



April 7, 2011

TO: Members of the Board of Regents
Ex-officio Representatives to the Board of Regents
FROM: Joan Goldblatt, Secretary of the Board of Regents
RE: Schedule of Special Meetings

WEDNESDAY, APRIL 13, 2011

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

**The Regular Meeting of the Board as scheduled for Thursday, April 14, 2011 is cancelled.
The Board with a revised schedule will hold a Special Meeting on Thursday, April 14, 2011.**

THURSDAY, APRIL 14, 2011: SPECIAL MEETING OF THE BOARD OF REGENTS

8:00 to 8:05 a.m.	142 Gerberding Hall	FINANCE, AUDIT AND FACILITIES COMMITTEE: Regents Smith (Chair), Blake, Brotman, Cole (alternate), Jewell
8:05 to 10:20 a.m.	142 Gerberding Hall	ACADEMIC AND STUDENT AFFAIRS COMMITTEE: Regents Harrell (Chair), Barer, Cole, Gates, Youn
		<i>in Joint Session with</i>
		FINANCE, AUDIT AND FACILITIES COMMITTEE: Regents Smith (Chair), Blake, Brotman, Cole (alternate), Jewell
10:30 a.m.	142 Gerberding Hall	MEETING OF THE BOARD OF REGENTS

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**AGENDA
BOARD OF REGENTS
University of Washington**

**SPECIAL MEETING
Thursday, April 14, 2011
10:30 a.m.
142 Gerberding Hall**

(Item No.)

I. CALL TO ORDER

II. ROLL CALL: Assistant Secretary Kelly Keith

III. CONFIRM AGENDA

IV. REPORT OF THE BOARD CHAIR: Herb Simon

V. REPORT OF THE UNIVERSITY PRESIDENT: Dr. Wise

VI. CONSENT AGENDA

Approval of Minutes of Meeting of March 17, 2011

Approval of Minutes of Special Meeting of March 9, 2011

Approval of Minutes of Special Meeting of March 31, 2011

Grant and Contract Awards Summary – February, 2011 F-1

Montlake Triangle Project – Delegate Authority to Sign Design Contract F-2

FCC License Assignment of KUOW-AM and KQOW-FM to the University of Washington F-3

Revised Facilities and Spaces Naming Policy F-7

Approval of Exterior Signage for Alaska Airlines Arena at Hec Edmundson Pavilion F-8

VII. STANDING COMMITTEES**A. Academic and Student Affairs Committee: Regent Harrell – Chair***Joint Session***A. Academic and Student Affairs Committee: Regent Harrell – Chair****B. Finance and Audit Committee: Regent Smith – Chair**

Establishing a Universal Student U-PASS Fee (Information only)	A-1
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Healthcare Review (Information only)	F-6
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Update on State Budget Outlook (Information only)	F-9
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B. Finance, Audit and Facilities Committee: Regent Smith – Chair

Report of Contributions – February, 2011 (Information only)	F-4
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Actions Taken Under Delegated Authority (Information only)	F-5
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VIII. OTHER BUSINESS

Reports from ex-officio representatives to the Board:

Faculty Senate Chair – Professor JW Harrington

ASUW President – Ms. Madeleine McKenna

GPSS President – Ms. Sarah Reyneveld

Alumni Association President – Ms. Colleen Fukui-Sketchley

IX. DATE FOR NEXT REGULAR MEETING: Thursday, May 12, 2011

X. EXECUTIVE SESSION

(To evaluate the qualifications of applicants for public employment.)

XI. ADJOURNMENT



UNIVERSITY OF WASHINGTON
BOARD OF REGENTS

April 7, 2011

TO: Members of the Finance, Audit and Facilities Committee
Regents Smith (Chair), Blake, Brotman, Cole (alternate), Jewell

FROM: Joan Goldblatt, Secretary of the Board of Regents

RE: Special Meeting of Committee on 4/14/11 (8:00 to 8:05 a.m., 142 Gerberding Hall)

The following topics are noted for discussion at the meeting of the committee on *Thursday, April 14, 2011*.

1. **Grant and Contract Awards Summary – February, 2011** ACTION F-1
Mary Lidstrom, Interim Provost and Executive Vice President
2. **Montlake Triangle Project – Delegate Authority to Sign Design Contract** ACTION F-2
Theresa Doherty, Assistant Vice President for Regional Affairs, Office of Regional Affairs
Richard Chapman, Associate Vice President, Capital Projects Office
Rebecca Barnes, University Architect, Office of Planning and Budgeting
3. **FCC License Assignment of KUOW-AM and KQOW-FM to the University of Washington** ACTION F-3
Norm Arkans, Associate Vice President, Media Relations and Communications
4. **Report of Contributions – February, 2011** INFORMATION F-4
Walter G. Dryfoos, Associate Vice President, Advancement Services
Connie Kravas, Vice President, University Advancement
5. **Actions Taken Under Delegated Authority** INFORMATION F-5
Richard Chapman
6. **Other Business**



UNIVERSITY OF WASHINGTON
BOARD OF REGENTS

April 7, 2011

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

In Joint Session with

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

FROM: Joan Goldblatt, Secretary of the Board of Regents

RE: Special Meeting of Committee on 4/14/11 (8:05 to 10:20 a.m., 142 Gerberding Hall)

The following topics are noted for discussion at the meeting of the committee on *Thursday, April 14, 2011*.

1. **Establishing a Universal Student U-PASS Fee** **INFORMATION** A-1
Madeleine McKenna, ASUW President
Sarah Reyneveld, GPSS President
2. **Healthcare Review** **INFORMATION** F-6
Christopher J. Cowan, Managing Director and Co-Head of Higher Education Group, Goldman Sachs
Susan M. Benz, Managing Director, Investment Banking Division, Goldman Sachs
Paul G. Ramsey, MD, CEO, UW Medicine; Executive Vice President for Medical Affairs, UW; Dean UW School of Medicine
3. **Revised Facilities and Spaces Naming Policy** **ACTION** F-7
Greg Sheridan, Associate Vice President, Constituency Programs, Office of Development and Alumni Relations
4. **Approval of Exterior Signage for Alaska Airlines Arena at Hec Edmundson Pavilion** **ACTION** F-8
Scott Woodward, Director of Athletics, Intercollegiate Athletics
Jennifer Cohen, Senior Associate Athletic Director for Development, Intercollegiate Athletics
O.D. Vincent, Senior Associate Athletic Director for Facilities/Support Services/Sports Programs, Intercollegiate Athletics

5. **Update on State Budget Outlook** **INFORMATION** F-9
Paul Jenny, Vice Provost, Planning and Budgeting
Margaret Shepherd, Director of State Relations, External
Affairs
6. **Closed Session**
Labor Relations
7. **Other Business**

OFFICIAL MINUTES

MINUTES

**BOARD OF REGENTS
University of Washington**

**SPECIAL MEETING
April 14, 2011**

The Board of Regents held a special meeting on Thursday, April 14, 2011, beginning at 10:30 a.m. in Gerberding Hall, Room 142. The notice of the meeting was appropriately provided to the public and the media.

CALL TO ORDER

Board Chair Regent Simon called the special meeting to order at 10:30 a.m.

ROLL CALL

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

Absent: Ms. Warren, Dr. Harrington

CONFIRM AGENDA

The agenda was confirmed as presented.

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

Regent Simon called on President Wise to give a report to the Board.

REPORT OF THE UNIVERSITY PRESIDENT: Dr. Wise

President Wise reported on the state budget and said the recently-released Senate budget provided for deeper cuts than the House budget, but allows UW a higher ceiling for tuition increases. Government Relations staff members have been working diligently in Olympia and Regent Simon led a group of Regents to Olympia to present concerns about the University to legislators. President Wise said she has spent a significant amount of

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time in Olympia. She praised the advocacy efforts of the Alumni Association, Regents, and University administrators.

The President reported Provost Lidstrom completed meetings with Deans, Vice Presidents, Vice Provosts, and Chancellors to review and discuss their budgets. The Provost is working on budget projections for the 2011-13 biennium modeling potential budget cuts at different levels.

Regent Simon recognized President Wise for her diligent efforts in Olympia.

CONSENT AGENDA

Regent Simon said item F-7, Revised Facilities and Spaces Naming Policy, and item F-8, Approval of Exterior Signage for Alaska Airlines Arena at Hec Edmundson Pavilion, have been removed from the consent agenda and moved to the report of a standing committee for approval.

Regent Simon noted there were six items remaining 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 Jewell seconded by Regent Blake, the Board voted to approve the six items on the consent agenda as shown below:

Minutes for the Meeting of March 17, 2011

Minutes for the Special Meeting of March 9, 2011

Minutes for the Special Meeting of March 31, 2011

Grant and Contract Awards Summary – February, 2011 (Agenda no. F-1)

It was the recommendation of the administration and the Finance, Audit and Facilities Committee the Board of Regents accept Grant and Contract Awards for the month of February, 2011, in the total amount of \$51,144,920.

See Attachment F-1.

Montlake Triangle Project – Delegate Authority to Sign Design Contract (Agenda no. F-2)

It was the recommendation of the administration and the Finance, Audit and Facilities Committee that the Board of Regents delegate authority to the President to sign a design contract for the Rainier Vista Land Bridge (RVLB) Civil/Structural subproject of the Montlake Triangle Project.

See Attachment F-2.

FCC License Assignment of KUOW-AM and KQOW-FM to the University of Washington (Agenda no. F-3)

It was the recommendation of the administration and the Finance, Audit, and Facilities Committee that the Board of Regents delegate authority to the President to: 1) execute the Assignment Agreement with Puget Sound Public Radio (PSPR) to seek Federal Communications Commission (FCC) approval for the transfer of the broadcast licenses for KUOW-AM at Tumwater, WA and KQOW-FM at Bellingham, WA from PSPR to the University of Washington; and 2) upon FCC approval of the license transfer, execute all instruments needed to complete the license assignment.

See Attachment F-3.

STANDING COMMITTEES

FINANCE, AUDIT AND FACILITIES COMMITTEE: Regent Smith, Chair

Report of Contributions – February, 2011 (Agenda no. F-4) (Information only)

The total gifts received in February, 2011, was \$18,000,656, the total for the year-to-date is \$226,701,836.

See Attachment F-4.

Actions Taken Under Delegated Authority (Agenda no. F-5) (Information only)

See Attachment F-5.

Joint Session

Academic and Student Affairs Committee: Regent Harrell – Chair
Finance and Audit Committee: Regent Smith – Chair

Establishing a Universal Student U-PASS Fee (Agenda no. A-1) (Information only)

See Attachment A-1.

Healthcare Review (Agenda no. F-6) (Information only)

See Attachment F-6.

Revised Facilities and Spaces Naming Policy (Agenda no. F-7) (Action)

Regent Smith reported Regents had a lively discussion in the joint session about the proposed revision to the Facilities and Spaces Naming Policy. Following the discussion, committee members approved the policy with some Regents voting in opposition.

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Regent Gates commented that he planned to vote against this policy change because he believes there is “a place at which you need to draw a line.” He said he would draw the line at a different place and believes the notion of a commercial logo on the Hec Edmundson Pavilion is something he is not able to accept. He said he believes the University has gone beyond the appropriate line, in his opinion, demonstrating “almost a sense of ownership” by a commercial entity with signage displaying a corporate logo, and said he would not support that policy.

At Regent Cole’s suggestion, Regent Smith repeated remarks he made in committee. Regent Smith said when the Board approved the revised policy, with respect to major logos placed within the interior of buildings or other such facilities, the Board expected thorough consultation from the Administration before approval by the President.

Regent Brotman added he would prefer the consultation mentioned by Regent Smith occur early in the approval process, so that Athletics, or others representing the University, would have a sense of the Regents as a Board to guide them in their conversations with commercial sale of these rights.

Regent Jewell commented she appreciated the vote would not be unanimous, but she does not believe any Regent, whether voting for, or against, this item, likes the idea of commercializing the University of Washington. The concern about the use of logos on buildings, even Athletic facilities, is perhaps the beginning of a movement toward commercialization that concerns Board members. She said the meeting minutes would reflect the opinions and concern of the Board about these issues, which includes commercialization vying with the University’s need to fund itself creatively given the challenging funding climate. The University needs to maintain its integrity and academic independence, and anything that undermines that is of concern. Regent Jewell said the Board plans to revisit the overall naming policy. At that time the Board can closely examine the policy specific to Athletics being approved at this meeting.

Regent Simon thanked Regents for their comments, and said Regents have fiduciary responsibility for the University.

Regent Youn added that as a Foster School student benefiting from the use of Paccar Hall, she appreciates the thoughtfulness of the conversation on this issue. Regarding commercialization, she said she noted that Paccar Hall has many interior spaces with names on them, and students are grateful for the safe, accessible new building. She appreciates the thoughtfulness of the discussion, looking at what is best for the student experience and what enhances the quality of education while not placing an additional financial burden on students.

MOTION: Upon the recommendation of the Academic and Student Affairs Committee; the Finance, Audit and Facilities Committee; and the motion made by Regent Smith, seconded by Regent Jewell, the Board of Regents voted to approve the Revised Facilities and Spaces Naming Policy reflecting the addition of Section 5. The revised policy will go into effect immediately upon approval by the Board of Regents. Regents Brotman and Gates opposed the motion.

See Attachment F-7.

Approval of Exterior Signage for Alaska Airlines Arena at Hec Edmundson Pavilion (Agenda no. F-8) (Action)

Regent Smith reported on an equally lively conversation in the joint session regarding the exterior signage on Hec Edmundson Pavilion. He said the item was approved with opposition in committee.

MOTION: Upon the recommendation of the administration, the Academic and Student Affairs Committee; the Finance, Audit and Facilities Committee; and the motion made by Regent Smith, seconded by Regent Jewell, the Board of Regents voted to approve the proposed signage to be affixed to the exterior of Hec Edmundson Pavilion which acknowledges that Alaska Airlines has entered into an agreement to temporarily name the main arena as Alaska Airlines Arena at Hec Edmundson Pavilion. The recommended action was subject to the approval of the Revised Facilities and Spaces Naming Policy. Regents Brotman and Gates opposed the motion.

See Attachment F-8.

Update on State Budget Outlook (Agenda no. F-9) (Information only)

See Attachment F-9.

REPORTS FROM EX OFFICIO REPRESENTATIVES TO THE BOARD OF REGENTS

Regent Simon said Regents received a written update from the student leaders at UW Bothell (attached).

Faculty Senate Chair: Professor JW Harrington

As Dr. Harrington was conducting a class, the Vice Chair of the Faculty Senate, Dr. Susan Astley, provided a brief report to the Regents.

Professor Astley thanked the Regents for the opportunity to present to them at the January meeting of the Board about the School of Public Health. She is looking forward to working with the Board during the next academic year during her term as Chair of the Faculty Senate.

ASUW President: Ms. Madeleine McKenna

Ms. McKenna commented on student activities in Olympia. Students testified on the House budget and Ms. McKenna joined a group of students to testify on the Senate's proposed budget. Students were pleased about funding for work study in the Senate

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budget. The House budget completely suspended funding for the state work study program, which provides financial aid to low income students. Regarding tuition increases, at a rate of 16%, the Senate budget has a moderately greater increase for resident undergraduate tuition than the 13% in the House budget. Students feel the Senate budget's rate provides more transparency in the budgeting process and would allow for a lower net reduction in the overall UW budget which would help preserve quality. Students have also been engaged with budget and legislative affairs on campus. Recently students commemorated reduction of state funding per student to 1987-89 biennium levels with a 1980s party on Red Square, complete with neon and Duran Duran. At the event students sent postcards to their legislators.

Student leadership has been working with Provost Lidstrom to discuss options for tuition policy. Students appreciate the Provost's outreach, the level of transparency, and the dialogue student leaders have had with UW administration about the budget. Ms. McKenna reported ASUW leaders are working closely with the Provost and others on a proposal to form a student board to advise the Provost on budget, tuition, and financial aid. This board would complement the Faculty Senate on Planning and Budgeting and the Board of Deans and Chancellors in the budget process. Ms. McKenna said students appreciate the administration's support of this proposal. ASUW hopes to appoint the first members within the next month.

GPSS President: Ms. Sarah Reyneveld

Ms. Reyneveld provided a brief update on the recent GPSS Senate meeting and highlighted two resolutions. The first was a resolution passed in solidarity with Local 4121, the union representing academic student employees in support of the collective bargaining process to ensure workers have access to health care, a fair, livable wage, and child care. GPSS also voted to support a resolution to preserve the quality of the Evans School, iSchool, and Public Health Genetics.

Ms. Reyneveld told the Regents about the legislative efforts of GPSS in partnership with ASUW since the release of the House, Senate and Governor's proposed budgets. Many graduate and professional students testified in Olympia in favor of preserving state financial aid, and maintaining funding for the UW.

Ms. Reyneveld shared her own experience using the tuition waiver available to state employees to access graduate education. She attended the Evans School of Public Affairs while still working. Then she enrolled in the Law School as a full-time student. She stressed the importance of the State's four state aid programs (health professional loan repayment program, future conditional scholarships program, child care matching grants program, and work-study) as well as the tuition waivers available to state employees, non-resident waivers, fellowships, and scholarships. These programs allow graduate students to begin their degrees and attain them in a timely manner. The House budget proposes the complete elimination of state financial aid to graduate and professional students. Currently all programs, except work study, have been suspended. The proposed House budget suspends work study. Partnering with ASUW, the GPSS plans to advocate for continued support for the continuation of graduate student financial aid.

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She reported graduate and professional student leaders traveled to Washington, DC to join Student Advocates in Graduate Education (SAGE) to lobby against the elimination of federally subsidized aid for graduate students.

Ms. Reyneveld said GPSS plans to work with the UW administration to identify innovative ways to increase access to aid. She expressed her gratitude to Provost Lidstrom and Dean Baldasty for working to establish a fellowship program, and said she is thankful the Provost has expressed a commitment to ongoing support for graduate and financial aid. She encouraged Regents and legislators to seek innovative ways to fund financial aid, and explore public-private partnerships to ensure financial aid for graduate students does not become “a thing of the past.”

Alumni Association President: Ms. Colleen Fukui-Sketchley

Ms. Fukui-Sketchley reported on the advocacy efforts of UWImpact. She said they received positive media coverage. UWImpact’s efforts resulted in 2,500 contacts to legislators by phone or email. Call-to-action messages generated immediate responses by members sending a high volume of email messages to legislators.

UWAA recently hosted a well-attended community conversation in the 48th legislative district, featuring faculty speaker David Domke, and a UW student who presented a compelling story about the University. The event was attended by UWAA trustees, community members, and other friends of the University. The discussion at the event revealed attendees’ thoughts about the University, the budget, tuition, and other issues. UWAA plans to host future community conversations.

Ms. Fukui-Sketchley reported on the coverage UWImpact recently received on KCTS Channel 9. President Wise and UWImpact were featured on a special presentation about higher education. She added the program demonstrated the breadth and depth of UWImpact.

UWAA is looking forward to the completion of the Alumni Commons under construction in the UW Tower. This should happen within the next two months.

DATE FOR NEXT MEETING

The next regular meeting of the Board of Regents will be held on Thursday, May 12 2011, on campus.

EXECUTIVE SESSION

Regent Simon called for the Regents and others to meet in an executive session to evaluate the qualifications of applicants for public employment.

ADJOURNMENT

The special meeting was adjourned at 12:15 p.m.



Joan Goldblatt
Secretary of the Board of Regents

Approved at the meeting of the Board on May 12, 2011.

Associated Students of the University of Washington Bothell

Thank you for coming out to visit UW Bothell last month. It was exciting to have the opportunity to share our beautiful campus and community with you. We hope to see you soon back at UW Bothell for a visit.

-Amira Davis

Student Success

Our Collegiate DECA Business Competition Team had 19 students place in the top 3 in their categories. This week, 17 of those students are in Orlando, Florida competing at the National DECA competition.

Freshman Council

The Freshman Council was developed out of collaboration between ASUWB and Chancellor Kenyon Chan. At UW Bothell, freshmen do not have the opportunity to run for election because of the timing of elections. This council will give the ASUWB the freshmen perspective that we do not have at this time, and it will give freshmen the opportunity to get involved in student government and student leadership at an early stage in their education.

The council is composed of 6 freshmen and 1 ASUWB Executive Director. They will meet quarterly with the Chancellor and other campus administration.

Bookstore Café: Food for Thought

The brand new café, Food for Thought, opened March 28th in the UW Bothell Bookstore. This diverse space will provide more food options to students. Specifically, this will be providing night students with a variety of food options available all evening until campus closes, which is the first time food has been available on campus during these hours. There is also a vibrant student space where meetings, studying, and collaboration is taking place.

UW Bothell Beardslee Building

This quarter, the UW Bothell Beardslee Building opened. “This extraordinary facility will allow us to expand our science/technology and studio arts programs. It provides us additional classroom spaces, faculty offices, classroom labs, and sponsored research labs. In addition, our Business Development Center and the Center for Serious Play have relocated to the first floor of UWBB. As part of this facility, we have created a new “collaboratory” that includes a main room and “the garage.” Both of these rooms are connected to the studio arts classroom. This trio of connected spaces is designed for maximum flexibility and to encourage collaboration, innovation, and creativity among students, faculty, and staff . . . The collaboratory is designed as an incubator space for students, faculty, and staff to work together to experiment and create without structure or schedules.” – Chancellor Kenyon Chan

Amira Davis
President | ASUWB
April 2011

VII. STANDING COMMITTEES

A. Academic and Student Affairs

In Joint Session with

B. Finance, Audit and Facilities Committee

Establishing a Universal Student U-PASS Fee

INFORMATION ONLY

The Administration anticipates bringing an action item to the University of Washington Regents in May 2011 authorizing the Administration to collect a new voluntary student fee of \$76 per academic quarter maintained by students upon themselves pursuant to RCW 28B.15.610, approved by a majority vote of the student senates in ASUW Resolution R-17-2 and GPSS Resolution 10.27-11, and intended to fund universal access by Seattle Campus students to the U-PASS program (Universal Student U-PASS Fee hereafter).

BACKGROUND

The UW's U-PASS program was established in 1991 by ASUW and GPSS in partnership with UW Transportation Services to provide an unlimited right to ride transit product to UW students at a significantly reduced price. Additional bundled services to support students who walk and bike, carpool, or who mix their travel modes were included to create a deeply integrated multimodal travel option that mimicked the utility of a private automobile at a fraction of the cost.

Today, U-PASS provides participants with unlimited rides on the bus, train, and light rail service of six regional transit agencies, reduced cost access to Zipcar, vanpool subsidies, discounted carpool parking, bicycle and pedestrian infrastructure enhancements and programming, the NightRide shuttle service, and a variety of merchant discounts.

Participation grew steadily for the first eighteen years of the program. U-PASS became central to the UW student experience providing an inexpensive mobility solution for school, work, volunteering, and social activities. Transit use became the social norm among students and the UW benefitted through reduced greenhouse gas emissions, reduced traffic congestion, and improved relations with our University District neighbors.

The economic downturn that began in 2008 triggered two significant trends that placed the U-PASS program in financial peril. First, the average number of rides taken by existing program participants increased by approximately 20%. Second, regional transit agencies, challenged by declining sales tax receipts, began a series

VII. STANDING COMMITTEES

A. Academic and Student Affairs

In Joint Session with

B. Finance, Audit and Facilities Committee

Establishing a Universal Student U-PASS Fee (continued p. 2)

of fare increases. These factors compounded to rapidly increase the University's overall cost to operate the program.

At the same time, the University's ability to generate funds to subsidize the program began to suffer erosion from the City of Seattle's new commercial parking tax and from decreasing participation in the University's parking program. The result was significant increases in U-PASS prices as program participants were asked to bear a greater percentage of the rapidly increasing program costs.

During 2008, Transportation Services struggled to achieve substantive cost savings in either transit contract costs or tax burden. In order to keep the program solvent, the department instituted the most significant U-PASS price increase since the program began with the price of a Student U-PASS increasing 98% from \$50 to \$99. Within six months, it was evident that student price sensitivity was greater than anticipated. Participation began to plummet and low-intensity users began to leave the system, further increasing the average cost per program participant.

At the beginning of 2010, Transportation Services developed and began implementation of a new business plan that has the potential to place the U-PASS on sound financial footing for the next five years. An executive summary of this plan was included in Transportation Services May 2010 presentation to the Board of Regents. Implementation continues and most indicators point toward the plan being successful.

Parallel to Transportation Services development of a revised business plan, students took up the question of the U-PASS's future. ASUW, in partnership with GPSS, convened the Student Transportation Taskforce. Central to the Taskforce's work was a survey of the university community to gauge student commitment to the U-PASS program and identify a preferred option for reforming the program's funding model. An executive summary of the Taskforce's report and recommendations is included in the attachments. The response rate was an impressive 17.5% of the entire student population. The central finding was that 79% of students preferred implementation of a Universal Student U-PASS. The breadth of support for the Universal Student U-PASS option is best illustrated by the fact that it was even supported by 53% of students that were not currently participating in U-PASS.

VII. STANDING COMMITTEES

A. Academic and Student Affairs

In Joint Session with

B. Finance, Audit and Facilities Committee

Establishing a Universal Student U-PASS Fee (continued p. 3)

Prior to the summer recess, the Taskforce issued its draft report and recommendation that the U-PASS program be made universal, meaning that all students would be required to participate. Throughout the summer and fall, Transportation Services worked with student leaders to identify a process for affecting this change and to model associated program costs.

Transportation Services identified three possible statutory bases for implementing the fee. The first required that a parallel universal fee be established for all faculty and staff, something that was determined to be untenable in the current economic climate. The second was the Student Activity Fee process, which was thought by both Transportation Services and ASUW/GPSS leadership to be too slow and uncertain to be viable path. The third was RCW 28B.15.610, Voluntary Fees of Students, the same authorizing statute used by Washington State University and Western Washington University for their transit pass programs. This path was determined to be efficient and also vested control with the students, an important consideration when establishing a universal fee.

ASUW took action on the Universal Student U-PASS as one of the first pieces of legislation considered after the school year began. GPSS acted with similar expediency. Following the Senates' action authorizing their respective boards to enter detailed negotiations with Transportation Services and to implement the resulting programs, the precise program parameters and implementation were identified in negotiations between ASUW, GPSS and Transportation Services with oversight from Student Life.

Implementation of the Universal Student U-PASS provides the greatest possible value for the largest number of students. Further, by broadening the base of participants, it helps to stabilize student U-PASS rates. Because this fee will replace the existing "opt out" U-PASS fee of \$99 it will actually reduce the cost of attendance for most students immediately. The majority of students will see their transportation costs decrease by 23% from today's level as a result of this action and will avert a projected cumulative fee increase of 25% over the next two years. By year two of the Universal Student U-PASS, the U-PASS fee will be 38% less than the projected U-PASS fee were the program to continue on an opt out basis and the typical student will save \$47.50 per quarter on U-PASS fees.

VII. STANDING COMMITTEES

A. Academic and Student Affairs

In Joint Session with

B. Finance, Audit and Facilities Committee

Establishing a Universal Student U-PASS Fee (continued p. 4)

Implementation of the Universal Student U-PASS has no immediate implications for the parallel faculty and staff U-PASS program which will remain optional. Appropriate measures have been taken to prevent cross subsidies between the two programs.

Attachments:

RCW 28B.15.610, Voluntary Fees of Students

ASUW Senate Resolution R-17-2, Authorizing a Universal Student U-PASS

GPSS Senate Resolution 10.27-11, Authorizing a Universal Student U-PASS

Student Governance and Policies, Student Policies Chapter 205 Voluntary Fees of Students Under RCW 28B.15.610 (Draft)

Memorandum of Understanding Regarding Implementation of a Universal Student U-PASS

Report of the Student Transportation Task Force, Executive Summary

U-PASS Program Profile: "UW provides access to education and employment to 60,000 King County residents"

RCW 28B.15.610
Voluntary Fees of Students

The provisions of this chapter shall not apply to or affect any student fee or charge which the students voluntarily maintain upon themselves for student purposes only. Students are authorized to create or increase voluntary student fees for each academic year when passed by a majority vote of the student government or its equivalent, or referendum presented to the student body or such other process that has been adopted under this section. Notwithstanding *RCW [42.17.190](#) (2) and (3), voluntary student fees imposed under this section and services and activities fees may be used for lobbying by a student government association or its equivalent and may also be used to support a statewide or national student organization or its equivalent that may engage in lobbying.

[2009 c 179 § 1; 1969 ex.s. c 223 § [28B.15.610](#). Prior: 1915 c 66 § 8; RRS § 4552. Formerly RCW [28.77.065](#).]

Notes:

***Reviser's note:** RCW [42.17.190](#) was recodified as RCW [42.17A.635](#) pursuant to 2010 c 204 § 1102, effective January 1, 2012.

ATTACHMENT 1

**ASUW Senate Resolution R-17-2
Authorizing a Universal Student U-PASS**

WHEREAS the U-PASS has provided affordable transportation to the University of Washington since 1991; and

WHEREAS the availability of the U-PASS has prevented an estimated 61% increase in University associated traffic in the University District¹; and

WHEREAS transportation in the Puget Sound region accounts for approximately half of all carbon emissions within that region; and

WHEREAS the University of Washington and the U-PASS program provide environmentally friendly modes of transportation across Puget Sound; and

WHEREAS University of Washington students rely on transportation provided by the U-PASS to access education, employment, and affordable housing; and

WHEREAS due to funding limitations, the price of the U-PASS was forced to rise nearly one hundred percent just two years ago; and

WHEREAS a change in the funding model of the U-PASS is necessary to the long- term viability of such a program; and

WHEREAS the Associated Students of the University of Washington passed R-16-12² and LD-16-1³ in support of the U-PASS program during the 2009-2010 academic year; and

WHEREAS in Spring Quarter 2010 the Student Transportation Taskforce conducted a survey offered to all students faculty and staff at the University of Washington that received over 14,000 responses; and

WHEREAS 79% of student respondents to the survey indicated support for a Universal U-PASS model that would provide a U-PASS to all students on the condition that the price be guaranteed to remain between \$60 and \$80 for at least two years.

**THEREFORE BE IT RESOLVED BY THE ASSOCIATED STUDENTS OF
THE UNIVERSITY OF WASHINGTON**

THAT the Senate adopt the results of the 2010 Student Transportation Taskforce survey as student opinion; and

THAT the students request that the ASUW Board of Directors and University of Washington Board of Regents pursue implementation of the proposed Universal

¹ University of Washington Transportation Services

² <http://senate.asuw.org/senate-asuw/legislation/16/R/R-16-12.html>

³ <http://senate.asuw.org/senate-asuw/legislation/16/LD/LD-16-1.html>

U-PASS outlined in the 2010 Student Transportation Taskforce survey through methods outlined in RCW 28B.15.610; and

THAT all transit agencies who provide service to students through the U-PASS program present a predictable, fair method of calculating costs for students in exchange for guaranteed student participation in the U-PASS program; and

THAT the Associated Students of the University of Washington reserve the right to withdraw the Universal U-PASS program through vote of the Senate and the ASUW Board of Directors outlined in RCW 28B.15.610 if the cost of purchasing transit privileges from the transit agencies who provide service to students through the U-PASS program is deemed to be unaffordable on a per U-PASS member basis; and

THAT a copy of this legislation be forwarded to the Associated Students of the University of Washington Board of Directors, University of Washington Interim President Phyllis Wise, University of Washington Interim Provost Mary Lidstrom, the University of Washington Board of Regents, University of Washington Director of Transportation Services Josh Kavanagh, Daphne Tackett of Pierce County Transit, Carol Cooper of King County Metro, Wendy Sorensen of Kitsap Transit, Steffani Lillie of Everett Transit, Sarah Lovell of Sound Transit, and Kate Tourtellot of Community Transit.

**GPSS Senate Resolution 10.27-11
Authorizing a Universal Student U-PASS**

Title: **RESOLUTION IN SUPPORT OF A UNIVERSAL U-PASS**

Sponsored by: Shawn L. Mincer (Secretary), Charles Plummer (Earth and Space Sciences) and Sarah Reyneveld (President)

Written by: Shawn L. Mincer (Secretary), Charles Plummer (Earth and Space Sciences) and Sarah Reyneveld (President)

Resolution Number: 10.27-11

WHEREAS the current funding model is unsustainable and a new funding model for the U-PASS has become necessary; and

WHEREAS the University of Washington (UW) has been an early and consistent leader nationally in developing sustainable transportation options for the university community and the U-PASS has provided affordable transportation to the University of Washington since 1991; and

WHEREAS the availability of the U-PASS has prevented an estimated 61% increase in University associated traffic in the University District¹ despite growth of the student populations specifically, and the density of the neighborhood generally. This reduction in vehicle trips has meant that the average UW Seattle commuter emits 30% less carbon than the average commuter in our region²; and

WHEREAS Washington State's Commute Trip Reduction (CTR) Law, RCW 70.94.521-551, directs state agencies in King and other counties to decrease vehicular travel and limit SOV use and in 2008 the Puget Sound Regional Council highlighted the U-PASS system as a successful example of Transportation Demand Management (TDM); and

WHEREAS many University of Washington graduate and professional students rely on transportation provided by the U-PASS to access education, employment and leisure activities, especially with the majority of students living off-campus; and

WHEREAS due to funding limitations, the price of the U-PASS was forced to rise nearly one hundred percent just two years ago from \$50 to \$99 and student participation fell from 83% to 66%; and

WHEREAS a change in the funding model of the U-PASS is necessary to the long-term viability of such a program; and

WHEREAS the U-PASS is an integrated, multimodal solution that supports the full range of green transportation option; and

¹ University of Washington Transportation Services

² U-PASS Profile (UW Department of Transportation Services)

WHEREAS in Spring Quarter 2010 the Student Transportation Taskforce conducted a survey offered to all students faculty and staff at the University of Washington that received over 14,000 responses; and

WHEREAS of all the students who responded to the survey, 92% of all graduate students, 79% of all of the students, and 53% of students who did not use U-PASS supported a Universal U-PASS model that would provide a U-PASS to all students on the condition that the price is guaranteed to remain between \$60 and \$80 for at least two years.

THEREFORE BE IT RESOLVED BY THE GRADUATE AND PROFESSIONAL STUDENT SENATE OF THE UNIVERSITY OF WASHINGTON:

THAT the GPSS supports the implementation of a Universal UPASS to assure the continued viability and success of the UPASS program; and

THAT the GPSS commends UW Transportation Services for their leadership and their commitment to UPASS; and

THAT the GPSS Executive Committee and University of Washington Board of Regents explore implementation of the proposed Universal U-PASS outlined in the 2010 Student Transportation Taskforce survey; and

THAT the Puget Sound regional transit partners to U-PASS provide a predictable, fair method of calculating costs for students in exchange for guaranteed student participation in the U-PASS program; and

THAT the Graduate and Professional Student Senate reserve the right to withdraw from the Universal U-PASS program through vote of the Senate if Puget Sound regional transit partners fail to adhere to a predictable, fair method of calculating costs for students in exchange for guaranteed student participation in the U-PASS program.

THAT a copy of this resolution be forwarded to the University Board of Regents, Interim President Phyllis Wise, Interim Provost Mary Lidstrom, Dean Jerry Baldasty, UW Director of Transportation Josh Kavanagh, Mayor Mike McGinn, Seattle City Council, and the Puget Sound regional transit partners of U-PASS.

Presented to GPSS for approval on November 3, 2011.

Approved on November 3, 2011.

Student Governance and Policies

Voluntary Fees of Students Under RCW 28B.15.610

Student Policies, Chapter 205

Voluntary Fees of Students (DRAFT)

1. Overview

RCW 28B.15.610 authorizes students to voluntarily maintain fees upon themselves for student purposes. This policy establishes the University process by which students may, when authorizing a voluntary fee, seek the support of the Administration in fee collection and service administration.

2. Implementation of Voluntary Fee

When a voluntary fee is authorized in accordance with the provisions of RCW 28B.15.610 the fee is thereafter mandatory for all students upon which the fee is imposed; however in situations where the fee is used to support political and ideological philosophies or other speech protected by the constitution students shall be allowed to opt out of the fee.

3. Requirements of Collection and Administration

a. Assessment of Student Support

Prior to asking the administration to collect and administer a voluntary student fee, ASUW and GPSS must assess student support for the fee in one of two ways, a survey of the student body or a written petition.

- If a survey is utilized, it must have response rates of at least 10% from the undergraduate student body and 10% from the graduate/professional student body. The results of the survey and analysis thereof shall be presented to ASUW and GPSS for their consideration.
- If a written petition is utilized, the petition question must be submitted for review of the ASUW Board of Directors and GPSS Executive Committee. The written petition must gain signatures from at least 15% from the undergraduate student body and 15% from the graduate/professional student body. Petition forms must be consistent with the format available through ASUW and GPSS. The petitions must be submitted to the Office of the Vice President and Vice Provost for Student Life with enough time allowing for validation of signatures by the Registrar. Results of the petition verification and the physical petitions must be presented to the ASUW and GPSS.

ATTACHMENT 4

ASUW and GPSS then may each pass a resolution that, when enacted under the process outlined in their bylaws, directs their executive officers to work with the Vice Provost for Student Life and Sponsoring Administrative Unit on fee implementation.

b. Sponsoring Administrative Unit

When proposing a Voluntary Fee that will be collected and administered by the University's administration, ASUW and GPSS must identify a sponsoring administrative unit that will provide the services that the fee is intended to support. If the Fee is adopted and the Board of Regents approves collection the sponsoring administrative unit shall both provide the services and serve as technical advisor to students in their oversight of fee administration. The sponsoring administrative unit shall provide fiscal support for a campus-wide survey, analysis of the survey results, and any necessary follow-up assessment. All data shall be jointly owned by ASUW and GPSS.

c. Governance

ASUW and GPSS, in consultation with the Office of the Vice President and Vice Provost for Student Life, shall establish a fee oversight plan that includes, at minimum:

- An oversight board consisting of students and accountable to the student body through ASUW and GPSS
- A technical advisor from the sponsoring administrative unit
- An advisor appointed from the Office of the Vice President and Vice Provost for Student Life

d. Implementation

ASUW and GPSS shall develop, in consultation with the technical and Student Life advisors, a memorandum of understanding, which codifies the following:

- The implementation date of the fee and sunset date (if applicable)
- The amount of the fee
- The purpose for which fee proceeds are to be used
- The population of students upon which the fee will be imposed
- The Fee oversight plan
- The means for terminating the agreement/Fee
- Any other terms identified by the signatories as necessary to the smooth implementation and successful administration of the fee and associated services

The memorandum of understanding is to be signed by the senior official of the sponsoring administrative unit, the Vice President

and Vice Provost for Student Life (with the Provost's concurrence), and upon approval of the memorandum of understanding by the ASUW Board of Directors and GPSS Executive Board, the Presidents of ASUW and GPSS.

4. Regents Approval Required

Following adoption of the memorandum of understanding, the signatories shall jointly seek authority from the University of Washington Regents for the Administration to collect and administer the fee on behalf of students. Implementation of the fee as envisioned in the memorandum of understanding is contingent on Regents approval.

**Memorandum of Understanding
Regarding Implementation of a Universal Student U-PASS Fee
(Consensus DRAFT 4.6.11 – Signatures Pending)**

The parties, ASUW, GPSS, Student Life, and Transportation Services agree to the following terms for implementation of a Universal Student U-PASS fee imposed in accordance with RCW 28B.15.610.

Purpose of Fee

The Universal Student U-PASS Fee (hereinafter “Fee”) is intended to fund the Student U-PASS Program (hereinafter “Program”), with the following Program provisions:

- Unlimited right to ride on King County Metro Transit, Sound Transit, Community Transit, Pierce Transit, Kitsap Transit, and Everett Transit.
- Free-fare access to the NightRide Shuttle
- Discounted car-sharing and vanpool subsidies
- Merchant discounts, marketing, promotions, and other reasonable overhead not to exceed 5% of program budget.

As a condition of the Fee, Transportation Services will continue to support pedestrian and bicycle programming and infrastructure and discounted carpool parking as elements of a broader multimodal transportation program that includes U-PASS.

Governance

The Fee will be established by students pursuant to RCW 28B.15.610 and collected by the Administration for the benefit of students. Students will oversee Fee setting and implementation, along with the scope of services provided by the Fee via the Advisory Board.

Oversight shall be by the Universal Student U-PASS Advisory Board (hereinafter “Advisory Board”), which shall report to and make recommendations to the ASUW Boards of Directors and the GPSS Executive Committee. The Advisory Board shall be composed of the following representatives:

- six undergraduate students appointed by ASUW in accordance with its bylaws
- three graduate students appointed by GPSS in accordance with its bylaws
- a student chair to be elected by the Advisory Board from within its members.
- a technical advisor (nonvoting) appointed by the Director of Transportation Services
- an advisor (nonvoting) appointed by the Vice Provost and Vice President for Student Life

Transportation Services will give the Advisory Board regular briefings during transit contract negotiations and quarterly updates on program finances. The Advisory Board shall be advised of any prospective changes to Program

ATTACHMENT 5

benefits and shall have the opportunity to comment. Additions of services valued at more than 1% of the Program budget or elimination of any program component shall be subject to Advisory Board approval.

Fee Implementation Date

- The Fee and Program shall be implemented beginning with the fall academic quarter of 2011.

Fee Increases

Transportation Services agrees to maintain the Program in line with the above parameters and to make reasonable efforts to control program costs. If an increase of the Fee is necessary to maintain program solvency:

- Transportation Services shall propose the new fee to the Advisory Board by the end of January of each academic year. The Advisory Board shall in turn make its recommendation to the ASUW Board of Directors and GPSS Executive Committee for their consideration. The ASUW Board of Directors and the GPSS Executive Committee have the joint authority to approve the proposed fee following presentation to ASUW and GPSS Senates. Any Fee increase may then be adopted in accordance with the requirements of RCW 28B.15.610.

Termination Conditions

The Fee may be terminated as set forth in RCW 28B.15.610 and the Parties will follow the steps provided below:

- Either the Advisory Board or the ASUW or GPSS Senates may recommend the discontinuation of the Fee. Upon receiving this recommendation, the ASUW Board of Directors, following presentation to ASUW Senate, may approve the termination of the Fee before the end of March of each academic year.
- Upon receiving this recommendation, the GPSS Executive Committee will present it along with their recommendations to the Senate who may approve the termination of the Fee before the end of March of each academic year.
- If termination is approved by both GPSS and ASUW, it must be approved between the beginning of September and the end of March of the same academic year. The Fee will be discontinued effective the next fall quarter.
- If the Fee is discontinued the Program will revert to an “opt out” program at a rate to be established and managed by Transportation Services in consultation with the University Transportation Committee.

Fee Amount

- In the initial quarter, and for the seven following quarters, the amount of the Fee shall be \$76 per academic quarter.

Population

- The population for the Fee shall be all students who pay the Services and Activities Fee.
- Transportation Services may elect to offer U-PASS products to other populations to the extent that doing so supports University goals. The rate

for those individual opt-in sales shall be set by Transportation Services and shall be higher than the Universal Student U-PASS fee.

Other Financial Considerations

- The Faculty/Staff and Student U-PASS programs will be financially separate. Revenues and costs associated with the programs will be tracked and held separately from one another. There shall be no cross subsidies between the programs.
- It is agreed that upon implementation of the Universal Student U-PASS that reserves in Transportation Services' U-PASS Rate Stabilization Fund (the U-PASS fund balance) will be divided between the Faculty/Staff U-PASS program and the Student U-PASS program in proportion to the number of participants in each program.

Madeleine McKenna
President, Associated Students of the University of Washington

Sarah Reyneveld
President, Graduate and Professional Student Senate

Eric Godfrey
Vice Provost and Vice President for Student Life

Josh Kavanagh
Director, Transportation Services

Report of the Student Transportation Task Force Executive Summary

The Student Transportation Task Force (STT) was created in October 2009 by the ASUW Board of Directors to address the issue of rising U-PASS costs. In the 2008-2009 academic year, the U-PASS increased in price from \$50 to \$99 in response to steep increases in Metro fares and declining program subsidies. This price jump led to the largest decline in student U-PASS participation in the program's 20-year history, and the U-PASS budget shortfall grew to almost \$5 million in fiscal year (FY) 2010. With no end in sight to fare hikes, declining subsidies, and program attrition, STT was charged with finding a means to preserve the affordability and accessibility of sustainable transportation options for students.

STT researched viable alternative funding models that would ensure the U-PASS program's financial solvency. From this research, the Task Force concluded that there are three possible options for the program's future in the short term:

1. The present funding model, would maintain the current U-PASS funding structure.
2. A Universal U-PASS, which would mandate a U-PASS purchase for all UW students.
3. A Universal Transportation Fee, which would levy a baseline transportation fee for all UW students and would keep the U-PASS as an opt-out program.

In order to gauge the level of support for the three proposed options, STT crafted a U-PASS Use and Opinion Survey and distributed it among UW students, faculty, and staff. After analyzing survey results from 14,144 responses, STT has concluded that there is sufficient support for a Universal U-PASS to merit a restructuring of the current U-PASS model. The most popular funding model among respondents was a Universal U-PASS, with 79% approval. Approximately 53% of current non-U-PASS holders supported this option.

The survey results also revealed that students, faculty, and staff support a pay-as-you-go transportation program. While this was not one of the three proposed options, and while this is not technologically feasible at this time, STT recommends that the University pursue further research into the implementation of a pay-as-you-go system with the ORCA card if it becomes technologically feasible.

Based upon our work this year, STT recommends the following:

- **Implement a Universal U-PASS in January 2011.** This recommendation is contingent upon a guaranteed price between \$60-80. This price must also be guaranteed for at least two years.
- **Continue to research the possibility of a pay-as-you-go transportation program.** This option is currently technology unfeasible, but warrants future research and consideration.
- **Continue advocacy efforts to reduce U-PASS costs.** Including efforts to reduce overall Metro rider fare and reduce the City of Seattle's commercial parking tax.

ATTACHMENT 6

- **Reinstate the Student Transportation Task Force for the 2010-2011 school year.** Next year, STT will carry out the recommendations of this report, contingent upon approval by the ASUW BOD, Student Senate, and the Board of Regents. Moreover, STT will continue to address students' other transportation concerns.



Creating healthier lives.
It's the Washington Way.

UW provides access to **EDUCATION** and **EMPLOYMENT** to **60,000** King County residents

Including . . .

159 librarians

808 medical residents

4,059 working graduate students

2,154 research workers

27,785 undergraduate students

7,844 faculty

1,193 computer professionals

416 building trades workers

679 custodians

233 food workers

50 truck drivers

51 gardeners

2,746 nurses



ATTACHMENT 7

U-PASS directly improves the LIVE

Sue Park
Custodian
Shoreline



Sue drives to the Seattle Campus everyday with 8 of her Custodial Services colleagues in a Metro vanpool. "Everyone in my van has a U-PASS. They can take a bus when they don't ride with us."

Kaela Reilly
Freshman
Shoreline



Kaela takes transit everyday for class and will soon be riding the bus to her job as well. "U-PASS makes it a lot more convenient to get places and I don't have to worry about money as much."

Kenneth Nelson
Senior
U-District



"U-PASS gave me an incentive to use the bus system so that I can go to different places with my friends. It gave me that accessibility to get to places that I probably wouldn't go had I not had the U-PASS."

Josef Eckert
Masters Candidate
Ballard



Josef credits U-PASS as one of the deciding factors for coming to UW. "A lot of other graduate programs I looked at didn't offer such a low cost transportation program."

Gordy French
Web Developer & UW alumnus
South Lake Union



Gordy depended on his U-PASS as a student and counted it as an asset when deciding to work at UW. "U-PASS makes it possible for me to live and work in the city and not own a car."

Margo Bergman
Masters Candidate
West Seattle

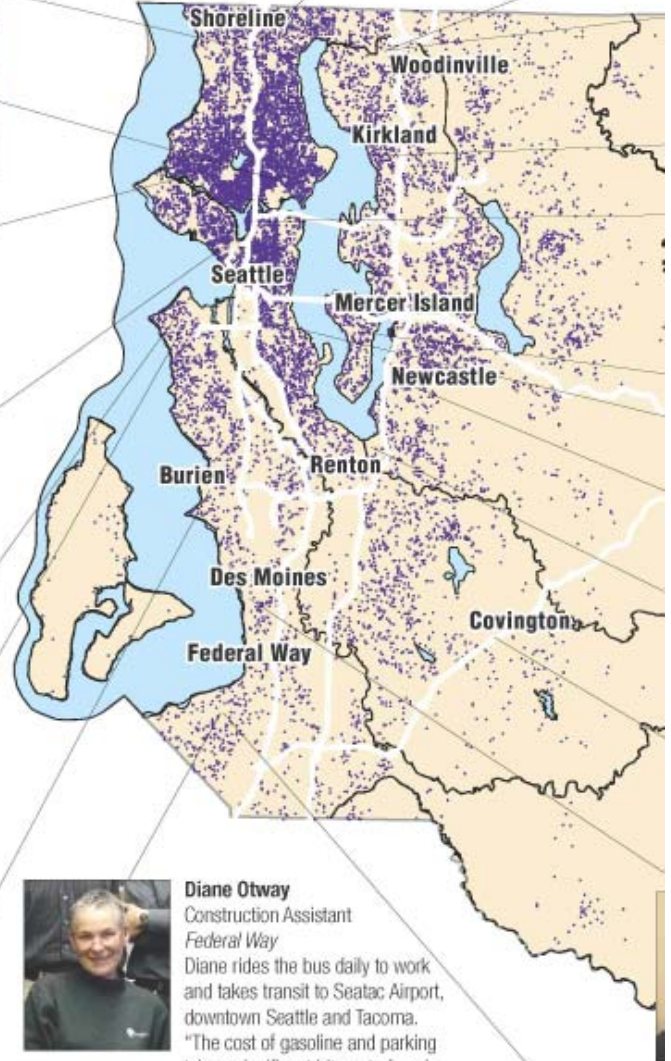


"I love the freedom of the U-PASS, the flexibility, and how it is accepted on so many forms of transportation. It's made it easy for me to consider going to school and still working."

Nigel Heinsius
Web Developer
West Seattle



Nigel rides his bicycle most days, but puts it on the water taxi or bus when he needs to. "I think of my U-PASS as a 'Get Out of Jail Free' card. I don't use it everyday but I feel good having it with me whenever I go out."



Diane Otway
Construction Assistant
Federal Way



Diane rides the bus daily to work and takes transit to Seatac Airport, downtown Seattle and Tacoma. "The cost of gasoline and parking take a significant bite out of one's budget. I'd much rather spend those monies doing something fun and take the bus."

Susan Swanzy
Clinical Technologist
Burien



"U-PASS makes my long commute worry free by leaving the driving to someone else. I also value the overall benefit to the environment by one less vehicle crowding the roadways and polluting the air."



S of 40,000 King County residents



Derreck Ross

Sophomore
Woodinville
"U-PASS is nice because usually every student has one, so if you and your friends want to run down to Wallingford and grab some Dick's burgers, everyone can ride the bus together."



Janet McDaniel

Program & Internship
Coordinator
Woodinville
"Because I don't worry about traffic and parking, I've taken advantage of using the U-PASS to visit museums, movies, going to theatre festivals, site seeing, downtown shopping and dinner out in different locations. U-PASS has shown me that I don't need my car as much as I thought I did."



Neil Rotta

Senior
Kirkland
"It's security, it's comforting to have it, if you go out with friends and you are out late, it's there."



Anne Taufen Wessells

Assistant Professor
Montlake
U-PASS enables Anne to make the most of her commute to UW Tacoma. "I place significant value on being able to use my commute time productively—to work, to read, and to think. I can't bus commute every day due to child care constraints, but even two days a week is worthwhile for me."



Andrea Sullivan-Clarke

Instructor and PhD Candidate
Mercer Island
"U-PASS means peace of mind. My bus commute is a good time to prepare for that morning class or to come home and make the transition from grad student to mom."



Dennis Tat

Junior
Newcastle
"U-PASS is the best way to get to school. It saves me money and it allows me to explore the area more."



Karin Mellskog

Designer
Mt Baker
"Having a U-PASS means being able to get where I want, when I want. I really appreciate being able to combine light rail and the bus system and make unlimited transfers, if needed."



Reed Keeney

Accounting Manager
Des Moines
"When I was first hired at the University over five years ago I thought it would only be a temporary job because of the 25 mile commute, but U-PASS and express buses allowed me to get to campus in just a few minutes over driving."



Corey Lingenfelter

Sophomore
Renton
"U-PASS is a quick and easy way to get on the bus. I can just flash my card at the bus driver and I don't have to think about it."



Dale Baxmann

Maintenance Supervisor
Covington
Dale bicycles over 20 miles to campus each day and then rides the bus the other way. "Work Life balance is important and U-PASS is a part of that."

U-PASS Members
 Highways
 NORTH

David Corrado

Sophomore
Federal Way
"U-PASS is freedom. Riding the bus I can listen to music, chat with friends, do homework, read and not have to worry about the traffic."



U-PASS - It's About Climate Change

"The county will implement aggressive transit, land use and transportation demand strategies, such as commute trip reduction and transit-oriented development, to encourage King County residents to use public transit as an alternative to single occupancy vehicles" – 2007 King County Climate Plan

Commuters at the University of Washington are living the climate goal and we are committed to continuing to improve our performance:

- Almost 80% of commute trips to UW Seattle are made using green transportation options
- UW Seattle commuters emit 7,840 fewer metric tons of CO₂ per year as a direct result of the U-PASS program
- The average UW Seattle commuter emits 30% less CO₂ than the typical commuter in our region

U-PASS - It's About Cultural Change

Since 1991, the U-PASS program has been creating a culture of transit use and low impact commuting. Students and employees are immersed in a community where transit is the most common commute choice and the majority of commuters do not drive alone. U-PASS is fostering the next generation of transit riders and transit supporters tens of thousands of students at a time.

- 83% of students and 59% of faculty and staff are U-PASS members
- 92% of U-PASS members use their U-PASS to ride Metro

"The U-PASS program allows us to educate a large audience regarding their transportation choices and hopefully influence their commute behavior with the ultimate goal of increasing sustainable commuting in our region." - Joni Earl, Chief Executive Officer, Sound Transit

"If I did not have a U-PASS I probably would not be comfortable taking the bus at all anywhere. I had never taken the bus before. I am a lot more comfortable taking the bus now." - Neil Rotta, Senior, Political Science & Latin American Studies

"As a result of ten years with a U-PASS, I became accustomed to taking mass transit every day. As an alumnus, I now take the bus or walk to work each day, even though I no longer have a U-PASS." - Erin Lennon, Seattle attorney, UW Alumnus 2002, 2008, and former employee

U-PASS - It's About the Whole Community

"Vital to the general success of the University Area's transportation system has been the 'U-PASS' program. . . . [T]he continued success and influence of the U-PASS program will be critical to offering real transportation choice and effective congestion management in the University Area well into the future."
- City of Seattle University Area Transportation Action Strategy

U-PASS has had a tangible impact on the traffic volumes in the University District and on campus. Despite a 28% increase in the campus population since the creation of U-PASS, there were fewer vehicle trips to campus per day in 2009 than in any of the previous 27 years.

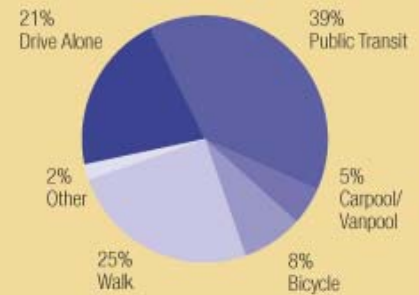
U-PASS - It's About Leadership

"There are only a handful of institutions in the US that have the breadth of program and documented success in managing travel demand that has been achieved at the University of Washington through its U-PASS program" - Peter Valk, President Transportation Management Services

The University of Washington was recently awarded the international Association for Commuter Transportation's (ACT) prestigious Leadership Award for the U-PASS program's outstanding contributions to the field of Transportation Demand Management. King County and the Bellevue Downtown Association also received awards from ACT this year. Reflecting on this accomplishment, King County Metro General Manager Kevin Desmond said "these three awards show that our region continues to be a leader in providing innovative, multi-modal options for commuters."

We know that the future demands a world where there is greater use of transit and other forms of lower carbon transportation. With U-PASS we have been leading the way, and together we can maintain our position at the forefront of the nation.

Commute Trips to UW Seattle



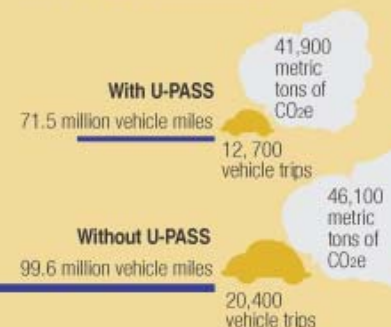
Reduction in Daily Vehicle Trips to Campus



The U-PASS Transit Impact

- U-PASS members took **11.5 million trips** on King County Metro in 2008, accounting for 9.6% of all King County Metro trips.
- Without U-PASS University commuters would take at least **9,600 fewer transit trips** per day

The U-PASS Difference



Universal U-PASS

Madeleine McKenna, ASUW President
Sarah Reyneveld, GPSS President

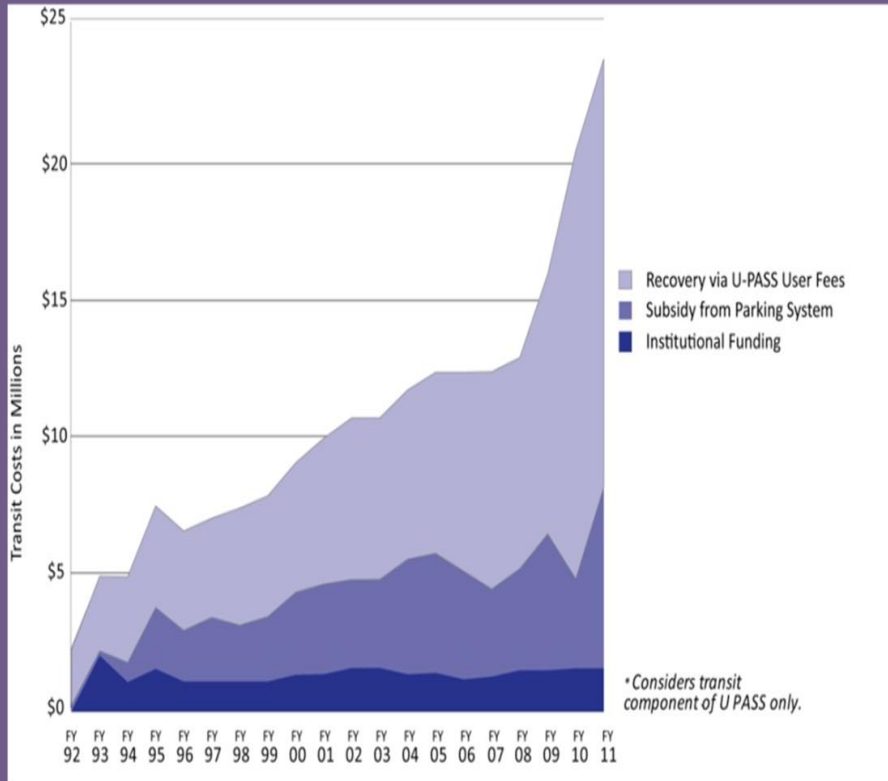


Importance of the U-PASS

- The U-PASS has provided affordable mass transit choices to UW students, faculty, and staff for 20 years, including:
 - Bus service in King, Snohomish, and Pierce Counties
 - Access to Sounder commuter rail, Link Lightrail, NightRide shuttle service
 - Support for walking and biking infrastructure
- As a result of the U-PASS:
 - 79% of commute trips to campus are made without a personal vehicle
 - UW has a 30% lower CO2 emission rate than the regional average



Pressures on the U-PASS



- A combination of factors has led to drastic increases in U-PASS cost, mainly:
 - Rise in fare rates for mass transit
 - Increase in trips taken by U-PASS holders
 - Higher local parking taxes
- In response to this pressure, the U-PASS cost was increased from \$49 a quarter to \$99 a quarter in 2009.

Student Transportation Taskforce

- In response to these pressures, ASUW created the Student Transportation Taskforce (STT), comprising undergraduate and graduate students, to explore possible solutions.
- The taskforce worked with UW Transportation Services to develop three viable options for the future of the program:
 - Maintaining the current funding model
 - A Universal Transportation Fee
 - Moving to a Universal U-PASS
- STT solicited feedback on the proposed options through a campus-wide survey, focus groups, and town halls



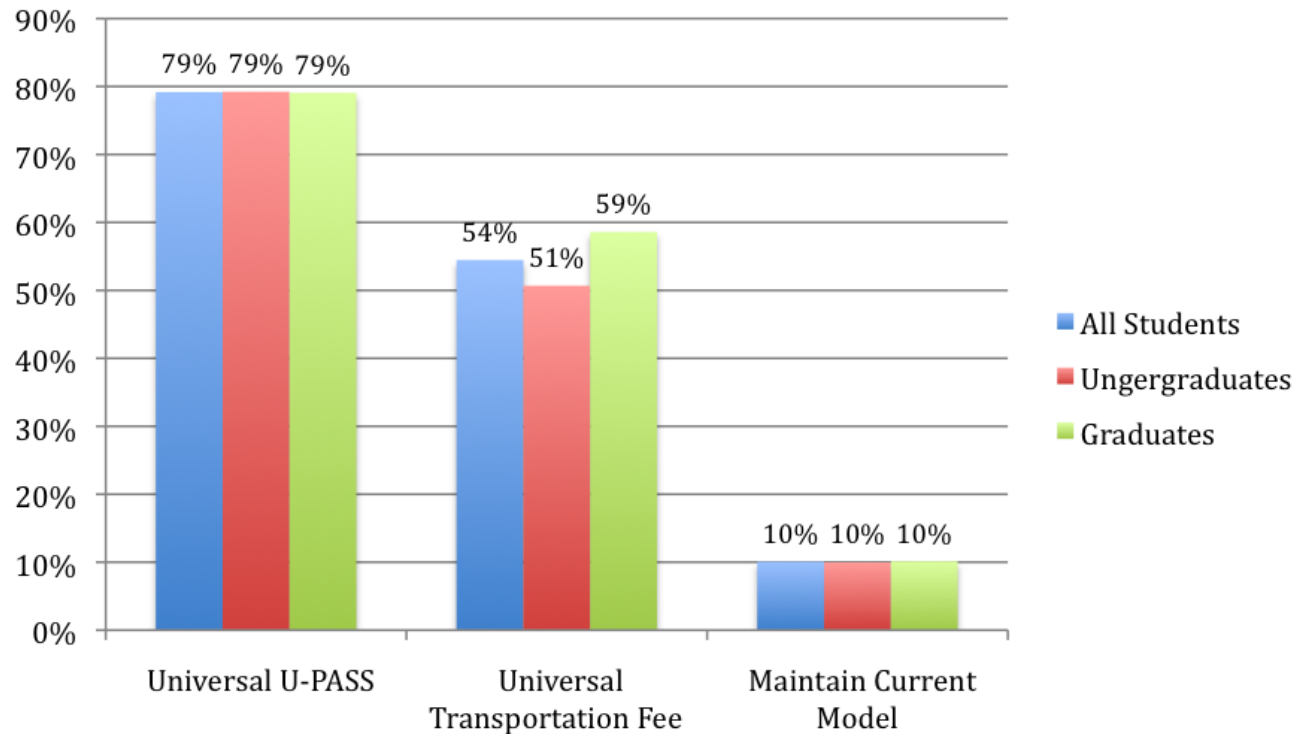
Survey Population

- To gather campus opinion, STT conducted an extensive survey of UW students, employees, and faculty; resulting in:
 - 6,725 student responses (17.5%)
 - 3,573 Undergraduates
 - 2,086 Graduate students
 - 5,828 staff responses
 - 1,591 staff responses
- 79% of the UW student body are U-PASS holders, 75% of student survey respondents were U-PASS holders.



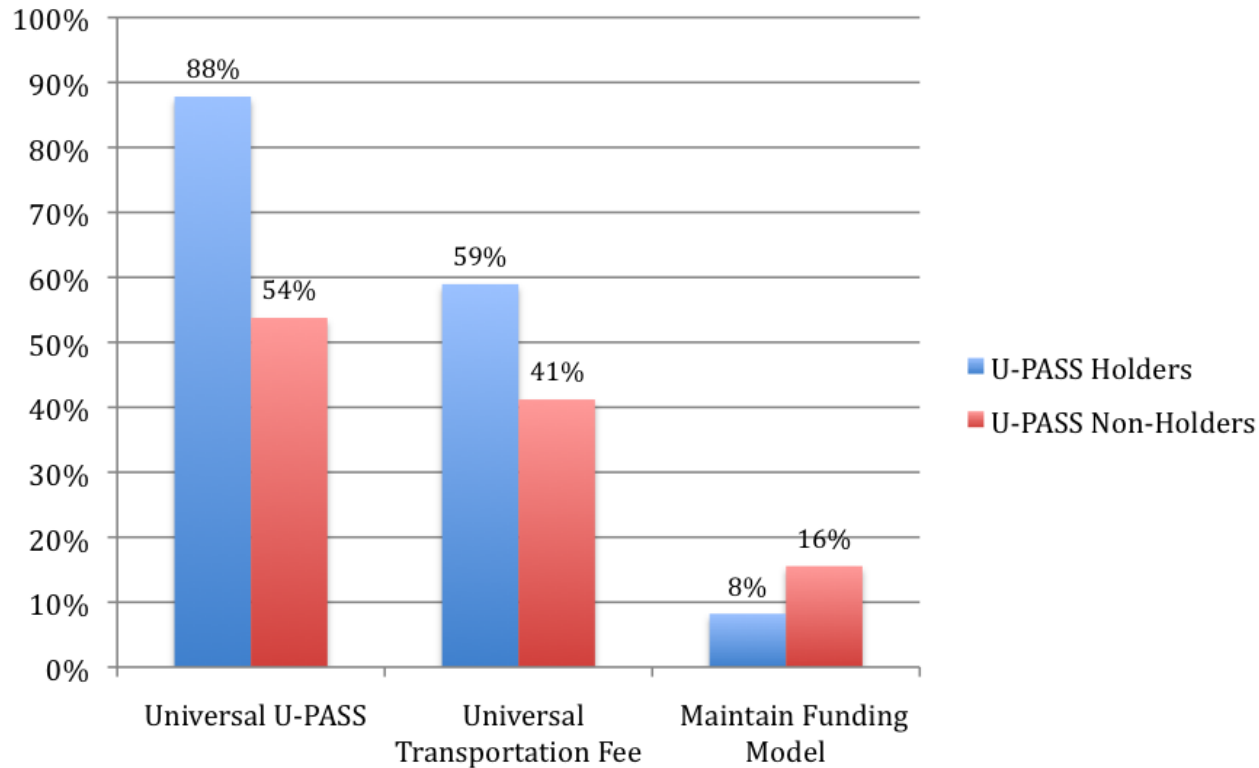
Survey Results

Student Support for Proposed U-PASS Options



Survey Results Cont.

Student Support for Proposed U-PASS Models
U-PASS Holders vs. U-PASS Non-Holders



Survey Conclusions

- A clear majority of those surveyed preferred the Universal U-PASS
- Even the majority of non-U-PASS holders surveyed support moving to a Universal U-PASS
- The current funding model was overwhelmingly rejected
- STT recommended a Universal U-PASS between \$60-80, locked in for 2 years



Subsequent Student Action

- Citing the survey results as student opinion, the ASUW Senate and GPSS passed resolutions requesting the creation of a Universal U-PASS program
- Both the ASUW Board of Directors and the GPSS Executive Committee also passed legislation supporting the establishment of a Universal U-PASS



Administrative Policy Statement

- Lays out new path for the creation of a student fee under the RCW for voluntary student fees
- Establishes a democratic process for the imposition of new student fees, yet also provides checks and balances to prevent unnecessary or unwanted fees in the future



Memorandum of Understanding

- \$76/quarter for the Universal U-PASS
- Price will be locked in for two years
- Students gain control over fee increases and reserve the right to terminate the fee



Conclusion

- Considering the STT survey establishing strong student support for the Universal U-PASS,
- Acknowledging the legislation of the ASUW and GPSS Boards of Directors and Senates,
- And understanding the pressing need to save the embattled U-PASS program,
- We therefore request that the Board of Regents create a mandatory student fee to establish a Universal U-PASS Program



VII. STANDING COMMITTEES

B. Finance, Audit and Facilities Committee

Grant and Contract Awards Summary – February, 2011

RECOMMENDED ACTION:

It is the recommendation of the administration and the Finance, Audit and Facilities Committee that the Board of Regents accept the Grant and Contract Awards of \$1,000,000 or more as presented in the attached report.

Attachment

Grant and Contract Awards Summary for February 2011

Grant and Contract Awards Summary

to

The Board of Regents

of the

University of Washington

for

February 2011

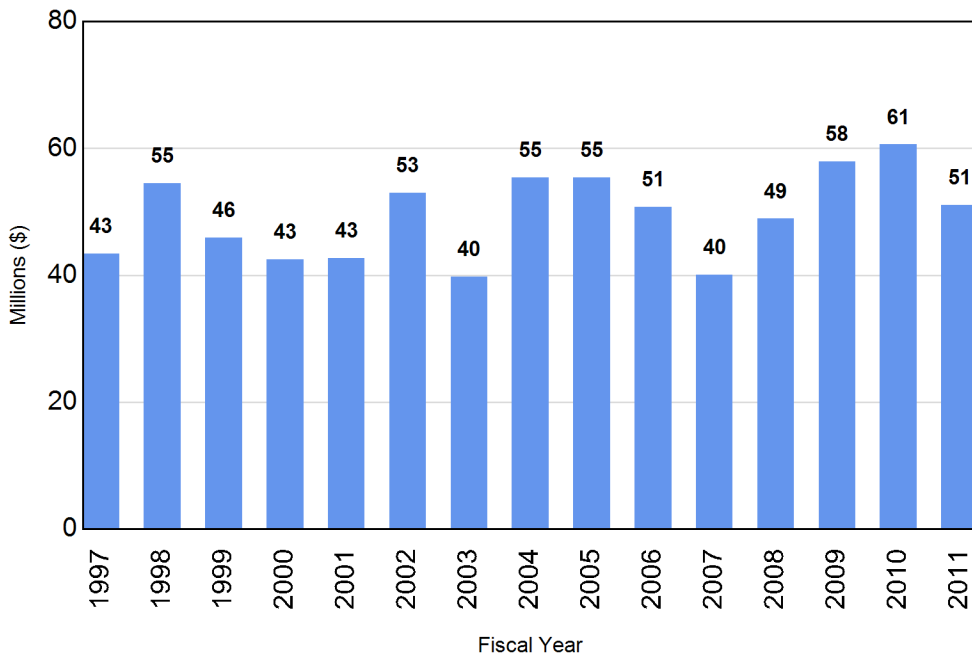
Office of Research

Office of Sponsored Programs

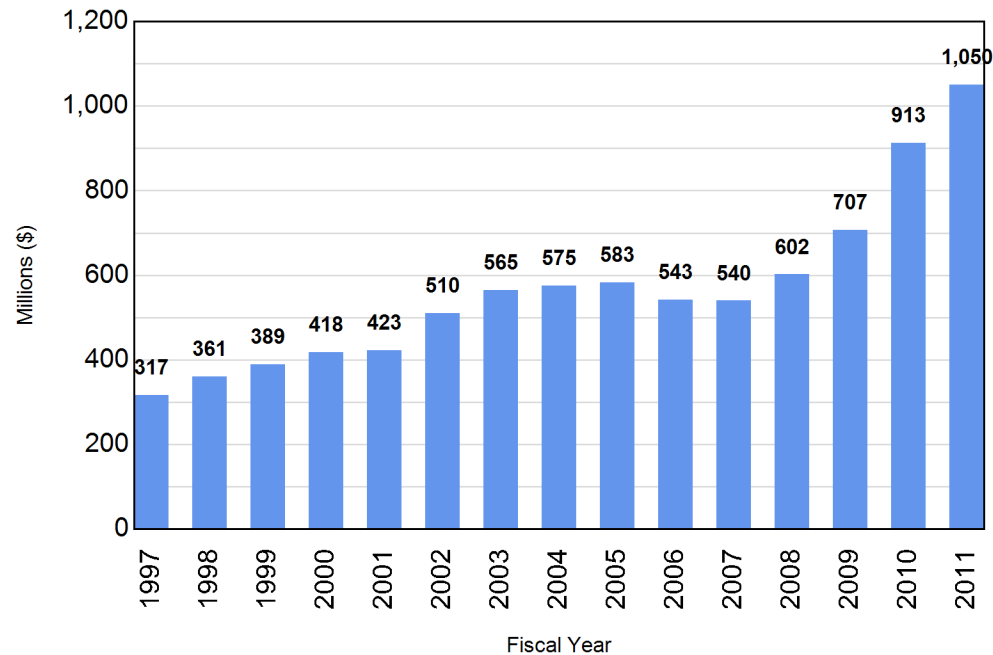
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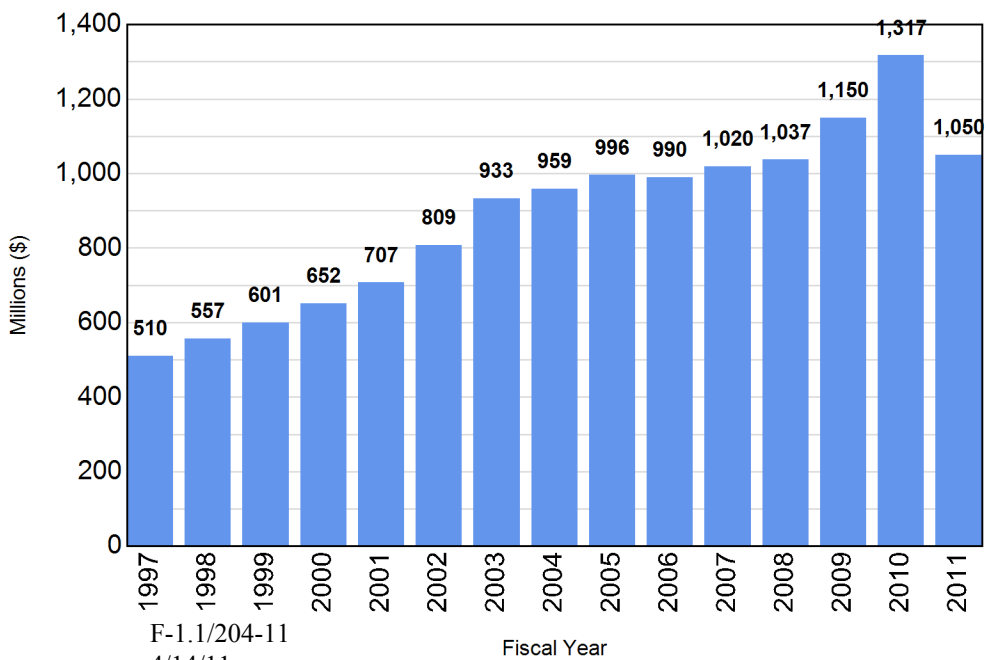
February Only
Comparison of Grant & Contract Awards



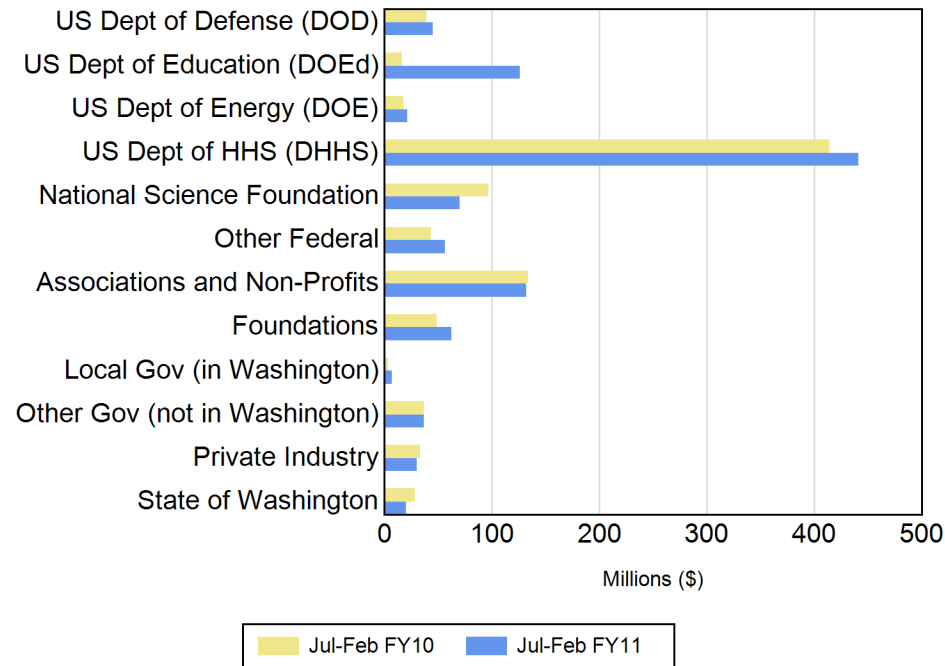
Fiscal Year to Date
Comparison of Grant & Contract Awards



Complete Fiscal Year
Comparison of Grant & Contract Awards



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



Summary of Grant and Contract AwardsFiscal Year 2010-2011

Month	RESEARCH AND OTHER		TRAINING		Total Grants and Contracts
	Federal	Non-Federal	Federal	Non-Federal	
July	\$ 116,733,700	\$ 35,329,850	\$ 15,457,740	\$ 2,100,929	\$ 169,622,200
August	\$ 177,960,700	\$ 29,923,070	\$ 11,027,470	\$ 547,136	\$ 219,458,300
September	\$ 163,760,900	\$ 43,728,850	\$ 46,816,820	\$ 5,296,927	\$ 259,603,500
October	\$ 51,765,760	\$ 29,066,660	\$ 4,078,383	\$ 318,448	\$ 85,229,260
November	\$ 24,811,640	\$ 25,350,030	\$ 377,023	\$ 2,265,686	\$ 52,804,390
December	\$ 30,371,510	\$ 69,486,650	\$ 903,062	\$ 2,025,040	\$ 102,786,300
January	\$ 85,486,100	\$ 22,538,260	\$ 313,312	\$ 1,315,247	\$ 109,652,900
February	\$ 29,168,220	\$ 20,090,650	\$ 1,804,443	\$ 81,596	\$ 51,144,920
FY11 to Date	\$680,058,415	\$275,514,034	\$80,778,254	\$13,951,008	\$1,050,301,711
FY10 to Date	\$542,973,735	\$275,815,807	\$85,068,784	\$9,321,173	\$913,179,499
Over (Under) Previous Year	\$137,084,680	\$292,605	(\$4,290,530)	\$4,629,835	\$137,716,590

Assuming acceptance of all awards by the Board of Regents

Comparison of Grant and Contract Awards by Agency

Fiscal Years 2009-2010 and 2010-2011

Agency	Jul-Feb FY10	Jul-Feb FY11
US Department of Defense (DOD)	\$ 39,514,611	\$ 45,267,650
US Department of Education (DOEd)	\$ 16,413,667	\$ 126,497,120
US Department of Energy (DOE)	\$ 17,895,440	\$ 21,176,154
US Department of Health and Human Services (DHHS)	\$ 414,279,300	\$ 441,059,103
National Science Foundation (NSF)	\$ 96,732,360	\$ 70,265,155
Other Federal	\$ 43,207,141	\$ 56,571,488
Subtotal for Federal :	\$ 628,042,519	\$ 760,836,669
Associations and Non-Profits	\$ 134,034,016	\$ 132,260,424
Foundations	\$ 48,848,133	\$ 62,296,626
Local Government (in Washington)	\$ 3,483,241	\$ 7,100,206
Other Government (not in Washington)	\$ 37,152,059	\$ 36,988,045
Private Industry	\$ 33,368,803	\$ 30,468,441
State of Washington	\$ 28,250,730	\$ 20,351,300
Subtotal for Non-Federal :	\$ 285,136,980	\$ 289,465,042
Grand Total :	\$ 913,179,499	\$ 1,050,301,711
Amount of Increase (Decrease) :		\$ 137,122,212
Percent of Increase (Decrease) :		15.0 %

Assuming acceptance of all awards by the Board of Regents

Comparison of Grant and Contract Awards by School/College

Fiscal Years 2009-2010 and 2010-2011

School/College	Jul-Feb FY10	Jul-Feb FY11
Upper Campus		
Architecture and Urban Planning	\$ 761,430	\$ 2,016,165
Arts and Sciences	\$ 74,635,400	\$ 64,233,590
Center for Commercialization		\$ 291,264
College of the Environment	\$ 27,334,410	\$ 74,080,370
Director of Libraries	\$ 132,000	\$ 282,381
Education	\$ 3,958,976	\$ 19,181,493
Educational Outreach	\$ 100,000	\$ 175,000
Engineering	\$ 69,254,041	\$ 72,165,497
Evans School of Public Affairs	\$ 1,194,988	\$ 1,587,417
Executive Vice President		\$ 236,340
Forest Resources	\$ 1,874,103	\$ 360,234
Foster School of Business	\$ 834,880	\$ 1,150,823
Graduate School	\$ 3,802,291	\$ 2,029,500
Information School	\$ 5,965,224	\$ 1,694,688
Law	\$ 1,350,056	\$ 1,962,988
Ocean and Fishery Sciences	\$ 79,809,120	\$ 18,689,255
Office of Research	\$ 31,602,252	\$ 48,329,349
Social Work	\$ 16,489,564	\$ 15,356,335
Undergraduate Education	\$ 213,373	\$ 1,578,269
VP Minority Affairs	\$ 5,338,505	\$ 7,373,431
VP Student Affairs	\$ 280,137	
VP Student Life	\$ 20,715	\$ 104,400,671
Subtotal :	\$ 324,951,466	\$ 437,175,060
Health Sciences		
Dentistry	\$ 5,158,514	\$ 2,513,227
Medicine	\$ 480,609,195	\$ 480,190,618
Nursing	\$ 12,367,555	\$ 12,141,692
Pharmacy	\$ 12,300,621	\$ 12,278,280
Public Health	\$ 57,638,963	\$ 83,735,178
Subtotal :	\$ 568,074,848	\$ 590,858,995
Special Programs		
Alcohol and Drug Abuse Institute	\$ 2,806,563	\$ 3,521,556
CHDD Administration	\$ 5,916,823	\$ 4,519,090
Hall Health Primary Care Center		\$ 283,155
Regional Primate Center	\$ 9,028,403	\$ 6,762,331
Subtotal :	\$ 17,751,789	\$ 15,086,132

School/College	Jul-Feb FY10	Jul-Feb FY11
Other UW Campuses		
Bothell	\$ 1,959,596	\$ 1,931,304
Tacoma	\$ 441,800	\$ 5,250,220
Subtotal :	\$ 2,401,396	\$ 7,181,524
Grand Total :	\$ 913,179,499	\$ 1,050,301,711

Note: Effective with the 2011 fiscal year, awards in the College of the Environment include awards previously included in Forest Resources, Ocean and Fishery Sciences, and the Office of Research. As a result, comparisons between 2010 and 2011 are affected.

Assuming acceptance of all awards by the Board of Regents

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

Month	RESEARCH AND OTHER		TRAINING		Total Grants
	Federal	Non-Federal	Federal	Non-Federal	
July	\$ 110,707,300	\$ 3,759,472	\$ 15,393,240	\$ 1,192,557	\$ 131,052,500
August	\$ 173,709,400	\$ 3,781,791	\$ 11,027,470	\$ 202,523	\$ 188,721,200
September	\$ 160,838,900	\$ 11,810,130	\$ 46,627,480	\$ 4,129,317	\$ 223,405,800
October	\$ 39,992,300	\$ 6,303,664	\$ 4,078,383	\$ 70,000	\$ 50,444,340
November	\$ 19,016,630	\$ 5,976,814	\$ 295,100	\$ 272,797	\$ 25,561,340
December	\$ 29,895,950	\$ 5,642,230	\$ 903,062	\$ 450,000	\$ 36,891,240
January	\$ 82,339,600	\$ 3,825,736	\$ 313,312	\$ 379,061	\$ 86,857,710
February	\$ 27,714,370	\$ 2,549,086	\$ 1,804,443	\$ 0	\$ 32,067,900
Year to Date	\$ 644,214,500	\$ 43,648,920	\$ 80,442,480	\$ 6,696,255	\$ 775,002,100

Assuming acceptance of all awards by the Board of Regents

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

Month	RESEARCH AND OTHER	TRAINING	Total Grants
July	\$ 24,991,310	\$ 369,153	\$ 25,360,460
August	\$ 22,428,710	\$ 121,830	\$ 22,550,540
September	\$ 27,554,490	\$ 573,762	\$ 28,128,250
October	\$ 15,102,430	\$ 237,448	\$ 15,339,870
November	\$ 17,563,950	\$ 752,796	\$ 18,316,740
December	\$ 56,292,190	\$ 1,182,000	\$ 57,474,190
January	\$ 12,018,840	\$ 878,186	\$ 12,897,030
February	\$ 14,473,500	\$ 31,596	\$ 14,505,100
Year to Date	\$ 190,425,400	\$ 4,146,771	\$ 194,572,200

Assuming acceptance of all awards by the Board of Regents

Summary of Contract AwardsFiscal Year 2010-2011

Month	RESEARCH AND OTHER		TRAINING		Total Contracts
	Federal	Non-Federal	Federal	Non-Federal	
July	\$ 6,026,372	\$ 6,579,072	\$ 64,500	\$ 539,219	\$ 13,209,160
August	\$ 4,251,216	\$ 3,712,571	\$ 0	\$ 222,783	\$ 8,186,570
September	\$ 2,921,990	\$ 4,364,239	\$ 189,348	\$ 593,848	\$ 8,069,425
October	\$ 11,773,470	\$ 7,660,575	\$ 0	\$ 11,000	\$ 19,445,040
November	\$ 5,795,018	\$ 1,809,275	\$ 81,923	\$ 1,240,093	\$ 8,926,309
December	\$ 475,560	\$ 7,552,227	\$ 0	\$ 393,040	\$ 8,420,827
January	\$ 3,146,495	\$ 6,693,681	\$ 0	\$ 58,000	\$ 9,898,176
February	\$ 1,453,857	\$ 3,068,064	\$ 0	\$ 50,000	\$ 4,571,921
Year to Date	\$ 35,843,970	\$ 41,439,700	\$ 335,771	\$ 3,107,983	\$ 80,727,430

Assuming acceptance of all awards by the Board of Regents

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

February 2011

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

**Office of Research
Office of Sponsored Programs**

Detail of Public Grant Awards

Federal

US Department of Defense (DOD)

Office of Naval Research (ONR)

To: James A Mercer, Apl-principal Physicist \$ 1,103,103

For: North Pacific Laboratory

Eff: 4/15/2008 Classified: No

Total for Office of Naval Research (ONR): \$ 1,103,103

US Department of Defense (DOD)

To: Pierre Mourad, Assoc Professor \$ 2,602,379
Neurological Surgery

For: Towards Development of a Field-Deployable Imaging Device for TBI

Eff: 2/15/2011 Classified: No

Total for US Department of Defense (DOD): \$ 2,602,379

Total for US Department of Defense (DOD): \$ 3,705,482

US Department of Energy (DOE)

US Department of Energy (DOE)

To: David B. Kaplan, Director \$ 2,655,000
Inst Nuclear Theory

For: National Institute for Nuclear Theory

Eff: 3/1/2009 Classified: No

Total for US Department of Energy (DOE): \$ 2,655,000

Total for US Department of Energy (DOE): \$ 2,655,000

US Department of Health and Human Services (DHHS)

National Institutes of Health (NIH)

To: Xiaoming Yang, Professor \$ 1,122,121
Radiology

For: Intrabiliary MR/RF-enhanced chemotherapy of malignant biliary obstructions

Eff: 2/15/2011 Classified: No

Total for National Institutes of Health (NIH): \$ 1,122,121

Total for US Department of Health and Human Services (DHHS): \$ 1,122,121

National Science Foundation (NSF)

National Science Foundation (NSF)

To: Gerald Baldasty, Dean \$ 1,100,000
Dean Grad School Admin

For: 2010-2012 Graduate Research Fellowship

Eff: 6/16/2010 Classified: No

Total for National Science Foundation (NSF): \$ 1,100,000

Total for National Science Foundation (NSF): \$ 1,100,000

Detail of Public Grant Awards

Federal

Other Federal

US Geological Survey (USGS)

To: John E Vidale, Professor \$ 1,045,397
Earth & Space Sciences

For: Pacific Northwest Seismic Network Operations

Eff: 2/1/2011 Classified: No

Total for US Geological Survey (USGS): \$ 1,045,397

Total for Other Federal: \$ 1,045,397

Total for Federal: \$ 9,628,000

Total Public Grants: \$ 9,628,000

Detail of Contract Awards

Associations and Non-Profits

Consortium for Ocean Leadership, Inc.

To: John R. Delaney, Professor \$ 3,764,604
School Of Oceanography

For: Ocean Observatories Initiative: Regional Scale Nodes

Eff: 1/1/2010 Classified: No

Total for Consortium for Ocean Leadership, Inc.: \$ 3,764,604

Total for Associations and Non-Profits: \$ 3,764,604

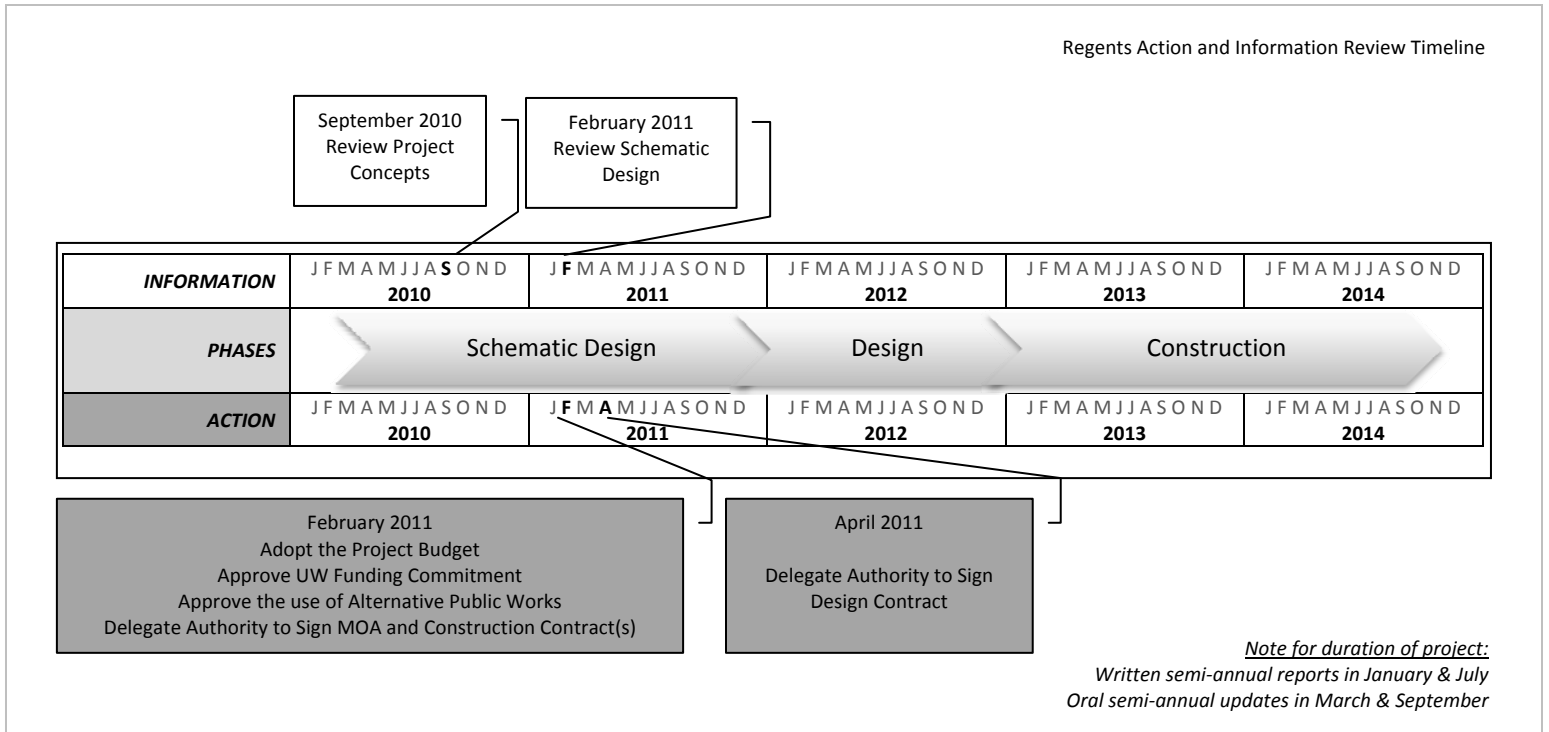
Total Contracts: \$ 3,764,604

Grand Total for all Awards \$ 13,392,604

VII. STANDING COMMITTEES

B. Finance, Audit and Facilities Committee

Montlake Triangle Project – Delegate Authority to Sign Design Contract



RECOMMENDED ACTION:

It is the recommendation of the administration and the Finance, Audit and Facilities Committee that the Board of Regents delegate authority to the President to sign a design contract for the Rainier Vista Land Bridge (RVLB) Civil/Structural subproject of the Montlake Triangle Project.

PROJECT DESCRIPTION:

The scope of the Montlake Triangle Project (MTP) lowers NE Pacific Place and constructs a land bridge that will connect the Montlake triangle with the lower Rainier Vista in a seamless pedestrian experience. Transit patrons will access the triangle via a combination of existing crosswalks and a new mid-block bridge across Montlake connecting directly to the new Sound Transit (ST) University of Washington Station and Husky Stadium Plaza.

The MTP will consist of three subprojects that will be constructed sequentially and scheduled to minimize impacting light rail tunnel and Husky Stadium renovation haul routes designated by the City of Seattle. These subprojects (SP) consist of:

VII. ST/ANDING COMMITTEES

B. Finance, Audit and Facilities Committee

Montlake Triangle Project - Delegate Authority to Sign Design Contract (continued, page 2)

- Montlake Pedestrian Bridge (SP1): This subproject will be designed and constructed under the management of Sound Transit (ST). ST will construct a new bridge from the light rail station head house to the Montlake Triangle replacing their originally approved pedestrian bridge. They will also construct a new bicycle accessible pedestrian ramp connecting to the public Montlake Boulevard NE sidewalk south of the station headhouse. The project budget for this subproject is set at \$11.4 million.
- Rainier Vista Land Bridge Civil/Structural (SP2): This subproject will be designed and constructed under the management of the UW. UW will lower NE Pacific Place, add light weight “fill” to raise the top of the Montlake Triangle, fill in the roadway which connects to the below grade entrance to the UW Triangle Garage northwest to Stevens Way and construct a “land bridge” connecting Rainier Vista to the Montlake Triangle. The project budget for this subproject is set at \$20.8 million.
- Rainier Vista Land Bridge Landscaping, Hardscaping and Finishes (SP3): This subproject will be designed and constructed under the management of the UW. UW will install hard surface pathways, lighting, irrigation, trees and shrubbery from Stevens Way along the lower Rainier Vista, over the land bridge, the top of the Montlake Triangle and under the land bridge along the newly lowered NE Pacific Place. The project budget for this subproject is set at \$4.5 million.

CONTRACTING STRATEGY:

Rainier Vista Land Bridge Civil/Structural (SP2) and Rainier Vista Land Bridge Landscaping, Hardscaping and Finishes (SP3) will be combined into one project to be managed by the UW and constructed together by one General Contractor/ Construction Manager (GC/CM). This will allow economies of construction as well as better coordination between the two subprojects, resulting in an integrated and coordinated project that completes the 30% design recently reviewed and approved by the UW.

The design work will be divided into two contracts to be awarded to separate firms managed by the UW. These two design packages will then be integrated into one package to be bid and constructed by the GC/CM.

For SP2, a firm will be selected to design and manage this subproject, integrating this work with the design to be completed for SP3. This firm will manage the

VII. ST/ANDING COMMITTEES

B. Finance, Audit and Facilities Committee

Montlake Triangle Project - Delegate Authority to Sign Design Contract (continued, page 3)

overall project design and documentation, coordinate with the five agencies involved, work with the GC/CM firm and be responsible for the overall project budget and schedule.

For SP3, the firm of Gustafson Guthrie Nichol (GGN) will be contracted to continue to develop their design work completed to date as the 30% submittal and prepare construction documents as well as perform construction administration.

PROPOSED SCHEDULE:

- | | |
|--------------------------------------|-------------------|
| ▪ 30% Design Complete | February 2011 |
| ▪ Execute MOA | February 2011 |
| ▪ Design Complete | Fall 2011 |
| ▪ Montlake Bridge Construction (SP1) | Start Summer 2012 |
| ▪ RVLB Construction (SP2) | Start Winter 2014 |
| ▪ RVLB Landscaping (SP3) | Start Fall 2014 |
| ▪ Project Complete | Spring 2015 |

PROJECT BUDGET AND FUNDING:

The project budget for the three subprojects, plus \$1.3 million for work accomplished through February 2011 and permitting is set at \$38 million. The project budget for the work to be managed by the UW is as follows:

Rainier Vista Land Bridge Civil and Structural (SP2)	\$ 20.8 million
RVLB Landscaping, Hardscaping and Finishes (SP3)	<u>\$ 4.5 million</u>
Total to be managed by the UW	\$ 25.3 million

Funding commitments for this project are agreed to as follows:

University of Washington	\$ 4 million
Sound Transit	\$ 12 million
Washington State Department of Transportation	<u>\$ 22 million</u>
Total	\$ 38 million

VII. ST/ANDING COMMITTEES

B. Finance, Audit and Facilities Committee

Montlake Triangle Project - Delegate Authority to Sign Design Contract (continued, page 4)

PREVIOUS ACTIONS:

- September 2010 ▪ Review Project Concept
- February 2011 ▪ Adopt the Project Budget for the Montlake Triangle Project (MTP) at \$38 million
- Approve a University of Washington funding commitment of \$4 million
 - Approve the use of Alternative Public Works (General Contractor/ Construction Manager - GC/CM)
 - Delegate authority to the President to sign a three party Memorandum of Agreement (MOA) between the Washington State Department of Transportation (WSDOT), Sound Transit (ST) and the University of Washington (UW)
 - Delegate authority to the President to sign construction contract(s).

VII. STANDING COMMITTEES

B. Finance, Audit and Facilities Committee

FCC License Assignment of KUOW-AM and KQOW-FM to the University of WashingtonRECOMMENDED ACTION:

It is the recommendation of the administration and the Finance, Audit, and Facilities Committee that the Board of Regents delegate authority to the President to: 1) execute the Assignment Agreement with Puget Sound Public Radio (PSPR) to seek Federal Communications Commission (FCC) approval for the transfer of the broadcast licenses for KUOW-AM at Tumwater, WA and KQOW-FM at Bellingham, WA from PSPR to the University of Washington; and 2) upon FCC approval of the license transfer, execute all instruments needed to complete the license assignment.

BACKGROUND:

KUOW-FM has been licensed to the University of Washington since 1952 and was a founding member of National Public Radio in 1970. In 2001, the University of Washington entered into an agreement with KUOW/Puget Sound Public Radio (PSPR), a nonprofit corporation established solely for the purpose of promoting and supporting the welfare of KUOW-FM, to assist the University in managing and operating the station. In order to expand the listening audience of KUOW-FM, PSPR acquired the licenses for two additional stations, KUOW-AM in Tumwater, WA and KQOW-FM in Bellingham, WA. Both stations broadcast the identical programming originating from the KUOW-FM studios in Seattle, thus expanding the reach of the station to a broader listening audience in western Washington.

Federal Communications Commission (FCC) rules require that each station maintain a studio in the community where it is located (47 C.F.R. Sec. 73.1125(a)). The FCC, however, may grant a waiver to this requirement when a station rebroadcasts the same programming as another public station, providing the licenses of the several stations are held by the same entity. After discussion with the FCC about this requirement as it relates to the University and its agreement with KUOW/PSPR, it was determined that the best way to meet this requirement would be for PSPR to transfer the licenses for KUOW-AM and KQOW-FM to the University. FCC approval is required for the transfer. Accepting the license assignment will not result in any additional financial or other liability for the University, since it already holds the license for KUOW-FM.

VII. STANDING COMMITTEES

B. Finance, Audit and Facilities Committee

FCC License Assignment of KUOW-AM and KQOW-FM to the University of Washington (continued p. 2)

REVIEWS AND APPROVALS:

At its March 11, 2011 meeting, the PSPR Board approved the assignment of the licenses to the University. The Associate Vice President for Media Relations and Communications and the Senior Assistant Attorney General have reviewed and approved this action.

VII. STANDING COMMITTEES

B. Finance, Audit and Facilities Committee

Report of Contributions – February, 2011

For information only.

Attachment

University of Washington Foundation Report of Contributions for February 2011

Report *of* Contributions

All Areas

February 2011



UNIVERSITY *of* WASHINGTON | *Foundation*

ANNUAL PROGRESS BY CONSTITUENCY

School	Current Month				Year to Date			
	Gifts	Private Grants	Total	Donors ¹	Gifts	Private Grants	Total	Donors
UW Medicine	\$3,586,182	\$3,941,653	\$7,527,835	2,094	\$23,397,121	\$73,797,324	\$97,194,445	12,460
Arts and Sciences	\$384,803	\$216,560	\$601,363	1,045	\$10,570,009	\$7,483,986	\$18,053,996	10,114
Broadcast Services	\$581,687		\$581,687	905	\$1,823,621		\$1,823,621	11,735
Built Environments	\$68,672	\$2,500	\$71,172	65	\$1,307,325	\$227,646	\$1,534,971	992
Business School	\$165,246		\$165,246	233	\$10,233,570		\$10,233,570	3,122
Dentistry	\$802,035	\$90,000	\$892,035	132	\$3,299,192	\$95,000	\$3,394,192	1,125
Education	\$16,588	\$398,338	\$414,926	227	\$1,426,703	\$2,091,107	\$3,517,810	828
Engineering	\$433,893	\$611,257	\$1,045,150	265	\$6,429,466	\$9,975,474	\$16,404,940	3,262
Environment	\$133,854	\$118,848	\$252,702	265	\$2,707,936	\$5,593,713	\$8,301,648	1,800
Evans School of Public Affairs	\$5,635	\$19,103	\$24,738	48	\$226,688	\$515,321	\$742,009	282
Graduate School	\$102,529		\$102,529	24	\$1,011,440	\$511,666	\$1,523,106	192
Information School	\$21,024		\$21,024	34	\$351,119	\$288,076	\$639,195	656
Intercollegiate Athletics	\$3,043,732		\$3,043,732	4,020	\$17,229,237		\$17,229,237	9,329
Law	\$26,896		\$26,896	113	\$3,203,797	\$350,000	\$3,553,797	1,190
Libraries	\$67,939		\$67,939	744	\$1,918,870		\$1,918,870	3,532
Minority Affairs	\$5,952		\$5,952	119	\$332,852		\$332,852	491
Nursing	\$36,138		\$36,138	152	\$872,554	\$557,584	\$1,430,138	1,180
Pharmacy	\$76,225		\$76,225	144	\$887,183	\$1,092,093	\$1,979,276	938
President's Funds	\$9,794		\$9,794	122	\$1,570,282		\$1,570,282	1,091
Public Health	\$32,628	\$955,260	\$987,888	121	\$531,953	\$17,799,571	\$18,331,524	557
Social Work	\$7,124	\$256,506	\$263,630	97	\$1,820,034	\$332,828	\$2,152,862	571
Student Life	\$1,351,680		\$1,351,680	189	\$3,113,546		\$3,113,546	1,816
Undergraduate Academic Affairs	\$7,467	\$5,000	\$12,467	64	\$353,036	\$1,776,568	\$2,129,604	315
University Press	\$12,000		\$12,000	7	\$1,459,250		\$1,459,250	188
UW Alumni Association	\$37,111		\$37,111	820	\$488,290		\$488,290	10,181
UW Bothell	\$22,556	\$113,000	\$135,556	133	\$241,417	\$971,122	\$1,212,539	318
UW Tacoma	\$66,301		\$66,301	130	\$3,861,600	\$699	\$3,862,299	532
Other University Support	\$107,939	\$59,000	\$166,939	128	\$1,462,471	\$1,111,498	\$2,573,969	1,794
Total	\$11,213,631	\$6,787,025	\$18,000,656	11,731	\$102,130,560	\$124,571,275	\$226,701,836	70,973

MONTHLY HIGHLIGHTS

The UW received \$18.00M in total private voluntary support (\$11.21M in gifts and \$6.79M in grants) in the current month.

Areas including UW Medicine, Arts and Sciences, Broadcast Services, Built Environments, Dentistry, Engineering, Environment, Evans School of Public Affairs, Graduate School, Intercollegiate Athletics, Law, Libraries, Public Health, Social Work, Undergraduate Academic Affairs, University Press and UW Tacoma are ahead of last year's year-to-date totals.

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

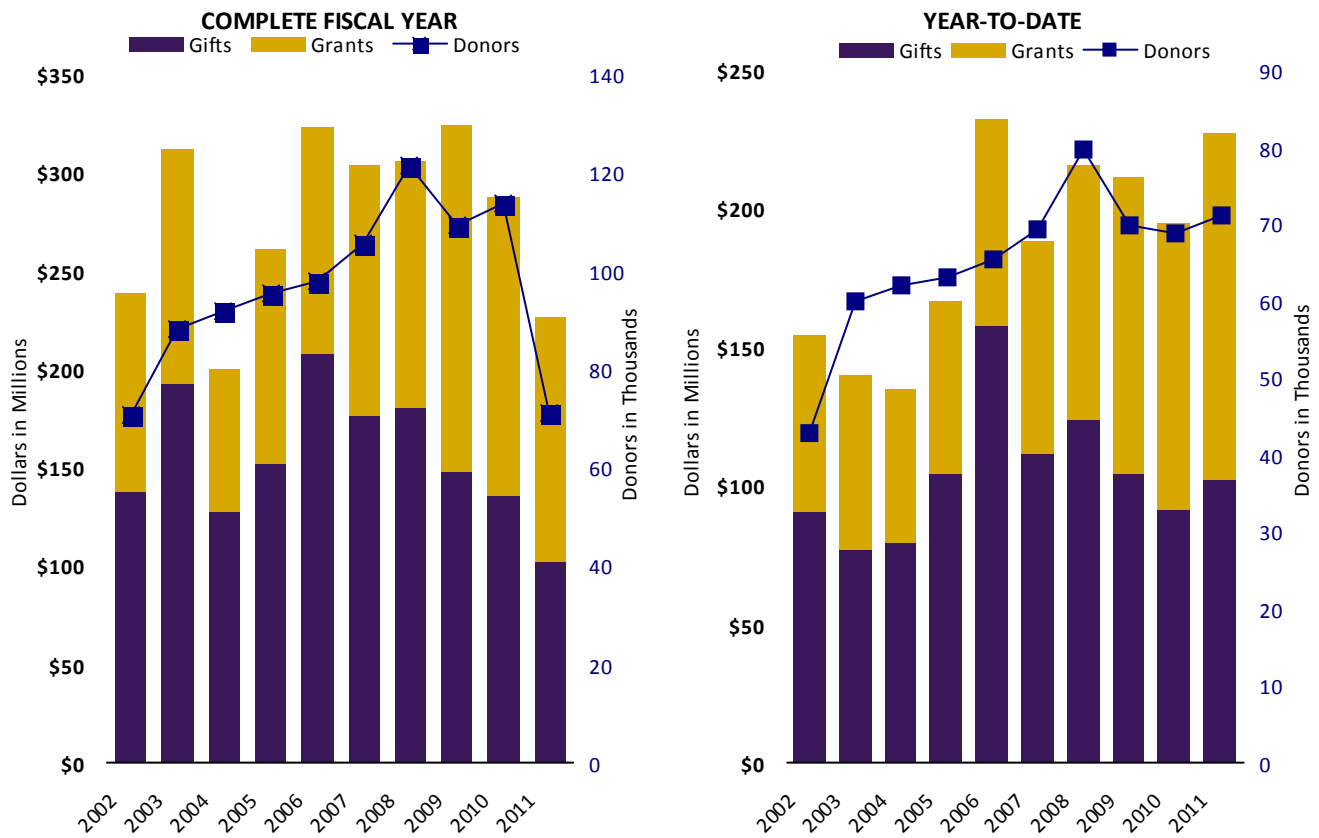
The donor total at the bottom of the chart is not a cumulative total of the rows above. The donor total is the number of unique donors who have been credited with a gift to the UW during the given time period.

DEVELOPMENT SUMMARY BY CONSTITUENCY

School	Current Month		Year to Date		Prior Year to Date		Prior Year Total	
	Total	Donors	Total	Donors	Total	Donors	Total	Donors
UW Medicine	\$7,527,835	2,094	\$97,194,445	12,460	\$92,460,111	12,117	\$137,228,784	15,896
Arts and Sciences	\$601,363	1,045	\$18,053,996	10,114	\$15,783,593	10,411	\$22,353,398	13,980
Broadcast Services	\$581,687	905	\$1,823,621	11,735	\$1,753,349	9,431	\$2,884,588	21,203
Built Environments	\$71,172	65	\$1,534,971	992	\$1,366,206	1,030	\$2,460,168	1,345
Business School	\$165,246	233	\$10,233,570	3,122	\$10,844,053	3,272	\$13,466,725	4,129
Dentistry	\$892,035	132	\$3,394,192	1,125	\$2,830,982	1,053	\$3,317,422	1,250
Education	\$414,926	227	\$3,517,810	828	\$3,934,171	1,077	\$4,695,480	1,575
Engineering	\$1,045,150	265	\$16,404,940	3,262	\$13,670,879	3,507	\$22,392,566	4,345
Environment	\$252,702	265	\$8,301,648	1,800	\$6,555,340	1,300	\$8,056,542	2,066
Evans School of Public Affairs	\$24,738	48	\$742,009	282	\$544,778	261	\$729,548	508
Graduate School	\$102,529	24	\$1,523,106	192	\$820,677	263	\$946,285	312
Information School	\$21,024	34	\$639,195	656	\$950,902	546	\$1,598,080	699
Intercollegiate Athletics	\$3,043,732	4,020	\$17,229,237	9,329	\$9,018,665	10,064	\$17,893,004	24,696
Law	\$26,896	113	\$3,553,797	1,190	\$1,190,378	1,373	\$1,644,729	2,038
Libraries	\$67,939	744	\$1,918,870	3,532	\$769,509	2,742	\$1,034,271	5,362
Minority Affairs	\$5,952	119	\$332,852	491	\$346,949	521	\$538,889	738
Nursing	\$36,138	152	\$1,430,138	1,180	\$2,714,001	1,359	\$3,464,905	1,743
Pharmacy	\$76,225	144	\$1,979,276	938	\$2,417,278	763	\$3,869,407	1,046
President's Funds	\$9,794	122	\$1,570,282	1,091	\$322,714	1,173	\$586,255	1,536
Public Health	\$987,888	121	\$18,331,524	557	\$12,827,013	612	\$16,560,816	754
Social Work	\$263,630	97	\$2,152,862	571	\$1,601,955	508	\$3,641,796	832
Student Life	\$1,351,680	189	\$3,113,546	1,816	\$4,312,465	1,986	\$5,341,443	2,802
Undergraduate Academic Affairs	\$12,467	64	\$2,129,604	315	\$630,119	446	\$688,975	640
University Press	\$12,000	7	\$1,459,250	188	\$179,545	98	\$292,500	169
UW Alumni Association	\$37,111	820	\$488,290	10,181	\$491,412	10,388	\$894,199	18,266
UW Bothell	\$135,556	133	\$1,212,539	318	\$1,277,332	377	\$1,556,176	630
UW Tacoma	\$66,301	130	\$3,862,299	532	\$1,644,108	562	\$3,009,562	827
Other University Support	\$166,939	128	\$2,573,969	1,794	\$3,250,534	1,259	\$5,482,304	2,729
Total¹	\$18,000,656	11,731	\$226,701,836	70,973	\$194,509,019	68,785	\$286,628,819	113,746

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

FISCAL YEAR COMPARISON OF TOTAL CONTRIBUTIONS



Fiscal Year	Complete Fiscal Year				Year to Date			
	Gifts	Private Grants	Total	Donors	Gifts	Private Grants	Total	Donors
2010-2011	\$102,130,560	\$124,571,275	\$226,701,836	70,973	\$102,130,560	\$124,571,275	\$226,701,836	70,973
2009-2010	\$135,813,022	\$150,815,796	\$286,628,819	113,746	\$91,733,766	\$102,775,253	\$194,509,019	68,785
2008-2009	\$148,364,809	\$175,713,667	\$324,078,477	109,083	\$104,265,562	\$106,718,673	\$210,984,235	69,832
2007-2008	\$180,735,444	\$124,224,214	\$304,959,657	121,447	\$123,716,605	\$91,939,632	\$215,656,237	79,650
2006-2007	\$176,490,215	\$126,399,369	\$302,889,584	105,353	\$111,462,184	\$76,621,679	\$188,083,863	69,266
2005-2006	\$207,744,231	\$115,261,186	\$323,005,417	97,876	\$157,615,928	\$74,294,061	\$231,909,989	65,298
2004-2005	\$151,969,925	\$108,802,371	\$260,772,296	95,227	\$104,192,263	\$62,566,371	\$166,758,634	62,962
2003-2004	\$128,174,367	\$71,603,323	\$199,777,690	91,903	\$79,239,120	\$55,390,822	\$134,629,942	62,105
2002-2003	\$192,573,183	\$118,677,722	\$311,250,905	88,259	\$77,350,454	\$62,155,003	\$139,505,457	59,895
2001-2002	\$137,959,340	\$100,820,547	\$238,779,887	70,560	\$91,058,605	\$62,829,546	\$153,888,151	42,684



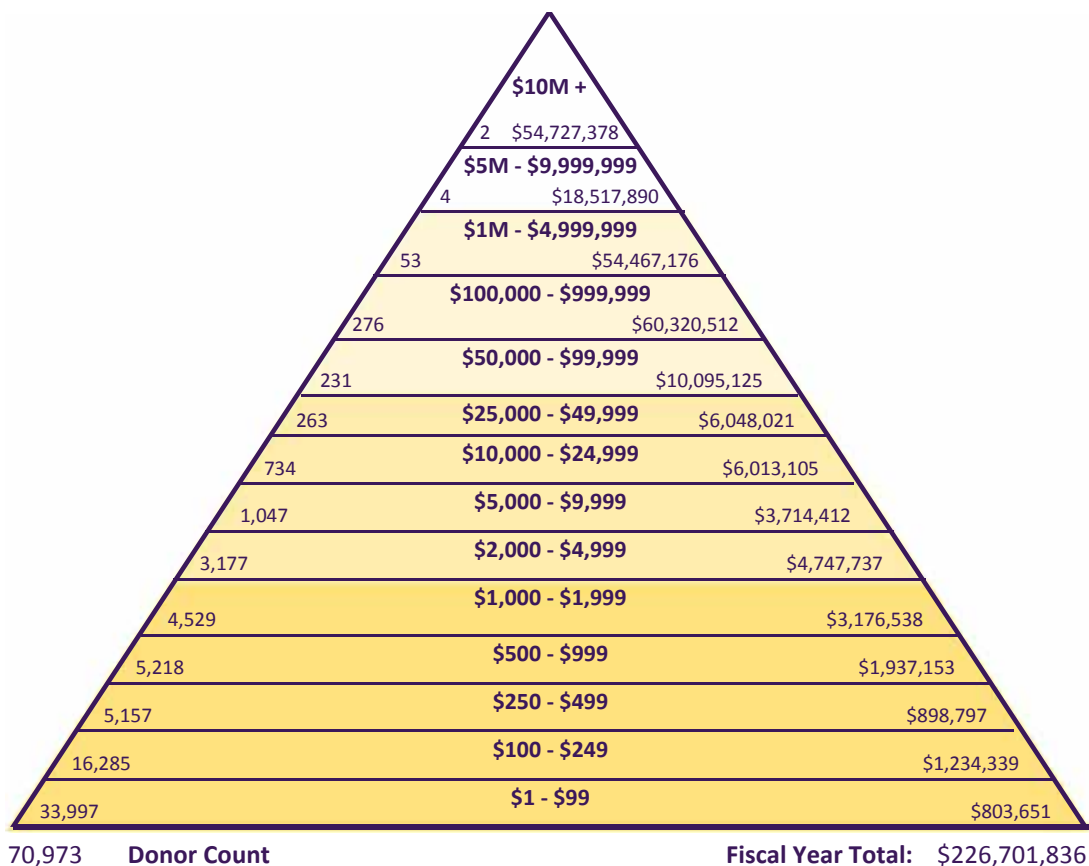
ANNUAL FUNDING THEME PROGRESS

Theme	Current Use	Year to Date	
		Endowment	Total
Student Support	\$7,152,997	\$10,315,549	\$17,468,546
Faculty Support	\$6,298,347	\$6,484,664	\$12,783,011
Program Support for Faculty and Students	\$154,930,333	\$8,447,319	\$163,377,652
Capital	\$13,680,447	\$635	\$13,681,082
Excellence Funds	\$17,466,805	\$1,924,739	\$19,391,544
Total	\$199,528,930	\$27,172,906	\$226,701,836

DEVELOPMENT ACTIVITY BY DONOR TYPE

Donor Type	Year to Date		Prior Year to Date		Prior Fiscal Year	
	Donors	Total	Donors ¹	Total	Donors	Total
Alumni	33,422	\$30,200,113	34,081	\$21,363,518	50,992	\$35,117,094
Corporations	1,682	\$33,067,443	1,807	\$27,560,118	2,832	\$43,318,033
Family Foundations	129	\$11,719,276	149	\$9,562,613	171	\$13,713,745
Foundations	335	\$77,109,554	321	\$57,932,019	433	\$89,376,760
Non-Alumni	34,988	\$18,372,197	32,018	\$24,632,307	58,737	\$35,745,608
Organizations	417	\$56,233,254	409	\$53,458,444	581	\$69,357,578
Total	70,973	\$226,701,836	68,785	\$194,509,019	113,746	\$286,628,819

DEVELOPMENT ACTIVITY PYRAMID



¹ Prior Fiscal Year to Date numbers reflect the number of alumni for the reported period based on the state of the data at the end of the prior fiscal year.



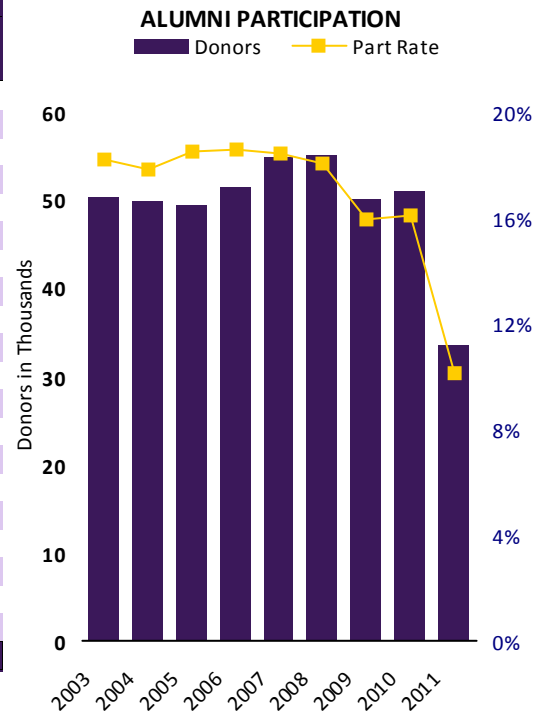
ANNUAL PROGRESS BY GIVING LEVEL

Giving Level	Alumni	Non Alumni	Family Fndns.	Corporations	Foundations	Other Orgs.	Total
\$10M +					\$36,731,074	\$17,996,304	\$54,727,378
\$5M - \$9,999,999	\$6,401,760				\$5,487,827	\$6,628,303	\$18,517,890
\$1M - \$4,999,999	\$6,519,750	\$300,000	\$7,000,500	\$12,645,993	\$16,836,124	\$11,164,809	\$54,467,176
\$100,000 - \$999,999	\$4,286,225	\$8,603,175	\$3,126,317	\$12,581,845	\$14,333,192	\$17,389,757	\$60,320,512
\$50,000 - \$99,999	\$1,952,047	\$1,656,770	\$789,019	\$2,490,195	\$1,832,216	\$1,374,878	\$10,095,125
\$25,000 - \$49,999	\$1,165,019	\$1,017,619	\$272,923	\$1,980,341	\$884,998	\$727,123	\$6,048,021
\$10,000 - \$24,999	\$1,594,983	\$1,332,192	\$350,090	\$1,629,954	\$606,387	\$499,500	\$6,013,105
\$5,000 - \$9,999	\$1,512,666	\$890,887	\$112,900	\$733,199	\$218,980	\$245,780	\$3,714,412
\$2,000 - \$4,999	\$2,390,412	\$1,536,596	\$46,120	\$526,848	\$118,099	\$129,661	\$4,747,737
\$1,000 - \$1,999	\$1,557,528	\$1,233,922	\$17,457	\$277,790	\$47,885	\$41,957	\$3,176,538
\$500 - \$999	\$1,021,140	\$759,218	\$3,050	\$125,498	\$7,150	\$21,097	\$1,937,153
\$250 - \$499	\$523,690	\$327,968	\$800	\$37,031	\$2,011	\$7,297	\$898,797
\$100 - \$249	\$751,098	\$444,719	\$100	\$30,143	\$3,104	\$5,175	\$1,234,339
\$1 - \$99	\$523,796	\$269,130		\$8,607	\$507	\$1,612	\$803,651
Total	\$30,200,113	\$18,372,197	\$11,719,276	\$33,067,443	\$77,109,554	\$56,233,254	\$226,701,836

Giving Level	Alumni	Non Alumni	Family Fndns.	Corporations	Foundations	Other Orgs.	Total
\$10M +					1	1	2
\$5M - \$9,999,999	2				1	1	4
\$1M - \$4,999,999	10	11	3	10	12	7	53
\$100,000 - \$999,999	41	75	16	47	50	47	276
\$50,000 - \$99,999	48	79	14	41	28	21	231
\$25,000 - \$49,999	62	82	9	62	27	21	263
\$10,000 - \$24,999	228	288	27	116	42	33	734
\$5,000 - \$9,999	413	405	20	129	37	43	1,047
\$2,000 - \$4,999	1,488	1,374	15	212	41	47	3,177
\$1,000 - \$1,999	2,042	2,155	16	237	42	37	4,529
\$500 - \$999	2,405	2,537	5	220	12	39	5,218
\$250 - \$499	2,399	2,598	3	126	8	23	5,157
\$100 - \$249	7,687	8,298	1	239	20	40	16,285
\$1 - \$99	16,597	17,086		243	14	57	33,997
Total	33,422	34,988	129	1,682	335	417	70,973

ALUMNI PARTICIPATION BY CONSTITUENCY (CURRENT FISCAL YEAR)

Area	Solicitable	To UW		To Unit	
		Year to Date	Part Rate	Year to Date	Part Rate
UW Medicine	19,185	2,673	13.93%	1,861	9.70%
Arts and Sciences	151,787	13,796	9.09%	4,636	3.05%
Business School	39,725	4,916	12.38%	1,804	4.54%
Built Environments	8,496	939	11.05%	495	5.83%
Dentistry	4,650	824	17.72%	522	11.23%
Education	18,092	2,204	12.18%	525	2.90%
Engineering	33,868	3,452	10.19%	1,822	5.38%
Environment	11,635	1,133	9.74%	566	4.86%
Evans School of Public Affairs	2,747	360	13.11%	136	4.95%
Interdisc. Grad. Programs	2,200	218	9.91%		
Interschool Programs	2,459	365	14.84%		
Information School	4,950	786	15.88%	426	8.61%
Law	8,186	1,166	14.24%	759	9.27%
School of Nursing	8,909	1,280	14.37%	825	9.26%
Pharmacy	3,690	684	18.54%	622	16.86%
Public Health	4,683	533	11.38%	227	4.85%
Social Work	6,753	686	10.16%	413	6.12%
UW Bothell	8,069	464	5.75%	135	1.67%
UW Tacoma	9,452	458	4.85%	261	2.76%
Unspecified	9,472	977	10.31%		
ALL UW TOTAL	330,521	33,422	10.11%		



ALUMNI PARTICIPATION BY CONSTITUENCY (PREVIOUS FISCAL YEAR)

Area	Solicitable	To UW				To Unit			
		Year to Date		FY Total		Year to Date		FY Total	
		Donors ¹	Part Rate	Donors	Part Rate	Donors	Part Rate	Donors	PFY Final
UW Medicine	19,127	2,654	13.88%	3,647	19.07%	1,790	9.36%	2,277	11.90%
Arts and Sciences	146,824	13,563	9.24%	21,644	14.74%	4,533	3.09%	5,915	4.03%
Business School	38,262	4,963	12.97%	7,650	19.99%	1,836	4.80%	2,283	5.97%
Built Environments	8,184	924	11.29%	1,430	17.47%	424	5.18%	567	6.93%
Dentistry	4,540	843	18.57%	1,116	24.58%	494	10.88%	586	12.91%
Education	18,841	2,317	12.30%	3,221	17.10%	390	2.07%	548	2.91%
Engineering	32,965	3,543	10.75%	5,082	15.42%	1,882	5.71%	2,382	7.23%
Environment	17,376	1,482	8.53%	1,310	7.54%	274	1.58%	616	3.55%
Evans School of Public Affairs	2,496	330	13.22%	602	24.12%	123	4.93%	207	8.29%
Interdisc. Grad. Programs	1,817	203	11.17%	334	18.38%				
Interdisc. Undergrad. Programs	258	14	5.43%	29	11.24%				
Interschool Programs	520	46	8.85%	528	101.54%				
Information School	4,614	713	15.45%	1,009	21.87%	357	7.74%	436	9.45%
Law	7,905	1,227	15.52%	1,892	23.93%	748	9.46%	1,031	13.04%
School of Nursing	8,644	1,335	15.44%	1,820	21.06%	777	8.99%	950	10.99%
Pharmacy	3,547	627	17.68%	891	25.12%	432	12.18%	562	15.84%
Public Health	4,580	560	12.23%	776	16.94%	211	4.61%	268	5.85%
Social Work	6,522	647	9.92%	990	15.18%	290	4.45%	416	6.38%
UW Bothell	6,995	493	7.05%	1,003	14.34%	137	1.96%	216	3.09%
UW Tacoma	8,050	432	5.37%	901	11.19%	181	2.25%	306	3.80%
Unspecified	11,600	1,358	11.71%	1,653	14.25%				
ALL UW TOTAL	317,522	33,053	10.41%	50,992	16.06%				

¹ Prior Fiscal Year to Date numbers reflect the number of alumni for the reported period based on the state of the data on the date this report was run in the prior fiscal year.



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



UWAA Member Giving by Constituency

School	Solicitable Alumni	Member		Alumni Giving	
		Members ¹	Donors	Members	Non Members
UW Medicine	19,185	1,896	792	41.77%	9.65%
Arts and Sciences	151,787	19,008	4,863	25.58%	4.52%
Business School	39,725	7,229	2,139	29.59%	5.91%
Built Environments	8,496	1,148	315	27.44%	6.26%
Dentistry	4,650	1,013	393	38.80%	8.94%
Education	18,092	2,854	847	29.68%	6.25%
Engineering	33,868	4,526	1,259	27.82%	5.56%
Environment	11,635	1,429	368	25.75%	5.50%
Evans School of Public Affairs	2,747	326	94	28.83%	8.01%
Interdisc. Grad. Programs	2,200	203	53	26.11%	5.96%
Interdisc. Undergrad. Progra					
Interscholar Programs	2,459	557	176	31.60%	7.36%
Information School	4,950	765	253	33.07%	10.32%
Law	8,186	1,033	411	39.79%	9.05%
School of Nursing	8,909	1,316	454	34.50%	8.60%
Pharmacy	3,690	620	290	46.77%	11.40%
Public Health	4,683	402	141	35.07%	7.47%
Social Work	6,753	606	173	28.55%	6.85%
UW Bothell	8,069	831	115	13.84%	2.32%
UW Tacoma	9,452	737	116	15.74%	1.73%
Unspecified	9,472	1,927	486	25.22%	3.78%
Non-Alumni		8,132	4,115	50.60%	
Total	330,521	53,135	16,156	30.41%	

Alumni Activity

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

Top 10 Membership by Class Year

Class Year	Part. Rate	Class Year	Population
1955	23.07%	2010	1,818
1954	21.98%	1971	1,104
1959	21.89%	1973	1,076
1946	21.81%	1974	1,072
1953	21.74%	1970	1,039
1956	21.60%	1972	1,027
1952	20.69%	1976	1,012
1950	20.55%	1975	996
1958	20.45%	1977	941
1957	20.40%	1968	904

Activity Participation - Rolling 3 Year Total³

School ²	Participants	Part. Donors	% Donors	Alum Non-Part.	Alum Non-Par Donor	% Non-Part Donor
Intercollegiate Athletics	1,854	1,818	98.06%			
UW Medicine	4,406	3,398	77.12%	20,886	3,401	16.28%
Arts and Sciences	14,212	3,323	23.38%	136,539	8,147	5.97%
Built Environments	1,667	730	43.79%	7,318	766	10.47%
Business School	6,442	1,756	27.26%	34,045	3,267	9.60%
Dentistry	1,960	793	40.46%	2,930	414	14.13%
Education	1,932	412	21.33%	16,308	986	6.05%
Engineering	2,848	975	34.23%	31,477	3,310	10.52%
Environment	1,330	601	45.19%	10,803	1,109	10.27%
Evans School of Public Affairs	814	312	38.33%	2,113	305	14.43%
Graduate School	415	220	53.01%	2,079	5	0.24%
Information School	750	233	31.07%	4,356	625	14.35%
Law	2,149	930	43.28%	6,478	1,124	17.35%
Libraries	1,174	1,134	96.59%			
Nursing	1,001	447	44.66%	8,164	1,379	16.89%
Pharmacy	387	236	60.98%	3,482	910	26.13%
Public Health	612	212	34.64%	3,923	396	10.09%
Social Work	819	268	32.72%	6,036	720	11.93%
UW Bothell	766	246	32.11%	7,664	635	8.29%
UW Tacoma	541	242	44.73%	9,030	883	9.78%

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

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

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

Source: University of Washington Alumni Association



VII. STANDING COMMITTEES

B. Finance, Audit and Facilities Committee

Actions Taken Under Delegated Authority

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

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

1. University of Washington Medical Center (UWMC) Operating Room (OR) 10 & 11 Power Upgrade Project No. 203563
Action Reported: Select Architect/Adopt Budget

On February 16, 2011, an architectural agreement was awarded to Buffalo Design, Inc., for the UWMC Operating Room 10 & 11 Power Upgrade project under their existing Master Term for Architectural Services contract. The agreement amount is \$97,181 for basic services which is included in a budget value of \$160,808 for all design consultants. The balance of the design budget is intended for the following consultant services: hazardous materials, structural engineering, voice and data, commissioning, and a testing engineer.

Buffalo Design, Inc. is a local Seattle firm established in 1986. The firm has an extensive history of successful design projects at the University of Washington Medical Center and Harborview Medical Center (HMC), including the UWMC 8SE Infusion Clinic, UWMC Bronchoscopy Suite, HMC Burn Treatment Hydrotherapy Renovation, and the HMC Transfusion Support Services. They also have a broad range of successful project types at other regional hospitals.

The UWMC OR 10 & 11 Power Upgrade project provides updated and redundant electric services per new code requirements for Operating Rooms 10 and 11 on the 2nd Floor of the Muilenburg Tower. The work will include upgrades to the finishes and lighting within the room. Design is expected to be complete by the end of May 2011, with construction beginning in July and lasting through December.

The project budget is established at \$1,031,000. Funding of \$1,031,000 is provided by the University of Washington Medical Center. No donor funding is being contemplated nor are any naming opportunities envisioned.

VII. STANDING COMMITTEES

B. Finance, Audit and Facilities Committee

Actions Taken Under Delegated Authority (continued p. 2)

Budget Summary:	Current Approved Budget	Forecast Cost At Completion
Total Consultant Services	\$160,808	\$160,808
Total Construction Cost*	\$767,380	\$767,380
Other Costs	\$19,930	\$19,930
Project Administration	\$82,882	\$82,882
Total Project Budget	\$1,031,000	\$1,031,000

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

2. Fleet Services Slab Repair No. 203273
Action Reported: Select Architect/Adopt Budget

On September 8, 2010, an architectural agreement was awarded to UW Design Services Architects for the Fleet Services Slab Repair project. The agreement amount is \$179,420 for basic services which is included in a budget value of \$255,130 for all design consultants. The balance of the design budget is intended for a hazardous materials design and geotechnical report.

Design Services has successfully completed a wide range of remodel and retrofit projects throughout the main campus.

The Fleet Services Slab Repair will include demolition of existing interior slab, creation of new structural slab, new interior walls, floors, doors and finishes. Other additions include a new exit stair on the east elevation, new electrical, mechanical, fire alarm and security systems.

The design will complete in May 2011. Construction begins in August and completes in February 2012.

The project budget was previously established at \$845,000 in August 2010 and is being increased to \$1,560,000 to accommodate new scope requested by the client. Funding of \$1,560,000 will be provided by UW Transportation Services.

No donor funding is being contemplated nor are any naming opportunities envisioned.

VII. STANDING COMMITTEES

B. Finance, Audit and Facilities Committee

Actions Taken Under Delegated Authority (continued p. 3)

Budget Summary:	Current Approved Budget	Forecast Cost At Completion
Total Consultant Services	\$157,054	\$255,130
Total Construction Cost*	\$605,688	\$1,163,425
Other Costs	\$10,764	\$15,429
Project Administration	\$71,494	\$126,016
Total Project Budget	\$845,000	\$1,560,000

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

3. Benjamin Hall Interdisciplinary Research Building Life Sciences
Discovery Fund Molecular Ultrasound Laboratory Tenant Improvements,
Project 203335
Action Reported: Award Guaranteed Maximum Construction Price
Contract

On March 10, 2011, a change order was executed with M.A. Mortenson for a Guaranteed Maximum Construction Price Contract of \$1,581,425. Previously, a Design Build Operate Maintain (DBOM) contract was awarded to M. A. Mortenson on June 22, 2004 to provide design and construction of the core and shell of the Ben Hall Interdisciplinary Research Building. It was intended that future tenant improvement work would be accomplished under this DBOM agreement. The ninth such tenant has been identified: Life Sciences Discovery Fund Molecular Ultrasound Laboratory Tenant Improvements for the College of Engineering, occupying approximately 4,685 square feet on the third floor. The research is focused on developing the next generation of ultrasound machines and potential uses.

Work will be performed by the design build team led by M.A. Mortenson. M. A. Mortenson has a long history with UW projects including the Paul G. Allen Center for Computer Sciences & Engineering, Architecture Hall Renovation and the UW Tower Data Center projects.

Construction started in early March 2011, for completion in June and occupancy planned for early July 2011. Occupancy is six weeks beyond the initial May 2011 projection due to efforts to keep the project on budget.

VII. STANDING COMMITTEES

B. Finance, Audit and Facilities Committee

Actions Taken Under Delegated Authority (continued p. 4)

The project budget of \$1,790,000 is funded from Tenant Improvement bond proceeds. No sales tax is included in the budget as this research tenant qualifies for tax deferral status.

Budget Summary:	Current Approved Budget	Forecast Cost At Completion
Total Consultant Svcs*	\$10,000	\$10,000
Total Design – Build Construction Cost**	\$1,600,000	\$1,600,000
Other Costs	\$108,000	\$98,000
Project Administration	\$82,000	\$82,000
Total Project Budget	\$1,800,000	\$1,790,000

* refers to fees to consultants retained by University to prepare Furniture, Fixtures & Equipement specifications.

** Includes design fees, construction contract amount, contingencies and no state sales tax.

4. Benjamin Hall Interdisciplinary Research Building Hochberg P1 Optics Lab Tenant Improvement Project No. 203369 Action Reported: Award Guaranteed Maximum Construction Price Contract

On March 10, 2011, a change order was executed with M.A. Mortenson for a Guaranteed Maximum Construction Price Contract of \$1,482,491. Previously, a Design Build Operate Maintain (DBOM) contract was awarded to M. A. Mortenson on June 22, 2004 to provide design and construction of the core and shell of the Benjamin Hall Interdisciplinary Research Building. It was intended that future tenant improvement work would be accomplished under this DBOM agreement. The tenth and final tenant will complete the initial buildout: Hochberg Optics laboratory in the P1 basement level for the College of Engineering (CoE), occupying approximately 3,500 square feet.

Work will be performed by the design build team (M.A. Mortenson, Collins Woerman, McKinstry). M. A. Mortenson has a long history with UW projects including the Paul G. Allen Center for Computer Sciences & Engineering, Architecture Hall Renovation and the UW Tower Data Center projects. Construction started in early March 2011, for completion in June with occupancy planned for early July 2011.

VII. STANDING COMMITTEES

B. Finance, Audit and Facilities Committee

Actions Taken Under Delegated Authority (continued p. 5)

The project budget of \$1,650,000 is funded from Tenant Improvement bond proceeds. No sales tax is included in budget as this research tenant qualifies for tax deferral status.

Budget Summary:	Current Approved Budget	Forecast Cost At Completion
Total Consultant Svcs*	\$7,000	\$7,000
Total Design – Build Construction Cost**	\$1,482,491	\$1,482,491
Other Costs	\$85,509	\$85,509
Project Administration	\$75,000	\$75,000
Total Project Budget	\$1,650,000	\$1,650,000

* refers to fees to consultants retained by University to prepare Furniture, Fixtures & Equipement specifications.

** Includes design fees, construction contract amount, contingencies and no state sales tax.

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

in Joint Session with

B. Finance, Audit and Facilities Committee**Healthcare Review****INFORMATION:**

Universities across the country are examining their exposure to the healthcare sector and exploring strategic alternatives that will ensure the success of their affiliated healthcare enterprises. The overarching theme in today's healthcare environment is consolidation driven by healthcare reform.

- Academic Medical Centers ("AMCs") are exploring various expansion models to drive volume to their tertiary/quaternary facilities, improve scale and facilitate clinical integration
- Despite their size, large regional and multi-state health systems are actively seeking growth opportunities to enhance scale and build accountable care organizations
- Community hospitals are debating the merits of remaining independent versus merging with a larger organization, particularly as access to the capital markets has become constrained for weaker credits
- The form of strategic partnership varies significantly and typically is driven by the specifics of the local market

For the University of Washington, UW Medicine is a very substantial financial component that has been growing rapidly. UW Medical Center has experienced tremendous growth over the past decade. The acquisition of Northwest Hospital and the potential for further growth in the future may significantly alter the University's sources of revenue, especially if other revenue streams grow more slowly.

Today's discussion will focus on key trends in the healthcare services market and the changing AMC environment, and examine strategic objectives for UW leadership to consider when evaluating the future of UW Medicine. The discussion will be led by Susan Benz, who heads up healthcare practice at Goldman Sachs and Chris Cowan, head of the higher education group at Goldman Sachs.

This report is for information only.

Attachment

Healthcare Sector Overview

Presentation to the Board of Regents



April 14, 2011

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- I. Healthcare Sector Overview and Trends**
 - II. The Changing Academic Medical Center Environment**
 - Appendix A: Academic Healthcare Enterprise Models**
 - Appendix B: Selected Case Studies**
-

Executive Summary

- Universities across the country are examining their exposure to the healthcare sector and exploring strategic alternatives that will ensure the success of their affiliated healthcare enterprises
- The overarching theme in today's healthcare environment is consolidation driven by healthcare reform
 - Academic Medical Centers ("AMCs") are exploring various expansion models to drive volume to their tertiary/quaternary facilities, improve scale and facilitate clinical integration
 - Despite their size, large regional and multi-state health systems are actively seeking growth opportunities to enhance scale and build accountable care organizations
 - Community hospitals are debating the merits of remaining independent versus merging with a larger organization, particularly as access to the capital markets has become constrained for weaker credits
 - The form of strategic partnership varies significantly and typically is driven by the specifics of the local market
- For the University of Washington, UW Medicine is a very substantial financial component that has been growing rapidly
 - UW Medical Center has experienced tremendous growth over the past decade
 - The acquisition of Northwest Hospital and the potential for further growth in the future may significantly alter the University's sources of revenue, especially if other revenue streams grow more slowly
- Today's discussion will focus on key trends in the healthcare services market and the changing AMC environment, and examine strategic objectives for UW leadership to consider when evaluating the future of UW Medicine

I. Healthcare Sector Overview and Trends

Healthcare Services is a large and fragmented market

Spending in the US is forecasted to increase to \$4.5 trillion per year by 2019 (6% CAGR)



Acute	
■ Acute Care Hospitals - \$759.1bn	
■ Physician / Clinical Services - \$505.9bn	
Post-Acute	
■ Skilled Nursing / CCRC - \$137.0bn	
■ Home, Health, Hospice	} \$257.7bn
■ LTACs	
■ Rehabilitation	
■ Renal Care	
Distribution / PBM	
■ Distribution	} \$249.9bn
■ Institutional Pharmacy	
■ PBMs	
Managed Care	
■ Medicaid / Medicare	} \$163.0bn
■ National	
■ Other	
■ Regional	
Outsourcing	
■ HCIT	
■ Clinical Labs	
■ Staffing / Department Outsourcing	
■ CROs	
■ Imaging	

Source: Centers for Medicare and Medicaid Services

Hospitals have been affected by recent industry trends...

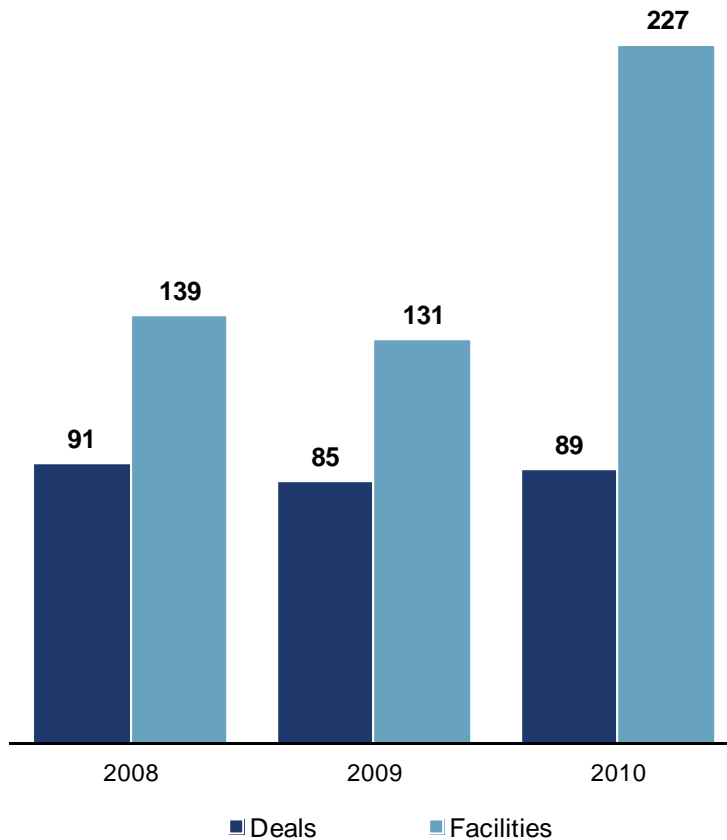
Key Trends

<p>Volume</p>	<ul style="list-style-type: none"> ■ Hospitals have experienced one of the most difficult patient volume periods in recent history <ul style="list-style-type: none"> — Through 2010, 70% of hospitals have reported lower overall patient volume and 72% reported depressed volumes of elective procedures — Outpatient trends have generally improved YoY, but revenue per encounter has decreased as a result — The softness in volume appeared to extend to the uninsured admissions, resulting in lower bad debt expense as a % of revenues — Favorable commercial pricing trends have offset softness in volume and are expected to remain strong ■ Unemployment rate remains high at 8.8%; COBRA coverage is lapsing for many unemployed workers ■ Economic conditions are believed to be the main factor in depressed healthcare utilization trends experienced in the second half of 2010
<p>Cost Controls</p>	<ul style="list-style-type: none"> ■ It is unclear if recent cost saving initiatives are sustainable <ul style="list-style-type: none"> — Most hospitals cut administrative costs, reduced staff and curtailed services — 89% of hospitals indicated no add back of staff or increased staff hours; 98% have not restored previously cut services or programs ■ 67% of hospitals continue to delay or postpone capital projects
<p>Hospital Portfolio Optimization</p>	<ul style="list-style-type: none"> ■ Systems are focusing on how to best optimize their current portfolio of hospitals through either: <ul style="list-style-type: none"> — Divesting non-core and / or underperforming facilities / businesses — Strategically looking to acquire to facilitate growth
<p>Investment in Technology</p>	<ul style="list-style-type: none"> ■ The impact of the 2009 stimulus bill (ARRA) on provider information technology spend has been significant <ul style="list-style-type: none"> — Funds available to providers who can demonstrate “meaningful use” of HCIT

Source: Industry Reports and Research

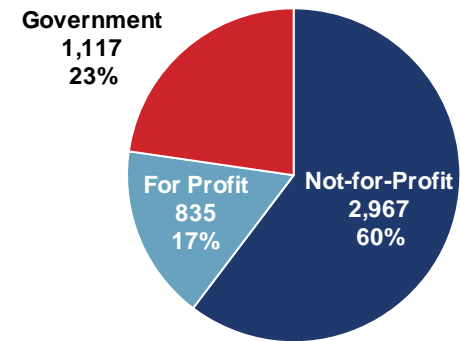
...resulting in more merger activity and an increase of for profit hospitals

Recent Hospital M&A Volume

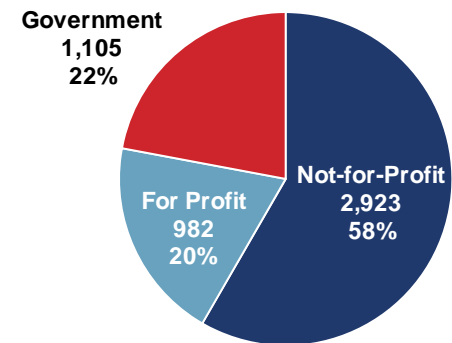


Ownership of US Community Hospitals

2004
Total Hospitals: 4,919 (2,668 in systems)



2009
Total Hospitals: 5,008 (2,868 in systems)



Source: American Hospital Association and Modern Healthcare data

Healthcare reform has helped lay the foundation for continued provider consolidation

Factors Driving Consolidation	Rationale
<p>Reimbursement Pressure</p>	<ul style="list-style-type: none"> ■ Medicare cuts phased in from 2012-2019 for both inpatient and outpatient services <ul style="list-style-type: none"> — Hospitals are expected to give up \$155bn in Medicare funds over the next decade ■ Declining levels of commercial payer reimbursement expected <ul style="list-style-type: none"> — Commercial payors face increasing pressure to contain costs and manage medical cost trend — Consolidation of health plans creates increased leverage — Higher out-of-pocket costs result in individuals postponing medical care ■ Medicaid revenue also will be pressured as States struggle to balance budgets and respond to the expiration of enhanced FMAP on June 30, 2011
<p>Increasing Insurance Coverage</p>	<ul style="list-style-type: none"> ■ The individual mandate will increase coverage and will reduce the amount of uncompensated care born by hospitals <ul style="list-style-type: none"> — More than 32mn people are expected to enter the health insurance market ■ Potential for significant increase in healthcare consumption <ul style="list-style-type: none"> — 20-25% increase in utilization projected for newly insured¹ ■ Larger organizations should be better positioned to capture increased demand and exert incremental operating leverage
<p>Establishment of Accountable Care Organizations</p>	<ul style="list-style-type: none"> ■ ACOs will allow organizations to move from treatment based payment (Fee for Service) to episode based payment (Bundled Payments) to payment for managing populations (Capitation) ■ It is expected that bundled payments will favor larger organizations ■ ACOs are being rewarded for clinical integration ■ ACOs likely need shared governance and sophisticated quality reporting systems

¹ CBO estimate <http://cbo.gov/ftpdocs/107xx/doc10781/11-30-Premiums.pdf>

A number of factors will drive future success in the Healthcare Sector

Scale	Patient Access	Clinical Integration	Physician Alignment	Expertise	Quality
<ul style="list-style-type: none"> •Economies of scale reduce costs •Large, integrated organizations have greater negotiating leverage 	<ul style="list-style-type: none"> •Increases customer service capability as insurance coverage expands •Drives referrals, particularly to tertiary/quaternary flagships •Lower cost delivery sites facilitate "right care in the right place at the right time" 	<ul style="list-style-type: none"> •Collaboration among different healthcare providers and sites to ensure higher quality, better coordinated and more efficient services for patients •Serves as a foundation for the management of a specific population (ACO) 	<ul style="list-style-type: none"> •Helps to drive quality initiatives and more cost effective care •Facilitates recruitment and retention •Enhances negotiating leverage 	<ul style="list-style-type: none"> •Evidence-based medicine improves quality •IT and data management are critical to developing best practices and demonstrating superior outcomes •Managing risk - based payments requires specific expertise 	<ul style="list-style-type: none"> •A focus of CMS, success in this area will be rewarded with additional reimbursement •Increased transparency of outcomes is expected to influence consumers' choice of providers

Strategic activity in the not-for-profit healthcare sector has assumed a variety of forms

Form	Recent Examples
<p>Not-for-Profit Acquisition of Not-for-Profit</p>	
<p>For Profit Acquisition of Not-for-Profit</p>	
<p>For Profit Partnership with Not-for-Profit</p>	
<p>Strategic Investments by Managed Care Organizations</p>	
<p>Private Equity Acquisition of Not-for-Profit</p>	
<p>Not-for-Profit Acquisition of For-Profit</p>	

II. The Changing Academic Medical Center Environment

AMCs face unique financial challenges relative to their Community Hospital and Health System peers

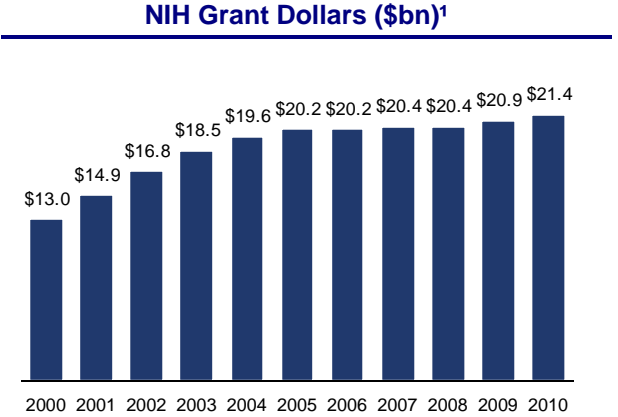
Trend	Notes
<p>AMCs Maintain Higher Medicaid Exposure</p>	<ul style="list-style-type: none"> ■ On average, approximately 3%-5% more of an AMC's revenue come from Medicaid relative to community hospitals¹ ■ AMCs tend to be more concentrated in urban settings, and often draw higher portions of uninsured populations <ul style="list-style-type: none"> — While caring for this population is consistent with their mission, it puts considerable pressure on financial performance
<p>AMCs Maintain Elevated Levels of Capital Spending</p>	<ul style="list-style-type: none"> ■ AMCs have maintained higher levels of capital spending, with a Capital Spending Ratio on average 0.5x higher¹ than their community hospital peers². This is driven by a number of factors, including: <ul style="list-style-type: none"> — Modernization of facilities in order to continue to attract physicians and researchers — Tertiary and quaternary programs that require more advanced technologies — Purchase and implementation of IT and medical record technologies

¹ Source – Moody's FY2009 MFRA financial data.

² AMCs Capital Spending Ratio is 1.63x as compared to community hospitals of 1.13x

AMCs face unique financial challenges relative to their Community Hospital and Health System peers (cont'd)

Trend	Notes
<p>AMCs have a Relatively Higher Operating Expense Base</p>	<ul style="list-style-type: none"> ■ GME and research funding typically do not cover the full cost of these activities, and many require cross-subsidization from the clinical mission ■ Employed physicians and/or faculty practice groups typically produce higher wage and benefit expenses ■ The average cost of care per patient is typically higher in an AMC relative to a community hospital ■ Level I trauma centers and burn units require extensive and highly specialized resources available 24/7
<p>AMCs Face Increasing Physician / Faculty Practice Plan Demands</p>	<ul style="list-style-type: none"> ■ Physicians continue to seek supplemental payments for providing services that were once considered routine² <ul style="list-style-type: none"> — 50% of all hospitals report paying physicians for ED call coverage, particularly in surgery, orthopedic and OB/GYN practices ■ Demand for institutional research support is increasing due to limited growth in external funding <ul style="list-style-type: none"> — NIH funding has been flat over the past 5 years ■ Reimbursement allocations are shifting from specialty to primary care physicians, thereby affecting the economics of faculty practice plans



¹ National Institutes of Health..






² American Hospital Association, *The State of America's Hospitals – Taking the Pulse.*

AMCs are pursuing a number of strategies to address possible challenges and create future opportunities

Strategy	Degree of Implementation
1 Maintain Clinical Strategy	
2 Continue Support of Teaching and Research Missions	
3 Maintain Financial Performance / Current Credit Ratings	
4 Implement Non-Labor Cost Reduction Initiatives	
5 Develop Physician Network and Resource Strategy	
6 Enhance Managed Care Contracting Strategies	
7 Focus on Quality-Based Delivery	
8 Develop and Implement IT Platform	
9 Increase Geographic Reach	
10 Realign Inpatient and Outpatient Portfolio – “Right care in right place at right time”	
11 Enhance Transparency of Financial, Quality, and Productivity Metrics	
12 Increase scale through strategic partnerships with both NFP and FP organizations	

Note : Shaded circle represents a higher degree of existing implementation among Academic Medical Centers.

Recent strategic developments among AMCs

Hospital / Health System	Recent Developments
 <p>JOHNS HOPKINS MEDICINE THE JOHNS HOPKINS HOSPITAL</p>	<ul style="list-style-type: none"> ■ In April 2011, All Children’s Hospital in St. Petersburg joined JHM. JHHS plans to leverage the intellectual and human capital within its pediatrics programs to expand the reach and impact of its current clinical, teaching and research programs ■ On November 1, 2010, Sibley Memorial Hospital officially became part of JHM to address growing interest in more efficient, integrated regional health care services for patients ■ In July 2009, Johns Hopkins Medicine (“JHM”) acquired Suburban Hospital Healthcare (“SHHS”) building on its longstanding ties with SHHS and expanding its regional presence. SHHS officially joined the Johns Hopkins Health System Obligated Group in July 2010, as part of the Series 2010 bond financing
<p>UCLA Health System</p>	<ul style="list-style-type: none"> ■ On Feb 23, 2011, The Motion Picture & Television Fund (MPTF) entered into a non-binding letter of intent to partner with Providence Health & Services California, contributing the MPTF’s Wasserman Campus in Woodland Hills. In conjunction, UCLA Health System will locate a new neurological rehabilitation unit on the Wasserman campus. ■ In June, 2010, UCLA partnered with St. John’s Health Center to contribute academic experts to the staff of St. John’s existing heart program to better provide care to the hospitals’ common service area of Santa Monica and West Los Angeles ■ During 2009, UCLA entered a strategic alliance with Orthopaedic Hospital/Los Angeles, resulting in the relocation of Orthopaedic Hospital’s inpatient services to Santa Monica
 <p>DUKE UNIVERSITY HEALTH SYSTEM</p>	<ul style="list-style-type: none"> ■ On Jan 31, 2010, Duke University’s Health System entered into a joint venture with LifePoint Hospitals ■ LifePoint operates 52 hospital campuses in 17 states and specializes in operating community hospitals ■ Duke/LifePoint is one of the first joint ventures between an academic health system and a hospital operating company
 <p>USC</p>	<ul style="list-style-type: none"> ■ On Feb 11, 2009, USC agreed to acquire USC University Hospital and USC Kenneth Norris Jr. Cancer Hospital from Tenet Healthcare Corp. for \$275mn, ending a three-year dispute over control ■ The two hospitals, on USC’s health sciences campus in Los Angeles, have 471 inpatient beds
 <p>OHIO STATE Medical Center</p>	<ul style="list-style-type: none"> ■ OSU is expanding its Medical Center by constructing new towers costing nearly \$1bn ■ Construction of new towers started in June 2010 and is expected to be completed by 2014 ■ It includes two towers; 276-bed Ohio State University Comprehensive Cancer Center (OSUCCC) – James and 144-bed Critical Care Center
 <p>EMORY HEALTHCARE</p>	<ul style="list-style-type: none"> ■ On July 12, 2010, Emory Healthcare and HCA said that they will end a joint venture that began in 1998 ■ Emory will buy out HCA’s interest in 72-bed Emory Johns Creek (GA) Hospital ■ HCA will buy out Emory’s interest in 247-bed Emory Eastside Medical Center, Snellville, GA

Source: Most recent news runs, official statements (Appendix A), rating reports, and financial statements.

Appendix A: Academic Healthcare Enterprise Models

Universities utilize a variety of models to integrate their healthcare enterprises

- Healthcare enterprise integration models vary considerably among universities
 - Full integration: an integrated structure where the School of Medicine (“SOM”), Hospital and Faculty Practice Plan (“FPP”) are integrated with the University
 - Partial integration: some components of the health enterprise (i.e., the Hospital or the FPP) are outside of the University
 - Non-integrated: all components of the healthcare enterprise (SOM, Hospital and FPP) are outside of the University structure

University	Component Integrated with the University		
	School of Medicine	Hospital	Faculty Practice Plan
University of Washington	✓	✓	✓
Columbia University	✓		✓
Emory University	✓	✓	✓
Harvard University	✓		
Oregon University System			
Stanford University	✓		
The Johns Hopkins University	✓		✓
University of Arizona	✓		
University of California	✓	✓	✓
University of Colorado	✓		✓
University of Connecticut	✓		
University of Massachusetts	✓		
University of North Carolina, Chapel Hill	✓		✓
University of Southern California	✓	✓	✓
University of Utah	✓	✓	✓
University of Virginia	✓	✓	
Vanderbilt University	✓	✓	✓

AMCs have very different relationships with their faculty

- Faculty practice / hospital / university structures vary considerably
 - Some are fully integrated such as the Mayo Clinic and some have separate yet defined economic and governance arrangements such as New York-Presbyterian

	Affiliation Arrangement with Hospital	Moderate Integration with Hospital	Full Integration with Hospital and University	Physicians and Hospital are a Single Economic Unit (Clinic)
Key Characteristics	<ul style="list-style-type: none"> ■ Hospital purchases / sells services with FPP ■ FPP is either a separate institution or is within the University 	<ul style="list-style-type: none"> ■ FPP and Hospital reside within same consolidated entity 	<ul style="list-style-type: none"> ■ An integrated structure where Hospital and FPP are integrated with University 	<ul style="list-style-type: none"> ■ Hospital employs physicians
Representative Academic Medical Centers	<ul style="list-style-type: none"> ■ Barnes-Jewish Hospital ■ Duke University Health System ■ Johns Hopkins Medical Center ■ New York-Presbyterian ■ Stanford Hospital & Clinics ■ University of Chicago Hospitals and Health System ■ Yale-New Haven Hospital ■ University of California Medical Centers 	<ul style="list-style-type: none"> ■ Brigham and Women's ■ Massachusetts General Hospital ■ University of Pittsburgh Medical Center 	<ul style="list-style-type: none"> ■ University of Pennsylvania Health System ■ University of Michigan Hospital and Health Centers ■ Vanderbilt University Medical Center ■ University of Washington Medical Center ■ Oregon Health and Science University¹ 	<ul style="list-style-type: none"> ■ Cleveland Clinic Health System ■ Mayo Clinic ■ Carilion Clinic ■ Carle Foundation

¹ Full integration with the school of medicine. Does not imply integration with the Oregon University System.

Appendix B: Selected Case Studies

AMC / University Case Studies



Corporation Information

Headquarters:	Baltimore, MD
Local Hospital Beds:	1593
Total Local Facilities:	5 ¹
Employed Physicians:	N/A
Number of Physician Staff:	4,494 ²
Academic Affiliation:	Johns Hopkins University
Ratings (Moody/S&P/Fitch):	Aa3 ³ / A+ / AA-
Managed Care:	None

Key Financial Metrics (FYE 06/30)

	2009	2010
Operating Revenue (\$mn)	\$3,296.9	\$3,725.5
Operating EBIDA (\$mn)	259.5	333.9
Operating Margin (%)	3.1	2.4
Operating Cash Flow Margin (%)	7.9	7.5
Unrestricted Cash (\$mn)	1,258.0	1,284.6
Total Debt (\$mn)	1,501.7	1,142.4
Unrestricted Net Assets (\$mn)	748.2	942.8
Days Cash on Hand	148.9	155.3
Debt/Capitalization (%)	58.0	56.8

¹ Does not include All Children's Hospital, Florida.

² Does not include active medical staff at Suburban and Sibley Hospitals.

³ In 2010, Moody's upgraded Johns Hopkins from A1 to Aa3.

Strategic Action and Rationale

- Johns Hopkins Medicine ("JHM") has been growing through acquisitions
 - In the Maryland / D.C. area, JHM recently bought Suburban Hospital ("Suburban") and Sibley Memorial Hospital ("Sibley")
 - In Florida, JHM acquired All Children's Hospital & Health System
- Acquisition of All Children's enables JHM to expand its mission-centric work in pediatric health care research, teaching and clinical delivery
- Acquisition of Suburban and Sibley expands JHM's market presence in the region, enhances its referral network and enables it to expand its continuum of care and clinical research opportunities
 - Suburban and JHM have had an alliance dating back to 1996. In 2006, the two institutions collaborated with the NIH to form the NIH Heart Center at Suburban Hospital offering advanced cardiovascular specialty care, including cardiac surgery

Corporation Information

Headquarters:	Durham, NC
Local Hospital Beds:	1,498
Total Local Facilities:	3
Employed Physicians:	137 ²
Number of Physician Staff:	1,879
Academic Affiliation:	Duke University
Ratings (Moody/S&P/Fitch):	Aa2/AA/AA
Managed Care:	None

Key Financial Metrics (FYE 12/31)

	2009	Q3 2010 Annualized
Operating Revenue (\$mn)	\$2,015.8	\$2,149.6
Operating EBIDA (\$mn)	302.9	377.7
Operating Margin (%)	6.0	7.7
Operating Cash Flow Margin (%)	11.5	13.5
Unrestricted Cash (\$mn)	1,174.6	1,475.9
Total Debt (\$mn)	688.3	972.9
Unrestricted Net Assets (\$mn)	1,348.0	1,516.9
Days Cash on Hand	236.6	284.5
Debt/Capitalization (%)	33.8	39.1

¹ Source: February 1, 2011 LifePoint Hospital and Duke Medicine Case Study.

² Duke University Affiliated Physicians.

³ HealthLeaders, February 2010.

Strategic Action and Rationale¹

- Duke University Health System (“DUHS”) has limited growth opportunities in its primary market with the three largest health systems controlling over 90% of the market share³
- Seeking to grow outside its primary market, it partnered with LifePoint Hospitals, a for-profit hospital management company to form the Duke / LifePoint Network
 - Affiliation is one of the first joint ventures between an AMC and a for-profit hospital operations company
- Maria Parham Medical Center, a private, non-profit community hospital is the first facility to join the Duke / LifePoint Network
- LifePoint will bring a range of financial and operational resources including access to capital to the joint venture. DUHS will provide guidance in clinical service development and support for enhancing quality systems as well as access to highly specialized medical services
- Joint Venture enables DUHS to grow outside its immediate market and share risk with a highly experienced community hospital operator

AMC / University Case Studies

Corporation Information

Headquarters:	Columbus, OH
Local Hospital Beds:	1,326
Total Local Facilities:	4 hospitals
Employed Physicians:	617
Academic Affiliation:	The Ohio State University
Ratings (Moody/S&P/Fitch):	Aa1/AA/AA
Managed Care:	None

Key Financial Metrics (FYE 06/30)¹

	2008	2009
Operating Revenue (\$mn)	\$1,460.0	\$1,578.0
Operating EBIDA (\$mn)	165.0	170.7
Operating Margin (%)	-	-
Operating Cash Flow Margin (%)	11.3	10.8
Unrestricted Cash (\$mn)	-	-
Total Debt (\$mn)	-	-
Unrestricted Net Assets (\$mn)	-	-
Days Cash on Hand	-	-
Debt/Capitalization (%)	-	-

Source: Most recent Appendix A, audited financial statements – OSU does not publish consolidating financials, HealthLeaders-InterStudy and news runs.

¹ Includes only hospital statistics.

Strategic Action and Rationale

- In 2010, OSU Physicians, the faculty practice plan composed of 617 doctors, became full-time employees of the University
- Integration with the University and the Hospital enables further leveraging of scale
 - OSU Medical Center and OSU Physicians can now negotiate reimbursement contracts as a single entity further strengthening its dominant position as the only AMC in the market
 - Of particular importance to OSU physicians was the ability to negotiate better malpractice insurance rates
- Closer integration of OSU Medical Center and OSU Physicians will enable the implementation of a complete electronic medical record (“EMR”)
 - The implementation of an EMR is a key incentive of the Healthcare Reform Bill
- Closer integration will also enable joint programmatic planning and facilitate more robust cost and quality management initiatives

AMC / University Case Studies



Corporation Information

Headquarters:	Winston-Salem, NC
Local Hospital Beds:	872
Total Local Facilities:	2
Employed Physicians:¹	650
Number of Physician Staff:¹	650
Academic Affiliation:	Wake Forest University
Ratings (Moody/S&P/Fitch):	Aa3 / AA- / NR
Managed Care:	None

Key Financial Metrics (FYE 06/30)

	2009	2010
Operating Revenue (\$mn)	\$992.1	\$971.4
Operating EBIDA (\$mn)	81.8	102.1
Operating Margin (%)	0.2	2.9
Operating Cash Flow Margin (%)	8.2	10.5
Unrestricted Cash (\$mn)	636.9	724.4
Total Debt (\$mn)	332.0	338.0
Unrestricted Net Assets (\$mn)	708.0	785.4
Days Cash on Hand	252.0	300.5
Debt/Capitalization (%)	31.9	30.1

Strategic Action and Rationale

- Wake Forest Baptist University Medical Center (“WFUBMC”) is composed of North Carolina Baptist Hospital (“NCBH”) and Wake Forest University Health Sciences (“WFUHS”) which includes the Faculty Practice Plan
- Process is underway to integrate WFUHS and NCBH under a single governance model still retaining the WFUBMC name
- Integration benefits include:
 - Allows WFUBMC to have a sustainable growth model to achieve its strategic goals
 - Enhances physician and researcher recruitment and retention efforts
 - Increases market clout with payers by combining Faculty Practice Plan and Hospital
 - Leverages scale to produce cost savings and operating efficiencies
 - Positions the organization more effectively for Healthcare Reform particularly concerning quality initiatives

¹ Currently part of WFUHS.

Public Sector and Infrastructure Banking Disclaimer

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

in Joint Session with

B. Finance, Audit and Facilities Committee**Revised Facilities and Spaces Naming Policy****RECOMMENDED ACTION:**

It is the recommendation of the Academic and Student Affairs Committee and the Finance, Audit and Facilities Committee that the Board of Regents approve the Revised Facilities and Spaces Naming Policy reflecting the addition of Section 5. The revised policy will go into effect immediately upon approval of the Board of Regents.

BACKGROUND:

It has become clear that many parts of the existing naming policy are not consistent with current practice. The entire policy is in need of revision and that will be undertaken in the coming months. Because of the immediate need for Intercollegiate Athletics to continue to solicit donations for the stadium, a new section is being added to the current Facilities and Spaces Naming Policy which deals only with the Temporary Naming Rights for Intercollegiate Athletic Facilities and Playing Fields. This is a stop gap measure until the entire policy can be rewritten.

Key elements of Section 5 are:

1. Business entities must make a substantial contribution to the University's intercollegiate athletics program (this includes consideration of relevant market conditions).
2. Agreements will be a fixed term of 5 years and will not exceed 10 years.
3. Building or outdoor space naming must be approved by Regents upon recommendation of the President.
4. Interior space naming (including use of logo) must be approved by the President.
5. Placement of signs on the exterior of buildings related to interior naming (including use of logo) must be approved by Regents upon recommendation of the President.
6. Naming agreements shall not detract from the institution's values, dignity, integrity, or reputation, nor create a conflict or the appearance of a conflict of interest or confer special privileges.

VII. STANDING COMMITTEES

A. Academic and Student Affairs Committee

in Joint Session with

B. Finance, Audit and Facilities Committee

Revised Facilities and Spaces Naming Policy (continued p. 2)

REVIEW PROCESS:

The revised policy was discussed with individual members of the Board of Regents and representatives of University Advancement; edits were made in response to Regental input, and the Academic and Student Affairs Committee and the Finance, Audit, and Facilities Committee now recommend the revised document be accepted by the full Board.

Revisions to policy require the full endorsement of the Board of Regents.

Attachment

Section 5, Revised Facilities and Spaces Naming Policy

FACILITIES AND SPACES NAMING POLICY

Section 5. Intercollegiate Athletics Facilities and Playing Fields Temporary Naming Rights Agreements

The University may enter into agreements with business entities to temporarily name intercollegiate athletics facilities or playing fields when the business entity makes a substantial contribution to the University's intercollegiate athletics program. A "substantial contribution" in this context means that facts and circumstances, including relevant market conditions, show that the business entity is making a substantial financial contribution to the University's intercollegiate athletics program. Any such agreements must be reviewed by Advancement working with the Department of Intercollegiate Athletics and will normally be for a fixed term of five years and not in excess of 10 years. The term should be consistent with the contribution. Any agreement to temporarily name an interior feature, object or space must be approved by the President. An agreement to temporarily name an interior feature, object or space may include the right to place a sign on the exterior of a building or an outdoor area; however, such right shall be approved by the Board of Regents upon the recommendation of the President. Any agreement to temporarily name buildings or outdoor spaces must be approved by the Board of Regents upon the recommendation of the President.

The logo of a business entity may be included on the name temporarily affixed to an interior feature, object, space, building or outdoor area if the logo is part of a unique design created in part for the purpose of acknowledging the relationship between the University and the business entity. Inclusion of a logo in a unique design on the name temporarily affixed to an interior feature, object or space shall be reviewed and approved by the President. Inclusion of a logo in a unique design on the name temporarily affixed to a building or outdoor area shall be approved by the Board of Regents upon the recommendation of the President.

This policy will apply to both new and existing interior features, objects, interior spaces, buildings, and outdoor spaces. An agreement shall not detract from the institution's values, dignity, integrity, or reputation, nor shall it create a conflict or the appearance of a conflict of interest or confer special privileges. The business entity shall have a prominent relationship with the University and/or the region, and have a positive image and demonstrated integrity. In the event of changed circumstances, the University reserves the right, on reasonable grounds, to revise the form of or withdraw recognition. In the event there are any inconsistencies or ambiguities between this policy and other University Naming Rights policies this policy shall take precedence.

BR, April 14, 2011

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

in Joint Session with

B. Finance, Audit and Facilities Committee**Approval of Exterior Signage for Alaska Airlines Arena at Hec Edmundson Pavilion****RECOMMENDED ACTION:**

It is the recommendation of the administration, the Finance, Audit and Facilities Committee, and the Academic and Student Affairs Committee that the Board of Regents approve the proposed signage to be affixed to the exterior of Hec Edmundson Pavilion which acknowledges that Alaska Airlines has entered into an agreement to temporarily name the main arena as Alaska Airlines Arena at Hec Edmundson Pavilion. The recommended action is subject to the approval of the Revised Facilities and Spaces Naming Policy.

BACKGROUND:

Alaska Airlines entered into an agreement with Intercollegiate Athletics (ICA) to temporarily name the main arena in Hec Edmundson Pavilion as Alaska Airlines Arena at Hec Edmundson Pavilion. This agreement was approved by the Board of Regents at the January 2011 meeting.

In conjunction with this temporary naming agreement, Alaska Airlines has requested that the name "Alaska Airlines Arena" be affixed to the exterior of Hec Edmundson Pavilion. This is consistent with the arrangement ICA had with its previous temporary naming rights partner for the Arena, Bank of America, who also had exterior signage on Hec Edmundson Pavilion.

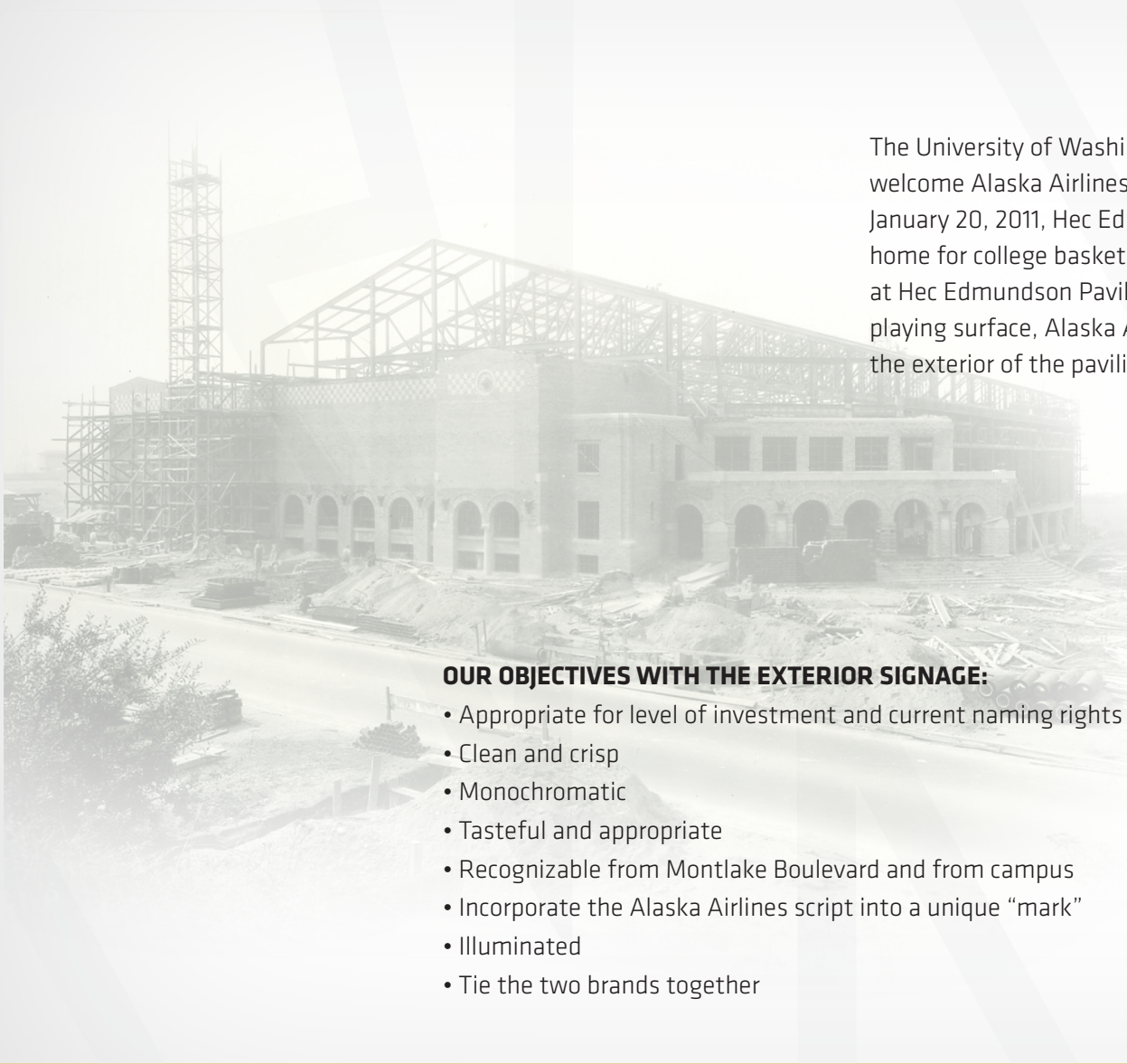
In accordance with Section 5 of the revised Facilities and Spaces Naming Policy, an agreement to temporarily name an interior space may include the right to place a sign on the exterior of a building, which may contain a logo in a unique design, so long as that agreement is approved by the Board of Regents upon the recommendation of the President.

REVIEW AND APPROVAL:

This recommendation has been reviewed and approved by the Interim President, University Advancement, and the Director of Athletics, Intercollegiate Athletics.

ALASKA AIRLINES ARENA AT HEC EDMUNDSON PAVILION

EXTERIOR SIGNAGE PROPOSAL



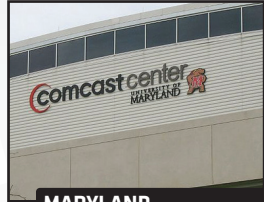
The University of Washington Department of Athletics is proud to welcome Alaska Airlines as our new naming rights partner. As of January 20, 2011, Hec Edmundson Pavilion, the all-time winningest home for college basketball, will be known as Alaska Airlines Arena at Hec Edmundson Pavilion. In addition to recognition on the playing surface, Alaska Airlines Arena will also receive signage on the exterior of the pavilion.

OUR OBJECTIVES WITH THE EXTERIOR SIGNAGE:

- Appropriate for level of investment and current naming rights marketplace expectations
- Clean and crisp
- Monochromatic
- Tasteful and appropriate
- Recognizable from Montlake Boulevard and from campus
- Incorporate the Alaska Airlines script into a unique “mark”
- Illuminated
- Tie the two brands together



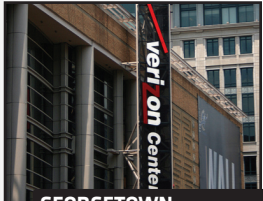
ARIZONA STATE



MARYLAND



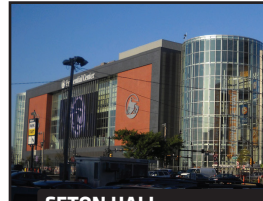
SAN DIEGO STATE



GEORGETOWN



MEMPHIS



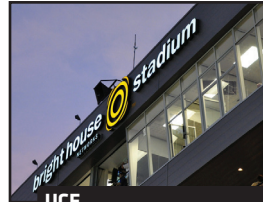
SETON HALL



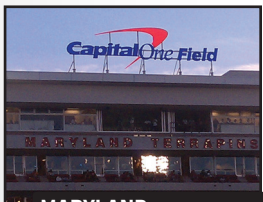
LOUISVILLE



NC STATE



UCF



MARYLAND



PROVIDENCE



WAKE FOREST

REVIEW OF PEER INSTITUTIONS

ARIZONA STATE - WELLS FARGO ARENA	BASKETBALL
COLORADO - COORS EVENTS CENTER	BASKETBALL
CONNECTICUT - XL CENTER	BASKETBALL
DePAUL - ALLSTATE ARENA	BASKETBALL
GEORGETOWN - VERIZON CENTER	BASKETBALL
LOUISVILLE - PAPA JOHN'S CARDINAL STADIUM	FOOTBALL
LOUISVILLE - YUM! CENTER	BASKETBALL
MARYLAND - COMCAST CENTER	BASKETBALL
MARYLAND - CAPITAL ONE FIELD	FOOTBALL
MEMPHIS - FEDEX FORUM	BASKETBALL
MEMPHIS - FEDEX PARK	BASEBALL
MIAMI - SUN LIFE STADIUM	FOOTBALL
MIAMI - BANKUNITED CENTER	BASKETBALL
MINNESOTA - TCF BANK STADIUM	FOOTBALL
NORTH CAROLINA STATE - RBC CENTER	BASKETBALL
OHIO STATE - VALUE CITY ARENA	BASKETBALL
PITTSBURGH - HEINZ FIELD	FOOTBALL
PROVIDENCE - DUNKIN' DONUTS CENTER	BASKETBALL
SAN DIEGO STATE - QUALCOMM STADIUM	FOOTBALL
SETON HALL - PRUDENTIAL CENTER	BASKETBALL
SYRACUSE - CARRIER DOME	FOOTBALL AND BASKETBALL
TEMPLE - LINCOLN FINANCIAL FIELD	FOOTBALL
TEXAS TECH - JONES AT&T STADIUM	FOOTBALL
UCF - BRIGHT HOUSE NETWORKS STADIUM	FOOTBALL
WAKE FOREST - BB&T FIELD	FOOTBALL
WISCONSIN - KOHL CENTER	BASKETBALL



< ALASKA AIRLINES ARENA
AT HEC EDMUNDSON PAVILION

< **NOTE**

This image depicts two signage placements. Under the current proposal, the Alaska Airlines Arena mark would also be placed over the northwest entrance, making for a total of three external signage placements. The artwork and presentation would mirror what is seen here in the southwest entrance.

VII. STANDING COMMITTEES

A. Academic and Student Affairs Committee

in Joint Session with

B. Finance, Audit and Facilities Committee

Update on State Budget Outlook

There will be an oral report for information only.