 46% more than the overall state average.<sup>28</sup> Washington exports set a new record in 2008 by growing to \$66.8 billion, a \$13.8 billion increase since 2006.<sup>29</sup> Significant amounts of trade with Asia pass through the ports of the Puget Sound. Export markets are crucial to Washington State's farmers and ranchers. One-third of Washington-grown products are shipped overseas. In 2008, Washington agricultural exports reached \$14.8 billion, an increase of 60% over 2007, and 116% higher than 2006.<sup>30</sup> It is noteworthy that Washington is the only state in the U.S. to maintain a positive trade balance with the People's Republic of China.

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<sup>28</sup> Source: Washington Public Ports Association

<sup>29</sup> Source: Washington Council on International Trade

<sup>30</sup> Source: Washington State Department of Agriculture

## Comparisons to Other Industry Segments in Washington State

According to analysis completed by the US Bureau of Labor and Statistics published in December 2009, the top three employment clusters in the state of Washington are: 1) government, 2) trade, transportation & utilities and 3) education & health services.<sup>31</sup> The table below profiles the employment numbers by job type in the state of Washington.

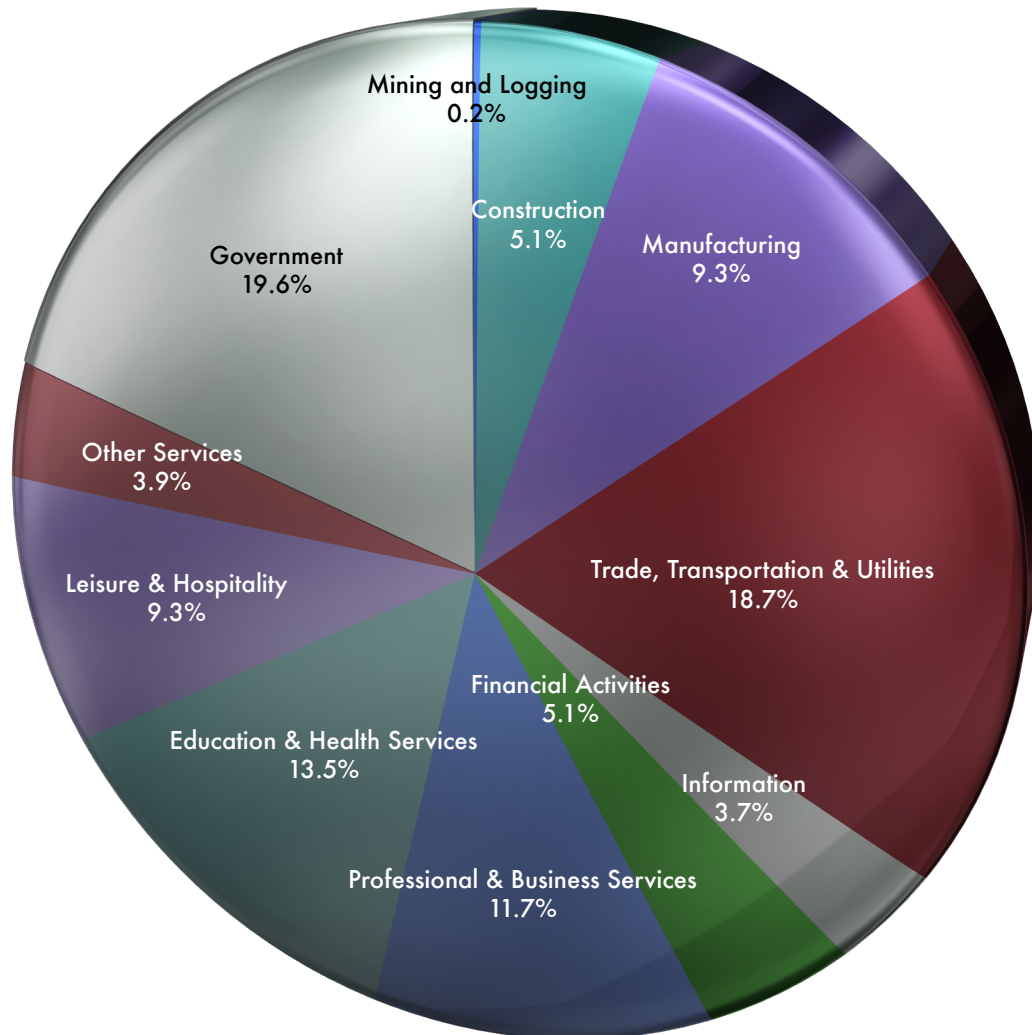
Washington State Economy (December 2009)	
Labor Force Data*	
Civilian Labor Force	3,511.1
Employment	3,186.6
Unemployment	324.5
Unemployment Rate	9.2%
Non-Farm Wage and Salary Employment**	
Total Non-Farm	2775.1
Mining and Logging	5.6
Construction	142.2
Manufacturing	257.8
Trade, Transportation, and Utilities	520
Information	101.3
Financial Activities	140.2
Professional & Business Services	323.7
Education & Health Services	373.5
Leisure & Hospitality	258.9
Other Services	107.8
Government	544.1
*Number of persons, in thousands, seasonally adjusted.	
**Number of jobs, in thousands, seasonally adjusted.	

<sup>31</sup> Source: Bureau of Labor and Statistics, December 2009.



The graphic below depicts the percentage of jobs by sector in the Washington State economy.

**State of Washington Employment by Sector (percentage of jobs)**



## APPENDIX E: FAQs REGARDING ECONOMIC IMPACT ASSESSMENT

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### **What is economic impact?**

Economic impact begins when an organization spends money. Economic impact studies measure the direct economic impact of an organization's spending plus additional indirect spending in the economy as a result of direct spending. Economic impact has nothing to do with dollars collected by institutions, their profitability or even their sustainability, since all operating organizations have a positive economic impact when they spend money and attract spending from outside sources.

Direct economic impact measures the dollars that are generated within Washington State due to the presence of the University of Washington. This includes not only spending on goods and services with a variety of vendors within the state, and the spending of its staff and visitors, but also the business volume generated by businesses within Washington that benefit from UW's spending. It is important to remember that not all dollars spent by a university remain in its home state. Dollars that "leak" out of the state in the form of purchases from out-of-state vendors are not included in the university's economic impact on the state.

The total economic impact includes the "multiplier" of spending from companies that do business with UW. Support businesses may include lodging establishments, restaurants, construction firms, vendors, temporary agencies, etc. Spending multipliers attempt to estimate the ripple effect in the state economy where the spending occurs. For example: Spending by a UW campus with local vendors provides these vendors with additional dollars that they re-spend in the local economy, causing a "multiplier effect."

### **What multipliers were used in this study?**

Tripp Umbach uses economic impact (also referred to as business volume impact) multipliers recommended by the American Council on Education. The indirect impacts represent the re-spending which takes place in the study areas. The multipliers utilized this study are based upon research conducted by Caffrey and Isaacs in 1971, and are appropriate for major research universities.

Economic Impact Multipliers: State business volume multiplier = 2.3 and County business volume multiplier = 1.6

## **What methodology was used in this study?**

The methodology employed in the calculation of the impact of the University of Washington was derived from the standard set of impact research tools developed by the American Council on Education (ACE) for the measurement of college and university economic impact. The ACE-based methodology is well-established, having been used in hundreds of impact studies throughout the United States. The ACE methodology employs linear cash-flow modeling to track the flow of institution-originated funds through a delineated spatial area.

## **What is employment impact?**

Employment impact measures the direct employment (staff, faculty, administration) plus additional employment created in the economy as a result of the economic impact of the University of Washington.

Indirect employment impact refers to other employees throughout the region that exist because of the UW's economic impact. In other words, jobs related to the population – city services (police, fire), employees at local hotels and restaurants, clerks at local retail establishments, residents employed by vendors used by the UW.

The approximate ratio of direct to indirect state employment for the University of Washington is 1 to 2.5. This is a much stronger ratio than other industries, which is typically 1 indirect job for every 1 direct job.

## **How is the tourism impact of an institution measured?**

Universities are by nature major tourism destinations. Students, faculty and staff visit universities on a regular basis for conferences and meetings. Parents and friends visit students frequently and the general public travels to universities for sporting events, concerts and cultural events. The economic impact models created by Tripp Umbach for the University of Washington calculate the net impact of spending within the state of Washington from visitors from outside of the state. The tourism impact of a major university represents hundreds of millions of dollars annually in the flow of “fresh” dollars, dollars attracted from out-of-state, into the state's economy. The models do not include spending by visitors within Washington who travel to any of UW's campuses or to UW Medicine.

## **What is the difference between direct and indirect taxes?**

Direct tax dollars include sales taxes and net corporate income taxes paid directly by the institution to the state, while indirect taxes include taxes paid to the state by vendors that do business with the University of Washington.

## **Is this a one-time impact or does the impact repeat each year?**

The results presented in the University of Washington economic impact study are generated on an annual basis. The economic impact in future years can either be higher or lower based on number of students, capital expansion, increases in external research and state appropriations.

## **What types of economic impacts are typically presented in a comprehensive economic impact report?**

There are three standard measures that institutions use when measuring and communicating their economic impact:

1. Direct spending — How many direct dollars spent annually by the university, its employees and its visitors that remain in the state of Washington.
2. Indirect spending — How many direct dollars are spent annually by businesses that receive money from UW within the state of Washington.
3. Induced impacts — How many direct dollars are spent annually as a result of the products and services provided by an organization. One example is the capitalization of research innovation. Induced economic impact occurs when new products are developed based on research conducted at UW.

## **What are Tripp Umbach's qualifications to perform an Economic Impact Study for the University of Washington?**

Tripp Umbach is the national leader in providing economic impact analysis to leading health care organizations, universities and academic medical centers. We have completed more than 150 economic impact studies over the past 20 years for clients such as The Pennsylvania State University, The Ohio State University, Mayo Clinic Rochester, Cleveland Clinic, University of Florida Shands HealthCare, the University of North Carolina Hospitals, the University of Pennsylvania Medical Center, the University of Pittsburgh Medical Center, and the Ohio State University Medical Center.

Tripp Umbach recently finished the fourth national study of all 125 medical schools and 400 teaching hospital affiliates for the Association of American Medical Colleges. Tripp Umbach has completed statewide studies for multiple institutions in Ohio, New York, Pennsylvania, Virginia, South Carolina, Wisconsin and Minnesota. Finally, our firm has completed economic impact studies at the metropolitan level in Boston, Pittsburgh, Philadelphia, and Chicago.

## APPENDIX F: UW MEDICINE ECONOMIC IMPACT FINDINGS

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### Introduction

Nationwide, academic medical centers are major economic drivers in the U.S. economy. With a total economic impact of more than \$500 billion in 2008, America's academic health care industry was responsible for 3.6% of the total U.S. economy.

Founded in 1946, the UW School of Medicine is recognized for excellence in training primary-care physicians and for advancing medical knowledge through scientific research. The UW School of Medicine is nationally-recognized for a commitment to community service through volunteer activities of students, staff, faculty and alumni. The School is a regional medical school serving the states of Washington, Wyoming, Alaska, Montana and Idaho - the WWAMI program.

UW School of Medicine has been ranked the No. 1 primary care medical school in the country for 17 consecutive years and is second only to Harvard in the amount of NIH funded research conducted by its faculty. In addition, UW Medicine teaching programs are ranked among the best in the country in the 2010 rankings by U.S. News & World Report.

- 🏆 Family medicine (No. 1, for the 18th year in a row)
- 🏆 Rural medicine (No. 1, for the 18th year in a row)
- 🏆 AIDS (No. 4)
- 🏆 Bioengineering (No. 5, joint program with College of Engineering)
- 🏆 Internal medicine (No. 6)
- 🏆 Geriatrics (No. 6)
- 🏆 Pediatrics (No. 8)
- 🏆 Women's health (No. 9)

Full-time physician faculty members of UW School of Medicine staff, UW Medical Center and Harborview Medical Center, UW Medicine Neighborhood Clinics and the Seattle Cancer Care Alliance. Physician faculty members also provided the vast majority of care at the Puget Sound Veterans Affairs Healthcare System and Seattle Children's Hospital. In addition, UW physician faculty provide expert consultation to practicing physicians throughout the region.

Research scientists at UW Medicine explore every aspect of health and disease, from the molecular mechanisms of gene action to population studies of global illnesses. UW Medicine research scientists' work has contributed to a greater understanding of the causes of disease and to better treatments and prevention of many disorders. Graduates of the UW School of Medicine – physicians, scientists, allied health personnel, or scholars in medical history and ethics – go on to serve in a wide variety of capacities.

UW faculty members have been responsible for many basic science and technological advances in medicine. UW Medicine researchers are international leaders in genome sciences. When the National Institutes of Health created the first three National Centers of Excellence in Genomic Sciences, the UW received two of the three awards – one in the School of Medicine and one in the College of Engineering.

UW Medicine faculty members are leaders in proteomics – research related to the biomolecular structure of proteins. Understanding protein complexes may lead to treatment and prevention of devastating diseases. UW School of Medicine research provides a significant economic benefit to the community. **UW Medicine, together with all of its affiliates, generated more than \$900 million in research funds last year including \$713 million in funding from the NIH.<sup>32</sup>** A number of established and startup biotechnology companies, including Zymogenetics and ICOS, have their roots in UW School of Medicine research.

One distinguishing characteristic of the UW medical school is interdisciplinary collaboration. Scientists, educators, and clinicians are dedicated to helping each other reach the common goals of improving people's health and alleviating suffering from disease. UW Medicine has focused its South Lake Union research site on promoting large, interdisciplinary research.

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<sup>32</sup> Source: UW Medicine. This data included only the awards made directly to the University of Washington (\$405.3 million) and \$713 in NIH funding was received by UW Medicine Affiliates.

UW Medicine owns or operates Harborview Medical Center, University of Washington Medical Center, a network of seven UW Medicine Neighborhood Clinics that provide primary care, the UW School of Medicine, the physician practice UW Physicians and Airlift Northwest. In January of 2010, Northwest Hospital & Medical Center became the seventh entity of UW Medicine.<sup>33</sup> UW Medicine also has a one-third ownership interest in the Seattle Cancer Care Alliance and a one-half ownership interest in the Children's University Medical Group, the faculty practice plan serving Seattle Children's Hospital. Major affiliates include the Fred Hutchinson Cancer Research Center, Seattle Children's Hospital and the Puget Sound VA Health System.

## **Statewide Economic Impact**

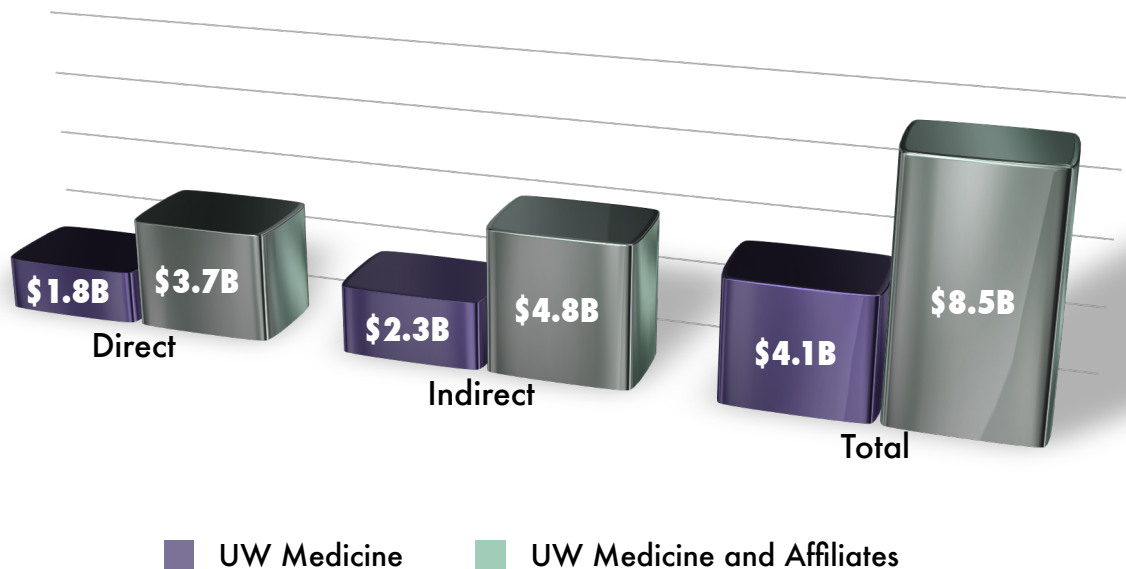
In 2009, UW Medicine had an economic impact on the state of Washington of \$4.1 billion. When all the major affiliates are included, the economic impact reaches \$8.5 billion. The economic impact was calculated at three separate geographic levels: Washington State, Puget Sound Region and Seattle. The statewide findings are presented in report with the other geographies presented in tables at the end of this appendix. These numbers exclude the impact of Northwest Hospital & Medical Center since the affiliation was not implemented until January of 2010. However, the impact of Northwest Hospital was calculated separately.

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<sup>33</sup> The economic impact of Northwest Hospital in FY 08-09 was \$739.0 million (\$321.3 direct), 3,683 FTEs (1,473 direct) and a government revenue impact of \$49.7 million (\$6.2 million in direct payments to state and local government).



## Economic Impact UW Medicine, 2009



The \$8.5 billion economic impact of UW Medicine (all affiliates) includes \$3.7 billion in direct business volume impact and a further \$4.8 billion in indirect economic impacts accruing to the economy through the multiplier.<sup>34</sup>

### Statewide Employment Impact

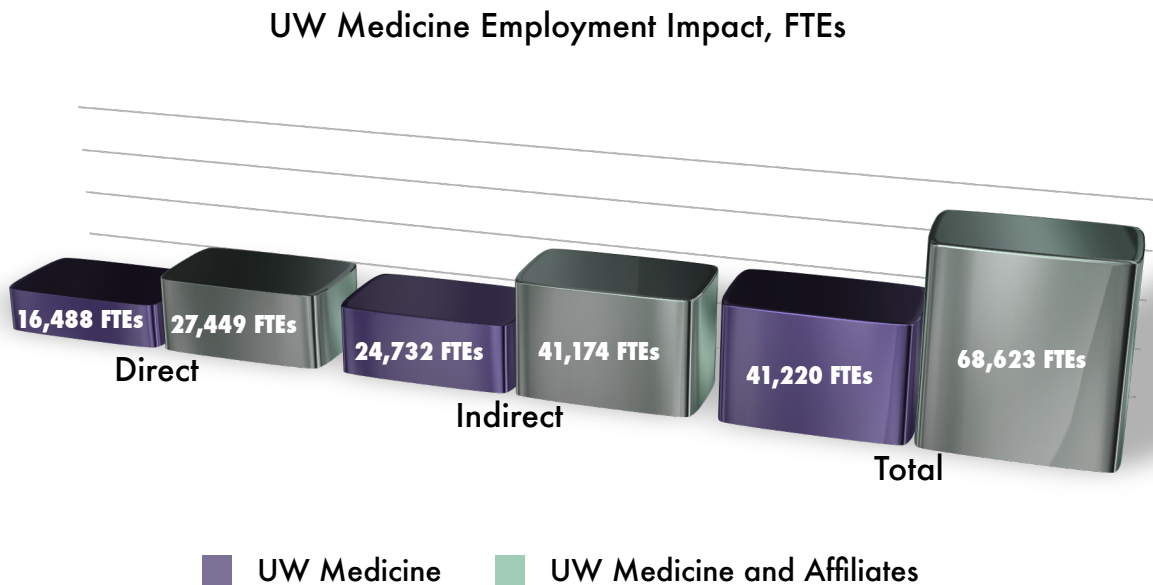
Collectively in 2009, UW Medicine and its affiliates directly employed 27,449 people in Washington. However, the total impact on statewide and regional employment is far greater. Direct employment is only the beginning of a powerful story of how the operations of UW Medicine drive additional employment at hotels, restaurants, construction firms, laundry and cleaning services, and professional service companies. Total direct and indirect employment generated by UW Medicine and all affiliates was 68,623 FTEs. The employment impact of UW Medicine in 2009 was 41,220 FTEs.

The business volume generated by the academic medical centers creates jobs in a broad range of sectors throughout the Washington State economy. These jobs are proportionate to the service needs of the academic medical centers themselves and their related populations (staff, physicians, students,

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<sup>34</sup> Tripp Umbach uses a state business volume multiplier of 2.3, which is recommended by the American Council on Education (ACE). This multiplier is used to calculate the indirect impact, or the re-spending which takes place in the State due to the initial round of academic medical center spending within the State.

etc.). In addition, state and local tax revenues generated by UW Medicine and their related business volume create government employment opportunities.



## Government Revenue Impact

It is a common misperception that medical schools and hospitals do not generate government revenue. While UW Medicine and its teaching affiliates include governmental and not-for-profit entities, UW Medicine's in-state spending and the income derived from out-of-state sources have a significant impact on state tax revenue. With \$284.4 million in annual state and local tax revenue generated by UW Medicine (\$43.2 million direct), academic medicine is critical to state and local governments. UW Medicine and affiliates generated \$555.6 million in state and local tax revenue (\$56.9 million direct).

State and Local Government Revenue Impact of UW Medicine				
	State Government Revenue Impact (Direct)	Local Government Revenue Impact (Direct)	Indirect Government Revenue Impact	Total Government Revenue Impact (Direct and Indirect)
UW Medicine	\$32,631,853	\$10,598,060	\$240,926,837	<b>\$284,156,750</b>
UW Medicine and Affiliates	\$42,581,257	\$14,360,193	\$498,708,061	<b>\$555,649,511</b>

## Value of Training and Retaining Physicians

The economic impact of each new practicing physician is estimated by Tripp Umbach at \$1.5 million annually. With a growing shortage of physicians nationally, the addition of approximately one-hundred physicians each year is a true competitive advantage for the Washington State economy. Tripp Umbach estimates the impact of medical school graduates, who remain within the State to practice medicine, represents an additional impact of nearly \$33.0 million annually.<sup>35</sup>

## Value of Uncompensated Care

While the economic impact of institutional expenditures and job creation in Washington are substantial, so too are the contributions that academic medicine makes to the care of the uninsured and underinsured. Uncompensated care is a major financial burden on teaching hospitals and integrated academic health organizations. Although academic medical centers comprise less than 6% of the nation's acute care hospitals, estimates show that they provide 45% of uncompensated care in the United States.<sup>36</sup> Given the challenging economic times, an increasing number of individuals are either uninsured and underinsured. This is a major concern to institutions that are already operating on razor thin margins, and whose missions are to treat everyone, regardless of ability to pay.

The healthcare industry as a whole has not been dramatically affected by the recession as of yet, however, many academic medical centers have felt major effects. State budget cuts in hospital support, such as Medicaid, as well as cuts in educational programs, have meant a decrease in services, salary cuts and/or reductions in workforce. In addition, the decline in private philanthropy has added to the need for caution and cutbacks. These cutbacks are unfortunately occurring at a time when the need for uncompensated care funding has been at an all time high, taxing many of these institutions further.

UW Medicine provided \$267.0 million in uncompensated and or charitable care in 2009, representing about one-third of the total amount of charity care provided in Washington State. This does not take into consideration the cost of health fairs, or free care clinics run by many medical school students, or

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<sup>35</sup> This number is derived from the assumption that approximately 45 students (matching class size 167) stay instate after graduation for residency training, and that 48% of them stay in the state to practice medicine. This analysis is based upon data supplied to Tripp Umbach by UW Medicine.

<sup>36</sup> Interview with Robert Dickler, Senior Vice President of Health Care Affairs of the Association of American Medical Colleges (AAMC), 2001. <http://www.physiciansnews.com/cover/201wp.html>

the time that students provide as volunteers in the local communities. The healthcare outcomes and cost savings as a result of these efforts are not easy to quantify. According to the Association of Academic Health Centers (AAHC), academic health centers, on average, provide almost \$44 million in uncompensated patient care each year, and one in seven provides more than \$100 million, acting as a primary public safety net.<sup>37</sup>

The table below details the economic impact of UW Medicine's operations on Washington State.

Economic Impact of UW Medicine on Washington State			
	Direct	Indirect	Total
UW Medicine	\$1,778,647,109	\$2,312,241,242	\$4,090,888,351
UW Medicine and Affiliates	\$3,681,722,055	\$4,786,238,671	\$8,467,960,726
Employment Impact of UW Medicine on Washington, in FTEs			
	Direct	Indirect	Total
UW Medicine	16,488	24,732	41,220
UW Medicine and Affiliates	27,449	41,174	68,623
Government Revenue Impact of UW Medicine on Washington			
	Direct	Indirect	Total
UW Medicine	\$32,631,853	\$240,926,837	\$273,558,690
UW Medicine and Affiliates	\$42,581,257	\$498,708,061	\$541,289,318

<sup>37</sup> [http://www.aahcdc.org/policy/reddot/FG\\_AHC\\_Creating\\_the\\_Knowledge\\_Economy\\_04-09.pdf](http://www.aahcdc.org/policy/reddot/FG_AHC_Creating_the_Knowledge_Economy_04-09.pdf)

The table below details the economic impact of UW Medicine's operations on the Puget Sound.

Economic Impact of UW Medicine on Puget Sound			
	Direct	Indirect	Total
UW Medicine	\$1,609,771,983	\$1,448,794,785	\$3,058,566,768
UW Medicine and Affiliates	\$3,178,836,895	\$2,860,953,205	\$6,039,790,100
Employment Impact of UW Medicine on Puget Sound, in FTEs			
	Direct	Indirect	Total
UW Medicine	14,839	17,807	32,646
UW Medicine and Affiliates	24,704	29,645	54,349
Government Revenue Impact of UW Medicine on Puget Sound			
	Direct	Indirect	Total
UW Medicine	\$0	\$168,058,338	\$168,058,338
UW Medicine and Affiliates	\$0	\$335,170,590	\$335,170,590

The table below details the economic impact of UW Medicine's operations on Seattle.

Economic Impact of UW Medicine on Seattle			
	Direct	Indirect	Total
UW Medicine	\$1,232,480,451	\$862,736,316	\$2,095,216,767
UW Medicine and Affiliates	\$2,320,263,724	\$1,624,184,607	\$3,944,448,331
Employment Impact of UW Medicine on Seattle, in FTEs			
	Direct	Indirect	Total
UW Medicine	11,542	10,388	21,930
UW Medicine and Affiliates	19,214	17,293	36,507
Government Revenue Impact of UW Medicine on Seattle			
	Direct	Indirect	Total
UW Medicine	\$10,598,060	\$36,992,735	\$47,590,795
UW Medicine and Affiliates	\$14,360,193	\$69,642,405	\$84,002,598

**University of Washington  
Board of Regents  
Resolution Regarding Faculty Salaries**

WHEREAS, in 2000 the University President and Faculty Senate created a Faculty Salary Policy, which included Executive Order No. 64. Under Executive Order No. 64, Faculty members deemed in any year to be meritorious were to receive a two-percent pay increase in the following year; and

WHEREAS, the President has issued a new, revised Executive Order, which reinforces the principles of the Faculty Salary Policy and its target of two-percent annual merit increases, strengthens the process for faculty consultation and more clearly acknowledges that under state law the Board of Regents has ultimate authority over the University's budget, including the money allocated for faculty salaries, and the President has articulated the reasons for issuing the new revised Executive Order to the Faculty Senate and to this Board,

NOW, THEREFORE, BE IT RESOLVED:

That the Board of Regents supports and endorses the Revised Executive Order No. 64 in both purpose and effect, and approves its provisions, which shall prevail over any University policies, rules, codes, or regulations to the extent they may be inconsistent.

VII. STANDING COMMITTEES

B. Finance, Audit and Facilities Committee

Grant and Contract Awards Summary – May 2010

RECOMMENDED ACTION:

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

*Attachment*

Grant and Contract Awards Summary for May 2010



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# **Grant and Contract Awards Summary**

**to**

**The Board of Regents**

**of the**

**University of Washington**

**for**

**May 2010**

**Office of Research**

**Office of Sponsored Programs**

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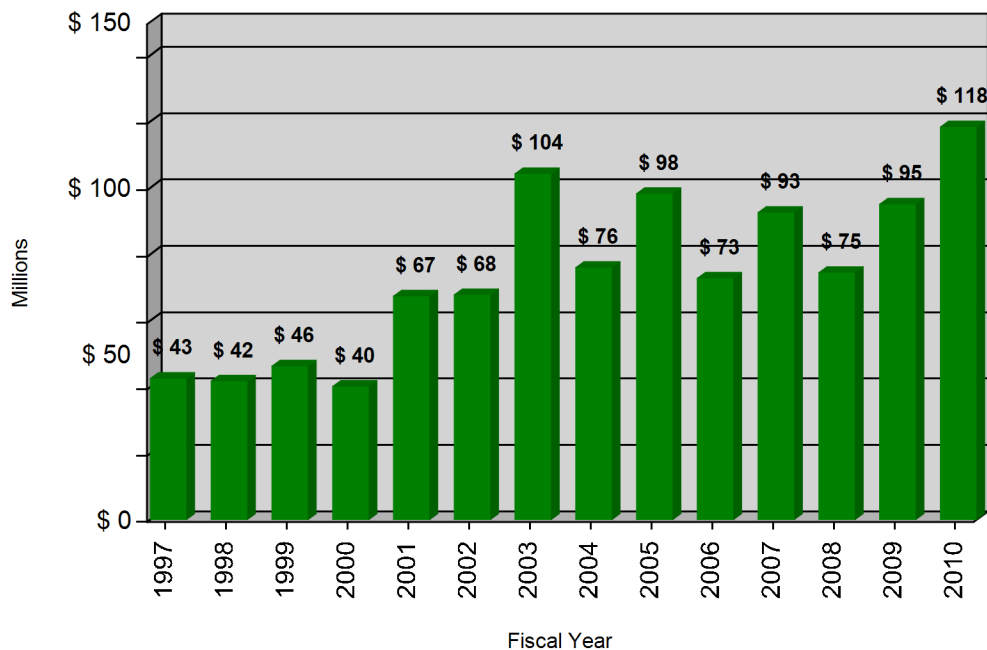
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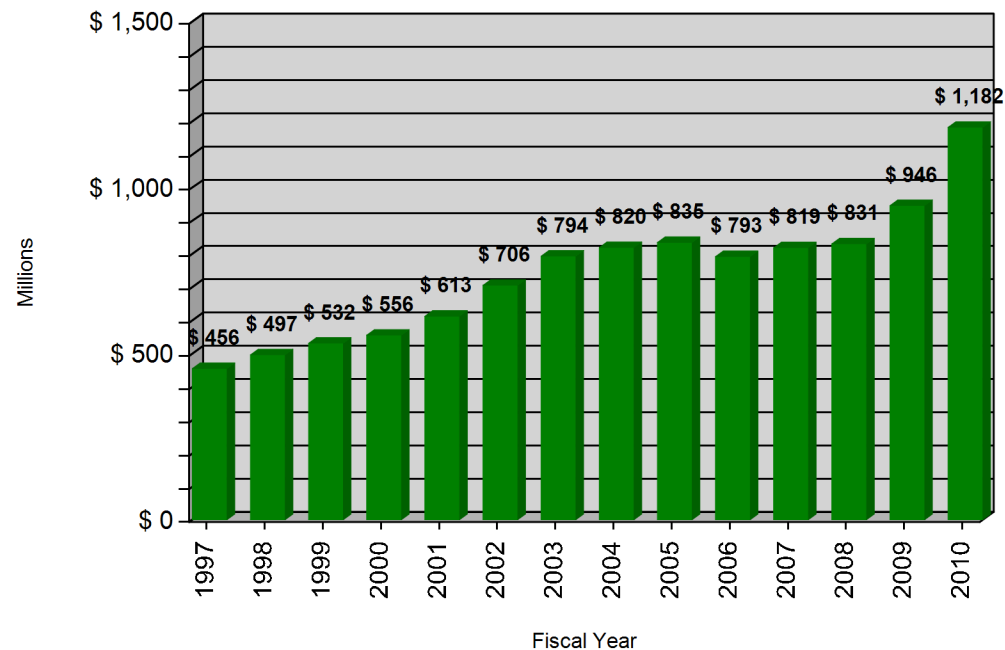
## Table of Contents

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Report of Grant & Contract Awards over \$1,000,000	11

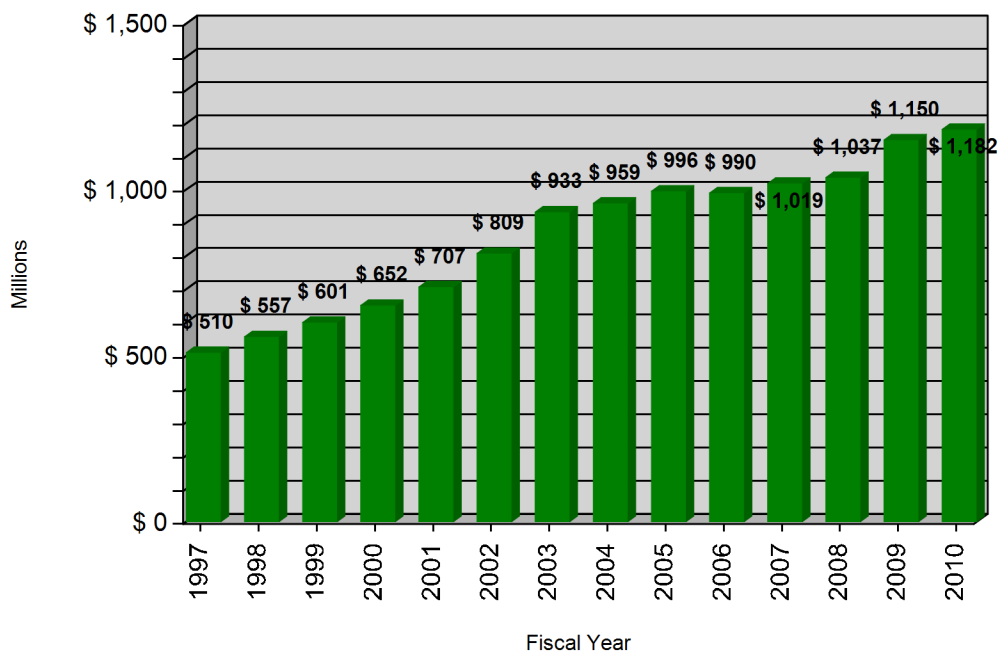
**May Only**  
**Comparison of Grant & Contract Awards**



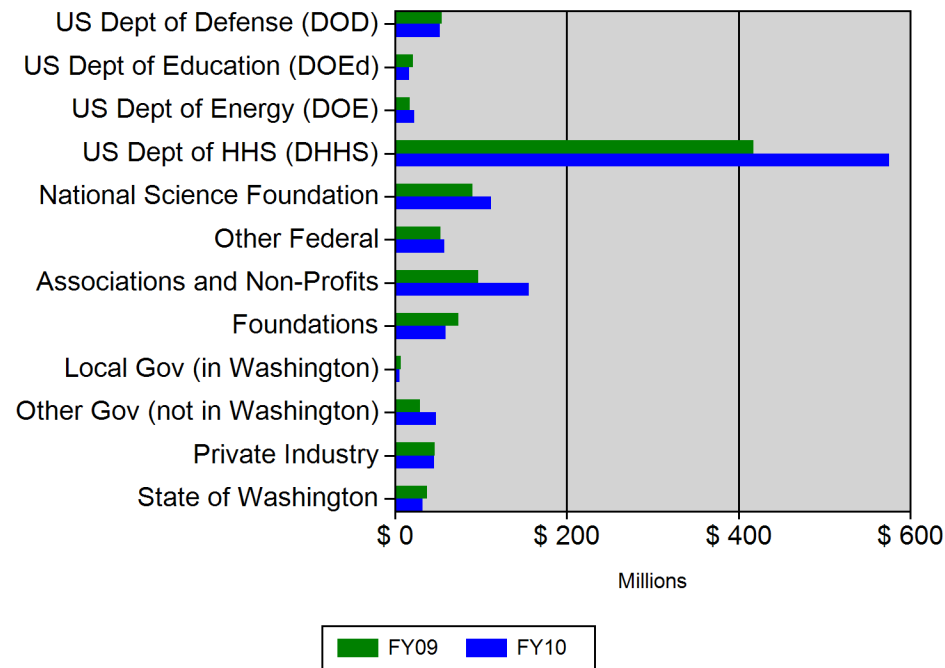
**Fiscal Year to Date**  
**Comparison of Grant & Contract Awards**



**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 2009-2010**

<b>Month</b>	<b>RESEARCH AND OTHER</b>		<b>TRAINING</b>		<b>Total Grants and Contracts</b>
	<b>Federal</b>	<b>Non-Federal</b>	<b>Federal</b>	<b>Non-Federal</b>	
July	\$ 92,331,480	\$ 29,367,440	\$ 15,030,890	\$ 1,904,177	\$ 138,634,000
August	\$ 125,313,800	\$ 30,523,640	\$ 5,900,316	\$ 1,531,602	\$ 163,269,300
September	\$ 126,577,700	\$ 36,002,340	\$ 32,079,670	\$ 395,123	\$ 195,054,800
October	\$ 77,578,540	\$ 45,219,790	\$ 28,673,290	\$ 1,363,737	\$ 152,835,400
November	\$ 22,820,040	\$ 62,174,290	\$ 366,285	\$ 725,599	\$ 86,086,220
December	\$ 28,128,920	\$ 26,204,650	\$ 1,144,268	\$ 2,039,430	\$ 57,517,270
January	\$ 32,923,960	\$ 23,788,300	\$ 1,549,702	\$ 987,327	\$ 59,249,280
February	\$ 37,894,840	\$ 22,051,800	\$ 324,364	\$ 374,178	\$ 60,645,180
March	\$ 55,917,460	\$ 24,811,290	\$ 3,171,296	\$ 415,867	\$ 84,315,910
April	\$ 44,445,060	\$ 17,904,090	\$ 3,780,778	\$ 101,411	\$ 66,231,340
May	\$ 77,909,790	\$ 17,019,230	\$ 22,605,470	\$ 861,938	\$ 118,396,400
<b>FY10 to Date</b>	<b>\$721,841,572</b>	<b>\$335,066,847</b>	<b>\$114,626,330</b>	<b>\$10,700,389</b>	<b>\$1,182,235,138</b>
<b>FY09 to Date</b>	<b>\$595,508,301</b>	<b>\$276,934,185</b>	<b>\$58,975,886</b>	<b>\$14,836,700</b>	<b>\$946,255,072</b>
<b>Over (Under) Previous Year</b>	<b>\$126,333,272</b>	<b>\$58,132,662</b>	<b>\$55,650,444</b>	<b>(\$4,136,311)</b>	<b>\$235,980,066</b>

*Assuming acceptance of all awards by the Board of Regents*

<b>Comparison of Grant and Contract Awards by Agency</b> <b>Fiscal Years 2008-2009 and 2009-2010</b>		
<b>Agency</b>	<b>Jul-May FY09</b>	<b>Jul-May FY10</b>
US Department of Defense (DOD)	\$ 54,461,678	\$ 52,679,391
US Department of Education (DOEd)	\$ 21,149,171	\$ 16,413,667
US Department of Energy (DOE)	\$ 17,339,326	\$ 22,427,328
US Department of Health and Human Services (DHHS)	\$ 417,391,906	\$ 575,093,229
National Science Foundation (NSF)	\$ 90,730,144	\$ 112,349,882
Other Federal	\$ 53,411,962	\$ 57,504,405
<b>Subtotal for Federal :</b>	<b>\$ 654,484,187</b>	<b>\$ 836,467,902</b>
Associations and Non-Profits	\$ 97,267,482	\$ 155,968,749
Foundations	\$ 74,380,986	\$ 58,778,586
Local Government (in Washington)	\$ 6,833,634	\$ 5,440,785
Other Government (not in Washington)	\$ 29,292,625	\$ 47,906,714
Private Industry	\$ 46,573,018	\$ 45,669,669
State of Washington	\$ 37,423,141	\$ 32,002,733
<b>Subtotal for Non-Federal :</b>	<b>\$ 291,770,885</b>	<b>\$ 345,767,236</b>
<b>Grand Total :</b>	<b>\$ 946,255,072</b>	<b>\$ 1,182,235,138</b>
<b>Amount of Increase (Decrease) :</b>		<b>\$ 235,980,066</b>
<b>Percent of Increase (Decrease) :</b>		<b>24.9 %</b>

*Assuming acceptance of all awards by the Board of Regents*

**Comparison of Grant and Contract Awards by School/College**

**Fiscal Years 2008-2009 and 2009-2010**

<b>School/College</b>	<b>Jul-May FY09</b>	<b>Jul-May FY10</b>
<b>Upper Campus</b>		
Architecture and Urban Planning	\$ 1,981,265	\$ 1,748,857
Arts and Sciences	\$ 92,413,870	\$ 97,360,808
College of the Environment	\$ 320,490	\$ 34,768,828
Director of Libraries	\$ 8,797,104	\$ 1,663,292
Education	\$ 9,879,562	\$ 4,716,415
Educational Outreach	\$ 96,400	\$ 123,000
Engineering	\$ 72,593,537	\$ 87,024,925
Evans School of Public Affairs	\$ 3,472,452	\$ 1,235,914
Executive Vice President	\$ 1,451,647	
Forest Resources	\$ 7,498,318	\$ 2,289,585
Foster School of Business	\$ 924,182	\$ 1,072,257
Graduate School	\$ 7,870,056	\$ 7,747,699
Information School	\$ 5,594,633	\$ 6,849,639
Law	\$ 3,060,946	\$ 1,461,814
Ocean and Fishery Sciences	\$ 78,155,456	\$ 89,997,330
Office of Research	\$ 16,931,109	\$ 43,574,539
Provost	\$ 112,947	\$ 35,000
Social Work	\$ 12,721,377	\$ 20,251,321
Undergraduate Education	\$ 272,265	\$ 213,373
VP Educational Partnerships	\$ 30,000	
VP Minority Affairs	\$ 6,638,602	\$ 5,410,124
VP Student Affairs		\$ 280,137
VP Student Life		\$ 20,715
<b>Subtotal :</b>	<b>\$ 330,816,216</b>	<b>\$ 407,845,572</b>
<b>Health Sciences</b>		
Dentistry	\$ 8,143,508	\$ 10,994,759
Medicine	\$ 487,374,830	\$ 630,990,903
Nursing	\$ 12,358,945	\$ 16,254,620
Pharmacy	\$ 8,321,637	\$ 14,843,736
Public Health	\$ 64,031,383	\$ 78,449,145
<b>Subtotal :</b>	<b>\$ 580,230,302</b>	<b>\$ 751,533,163</b>
<b>Special Programs</b>		
Alcohol and Drug Abuse Institute	\$ 3,094,050	\$ 3,611,505
CHDD Administration	\$ 6,347,487	\$ 5,960,764
Regional Primate Center	\$ 20,076,037	\$ 10,695,397
<b>Subtotal :</b>	<b>\$ 29,517,574</b>	<b>\$ 20,267,666</b>

School/College		Jul-May FY09	Jul-May FY10
<b>Other UW Campuses</b>			
	Bothell	\$ 5,179,721	\$ 2,129,457
	Tacoma	\$ 511,258	\$ 459,280
	<b>Subtotal :</b>	\$ 5,690,979	\$ 2,588,737
	<b>Grand Total :</b>	\$ 946,255,072	\$ 1,182,235,138

*Assuming acceptance of all awards by the Board of Regents*

## Summary of Grant Awards

**Fiscal Year 2009-2010**

*Excluding private awards from Foundations, Industry, Associations and Others*

Month	RESEARCH AND OTHER		TRAINING		Total Grants
	Federal	Non-Federal	Federal	Non-Federal	
July	\$ 91,428,820	\$ 4,713,717	\$ 15,030,890	\$ 955,270	\$ 112,128,700
August	\$ 119,211,600	\$ 10,426,390	\$ 5,900,316	\$ 998,571	\$ 136,536,800
September	\$ 118,584,700	\$ 3,668,856	\$ 31,878,100	\$ 155,656	\$ 154,287,300
October	\$ 72,006,290	\$ 9,217,262	\$ 28,673,290	\$ 172,632	\$ 110,069,500
November	\$ 16,219,290	\$ 4,912,430	\$ 366,285	\$ 89,960	\$ 21,587,960
December	\$ 25,204,060	\$ 5,145,988	\$ 1,144,268	\$ 304,160	\$ 31,798,470
January	\$ 30,542,890	\$ 2,732,340	\$ 1,549,702	\$ 0	\$ 34,824,930
February	\$ 36,038,910	\$ 4,135,784	\$ 324,364	\$ 12,364	\$ 40,511,420
March	\$ 54,936,100	\$ 4,334,430	\$ 3,171,296	\$ 0	\$ 62,441,820
April	\$ 41,531,530	\$ 2,035,670	\$ 2,189,426	\$ 0	\$ 45,756,630
May	\$ 72,891,100	\$ 5,531,032	\$ 22,605,470	\$ 20,508	\$ 101,048,100
<b>Year to Date</b>	<b>\$ 678,595,200</b>	<b>\$ 56,853,900</b>	<b>\$ 112,833,400</b>	<b>\$ 2,709,121</b>	<b>\$ 850,991,600</b>

*Assuming acceptance of all awards by the Board of Regents*



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**Summary of Grant Awards****Fiscal Year 2009-2010***Private awards from Foundations, Industry, Associations and Others*

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<b>Month</b>	<b>RESEARCH AND OTHER</b>	<b>TRAINING</b>	<b>Total Grants</b>
July	\$ 13,083,060	\$ 64,396	\$ 13,147,460
August	\$ 13,285,460	\$ 304,231	\$ 13,589,690
September	\$ 26,139,530	\$ 239,467	\$ 26,378,990
October	\$ 29,279,210	\$ 567,213	\$ 29,846,420
November	\$ 47,961,170	\$ 201,993	\$ 48,163,160
December	\$ 14,214,130	\$ 1,045,878	\$ 15,260,010
January	\$ 13,969,570	\$ 345,609	\$ 14,315,180
February	\$ 14,394,380	\$ 226,120	\$ 14,620,500
March	\$ 13,329,480	\$ 153,500	\$ 13,482,980
April	\$ 10,920,880	\$ 101,411	\$ 11,022,290
May	\$ 6,591,882	\$ 387,529	\$ 6,979,411
<b>Year to Date</b>	<b>\$ 203,168,800</b>	<b>\$ 3,637,347</b>	<b>\$ 206,806,100</b>

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*Assuming acceptance of all awards by the Board of Regents*

Summary of Contract Awards					
Fiscal Year 2009-2010					
Month	RESEARCH AND OTHER		TRAINING		Total Contracts
	Federal	Non-Federal	Federal	Non-Federal	
July	\$ 902,667	\$ 11,570,660	\$ 0	\$ 884,511	\$ 13,357,840
August	\$ 6,102,208	\$ 6,811,787	\$ 0	\$ 228,800	\$ 13,142,800
September	\$ 7,993,044	\$ 6,193,956	\$ 201,565	\$ 0	\$ 14,388,560
October	\$ 5,572,260	\$ 6,723,323	\$ 0	\$ 623,892	\$ 12,919,470
November	\$ 6,600,753	\$ 9,300,686	\$ 0	\$ 433,646	\$ 16,335,080
December	\$ 2,924,862	\$ 6,844,534	\$ 0	\$ 689,392	\$ 10,458,790
January	\$ 2,381,065	\$ 7,086,389	\$ 0	\$ 641,718	\$ 10,109,170
February	\$ 1,855,925	\$ 3,521,629	\$ 0	\$ 135,694	\$ 5,513,249
March	\$ 981,362	\$ 7,147,384	\$ 0	\$ 262,367	\$ 8,391,113
April	\$ 2,913,529	\$ 4,947,536	\$ 1,591,352	\$ 0	\$ 9,452,417
May	\$ 5,018,696	\$ 4,896,311	\$ 0	\$ 453,901	\$ 10,368,910
<b>Year to Date</b>	<b>\$ 43,246,370</b>	<b>\$ 75,044,200</b>	<b>\$ 1,792,917</b>	<b>\$ 4,353,921</b>	<b>\$ 124,437,400</b>

*Assuming acceptance of all awards by the Board of Regents*

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

**May 2010**

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

**Office of Research  
Office of Sponsored Programs**

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# 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  
Public Health and Community Medicine

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 Public Health Sciences

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

Eff: 6/1/2010 Classified: No

To: Michael Gale, Associate Professor \$ 2,110,046  
Department of 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: Charles E. Murry, Professor \$ 2,539,392  
Department of Pathology

For: STEM CELLS AND CARDIOVASCULAR REPAIR

Eff: 6/1/2010 Classified: No

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

For: Resuscitation Outcomes Consortium (ROC) Data Coordinating Center

Eff: 3/1/2010 Classified: No

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

To: Kristina Anne Crothers, Asst Professor \$ 1,045,774  
Department of Medicine

For: Longitudinal Studies of HIV Associated Lung Infections and Complications

Eff: 9/1/2009 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  
Department of 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  
Department of 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  
Department of 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 Public Health Sciences

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  
Graduate School

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 \$ 47,137,013

# Detail of Contract Awards

## Federal

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<b>US Department of Health and Human Services (DHHS)</b>	
<b>National Institutes of Health (NIH)</b>	
To: Michael J Gale, Associate Professor Department of 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 Department of 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>
<b>Total for National Institutes of Health (NIH):</b>	<b>\$ 4,277,322</b>
<b>Total for US Department of Health and Human Services (DHHS):</b>	<b>\$ 4,277,322</b>
<b>Total for Federal:</b>	<b>\$ 4,277,322</b>
<b>Total Contracts:</b>	<b>\$ 4,277,322</b>
<b>Grand Total for all Awards</b>	<b>\$ 51,414,335</b>

**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. Fisheries Center Roof Replacement Project No. 202378  
Action Reported: Select Architect/Adopt Budget

On May 19, 2010, an architectural agreement was awarded to Snyder Kane Hartung Strauss Architects PS Inc., (SHKS Architects) for the Fisheries Center Roof Replacement project under its existing Master Agreement for Architectural Services contract. The agreement amount is \$95,476 for basic services versus a budget value of \$157,134 for design consultants. The balance of the design budget is intended for the hazardous materials consultant and other specialty consultants required on this project.

SHKS Architects is a medium size firm located in Seattle, Washington. In addition to the many projects they have worked on at the Seattle campus, they have also worked at the Port of Seattle, City of Seattle and Western Washington University. SHKS Architects has been in business in Seattle since 1997.

The roof of the original Fisheries Center building has exceeded its useful service life and requires replacement. This project will replace the roof membrane, upgrade penthouse and roof access, upgrade guard rails and fall protection to current standards and abate asbestos on parapets.

Construction is anticipated to start in September, 2010 and should be complete in January, 2011.

The project budget is established at \$1,520,000. Funding of \$1,600,000 is provided by Facilities Services from the 2009-2011 Building Renewal budget.

## VII. STANDING COMMITTEES

### B. Finance, Audit and Facilities Committee

#### Actions Taken Under Delegated Authority (continued p. 2)

Budget Summary:	Current Approved Budget	Forecast Cost At Completion
Total Consultant Services	\$157,134	\$157,134
Total Construction Cost*	\$1,252,242	\$1,252,242
Other Costs	\$15,908	\$15,908
Project Administration	\$94,716	\$94,716
Total Project Budget	\$1,520,000	\$1,520,000

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

#### 2. Child and Family Wellbeing Center Project No. 203061 Action Reported: Select Architect/Adopt Budget

On May 4, 2010, a professional services agreement was awarded to Schacht Aslani Architects for predesign services for the Child and Family Wellbeing Center. Three firms were interviewed from the roster on March 18, 2010: Perkins+Will, Buffalo Design and Schacht Aslani. The agreement amount is \$39,447 for predesign services versus a budget value of \$263,801 for design consultants. The balance of the design budget is intended for basic architectural services, a hazardous materials consultant, and commissioning.

Founded in 1996, Schacht Aslani Architects is a Seattle firm with experience working with the University since 1997. They are currently working on the tenant improvement project in Mary Gates Hall. In addition to the many projects they have worked on at the Seattle campus, they have also worked at Seattle North, Central, and South Community Colleges, Tacoma Community College, Shoreline Community College, Olympic College, Peninsula College, and Grays Harbor College.

The project will renovate the building currently known as the Staff Services Building to accommodate the Child and Family Wellbeing Center. The project, of approximately 9,170 ASF (assignable square feet), will create computational human observation labs with sound isolation, research offices, instructional area, facility reception area and administrative offices.

Design is expected to be completed by November 2010 with construction beginning in February 2011 lasting through September of 2011.

The project budget is established at \$2,000,000. Funding of \$2,000,000 is provided from the 2009-2011 College of Arts & Sciences Capital Budget.



## VII. STANDING COMMITTEES

### B. Finance, Audit and Facilities Committee

#### Actions Taken Under Delegated Authority (continued p. 3)

Budget Summary:	Current Approved Budget	Forecast Cost At Completion
Total Consultant Services	\$263,801	\$263,801
Total Construction Cost*	\$1,498,508	\$1,498,508
Other Costs	\$83,993	\$83,993
Project Administration	\$153,698	\$153,698
Total Project Budget	\$2,000,000	\$2,000,000

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

#### 3. Miller Hall HVAC Chiller Replacement Project No. 203185 Action Reported: Select Architect/Adopt Budget

On June 3, 2010, an engineering basic services agreement for the Miller Hall HVAC Chiller Replacement project was awarded to The Greenbusch Group. Three engineering firms were selected from the roster in January 2007: The Greenbusch Group, CDi Mechanical Engineers and Hargis Engineers. The Greenbusch Group was selected and awarded a professional services agreement to conduct a predesign study to identify and evaluate replacement solutions for existing chillers and condensers in Miller Hall. The predesign was completed in 2007, and the project was put on hold awaiting funding. The basic services agreement amount is \$89,649 versus a budget value of \$131,195 for design consultants. The balance of the design budget is intended for the hazardous materials consultant, acoustical consulting, commissioning and HVAC balancing.

The Greenbusch Group is a 16 member Seattle mechanical and acoustical WBE/DBE (Women Business Enterprises and Disadvantaged Business Enterprises) engineering firm with experience working on multiple projects with the University since its founding in 1989. In addition to their experience on the many UW Seattle Campus projects, they have worked at Evergreen State College, Whitman College, Olympic College and Whatcom Community College.

The Miller Hall HVAC Chiller Replacement project will provide a new air-cooled modular style packaged chiller located on the roof of Miller Hall to replace the existing 40+ year old air conditioning system.

Design is expected to be completed by September of 2010, with construction beginning in December, and lasting through July 2011.

## VII. STANDING COMMITTEES

### B. Finance, Audit and Facilities Committee

#### Actions Taken Under Delegated Authority (continued p. 4)

The project budget is established at \$1,137,000. Funding of \$1,137,000 is provided from the 2009-2011 Facilities Services Building Renewal Budget.

Budget Summary:	Current Approved Budget	Forecast Cost At Completion
Total Consultant Services	\$131,195	\$131,195
Total Construction Cost*	\$893,992	\$893,992
Other Costs	\$23,109	\$23,109
Project Administration	\$88,704	\$88,704
Total Project Budget	\$1,137,000	\$1,137,000

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

#### 4. Intramural Activities Building Roof Project No. 203321 Action Reported: Adopt Budget and Select Consultant

On May 10, 2010 a contract for architectural services was awarded to Snyder Hartung Kane Strauss Architects, Inc. (SHKS Architects) under their existing master term agreement. The agreement amount for basic services is \$80,036 versus a budget value of \$157,939 for design consultants. The balance of the design budget is intended for the hazardous materials consultant, testing and inspections and other specialty consultants required for the project.

SHKS Architects is a medium-sized firm located in Seattle, Washington. The firm has completed several successful projects for the University under their master term agreement for building envelope improvements. SHKS Architects' expertise exists in public sector work including educational, civic, libraries, and historic preservation.

This project is a design-bid-build project to re-roof the original 40+ year old roof at the Intramural Activities Building (IMA). The project will include roof safety improvements, permit-required energy code improvements, and will also include investigating the option of adding future solar panels.

Design has been authorized and is scheduled to complete in August 2010. Construction will be conducted in two phases based upon available funding. The first phase will begin in September 2010, and the second phase is planned for the 2011-13 biennium.

## VII. STANDING COMMITTEES

### B. Finance, Audit and Facilities Committee

#### Actions Taken Under Delegated Authority (continued p. 5)

The project budget is established at \$3,199,746. Funding for phase one is provided from Facility Services Building Renewal 09-11 for \$1.6 million. The remaining funding will be from Building Renewal 11-13.

Budget Summary:	Current Approved Budget	Forecast Cost At Completion
Total Consultant Services	\$157,939	\$157,939
Total Construction Cost*	\$2,833,432	\$2,833,432
Other Costs	\$33,472	\$33,472
Project Administration	\$174,903	\$174,903
Total Project Budget	\$3,199,746	\$3,199,746

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

VII. STANDING COMMITTEES

B. Finance, Audit and Facilities Committee

Report of Contributions – May 2010

For information only.

*Attachment*

University of Washington Foundation Report of Contributions for May 2010

The background of the entire page is a photograph of a university campus. It shows a wide, paved walkway lined with large, mature green trees. In the distance, a large, historic building with Gothic-style architecture, including pointed arches and stone masonry, is visible under a clear blue sky. Several people are walking along the path, and a few are sitting on the grassy areas. The overall scene is bright and sunny.

UNIVERSITY of WASHINGTON | *Foundation*

# Report *of* Contributions

All Areas

May 2010

Report By: University Advancement, Advancement Services, Information Management

## ANNUAL PROGRESS BY CONSTITUENCY

School	Current Month ( May 2010 )				Year to Date (07/01/2009 - 05/31/2010 )			
	Gifts	Grants	Total	Donors <sup>1</sup>	Gifts	Grants	Total	Donors
UW Medicine	\$2,927,430	\$3,456,896	\$6,384,326	2,377	\$33,302,105	\$95,414,128	\$128,716,233	14,925
Arts and Sciences	\$1,131,378	\$631,954	\$1,763,332	1,602	\$14,438,063	\$6,604,224	\$21,042,287	13,236
Broadcast Services	\$233,523	\$0	\$233,523	761	\$2,492,947	\$0	\$2,492,947	2,427
Built Environments	\$67,368	\$12,500	\$79,868	105	\$1,090,246	\$1,150,408	\$2,240,654	1,221
Business School	\$216,628	\$0	\$216,628	265	\$11,590,136	\$30,000	\$11,620,136	3,928
Dentistry	\$81,849	\$0	\$81,849	114	\$2,852,392	\$295,527	\$3,147,919	1,180
Education	\$63,662	\$116,279	\$179,942	270	\$1,951,923	\$2,250,877	\$4,202,800	1,411
Engineering	\$1,380,398	\$200,000	\$1,580,398	306	\$11,815,509	\$7,466,561	\$19,282,070	4,156
Environment	\$51,710	\$266,421	\$318,131	191	\$4,370,426	\$3,306,272	\$7,676,698	1,881
Evans School of Public Affairs	\$6,562	\$19,976	\$26,538	88	\$184,986	\$459,976	\$644,962	436
Forest Resources	\$0	\$0	\$0	0	\$0	\$0	\$0	0
Graduate School	\$799	\$0	\$799	20	\$882,986	\$50,000	\$932,986	307
Information School	\$13,678	\$0	\$13,678	76	\$280,541	\$1,276,250	\$1,556,791	650
Intercollegiate Athletics	\$1,654,553	\$0	\$1,654,553	919	\$13,439,704	\$0	\$13,439,704	13,281
Law	\$58,077	\$16,000	\$74,077	273	\$1,487,586	\$33,500	\$1,521,086	1,699
Libraries	\$19,385	\$0	\$19,385	283	\$968,056	\$0	\$968,056	5,145
Minority Affairs	\$16,799	\$0	\$16,799	143	\$392,402	\$25,000	\$417,402	641
Nursing	\$34,796	\$1,500	\$36,296	143	\$2,791,980	\$634,753	\$3,426,733	1,663
Ocean and Fishery Sciences	\$0	\$0	\$0	0	\$0	\$0	\$0	0
Pharmacy	\$68,110	\$246,333	\$314,443	139	\$1,466,289	\$1,640,412	\$3,106,701	986
President's Funds	\$39,845	\$0	\$39,845	178	\$560,886	\$0	\$560,886	1,428
Public Health	\$87,677	\$1,030,424	\$1,118,101	126	\$724,372	\$15,455,163	\$16,179,535	709
Social Work	\$12,804	\$0	\$12,804	86	\$1,254,744	\$2,360,228	\$3,614,972	784
Student Affairs	\$260,310	\$0	\$260,310	240	\$5,066,803	\$0	\$5,066,803	2,623
Undergraduate Academic Affairs	\$4,613	\$0	\$4,613	54	\$522,814	\$143,276	\$666,090	626
University Press	\$19,025	\$0	\$19,025	22	\$250,990	\$0	\$250,990	132
UW Alumni Association	\$139,345	\$0	\$139,345	3,208	\$778,647	\$0	\$778,647	16,486
UW Bothell	\$9,422	\$0	\$9,422	107	\$455,759	\$934,205	\$1,389,964	570
UW Tacoma	\$21,623	\$0	\$21,623	130	\$1,823,866	\$29,744	\$1,853,610	741
Other University Support	\$162,519	\$1,604	\$164,123	540	\$3,384,129	\$1,994,927	\$5,379,056	2,373
<b>Total</b>	<b>\$8,783,889</b>	<b>\$5,999,887</b>	<b>\$14,783,776</b>	<b>11,991</b>	<b>\$120,621,285</b>	<b>\$141,555,432</b>	<b>\$262,176,717</b>	<b>81,651</b>

## MONTHLY HIGHLIGHTS

The UW received \$14.78M in total private voluntary support (\$8.78M in gifts and \$6.00M in grants) in the current month.

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

<sup>1</sup> 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.

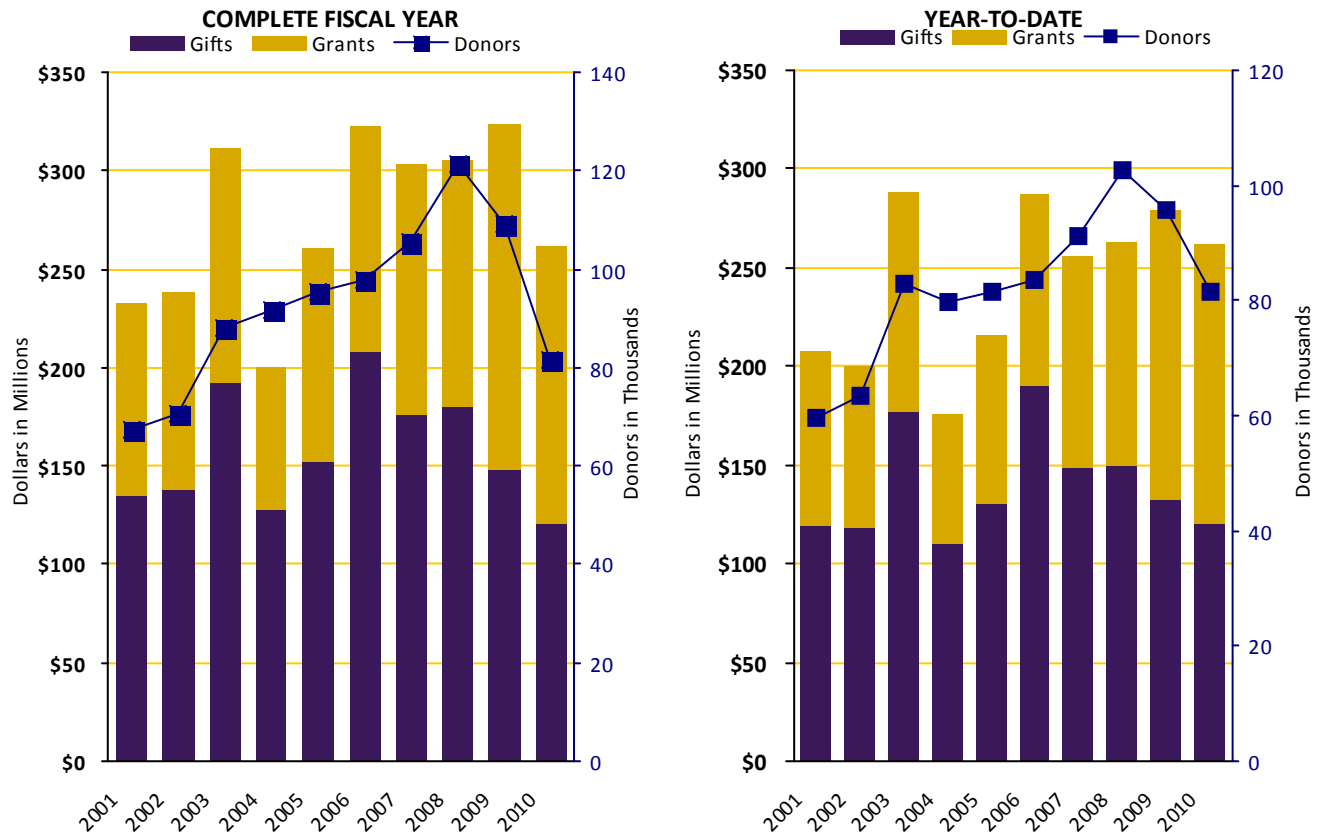


## DEVELOPMENT SUMMARY BY CONSTITUENCY

School	Current Month		Year to Date		Prior Year to Date		Prior Year Total	
	Total	Donors	Total	Donors	Total	Donors	Total	Donors
UW Medicine	\$6,384,326	2,377	\$128,716,233	14,925	\$126,875,196	15,704	\$156,190,821	16,799
Arts and Sciences	\$1,763,332	1,602	\$21,042,287	13,236	\$23,602,196	14,204	\$25,589,815	14,817
Broadcast Services	\$233,523	761	\$2,492,947	2,427	\$3,537,479	15,609	\$4,427,717	16,191
Built Environments	\$79,868	105	\$2,240,654	1,221	\$2,072,041	1,295	\$2,127,643	1,341
Business School	\$216,628	265	\$11,620,136	3,928	\$23,005,555	3,957	\$25,381,696	4,210
Dentistry	\$81,849	114	\$3,147,919	1,180	\$2,408,499	1,439	\$2,541,366	1,584
Education	\$179,942	270	\$4,202,800	1,411	\$3,370,726	1,565	\$3,724,956	1,667
Engineering	\$1,580,398	306	\$19,282,070	4,156	\$17,604,775	4,099	\$18,855,120	4,260
Environment	\$318,131	191	\$7,676,698	1,881	\$4,671,093	27	\$4,679,781	27
Evans School of Public Affairs	\$26,538	88	\$644,962	436	\$2,519,641	418	\$2,718,803	480
Forest Resources	\$0	0	\$0	0	\$3,382,358	1,028	\$3,451,299	1,096
Graduate School	\$799	20	\$932,986	307	\$1,550,196	313	\$1,602,622	324
Information School	\$13,678	76	\$1,556,791	650	\$1,660,376	578	\$1,679,278	609
Intercollegiate Athletics	\$1,654,553	919	\$13,439,704	13,281	\$11,554,293	12,347	\$15,659,243	23,317
Law	\$74,077	273	\$1,521,086	1,699	\$2,575,481	1,791	\$2,665,941	1,935
Libraries	\$19,385	283	\$968,056	5,145	\$928,239	4,881	\$1,171,951	5,280
Minority Affairs	\$16,799	143	\$417,402	641	\$371,338	462	\$388,492	511
Nursing	\$36,296	143	\$3,426,733	1,663	\$3,186,151	1,584	\$3,549,704	1,678
Ocean and Fishery Sciences	\$0	0	\$0	0	\$9,611,662	708	\$10,157,709	740
Pharmacy	\$314,443	139	\$3,106,701	986	\$1,699,966	986	\$2,098,248	1,034
President's Funds	\$39,845	178	\$560,886	1,428	\$5,671,101	1,615	\$5,761,734	1,691
Public Health	\$1,118,101	126	\$16,179,535	709	\$14,884,861	732	\$15,492,932	792
Social Work	\$12,804	86	\$3,614,972	784	\$1,284,256	672	\$1,289,956	700
Student Affairs	\$260,310	240	\$5,066,803	2,623	\$2,677,147	2,789	\$2,906,525	3,000
Undergraduate Academic Affairs	\$4,613	54	\$666,090	626	\$417,770	335	\$424,576	353
University Press	\$19,025	22	\$250,990	132	\$206,144	163	\$219,219	167
UW Alumni Association	\$139,345	3,208	\$778,647	16,486	\$909,052	18,204	\$1,001,508	19,763
UW Bothell	\$9,422	107	\$1,389,964	570	\$2,214,752	557	\$2,229,545	592
UW Tacoma	\$21,623	130	\$1,853,610	741	\$1,880,504	713	\$3,656,827	792
Other University Support	\$164,123	540	\$5,379,056	2,373	\$2,389,283	2,097	\$2,433,450	2,220
<b>Total<sup>1</sup></b>	<b>\$14,783,776</b>	<b>11,991</b>	<b>\$262,176,717</b>	<b>81,651</b>	<b>\$278,722,132</b>	<b>95,658</b>	<b>\$324,078,477</b>	<b>109,083</b>

<sup>1</sup> 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	Grants	Total	Donors	Gifts	Grants	Total	Donors
2009-2010	\$120,621,285	\$141,555,432	\$262,176,717	81,651	\$120,621,285	\$141,555,432	\$262,176,717	81,651
2008-2009	\$148,364,809	\$175,713,667	\$324,078,477	109,083	\$133,003,668	\$145,718,463	\$278,722,132	95,658
2007-2008	\$180,735,444	\$124,224,214	\$304,959,657	121,447	\$149,374,507	\$113,154,591	\$262,529,098	102,555
2006-2007	\$176,490,215	\$126,399,369	\$302,889,584	105,353	\$148,440,970	\$107,907,490	\$256,348,460	91,213
2005-2006	\$207,744,231	\$115,261,186	\$323,005,417	97,876	\$190,107,545	\$96,947,162	\$287,054,707	83,616
2004-2005	\$151,969,925	\$108,802,371	\$260,772,296	95,227	\$130,236,981	\$85,036,054	\$215,273,035	81,488
2003-2004	\$128,174,367	\$71,603,323	\$199,777,690	91,903	\$110,607,045	\$65,698,478	\$176,305,523	79,741
2002-2003	\$192,573,183	\$118,677,722	\$311,250,905	88,259	\$176,755,934	\$111,251,784	\$288,007,718	82,892
2001-2002	\$137,959,340	\$100,820,547	\$238,779,887	70,560	\$118,125,206	\$82,636,715	\$200,761,921	63,450
2000-2001	\$134,797,642	\$97,112,979	\$231,910,621	67,307	\$119,227,091	\$88,148,568	\$207,375,659	59,797



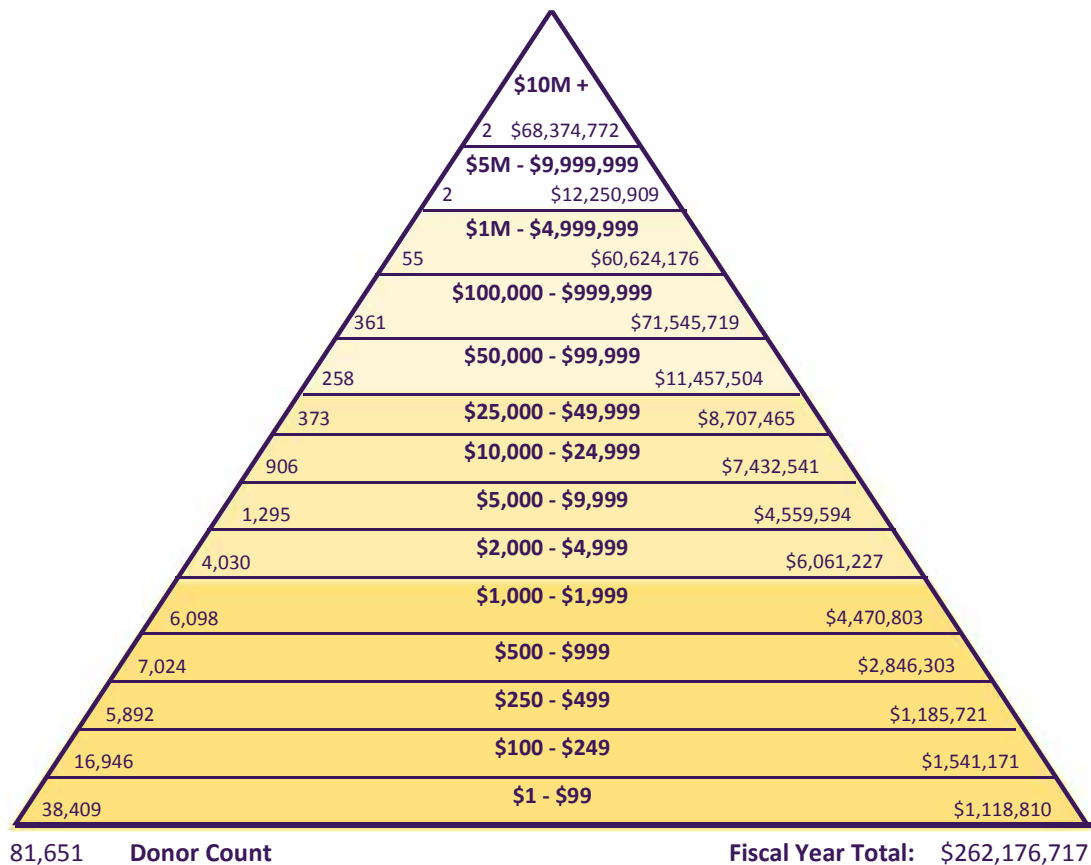
## ANNUAL FUNDING THEME PROGRESS

Theme	Year to Date		
	Current Use	Endowment	Total
Student Support	\$8,694,592	\$17,175,618	\$25,870,210
Faculty Support	\$8,083,215	\$9,087,330	\$17,170,545
Program Support for Faculty and Students	\$173,471,508	\$10,590,407	\$184,061,915
Capital	\$12,324,675	\$5,330	\$12,330,005
Excellence Funds	\$22,463,272	\$280,769	\$22,744,041
<b>Total</b>	<b>\$225,037,263</b>	<b>\$37,139,454</b>	<b>\$262,176,717</b>

## DEVELOPMENT ACTIVITY BY DONOR TYPE

Donor Type	Year to Date		Prior Year to Date		Prior Fiscal Year	
	Donors	Total	Donors	Total	Donors	Total
Alumni	41,640	\$30,374,492	44,567	\$35,238,819	49,981	\$40,529,614
Corporations	2,441	\$37,949,006	2,542	\$55,632,911	3,029	\$79,017,981
Family Foundations	165	\$11,340,487	163	\$12,764,656	173	\$15,996,206
Foundations	402	\$86,490,451	392	\$78,931,949	427	\$83,293,447
Non-Alumni	36,470	\$32,704,200	47,609	\$38,917,423	54,849	\$41,916,304
Organizations	533	\$63,318,080	567	\$57,236,374	624	\$63,324,926
<b>Total</b>	<b>81,651</b>	<b>\$262,176,717</b>	<b>95,840</b>	<b>\$278,722,132</b>	<b>109,083</b>	<b>\$324,078,477</b>

## DEVELOPMENT ACTIVITY PYRAMID



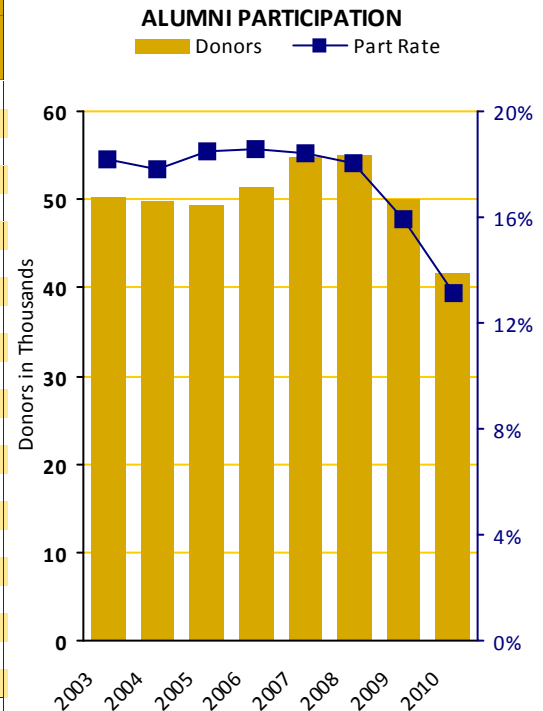
## ANNUAL PROGRESS BY GIVING LEVEL

Giving Level	Alumni	Non Alumni	Family Fndns.	Corporations	Foundations	Other Orgs.	Total
\$10M +	\$0	\$0	\$0	\$0	\$46,618,139	\$21,756,633	\$68,374,772
\$5M - \$9,999,999	\$0	\$5,917,702	\$0	\$0	\$0	\$6,333,207	\$12,250,909
\$1M - \$4,999,999	\$6,002,380	\$6,571,920	\$5,158,075	\$11,017,434	\$16,182,963	\$15,691,404	\$60,624,176
\$100,000 - \$999,999	\$7,941,980	\$8,270,130	\$4,021,171	\$16,458,685	\$19,796,475	\$15,057,277	\$71,545,719
\$50,000 - \$99,999	\$1,557,671	\$1,568,098	\$756,827	\$3,827,535	\$1,785,282	\$1,962,091	\$11,457,504
\$25,000 - \$49,999	\$1,809,878	\$1,098,161	\$795,331	\$2,560,452	\$1,090,720	\$1,352,924	\$8,707,465
\$10,000 - \$24,999	\$2,209,984	\$1,831,939	\$417,614	\$1,828,677	\$568,225	\$576,103	\$7,432,541
\$5,000 - \$9,999	\$1,825,255	\$1,271,631	\$99,930	\$826,294	\$237,601	\$298,883	\$4,559,594
\$2,000 - \$4,999	\$2,970,740	\$1,974,311	\$58,086	\$735,208	\$135,586	\$187,297	\$6,061,227
\$1,000 - \$1,999	\$2,196,791	\$1,731,788	\$28,788	\$403,550	\$51,480	\$58,407	\$4,470,803
\$500 - \$999	\$1,543,812	\$1,085,295	\$3,491	\$176,486	\$12,393	\$24,827	\$2,846,303
\$250 - \$499	\$692,601	\$426,015	\$550	\$50,950	\$6,367	\$9,238	\$1,185,721
\$100 - \$249	\$925,055	\$555,008	\$600	\$48,844	\$4,475	\$7,189	\$1,541,171
\$1 - \$99	\$698,346	\$402,204	\$25	\$14,890	\$744	\$2,601	\$1,118,810
<b>Total</b>	<b>\$30,374,492</b>	<b>\$32,704,200</b>	<b>\$11,340,487</b>	<b>\$37,949,006</b>	<b>\$86,490,451</b>	<b>\$63,318,080</b>	<b>\$262,176,717</b>

Giving Level	Alumni	Non Alumni	Family Fndns.	Corporations	Foundations	Other Orgs.	Total
\$10M +	0	0	0	0	1	1	2
\$5M - \$9,999,999	0	1	0	0	0	1	2
\$1M - \$4,999,999	10	13	3	8	12	9	55
\$100,000 - \$999,999	70	93	20	67	62	49	361
\$50,000 - \$99,999	53	81	13	55	28	28	258
\$25,000 - \$49,999	103	95	24	76	35	40	373
\$10,000 - \$24,999	282	370	29	143	42	40	906
\$5,000 - \$9,999	519	518	19	153	40	46	1,295
\$2,000 - \$4,999	1,862	1,744	21	290	46	67	4,030
\$1,000 - \$1,999	2,694	2,949	23	339	41	52	6,098
\$500 - \$999	3,358	3,294	6	302	20	44	7,024
\$250 - \$499	3,030	2,637	2	175	20	28	5,892
\$100 - \$249	8,868	7,606	4	378	34	56	16,946
\$1 - \$99	20,791	17,069	1	455	21	72	38,409
<b>Total</b>	<b>41,640</b>	<b>36,470</b>	<b>165</b>	<b>2,441</b>	<b>402</b>	<b>533</b>	<b>81,651</b>

## ALUMNI PARTICIPATION BY CONSTITUENCY (CURRENT FISCAL YEAR)

Area	Solicitable	To UW		To Unit	
		Year to Date		Year to Date	
		Donors	Part Rate	Donors	Part Rate
UW Medicine	19,127	3,220	16.83%	2,189	11.44%
Arts and Sciences	146,824	17,357	11.82%	5,688	3.87%
Business School	38,262	6,203	16.21%	2,171	5.67%
Built Environments	8,184	1,156	14.13%	526	6.43%
Dentistry	4,540	1,002	22.07%	557	12.27%
Education	18,841	2,698	14.32%	534	2.83%
Engineering	32,965	4,334	13.15%	2,319	7.03%
Evans School of Public Affairs	2,496	474	18.99%	209	8.37%
Forest Resources	4,612	537	11.64%		
Interdisc. Grad. Programs	1,817	240	13.21%		
Interdisc. Undergrad. Programs	258	21	8.14%		
Interschool Programs	520	58	11.15%		
Information School	4,614	861	18.66%	420	9.10%
Law	7,905	1,505	19.04%	881	11.14%
School of Nursing	8,644	1,599	18.50%	923	10.68%
Ocean & Fisheries	4,076	534	13.10%		
Pharmacy	3,547	778	21.93%	543	15.31%
Public Health	4,580	690	15.07%	256	5.59%
Social Work	6,522	829	12.71%	401	6.15%
UW Bothell	6,995	678	9.69%	245	3.50%
UW Tacoma	8,050	632	7.85%	328	4.07%
Unspecified	11,600	1,735	14.96%		
<b>ALL UW TOTAL</b>	<b>317,522</b>	<b>41,640</b>	<b>13.11%</b>		



## 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	PFFY Final
UW Medicine	19,109	3,287	17.20%	3,576	18.71%	2,139	11.19%	2,279	11.93%
Arts and Sciences	145,069	18,706	12.89%	21,029	14.50%	6,301	4.34%	6,553	4.52%
Business School	37,913	6,322	16.68%	7,343	19.37%	2,191	5.78%	2,345	6.19%
Built Environments	8,096	1,296	16.01%	1,410	17.42%	564	6.97%	576	7.11%
Dentistry	4,501	1,113	24.73%	1,237	27.48%	667	14.82%	722	16.04%
Education	18,944	3,060	16.15%	3,494	18.44%	586	3.09%	620	3.27%
Engineering	32,856	4,470	13.60%	4,994	15.20%	2,274	6.92%	2,374	7.23%
Evans School of Public Affairs	2,394	489	20.43%	529	22.10%	172	7.18%	189	7.89%
Forest Resources	4,601	644	14.00%	713	15.50%	304	6.61%	329	7.15%
Interdisc. Grad. Programs	1,719	236	13.73%	261	15.18%				
Interdisc. Undergrad. Programs	247	23	9.31%	27	10.93%				
Interschool Programs	493	68	13.79%	74	15.01%				
Information School	4,516	860	19.04%	932	20.64%	372	8.24%	395	8.75%
Law	7,755	1,607	20.72%	1,792	23.11%	919	11.85%	987	12.73%
School of Nursing	8,661	1,658	19.14%	1,804	20.83%	909	10.50%	944	10.90%
Ocean & Fisheries	4,038	625	15.48%	681	16.86%	317	7.85%	335	8.30%
Pharmacy	3,529	809	22.92%	895	25.36%	564	15.98%	594	16.83%
Public Health	4,465	749	16.77%	803	17.98%	269	6.02%	288	6.45%
Social Work	6,428	910	14.16%	972	15.12%	405	6.30%	427	6.64%
UW Bothell	6,635	732	11.03%	799	12.04%	238	3.59%	253	3.81%
UW Tacoma	7,685	687	8.94%	793	10.32%	280	3.64%	305	3.97%
Unspecified	11,813	1,832	15.51%	2,160	18.28%				
<b>ALL UW TOTAL</b>	<b>314,219</b>	<b>44,508</b>	<b>14.16%</b>	<b>49,980</b>	<b>15.91%</b>				

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	Members <sup>1</sup>	Member Donors	Alumni Giving	
				Members	Non Members
UW Medicine	19,127	1,916	929	48.49%	11.39%
Arts and Sciences	146,824	18,376	5,500	29.93%	5.94%
Business School	38,262	7,072	2,525	35.70%	7.76%
Built Environments	8,184	1,111	343	30.87%	8.13%
Dentistry	4,540	1,022	451	44.13%	10.80%
Education	18,841	3,079	1,068	34.69%	6.79%
Engineering	32,965	4,481	1,430	31.91%	7.20%
Evans School of Public Affairs	2,496	292	109	37.33%	11.52%
Forest Resources	4,612	633	175	27.65%	5.76%
Interdisc. Grad. Programs	1,817	159	49	30.82%	7.96%
Interdisc. Undergrad. Progra	258	17	2	11.76%	5.81%
Interscholar Programs	520	41	8	19.51%	6.47%
Information School	4,614	746	270	36.19%	11.63%
Law	7,905	1,028	489	47.57%	12.40%
School of Nursing	8,644	1,329	509	38.30%	11.62%
Ocean & Fisheries	4,076	473	154	32.56%	7.52%
Pharmacy	3,547	628	283	45.06%	14.25%
Public Health	4,580	410	157	38.29%	10.17%
Social Work	6,522	603	196	32.50%	8.06%
UW Bothell	6,995	606	127	20.96%	4.32%
UW Tacoma	8,050	602	125	20.76%	3.26%
Unspecified	11,600	2,498	840	33.63%	5.31%
Non-Alumni		9,343	5,219	55.86%	
<b>Total</b>	<b>317,522</b>	<b>54,451</b>	<b>19,302</b>	<b>35.45%</b>	

## Alumni Activity

<b>1 in 3 registrants at 2009 UW events were UWAA members</b>
<b>1 in 12 registrants at 2009 UW events were UW donors</b>
<b>2 in 3 registrants at 2009 UW events were Solicitable Alumni</b>
<b>1 in 25 UWAA members attended a 2009 UW event</b>
<b>1 in 3 2008-2009 Football/Basketball season ticket holders were UWAA members</b>
<b>1 in 8 UWAA members were 2008-2009 Football/Basketball season ticket holders</b>

## Top 10 Membership by Class Year

Class Year	Part. Rate	Class Year	Population
1955	22.93%	2009	1,700
1953	22.20%	1971	1,093
1959	21.94%	1973	1,063
1954	21.88%	1974	1,047
1946	21.63%	1970	1,035
1956	21.30%	1972	1,025
1952	21.28%	1976	1,016
1950	20.96%	1975	990
1958	20.51%	1977	964
1944	20.50%	1968	896

## Activity Participation - Rolling 3 Year Total<sup>3</sup>

School <sup>2</sup>	Participants	Part. Donors	% Donors	Alum Non-Part.	Alum Non-Par Donor	% Non-Part Donor
UW Medicine	3,545	2,760	77.86%	18,996	3,256	17.14%
Arts and Sciences	11,895	2,881	24.22%	137,523	7,708	5.60%
Built Environments	1,317	571	43.36%	7,477	787	10.53%
Business School	5,443	1,438	26.42%	34,690	3,146	9.07%
Dentistry	1,800	753	41.83%	2,658	337	12.68%
Education	1,648	392	23.79%	16,159	916	5.67%
Engineering	2,457	841	34.23%	30,788	3,051	9.91%
Environment	544	514	94.49%			
Evans School of Public Affairs	677	254	37.52%	2,151	331	15.39%
Graduate School	310	189	60.97%	1,259	2	0.16%
Information School	653	184	28.18%	4,275	521	12.19%
Law	1,904	813	42.70%	6,478	1,111	17.15%
Libraries	794	770	96.98%			
Nursing	896	421	46.99%	8,064	1,334	16.54%
Ocean & Fishery Sciences	262			3,623		
Pharmacy	361	214	59.28%	3,315	767	23.14%
Public Health	514	186	36.19%	3,671	380	10.35%
Social Work	667	194	29.09%	6,090	693	11.38%
UW Bothell	586	188	32.08%	7,025	604	8.60%
UW Tacoma	429	187	43.59%	8,605	810	9.41%

<sup>1</sup> Members include paid Annual Members, Lifetime Members, and TPC Level Donors

<sup>2</sup> 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.

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

Source: University of Washington Alumni Association

Source: University Advancement, Information Management Report # devrpts\_s10064

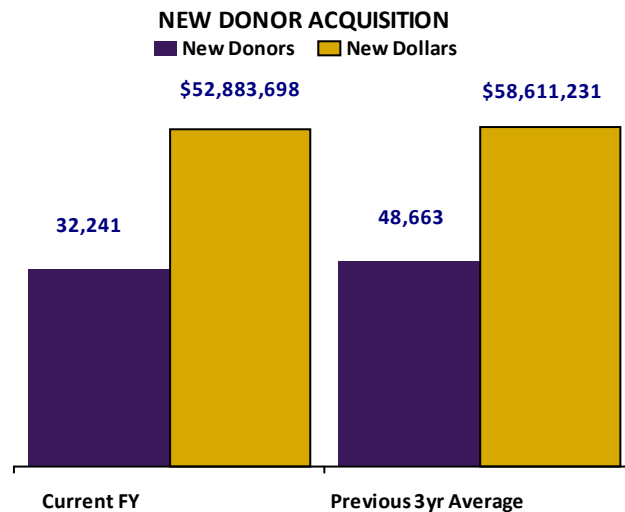
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(07/01/2009- 05/31/2010)

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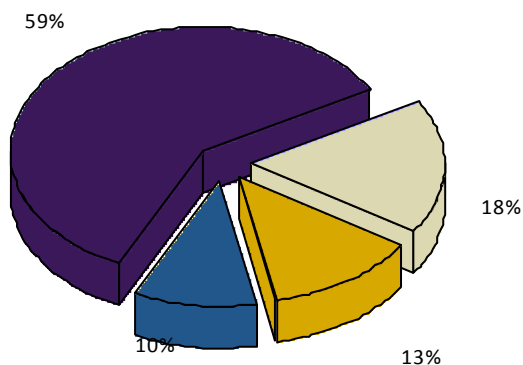
## KEY PERFORMANCE INDICATORS



	New Donors	New Dollars
Current FY	32,241	\$52,883,698
Previous 3yr Average	48,663	\$58,611,231

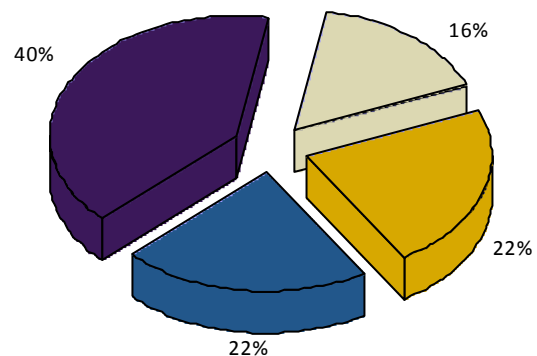
### DONOR RETENTION (CURRENT FY)

■ Returning Donor - Decreased Giving  
 ■ Returning Donor - Increased Giving  
 ■ Returning Donor - Same Giving  
 ■ Yet to Return as Donor



### DONOR RETENTION (PREVIOUS 3YR AVG)

■ Returning Donor - Decreased Giving  
 ■ Returning Donor - Increased Giving  
 ■ Returning Donor - Same Giving  
 ■ Yet to Return as Donor



	Donors	Dollars
Returning Donor - Decreased Giving	21,364	\$48,307,912
Returning Donor - Increased Giving	15,473	\$157,298,118
Returning Donor - Same Giving	12,573	\$3,686,789
Yet to Return as Donor	72,031	

	Donors	Dollars
Returning Donor - Decreased Giving	16,124	\$65,278,811
Returning Donor - Increased Giving	22,023	\$178,192,234
Returning Donor - Same Giving	21,414	\$8,169,227
Yet to Return as Donor	39,919	

Donor counts may vary slightly due to donor crediting preferences.

Three-year averages are based on fiscal year totals and do not reflect year-to-date status.

Source: University Advancement, Information Management Report # devrpts\_s10064

REPORT OF CONTRIBUTIONS, UNIVERSITY OF WASHINGTON May 2010

All Areas

F-3/207-10

7/15/10

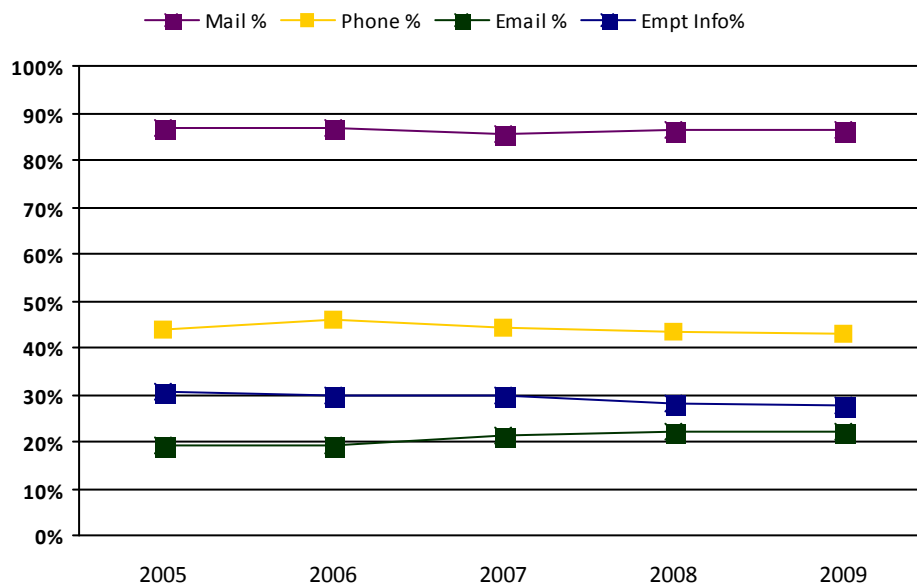
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## STATE OF THE DATABASE

School	Alumni	Friends	Total	Mailable	Mail %	Phonable	Phone %	Emailable	Email %	Emp Info	Emp %
UW Medicine	23,125	35,571	58,696	53,757	91.59%	31,288	53.31%	14,058	23.95%	17,640	30.05%
Arts and Sciences	184,082	18,383	202,465	169,569	83.75%	77,189	38.12%	60,979	30.12%	53,430	26.39%
Broadcast Services	0	37,663	37,663	36,756	97.59%	14,382	38.19%	5,707	15.15%	6,967	18.50%
Built Environments	9,687	1,712	11,399	10,102	88.62%	5,285	46.36%	3,484	30.56%	4,369	38.33%
Business School	47,869	3,955	51,824	43,340	83.63%	21,839	42.14%	17,372	33.52%	21,851	42.16%
Dentistry	5,119	1,557	6,676	6,176	92.51%	3,949	59.15%	2,077	31.11%	2,066	30.95%
Education	24,185	2,361	26,546	20,758	78.20%	10,886	41.01%	5,190	19.55%	7,774	29.29%
Engineering	41,600	3,960	45,560	37,513	82.34%	18,561	40.74%	12,818	28.13%	17,100	37.53%
Environment	0	4,327	4,327	4,140	95.68%	3,197	73.88%	1,618	37.39%	1,800	41.60%
Evans School of Public Affairs	2,894	552	3,446	3,212	93.21%	1,876	54.44%	1,907	55.34%	1,875	54.41%
Forest Resources	5,666	0	5,666	4,667	82.37%	2,229	39.34%	1,415	24.97%	2,254	39.78%
Graduate School	2,106	982	3,088	2,901	93.94%	1,820	58.94%	1,650	53.43%	1,428	46.24%
Information School	5,878	420	6,298	5,217	82.84%	3,196	50.75%	2,265	35.96%	2,692	42.74%
Intercollegiate Athletics	0	9,531	9,531	9,350	98.10%	7,373	77.36%	4,458	46.77%	3,804	39.91%
Law	9,008	1,735	10,743	9,719	90.47%	5,218	48.57%	6,340	59.02%	4,971	46.27%
Libraries	0	13,278	13,278	13,013	98.00%	10,831	81.57%	3,345	25.19%	2,545	19.17%
Minority Affairs	0	1,531	1,531	1,494	97.58%	1,120	73.15%	825	53.89%	831	54.28%
Nursing	10,943	1,559	12,502	10,357	82.84%	5,744	45.94%	3,317	26.53%	4,757	38.05%
Ocean and Fishery Sciences	4,999	0	4,999	4,179	83.60%	1,971	39.43%	1,386	27.73%	2,014	40.29%
Pharmacy	4,312	813	5,125	4,463	87.08%	2,582	50.38%	1,686	32.90%	2,231	43.53%
President's Funds	0	3,899	3,899	3,822	98.03%	3,017	77.38%	1,455	37.32%	2,040	52.32%
Public Health	5,320	850	6,170	5,615	91.00%	3,071	49.77%	2,883	46.73%	2,825	45.79%
Social Work	7,918	941	8,859	7,552	85.25%	3,547	40.04%	2,221	25.07%	3,026	34.16%
Student Affairs	0	9,497	9,497	9,324	98.18%	7,200	75.81%	3,943	41.52%	4,247	44.72%
Undergraduate Academic Affairs	0	1,350	1,350	1,305	96.67%	975	72.22%	644	47.70%	454	33.63%
University Press	0	590	590	562	95.25%	409	69.32%	233	39.49%	235	39.83%
UW Alumni Association	0	41,578	41,578	40,561	97.55%	26,006	62.55%	24,471	58.86%	15,628	37.59%
UW Bothell	8,195	974	9,169	8,589	93.67%	4,371	47.67%	4,578	49.93%	1,544	16.84%
UW Tacoma	9,527	943	10,470	9,773	93.34%	5,001	47.77%	4,929	47.08%	1,467	14.01%
Other University Support	975	7,319	8,294	7,905	95.31%	5,637	67.96%	4,785	57.69%	2,158	26.02%
Unspecified School	16,470	0	16,470	11,326	68.77%	6,125	37.19%	2,022	12.28%	3,678	22.33%
No Degree\Gift Affiliation	0	282,207	282,117	254,907	90.36%	151,661	53.76%	33,749	11.96%	48,927	17.34%
<b>Total</b>	<b>397,668</b>	<b>393,875</b>	<b>791,543</b>	<b>690,101</b>	<b>87.18%</b>	<b>365,836</b>	<b>46.22%</b>	<b>172,342</b>	<b>21.77%</b>	<b>188,625</b>	<b>23.83%</b>

## Database Trends



Source: University Advancement, Information Management Report # devrpts\_s10064

REPORT OF CONTRIBUTIONS, UNIVERSITY OF WASHINGTON May 2010

(07/01/2009 - 05/31/2010 )

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All Areas

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**VII. STANDING COMMITTEES****B. Finance, Audit and Facilities Committee**Renaming the Fisheries Center to the "Portage Bay Building"RECOMMENDED ACTION:

It is the recommendation of the administration, the Finance, Audit and Facilities Committee, and the University Names Committee that the Board of Regents approve renaming the Fisheries Center to the "Portage Bay Building."

BACKGROUND:

It has repeatedly come up in large and small ways that it is odd to have people coming to a "Fisheries Center" for brain and learning studies. Our specific rationale for this request is as follows:

- 1) On May 24, 2010, we opened a state-of-the-art brain-imaging facility within I-LABS. The brain-imaging technique is called magnetoencephalography (MEG). The entire facility is about a \$7M upgrade to the UW capacities (approximately \$4M from an LSDF award and \$3M from donors). We have 40 interested faculty members who will be using the MEG device. We have remodeled to meet UW and state requirements so that medical patients could participate (e.g., epilepsy patients, children with autism, and others). We are receiving a grant to conduct brain-imaging work with low-income children in the foster-care system. We know from experience that it will be odd to ask patients to come for a brain scan in the "Fisheries Center building." Patients are often nervous about coming in (though the machine is 100% safe) and it is disorienting for them to try to remember appointments for a brain scan in a fish building.
- 2) As you know from the record, I-LABS has the continued financial support from many generous Northwest donors. We often have events, science fairs, and gatherings. It is repeatedly remarked to us by donors that they find it odd that our child development work is occurring in a Fisheries building. It would make more sense to donors and for our publicity that we were in a building with a name that equally represents the various programs utilizing the space: I-LABS, The Autism Center, Radiology, and Fisheries. As such, a location-specific name was recommended: the "Portage Bay Building."
- 3) I-LABS will next year house nine faculty members who have research labs, grad students, and postdoctoral fellows, and we have more than 5,000

## VII. STANDING COMMITTEES

### B. Finance, Audit and Facilities Committee

#### Renaming the Fisheries Center to the "Portage Bay Building" (continued p. 2)

human participants coming through our labs each year. The potential for confusion among this large set of people is great. Every day we confront the problem of “lost participants” who are wandering around the Health Sciences area, because they forgot they were supposed to be going to “Fisheries.” Some of them end up at the new Fisheries building which is just a few blocks away.

#### REVIEW AND APPROVALS

In accordance with University procedures, the University Names Committee, the Provost, and the President have reviewed and approved this request.

#### *Attachments*

1. Renaming Request
2. Letter of Approval from the University Names Committee



**From:** Sandra O. Archibald  
**Sent:** Tuesday, May 18, 2010 11:27 AM  
**To:** AM Borys; Charles E. Chamberlin; ROBERT A. CRITTENDEN; Charles Kennedy; Connie Kravas; Carol S. Niccolls; JoAnn Taricani  
**Cc:** Lorraine Beverly; AM Borys  
**Subject:** RE: status of naming request

After receiving comments from the Committee and discussing the naming issue for ILabs with Dean Cauce, the College has decided to seek permission to rename the Fisheries Center to a more general place name as the Committee recommended and to seek naming of the interior space and signage separately. They are requesting that the name be changed to the Portage Bay Building which I certainly find fitting.

Could you get back to me right away with your responses to this as Dean Cauce would like this to go to the Regents as an "information item."

Thank you.

Sandy

-----Original Message-----

**From:** JEFFREY WALKER  
**Sent:** Tuesday, May 18, 2010 9:47 AM  
**To:** Sandra O. Archibald  
**Cc:** Ana M. CAUCE  
**Subject:** FW: ILABS Building Name Update

Dean Archibald,

Following the recent conversation you and Ana Mari had, I provided Andy Meltzoff and Pat Kuhl with the decision that needed to be made. Below you will note their conclusion and preference to go with a "location" based name: Portage Bay Building.

Please accept my request for this to serve to notify you and the committee about the preferred direction. I reviewed the naming policy and approval process (<http://www.washington.edu/faculty/facsenate/handbook/04-07-10.html>), and it appears that the Regents will need to approve it based upon recommendation from the President. I know there was an inconsistency in the policy for interior spaces, so it is possible we may find the same here.

Thanks again for your ongoing focus to this and the other I-LABS related requests. There is a lot of activity right now.

Best,

Jeff

---

**From:** Andrew Meltzoff [meltzoff@u.washington.edu]  
**Sent:** Monday, May 17, 2010 6:22 PM  
**To:** JEFFREY WALKER; Patricia K. Kuhl  
**Cc:** Erica Stevens  
**Subject:** Re: Building Name Update - Need to Talk

Jeff,

Based on the conversation we had last week, you suggested a fork in the road in building naming.

The easier/faster solution you suggested would be to go for a 'location name,' and the harder/slower would be to go for a 'disciplinary' name:

You gave the example of the easier one being "Portage Bay Building". We are happy, in the interest of ease and time, to go with that, so we can get out from under having our children and brain scans happening in a Old Fisheries building.

The harder/slower solution you conveyed was to go with a content name like the 'Interdisciplinary Sciences Building' with the drawback being that we'd need to wait for buy-in broad and wide.

We value time at this point, and the Portage Bay Building sounds quite lovely. It is simple and elegant. We then become the "Institute for Learning & Brain Sciences" within the "Portage Bay Building." Sounds good already. Where do we sign? :)

Thanks for your efforts on this. We think all parties will be pleased. And please also thank Greg, Ana Mari and others who are working so hard to bring this about.

Best,  
Andy

-----  
Andrew N. Meltzoff  
Job and Gertrud Tamaki Endowed Chair  
Co-Director, Institute for Learning and Brain Sciences  
Professor of Psychology  
CHDD Building, Room 373  
University of Washington, Box 357920  
Seattle, WA 98195  
Telephone: 206-685-2045 Fax: 206-221-6475  
Meltzoff Website: <http://ilabs.washington.edu/meltzoff>  
Institute Website: <http://ilabs.washington.edu>  
-----

Sandra O. Archibald  
Dean and Professor  
Evans School of Public Affairs  
University of Washington  
208 Parrington, Box 353055  
Seattle, WA 98195-3055  
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[sarch@u.washington.edu](mailto:sarch@u.washington.edu)  
[www.evans.washington.edu](http://www.evans.washington.edu)

**From:** AM Borys

**Sent:** Wednesday, May 12, 2010 10:23 AM

**To:** Charles E. Chamberlin; ROBERT A. CRITTENDEN; Charles Kennedy; Connie Kravas; Carol S. Niccolls; JoAnn Taricani

**Cc:** Sandra O. Archibald; Lorraine Beverly

F-4.1/207-10  
7/15/10

file://\\dfs\\files\\DeansOffice\\Borys\\names\\I-LABS\\fisheries center name change\\RE status o... 6/4/2010

**Subject:** status of naming request

Thanks for everyone's consideration of the request from Dean Cauce concerning the Fisheries Center. Among the issues that were raised were:

- Signage solutions to current confusion for I-LABS users
- Consideration of other occupants' views if the building name were as proposed (i.e., the name of one of the users)
- Possible solution to have a neutral or generic name for the building and highlight the I-LABS use in signage
- Setting a precedent that may have unintended consequences
- Consideration of current building names, some that are sole users, some that are merely one of several users, and some that no longer exist at all
- A possible new precedent in distinguishing building naming (an individual or family name) and building identification (what we have called functional naming) and a "rule" for how to determine the proper functional name

For now, there is no way to move this request forward within the time frame originally requested. Given that that is the case, Dean Cauce is re-considering the options. If she opts for a generic building name, she will send another request before May 20<sup>th</sup> in order to get approval and get on the agenda for the June 10 Board of Regents meeting. If she continues to support the original request, she understands that it will take a longer timeline for the Regents (they will need two months). If she resubmits the same request, she will seek agreement from other building users in advance of submitting her request.

So, "stay tuned" for further developments. In either case, there may yet need to be more discussion, and certainly a vote.

Ann Marie

.....  
Ann Marie Borys

Assistant Dean for Academic Affairs | Evans School of Public Affairs  
Affiliate Associate Professor | Department of Architecture | UW  
Box 353055 | 208G Parrington Hall | Seattle, WA 98195  
206.685.8983 (p) | amborys@uw.edu



# EVANS SCHOOL OF PUBLIC AFFAIRS

UNIVERSITY of WASHINGTON

May 19, 2010

Mark A. Emmert  
President  
301 Gerberding Hall, Box 351230  
University of Washington

Dear President Emmert:

The University Names Committee has reviewed a proposal from College of Arts and Sciences Dean Ana Mari Cauce to re-name the Fisheries Center, which is occupied in part by the Institute for Learning and Brain Sciences (I-LABS.) The building name is a legacy from its original occupants and causes confusion for many visitors to the Institute. It is easily confused with a relatively new building nearby called "Fishery Sciences," and it can seem illogical to newcomers to a neuroscience research center—they may conclude that they are in the wrong place.

The proposed name for the building is neutral with respect to building occupants and uses, as the building is shared with other units. The proposal is to acknowledge that the building is right on the waterfront by calling it the Portage Bay Building.

The committee agrees that a name change makes sense, and supports the choice put forward by Dean Cauce. The University Names Committee has reviewed and approved the proposal. On behalf of the committee, I respectfully ask that you grant this request.

Sincerely,

Sandra O. Archibald  
Dean and Professor  
Chair, Campus Names Committee

Concurrence:

Mark A. Emmert, President

Date

cc: University Names Committee  
V'ella Warren, Box 354998

**VII. STANDING COMMITTEES****B. Finance, Audit and Facilities Committee****Housing & Food Services–Use of Placeholder Names for New Buildings in Phase I of Housing Master Plan****RECOMMENDED ACTION:**

It is the recommendation of the administration, the Finance, Audit and Facilities Committee, and the University Names Committee that the Board of Regents approve the use of temporary, ‘placeholder’ names for the four new residential buildings that will be constructed in Phase I of the Housing Master Plan (HMP).

**BACKGROUND:**

Phase I of the HMP consists of the construction of four new buildings in the West Campus area—three residence halls and one apartment building. Housing & Food Services is exploring the possibility of donor participation and/or a special recognition, which could result in the formal naming of the buildings. Therefore, temporary names are being proposed for these facilities; these names would remain in place until permanent names are created.

The proposed temporary names are as follows:

Site 31: Cedar Apartments  
Site 32: Elm Hall  
Site 33: Poplar Hall  
Site 35: Alder Hall

**REVIEW AND APPROVALS**

In accordance with University procedures, the University Names Committee, the Provost, and the President have reviewed and approved this request.

***Attachments***

1. Request to use placeholder names for new buildings in Phase 1 of Housing Master Plan
2. Rendering of Phase I building sites with proposed placeholder names
3. Letter of Approval from the University Names Committee



# UNIVERSITY *of* WASHINGTON

ERIC S. GODFREY

Vice President & Vice Provost for Student Life

To: Dean Sandra Archibald

From: Eric S. Godfrey

Date: May 21, 2010

Re: Request to use placeholder names for new buildings in Phase I of Housing Master Plan

On behalf of the Department of Housing & Food Services, I am seeking approval from the University Names Committee to use temporary, 'placeholder' names for the four new buildings that will be constructed in Phase I of the Housing Master Plan (HMP). We are pursuing opportunities for donor funding for Phase I, which could result in the formal naming of the buildings; therefore, we have created temporary names for these facilities until such time as permanent names are created.

Please refer to the following page for a rendering of the four building sites. We are requesting to use the identifiers listed below as placeholder names. The names that have been chosen are all trees that are indigenous to the Pacific Northwest.

Site 31:	Cedar Apartments
Site 32:	Elm Hall
Site 33:	Poplar Hall
Site 35:	Alder Hall

When permanent names are determined for the four buildings, we will resubmit them to the Committee, meeting the criteria as outlined in the Facilities and Spaces Naming Policy.

Thank you for your consideration. I look forward to the opportunity to answer any questions you may have.

ESG/ec

## ATTACHMENT 2

### Rendering of Phase I Building Sites with Proposed Placeholder Names





# EVANS SCHOOL OF PUBLIC AFFAIRS

UNIVERSITY of WASHINGTON

May 28, 2010

Mark A. Emmert  
President  
301 Gerberding Hall  
University of Washington  
Box 351230

Dear President Emmert:

The University Names Committee has reviewed a request from Eric Godfrey, Vice President and Vice Provost for Student Life, to name the new residence halls under construction on the West Campus. The intention of the Department of Housing and Food Services is to use temporary "placeholder" names while appropriate donors which could result in a formal naming are sought.

The following are the proposed placeholder names:

Site 31:	Cedar Apartments
Site 32:	Elm Hall
Site 33:	Poplar Hall
Site 35:	Alder Hall.

The University Names Committee has reviewed and approved this proposal. On behalf of the committee, I respectfully ask that you grant this request.

Sincerely,

Sandra O. Archibald  
Dean and Professor  
Chair, Campus Names Committee

	06/07/2010
Concurrence	Date
Mark A. Emmert, President	

cc: University Names Committee  
V'ella Warren, Box 354998

F-5.3/207-10  
7/15/10



**VII. STANDING COMMITTEES****B. Finance, Audit and Facilities Committee**Approval of a Resolution to Issue and Refund General Revenue BondsRECOMMENDED ACTION:

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

1. The attached resolution to allow for the issuance of General Revenue Bonds for the following purposes:
  - a. Capital projects based on expected cash flows and outstanding commercial paper for fiscal year 2011 in an amount not to exceed \$308 million;
  - b. To refund any existing debt that provides an economic benefit.
2. Delegating to the President the authority to proceed with the issuance of the bonds, to establish all other terms of the bonds, and to execute other documents and approvals as required to complete the transactions.

BACKGROUND:

In May 2008, the Board of Regents adopted a revised debt policy that authorized the creation of the Internal Lending Program. As part of this policy, bonds paid from university General Revenues are issued to fund internal loans for previously approved campus projects and to refund currently outstanding obligations of the university. Issuing bonds at an institutional level minimizes the cost of issuance and assures that the lowest interest rate is achieved.

Refunding bonds will be issued to capture economic benefit and/or to restructure the debt portfolio to achieve longer-term strategic objectives. Bonds refunded for economic benefit are authorized under this resolution; any refunding for non-economic reasons will require specific regental approval.

The following is a summary of the capital projects currently expected to be funded with long term General Revenue Bonds issued in fiscal year 2011:

## VII. STANDING COMMITTEES

### B. Finance, Audit and Facilities Committee

#### Approval of a Resolution to Issue and Refund General Revenue Bonds (continued p. 2)

<b>Project</b>	<b>Date of Regents Approval</b>	<b>Total Debt Authorized</b>	<b>Previously Borrowed</b>	<b>Estimated 2011 Borrowing</b>
UWMC Expansion	Feb-08	160,000	44,800	77,800
AAALAC Projects (with increase)	Mar-08	32,000	26,200	2,000
Pediatric Dentistry	Mar-08	12,000	4,700	4,000
J-Wing	Jul-08	16,000	-	10,100
Business School - PACCAR Hall	Jul-08	30,000	14,900	11,100
Housing Phase 1	May-09	164,000	8,900	62,600
Molecular Engineering - ICR only	Jun-09	20,000	-	17,200
HUB Renovation	Jul-09	117,000	1,500	27,300
ECC Renovation	Jul-09	15,000	-	9,100
Hall Health Renovation	Jul-09	8,000	-	6,100
Business School - Balmer Hall*	May-10	42,800	-	42,800
UW Tacoma Phase 3*	May-10	13,450	-	7,450
Total		630,250	101,000	277,550
Plus Outstanding Commercial Paper				30,000
Total Estimated 2011 Borrowing				<u>307,550</u>

\* Debt repaid from Building Fee; amount represents up-front project financing

A description of refunding candidates is provided in Schedule A of the attached resolution.

#### FINANCING STRUCTURE:

Under the resolution, the bonds can be issued as fixed rate, variable rate, non-amortizing or some combination of modes. In addition, more than one series of bonds can be issued during the fiscal year. The final structure of the bonds will depend on market conditions and debt management strategy at the time of issuance. The structure of any bonds issued will be reported to the Board of Regents at the annual Debt Management Review in February 2011.

The source of repayment for these bonds will be General Revenues, including all auxiliary revenues and funds in the Bond Retirement Account. The portion of the bonds to be used to pay costs of Balmer Hall and UW Tacoma Phase 3 projects will be paid first from building fees and amounts in the University of Washington bond retirement account.

## VII. STANDING COMMITTEES

### B. Finance, Audit and Facilities Committee

#### Approval of a Resolution to Issue and Refund General Revenue Bonds (continued p. 3)

The total new money borrowing for fiscal year 2011 is not expected to exceed \$278 million and may be less than \$278 million if annual cash needs are less than projected. The maximum borrowing amount in the resolution also allows for paying off outstanding commercial paper of \$30 million with long term debt. The authority granted in the resolution will terminate on July 31, 2011.

#### REVIEW AND APPROVALS:

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

#### *Attachments*

1. 2011 General Revenue Bond Resolution
2. UW Debt Profile

BOARD OF REGENTS  
UNIVERSITY OF WASHINGTON  
RESOLUTION  
DATED JULY 15, 2010

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Authorizing the issuance and sale of  
UNIVERSITY OF WASHINGTON  
GENERAL REVENUE BONDS, SERIES [2010-2011] and  
GENERAL REVENUE REFUNDING BONDS, SERIES [2010-2011]

# UNIVERSITY OF WASHINGTON

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BOARD OF REGENTS  
UNIVERSITY OF WASHINGTON  
RESOLUTION

A RESOLUTION of the Board of Regents of the University of Washington providing for the authorization, sale, issuance and delivery of University of Washington General Revenue Bonds in the aggregate principal amount not to exceed \$308,000,000 for the purpose of financing or refinancing the acquisition of and improvements to University capital facilities and University of Washington General Revenue Refunding Bonds for the purpose of refunding certain outstanding obligations; providing for the date, form, terms, maturities and redemption of the bonds; providing for the payment of and establishing the security for such bonds; providing for the redemption of the outstanding bonds to be refunded; delegating authority to an authorized representative of the University to make certain determinations and appointments with respect to the bonds of this issue from time to time; and authorizing the execution of documents in connection with the issuance and sale of such bonds.

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

WHEREAS, the University has outstanding those bonds described on Exhibit A attached hereto, each of which are subject to optional redemption prior to their respective maturities as shown on Exhibit A; and

WHEREAS, the University has been advised that debt service savings or more beneficial terms may be obtained by refunding some or all of the Refunding Candidates through the issuance of one or more series of general revenue refunding bonds (the "2010/2011 Refunding Bonds"); and

WHEREAS, the University has also determined to issue one or more series of general revenue bonds in the aggregate principal amount not to exceed \$308,000,000 (the "2010/2011 New Money Bonds") for the purpose of financing or refinancing certain University capital facilities as described herein; and

WHEREAS, pursuant to RCW 28B.20.700-.740., as amended by Chapter 499, Wash. Laws 2009, and pursuant to Sec. 5010 and 5016, Chapter 36, Wash. Laws 2010, the University is authorized to issue up to \$42,800,000 in building fee revenue bonds to pay costs of

reconstructing Balmer Hall and up to \$7,450,000 in building fee revenue bonds to pay costs of constructing facilities at UW Tacoma, and is authorized to pledge its General Revenues, as defined herein, as an additional source of payment for such bonds;

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

Section 1.     Definitions.

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

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

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

***Authorized Denominations*** means:

(a) with respect to 2010/2011 Bonds in the Fixed Rate Mode or Term Mode, \$5,000 and any integral multiple thereof within a series and maturity, and

(b) with respect to 2010/2011 Bonds in the Daily Mode, the Weekly Mode, or the Commercial Paper Mode, \$100,000 and any integral multiple of \$5,000 in excess thereof within a series and maturity.

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

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

***Beneficial Owner*** means any person that has or shares the power, directly or indirectly, to make investment decisions concerning ownership of any 2010/2011 Bonds (including persons holding 2010/2011 Bonds through nominees, depositories or other intermediary).

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

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

***Bond Counsel*** means an attorney or firm of attorneys whose opinion is accepted in the national tax-exempt capital markets as to the issuance and validity of municipal securities and as



to the interest paid thereon being exempt from federal income taxation, which attorney or firm of attorneys has been approved by, selected by or retained by the University from time to time.

***Bond Fund*** means the special fund designated as the General Revenue Bond Redemption Fund, 2010.

***Bond Purchase Contract*** means the Bond Purchase Contract(s) between the University and the underwriter(s) for each series of the 2010/2011 Bonds pertaining to the initial sale and purchase of the 2010/2011 Bonds.

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

***Bond Year*** means each one-year period that ends on the date selected by the University. The first and last Bond Years may be short periods. If no day is selected by the University before the earlier of the final maturity date of the 2010/2011 Bonds or the date that is five years after the date of issuance of the 2010/2011 Bonds, Bond Years end on each anniversary of the date of issue and on the final maturity date of the 2010/2011 Bonds.

***Bonds*** mean the University of Washington General Revenue Bonds, 2007, currently outstanding in the principal amount of \$138,405,000, General Revenue Refunding Bonds, 2008, currently outstanding in the principal amount of \$80,830,000, General Revenue Bonds, 2009 Taxable (Build America Bonds – Direct Payment), currently outstanding in the principal amount of \$75,835,000, General Revenue Bonds, 2009B Taxable (Build America Bonds – Direct Payment), currently outstanding in the principal amount of \$77,710,000, the 2010/2011 Bonds, and any Additional Bonds.

***Building Fee Revenue Bond Act*** means RCW 28B.20.700-.740, as amended by Chapter 499 Wash. Laws 2009, and as further amended from time to time.

***Building Fee Revenue Bond Project*** means the design and reconstruction of Balmer Hall as described in Section 5009, Chapter 36, Wash. Laws 2010, and the design and construction of facilities at UW Tacoma as described in Section 5016, Chapter 36, Wash. Laws 2010, all as permitted by the Building Fee Revenue Bond Act.

***Building Fee Revenue Bonds*** means bonds, including a portion of the 2010/2011 Bonds, issued pursuant to the Building Fee Revenue Bond Act to pay costs of the Building Fee Revenue Bond Project.

***Building Fees*** means building fees defined in RCW 28B.15.025, as amended from time to time, and imposed for the purposes set forth in RCW 28B.15.210, as amended from time to time.

***Business Day*** means a day (a) on which banks in Seattle, Washington or New York, New York, the Securities Depository, the Credit Facility Issuer, the Liquidity Facility, or the

Remarketing Agent are not authorized or required to remain closed and (b) on which the New York Stock Exchange is not closed.

**Call Date** means the earliest date(s) on which the Refunding Candidates may be called for redemption under the terms of the proceedings pursuant to which they were issued.

**Closing Date** means each date on which a series of 2010/2011 Bonds are issued and delivered in return for payment of the full purchase price therefor.

**Code** means the Internal Revenue Code of 1986, as heretofore or hereafter amended, together with all corresponding and applicable final, temporary or proposed regulations and revenue rulings as issued or amended with respect thereto by the United States Treasury Department or the Internal Revenue Service to the extent applicable to the 2010/2011 Bonds.

**Commercial Paper Mode** means the Mode during which the 2010/2011 Bonds bear interest at a Commercial Paper Rate or Rates.

**Commercial Paper Rate** means the interest rate (per annum) on any 2010/2011 Bond in the Commercial Paper Mode determined pursuant to the applicable Remarketing Agreement or Trust Agreement for such 2010/2011 Bonds.

**Commission** means the Securities and Exchange Commission.

**Continuing Disclosure Certificate** means the certificate of the University, if required under the Rule, undertaking to provide ongoing disclosure to assist the underwriters for the 2010/2011 Bonds of any series in complying with the Rule.

**Credit Facility** means a policy of municipal bond insurance, a letter of credit, line of credit, guarantee or other financial instrument or any combination of the foregoing, which obligates a third party to make payment or provide funds for the payment of financial obligations, if any, of the University with respect to any series of the 2010/2011 Bonds, including but not limited to payment of the scheduled principal of and interest on 2010/2011 Bonds. There may be more than one Credit Facility for a series of 2010/2011 Bonds.

**Credit Facility Issuer** means the issuer of any Credit Facility.

**Current Mode** means, with respect to any series of the 2010/2011 Bonds, the Mode then in effect.

**Daily Mode** means the Mode during which a series of the 2010/2011 Bonds bear interest at the Daily Rate.

**Daily Rate** means the per annum interest rate for a series of the 2010/2011 Bonds in the Daily Mode determined pursuant to the Remarketing Agreement or Trust Agreement for such 2010/2011 Bonds.

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

***DTC*** means The Depository Trust Company, New York, New York as depository for the 2010/2011 Bonds, or any successor or substitute depository for the 2010/2011 Bonds.

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

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

***Federal Tax Certificate*** means certificate of that name executed by the Authorized Representative of the University at the time of issuance and delivery of each series of the 2010/2011 Bonds.

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

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

***Fixed Mode*** means the Mode in which a series of the 2010/2011 Bonds bear interest at a Fixed Rate or Fixed Rates to the Maturity Date or Maturity Dates.

***Fixed Rate*** means a per annum interest rate or rates borne by a series of the 2010/2011 Bonds to the maturity thereof determined pursuant to Section 23 and the Remarketing Agreement or Trust Agreement for such 2010/2011 Bonds.

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

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

Unrestricted fund balances, to the extent that they were accumulated from money that was received as **General Revenues**, also would be includable and available to pay obligations secured by **General Revenues**. Upon the removal of any income, revenues, or receipts from General Revenues pursuant to Section 15(d), this definition of General Revenues shall be deemed to be amended accordingly without further action by the University.

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

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

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

**Irrevocable Deposit** means the irrevocable deposit of money or Government Obligations in order to provide for the payment of all or a portion of the principal of, premium, if any, and interest on any 2010/2011 Bonds in accordance with, and simultaneously meeting all the requirements of, Section 21.

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

(a) costs reasonably incurred incident to preparing, offering, selling, issuing and delivering the 2010/2011 Bonds, including, without limitation, the fees and expenses of Bond Counsel, special counsel (if any) and financial advisor to the University, bond printing, CUSIP bureau fees, rating agency fees, escrow agent fees and recording and filing fees;

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

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

**Legislature** means the Legislature of the State.

**Letter of Representations** means the blanket issuer letter of representation, signed by the Authorized Representative of the University and accepted by DTC pertaining to the payment of the 2010/2011 Bonds and the "book-entry" system for evidencing the beneficial ownership of the 2010/2011 Bonds.

**Liquidity Facility** means a line of credit, standby purchase agreement or other financial instrument or any combination of the foregoing, if any, which obligates a third party to make payment or to provide funds for the payment of the Purchase Price of a series of the 2010/2011 Bonds (or portion thereof). There may be more than one Liquidity Facility for a series of

2010/2011 Bonds, and the University may provide self-liquidity for a series of 2010/2011 Bonds, all as set forth in the applicable Remarketing Agreement or Trust Agreement.

***Liquidity Facility Issuer*** means the issuer of any Liquidity Facility.

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

***Maximum Rate*** means the maximum rate for 2010/2011 Bonds set forth in the applicable Trust Agreement or Remarketing Agreement.

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

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

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

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

***MSRB*** means the Municipal Securities Rulemaking Board or any successor to its functions. Until otherwise designated by the MSRB or the Commission, any information or notices submitted to the MSRB in compliance with the Rule are to be submitted through the MSRB’s Electronic Municipal Market Access system (“EMMA”), currently located at [www.emma.msrb.org](http://www.emma.msrb.org).

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

***Notice Parties*** means, with respect to each series of the 2010/2011 Bonds, the University, the University’s financial advisor, the Registrar, any Remarketing Agent, and any Liquidity Facility Issuer or Credit Facility Issuer.

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

***Other Facility*** means a capital facility of the University with a financing plan that has been approved by the Board.

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

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

Notwithstanding the foregoing, 2010/2011 Bonds that are Bank Bonds shall remain outstanding until the applicable Credit Facility Issuer or Liquidity Facility Issuer is paid all amounts due on such 2010/2011 Bonds.

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

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

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

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

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

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

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

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

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

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

**Projects** mean the acquisition of, improvements to and equipping of University facilities, including without limitation the Building Fee Revenue Bond Project and any Other Facility.

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

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

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

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

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

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

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

**Record Date** means:

(a) with respect to 2010/2011 Bonds in the Fixed Mode or Term Mode, the 15th day (whether or not a Business Day) of the month next preceding each Interest Payment Date; and

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

**Redemption Date** means the date fixed for redemption of 2010/2011 Bonds subject to redemption in any notice of redemption given in accordance with the terms hereof or the terms of an applicable Trust Agreement, Remarketing Agreement or Bond Purchase Contract.

**Redemption Price** means amounts to be paid to redeem the 2010/2011 Bonds on the Redemption Date as set forth in the applicable Bond Purchase Contract, Trust Agreement, Remarketing Agreement, or Section 12(a) as applicable.

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

**Refunding Candidates** means the bonds issued by or on behalf of the University and currently outstanding as shown on Exhibit A.

**Registered Owner** means the person named as the registered owner of a 2010/2011 Bond on the Bond Register. For so long as the 2010/2011 Bonds are held by a Securities Depository or its nominee, such Securities Depository shall be deemed to be the Registered Owner.

**Registrar** means the Fiscal Agency, whose duties include registering and authenticating the 2010/2011 Bonds, maintaining the Bond Register, registering the transfer of the 2010/2011 Bonds, paying interest on and principal of the 2010/2011 Bonds, and drawing on any Credit Facility securing 2010/2011 Bonds for such purpose, and drawing any amounts under any Credit Facility or Liquidity Facility for the purpose of paying the Purchase Price of any 2010/2011 Bonds payable pursuant to such Credit Facility or Liquidity Facility.



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

**Remarketing Agent** means one or more investment banking firms selected from time to time by the Authorized Representative of the University to serve as remarketing agent for 2010/2011 Bonds pursuant to a Remarketing Agreement.

**Remarketing Agreement** means a Remarketing Agreement relating to 2010/2011 Bonds between the University and any Remarketing Agent, or any similar agreement, as it may be amended or supplemented from time to time in accordance with its terms.

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

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

**Serial Bonds** means those 2010/2011 Bonds designated as serial bonds in the Bond Purchase Contract.

**Special Record Date** means a special date fixed to determine the names and addresses of holders of the 2010/2011 Bonds for purposes of paying interest on a special interest payment date for defaulted or overdue interest as the case may be.

**State** means the state of Washington.

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

**Term Bonds** means 2010/2011 Bonds, if any, designated as term bonds in the applicable Bond Purchase Contract.

**Term Rate** means the per annum interest rate for a series of 2010/2011 Bonds in the Term Rate Mode determined pursuant to the Remarketing Agreement or Trust Agreement for such 2010/2011 Bonds.

**Term Rate Mode** means the Mode during which a series of 2010/2011 Bonds bear interest at the Term Rate.

**Trust Agreement** means a Trust Agreement entered into between the University and a Trustee with respect to one or more series of 2010/2011 Bonds, setting forth the terms of such series of 2010/2011 Bonds.

**Trustee** means a bond trustee selected by the Authorized Representative of the University to act on behalf of owners of one or more series of 2010/2011 Bonds pursuant to a Trust Agreement.

**2010/2011 Bonds** means the 2010/2011 New Money Bonds and the 2010/2011 Refunding Bonds.

**2010/2011 New Money Bonds** means the University of Washington General Revenue Bonds, Series [2010/2011][\_\_\_] [Taxable] issued in one or more series in the aggregate principal amount not to exceed \$308,000,000 to finance or refinance costs of the Projects pursuant to this resolution.

**2010/2011 Refunding Bonds** means the University of Washington General Revenue Refunding Bonds, Series [2010/2011][\_\_\_] [Taxable] issued in one or more series to redeem and/or defease one or more of the Refunding Candidates on their Call Dates pursuant to this resolution.

**2010/2011 Taxable Bonds** means any 2010/2011 Bonds determined to be issued on a taxable basis pursuant to Section 23.

**2010/2011 Tax-Exempt Bonds** means any 2010/2011 Bonds determined to be issued on a tax-exempt basis pursuant to Section 23.

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

**University of Washington building account** means the fund of that name into which certain Building Fees are to be deposited pursuant to RCW 28B.15.210, as amended from time to time.

**University of Washington bond retirement fund** means the special fund of that name created by chapter 254, Laws of 1957.

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

**Weekly Mode** means the Mode during which a series of the 2010/2011 Bonds bear interest at the Weekly Rate.

**Weekly Rate** means the per annum interest rate for a series of the 2010/2011 Bonds in the Weekly Mode determined pursuant to the Remarketing Agreement or Trust Agreement for such 2010/2011 Bonds.

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

- (a) The terms “hereby,” “hereof,” “hereto,” “herein,” “hereunder” and any similar terms, as used in this resolution, refer to this resolution as a whole and not to any particular article, section, subdivision or clause hereof, and the term “hereafter” shall mean after, and the term “heretofore” shall mean before, the date of this resolution;
- (b) Words of the masculine gender shall mean and include correlative words of the feminine and neuter genders and words importing the singular number shall mean and include the plural number and vice versa;
- (c) Words importing persons shall include firms, associations, partnerships (including limited partnerships), trusts, corporations, limited liability companies and other legal entities, including public bodies, as well as natural persons;
- (d) Any headings preceding the text of the several articles and sections of this resolution, and any table of contents or marginal notes appended to copies hereof, shall be solely for convenience of reference and shall not constitute a part of this resolution, nor shall they affect its meaning, construction or effect;
- (e) All references herein to “articles,” “sections” and other subdivisions or clauses are to the corresponding articles, sections, subdivisions or clauses hereof.
- (f) Whenever any consent or direction is required to be given by the University, such consent or direction shall be deemed given when given by the Authorized Representative of the University or his or her designee, respectively, and all references herein to the Authorized Representative of the University shall be deemed to include references to his or her designee, as the case may be.

**Section 2.**     **Findings.**

The Board hereby finds as follows:

- (a) It is in the best interests of the University to finance or refinance all or a portion of the costs of the Projects, through the issuance of 2010/2011 New Money Bonds in one or more series, upon the terms and conditions set forth for the 2010/2011 New Money Bonds in this resolution.
- (b) It is in the best interests of the University to redeem and/or defease one or more of the Refunding Candidates, or any portion thereof, to achieve debt service savings through the issuance of 2010/2011 Refunding Bonds in one or more series, upon the terms and conditions set forth for the 2010/2011 Refunding Bonds in this resolution.
- (c) It is necessary and in the best interest of the University to issue the 2010/2011 Bonds payable from General Revenues.

(d) The University finds that the issuance of 2010/2011 Bonds payable from General Revenues on the terms authorized herein represents the financing method that will result in the lowest cost to the University of Washington building account for the 2010/20011 Bonds issued to finance all or a portion of the costs of the Building Fee Revenue Bond Project.

Section 3. Authorization and Purpose of 2010/2011 Bonds.

(a) *2010/2011 New Money Bonds.* The 2010/2011 New Money Bonds shall be in an aggregate principal amount not to exceed \$308,000,000 and shall be issued in one or more series to pay (or pay commercial paper notes issued to pay) costs of the Projects and to pay Issuance Costs. The proceeds of any Building Fee Revenue Bonds designated pursuant to Section 23 shall be applied to pay costs of the Building Fee Revenue Bond Project, plus an allocable portion of Issuance Costs. The 2010/2011 New Money Bonds shall be issued under terms determined pursuant to Section 23, as further set forth in the Bond Purchase Contract, Remarketing Agreement and/or Trust Agreement for such series of 2010/2011 New Money Bonds; shall be numbered in the manner determined by the Registrar; and shall be issued in fully registered form in Authorized Denominations.

(a) *2010/2011 Refunding Bonds.* The 2010/2011 Refunding Bonds shall be issued in one or more series to redeem and/or defease one or more of the Refunding Candidates designated pursuant to Section 23 and to pay Issuance Costs. The 2010/2011 Refunding Bonds shall be issued under terms determined pursuant to Section 23, as further set forth in the Bond Purchase Contract, Remarketing Agreement and/or Trust Agreement for such series of 2010/2011 Refunding Bonds; shall be numbered in the manner determined by the Registrar; and shall be issued in fully registered form in Authorized Denominations.

Section 4. Description of 2010/2011 Bonds.

(a) *General Terms.* The 2010/2011 Bonds shall be dated such date, shall bear interest at such rates and in such Modes, and shall mature on the Maturity Dates, as determined pursuant to Section 23, as further set forth in the applicable Bond Purchase Contract, Remarketing Agreement or Trust Agreement for such series of 2010/2011 Bonds. The 2010/2011 Bonds shall bear interest determined within Modes selected by the Authorized Representative of the University from time to time. All 2010/2011 Bonds shall be issued in the form of fully registered 2010/2011 Bonds in Authorized Denominations and, unless the Registrar shall otherwise direct, shall be numbered R-1 and upwards.

The University may designate one or more series or subseries of the 2010/2011 Bonds from time to time. 2010/2011 New Money Bonds shall be named University of Washington General Revenue Bonds, Series [2010/2011], with an additional designation of "Taxable" for any series of 2010/2011 Taxable Bonds. 2010/2011 Refunding Bonds shall be named University of Washington General Revenue Refunding Bonds, Series [2010/2011]. At the written direction of the Authorized Representative of the University, the Registrar shall designate a particular principal amount of 2010/2011 Bonds (in Authorized Denominations) as a series or subseries. A series of 2010/2011 Bonds shall be identified by the year of issue (either 2010 or 2011) and sequential letters (e.g. Series 2010A, Series 2010B, Series 2011A, Series 2011B). A subseries of

2010/2011 Bonds shall be further identified by sequential numbers (e.g., Series 2010A-1, Series 2010A-2, Series 2011B-1, Series 2011B-2). Upon such designation, such 2010/2011 Bonds shall be a series or subseries, as applicable, for this purposes of this resolution, unless and until consolidated or changed to another series or subseries designation by written direction of the Authorized Representative of the University. All 2010/2011 Bonds of a series shall be in the same Mode, but any two series need not be in the same Mode.

(b) *Terms.* Principal of and interest and any premium on the 2010/2011 Bonds shall be payable in lawful money of the United States of America.

(c) *Modes.* The terms applicable to 2010/2011 Bonds in the Daily Mode, the Weekly Mode, the Term Mode, the Commercial Paper Mode or the Fixed Mode, and provisions for conversions among such Modes, shall be as provided in the applicable Remarketing Agreement or Trust Agreement, as applicable.

(d) *Determinations Conclusive.* If the 2010/2011 Bonds of a series are in the Daily Mode, the Weekly Mode, the Term Mode, the Commercial Paper Mode or the Fixed Mode, the Interest Rates determined as provided in the Remarketing Agreement or Trust Agreement, as applicable, shall be conclusive.

(e) *Maximum Rate.* No 2010/2011 Bond, other than a Bank Bond, shall bear interest at an Interest Rate higher than the Maximum Rate.

#### Section 5. Execution.

The 2010/2011 Bonds shall be executed on behalf of the University by the manual or facsimile signatures of the President and the Secretary or Treasurer of the Board, and the official seal of the University shall be reproduced thereon. The validity of any 2010/2011 Bond so executed shall not be affected by the fact that one or more of the officers whose signatures appear on such 2010/2011 Bond have ceased to hold office at the time of issuance or authentication or at any time thereafter.

#### Section 6. Authentication.

No 2010/2011 Bonds shall be valid for any purpose hereunder until the certificate of authentication printed thereon is duly executed by the manual signature of an authorized signatory of the Registrar. Such authentication shall be proof that the Registered Owner is entitled to the benefit of the trusts hereby created.

#### Section 7. Registration, Transfer and Exchange.

(a) *Registrar.* The 2010/2011 Bonds shall be issued only in registered form as to both principal and interest. The University hereby appoints the fiscal agency of the State as the Registrar for the 2010/2011 Bonds. The University shall cause a bond register to be maintained by the Registrar. So long as any 2010/2011 Bonds remain Outstanding, the Registrar shall make all necessary provisions to permit the exchange or registration of transfer of 2010/2011 Bonds at

its principal corporate trust office. The Registrar may be removed at any time at the option of the Treasurer of the University and a successor Registrar appointed by the Authorized Representative of the University. Any successor Registrar must be a commercial bank with trust powers or a trust company. No resignation or removal of the Registrar shall be effective until a successor shall have been appointed and until the successor Registrar shall have accepted the duties of the Registrar hereunder. The Registrar is authorized, on behalf of the University, to authenticate and deliver 2010/2011 Bonds transferred or exchanged in accordance with the provisions of such 2010/2011 Bonds and this resolution and to carry out all of the Registrar's powers and duties under this resolution. The Registrar shall be responsible for its representations contained in the Certificate of Authentication on the 2010/2011 Bonds.

The Registrar shall keep, or cause to be kept, at its principal corporate trust office, sufficient books for the registration and transfer of the 2010/2011 Bonds which shall at all times be open to inspection by the University (the "Bond Register").

(b) *Letter of Representations/Book-Entry System.* To induce DTC to accept the 2010/2011 Bonds as eligible for deposit at DTC, the University has executed and delivered the Letter of Representations. The 2010/2011 Bonds initially issued shall be held in fully immobilized form by DTC acting as depository pursuant to the terms and conditions set forth in the Letter of Representations.

(c) *University and Registrar Not Responsible for DTC.* Neither the University nor the Registrar will have any responsibility or obligation to DTC participants or the persons for whom they act as nominees with respect to the 2010/2011 Bonds in respect of the accuracy of any records maintained by DTC or any DTC participant, the payment by DTC or any DTC participant of any amount in respect of the principal or redemption price of or interest on the 2010/2011 Bonds, any notice which is permitted or required to be given to Registered Owners under this resolution (except such notices as shall be required to be given by the University to the Registrar or to DTC), the selection by DTC or any DTC participant of any person to receive payment in the event of a partial redemption of the 2010/2011 Bonds or any consent given or other action taken by DTC as the Registered Owner.

(d) *DTC as Registered Owner.* Payment of any such 2010/2011 Bond shall be made only as described in this section, but the transfer of such ownership may be registered as herein provided. All such payments made as described in this section shall be valid and shall satisfy and discharge the liability of the University upon such 2010/2011 Bond to the extent of the amount or amounts so paid. Except as provided in Section 27, the University and the Registrar shall be entitled to treat the Securities Depository (as Registered Owner) as the absolute owner of all 2010/2011 Bonds for all purposes of this resolution and any applicable laws, notwithstanding any notice to the contrary received by the Registrar or the University. Neither the University nor the Registrar will have any responsibility or obligation under this resolution or the 2010/2011 Bonds, legal or otherwise, to any other party including DTC or its successor (or substitute Securities Depository or its successor), except to the Registered Owners.

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

(1) *2010/2011 Bonds Registered in the Name Designated by DTC.* The 2010/2011 Bonds shall be registered initially in the name of “CEDE & Co.,” as nominee of DTC, (or such other name as may be requested by an authorized representative of DTC) with one 2010/2011 Bond maturing on each maturity date in a denomination corresponding to the total principal therein designated to mature on such date. Registered ownership of such immobilized 2010/2011 Bonds, or any portions thereof, may not thereafter be transferred except (A) to any successor of DTC or its nominee, *provided that* any such successor shall be qualified under any applicable laws to provide the service proposed to be provided by it; (B) to any substitute Securities Depository appointed by the Authorized Representative of the University pursuant to subsection (2) below or such substitute Securities Depository’s successor; or (C) to any person as provided in paragraph (4) below.

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

(3) *Issuance of New 2010/2011 Bonds to Successor/Substitute Depository.* In the case of any transfer pursuant to clause (A) or (B) of paragraph (e)(1) above, the Registrar shall, upon receipt of all outstanding 2010/2011 Bonds, together with a written request on behalf of the Authorized Representative of the University, issue a single new 2010/2011 Bond for each maturity of such 2010/2011 Bonds then Outstanding, registered in the name of such successor or such substitute Securities Depository, or their nominees, as the case may be, all as specified in such written request of the Authorized Representative of the University.

(4) *Termination of Book-Entry System.* In the event that (A) DTC or its successor (or substitute Securities Depository or its successor) resigns from its functions as Securities Depository, and no substitute Securities Depository can be obtained, or (B) the Authorized Representative of the University determines that it is in the best interest of the Beneficial Owners of the 2010/2011 Bonds that they be able to obtain 2010/2011 Bond certificates, the ownership of 2010/2011 Bonds may then be transferred to any person or entity as herein provided, and the 2010/2011 Bonds shall no longer be held in fully immobilized form. The Authorized Representative of the University shall deliver a written request to the Registrar, together with a supply of definitive 2010/2011 Bonds, to issue 2010/2011 Bonds as herein provided in any Authorized Denomination. Upon receipt of all then Outstanding 2010/2011 Bonds by the Registrar together with a written request on behalf of the Authorized Representative of the University to the Registrar, new 2010/2011 Bonds shall be issued in such Authorized Denominations and registered in the names of such persons as are requested in such written request.

(f) *Transfer or Exchange of Registered Ownership; Change in Denominations.* If the 2010/2011 Bonds are no longer held in immobilized, book-entry form, the transfer of ownership of any 2010/2011 Bond may be registered and such 2010/2011 Bonds may be exchanged, but no transfer of any 2010/2011 Bond shall be valid unless it is surrendered to the Registrar with the assignment form appearing on such 2010/2011 Bond duly executed by the Registered Owner or such Registered Owner's duly authorized agent in a manner satisfactory to the Registrar. Upon such surrender, the Registrar shall cancel the surrendered 2010/2011 Bond and shall authenticate and deliver, without charge to the Registered Owner or transferee therefor, a new 2010/2011 Bond (or 2010/2011 Bonds at the option of the new Registered Owner) of the same date, designation, if any, maturity date and interest rate and for the same aggregate principal amount in any Authorized Denomination, naming as Registered Owner the person or persons listed as the assignee on the assignment form appearing on the surrendered 2010/2011 Bond, in exchange for such surrendered and canceled 2010/2011 Bond. Any 2010/2011 Bond may be surrendered to the Registrar and exchanged, without charge, for an equal aggregate principal amount of 2010/2011 Bonds of the same date, maturity date and interest rate, in any Authorized Denomination. The Registrar shall not be obligated to transfer or exchange any 2010/2011 Bond during the five-day period prior to the selection of 2010/2011 Bonds for redemption or the maturity date or following any mailing of notice of redemption. No charge shall be imposed upon Registered Owners in connection with any transfer or exchange, except for taxes or governmental charges related thereto.

(g) *Registration Covenant.* The University covenants that, until all 2010/2011 Bonds of a series have been surrendered and canceled, it will maintain a system for recording the ownership of each 2010/2011 Bond of that series that complies with the provisions of Section 149 of the Code.

#### Section 8. Mutilated, Destroyed, Lost or Stolen 2010/2011 Bonds.

If any 2010/2011 Bond is lost, stolen or destroyed, the University may execute and the Registrar may authenticate and deliver a new 2010/2011 Bond or 2010/2011 Bonds of like series, date and tenor to the Registered Owner thereof, all in accordance with law. However, no substitution or payment shall be made unless and until the applicant shall furnish (a) evidence satisfactory to said Registrar and Authorized Representative of the University of the destruction or loss of the original 2010/2011 Bond and of the ownership thereof, and (b) such additional security, indemnity or evidence as may be required by the Authorized Representative of the University. No substitute 2010/2011 Bond shall be furnished unless the applicant shall reimburse the University and the Registrar for their respective expenses in the furnishing thereof. Any such substitute 2010/2011 Bond so furnished shall be equally and proportionately entitled to the security of this resolution with all other 2010/2011 Bonds issued hereunder.

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

(a) *Payments of Principal, Interest, Purchase and Redemption Prices.* The principal or Redemption Price of each 2010/2011 Bond shall be payable upon surrender or delivery of such 2010/2011 Bond to the Registrar. For so long as DTC is the Registered Owner, interest and



principal shall be paid and delivery shall be made as described in the operational arrangements referred to in the Letter of Representations and pursuant to DTC's standard procedures.

(b) *Accrual of Interest.* Subject to the further provisions of this section, each 2010/2011 Bond shall accrue interest and be payable as to interest as follows:

(1) On each Interest Payment Date, the Registered Owner of each 2010/2011 Bond as of the Record Date shall be paid the amount of unpaid interest that accrues during the Interest Accrual Period. If and to the extent, however, that the University fails to make payment or provision for payment of interest on any 2010/2011 Bond on any Interest Payment Date, interest shall continue to accrue thereon, and shall be payable to the Registered Owner of that 2010/2011 Bond as of the Special Record Date. The Registrar shall establish the Special Record Date for all other 2010/2011 Bonds when moneys become available for payment of interest on the Bonds, and shall be a date not more than 15 nor fewer than 10 days prior to the date of the proposed payment. The Registrar shall give notice by first-class mail of the proposed payment and of the Special Record Date to each Registered Owner not fewer than 10 days prior to the Special Record Date and, thereafter, such interest shall be payable to the Registered Owner of such 2010/2011 Bonds as of the Special Record Date.

(2) The interest due on any 2010/2011 Bond on any Interest Payment Date shall be paid to the Registered Owner of such 2010/2011 Bond as shown on the Bond Register as of the Record Date. The amount of interest so payable on any Interest Payment Date shall be computed (A) on the basis of a 365- or 366-day year for the number of days actually elapsed based on the calendar year for 2010/2011 Bonds in the Daily Mode, Commercial Paper Mode or Weekly Mode, and (B) on the basis of a 360-day year of twelve 30-day months during a Term Mode or a Fixed Mode.

(3) If 2010/2011 Bonds of a series are no longer held by a Securities Depository, during the Term Mode or Fixed Mode, the interest, principal or Redemption Price of the 2010/2011 Bonds shall be payable by check, provided that any Registered Owner of \$1,000,000 or more in aggregate principal amount of the 2010/2011 Bonds, upon written request given to the Registrar at least five Business Days prior to the Interest Payment Date, Maturity Date or Redemption Date designating an account in a domestic bank, may be paid by wire transfer of immediately available funds. If the 2010/2011 Bonds of a series are no longer held by a Securities Depository, all payments of interest, principal or the Redemption Price on the 2010/2011 Bonds during the Commercial Paper Mode, Daily Mode, or Weekly Mode shall be paid to the Registered Owners entitled thereto on the Interest Payment Date in immediately available funds by wire transfer to a bank within the continental United States or deposited to a designated account if such account is maintained with the Registrar as directed by the Registered Owner in writing or as otherwise directed in writing by the Registered Owner on or prior to the applicable Record Date.

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

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

Any action to be taken by Registered Owners may be evidenced by one or more concurrent written instruments of similar tenor signed or executed by such Registered Owners in person or by an agent appointed in writing. The fact and date of the execution by any Person of any such instrument may be proved by acknowledgment before a notary public or other officer empowered to take acknowledgments or by an affidavit of a witness to such execution or by any other method satisfactory to the Registrar. Any action by the Registered Owner of any 2010/2011 Bond shall bind all future Registered Owners of the same 2010/2011 Bond or of any 2010/2011 Bond issued upon the exchange or registration of transfer thereof in respect of anything done or suffered by the University or the Registrar in pursuance thereof.

Except as provided in any Reimbursement Agreement or Credit Facility, the Registrar and the University may treat the Registered Owner of a 2010/2011 Bond as the absolute owner thereof for all purposes, whether or not such 2010/2011 Bond shall be overdue, and the Registrar and the University shall not be affected by any knowledge or notice to the contrary; and payment of the principal of and premium, if any, and interest on such 2010/2011 Bond shall be made only to such Registered Owner, which payments shall satisfy and discharge the liability of the University with respect to such 2010/2011 Bond to the extent of the sum or sums so paid.

Section 11. Form of 2010/2011 Bonds.

The 2010/2011 Bonds shall each be in substantially the following form, with appropriate or necessary insertions, depending upon the omissions and variations as permitted or required hereby. If the 2010/2011 Bonds are no longer held in fully-immobilized form, the form of 2010/2011 Bonds will be changed to reflect the changes required in connection with the preparation of certificated 2010/2011 Bonds. The form of the 2010/2011 Bonds shall further be changed as necessary to reflect whether the 2010/2011 Bonds are 2010/2011 New Money Bonds or 2010/2011 Refunding Bonds, whether the 2010/2011 Bonds are 2010/2011 Tax-Exempt Bonds or 2010/2011 Taxable Bonds, any series or subseries designation for the 2010/2011 Bonds and the Current Mode of the 2010/2011 Bonds.

No. R-\_\_\_\_\_ \$\_\_\_\_\_

UNITED STATES OF AMERICA

[STATEMENT OF INSURANCE, IF ANY]

UNIVERSITY OF WASHINGTON

GENERAL REVENUE [REFUNDING] BOND, 2010/2011[\_\_\_\_] [Taxable]

MATURITY DATE:

ISSUE DATE

CUSIP

REGISTERED OWNER: CEDE & CO.

## PRINCIPAL AMOUNT:

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

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

This bond is payable solely from General Revenues of the University, and the University does hereby pledge and bind itself to set aside from such General Revenues, and to pay into the General Revenue Bond Redemption Fund, 2010 (the "Bond Fund") the various amounts required by the Bond Resolution to be paid into and maintained in such Fund, all within the times provided by the Bond Resolution. Interest on this bond shall accrue at Daily Rates, Weekly Rates, Commercial Paper Rates, Term Rates or Fixed Rates, payable on Interest Payment Dates, all as provided in the Bond Resolution.

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

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

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

It is hereby certified, recited and represented that the issuance of this bond and the 2010/2011 Bonds of this issue is duly authorized by law; that all acts, conditions and things required to exist and necessary to be done or performed precedent to and in the issuance of this bond and the 2010/2011 Bonds of this issue to render the same lawful, valid and binding have been properly done and performed and have happened in regular and due time, form and manner

as required by law; that all acts, conditions and things necessary to be done or performed by the University or to have happened precedent to and in the execution and delivery of the Bond Resolution have been done and performed and have happened in regular and due form as required by law; that due provision has been made for the payment of the principal of and premium, if any, and interest on this bond and the 2010/2011 Bonds of this issue and that the issuance of this bond and the 2010/2011 Bonds of this issue does not contravene or violate any constitutional or statutory limitation.

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

UNIVERSITY OF WASHINGTON

(SEAL)

By \_\_\_\_\_  
President, Board of Regents

ATTEST:

By \_\_\_\_\_  
[Secretary, Board of Regents]  
[Treasurer of the University]

The Certificate of Authentication for the 2010/2011 Bonds shall be in substantially the following form and shall appear on each 2010/2011 Bond:

**AUTHENTICATION CERTIFICATE**

This bond is one of the University of Washington General Revenue [Refunding] Bonds, Series [2010/2011][\_\_\_] described in the within-mentioned Bond Resolution.

WASHINGTON STATE FISCAL  
AGENCY, as Registrar

By \_\_\_\_\_  
Authorized Signatory

Date of Authentication: \_\_\_\_\_

**Section 12. Redemption.**

(a) *Optional Redemption.* 2010/2011 Bonds in a Term Mode or Fixed Mode shall be subject to redemption at the option of the University, in whole or in part, in Authorized Denominations on such dates and at such prices as determined by the University for such 2010/2011 Bonds as set forth in the respective Bond Purchase Contract, Trust Agreement and/or

Remarketing Agreement, as applicable. 2010/2011 Bonds in the Commercial Paper Mode are not subject to optional redemption prior to their respective Purchase Dates. Commercial Paper Bonds shall be subject to redemption at the option of the University, in whole or in part in principal amounts that permit all remaining Outstanding Bonds of the same series or subseries to continue in Authorized Denominations, on their respective Purchase Dates at a redemption price equal to the principal amount thereof. 2010/2011 Bonds of a series in the Daily Mode or the Weekly Mode shall be subject to redemption at the option of the University, in whole or in part, in principal amounts which permit all remaining Outstanding Bonds of the same series or subseries to continue in Authorized Denominations, on any date at a redemption price equal to the principal amount thereof. Bank Bonds shall be subject to redemption as set forth in the applicable Reimbursement Agreement.

(b) *Mandatory Redemption.* If the 2010/2011 Bonds of a series are issued in the Fixed Mode, any Term Bonds shall be subject to mandatory redemption prior to their maturity by the Registrar in part, in the years and in the amounts set forth in the applicable Bond Purchase Contract (subject to reductions arising from the University's acquisition and surrender or the optional redemption of 2010/2011 Bonds, all as described in the next paragraph) at a redemption price equal to 100% of the principal amount thereof, plus accrued interest to the Redemption Date. If the 2010/2011 Bonds of a series are issued in a Daily Mode, Weekly Mode or Commercial Paper Mode and converted to the Fixed Mode or Term Mode, the Maturity Date of the 2010/2011 Bonds of that series (other than Bank Bonds) may be converted in whole or in part to Serial Bonds and/or Term Bonds upon delivery of a Favorable Opinion of Bond Counsel prior to the commencement of the Term Mode or Fixed Mode for such 2010/2011 Bonds and if so converted to Term Bonds shall be subject to mandatory sinking fund redemption as determined by the University pursuant to the Remarketing Agreement or Trust Agreement, as applicable.

(c) *Selection of 2010/2011 Bonds for Redemption.* Whenever the University elects to redeem fewer than all of the 2010/2011 Bonds of a series, the University shall select the maturity or maturities to be redeemed. Whenever fewer than all the Outstanding 2010/2011 Bonds of a series and maturity are to be redeemed, the 2010/2011 Bonds to be redeemed shall be selected in accordance with the operational arrangements of DTC referred to in the Letter of Representations (or, in the event the 2010/2011 Bonds of a series are no longer in book-entry only form, randomly by the Registrar). In no event shall any Bond be Outstanding in a principal amount that is not an Authorized Denomination.

(d) *Notice of Redemption.* For so long as the book entry-system is in effect with respect to a series, notice of redemption, which notice may be conditional, shall be provided in accordance with the operational arrangements of DTC referred to in the Letter of Representations, and no additional published or other notice shall be provided by the University; *provided, however,* that the Credit Facility Issuer, if any, or Liquidity Facility Issuer, if any, shall be given prior written notice of any proposed redemption of 2010/2011 Bonds. In any event, notice of redemption shall be given by the University to the Registrar who shall give notice to DTC at least 20 days prior to the proposed date of redemption during the Term Mode or Fixed Mode and at least 15 days prior to the proposed date of redemption during any other Mode.

(e) *Effect of Redemption.* If notice of redemption has been duly given and, in the case of an optional redemption, money for the payment of the Redemption Price of the 2010/2011 Bonds or portions thereof to be redeemed is held by the Registrar (unless the notice of redemption is a conditional notice, in which case the notice shall state that interest shall cease to accrue from the redemption date if and to the extent that funds have been provided to the Registrar for the redemption of 2010/2011 Bonds), then on the Redemption Date the 2010/2011 Bonds or portions thereof so called for redemption shall become payable at the Redemption Price specified in such notice; and from and after the Redemption Date, interest thereon or on portions thereof so called for redemption shall cease to accrue, such 2010/2011 Bonds or portions thereof shall cease to be Outstanding and to be entitled to any benefit, protection or security hereunder or under an applicable Trust Agreement, and the Owners of such 2010/2011 Bonds or portions thereof shall have no rights in respect thereof except to receive payment of the Redemption Price upon delivery of such 2010/2011 Bonds to the Registrar. Notwithstanding the foregoing, any Bank Bonds shall remain Outstanding until the Credit Facility Issuer or Liquidity Facility Issuer, as the case may be, is paid all amounts due in connection with such 2010/2011 Bonds or portions thereof to be redeemed on the Redemption Date. After payment to the Credit Facility Issuer or Liquidity Facility Issuer, as the case may be, of all amounts due on Bank Bonds such Credit Facility Issuer or Liquidity Facility Issuer shall surrender such 2010/2011 Bonds to the Registrar for cancellation.

### Section 13. Bond Fund.

The Controller of the University is hereby authorized and directed to establish the Bond Fund as a special fund of the University to be designated as the General Revenue Bond Redemption Fund, 2010 (the "Bond Fund"). The University covenants to deposit into the Bond Fund from General Revenues on or prior to each interest payment date, redemption date and maturity date an amount sufficient to pay the interest on the 2010/2011 Bonds then coming due and the principal of the 2010/2011 Bonds maturing or subject to redemption and redemption premium, if any. Such payments shall be made in sufficient time to enable the Registrar to pay interest on and/or principal of and redemption price of the 2010/2011 Bonds to the Registered Owners, when due. Net income earned on investments in the Bond Fund, if any, shall be deposited in the Bond Fund.

### Section 14. Application of 2010/2011 Bond Proceeds.

(a) *2010/2011 New Money Bonds.* The proceeds of the 2010/2011 New Money Bonds shall be paid into the Capital Fund (hereinafter authorized to be created). The Authorized Representative of the University is hereby authorized and directed to create a special fund or account of the University, designated as the "University of Washington Capital Fund, 2010" (the "Capital Fund"). The money on deposit in the Capital Fund shall be utilized to pay or reimburse the University for costs of the Projects and costs incidental thereto, and Issuance Costs, to the extent designated by the Authorized Representative of the University. Money on deposit in the Capital Fund representing proceeds of any Building Fee Revenue Notes shall be applied to pay costs of the Building Fee Revenue Bond Project, plus an allocable portion of Issuance Costs.

All or part of the proceeds of the 2010/2011 New Money Bonds may be temporarily invested in or with such institutions or in such obligations as may now or hereafter be permitted to the University by law that will mature prior to the date on which such money shall be needed.

In the event that it shall not be possible or practicable to accomplish all of the Projects, the University may apply the proceeds of the 2010/2011 New Money Bonds to pay the costs of such portion thereof or such other projects as the Authorized Representative of the University shall determine to be in the best interests of the University.

Any part of the proceeds of the 2010/2011 New Money Bonds remaining in the Capital Fund after all costs referred to in this section have been paid may be used to acquire, construct, equip and make other improvements to the facilities of the University subject to the limitations of this resolution or may be transferred to the Bond Fund for the uses and purposes therein provided.

(b) *2010/2011 Refunding Bonds.* The proceeds of each series of 2010/2011 Refunding Bonds shall be disbursed as provided in the related Escrow Agreement and/or Trust Agreement to redeem and/or defease the Refunding Candidates to their Call Dates through the application of proceeds of the 2010/2011 Refunding Bonds to acquire Acquired Obligations for deposit, together with cash, as provided in such Escrow Agreement and/or Trust Agreement.

Section 15. Source of Repayment and Security for 2010/2011 Bonds.

(a) *Special Fund Obligations.* The 2010/2011 Bonds shall be special fund obligations of the University, payable solely from General Revenues and the money and investments deposited into the Bond Fund. In addition, any Building Fee Revenue Bonds are payable first from money and investments in the University of Washington bond retirement account. The 2010/2011 Bonds shall not constitute an obligation, either general, special or moral, of the State, nor a general or moral obligation of the University. The Registered Owners of the 2010/2011 Bonds shall have no right to require the State, nor has the State any obligation or legal authorization, to levy any taxes or appropriate or expend any of its funds for the payment of the principal thereof or the interest or any premium thereon. The University has no taxing power.

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

(c) *Additions to General Revenues.* (1) The University reserves the right to include in General Revenues, at its sole option, in the future, other sources of revenue or income, specifically including, but not limited to, all or any portion of the items or any auxiliary systems added pursuant to subsection (2) of this Section 15, then excluded as part of General Revenues. (2) Such additions shall occur on the date and as provided in a certificate executed by the Controller of the University (or the successor to the functions of the Controller). The Controller shall, in the case of additions of items or auxiliaries to General Revenues, certify that for the preceding two Fiscal Years for which audited financial statements are available, the item or

auxiliary maintained a “coverage ratio” of at least 125%, where the “coverage ratio” equals: (A) Net Revenue (for those items or auxiliaries whose debt has a lien on Net Revenues) or gross revenues (for those items or auxiliaries whose debt has a lien on gross revenues), divided by (B) debt service with respect to the then-outstanding revenue debt of the auxiliary or item and state-reimbursed bonds allocable to such auxiliary or item. In the event an auxiliary or item is added to General Revenues, the obligations of that auxiliary or item may remain outstanding and have a prior claim on auxiliary Net Revenue.

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

(e) *Building Fee Revenue Bonds.* If any of the 2010/2011 Bonds are designated as Building Fee Revenue Bonds pursuant to Section 23, such Building Fee Revenue Bonds shall be payable from and secured by a pledge of any or all of the revenues and receipts of the University of Washington bond retirement fund. In addition, Building Fee Revenue Bonds shall be payable from General Revenue and money and investments in the Bond Fund.

The Board hereby covenants to establish, maintain and collect Building Fees in such amounts that will provide money sufficient to pay the principal of and interest on all bonds, including any Building Fee Revenue Bonds, payable out of the University of Washington bond retirement fund, to set aside and maintain reserves, if any, required to secure the payment of such principal and interest, and to maintain coverage, if any, which may be required over such principal and interest. The Board hereby orders that in the event there is ever an insufficient amount of money in the University of Washington bond retirement fund to pay principal of or interest on any Building Fee Revenue Bond when due, moneys shall be transferred from the University of Washington building account to the University of Washington bond retirement fund.

Amounts on deposit in the University of Washington bond retirement fund shall be invested as permitted by law. Any money on deposit in the University of Washington bond retirement fund may be transferred to the University of Washington building account to the extent and as permitted by the Building Fee Revenue Bond Act.

Building Fee Revenue Bonds shall not be general or special obligations of the state of Washington, but shall be limited obligation bonds of the University payable only from Building Fees, money and investments in the University of Washington bond retirement fund, General Revenues and money and investments in the Bond Fund.

#### Section 16. Investment of Funds.

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



Section 17. Establishment of Additional Accounts and Subaccounts.

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

Section 18. Additional Bonds.

The University shall have the right to issue one or more series of Additional Bonds for University purposes as permitted under the Bond Act, the Building Fee Revenue Bond Act or otherwise under State law, and the costs of issuing Additional Bonds, or to refund or advance refund any Bonds or other obligations. The University shall have the right to designate one or more series of Additional Bonds as Building Fee Revenue Bonds payable from and secured by the Building Fee and money and investments in the University of Washington bond retirement fund on a parity with the lien thereon of outstanding Building Fee Revenue Bonds to the extent permitted by the Building Fee Revenue Bond Act. The University shall have the further right to pledge Building Fees and moneys and investments in the University of Washington bond retirement fund to pay additional bonds payable from and secured solely by such Building Fees and moneys and investments on a parity with the lien thereon of outstanding Building Fee Revenue Bonds.

Section 19. Covenants Regarding Tax Exemption.

The University covenants and agrees that in accordance with the Federal Tax Certificate for each series of 2010/2011 Tax-Exempt Bonds:

(a) it will not make any use of the proceeds from the sale of the applicable series of 2010/2011 Tax-Exempt Bonds or any other funds of the University which may be deemed to be proceeds of such 2010/2011 Tax-Exempt Bonds pursuant to Section 148 of the Code and the applicable regulations thereunder which will cause that series of the 2010/2011 Tax-Exempt Bonds to be "arbitrage bonds" within the meaning of said Section and said regulations. The University will comply with the applicable requirements of Section 148 of the Code (or any successor provision thereof applicable to the applicable series of 2010/2011 Tax-Exempt Bonds) and the applicable regulations thereunder throughout the term of the 2010/2011 Tax-Exempt Bonds; and

(b) it will not take any action or permit any action to be taken that would cause the 2010/2011 Tax-Exempt Bonds of a series to constitute "private activity bonds" under Section 141 of the Code.

(c) it will not permit:

(1) More than 10% of the net proceeds of the 2010/2011 Tax-Exempt Bonds of a series to be used for any Private Person Use; and

(2) More than 10% of the principal or interest payments on the 2010/2011 Tax-Exempt Bonds of a series in a Bond Year to be directly or indirectly: (A) secured by any interest in property used or to be used for any Private Person Use or secured by payments in respect of property used or to be used for any Private Person Use, or (B) derived from payments (whether or not made to the University) in respect of property, or borrowed money, used or to be used for any Private Person Use.

The University further covenants that, if:

(3) More than five percent of the net proceeds of the 2010/2011 Tax-Exempt Bonds of a series are to be used for any Private Person Use; and

(4) More than five percent of the principal or interest payments on that series of 2010/2011 Tax-Exempt Bonds in a Bond Year are (under the terms of this resolution or any underlying arrangement) directly or indirectly: (A) secured by any interest in property used or to be used for any Private Person Use or secured by payments in respect of property used or to be used for any Private Person Use, or (B) derived from payments (whether or not made to the University) in respect of property, or borrowed money, used or to be used for any Private Person Use, then, (i) any Private Person Use of the projects described in subsection (3) hereof or Private Person Use payments described in subsection (4) hereof that is in excess of the five percent limitations described in such subsections (3) or (4) will be for a Private Person Use that is related to the state or local governmental use of the project refinanced with the applicable series of 2010/2011 Tax-Exempt Bond proceeds, and (ii) any Private Person Use will not exceed the amount of net proceeds of the applicable series of 2010/2011 Tax-Exempt Bonds used for the state or local governmental use portion of the projects to which the Private Person Use of such portion of such project relates. The University further covenants that it will comply with any limitations on the use of the projects being refinanced by a series of the 2010/2011 Tax-Exempt Bonds by other than state and local governmental users that are necessary, in the opinion of its bond counsel, to preserve the tax exemption of the interest on the applicable series of 2010/2011 Tax-Exempt Bonds. The covenants of this section are specified solely to assure the continued exemption from regular income taxation of the interest on the 2010/2011 Tax-Exempt Bonds of each applicable series.

#### Section 20. No Recourse Against Individuals.

No owner of a 2010/2011 Bond (registered or beneficial) shall have any recourse for the payment of any part of the principal or redemption price, if any, of or interest on the 2010/2011 Bonds, or for the satisfaction of any liability arising from, founded upon, or existing by reason of, the issuance or ownership of such 2010/2011 Bonds against the officers of the University or officers or members of the Board in their individual capacities.

Section 21. Defeasance.

Any 2010/2011 Bonds shall be deemed to have been paid and not Outstanding under this resolution and shall cease to be entitled to any lien, benefit or security of this resolution and any money and investments held hereunder, except the right to receive the money and the proceeds and income from Government Obligations set aside and pledged in the manner hereafter described, if:

(a) in the event that any or all of 2010/2011 Bonds are to be optionally redeemed, the University shall have given to the Registrar irrevocable instructions to give such notice of redemption of such 2010/2011 Bonds as may be required by the provisions of this resolution; and

(b) there shall have been made an Irrevocable Deposit, in trust, with the Registrar or another corporate fiduciary of money in an amount which shall be sufficient and/or noncallable Government Obligations maturing at such time or times and bearing such interest to be earned thereon, without considering any earnings on the reinvestment thereof, as will provide a series of payments which shall be sufficient, together with any money initially deposited, to provide for the payment of the principal of and the interest on the defeased 2010/2011 Bonds, when due in accordance with their terms, or upon the earlier prepayment thereof in accordance with a refunding plan; and such money and the principal of and interest on such Government Obligations are set aside irrevocably and pledged in trust for the purpose of effecting such payment, redemption or prepayment.

Nothing contained in this Section 21 shall be construed to prohibit the partial defeasance of the lien of this resolution providing for the payment of one or more, but not all of the Outstanding 2010/2011 Bonds. In the event of such partial defeasance, this resolution shall be discharged only as to the 2010/2011 Bonds so defeased.

Section 22. Approval of Official Statement.

The University hereby authorizes and directs the Authorized Representative of the University to approve the information contained in each Preliminary Official Statement, if any, pertaining to a series of the 2010/2011 Bonds, to "deem final" a Preliminary Official Statement, if any, as of its date, except for the omission of information on offering prices, interest rates, selling compensation, delivery dates and any other terms or provisions of the 2010/2011 Bonds dependent on such matters, for the sole purpose of the applicable underwriter's compliance with the Rule and to authorize the distribution thereof to prospective purchasers of the series of 2010/2011 Bonds and others. The University further authorizes and directs any of such officers to approve the preparation, distribution and use of a Final Official Statement and to approve the information contained therein, in connection with the public offering and sale of the applicable series of 2010/2011 Bonds to the actual purchasers of the 2010/2011 Bonds and others. The University hereby authorizes any of such officers to execute each Final Official Statement described above to indicate such approval.

Section 23. Determination of Certain Matters Affecting 2010/2011 Bonds.

The Authorized Representative of the University is hereby authorized and directed to make the following determinations and/or take the following actions, prior to the sale of 2010/2011 Bonds, subject to the limitations described below:

(a) determine whether the 2010/2011 Bonds shall be issued and sold in one or more series or subseries;

(b) determine the Mode in which 2010/2011 Bonds of a series or subseries shall be issued initially;

(c) determine the times and manner of conversion between Modes, and negotiate and execute documents to effect the conversion, including without limitation any Reimbursement Agreement, Remarketing Agreement or Trust Agreement, or amendments thereto;

(d) negotiate and execute at his or her discretion, one or more Escrow Agreements, Bond Purchase Contracts, Remarketing Agreements, Reimbursement Agreements, or Trust Agreements, and amendments thereto from time to time;

(e) negotiate and execute a Payment Agreement, if any, in connection with the issuance of any series of 2010/2011 Bonds;

(f) select one or more Escrow Agents, underwriters and/or Remarketing Agents;

(g) select some or all of the Refunding Candidates and designate those Refunding Candidates as the "Refunded Bonds" in the applicable Bond Purchase Contract;

(h) determine if it is in the best interest of the University for any or all of the 2010/2011 Bonds to be secured by a Liquidity Facility or Credit Facility and, if so, select the Liquidity Facility Issuer or Credit Facility Issuer, as applicable, pay the premium or fees therefor, issue one or more reimbursement bonds, and enter into Reimbursement Agreements, each as applicable;

(i) approve the Interest Rates if the 2010/2011 Bonds bear interest in Fixed Mode or Term Mode, Maturity Dates, aggregate principal amounts, principal amounts of each maturity, redemption rights, tender option rights, and other terms and conditions of the 2010/2011 Bonds;

(j) select a Trustee for the owners of any or all of the 2010/2011 Bonds and fix its or their rights, duties, powers, and obligations under the applicable Trust Agreement;

(k) determine whether any or all of the 2010/2011 Bonds shall be issued as 2010/2011 Tax-Exempt Bonds or as 2010/2011 Taxable Bonds; and

(i) designate any or all of the 2010/2011 Bonds as Building Fee Revenue Bonds.

The Authorized Representative of the University is hereby authorized to approve the foregoing subject to following conditions:

(a) the aggregate principal amount of the 2010/2011 New Money Bonds shall not exceed \$308,000,000;

(b) the aggregate debt service to be paid on any 2010/2011 Refunding Bonds shall be less than the aggregate debt service on the Refunding Candidate to be refunded with the proceeds of such 2010/2011 Refunding Bonds;

(c) the final maturity date of any 2010/2011 Refunding Bonds shall not be later than the final maturity date of the Refunding Candidate to be refunded with the proceeds of the 2010/2011 Refunding Bonds;

(d) the true interest cost to the University, taking into account any interest subsidy, for the 2010/2011 Bonds bearing interest in the Fixed Mode does not exceed 7.0%; and

(e) the date and time for any Closing Date is not later than July 31, 2011.

In determining the items described in this section, the Authorized Representative of the University, in consultation with University staff and the University's financial advisor, shall take into account those factors that, in his or her judgment, will result in the lowest true interest cost on the 2010/2011 Bonds to their maturity, including, but not limited to current financial market conditions and current interest rates for obligations comparable in tenor and quality to the 2010/2011 Bonds.

Upon determination by the Authorized Representative of the University that all conditions to Closing set forth in a Bond Purchase Contract have been satisfied, or upon waiver of such conditions by the appropriate parties, the Authorized Representative of the University is hereby authorized and directed (a) to cause such series of 2010/2011 Bonds, executed as provided in this resolution, to be authenticated and delivered to the underwriters; and (b) to execute, for and on behalf of the University, and to deliver to the persons entitled to executed copies of the same, the Official Statement and all other documents required to be delivered, at or before the Closing Date pursuant to the Bond Purchase Contract. Such delivery shall be made at the offices of K&L Gates LLP, 925 Fourth Avenue, Suite 2900, Seattle, Washington 98104, or at such other place as any of such officers and the underwriters shall agree. The proper University officials are hereby authorized and directed to do everything necessary and proper for the prompt printing, execution, authentication, issuance and delivery of the 2010/2011 Bonds in exchange for the purchase price thereof.

#### Section 24. Undertaking to Provide Continuing Disclosure.

An Authorized Representative of the University is authorized to, in his or her discretion, execute and deliver a certificate regarding continuing disclosure in order to assist the underwriters for the any series of 2010/2011 Bonds in complying with Section (b)(5) of the Rule.

Section 25. Payment Agreements.

The University may enter into a Payment Agreement providing for an exchange of Reciprocal Payments for University Payments in connection with one or more series of 2010/2011 Bonds. The following shall be conditions precedent to the use of any Payment Agreement.

(a) *Opinion of Bond Counsel.* The University shall obtain an opinion of its Bond Counsel on the due authorization and execution of such Payment Agreement opining that the action proposed to be taken by the University is authorized or permitted by this resolution and by Washington law and will not adversely affect the exclusion from gross income for federal income tax purposes of the interest on the applicable series of 2010/2011 Tax-Exempt Bonds.

(b) *Certification of Financial Advisor.* The University shall obtain, on or prior to the date of execution of the Payment Agreement, a written certification from a financial advisor that (1) the terms and conditions of the payment agreement and any ancillary agreements, including without limitation, the interest rate or rates and any other amounts payable thereunder, are commercially reasonable in light of then existing market conditions; and (2) the findings and determinations under subsection (c) and (f)(3) are reasonable.

(c) *Approval of the State Finance Committee.* The Payment Agreement shall have been approved by the State Finance Committee under terms set forth in a resolution thereof, subject to final approval and authorization of the Payment Agreement by the Chair of the State Finance Committee pursuant to such terms. The approval of the State Finance Committee shall not constitute the pledge of the full faith and credit of the State. The University shall have the option to terminate the Payment Agreement in whole or in part, in the discretion of the Authorized Representative of the University. The Authorized Representative of the University is hereby authorized to amend or terminate any outstanding Payment Agreement with respect to the 2004 Bonds.

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

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

(f) *Findings.*

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

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

(3) If the foregoing conditions are complied with, the Payment Agreement will lower the net cost of borrowing for the related 2010/2011 Bonds or reduce the University's exposure to fluctuations in interest rates on the related 2010/2011 Bonds. This finding shall be confirmed in a report of the Authorized Representative of the University.

#### Section 26. Supplemental Resolutions.

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

(1) to add to the covenants and agreements of the University in this resolution other covenants and agreements thereafter to be observed, which shall not materially adversely affect the interests of the Registered Owners of any Outstanding 2010/2011 Bonds affected by the supplemental resolution, or to surrender any right or power herein reserved to or conferred upon the University;

(2) to make such provisions for the purpose of curing any ambiguities or of curing, correcting or supplementing any defective provision contained in this resolution or any resolution authorizing Additional Bonds in regard to matters or questions arising under such resolutions as the Board may deem necessary or desirable and not inconsistent with such resolution and which shall not materially adversely affect the interest of the Registered Owners of Outstanding 2010/2011 Bonds.

Any such supplemental resolution of the Board may be adopted without the consent of the owners of any 2010/2011 Bonds at any time outstanding, notwithstanding any of the provisions of subsection (b) of this section.

(b) *With Consent of Owners.* With the consent of the Registered Owners of not less than 51% in aggregate principal amount or accreted value, as applicable, of all Outstanding 2010/2011 Bonds of a series affected by a supplemental resolution, the Board may adopt a resolution or resolutions supplemental hereto for the purpose of adding any provisions to or changing in any manner or eliminating any of the provisions of this resolution or of any supplemental resolution provided, however, that no such supplemental resolution shall:

(1) extend the fixed maturity of any Outstanding 2010/2011 Bonds, or reduce the rate of interest thereon, or extend the time of payment of interest from their due date, or reduce the amount of the principal thereof, or reduce any premium payable on the redemption thereof, without the consent of the owner of each 2010/2011 Bond so affected; or

(2) reduce the aforesaid percentage of Registered Owners required to approve any such supplemental resolution, without the consent of the Registered Owners of all of the Outstanding 2010/2011 Bonds affected by the reduction.

It shall not be necessary for the consent of Registered Owners under this subsection (b) to approve the particular form of any proposed supplemental resolution, but it shall be sufficient if such consent shall approve the substance thereof. The Reimbursement Agreement may provide rights to the Credit Facility Issuer or Liquidity Facility Issuer to consent to supplemental resolutions on behalf of Registered Owners or in addition to Registered Owners.

Section 27. Concerning the Registered Owners.

(a) *Form of Consent of Registered Owners.* Any request, direction, consent or other written instrument required by this resolution to be signed or executed by the Registered Owners may be in any number of concurrent written instruments of similar tenor and may be signed or executed by such Registered Owners in person or by an agent or agents duly appointed by a written instrument. Proof of the execution of any such written instrument and of the ownership of the 2010/2011 Bonds shall be sufficient for any purpose of this resolution and shall be conclusive in favor of the University, and/or the Registered Owners with regard to any action taken under such instrument, if made in the following manner:

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

(2) the ownership of 2010/2011 Bonds shall be proved by the registry books maintained by the Registrar.

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

(b) *Waiver of Form.* Except as otherwise provided herein, any notice or other communication required by this resolution to be given by delivery, publication or otherwise to the Registered Owners or any one or more thereof may be waived, at any time before such notice or communication is so required to be given, by written waivers mailed or delivered to the University by the Registered Owners of all 2010/2011 Bonds of a series entitled to such notice or communication.

(c) *Revocation; Conclusive Action.* At any time prior to (but not after) the evidencing to the University of the taking of any action by the Registered Owners of the percentage in aggregate principal amount of Outstanding 2010/2011 Bonds of a series specified in this resolution in connection with such action, any Registered Owner may, by filing written notice with the University, revoke any consent given by such Registered Owner or the predecessor



Registered Owner of such 2010/2011 Bond. Except as aforesaid, any such consent given by the Registered Owner of any 2010/2011 Bond shall be conclusive and binding upon such Registered Owner and upon all future Registered Owners of such 2010/2011 Bond and of any 2010/2011 Bond issued in exchange therefor or in lieu thereof, irrespective of whether or not any notation in regard thereto is made upon such 2010/2011 Bond. Any action taken by the Registered Owners of the percentage in aggregate principal amount of a series of Outstanding 2010/2011 Bonds specified in this resolution in connection with such action shall be conclusively binding upon the University and the Registered Owners of all Outstanding 2010/2011 Bonds.

Section 28. Determination of Registered Owners' Concurrence.

In determining whether the Registered Owners of the requisite aggregate principal amount of a series of Outstanding 2010/2011 Bonds have concurred in any demand, request, direction, consent or waiver under this resolution, 2010/2011 Bonds which are owned by or held in the name of the University shall be disregarded and deemed not to be Outstanding for the purpose of any such determination. 2010/2011 Bonds so owned which have been pledged in good faith may be regarded as Outstanding for the purposes of this Section 28 if the pledgee shall establish to the satisfaction of the University the pledgee's right to vote such 2010/2011 Bonds and that the pledgee is not the University.

Section 29. University Acquisition of 2010/2011 Bonds.

The University may acquire 2010/2011 Bonds by (a) purchase of 2010/2011 Bonds offered to the University at any time and from time to time at such purchase price as the University deems appropriate; or (b) gift at any time and from time to time on terms as the University deems appropriate.

Section 30. Contract-Savings Clause.

The covenants contained in this resolution, the 2010/2011 Bonds and the provisions of the Bond Act shall constitute a contract between the University and the Registered Owners of the 2010/2011 Bonds and shall be construed in accordance with and controlled by the laws of the State. If any one or more of the covenants or agreements provided in this resolution to be performed on the part of the University shall be declared by any court of competent jurisdiction and final appeal, if any appeal be taken, to be contrary to law, then such covenant or covenants, agreement or agreements shall be null and void and shall be deemed separable from the remaining covenants and agreements in this resolution and shall in no way affect the validity of the other provisions of this resolution or of the 2010/2011 Bonds.

Section 31. No Benefits to Outside Parties.

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

Credit Facility Issuer, the Liquidity Facility Issuer, and the Registered Owners of Bonds, their successors and assigns.

Section 32. Immediate Effect.

This resolution shall take effect immediately upon its adoption.

ADOPTED at an open public meeting of the Board of Regents of the University, after notice thereof was duly and regularly given as required by law, this 15th day of July, 2010.

BOARD OF REGENTS, UNIVERSITY OF  
WASHINGTON

By \_\_\_\_\_

Attest:

By \_\_\_\_\_

Approved as to form:

\_\_\_\_\_  
Special Assistant  
Attorney General  
State of Washington

## Exhibit A

### Description of Refunding Candidates

Issuer Name	Bond Name	Original Par Value	Remaining Balance June 30, 2010
CDP-CD	1996 CDP-CD Bonds (Commodore Duchess)	\$ 7,385,000	\$ 5,765,000
ERP	1999A Educational Research Properties (tax exempt)	26,050,000	26,050,000
ERP	1999B Educational Research Properties (taxable)	4,505,000	1,400,000
RCP	2000 Radford Court Properties Revenue Bonds	53,125,000	48,660,000
State of WA	1992A State GO Bonds	4,945,000	1,115,000
State of WA	1992B State GO bonds	27,380,000	13,575,000
State of WA	1992B State GO Bonds Selective Redemption (K-Wing)	720,000	720,000
State of WA	1993 VR95 A & B Selective Redemption (Phys-Astro)	505,000	505,000
State of WA	1993B State GO Bonds (Physics Astro)	7,965,000	4,330,000
State of WA	1998C State GO Bonds	18,355,000	13,265,000
State of WA	1999 Primate Center COPs #25 (Series UW1999)	6,630,000	1,945,000
State of WA	1999 SP Phase 1 COPs #24 (Series UW 1999)	4,645,000	3,395,000
State of WA	2001A SPI Phase 2a Bldg 5 COPs #24b	1,605,000	1,060,000
State of WA	2001B COP #28 (Husky Den)	6,030,000	4,250,000
State of WA	2001B COP #29 (Lander & McCarty ethernet)	5,515,000	1,655,000
State of WA	2001C State GO Bonds (Law School)	5,025,000	315,000
State of WA	2001C State GO Bonds (Law School) - unrefunded	315,000	160,000
State of WA	2001D SPI Phase 2b Bldg 5 COPs #35	3,565,000	2,490,000
State of WA	2002A SPI Bldg 29 COPs #36	4,850,000	3,400,000
State of WA	2002A State GO Bonds	47,690,000	38,010,000

State of WA	2002B State GO Bonds (Law School)	10,075,000	8,070,000
State of WA	2002E SPI Bldg 5 Phase 2c COPs #40	2,685,000	1,990,000
State of WA	2003D State GO Bonds (BioE/Genome)	10,480,000	8,755,000
State of WA	2004A State Go Bonds (Bioe/Genome)	19,325,000	16,315,000
State of WA	2004D State GO Bonds (BioE/Genome)	7,745,000	6,475,000
State of WA	2007 GO Ref R-2007C (1997E (HE-UW) Exc) Phys-Astro	710,000	630,000
State of WA	2007C GO Ref R-98A (1992A HE-UW Exc) (Phys-Astro)	1,835,000	1,815,000
State of WA	2007C GO Ref Ser (R-98A (1992A-UW-Exc)) (K-Wing)	1,935,000	1,915,000
State of WA	R-2003C R-95A (K-Wing)	9,170,000	2,430,000
State of WA	R-2003C State GO Bonds (Physics-Astro)	8,155,000	2,155,000
State of WA	R-2006A (1994A HE UW) Physics Astro	12,400,000	12,175,000
State of WA	R-2006A (1994A-UW exc) K-Wing	13,955,000	13,705,000
State of WA	R-2006A (2000A) Hospital 01L Bonds	49,880,000	49,595,000
State of WA	R-2010A GO (R-1999B HE-UW) Exc	23,385,000	22,300,000
State of WA	R-2010A GO (R-99A (1992A HE-UW Exc)	1,975,000	1,975,000
State of WA	R-2010A State GO (R-99A (1992A UW Exc))	2,070,000	2,070,000
State of WA	R-2010B (2001C UW) Law School	3,610,000	3,610,000
State of WA	R93-A State GO Bonds (Higher Ed)	2,098,802	232,630
State of WA	RE-2003E SPI Bldg 29 Phase3 COPs #42	845,000	600,000
State of WA	RE-2003E SPI Bldg 5 Phase3 COPs #41	3,510,000	2,720,000
TAP	2002 Twenty Fifth Avenue Properties	34,085,000	31,340,000
TSB Properties	2006 TSB Properties Lease Revenue Bonds	17,525,000	16,225,000
UW	2002 H&D Revenue & Refunding Bonds	18,920,000	16,275,000

UW	2004 H&D Revenue & Refunding Bonds	16,985,000	12,400,000
UW	2004 Parking System Revenue & Refunding Bonds	20,410,000	17,360,000
UW	2005 Student Facilities Fee Refunding Rev Bonds	43,610,000	42,740,000
UW	2006 UWT Bank of America Term Loan	3,100,000	2,669,623
UW	2007 General Revenue Bonds	138,405,000	138,405,000
UW	2008 General Revenue Refunding Bonds	90,975,000	80,830,000
UW	2009A General Revenue Bonds	75,835,000	75,835,000
UW	2009B General Revenue Bonds	77,710,000	77,710,000
UWAA	2001 UWAA Lease Revenue Refunding Bonds (R2)	19,855,000	11,545,000
WEDFA	2004 WA Biomedical Research Properties I	38,225,000	33,230,000
WEDFA	2005 WA Biomedical Research Properties II	99,510,000	96,470,000
WEDFA	2006J WEDFA Lease Revenue Bonds	59,955,000	40,575,000

# University of Washington Debt Profile

## 2010 Outstanding Debt & Debt Service (in 000's)

Unit	ILP Debt		Non-ILP Debt		Totals	
	Outstanding Balance	Debt Service	Outstanding Balance	Debt Service	Outstanding Balance	Debt Service
General University	330,534	23,826	139,578	8,660	470,112	32,485
Housing and Food Services	61,828	5,940	85,765	6,312	147,593	12,252
Intercollegiate Athletics	4,150	1,138	-	-	4,150	1,138
Parking Services	18,708	1,382	-	-	18,708	1,382
School of Medicine	78,770	8,966	174,734	16,558	253,503	25,524
Student Life	44,276	3,457	-	-	44,276	3,457
UW Medical Center	114,421	6,696	14,053	5,485	128,474	12,182
<b>Totals</b>	<b>652,687</b>	<b>51,404</b>	<b>414,130</b>	<b>37,015</b>	<b>1,066,817</b>	<b>88,419</b>

Includes State General Obligation bonds, UW Revenue Bonds, lease-backed debt, public-private partnerships & equipment financing.

**VII. STANDING COMMITTEES****B. Finance, Audit and Facilities Committee**Architectural Commission - Revised Statement of Organization and FunctionRECOMMENDED ACTION:

It is the recommendation of the Administration and the Finance, Audit and Facilities Committee that the President be delegated authority to approve the “Revised Statement of Organization and Function” of the Architectural Commission as attached.

BACKGROUND:

The Board of Regents established the Architectural Commission in December 1957, adopted a “Statement of Organization and Function” in 1961 and authorized an amendment in January 2002.

The Commission, as currently constituted, consists of eight voting members appointed by the Board of Regents. Proposed revisions of members are shown in parentheses with the total number of voting members changed to nine: four at-large professional members (same); the dean of the College of Built Environments, to serve as chair (same); a faculty representative nominated by the faculty Senate (same), to serve as vice-chair (new); a student representative, nominated jointly by the ASUW and GPSS (same); and two members-at-large (new, nominated by the president).

The ex-officio members currently consist of three non-voting members with proposed revisions shown to change to four: senior vice president (same); associate vice president for capital projects (same); representative of the University Landscape Advisory Committee (university landscape architect); and the university architect (new).

The revised draft was unanimously endorsed by the Architectural Commission on June 7, 2010, and is attached for approval.

*Attachment*

University of Washington Architectural Commission -- Revised Statement of Organization and Function, June 7, 2010.

# UNIVERSITY OF WASHINGTON ARCHITECTURAL COMMISSION

## *Revised Statement of Organization and Function*

*Adopted January 1, 2002; revised and endorsed by the Architectural Commission June 7, 2010.*

The University of Washington Board of Regents established an architectural commission in December 1957 to advise the board and president on matters concerning the design, function, performance, and environmental integrity of the university's buildings, landscapes, infrastructure, and urban amenities.

In its advisory capacity, the commission reviews and evaluates plans and projects that affect the aesthetic character and composition of the university's three campuses. It reviews the selection of building sites, the design of new buildings and public spaces, major additions and modifications to these elements, and campus plans; and it issues general and specific recommendations related to these elements, and to design and planning policies that ensure the aesthetic and historic integrity of the public settings of university life. The commission assists the regents and president in the selection of architects and consultants for all projects that influence the physical and aesthetic character of its campuses, and periodically reviews the design of these projects through all phases of their development. In addition, the commission periodically reviews and evaluates the university's campus master and subsidiary plans, and advises the president on related architectural and environmental issues as they may arise, including historic conservation.

### I. Number of members and representation

Nine voting members and four non-voting ex-officio members constitute the University of Washington Architectural Commission. The board of regents appoints all nine voting academic and professional members: the dean of the College of Built Environments or his or her designee; four design professionals, including at least two registered architects and one registered landscape architect;



a representative of the University of Washington Faculty Senate recommended the senate chair, who shall serve as vice-chair of the commission; a representative of student government jointly recommended by the president of the Associated Students of the University of Washington and the president of the Graduate and Professional Student Senate; and two two voting members-at-large from within or outside the university community, nominated by the university president. The four non-voting ex-officio members of the commission include the senior vice president, the associate vice president for capital projects, the university architect, and the university landscape architect.

The chair of the commission may designate additional ex-officio members as appropriate.

## II. Terms of membership

The board of regents will appoint each professional member for a term of four years; when the board fills a vacancy among the professional members, the appointee will serve for the remainder of the unexpired term. The faculty and representatives and members-at-large will serve a term of two years. Members of the commission may succeed themselves and may serve beyond the appointed term, until the board of regents appoints a successor.

Wherever possible, the terms of professional and at-large members will be staggered, such that no two appointments expire in the same year.

## III. Officers of the Commission, quorum, meetings, and procedures

The dean of the College of Built Environments (or his or her recommended designee as approved and appointed by the board of regents) will chair the commission and preside at its meetings. In the event the chair is absent from a regularly scheduled meeting of the commission, the vice chair will preside.

When and where appropriate, the chair will represent the commission at meetings of the Board of Regents Finance, Audit, and Facilities Committee (FAF) ,

and at any other meeting where university groups, departments, or academic units seek the perspective of the commission.

Any five voting members will constitute a quorum for the transaction of commission business. Actions constituting commission recommendations must secure the approval of a majority of those present.

The vice provost for planning and budgeting shall authorize appropriate compensation for the professional members.

The University of Washington Office of the Vice Provost for Planning and Budgeting, through the agency of the university architect, will assist the commission in the coordination of its meetings and minutes, and in the preparation and dissemination of official correspondence.

The chair of the commission, working in cooperation with the university architect, may from time to time appoint and convene sub-committees to act on behalf of the commission to expedite the timely review of major projects; review smaller projects that would not otherwise fall under the commission's purview; and undertake special reviews or assignments of projects or the review of other issues related to the urban, architectural, and aesthetic integrity of the university.

#### IV. Advisory responsibilities and referral function

The architectural commission advises the board of regents and president on the planning and development of the university's primary campuses, urban properties, remote facilities, and other significant environmental assets. Its role includes recommending architectural and planning principles and policies appropriate and advantageous in guiding the physical growth, development, and conservation of the university's buildings and grounds and their various physical settings and contexts. Except for minor interior remodeling and renovations, the university refers all campus architectural and planning matters to the commission for its review and recommendations.

## V. Comprehensive planning

The commission will make recommendations concerning the preparation of a comprehensive general plan for the physical and aesthetic development of the university's campuses, including and especially design principles to guide future growth. The commission will periodically review existing, proposed, and revised campus plans. In its ongoing review the progress of the campus design and planning efforts, the commission may recommend the selection of firms and consultants for specific projects, and periodically issue related recommendations for approval by the board of regents. These recommendations shall be documented and may be revised from time to time for the purpose of providing a current guide for the design and performance of campus grounds and buildings. In making recommendations involving campus open space, landscape design, and plantings, the commission will seek the consultation of the University Landscape Advisory Committee.

## VI. Special projects, design requirements, and referral functions

The commission will review the urban and architectural design, performance, and environmental consequences of all projects that influence the character and integrity of the university's campuses including new construction; additions to existing buildings when such additions affect the exterior appearance of buildings; major interior renovations of existing significant buildings; and projects involving the development of the campus grounds, including landscaping, sculpture, monuments, memorials, and public art.

The commission will advise and assist the project designer and the university in the development of all major projects. It will review such projects during and upon completion of feasibility study, prior to the commencement of detailed planning work, and following the commencement of the design process; it will guide the project designers, review the progress of designs, and suggest modifications and adjustments as necessary and appropriate up to the approval of

a fully developed design for construction. The commission's recommendations will embody or set forth principles and criteria as they relate to campus plans and to the principles of campus design and such other recommendations deemed proper and important in the design of the project. The commission may recommend approval of the design of projects, or recommend changes in the design.

Recommended changes that significantly affect the scope of work must secure the concurrence and approval of the senior vice president prior to their implementation.

## VII. Recommendations for Awarding of Design Contracts

The voting members of the commission shall make recommendations to the president and the board of regents for the awarding of major design contracts for new construction and additions to existing buildings when such additions affect the exterior appearance of buildings and major planning and site studies. Major design contracts include any contract that requires the approval of the board of regents.

## VIII. Procedure

In its meetings and deliberations the formal procedures of the commission will be governed by *Robert's Rules of Order*, latest revised edition.

## IX. Conflict of Interest

Commission members or their firms are not eligible to accept design or major consulting contracts with the University of Washington on any projects during the time of their tenure on the commission.

**VII. STANDING COMMITTEES****B. Finance, Audit and Facilities Committee**Red Flag Rules – Informational UpdateBackground:

In November 2007, the Federal Trade Commission (FTC) issued Red Flag Rules, requiring financial institutions and creditors to develop and implement written identity theft prevention programs.

In July 2009, the Finance, Audit & Facilities Committee of the Board approved the University of Washington's policies regarding identity theft in compliance with the FTC's Red Flag Rules. That legislation requires annual reporting to the University's governing board. Since approval of the policy, Congress delayed enforcement until December 31, 2010 to reconsider the scope of the Red Flag Rules. This is the fourth such delay in enforcement. It is possible that higher education will be exempt when the rule is finalized.

Privacy Activities:

While we monitor the status of legislation surrounding Red Flag Rules, we are actively managing privacy issues. Both central offices and UW Medicine have completed the bulk of their implementation work for Red Flag Rules including developing policies and developing guidance for staff managing personally identifiable financial information. The university is subject to a number of privacy rules and has efforts underway to organize and clarify where those rules might overlap or otherwise need descriptive roles and responsibilities. In addition, UW Information Technology (UW-IT) is recruiting a Privacy Officer for campus who will be responsible for overseeing the various privacy compliance activities.

Future Actions:

Annual reporting on Red Flag Rules to the Board will commence when final rules, including the scope of entities covered, is announced. If institutions of higher education are exempt, the Board will be asked for approval to rescind the policy on Red Flag Rules they approved in July 2009. Components of the Red Flag rules will nonetheless be considered, where appropriate, for incorporation into existing privacy guidance for the Gramm-Leach-Bliley Act (GLBA) and other privacy related guidance.

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

*In Joint Session with*

**B. Finance, Audit and Facilities Committee****University of Washington 2011-13 State Operating and Capital Budget Requests****RECOMMENDED ACTION:**

It is the recommendation of the Administration, the Academic and Student Affairs Committee, and the Finance, Audit and Facilities Committee that the Board of Regents approve the 2011-13 capital and operating budget requests to the state as they are presented in the following text and tables. In this action item, the Board of Regents:

- Approves the 2011-13 state operating budget request;
- Approves the 2011-13 state capital budget request;
- Endorses the general framework for certain policy initiatives that the UW may seek during the 2011 legislative session;
- Approves estimated fee increases and two potential new fees that the UW must submit to the Office of Financial Management as part of Initiative 960 requirements; and
- Authorizes the UW administration to further develop the descriptions of selected 2011-13 budget requests and to prepare and submit other supporting materials that are required by the Office of Financial Management.

*Attachment*

2011-13 Operating and Capital Budget Requests

# **2011-13 OPERATING AND CAPITAL BUDGET REQUESTS**

## **2011-13 State Operating and Capital Budget Requests**

### **Previous Discussion of the 2011-13 State Operating and Capital Budget Requests**

The University of Washington 2011-13 state operating and capital budget requests were presented as an information item to a joint session of the Academic and Student Affairs Committee and the Finance, Audit and Facilities Committee at the June 2010 meeting of the Board of Regents.

### **Financial Context for the Proposed 2011-13 Operating and Capital Budgets**

#### **State Fiscal Outlook for 2011-13**

In the 2009-11 biennial budget, Washington State faced a budget deficit of approximately \$9 billion, a major portion of which was resolved with state funding reductions. Since FY 2009, the University of Washington has sustained cuts to its state general fund base budget of \$132,066,000 (or 33 percent). Despite significant reductions across numerous state agencies and the tax increases that accompanied the 2010 supplemental budget, the outlook for the 2011-13 biennial budget cycle remains grim.

The Office of Financial Management's (OFM) outlook for the state general fund currently assumes another \$2.6 billion deficit for the 2011-13 biennium. This outlook anticipates increased demand for essential state services, the need to replace one-time federal stimulus funding, increased commitment of state funding for constitutionally mandated (and voter-approved) performance measures in the K-12 sector, and cost of living increases for teachers, which are required by a voter initiative passed in 2000. Mandatory, escalating operating costs compounded by the anticipated general fund deficit also mean that state bond capacity will be constrained.

These and other pressures indicate that state support for new budget initiatives is expected to be negligible. Thus, state agencies have been instructed to include only constitutionally mandated or emergency funding requests in their 2011-13 operating and capital state budget requests.

#### **Components of the 2011-13 Budget Submission**

The UW is required to submit a variety of materials to satisfy OFM budget submission requirements. UW administration must prepare a multitude of reports on topics which include tuition waivers, enrollments, maintenance and operations costs, student debt and information related to Initiative-960 (I-960). While we are not able to submit a full complement of state performance level budget requests with the required components of the operating budget, the UW will submit two operating budget requests and a list of potential capital requests.

## **2011-13 Operating Budget Request**

As required by OFM, the proposed UW budget requests are listed in proposed priority order. For the 2011-13 state operating budget request, the administration does not intend to present to the Board the actual text that will be submitted to OFM for each request.

With the approval of the Board of Regents, the University of Washington is requesting state operating funds for two critical proposals in the 2011-13 state operating budget.

### **I. Compensation Adjustments**

Competitive compensation for faculty, professional staff, classified staff, and teaching/research assistants is critical to the UW's ongoing success. Due to the severity of the state budget situation, there have been no general salary increases in either Fiscal Year 2010 or Fiscal Year 2011 for any UW employee. The administration recognizes that the state's financial picture for the 2011-13 biennium is difficult. Even with this sobering financial forecast for the state, the administration believes that it is important to request funding that would provide modest salary increases for faculty, professional staff, classified staff, and teaching/research assistants.

While salaries have stagnated across all state agencies, UW faculty salaries would have to grow \$6,800 on average to achieve the 60<sup>th</sup> percentile of Global Challenge State (GCS) peers. Flat compensation has an immediate effect at the UW. Recruiting and retaining the most talented faculty is difficult during faculty wage freezes. UW faculty leverage federal and private investment dollars to initial state investment at a three to one ratio; investing in our most influential resource is imperative.

Given that state revenues appear to be significantly constrained in the coming biennium, the UW administration suggests that a two percent increase annually in salary and corresponding benefit adjustments be requested to begin to address the declining parity of UW faculty salaries compared to tier one research institutions in the GCS peer group, while recognizing that the state has limited resources to adjust compensation.

Likewise, professional staff sustained flat compensation for several years. The elimination of filled and vacant positions over the past three years, in concert with increasing workload pressure from over-enrollment, have combined to increase workload pressures across the academy. Professional staff members continue to bear expanding job responsibilities with less administrative support. The UW administration suggests that a two percent annual increase in salary and corresponding benefit adjustments be requested for professional staff.

Classified staff compensation adjustments will be made as a result of contract negotiations between the various UW bargaining units and the university administration. The negotiated agreements will be approved by the Board of Regents in September.

Teaching and research assistants will have no pay increase in Fiscal Year 2011. As for faculty and professional staff, the administration will request annual two percent increases in pay for Fiscal Year 2012 and 2013.



## II. Funding for Current Enrollment Levels

The Legislature budgeted enrollments for each year of the biennium well below actual anticipated enrollments. When enrollments are budgeted by the legislature, full-time equivalent (FTE) students are combined from Seattle, Bothell and Tacoma and undergraduate and graduate FTEs are aggregated.

<b>Enrollment</b>	<b>FY09</b>	<b>FY10</b>	<b>FY11</b>
<b>Actual/Estimated Average Annual FTEs</b>	39,729	40,943	41,517*
<b>Legislature Budgeted</b>	38,526	36,546	37,162
<b>Difference</b>	<b>1,203</b>	<b>4,397</b>	<b>4,355</b>

\*FY11 average annual FTEs is an estimate based on UW admission plans.

In the adopted 2009-11 state budget, the state authorized enrollment levels for FY 2010 and FY 2011 for the UW were reduced because of the budget cuts that were implemented as part of that budget. Because of record demand for undergraduate, graduate and professional programs, the UW decided to at least temporarily use its FY 2009 state authorized enrollment level as its “target” enrollment figure – and in the current fiscal year, the UW is substantially overenrolled relative to that number.

Should any new state resources be available in 2011-13, the UW administration may seek funding that would allow the UW to continue to serve the number of students that the state specified as the UW’s enrollment level for FY 2009. In effect, this action would restore budget cuts made in the last two legislative sessions and allow the UW to maintain access at current levels.

### **Enrollment Support for Areas of Critical State Need**

The UW will seek resources for enrollment support in areas of critical state need. “Areas of critical state need” has been defined by the UW as including degrees in “life, natural, environmental and health sciences, engineering, computer and information systems and sciences, education and teacher preparation, and mathematics, applied mathematics and statistics.” Supporting enrollments in areas of critical state need is more costly than other academic areas. The UW received additional state funding for “high demand” enrollments in both years of the 2007-09 biennium.

## III. Other Potential Requests

The administration is still evaluating whether it may want to submit one or two other budget requests for support for high priority issues at the UW where some state investment might leverage support from other funding sources. One possibility is to ask for some state funding to support the operation of facilities that support biomedical, science or engineering research.

## **I-960 Process**

As required by the voter-approved Initiative 960, all state agency fee increases (including tuition) must receive legislative approval prior to implementation. OFM has asked agencies to include any fees expected to be initiated or increased during the 2011-13 biennium to be justified as part of the 2011-13 budget submittal. For the UW, this includes all categories of tuition and related fees not yet adopted by the Board of Regents for the 2011-12 and 2012-13 academic years, in addition to a variety of other student and course fees.

The table below shows the categories of fees and the increases that the UW submitted for approval by the legislature for the UW when the law originally passed and estimates of the increases the administration anticipates submitting to the Office of Financial Management for 2011-13. For most programs, the actual increases will be less than the maximum percent projected in the table below.

### **Possible Increases to Existing Fees**

<b>Source (Fee)</b>	<b>FY 2011</b>	<b>Projected FY 2012</b>	<b>Projected FY 2013</b>
Tuition-Undergraduate Resident	Up to 7%	Up to 7%	Up to 7%
Tuition Categories Other than Undergraduate-Resident	Up to 15%	Up to 15%	Up to 15%
Course, Application, Special Program, and Other Miscellaneous Academic/Administrative Fees	Up to 10%	Up to 10%	Up to 10%
Services and Activities Fees-All Students	Up to 7%	Up to 7%	Up to 7%
Technology Fees-All Students	Up to 7%	Up to 7%	Up to 7%
Fee-Based Degree Programs	Up to 20%	Up to 20%	Up to 20%
Fee-Based Credit Certificate Programs	Up to 20%	Up to 20%	Up to 20%
Fee-Based Non-Credit Certificate Programs	Up to 20%	Up to 20%	Up to 20%
Fee-Based Credit Courses	Up to 20%	Up to 20%	Up to 20%
Fee-Based Non-Credit Courses	Up to 20%	Up to 20%	Up to 20%
Fee-Based Special Contract Programs	Up to 20%	Up to 20%	Up to 20%
Summer Quarter Tuition - Resident Undergraduates	Up to 7%	Up to 7%	Up to 7%
Summer Quarter Tuition - Non-Resident Undergraduates and Graduates	Up to 15%	Up to 15%	Up to 15%

\*Fee-based programs do not receive any state support.

### **Proposed New Fees**

Two new fees may be implemented to support the UW's U-Pass program. Transportation Services staff briefed the Board of Regents about the new fees that are under consideration at the June 2010 Board of Regents meeting. The possible new fees to support the UW's U-Pass program are:

- 1) **A student transportation fee of up to \$75/quarter.** The student transportation fee would be a fee that UW students impose on themselves to provide support for the U-Pass program. The proposed fee would first be approved by the Student Services and Activities Fee Committee and then would be brought to the Board of Regents for final approval.
- 2) **A UW Transportation Demand Management Surcharge.** Parking fees at the UW currently fund both costs associated with parking and part of the cost of the U-Pass program. Under a proposal currently under consideration, the structure of parking charges at the UW would be changed to have a base parking charge and a UW Transportation Demand Management Surcharge on that base parking charge. The Transportation Demand Management Surcharge may be up to 100% of the base parking charge. It is important to note that while the proposed Transportation Demand Management Surcharge is a new fee, when implemented it would not result in a net increase in parking costs – the combination of the base parking charge and the Transportation Demand Management Surcharge is a re-structuring of current parking charges that will not result in an increase in parking charges to consumers.

## Background for the Capital Budget Request

### State Capital Funding in the Current Biennium

In the 2009-11 biennium, the UW received \$114 million (compared to \$146.9 million in the 2007-09 biennium) in state capital funds, and experienced a reduction in state support in the second year of the biennium in particular. Funding for Tacoma Phase 3, Savery Hall, Denny Hall and Lewis Hall Renovation Projects was reduced in the second year.

### OFM and Higher Education Coordinating Board Capital Prioritization Process

In the 2008 supplemental legislative session, the legislature passed Engrossed Substitute House Bill 3329 which created a new capital prioritization process for public baccalaureate institutions. Major projects that have not been funded for design are required to go through the scoring process. In the 2010 supplemental legislative session, Senate Bill 6355 passed, which directs the Higher Education Coordinating Board to rank major capital projects at four-year institutions in a single list by priority order and submit the list to OFM for consideration.

## 2011-13 State Capital Budget Request

UW administration is requesting a total of \$240.1 million in state capital funds in the 2011-13 state budget and authority to spend \$47 million out of the UW Building Account (for a total of \$287,095,000). A summary of the UW's 2011-13 capital budget request (in priority order) is shown in the table below and brief project descriptions follow on the next page:

Project Name	2011-13	
	State Funds	UW Building Account
Minor Capital Repair - Infrastructure and Program Allocations	66,000,000	47,000,000
Denny Hall Renovation	54,615,000	-
House of Knowledge (New Academic Building)	2,700,000	-
Odegaard Undergraduate Learning Center - Phase 1 (Renovation)	19,500,000	-
UW Bothell Phase 3 (New Academic Building)	62,850,000	-
UW Tacoma Land Acquisition/Remediation	5,000,000	-
Anderson Hall Renovation	2,300,000	-
Lewis Hall Renovation	23,130,000	-
Miller Hall Renovation	4,000,000	-
Biennial TOTALS	<b>\$240,095,000</b>	<b>\$47,000,000</b>

**Minor Capital Repairs, \$113,000,000.** This request is split into \$66 million of state funds and \$47 million of UW Building Account funds for minor capital repair projects including building renewal, utility and energy conservation projects, upgrades to the communications data network, and critical educational facilities program improvements.

**Denny Hall Renovation, \$54,615,000.** After a delay of one biennium due to state funding constraints, Denny Hall is scheduled for construction in the 2011-13 biennium. Denny Hall must be strengthened to better resist earthquakes; the project scope includes the replacement of the electrical, lighting, mechanical, communications systems to bring the building into compliance with current building codes, and LEED Silver certification.

**House of Knowledge, \$2,700,000.** The UW is requesting state funds for the House of Knowledge, with the balance of the project to be funded from non-state sources.

**Odegaard Undergraduate Learning Center- Phase 1, \$19,500,000.** This request is for design and construction of Phase I renovation of Odegaard to reinvigorate student learning spaces, increase access to technology and support undergraduate education.

**UW Bothell Phase 3, \$62,850,000.** The UW is requesting state funds for the construction phase of UW Bothell Phase 3, a new academic building and associated site work to accommodate enrollment growth.

**UW Tacoma Land Acquisition/Remediation, \$5,000,000.** This request is for the acquisition of properties as well as for funds to address remediation requirements within the 46 acre footprint of the UW Tacoma campus. This appropriation would allow the UW to proceed with procuring individuals parcels of land as they become available; in total, six acres of individual parcels are not yet acquired.

**Anderson Hall Renovation, \$2,300,000.** Anderson Hall has not had a major upgrade in over 40 years; this request is for the design phase of its renovation. The renovation will address outdated building systems such as the heating/ventilation, electrical, lighting, and plumbing, as well as addressing the needs to upgrade seismic, life safety, access and building code issues.

**Lewis Hall Renovation, \$23,130,000.** This request is for the construction phase of Lewis Hall, which is listed on the Washington Heritage Register. The exterior and interior of Lewis Hall are in dire need of a complete renovation and upgrade. The project will update all major building systems utilizing sustainability goals to LEED Silver certification as well as address important seismic, life safety, accessibility and current building code requirements.

**Miller Hall Renovation, \$4,000,000.** Miller Hall is home to the College of Education and has not had a major upgrade in over 46 years; this request is for a combined predesign/design phase of its renovation. The project will address major building issues including the exterior shell, heating/ventilation system, plumbing, electrical, fire protection, access issues and computing infrastructure.

## **2011-13 Policy Level Requests**

The UW administration is evaluating several policy requests for the coming legislative session with the goal of putting the university on a more stable and predictable funding path.

### **I. Provide a Sustainable Operating Funding Model for the University**

- A. The UW administration would prioritize full funding of the State Need Grant above all other policy initiatives. The number of Washington students who qualify for a grant but will not receive one has grown from 5,000 to 15,000 in one year. Unmet need at the UW alone is expected to grow substantially in the coming year.
- B. The UW administration would like to continue a conversation with state lawmakers to develop a sustainable funding model for the university that could include granting greater flexibility to set tuition and fees for resident undergraduate tuition to the UW Board of Regents.
- C. The UW's tuition setting authority for all nonresident and resident graduate tuition fee categories will sunset at the end of the 2012-13 academic year. Thus, the administration would like to engage in discussion with state lawmakers to grant permanent tuition setting authority to the UW Board of Regents for these categories.

### **II. Provide a Sustainable Capital Funding Model for the University**

UW administration would like to continue prior discussions with state lawmakers on developing a sustainable funding model for capital projects that could provide the UW with greater ability to locally manage its Metro Tract and student building fee revenues.

### **III. Other Efficiency/Cost Saving Initiatives**

UW administration seeks Regental consent to pursue legislative initiatives that would produce efficiencies or cost savings in purchasing, capital project contracting, etc.

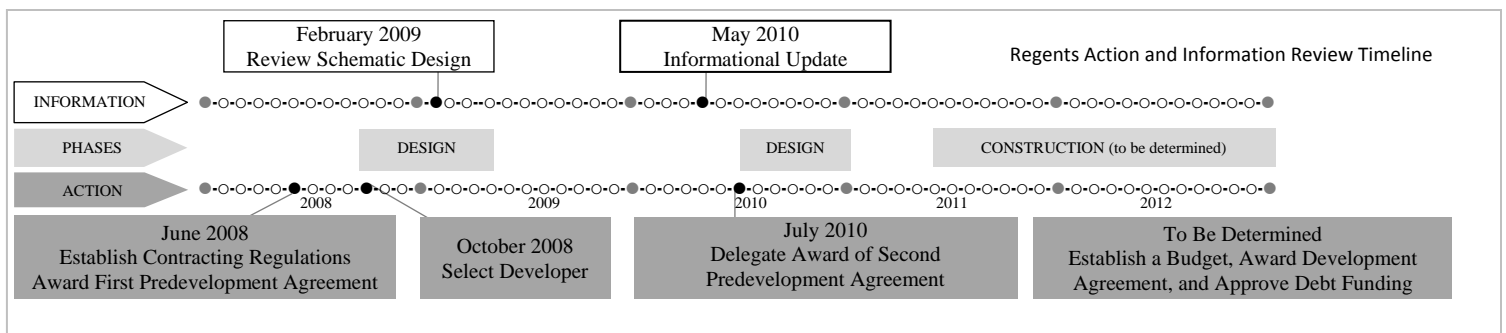
## VII. STANDING COMMITTEES

### A. Academic and Student Affairs Committee

*In Joint Session with*

### B. Finance, Audit and Facilities Committee

#### Husky Stadium Renovation – Delegated Authority to Sign a Predevelopment 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 Committee that the President be delegated authority to sign a Predevelopment Agreement for \$1 million for the Husky Stadium Renovation and Football Operations Building with the Selected Developer, to be determined from proposals received July 14, 2010, subject to the successful negotiation of the agreement.

In the event of an unsuccessful negotiation with the Selected Developer, it is requested that authority be delegated to open negotiations and sign a pre-development contract with the second highest ranked firm.

#### PROJECT DESCRIPTION:

The general work elements of the recommended Husky Stadium Renovation project include: replace the lower seating bowl; remove and relocate the track to allow seating closer to the playing field; lower the football field about seven feet and add additional seating; renovate and update the south stands and concourse including concessions and toilet facilities; provide a new stadium club with associated premium seating and suites; renovate the north concourse including concessions and toilet facilities; replace the west end bowl with new seating, concourse, concessions and toilets; replace the press box; upgrade site utilities;

## VII. STANDING COMMITTEES

### A. Academic and Student Affairs Committee

*In Joint Session with*

### B. Finance, Audit and Facilities Committee

#### Husky Stadium Renovation – Delegated Authority to Sign a Predevelopment Agreement (continued p. 2)

and upgrade stadium services including utilities, support space, sound system, elevators and seismic strengthening.

Also included in this project is a Football Operations Support Building of approximately 70,000 gross square feet, adjacent to or integrated into the Stadium. This building will contain weight training, a training room, equipment, lockers, video support, meeting and congregating areas, coaches' offices, public spaces and football displays and other football team related services.

#### BACKGROUND:

In March 2005, the firm of HOK Sport Architects was awarded a design contract to undertake a comprehensive plan for the East Campus, and to define and study specific projects including Husky Stadium. The Intercollegiate Activities (ICA) Master Plan was completed in October 2006. Included in this Plan was a master plan design for the renovation of Husky Stadium to correct deficiencies, meet current Americans with Disabilities Act (ADA) standards for accessibility and to upgrade the fan experience.

The design team refined the Husky Stadium conceptual design and provided order of magnitude cost estimates for the proposed work. The conceptual design project cost estimate, assuming start of construction in December 2009, was \$250 million for the Stadium Renovation and \$50 million for the Football Operations Support Building. The University has proposed funding this project with one half State funding for the renovation, seismic and ADA work, and one half private funding for the Stadium upgrades and football building from donations and seat revenues.

During this period, Sound Transit was finalizing the plans for the Husky Stadium Station. This station will be located immediately west of Husky Stadium and they began construction in the fall of 2009. It will take 5.5 years to complete, and will use up to six acres for the construction lay down area. Recognizing the magnitude of impact this will have with the Stadium construction, as well as the events planned in the Stadium, the Stadium Committee recommended that the University adopt specialized contracting methods to protect the interests of the University. Their recommendation was to engage a team composed of a



## VII. STANDING COMMITTEES

### A. Academic and Student Affairs Committee

*In Joint Session with*

### B. Finance, Audit and Facilities Committee

#### Husky Stadium Renovation – Delegated Authority to Sign a Predevelopment Agreement (continued p. 3)

developer, architect and contractor to deliver the Stadium project in the quickest and most economical manner as well as have all members of the design and construction team available early on to most effectively coordinate with the Sound Transit work.

The President signed an emergency declaration in January 2008 to establish rules for these contracting regulations. A Request for Proposals (RFP) was issued to select a development team with the intent to start construction at the conclusion of the 2008 football season. The 2008 State Legislature did not allocate funding for this work and the emergency declaration was rescinded. The RFP was put on hold in March 2008 pending permanent rules being finalized in July 2008. With adoption of these rules, the RFP was re-started July 18, 2008. Following an open and competitive selection process, Hines Interests Limited Partnership was the Selected Developer and at the October 2008 meeting the Regents delegated authority to the President to sign an Agreement for Predevelopment services. At the January 2009 meeting the Predevelopment Phase 1 Schematic Design was presented for information only. The Predevelopment Phase 2 Submittal was completed on May 15, 2009 with approximately \$3.2 million spent on this effort. Intercollegiate Athletics has been working to develop a funding plan for this project.

On May 14, 2010 the University re-issued the Request for Proposals (RFP) for a Developer for the Husky Stadium Project to reselect the development team. The purpose was to take advantage of lower construction and project costs as a result of the current depressed construction market, incorporate revenue enhancement components into the design and develop ideas for a more cost-effective design. Approximately \$1 million is budgeted to document changes to the current predevelopment work. Proposals are due to be submitted on July 14, 2010. Award of the second Predevelopment Agreement is anticipated on July 30, 2010 with completion in the fall of 2010.

#### PREVIOUS ACTION:

The Board of Regents, in March 2005, delegated authority to the President to award a design contract for the Intercollegiate Athletics Facilities Study to HOK Sport Architects. At the November 2006 meeting the Final Draft of the Study

## VII. STANDING COMMITTEES

### A. Academic and Student Affairs Committee

*In Joint Session with*

### B. Finance, Audit and Facilities Committee

#### Husky Stadium Renovation – Delegated Authority to Sign a Predevelopment Agreement (continued p. 4)

was presented. In January 2008, the Regents established contracting regulations to allow a developer project delivery process and the President was authorized to have these regulations take effect immediately. Permanent contracting regulations were established at the June 2008 meeting. Following an open and competitive selection process, Hines Interests Limited Partnership was the Selected Developer, and at the October 2008 meeting the Regents delegated authority to the President to sign an Agreement for Predevelopment services. At the January 2009, meeting the Predevelopment Phase 1 Schematic Design was presented for information only. The Predevelopment Phase was completed on May 15, 2009 with approximately \$3.2 million spent on this effort. At the May 2010 meeting, an informational item to discuss re-issuing the Request for Proposals for a Developer was presented.

#### NEXT STEPS:

During the informational discussion at the May 2010 meeting, the construction schedule goal was to start after the 2010 football season with the Development Agreement to be signed in September 2010. The date for starting construction is still to be determined, contingent on finalizing funding sources and financing plans for the project. The predevelopment work will result in setting the project scope and cost and provide the goal for the funding effort. When this has been finalized, the Regents will be asked for approval to establish a budget, award a Development Agreement and approve debt funding.

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

This will be an oral presentation on how Finance & Facilities is strategically managing funding reductions as an example of work going on throughout the University of Washington.



# Strategic Downsizing: Finance & Facilities

Finance, Audit and Facilities  
July 2010

V'Ella Warren  
Senior Vice President  
[vwarren@uw.edu](mailto:vwarren@uw.edu)

# Strategic Downsizing: Finance & Facilities

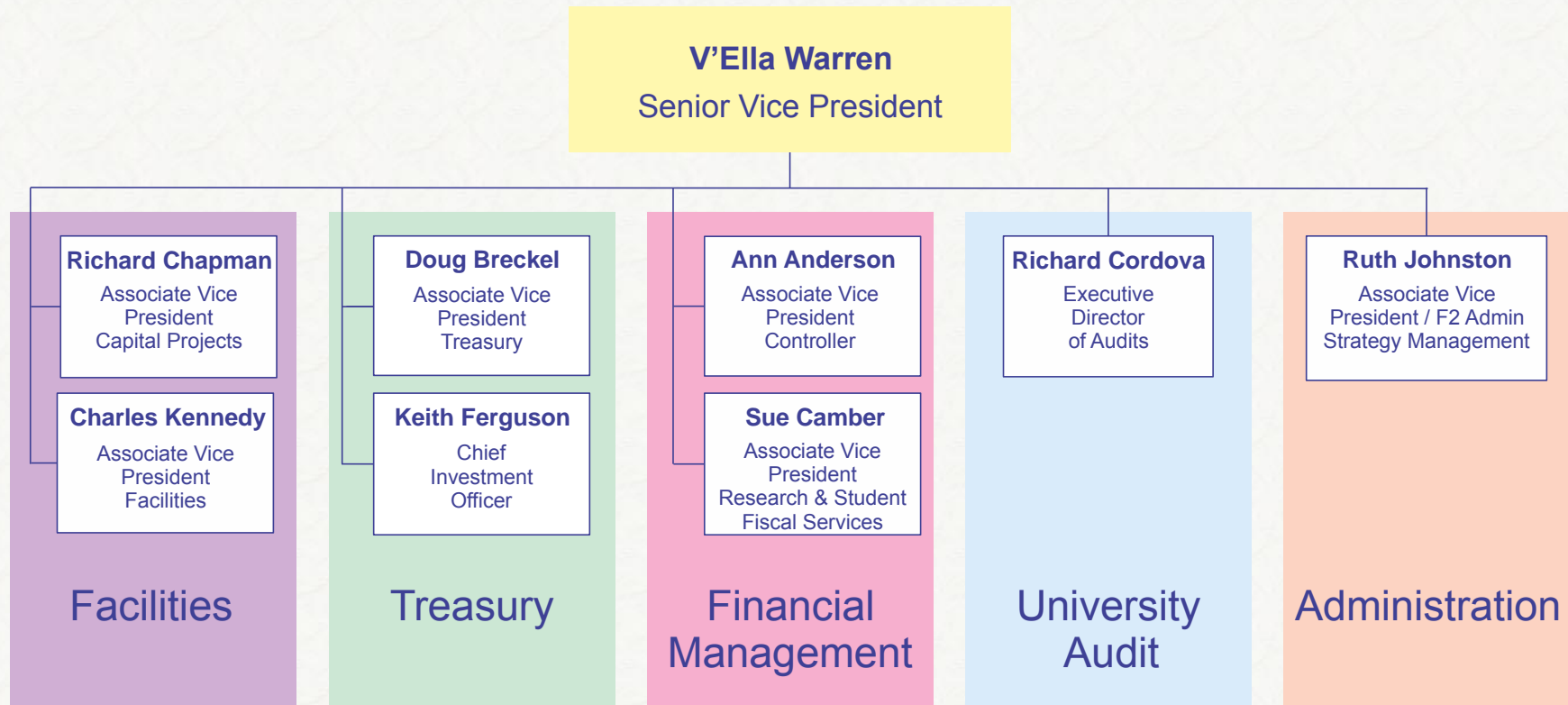
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Addendum: F2 In Action—Implementing the Strategy Map

# Who Are We?

## July, 2010



**Total FTE's:** 1,397  
**Total Budget:** \$142.4 million

*GOF/DOF:* \$41.2 million  
*Other:* \$101.2 million



# How Have Budget Cuts Affected Us?

- **22.8% cut from May, 2009 through July, 2010**
  - \$10 million
  - 210 positions eliminated
  - 64 layoffs (including 23 professional staff)
  - Reductions taken at all levels
    - 17% of reductions were manager positions
    - Ratio of managers to staff: 15% / 85%

# How Are We Managing The Reductions?

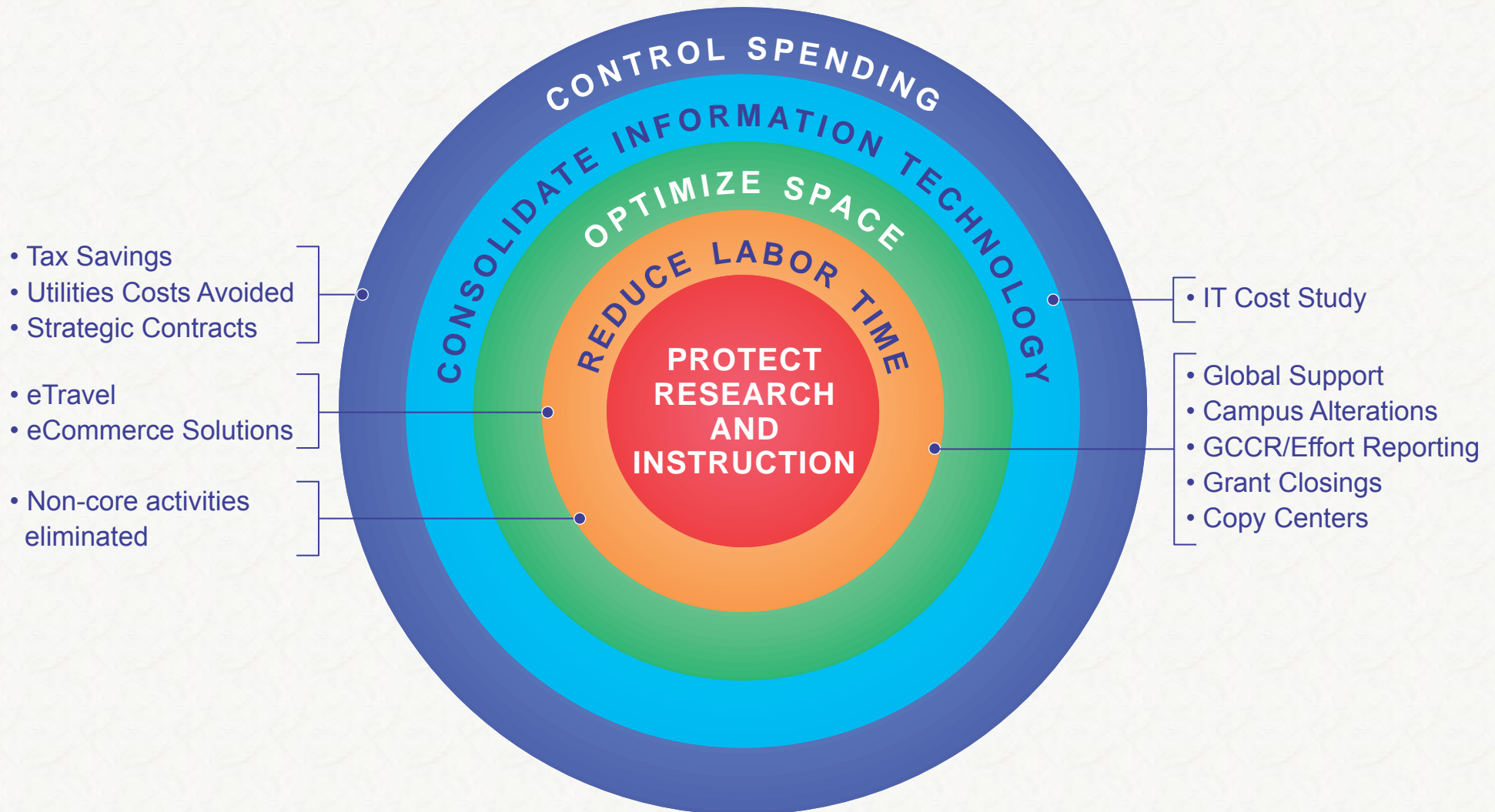
- **Not across the board**
  - Use strategy maps and metrics to focus decisions
  - Partner with Provost to protect research administration
  - Initiate LEAN actions to wring out waste
  - Mine Bain research for targets of opportunities
    - Strategic pricing
    - Electronic delivery methods
    - Elimination of non-core activities



# How Do We Use Our Strategy Map?



# What Targets Of Opportunity Have Been Identified By Bain?



# How Does Our Procurement Strategy Compare To Bain's Recommendations?

**Focus procurement contracting efforts on strategic analysis of key commodities**

**Reduce manual processing and improve data capture by utilizing existing data/ eCommerce systems while waiting for ERP**

**Shed non-core logistical capabilities**

**Establish university-wide contracts resulting in lower cost and better service to the campus**

- Establish strategic contracts in additional commodity areas
- Reallocate existing staff to bolster Strategic Sourcing unit
- Develop in-house contract management

**Leverage existing technology to improve processing efficiencies**

- Shifted 60,000 transactions from "legacy" processing method to eProcurement
- Cut Procurement Services by 30%
- Developed reporting system for improved visibility of procurement data
- Leveraged eProcurement tool to accommodate ad hoc or lower volume purchases
- Implemented electronic payment system with Bank of America resulting in administrative efficiencies including labor and check mailing costs

**Closed University Stores in 2008**



Bain



University of Washington

**Consult with customers so they can consider spending options, maximize contract pricing and realize process efficiencies**

- Transaction outreach efforts to focus on assisting units to maximize contract and administrative process efficiencies

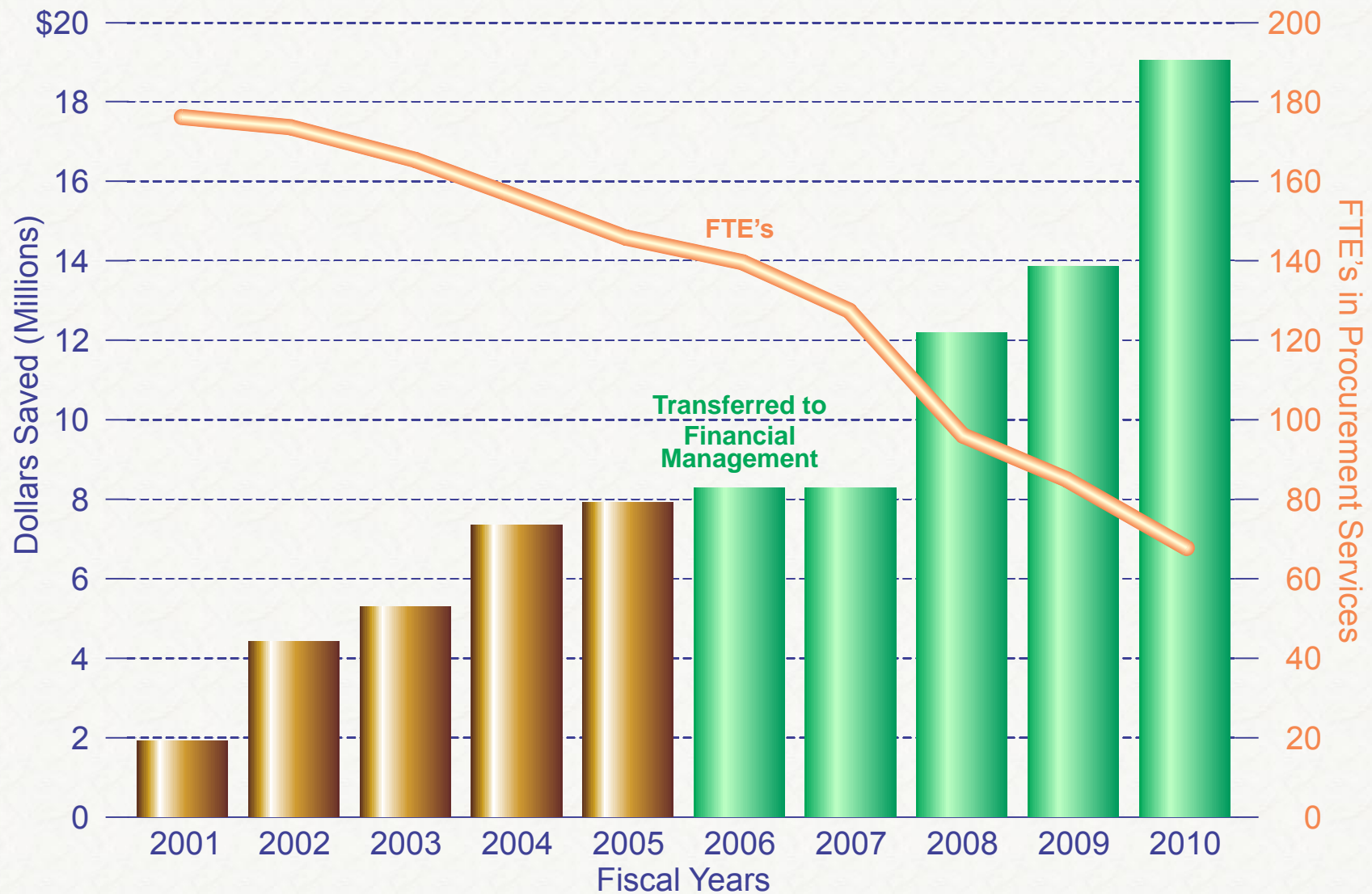
**Source:**

*Bain Reports to University of North Carolina-Chapel Hill and University of California-Berkeley*

## Where Is The Status Of Strategy Sourcing?

	<u>2010</u>	<u>Est. 2011</u>
Total Commodity Spending	\$600M	\$600M
Under Contract	41%	63%
Utilization	80%	80%
Dollars Saved	\$20M	\$40M

# What Is The Yearly Process Savings From eProcurement?



# What Is The Total Annual Impact Of These Changes?

- **Total Savings: \$39,800,000 in 2010**
  - Negotiated discounts with “locked in” pricing:  
**\$20,000,000**
  - Administrative processing cost savings:  
**\$19,800,000**



# Addendum:

## F2 In Action—Implementing the Strategy Map

### GOAL

### RESULT

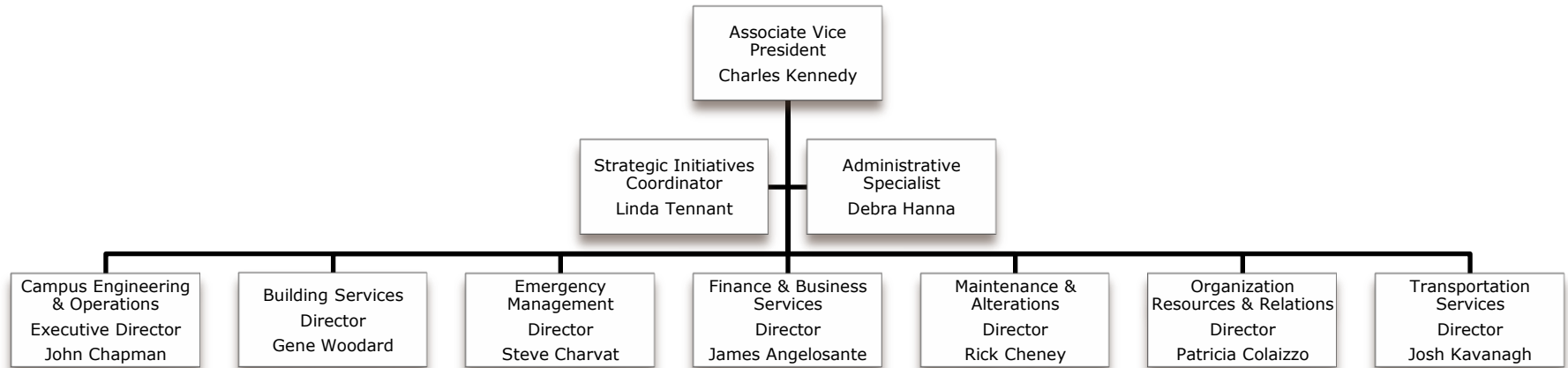
- |   |   |
|---|---|
| 1. We will <b>focus on unique value-added work</b> , transferring everything else to those who can do it better.                                      | Transaction work by central administration is reduced or eliminated; remaining value-added work is knowledge-based; size of central administration shrinks.   |
| 2. We will <b>develop a customer value proposition</b> to guide resource allocation decisions.  | Service levels will be maintained in key areas, while the cost of doing business is reduced.  |
| 3. We will <b>systematically eliminate waste and redundancy</b> to reduce the cost of doing business.   | More resources are available to support faculty and students.   |
| 4. We will <b>aggressively pursue opportunities</b> to generate revenue or capture refunds.   | More resources are available to support faculty and students.   |
| 5. We will <b>manage by fact</b> based in data, analysis and benchmarks, striving to improve trends over time.  | The quality, cost and timeliness of our services are available to the campus community; better information is incorporated into ABB and resource allocation discussions.                                |
| 6. We will <b>partner with business and government</b> to improve our carbon footprint.   | Management of resource usage by building is possible; computing resources are sustainable, secure and efficiently managed.  |
| 7. We will <b>leverage existing resources and expertise</b> in pursuit of global challenges.  | Horizontal leadership reaches across stovepipes to address emerging support needs of faculty, students and staff.   |
| 8. We will <b>introduce best practices</b> to manage assets/debt, and reduce costs.   | F2 manages its portfolios of business as skillfully as a “best of class” private corporation or university.   |
| 9. We will <b>make it easy</b> to do business with the UW and within the UW.  | Those who do business with F2 (parents, small business, state government, other universities, faculty, students, other staff) find us approachable, knowledgeable, ethical, flexible, and professional. |
| 10. We will <b>empower and involve our leaders and staff</b> in changing the way we do business, while preparing them to take the jobs of the future. | The F2 organization will maintain services levels for customers while moving toward the future vision (2 decades); individuals will be ready to leave and willing to stay.                              |

# FACILITIES SERVICES



# Who we are

# FACILITIES SERVICES



## FACILITIES SERVICES

**934**  
FTE

**106** job classifications

**720** GOF/DOF

**214** self-sustaining

**812** of our employees  
are represented by  
Unions



# What we do

### **Maintain and operate**

- 15.6 million sq ft of facilities (289 buildings) on 643 acres of campus
- Current replacement value \$6.9 billion
- Average age of Seattle campus buildings 45 yrs
- 7 miles of utility tunnels
- Provides 10,000 kilowatt Emergency Power Generation for UWMC and campus
- Central chilled water plant has a capacity of 12,000 tons of cooling

## **Grounds & Landscape**

- 250 acres of landscaped gardens and lawns
- 8 miles of roads
- 16 miles of pathways and sidewalks
- 2,000 street and pathway lights
- More than 8,700 trees (conservatively valued at \$40,000,000)

# **Impact of Budget Cuts**

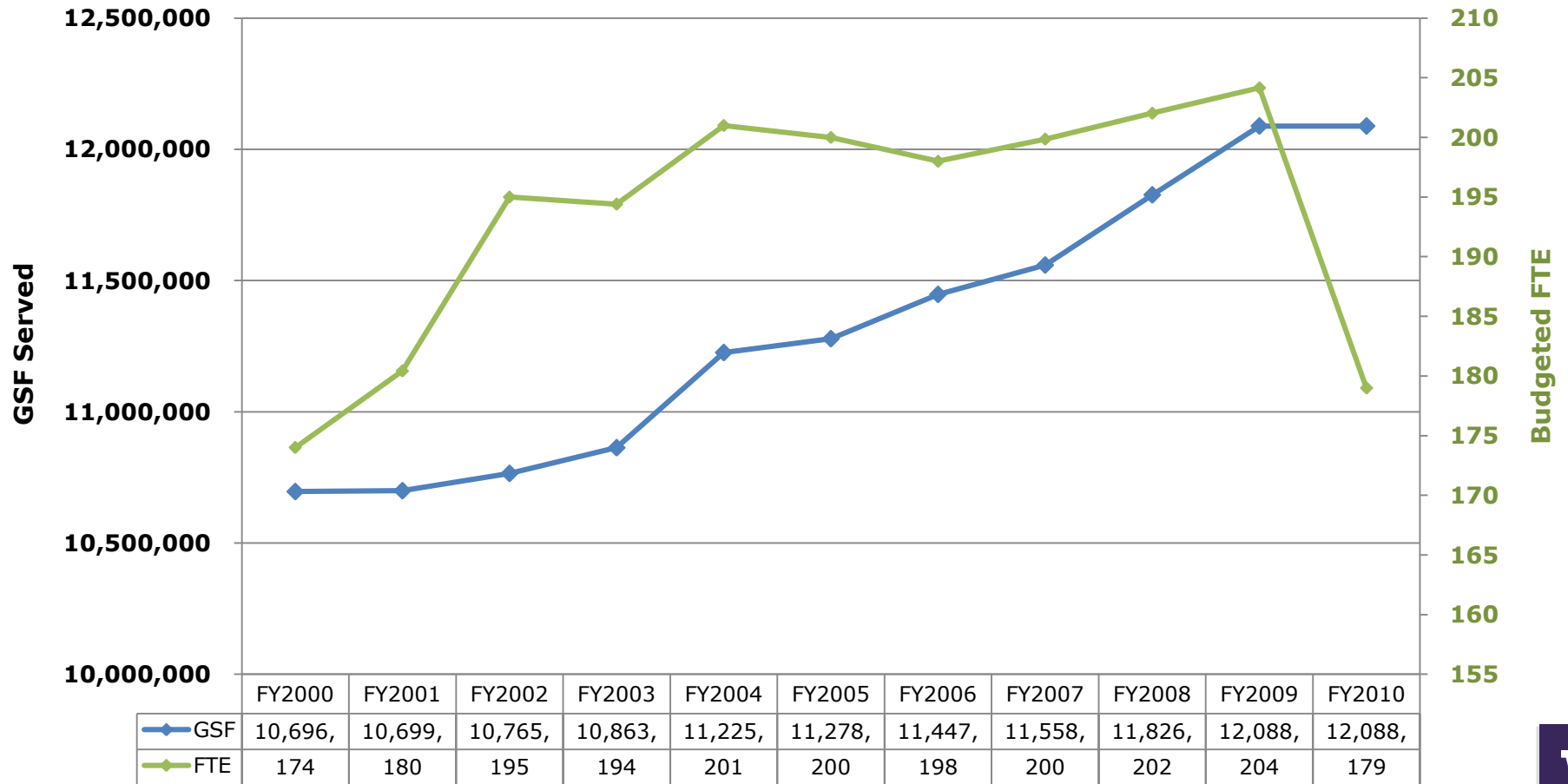
## **FY09-11 GOF/DOF Reductions**

- \$6.3 million in operating funds
- 22% reduction
- Includes 83 FTE reduction – 22 layoffs
- Loss of 28,564 maintenance hours compared to FY08



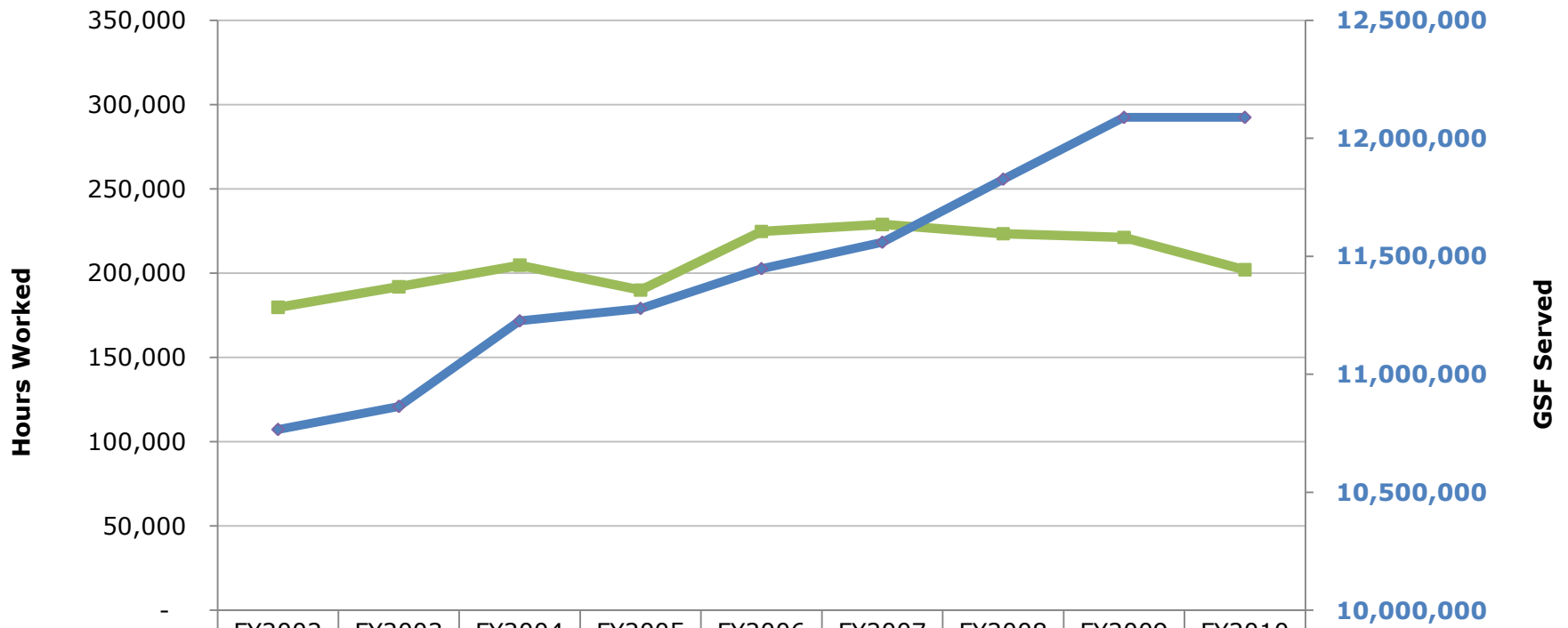
# FACILITIES SERVICES

## Maintenance Gross Square Footage Served vs. Budgeted FTE



# FACILITIES SERVICES

## GOF/DOF-Funded Maintenance Hours vs. Gross Square Feet Maintained



GOF/DOF Hours	179,657	191,867	204,670	189,932	224,707	228,886	223,334	221,157	201,950
GSF Served	10,765,	10,863,	11,225,	11,278,	11,447,	11,558,	11,826,	12,088,	12,088,

# **How we're doing it**

**Our strategy for excellence**

## Balanced Scorecard A Planning Model

### CUSTOMER SERVICE



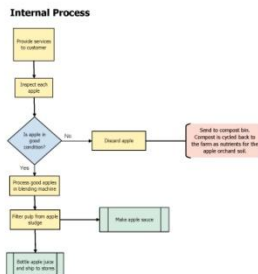
Commitment to service excellence leads to satisfied customers

### FINANCIAL PERFORMANCE



Strengthened processes to improve financial performance

### INTERNAL PROCESSES



Strong operating & business processes

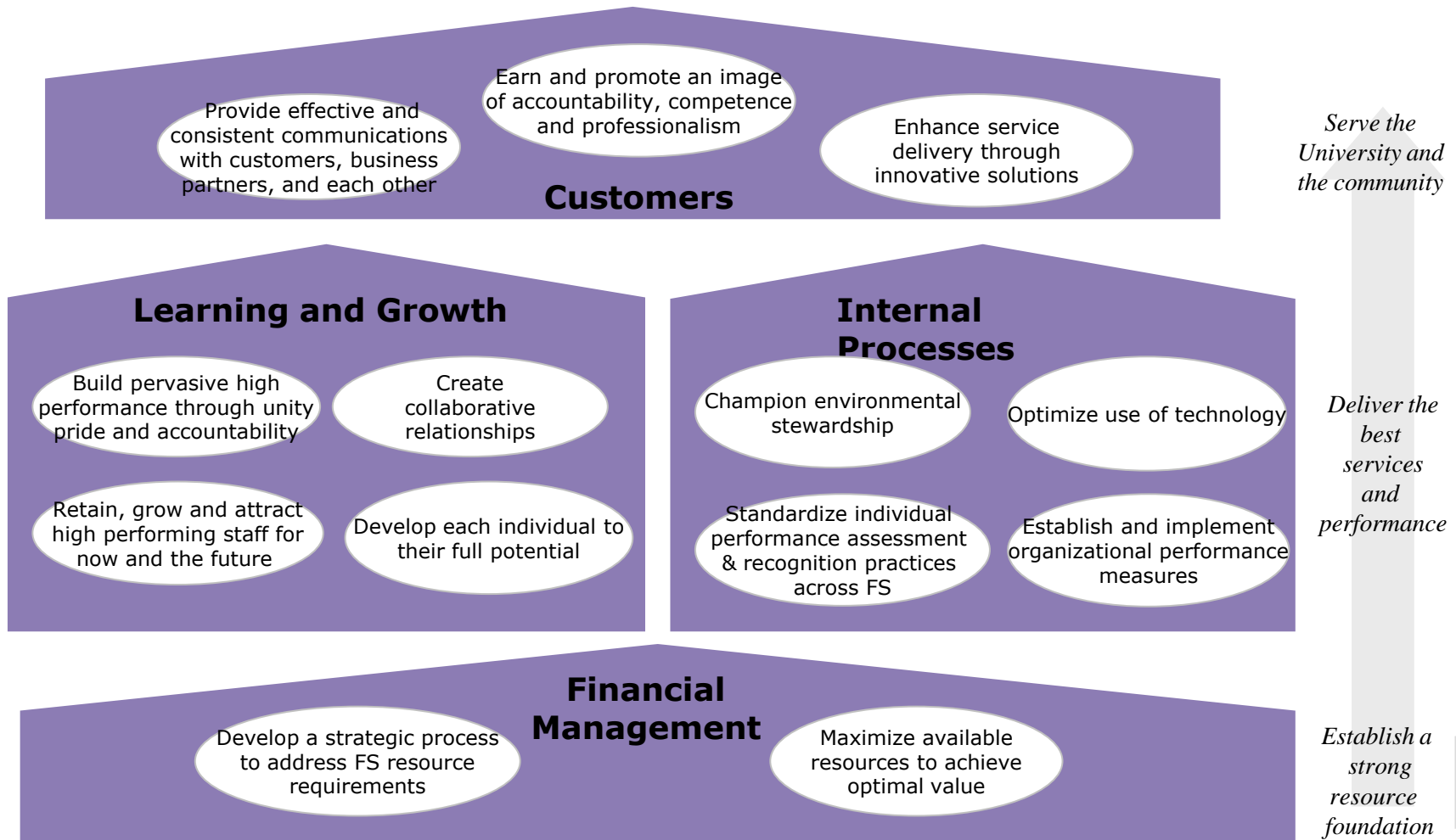
### LEARNING & GROWTH



Skilled, motivated and aligned workforce

# Strategy 2007-2010

**Vision: Facilities Services is a world-class organization providing exceptional service anywhere, anytime to enable discovery and excellence at the University of Washington**

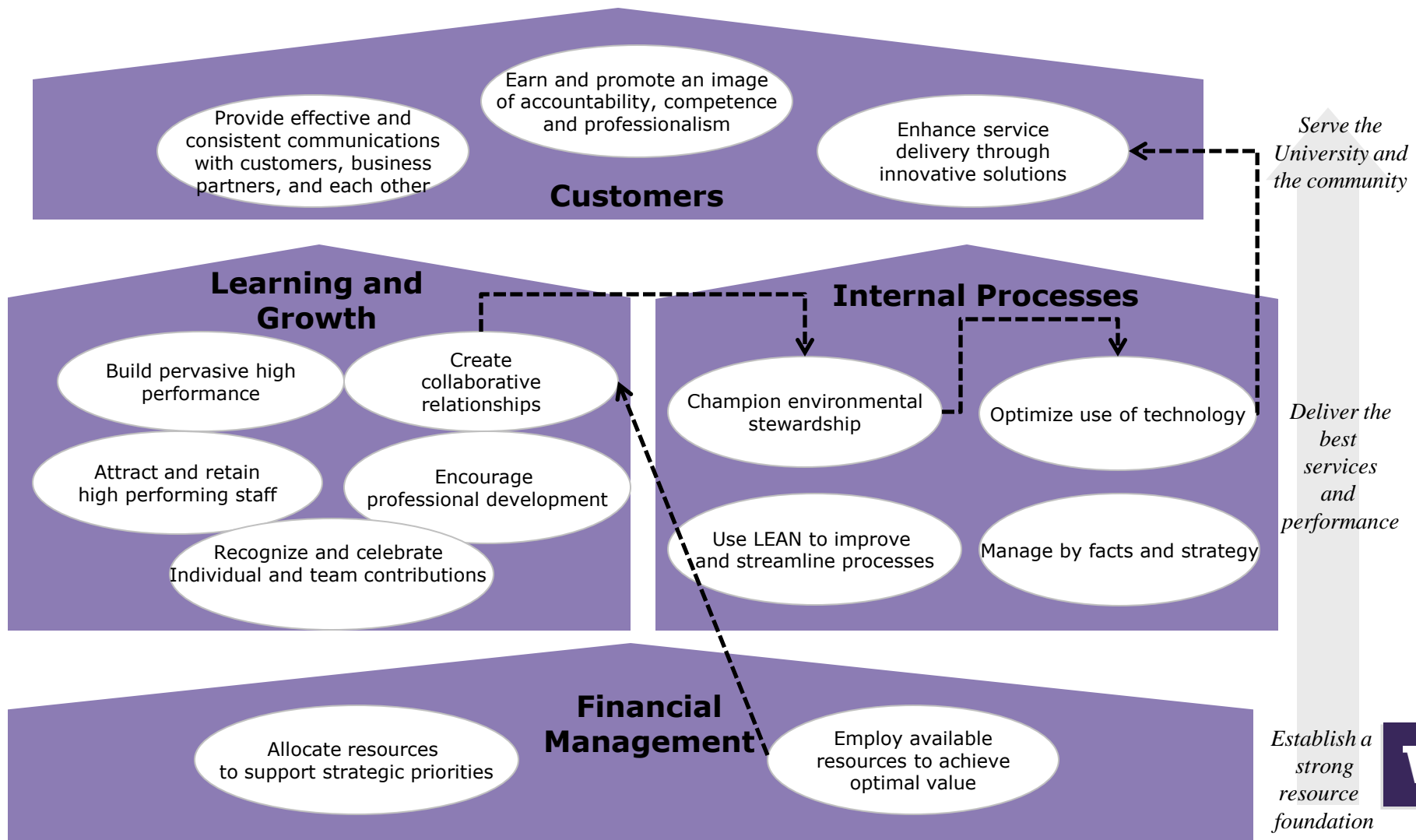


**Mission: We learn, adapt and innovate to preserve physical assets and deliver best services to enable the university's pursuit of excellence and discovery.**

Adopted 2/07  
(rev 1/08)v1

# Strategy 2010-2013

**Vision: A world-class organization providing exceptional service anywhere, anytime to enable discovery and excellence at the University of Washington**



**Mission: We learn, adapt and innovate to preserve physical assets and deliver best services to enable the university's pursuit of excellence and discovery.**

# FACILITIES SERVICES

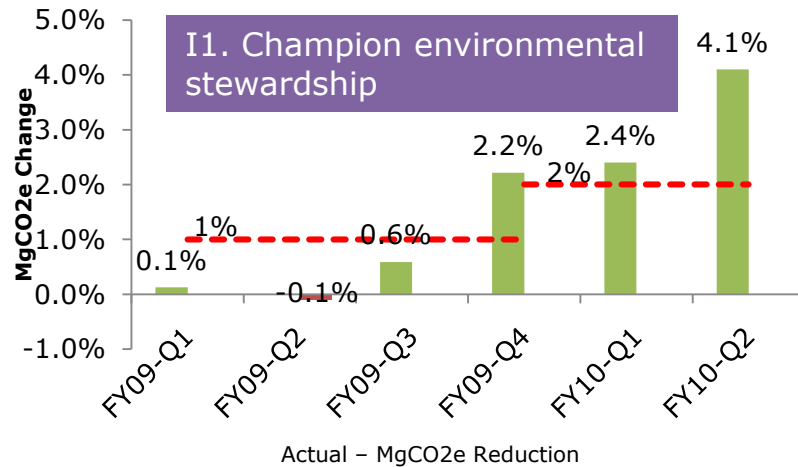


## Balanced Scorecard - March 31, 2010

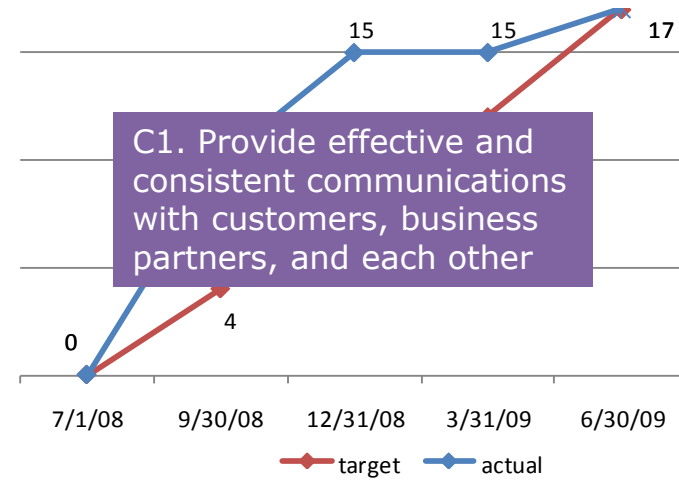
						12/31/08		3/31/09		6/30/09		9/30/09		12/31/09		3/31/10		
Perspective	Objective	Measure Number	Measure	Measure owner	Baseline 7/1/08	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	
Financial Management	F1 Develop a strategic process to address FS resource requirements	F1.1	Financial communications plan	Peter Dewey	N/A	100%	new target set for 5/09		behind schedule	100%	behind schedule	100%	behind schedule	100%	measure under review	100%	measure under review	
	F2 Maximize available resources to achieve optimal value	F2.1	Optimal resource utilization	Peter Dewey	none yet	TBD based on baseline	measure under development		measure under development	TBD	measure under development	TBD	measure under development	TBD	measure under development	TBD	measure under development	
Internal Processes	I1 Champion environmental stewardship	I1.1	Water conservation	Dave Fields	1,200,000 gpd		1,067,000 gpd		1,053,000 gpd	1,188,000 gpd	1,037,000 gpd	1,188,000 gpd	1,095,000 gpd	1,188,000 gpd	1,123,000 gpd	1,188,000 gpd	1,125,000 gpd	
		I1.2-1	Carbon footprint reduction Scope 1 & 2	Guarrin Sakagawa	1%		0.1%		-0.1%	1%	0.6%	1%	2.2%	2%	2.4%	2%	4.1%	
		I1.2-2	Carbon footprint reduction Scope 3	Guarrin Sakagawa	1%		-1.4%		1.0%	1%	2.7%	1%	5.3%	2%	11.9%	2%	13.1%	
		I1.3	Energy conservation	Dave Fields	544 Btu/gsf/day		530 Btu/gsf/day		533 Btu/gsf/day	538.5 Btu/gsf/day	532 Btu/gsf/day	538.5 Btu/gsf/day	524 Btu/gsf/day	538.5 Btu/gsf/day	510 Btu/gsf/day	538.5 Btu/gsf/day	487 Btu/gsf/day	
	I2 Optimize use of technology		on hold pending 2010 strategy review									on hold pending 2010 strategy review		on hold pending 2010 strategy review		on hold pending 2010 strategy review		
	I3 Standardize individual performance assessment and recognition practices across FS	I3.1	Evaluation and recognition org wide	Donna Schmidt	0%	50%	59%	75%	76%	100%	100%	revised measure under construction		revised measure under construction		revised measure under construction		
	I4 Establish & implement organizational performance measures	I4.1	BSC implementation	Linda Tennant	45%	75%	70%	75%	70%	80%	75%	85%	80%	95%	90%	95%	92%	
	Customers	C1 Provide effective and consistent communications with customers, business partners, and each other	C1.1	Response times	Bill Armstrong	0	50% (8)	88% (15)	75% (12)	88% (15)	100% (17)	100% (17)	baseline measurement under way		baseline measurement under way		measure baselines	behind schedule
			C1.2	Customer perception: effective communication	Jon Hooper	none yet		--		--	complete customer survey	70% baseline	72% (2011)	70%	72% (2011)	70%	72% (2011)	70%
			C1.3	Internal communication	Sattia Sear	40%		--		--	46% (2011)	45%	46% (2011)	45%	46% (2011)	45%	46% (2011)	45%
C2 Earn and promote an image of accountability, competence and professionalism		C2.1	Deadlines met	Teresa Seyfried	none yet		in process	measure for baseline	schedule revision needed	begin measuring	on schedule	measuring baseline	on schedule	measuring baseline	on schedule	measuring baseline	on schedule	
		C2.2	Customer perception: professionalism, courtesy	Scott Spencer	none yet		--		--	complete customer survey	86% baseline	87% (2011)	86%	87% (2011)	86%	87% (2011)	86%	
C3 Enhance service delivery through innovative solutions		C3.1	Customer perception: effective solutions	Robbie Avila	none yet		--		--	complete customer survey	69% baseline	72% (2011)	69%	72% (2011)	69%	72% (2011)	69%	
		C3.2	Customer rating -- FS service technologies	Dustin Brewer	none yet		--		--	complete customer survey	74% baseline	76% (2011)	74%	76% (2011)	74%	76% (2011)	74%	
Learning & Growth		L1 Build pervasive high performance through unity, pride and accountability	L1.1	Customer experience of FS performance	Anne Eskridge	none yet		--		--	complete customer survey	82% baseline	84% (2011)	82%	84% (2011)	82%	84% (2011)	82%
	L1.2		FS staff perception of unity and pride	Allegra Reynolds	64%		--		--	68% (2011)	68%	68% (2011)	68%	68% (2011)	68%	68% (2011)	68%	
	L1.3		Performance management training	Anne Marie Marshall	1.4	3	2.83	3.75	4.7	4.5	3.59	5.25	2.15	5.25	3.71	6.75	5.21	
	L2 Create collaborative relationships.	L2.1	Collaborative teams		1 (9/30/08)	3	1	3	3	3	3	3	3	3	2	3	3	
		L2.2	Employee perception of collaborative workplace		50%		--		--	55% (2011)	52%	55% (2011)	52%	55% (2011)	52%	55% (2011)	52%	
	L3 Retain, grow and attract high-performing staff for now and the future	L3.1	Employee satisfaction index	Rachel Vane	48%		--		--	53% (2011)	54%	53% (2011)	54%	53% (2011)	54%	53% (2011)	54%	
		L3.2	Turnover	Rachel Vane	none yet		on schedule		on schedule	TBD based on baseline	measure to be revised	measure under revision		measure under revision		measure under revision		
		L3.3	Recruiting success	Donna Schmidt	75%	measure for baseline	72%		N/A (hiring freeze)	88%	measure on hold		91%	100%	93%	100%		
	L4 Develop each individual to their full potential	L4.1	Development opportunities	Anne Marie Marshall	55%		--		--	59% (2011)	55%	59% (2011)	55%	59% (2011)	55%	59% (2011)	55%	

# FACILITIES SERVICES

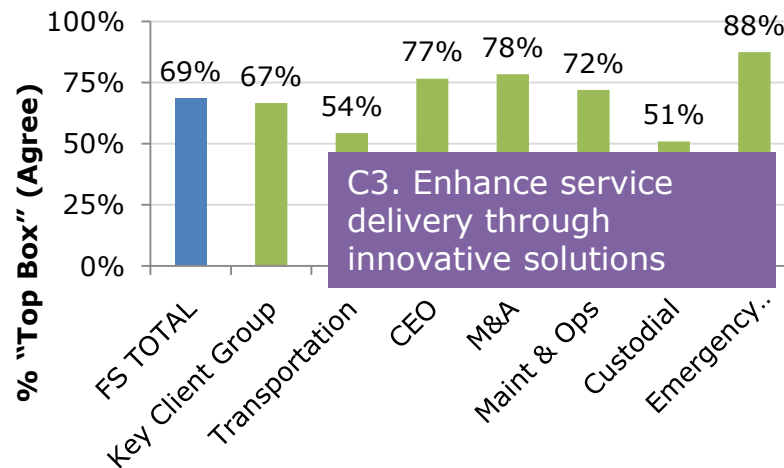
## I1.2 Carbon Footprint Reduction



## C1.1 Response Time Standards



## C3.1 Customer Perception - Effective Solutions



## C2.1 Deadlines Met





# **Valuing and Utilizing Our Resources**

## **Learning and Growth**

Build pervasive high performance

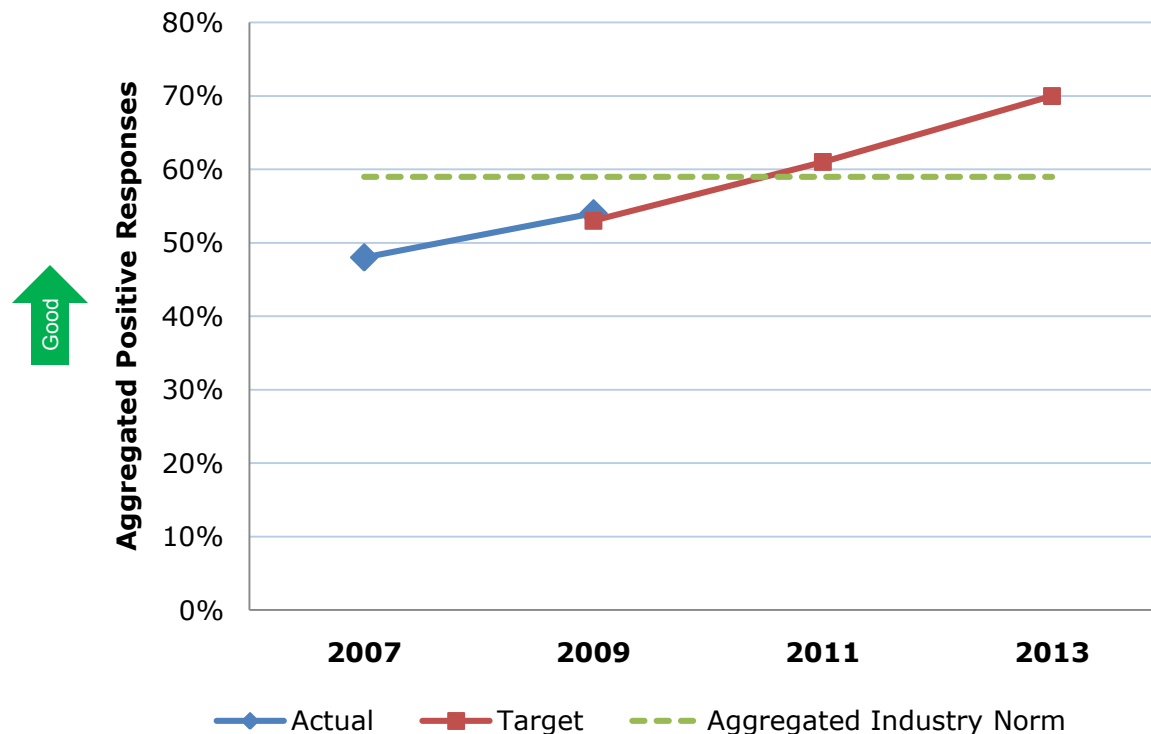
Create collaborative relationships

Attract and retain high performing staff

Encourage professional development

Recognize and celebrate individual and team contributions

## Employee Satisfaction Index























**Aggregated positive responses (“agree” and “strongly agree” or “satisfied” and “very satisfied”) to eight employee opinion survey questions:**

- (1) Overall satisfaction
- (2) This is an enjoyable place to work
- (3) Willingness to recommend Facilities Services to a friend
- (4) I am satisfied with my overall compensation package (pay and benefits)
- (5) All employees here are treated fairly
- (6) In this last year, I have had the opportunity to learn and grow
- (7) I plan to stay with Facilities Services for more than 5 years
- (8) Facilities Services is headed in the right direction




	<u>Actual</u>	<u>Target</u>	<u>Aggregated Industry Norm</u>
2007	48%		59%
2009	54%	53%	
2011		61%	
2013		70%	

# FACILITIES SERVICES

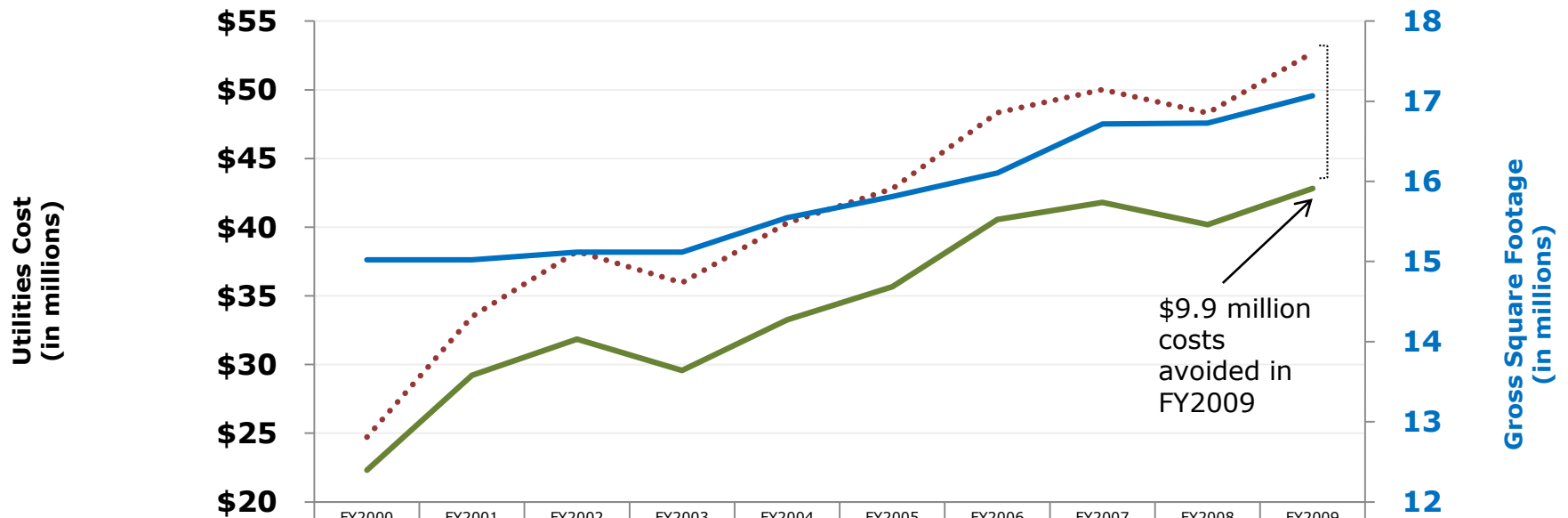
## Facilities Services Revenue to Expenditure % Variance - May 2010

Department	GOF/DOF	Fixed Cost	Self-Sustaining	Commuter Services	Grants
AVP	 +1%				
Organization Resources and Relations	 0%				
Emergency Management	 +27%				 +27%
Custodial Services	 0%				
Maintenance and Alterations	 +1%		 -1%		
Campus Engineering and Operations	 +6%				
UW Tower	 +6%				
Transportation Services	 +9%		 +5%	 -2%	
Finance and Business Services	 +11%				
Utilities		 +7%			
Other Fixed Cost		 +33%			
<b>Facilities Services</b>	 +6%	 +8%	 +2%	 -2%	 +27%

### Revenue to Expenditure % Comparison

-  0% or greater variance
-  -1% to -3% variance
-  greater than -3% variance

## University of Washington Seattle Campus Avoided Utilities Costs



	FY2000	FY2001	FY2002	FY2003	FY2004	FY2005	FY2006	FY2007	FY2008	FY2009
Utilities Cost Without Conservation Efforts	\$24,718,079	\$33,496,324	\$38,235,271	\$35,957,555	\$40,310,257	\$42,799,177	\$48,338,713	\$50,004,717	\$48,312,591	\$52,701,814
Actual Utilities Cost	\$22,303,079	\$29,214,324	\$31,857,271	\$29,568,555	\$33,252,257	\$35,664,177	\$40,556,713	\$41,793,717	\$40,190,591	\$42,813,814
Avoided Utilities Costs	\$2,415,000	\$4,282,000	\$6,378,000	\$6,389,000	\$7,058,000	\$7,135,000	\$7,782,000	\$8,211,000	\$8,122,000	\$9,888,000
Seattle Campus Gross Square Footage	15,021,403	15,021,403	15,117,939	15,117,939	15,548,742	15,811,281	16,104,379	16,715,928	16,726,888	17,067,397

Maintenance & Alterations reduced its fleet by 55 vehicles (27%)



# Where we're going

# Facilities Academy

### Workforce

Aging demographic

- Average age of FS staff is 52; approximately 27% of our workforce is age 60 or older
- Recruitment and retention
- Career path
- Technical proficiency
- Grow & develop leaders

### Compliance

Regulatory and Safety

- Systematic update process
- Current requirements
- UW & FS policies

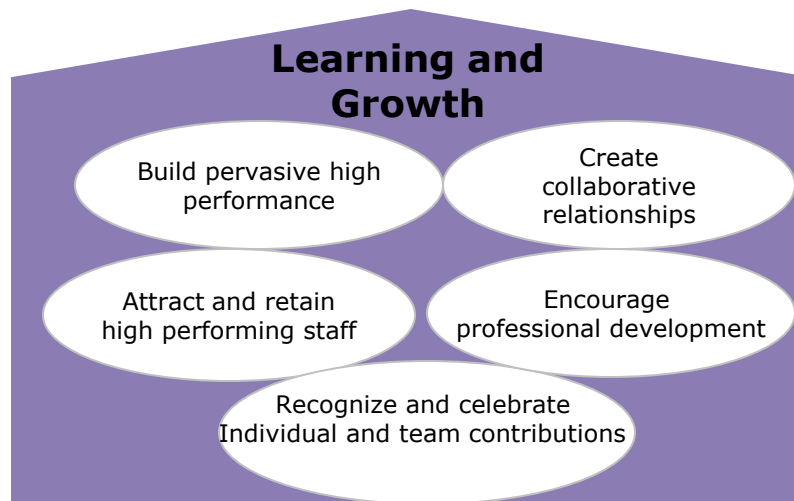
### Opportunity

Enable innovative solutions

- Internal and external participation

Increase job satisfaction

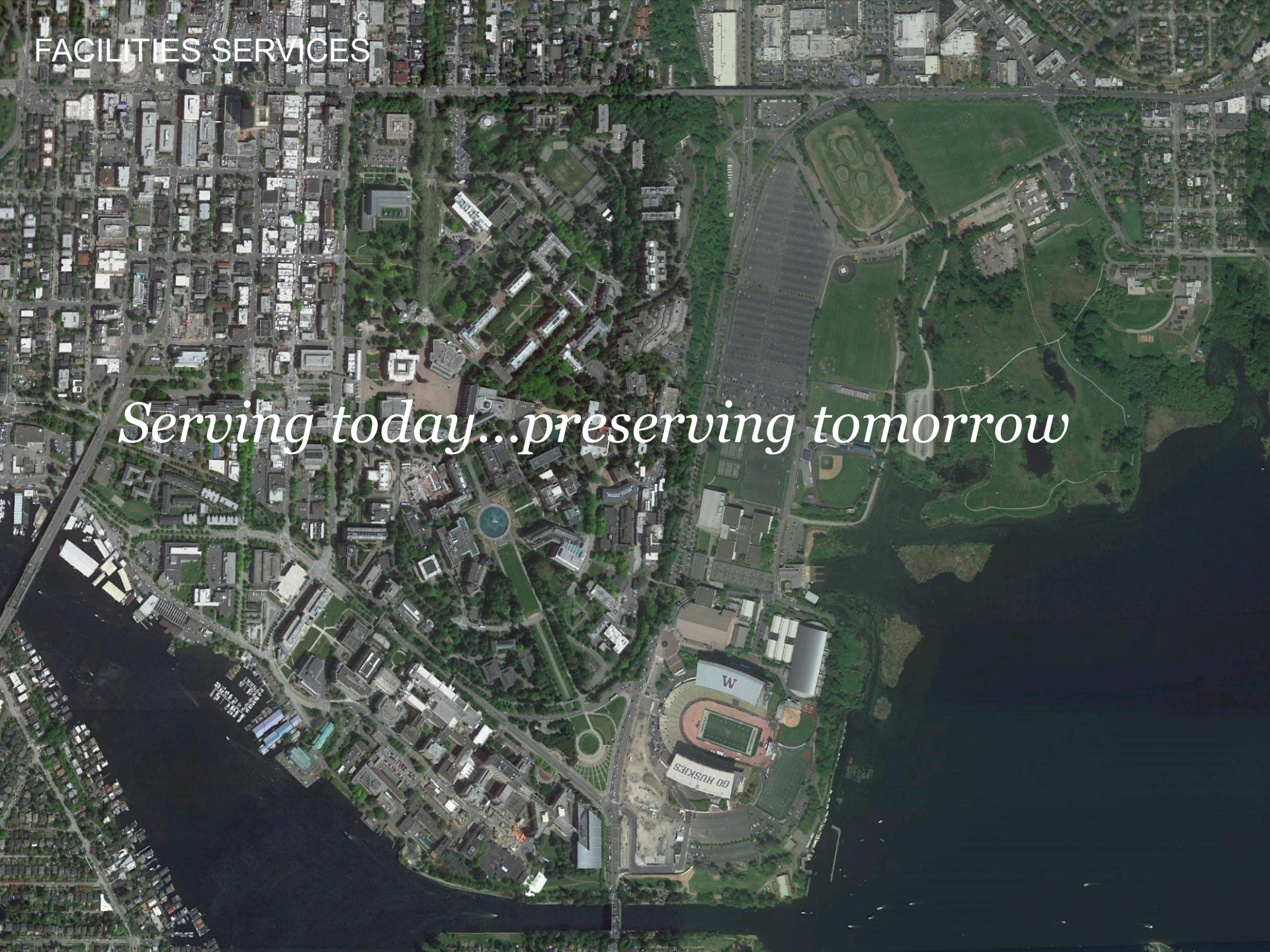
- Skilled trades salaries lag significantly behind market, job satisfaction is key to retention





FACILITIES SERVICES

*Serving today...preserving tomorrow*





**VII. STANDING COMMITTEES****B. Finance, Audit and Facilities Committee**Architectural Commission Student Membership AppointmentRECOMMENDED ACTION:

It is the recommendation of the administration and the Finance, Audit and Facilities Committee that the President be delegated authority to appoint Amy Monsen to the University of Washington Architectural Commission as the student representative, with a term commencing in September 2010 and ending in June 2011. Amy fills a vacancy created by the departure of Ted Wegrich due to his recent graduation.

BACKGROUND:

Amy Monsen is a 4th year student in a 5-year dual-degree program leading to a Bachelor of Arts in Architectural Studies and a Bachelor of Science in Construction Management. She is an excellent student, paying close attention to detail and earning a cumulative GPA of 3.7. Amy participated in an 18-day Exploration Seminar in Costa Rica in the summer of 2008 exploring sustainable development and conservation. She will represent the University of Washington on the design-build student competition team against other university teams from Oregon and California in February 2011.

The other current members of the Commission are:

Daniel S. Friedman – (Chair) Dean, College of Built Environments  
Linda Jewell – Freeman & Jewell (Term expires 10/11)  
Stephen Kieran – KieranTimberlake (Term expires 10/13)  
Cathy Simon – Perkins+Will (Term expires 10/10)  
John Syvertsen – OWP/P with Cannon Design (Term expires 10/11)  
John Schaufelberger – Faculty Member

*ex officio members:*

V’Ella Warren – Senior Vice President  
Rebecca Barnes – University Architect  
Richard Chapman – Associate Vice President, Capital Projects Office  
Charles Kennedy – Associate Vice President, Facilities Services  
Kristine Kenney – University Landscape Architect  
Kirk Pawlowski – Assistant Vice Provost, Capital Resource Planning

## VII. STANDING COMMITTEES

### B. Finance, Audit and Facilities Committee

Architectural Commission Membership Appointment (continued p. 2)

#### REVIEW AND APPROVALS

This recommendation has been reviewed and approved by the Chair of the Architectural Commission.