September 1, 2016

TO: Members of the Board of Regents
Designated Representatives to the Board of Regents

FROM: Joan Goldblatt, Secretary of the Board of Regents

RE: Schedule of Meetings

The Board of Regents will meet at Gonzaga University in Spokane, Washington

**THURSDAY, SEPTEMBER 8, 2016**

<table>
<thead>
<tr>
<th>Time</th>
<th>Location</th>
<th>Event Description</th>
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</table>
| 8:30 to 8:45 a.m. | Hemmingson Center, Room 314 Gonzaga University | SPECIAL MEETING
Governing Committee: Regents Shanahan (Chair), Ayer, Blake, Jaech, Rice |
| 8:45 to 10:40 a.m.* | Hemmingson Center, Room 314 Gonzaga University | Academic and Student Affairs Committee: Regents Rice (Chair), Riojas, Simon, Wright-Pettibone |
| 10:55 to 11:50 a.m.* | Hemmingson Center, Room 314 Gonzaga University | Finance and Asset Management Committee: Regents Jaech (Chair), Ayer, Benoliel, Blake, Harrell |
| 11:50 a.m. to 1:00 p.m. | Herak Club McCarran Athletic Center Gonzaga University | Lunch for Regents and Other Invited Guests |
| 1:00 p.m. | Hemmingson Center, Room 314 Gonzaga University | Regular Meeting of Board of Regents: Regents Shanahan (Chair), Ayer, Benoliel, Blake, Harrell, Jaech, Rice, Riojas, Simon, Wright-Pettibone |

*or upon conclusion of the previous session.*

Unless otherwise indicated, committee meetings of the Board of Regents will run consecutively; starting times following the first committee are estimates only. If a session ends earlier than expected, the next scheduled session may convene immediately. Committee meetings may be attended by all members of the Board of Regents and all members may participate.

To request disability accommodation, contact the Disability Services Office at: 206.543.6450 (voice), 206.543.6452 (TTY), 206.685.7264 (fax), or email at dso@uw.edu. The University of Washington makes every effort to honor disability accommodation requests. Requests can be responded to most effectively if received as far in advance of the event as possible.
Approval of Minutes of Committee Meeting on May 11, 2016

1. Appoint Members to the Diversity, Equity, and Inclusion Advisory Committee
   - Constance Rice, Regent
   - Joanne Harrell, Regent, Chair of the Diversity, Equity, and Inclusion Advisory Committee

2. Approve 2016-17 Board Officers, Committees, and Other Appointments
   - Pat Shanahan, Board Chair

3. Other Business
Approval of Minutes of Committee Meeting on July 14, 2016  

1. Academic and Administrative Appointments  
   Ana Mari Cauce, President  
   ACTION A-1

2. UW School of Medicine – Gonzaga University Regional Health Partnership and WWAMI Update  
   Suzanne Allen, Vice Dean for Academic, Rural and Regional Affairs, School of Medicine  
   Casey Collins, MS2 Student  
   Molly Knox, MS4 Student  
   Lauren Benson, 2016 graduate  
   Kevin Measor, Lecturer, Gonzaga University  
   INFORMATION A-2

3. MEDEX Northwest Physician Assistant Program  
   Terry Scott, MPA, PA-C, Section Chief/Program Director, MEDEX Northwest, School of Medicine  
   Stacia Reagan, PA-S, MEDEX Student  
   INFORMATION A-3

4. Regional Initiatives in Dental Education (RIDE): A Partnership with Eastern Washington  
   Dr. Joel Berg, Dean, UW School of Dentistry  
   Dr. Art DiMarco, Eastern Washington University RIDE Program Director  
   Renelle Conner, 4th year RIDE student  
   INFORMATION A-4

5. Community College Engagement Initiative (CCEI) Update  
   Paul Rucker, Associate Vice President for Alumni Relations, University Advancement  
   Michaelann Jundt, Associate Dean, Undergraduate Academic Affairs  
   INFORMATION A-5

6. Other Business
Approval of Minutes of Committee Meeting on July 14, 2016

1. Capital and Debt Report
   Chris Malins, Associate Vice President, Treasury
   Mike McCormick, Associate Vice President, Capital Planning and Development

2. Actions Taken Under Delegated Authority
   Todd Timberlake, Chief Real Estate Officer, UW Real Estate

3. Audit Advisory Committee Update
   Kristianne Blake, Regent, Audit Advisory Committee Chair

4. Approve the Appointment of External Auditors
   Kristianne Blake, Regent, Audit Advisory Committee Chair
   Richard Cordova, Executive Director, Internal Audit

5. UW Medicine Board Report
   Kristianne Blake, Regent
   Rogelio Riojas, Regent

   Keith Ferguson, Chief Investment Officer, UWINCO
   Scott Davies, Senior Investment Officer/COO, UWINCO

7. Other Business
AGENDA

BOARD OF REGENTS
University of Washington

September 8, 2016
1:00 p.m.
Hemmingson Center, Room 314
Gonzaga University, Spokane

I. CALL TO ORDER

II. ROLL CALL: Assistant Secretary Shelley Tennant

III. CONFIRM AGENDA

IV. PUBLIC COMMENT PERIOD

V. BOARD ITEMS

Safety Update (Information only)  
Ana Mari Cauce, University President  

Approve 6-Year Prioritized Capital Plan and State Capital Budget Request (Action)  
Mike McCormick, Associate Vice President, Capital Planning and Development  

Overview of UW’s 2017-19 State Operating Budget Request (Information only)  
Randy Hodgins, Vice President, Office of External Affairs  
Becka Johnson Poppe, Senior Legislative Analyst, Office of Planning & Budgeting  
Bernard Dean, Director, Office of State Relations  
Ian Goodhew, Director of Government Relations, UW Medicine  

Board of Regents Resolution of Gratitude to Regental Laureate Microsoft (Action)  
Ana Mari Cauce, University President  

VI. REPORT OF THE CHAIR OF THE BOARD OF REGENTS: Regent Shanahan

VII. REPORT OF THE UNIVERSITY PRESIDENT: President Cauce

VIII. CONSENT AGENDA

Approval of Minutes of Meeting of July 14, 2016

Approve the Appointment of External Auditors  

Appoint Members to the Diversity, Equity, and Inclusion Advisory Committee  
Approve 2016-17 Board Officers, Committees, and Other Appointments
IX. STANDING COMMITTEES

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

Academic and Administrative Appointments (Action) A–1

UW School of Medicine – Gonzaga University Regional Health Partnership and WWAMI Update (Information only) A–2

MEDEX Northwest Physician Assistant Program (Information only) A–3

Regional Initiatives in Dental Education (RIDE): A Partnership with Eastern Washington (Information only) A–4

Community College Engagement Initiative (CCEI) Update (Information only) A–5

B. Finance and Asset Management Committee: Regent Blake – Vice Chair

Capital and Debt Report (Information only) F–1

Actions Taken Under Delegated Authority (Information only) F–2

Audit Advisory Committee Update (Information only) F–3

UW Medicine Board Report (Information only) F–5

Investment Performance Quarterly Report – Quarter Ended June 30, 2016 (Information only) F–6

C. Governance Committee: Regent Shanahan – Chair

X. REPORTS TO THE BOARD

Faculty Senate Chair – Professor Zoe Barsness

Student Leaders:
  ASUW President – Ms. Daniele Menez
  GPSS President – Ms. Soh Yeun (Elloise) Kim
  ASUW Tacoma President – Mr. Berkan Koroglu
  ASUW Bothell President – Ms. Tanya Kumar

Alumni Association President – Mr. Clyde Walker

XI. DATE FOR NEXT REGULAR MEETING: Thursday, October 13, 2016

XII. EXECUTIVE SESSION

(to discuss with legal counsel litigation or potential litigation as defined in RCW 42.30.110.)

XIII. ADJOURN
The Board of Regents held its regular meeting on Thursday, September 8, 2016, beginning at 1:00 p.m. in the Hemmingsson Center, room 314, at Gonzaga University in Spokane, Washington. The notice of the meeting was appropriately provided to the public and the media.

**CALL TO ORDER**

Regent Shanahan called the meeting to order at 1:00 p.m. He said the meeting is a great beginning to the partnership between Gonzaga University and the UW and he thanked Gonzaga for their hospitality at lunch and for hosting the meeting in the Hemmingsson Center.

**ROLL CALL**

Assistant Secretary Tennant called the roll. Present were Regents Shanahan (chairing), Ayer, Benoliel, Blake, Harrell, Rice, Riojas, Simon, and Wright-Pettibone; President Cauce, Ms. Goldblatt; designated representatives: Professor Barsness, Ms. Kim, Ms. Menez, and Mr. Walker.

Absent: Regent Jaech, Provost Baldasty

**CONFIRM AGENDA**

The agenda was confirmed as presented.

**PUBLIC COMMENT PERIOD**

No members of the public signed up to provide comment.

**BOARD ITEMS**

**Safety Update** (Agenda no. B–1) (Information only)

Regent Shanahan introduced the monthly safety update by saying the report continues to evolve, but it remains one of the most important responsibilities of leaders at the University to assure a safe environment is provided for students, employees, visitors, and those who receive services at the University.

President Cauce committed to future reports similar to the capital project report with measurable trend data. And she plans to offer context to evaluate safety in focused areas.
and a quarterly report focused on different areas such as patient safety, student safety, environmental health and safety, and safe campus. These will be deep dives and provide context into various safety areas. The President commented that during the summer the UW has students in abroad programs all over the world. This summer has been a difficult time with various occurrences throughout the world. The President receives notification about UW students in affected areas. There is a protocol and team in place to respond if needed. The Vice President for Student Life, Denzil Suite, has sensitized the administration to the fact that even when the UW doesn’t have students some places, there are international students attending the UW from affected places who may be concerned about their families and communities. There is a system to offer support to these students in times of crisis.

See Attachment B–1.

**Approve 6-Year Prioritized Capital Plan and State Capital Budget Request** (Agenda no. B–2) (Action)

This item was presented for information in June and again in July. Mike McCormick, Associate Vice President, Capital Planning and Development, said the approval of the plan will allow the University to move projects forward. He said six years is intentionally short, in order to focus effort. The UW will work to secure funding (state funding, donor support, Deans’ local match). They will explore public-private partnerships. There will be review and approval by the Board before project design and construction phases. The Capital Plan focuses on the University’s strategic priorities and was created with realistic funding targets, tied to real estate growth assumptions on all three campuses, and tied to the President’s strategic initiatives. It was approached as a portfolio and arranged to be aligned with strategic initiatives and objectives, rather than in priority order.

Attachment 2 is the prioritized state budget request, and corresponds to the Capital Plan to be submitted to the state later in September. The first three projects are expected to be funded by the state. They are the new Burke Museum, minor capital repairs, and UW Tacoma soil remediation. Following those, the seismic infrastructure improvements address a safety issue. These are followed by two population health buildings related to the President’s initiative. The next three projects correspond to the University’s highest rates of growth. The Clean Energy project offers an opportunity to create partnerships with industry. The list ends with “restore the core” building renovation projects.

Regent Shanahan said the plan is anchored to the University’s strategy for growth and sustainment of campuses. The goal is to create a sustainable, integrated, and prioritized capital plan, tied to planning and budgetary cycles with an emphasis on approved projects that meet benchmarks for value.

It was the recommendation of the administration that the Board of Regents approve the 6-year prioritized capital plan and state capital budget as presented. Following a motion and second, the Board voted to approve item B–2.

See Attachment B–2.
Overview of UW’s 2017-19 State Operating Budget Request (Agenda no. B–3) (Information only)

Randy Hodgins, Vice President, Office of External Affairs, said the proposed 2017-19 state operating budget request reflects the University’s priorities, addresses quality and access, and coordinates with a joint set of priorities shared by other colleges and universities in Washington state.

Becka Johnson Poppe, Senior Legislative Analyst, Office of Planning & Budgeting, provided an overview of the State operating budget request, as outlined on the chart attached to these minutes. She highlighted places where the request has changed from the presentation Regents received at their meeting in June. Regent Ayer asked how realistic it would be for the UW to receive what it requested. Mr. Hodgins was optimistic the UW would receive funding for the proposed ambitious requests.

Mr. Hodgins introduced Bernard Dean, Director of the Office of State Relations, who came to the UW after serving as deputy chief clerk for nine years at the Washington House of Representatives. Mr. Dean told the Regents about his past state agency experience.

Regent Wright-Pettibone said the proposal was admirable in balancing the student perspective and trying to make sure the UW is expanding opportunities for students to engage in transformative education while also maintaining a high caliber of research. He said he was excited that the UW has prioritized compensation while incorporating other aspects.

Regent Blake asked about increasing the number of WWAMI students and how tuition fits into the request. The requested amount factors in support from tuition. Ms. Johnson Poppe explained how the one-time temporary state support works for the expansion to fill in, or bridge, until the tuition component ramps up fully.

Ian Goodhew, Director of Government Relations, UW Medicine, was also present and answered questions about the budget request as it relates to UW Medicine.

Regent Shanahan introduced State Senator Michael Baumgartner, who represents the 6th legislative district, and who was in attendance at the meeting. Regent Shanahan invited Senator Baumgartner to address the meeting. Senator Baumgartner welcomed the Regents and thanked them for holding their meeting in Spokane and for all they do for the UW. He is the Chair of the Commerce and Labor Committee and Vice Chair of the Higher Education Committee. In answer to the question of how likely the legislative request is to be funded, he said it is an appropriately aggressive request. Higher education needs talented forceful people to convince people of why quality higher education matters. The State in general is doing better in funding higher education than many would have expected. However, it’s not enough and more needs to be done. Politically it took a lot, given McCleary, to get the funds needed for a tuition reduction. The current challenge is that the public now sees value in low tuition, and the quality piece is difficult. He has advocated against Regents having tuition-setting authority. This year it will be a challenge fiscally to provide higher education with the necessary resources.
Senator Baumgartner has been attending Regents’ meetings. He predicts eventually the issues related to the McCleary court decision will go to a referendum for a “grand bargain.” His hope is to keep higher education outside of that conversation and keep the focus on students.

Senator Baumgartner stressed the importance of “intellectual diversity” on campuses, citing a move across the country to limit intellectual diversity in the name of care, concern, fear, and fright. He believes the UW needs to be a pillar of intellectual diversity and that this will impact the University’s financial position. By this, he means the free flow and exchange of ideas. He encouraged engagement rather than exclusion.

See Attachment B–3.

**Board of Regents Resolution of Gratitude to Regental Laureate Microsoft** (Agenda no. B–4) (Action)

Regent Shanahan introduced a Board of Regents Resolution of Gratitude to Regental Laureate Microsoft in recognition of its gifts to the University of over $100 million. If approved, the resolution will be presented to a representative from Microsoft at the recognition gala in Suzzallo on Friday night. President Cauce presented the resolution for Board approval.

President Cauce said Microsoft is the second Regental Laureate. Bill & Melinda Gates Foundation is the first. This level of philanthropy is remarkable, not just the amount, but for what it represents, including funding for excellent programs such as Computer Science & Engineering and the economic development the gifts support. Microsoft made its first gift to the UW in 1983 – $9,000 to CSE. The GIX would not have been possible without Microsoft’s funding and partnership. It will be an honor to present the resolution to Microsoft as it showcases how private giving allows the University to achieve excellence.

It was the recommendation of the administration that the Board of Regents approve the Resolution of Gratitude to Regental Laureate Microsoft to be presented on September 9, 2016 at the Recognition Gala.

Following a motion and second, the Board voted to approve item B–4.

See Attachment B–4.

**REPORT OF THE CHAIR OF THE BOARD OF REGENTS:** Regent Shanahan

Regent Shanahan welcomed the 2016-17 officers, saying they all have very big shoes to fill, but he is confident they will do so. Their roles are vital to the effectiveness of the Board, and their opinions, thoughts, and ideas are embraced and valued. He introduced Alumni Association President Clyde Walker, Faculty Senate Chair Zoe Barsness, and student leaders GPSS President Elloise Kim and ASUW President Daniele Menez.
He reflected that the Regents’ positions afford them a lot of opportunity to deepen relationships and form community. He asked how the University can leverage the relationships it is building to take action. The UW and Board members are measured in the changes they make.

He commented the Spokane community reception was a really nice event and “tipped his hat” to Paul Rucker and the Alumni Association team for organizing an effective social event. He reported he met with alumni, Spokane’s mayor, and state legislators. The reception provided a great opportunity to build community. The presentations in the committee meetings were outstanding. They spoke to the notion of action in the manner of service and demonstrated how the UW is fulfilling its public mission.

Regent Shanahan repeated his thanks to Gonzaga University for hosting the meeting. He thanked Catherine Brazil, Director at the UW Spokane Center, for her help and gave a “shout out” to AV team, Ed, Mike, and Brian, from UW Video.

He thanked Joan Goldblatt and Shelley Tennant for transitioning the Board to paperless meetings and said it was a good first step to make Board members more effective.

Regent Shanahan pointed out the consent agenda includes approval of officers and appointments recommended by the Governance Committee. He looks forward to continuing to serve as Chair for a one-year term and thanked others for their willingness to serve the Board and the University. He noted his term and Regents Ayer’s as Regents are scheduled to end on September 30, when it will be in the hands of the Governor to reappoint or replace them. The Chair of the Finance and Asset Management Committee serves as Treasurer of the Board.

REPORT OF THE UNIVERSITY PRESIDENT: President Cauce

President Cauce said she enjoyed meeting in Spokane. She invited John Sklut, Chief of Staff to Gonzaga University President Thayne McCulloh, to address the meeting. Mr. Sklut said he was pleased the Board was meeting on the campus. Meeting there enhances the partnership and the relationship. In December, President Cauce met with the Gonzaga Board of Regents at their meeting, and held a remarkable conversation about what the relationship between the two universities could mean for students, the region, and the state, and focused on how the two universities’ missions align. Mr. Sklut introduced Dr. Courtney Law, the newly-hired by Gonzaga as the Director of the Regional Health Partnership at Gonzaga to work with UW colleagues and other external constituents to advance the partnership.

Mr. Sklut said it’s important that the University of Washington understand Gonzaga’s relationship with Spokane and the region. He observed the sense of pride felt by people in the region and in Spokane. He relayed that when the city was incorporated in 1881 as Spokane Falls, civic leaders wrote to the Jesuits and asked them to start a university in Spokane. They understood how important a university is to the growth and prosperity of a region. Gonzaga and Spokane have grown up together. Gonzaga is integral to the economic vitality and reputation of the region. Current civic leaders are embarking on “Vision 2030,” an economic development initiative, with the goal of creating robust
health and life science industry growth in Spokane. The initiative’s projected regional economic impact is $1.7 billion and includes creation of over 9,000 new jobs by 2030. Gonzaga is an integral part of this initiative and through the partnership the UW is now part of the initiative. Spokane provides opportunity but the community is still small enough that it has a true sense of community. This, Mr. Sklut believes, also aptly describes Gonzaga. Last year, the freshman and sophomore retention rate was 94% which says a lot about the campus community and the relationship forged with the Spokane region.

Mr. Sklut mentioned Gonzaga has four new facility projects currently planned or under construction. These are a center for athletic achievement, the Woldson performing arts center, a Jesuit residence, and an integrated science and engineering building. These projects touch on Gonzaga’s three pillars of education – body, mind, and spirit.

CONSENT AGENDA

Regent Shanahan noted there were four 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 Rice, seconded by Regent Simon, the Board voted to approve the four items on the consent agenda as shown below:

Minutes for the meeting of July 14, 2016

Approve the Appointment of External Auditors (Agenda no. F–4)

It is the recommendation of the administration, the Audit Advisory Committee and the Finance and Asset Management Committee that the Board of Regents appoint:

KPMG as External Auditor for the University of Washington Financial Reports including the:
- University of Washington Financial Statement,
- Intercollegiate Athletics Financial Statements & NCAA Agreed Upon Procedures,
- Commuter Services Financial Statements,
- Internal Lending Program Financial Statements, and
- Housing and Food Services Financial Statements.

KPMG as External Auditor for the University of Washington Medical Centers including the:
- University of Washington Medical Center Financial Statements,
- UWMC Consolidated Laundry Review,
- Harborview Medical Center Financial Statements, and
- Airlift Northwest Review.

Peterson Sullivan as External Auditor for the University of Washington Real Estate Entities including the:
• University of Washington Metro Tract Financial Statements,
• Fairmont Hotel Agreed Upon Procedures, and
• the Apartments Financial Statements.

This appointment will be for four years ending June 30, 2020, with an option to extend in
two year segments, through the fiscal year ending June 30, 2026.

See Attachment F–4.

**Appoint Members to the Diversity, Equity, and Inclusion Advisory Committee**
(Agenda no. G–1)

It is the recommendation of the Governance Committee that the Board of Regents
approves member appointments to the Diversity, Equity, and Inclusion Advisory
Committee of the Board of Regents, effective on October 1, 2016.

<table>
<thead>
<tr>
<th>Appointment</th>
<th>Term</th>
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<tbody>
<tr>
<td>Mari Clack, community member</td>
<td>10/1/2016 to 9/30/2019</td>
</tr>
<tr>
<td>Colleen Fukui-Sketchley, Foundation Board member</td>
<td>10/1/2016 to 9/30/2019</td>
</tr>
<tr>
<td>Norma Zavala, community member</td>
<td>10/1/2016 to 9/30/2019</td>
</tr>
<tr>
<td>To be determined, UW Faculty member</td>
<td>10/1/2016 to 9/30/2017</td>
</tr>
<tr>
<td>To be determined, UW student</td>
<td>10/1/2016 to 9/30/2017</td>
</tr>
</tbody>
</table>

See Attachment G–1.

**Approve 2016-17 Board Officers, Committees, and Other Appointments** (Agenda no. G–2)

It is the recommendation of the Governance Committee that the Board of Regents
approves elections of officers for 2016-17, for one-year terms effective on September 8,
2016 through the meeting of the Board in September 2017, and affirm appointments to
committees, and other appointments.

**Board Officers**
- Chair: Pat Shanahan
- Vice Chair: Jeremy Jaech

**Standing Committees**

**Academic and Student Affairs**
- Chair: Constance Rice
- Vice Chair: Rogelio Riojas
- Members: Herb Simon
  - Austin Wright-Pettibone

**Finance and Asset Management**
- Chair: Jeremy Jaech
- Vice Chair: Kristi Blake
- Members: Bill Ayer
  - Joel Benoliel
  - Joanne Harrell
Governance

Chair
Board Chair, Pat Shanahan

Members
Bill Ayer
Kristi Blake
Jeremy Jaech
Constance Rice

Other Officers of the Board, elected annually

Treasurer of the Board
Finance and Asset Management
Committee Chair, Jeremy Jaech

Secretary of the Board
Joan Goldblatt

Assistant Secretary
Shelley Tennant

Note: Regents Ayer and Shanahan were appointed to terms ending on September 30, 2016. Their Board officer elections and other appointments are subject to term reappointments by the Governor.

Regents on Advisory Committees and other Boards

ACRE
Herb Simon 2/1/15-9/30/17

UWINCO
Bill Ayer 10/1/15-9/30/16

Audit Advisory
Kristi Blake, Chair 9/1/14-8/31/17

Governmental Affairs
Herb Simon, Chair 10/1/14-9/30/17

Advisory
Joanne Harrell 10/1/14-9/30/17

Diversity, Equity, and Inclusion Advisory
Joanne Harrell, Chair 10/1/16-9/30/17

Rogelio Riojas, Vice Chair 10/1/16-9/30/17

Jeremy Jaech 10/1/16-9/30/17

Constance Rice 10/1/16-9/30/17

UW Medicine Board
Kristi Blake 5/9/13-9/30/18

Rogelio Riojas 9/11/14-6/30/17

Foundation Board
Board Chair serves ex officio
Constance Rice will continue to serve as Regent Representative

See Attachment G–2.

STANDING COMMITTEES

ACADEMIC AND STUDENT AFFAIRS COMMITTEE: Regent Rice, Chair

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

MOTION: Upon the recommendation of the administration and the motion made by Regent Rice, the Board voted to approve the academic and administrative appointments. Regent Wright-Pettibone abstained from the vote.

See Attachment A–1.
UW School of Medicine – Gonzaga University Regional Health Partnership and WWAMI Update (Agenda no. A–2) (Information only)

See Attachment A–2.

MEDEX Northwest Physician Assistant Program (Agenda no. A–3) (Information only)

See Attachment A–3.

Regional Initiatives in Dental Education (RIDE): A Partnership with Eastern Washington (Agenda no. A–4) (Information only)

See Attachment A–4.

Community College Engagement Initiative (CCEI) Update (Agenda no. A–5) (Information only)

See Attachment A–5.

FINANCE AND ASSET MANAGEMENT COMMITTEE: Regent Jaech, Chair

Capital and Debt Report (Agenda no. F–1) (Information only)

See Attachment F–1.

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

See Attachment F–2.

Audit Advisory Committee Update (Agenda no. F–3) (Information only)

See Attachment F–3.

UW Medicine Board Report (Agenda no. F–5) (Information only)

See Attachment F–5.

Investment Performance Quarterly Report – Quarter Ended June 30, 2016 (Agenda no. F–6) (Information only)

See Attachment F–6.

GOVERNANCE COMMITTEE: Regent Shanahan, Chair
Regent Shanahan invited ASUW Bothell President Tanya Kumar and ASUW Tacoma President Berkan Koroglu to join the Regents at the table, and asked Professor Barsness to provide a report from the Faculty Senate.

**Faculty Senate Chair:** Professor Zoe Barsness

Professor Barsness introduced herself. She is an associate professor of management in the Milgard School of Business at UW Tacoma. She began there sixteen years ago after a few years as a faculty member at Texas A&M. As an undergraduate she studied comparative history at Harvard. She believes her liberal arts education shaped her as a scholar and a teacher. She attended Northwestern University’s Kellogg School of Management, where she received a degree in organizational behavior. Her academic research focuses on the impact of alternative work arrangements and communication technologies on individuals and teams in organizations. She is examining the effects of culture and gender on negotiation and the relationship between organizational justice and trust.

Because of her work experience, her scholarly efforts have been informed by the pragmatic desire to figure out how members of organizations can work together to make things better. This also is a big part of her work in faculty governance, which she described as a collective and collaborative endeavor.

She and Faculty Senate leadership are committed to build on the partnership with the President and Provost.

She described the priorities of the faculty and the senate leadership team for the coming year:

1) Sustain momentum and continue efforts to make progress on the faculty salary policy;
   a. address issues of concern about faculty salary progression;
   b. internal equity and compression;
   c. perceived need for more open and transparent processes; and
   d. leverage faculty councils and standing committees to focus on longer term legislative changes.

2) Focus on diversity, equity, and inclusion to align with the President’s initiatives. One piece of this is training faculty search and hiring committees and explore how to extend this training to tenure and promotion committees. Focus on collaborating with the Race and Equity Initiative and the Center for Teaching and Learning to identify ways to facilitate faculty development in the area of diversity and equity informed teaching pedagogies.

3) Examine and develop a more explicit articulation of the relationship between the three campuses. Tacoma and Bothell are key areas to strategic growth. Determine how to build on the respective strengths and unique character of the three campuses to collaborate more effectively and share knowledge and understanding of best practices. Identify areas of friction and challenges and work to find ways to mitigate them to leverage opportunities to work together.
ASUW President: Ms. Daniele Menez

Ms. Menez celebrated her 21st birthday at the meeting. She reported ASUW is entering its 116th session. Freshman convocation is coming up. She believes this will be a very vibrant and interesting year. ASUW plans major structural changes to transform into a platform that every student can feel they are a part of and not just an organization for students interested in government or public policy, but one meant to represent and advocate for every student. She said she looks forward to working with ASUW Bothell President Tanya Kumar, ASUW Tacoma President Berkan Koroglu, and GPSS President Eloise Kim, as well as Regent Austin Wright-Pettibone, to form strong relationships, emphasize tri-campus initiatives, and strengthen partnerships.

Ms. Menez has attended over 50 meetings with leaders in the last two weeks to explore new partnerships for ASUW to pursue. She wants to innovate ways to better serve students. She is working with UW Marketing and Communications, on the “Together” campaign, to emphasize a student-centered approach. She closed by saying student awareness of, and involvement in, campus issues is greater than ever before.

GPSS President: Ms. Soh Yeun (Elloise) Kim

Ms. Kim plans to pursue two values which represent graduate and professional students:
1) Exploring how GPSS can improve service and represent the student voice. Graduate and professional students are often isolated in their own programs, therefore they may not have a place and time to voice their concerns and issues. She hopes the GPSS Senate can provide a place and time for these communications. Her goal to have more active engagement. She wants this year’s student leaders to be trusted by all students.
2) Diversity. Ms. Kim is thankful to the administration and to the Board for their efforts to improve diversity and equity on campus, but she wants this to be one of the core values of GPSS as well. GPSS is hosting a quarterly social to celebrate community and planning a conference hosted by GPSS to celebrate intellectual diversity.

The third annual Husky Sunrise will be held on Monday, September 26, on Rainier Vista. This is a welcome breakfast event for graduate and professional students. From October 6 to 9, UW will host a SAGE (Student Advocates for Graduate Education) summit meeting.

ASUW Tacoma President: Mr. Berkan Koroglu

Mr. Koroglu said a memorandum of understanding between chancellor and ASUW Tacoma was recently completed. He highlighted two upcoming events, Hot Dogs with Top Dawgs on October 4 and Rock-the-Vote on October 19.

Parking and transportation issues are of concern to students at the UW Tacoma. There is limited parking for students, especially with the opening of a new business which occupies some of the existing parking lot. Student leaders are exploring forming ASUW Tacoma as a non-profit entity. The Chancellor formed a group of faculty, staff, and students to discuss equity and inclusion and hold a monthly event related to this topic.
Mr. Koroglu is looking forward to a strong tri-campus bond. He plans to empower students to conduct special projects which might benefit the campus.

**ASUW Bothell President:** Ms. Tanya Kumar

Ms. Kumar said ASUW Bothell’s executive team started work on July 1 and has been communicating virtually during the summer. They are currently filling student positions and created a new position, the Director of Academic Affairs. ASUW Bothell is trying to create a better transparency plan, so students understand the mission and what ASUW can provide for students. They hope to make general meetings more accessible to students by explaining jargon and acronyms.

There is a large conversation at UW Bothell focused on commencement. They are seeking a venue to accommodate more people than the Alaska Airlines Arena where graduating students are limited to four tickets. They are exploring holding commencement in Key Arena and are looking at other options in a transparent manner.

The conversation about a diversity space on campus continues. A temporary space was promised to the students. Ms. Kumar became involved with ASUW Bothell in order to advocate for a subsidized childcare program. UW Bothell is a “commuter” campus and many students bring their children with them. It is a big economic burden. Many are single parents. She plans to integrate this with the diversity space conversation.

**Alumni Association President:** Mr. Clyde Walker

Mr. Walker told the Regents about himself in his role as President of the “powerful and passionate” alumni of the UW. He graduated from UW’s business school in 1977, spent 23 years in an aerospace career, and transitioned to the food business where he was Senior Vice President of Human Resources at Continental Mills for 13 years until he retired in January. He told the Regents about his wife, three grown daughters, their spouses and children.

He praised the work of his predecessors, Jeff Rochon and Roy Diaz, and said they reinforced the mission of the University and strengthened and deepened relationships across the university. They expanded the Alumni Association’s presence and programming in Eastern Washington and beyond. He plans to continue to communicate the Husky message to Eastern Washington. The Alumni Association will continue to add programming and increase legislative advocacy efforts in Olympia. Mr. Walker is committed to making sure the legacies of Mr. Rochon and Mr. Diaz will continue.

Mr. Walker described his mantra going forward as, “and we.” Using advocacy as an example, he said “Stopping the cuts was very important and we now have to get funding restored.” We refers to collaborations, partnerships, and sense of community. He created an acronym “Action Informed by Dialogue,” or AND and “Washington Excels,” or WE. If we act based on information, data, facts then the University, state, and community will benefit.
Mr. Walker encouraged making sure the “we” part is as diverse and inclusive as possible, saying the UW has to involve the best and brightest to make progress. Last year, the UWAA was involved in the Race and Equity Initiative with an Equity and Difference lecture series, attended by over 3,000 alumni. They received feedback that more alumni want to be more actively involved, so they are rolling out the opportunity to connect alumni with students by engaging in thought-provoking dialogue about race and equity. By taking action informed by dialogue, Washington excels.

He looks forward to welcoming in a new cadre of members at freshman convocation on September 25. He shared the latest issue of Columns Magazine, part of an effort to connect parents and students with the Alumni Association as early as possible.

DATE FOR NEXT MEETING

The next regular meeting of the Board of Regents will be held on Thursday, October 13, 2016, on the UW Tacoma campus.

EXECUTIVE SESSION

Regent Shanahan announced the Regents would hold an executive session to discuss with legal counsel litigation or potential litigation as defined in RCW 42.30.110. Following the Executive Session, the meeting would be adjourned and no action taken.

ADJOURNMENT

Returning to open session, Regent Shanahan adjourned the regular meeting at 2:55 p.m.

Joan Goldblatt  
Secretary of the Board of Regents

Approved at the meeting of the Board on October 13, 2016.
Appoint Members to the Diversity, Equity, and Inclusion Advisory Committee

RECOMMENDED ACTION

It is the recommendation of the Governance Committee that the Board of Regents approves member appointments to the Diversity, Equity, and Inclusion Advisory Committee of the Board of Regents, effective on October 1, 2016.

<table>
<thead>
<tr>
<th>Appointment</th>
<th>Term</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mari Clack, community member</td>
<td>10/1/2016 to 9/30/2019</td>
</tr>
<tr>
<td>Colleen Fukui-Sketchley, Foundation Board member</td>
<td>10/1/2016 to 9/30/2019</td>
</tr>
<tr>
<td>Norma Zavala, community member</td>
<td>10/1/2016 to 9/30/2019</td>
</tr>
<tr>
<td>To be Determined, UW Faculty member</td>
<td>10/1/2016 to 9/30/2017</td>
</tr>
<tr>
<td>To be Determined, UW student</td>
<td>10/1/2016 to 9/30/2017</td>
</tr>
</tbody>
</table>

BACKGROUND

At its meeting in May 2016, the Governance Committee and Board of Regents approved appointment of the Regent Members of the Diversity, Equity, and Inclusion Advisory Committee:

<table>
<thead>
<tr>
<th>Appointment</th>
<th>Term</th>
</tr>
</thead>
<tbody>
<tr>
<td>Joanne Harrell, Committee Chair</td>
<td>5/12/2016 to 9/30/2016</td>
</tr>
<tr>
<td>Rogelio Riojas, Committee Vice Chair</td>
<td>5/12/2016 to 9/30/2016</td>
</tr>
<tr>
<td>Jeremy Jaech</td>
<td>5/12/2016 to 9/30/2016</td>
</tr>
<tr>
<td>Constance Rice</td>
<td>5/12/2016 to 9/30/2016</td>
</tr>
</tbody>
</table>

Appointments were made for partial terms to coincide with Board officer elections and appointments in September. As part of the action item G–2, all four Regents will be considered by the Governance Committee for reappointment to a one-year term October 1, 2016 through September 30, 2017.

The process to identify the UW faculty and student members is underway.

STANDING ORDERS

Following is an excerpt from proposed Board of Regents Governance, Standing Orders, Chapter 4, Advisory Committees of the Board of Regents:

D. Diversity, Equity, and Inclusion Advisory Committee

The Board of Regents of the University of Washington is vested by statute with responsibility for the governance of the University. The Board hereby establishes a Diversity, Equity, and Inclusion Advisory Committee, with the following principles.
Appoint Members to the Diversity, Equity, and Inclusion Advisory Committee
(continued p. 2)

1) Membership and Terms

The Diversity, Equity, and Inclusion Advisory Committee shall consist of no more than ten members to be appointed by the Board. The Chair, Vice Chair, and members shall be recommended by the Governance Committee and approved by the Board after consultation with the President of the University and his or her designee(s).

Up to four of the appointed members shall be selected from the Board of Regents. The President of the University shall be a member ex officio. One member shall be a member of the University of Washington faculty, selected in consultation with the Faculty Senate leadership. One member shall be a UW student, selected in consultation with ASUW and GPSS leadership. One member shall be on or closely associated with the Foundation Board, selected in consultation with the executive committee of the Foundation Board. The remaining appointed members shall be community members with relevant backgrounds.

There shall be a three-year term limitation for regent, faculty, and community members, renewable by the Board. Members will be asked to make a minimum commitment of three consecutive years, and shall serve at the pleasure of the Board. The student member shall serve a one-year term, renewable by the Board.

2) Functions

The Diversity, Equity, and Inclusion Advisory Committee shall advise the Board or its appropriate standing committee and the University President, or his or her designee, on matters relating to diversity, equity, and inclusion for faculty, students, staff, and in procurement and contracting.

3) Administrative Support

The Office of the President shall ensure that the Diversity, Equity, and Inclusion Advisory Committee has appropriate administrative support services, including secretarial assistance and record keeping.
Mari Clack

Mari Clack left her training and consulting career in 2000 to devote more time to the causes about which she cares deeply, mainly the issues surrounding women and children in need and education.

Ms. Clack is a past president and emeritus member of the board of the Women Helping Women Fund which she co-founded in June, 1992. She also serves as a Consultant to non-profit boards seeking to become more professional and effective.

Ms. Clack served on the University of Washington Board of Regents from 1989 to 2001. As a two-term Chair of the Academic and Student Affairs Committee, she worked with students on issues of diversity and inclusion. To learn more about the University, she cut back her consulting practice to visit classes and meet with faculty, students, and staff. She estimates she attended over 100 classes and found the experience fascinating.

Ms. Clack served as President of the Spokane School District #81 Volunteer-Aide Board, which she co-founded; the Women Helping Women Fund, which she co-founded; the Spokane Park and Recreation Board, Planned Parenthood of Spokane; the board of Partners with Families and Children; and the TVW Board.

She is also a former member of: University of Washington Academic Medical Center Board; Nature Conservancy of Washington Board; National Park and Recreation Board of Trustees; YWCA Board of Trustees; Junior League of Spokane Board; University of Washington President’s Club Board; Washington Women United Educational Fund Board; Washington Women United Board; Vanessa Behan Crisis Nursery Board, Leadership Spokane Board; the Foundation for Early Learning Board, the University of Washington’s College of Arts and Sciences Advisory Board; the Sun Valley Opera Board; and the Advocates, an organization dealing with spousal and child abuse in Southern Idaho.

Ms. Clack received the YWCA Outstanding Women of Achievement Award in Government and Politics, the National Park and Recreation Association State Citizen Service Award, the Gonzaga University Connecting Women with Women Award, the Junior League Outstanding Sustainer Award, and Planned Parenthood’s Margaret Sanger Award. With her husband, David, she received the 2012 University of Washington School of Medicine Ragen Volunteer Service Award and the 2014 Spokane Junior Achievement Business Hall of Fame Laureate Award.

On October 7, Ms. Clack will receive the YWCA of Spokane’s Lifetime Achievement Award.

Ms. Clack is married and the parent of two grown people and the grandmother of one.
Colleen Fukui-Sketchly

Fukui-Sketchley served on the advisory board for the Office of Minority Affairs and Diversity for 12 years and the UW Alumni Association (UWAA) Board of Trustees for six years; serving as its president from 2010-2011.

She is a second-generation Husky, received a B.A. Speech Communication from UW in ’94.

She served as Corporate Center Diversity Affairs Director for Nordstrom, Inc., where she focused on developing and executing a comprehensive approach to diversity and inclusion through initiatives that supported the entire company. She enhanced the company’s commitment to diversity by weaving strategic elements into people, product and service initiatives.

Ms. Fukui-Sketchley was born and raised in Seattle. In 2015, she received the University of Washington’s Charles E. Odegaard Award.
Dr. Norma Zavala

Norma Zavala completed her K-12 public education in Othello Washington. After graduation, she attended the University of Washington where she earned her BA in psychology, Masters in Educational Leadership and Doctorate in Educational Leadership and Policy Studies.

Her work in education extends beyond Concord International School, where she is currently principal. She has served on several committees with the Office of Public Instruction; K-12 State Essential Learning Standards and Multi-Ethnic Think Tank. She has also co-written and presented the position paper, A Call for Action for Culturally Relevant Education K-12 and she has facilitated school district educational groups in development of five year plans at the Center for Educational Leadership Summer Institutes. She has also co-presented at an educational conference in China with educators from the United States including the University of Washington).

Dr. Zavala is committed to improving the education for students that have historically been disenfranchised in an effort to close the opportunity gap. She has served as board member of the University of Washington’s Friends of EOP (Minority Affairs) and is currently a board member of the University of Washington President Advisory Committee, REACH Center for Diversity, and currently serves on the Seattle Public School Race and Equity committee and Community Engagement task force. She integrates her personal experiences, current educational research and her current knowledge of the community into her work at the school and district level. She has applied her knowledge of the community and real life school experience to her work on the boards that she has served on and on the hiring and search committees that include Seattle Public Schools and the University of Washington.
Approve 2016-17 Board Officers, Committees, and Other Appointments

RECOMMENDED ACTION

It is the recommendation of the Governance Committee that the Board of Regents approves elections of officers for 2016-17, for one year terms effective on September 8, 2016 through the meeting of the Board in September 2017, and affirm appointments to committees, and other appointments.

<table>
<thead>
<tr>
<th>Board Officers</th>
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<tbody>
<tr>
<td>Chair</td>
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<tr>
<td>Vice Chair</td>
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<table>
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<tr>
<th>Standing Committees</th>
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</thead>
<tbody>
<tr>
<td><strong>Academic and Student Affairs</strong></td>
</tr>
<tr>
<td>Chair</td>
</tr>
<tr>
<td>Vice Chair</td>
</tr>
<tr>
<td>Members</td>
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<thead>
<tr>
<th><strong>Finance and Asset Management</strong></th>
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<tbody>
<tr>
<td>Chair</td>
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<tr>
<td>Vice Chair</td>
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<tr>
<td>Members</td>
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<tr>
<th><strong>Governance</strong></th>
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<tbody>
<tr>
<td>Chair</td>
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<td>Members</td>
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<table>
<thead>
<tr>
<th><strong>Other Officers of the Board, elected annually</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>Treasurer of the Board</td>
</tr>
<tr>
<td>Secretary of the Board</td>
</tr>
<tr>
<td>Assistant Secretary</td>
</tr>
</tbody>
</table>

Note: Regents Ayer and Shanahan were appointed to terms ending on September 30, 2016. Their Board officer elections and other appointments are subject to term reappointments by the Governor.
Regents on Advisory Committees and other Boards

<table>
<thead>
<tr>
<th>Advisory Committee</th>
<th>Chair/Member</th>
<th>Start Date</th>
<th>End Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>ACRE</td>
<td>Herb Simon</td>
<td>2/1/15</td>
<td>9/30/17</td>
</tr>
<tr>
<td>UWINCO</td>
<td>Bill Ayer</td>
<td>10/1/15</td>
<td>9/30/16</td>
</tr>
<tr>
<td>Audit Advisory</td>
<td>Kristi Blake, Chair</td>
<td>9/1/14</td>
<td>8/31/17</td>
</tr>
<tr>
<td>Governmental Affairs Advisory</td>
<td>Herb Simon, Chair</td>
<td>10/1/14</td>
<td>9/30/17</td>
</tr>
<tr>
<td>Diversity, Equity, and Inclusion Advisory</td>
<td>Joanne Harrell, Chair</td>
<td>10/1/16</td>
<td>9/30/17</td>
</tr>
<tr>
<td></td>
<td>Rogelio Riojas, Vice Chair</td>
<td>10/1/16</td>
<td>9/30/17</td>
</tr>
<tr>
<td></td>
<td>Jeremey Jaech</td>
<td>10/1/16</td>
<td>9/30/17</td>
</tr>
<tr>
<td></td>
<td>Constance Rice</td>
<td>10/1/16</td>
<td>9/30/17</td>
</tr>
<tr>
<td>UW Medicine Board</td>
<td>Kristi Blake</td>
<td>5/9/13</td>
<td>9/30/18</td>
</tr>
<tr>
<td></td>
<td>Rogelio Riojas</td>
<td>9/11/14</td>
<td>6/30/17</td>
</tr>
<tr>
<td>Foundation Board</td>
<td>Board Chair serves ex officio</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Constance Rice will continue to serve as Regent Representative</td>
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</tbody>
</table>

BACKGROUND

Governance Committee
The Governance Committee was established to ensure the integrity of the Board and enhance Board performance. Two of the Committee’s responsibilities are to recommend a slate of officers for Board approval and recommend for Board approval individual members to act as the Board's representatives on outside boards and committees. The chair, vice chair, and members of each standing committee shall be recommended by the Governance Committee and approved by the Board.

From Board of Regents Governance, Bylaws, Article II, Officers of the Board:

1. Election
   At its regular meeting held in September of each year, the Board of Regents shall elect a Chair and Vice Chair, who shall be members of the Board. The Board shall also elect a Secretary and a Treasurer and such other officers as it may desire, who need not be members of the Board. All elections shall be by majority vote. The Chair and Vice Chair shall hold office for one year and until their successors are elected. All officers of the Board shall hold office at the pleasure of the Board.

Officers and Appointments
At its meeting in September 2015 the Board voted to leave all officers and committee, and other, appointments in place for Board stability during the Presidential Search. At its meeting in February 2016, the Board elected and appointed the following Regents to serve from March 1, 2016 until the meeting of the Board on September 8, 2016.
### Board of Regents

#### Board Officers

<table>
<thead>
<tr>
<th>Role</th>
<th>Name</th>
</tr>
</thead>
<tbody>
<tr>
<td>Chair</td>
<td>Pat Shanahan</td>
</tr>
<tr>
<td>Vice Chair</td>
<td>Jeremy Jaech</td>
</tr>
</tbody>
</table>

#### Standing Committees

<table>
<thead>
<tr>
<th>Committee</th>
<th>Chair</th>
<th>Vice Chair</th>
<th>Members</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Academic and Student Affairs</strong></td>
<td>Constance Rice</td>
<td>Rogelio Riojas</td>
<td>Vanessa Kritzer <em>(Regent term ended 6/30/16)</em></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Herb Simon</td>
</tr>
<tr>
<td><strong>Finance and Asset Management</strong></td>
<td>Jeremy Jaech</td>
<td>Kristi Blake</td>
<td>Bill Ayer, Joel Benoliel, Joanne Harrell</td>
</tr>
<tr>
<td><strong>Governance</strong></td>
<td>Board Chair, Pat Shanahan</td>
<td></td>
<td>Bill Ayer, Jeremy Jaech, Kristi Blake, Constance Rice</td>
</tr>
</tbody>
</table>

#### Regent Representatives to Advisory Committees and other Boards

<table>
<thead>
<tr>
<th>Committee</th>
<th>Regent</th>
<th>Term</th>
</tr>
</thead>
<tbody>
<tr>
<td>ACRE</td>
<td>Herb Simon</td>
<td>2/1/15-9/30/17</td>
</tr>
<tr>
<td>UWINCO</td>
<td>Bill Ayer</td>
<td>10/1/15-9/30/16</td>
</tr>
<tr>
<td>Audit Advisory</td>
<td>Kristi Blake, Chair</td>
<td>9/1/14-8/31/17</td>
</tr>
<tr>
<td></td>
<td>Vanessa Kritzer</td>
<td>9/10/2015-6/30/17</td>
</tr>
<tr>
<td>Governmental Affairs Advisory</td>
<td>Herb Simon, Chair</td>
<td>10/1/14-9/30/17</td>
</tr>
<tr>
<td></td>
<td>Joanne Harrell</td>
<td>10/1/14-9/30/17</td>
</tr>
<tr>
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<td>Kristi Blake</td>
<td>5/9/13-9/30/18</td>
</tr>
<tr>
<td></td>
<td>Rogelio Riojas</td>
<td>9/11/14-6/30/17</td>
</tr>
<tr>
<td>Foundation Board</td>
<td>Board Chair serves ex officio</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Constance Rice will continue to serve as Regent Representative</td>
<td></td>
</tr>
</tbody>
</table>

#### Other Officers of the Board elected annually

<table>
<thead>
<tr>
<th>Role</th>
<th>Name</th>
</tr>
</thead>
<tbody>
<tr>
<td>Treasurer of the Board</td>
<td>Finance and Asset Management Committee Chair, Jeremy Jaech</td>
</tr>
<tr>
<td>Secretary of the Board</td>
<td>Joan Goldblatt</td>
</tr>
<tr>
<td>Assistant Secretary</td>
<td>Shelley Tennant</td>
</tr>
</tbody>
</table>
Diversity, Equity, and Inclusion Advisory Committee
The Diversity, Equity, and Inclusion Advisory Committee was formed in May 2016. Regent members to the Diversity, Equity, and Inclusion Advisory Committee were appointed at the meeting of the Board on May 12, 2016, for partial terms to coincide with Board officer elections and appointments in September. Regent members serve one year terms.

<table>
<thead>
<tr>
<th>Diversity, Equity, and Inclusion Advisory Committee</th>
</tr>
</thead>
<tbody>
<tr>
<td>Appointment</td>
</tr>
<tr>
<td>Joanne Harrell, Chair</td>
</tr>
<tr>
<td>Rogelio Riojas, Vice Chair</td>
</tr>
<tr>
<td>Jeremy Jaech</td>
</tr>
<tr>
<td>Constance Rice</td>
</tr>
</tbody>
</table>

Board Terms

<table>
<thead>
<tr>
<th>Regent</th>
<th>Term Expiration Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ayer</td>
<td>9/30/2016</td>
</tr>
<tr>
<td>Benoliel</td>
<td>9/30/2021</td>
</tr>
<tr>
<td>Blake</td>
<td>9/30/2018</td>
</tr>
<tr>
<td>Harrell</td>
<td>9/30/2021</td>
</tr>
<tr>
<td>Jaech</td>
<td>9/30/2018</td>
</tr>
<tr>
<td>Rice</td>
<td>9/30/2019</td>
</tr>
<tr>
<td>Riojas</td>
<td>9/30/2019</td>
</tr>
<tr>
<td>Shanahan</td>
<td>9/30/2016</td>
</tr>
<tr>
<td>Simon</td>
<td>9/30/2017</td>
</tr>
<tr>
<td>Wright-Pettibone</td>
<td>6/30/2017</td>
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</tbody>
</table>

At the end of their terms, Regents continue to serve until their successors are appointed, they resign, or they are officially reappointed.
STANDING COMMITTEES

Academic and Student Affairs Committee

Academic and Administrative Appointments

RECOMMENDED ACTION

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

ADDITIONAL INFORMATION

During prior academic and administrative appointment approvals, the Board has requested information on the University's strategic approach to hiring and additional detail on how monthly appointments reflect process towards strategic objectives. The board received a full report of faculty demographics in March 2016, and additional information on the College of Arts and Sciences and Health Sciences strategic approach to hiring at subsequent meetings.

While varied hiring seasons across different academic disciplines skew monthly data, all schools and colleges are required to have hiring plans approved by Academic and Human Resources and the Provost on an annual basis. The development and approval of these plans include in-depth conversations about hiring strategy for the upcoming academic year from both an academic and financial perspective.

At the direction of the Chair of Academic and Student Affairs Committee, the Provost and Academic Human Resources are preparing a presentation of the hiring plan process and plan-to-actuals hiring plan performance for the most recent academic year. The presentation will be an information item at the October regents meeting.

Attachment
Academic and Administrative Appointments
ADMINISTRATIVE APPOINTMENTS

Department of English
Bawarshi, Anis
Acting Chair, English, effective 9/16/2016
Continuing Appointment:
• Professor, English
Degrees:
• PhD, 1999, University of Kansas
• MA, 1995, University of Kansas
• BA, 1992, California State University (Northridge)

Department of Linguistics
Bender, Emily R. Menon
Acting Chair, Linguistics, effective 12/16/2016
Continuing Appointments:
• Professor, Linguistics
• Adjunct Professor, Computer Science and Engineering
Degrees:
• PhD, 2000, Stanford University
• MA, 1997, Stanford University
• BA, 1995, University of California (Berkeley)

School of Nursing
Department of Biobehavioral Nursing and Health Systems
Belza, Basia L.
Associate Dean, Biobehavioral Nursing and Health Systems, effective 7/1/2016
Continuing Appointments:
• Professor, Biobehavioral Nursing and Health Systems
• Adjunct Professor, Health Services
Degrees:
• PhD, 1991, University of California (San Francisco)
• MN, 1982, University of Virginia
• BSN, 1978, Georgetown University

University of Washington, Bothell
UW Bothell School of Educational Studies
Buendia, Edward
Dean, School of Educational Studies, Bothell, effective 8/1/2016
Degrees:
• PhD, 1997, University of Illinois (Urbana)
• MA, 1996, University of Illinois (Urbana)
• BA, 1987, California State University (Sacramento)
University of Washington, Tacoma
Education Program, Tacoma
McAlister, Brian Keith
Acting Director, Education, Tacoma, effective 8/1/2016
Degrees:
• PhD, 1992, University of Illinois at Urbana-Champaign
• MS, 1986, Western Illinois University
• BS, 1982, Western Illinois University

ENDOWED APPOINTMENTS

College of Built Environments
Department of Architecture
Ochsendorf, John Allen
Barry Onouye Endowed Chair in Architecture, effective 9/30/2016
Degrees:
• PhD, 2002, University of Cambridge
• MS, 1998, Princeton University
• BS, 1996, Cornell University

College of Arts and Sciences
Jackson School of International Studies
Bessner, Daniel M.
The Anne H. H. And Kenneth B. Pyle Professorship in American Foreign Policy, effective 9/16/2016
Continuing Appointment:
• Assistant Professor, International Studies
Degrees:
• PhD, 2013, Duke University
• MA, 2010, Duke University
• BA, 2006, Columbia University
Michael G. Foster School of Business
Department of Accounting

Sefcik, Stephan E.
Price Waterhouse Coopers And Alumni Accounting Professorship In Recognition Of Philo R. Zimmerman And Robert P. Burns, effective 7/1/2016
Continuing Appointments:
  • Professor, Accounting
  • Associate Dean, Foster School
Degrees:
  • PhD, 1983, University of Illinois
  • Master Of Applied Science, 1976, University of Illinois
  • BS, 1974, University of Illinois

Department of Finance and Business Economics

Bond, Alan Philip
Edward E. Carlson Distinguished Professorship In Business Administration, effective 7/1/2016
Continuing Appointments:
  • Professor, Finance and Business Economics
  • Adjunct Professor, Economics
Degrees:
  • MA, 1999, University of Chicago
  • PhD, 1999, University of Chicago
  • BA, 1993, University of Oxford (UK)

Koski, Jennifer Lynch
Kirby L. Cramer Endowed Chair In Finance, effective 7/1/2016
Continuing Appointment:
  • Associate Professor, Finance and Business Economics
Degrees:
  • PhD, 1991, Stanford University
  • MBA, 1987, Harvard University
  • BS, 1983, Brown University

Malatesta, Paul Henry
Norman J. Metcalf Endowed Professorship In Finance, effective 7/1/2016
Continuing Appointment:
  • Professor, Finance and Business Economics
Degrees:
  • PhD, 1982, University of Rochester
  • MS, 1976, University of Rochester
  • BA, 1973, University of California (Santa Barbara)
Department of Information Systems and Operations Management

Moinzadeh, Kamran

Michael G. Foster Endowed Professorship, effective 7/1/2016

Continuing Appointments:
- Professor, Information Systems and Operations Management
- Chair, Information Systems and Operations Management

Degrees:
- PhD, 1985, Stanford University
- MS, 1982, Stanford University
- BA, 1981, University of California (San Diego)

Department of Management and Organization

Avolio, Bruce

Mark Pigott Chair in Business Strategic Leadership, effective 7/1/2016

Continuing Appointments:
- Professor, Management and Organization
- Adjunct Professor, Health Services

Degrees:
- PhD, 1981, University of Akron
- MA, 1978, University of Akron
- BA, 1975, State University of New York (Oneonta)

Chen, Xiao-Ping

Philip M. Condit Endowed Chair in Business Administration, effective 7/1/2016

Continuing Appointment:
- Professor, Management and Organization
- Associate Dean, Foster School

Degrees:
- PhD, 1998, University of Illinois
- MA, 1992, University of Illinois
- MED, 1988, Hangzhou University
- BS, 1985, Hangzhou University

Steensma, Harvey Kevin

Michael G. Foster Endowed Professorship, effective 7/1/2016

Continuing Appointment:
- Professor, Management and Organization

Degrees:
- PhD, 1996, Indiana University
- BS, 1988, Washington State University
- MBA, 1988, Washington State University
Department of Marketing and International Business
Shulman, Jeffrey D.
**Marion B. Ingersoll Professorship, effective 7/1/2016**
Continuing Appointment:
- Associate Professor, Marketing and International Business
Degrees:
- PhD, 2006, Northwestern University
- BA, 2001, Northwestern University

College of Engineering
Department of Civil and Environmental Engineering
Lowes, Laura Nicole
**William M. and Marilyn M. Conner Endowed Professorship in Civil and Environmental Engineering, effective 2/1/2016**
Continuing Appointment:
- Professor, Civil and Environmental Engineering
Degrees:
- MS, 1999, University of California (Berkeley)
- PhD, 1999, University of California (Berkeley)
- BS, 1992, University of Washington

Lundquist, Jessica D.
**Robert O. and Irene V. Sylvester Family Endowed Professorship in Water Resources - Environmental Engineering, effective 2/1/2016**
Continuing Appointments:
- Associate Professor, Civil and Environmental Engineering
- Adjunct Associate Professor, Atmospheric Sciences
Degrees:
- PhD, 2004, University of California (San Diego)
- MS, 2000, University of California (San Diego)
- BS, 1999, University of California (Davis)

College of the Environment
School of Aquatic and Fishery Sciences
Gallardo Escarate, Cristian Jorge
**Kenneth K. Chew Endowed Professorship in Aquaculture, effective 9/16/2016**
Continuing Appointment:
- Visiting Associate Professor, Aquatic and Fishery Sciences
Degrees:
- PhD, 2005, Centro de Investigación Científica y de Educación Superior de Ensenada (CICESE)
- BS, 2001, Universidad Católica del Norte
School of Medicine
Department of Pediatrics

Bennett, James Toliver
Arnold Lee Smith Endowed Professorship for Research Faculty Development, effective 8/1/2016
Continuing Appointment:
  • Acting Instructor, Pediatrics
Degrees:
  • MD, 2008, New York University
  • PhD, 2008, New York University
  • BA, 1998, Rice University

Rosenberg, Abby Rachel
Pediatrics Endowed Professorship for Research Faculty Development, effective 8/1/2016
Continuing Appointment:
  • Assistant Professor without Tenure, Pediatrics
Degrees:
  • MS, 2012, University of Washington
  • MD, 2006, Stanford University
  • BA, 1996, Brandeis University

School of Public Health
Department of Biostatistics

Emerson, Scott Shields
Dr. Ross Prentice Endowed Professorship For Biostatistical Collaboration, effective 7/1/2016
Continuing Appointment:
  • Professor, Biostatistics
Degrees:
  • PhD, 1988, University of Washington
  • MS, 1984, University of Virginia
  • MD, 1981, University of Virginia
  • BA, 1977, University of Virginia
NEW APPOINTMENTS

College of Built Environments
Department of Architecture
Ochsendorf, John Allen
Visiting Professor, Architecture, effective 9/30/2016
Degrees:
• PhD, 2002, University of Cambridge
• MS, 1998, Princeton University
• BS, 1996, Cornell University

Department of Urban Design and Planning
Stevenson, Simon Andrew Whybert
Professor, Urban Design and Planning, effective 9/1/2016
Degrees:
• PhD, 1997, University College of Dublin (Ireland)
• MS, 1993, University of Stirling (Scotland)
• BSC, 1992, Liverpool John Moores University

College of Arts and Sciences
Department of American Ethnic Studies
Atienza, Richard Mangilaya
Lecturer, Full-time, American Ethnic Studies, effective 9/16/2016
Prior UW Appointment:
• Lecturer Full-Time, American Ethnic Studies
Degrees:
• MAE, 2008, St. Joseph's College
• MS, 2005, Centro Escolar University Manila Mendiola
• BS, 1995, University of Santo Tomas (Philippines)

Levy, LaTasha Beatrice
Assistant Professor, American Ethnic Studies, effective 8/1/2016
Degrees:
• PhD, 2013, Northwestern University
• MPS, 2006, Cornell University
• BA, 2000, University of Virginia

Waita, Jacqueline Nthenya
Lecturer, Full-time, American Ethnic Studies, effective 9/16/2016
Degrees:
• MBA, 2000, Seattle Pacific University
• BA, 1996, Seattle Pacific University
Department of Anthropology
Carney, Megan Anne
Lecturer, Full-time, Anthropology, effective 9/16/2016
Prior UW Appointment:
  • Lecturer Full-Time, International Studies
Degrees:
  • PhD, 2012, University of California (Santa Barbara)
  • MA, 2009, University of California (Santa Barbara)
  • BA, 2006, University of California (Los Angeles)

Jones-Engel, Lisa Estelle
Research Assistant Professor, Anthropology, effective 7/1/2016
Prior UW Appointment:
  • Affiliate Associate Professor, Anthropology
Degrees:
  • PhD, 2002, University of New Mexico
  • MA, 1993, New York University
  • BA, 1988, Cornell University

Department of Economics
Eun, Dong Jae
Acting Assistant Professor, pending Ph.D., Economics, effective 9/1/2016
Degrees:
  • PhD - Expected, 2016, Massachusetts Institute of Technology
  • BA, 2009, Seoul National University (Korea)

Department of English
Clare, Stephanie Deborah
Assistant Professor, English, effective 9/16/2016
Degrees:
  • PhD, 2011, Rutgers University
  • MA, 2005, University of Victoria (Canada)
  • MS, 2003, Oxford University (UK)
  • BA, 2002, McGill University (Canada)

Crouse, David John
Associate Professor, English, effective 9/16/2016
Degrees:
  • MFA, 1994, University of Alaska Fairbanks
  • BA, 1990, Bradford College
Norako, Leila Kathleen
Assistant Professor, English, effective 9/16/2016
Degrees:
- PhD, 2012, University of Rochester
- MA, 2009, University of Rochester
- BA, 2004, College of William and Mary

Department of Philosophy
Feintzeig, Benjamin Henry
Assistant Professor, Philosophy, effective 9/16/2016
Degrees:
- PhD, 2016, University of California (Irvine)
- MA, 2014, University of California (Irvine)
- BA, 2011, Dartmouth College

Department of Physics
Heath, Jennifer Theresa
Visiting Professor, Physics, effective 9/1/2016
Degrees:
- PhD, 2002, University of Oregon
- MS, 1999, University of Oregon
- BA, 1995, Whitman College

Department of Psychology
Turowski, Tabitha Kirkland
Lecturer, Full-time, Psychology, effective 9/16/2016
Degrees:
- PhD, 2015, Ohio State University-Main Campus
- MA, 2010, Ohio State University-Main Campus
- BA, 2007, University of California-San Diego

Department of Sociology
Flores, Rene Daniel
Assistant Professor, Sociology, effective 8/1/2016
Degrees:
- PhD, 2014, Princeton University
- MA, 2011, Princeton University
- BA, 2007, University of California (Berkeley)
Jackson School of International Studies
Freije, Vanessa Grace
Assistant Professor, International Studies, effective 5/10/2016
Prior UW Appointment:
• Acting Assistant Professor, pending Ph.D., International Studies
Degrees:
• PhD, 2016, Duke University
• MA, 2011, Duke University
• BA, 2007, University of California (San Diego)

School of Art, Art History, and Design
Roberts, Sarah Katherine
Lecturer, Full-time, Art, Art History, and Design, effective 9/16/2016
Degrees:
• MFA, 2015, New York State College of Ceramics
• BFA, 2010, New York State College of Ceramics

School of Music
Hill, Jonathan
Artist In Residence, Music, effective 9/16/2016
Degrees:
• MM, 2011, The Juilliard School
• BM, 2009, University of Washington-Seattle Campus

Merks, Cordula
Artist In Residence, Music, effective 9/16/2016
Degree:
• MA, 2001, Conservatorium van Amsterdam

Michael G. Foster School of Business
Department of Information Systems and Operations Management
Sirichakwal, Issariya
Senior Lecturer, Full-time, Information Systems and Operations Management, effective 8/17/2016
Degrees:
• PhD, 2013, University of Washington
• MS, 2012, University of Washington
• MBA, 2007, University of Washington
• BSME, 2000, Chulalongkorn University (Thailand)
Department of Marketing and International Business
Matthews, Martha Nixon
Lecturer, Full-time, Marketing and International Business, effective 9/16/2016
Prior UW Appointment:
  • Lecturer Full-Time, Marketing and International Business
Degrees:
  • PhD, 1994, University of North Carolina (Chapel Hill)
  • MA, 1986, University of Central Florida
  • BS, 1982, Appalachian State University

Rhodes, John Henry
Lecturer, Full-time, Marketing and International Business, effective 9/16/2016
Prior UW Appointment:
  • Lecturer Full-Time, Marketing and International Business
Degree:
  • BA, 1961, University of Washington

Whelan, John Frederick
Lecturer, Full-time, Marketing and International Business, effective 9/16/2016
Prior UW Appointment:
  • Lecturer Full-Time, Marketing and International Business
Degrees:
  • MA, 1977, Yale University
  • BA, 1972, Boston College

School of Dentistry
Department of Oral Medicine
Lee, Peggy Pei-Fun
Assistant Professor, Oral Medicine, effective 8/1/2016
Prior UW Appointment:
  • Acting Assistant Professor, temporary, Oral Medicine
Degrees:
  • PhD, 1993, University of Washington
  • MSD, 1987, University of Washington
  • Bachelor of Dental Surgeons, 1982, National Yang-Ming University (Taiwan)
College of Engineering
Department of Civil and Environmental Engineering
Ban, Xuegang
Associate Professor, Civil and Environmental Engineering, effective 8/15/2016
Prior UW Appointment:
• Affiliate Associate Professor, Civil and Environmental Engineering
Degrees:
• PhD, 2005, University of Wisconsin (Madison)
• MS, 2003, University of Wisconsin (Madison)
• MS, 2000, Tsinghua University (China)
• BS, 1997, Tsinghua University (China)

Department of Computer Science and Engineering
Wang, Yuliang
Research Assistant Professor, Computer Science and Engineering, effective 7/1/2016
Degrees:
• MS, 2013, University of Illinois at Urbana-Champaign
• PhD, 2013, University of Illinois at Urbana-Champaign
• BA, 2009, Tianjin University

Department of Human Centered Design and Engineering
Fox, Tyler Steven
Lecturer, Full-time, Human Centered Design and Engineering, effective 9/16/2016
Prior UW Appointment:
• Lecturer, Full-time, School of Interdisciplinary Arts and Sciences, Bothell
Degrees:
• PhD, 2015, Simon Fraser University (Canada)
• MFA, 2004, University of Auckland (New Zealand)
• BA, 1999, University of Washington

Department of Industrial and Systems Engineering
Choe, Youngjun
Assistant Professor, Industrial and Systems Engineering, effective 9/1/2016
Prior UW Appointment:
• Affiliate Assistant Professor, Industrial and Systems Engineering
Degrees:
• MA, 2016, University of Michigan-Ann Arbor
• PhD - Expected, 2016, University of Michigan-Ann Arbor
• BS, 2010, Korea Advanced Institute of Science & Technology
College of the Environment  
Department of Atmospheric Sciences  
Blanchard-Wrigglesworth, Edward  
Research Assistant Professor, Atmospheric Sciences, effective 11/1/2016  
Prior UW Appointment:  
• Research Associate, Atmospheric Sciences  
Degrees:  
• PhD, 2013, University of Washington  
• MPHIL, 2005, University of Cambridge (UK)  
• BA, 2003, University of Cambridge (UK)  

School of Aquatic and Fishery Sciences  
Gallardo Escarate, Cristian Jorge  
Visiting Associate Professor, Aquatic and Fishery Sciences, effective 8/15/2016  
Degrees:  
• PhD, 2005, Centro de Investigación Científica y de Educación Superior de Ensenada (CICESE)  
• BS, 2001, Universidad Católica del Norte  

Tornabene, Luke Michael  
Assistant Professor, Aquatic and Fishery Sciences, effective 1/1/2017  
Prior UW Appointment:  
• Affiliate Assistant Professor, Aquatic and Fishery Sciences  
Degrees:  
• PhD, 2014, Texas A & M University-Corpus Christi  
• MS, 2010, Texas A & M University-Corpus Christi  
• BS, 2007, Hofstra University  

School of Environmental and Forest Sciences  
Kim, Hyun Seok  
Visiting Assistant Professor, School of Environmental and Forest Sciences, effective 9/1/2016  
Degrees:  
• PhD, 2009, Duke University  
• MS, 2000, University of Washington  
• MS, 1995, Seoul National University (Korea)  
• BS, 1992, Seoul National University (Korea)  

Levin, Phillip Scott  
Professor of Practice, School of Environmental and Forest Sciences, effective 7/25/2016  
Degrees:  
• PhD, 1993, University of New Hampshire  
• BA, 1984, University of Texas, Austin
School of Marine and Environmental Affairs
Woelfle-Erskine, Cleo Assan
Assistant Professor, School of Marine and Environmental Affairs, effective 6/16/2017
Degrees:
  • PhD, 2015, University of California (Berkeley)
  • MS, 2012, University of California (Berkeley)
  • BS, 2009, University of Montana

Information School
Howe, William Gregory
Associate Professor Tenure Track, Information School, effective 9/1/2016
Prior UW Appointment:
  • Affiliate Associate Professor, Computer Science and Engineering
Degrees:
  • PhD, 2007, Portland State University
  • BS, 1999, Georgia Institute of Technology

Lefthand-Begay, Clarita Marie
Assistant Professor, Information School, effective 9/1/2016
Prior UW Appointment:
  • Acting Assistant Professor, temporary, American Indian Studies
Degrees:
  • PhD, 2014, University of Washington
  • MS, 2008, University of Washington
  • BS, 2002, University of Arizona

School of Law
Wildermuth, Todd Andrew
Lecturer, Full-time, Law, effective 9/16/2016
Prior UW Appointment:
  • Lecturer Full-Time, Law
Degrees:
  • PhD, 2008, University of Illinois
  • MS, 1999, University of Illinois
  • BS, 1997, Northwestern University

School of Medicine
Department of Bioengineering
Blank, Molly Annelise Buckley
Lecturer, Full-time, Bioengineering, effective 7/1/2016
Degrees:
  • PhD, 2016, Carnegie Mellon University
  • BSME, 2011, University of Washington
Kueh, Hao Yuan  
**Assistant Professor, Bioengineering, effective 8/1/2016**  
Prior UW Appointment:  
- Visiting Scientist, Bioengineering  
Degrees:  
- PhD, 2008, Harvard University  
- AB, 2002, Princeton University  

Department of Family Medicine  
Erickson, Jennifer Marie Hagel  
**Lecturer, Full-time, Family Medicine, effective 9/1/2016**  
Prior UW Appointment:  
- Lecturer Part-time, Competitive Recruitment, Family Medicine  
Degree:  
- BCHS, 2009, University of Washington  

Department of Global Health  
Weiner, Bryan Jeffrey  
**Professor, Global Health, effective 8/1/2016**  
Degrees:  
- PhD, 1994, University of Michigan-Ann Arbor  
- MA, 1992, University of Michigan (Ann Arbor)  
- BA, 1989, University of California-Santa Cruz  

Department of Laboratory Medicine  
Mullinax, Laurianne Tarver  
**Lecturer, Full-time, Laboratory Medicine, effective 7/1/2016**  
Prior UW Appointment:  
- Lecturer Full-Time, Laboratory Medicine  
Degrees:  
- MS, 2013, University of Washington  
- BS, 2004, University of Washington  
- BS, 1999, University of California (Davis)  

Department of Medicine  
Branzetti, Jeremy Brian  
**Assistant Professor without Tenure, Medicine, effective 7/1/2016**  
Prior UW Appointment:  
- Acting Assistant Professor, temporary, Medicine  
Degrees:  
- MD, 2006, State University of New York (Stony Brook)  
- BA, 2002, State University of New York (Stony Brook)  
- BS, 2002, State University of New York (Stony Brook)
Dhawale, Tejaswini More  
Assistant Professor without Tenure, Medicine, effective 7/1/2016  
Prior UW Appointment:  
- Fellow, Medicine  
Degrees:  
- MD, 2009, Yale University  
- BS, 2004, Stanford University

Kerani, Roxanne Pieper  
Research Assistant Professor, Medicine, effective 8/1/2016  
Prior UW Appointment:  
- Acting Assistant Professor, temporary, Medicine  
Degrees:  
- PhD, 2000, University of Minnesota  
- MPH, 1996, University of Minnesota  
- BA, 1989, University of Wisconsin

Lood, Jan Christian  
Research Assistant Professor, Medicine, effective 7/1/2016  
Degrees:  
- PhD, 2012, Lund University  
- MS, 2007, Lund University

Ueda, Masumi  
Assistant Professor without Tenure, Medicine, effective 8/1/2016  
Degrees:  
- MD, 2010, Case Western Reserve University  
- BA, 2006, Case Western Reserve University  
- MA, 2006, Case Western Reserve University

Whiteside, Lauren Kirsten  
Assistant Professor without Tenure, Medicine, effective 7/1/2016  
Prior UW Appointment:  
- Acting Assistant Professor, temporary, Medicine  
Degrees:  
- MS, 2012, University of Michigan (Ann Arbor)  
- MD, 2006, University of Chicago (Illinois)  
- BA, 2002, University of Colorado (Boulder)

Wong, Kaylyn Kit Man  
Assistant Professor without Tenure, Medicine, effective 8/1/2016  
Degrees:  
- MD, 2009, University of Toronto  
- HONBSC, 2005, University of Toronto
Department of Microbiology
Fixen, Kathryn Rose
Research Assistant Professor, Microbiology, effective 9/1/2016
Prior UW Appointment:
  • Senior Fellow, Microbiology
Degrees:
  • PhD, 2009, Harvard University
  • BS, 2004, University of Michigan-Ann Arbor

Department of Neurological Surgery
Saigal, Rajiv
Assistant Professor without Tenure, Neurological Surgery, effective 8/1/2016
Degrees:
  • PhD, 2009, Harvard University
  • MD, 2009, Tufts University
  • MSC, 2002, Aalborg University
  • BSC, 2000, Georgia Institute of Technology-Main Campus

Department of Neurology
Beatty, Christopher William
Assistant Professor without Tenure, Neurology, effective 9/1/2016
Prior UW Appointment:
  • Acting Instructor, Neurology
Degrees:
  • MD, 2009, Case Western Reserve University
  • BS, 2005, Duke University

Department of Ophthalmology
Olmos de Koo, Lisa
Associate Professor without Tenure, Ophthalmology, effective 9/1/2016
Degrees:
  • MD, 2005, Baylor College of Medicine
  • MBA, 2005, Rice University
  • BA, 2000, Harvard University

Stacey, Andrew W.
Assistant Professor without Tenure, Ophthalmology, effective 9/16/2016
Degrees:
  • MD, 2011, Ohio State University-Main Campus
  • MS, 2007, Brigham Young University (Utah)
  • BS, 2005, Brigham Young University (Utah)
Department of Orthopaedics and Sports Medicine
Githens, Michael Freeman
Assistant Professor without Tenure, Orthopaedics and Sports Medicine, effective 8/1/2016
Prior UW Appointment:
  • Acting Instructor, Orthopaedics and Sports Medicine
Degrees:
  • MD, 2010, Georgetown University
  • MS, 2006, Georgetown University
  • BS, 2004, Pepperdine University

Lindberg, Antoinette
Assistant Professor without Tenure, Orthopaedics and Sports Medicine, effective 7/1/2016
Prior UW Appointment:
  • Acting Assistant Professor, temporary, Orthopaedics and Sports Medicine
Degrees:
  • MD, 2005, Columbia University
  • BS, 2000, University of Washington

Department of Pathology
Swanson, Paul Eric
Professor without Tenure, Pathology, effective 8/15/2016
Degrees:
  • MD, 1984, Oregon Health Sciences University
  • AB, 1979, Dartmouth College

Department of Pediatrics
Perez, Krystle Marie
Assistant Professor without Tenure, Pediatrics, effective 9/1/2016
Degrees:
  • MD, 2010, University of Miami
  • BS, 2008, University of Miami

Shic, Frederick
Associate Professor without Tenure, Pediatrics, effective 9/1/2016
Degrees:
  • PhD, 2008, Yale University
  • MPHIL, 2005, Yale University
  • MS, 2004, Yale University
  • BS, 1992, California Institute of Technology
Thomas, Anita Anne  
**Assistant Professor without Tenure, Pediatrics, effective 8/15/2016**  
Prior UW Appointment:  
- Fellow, Pediatrics  
Degrees:  
- MPH, 2015, University of Washington-Seattle Campus  
- MD, 2010, George Washington University  
- BS, 2006, George Washington University

Young, Luciana Teresa  
**Professor without Tenure, Pediatrics, effective 10/1/2016**  
Degrees:  
- MD, 1989, Wayne State University  
- BS, 1985, Wayne State University

**Department of Psychiatry and Behavioral Sciences**  
Bledsoe, Jesse Cullen  
**Assistant Professor without Tenure, Psychiatry and Behavioral Sciences, effective 7/1/2016**  
Prior UW Appointment:  
- Acting Assistant Professor, temporary, Psychiatry and Behavioral Sciences  
Degrees:  
- PhD, 2012, Michigan State University  
- MA, 2008, Michigan State University  
- BS, 2005, Portland State University

**Department of Radiation Oncology**  
Lo, Simon Shek-Man  
**Professor without Tenure, Radiation Oncology, effective 8/1/2016**  
Degree:  
- MB BCh, 1991, Chinese University of Hong Kong Tung Wah Group of Hospitals Community College

**Department of Urology**  
Ostrowski, Kevin Allen  
**Assistant Professor without Tenure, Urology, effective 7/1/2016**  
Prior UW Appointment:  
- Acting Instructor, Urology  
Degrees:  
- MD, 2009, St Louis University  
- BS, 2003, Cornell University
School of Nursing
Department of Family and Child Nursing
Sonney, Jennifer Tedder
Assistant Professor, Family and Child Nursing, effective 9/16/2016
Prior UW Appointment:
  • Senior Lecturer, Part-time, Family and Child Nursing
Degrees:
  • PhD, 2015, University of Arizona
  • MN, 2006, University of Washington
  • BSN, 2003, University of Washington

School of Public Health
Department of Biostatistics
Graffelman, Jan
Visiting Associate Professor, Biostatistics, effective 9/6/2016
Degree:
  • PhD, 2000, Universitat Politècnica de Catalunya

Department of Global Health
Weiner, Bryan Jeffrey
Professor, Global Health, effective 8/1/2016
Degrees:
  • PhD, 1994, University of Michigan-Ann Arbor
  • MA, 1992, University of Michigan (Ann Arbor)
  • BA, 1989, University of California-Santa Cruz

Department of Health Services
Weiner, Bryan Jeffrey
Professor, Health Services, effective 8/1/2016
Degrees:
  • PhD, 1994, University of Michigan-Ann Arbor
  • MA, 1992, University of Michigan (Ann Arbor)
  • BA, 1989, University of California-Santa Cruz

School of Social Work
Bagshaw, Michelle Christine
Lecturer, Full-time, Social Work, effective 6/16/2016
Prior UW Appointment:
  • Lecturer Full-Time, Social Work
Degrees:
  • Master Of Social Work, 2004, University of Washington
  • MED, 1996, Western Washington University
  • BA, 1990, Western Washington University
Brower, Jennifer Jin  
**Lecturer, Full-time, Social Work, effective 6/16/2016**  
Prior UW Appointment:  
- Lecturer Full-Time, Social Work  
Degrees:  
- Bachelor in Social Work, 2000, Calvin College

Cornwall, Saul Tran  
**Lecturer, Full-time, Social Work, effective 6/22/2016**  
Degrees:  
- Master Of Social Work, 2007, University of Washington-Seattle Campus  
- BA, 1996, Western Washington University

De Fries, Stacey A.  
**Lecturer, Full-time, Social Work, effective 6/16/2016**  
Prior UW Appointment:  
- Lecturer Full-Time, Social Work  
Degrees:  
- Master Of Social Work, 2000, Hunter College  
- BA, 1994, University of Wisconsin

Hetherington, Zynovia Yvette  
**Lecturer, Full-time, Social Work, effective 6/16/2016**  
Prior UW Appointment:  
- Lecturer Full-Time, Social Work  
Degrees:  
- MED, 2015, University of Washington-Seattle Campus  
- BS, 1991, Eastern Michigan University

Rivara, J'May Bertrand  
**Lecturer, Full-time, Social Work, effective 6/16/2016**  
Prior UW Appointment:  
- Lecturer Full-Time, Social Work  
Degrees:  
- MSS, 1975, Bryn Mawr College  
- BS, 1972, University of Utah
Roberson, Kendra Corr  
Lecturer, Full-time, Social Work, effective 9/16/2016  
Prior UW Appointment:  
  • Lecturer Part-Time, Social Work  
Degrees:  
  • PhD, 2003, University of Maryland  
  • Master Of Social Work, 1993, Boston College  
  • BA, 1990, Spelman College

Ryan, Alice Cagampang  
Lecturer, Full-time, Social Work, effective 6/16/2016  
Prior UW Appointment:  
  • Lecturer Full-Time, Social Work  
Degrees:  
  • Master Of Social Work, 1997, Western Michigan University  
  • BS, 1994, University of Michigan

University of Washington, Bothell  
Division of Biological Sciences, School of STEM, UW Bothell  
Zaneveld, Jesse Robert  
Assistant Professor, Biological Sciences, School of STEM, Bothell, effective 9/16/2016  
Degrees:  
  • PhD, 2011, University of Colorado (Boulder)  
  • BS, 2005, University of Oregon

Division of Physical Sciences, School of STEM, UW Bothell  
Key, Joey Shapiro  
Assistant Professor, Physical Sciences, School of STEM, Bothell, effective 9/16/2016  
Degrees:  
  • PhD, 2010, Montana State University  
  • MS, 2004, Montana State University  
  • BA, 2001, Williams College

UW Bothell School of Educational Studies  
Buendia, Edward  
Professor, School of Educational Studies, Bothell, effective 8/1/2016  
Degrees:  
  • PhD, 1997, University of Illinois (Urbana)  
  • MA, 1996, University of Illinois (Urbana)  
  • BA, 1987, California State University (Sacramento)
Ali, Anida Yoeu
Artist In Residence, School of Interdisciplinary Arts and Sciences, Bothell, effective 9/16/2016
Degrees:
- MFA, 2010, School of the Art Institute of Chicago
- BFA, 1996, University of Illinois at Urbana-Champaign

Brooks, Peter Joseph
Lecturer, Full-time, School of Interdisciplinary Arts and Sciences, Bothell, effective 9/1/2016
Degrees:
- PhD, 2016, University of Wisconsin-Milwaukee
- MFA, 2011, New Mexico State University-Main Campus
- MED, 2002, Arizona State University
- BA, 2000, University of Wisconsin-Oshkosh

Griffin, Maryam Susan
Assistant Professor, School of Interdisciplinary Arts and Sciences, Bothell, effective 9/16/2016
Degrees:
- PhD, 2015, University of California-Santa Barbara
- MA, 2010, University of California-Santa Barbara
- JD, 2008, University of California-Los Angeles
- BA, 2005, University of California-Los Angeles

Hartmann, William English
Assistant Professor, School of Interdisciplinary Arts and Sciences, Bothell, effective 8/16/2016
Degrees:
- PhD, 2016, University of Michigan-Ann Arbor
- MS, 2012, University of Michigan-Ann Arbor
- BA, 2008, Washington and Lee University

Kurian, Alka
Senior Lecturer, Full-time, School of Interdisciplinary Arts and Sciences, Bothell, effective 9/16/2016
Prior UW Appointment:
- Lecturer Full-Time, School of Interdisciplinary Arts and Sciences, Bothell
Degrees:
- PhD, 2009, University of Sunderland, England
- MA, 1992, Université de Grenoble 3 Stendhal
- MPHIL, 1988, Jawaharlal Nehru University (India)
- MA, 1986, Jawaharlal Nehru University (India)
Murr, Jonathan E
Lecturer, Full-time, School of Interdisciplinary Arts and Sciences, Bothell, effective 9/16/2016
Prior UW Appointment:
• Lecturer Full-Time, School of Interdisciplinary Arts and Sciences, Bothell
Degrees:
• PhD, 2014, University of Washington-Seattle Campus
• MA, 2006, University of Massachusetts Amherst
• BA, 2003, Northwest Missouri State University

Pedersen, Alice Louise
Lecturer, Full-time, School of Interdisciplinary Arts and Sciences, Bothell, effective 9/16/2016
Prior UW Appointment:
• Lecturer Full-Time, School of Interdisciplinary Arts and Sciences, Bothell
Degrees:
• PhD, 2014, University of Washington-Seattle Campus
• MA, 2009, University of Washington-Seattle Campus
• BA, 2005, Macalester College

Tagle, Thea Quiray
Lecturer, Full-time, School of Interdisciplinary Arts and Sciences, Bothell, effective 9/16/2016
Degrees:
• PhD, 2015, University of California-San Diego
• MA, 2010, University of California-San Diego
• BA, 2004, Columbia University in the City of New York

Vinyard, Deirdre Will
Senior Lecturer, Full-time, School of Interdisciplinary Arts and Sciences, Bothell, effective 9/1/2016
Degrees:
• PhD, 2005, University of Nevada-Reno
• MA, 1982, University of Iowa
• BA, 1979, Bard College at Simon's Rock

University of Washington, Tacoma
Education Program, Tacoma
McAlister, Brian Keith
Visiting Professor, Education, Tacoma, effective 8/1/2016
Degrees:
• PhD, 1992, University of Illinois at Urbana-Champaign
• MS, 1986, Western Illinois University
• BS, 1982, Western Illinois University
Institute of Technology, Tacoma
West, James Everett Jr.
Lecturer, Full-time, Institute of Technology, Tacoma, effective 9/16/2016
Prior UW Appointment:
  • Affiliate Assistant Professor, Institute of Technology, Tacoma
Degrees:
  • PhD, 2010, University of Phoenix
  • MA, 1992, Clemson University
  • BS, 1975, University of South Carolina

UW Tacoma School of Interdisciplinary Arts and Sciences
Bernstein, Ruth Sessler
Assistant Professor, School of Interdisciplinary Arts and Sciences, Tacoma, effective 9/16/2016
Prior UW Appointment:
  • Lecturer Full-Time, School of Interdisciplinary Arts and Sciences, Tacoma
Degrees:
  • Doctorat D'Etat, 2011, Case Western Reserve University
  • MA, 2009, Indiana University
  • MS, 1982, Brown University
  • BS, 1979, Rensselaer Polytechnic Institute

Cardinal, Alison Marie
Lecturer, Full-time, School of Interdisciplinary Arts and Sciences, Tacoma, effective 9/16/2016
Prior UW Appointment:
  • Lecturer Full-Time, School of Interdisciplinary Arts and Sciences, Tacoma
Degrees:
  • PhD - Expected, 2018, University of Washington-Seattle Campus
  • MA, 2009, Western Washington University
  • BA, 2006, Whitworth College

Laux-Bachand, LeAnne Theresa
Lecturer, Full-time, School of Interdisciplinary Arts and Sciences, Tacoma, effective 9/16/2016
Prior UW Appointment:
  • Lecturer Full-Time, School of Interdisciplinary Arts and Sciences, Tacoma
Degrees:
  • MA, 2013, Western Washington University
  • BA, 2001, University of Chicago
Martens, Jacob Lee
Lecturer, Full-time, School of Interdisciplinary Arts and Sciences, Tacoma, effective 9/16/2016
Degrees:
- MFA, 2005, Oregon State University
- BA, 2001, Southern Oregon University

Modarres, Andrea Maureen
Assistant Professor, School of Interdisciplinary Arts and Sciences, Tacoma, effective 9/16/2016
Prior UW Appointment:
- Lecturer Full-Time, School of Interdisciplinary Arts and Sciences, Tacoma
Degrees:
- PhD, 2013, University of Arizona
- MA, 2003, California State University (Northridge)
- BA, 1989, University of Arizona

Moore, Walter Gainor
Lecturer, Full-time, School of Interdisciplinary Arts and Sciences, Tacoma, effective 9/16/2016
Degrees:
- PhD, 2015, Purdue University-Main Campus
- MFA, 2005, Texas State University-San Marcos
- BA, 2000, DePaul University

Nguyen, Annie Hoang
Lecturer, Full-time, School of Interdisciplinary Arts and Sciences, Tacoma, effective 9/1/2016
Degrees:
- MFA, 2007, The University of Montana
- BA, 2000, George Washington University
STANDING COMMITTEES

Academic and Student Affairs Committee

UW School of Medicine – Gonzaga University Regional Health Partnership and WWAMI Update

INFORMATION

This item is for information only.

BACKGROUND

In the early 1970s, the University of Washington took on a bold challenge to train and prepare physicians to care for patients and communities throughout the WAMI states, Washington, Alaska, Montana and Idaho (Wyoming joined in 1996). Today, this regional medical education program known as WWAMI (an acronym representing the states it serves) is known as one of the most innovative medical education and training programs in the country. The program has five primary goals:

- provide publically supported medical education
- increase the number of primary-care physicians
- provide community-based medical education
- expand graduate medical education (residency training) and continuing medical education
- provide all of this in a cost-effective manner

The program has been recognized by the Association of American Medical Colleges with the Outstanding Community Service Award and has been identified as the nation’s top primary-care, family medicine and rural medicine training school by U.S. News & World Report for the past 23 years.

A majority of the students training in the program choose to remain and practice medicine within the five-state region, and over half choose careers in primary care, helping to stem the shortage of primary care physicians, especially in rural areas. More than 20 percent of the population in the five Pacific Northwest states lives in rural and largely underserved communities.

The University of Washington School of Medicine MD program hosts 6 foundations phase site locations within the WWAMI region, each of which offers a unique regional experience. The six sites include:

- Seattle, Washington
- Spokane, Washington
STANDING COMMITTEES

Academic and Student Affairs Committee

UW School of Medicine – Gonzaga University Regional Health Partnership and WWAMI Update (continued p. 2)

- Laramie, Wyoming
- Anchorage, Alaska
- Bozeman, Montana
- Moscow, Idaho

CURRICULUM RENEWAL

The UW School of Medicine began a curriculum renewal process in 2010, prompted by UW School of Medicine’s commitment to providing exceptional training for tomorrow’s leading physicians and advancing knowledge across the medical field. The curriculum aligns with new national standards of medical education brought about by broader shifts in the healthcare landscape. To ensure that the new curriculum reflects the needs of students and aligns with national standards, an extensive process was undertaken to engage stakeholders within and beyond the School of Medicine.

The new curriculum is an innovative, competency-based model with three integrated learning Phases: a Scientific Foundations Phase, a Patient Care Phase and a Career Exploration and Focus Phase. Each Phase includes highly integrated curricula with active learning modalities – approaches made possible by new developments in technology and new understandings of how students best learn. Implementation began with first-year students in the fall of 2015.

UW SCHOOL OF MEDICINE – GONZAGA UNIVERSITY REGIONAL HEALTH PARTNERSHIP

For more than 40 years, the UW School of Medicine has provided medical education in Spokane and eastern Washington. Today, more than 500 faculty in 18 communities throughout eastern Washington serve as educators and mentors for UW medical students.

WWAMI is constantly growing and changing to meet the needs of the region. In 2008, the University of Washington expanded its first-year medical education program in Spokane. In 2013, the program expanded further with a two-year pilot program to offer the second year for up to 20 second year students. The expansion allowed medical students to spend their almost their entire four years of medical school in Spokane, with some clinical training provided throughout the WWAMI region.

Up until 2014, the UW School of Medicine operated in Washington (Pullman,
Spokane) in partnership with Washington State University (WSU). In 2014, WSU opted to pursue its own separately accredited medical school and ended their WWAMI partnership with UWSoM. Subsequently, in the 2015 legislative session, the legislature affirmed their support for WWAMI Spokane and providing funding to expand enrollment in the program to 60 students per year.

UWSoM operated WWAMI Spokane independently in Spokane for the 2015-16 academic year. However, after UWSoM’s partnership with WSU ended, UWSoM and Gonzaga University (GU) began discussions about potential partnership opportunities in medical education and research. A formal partnership agreement was executed in February 2016 creating the University of Washington-Gonzaga University Regional Health Partnership.

This academic year, the University of Washington School of Medicine-Gonzaga University Regional Health Partnership welcomed its largest-ever entering class to dedicated facilities on the Gonzaga University campus. Gonzaga faculty will recruit, teach and mentor medical students together with UW faculty utilizing the UW’s new, award-winning medical curriculum. A request to the state legislature to expand the class size to 80 students per year is planned for the 17-19 biennium.

The UW and GU will also embark on a collaborative Regional Health Initiative to develop shared facilities and high-impact, applied research. A dedicated executive director at Gonzaga, Spokane-based UW School of Medicine leadership, and a new Community Advisory Board will guide the development of the partnership.

*Attachment*

UW School of Medicine – Gonzaga University Regional Health Partnership
UW School of Medicine – Gonzaga University
Regional Health Partnership

Suzanne Allen, MD, MPH
Vice Dean for Academic, Rural and Regional Affairs
Spokane Leadership

William Sayres, MD
Assistant Dean, Foundations Phase

Darryl Potyk, MD
Assistant Clinical Dean, Spokane

John McCarthy, MD
Assistant Clinical Dean, Central and Eastern Washington

Courtney Law, PhD
Director, Regional Health Partnership, Gonzaga University
What is WWAMI?

• UW School of Medicine is the sponsoring institution for WWAMI, the regional medical school for Washington, Wyoming, Alaska, Montana and Idaho

• “WAMI” is a 45-year partnership (Wyoming joined in 1996 as the second “W”), providing high-quality, cost-effective medical education

• Partner institutions: Gonzaga University, University of Wyoming, University of Alaska Anchorage, Montana State University, and University of Idaho
WWAMI History of Success

- #1 in Family Medicine
- #1 in Rural Medicine
- #1 in Primary Care
- #1 public medical school in NIH research funding
- High quality, cost effective medical education
- Over 50% of graduates practice in their home state
- Over 65% of graduates practice in the region
- One of 20 medical schools chosen to participate in AMA’s “Accelerating Change in Medical Education”
Leading Change

• Explosion of medical and scientific information
• Explosion of information technology
• Enhanced patient knowledge and understanding
• Generational characteristics of students
• Changes in learning styles and new knowledge about how students learn
• National movement to active learning modalities
• Changes in the roles of physicians in rapidly evolving healthcare system
New Curriculum

• Most significant curriculum change in the School of Medicine’s history
• Collaboration among hundreds of faculty, staff, and students across WWAMI
• Represents a major culture shift
• Unique in the nation in geographic reach and the collaborative development of a common curriculum
New WWAMI Curriculum Foundations

- Foundations Phase - first 18 months at regional sites
- Early meaningful clinical experiences in practice settings
- Integrated blocks in classroom settings; clinical relevance emphasized
- Fewer and shorter lectures, more active and independent learning
- Key topics threaded into all blocks (anatomy, pathology, pharmacology)
- Important themes woven throughout
New WWAMI Curriculum

Patient Care

• Patient Care Phase – 12 months

• 6 required clinical training experiences in family medicine, internal medicine, pediatrics, psychiatry, obstetrics/gynecology and surgery

• Competency-based

• Basic sciences integrated back into clinical training
New WWAMI Curriculum
Career Explore and Focus

• Career Explore and Focus Phase – 15 months

• 4 required clinical training experiences in neurology, emergency medicine, advanced inpatient, and advanced outpatient

• Clinical electives

• Transition to residency

• Scholarship
UW Medicine in Spokane and Eastern Washington

• UW School of Medicine has provided medical education in Spokane and eastern Washington for nearly 45 years

• 500 faculty in 18 communities throughout eastern Washington serve as educators and mentors for UW medical students
UW-GU Regional Health Partnership

• UW-GU Partnership welcomed 60 first-year medical students, our largest-ever entering class in Spokane

• Dedicated teaching facilities located on the Gonzaga campus

• Partnership is grounded in a shared commitment, educational excellence and community economic impact

• Next steps include: community advisory board, development of new facilities, research plan, class-size expansion (80)
Spokane learners

Current students

Recent graduate
MEDEX Northwest Physician Assistant Program

INFORMATION

This item is for information only.

BACKGROUND

MEDEX Northwest, established in 1969, is proud of its long-standing mission to train healthcare providers who will practice primary care in medically underserved and rural areas of the UW School of Medicine’s service region. MEDEX also has a formal agreement to train students from Nevada. Most of our 2,100-plus graduates work in the WWAMI region.

MEDEX offers a competency-based training program that accepts applicants with previous healthcare experience, such as nurses (at any level), EMTs, Alaska community health aides, medical assistants, athletic trainers, former military corpsmen, etc. Four classroom sites serve students from a wide geographic range, and clinical training takes place throughout the WWAMI region and beyond. MEDEX students fulfill the program’s mission to improve access to primary health care as well as developing new professional roles for PAs.

MEDEX Northwest operates as a section under the Department of Family Medicine, UW Medicine. Our faculty and staff bring considerable experience to the MEDEX program. The core faculty includes PAs with between 2 and 35-plus years of experience, physicians and research faculty. The cross-site staff includes individuals with extensive involvement in and familiarity with the field of PA education and student assistance.

The following video is the story of two students from the first MEDEX class that impacted healthcare in the rural town of Othello, Washington.
https://www.youtube.com/watch?v=GYfh2XNHjvU

SPOKANE SITE SPECIFIC DETAILS

- The Spokane site opened in 1997
  - Class size was 13 students
- Classroom was relocated to WSU Riverpoint Campus in Fall 2008
  - That year, the class had a total of 22 students
In 2009, Spokane begins offering a Masters of Clinical Health Services Degree
  o Spokane students choose between the Bachelors of Clinical Health Services or Masters of Clinical Health Services Degree

Spokane site employs the following people:
  o 4 full-time and 2 part-time didactic faculty, including site director and didactic coordinator
  o 1 clinical faculty
  o 2 staff

MEDEX Spokane has graduated 377 students*
  o 78% work in one of the WWAMI states
  o 50% work in Washington state
  o 42% work in Eastern Washington state
  o 46% work in family practice, including internal medicine and pediatrics

2016-2017 school year
  o Spokane Class 19 transition to clinical year on September 12th
    ▪ 29 students
    ▪ Graduate August 2017
  o Spokane Class 20 begins fall quarter classes on September 19th
    ▪ 30 students
    ▪ Graduate August 2018

Plans for future on Gonzaga University campus
  o Build Interprofessional groups with medical students, nurse practitioner and nursing students
  o Standardized Patient opportunities for GU acting students
  o Active participation on campus
  o Student volunteer work in the community with other GU students
  o Build awareness of PA program in Spokane on the Gonzaga campus

*Numbers based on response from 68% of graduates

Attachments
MEDEX Northwest Physician Assistant Program
Presenter Bios
MEDEX Northwest
Physician Assistant Program

UW Board of Regents Meeting
September 8, 2016

Terry Scott, MPA, PA-C
Program Director, Section Chief
Physician assistants (PAs) practice in all areas of medicine. They are well represented in primary care medicine, which includes the areas of family medicine, internal medicine, and pediatrics. PAs also practice in medical subspecialties, general and specialty surgery and psychiatry.
Richard Smith, MD
Founder, MEDEX Northwest
2016 Accepted Class Statistics
Total applicants 1294
Total applicants interviewed 335
Total offers made 142
Students expected summer quarter 134

**Master of Clinical Health Services Degree Option**

<table>
<thead>
<tr>
<th>Location</th>
<th>Class</th>
<th>Students</th>
</tr>
</thead>
<tbody>
<tr>
<td>Seattle</td>
<td>50</td>
<td>52</td>
</tr>
<tr>
<td>Spokane</td>
<td>20</td>
<td>30</td>
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**Bachelor of Clinical Health Service Degree Option**

<table>
<thead>
<tr>
<th>Location</th>
<th>Class</th>
<th>Students</th>
</tr>
</thead>
<tbody>
<tr>
<td>Anchorage</td>
<td>8</td>
<td>23</td>
</tr>
<tr>
<td>Tacoma</td>
<td>4</td>
<td>29</td>
</tr>
</tbody>
</table>

Re-applicants 40 (29.9%)
New Applicants 94 (70.1%)

Mean age of accepted class: 31

**Gender make-up of accepted class**

- 65 Male Students (48.5%)
- 69 Female Students (51.5%)

**Military Experience:** 20 Students with Military Background (14.9%)
Ethnic Background

<table>
<thead>
<tr>
<th>Ethnic Background</th>
<th>Count</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>American Indian/AK Native American</td>
<td>3</td>
<td>(2%)</td>
</tr>
<tr>
<td>African American</td>
<td>5</td>
<td>(4%)</td>
</tr>
<tr>
<td>Caucasian</td>
<td>104</td>
<td>(77%)</td>
</tr>
<tr>
<td>Asian/Other Asian</td>
<td>12</td>
<td>(9%)</td>
</tr>
<tr>
<td>Mexican American/Chicano</td>
<td>10</td>
<td>(7%)</td>
</tr>
<tr>
<td>No Answer</td>
<td>0</td>
<td>(0%)</td>
</tr>
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The Most Common Patient Care Backgrounds among MEDEX Students

<table>
<thead>
<tr>
<th>Background</th>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>Medical Assistant</td>
<td>25</td>
</tr>
<tr>
<td>Military Medic/Corpsman</td>
<td>20</td>
</tr>
<tr>
<td>Paramedicine</td>
<td>16</td>
</tr>
<tr>
<td>Nursing Professions</td>
<td>15</td>
</tr>
</tbody>
</table>
Many non-WWAMI students (20%) selected have ties to the region with prior military service, work experience or family in the area. Several students have direct ties to the Native populations in the region and most stated they wanted to continue to work with rural and underserved populations.
<table>
<thead>
<tr>
<th>2016</th>
<th>Total MEDEX Class (all 4 sites)</th>
<th>Applicant Statistics</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>134</td>
<td></td>
</tr>
<tr>
<td>Re-Applicants</td>
<td>40</td>
<td>29.9%</td>
</tr>
<tr>
<td>New Applicants</td>
<td>94</td>
<td>70.1%</td>
</tr>
<tr>
<td>Men</td>
<td>65</td>
<td>48.5%</td>
</tr>
<tr>
<td>Women</td>
<td>69</td>
<td>51.5%</td>
</tr>
<tr>
<td>Mean Age</td>
<td>31</td>
<td></td>
</tr>
<tr>
<td>Age 20-25</td>
<td>25</td>
<td>18.7%</td>
</tr>
<tr>
<td>Age 26-30</td>
<td>56</td>
<td>41.8%</td>
</tr>
<tr>
<td>Age 31-35</td>
<td>33</td>
<td>24.6%</td>
</tr>
<tr>
<td>Age 36-40</td>
<td>14</td>
<td>10.4%</td>
</tr>
<tr>
<td>Age 41-45</td>
<td>7</td>
<td>5.2%</td>
</tr>
<tr>
<td>Age 46 +</td>
<td>5</td>
<td>3.7%</td>
</tr>
<tr>
<td>Military Background</td>
<td>20</td>
<td>14.9%</td>
</tr>
<tr>
<td>Years Direct Care Exp. GPA Average</td>
<td>5.4 years 3.46</td>
<td></td>
</tr>
<tr>
<td>2016</td>
<td>Spokane Class 20</td>
<td>Class Statistics</td>
</tr>
<tr>
<td>------</td>
<td>------------------</td>
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<tr>
<td></td>
<td></td>
<td>Re-Applicants</td>
</tr>
<tr>
<td></td>
<td></td>
<td>New Applicants</td>
</tr>
<tr>
<td>30</td>
<td></td>
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</tr>
<tr>
<td>5</td>
<td>17%</td>
<td></td>
</tr>
<tr>
<td>25</td>
<td>83%</td>
<td></td>
</tr>
<tr>
<td>16</td>
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<td>14</td>
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<tr>
<td>6</td>
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</tr>
<tr>
<td>12</td>
<td>40%</td>
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</tr>
<tr>
<td>9</td>
<td>30%</td>
<td></td>
</tr>
<tr>
<td>4</td>
<td>13%</td>
<td></td>
</tr>
<tr>
<td>1</td>
<td>3%</td>
<td></td>
</tr>
<tr>
<td>4</td>
<td>13%</td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>10%</td>
<td></td>
</tr>
<tr>
<td>4.8 years</td>
<td></td>
<td></td>
</tr>
<tr>
<td>3.4</td>
<td></td>
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</tr>
</tbody>
</table>
Spokane Site History

- Spokane Class 1 began in 1997 with 13 students in the 5th and Browne Medical Building
- Part-time program offered from 2005-2008
- Classroom moves to Riverpoint Campus in 2008
- Spokane site offers Masters of Clinical Health Services Degree in 2009
- Program moves to Gonzaga University in 2016
- Spokane site now accepts between 30-35 students each year
Spokane Graduates

- 377 Physician Assistant graduates trained at Spokane site
- 78% of Spokane graduates work in one of the WWAMI states
- 42% of Spokane graduates work in Eastern Washington state
- 46% of Spokane graduates work in Family Practice, including internal medicine and pediatrics
Program Goals

• Contribute to regional primary care workforce needs by training culturally-competent PAs for strategic areas of need in the WWAMI region and Nevada.

• Maintain a flexible and innovative curriculum capable of responding to the changing health care system and the evolution of the PA profession.

• Recruit qualified individuals from minority and disadvantaged backgrounds for careers as physician assistants.

• Utilize community-based clinical preceptorships to develop effective physician–physician assistant relationships.

• Develop, implement and maintain MEDEX decentralized didactic training sites in the region for the purpose of increasing access to physician assistant training.
Terry Scott, MPA, PA-C
Assistant Professor, Section Head, Program Director

I grew up during a time of segregation in the midst of the civil rights movement, and I remember the struggle for equality and the disparate healthcare in my community. As a young person growing up in rural East Texas, I was moved by my environment where I witnessed the poor health outcomes in my community. These were not just statistics, but real impacts on day-to-day morbidity and mortality.

As a teenager in the 1970s, my family moved to Seattle, where I attended Garfield High School. Through the Seattle Public Schools Work Training Program, I was fortunate to work at the UW Health Sciences each day after school and during the summers. This gave me a valuable opportunity to train, work with and be exposed to those in the medical field. As a lab technician, I worked in the Virology Division when HIV was in its early stages in America, and was honored to work with some very bright clinical researchers. I am a graduate of MEDEX Class 25 (class president), and have trained and worked in both rural and urban communities in Washington. I have also worked in HIV vaccine research and have provided primary care to HIV-positive patients. I joined the MEDEX faculty in 1996, and maintain a practice at the University of Washington Family Practice Residency. In 2007, I was elected to the City Council in Shoreline, Washington. In this position I was able to successfully advocate for funding to support vulnerable populations in our community. This included developing a “Healthy City” strategy to ensure the community’s access to much-needed human services.

As a young child in the 1960’s, I was profoundly impacted by the nonviolent civil rights struggle, and the words of Martin Luther King. As a result, my personal mission has been one of love and service: I’ve loved my fellow human being enough to care, and cared enough to act in service to others. I entered the MEDEX program as a student in 1991, because I determined the school’s mission was in alignment with my own core values.
I was raised in rural Southeast Alaska, where access to the hospital was only available by bush plane or ferry. My desire to work in the medical field happened at a very young age, and at the age of 14, I was able to assist in a home delivery when our neighbor went into labor. After high school, I went to Eastern Washington University in Cheney, Washington. While pursuing my bachelor’s degree, I took one year off to become a Certified Medical Assistant. I then started my career as a medical assistant, where I learned about quality patient care, caring for the person as a whole, and the importance of strong verbal and nonverbal communication skills.

Eventually, I became the director of the Spokane Community College Medical Assistant Program. In 2005, I started to talk about how to bring low and no-cost healthcare to the financially struggling, often uninsured, student population at SCC. Through networking, grant writing, strategy meetings, and many sleepless nights, my dream became a reality in 2006. The SCC Student Health Clinic now has designated space on campus with six exam rooms, its own laboratory, five regular providers, and mental health counseling.

As the director of the MA program, I also worked to expand the program into rural and underserved populations. In 2009, I launched the first online/lab cohort of the MA program and in June of 2014 I was given permission to expand. I immediately concentrated on rural, underserved medical communities and chose Republic, Washington. Within weeks, I had secured a location, clinics that would work with our students, and filled the class to capacity.

When I made the decision to pursue my life goal of becoming a Physician Assistant, I researched various options. I specifically chose MEDEX Northwest based on two critical factors: the longstanding accreditation status with ARC-PA and the stellar reputation in the community for graduating high-quality, competent Physician Assistants. I am excited to be a part of this program in Spokane, where I have established many relationships in the medical field and will continue to grow them as a PA.
Regional Initiatives in Dental Education (RIDE): A Partnership with Eastern Washington

INFORMATION
For Information Only.

BACKGROUND
Regional Initiatives in Dental Education (RIDE) is a special educational track of the University of Washington School of Dentistry. RIDE was developed to improve access to dental care in Washington by increasing the number of dentists practicing in rural and/or underserved areas of the State and region.

RIDE is a partnership with Eastern Washington University (EWU), the UW School of Medicine's WWAMI program, federally-qualified community health centers in Eastern Washington and the Spokane District Dental Society.

RIDE was funded by the Washington State Legislature in 2007 along with the WWAMI Spokane program. The first cohort of eight RIDE students graduated in 2012.

The RIDE Educational Model
Like WWAMI, RIDE partners with regional universities and community health professionals to give students an integrated experience in Eastern Washington. This increases their likelihood of practicing in rural and/or underserved communities in Eastern Washington and the region. RIDE students currently spend 40% of their dental school time in Eastern Washington. For the future, the goal is to expand the number of RIDE students and increase the length of time students spend in Spokane.

EWU hosts RIDE at its School of Dental Hygiene with additional faculty drawn from its Biology Department. RIDE integrates with the WWAMI curriculum whenever possible. Community Health Center clinics host RIDE students for 4-6 months during which time students deliver a significant amount of care to patients in rural/underserved sites under supervision. These experiences increase students’ familiarity with and comfort providing dental care to rural and underserved populations, while exposing them to practice opportunities in these communities.
STANDING COMMITTEES

Academic and Student Affairs Committee

Regional Initiatives in Dental Education (RIDE): A Partnership with Eastern Washington (continued p. 2)

The Spokane District Dental Society hosts RIDE students at their monthly meetings and individual members have been mentors to RIDE students. Other members have served as RIDE instructors and have been strong advocates for RIDE.

In order to create instructional efficiencies, RIDE hosts a Teledentistry network that supports distance learning with videoconferencing and other functions. Developed initially with both state and federal funds, this network enables any and/or all sites and students to be connected at the same time. It also supports preceptor calibration/CE, consultation and other academic functions.

RIDE Outcomes

70% of RIDE graduates who have completed their training are in practice in rural/underserved areas of the state and region (based on 39 graduates over 5 cohorts). 90% of these graduates are practicing general dentistry (including pediatric dentistry). Satisfaction with RIDE has been very high among students, faculty and participating community clinics. RIDE is a proven model of improving access to dental care in rural and/or underserved communities.

Link to RIDE page on UWSOD Website (includes brief video of RIDE program)

Attachments

1. Regional Initiatives in Dental Education (RIDE): A Partnership with Eastern Washington
2. Presenter Bios
Regional Initiatives in Dental Education (RIDE)
A Partnership with Eastern Washington

Presentation to UW Board Of Regents
September 8, 2016
Dr. Joel Berg, Dean UW School of Dentistry
Dr. Art DiMarco, EWU RIDE Program Director
Renelle Conner, 4th year RIDE Student
RIDE Purpose

Train dentists for practice in rural and underserved areas of the state and region
Percent of US Dental Grads Going to Rural Areas
1971-5 to 2001-5 (ADA)

![Graph showing the percent of US dental grads going to rural areas from 1971-5 to 2001-5. The graph indicates a decrease in the percentage from 6.76 in 1971-5 to 4.17 in 2001-5.](image-url)
History and Origins of the RIDE Program

- Hosted by EWU/School of Dental Hygiene
  - Alignment with EWU mission
  - Dental Hygiene and Biology faculty
  - Interprofessional and intra-professional training
- Based on WWAMI Model
  - Adapted for dentistry (can practice after DDS)
  - Super-generalist curriculum
- Funded in 2007 with new WWAMI Spokane site
- Strong Spokane community support

Dr. Wendy Mouradian
Founding RIDE Director

Dr. Frank Roberts
RIDE Director
RIDE is a Partnership

- UW School of Dentistry
- UW School of Medicine / WWAMI
- Eastern Washington University
- Washington Community Health Centers (CHCs)
- Spokane District Dental Society and Spokane Community
RIDE Outcomes (2008-2016)

- 70% of RIDE graduates who have completed training are in rural/underserved areas in the state and region
  - N = 39 (2012-2016, 5 cohorts)
  - 90% in general dentistry (including pediatric dentistry)
- RIDE students
  - Prefer smaller communities, rural working environments
  - Increased cultural awareness
- Educational equivalence, similar academic outcomes
- Very high student and preceptor satisfaction
  - More applicants than we can accept
- Exceptional partnership with EWU and community clinics/dentists
- National awards; dental school ranking: 5th in nation, 15th in world
Care in rural/underserved communities

• RIDE students deliver care with supervision at Community Clinics
  – 26,000 hours of patient care in rural/underserved areas
  – Last year 6300 procedures completed by RIDE students, 7-9 patients/day
  – Most patients < 200% federal poverty level
Additional community benefits

• Teledentistry Network (Distance learning, preceptor calibration/CE, consultation)
• RIDE-type rotations for Seattle UW dental students
  – Western WA community clinics and tribal sites
  – Self-sustaining; adds 11,000 hrs. of patient care per year
  – Changing student attitudes – more interest in rural/underserved
• Rotations in Montana (with federal grants)
• Increased public visibility for oral health
• RIDE graduates become leaders!
The Future

Grow RIDE

– “Bridge” proposal 2017-19 biennium:
  • Develop second year of dental school in Spokane, same number students (8) within current space

– Expand program in 2019-21 biennium:
  • New Simulation Laboratory
  • Increase to 30 students/year

– Partnership with WWAMI
  • Space and curriculum
Summary

• Significant outcomes for relatively modest investment
• Proven impact on access to care in rural/underserved areas
• Strong partnerships with EWU, Spokane, & community clinics
• Replicable educational model for dentistry
EWU Perspective:
RIDE is a value-added program

• Complements world-class Dental Hygiene Program
  – Innovative curriculum, jointly-created
  – Faculty enthusiasm
  – Accreditation site visitors’ high praise for RIDE

• Personal reflection
  – RIDE is a unique partnership and opportunity

• High caliber students
  – Receive intense mentoring
  – Team players but also independent; hard working
  – Interested in the underserved and rural practice

Dr. Art DiMarco
EWU RIDE Director

Dr. Mary Smith
RIDE Regional Clinical Director (UW/EWU)
Student Perspective

• Renelle Conner, Senior RIDE student
Questions?
Joel Berg, DDS, Dean, UW School of Dentistry

Dr. Berg is the Dean of the UW School of Dentistry. An international expert in Pediatric Dentistry and 2012 president of the American Academy of Pediatric Dentistry, Dr Berg previously held executive positions at Philips Oral Healthcare and ESPE Dental. He is the author of numerous published manuscripts and abstracts and a co-editor of a textbook on early childhood oral health. Dr. Berg received a DDS degree in 1983, a Certificate in Pediatric Dentistry in 1985, and an MS degree in oral biology in 1985, all from the University of Iowa. Before joining the UW first as chair of the Department of Pediatric Dentistry in 2003, he also served on dental faculty at the University of Pennsylvania and the University of Texas. In 2011, Dr. Berg was named the Washington Dental Service Foundation Distinguished Professor for Dentistry. Dr. Berg has received numerous awards and participates in ongoing interdisciplinary research collaborations with the School of Engineering in the area of caries diagnosis and treatment. Dr. Berg currently serves as the head of the UW Board of Health Science Deans.

Art DiMarco, DMD, EWU RIDE Director, Spokane

Dr. Art DiMarco is Director of the RIDE Program in Spokane and Affiliate Faculty at UWSOD. In addition, he is professor of dental hygiene at Eastern Washington University and a long-term clinician, author, and educator. During his more than thirty-five years of clinical practice, he has taught in a number of dental, dental hygiene, and dental assisting programs. His research and publications have focused primarily on the efficacy and administration of local anesthesia in both educational and non-educational settings. Paralleling these activities, he continues to teach many didactic and hands-on university and continuing education courses in local anesthesia for dentists, dental hygienists, and dental and dental hygiene students. In addition to the Curriculum Committee on which he serves, he is also a member of the UWSOD Student Progress Committee as Spokane RIDE representative. He is an active member of the Spokane District Dental Society and has served on the Executive Board.
Renelle Conner, Senior RIDE Student

Renelle Conner is a Senior RIDE student. A member of the Yakama Nation, she received some of her dental care at the Indian Health Service clinic in her hometown of Toppenish, Washington. Renelle joined the Air Force when she was 19. Stationed in Alaska, she forecasted storms in conjunction with rescue operations in the deadly waters off the coast, as well as facilitating flights for necessary supplies in and out of remote towns. Because of the challenges she experienced with specialty dental care on the reservation, Renelle felt she could have an important impact in her community by pursuing a career in dentistry. She did her pre-dental coursework at Eastern Washington University (EWU), graduating with honors. Searching for dental schools, Renelle came across the UW School of Dentistry’s Regional Initiatives in Dental Education (RIDE) program, and, seeing the same values and beliefs she held, knew that the UW would equip her with the tools to effect change. In the fourth year of the program, Renelle is hoping to specialize in orthodontics and return to the same Indian Health Service clinic, serving as an inspiration for her Yakama Nation community and bringing her journey full circle. “We’re given these amazing tools,” says Renelle, “and we have a responsibility to help those in need.”
STANDING COMMITTEES

Academic and Student Affairs Committee

Community College Engagement Initiative (CCEI) Update

INFORMATION

For information only.

BACKGROUND

For decades the UW has provided academic transfer opportunities for thousands of Washington residents who have attended one of 34 Washington community and technical colleges. The transfer student relationship and its associated impact on students, families and communities across the state of Washington, many of whom are first-generation, underrepresented and low-income, is deeply embedded in the public mission of the UW and its commitment to equity, access and inclusion.

Recognizing the UW’s relationship and engagement with the community college system warranted specific, proactive attention, the President and Provost established the Community College Engagement Initiative (CCEI) in Autumn 2015 with the purpose to assess the Washington community college transfer student experience at UW and make recommendations for future directions. Paul Rucker, UW Associate Vice President for Alumni and Constituent Relations and UW Alumni Association Executive Director assumed additional duties as Special Assistant to the President and Provost for Community College Engagement to lead the CCEI. Prior to joining the UWAA in 2004, Rucker worked in student affairs for 12 years at Edmonds and Shoreline Community Colleges and led statewide international education programs for Washington’s community and technical colleges.

During academic year 2015-16, the CCEI team, in collaboration with Seattle and Spokane College District and State Board for Community and Technical College (SBCTC) partners, led a quantitative and qualitative review of the transfer student experience at UW and provided key recommendations for future policy and program review and improvement. Now entering its second year, the CCEI focuses on the implementation of key recommendations for transfer student outreach and admissions, academic planning and advising, first-year transition and retention at UW Seattle as well as the UW’s strategic relationship with the SBCTC. Specific actions are underway, including personnel, academic and administrative policy changes/additions which will positively impact future generations of community college transfer students to UW Seattle. In addition, a joint task force of SBCTC and UW leadership will explore and establish a new
STANDING COMMITTEES

Academic and Student Affairs Committee

Community College Engagement Initiative (CCEI) Update (continued p. 2)

transfer student policy framework between UW Seattle and Washington’s community and technical colleges.

Paul Rucker will continue to serve as Special Assistant to the President and Provost for Community College Engagement to provide internal and external leadership and coordination of the CCEI.

Gary Oertli, South Seattle College President and 2016-17 President of the Washington Association for Community and Technical College President (WAC), will continue to serve as the SBCTC liaison to the CCEI. With over 35 years in community college leadership, Oertli earned his bachelor’s and master’s degree at UW and previously served as president of the UW Alumni Association Board of Trustees.

Michaelann Jundt, Associate Dean for UW Undergraduate Academic Affairs, is providing new leadership for expanded transfer student engagement programs. Jundt has worked at UW for 25 years, she earned three degrees from UW, including her doctorate in Higher Education Leadership and Policy Studies. Prior to becoming Associate Dean for UAA, Jundt served as director of UW New Student Programs and director of the Carlson Leadership and Public Service Center.

Note: This is the second CCEI update to UW Regents. The first update took place at the May meeting and included a summary review of the CCEI goals and objectives, project timeline and key recommendations. Rucker and Jundt will deliver the September CCEI update to the Regents. President Oertli will not be present in Spokane on September 8.

Attachments

1. Community College Engagement Initiative (CCEI) 2016-17 Implementation Update
2. Community College Engagement Initiative Seattle and Spokane Colleges Summary Project Charter
3. CCEI Implementation Process/Structure 2016-18
Community College Engagement Initiative (CCEI)

2016-17 Implementation Update
CCEI Purpose

Sponsored by the President and Provost in Autumn 2015 to assess the Washington community college transfer student experience at UW and make recommendations for future directions, the Community College Engagement Initiative (CCEI) enters its second year with the implementation of key recommendations for transfer student outreach and admissions, academic planning/advising, first-year transition and retention at UW Seattle and the UW's strategic relationship with the State Board for Community and Technical Colleges (SBCTC).
CCEI 2016–17 Implementation Process/Structure

Integrated Faculty and Administration Governance Process

> Faculty Senate formation of Faculty Task Force to Examine Admissions to the UW Seattle

> Provost formation of Community College Partnership Executive Steering Committee

> Provost formation of Transfer Student Engagement Council

> Joint UW and SBCTC task force to explore and establish new transfer student policy framework
Shared Governance: Faculty

Task Force to Examine Admissions to UW Seattle Admissions

> Assess and review potential changes to freshman AND transfer student holistic admissions process

> Assess and review processes/procedures for access to competitive majors

> Seek input and engagement from SBCTC leadership and assorted transfer student stakeholders
Shared Governance: Administration

Executive Steering Committee and Operations Council

> New *Transfer Student Engagement Manager*
> Streamlined transfer student outreach and communication
> Expanded transfer student academic planning, advising, first-year transition and retention programs
> Increased transfer student visibility within UW marketing and communications
Eastern Washington Outreach

Community Colleges of Spokane

> Designated UW advising liaisons for each community college to facilitate more effective academic planning
> Coordinated transfer student outreach and recruitment
> Increased coordination of UW admissions, advising, OMA/D, first-year transition programs
> Develop shared priorities for Eastern Washington Community Colleges

UNIVERSITY of WASHINGTON
New UW and SBCTC Strategic Policy Framework

Joint UW and SBCTC Task Force

> Activation of SBCTC Critical Issues Governance Structure
> Explore and establish successor to historic proportionality agreement
> Assess impact of disaggregation of resident and non-resident transfer student admissions
CCEI Presenters

Paul Rucker
Special Assistant to the President and Provost for Community College Engagement
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prucker@uw.edu

Michaelann Jundt
Associate Dean, Undergraduate Academic Affairs
206.221.1871
mjundt@uw.edu
COMMUNITY COLLEGE ENGAGEMENT INITIATIVE
SEATTLE and SPOKANE COLLEGES
SUMMARY PROJECT CHARTER

PROJECT NAME: Community College Engagement Initiative (CCEI)

UW PROJECT SPONSOR: Ana Mari Cauce, UW President; Gerald Baldasty, UW Interim Provost and Executive Vice President

UW PROJECT LEAD/MANAGEMENT: Paul Rucker, Associate Vice President for Alumni and Constituent Relations and Special Assistant to the President and Provost for Community College Engagement; Colleen Ferguson, CCEI Project Manager.

UW PROJECT STAKEHOLDERS: Admissions, Financial Aid, Student Life, Undergraduate Affairs, Office of Minority Affairs and Diversity, External Affairs, Planning and Management, University Advancement, University Marketing and Communications and UW campuses, schools and colleges as appropriate

PROJECT PURPOSE: The purpose of this initiative is to develop a foundation to cooperatively investigate the substantive expansion of the UW and Seattle and Spokane College relationships AND provide recommendations to UW and Community College leadership for future program direction, design and implementation.

PROJECT DESCRIPTION: Serving as Special Assistant to the President and Provost for Community College Engagement, Paul Rucker will lead a cross-campus initiative with designated UW and CTC leadership to review and assess the UW-CTC transfer student landscape, identify respective strengths, weaknesses, challenges and opportunities and make recommendations on future directions. The project will initially focus on Seattle and Spokane Colleges.

INITIAL AREAS OF FOCUS

1. Transfer Landscape Assessment: Review effectiveness and efficiency of current transfer environment, review available data on student access, progression and retention; review pre-admissions communications, advising and coordination, application and admissions processes, timing of admissions notification, first-year program/orientation, academic advising, performance, retention, alumni engagement and philanthropic participation.

2. Structured Academic Pathways: Assess existing academic planning and advising pathways between the Seattle and Spokane Colleges and UW and explore feasibility of new and/or expanded structured academic pathways, including cohort-based advising/navigation, admissions, orientation and retention-related programs and services.
3. **Philanthropic Innovation (Seattle):** Assess opportunity to develop and implement innovative cohort-based philanthropic partnerships between Seattle Public Schools, the Seattle Colleges and the UW. Potential additional partners could include City of Seattle, The Bill and Melinda Gates Foundation, The Road Map Project, Alliance for Education, etc.

**INITIAL PROJECT TIMELINE:**

Nine Months. October 2015 – June 2016. If successful, the CCEI may serve as a framework to assess and explore expanded statewide UW and community college collaboration.

**PROJECT GOALS / SUCCESS CRITERIA**

- Develop a shared executive-level communications relationship/architecture which supports innovative collaboration between the UW and the Seattle and Spokane Colleges built on shared commitments to student access, success, community development and economic and workforce prosperity and impact
- Increase shared evidence-based understanding of the presence, experience, performance and impact of transfer students at UW
- Begin substantive efforts by November 15; assemble joint committee member structure, build rapport and shared commitment
- Conclude ad-hoc working group efforts by April 1, 2016
- Provide UW and CTC leadership with recommendations for permanent partnership direction by May 1, 2016

**BUDGET & RESOURCES**

The Provost has committed funding to support this preliminary assessment phase. Resources to be used to fund a part-time hourly project manager and miscellaneous, non-salary operations and administrative expenses which may be incurred.

If this pilot initiative proves successful, it may provide a framework for expanded collaboration between the UW and Washington’s community and technical colleges outside of Seattle and across Washington State.
COMMUNITY COLLEGE ENGAGEMENT INITIATIVE (CCEI)

IMPLEMENTATION PROCESS / STRUCTURE 2016–18

Achieving the UW’s promise of access and excellence for Washington Community College transfer students requires the commitment and collaboration of faculty, staff and administration as well as close coordination with State Board for Community and Technical College (SBCTC) leadership. This shared governance framework identifies a practical and pragmatic approach to advancing the UW’s commitment to transfer student success while recognizing the UW’s distributed and decentralized responsibility for transfer student admissions, academic planning, advising and first-year transition and retention services.
STANDING COMMITTEES

Finance and Asset Management Committee

Capital and Debt Report

INFORMATION ITEM

This item is being presented for information only.

BACKGROUND

This is a standing agenda item.

Attachments
1. One Capital Plan Summary
2. One Capital Plan (2017-2023)
3. 2017-2019 State Capital Budget Request and 10 Year Capital Plan
4. Major Capital Projects Summary Scorecard (As of July 31, 2016)
The One Capital Plan identifies projects, acquisitions, and major leases that will be pursued over the next three bienniums. These capital expenses are intended to further the strategic initiatives outlined by President Ana Mari Cauce, accommodate projected growth, and address the most pressing infrastructure needs. The plan will be on a two-year cycle corresponding with the State Capital Budget Request, but it will be presented to the Regents annually for re-evaluation as the State funding is committed.

A variety of fund sources will be utilized to accomplish capital projects, and overall targets have been established for each potential fund source. Planning targets are set by examining historical funding trends for both total value and the intended use. The One Capital Plan will be adjusted as these targets shift based on a variety of variables (state funding, debt calculations, economic conditions, etc.). The intent is to manage the plan as a portfolio. Note funding trends shown below are based on the approval date by the Regents.
One Capital Plan Summary

Planning Assumptions

- Student enrollment in Seattle (46,000 full time students) will remain flat for the next few years, then grow 1.5% annually - 49,000 full time students by 2023
- Faculty and staff growth in Seattle (21,500 FTE) will follow a similar trend - 23,000 FTE by 2023
- Student enrollment at UW Bothell (4,900 full time students) and UW Tacoma (4,600 full time students) will each grow to 6,000 full time students by 2023
- Research expenditures will remain flat for the next few years, then grow at 2% annually

Campus Square Footage Targets

- Total square footage in Seattle should grow by roughly 1.6 million GSF by 2023
- Total square footage in UW Bothell (currently 700,000 GSF) should grow by roughly 200,000 GSF by 2023
- Total square footage in UW Tacoma (currently 735,000 GSF) should grow by roughly 165,000 GSF by 2023

Strategy, Objectives, Implementation

In addition to achieving the square footage targets listed above, the projects in the One Capital Plan were selected because they are in keeping with the implementation strategies that will help us achieve the specific objectives outlined below and the President's strategic initiatives. This creates a framework for the individual projects and ensures alignment with the Campus Master Plan, the One Capital Plan, and the Capital Campaign.

<table>
<thead>
<tr>
<th>Strategic Initiative</th>
<th>Capital Plan Objectives</th>
<th>Implementation Strategies</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Student Experience</td>
<td>- Improve learning environments</td>
<td>- Focus local/minor capital on classroom improvements</td>
</tr>
<tr>
<td></td>
<td>- Accommodate areas of growth</td>
<td>- Renovate and enhance critical academic buildings</td>
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<tr>
<td></td>
<td>- Provide quality student housing</td>
<td>- Create new flexible spaces - as shell/fit out</td>
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<tr>
<td></td>
<td></td>
<td>- Recapture underutilized space</td>
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<td></td>
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<td>- Proforma driven projects with increasing equity</td>
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<tr>
<td>2. Innovation Mindset</td>
<td>- Leverage interdisciplinary strengths</td>
<td>- Create new flexible space for dynamic initiatives</td>
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<td></td>
<td>- Develop West Campus</td>
<td>- Recapture existing space for new initiatives</td>
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<td></td>
<td></td>
<td>- Combine University and state investments with private development to help attract research partners</td>
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<tr>
<td>3. Public as a Philosophy</td>
<td>- Share with the community</td>
<td>- Collaborate with local communities for programming and funding opportunities</td>
</tr>
<tr>
<td></td>
<td>- Improve the public realm</td>
<td>- Attach development of open spaces and streetscape to major projects and private development</td>
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<tr>
<td>4. Transforming Administration</td>
<td>- Consolidate to make room for growth</td>
<td>- Develop space above Sound Transit for office and other</td>
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<td></td>
<td>- Address critical renewal</td>
<td>- Optimize real estate holdings</td>
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<tr>
<td></td>
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<td>- Leverage new and existing funding sources</td>
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<td></td>
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<td>- Incorporate renewal into other projects</td>
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</tbody>
</table>
Strategic Alignment

The One Capital Plan is intended to represent a balanced strategy that leverages all potential (but realistic) fund sources to further the strategic initiatives outlined by President Ana Mari Cauce, accommodate projected growth, and address the most pressing infrastructure needs. The plan represents a balance between growth and reinvestment with an emphasis on impact. The diagrams below illustrate the plan’s alignment with strategic initiatives and established funding targets. The overall plan will continue to be managed toward the funding targets as each individual project is further developed and more is learned about the funding targets themselves.

Deferred Maintenance Needs

The deferred maintenance backlog of the UW is currently estimated to be over $1 billion. In order to keep this backlog from growing, the University should reinvest $100-130 million per year in its existing facilities (1.5% of the $6.4B Current Replacement Value) - including capital projects, minor modifications and preventative maintenance. The chart below illustrates the amount of reinvestment projected in the One Capital Plan, in most cases approaching the target zone. This chart is based on full funding for projects and assumed start dates.
## STUDENT EXPERIENCE

### Improving the Learning Environment

<table>
<thead>
<tr>
<th>Project Description</th>
<th>Total GSF</th>
<th>New GSF</th>
<th>O&amp;M</th>
<th>Previous</th>
<th>State</th>
<th>Debt</th>
<th>Donor</th>
<th>Local</th>
<th>Other</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Classroom Improvements (6 Year Plan)</td>
<td>$30</td>
<td>60,000</td>
<td>-</td>
<td>-</td>
<td>63</td>
<td></td>
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<td>2. Population Health Education Facility (T-Wing Addition)</td>
<td>$94</td>
<td>120,000</td>
<td>120,000</td>
<td>1.5</td>
<td>60</td>
<td>23</td>
<td>10</td>
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<tr>
<td>3. T-Wing Renovation Phase 2 (Pre-design)</td>
<td>$2</td>
<td>150,000</td>
<td>-</td>
<td>-</td>
<td>10</td>
<td></td>
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<tr>
<td>4. UW Library Storage / Repurpose On-campus Space</td>
<td>$15</td>
<td>35,000</td>
<td>13,000</td>
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<td>10</td>
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<td>5. Schmitz Hall Improvements</td>
<td>$15</td>
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<td>-</td>
<td>-</td>
<td>15</td>
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<td>6. Evans School - Parrington Hall Remodel</td>
<td>$20</td>
<td>59,000</td>
<td>-</td>
<td>-</td>
<td>10</td>
<td></td>
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<td>7. Foster School of Business - MacKenzie Hall Replacement</td>
<td>$65</td>
<td>90,000</td>
<td>25,000</td>
<td>0.3</td>
<td>65</td>
<td></td>
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<td>8. Miller Hall Renovation (predesign / design)</td>
<td>$4</td>
<td>-</td>
<td>-</td>
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<td></td>
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<tr>
<td>9. Anderson Hall Renovation (design)</td>
<td>$3</td>
<td>-</td>
<td>-</td>
<td>2</td>
<td></td>
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### Accommodating Growth

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<th>Project Description</th>
<th>Total GSF</th>
<th>New GSF</th>
<th>O&amp;M</th>
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<th>Debt</th>
<th>Donor</th>
<th>Local</th>
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<tr>
<td>10. Computer Science &amp; Engineering Building 2</td>
<td>$105</td>
<td>130,000</td>
<td>130,000</td>
<td>1.6</td>
<td>42</td>
<td>63</td>
<td>-</td>
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<tr>
<td>11. College of Engineering - Interdisciplinary Education and Research</td>
<td>$150</td>
<td>200,000</td>
<td>50,000</td>
<td>0.9</td>
<td>50</td>
<td>50</td>
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<tr>
<td>12. UW Bothell Phase 4 - Academic STEM Building</td>
<td>$75</td>
<td>105,000</td>
<td>105,000</td>
<td>1.3</td>
<td>54</td>
<td>20</td>
<td>-</td>
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<tr>
<td>13. UW Bothell Campus Development - Add'l. Academic Space</td>
<td>$30</td>
<td>50,000</td>
<td>50,000</td>
<td>0.6</td>
<td>30</td>
<td>-</td>
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<td>14. UW Tacoma Phase 4 - Academic Building</td>
<td>$35</td>
<td>60,000</td>
<td>60,000</td>
<td>0.7</td>
<td>30</td>
<td>5</td>
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### Providing Quality Student Housing

<table>
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<tr>
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<th>Total GSF</th>
<th>New GSF</th>
<th>O&amp;M</th>
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<th>Debt</th>
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<tr>
<td>16. Student Housing - North Campus Phase 4b</td>
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**subtotal:** $912

## INNOVATION MINDSET

### Leveraging Interdisciplinary Strengths

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<th>Debt</th>
<th>Donor</th>
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<tbody>
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### Developing West Campus

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<th>Donor</th>
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<td>24. Center for Advanced Materials and Clean Energy Technologies</td>
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**subtotal:** $948

## PUBLIC AS A PHILOSOPHY

### Sharing with the Community

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<td>28. Burke Gilman Trail Improvements - Phase 3</td>
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### Improving the Public Realm

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<td>29. West Campus Park</td>
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<td>30. Waterfront Improvements in South Campus &amp; the Cut</td>
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<td>31. UW Tacoma - Soil Remediation</td>
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**subtotal:** $145
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<td><strong>Consolidating to Make Room for Growth</strong></td>
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<td>40 Seismic Improvements (6 Year Plan)</td>
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<td>41 Minor Capital Repair</td>
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*Note: Item numbers do not represent priority level*
### Proposed Projects

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<th>2019-2021</th>
<th>2021-2023</th>
<th>2023-2025</th>
<th>2025-2027</th>
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<td>UW Bldg</td>
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### Presumed State Funding

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<th>2019-2021</th>
<th>2021-2023</th>
<th>2023-2025</th>
<th>2025-2027</th>
<th>TOTAL</th>
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<tbody>
<tr>
<td>Burke Museum</td>
<td>79,000</td>
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<tr>
<td>Minor Capital Repair</td>
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<td>72,000</td>
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### Prioritized State Requests

<table>
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<tr>
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<th>2021-2023</th>
<th>2023-2025</th>
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<tbody>
<tr>
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<td>15,000</td>
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<td>Population Health Sciences Building</td>
<td>230,000</td>
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<td>Population Health Education Facility (T-Wing addition)</td>
<td>94,000</td>
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<tr>
<td>College of Engineering - Interdisciplinary Education and Research</td>
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<td>PD/D/C</td>
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</table>

**Totals:** 105,500, 72,000, 145,000, 73,500, 87,500, 75,000

6 year total: 338,000

8/24/2016

---

The UW has identified 42 capital projects, acquisitions, and leases to pursue over the next six years. These capital expenses are intended to further the strategic initiatives outlined by President Ana Mari Cauce, accommodate projected growth, and address the most pressing infrastructure needs. A variety of fund sources will be utilized to accomplish this. The following table lists projects that have been identified as needing at least partial State funding to proceed.

- **Burke Museum:** Remaining funding for construction of the new Burke Museum. Construction is underway anticipating this funding.
- **Minor Capital Repair:** Appropriation from UW Building Account for minor capital repairs and preventative maintenance to address deferred maintenance.
- **UW Tacoma - Soil Remediation:** Ongoing funding for required soils remediation due to contamination throughout the UW Tacoma campus.

**Prioritized State Requests**

1. **Major Infrastructure - Seismic Improvements**
   - Collapse prevention in 7 unreinforced masonry load bearing buildings and 19 with unreinforced masonry facade elements. Phase 1 includes Eagleson, Lewis, Art, Hutchison as the most critical needs.

2. **Population Health Sciences Building**
   - New facility to house Institute for Health Metrics & Evaluation, Department of Global Health, and School of Public Health, and serve as a convening space for Population Health related endeavors across the University.

3. **Population Health Education Facility (T-Wing addition)**
   - New multidisciplinary classroom facility to accommodate growth and active team-based learning. This will set up future renovations of T-Wing. Predesign was funded by the State.

4. **College of Engineering - Interdisciplinary Education and Research**
   - Predesign for a new facility to accommodate student growth and interdisciplinary active learning. This will also help set up future projects that recapture space in existing buildings.

5. **UW Bothell Phase 4 - Academic STEM Building**
   - New facility to accommodate growth in the STEM fields at UW Bothell. Predesign study was funded by the State.

6. **UW Tacoma Phase 4 - Academic Building**
   - Predesign study for a new facility to accommodate planned student enrollment growth at UW Tacoma.

7. **Center for Advanced Materials and Clean Energy Technologies**
   - New facility developed jointly where partnerships between university and private researchers in clean tech are fostered. State funding is necessary for core equipment and facilities. Predesign was funded by the State.

8. **Evans School - Parrelling Hall Remodel**
   - Targeted remodel of the UW's 5th oldest building to address deferred maintenance and enhance student learning spaces.

9. **College of Education - Miller Hall Renovation**
   - Full building restoration in keeping with the "Restore the Core" program. The project will address deferred maintenance needs and changing pedagogies within the College.

10. **College of the Environment - Anderson Hall Renovation**
    - Full building restoration in keeping with the "Restore the Core" program. The project will address deferred maintenance needs and recapture programmatic space. Predesign was completed several years ago.

11. **T-Wing Renovation - Phase 2**
    - First phase of a three-phase renovation to address deferred maintenance and new pedagogies. The pre-design phase will address the complexities of a phased project of this magnitude.

12. **College of Engineering - Interdisciplinary Teaching & Research 2**
    - New and renovated space to recapture existing space and address deferred maintenance needs in order to accommodate continuing student demand.
# Major Capital Projects Summary Scorecard (As of July 31, 2016)

<table>
<thead>
<tr>
<th>Project</th>
<th>Target Cost Est. (SM)</th>
<th>Phase</th>
<th>Gross Square Footage</th>
<th>Cost (SM)</th>
<th>Scheduled Use Date</th>
<th>Business Equity</th>
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<tr>
<td>GIX Tenant Improvements</td>
<td>19.6</td>
<td>Const.</td>
<td>99,900</td>
<td>19.6 $11.0</td>
<td>9/17</td>
<td>X</td>
</tr>
<tr>
<td>Life Sciences Building</td>
<td>164.8</td>
<td>Const.</td>
<td>193,600</td>
<td>164.8 $12.5</td>
<td>7/18</td>
<td>X</td>
</tr>
<tr>
<td>NanoEngineering and Sciences Building</td>
<td>58.9</td>
<td>Const.</td>
<td>78,000</td>
<td>87.8 $41.9</td>
<td>7/16</td>
<td>3.1</td>
</tr>
<tr>
<td>New Burke Museum</td>
<td>79.0</td>
<td>Const.</td>
<td>110,000</td>
<td>79.0 $7.6</td>
<td>8/17</td>
<td>X</td>
</tr>
<tr>
<td>North Campus Housing Phase 4a *</td>
<td>240.0</td>
<td>Const.</td>
<td>n/a</td>
<td>240.0 $22.0</td>
<td>6/18</td>
<td>X</td>
</tr>
<tr>
<td>North Campus Housing Phase 4b</td>
<td>140.0</td>
<td>Planning</td>
<td>n/a</td>
<td>140.0 $0.1</td>
<td>8/19</td>
<td>X</td>
</tr>
<tr>
<td>Police Department Facility *</td>
<td>19.5</td>
<td>Const.</td>
<td>19.5</td>
<td>19.5 $18.0</td>
<td>6/16</td>
<td>12.7</td>
</tr>
<tr>
<td>UW Medicine South Lake Union 3.2</td>
<td>143.0</td>
<td>Const.</td>
<td>180,886</td>
<td>143.0 $8.7</td>
<td>6/18</td>
<td>2.4</td>
</tr>
<tr>
<td>Tacoma Urban Solutions Center</td>
<td>28.0</td>
<td>Const.</td>
<td>40,000</td>
<td>28.0 $7.1</td>
<td>9/17</td>
<td>X</td>
</tr>
<tr>
<td>UWMC Expansion Phase II *</td>
<td>186.3</td>
<td>Const.</td>
<td>244,000</td>
<td>186.3 $117.0</td>
<td>10/17</td>
<td>22.1</td>
</tr>
<tr>
<td>West Campus Utility Plant</td>
<td>30.5</td>
<td>Const.</td>
<td>17,000</td>
<td>44.2 $25.8</td>
<td>1/17</td>
<td>25.9</td>
</tr>
</tbody>
</table>

**Totals**                                    | $1,506                |                             | $1,293,786   | $1,457 $1,599 | $459             |

**Legend**

1. Forecast to Budget Variance: On Budget = Green; 1-10% Over Budget = Yellow; >10% Over Budget = Red
2. Schedule Variance: On Schedule = Green; Within One Month = Yellow; > One Month = Red
3. X Selections were made prior to enhanced focus upon business equity. No business equity utilization reported to date.
4. * Cost forecasts adjusted upward since previous meeting
Monthly Debt Report
As of 6/30/2016

Recent Events

- Long-term interest rates remain low, with the current 30 year weighted average fixed borrowing cost estimated to be 3.38%(1)
- The University is working towards a late September fixed rate financing

Estimated Project Capacity

<table>
<thead>
<tr>
<th>FY 2016-2021 (in millions)</th>
<th>Total Debt Capacity</th>
<th>$755</th>
</tr>
</thead>
<tbody>
<tr>
<td>As of 6/30/2016</td>
<td>Plus: Remaining CAP(2)</td>
<td>855</td>
</tr>
<tr>
<td></td>
<td>Less: Authorized Projects(3)</td>
<td>(430)</td>
</tr>
<tr>
<td>Project Capacity</td>
<td>$425</td>
<td></td>
</tr>
<tr>
<td>Less: Projects authorized this year(4)</td>
<td>(20)</td>
<td></td>
</tr>
<tr>
<td>Remaining Project Capacity</td>
<td>$405</td>
<td></td>
</tr>
</tbody>
</table>

- A project capacity update was presented at the May Regents meeting based on 2015 audited financial statements and projections
- Figures represent how much additional debt the University can issue over the next five years while aligning with peer minimum ratios
- $405 million of debt funded project capacity is available

External Debt Portfolio - $2,332 Million

- The University has $2,332 million of external debt outstanding. This is $15.2 million lower than the previous report (5/31/2016) due to principal payments
- Weighted average cost of capital: 3.57%
- Portfolio Composition: 98% fixed rate; 2% variable rate
- $123 million in internal funding provided by the CAP is excluded from the external debt portfolio

Annual Debt Service

- $405 million of debt funded project capacity is available

---

(1) 80/20 weighting between the tax-exempt and taxable 30 year long term interest rates to accurately reflect the Universities portfolio
(2) 10% of the Invested Funds (IF), less previously allocated Capital Assets Pool (CAP) dollars
(3) Projects approved before the May debt capacity analysis, including Life Sciences, Housing Phase 4a and other authorized projects
(4) Includes Court 17
(5) Excludes principal payments on Commercial Paper
(6) Excludes Valley Limited Tax General Obligation Bonds
# Outstanding External Debt

<table>
<thead>
<tr>
<th>Project</th>
<th>Purpose</th>
<th>Balance$^{(1)}$</th>
<th>Final Maturity</th>
</tr>
</thead>
<tbody>
<tr>
<td>Molecular Engineering Building</td>
<td>Instruction and Research</td>
<td>70.3</td>
<td>2043</td>
</tr>
<tr>
<td>Dempsey Hall</td>
<td>Instruction and Research</td>
<td>39.6</td>
<td>2041</td>
</tr>
<tr>
<td>Foege Building</td>
<td>Instruction and Research</td>
<td>30.6</td>
<td>2031</td>
</tr>
<tr>
<td>UW Bothell Phase 3</td>
<td>Instruction and Research</td>
<td>25.5</td>
<td>2043</td>
</tr>
<tr>
<td>William H. Gates Law School</td>
<td>Instruction and Research</td>
<td>23.8</td>
<td>2028</td>
</tr>
<tr>
<td>AAALAC</td>
<td>Instruction and Research</td>
<td>22.4</td>
<td>2035</td>
</tr>
<tr>
<td>Ben Hall</td>
<td>Instruction and Research</td>
<td>18.4</td>
<td>2037</td>
</tr>
<tr>
<td>Animal Research and Care Facilities</td>
<td>Instruction and Research</td>
<td>45.0</td>
<td>2047</td>
</tr>
<tr>
<td>Denny Hall</td>
<td>Instruction and Research</td>
<td>15.0</td>
<td>2046</td>
</tr>
<tr>
<td>Ocean Sciences</td>
<td>Instruction and Research</td>
<td>12.7</td>
<td>2024</td>
</tr>
<tr>
<td>Physics-Astronomy</td>
<td>Instruction and Research</td>
<td>7.3</td>
<td>2023</td>
</tr>
<tr>
<td>Other Instruction and Research</td>
<td>Instruction and Research</td>
<td>27.4</td>
<td>various</td>
</tr>
<tr>
<td><strong>Subtotal Instruction and Research</strong></td>
<td></td>
<td><strong>338.0</strong></td>
<td></td>
</tr>
<tr>
<td>South Lake Union (Ph I, II, 3.1, &amp; 3.2)</td>
<td>UW Medicine</td>
<td>401.4</td>
<td>2048</td>
</tr>
<tr>
<td>UWMC Expansion</td>
<td>UW Medicine</td>
<td>191.7</td>
<td>2046</td>
</tr>
<tr>
<td>Valley Medical Center</td>
<td>UW Medicine</td>
<td>77.4</td>
<td>2040</td>
</tr>
<tr>
<td>NW Hospital</td>
<td>UW Medicine</td>
<td>76.4</td>
<td>2033</td>
</tr>
<tr>
<td>UWMC Surgery Pavilion</td>
<td>UW Medicine</td>
<td>44.7</td>
<td>2028</td>
</tr>
<tr>
<td>Other UW Medicine</td>
<td>UW Medicine</td>
<td>28.2</td>
<td>various</td>
</tr>
<tr>
<td><strong>Subtotal UW Medicine</strong></td>
<td></td>
<td><strong>819.7</strong></td>
<td></td>
</tr>
<tr>
<td>Housing Expansion</td>
<td>Student Life</td>
<td>380.2</td>
<td>2045</td>
</tr>
<tr>
<td>Husky Union Building</td>
<td>Student Life</td>
<td>103.3</td>
<td>2043</td>
</tr>
<tr>
<td>IMA Building</td>
<td>Student Life</td>
<td>31.8</td>
<td>2030</td>
</tr>
<tr>
<td>Radford Court Apartments</td>
<td>Student Life</td>
<td>31.7</td>
<td>2032</td>
</tr>
<tr>
<td>Nordheim Court</td>
<td>Student Life</td>
<td>20.8</td>
<td>2033</td>
</tr>
<tr>
<td>Bothell Student Center</td>
<td>Student Life</td>
<td>17.2</td>
<td>2046</td>
</tr>
<tr>
<td>Ethnic Cultural Center</td>
<td>Student Life</td>
<td>12.8</td>
<td>2043</td>
</tr>
<tr>
<td>UW Tacoma YMCA</td>
<td>Student Life</td>
<td>11.7</td>
<td>2046</td>
</tr>
<tr>
<td>Other Student Life</td>
<td>Student Life</td>
<td>29.0</td>
<td>various</td>
</tr>
<tr>
<td><strong>Subtotal Student Life</strong></td>
<td></td>
<td><strong>638.5</strong></td>
<td></td>
</tr>
<tr>
<td>UW Tower</td>
<td>Academic Support</td>
<td>106.0</td>
<td>2037</td>
</tr>
<tr>
<td>Cobb Building</td>
<td>Academic Support</td>
<td>32.9</td>
<td>2045</td>
</tr>
<tr>
<td>HR Payroll Modernization</td>
<td>Academic Support</td>
<td>25.0</td>
<td>n/a</td>
</tr>
<tr>
<td>4225 Roosevelt</td>
<td>Academic Support</td>
<td>16.5</td>
<td>2029</td>
</tr>
<tr>
<td>4545 Building</td>
<td>Academic Support</td>
<td>15.2</td>
<td>2024</td>
</tr>
<tr>
<td>Other Academic Support</td>
<td>Academic Support</td>
<td>46.2</td>
<td>various</td>
</tr>
<tr>
<td><strong>Subtotal Academic Support</strong></td>
<td></td>
<td><strong>241.7</strong></td>
<td></td>
</tr>
<tr>
<td>Husky Stadium</td>
<td>Athletics</td>
<td>224.4</td>
<td>2045</td>
</tr>
<tr>
<td>Husky Ballpark</td>
<td>Athletics</td>
<td>11.5</td>
<td>2045</td>
</tr>
<tr>
<td>Other Athletics</td>
<td>Athletics</td>
<td>7.1</td>
<td>various</td>
</tr>
<tr>
<td><strong>Subtotal Athletics</strong></td>
<td></td>
<td><strong>243.0</strong></td>
<td></td>
</tr>
<tr>
<td>Available Proceeds</td>
<td>Unallocated</td>
<td>51.4</td>
<td></td>
</tr>
<tr>
<td><strong>Total University Outstanding Debt</strong></td>
<td></td>
<td><strong>2,332.3</strong></td>
<td>100%</td>
</tr>
</tbody>
</table>

(1) Will not exactly match ILP balances due to bond premiums and use of the CAP.
STANDING COMMITTEES

Finance and Asset Management Committee

Actions Taken Under Delegated Authority

INFORMATION ITEM

This item is for information only.

BACKGROUND

1. Pursuant of the Standing Orders of the Board of Regents on delegation of authority, Chapter 1, Section 6.B, 6.F, and 6.G, the Administration may approve and execute all instruments to take action for projects or contracts that exceed $5,000,000 in value or cost and are less than $15,000,000, and report such actions to the Board on a quarterly basis. One such contract was executed in the Quarter April-June 2016.

2. Pursuant to the Standing Orders of the Board of Regents on delegation of authority, Chapter 1, Section 6.H.14, the Administration may execute time-critical instruments requiring action between scheduled Board of Regents meetings, with approval of the chair or vice chair of the appropriate standing committee, and report such activity at the next regularly scheduled meeting.

With approval of the Chair of the Board of Regents and the Vice Chair of the Finance & Asset Management Committee, and also with approval of the Chief Executive Officer of UW Medicine and Dean of the School of Medicine, amendments to the leases for South Lake Union Phases 1 and 2 were executed in August 2016.

South Lake Union Phase 1 and Phase 2 are located at 850 Republican Street in Seattle. The owner of the underlying interest in the land entered into a contract for sale with a closing date of August 31. During the due diligence period, the buyer approached the University with a proposal for lease amendments, particularly to extend the lease term.

The lease amendments extend the terms for both Phase 1 and Phase 2 (23 and 20 years respectively) to expire on May 31, 2063. Each lease will also have a 5-year extension option to 2068. In consideration for these lease extensions, the University obtained the right to sublease at its discretion, limitations on the amount of potential ground rent increases at ten year intervals, and first right of opportunity to purchase. The total increased University obligation for
Finance and Asset Management Committee

Actions Taken Under Delegated Authority (continued p. 2)

the two lease extensions from 2040-63 is $515M in nominal value and $108M in net present value.

Attachments

Actions Taken Under Delegated Authority
## Execution of Instruments $5-$15M for Quarter Ended 6/30/2016

<table>
<thead>
<tr>
<th>ITEM</th>
<th>DESCRIPTION</th>
<th>MAX CONTRACT VALUE (millions)</th>
<th>OTHER INFO</th>
<th>TERM</th>
</tr>
</thead>
<tbody>
<tr>
<td>Master Term Agreement</td>
<td>Architectural Services Contract for projects valued less than $5M. Term is 2+2 years: first two years is based on negotiated rates and terms of original contract; the second two years are subject to negotiations.</td>
<td>$15</td>
<td>NBBJ was founded in 1943 and is headquartered in Seattle with over 700 employees and locations throughout the world. They specialize in healthcare, corporate, hospitality, government, retail, urban design and higher education.</td>
<td>2+2 years</td>
</tr>
</tbody>
</table>

## Execution of Time-Critical Instruments

<table>
<thead>
<tr>
<th>ITEM</th>
<th>DESCRIPTION</th>
<th>COST/VALUE (millions)</th>
<th>OTHER INFO</th>
<th>TERM</th>
</tr>
</thead>
<tbody>
<tr>
<td>Amendment to Facility Lease &amp; Ground Lease</td>
<td>South Lake Union Phase 1 850 Republican St, Seattle Extension from November 2039 to May 2063</td>
<td>$145</td>
<td>Also includes 5-year extension option, right to sublease, limitation on ground rent increases at 10-year intervals, and right of first opportunity to purchase.</td>
<td>23 years</td>
</tr>
<tr>
<td>Amendment to Facility Lease &amp; Ground Lease</td>
<td>South Lake Union Phase 2 850 Republican St, Seattle Extension from May 2043 to May 2063</td>
<td>$370</td>
<td>Also includes 5-year extension option, right to sublease, limitation on ground rent increases at 10-year intervals, and right of first opportunity to purchase.</td>
<td>20 years</td>
</tr>
</tbody>
</table>
STANDING COMMITTEES

Finance and Asset Management Committee

Audit Advisory Committee Update

INFORMATION

For information only.

BACKGROUND

The University of Washington Audit Advisory Committee was established in January 2014 as an advisory committee to the Board of Regents, its appropriate standing committees, and the University President, or his or her designee, on matters relating to the University’s financial practices and standards of conduct. The committee is responsible for reviewing and advising on any external and internal financial audits and internal controls. The committee may, through its Chair or a majority vote of its members, ask management to address specific issues within the responsibilities of the committee.

As noted in the Board of Regents Governance, Standing Orders, Chapter 4, Section 3, the Audit Advisory Committee will consist of no more than eight members to be appointed by the Board. The Audit Advisory Committee is comprised of both Regent and non-Regent members. Members will be asked to make a minimum commitment of three consecutive years, and will serve at the pleasure of the Board.

As approved by the Board at its September 11, 2014 meeting, the Audit Advisory Committee members are:

- Regent Kristianne Blake (Chair)  9/1/14 to 8/31/17
- Robert L. (Bob) Gerth  9/1/14 to 8/31/17
- Richard D. Greaves  9/1/14 to 8/31/17
- Brandon S. Pedersen  9/1/14 to 8/31/17
STANDING COMMITTEES

Finance and Asset Management Committee

Approve the Appointment of External Auditors

RECOMMENDED ACTION

It is the recommendation of the administration, the Audit Advisory Committee and the Finance and Asset Management Committee that the Board of Regents appoint:

KPMG as External Auditor for the University of Washington Financial Reports including the:

- University of Washington Financial Statement,
- Intercollegiate Athletics Financial Statements & NCAA Agreed Upon Procedures,
- Commuter Services Financial Statements,
- Internal Lending Program Financial Statements, and
- Housing and Food Services Financial Statements.

KPMG as External Auditor for the University of Washington Medical Centers including the:

- University of Washington Medical Center Financial Statements,
- UWMC Consolidated Laundry Review,
- Harborview Medical Center Financial Statements, and
- Airlift Northwest Review.

Peterson Sullivan as External Auditor for the University of Washington Real Estate Entities including the:

- University of Washington Metro Tract Financial Statements,
- Fairmont Hotel Agreed Upon Procedures and
- the Apartments Financial Statements.

For four years ending June 30, 2020, with an option to extend in two year segments, through the fiscal year ending June 30, 2026.

BACKGROUND

Over the last decade the University of Washington has focused on three goals regarding financial statements: (1) reduce the number of financial statement audits where possible, (2) consolidate or reduce the required procedures where possible and (3) require University Units with loans from the Internal Lending Program to undergo external audits of financial information similar to that required by banks and other external lenders. The total number of audits has slightly expanded over
Finance and Asset Management Committee

Approve the Appointment of External Auditors (continued p. 2)

the decade due to these initiatives and growth. The current external audit contract with KPMG for services related to the University of Washington Financial Reports and UW Medical Centers will expire with the completion of the audit of fiscal year ending June 30, 2016. The current external audit contract with Peterson Sullivan for services related to the University of Washington Real Estate Entities will also expire with the completion of the audit of fiscal year ending June 30, 2016.

In February 2016, an advisory committee of the administration was convened to discuss the process for selection of an External Auditor. The Committee headed by Internal Audit with the assistance of the Interim Vice President for Finance and Facilities, the Controller’s Office, UW Medicine Finance, UW Real Estate and UW Procurements Office, and with input and oversight by the Audit Advisory Committee (AAC), began a process to review the University’s audit needs and oversee the selection process for external audit services.

After careful review and discussion, the advisory committee recommended to the AAC, the selection of KPMG for the audits of the University of Washington Financial Reports and the University of Washington Medical Center Financial Reports and Peterson Sullivan for the audit of the UW Real Estate Entities. The AAC reviewed these recommendations, acknowledged the selection and evaluation process and supports the selection as put forth by the administration for consideration by the Board of Regents.

While the cost of the proposed contract increases over current pricing by some 3.5%, components of the cost proposals were less than other responding firms. In addition, the level of satisfaction with the current audit services provided by KPMG in addition to the firm’s national presence and specific expertise in higher education, academic medical centers and healthcare contributed to their selection. Finally, the level of satisfaction with the current audit services provided by Peterson Sullivan, in addition to the firm’s understanding of the local real estate market, the cost competitive proposal and audit team expertise contributed to their selection.

Furthermore, the proposal for the Medical Center Audits has been reviewed and approved by the University Administration and the AAC. The UWMC Finance Committee and the Harborview Medical Center Finance Committee concur with the appointment of KPMG to audit the medical centers, subject to approval by the Board of Regents.

Attachment
Comparison of Proposed 2017 and 2017-2020 Audit Fees for Respondents
### Comparison of Proposed 2017 Audit Fees for Respondents

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>UW Financials</td>
<td>$609,100</td>
<td>did not bid</td>
<td>$388,300</td>
<td>$542,000</td>
<td>did not bid</td>
<td>$564,100</td>
<td>$609,100</td>
</tr>
<tr>
<td>UW Medical Centers</td>
<td>489,360</td>
<td>did not bid</td>
<td>379,500</td>
<td>470,500</td>
<td>did not bid</td>
<td>489,360</td>
<td>489,360</td>
</tr>
<tr>
<td>Combined Total</td>
<td>1,098,460</td>
<td>did not bid</td>
<td>767,800</td>
<td>1,012,500</td>
<td>did not bid</td>
<td>1,053,460</td>
<td>1,098,460</td>
</tr>
<tr>
<td>UW Real Estate Entities</td>
<td>132,000</td>
<td>92,750</td>
<td>86,250</td>
<td>150,000</td>
<td>98,000</td>
<td>97,750</td>
<td>92,750</td>
</tr>
<tr>
<td>Total</td>
<td>132,000</td>
<td>92,750</td>
<td>86,250</td>
<td>150,000</td>
<td>98,000</td>
<td>97,750</td>
<td>92,750</td>
</tr>
<tr>
<td>Grand Total</td>
<td>$1,230,460</td>
<td>$92,750</td>
<td>$854,050</td>
<td>$1,162,500</td>
<td>$98,000</td>
<td>$1,151,210</td>
<td>$1,191,210</td>
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</tbody>
</table>

### Comparison of Proposed 2017 - 2020 Audit Fees

<table>
<thead>
<tr>
<th></th>
<th>KPMG</th>
<th>Peterson Sullivan</th>
<th>Clifton Allen Larson</th>
<th>Moss Adams</th>
<th>Clark Nuber</th>
<th>Proposed Contract</th>
</tr>
</thead>
<tbody>
<tr>
<td>UW Financials</td>
<td>$2,547,850</td>
<td>did not bid</td>
<td>$1,624,510</td>
<td>$2,233,730</td>
<td>did not bid</td>
<td>$2,547,850</td>
</tr>
<tr>
<td>UW Medical Centers</td>
<td>2,046,680</td>
<td>did not bid</td>
<td>1,585,485</td>
<td>1,939,250</td>
<td>did not bid</td>
<td>2,046,680</td>
</tr>
<tr>
<td>Combined Total</td>
<td>4,594,530</td>
<td>did not bid</td>
<td>3,209,995</td>
<td>4,172,980</td>
<td>did not bid</td>
<td>4,594,530</td>
</tr>
<tr>
<td>UW Real Estate Entities</td>
<td>552,270</td>
<td>376,500</td>
<td>360,840</td>
<td>618,240</td>
<td>408,750</td>
<td>376,500</td>
</tr>
<tr>
<td>Total</td>
<td>552,270</td>
<td>376,500</td>
<td>360,840</td>
<td>618,240</td>
<td>408,750</td>
<td>376,500</td>
</tr>
<tr>
<td>Grand Total</td>
<td>$5,146,800</td>
<td>$376,500</td>
<td>$3,570,835</td>
<td>$4,791,220</td>
<td>$408,750</td>
<td>$4,971,030</td>
</tr>
</tbody>
</table>
STANDING COMMITTEES

Finance and Asset Management Committee

UW Medicine Board Report

INFORMATION

This item is for information only.

BACKGROUND

In January 2000, the Board of Regents established a board, known as the UW Medicine Board, to advise the Board of Regents, the University President, and the CEO of UW Medicine/Executive Vice President for Medical Affairs/Dean of the School of Medicine regarding the operation and governance of UW Medicine and to govern the patient care aspects of the University of Washington Medical Center.

Per UW Board of Regents standing order chapter 9 and UW Medicine Board bylaws Article 1 Section 1, the board consists of seventeen members, including the UW President and at least one member of the Board of Regents.

This update is a standing item to provide Board of Regents representatives serving on the UW Medicine Board an opportunity to update the Finance and Asset Management committee about current UW Medicine Board activities, discussions and actions.

UW Regents currently serving on the UW Medicine Board:
   Kristianne Blake
   Rogelio Riojas
STANDING COMMITTEES

Finance and Asset Management Committee


This item is for information only.

Attachment
UW Quarterly Investment Performance Report as of June 30, 2016
University of Washington
Quarterly Investment Performance Report
As of June 30, 2016

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UW Financial Assets Overview

As of June 30, 2016

($ in Millions)

Total Assets $4,919

<table>
<thead>
<tr>
<th>Endowment &amp; Similar Funds</th>
<th>$3,201</th>
</tr>
</thead>
<tbody>
<tr>
<td>Endowment Funds</td>
<td>$2,238</td>
</tr>
<tr>
<td>Diversified Investment Pool</td>
<td>731</td>
</tr>
<tr>
<td>Consolidated Endowment Fund</td>
<td>$2,968</td>
</tr>
<tr>
<td>Life Income Trusts</td>
<td>76</td>
</tr>
<tr>
<td>Outside Trusts</td>
<td>107</td>
</tr>
<tr>
<td>Non-CEF Endowments</td>
<td>13</td>
</tr>
<tr>
<td>Permanent Fund</td>
<td>37</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Operating &amp; Reserve Funds</th>
<th>$1,717</th>
</tr>
</thead>
<tbody>
<tr>
<td>Invested Funds - Cash &amp; Liquidity</td>
<td>$1,492</td>
</tr>
<tr>
<td>Invested Funds - Capital Assets Pool</td>
<td>123</td>
</tr>
<tr>
<td>Bond Retirement &amp; Building Funds</td>
<td>23</td>
</tr>
<tr>
<td>Bond Proceeds and Reserves</td>
<td>80</td>
</tr>
</tbody>
</table>

1 Assets whose management falls under the auspices of the Finance & Asset Management Committee of the Board of Regents, excluding Metro Tract and Forest Trust Lands.
2 The Invested Funds Diversified Investment Pool holds units of the Consolidated Endowment Fund (CEF) valued at $731 million.
3 To avoid double counting, the dollars are included only in the CEF total.
4 Excludes general operating account balances of $74 million held to meet the next day operating expense payments.
5 Capital Assets Pool (CAP) consists of UW internally financed projects.
6 Bond Retirement Fund and Building Fund on deposit with the state of Washington.
7 Debt service reserve funds and construction project funds which have not yet been disbursed.
CEF Asset Allocation
As of June 30, 2016

$(in Millions)

Total CEF $2,968

<table>
<thead>
<tr>
<th>Category</th>
<th>Current Allocation</th>
<th>Policy</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>Target</td>
</tr>
<tr>
<td>Emerging Markets Equity</td>
<td>$580</td>
<td>20%</td>
</tr>
<tr>
<td>Developed Markets Equity</td>
<td>1,122</td>
<td>38%</td>
</tr>
<tr>
<td>Private Equity</td>
<td>342</td>
<td>12%</td>
</tr>
<tr>
<td>Real Assets</td>
<td>177</td>
<td>6%</td>
</tr>
<tr>
<td>Opportunistic</td>
<td>66</td>
<td>2%</td>
</tr>
<tr>
<td>Capital Appreciation</td>
<td>$2,286</td>
<td>77%</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Absolute Return</td>
<td>463</td>
<td>16%</td>
</tr>
<tr>
<td>Fixed Income</td>
<td>219</td>
<td>7%</td>
</tr>
<tr>
<td>Capital Preservation</td>
<td>$682</td>
<td>23%</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Consolidated Endowment Fund*</td>
<td>$2,968</td>
<td>100%</td>
</tr>
</tbody>
</table>

* Uncalled capital commitments: 12%

Note: Percentages may not sum due to rounding.
## CEF Performance Summary

As of June 30, 2016

### Rolling Year Returns (%)

<table>
<thead>
<tr>
<th></th>
<th>1-Year</th>
<th>3-Year</th>
<th>5-Year</th>
<th>10-Year</th>
<th>20-Year</th>
</tr>
</thead>
<tbody>
<tr>
<td>CEF Return</td>
<td>-1.6</td>
<td>6.7</td>
<td>6.5</td>
<td>5.6</td>
<td>8.4</td>
</tr>
<tr>
<td>Weighted Benchmark 1</td>
<td>-0.2</td>
<td>5.8</td>
<td>5.4</td>
<td>5.2</td>
<td>6.2</td>
</tr>
<tr>
<td>Capital Appreciation</td>
<td>-2.7</td>
<td>7.7</td>
<td>7.5</td>
<td>6.0</td>
<td>8.8</td>
</tr>
<tr>
<td>MSCI ACWI</td>
<td>-3.2</td>
<td>6.6</td>
<td>6.0</td>
<td>4.8</td>
<td>6.1</td>
</tr>
<tr>
<td>Capital Preservation</td>
<td>1.1</td>
<td>3.9</td>
<td>3.7</td>
<td>3.5</td>
<td>6.4</td>
</tr>
<tr>
<td>BC Government Bond</td>
<td>6.0</td>
<td>3.4</td>
<td>3.4</td>
<td>4.7</td>
<td>5.4</td>
</tr>
</tbody>
</table>

### Fiscal Year 1 Returns (%)

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>CEF Return</td>
<td>-1.6</td>
<td>6.8</td>
<td>15.8</td>
<td>13.5</td>
<td>-0.9</td>
</tr>
<tr>
<td>Weighted Benchmark 2</td>
<td>-0.2</td>
<td>1.6</td>
<td>16.8</td>
<td>11.3</td>
<td>-1.3</td>
</tr>
<tr>
<td>Capital Appreciation</td>
<td>-2.7</td>
<td>8.1</td>
<td>18.8</td>
<td>17.0</td>
<td>-1.9</td>
</tr>
<tr>
<td>MSCI ACWI</td>
<td>-3.2</td>
<td>1.2</td>
<td>23.6</td>
<td>17.2</td>
<td>-6.0</td>
</tr>
<tr>
<td>Capital Preservation</td>
<td>1.1</td>
<td>2.7</td>
<td>8.0</td>
<td>5.9</td>
<td>1.2</td>
</tr>
<tr>
<td>BC Government Bond</td>
<td>6.0</td>
<td>2.3</td>
<td>2.1</td>
<td>-1.5</td>
<td>8.3</td>
</tr>
</tbody>
</table>

1. 70% MSCI ACWI & 30% BC Government Bond

---

### Cambridge Public Colleges with Endowments $1 to $5 Billion
For Periods Ending 06/30/16

Not available at time of publication.

### Market Value and Distributions Over 20 Years ($ = Millions)

- CEF Campus Distributions
- CEF Market Value

---

1. The University of Washington fiscal year runs from July 1st to June 30th
2. 70% MSCI ACWI & 30% BC Government Bond
# CEF Performance Update

As of June 30, 2016

<table>
<thead>
<tr>
<th>CONSOLIDATED ENDOWMENT FUND</th>
<th>Quarter</th>
<th>1-Year</th>
<th>3-Year</th>
<th>5-Year</th>
<th>10-Year</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2.3</td>
<td>-1.6</td>
<td>6.7</td>
<td>6.5</td>
<td>5.6</td>
</tr>
<tr>
<td>70% MSCI ACWI &amp; 30% BC Gov't Bond</td>
<td>1.5</td>
<td>-0.2</td>
<td>5.8</td>
<td>5.4</td>
<td>5.2</td>
</tr>
<tr>
<td>CAPITAL APPRECIATION</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>MSCI ACWI</td>
<td>2.5</td>
<td>-2.7</td>
<td>7.7</td>
<td>7.5</td>
<td>6.0</td>
</tr>
<tr>
<td>Emerging Markets Equity</td>
<td>3.1</td>
<td>-6.3</td>
<td>5.3</td>
<td>3.4</td>
<td>9.3</td>
</tr>
<tr>
<td>Developed Markets Equity</td>
<td>3.2</td>
<td>-3.8</td>
<td>7.2</td>
<td>8.1</td>
<td>5.0</td>
</tr>
<tr>
<td>Opportunistic (started 7/1/2010)</td>
<td>2.9</td>
<td>6.4</td>
<td>11.1</td>
<td>12.1</td>
<td>--</td>
</tr>
<tr>
<td>Subtotal</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>MSCI ACWI</td>
<td>3.2</td>
<td>-4.3</td>
<td>6.8</td>
<td>6.8</td>
<td>--</td>
</tr>
<tr>
<td>Private Equity¹</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>PE Benchmark¹</td>
<td>-0.7</td>
<td>4.2</td>
<td>12.8</td>
<td>11.4</td>
<td>9.6</td>
</tr>
<tr>
<td>Real Assets¹</td>
<td>-0.8</td>
<td>2.9</td>
<td>12.8</td>
<td>11.7</td>
<td>9.9</td>
</tr>
<tr>
<td>RA Benchmark¹</td>
<td>2.4</td>
<td>0.0</td>
<td>7.0</td>
<td>6.9</td>
<td>2.4</td>
</tr>
<tr>
<td>CAPITAL PRESERVATION</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>BC Government Bond</td>
<td>1.6</td>
<td>1.1</td>
<td>3.9</td>
<td>3.7</td>
<td>3.5</td>
</tr>
<tr>
<td>Absolute Return</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Policy Benchmark²</td>
<td>2.3</td>
<td>0.9</td>
<td>4.8</td>
<td>5.1</td>
<td>5.6</td>
</tr>
<tr>
<td>Fixed Income</td>
<td>0.5</td>
<td>-3.3</td>
<td>1.9</td>
<td>1.9</td>
<td>3.2</td>
</tr>
<tr>
<td>BC Government Bond</td>
<td>0.2</td>
<td>1.4</td>
<td>1.9</td>
<td>1.6</td>
<td>2.4</td>
</tr>
</tbody>
</table>

| MARKET INDICES              |         |        |        |        |         |
| S&P 500                     | 2.5     | 4.0    | 11.7   | 12.1   | 7.4     |
| Russell 2000                | 3.8     | -6.7   | 7.1    | 8.4    | 6.2     |
| MSCI EAFE                   | -1.2    | -9.7   | 2.5    | 2.2    | 2.1     |
| MSCI EMF                    | 0.8     | -11.7  | -1.2   | -3.4   | 3.9     |
| BC High Yield               | 5.5     | 1.6    | 4.2    | 5.8    | 7.6     |

¹ Reported on a quarter lag
² Preliminary
## CEF Activity and Campus Support

As of June 30, 2016  
($ = Millions)

### CEF Activity

<table>
<thead>
<tr>
<th></th>
<th>FY 2016</th>
<th>FY 2015</th>
<th>FY 2014</th>
<th>3 Year</th>
<th>5 Year</th>
<th>10 Year</th>
<th>20 Year</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Beginning Balance</strong></td>
<td>$3,076</td>
<td>$2,833</td>
<td>$2,347</td>
<td>$2,347</td>
<td>$2,154</td>
<td>$1,690</td>
<td>$538</td>
</tr>
<tr>
<td>Gifts</td>
<td>89</td>
<td>52</td>
<td>71</td>
<td>213</td>
<td>336</td>
<td>691</td>
<td>1,148</td>
</tr>
<tr>
<td>Transfers</td>
<td>23</td>
<td>8</td>
<td>7</td>
<td>39</td>
<td>52</td>
<td>88</td>
<td>183</td>
</tr>
<tr>
<td>Operating Funds</td>
<td>(25)</td>
<td>121</td>
<td>146</td>
<td>242</td>
<td>255</td>
<td>376</td>
<td>462</td>
</tr>
<tr>
<td><strong>Total Additions</strong></td>
<td>$88</td>
<td>$181</td>
<td>$224</td>
<td>$493</td>
<td>$643</td>
<td>$1,155</td>
<td>$1,793</td>
</tr>
<tr>
<td>Net Investment Return</td>
<td>(55)</td>
<td>194</td>
<td>379</td>
<td>518</td>
<td>777</td>
<td>1,209</td>
<td>2,221</td>
</tr>
<tr>
<td>Distributions to Unit Holders</td>
<td>(113)</td>
<td>(105)</td>
<td>(94)</td>
<td>(312)</td>
<td>(485)</td>
<td>(870)</td>
<td>(1,300)</td>
</tr>
<tr>
<td>Advancement Support</td>
<td>(23)</td>
<td>(21)</td>
<td>(19)</td>
<td>(62)</td>
<td>(97)</td>
<td>(173)</td>
<td>(223)</td>
</tr>
<tr>
<td>Investment Administration</td>
<td>(6)</td>
<td>(5)</td>
<td>(5)</td>
<td>(16)</td>
<td>(24)</td>
<td>(43)</td>
<td>(62)</td>
</tr>
<tr>
<td><strong>Ending Balance</strong></td>
<td>$2,968</td>
<td>$3,076</td>
<td>$2,833</td>
<td>$2,968</td>
<td>$2,968</td>
<td>$2,968</td>
<td>$2,968</td>
</tr>
</tbody>
</table>

### Campus Support from Investments

<table>
<thead>
<tr>
<th></th>
<th>FY 2016</th>
<th>FY 2015</th>
<th>FY 2014</th>
<th>3 Year</th>
<th>5 Year</th>
<th>10 Year</th>
<th>20 Year</th>
</tr>
</thead>
<tbody>
<tr>
<td>CEF Distributions to Unit Holders</td>
<td>113</td>
<td>105</td>
<td>94</td>
<td>312</td>
<td>485</td>
<td>870</td>
<td>1,300</td>
</tr>
<tr>
<td>Advancement Support from CEF</td>
<td>23</td>
<td>21</td>
<td>19</td>
<td>62</td>
<td>97</td>
<td>173</td>
<td>223</td>
</tr>
<tr>
<td>Invested Funds Distributions*</td>
<td>50</td>
<td>43</td>
<td>36</td>
<td>129</td>
<td>212</td>
<td>445</td>
<td>905</td>
</tr>
<tr>
<td><strong>Total Campus Support</strong></td>
<td>$185</td>
<td>$170</td>
<td>$148</td>
<td>$503</td>
<td>$793</td>
<td>$1,487</td>
<td>$2,428</td>
</tr>
</tbody>
</table>

*Invested Funds Distributions are made annually in June.*
CEF Exposures
As of June 30, 2016

Exposure by Strategy

<table>
<thead>
<tr>
<th>Year</th>
<th>Emerging Markets</th>
<th>Developed Markets</th>
<th>PE</th>
<th>RA</th>
<th>Absolute Return</th>
<th>FI</th>
</tr>
</thead>
<tbody>
<tr>
<td>2016</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2015</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2014</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

PE = Private Equity; RA = Real Assets; * = Opportunistic; FI = Fixed Income

Geographic Exposure*

- North America: 62%
- EM Asia: 13%
- EM EMEA: 3%
- EM LatAm: 5%
- Japan: 3%
- Dev Europe & Middle East: 11%
- Dev Asia ex Japan: 3%

*Foreign currency exposure: 34%.

Short-Term Liquidity as a % of CEF

- Weekly: 17%
- Monthly: 40%
- Quarterly: 59%
- 1-Year: 78%

Equity Sector Exposure

- Financials: 16%
- Energy: 11%
- Consumer Discretion: 13%
- Consumer Staples: 11%
- Healthcare: 11%
- Telecom: 3%
- Utilities: 3%
- Cash: 3%
- Materials: 3%
- Information Technology: 15%
- Industrials: 11%

PE = Private Equity; RA = Real Assets; * = Opportunistic; FI = Fixed Income

F–6.1/209-16
9/8/16
Invested Funds (IF) Portfolio Summary
As of June 30, 2016

Mix of Investments: IF Including CAP

<table>
<thead>
<tr>
<th>CEF Units</th>
<th>31%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mortgage Related</td>
<td>18%</td>
</tr>
<tr>
<td>Cash</td>
<td>2%</td>
</tr>
<tr>
<td>CAP</td>
<td>5%</td>
</tr>
<tr>
<td>Asset Backed</td>
<td>4%</td>
</tr>
<tr>
<td>Other</td>
<td>2%</td>
</tr>
<tr>
<td>Treasury &amp; Agencies</td>
<td>37%</td>
</tr>
</tbody>
</table>

Returns (%)

<table>
<thead>
<tr>
<th>Quarter</th>
<th>1-Year</th>
<th>3-Year</th>
<th>5-Year</th>
<th>10-Year</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash &amp; Liquidity Pools</td>
<td>1.0</td>
<td>2.4</td>
<td>1.7</td>
<td>1.7</td>
</tr>
<tr>
<td>Weighted Benchmark</td>
<td>1.0</td>
<td>2.8</td>
<td>1.8</td>
<td>1.6</td>
</tr>
<tr>
<td>IF including DIP¹ Units</td>
<td>1.4</td>
<td>1.0</td>
<td>2.9</td>
<td>2.8</td>
</tr>
<tr>
<td>Weighted Benchmark</td>
<td>1.1</td>
<td>1.8</td>
<td>2.7</td>
<td>2.6</td>
</tr>
<tr>
<td>IF including DIP¹ &amp; CAP²</td>
<td>1.4</td>
<td>1.2</td>
<td>3.0</td>
<td>2.8</td>
</tr>
</tbody>
</table>

Fund Allocation By Pool

<table>
<thead>
<tr>
<th>Fund Allocation MV (in millions)</th>
<th>Range</th>
<th>Duration (Years)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Actual</td>
<td>Maximum</td>
<td></td>
</tr>
<tr>
<td>-------</td>
<td>---------</td>
<td></td>
</tr>
<tr>
<td>Cash Pool</td>
<td>569</td>
<td>24%</td>
</tr>
<tr>
<td>Liquidity Pool</td>
<td>923</td>
<td>39%</td>
</tr>
<tr>
<td>DIP¹</td>
<td>731</td>
<td>31%</td>
</tr>
<tr>
<td>IF excluding CAP</td>
<td>2,222</td>
<td>95%</td>
</tr>
<tr>
<td>Capital Assets Pool²</td>
<td>123</td>
<td>5%</td>
</tr>
<tr>
<td>Total Invested Funds</td>
<td>2,345</td>
<td>100%</td>
</tr>
</tbody>
</table>

¹ Diversified Investment Pool (DIP) is designed to improve the risk profile and/or enhance the IF performance through investment in CEF units or other investment vehicles.
² Capital Assets Pool consists of UW internally financed projects.

Growth of $10,000: Impact of Diversified Investment Pool (DIP)

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>$9,000</td>
<td>$10,000</td>
<td>$11,000</td>
<td>$12,000</td>
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F–6.1/209-16
9/8/16
BOARD OF REGENTS MEETING

Safety Update

This report is for information only.

BACKGROUND

In March 2016, the Board of Regents established the Safety Update as a standing agenda item to highlight leading safety indicators at the University of Washington. The Safety Update item will focus primarily on the areas of employee, student and patient safety.

Beginning September 2016, the format for this standing item has changed. In place of the monthly "indicator" report, President Cauce will provide a brief safety update to Board with relevant highlights from the past month. In addition, an in-depth safety report will be provided to the board quarterly in four key areas: student safety, patient safety, environmental health and safety, and Safe Campus.

The September meeting will include a brief update from President Cauce on highlights from the previous month. Quarterly reports are scheduled to begin in October 2016.
BOARD OF REGENTS MEETING

Approve 6-year Prioritized Capital Plan and State Capital Budget Request

RECOMMENDED ACTION

It is the recommendation of the administration that the Board of Regents approve the 6-year prioritized capital plan and state capital budget as presented.

BACKGROUND

Capital budgets are presented annually to the UW Board of Regents.

Attachments
1. One Capital Plan (2017-2023)
2. 2017-2019 State Capital Budget Request and 10 Year Capital Plan
# One Capital Plan (2017-2023)

<table>
<thead>
<tr>
<th>Funding in $ Millions</th>
<th>Project Budget</th>
<th>Project Information Total GSF</th>
<th>Project Information New GSF</th>
<th>Previous O&amp;M</th>
<th>Project Funding State</th>
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### Funding in $ Millions

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<td>Total GSF</td>
<td>New GSF</td>
<td>O&amp;M</td>
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#### TRANSFORMING ADMINISTRATION

**Consolidating to Make Room for Growth**

- **32 University District Development at Sound Transit**
  - Budget: $150
  - Total GSF: 200,000
  - New GSF: 200,000
  - O&M: 2.4
  - State: -
  - Debt: 120
  - Donor: -
  - Local: 30
  - Other: -

- **33 UW Medicine - South Lake Union Rosen Remodel**
  - Budget: $6
  - Total GSF: 60,375
  - New GSF: -
  - O&M: -
  - State: -
  - Debt: -
  - Donor: 6
  - Local: -
  - Other: -

- **34 UW Seattle - Parking garage(s) - Add'l. 500 Spaces**
  - Budget: $30
  - Total GSF: -
  - New GSF: tbd
  - O&M: -
  - State: -
  - Debt: 24
  - Donor: 6
  - Local: -
  - Other: 25

- **35 UW Bothell - Parking garage**
  - Budget: $25
  - Total GSF: -
  - New GSF: -
  - O&M: -
  - State: -
  - Debt: -
  - Donor: -
  - Local: 12
  - Other: -

#### Addressing Critical Renewal

- **36 UW Medicine IT Core Applications and Infrastructure**
  - Budget: $74
  - Total GSF: -
  - New GSF: -
  - O&M: -
  - State: -
  - Debt: -
  - Donor: 74
  - Local: -
  - Other: -

- **37 Enterprise Information Systems (Financial System)**
  - Budget: $100
  - Total GSF: -
  - New GSF: -
  - O&M: -
  - State: -
  - Debt: 50
  - Donor: 50
  - Local: -
  - Other: -

- **38 UW Medicine - Core Research Facilities**
  - Budget: $12
  - Total GSF: 11,000
  - New GSF: -
  - O&M: -
  - State: -
  - Debt: -
  - Donor: 12
  - Local: -
  - Other: -

- **39 Seismic Improvements (6 Year Plan)**
  - Budget: $75
  - Total GSF: -
  - New GSF: -
  - O&M: 55
  - State: -
  - Debt: -
  - Donor: -
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  - Other: -

- **40 Fuel Switching / Power Plant Upgrade**
  - Budget: $150
  - Total GSF: -
  - New GSF: -
  - O&M: -
  - State: -
  - Debt: -
  - Donor: 150
  - Local: -
  - Other: -

- **41 Minor Capital Repair**
  - Budget: $208
  - Total GSF: -
  - New GSF: -
  - O&M: -
  - State: -
  - Debt: -
  - Donor: 208
  - Local: -
  - Other: -

- **42 UW Seattle - Parking Lot Improvements (6 Year Plan)**
  - Budget: $14
  - Total GSF: -
  - New GSF: -
  - O&M: -
  - State: -
  - Debt: 11
  - Donor: -
  - Local: 3
  - Other: -

**Subtotals:** $844

**Totals:** $2,849

- $3,342,575
- $2,235,200
- $20
- $108
- $338
- $562
- $512
- $668
- $640

**Targets:**

- $2,425
- $2,000,000
- $100
- $250
- $425
- $450
- $600
- $600

*Note: Item numbers do not represent priority level*
### Proposed Projects

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<th>Phase</th>
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<th>2017-2019 State Funds</th>
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<td>98,000</td>
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<tr>
<td>12</td>
<td>College of Engineering - Interdisciplinary Teaching &amp; Research 2</td>
<td>PD/D/C</td>
<td>150,000</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>2,000</td>
<td>15,000</td>
</tr>
</tbody>
</table>

### Prioritized State Requests

The UW has identified 42 capital projects, acquisitions, and leases to pursue over the next six years. These capital expenses are intended to further the strategic initiatives outlined by President Ana Mari Cauce, accommodate projected growth, and address the most pressing infrastructure needs. A variety of fund sources will be utilized to accomplish this. The following table lists projects that have been identified as needing at least partial State funding to proceed.

#### Presumed State Funding

<table>
<thead>
<tr>
<th>Project</th>
<th>Phase</th>
<th>Total Budget in $1,000s</th>
<th>2017-2019 State Funds</th>
<th>2019-2021 State Funds</th>
<th>2021-2023 State Funds</th>
<th>2023-2025 State Funds</th>
<th>2025-2027 State Funds</th>
<th>TOTAL State Funds</th>
</tr>
</thead>
<tbody>
<tr>
<td>Burke Museum</td>
<td>C</td>
<td>79,000</td>
<td>24,000</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Remaining funding for construction of the new Burke Museum. Construction is underway anticipating this funding.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Minor Capital Repair</td>
<td>D/C</td>
<td>375,000</td>
<td>-</td>
<td>72,000</td>
<td>-</td>
<td>73,500</td>
<td>-</td>
<td>76,500</td>
</tr>
<tr>
<td>Appropriation from UW Building Account for minor capital repairs and preventative maintenance to address deferred maintenance.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>UW Tacoma - Soil Remediation</td>
<td>Acq</td>
<td>10,000</td>
<td>2,000</td>
<td>-</td>
<td>2,000</td>
<td>-</td>
<td>2,000</td>
<td>-</td>
</tr>
<tr>
<td>Ongoing funding for required soils remediation due to contamination throughout the UW Tacoma campus.</td>
<td></td>
<td></td>
<td></td>
<td></td>
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<td></td>
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<td></td>
</tr>
</tbody>
</table>

#### 6 Year Totals

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>State Funds</td>
<td>105,500</td>
<td>72,000</td>
<td>73,500</td>
<td>87,500</td>
<td>81,000</td>
<td>502,000</td>
</tr>
<tr>
<td>6 Year Total</td>
<td>145,000</td>
<td>73,500</td>
<td>87,500</td>
<td>75,000</td>
<td>76,500</td>
<td>522,000</td>
</tr>
<tr>
<td>Funds</td>
<td>338,000</td>
<td>49,000</td>
<td>2,000</td>
<td>10,000</td>
<td>98,000</td>
<td>569,000</td>
</tr>
</tbody>
</table>

The initiatives outlined in the 2017-2019 State Capital Budget Request and 10 Year Capital Plan are intended to accomplish the following:

- Full building restoration in keeping with the "Restore the Core" program.
- New and renovated space to recapture existing space and address deferred maintenance needs.
- Targeted remodel of the UW's 5th oldest building to address deferred maintenance and enhance student learning spaces.
- Predesign for a new facility to accommodate student growth and interdisciplinary pedagogies. This will set up future renovations of T-Wing. Predesign was funded by the State.
- Full building restoration in keeping with the "Restore the Core" program. The project will address deferred maintenance needs and changing pedagogies within the College.
- Full building restoration in keeping with the "Restore the Core" program. The project will address deferred maintenance needs and recapture space in existing buildings.
- New facility to accommodate growth in the STEM fields at UW Bothell. Predesign study was funded by the State.
- New multidisciplinary classroom facility to accommodate growth and active team-based learning. This will set up future renovations of T-Wing. Predesign was funded by the State.
- New facility developed jointly where partnerships between university and private researchers in clean tech are fostered. State funding is necessary for core equipment and facilities. Predesign was funded by the State.
Overview of UW's 2017-19 State Operating Budget Request

For information only.

BACKGROUND

The University of Washington's 2017-19 state operating budget request is due to the state Office of Financial Management (OFM) by September 16, 2016. The internal University process for soliciting individual proposals and priorities began in March 2016 with a message to the Board of Deans and Chancellors. The final budget submission to OFM is determined by the President and Provost after review for alignment with strategic objectives, consultation with appropriate internal leadership and governing bodies, and consideration of budget instructions/guidance from the OFM.

The Board of Regents originally heard an overview of the UW operating budget request in concert with annual budget approval in May/June. At that time, the Board requested an overview of the request at the September meeting prior to final submission to OFM. The final submission was still under consideration at the time of printing, but an overview will be provided to the Board in the "day of" packet.
Summary of 2017-19 State Operating Budget Requests

The University of Washington has prioritized 11 state operating budget requests that represent the most essential and strategic state investments for the 2017-19 biennium. Targeted programmatic expansions and investments in new and growing infrastructure will support the University and its contributions to our regional, state, national, and international communities. Operating budget submissions are due to the state on September 16, 2016. Please note, several funding amounts are still being finalized.

<table>
<thead>
<tr>
<th>Requests (funding in $1,000s)</th>
<th>FY18</th>
<th>FY19</th>
<th>2017-19 Total</th>
<th>Ongoing Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Maintenance Level Requests</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1 Operations &amp; Maintenance</td>
<td>767</td>
<td>3,360</td>
<td>4,127</td>
<td>9,021</td>
</tr>
<tr>
<td>For the Intellectual House, Burke Museum, Computer Science &amp; Engineering II, and UW Tacoma Urban Solutions.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2 WWAMI Spokane Continuation</td>
<td>3,119</td>
<td>2,598</td>
<td>5,717</td>
<td>3,889</td>
</tr>
<tr>
<td>For 20 UW medical students in Spokane to continue to years 3 and 4 of their medical education. The legislature previously funded these students for years 1 and 2.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3 Marijuana Research</td>
<td>794</td>
<td>794</td>
<td>1,588</td>
<td>1,588</td>
</tr>
<tr>
<td>For additional marijuana research funding that was authorized in legislation during the 2015-17 biennium. (Dedicated Marijuana Acct)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4 Environmental &amp; Occupational Health Sciences Internship Manager</td>
<td>120</td>
<td>120</td>
<td>240</td>
<td>240</td>
</tr>
<tr>
<td>For one full-time Internship and Career Counselor Manager to help meet accreditation needs in the Dept of Environmental and Occupational Health Sciences. (Medical Aid Acct)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Prioritized Performance Level Requests</td>
<td>$42,088</td>
<td>$68,455</td>
<td>$110,544</td>
<td>$135,547</td>
</tr>
<tr>
<td>1 Competitive Compensation</td>
<td>21,713</td>
<td>44,295</td>
<td>66,008</td>
<td>88,590</td>
</tr>
<tr>
<td>For 4 percent salary and benefit increases in FY18 and FY19 for faculty and professional staff. Separate decision packages will be submitted for staff under collective bargaining agreements.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2 Operations &amp; Maintenance</td>
<td>1,290</td>
<td>4,935</td>
<td>6,225</td>
<td>9,870</td>
</tr>
<tr>
<td>For the Nano Engineering &amp; Science Building and Life Sciences Building. These are &quot;performance level&quot; requests because neither building received state funding for construction.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3 WWAMI Spokane Expansion</td>
<td>4,360</td>
<td>4,903</td>
<td>9,263</td>
<td>8,442</td>
</tr>
<tr>
<td>To expand the UW's medical student education program in Spokane by 20 students per cohort, to a total of 80 students per cohort.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4 Student Success Initiative</td>
<td>2,545</td>
<td>2,545</td>
<td>5,090</td>
<td>5,090</td>
</tr>
<tr>
<td>To expand programs at all three campuses that improve access, retention, graduation, and career preparation, with an emphasis on first generation, low-income, underrepresented minority, and transfer students- especially those in STEM fields.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>5 RIDE Bridge Request</td>
<td>1,181</td>
<td>778</td>
<td>1,958</td>
<td>1,555</td>
</tr>
<tr>
<td>To permit RIDE students to spend their second year of dental education in Spokane, rather than returning to Seattle. This program is in partnership with Eastern Washington University.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>6 &quot;High Demand&quot; Enrollment Expansion</td>
<td>8,000</td>
<td>8,000</td>
<td>16,000</td>
<td>16,000</td>
</tr>
<tr>
<td>To expand instructional capacity and enrollment at all three campuses in fields like Engineering, Computer Science, Marine Engineering, and Cyber Operations.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>7 Regenerative Medicine Institute Expansion</td>
<td>3,000</td>
<td>3,000</td>
<td>6,000</td>
<td>6,000</td>
</tr>
<tr>
<td>To add a training program for graduate and postdoctoral students, pilot grants to leverage for large-scale federal grants, and translational bridge awards to convert research breakthroughs into products with commercial potential.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Totals: $122,216 $150,285

* R/V Barnes Replacement - Transportation Budget Request: $16,600
  For a new research vessel to replace R/V Barnes. (The UW is not allowed to submit transportation budget requests, so this request will be a letter attached to our operating budget submission.)
RECOMMENDED ACTION

It is the recommendation of the administration that the Board of Regents approve the Resolution of Gratitude to Regental Laureate Microsoft to be presented on September 9, 2016 at the Recognition Gala.

BACKGROUND

Microsoft is one of the University of Washington’s most generous donors. Their lifetime giving to the UW recently reached $103 million, giving them the status of Regental Laureate (donors who have given over $100 million to the UW). Microsoft is only the second donor to reach this extremely distinguished level, the other being the Bill & Melinda Gates Foundation.

Microsoft has donated financially to all three campuses, all 16 schools and colleges, and Intercollegiate Athletics. In addition, their company’s support for UW internships, joint research, and mentorship have enriched the educational experience of many UW students and alumni.

Highlights of Microsoft's financial giving include the following:

- First gift to the UW was in 1983 — $9,000 to Computer Science & Engineering.
- In 2015, Microsoft committed $38 million to the Global Innovation Exchange (GIX) — $10 million to seed a $100 million endowment and $28 million in in-kind facilities support. This commitment was their single largest investment in the UW.
- $10 million to CSE’s new building campaign.
- Together, these philanthropic investments essentially doubled Microsoft’s giving to the UW — from ~$55 million to ~$103 million.
- Over the past 43 years, they have given $25 million to CSE, including $7 million for the existing CSE building.

A Regental Resolution recognizing Microsoft's Regental Laureate status and recognizing the full scope of their contributions to the University of Washington is attached.

Attachment
University of Washington Board of Regents Resolution of Gratitude to Regental Laureate Microsoft
WHEREAS, since its founding in 1975, Microsoft has continually revolutionized the world of information and changed the ways people live and work and communicate with one another; and

WHEREAS, Microsoft’s philanthropic support for the University of Washington has exceeded $100 million, impacting all three of the University’s campuses and all 16 of its schools and colleges and qualifying Microsoft for designation as a Regental Laureate; and

WHEREAS, Microsoft’s support has especially benefitted the University’s College of Engineering and its highly ranked Department of Computer Science and Engineering, including critical support for its current and future buildings; and

WHEREAS, Microsoft is investing in the Global Innovation Exchange, an exciting new partnership between the University of Washington and Tsinghua University that is breaking new ground in international collaborations between the U.S. and China; and

WHEREAS, thousands of Microsoft’s employees have made a difference at the University of Washington, donating to programs across the University and giving their time and talent to teaching and mentoring students, partnering with faculty and advising schools and colleges; and

WHEREAS, Microsoft has drawn upon the strengths and talents of University of Washington students, faculty and alumni and created opportunities for them in turn; and

WHEREAS, Microsoft has long been engaged with pressing social issues, participating thoughtfully in public discourse and contributing to solutions for local, national and global challenges;

NOW, THEREFORE, BE IT RESOLVED: That the members of the Board of Regents express to Microsoft their gratitude on behalf of the entire University community for Microsoft’s steadfast commitment to and belief in the work of the University’s students, faculty and staff, that we take great pride in honoring this homegrown company’s unique and remarkable success, and that this resolution be spread upon the minutes of the Board as a permanent record of the Board’s sincere appreciation for this new Regental Laureate.