



**March 10, 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 Meetings

**WEDNESDAY, MARCH 16, 2011**

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

**THURSDAY, MARCH 17, 2011**

**8:45 to 11:00 a.m. Rose Room ACADEMIC AND STUDENT AFFAIRS  
UW Building 1, Room 280 COMMITTEE: Regents Smith (Chair),  
UW Bothell Blake, Brotman, Cole (alternate), Jewell**

**11:10 to 11:30 a.m. Rose Room ACADEMIC AND STUDENT AFFAIRS  
UW Building 1, Room 280 COMMITTEE: Regents Harrell (Chair),  
UW Bothell Barer, Cole, Gates, Youn**

*in Joint Session with*

**FINANCE, AUDIT AND FACILITIES  
COMMITTEE: Regents Smith (Chair),  
Blake, Brotman, Cole (alternate), Jewell**

**11:30 a.m. to 12:25 p.m. Third Floor Vista LUNCH FOR REGENTS  
UW Building 1 AND OTHER GUESTS  
UW Bothell**

**12:25 to 2:45 p.m. Rose Room FINANCE, AUDIT AND FACILITIES  
UW Building 1, Room 280 COMMITTEE: Regents Smith (Chair),  
UW Bothell Blake, Brotman, Cole (alternate), Jewell**

**3:00 p.m. Rose Room REGULAR MEETING OF BOARD OF  
UW Building 1, Room 280 REGENTS  
UW Bothell**

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



## AGENDA

**BOARD OF REGENTS**  
**University of Washington**  
**March 17, 2011**  
**3:00 p.m.**

**Rose Room, UW Building 1-280, UW Bothell**

(Item No.)

**I. CALL TO ORDER**

**II. ROLL CALL: Assistant Secretary Kelly Keith**

**III. CONFIRM AGENDA**

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

**V. REPORT OF THE UNIVERSITY PRESIDENT: Dr. Wise**

**VI. CONSENT AGENDA**

Approval of Minutes of Meeting of February 17, 2011

Degree Name Change: From *Ph.D. in Women Studies* to *Ph.D. in Feminist Studies* A-3

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

2011-12 Residence Hall, Single Student Apartment and Family Housing Rate Adjustments F-6

Partnership with Seattle Children's Hospital for Workforce Housing F-14

**VII. STANDING COMMITTEES**

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

Academic and Administrative Appointments (**ACTION**) A-1

Husky Stadium Overview (Information only) A-2

Research, Education, and Technical Commercialization Partnership between UW/UAEU/Mubadala in Aerospace Engineering (Information only) A-4

Faculty Presentation: Impact of the Center for Educational Data and Research (Information only) A-5

Student Perspectives on the UW Bothell Business Development Center (Information only) A-6

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

Update on the State Budget Outlook (Information only) F–15

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

Report of Contributions – January, 2011 (Information only) F–2

Actions Taken Under Delegated Authority (Information only) F–3

Investment Performance Report, Second Quarter Fiscal Year 2011 (Information only) F–4

Metropolitan Tract Performance Report for the Quarter Ended December 31, 2010 (Information only) F–5

Student Housing Phase II: Mercer Hall Replacement – Design Presentation (Information only) F–7

Benchmarking University Advancement Performance (Information only) F–8

University of Washington Investment (UWINCO) Update (Information only) F–9

Capital Projects Office Semi-Annual Status Report (Information only) F–10

Internal Audit 2011 Audit Plan and 2010 Audit Results (Information only) F–11

Advisory Committee on Real Estate (ACRE) Update (Information only) F–12

Planning West of 15th (Information only) F–13

**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, April 14, 2011**

**X. ADJOURNMENT**



UNIVERSITY OF WASHINGTON  
BOARD OF REGENTS

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

March 17, 2011  
8:45 to 11:00 a.m.  
Rose Room, UW Bothell

1. **Academic and Administrative Appointments** **ACTION** A-1  
Mary Lidstrom, Interim Provost and Executive Vice President
2. **Husky Stadium Overview** **INFORMATION** A-2  
Scott Woodward, Director of Athletics  
Eric Godfrey, Vice President and Vice Provost, Student Life
3. **Degree Name Change: From *Ph.D. in Women Studies* to *Ph.D. in Feminist Studies*** **ACTION** A-3  
Gerald Baldasty, Vice Provost and Dean of the Graduate School  
David G. Allen, Chair, Department of Gender, Women, and Sexuality Studies (formerly Women Studies)
4. **Research, Education, and Technical Commercialization Partnership between UW/UAEU/Mubadala in Aerospace Engineering** **INFORMATION** A-4  
Matt O'Donnell, Dean, College of Engineering
5. **Faculty Presentation: Impact of the Center for Educational Data and Research** **INFORMATION** A-5  
Dan Goldhaber, Director, Center for Educational Data and Research, UW Bothell
6. **Student Perspectives on the UW Bothell Business Development Center** **INFORMATION** A-6  
Barry Weisband, Director, UWB Business Development Center  
**Student Presenters:**  
Andrew Magdy, Business, Senior  
Caio Tenca, Computing & Software Systems  
Douglas Taylor, Computing & Software Systems, Post Baccalaureate  
Leo Chen, Computing & Software Systems, Senior  
Shawn Ahmadi, Business, Senior  
Paul Hellstrom, Computing & Software Systems CSS, Senior  
Brian Hutson, Business, Senior
7. **Other Business**





**UNIVERSITY OF WASHINGTON  
BOARD OF REGENTS**

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

*In Joint Session with*

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

**March 17, 2011  
11:10 to 11:30 a.m.  
Rose Room, UW Bothell**

1. **Update on State Budget Outlook** **INFORMATION** F-15  
**Paul Jenny**, Vice Provost, Planning and Budgeting  
**Margaret Shepherd**, Director of State Relations, External Affairs
2. **Executive Session**  
(To consider the minimum price at which real estate will be offered for sale or lease when public knowledge regarding such consideration would cause a likelihood of decreased price.)
3. **Other Business**



UNIVERSITY OF WASHINGTON  
BOARD OF REGENTS

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

**March 17, 2011**  
**12:25 to 2:45 p.m.**  
**Rose Room, UW Bothell**

- |    |                                                                                                                                                                                                                                                                      |                    |     |
|----|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------|-----|
| 1. | <b>Grant and Contract Awards Summary – January, 2011</b><br>Mary Lidstrom, Interim Provost and Executive Vice<br>President                                                                                                                                           | <b>ACTION</b>      | F-1 |
| 2. | <b>Report of Contributions – January, 2011</b><br>Connie Kravas, Vice President, University Advancement                                                                                                                                                              | <b>INFORMATION</b> | F-2 |
| 3. | <b>Actions Taken Under Delegated Authority</b><br>Richard Chapman, Associate Vice President, Capital<br>Projects Office                                                                                                                                              | <b>INFORMATION</b> | F-3 |
| 4. | <b>Investment Performance Report, Second Quarter Fiscal Year<br/>2011</b><br>Keith Ferguson, Chief Investment Officer, Treasury Office                                                                                                                               | <b>INFORMATION</b> | F-4 |
| 5. | <b>Metropolitan Tract Performance Report for the Quarter Ended<br/>December 31, 2010</b><br>Todd Timberlake, Chief Real Estate Officer<br>V’Ella Warren, Senior Vice President and Treasurer, Board<br>of Regents                                                    | <b>INFORMATION</b> | F-5 |
| 6. | <b>2011-12 Residence Hall, Single Student Apartment and Family<br/>Housing Rate Adjustments</b><br>Eric Godfrey, Vice President and Vice Provost, Student Life<br>Pamela Schreiber, Director, Housing & Food Services                                                | <b>ACTION</b>      | F-6 |
| 7. | <b>Student Housing Phase II: Mercer Hall Replacement – Design<br/>Presentation</b><br>Jon Lebo, Interim Director, Student Life Projects, Capital<br>Projects Office<br>Pamela Schreiber<br>Rebecca Barnes, University Architect, Office of Planning<br>and Budgeting | <b>INFORMATION</b> | F-7 |
| 8. | <b>Benchmarking University Advancement Performance</b><br>Connie Kravas                                                                                                                                                                                              | <b>INFORMATION</b> | F-8 |
| 9. | <b>University of Washington Investment (UWINCO) Update</b><br>Keith Ferguson                                                                                                                                                                                         | <b>INFORMATION</b> | F-9 |

10. **Capital Projects Office Semi-Annual Status Report** **INFORMATION** F-10  
Richard Chapman
11. **Internal Audit 2011 Audit Plan and 2010 Audit Results** **INFORMATION** F-11  
**Richard Cordova**, Executive Director, Internal Audits
12. **Executive Session**  
(To review the performance of public employees.)
13. **Advisory Committee on Real Estate (ACRE) Update** **INFORMATION** F-12  
Todd Timberlake
14. **Planning West of 15th** **INFORMATION** F-13  
**Paul Jenny**, Vice Provost, Planning and Budgeting  
Rebecca Barnes
15. **Partnership with Seattle Children’s Hospital for Workforce Housing** **ACTION** F-14  
Paul Jenny  
Todd Timberlake
16. **Executive Session**  
(To consider the minimum price at which real estate will be offered for sale or lease when public knowledge regarding such consideration would cause a likelihood of decreased price.)
17. **Other Business**

## OFFICIAL MINUTES

### MINUTES

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

**March 17, 2011**

The Board of Regents held its regular meeting on Thursday, March 17, 2011, beginning at 3:10 p.m. in the Rose Room, at UW Bothell. The notice of the meeting was appropriately provided to the public and the media.

#### **CALL TO ORDER**

Board Chair Regent Simon called the meeting to order at 3:10 p.m.

#### **ROLL CALL**

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

Absent: Regents Brotman and Harrell

#### **CONFIRM AGENDA**

The agenda was confirmed as presented.

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

Regent Simon thanked Chancellor Kenyon Chan for hosting the meeting at UW Bothell and invited him to provide a report to the Board.

Chancellor Chan welcomed everyone. He began his remarks with a five-minute video produced by students to illustrate the importance of UW Bothell.

Chancellor Chan updated the Regents on the Sarah Simonds Green Conservatory wetlands project. They look forward to using the \$3 million gift from the family to build the conservatory classroom.

Dr. Chan said his goal is to begin to change current perceptions of the twenty-one-year-old UW Bothell from a vibrant, new, and growing campus to a more mature and accomplished campus. Despite budget restrictions, the campus has experienced

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tremendous growth to over 3,200 students. They expect to receive about 2,000 applications for 500 freshman spaces, along with a strong pool of transfer applicants. The campus recently added 240 new student housing beds. Last year they experienced a fivefold increase in research funding. The UW Bothell advisory board plans to fund an annual week-long forum on a topic intended to engage the campus community in intellectual discussion. In February the first topic will be innovation and creativity. Chancellor Chan feels UWB has earned an impressive reputation for innovation and is a center of excellence within the University of Washington family.

He highlighted campus accomplishments: students are “voting with their feet” to make UWB the fastest growing university in the west, and the most culturally diverse public campus in the state of Washington. Business Week magazine currently ranked UWB’s part-time MBA program as third in the northwest, and fifty-first in the country. The freshman and sophomore educational programs organized by the Center for University Studies have been cited as national model for freshman/sophomore education. With a fully developed on-line electrical engineering program, the Chancellor said, UW Bothell is making significant entry into the on-line hybrid education area. Eighty-eight students participated in a recent business planning competition, offering a cash prize of \$20,000. Over the last three years students have created seventy-five businesses in the region.

UW Bothell faculty are on the forefront of discovery – Dan Jaffe, professor of climatology has been consulted about the travel of nuclear pollution from the recent earthquake in Japan. NSF regularly consults with him on the issues of pollution migration. Dan Goldhaber, director of the Center of Education Data and Research, was quoted about his research by over 300 media outlets in the last month. The Center for Reinventing Public Education, directed by Paul Hill, and the Goodlad Institute for Educational Renewal are considered among the most influential educational policy research centers in the country. Literature faculty members, led by Jeanne Heuving, have produced several award-winning novels and books of poetry.

These kinds of accomplishments, Chancellor Chan said, have enriched the University of Washington. As he looks to the future, the Chancellor described how UW Bothell plans to mitigate the projected budget cuts while maintaining excellence. He said he believes they need to position UW Bothell for the future and not just focus on what’s going on today, saying “Students did not choose to attend the university during the worst recession in modern history, it is the obligation and goal of the UW to provide them with the finest UW world-class education that they should expect.” With a strong strategic plan, and exceptional collaboration between faculty, staff, students and the administration, the campus is prepared to weather difficult times, and be ready when the economy improves. He is committed to maintaining an exceptional student experience, preserving the commitment to active learning, investing in science and technology, investing heavily in peer advising and mentoring, and investing in student scholarships to maintain the quality and diversity of students attending UW Bothell. For faculty and staff, he is determined to invest in faculty research, enhance the intellectual climate on campus, provide faculty with technological tools to support exceptional teaching, and work to streamline staff workloads.

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UW Bothell plans to invest in the future by investing in educational technology and experimenting with hybrid courses and on-line learning. They also plan to build stronger and more seamless collaborations with community college partners, including Cascadia. The City of Bothell is in the midst of a \$150 million renovation, and UW Bothell plans to be involved. Finally, they are beginning to lay the groundwork for the next fundraising campaign by strengthening alumni, business and corporate relationships.

Questions and discussion followed Chancellor Chan's remarks.

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

President Wise congratulated Chancellor Chan for his passionate, strategic, practical and visionary leadership at UW Bothell, transforming it into a high morale, high enrollment campus and attracting students from the region, state, nation, and the world.

President Wise told the Regents she's made frequent trips to Olympia, working with Presidents of Washington's four-year colleges and universities, trying to convince legislators the university is relevant, important, and critical to the long-term future of the state of Washington.

She said she attended the memorable Pac-10 basketball tournament in Los Angeles and the Dawg Days in the Desert event where she met with alumni and friends of the university.

The President commented on the budget situation, saying it is grim with a report from the state suggesting another \$800 million biennial budget shortfall. Provost Lidstrom and Vice Provost Jenny have held budget meetings with academic and administrative units to discuss how to plan strategically. Budget decisions involving program cuts, consolidation, and investments will be based on three principles – is it real quality, is it central to the mission of the university, and can we afford it? Decisions will be made taking into account the long-term future success of the University of Washington.

**CONSENT AGENDA**

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

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

**Minutes for the meeting of February 17, 2011**

**Degree Name Change: From *Ph.D. in Women Studies* to *Ph.D. in Feminist Studies***  
(Agenda no. A-3)

The administration recommended approval of a request from the College of Arts and Sciences to change the name of the *Ph.D. in Women Studies* to *Ph.D. in Feminist Studies*,

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effective immediately. This request is part of a larger plan under which the department's name was changed from *Women Studies* to *Gender, Women, and Sexuality Studies*.

See Attachment A-3.

**Grant and Contract Awards Summary – January, 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 January, 2011, in the total amount of \$109,652,900.

See Attachment F-1.

**2011-12 Residence Hall, Single Student Apartment and Family Housing Rate Adjustments** (Agenda no. F-6)

It was the recommendation of the administration and the Finance, Audit and Facilities Committee that the Board of Regents approve the proposed 2011-12 room/apartment and dining rates for the residence halls, single student apartments and Family Housing, collectively termed the Housing and Dining System, making the proposed rates effective July 1, 2011.

The proposed residence hall room and dining rates for 2011-12 represent a net increase of 5.1 percent (\$354), from \$6,996 in 2010-11 to \$7,350 in 2011-12, for first-year students with the most common room type and minimum required dining plan (a traditional double room with the Level 1 dining plan). For students returning to on-campus housing for 2011-12, the proposed rates represent a 3.1 percent (\$219) increase, from \$6,996 in 2010-11 to \$7,215 in 2011-12 considering the most common room type and minimum required dining plan (a traditional double room with the Level RR dining plan). The proposed rates for a standard double compare favorably with the same room type at other higher education institutions, which were surveyed in February 2011

See Attachment F-6.

**Partnership with Seattle Children's Hospital for Workforce Housing** (Agenda no. F-14)

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

1. Approve entering into a partnership with Seattle Children's Hospital (Children's) for a housing project that would serve employees of both the University of Washington (UW) and Children's on a priority basis;
2. Delegate to the president the authority to execute a Memorandum of Agreement and related documents;

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3. Delegate to the president the authority to execute a Ground Lease and related documents with a developer selected through a competitive process

See Attachment F-14.

## STANDING COMMITTEES

### **ACADEMIC AND STUDENT AFFAIRS COMMITTEE: Regent Harrell Chair**

Regent Simon asked Craig Cole, Vice Chair of the Academic and Student Affairs Committee, to give a committee report.

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

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

See Attachment A-1.

#### **Husky Stadium Overview** (Agenda no. A-2) (Information only)

See Attachment A-2.

#### **Research, Education, and Technical Commercialization Partnership between UW/UAEU/Mubadala in Aerospace Engineering** (Agenda no. A-4) (Information only)

See Attachment A-4.

#### **Faculty Presentation: Impact of the Center for Educational Data and Research** (Agenda no. A-5) (Information only)

See Attachment A-5.

#### **Student Perspectives on the UW Bothell Business Development Center** (Agenda no. A-6) (Information only)

See Attachment A-6.

### **ACADEMIC AND STUDENT AFFAIRS COMMITTEE: Regent Harrell Chair**

In joint session with

### **FINANCE, AUDIT AND FACILITIES COMMITTEE: Regent Smith, Chair**

#### **Update on the State Budget Outlook** (Agenda no. F-15) (Information only)

Regent Smith said the Regents received an excellent presentation on the budget, the university's priorities and processes. He feels the administration is doing a tremendous



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job with a difficult situation. He described some pending pieces of legislation which may help the University.

See Attachment F-15.

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

Regents heard a report about planning in the neighborhood west of 15<sup>th</sup>, to include a waterfront park. Regent Smith said the University of Washington can be an important and strategic partner in this development, which would provide an improved community experience for the University's students.

**Report of Contributions – January, 2011** (Agenda no. F-2) (Information only)

The total gifts received in January, 2011, was \$25,599,751, the total for the year to date is \$208,954,995.

See Attachment F-2.

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

See Attachment F-3.

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

See Attachment F-4.

**Metropolitan Tract Performance Report for the Quarter Ended December 31, 2010** (Agenda no. F-5) (Information only)

See Attachment F-5.

**Student Housing Phase II: Mercer Hall Replacement – Design Presentation** (Agenda no. F-7) (Information only)

See Attachment F-7.

**Benchmarking University Advancement Performance** (Agenda no. F-8) (Information only)

See Attachment F-8.

**University of Washington Investment (UWINCO) Update** (Agenda no. F-9) (Information only)

See Attachment F-9.

**Capital Projects Office Semi-Annual Status Report** (Agenda no. F-10) (Information only)

See Attachment F-10.

**Internal Audit 2011 Audit Plan and 2010 Audit Results** (Agenda no. F-11) (Information only)

See Attachment F-11.

**Advisory Committee on Real Estate (ACRE) Update** (Agenda no. F-12) (Information only)

See Attachment F-12.

**Planning West of 15th** (Agenda no. F-13) (Information only)

See Attachment F-13.

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

**Faculty Senate Chair:** Professor JW Harrington

Professor Harrington introduced Jim Gregory, Professor of History, and Vice Chair-elect of the Faculty Senate.

Professor Harrington said the letter President Wise delivered at the request of the state Legislative leadership has created some attention in the Legislature, and a big stir internally. As the letter noted, the Provost and her advisory committees have yet to make any real proposals, and any proposed changes in academic programs will go through an internal advisory process of investigation before they can be enacted.

Dr. Harrington commented on the use of technology in the classroom, and in supporting courses through different media, and pointed out that technology requires support.

Professor Harrington commented on how the University assesses student learning, and said this complements the assessments made and reported on student outcomes like retention, time to degree, and employment after degree. He cited a recently published book by Richard Arum of NYU and Josipa Roksa of University of Virginia, *Academically Adrift*. He also quoted from a book by Cathy Beyer, a researcher in UW's Office of Educational Assessment, *Inside the Undergraduate Experience: The University of Washington's Study of Undergraduate Learning*.

He said Nana Lowell, Director of UW's Office of Educational Assessment, affirmed that "The approach we've taken at the UW is to affirm that assessment of student learning rests within the discipline. Every two years we ask academic departments to tell us whether they have created student learning goals, what methods they use to assess student

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learning, and whether they have made changes in their curriculum or teaching as a result of these assessments. We report the results on our website.”

Dr. Harrington described how faculty members in his department share student learning objectives for key courses. These objectives are not only “content based” but describe the kinds of skills faculty want students to gain. Through facilitated discussions, they aggregate these into sub-disciplinary goals and then, higher level goals for the undergraduate program as a whole. Using portfolios of student work, and the annual undergraduate symposium, they assess how students rise to proficiency in these goals. As a result, the department restructured its curriculum and developed a new required course for majors. In his own classes, Dr. Harrington asks students to compare explicitly his learning objectives with the objectives they brought to the class. The last question on his final exams asks students to assess their own progress toward each objective and to tell him what aspects of the course helped them most in developing that knowledge or those skills.

Dr. Harrington said he led a focus group for students from three annual cohorts of one of his courses, to follow up on what they feel they learned and what’s proved most valuable. He described this as a powerful experience; the students appreciated being asked, and he heard about what leads to sustained learning.

**Alumni Association President:** Ms. Colleen Fukui-Sketchley

Regent Simon thanked Ms. Fukui-Sketchley for the advocacy efforts of UW Impact.

Ms. Fukui-Sketchley reported on the recent Dawg Days in the Desert event where over 300 key donors and supporters of the university participated in a golf tournament and the “Chow Down to Washington” dinner. President Wise and Coach Sarkisian addressed the group and provided guests with updates on the state of the university.

Ms. Fukui-Sketchley shared the latest issue of Columns magazine. Regent Cole pointed out the issue features a photo montage of the current group of women serving as Presidents – Wise, Fukui-Sketchley, Reyneveld, Davis, and McKenna.

In an update on UW Impact, she said they continue to engage and recruit alumni to contact legislators and convey their passion and support for the University. Eleven priority legislative districts were targeted in a calling campaign yielding a 31% “patch through” rate. She described the process – individuals receive a call from a live person (no robo-calls) who describes the critical situation at the University and offers to connect them directly to their legislators. 31% of those called agreed to be patched through, while the average response rate is 20 to 25%. Ms. Fukui-Sketchley believes the high response rate is an indication of interest and timing – people are willing take action. Over 800 people have contacted their legislators through UW Impact. UW Impact hosted six town hall meetings where the UW was well-represented by people offering personal and emotional stories about the University. They will be hosting community conversations in the 43<sup>rd</sup> and 48<sup>th</sup> legislative districts in April.

She thanked President Wise for attending Dawg Days in the Desert.

Ms. Fukui-Sketchley ended her report by showing a short video of “Bow Down to Washington” performed by a montage of prominent UW alumni, including Regent Gates.

**GPSS President:** Ms. Sarah Reyneveld

Ms. Reyneveld introduced ASUW Bothell President, Amira Davis, who welcomed the Board to UW Bothell and gave the Regents an update on student activities. She highlighted the opening of a bookstore café and the additional student housing recently approved by the Regents. She said students have been working with the Vice Chancellor of Academic Affairs to provide student input into the 2Y2D process. Based on a student-conducted survey students expressed satisfaction with the support they receive from campus administration, faculty, and staff, and their appreciation of those groups in “hearing the student voice.” She said UW Bothell provides students with opportunities for involvement and rigorous coursework to prepare them for the professional world. Students surveyed said the areas most strongly affected by budget were tuition rates, course selection, academic advising, and student debt. They expressed concern about decreased accessibility for low income students, the resulting lack of diversity, and the effect this would have on the current students. Students recently held an “e-rally” on campus with laptops set up for students to use to contact legislators in support of the University.

In her report, Ms. Reyneveld said the signed memorandum of understanding between ASUW, GPSS, and Intercollegiate Athletics is an example of what can be achieved when all are “at the table” and work together. She said she is excited about the established advisory committee to insure students are involved in future Husky Stadium negotiations. She looks forward to continuing a dialogue with the Board regarding the results of the negotiation process between student leadership and Transportation Services about the universal fee for the U-Pass.

In the spirit of collaboration, Ms. Reyneveld talked about potential budget reductions to programs and their effects on graduate students. She recognized students in attendance from the Evans School of Public Affairs, the iSchool, and Public Health Genetics. Students from the Evans School distributed information about the school and the impact of consolidation on its quality. Ms. Reyneveld said she has a personal connection with the Evans School as a 2008 graduate with a certificate in Environmental Management.

Ms. Reyneveld encouraged the administration and the Regents to include students in the budget and program consolidation discussions.

She reported students have been active in Olympia advocating on behalf of the University. GPSS is part of a national coalition, Student Advocates for Graduate Education (SAGE), which advocates with other “public ivies” in Washington, DC, for issues such as increased funding for research and specific tax exemptions affecting graduate students.

She looks forward to realizing the words of the President and Provost that “quality is not compromised.”

**ASUW President:** Ms. Madeleine McKenna

Ms. McKenna introduced the ASUW Tacoma President, Nauman Mumtaz, who updated the Regents about student activities at UW Tacoma. The student leaders recently gave a State of the Student address. They recently established a graduate student committee to assure their voices are heard. The committee will focus on how student government can benefit grad students, explore if graduate students wish to have a graduate student committee, and determine if graduate students would like to serve as ex officio members of GPSS at UW Seattle. They recently held a student “walk out” to demonstrate their support for no disproportionate cuts to higher education.

Another UW Tacoma initiative is a focus on sustainability – how to do more with less. They are installing water filling stations to eliminate the use of plastic water bottles. They conducted a survey on alternative forms of transportation and parking. The timing of the sale of quarterly parking permit was changed, making it more convenient for students. UWT is restructuring its advising process so all advisors will serve under one advising coordinator. Mr. Mumtaz reported on a signing day for Husky principles – a set of agreed-upon values by student governments from all three campuses.

In her report, Ms. McKenna commented on the memorandum of understanding with ICA signed by ASUW and GPSS. She said she is pleased with the results of the negotiations resulting in lower football ticket prices for three years, creation of a Dawg Pack scholarship program to provide free tickets to low income students, discounted concessions, free transportation to Qwest Field, the formation of an advisory committee to provide ongoing student input to Athletics, and more. She said it was a collaborative process involving students from many campus communities.

Commenting on the recent State revenue forecast, she said tuition flexibility will offer the means to preserve academic quality, but asked how students would be involved in tuition setting process and budget making decisions in the future. She believes student input will be critical as undergraduate resident tuition authority transfers from the legislature to the Board of Regents. She is confident students, as stakeholders, will be thoughtful and responsible contributors to the conversation, however, the current role of student leaders on the Senate Committee on Planning and Budgeting does not provide for a sufficient level of student input in the tuition-setting and budget process. She believes transfer of tuition authority will place greater demands on the university administration to provide transparency and stakeholder engagement. She advocates looking at models used at other universities, such as student-faculty tuition advisory boards, to determine what model might make the most sense for UW as it deals with the effects and outcomes of the current legislative session.

**DATE FOR NEXT MEETING**

The next regular meeting of the Board of Regents will be held on Thursday, April 14, 2011, on campus.

**ADJOURNMENT**

The regular meeting was adjourned at 4:40 p.m.



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Joan Goldblatt  
Secretary of the Board of Regents

*Approved at the meeting of the Board of Regents on April 14, 2011.*

VII. STANDING COMMITTEES

A. Academic and Student Affairs Committee

Academic and Administrative Appointments

RECOMMENDED ACTION:

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

*Attachment*  
Personnel Recommendations

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## ENDOWED APPOINTMENTS

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### College of Engineering

#### Department of Electrical Engineering

**Kirschen, Daniel Sadi**

**Donald W. and Ruth Mary Close Endowed Professorship in  
Electrical Engineering, effective 3/1/2011**

Degrees:

- PhD, 1985, University of Wisconsin (Madison)
- MSC, 1980, University of Wisconsin (Madison)
- Other -Foreign, 1979, Universite Libre de Bruxelles

### School of Medicine

#### Department of Anesthesiology and Pain Medicine

**Ballantyne, Jane Carol**

**Medical Education and Research Endowed Professorship,  
effective 3/1/2011**

Degrees:

- Doctor Of Arts, 1986, Royal College of Surgeons  
(England)
- Bachelor of Medicine, Bachelor of Surgery (MB BS),  
1978, Royal Free Hospital School of Medicine

#### Department of Medicine

**Harlan, John Marshall**

**Elo Giblett Endowed Professorship in Hematology, effective  
1/1/2011**

Continuing Appointments:

- Professor, Medicine
- Adjunct Professor, Pathology

Degrees:

- MD, 1973, University of Chicago
- BS, 1969, Loyola University (campus unspecified)

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## NEW APPOINTMENTS

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### Reserve Officers Training Corps

#### Department of Naval Science

**Gardner, Daniel E.**

**Assistant Professor without Tenure, Naval Science, effective  
6/1/2011**

Degree:

- BS, 2007, Maine Maritime Academy



## College of Built Environments

### **Department of Architecture**

**Burpee, Heather Jean**

**Research Assistant Professor, Architecture, effective 1/16/2011**

Prior UW Appointment:

Research Associate, Architecture

Degrees:

- Master Of Architecture, 2008, University of Washington
- BA, 1999, Whitman College

## College of Arts and Sciences

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

**Dubrow, Jennifer Eichel**

**Assistant Professor, Asian Languages and Literature, effective 9/16/2011**

Prior UW Appointment:

Lecturer Part-Time, Comparative Literature

Degrees:

- PhD, 2011, University of Chicago
- MA, 2002, University of Chicago
- BA, 2000, Columbia University

## College of Engineering

### **Department of Bioengineering**

**Convertine, Anthony J.**

**Research Assistant Professor, Bioengineering, effective 1/3/2011**

Prior UW Appointment:

Senior Fellow, Bioengineering

Degrees:

- PhD, 2006, University of Southern Mississippi
- BS, 2001, University of Southern Mississippi

### **Department of Chemical Engineering**

**Beck, David A.C.**

**Research Assistant Professor, Chemical Engineering, effective 1/16/2011**

Degrees:

- PhD, 2006, University of Washington
- BS, 2000, Drexel University

## **Department of Computer Science and Engineering**

**Harrow, Aram Wettroth**

**Research Assistant Professor, Computer Science and Engineering, effective 3/1/2011**

Prior UW Appointment:

Visiting Assistant Professor, Computer Science and Engineering

Degrees:

- PhD, 2005, Massachusetts Institute of Technology
- Scientiæ Baccalaureus (SB), 2001, Massachusetts Institute of Technology

## **Department of Electrical Engineering**

**Kirschen, Daniel Sadi**

**Professor, Electrical Engineering, effective 3/1/2011**

Prior UW Appointment:

Affiliate Professor, Electrical Engineering

Degrees:

- PhD, 1985, University of Wisconsin (Madison)
- MSC, 1980, University of Wisconsin (Madison)
- Other -Foreign, 1979, Universite Libre de Bruxelles

## **School of Medicine**

### **Department of Anesthesiology and Pain Medicine**

**Ballantyne, Jane Carol**

**Professor without Tenure, Anesthesiology and Pain Medicine, effective 3/1/2011**

Prior Non-UW Appointment:

Professor, Anesthesiology and Critical Care, University of Pennsylvania

Degrees:

- Doctor Of Arts, 1986, Royal College of Surgeons (England)
- Bachelor of Medicine, Bachelor of Surgery (MB BS), 1978, Royal Free Hospital School of Medicine

### **Department of Laboratory Medicine**

**Pritchard, Colin Christopher**

**Assistant Professor without Tenure, Laboratory Medicine, effective 3/1/2011**

Prior UW Appointment:

Senior Fellow, Laboratory Medicine

Degrees:

- MD, 2007, University of Washington
- PhD, 2005, University of Washington
- BA, 1997, University of Washington
- BS, 1997, University of Washington

## **Department of Medicine**

### **Becker, Lev**

**Research Assistant Professor, Medicine, effective 3/1/2011**

Prior UW Appointment:

Acting Instructor, Medicine

Degrees:

- PhD, 2003, Queen's University at Kingston (Canada)
- BS, 1997, Queen's University at Kingston (Canada)

## **Department of Microbiology**

### **Kim, Pil**

**Visiting Associate Professor, Microbiology, effective 1/14/2011**

Prior Non-UW Appointment:

Associate Professor, Biotechnology, Catholic University of Korea

Degrees:

- PhD, 1998, Korea Advanced Institute of Science and Technology
- MS, 1994, Korea Advanced Institute of Science and Technology
- BS, 1992, Korea University (Korea)

## **Department of Otolaryngology / Head and Neck Surgery**

### **Parikh, Sanjay Rajendra**

**Associate Professor without Tenure, Otolaryngology / Head and Neck Surgery, effective 2/15/2011**

Prior Non-UW Appointment:

Associate Professor, Otorhinolaryngology - Head and Neck Surgery and Pediatrics, Albert Einstein College of Medicine

Degrees:

- MD, 1994, University of British Columbia (Canada)
- BSC, 1991, University of British Columbia (Canada)

## **Department of Pathology**

### **Ahn, Eun Hyun**

**Research Assistant Professor, Pathology, effective 3/1/2011**

Prior Non-UW Appointment:

Assistant Professor, Food and Nutrition, Chung-Ang University

Degrees:

- PhD, 2003, Michigan State University
- MS, 1998, Michigan State University
- BS, 1995, Chung-Ang University (Korea)

VII. STANDING COMMITTEES

A. Academic and Student Affairs

Husky Stadium Overview

There will be an oral report for information only.



**WASHINGTON**

**Memorandum of Understanding**

**These parties, representing ASUW, GPSS and UW Intercollegiate Athletics, agree to the following terms regarding the Dawg Pack and Husky Stadium renovation:**

**Ticket discounting for three years. Dawg Pack ticket prices will be as follows:**

- 2011: \$120** for six games in current stadium and current location
- 2012: \$99** for six games in Qwest Field. Location to be determined
- 2013: \$99** for seven games in the new Husky Stadium and located in west end zone
- 2014 and beyond: TBD** by ICA in conjunction with the Dawg Pack Advisory Committee

**Dawg Pack scholarship program:** There will be 20 complimentary tickets in the Dawg Pack student section per home game for low-income students. This program would begin in the 2011 season in the current Husky Stadium. Allocation of the 20 tickets would be determined by the Dawg Pack Advisory Committee in conjunction with the UW Office of Financial Aid.

**A student-only entrance:** The front entrance to Husky Stadium will include a student-only entrance. The student entrance will be visible, easy to access, and will feature recognition of students' original investment to build Husky Stadium. There will also be an opportunity for students to name the student entrance, working in coordination with ICA and the Dawg Pack Advisory Committee.

**Complimentary Qwest transportation:** ICA will arrange student transportation to Qwest Field as part of ICA's overall transportation plan for the 2012 season.

**A student concession plan:** ICA will work with the Dawg Pack Advisory Committee to establish affordable menu options for students. Possibilities could include affordable and unique menu items, possible discounts for students, or coupon promotions.

**ICA will work with ASUW/GPSS leadership to create a Dawg Pack Advisory Committee. At least half of the representatives on the Dawg Pack Advisory Committee will be appointed by ASUW/GPSS. This group will help advise on the following:**

- An overall improved student experience that will include creating new traditions, honoring old traditions, greater recognition and Dawg Pack visibility, input on student section design and marketing and promotional opportunities.
- Implementation of the Dawg Pack scholarship program
- Guidance on student entrance recognition/naming
- Qwest transition
- Concession plan for students
- Overall price, sales, and marketing strategies for Dawg Pack season tickets

**Involvement in University wide events and student programs:** As part of a great campus initiative, ICA will work with students and other UW departments on enhancing and coordinating a meaningful Homecoming experience. ICA will, schedules permitting, support student athletes and coaches involvement in other University and student events.

**Student leadership recognition:** ICA will work with student leadership to coordinate an annual social and recognition opportunity for campus student leaders at one of ICA's sporting events each year.

Madeleine McKenna, ASUW President

Sarah Reyneveld, GPSS President

Scott Woodward, Athletic Director

## VII. STANDING COMMITTEES

## A. Academic and Student Affairs

Degree Name Change: From *Ph.D. in Women Studies* to *Ph.D. in Feminist Studies*

## RECOMMENDED ACTION:

The administration recommends approval of a request from the College of Arts and Sciences to change the name of the *Ph.D. in Women Studies* to *Ph.D. in Feminist Studies*, effective immediately. This request is part of a larger plan under which the department's name was changed from *Women Studies* to *Gender, Women, and Sexuality Studies*.

The degree name change, along with the department name change, has been carefully considered over time and was preceded by a number of white papers, discussions, and analyses of comparable units nationally and internationally. A survey of the department's student population showed overwhelming support for the transition. The central reason for the degree name change is that the department's doctoral research is not limited to a focus on women. The Ph.D. is grounded in theoretical and methodological preparation, not on a specific object. Current research ranges from the study of men laboring in genetically modified cottonseed production in India to transgender activism in South Africa. The unifying principle is a grounding in diverse feminist theories about the role of gender and "gendering" in social and economic life, and methodological approaches that integrate the feminist principles into the conduct of the research.

Below are the core arguments behind the departmental and degree name changes:

1. The object of study in the department is not just one pole of the masculine/feminine binary (i.e., women), but the gendering processes that produce (and undermine, critique, complicate) that binary.
2. Part of the scholarly and activist work that has furthered understanding of the masculine/feminine binary has become the field of sexuality studies, and the department has scholarly strength in this area.
3. Contemporary students find "gender" a more open, inviting, and less exclusionary term, hence its use in the departmental name. While we considered having "feminist" in the departmental name, it is clear that this would be an obstacle to many undergraduates.
4. The department carried out a national review of similar programs and found most have made similar changes.
5. The graduate program is oriented to analytic frameworks, theories and methodologies, rather than to objects of analysis. Thus the department concluded that "feminist studies" is a more appropriate and focused title for the graduate program.

## VII. STANDING COMMITTEES

## A. Academic and Student Affairs

Research, Education, and Technical Commercialization Partnership between UW/UAEU/Mubadala in Aerospace Engineering

## INFORMATION ONLY

Dean Matt O'Donnell will present an overview of the partnership being developed between the UW College of Engineering and the United Arab Emirates University (UAEU) and the Mubadala Development Corporation (MDC).

Goals of the College of Engineering in research, education, service, and technical commercialization can be promoted by strong international partnerships. Recently, the College has focused on programs including all four components of its mission. The first large-scale partnership of this type is being developed with two institutions in the United Arab Emirates.

The College is in the final stages of negotiating a partnership between the UW, the United Arab Emirates University (UAEU) located in Al Ain, United Arab Emirates, and the Mubadala Development Corporation, (MDC), a government-owned investment company. Key players include the UW Department of Aeronautics and Astronautics (A&A), a new Department of Aerospace Engineering at the UAEU, and the Aerospace Division of MDC.

The program will have both educational and research components between the UW and the UAEU. Technologies developed through the research program will be commercialized primarily through MDC. The UW will assist in the development of a new program in aerospace engineering at the UAEU, leading to UW bachelor's degrees awarded in Al Ain. The UW will provide curriculum and program planning assistance, consulting in the development of facilities for laboratory courses, and help the UAEU in hiring new aerospace faculty. Faculty exchanges will include both visits of UAEU faculty to the UW to learn the operations of the UW Department of Aeronautics and Astronautics, and of UW faculty to the UAEU to help develop the new degree program there. These exchanges will also help form research collaborations between the UW and UAEU faculty. UW A&A will also admit a limited number of 8 qualified UAEU students per year to its undergraduate degree in Seattle. A master's degree in aerospace engineering will be offered to the UAEU via the existing UW EDGE program.

Joint research projects focused on aerospace engineering will be conducted at both the UW and UAEU. MDC will provide a pool of at least \$10M annually to support this program. It is expected that the UW will capture the majority of these funds, especially during the early years. MDC may increase the level of research funding by as much as \$5M/year for at least five years. A competitive

## VII. STANDING COMMITTEES

### A. Academic and Student Affairs

#### Research, Education, and Technical Commercialization Partnership between UW/UAEU/Mubadala in Aerospace Engineering (continued p. 2)

proposal submission and review process will ensure a high-quality program that benefits the UW and the UAEU, and is aligned with MDC goals. MDC will also provide funding of approximately \$6M/year to the UW to cover costs associated with the new academic program at the UAEU. All educational components will be offered on a sustaining basis without the use of State of Washington funds.

The target date for formalizing the final agreement is the end of March, 2011. We hope to sign this agreement in Abu Dhabi towards the end of April, 2011, and kick off research and education activities by the fall of 2011. The UW undergraduate degree will start in Year 3 of the agreement. The program is expected to be in place for at least 10 years. The final agreement will comply with U.S. federal laws on Export/Import restrictions (ITAR), and will address any potential IP issues between MDC and the UW and UAEU.



## VII. STANDING COMMITTEES

## A. Academic and Student Affairs

Faculty Presentation: Impact of the Center for Educational Data and Research

## INFORMATION ONLY

Dr. Dan Goldhaber, Director of the Center for Educational Data and Research (CEDR) at UW Bothell, is a nationally renowned educational economist. Dr. Goldhaber will review the impact of CEDR on the national debate on teacher effectiveness and school finance, an example of the engaged scholarship occurring at UW Bothell.



Professor of Interdisciplinary Arts and Sciences at UWB, Dan is also an Affiliated Scholar at the Urban Institute, co-editor of *Education Finance and Policy*, and a member of the Washington State Advisory Committee to the U.S. Commission on Civil Rights. He previously served as an elected member of the Alexandria City School Board from 1997-2002, and as an Associate Editor of *Economics of Education Review*.

Dan's work focuses on issues of educational productivity and reform at the K-12 level, with a current focus on the broad array of "human capital" policies that influence the composition, distribution, and quality of teachers in the workforce. Topics of his published work in this area include studies of the value-added measures of teachers, the effects of teacher qualifications and quality on student achievement, and the impact of teacher pay structure and licensure on the teacher labor market. Previous work has covered topics such as the relative efficiency of public and private schools and the effects of accountability systems and market competition on K-12 schooling.

The findings from his published work have been covered in media such as National Public Radio, the *New York Times*, the *Washington Post*, *USA Today*, and *Education Week*.

Dan holds degrees from the University of Vermont (BA, Economics) and Cornell University (MS and PhD, Labor Economics).



# **Center for Education Data & Research: Where Research and Policy Intersect to Improve Education**

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

Dan Goldhaber, Ph.D., Director – Center for Education Data &  
Research

# Who We Are

2

- Founded July 2010 to conduct high-quality, policy-relevant research and be an honest broker to education policymakers
- Work is guided by four principles:
  - Research is oriented around actionable policy issues
  - Research is independent and objective
  - Research meets high standards for scientific rigor
  - Research findings are made broadly accessible
- In addition to our research across the country, CEDR also focuses on education issues in Washington State

# What We Do

3

- Based on support from a broad base of funders, our recent research includes:
  - Teacher training and certification in Washington State
  - Collective bargaining provisions and teacher quality
  - The implications of seniority-based teacher layoffs
  - Teacher compensation in Denver Public Schools
  - The stability of value-added performance measures
- We have also established a number of data sharing agreements with Washington school districts:
  - Allows us to answer questions that cannot be addressed with either state or local data alone
  - Relationship building key to understand concerns of local policymakers and build trust around research

# Sample of Washington State Studies

4

- **Determinants and implications of layoffs**
  - What teacher and school context factors predict which teachers receive layoff notices?
  - Which students are affected by layoffs?
  - What are the implications of using an alternative (to seniority) layoff system?
- **Teacher training and certification programs**
  - How predictive are the agency credentials received of teacher effectiveness?
  - Do new in-service credentialing requirements influence teacher career paths?
- **Influence of collective bargaining agreements on teacher effectiveness and distribution within school districts**

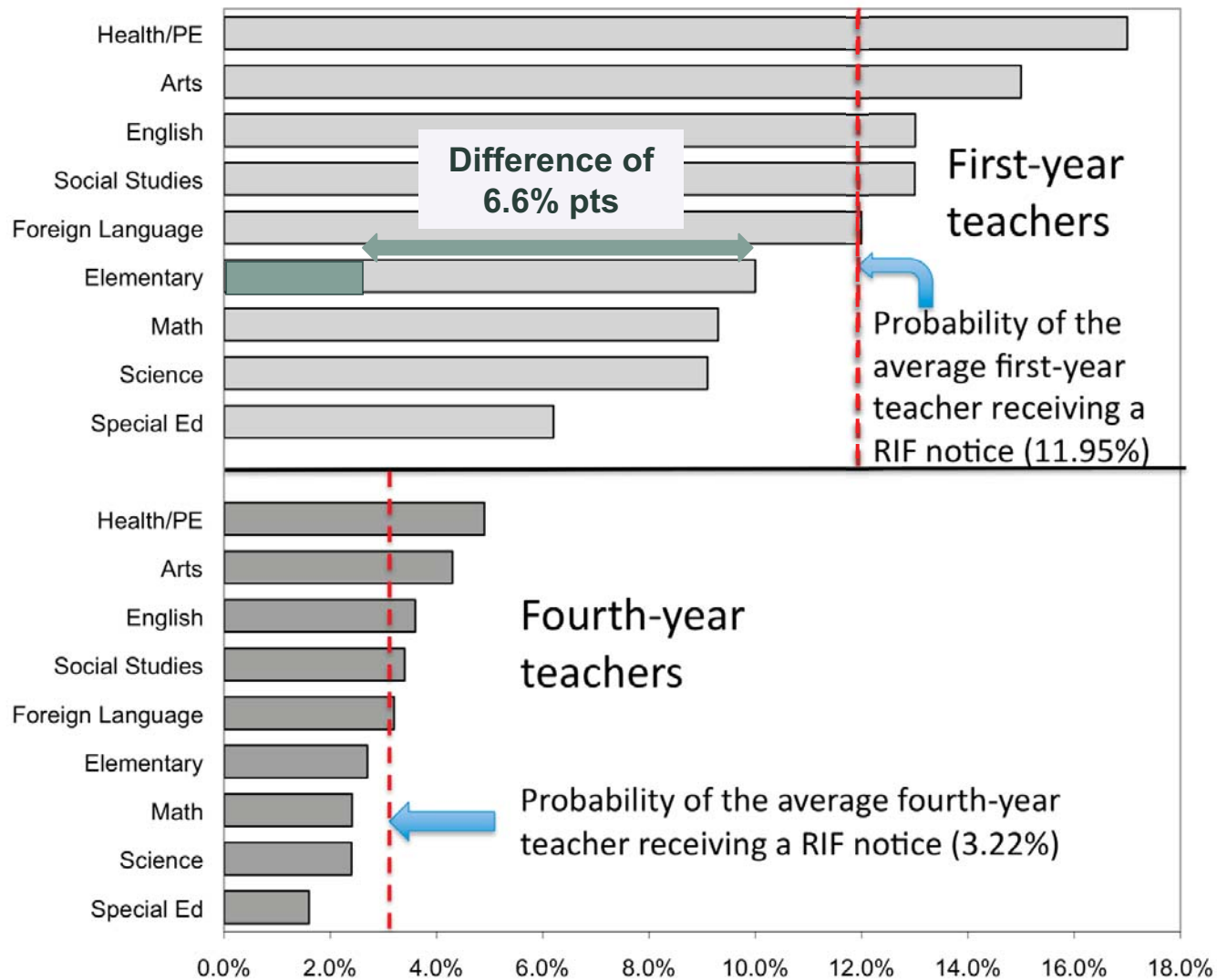
# Selected Findings from Layoff Research

5

- **MA + Seniority matter and are major drivers of RIFs**
  - A first-year teacher is about seven times as likely to receive a RIF notice than a teacher in her 4<sup>th</sup>–6<sup>th</sup> year in a district
  - Teachers holding an endorsement in a “high-needs area” are significantly (40-60%) less likely to receive layoff notices than those with, for instance, an endorsement in elementary education
  - Additional endorsements lower the probability of layoff
- Little evidence that high poverty/minority schools are *targeted* for layoffs
- Teacher effectiveness appears not to play a role in layoff decisions
- **Findings received a great deal of attention**
  - First quantitative study of achievement implications for students of RIFs
  - Stories about study appeared in over 200 media outlets
  - Reaction spurred legislation (e.g., SB 5399) in Washington State

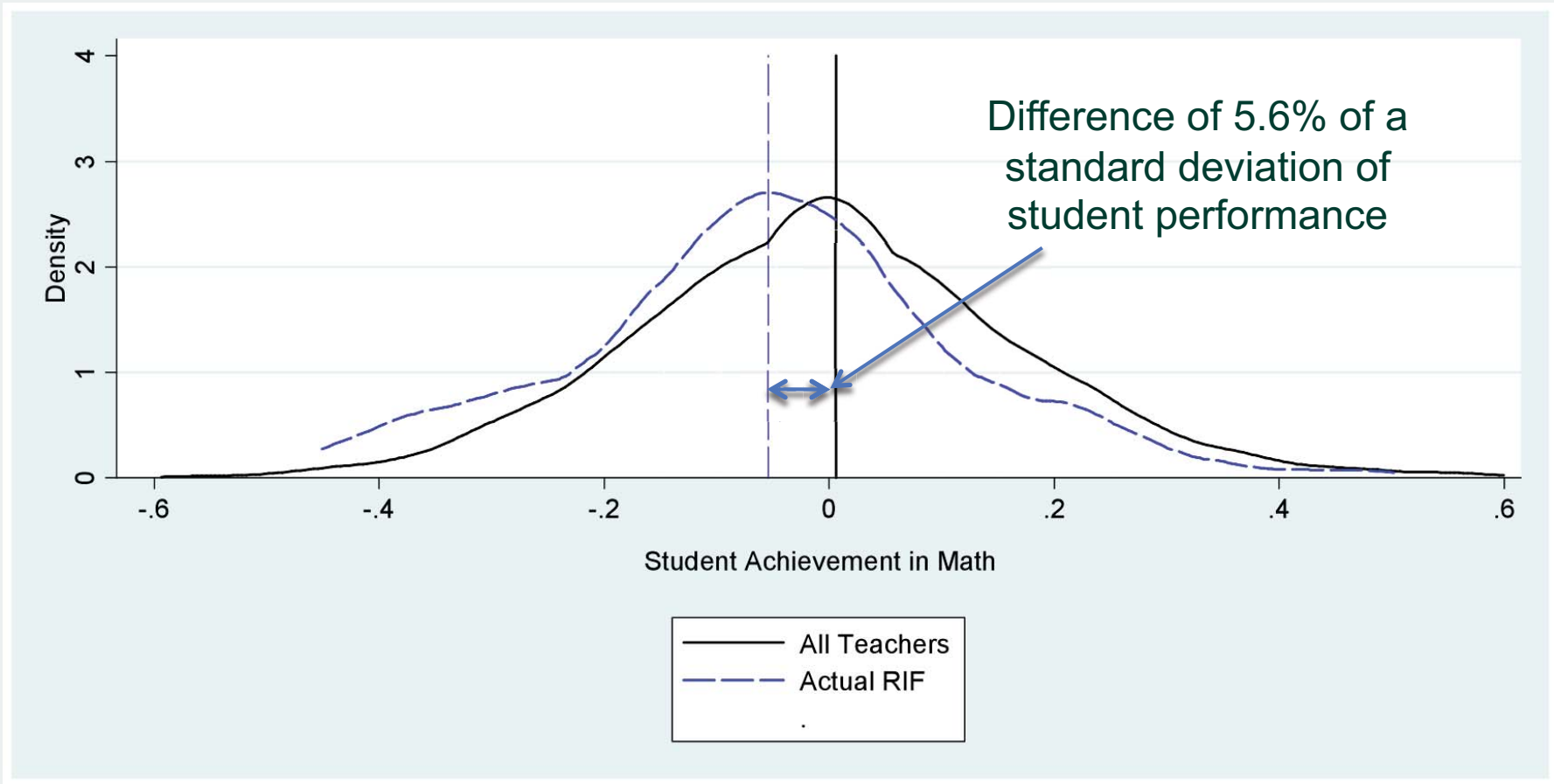
# Probability of RIF Notice By Endorsement Area and Seniority

6



# Actual Effectiveness-based RIF (Math)

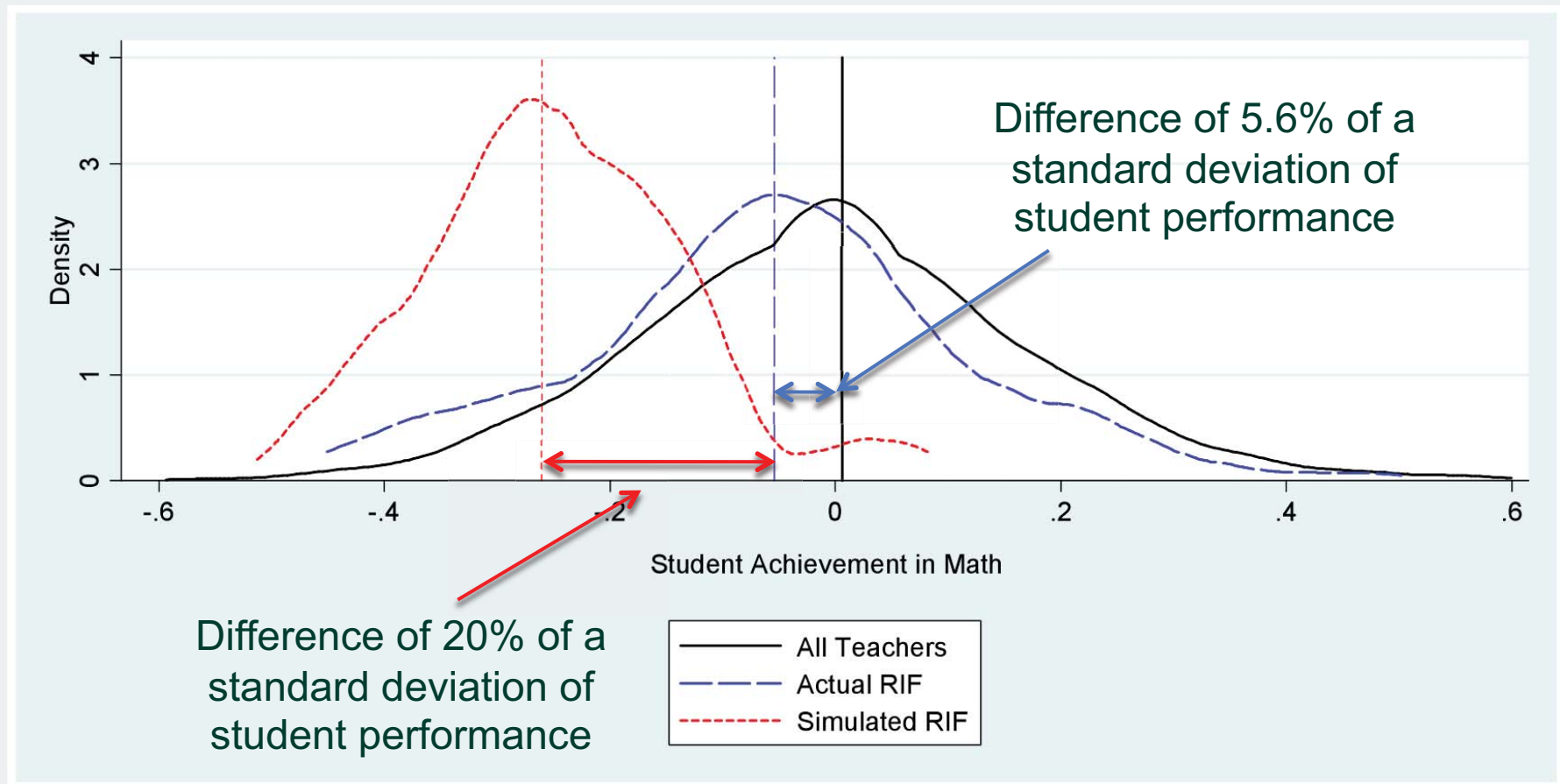
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# Simulation of Effectiveness-based RIF (Math)

8

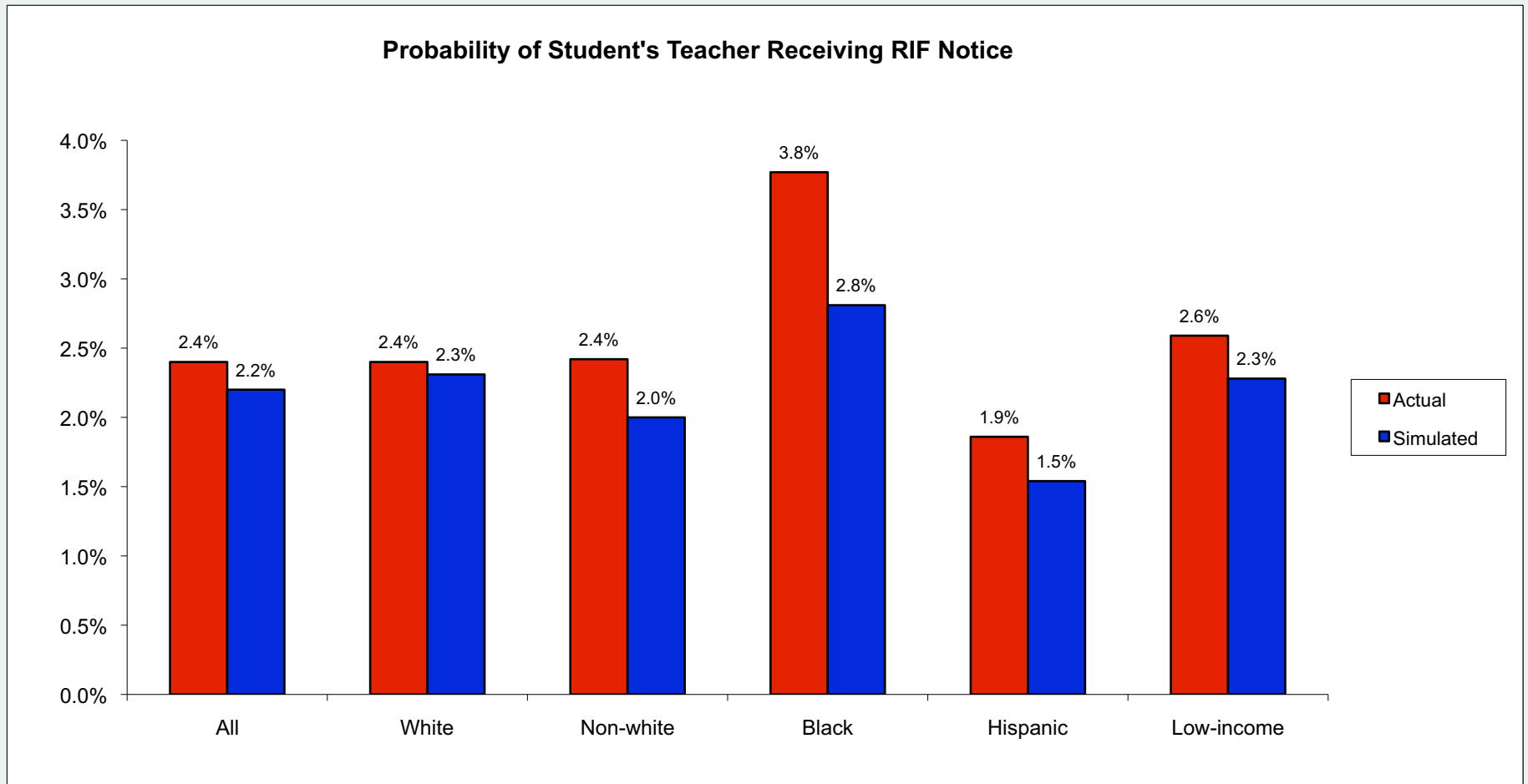


# Actual vs. Simulated Effectiveness-Based RIFs

9

- The systems result in very different groups of teachers being targeted
  - The overlap between the group of teachers who receive RIF notices under each system is less than 20%
  - Teachers receiving RIF notices under effectiveness-based system are more senior (by about 8 years on average) and consequently have higher salaries (by about \$14,000 on average)
  - Thus the effectiveness-based system results in about 10% fewer layoffs than the seniority-driven system

# Probability of a Student's Teacher Receiving a RIF notice



## VII. STANDING COMMITTEES

## A. Academic and Student Affairs

Student Perspectives on the UW Bothell Business Development Center

## INFORMATION ONLY

Mr. Barry Weisband and a group of students will present an overview of the UW Bothell Business Development Center and its impact on the economic growth of the region. Students will relate how their work in the Center enhances their education while providing real world opportunities for problem-solving.



Barry Weisband is Director of the UW Bothell's Business Development Center and the Center for Student Entrepreneurship. The two centers serve businesses of various sizes and in a wide range of industries throughout the greater Seattle metropolitan area and the Pacific Northwest. He is responsible for outreach, academic program development, oversight of consulting projects, development and marketing for the Centers, and teaches a variety of entrepreneurship courses. Through his leadership, the Centers are launching the initial UW Bothell Student Business Plan Competition that offers students an opportunity to win \$20,000 and start their businesses.

Weisband has an extensive career in business and education. He has played significant leadership roles at the University of Arizona, Arizona State University and the University of Oregon. In addition to his business development expertise, Weisband led the University of Oregon's Lundquist Center for Entrepreneurship as executive director. His academic background includes directing the entrepreneurship programs at the University of Arizona and Arizona State University. Weisband's experience includes developing and delivering education programs throughout Central Eastern Europe to help former communist companies transition to a free market economy through entrepreneurship.

Weisband received his MS in Management and Policy Analysis from Carnegie Mellon University.



# BDC Accomplishments

- **Educating Tomorrow's Entrepreneurs Today**
- **A Variety of start-ups that have created several hundred jobs**
- **Engaged more than 145 businesses**
- **Ranged from start-ups to multinational corporations**
- **Provided the community with hundreds of hours of business services, guidance, and consulting**

# Real Talk

# AGENDA



Executive Summary

Industry Analysis

Marketing Plan

Financial Plan

Implementation

Exit Strategy

ALL YOUR FRIENDS CAN LISTEN TO YOUR SHOUT INSTANTLY.

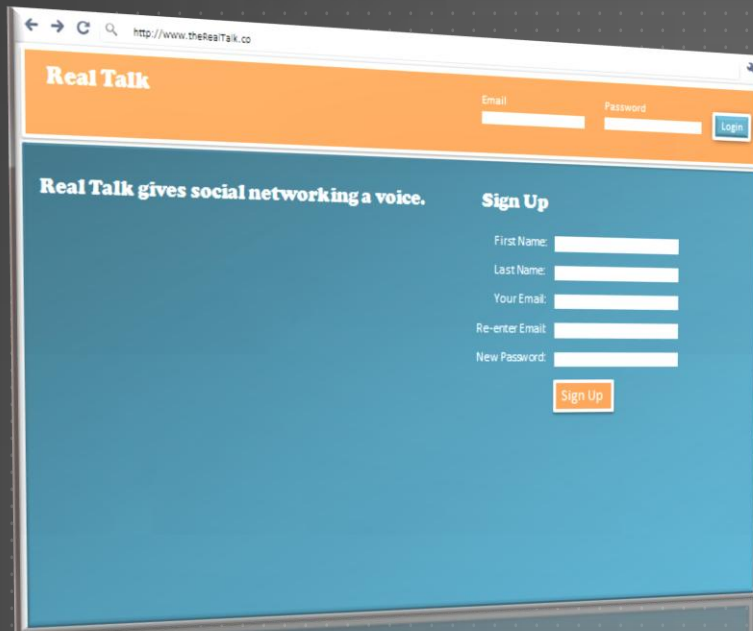




LET ALL YOUR BUDDIES KNOW THEY ARE MISSING A GOOD TIME....



# VISION



- ▶ Real Talk's Vision is to revolutionize the social networking by utilizing the power of your voice.
- ▶ In 3 years Real Talk plans to enhance 5 million users social networking experience.
- ▶ Becoming a strategic partner amongst companies such as Microsoft, Google, Yahoo, and more.

# MISSION

Allowing the world the freedom to express itself simply by giving social networking a voice.



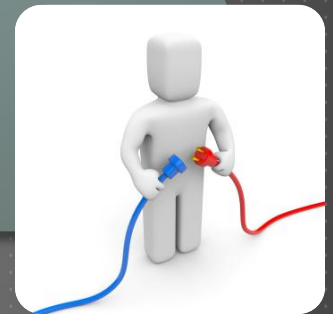
# INDUSTRY ANALYSIS

# INDUSTRY ANALYSIS

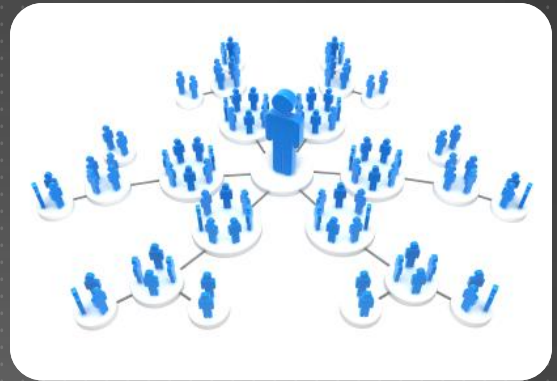
## Social Networking

- “Mr. Watson come here, I want to see you...”
- Email
- Text
- Chat

Based on the principle of **connecting** people



# INDUSTRY ANALYSIS



## Global

### Facebook

- 70% of users are outside US.

### Twitter

- 60% of users are outside the US.

## Economic

### Facebook

- Launched February 2004
- 2010 revenues roughly \$1.2 – \$2 billion.

### Twitter

- Launched July 2006
- 2010 Revenues roughly \$45 million.

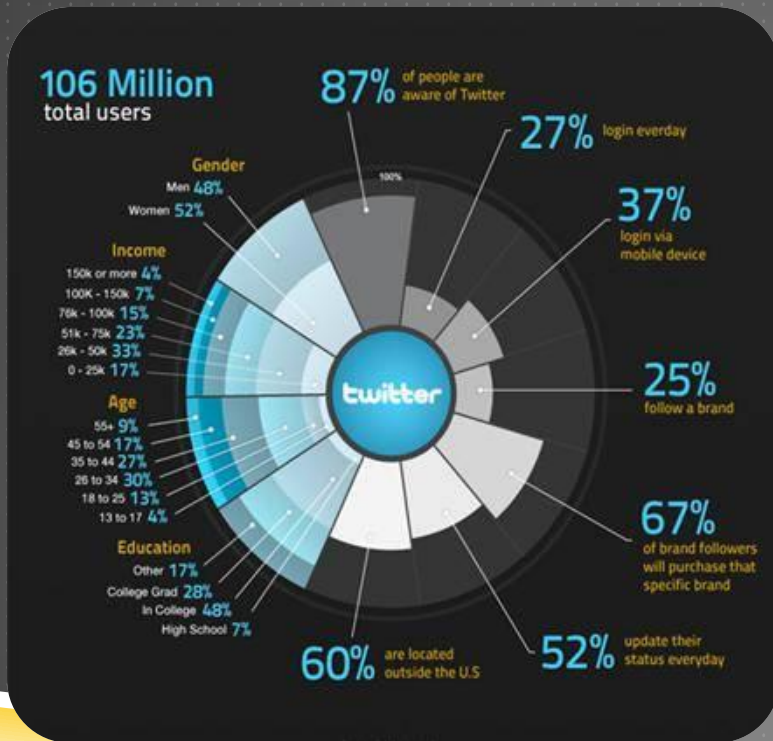


# POLITICAL AND SOCIAL IMPACT

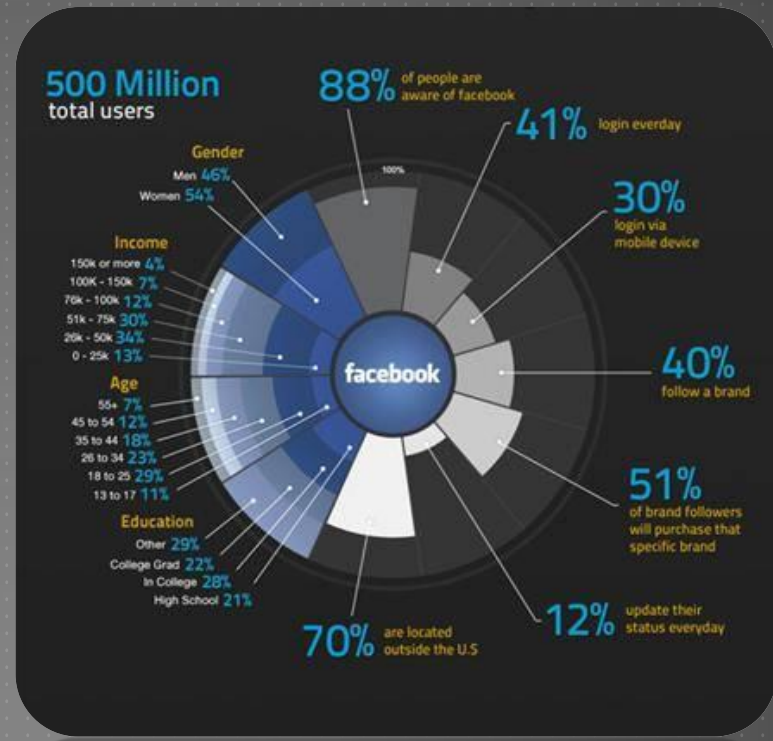


# DEMOGRAPHIC ANALYSIS

## Twitter



## Facebook





# MARKETING PLAN



# 4P'S



# COMPETITOR ANALYSIS

## Main Threats

- ▶ Facebook
- ▶ Twitter



## Competitive advantages:

- ▶ First mover advantage
- ▶ Smartphone Technological Advances
  - ▶ 3g/4g Networks



# ANALYSIS AND RESEARCH

## Target market

- Age 15-25
- Smartphone

## Segmentation

- Artists, Students, Businesses, Celebrities, Politicians, Etc...

# TARGET USERS

|                                 |                   |
|---------------------------------|-------------------|
| <b>Population</b>               | <b>66,000,000</b> |
| <b>85% Usage</b>                | <b>56,100,000</b> |
| <b>33% Smartphone Users</b>     | <b>18,513,000</b> |
| <b>Our Survey Results (30%)</b> | <b>5,553,900</b>  |

Approximately 5.5 million people would be willing to try a new service according to our survey results.

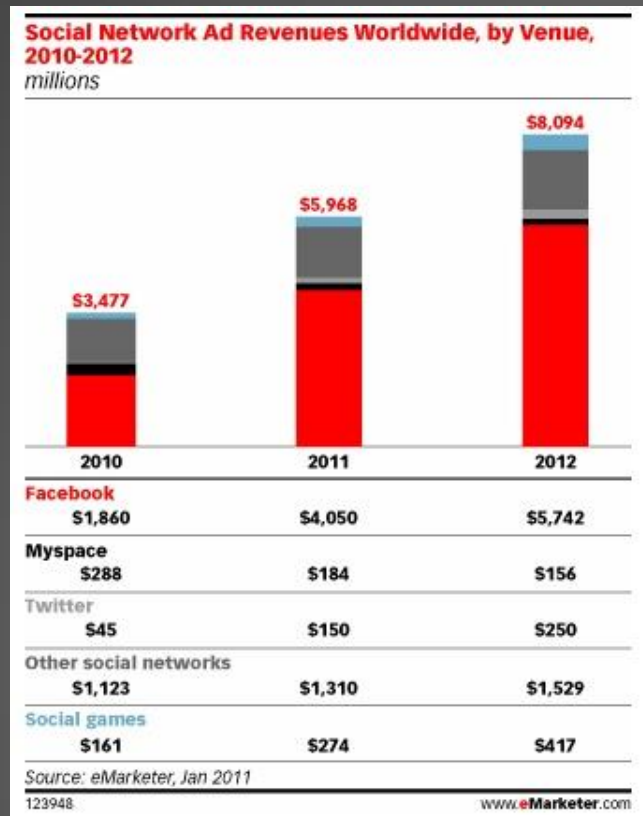
# MARKETING STRATEGY



|                             |                                                                                                     |
|-----------------------------|-----------------------------------------------------------------------------------------------------|
| Launch Campaign             | <ul style="list-style-type: none"><li>• Launch Party</li><li>• Trade shows</li></ul>                |
| Video Promotions            | <ul style="list-style-type: none"><li>• Viral Video</li></ul>                                       |
| Social Promotions           | <ul style="list-style-type: none"><li>• Facebook</li><li>• Twitter</li></ul>                        |
| Effective Initial User Base | <ul style="list-style-type: none"><li>• Variety of different users</li><li>• Active users</li></ul> |
| Word of Mouth               | <ul style="list-style-type: none"><li>• Beta testing (exclusivity)</li></ul>                        |
|                             |                                                                                                     |
|                             |                                                                                                     |
|                             |                                                                                                     |

# FINANCIAL PLAN

# SOCIAL NETWORKING REVENUE

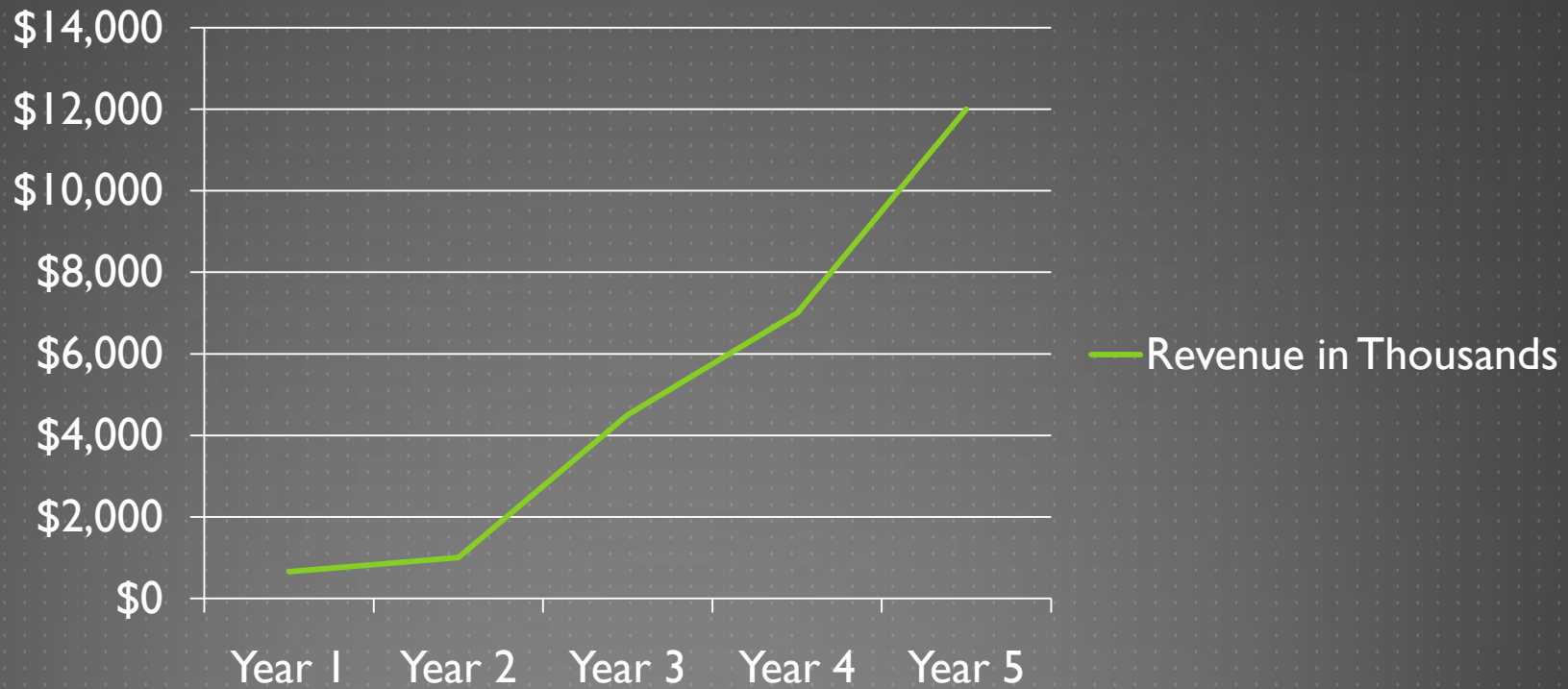


|                   | Facebook | Myspace | Twitter |
|-------------------|----------|---------|---------|
| Years in Business | 6        | 7       | 4       |
| Number of Users   | 600M     | 34M     | 190M    |
| Revenue           | \$1,860M | \$288M  | \$45M   |



# REAL TALK REVENUE

Revenue in Thousands



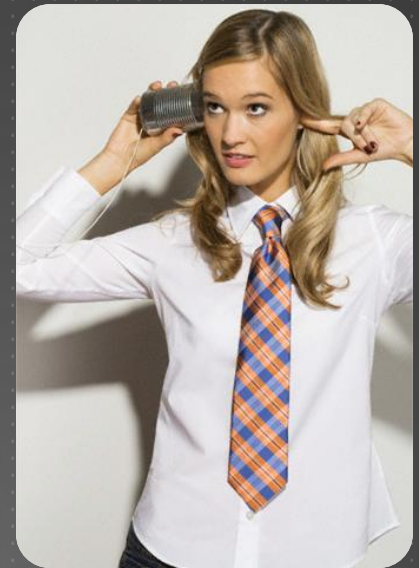
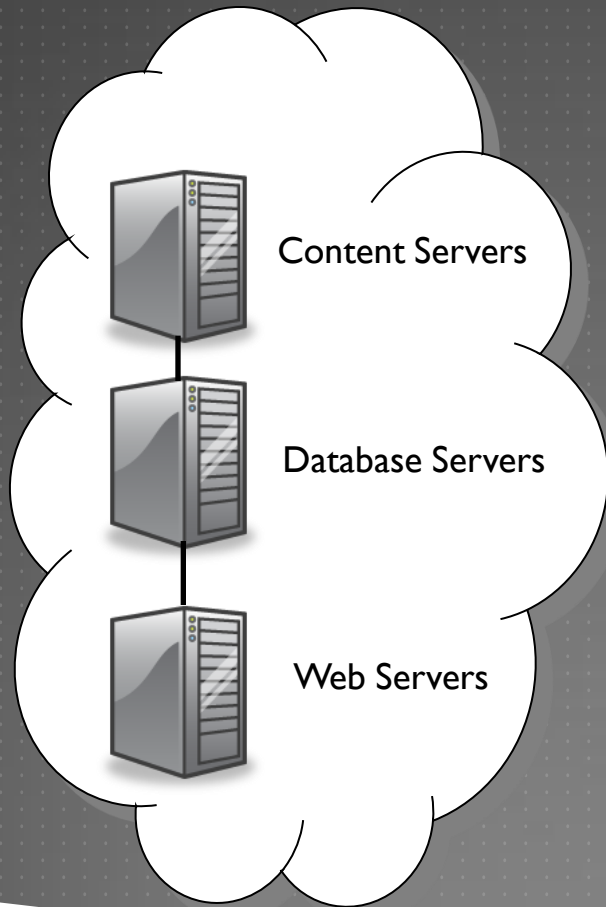
# REVENUE MODEL



# Search Indexing Advertisement

# IMPLEMENTATION





# WEBSITE

The image shows a browser window displaying the website <http://www.theRealTalk.co>. The page has an orange header with the "Real Talk" logo on the left. On the right side of the header, there are two input fields labeled "Email" and "Password", followed by a blue "Login" button. Below the header, the main content area has a teal background. On the left, it says "Real Talk gives social networking a voice." On the right, there is a "Sign Up" section with five input fields: "First Name:", "Last Name:", "Your Email:", "Re-enter Email:", and "New Password:". Below these fields is an orange "Sign Up" button.

# EXIT STRATEGY



## ▶ Acquisition

### ▶ Competitor

- ▶ Facebook
- ▶ Twitter

### ▶ Strategic Partner

- ▶ Google
- ▶ Microsoft

## ▶ IPO

- ▶ Possible but not as likely

# UNIVERSITY OF WASHINGTON, BOTHELL





# QUESTIONS?



- Andrew Magley
- Douglas Taylor
  - Caio Tenca
  - Leo Chen

# Vision

By 2016, be the #1 comprehensive community and information resource center for all outdoor related activity, with 500,000 registered users, and over \$9 million in revenue



# Mission

OwnTheOutdoors will be THE go-to information resource for anyone interested in outdoor activity in the United States. Through the technology, cross-platform integration, and user driven tools, we will generate the most robust and compelling outdoor community possible.

We will provide the simplest and most powerful user experience— to eliminate hassle and keep people outside and active.



# Industry & Market

- Andrew Magley

# Industry

## 5 Revenue Sources

Premium Members, Mobile Applications, Retail Sales, Click Through, Impressions

**\$49 Billion**

Online Services  
Market

**\$38 Billion**

Sporting Goods  
Retail

**\$7.4 Billion**

Outdoor  
Advertising

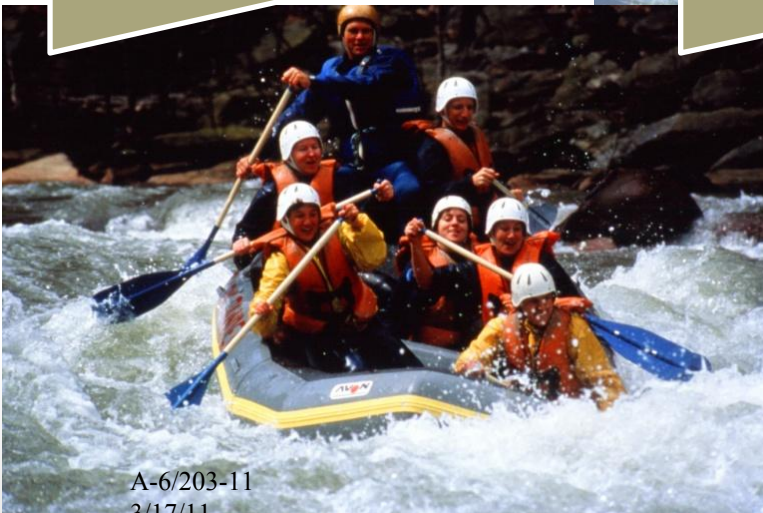
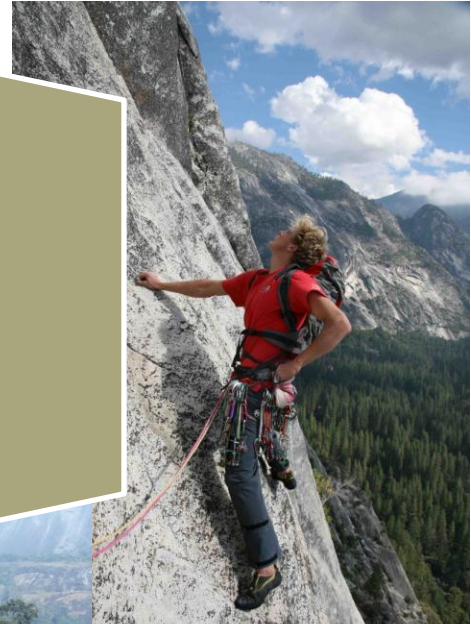
# Market

## Market Pool

- 136 million Outdoor Adventurers
- 27 million Enthusiasts

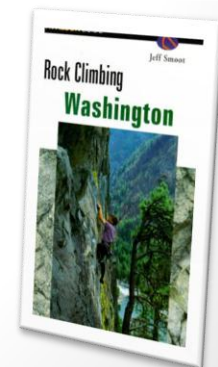
## Year 5 Revenue

- 500,000 Registered Users
- \$9 million per year Revenue



# Competitor Analysis

|                            | OwnThe Outdoors | Trailink  | Climbfind | Rock climbing | Guidebooks |
|----------------------------|-----------------|-----------|-----------|---------------|------------|
| Depth of Information       | Excellent       | Good      | Fair      | Good          | Excellent  |
| Quality of User Experience | Excellent       | Fair      | Good      | Good          | Fair       |
| Up to Date Information     | Excellent       | Excellent | Excellent | Excellent     | Poor       |
| Social Experience          | Excellent       | Fair      | Fair      | Fair          | Poor       |
| Scope                      | Excellent       | Fair      | Poor      | Poor          | Fair       |



**Trailink.com**

powered by Rails-to-Trails Conservancy

A 6/203-11  
3/17/11



# Product

- Caio Tenca

# Benefits

Mapped locations -- Google Maps

Extensive location information

Upload pictures, videos

User Reviewed Locations, Sites, Challenge Rating

Inclement Weather Updates (Mobile & Web)

# Premium Feature List

Awards and badges

Leader-board participation

Trip Planning

Event Planning

Customizable profile

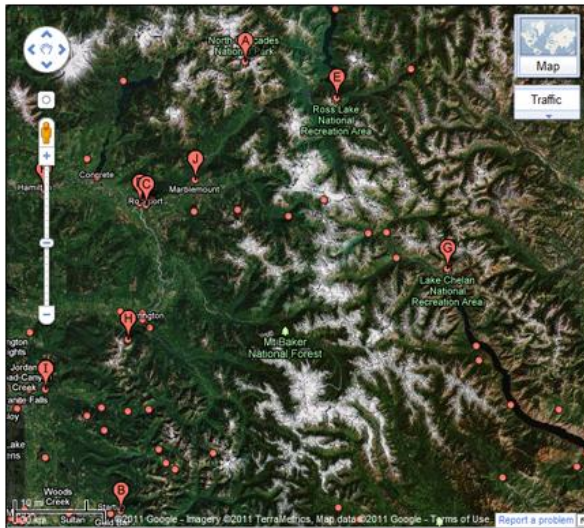
Ad Free



# CLIMBING

[Home](#)[Locations](#)[Tips](#)[Forums](#)[About Us](#)[Legal](#)

Search a location (Zip / City, State)



## Locations [Submit a new location](#)

A - Fun location 1  
[Click for direct link](#)  
3 Climb(s)

B - Fun location 2  
[Click for direct link](#)  
1 Climb(s)

C - Fun location 3  
[Click for direct link](#)  
4 Climb(s)

# Experience & Strategy

- Leo Chen

# Growth Strategy

## 1. Bootstrap

- Most work done by founders
- Prize money and self-funded

## 2. Build User Base

- Social Network Integration
- User-Contribution Features

## 3. Monetize

- Premium services, retail sales, mobile app, ads

# Team

## Caio Tenca

- Web Development
- Programming
- Project & Program Management

## Leo Chen

- Programming
- Business Degree

## Andrew Magley

- Operations
- Management
- Entrepreneurial

## Douglas Taylor

- Project & Program Management
- Business Management
- Programming

# Financial Projections & Exit Plan

- Douglas Taylor

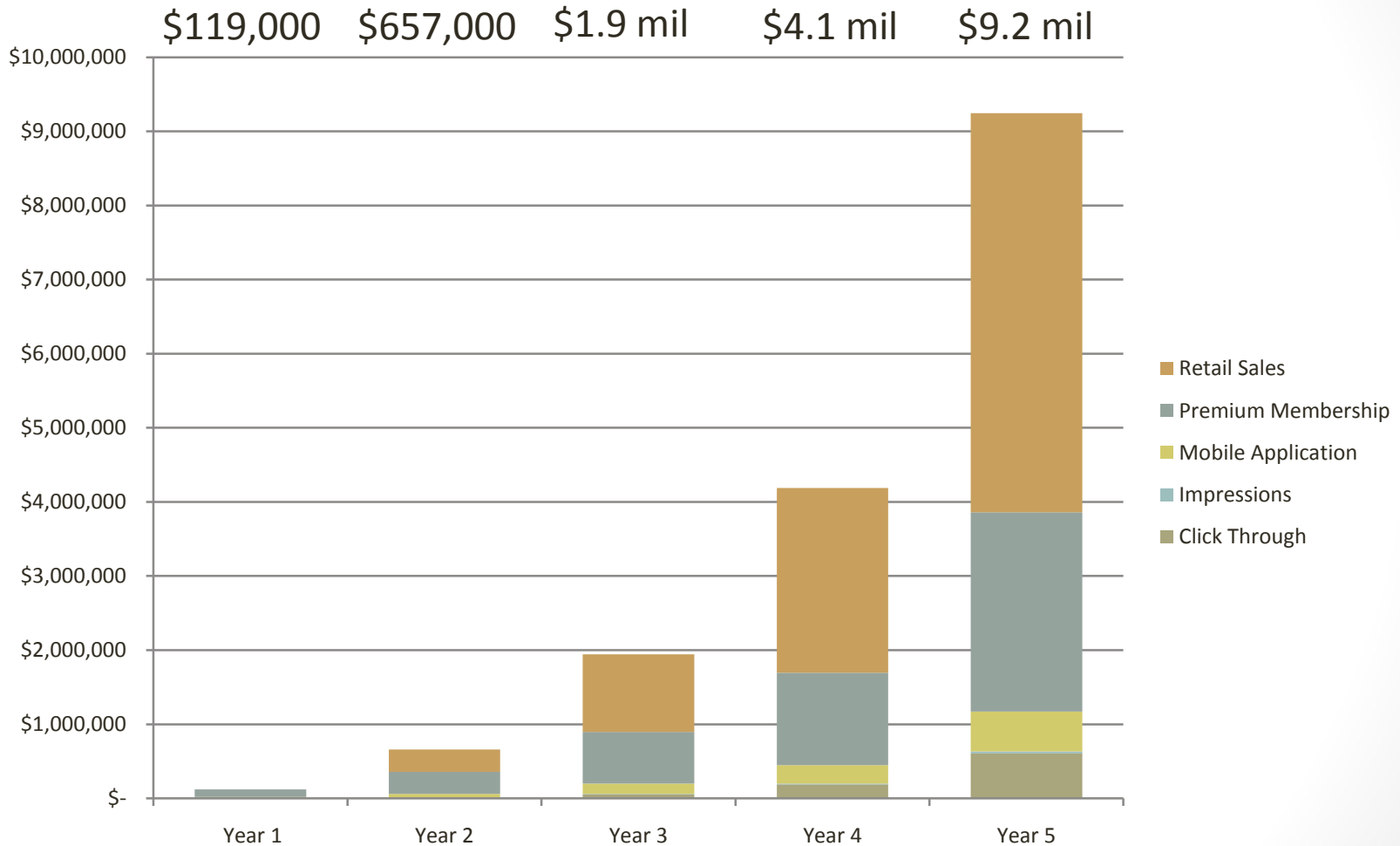


# Initial Setup Costs

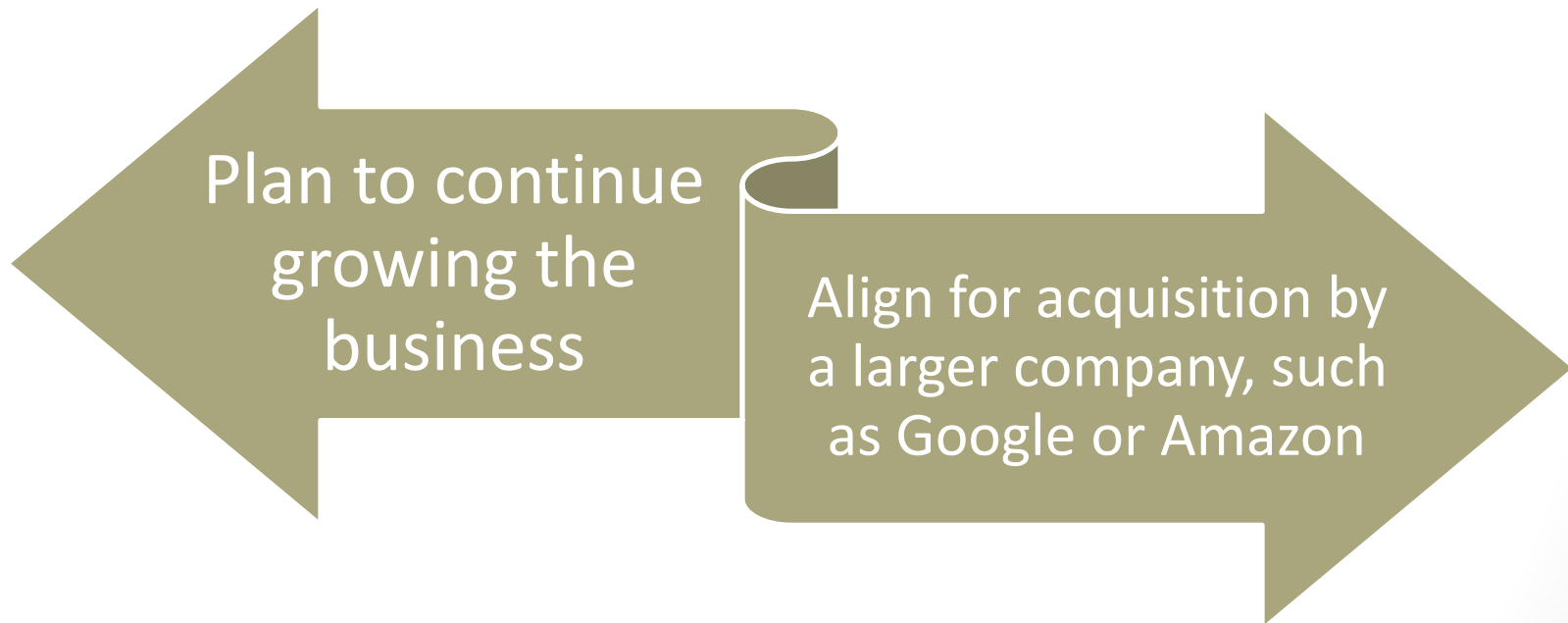
| Item                                       | Cost         |
|--------------------------------------------|--------------|
| Website Graphic Resource Designer          | \$ 10,000.00 |
| Legal Fees (setup LLC, lawsuit Protection) | \$ 1,450.00  |
| Cash                                       | \$ 5,000.00  |
| Miscellaneous                              | \$ 1,000.00  |
| Web Hosting                                | \$ 178.02    |
| Mobile App Publishing Fee                  | \$ 125.00    |
| Total                                      | \$ 17,753.03 |

1. Average of the prices being charged on GetAppQuoates.com for similar app
2. DesignQuote.net estimate for a high quality website
3. 3 years of Business class services from InMotion Hosting
4. Combined publishing fee for Android (\$25) and Apple (\$100) app stores.

# Revenue Projections



# Exit Strategy



**OWN THE**  
**OUTDOORS**

The logo consists of the text "OWN THE" in green, bold, sans-serif capital letters, positioned above the word "OUTDOORS". "OUTDOORS" is rendered in brown, bold, sans-serif capital letters. The text is contained within a brown, speech-bubble-like shape with a jagged, sun-like border. The interior of the shape is white, and the text is cut out, creating a stencil effect.

VII. STANDING COMMITTEES

B. Finance, Audit and Facilities Committee

Grant and Contract Awards Summary – January, 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 January, 2011

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# **Grant and Contract Awards Summary**

**to**

**The Board of Regents**

**of the**

**University of Washington**

**for**

**January 2011**

**Office of Research**

**Office of Sponsored Programs**

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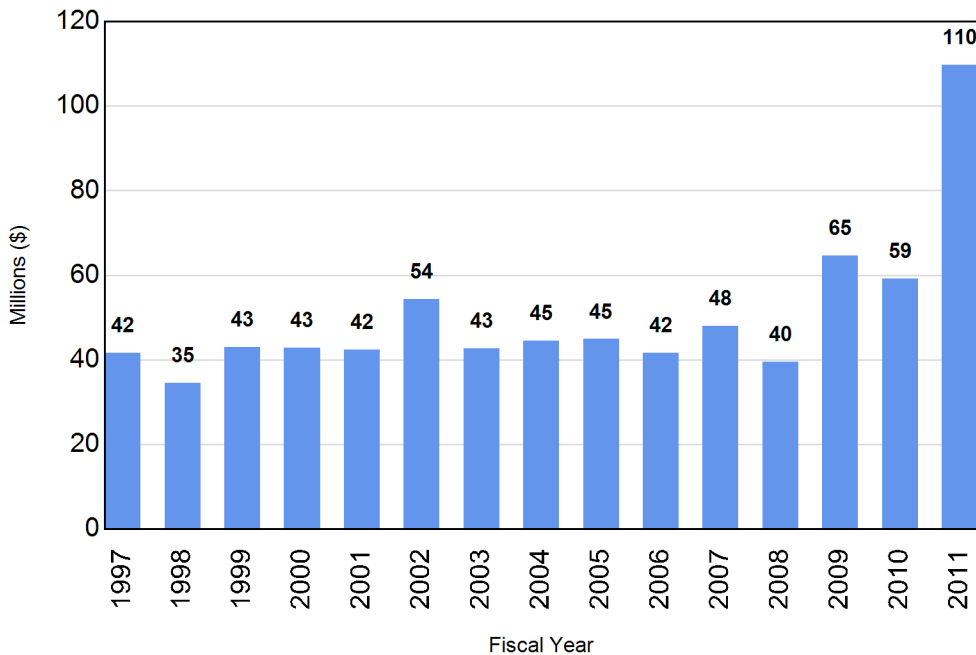
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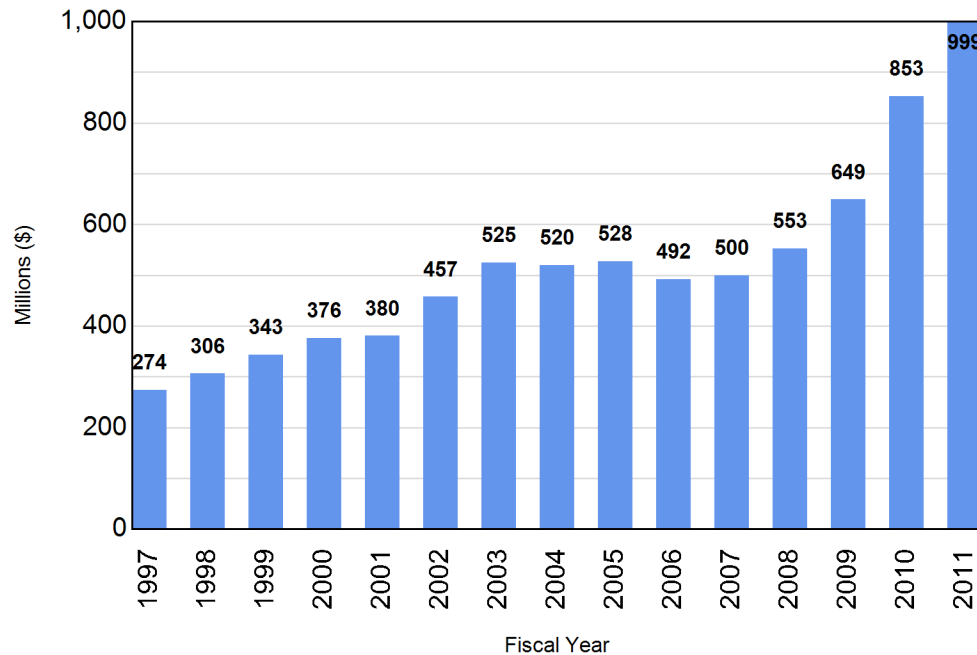
## Table of Contents

|                                                            |    |
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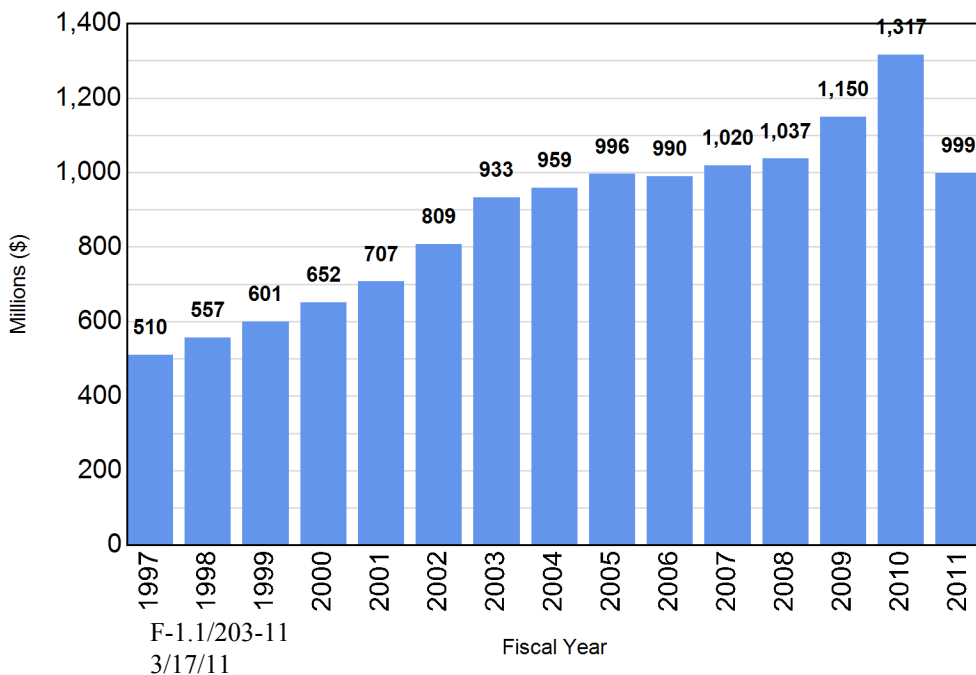
**January Only**  
**Comparison of Grant & Contract Awards**



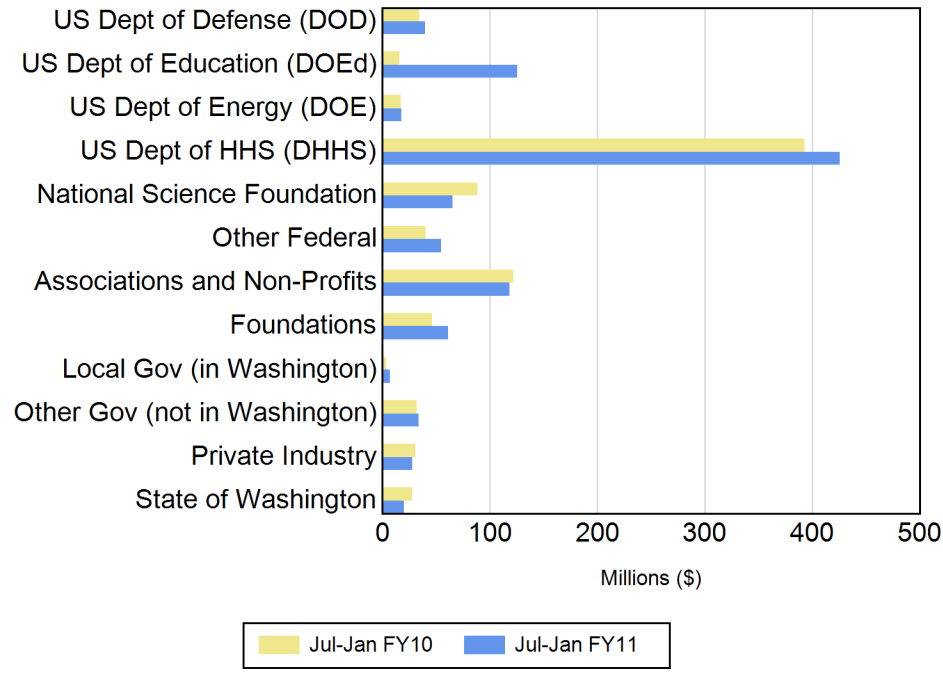
**Fiscal Year to Date**  
**Comparison of Grant & Contract Awards**



**Complete Fiscal Year**  
**Comparison of Grant & Contract Awards**



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





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**Summary of Grant and Contract Awards**Fiscal Year 2010-2011

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| Month                                 | RESEARCH AND OTHER   |                      | TRAINING             |                     | Total<br>Grants and<br>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       | \$ 43,734,420        | \$ 46,816,820        | \$ 5,296,927        | \$ 259,609,000                   |
| 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                   |
| <b>FY11 to Date</b>                   | <b>\$650,890,192</b> | <b>\$255,428,950</b> | <b>\$78,973,811</b>  | <b>\$13,869,412</b> | <b>\$999,162,365</b>             |
| <b>FY10 to Date</b>                   | <b>\$505,097,264</b> | <b>\$253,824,633</b> | <b>\$84,744,420</b>  | <b>\$8,946,995</b>  | <b>\$852,613,312</b>             |
| <b>Over (Under)<br/>Previous Year</b> | <b>\$145,792,928</b> | <b>\$2,285,243</b>   | <b>(\$5,770,609)</b> | <b>\$4,922,417</b>  | <b>\$147,229,980</b>             |

*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**

| <b>Agency</b>                                     | <b>Jul-Jan FY10</b>   | <b>Jul-Jan FY11</b>   |
|---------------------------------------------------|-----------------------|-----------------------|
| US Department of Defense (DOD)                    | \$ 34,353,835         | \$ 39,877,355         |
| US Department of Education (DOEd)                 | \$ 15,913,667         | \$ 125,522,882        |
| US Department of Energy (DOE)                     | \$ 17,177,740         | \$ 17,928,441         |
| US Department of Health and Human Services (DHHS) | \$ 393,299,056        | \$ 425,958,443        |
| National Science Foundation (NSF)                 | \$ 88,910,804         | \$ 65,581,951         |
| Other Federal                                     | \$ 40,186,582         | \$ 54,994,932         |
| <b>Subtotal for Federal :</b>                     | <b>\$ 589,841,684</b> | <b>\$ 729,864,003</b> |
| Associations and Non-Profits                      | \$ 121,898,652        | \$ 118,595,716        |
| Foundations                                       | \$ 46,681,475         | \$ 61,363,405         |
| Local Government (in Washington)                  | \$ 3,287,415          | \$ 6,890,867          |
| Other Government (not in Washington)              | \$ 32,240,810         | \$ 34,187,320         |
| Private Industry                                  | \$ 30,943,657         | \$ 27,949,658         |
| State of Washington                               | \$ 27,719,621         | \$ 20,311,396         |
| <b>Subtotal for Non-Federal :</b>                 | <b>\$ 262,771,629</b> | <b>\$ 269,298,362</b> |
| <b>Grand Total :</b>                              | <b>\$ 852,613,312</b> | <b>\$ 999,162,365</b> |
| <b>Amount of Increase (Decrease) :</b>            |                       | <b>\$ 146,549,053</b> |
| <b>Percent of Increase (Decrease) :</b>           |                       | <b>17.2 %</b>         |

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

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**Comparison of Grant and Contract Awards by School/College**Fiscal Years 2009-2010 and 2010-2011

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| <b>School/College</b>            | <b>Jul-Jan FY10</b>   | <b>Jul-Jan FY11</b>   |
|----------------------------------|-----------------------|-----------------------|
| <b>Upper Campus</b>              |                       |                       |
| Architecture and Urban Planning  | \$ 506,930            | \$ 2,013,665          |
| Arts and Sciences                | \$ 66,145,868         | \$ 58,136,309         |
| Center for Commercialization     |                       | \$ 291,264            |
| College of the Environment       | \$ 25,276,996         | \$ 68,718,428         |
| Director of Libraries            | \$ 132,000            | \$ 282,381            |
| Education                        | \$ 3,918,464          | \$ 18,783,155         |
| Educational Outreach             | \$ 100,000            | \$ 175,000            |
| Engineering                      | \$ 64,458,175         | \$ 67,221,994         |
| Evans School of Public Affairs   | \$ 984,805            | \$ 1,533,314          |
| Executive Vice President         |                       | \$ 236,340            |
| Forest Resources                 | \$ 1,855,670          | \$ 360,234            |
| Foster School of Business        | \$ 834,880            | \$ 1,150,823          |
| Graduate School                  | \$ 3,802,291          | \$ 929,500            |
| Information School               | \$ 5,965,224          | \$ 1,613,102          |
| Law                              | \$ 1,350,056          | \$ 1,943,206          |
| Ocean and Fishery Sciences       | \$ 72,082,531         | \$ 17,356,063         |
| Office of Research               | \$ 28,097,522         | \$ 46,759,219         |
| Social Work                      | \$ 12,632,530         | \$ 14,764,996         |
| Undergraduate Education          | \$ 213,373            | \$ 1,573,269          |
| VP Minority Affairs              | \$ 4,826,313          | \$ 6,597,431          |
| VP Student Affairs               | \$ 280,137            |                       |
| VP Student Life                  | \$ 20,715             | \$ 104,400,671        |
| <b>Subtotal :</b>                | <b>\$ 293,484,481</b> | <b>\$ 414,840,364</b> |
| <b>Health Sciences</b>           |                       |                       |
| Dentistry                        | \$ 4,649,508          | \$ 2,070,145          |
| Medicine                         | \$ 454,618,564        | \$ 455,458,882        |
| Nursing                          | \$ 12,307,555         | \$ 11,612,118         |
| Pharmacy                         | \$ 11,425,726         | \$ 12,278,280         |
| Public Health                    | \$ 56,248,417         | \$ 81,835,557         |
| <b>Subtotal :</b>                | <b>\$ 539,249,770</b> | <b>\$ 563,254,981</b> |
| <b>Special Programs</b>          |                       |                       |
| Alcohol and Drug Abuse Institute | \$ 2,806,563          | \$ 3,032,140          |
| CHDD Administration              | \$ 5,916,823          | \$ 4,320,852          |
| Hall Health Primary Care Center  |                       | \$ 283,155            |
| Regional Primate Center          | \$ 8,774,024          | \$ 6,553,080          |
| <b>Subtotal :</b>                | <b>\$ 17,497,410</b>  | <b>\$ 14,189,227</b>  |

| School/College           | Jul-Jan FY10   | Jul-Jan FY11   |
|--------------------------|----------------|----------------|
| <b>Other UW Campuses</b> |                |                |
| Bothell                  | \$ 1,959,596   | \$ 1,672,464   |
| Tacoma                   | \$ 422,056     | \$ 5,205,329   |
| <b>Subtotal :</b>        | \$ 2,381,652   | \$ 6,877,793   |
| <b>Grand Total :</b>     | \$ 852,613,312 | \$ 999,162,365 |

**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*

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

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| <b>Month</b>        | <b>RESEARCH AND OTHER</b> |                      | <b>TRAINING</b>      |                     | <b>Total Grants</b>   |
|---------------------|---------------------------|----------------------|----------------------|---------------------|-----------------------|
|                     | <b>Federal</b>            | <b>Non-Federal</b>   | <b>Federal</b>       | <b>Non-Federal</b>  |                       |
| 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         |
| <b>Year to Date</b> | <b>\$ 616,500,100</b>     | <b>\$ 41,099,830</b> | <b>\$ 78,638,040</b> | <b>\$ 6,696,255</b> | <b>\$ 742,934,200</b> |

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

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

---

| <b>Month</b>        | <b>RESEARCH<br/>AND OTHER</b> | <b>TRAINING</b>     | <b>Total Grants</b>   |
|---------------------|-------------------------------|---------------------|-----------------------|
| July                | \$ 24,991,310                 | \$ 369,153          | \$ 25,360,460         |
| August              | \$ 22,428,710                 | \$ 121,830          | \$ 22,550,540         |
| September           | \$ 27,560,060                 | \$ 573,762          | \$ 28,133,820         |
| 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         |
| <b>Year to Date</b> | <b>\$ 175,957,500</b>         | <b>\$ 4,115,175</b> | <b>\$ 180,072,700</b> |

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

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**Summary of Contract Awards****Fiscal Year 2010-2011**

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| <b>Month</b>        | <b>RESEARCH AND OTHER</b> |                      | <b>TRAINING</b>   |                     | <b>Total<br/>Contracts</b> |
|---------------------|---------------------------|----------------------|-------------------|---------------------|----------------------------|
|                     | <b>Federal</b>            | <b>Non-Federal</b>   | <b>Federal</b>    | <b>Non-Federal</b>  |                            |
| 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               |
| <b>Year to Date</b> | <b>\$ 34,390,120</b>      | <b>\$ 38,371,640</b> | <b>\$ 335,771</b> | <b>\$ 3,057,983</b> | <b>\$ 76,155,510</b>       |

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

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

**January 2011**

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

**Office of Research  
Office of Sponsored Programs**

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Detail of Public Grant Awards

Federal

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**US Department of Defense (DOD)**

**Defense Threat Reduction Agency (DTRA)**

To: Michael Gabbay, Apl-senior Physicist \$ 3,984,472  
Applied Physics Lab

For: Theoretical and Experimental Investigation of Opinion Dynamics in  
Small Social Networks

Eff: 5/20/2010 Classified: No

**Total for Defense Threat Reduction Agency (DTRA): \$ 3,984,472**

**Total for US Department of Defense (DOD): \$ 3,984,472**

**Total for Federal: \$ 3,984,472**

**Total Public Grants: \$ 3,984,472**

Detail of Private Grant Awards

Foundations

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**The Simons Foundation**

To: Evan Eichler, Professor \$ 1,665,398  
Genome Sciences

For: Exome Sequencing of Simons Simplex Collection Trios

Eff: 12/1/2010 Classified: No

**Total for The Simons Foundation: \$ 1,665,398**

**W.M. Keck Foundation**

To: Eberhard Fetz, Professor \$ 1,000,000  
Physiology & Biophysic

For: Implantable computers to augment brain function

Eff: 1/1/2011 Classified: No

**Total for W.M. Keck Foundation: \$ 1,000,000**

**Total for Foundations: \$ 2,665,398**

**Total Private Grants: \$ 2,665,398**

Detail of Contract Awards

Federal

---

**US Department of Defense (DOD)**

**Office of Naval Research (ONR)**

To: Neil Bogue, Apl-senior Engineer \$ 1,495,176

For: Persistent Littoral Underwater Surveillance Research and  
Development (Options)

Eff: 4/2/2008 Classified: Yes

**Total for Office of Naval Research (ONR): \$ 1,495,176**

**US Navy**

To: Keith Van Thiel, Apl-engineer 4 \$ 1,000,000  
Applied Physics Lab

For: ICEX11 PREP AND CAMP

Eff: 7/22/2010 Classified: Yes

**Total for US Navy: \$ 1,000,000**

**Total for US Department of Defense (DOD): \$ 2,495,176**

**Total for Federal: \$ 2,495,176**

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**Associations and Non-Profits**

**Wake Forest University**

To: Santica Marcovina, Research Professor \$ 1,097,865  
Department Of Medicine

For: Action to Control Cardiovascular Risk in Diabetes (ACCORD) -  
Follow-On - Central Laboratory

Eff: 1/1/2011 Classified: No

**Total for Wake Forest University: \$ 1,097,865**

**Total for Associations and Non-Profits: \$ 1,097,865**

**Total Contracts: \$ 3,593,041**

**Grand Total for all Awards \$ 10,242,911**

VII. STANDING COMMITTEES

B. Finance, Audit and Facilities Committee

Report of Contributions – January, 2011

For information only.

*Attachment*

University of Washington Foundation Report of Contributions for January, 2011

# Report *of* Contributions

**All Areas**

January 2011



UNIVERSITY *of* WASHINGTON | *Foundation*

## ANNUAL PROGRESS BY CONSTITUENCY

| School                         | Current Month       |                     |                     |                     | Year to Date        |                      |                      |               |
|--------------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|----------------------|----------------------|---------------|
|                                | Gifts               | Private Grants      | Total               | Donors <sup>1</sup> | Gifts               | Private Grants       | Total                | Donors        |
| UW Medicine                    | \$3,597,939         | \$7,772,371         | \$11,370,310        | 2,924               | \$19,810,499        | \$69,855,670         | \$89,666,169         | 11,825        |
| Arts and Sciences              | \$1,026,008         | \$726,253           | \$1,752,261         | 1,843               | \$10,185,282        | \$7,267,426          | \$17,452,708         | 9,555         |
| Broadcast Services             | \$932,887           |                     | \$932,887           | 408                 | \$1,243,185         |                      | \$1,243,185          | 11,303        |
| Built Environments             | \$626,270           | \$5,000             | \$631,270           | 171                 | \$1,238,653         | \$225,146            | \$1,463,799          | 942           |
| Business School                | \$819,941           |                     | \$819,941           | 372                 | \$10,070,475        |                      | \$10,070,475         | 2,955         |
| Dentistry                      | \$118,001           |                     | \$118,001           | 206                 | \$2,497,157         | \$5,000              | \$2,502,157          | 1,049         |
| Education                      | \$439,339           | \$569,651           | \$1,008,990         | 237                 | \$1,410,115         | \$1,692,769          | \$3,102,884          | 665           |
| Engineering                    | \$671,904           | \$318,608           | \$990,512           | 459                 | \$5,995,573         | \$9,364,217          | \$15,359,790         | 3,086         |
| Environment                    | \$527,228           | \$148,251           | \$675,478           | 427                 | \$2,574,082         | \$5,474,865          | \$8,048,946          | 1,608         |
| Evans School of Public Affairs | \$9,035             | \$8,780             | \$17,815            | 46                  | \$221,053           | \$496,218            | \$717,271            | 259           |
| Graduate School                | \$87,669            | \$351,510           | \$439,179           | 54                  | \$908,911           | \$511,666            | \$1,420,577          | 186           |
| Information School             | \$66,740            |                     | \$66,740            | 69                  | \$330,095           | \$288,076            | \$618,171            | 643           |
| Intercollegiate Athletics      | \$2,817,024         |                     | \$2,817,024         | 1,749               | \$14,186,265        |                      | \$14,186,265         | 6,106         |
| Law                            | \$278,997           |                     | \$278,997           | 333                 | \$3,176,901         | \$350,000            | \$3,526,901          | 1,119         |
| Libraries                      | \$209,441           |                     | \$209,441           | 630                 | \$1,850,931         |                      | \$1,850,931          | 2,823         |
| Minority Affairs               | \$50,848            |                     | \$50,848            | 145                 | \$326,900           |                      | \$326,900            | 479           |
| Nursing                        | \$117,275           |                     | \$117,275           | 242                 | \$836,416           | \$557,584            | \$1,394,000          | 1,087         |
| Pharmacy                       | \$154,948           | \$15,703            | \$170,651           | 211                 | \$810,958           | \$1,092,093          | \$1,903,051          | 833           |
| President's Funds              | \$55,385            |                     | \$55,385            | 206                 | \$1,560,497         |                      | \$1,560,497          | 1,035         |
| Public Health                  | \$48,552            | \$1,331,783         | \$1,380,335         | 180                 | \$499,325           | \$16,844,312         | \$17,343,636         | 510           |
| Social Work                    | \$1,014,308         |                     | \$1,014,308         | 99                  | \$1,812,910         | \$76,322             | \$1,889,232          | 499           |
| Student Life                   | \$106,352           |                     | \$106,352           | 295                 | \$1,762,753         |                      | \$1,762,753          | 1,730         |
| Undergraduate Academic Affairs | \$5,974             |                     | \$5,974             | 41                  | \$344,691           | \$2,021,568          | \$2,366,259          | 266           |
| University Press               | \$15,175            |                     | \$15,175            | 21                  | \$1,447,250         |                      | \$1,447,250          | 186           |
| UW Alumni Association          | \$62,861            |                     | \$62,861            | 1,258               | \$451,179           |                      | \$451,179            | 9,392         |
| UW Bothell                     | \$27,990            | \$150,000           | \$177,990           | 67                  | \$218,860           | \$858,122            | \$1,076,982          | 241           |
| UW Tacoma                      | \$18,694            |                     | \$18,694            | 89                  | \$3,795,299         | \$699                | \$3,795,998          | 469           |
| Other University Support       | \$295,056           |                     | \$295,056           | 169                 | \$1,354,532         | \$1,052,498          | \$2,407,030          | 1,728         |
| <b>Total</b>                   | <b>\$14,201,841</b> | <b>\$11,397,910</b> | <b>\$25,599,751</b> | <b>11,910</b>       | <b>\$90,920,744</b> | <b>\$118,034,251</b> | <b>\$208,954,995</b> | <b>64,299</b> |

## MONTHLY HIGHLIGHTS

The UW received \$25.60M in total private voluntary support (\$14.20M in gifts and \$11.40M in grants) in the current month.

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

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

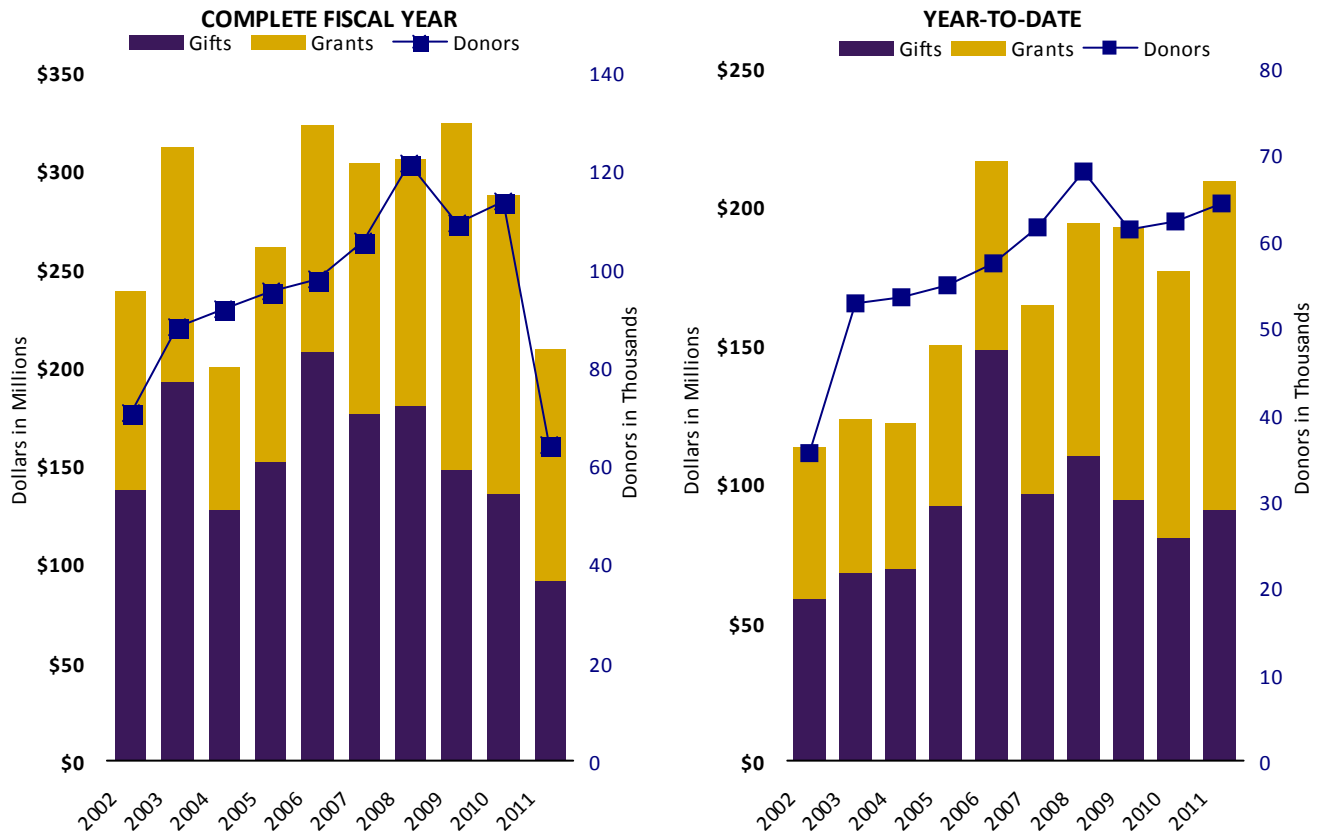
The donor total at the bottom of the chart is not a cumulative total of the rows above. The donor total is the number of unique donors who have been credited with a gift to the UW during the given time period.

**DEVELOPMENT SUMMARY BY CONSTITUENCY**

| School                         | Current Month       |               | Year to Date         |               | Prior Year to Date   |               | Prior Year Total     |                |
|--------------------------------|---------------------|---------------|----------------------|---------------|----------------------|---------------|----------------------|----------------|
|                                | Total               | Donors        | Total                | Donors        | Total                | Donors        | Total                | Donors         |
| UW Medicine                    | \$11,370,310        | 2,924         | \$89,666,169         | 11,825        | \$86,137,564         | 11,506        | \$137,228,784        | 15,896         |
| Arts and Sciences              | \$1,752,261         | 1,843         | \$17,452,708         | 9,555         | \$15,091,704         | 9,875         | \$22,353,398         | 13,980         |
| Broadcast Services             | \$932,887           | 408           | \$1,243,185          | 11,303        | \$1,216,597          | 8,437         | \$2,884,588          | 21,203         |
| Built Environments             | \$631,270           | 171           | \$1,463,799          | 942           | \$1,085,864          | 985           | \$2,460,168          | 1,345          |
| Business School                | \$819,941           | 372           | \$10,070,475         | 2,955         | \$9,846,575          | 3,182         | \$13,466,725         | 4,129          |
| Dentistry                      | \$118,001           | 206           | \$2,502,157          | 1,049         | \$2,785,265          | 1,014         | \$3,317,422          | 1,250          |
| Education                      | \$1,008,990         | 237           | \$3,102,884          | 665           | \$3,486,970          | 942           | \$4,695,480          | 1,575          |
| Engineering                    | \$990,512           | 459           | \$15,359,790         | 3,086         | \$12,055,661         | 3,344         | \$22,392,566         | 4,345          |
| Environment                    | \$675,478           | 427           | \$8,048,946          | 1,608         | \$6,381,752          | 1,228         | \$8,056,542          | 2,066          |
| Evans School of Public Affairs | \$17,815            | 46            | \$717,271            | 259           | \$467,093            | 222           | \$729,548            | 508            |
| Graduate School                | \$439,179           | 54            | \$1,420,577          | 186           | \$816,803            | 256           | \$946,285            | 312            |
| Information School             | \$66,740            | 69            | \$618,171            | 643           | \$942,705            | 528           | \$1,598,080          | 699            |
| Intercollegiate Athletics      | \$2,817,024         | 1,749         | \$14,186,265         | 6,106         | \$7,039,475          | 7,531         | \$17,893,004         | 24,696         |
| Law                            | \$278,997           | 333           | \$3,526,901          | 1,119         | \$884,050            | 1,281         | \$1,644,729          | 2,038          |
| Libraries                      | \$209,441           | 630           | \$1,850,931          | 2,823         | \$699,135            | 2,075         | \$1,034,271          | 5,362          |
| Minority Affairs               | \$50,848            | 145           | \$326,900            | 479           | \$342,305            | 513           | \$538,889            | 738            |
| Nursing                        | \$117,275           | 242           | \$1,394,000          | 1,087         | \$2,690,031          | 1,280         | \$3,464,905          | 1,743          |
| Pharmacy                       | \$170,651           | 211           | \$1,903,051          | 833           | \$2,094,570          | 695           | \$3,869,407          | 1,046          |
| President's Funds              | \$55,385            | 206           | \$1,560,497          | 1,035         | \$299,991            | 1,054         | \$586,255            | 1,536          |
| Public Health                  | \$1,380,335         | 180           | \$17,343,636         | 510           | \$12,296,410         | 547           | \$16,560,816         | 754            |
| Social Work                    | \$1,014,308         | 99            | \$1,889,232          | 499           | \$1,569,659          | 440           | \$3,641,796          | 832            |
| Student Life                   | \$106,352           | 295           | \$1,762,753          | 1,730         | \$1,104,849          | 1,791         | \$5,341,443          | 2,802          |
| Undergraduate Academic Affairs | \$5,974             | 41            | \$2,366,259          | 266           | \$577,090            | 422           | \$688,975            | 640            |
| University Press               | \$15,175            | 21            | \$1,447,250          | 186           | \$177,805            | 92            | \$292,500            | 169            |
| UW Alumni Association          | \$62,861            | 1,258         | \$451,179            | 9,392         | \$450,068            | 9,515         | \$894,199            | 18,266         |
| UW Bothell                     | \$177,990           | 67            | \$1,076,982          | 241           | \$1,259,108          | 251           | \$1,556,176          | 630            |
| UW Tacoma                      | \$18,694            | 89            | \$3,795,998          | 469           | \$1,574,615          | 454           | \$3,009,562          | 827            |
| Other University Support       | \$295,056           | 169           | \$2,407,030          | 1,728         | \$2,951,629          | 1,155         | \$5,482,304          | 2,729          |
| <b>Total<sup>1</sup></b>       | <b>\$25,599,751</b> | <b>11,910</b> | <b>\$208,954,995</b> | <b>64,299</b> | <b>\$176,325,343</b> | <b>62,142</b> | <b>\$286,628,819</b> | <b>113,746</b> |

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

### FISCAL YEAR COMPARISON OF TOTAL CONTRIBUTIONS



| Fiscal Year | Complete Fiscal Year |                |               |         | Year to Date  |                |               |        |
|-------------|----------------------|----------------|---------------|---------|---------------|----------------|---------------|--------|
|             | Gifts                | Private Grants | Total         | Donors  | Gifts         | Private Grants | Total         | Donors |
| 2010-2011   | \$90,920,744         | \$118,034,251  | \$208,954,995 | 64,299  | \$90,920,744  | \$118,034,251  | \$208,954,995 | 64,299 |
| 2009-2010   | \$135,813,022        | \$150,815,796  | \$286,628,819 | 113,746 | \$80,789,102  | \$95,536,241   | \$176,325,343 | 62,142 |
| 2008-2009   | \$148,364,809        | \$175,713,667  | \$324,078,477 | 109,083 | \$94,379,745  | \$98,022,276   | \$192,402,021 | 61,345 |
| 2007-2008   | \$180,735,444        | \$124,224,214  | \$304,959,657 | 121,447 | \$109,880,533 | \$84,070,808   | \$193,951,341 | 67,959 |
| 2006-2007   | \$176,490,215        | \$126,399,369  | \$302,889,584 | 105,353 | \$96,703,439  | \$67,608,731   | \$164,312,170 | 61,565 |
| 2005-2006   | \$207,744,231        | \$115,261,186  | \$323,005,417 | 97,876  | \$148,723,494 | \$67,340,072   | \$216,063,566 | 57,408 |
| 2004-2005   | \$151,969,925        | \$108,802,371  | \$260,772,296 | 95,227  | \$91,958,042  | \$58,146,002   | \$150,104,044 | 54,909 |
| 2003-2004   | \$128,174,367        | \$71,603,323   | \$199,777,690 | 91,903  | \$69,490,009  | \$52,323,959   | \$121,813,968 | 53,562 |
| 2002-2003   | \$192,573,183        | \$118,677,722  | \$311,250,905 | 88,259  | \$67,592,542  | \$55,378,469   | \$122,971,011 | 52,770 |
| 2001-2002   | \$137,959,340        | \$100,820,547  | \$238,779,887 | 70,560  | \$58,505,478  | \$54,904,965   | \$113,410,444 | 35,577 |



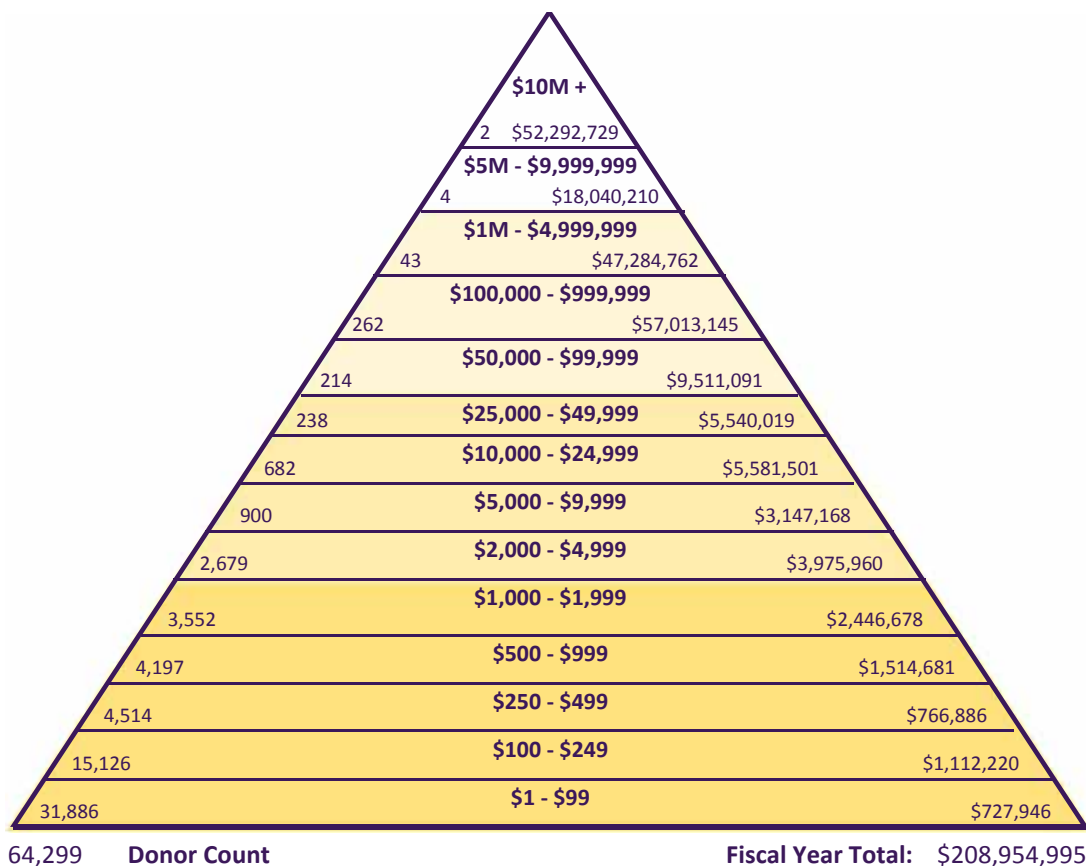
### ANNUAL FUNDING THEME PROGRESS

| Theme                                    | Current Use          | Year to Date        |                      |
|------------------------------------------|----------------------|---------------------|----------------------|
|                                          |                      | Endowment           | Total                |
| Student Support                          | \$4,480,469          | \$9,971,525         | \$14,451,995         |
| Faculty Support                          | \$5,456,867          | \$6,435,882         | \$11,892,750         |
| Program Support for Faculty and Students | \$144,523,383        | \$8,153,614         | \$152,676,996        |
| Capital                                  | \$12,850,766         | \$585               | \$12,851,351         |
| Excellence Funds                         | \$15,160,906         | \$1,920,998         | \$17,081,904         |
| <b>Total</b>                             | <b>\$182,472,391</b> | <b>\$26,482,604</b> | <b>\$208,954,995</b> |

### DEVELOPMENT ACTIVITY BY DONOR TYPE

| Donor Type         | Year to Date  |                      | Prior Year to Date  |                      | Prior Fiscal Year |                      |
|--------------------|---------------|----------------------|---------------------|----------------------|-------------------|----------------------|
|                    | Donors        | Total                | Donors <sup>1</sup> | Total                | Donors            | Total                |
| Alumni             | 30,457        | \$27,614,442         | 31,159              | \$19,057,648         | 50,992            | \$35,117,094         |
| Corporations       | 1,477         | \$30,717,368         | 1,601               | \$24,768,630         | 2,832             | \$43,318,033         |
| Family Foundations | 124           | \$10,598,856         | 138                 | \$9,327,809          | 171               | \$13,713,745         |
| Foundations        | 313           | \$74,701,721         | 298                 | \$54,456,667         | 433               | \$89,376,760         |
| Non-Alumni         | 31,545        | \$16,519,001         | 28,569              | \$21,102,904         | 58,737            | \$35,745,608         |
| Organizations      | 383           | \$48,803,608         | 377                 | \$47,611,685         | 581               | \$69,357,578         |
| <b>Total</b>       | <b>64,299</b> | <b>\$208,954,995</b> | <b>62,142</b>       | <b>\$176,325,343</b> | <b>113,746</b>    | <b>\$286,628,819</b> |

### DEVELOPMENT ACTIVITY PYRAMID



<sup>1</sup> 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.





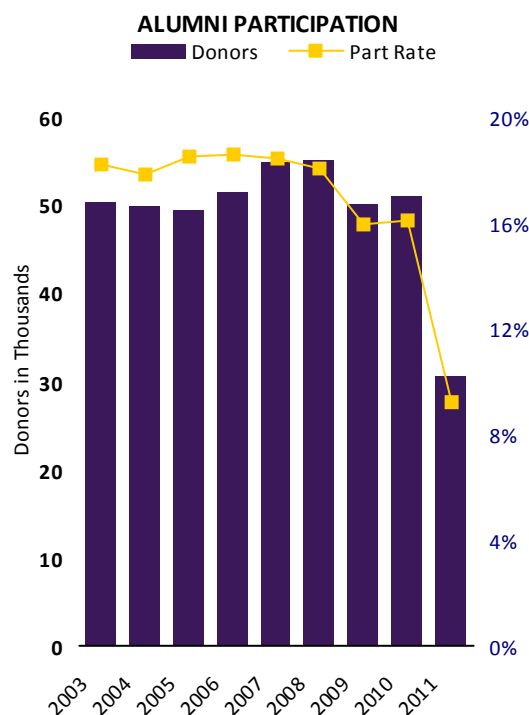
**ANNUAL PROGRESS BY GIVING LEVEL**

| Giving Level          | Alumni              | Non Alumni          | Family Fndns.       | Corporations        | Foundations         | Other Orgs.         | Total                |
|-----------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|----------------------|
| \$10M +               |                     |                     |                     |                     | \$36,720,829        | \$15,571,900        | \$52,292,729         |
| \$5M - \$9,999,999    | \$6,401,760         |                     |                     |                     | \$5,487,827         | \$6,150,623         | \$18,040,210         |
| \$1M - \$4,999,999    | \$5,495,189         | \$300,000           | \$6,000,500         | \$12,245,715        | \$14,629,113        | \$8,614,245         | \$47,284,762         |
| \$100,000 - \$999,999 | \$4,285,225         | \$8,266,952         | \$3,070,017         | \$11,518,374        | \$14,234,727        | \$15,637,850        | \$57,013,145         |
| \$50,000 - \$99,999   | \$1,865,821         | \$1,541,401         | \$789,019           | \$2,171,817         | \$1,781,716         | \$1,361,318         | \$9,511,091          |
| \$25,000 - \$49,999   | \$1,098,797         | \$808,938           | \$235,613           | \$1,910,718         | \$866,710           | \$619,244           | \$5,540,019          |
| \$10,000 - \$24,999   | \$1,504,978         | \$1,253,323         | \$325,930           | \$1,437,751         | \$624,038           | \$435,482           | \$5,581,501          |
| \$5,000 - \$9,999     | \$1,274,808         | \$745,395           | \$106,250           | \$591,838           | \$200,854           | \$228,022           | \$3,147,168          |
| \$2,000 - \$4,999     | \$2,011,418         | \$1,253,838         | \$50,120            | \$445,678           | \$101,504           | \$113,401           | \$3,975,960          |
| \$1,000 - \$1,999     | \$1,246,622         | \$883,184           | \$17,457            | \$220,692           | \$42,534            | \$36,189            | \$2,446,678          |
| \$500 - \$999         | \$798,964           | \$576,844           | \$3,050             | \$106,974           | \$6,040             | \$22,808            | \$1,514,681          |
| \$250 - \$499         | \$450,898           | \$275,032           | \$800               | \$31,329            | \$2,355             | \$6,472             | \$766,886            |
| \$100 - \$249         | \$694,008           | \$381,934           | \$100               | \$28,617            | \$2,955             | \$4,606             | \$1,112,220          |
| \$1 - \$99            | \$485,953           | \$232,161           |                     | \$7,865             | \$519               | \$1,448             | \$727,946            |
| <b>Total</b>          | <b>\$27,614,442</b> | <b>\$16,519,001</b> | <b>\$10,598,856</b> | <b>\$30,717,368</b> | <b>\$74,701,721</b> | <b>\$48,803,608</b> | <b>\$208,954,995</b> |

| 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    | 7             | 9             | 2             | 10           | 10          | 5           | 43            |
| \$100,000 - \$999,999 | 41            | 70            | 16            | 45           | 47          | 43          | 262           |
| \$50,000 - \$99,999   | 44            | 72            | 14            | 36           | 27          | 21          | 214           |
| \$25,000 - \$49,999   | 60            | 67            | 8             | 59           | 26          | 18          | 238           |
| \$10,000 - \$24,999   | 214           | 265           | 25            | 106          | 42          | 30          | 682           |
| \$5,000 - \$9,999     | 348           | 355           | 18            | 105          | 34          | 40          | 900           |
| \$2,000 - \$4,999     | 1,268         | 1,140         | 16            | 181          | 35          | 39          | 2,679         |
| \$1,000 - \$1,999     | 1,639         | 1,635         | 16            | 191          | 38          | 33          | 3,552         |
| \$500 - \$999         | 1,934         | 2,020         | 5             | 187          | 10          | 41          | 4,197         |
| \$250 - \$499         | 2,075         | 2,299         | 3             | 107          | 9           | 21          | 4,514         |
| \$100 - \$249         | 7,199         | 7,643         | 1             | 226          | 20          | 37          | 15,126        |
| \$1 - \$99            | 15,626        | 15,970        |               | 224          | 13          | 53          | 31,886        |
| <b>Total</b>          | <b>30,457</b> | <b>31,545</b> | <b>124</b>    | <b>1,477</b> | <b>313</b>  | <b>383</b>  | <b>64,299</b> |

### 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         | 2,496         | 13.01%       | 1,897        | 9.89%     |
| Arts and Sciences              | 151,787        | 12,683        | 8.36%        | 4,653        | 3.07%     |
| Business School                | 39,725         | 4,404         | 11.09%       | 1,777        | 4.47%     |
| Built Environments             | 8,496          | 855           | 10.06%       | 480          | 5.65%     |
| Dentistry                      | 4,650          | 746           | 16.04%       | 512          | 11.01%    |
| Education                      | 18,092         | 1,960         | 10.83%       | 439          | 2.43%     |
| Engineering                    | 33,868         | 3,170         | 9.36%        | 1,866        | 5.51%     |
| Environment                    | 11,635         | 1,006         | 8.65%        | 427          | 3.67%     |
| Evans School of Public Affairs | 2,747          | 329           | 11.98%       | 108          | 3.93%     |
| Interdisc. Grad. Programs      | 2,200          | 200           | 9.09%        |              |           |
| Interschool Programs           | 2,459          | 344           | 13.99%       |              |           |
| Information School             | 4,950          | 751           | 15.17%       | 435          | 8.79%     |
| Law                            | 8,186          | 1,070         | 13.07%       | 717          | 8.76%     |
| School of Nursing              | 8,909          | 1,180         | 13.25%       | 772          | 8.67%     |
| Pharmacy                       | 3,690          | 592           | 16.04%       | 562          | 15.23%    |
| Public Health                  | 4,683          | 479           | 10.23%       | 205          | 4.38%     |
| Social Work                    | 6,753          | 622           | 9.21%        | 387          | 5.73%     |
| UW Bothell                     | 8,069          | 407           | 5.04%        | 98           | 1.21%     |
| UW Tacoma                      | 9,452          | 406           | 4.30%        | 149          | 1.58%     |
| Unspecified                    | 9,472          | 876           | 9.25%        |              |           |
| <b>ALL UW TOTAL</b>            | <b>330,521</b> | <b>30,457</b> | <b>9.21%</b> |              |           |



### ALUMNI PARTICIPATION BY CONSTITUENCY (PREVIOUS FISCAL YEAR)

| Area                           | Solicitable    | To UW               |              |               |               | To Unit      |           |          |           |
|--------------------------------|----------------|---------------------|--------------|---------------|---------------|--------------|-----------|----------|-----------|
|                                |                | Year to Date        |              | FY Total      |               | Year to Date |           | FY Total |           |
|                                |                | Donors <sup>1</sup> | Part Rate    | Donors        | Part Rate     | Donors       | Part Rate | Donors   | PFY Final |
| UW Medicine                    | 19,127         | 2,501               | 13.08%       | 3,647         | 19.07%        | 1,727        | 9.03%     | 2,277    | 11.90%    |
| Arts and Sciences              | 146,824        | 12,416              | 8.46%        | 21,644        | 14.74%        | 4,397        | 2.99%     | 5,915    | 4.03%     |
| Business School                | 38,262         | 4,534               | 11.85%       | 7,650         | 19.99%        | 1,804        | 4.71%     | 2,283    | 5.97%     |
| Built Environments             | 8,184          | 846                 | 10.34%       | 1,430         | 17.47%        | 399          | 4.88%     | 567      | 6.93%     |
| Dentistry                      | 4,540          | 769                 | 16.94%       | 1,116         | 24.58%        | 478          | 10.53%    | 586      | 12.91%    |
| Education                      | 18,841         | 2,047               | 10.86%       | 3,221         | 17.10%        | 296          | 1.57%     | 548      | 2.91%     |
| Engineering                    | 32,965         | 3,313               | 10.05%       | 5,082         | 15.42%        | 1,828        | 5.55%     | 2,382    | 7.23%     |
| Environment                    | 17,376         | 1,354               | 7.79%        | 1,310         | 7.54%         | 255          | 1.47%     | 616      | 3.55%     |
| Evans School of Public Affairs | 2,496          | 277                 | 11.10%       | 602           | 24.12%        | 89           | 3.57%     | 207      | 8.29%     |
| Interdisc. Grad. Programs      | 1,817          | 185                 | 10.18%       | 334           | 18.38%        |              |           |          |           |
| Interdisc. Undergrad. Programs | 258            | 10                  | 3.88%        | 29            | 11.24%        |              |           |          |           |
| Interschool Programs           | 520            | 42                  | 8.08%        | 528           | 101.54%       |              |           |          |           |
| Information School             | 4,614          | 678                 | 14.69%       | 1,009         | 21.87%        | 350          | 7.59%     | 436      | 9.45%     |
| Law                            | 7,905          | 1,128               | 14.27%       | 1,892         | 23.93%        | 697          | 8.82%     | 1,031    | 13.04%    |
| School of Nursing              | 8,644          | 1,242               | 14.37%       | 1,820         | 21.06%        | 730          | 8.45%     | 950      | 10.99%    |
| Pharmacy                       | 3,547          | 558                 | 15.73%       | 891           | 25.12%        | 391          | 11.02%    | 562      | 15.84%    |
| Public Health                  | 4,580          | 496                 | 10.83%       | 776           | 16.94%        | 172          | 3.76%     | 268      | 5.85%     |
| Social Work                    | 6,522          | 595                 | 9.12%        | 990           | 15.18%        | 266          | 4.08%     | 416      | 6.38%     |
| UW Bothell                     | 6,995          | 385                 | 5.50%        | 1,003         | 14.34%        | 52           | 0.74%     | 216      | 3.09%     |
| UW Tacoma                      | 8,050          | 339                 | 4.21%        | 901           | 11.19%        | 109          | 1.35%     | 306      | 3.80%     |
| Unspecified                    | 11,600         | 1,191               | 10.27%       | 1,653         | 14.25%        |              |           |          |           |
| <b>ALL UW TOTAL</b>            | <b>317,522</b> | <b>30,141</b>       | <b>9.49%</b> | <b>50,992</b> | <b>16.06%</b> |              |           |          |           |

<sup>1</sup> 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 <sup>1</sup> | Donors        | Members       | Non Members |
| UW Medicine                    | 19,185             | 1,889                | 743           | 39.33%        | 8.96%       |
| Arts and Sciences              | 151,787            | 19,030               | 4,467         | 23.47%        | 4.10%       |
| Business School                | 39,725             | 7,233                | 1,896         | 26.21%        | 5.22%       |
| Built Environments             | 8,496              | 1,154                | 283           | 24.52%        | 5.67%       |
| Dentistry                      | 4,650              | 1,015                | 354           | 34.88%        | 8.06%       |
| Education                      | 18,092             | 2,855                | 772           | 27.04%        | 5.29%       |
| Engineering                    | 33,868             | 4,527                | 1,172         | 25.89%        | 5.01%       |
| Environment                    | 11,635             | 1,426                | 311           | 21.81%        | 4.95%       |
| Evans School of Public Affairs | 2,747              | 328                  | 88            | 26.83%        | 7.23%       |
| Interdisc. Grad. Programs      | 2,200              | 201                  | 51            | 25.37%        | 5.20%       |
| Interdisc. Undergrad. Progra   |                    |                      |               |               |             |
| Interscholar Programs          | 2,459              | 556                  | 164           | 29.50%        | 6.88%       |
| Information School             | 4,950              | 770                  | 242           | 31.43%        | 9.88%       |
| Law                            | 8,186              | 1,036                | 379           | 36.58%        | 8.15%       |
| School of Nursing              | 8,909              | 1,318                | 421           | 31.94%        | 7.93%       |
| Pharmacy                       | 3,690              | 622                  | 261           | 41.96%        | 9.39%       |
| Public Health                  | 4,683              | 401                  | 133           | 33.17%        | 6.47%       |
| Social Work                    | 6,753              | 609                  | 165           | 27.09%        | 6.07%       |
| UW Bothell                     | 8,069              | 832                  | 97            | 11.66%        | 1.96%       |
| UW Tacoma                      | 9,452              | 737                  | 88            | 11.94%        | 1.51%       |
| Unspecified                    | 9,472              | 1,931                | 431           | 22.32%        | 3.28%       |
| Non-Alumni                     |                    | 8,013                | 3,521         | 43.94%        |             |
| <b>Total</b>                   | <b>330,521</b>     | <b>53,029</b>        | <b>14,471</b> | <b>27.29%</b> |             |

## Alumni Activity

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

## Top 10 Membership by Class Year

| Class Year | Part. Rate | Class Year | Population |
|------------|------------|------------|------------|
| 1955       | 23.02%     | 2010       | 1,807      |
| 1954       | 22.03%     | 1971       | 1,100      |
| 1959       | 21.92%     | 1973       | 1,074      |
| 1953       | 21.89%     | 1974       | 1,073      |
| 1946       | 21.81%     | 1970       | 1,033      |
| 1956       | 21.65%     | 1972       | 1,025      |
| 1952       | 20.69%     | 1976       | 1,010      |
| 1950       | 20.59%     | 1975       | 994        |
| 1958       | 20.53%     | 1977       | 946        |
| 1960       | 20.47%     | 1968       | 903        |

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

| School <sup>2</sup>            | Participants | Part. Donors | % Donors | Alum Non-Part. | Alum Non-Par Donor | % Non-Part Donor |
|--------------------------------|--------------|--------------|----------|----------------|--------------------|------------------|
| Intercollegiate Athletics      | 1,816        | 1,781        | 98.07%   |                |                    |                  |
| UW Medicine                    | 4,129        | 3,133        | 75.88%   | 20,897         | 3,399              | 16.27%           |
| Arts and Sciences              | 14,065       | 3,296        | 23.43%   | 136,667        | 8,111              | 5.93%            |
| Built Environments             | 1,562        | 702          | 44.94%   | 7,418          | 783                | 10.56%           |
| Business School                | 6,245        | 1,696        | 27.16%   | 34,229         | 3,273              | 9.56%            |
| Dentistry                      | 1,943        | 781          | 40.20%   | 2,946          | 419                | 14.22%           |
| Education                      | 1,916        | 406          | 21.19%   | 16,337         | 975                | 5.97%            |
| Engineering                    | 2,825        | 972          | 34.41%   | 31,507         | 3,303              | 10.48%           |
| Environment                    | 1,321        | 594          | 44.97%   | 10,809         | 1,097              | 10.15%           |
| Evans School of Public Affairs | 755          | 293          | 38.81%   | 2,169          | 316                | 14.57%           |
| Graduate School                | 407          | 214          | 52.58%   | 2,082          | 5                  | 0.24%            |
| Information School             | 748          | 233          | 31.15%   | 4,364          | 623                | 14.28%           |
| Law                            | 2,141        | 925          | 43.20%   | 6,480          | 1,120              | 17.28%           |
| Libraries                      | 1,158        | 1,118        | 96.55%   |                |                    |                  |
| Nursing                        | 995          | 445          | 44.72%   | 8,176          | 1,369              | 16.74%           |
| Pharmacy                       | 384          | 234          | 60.94%   | 3,487          | 903                | 25.90%           |
| Public Health                  | 611          | 211          | 34.53%   | 3,925          | 391                | 9.96%            |
| Social Work                    | 816          | 264          | 32.35%   | 6,039          | 709                | 11.74%           |
| UW Bothell                     | 757          | 242          | 31.97%   | 7,673          | 631                | 8.22%            |
| UW Tacoma                      | 516          | 230          | 44.57%   | 9,043          | 877                | 9.70%            |

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

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

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

Source: University of Washington Alumni Association



**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. UWMC Radiology Waiting Room Expansion No. 203515  
Action Reported: Select Architect/Adopt Budget

On December 30, 2010, an architectural agreement was awarded to NBBJ Architects for the University of Washington Medical Center (UWMC) Radiology Waiting Room Expansion project under their existing Master Term Agreement for Architectural Services contract. The agreement amount is \$125,813 for basic services versus a budget value of \$176,130 for design consultants. The balance of the design budget is intended for hazardous materials design, preconstruction balancing and load testing, interior design and a previously completed predesign.

NBBJ Architecture has an extensive history of design projects at the University of Washington and at a national level working at educational facilities, including the Magnuson Health Sciences Center T-Wing School of Medicine 5<sup>th</sup> Floor Renovation, UWMC Surgery Pavilion, UWMC Medical Specialties and the current UWMC Expansion Project (Phase I).

The UWMC Radiology Waiting Room Expansion renovates and expands the department's waiting room and reception desk located on the 2<sup>nd</sup> floor. The existing reception desk and waiting room will be reconfigured and expanded. The gowned waiting and dressing room areas will be reconfigured and expanded, and a vacant records room will be eliminated. The design will complete in April, 2011. Construction begins in May and completes in November, 2011.

The project budget is established at \$1,291,000. Funding of \$1,291,000 will be provided from 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 | \$176,130               | \$176,130                   |
| Total Construction Cost*  | \$995,255               | \$995,255                   |
| Other Costs               | \$17,240                | \$17,240                    |
| Project Administration    | \$102,375               | \$102,375                   |
| Total Project Budget      | \$1,291,000             | \$1,291,000                 |

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

2. Benjamin Hall Interdisciplinary Research Building Hochberg P1 Optics Lab Tenant Improvement Project No. 203369  
Action Reported: Budget Establishment and Adjustment

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.

On August 23, 2010, a change order request for design-build services was executed with M.A. Mortenson for the Benjamin Hall Interdisciplinary Research Building Hochberg P1 Optics Laboratory Tenant Improvement project establishing a project budget of \$1,350,000. The agreement amount for design and construction was \$1,200,000. 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.

On February 22, 2011, the project budget was increased by \$300,000 to \$1,650,000. The added cost is a result of increasing the occupants from 20-25 persons to 35 persons. A more robust optics laboratory necessitates increased infrastructure, particularly electrical power requirements and adding a toilet room.

VII. STANDING COMMITTEES

B. Finance, Audit and Facilities Committee

Actions Taken Under Delegated Authority (continued p. 3)

Construction is planned to start in early March 2011 for completion in June with occupancy planned for early July 2011.

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.

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

| Budget Summary:                          | Current Approved Budget | Forecast Cost At Completion |
|------------------------------------------|-------------------------|-----------------------------|
| Total Consultant Svcs*                   | 7,000                   | 7,000                       |
| Total Design – Build Construction Cost** | 1,200,000               | 1,482,491                   |
| Other Costs                              | 83,000                  | 85,509                      |
| Project Administration                   | 60,000                  | 75,000                      |
| Total Project Budget                     | 1,350,000               | 1,650,000                   |

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

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

VII. STANDING COMMITTEES

B. Finance, Audit and Facilities Committee

Investment Performance Report, Second Quarter Fiscal Year 2011

For information only.

*Attachment*

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

# UNIVERSITY OF WASHINGTON INVESTMENT PERFORMANCE REPORT SECOND QUARTER FISCAL YEAR 2011

*As of December 31, 2010*



TREASURER, BOARD OF REGENTS  
TREASURY OFFICE

*Published February 2011*



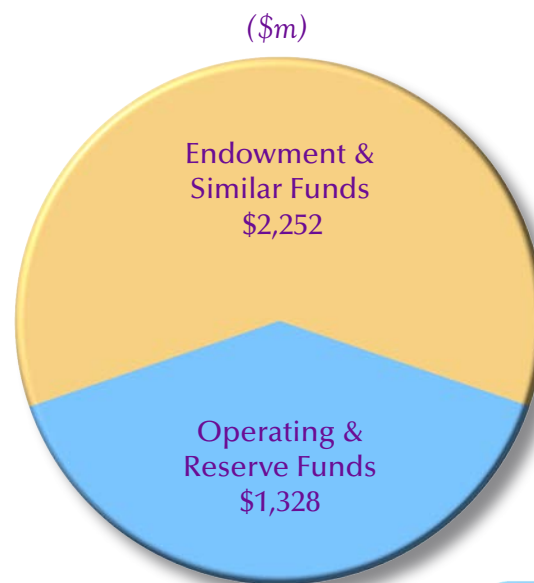
UNIVERSITY OF WASHINGTON  
CONSOLIDATED ENDOWMENT FUND (CEF)  
INVESTMENT PERFORMANCE REPORT  
SECOND QUARTER FISCAL YEAR 2011

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# TREASURY ASSETS<sup>1</sup>

As of December 31, 2010—\$3.6b



## Endowment & Similar Funds

|                             |                |
|-----------------------------|----------------|
| Endowment Funds             | \$1,647        |
| Operating Funds             | <u>441</u>     |
| Consolidated Endowment Fund | 2,088          |
| Life Income Trusts          | 70             |
| Outside Trusts              | 51             |
| Non-CEF Endowments          | 11             |
| Permanent Fund <sup>5</sup> | <u>32</u>      |
|                             | <u>\$2,252</u> |

## Operating & Reserve Funds

|                                                        |                |
|--------------------------------------------------------|----------------|
| Invested Funds <sup>2</sup>                            | \$1,177        |
| Funds on Deposit with State of Washington <sup>3</sup> | 22             |
| Bond Proceeds and Reserves <sup>4</sup>                | 129            |
|                                                        | <u>\$1,328</u> |

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

2. The Invested Funds holds Consolidated Endowment Fund units valued at \$441. To avoid double counting, the dollars are included only in the CEF totals.

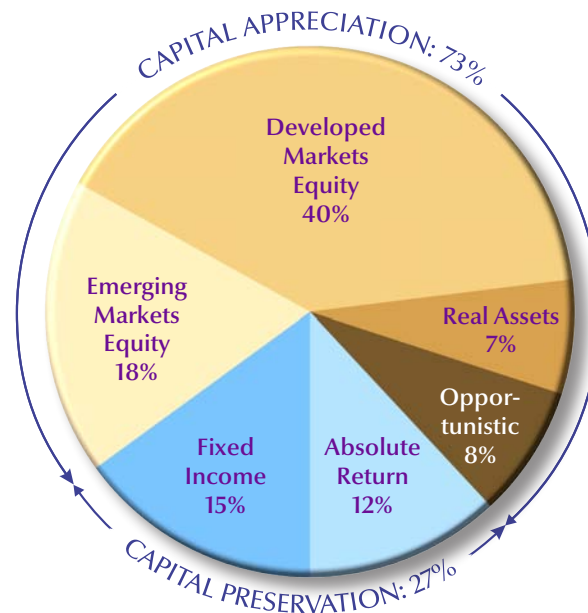
3. Bond Retirement Fund and Building Fund.

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

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

# CEF ASSET ALLOCATION <sup>1</sup>

As of December 31, 2010— \$2,088m



|                                   | Current Allocation (\$m) |             | Target | Policy Range |
|-----------------------------------|--------------------------|-------------|--------|--------------|
| Emerging Markets Equity           | \$369                    | 18%         | 17%    |              |
| Developed Markets Equity          | \$840                    | 40%         | 36%    |              |
| Real Assets                       | \$143                    | 7%          | 11%    |              |
| Opportunistic                     | \$166                    | 8%          | 6%     |              |
| Capital Appreciation <sup>2</sup> | \$1,518                  | 73%         | 70%    | 55%–85%      |
| Absolute Return                   | \$247                    | 12%         | 15%    |              |
| Fixed Income <sup>3</sup>         | \$323                    | 15%         | 15%    |              |
| Capital Preservation              | \$570                    | 27%         | 30%    | 15%–45%      |
| <b>Total CEF</b>                  | <b>\$2,088</b>           | <b>100%</b> |        |              |

<sup>1</sup> At 12/31/10 Int'l exposure: 38%, foreign currency exposure: 35%.

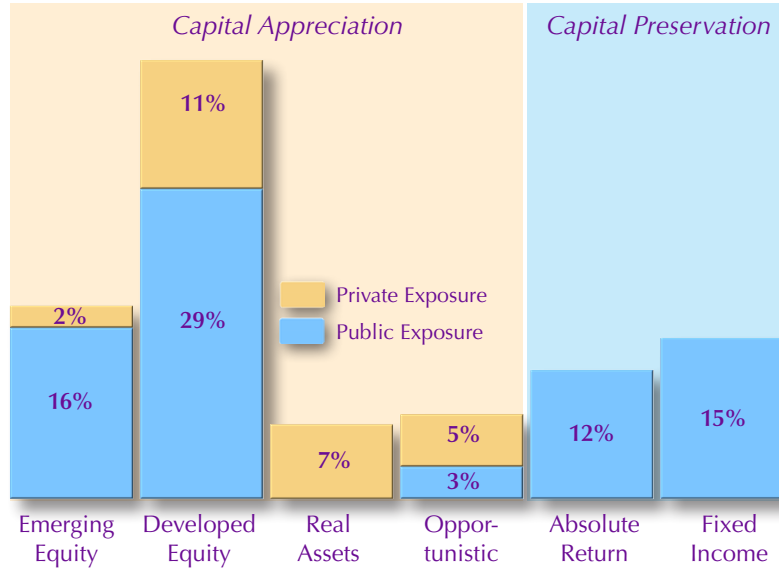
<sup>2</sup> Includes 26% current exposure to private investment and 10% uncalled capital commitment.

<sup>3</sup> Includes allocation to cash.

# CEF EXPOSURES

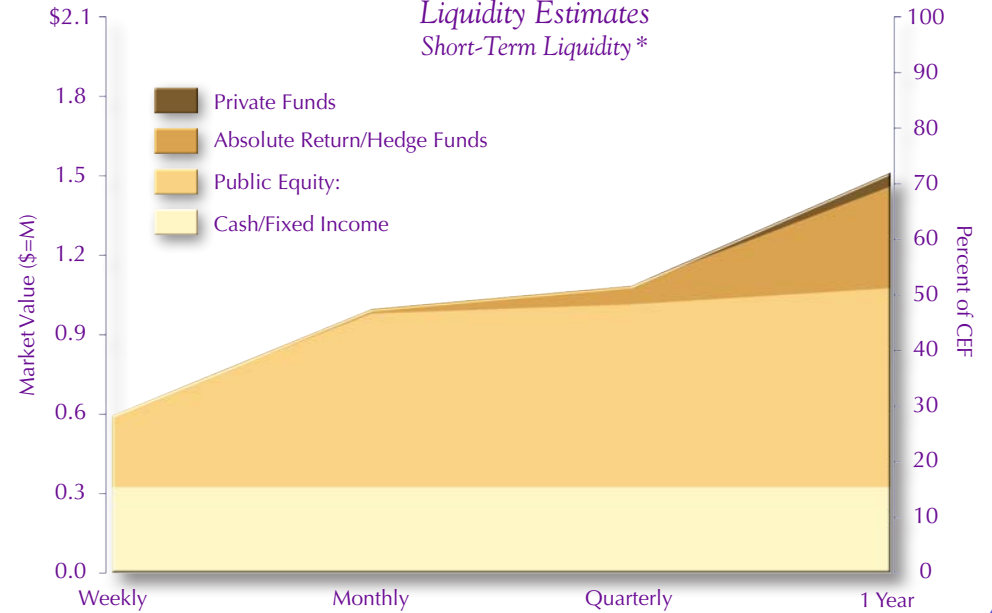
For the Quarter ending December 31, 2010— \$2,088m

Public/Private Exposure by Strategy\*



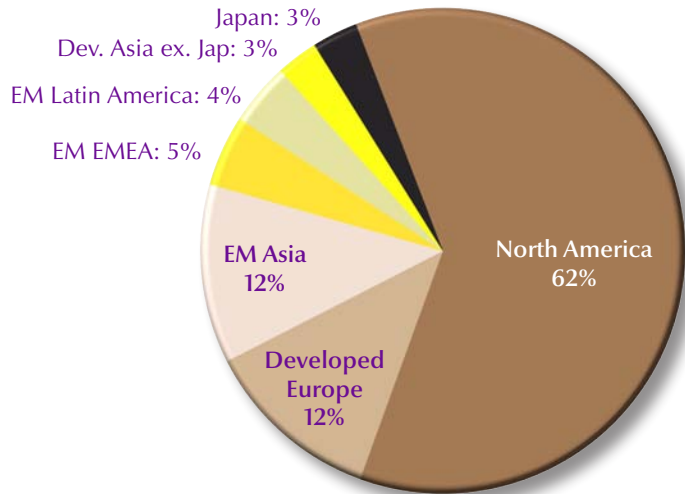
\*Includes 26% current exposure to private investment and 10% uncalled capital commitment

Liquidity Estimates  
Short-Term Liquidity\*



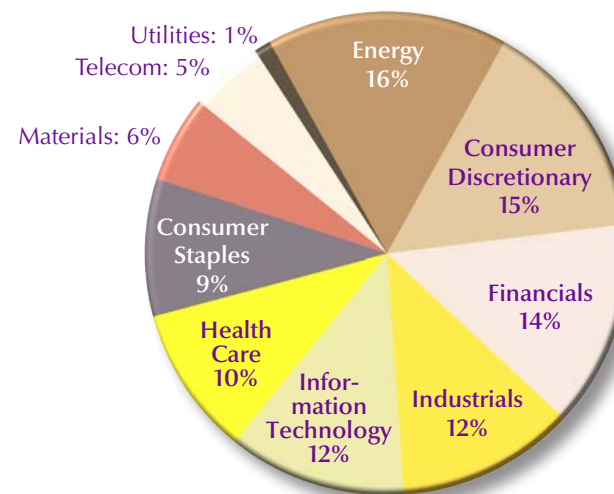
\*72% of the CEF liquid within one year.

Geographic Exposure\*



\* Foreign currency exposure as of December 31, 2010: 35%

Equity Sector Exposure\*



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

# CEF PERFORMANCE SUMMARY

For the Quarter ending December 31, 2010— \$2,088m

## Total Returns <sup>1</sup> (%)

|                                    | 2 <sup>nd</sup> Qtr<br>FY 2011 | Rolling Years |            |            |
|------------------------------------|--------------------------------|---------------|------------|------------|
|                                    |                                | 1-Year        | 5-Year     | 10-Year    |
| <b>Total CEF Return</b>            | <b>4.7</b>                     | <b>11.6</b>   | <b>5.1</b> | <b>6.0</b> |
| Strategy Weighted Policy Benchmark | 5.3                            | 10.9          | 5.9        | 5.6        |
| <b>Capital Appreciation</b>        | <b>6.2</b>                     | <b>13.2</b>   | <b>4.9</b> | <b>5.5</b> |
| MSCI ACWI                          | 8.8                            | 13.2          | 4.0        | 3.7        |
| <b>Capital Preservation</b>        | <b>1.0</b>                     | <b>6.0</b>    | <b>5.0</b> | <b>5.9</b> |
| BC Government Bond                 | -2.3                           | 5.5           | 5.5        | 5.4        |

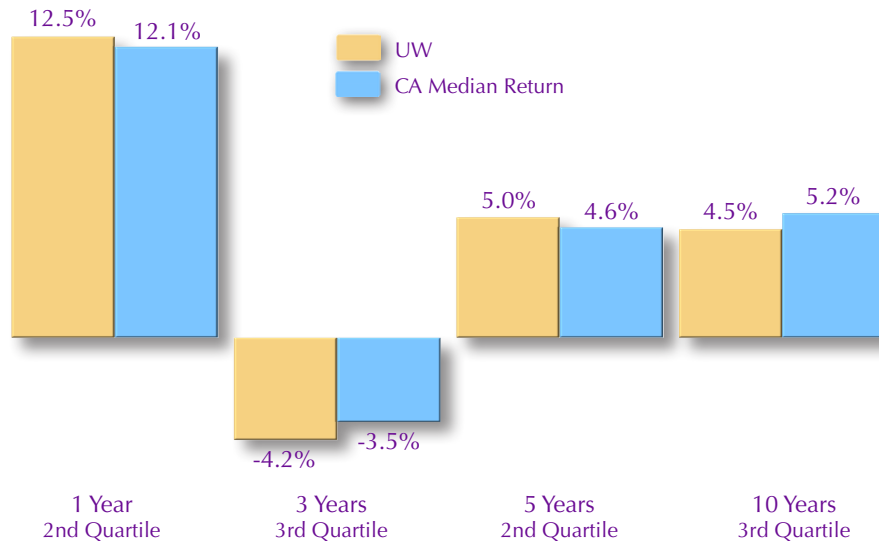
<sup>1</sup> Average Annual Compound Return.

## Total Returns <sup>1</sup> (%)

|                                    | FYTD<br>2011 | Fiscal Years |              |            |
|------------------------------------|--------------|--------------|--------------|------------|
|                                    |              | 2010         | 2009         | 2008       |
| <b>Total CEF Return</b>            | <b>11.6</b>  | <b>12.5</b>  | <b>-23.5</b> | <b>2.0</b> |
| Strategy Weighted Policy Benchmark | 13.6         | 9.8          | -16.5        | 1.1        |
| <b>Capital Appreciation</b>        | <b>15.6</b>  | <b>13.7</b>  | <b>-29.2</b> | <b>1.0</b> |
| MSCI ACWI                          | 24.6         | 12.3         | -28.9        | -8.8       |
| <b>Capital Preservation</b>        | <b>2.4</b>   | <b>10.8</b>  | <b>-9.6</b>  | <b>4.0</b> |
| BC Government Bond                 | 0.1          | 6.5          | 6.6          | 9.7        |

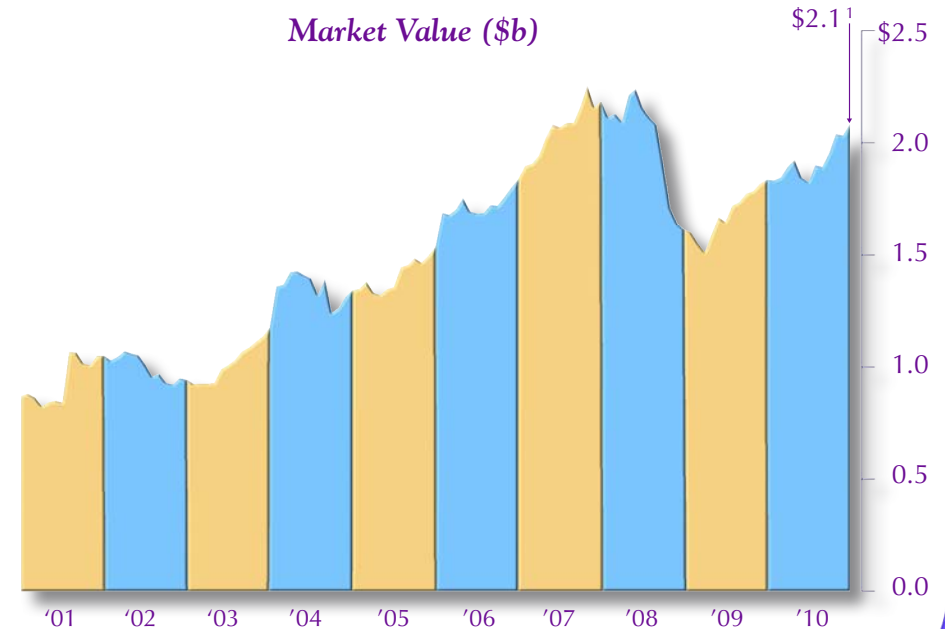
<sup>1</sup> Average Annual Compound Return.

## UW & Cambridge Associates <sup>1</sup> Returns for periods ending 6/30/10



<sup>1</sup> Cambridge Associates College and University Investment Pool Top 50 (by Investment Pool Market Value)

## Market Value (\$b)



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



# CEF ACTIVITY

For the Quarter ending December 31, 2010— \$2,088m

|                           | (\$m)                 |                       |                       |                       |                       |
|---------------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
|                           | <u>FYTD 2011</u>      | <u>FY 2010</u>        | <u>FY 2009</u>        | <u>5 Years</u>        | <u>10 Years</u>       |
| <b>Beginning Balance*</b> | <b><u>\$1,830</u></b> | <b><u>\$1,649</u></b> | <b><u>\$2,161</u></b> | <b><u>\$1,538</u></b> | <b><u>\$1,129</u></b> |
| Gifts                     | 28                    | 43                    | 84                    | 406                   | 618                   |
| Transfers                 | <u>3</u>              | <u>5</u>              | <u>10</u>             | <u>46</u>             | <u>85</u>             |
| <b>Total Additions</b>    | <b><u>\$31</u></b>    | <b><u>\$48</u></b>    | <b><u>\$94</u></b>    | <b><u>\$452</u></b>   | <b><u>\$703</u></b>   |
| Operating Funds Purchases | 50                    | 8                     | 3                     | 121                   | 207                   |
| Net Investment Return     | 221                   | 201                   | (515)                 | 450                   | 868                   |
| Distributions             | (35)                  | (59)                  | (75)                  | (381)                 | (675)                 |
| Administrative Fees       | (2)                   | (4)                   | (4)                   | (19)                  | (30)                  |
| Advancement Support       | <u>(8)</u>            | <u>(14)</u>           | <u>(14)</u>           | <u>(74)</u>           | <u>(114)</u>          |
| <b>Ending Balance</b>     | <b><u>\$2,088</u></b> | <b><u>\$1,830</u></b> | <b><u>\$1,649</u></b> | <b><u>\$2,088</u></b> | <b><u>\$2,088</u></b> |
| Net Change                | \$258                 | \$181                 | (\$512)               | \$550                 | \$959                 |

# CEF PERFORMANCE BY STRATEGY

Total Return<sup>1</sup> as of December 31, 2010

|                                       | 2 <sup>nd</sup> Qtr FY '11                              | 1 Year      | 3 Years     | 5 Years     | 10 Years    |             |
|---------------------------------------|---------------------------------------------------------|-------------|-------------|-------------|-------------|-------------|
| <b>Consolidated Endowment Fund</b>    | <b>4.7</b>                                              | <b>11.6</b> | <b>-2.6</b> | <b>5.1</b>  | <b>6.0</b>  |             |
| Capital<br>Appreciation               | <b>Capital Appreciation</b>                             | <b>6.2</b>  | <b>13.2</b> | <b>-4.0</b> | <b>4.9</b>  | <b>5.5</b>  |
|                                       | MSCI ACWI                                               | 8.8         | 13.2        | -3.8        | 4.0         | 3.7         |
|                                       | <b>Emerging Markets Equity</b>                          | <b>6.9</b>  | <b>25.6</b> | <b>1.3</b>  | <b>17.3</b> | <b>19.1</b> |
|                                       | MSCI EMF                                                | 7.4         | 19.2        | 0.0         | 13.1        | 15.9        |
|                                       | <b>Developed Markets Equity</b>                         | <b>7.2</b>  | <b>13.1</b> | <b>-3.5</b> | <b>3.5</b>  | <b>4.4</b>  |
|                                       | MSCI World                                              | 9.1         | 12.3        | -4.3        | 3.0         | 2.8         |
|                                       | <b>Real Assets<sup>2</sup></b>                          | <b>3.4</b>  | <b>1.7</b>  | <b>-8.9</b> | <b>1.3</b>  | –           |
|                                       | NCREIF Property Index                                   | 3.9         | 5.8         | -4.6        | 3.7         | –           |
|                                       | CA Natural Resources                                    | 7.3         | 13.6        | 5.4         | 14.8        | –           |
|                                       | <b>Opportunistic<sup>3</sup></b>                        | <b>2.2</b>  | –           | –           | –           | –           |
| MSCI ACWI                             | 8.8                                                     | –           | –           | –           | –           |             |
| Capital<br>Preservation               | <b>Capital Preservation</b>                             | <b>1.0</b>  | <b>6.0</b>  | <b>0.4</b>  | <b>5.0</b>  | <b>5.9</b>  |
|                                       | BC Government Bond                                      | -2.3        | 5.5         | 5.1         | 5.5         | 5.4         |
|                                       | <b>Absolute Return (including historic MAS returns)</b> | <b>2.8</b>  | <b>10.7</b> | <b>1.9</b>  | <b>7.1</b>  | <b>8.1</b>  |
|                                       | HFRI Conservative plus historic MAS benchmark)          | 2.5         | 4.6         | 2.4         | 5.1         | 5.1         |
| <b>Fixed Income</b>                   | <b>-0.2</b>                                             | <b>2.5</b>  | <b>0.6</b>  | <b>3.2</b>  | <b>4.0</b>  |             |
| BC Government Bond                    | -2.3                                                    | 5.5         | 5.1         | 5.5         | 5.4         |             |
| <i>Public Market Indices</i>          |                                                         |             |             |             |             |             |
| S&P                                   | 10.8                                                    | 15.1        | -2.9        | 2.3         | 1.4         |             |
| NASDAQ                                | 12.0                                                    | 16.9        | -1.5        | 2.8         | 0.3         |             |
| NAREIT                                | 3.9                                                     | 5.8         | -4.6        | 3.7         | 7.3         |             |
| MSCI EAFE                             | 6.7                                                     | 8.2         | -6.5        | 2.9         | 3.9         |             |
| CG World Bond Index (unhedged to USD) | -1.8                                                    | 5.2         | 6.1         | 7.1         | 7.0         |             |

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

<sup>2</sup> Provided by Cambridge Associates on a quarter lag.

<sup>3</sup> New strategies reflecting data starting 7/1/2010.

# INVESTED FUNDS (IF)

For the Quarter ending December 31, 2010

## Total Return<sup>1</sup> (%)

|                                 | 2 <sup>nd</sup> Qtr<br>FY 2011 | 1-Year     | 5-Year     | 10-Year    |
|---------------------------------|--------------------------------|------------|------------|------------|
| <b>IF including CEF units</b>   | <b>0.7</b>                     | <b>5.8</b> | <b>4.5</b> | <b>5.0</b> |
| Weighted Benchmark              | 0.8                            | 5.4        | 5.2        | 4.8        |
| <b>IF excluding CEF units</b>   | <b>-0.8</b>                    | <b>3.7</b> | <b>4.4</b> | <b>4.6</b> |
| Weighted Benchmark              | -0.9                           | 3.2        | 4.7        | 4.6        |
| <b>Cash Pool</b>                | <b>0.0</b>                     | <b>0.3</b> | <b>3.7</b> | <b>3.8</b> |
| Cash Benchmark <sup>2</sup>     | 0.0                            | 0.1        | 3.4        | 3.6        |
| <b>Liquidity Pool</b>           | <b>-1.3</b>                    | <b>5.7</b> | <b>4.7</b> | <b>4.9</b> |
| Barclays Intermediate Govt Bond | -1.6                           | 5.0        | 5.4        | 5.1        |

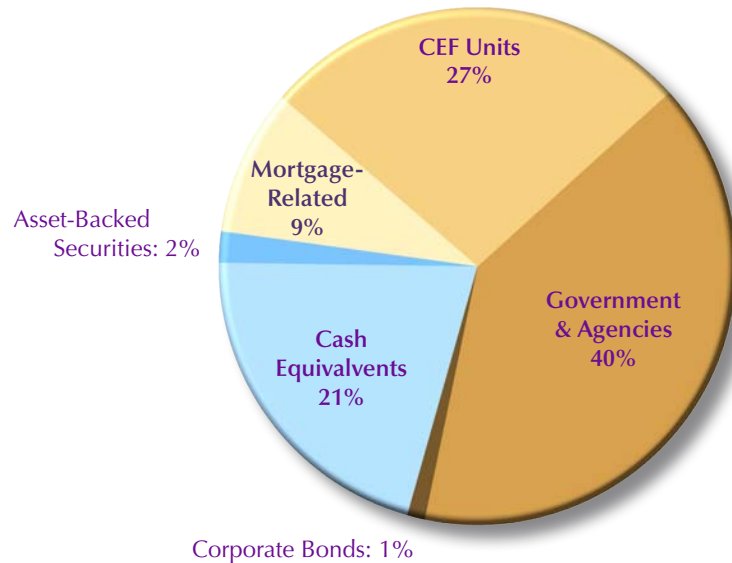
<sup>1</sup> Average Annual Compound Return

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

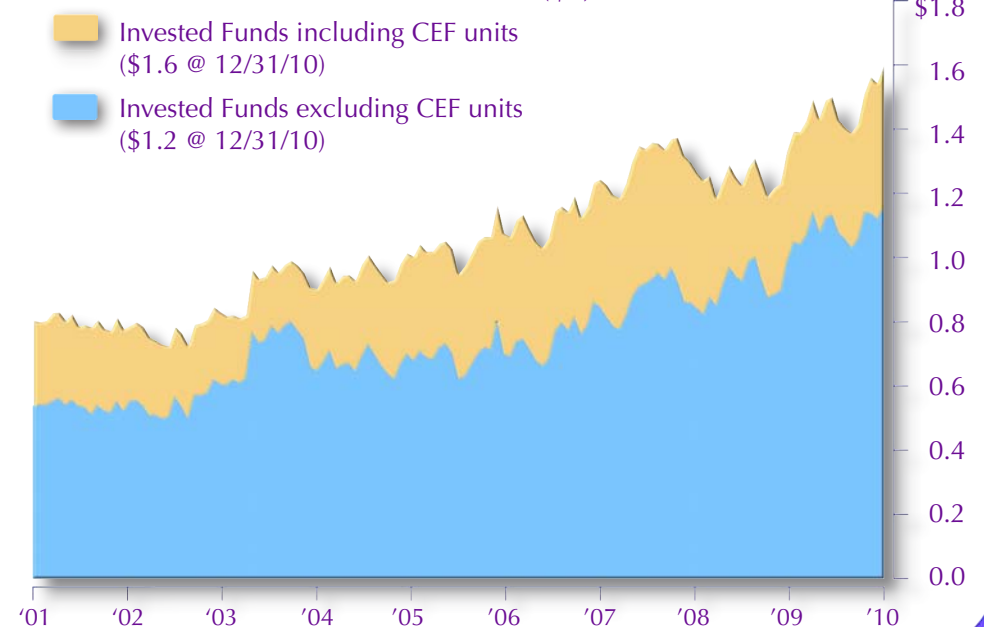
## Fund Allocation by Pool (\$m)

|                                        | Fund Allocation |             | Range   | Duration<br>in Years |         |
|----------------------------------------|-----------------|-------------|---------|----------------------|---------|
|                                        |                 |             |         | Actual               | Maximum |
| Cash Pool                              | \$481           | 30%         | 10%–40% | 0.4                  | 3.0     |
| Liquidity Pool                         | \$697           | 43%         | 30%–60% | 3.5                  | 4.2     |
| <b>Total Cash &amp; Liquidity Pool</b> | <b>\$1,177</b>  | <b>73%</b>  |         |                      |         |
| CEF Units held by IF                   | \$441           | 27%         | 15%–40% |                      |         |
| <b>Total Invested Funds</b>            | <b>\$1,618</b>  | <b>100%</b> |         |                      |         |

## Mix of Investments



## Market Value (\$b)





# CEF SPENDING UPDATE

For the Quarter ending December 31, 2010

## New Policy, Approved October 21, 2010

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

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

|                                        | FY 2008     | <i>Interim</i> |             | FY 2011 (est.) |
|----------------------------------------|-------------|----------------|-------------|----------------|
|                                        |             | FY 2009        | FY 2010     |                |
| Beginning Market Value                 | \$2,073,519 | \$2,161,438    | \$1,649,159 | \$1,829,868    |
| Distributions <sup>1</sup>             | \$94,314    | \$75,478       | \$59,015    | \$74,600       |
| Effective Spending Rate                | 4.5%        | 3.5%           | 3.6%        | 4.1%           |
| Administrative Fees <sup>2</sup>       | \$21,331    | \$18,004       | \$17,908    | \$19,400       |
| Effective Spending Rate Including Fees | 5.6%        | 4.3%           | 4.7%        | 5.1%           |
| Total Return                           | 2.0%        | -23.3%         | 12.5%       |                |

<sup>1</sup> Actual distributions are administered on a quarterly and per unit basis. New gifts are added quarterly and receive payouts at the next distribution date.

<sup>2</sup> Administrative fees supporting Advancement (80 bps) and Treasury (20 bps) were based on prior quarters' market value prior to the new spending policy.

### Quarterly Market Values and Additions(\$k)

|            | Value       | Additions | Additions as % |
|------------|-------------|-----------|----------------|
| 06/30/2008 | \$2,161,438 | \$34,311  | 1.6%           |
| 09/30/2008 | \$1,901,352 | \$26,187  | 1.4%           |
| 12/31/2008 | \$1,617,610 | \$20,809  | 1.3%           |
| 03/31/2009 | \$1,515,209 | \$12,194  | 0.8%           |
| 06/30/2009 | \$1,649,159 | \$11,829  | 0.7%           |
| 09/30/2009 | \$1,776,688 | \$7,786   | 0.4%           |
| 12/31/2009 | \$1,840,054 | \$17,101  | 0.9%           |
| 03/31/2010 | \$1,897,286 | \$11,615  | 0.6%           |
| 06/30/2010 | \$1,829,868 | \$20,240  | 1.1%           |
| 09/30/2010 | \$1,956,910 | \$10,398  | 0.5%           |
| 12/31/2010 | \$2,088,000 | \$24,260  | 1.2%           |

### Per Unit Distributions FY '08–FY '11

|                                | Year-Over-Year Payout Per Unit | Change |
|--------------------------------|--------------------------------|--------|
| FY08 Four Quarter Total        | \$4.176                        | NA     |
| FY09 Four Quarter Total        | \$3.132                        | -25%   |
| FY10 Four Quarter Total        | \$2.349                        | -25%   |
| FY11 Four Quarter Total (est.) | \$2.821                        | +20%   |

- FY '09 per unit payouts were 25% less than FY '08 payouts.
- FY '10 per unit payouts were 25% less than FY '09 payouts.

# SUMMARY OF ACTIONS TAKEN UNDER BOARD DELEGATED AUTHORITIES

## JANUARY 1, 2010 THROUGH DECEMBER 31, 2010 (\$m)

*By the Chief Investment Officer*

### *Public Markets*

| Approved | Action          | Manager / Fund                         | Strategy                                                         | Investment (\$m) |
|----------|-----------------|----------------------------------------|------------------------------------------------------------------|------------------|
| 01/22/10 | Addition        | Arrowstreet International Equity       | Developed Markets Equity                                         | \$25.0           |
| 01/22/10 | Reduction       | State Street S&P 500 Futures           | Developed Markets Equity                                         | -\$14.5          |
| 01/22/10 | Addition        | Wellington Dividend Growth             | Developed Markets Equity                                         | \$30.0           |
| 07/07/10 | Closed Position | Goldman Sachs - MSCI All World Swap    | Developed Markets Equity                                         | -\$30.0          |
| 07/26/10 | Closed Position | UBS - MSCI All World Swap              | Developed Markets Equity                                         | -\$30.0          |
| 08/04/10 | Closed Position | Goldman Sachs - EAFE Swap              | Developed Markets Equity                                         | -\$20.0          |
| 08/04/10 | Closed Position | Goldman Sachs - MSCI All World Swap    | Developed Markets Equity                                         | -\$20.0          |
| 08/13/10 | Addition        | City of London Special Situations Fund | Developed Markets Equity                                         | \$20.0           |
| 09/24/10 | Redemption      | HIG Brightpoint                        | Developed Markets Equity                                         | -\$9.0           |
| 10/15/10 | Addition        | Wellington Dividend Growth             | Developed Markets Equity                                         | \$30.0           |
| 11/04/10 | Addition        | Arisaig Africa                         | Developed Markets Equity                                         | \$15.0           |
| 08/13/10 | Reduction       | City of London - Managed Account       | Emerging Markets                                                 | -\$10.0          |
| 06/24/10 | Consolidate     | Income Research                        | Fixed Income (combine two accounts)                              | \$40.0           |
| 01/22/10 | Reallocation    | Arrowstreet International Equity       | International Developed<br>(change from international to global) | \$25.0           |

### *Private Markets*

|          |           |                                      |                          |         |
|----------|-----------|--------------------------------------|--------------------------|---------|
| 01/22/10 | New       | Deerfield International              | Absolute Return          | \$20.0  |
| 03/08/10 | New       | Convexity Capital Management         | Absolute Return          | \$25.0  |
| 09/24/10 | Addition  | SIR Capital Management               | Absolute Return          | \$15.0  |
| 11/04/10 | Addition  | Convexity Capital Management         | Absolute Return          | \$15.0  |
| 11/04/10 | Terminate | Tiger Asia                           | Absolute Return          | -\$14.0 |
| 12/06/10 | Addition  | Valinor Capital Partners             | Absolute Return          | \$15.0  |
| 01/15/10 | Reup      | Battery Ventures IX                  | Developed Markets Equity | \$8.0   |
| 04/30/10 | Reup      | Riverside Europe IV                  | Developed Markets Equity | \$8.0   |
| 06/24/10 | New       | RimRock High Quality Opportunity III | Opportunistic            | \$20.0  |
| 07/16/10 | New       | Rockland Power Partners              | Real Assets              | \$9.0   |

VII. STANDING COMMITTEES

B. Finance, Audit and Facilities Committee

Metropolitan Tract Performance Report for the Quarter Ended December 30, 2010

For information only.

*Attachment*

Metropolitan Tract Quarterly Report, Q4 as of 12/30/2010

# Metropolitan Tract Quarterly Report

Q4 as of 12/31/2010

## Q4 Notables:

- The Net Cash Flow for Q4 and the year ended 12/31/2010 was significantly higher than budget due to the timing of cash payments from Unico, less capital spent than anticipated, and higher energy cost savings rebates from Unico.
- Unico's YTD 2010 results are about even with 2009 with strong leasing across the portfolio pushing occupancy to 89% by year end.
- The Hotel is up by 0.4% year over year as a result of increased occupancy.

## Market News:

- Office market vacancy declined in the 3rd quarter and now rests just above 18%. Market activity continues to improve and tenant lease commitments are on the rise likely due to a perception that the market has hit bottom. There is a general consensus that the office market is stabilizing although no rent growth is expected before late 2011 or early 2012.
- Amazon continues to occupy its new headquarters in South Lake Union as the buildings are completed and, in addition, is expected to announce additional leasing of 450,000 sf at 1918 8th Avenue. With expected lease signings by Zillow.com and Dendreon at Russell Investment Center, only the top two floors of the building remain unleased. Lastly, Isilon Systems has leased approximately 140,000 sf at 505 1st Avenue South from Starbucks effectively filling this newly constructed building.

## Operations & Cash Flow

(Millions \$ - cash flow basis)

|                                            | Q4<br>2010 | YTD<br>2010 | Budget<br>2010 | 2009      | 2008       | 2007       |
|--------------------------------------------|------------|-------------|----------------|-----------|------------|------------|
| Revenues <sup>1</sup>                      | \$ 5.06    | \$ 26.83    | \$ 20.62       | \$ 26.33  | \$ 24.42   | \$ 25.41   |
| Operating Expenses <sup>2</sup>            | \$ (0.19)  | \$ (4.12)   | \$ (3.72)      | \$ (3.84) | \$ (3.50)  | \$ (3.73)  |
| Net Operating Income                       | \$ 4.87    | \$ 22.71    | \$ 16.90       | \$ 22.50  | \$ 20.91   | \$ 21.68   |
| Non-Operating Expenses                     | \$ (0.54)  | \$ (2.05)   | \$ (2.30)      | \$ (3.02) | \$ (2.67)  | \$ (1.80)  |
| Net Income                                 | \$ 4.33    | \$ 20.66    | \$ 14.60       | \$ 19.47  | \$ 18.24   | \$ 19.88   |
| Debt Repayment (Borrowing)                 | \$ -       | \$ -        | \$ -           | \$ -      | \$ -       | \$ (8.00)  |
| Capital & Tenant Improvements <sup>3</sup> | \$ (0.95)  | \$ (4.95)   | \$ (6.85)      | \$ (3.76) | \$ (12.87) | \$ (11.65) |
| Net Cash Flow                              | \$ 3.38    | \$ 15.72    | \$ 7.75        | \$ 15.71  | \$ 5.38    | \$ 0.23    |
| Distribution to University                 | \$ (8.00)  | \$ (8.00)   | \$ (8.00)      | \$ (8.00) | \$ (8.00)  | \$ (8.00)  |
| Increase/(Decrease) in Cash                | \$ (4.62)  | \$ 7.72     | \$ (0.25)      | \$ 7.71   | \$ (2.62)  | \$ (7.77)  |

<sup>1</sup> Revenues include rent from tenant leases, operating savings payments from Unico and Leashold Excise Tax receipts from tenants.

<sup>2</sup> Operating Expenses include Leashold Excise Tax payments, earthquake insurance, professional fees and Met Tract Real Estate Office management expenses. Some payments occur in the second half of the year.

<sup>3</sup> Unico and Rainier Tower.

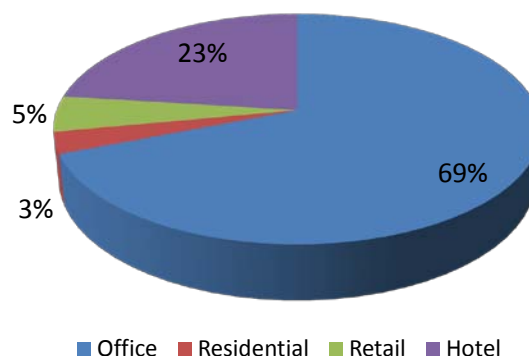
## Assets Under Management

## Product Type

| 2009     | Valuation<br>(Millions \$) | 2008     |
|----------|----------------------------|----------|
| \$338.3M | Office Buildings           | \$366.0M |
| \$110.8M | Olympic Hotel              | \$111.0M |
| \$30.5M  | Cobb Building              | \$29.0M  |
| \$479.6M |                            | \$505.0M |

- Internal Valuation as of 12/31/2009
- UW portion of 2009 value is approx. \$342M
- 2009 decrease driven by higher cap rates and lower market rents
- Key assumptions include lease up rates, TI's, exit cap and discount rates

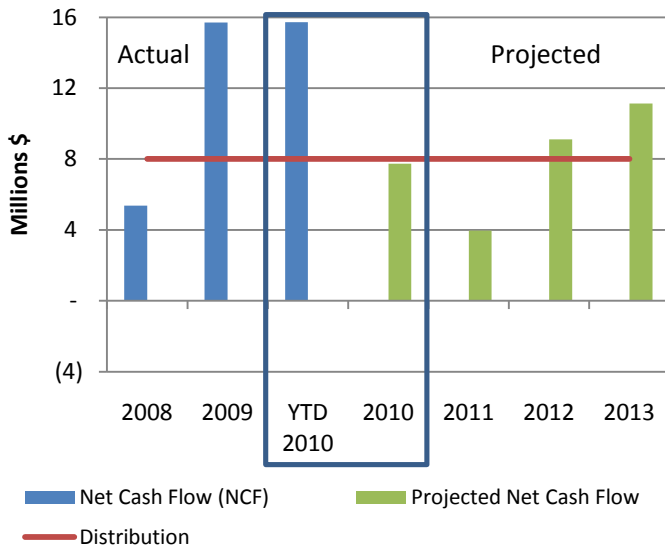
## Product Type (by RSF)



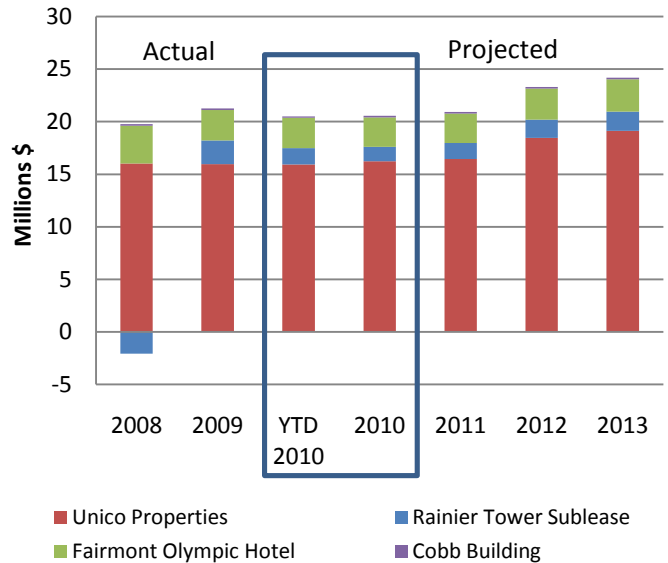
# Metropolitan Tract Quarterly Report

Q4 as of 12/31/2010

### UW Distribution & Cash Flow



### Total UW Rent Earned



- Distribution has consistently been \$8M / year.

- NCF is impacted by capital expenses. Total 2010 capital was projected to be \$6.8M; however only \$4.9M was spent.

- Rent earned from each lease; does not include cash flow items or misc. revenue.

- Projected rent is based on Argus model of 12/31/09.

- Rainier Tower Sublease revenue is recorded net of direct operating expenses and capital.

## Metropolitan Tract Portfolio



#### Unico Portfolio

|                   |            |
|-------------------|------------|
| Rainier Tower     | 569,155 sf |
| Financial Center  | 339,527 sf |
| Puget Sound Plaza | 274,885 sf |
| IBM Building      | 225,129 sf |
| Skinner Building  | 193,672 sf |

|                          |                     |
|--------------------------|---------------------|
| <b>Total</b>             | <b>1,602,368 sf</b> |
| Retail Space             | 141,806             |
| Parking Stalls           | 744                 |
| <b>Lease Expiration:</b> | <b>10/31/2014</b>   |

#### Cobb Building

|                          |                  |
|--------------------------|------------------|
| Residential Units        | 91               |
| Retail Space             | 18,717           |
| <b>Lease Expiration:</b> | <b>3/22/2050</b> |

#### Rainier Tower Sublease

|                          |                   |
|--------------------------|-------------------|
| Sublease Space           | 379,463           |
| <b>Lease Expiration:</b> | <b>10/31/2017</b> |

#### Fairmont Olympic Hotel

|                          |                  |
|--------------------------|------------------|
| Luxury Hotel Rooms       | 450              |
| Office Space             | 15,500           |
| Retail Space             | 28,000           |
| Parking Stalls           | 787              |
| <b>Lease Expiration:</b> | <b>10/1/2040</b> |

## VII. STANDING COMMITTEES

## B. Finance, Audit and Facilities Committee

2011–12 Residence Hall, Single Student Apartment and Family Housing Rate AdjustmentsRECOMMENDED ACTION:

It is the recommendation of the administration and the Finance, Audit and Facilities Committee that the Board of Regents approve the proposed 2011–12 room/apartment and dining rates for the residence halls, single student apartments and Family Housing, collectively termed the Housing and Dining System, making the proposed rates effective July 1, 2011.

The proposed residence hall room and dining rates for 2011–12 represent a net increase of 5.1 percent (\$354), from \$6,996 in 2010–11 to \$7,350 in 2011–12, for first-year students with the most common room type and minimum required dining plan (a traditional\* double room with the Level 1 dining plan). For students returning to on-campus housing for 2011–12, the proposed rates represent a 3.1 percent (\$219) increase, from \$6,996 in 2010–11 to \$7,215 in 2011–12 considering the most common room type and minimum required dining plan (a traditional double room with the Level RR dining plan). The proposed rates for a standard double compare favorably with the same room type at other higher education institutions, which were surveyed in February 2011 (Attachment 1).

BACKGROUND:**1. Room Rates**

The proposed room rates reflect an increase of 5 percent for residence halls and single student apartments and 3 percent for Family Housing. For the residence halls, the rate for a traditional double room represents an increase of \$240 for the academic year (Attachment 2). For the single student apartment academic year contract, the increase is \$309 (Attachment 3). For Family Housing, the increase ranges from \$22–28 per month, depending on unit size and location (Attachment 4). A breakdown of the expense increases are shown below, along with further discussion of the line items in sections A and B.

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\* Note: A “traditional double room” is defined as a double occupancy bedroom with access to a bathroom shared with hall-mates.

## VII. STANDING COMMITTEES

### B. Finance, Audit and Facilities Committee

#### 2011–12 Residence Hall, Single Student Apartment and Family Housing Rate Adjustments (continued p. 2)

|                                                          | <b>Residence<br/>Halls</b> | <b>Single<br/>Student<br/>Apartments</b> | <b>Family<br/>Housing</b> |
|----------------------------------------------------------|----------------------------|------------------------------------------|---------------------------|
| A1. Operational Increases                                | 2.0%                       | 2.0%                                     | 1.7%                      |
| A2. Utilities—Telecom/Power, Waste,<br>Water             | 1.0%                       | 1.0%                                     | 1.3%                      |
| B. Housing Master Plan<br>( <i>approved March 2008</i> ) | <u>2.0%</u>                | <u>2.0%</u>                              | <u>0.0%</u>               |
| Total Room Rate Increase                                 | 5.0%                       | 5.0%                                     | 3.0%                      |

The practice of maintaining Family Housing rates below those of the private market is adhered to in this recommendation (Attachment 4).

#### *A1 & A2. Operational Increases and Utilities*

The Department of Housing & Food Services (HFS) anticipates a 3 percent increase in normal operating expenses during fiscal year 2011–12. This anticipated increase is higher than the projected 1.8 percent increase given in the Seattle Consumer Price Index for 2012 (*Washington Economic and Revenue Forecast*, November 2010, Office of the Forecast Council), for the reasons cited below.

Compensation requirements including mandated step increases for contract classified staff, estimated benefit load changes, and room and dining compensation changes are covered in this proposal. Minimal increases have been included for contractual increases in supplies and services.

The portion of the rate increase associated with power, water and waste was based on utility forecasts from the University of Washington (UW) Power Plant, UW Recycling and Solid Waste, and the city of Seattle, which range from 2.2 percent to 11 percent depending on the utility. Utilities account for approximately 23 percent of the housing budget.

#### *B. Housing Master Plan*

In March 2008, the Regents approved an annual 2 percent increase for the Housing Master Plan. The 2 percent increase in rates reflects the annual rate increase needed in order to sustain the new debt load that will be incurred in developing new student housing. The 2 percent increase will be reviewed in later phases of the Housing Master Plan and will be discontinued when rates

## VII. STANDING COMMITTEES

### B. Finance, Audit and Facilities Committee

#### 2011–12 Residence Hall, Single Student Apartment and Family Housing Rate Adjustments (continued p. 3)

are sufficient to maintain minimum debt service coverage and operating reserve requirements.

Proposed rates for Cedar Apartments and Poplar Hall were established during the development of the Housing Master Plan and finalized during the analysis of the financial feasibility of Phase I. These rates are consistent with the information shared in previous Board meetings regarding the comparison of new product to existing housing options. These rates are listed in Attachment 2 and Attachment 3. (Attachment 6 is a comparison of Cedar Apartments and several University District apartment properties.)

### **2. Dining Rates**

HFS is proposing a revised dining plan for 2011–12. The proposed plan expands the number of levels or options available to students and provides an incentive when students purchase higher levels (Attachment 5). The revised plan is the result of a year-long review and evaluation of students' dining habits and the perceived value of the dining program. Data pertaining to students' use of the dining program and from surveys and focus groups informed the proposed changes as well as the minimum levels identified for returning students and freshmen who live in the residence halls. For 2010–11, the minimum plan level was the Bronze plan at \$732 per quarter. In 2011–12, freshmen will be required to purchase a Level 1 plan at \$770 per quarter, which includes \$23 in incentive dollars (additional purchasing power above the actual cost of the plan). The actual increase in the proposed minimum plan required of freshmen is 2 percent or \$15. In 2010–11, 67 percent of freshmen students spent, per quarter, an average amount at or above the proposed Level 1 dining plan.

### **3. Reserve Requirements/Debt Service Coverage Ratios**

The recommended rates will allow the Housing and Dining System (System) to remain financially stable and meet its external bond covenant obligations. Under provisions of the bond resolution, the System must maintain a ratio of net revenues to annual debt service of at least 1.25:1. Based on the proposed rate schedules and anticipated expenditures, coverage for the System for 2011–12 would exceed this threshold.

The recommended rates provide increasing HFS System reserve balances for meeting minimum requirements under existing external bond covenants and ILP financing agreements. The System is forecast to achieve a fund balance of \$22.8



## VII. STANDING COMMITTEES

### B. Finance, Audit and Facilities Committee

#### 2011–12 Residence Hall, Single Student Apartment and Family Housing Rate Adjustments (continued p. 4)

million on June 30, 2012, including a total reserve requirement of approximately \$12.4 million. The budget supported by the proposed rates allows HFS to achieve this fund balance.

#### **4. Consultation with Students**

On January 31, 2011, the operating budget and the need for adjustments to housing and dining rates were discussed with the budget subcommittee of the Residence Hall Student Association (RHSA). On February 2, 2011, the housing and dining rates were discussed with the RHSA General Council. Letters detailing the rate proposal were sent to all residence hall students on February 2, 2011.

On February 2, 2011, letters were sent to all residents of single student apartments informing them of the proposed rate changes and inviting them to community meetings on February 9, 2011.

On February 2, 2011, letters were sent to all Family Housing apartment residents informing them of the proposed rates and inviting them to community meetings on February 9, 2011.

On February 7, 2011, the proposal was discussed at Hall Council meetings with HFS staff available to answer questions.

On February 9, 2011, community meetings were held in Stevens Court (for residents of single-student apartments) and Laurel Village (for residents of Family Housing).

#### REVIEWS AND APPROVALS:

On February 9, 2011, RHSA voted to endorse the rate proposal. These proposed adjustments have also been discussed with the presidents of the UW Graduate and Professional Student Senate, the Associated Students of the UW, and the Student Regent. The Vice President and Vice Provost for Student Life has reviewed and approved this recommendation.

VII. STANDING COMMITTEES

B. Finance, Audit and Facilities Committee

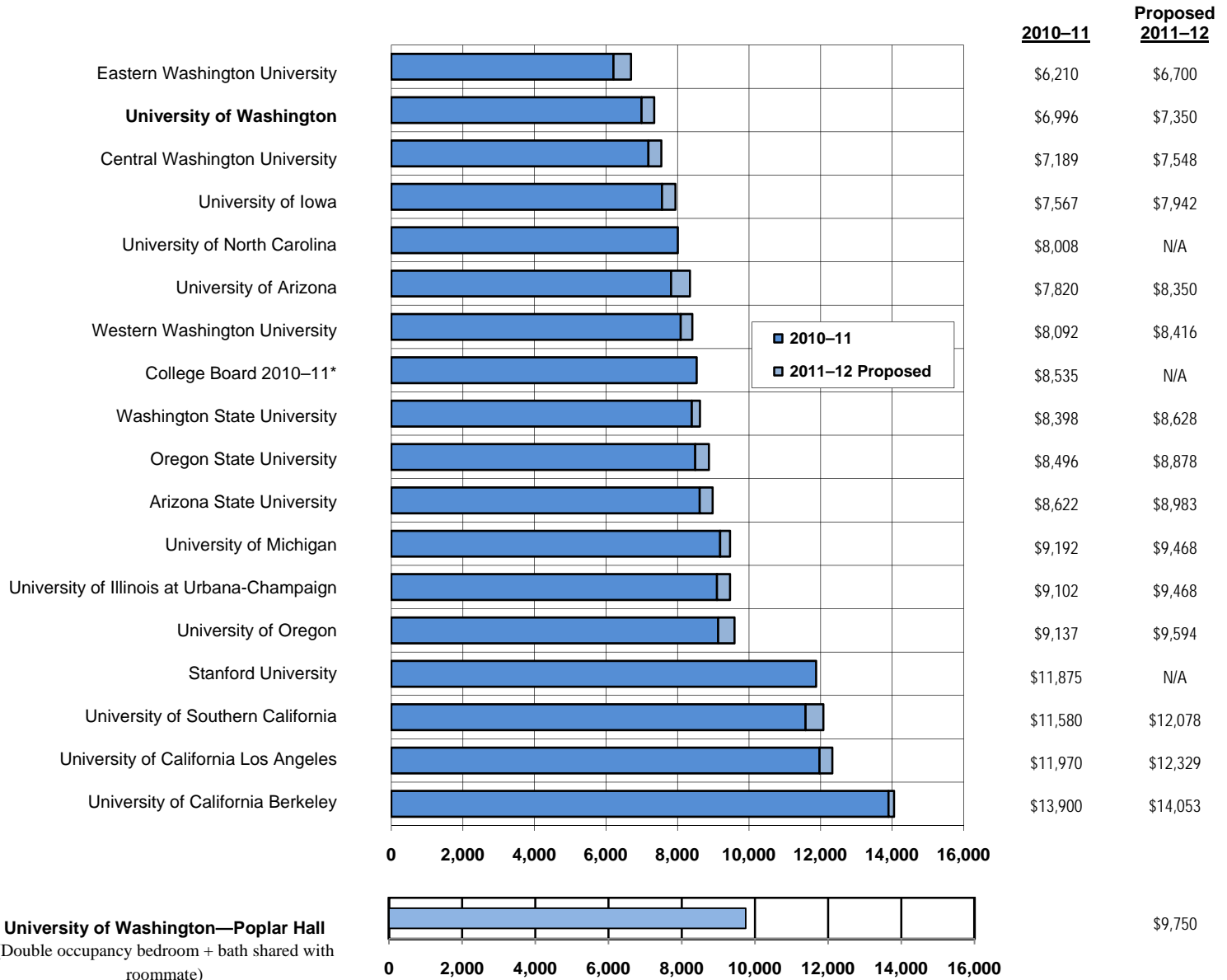
2011–12 Residence Hall, Single Student Apartment and Family Housing Rate Adjustments (continued p. 5)

*Attachments*

1. Room and Dining Rates of Comparable Universities
2. Proposed 2011–12 Residence Hall Academic Year Rates
3. Proposed 2011–12 Single Student Apartment Rates
4. Proposed 2011–12 Family Housing Apartment Monthly Rates
5. Proposed 2011–12 Dining Plan Structure and Rates
6. Comparative Apartment Report

UNIVERSITY OF WASHINGTON  
Department of Housing & Food Services

**ROOM AND DINING RATES OF COMPARABLE UNIVERSITIES**



For comparative purposes, room costs for the schools named above are shown at the double room rate. Board plans vary widely in cost depending on the types of programs offered. The dining costs shown above reflect fixed dining plans ranging from 9 to 16 meals per week (or an equivalent level on a point system) unless a higher minimum dining plan is required. The amount of dining included for new residents at the University of Washington is the Level 1 dining plan (\$2,310 for 2011-12). The amount for returning residents in Poplar Hall is Level RR (\$2,175 for 2011-12).

\* *Trends in College Pricing 2010*, College Board (The College Board is a nonprofit membership association in the United States composed of more than 5,700 schools, colleges, universities and other educational organizations. The College Board provides students a path to college opportunities, including financial support and scholarships and serves the education community through research and advocacy on behalf of students, educators, schools and colleges.)

N/A: Not available at time of survey

ATTACHMENT 1

UNIVERSITY OF WASHINGTON  
Department of Housing & Food Services

**PROPOSED 2011–12 RESIDENCE HALL ACADEMIC YEAR RATES  
INCLUDING DINING ALTERNATIVES**

|                                                    | <b>Room Type<sup>1</sup></b> |               |               |                          |
|----------------------------------------------------|------------------------------|---------------|---------------|--------------------------|
|                                                    | <b>Triple<sup>2</sup></b>    | <b>Double</b> | <b>Single</b> | <b>Poplar<br/>Double</b> |
| Academic Year Room Rate                            | \$4,038                      | \$5,040       | \$6,192       | \$7,575                  |
| Husky Card Deposit <sup>3</sup>                    | 105                          | 105           | 105           | 105                      |
| Level RR Dining Deposit                            | 2,175                        | 2,175         | 2,175         | 2,175                    |
| Total Room, Husky Card and Level RR Dining Deposit | 6,318                        | 7,320         | 8,472         | 9,855                    |
| Level 1 Dining Deposit                             | 2,310                        | 2,310         | 2,310         | 2,310                    |
| Total Room, Husky Card and Level 1 Dining Deposit  | 6,453                        | 7,455         | 8,607         | 9,990                    |
| Level 2 Dining Deposit                             | 2,640                        | 2,640         | 2,640         | 2,640                    |
| Total Room, Husky Card and Level 2 Dining Deposit  | 6,783                        | 7,785         | 8,937         | 10,320                   |
| Level 3 Dining Deposit                             | 2,970                        | 2,970         | 2,970         | 2,970                    |
| Total Room, Husky Card and Level 3 Dining Deposit  | 7,113                        | 8,115         | 9,267         | 10,650                   |
| Level 4 Dining Deposit                             | 3,300                        | 3,300         | 3,300         | 3,300                    |
| Total Room, Husky Card and Level 4 Dining Deposit  | 7,443                        | 8,445         | 9,597         | 10,980                   |
| Level 5 Dining Deposit                             | 3,960                        | 3,960         | 3,960         | 3,960                    |
| Total Room, Husky Card and Level 5 Dining Deposit  | 8,103                        | 9,105         | 10,257        | 11,640                   |
| Level 6 Dining Deposit                             | 5,310                        | 5,310         | 5,310         | 5,310                    |
| Total Room, Husky Card and Level 6 Dining Deposit  | 9,453                        | 10,455        | 11,607        | 12,990                   |

<sup>1</sup> Over 86 percent of residence hall rooms are included in these room types. Other limited room types are available, including *super singles* and apartment space that has been converted for use in the residence hall system.

<sup>2</sup> A *triple* is a room built to accommodate two residents that has been retrofitted to accommodate a third resident.

<sup>3</sup> A \$105 Husky Card deposit is required of all residents and is completely refundable if not used.

ATTACHMENT 2

UNIVERSITY OF WASHINGTON  
Department of Housing & Food Services

**PROPOSED 2011–12 SINGLE STUDENT APARTMENT RATES**

| <b>Stevens Court Buildings A–D<br/>Academic Year Rate</b> | <b>Current Rate</b> | <b>Proposed Rate<br/>2011–12</b> |
|-----------------------------------------------------------|---------------------|----------------------------------|
|-----------------------------------------------------------|---------------------|----------------------------------|

|  |         |         |
|--|---------|---------|
|  | \$6,183 | \$6,492 |
|--|---------|---------|

| <b>Stevens Court Buildings J &amp; M<br/>Monthly Rate</b> | <b>Current Rate</b> | <b>Proposed Rate<br/>2011–12</b> |
|-----------------------------------------------------------|---------------------|----------------------------------|
|-----------------------------------------------------------|---------------------|----------------------------------|

|  |       |       |
|--|-------|-------|
|  | \$703 | \$738 |
|--|-------|-------|

| <b>Cedar Apartments (Autumn 2011)<br/>Monthly Rate</b> | <b>Proposed Rate<br/>2011–12</b> |
|--------------------------------------------------------|----------------------------------|
|--------------------------------------------------------|----------------------------------|

|                    |       |
|--------------------|-------|
| Four Bedroom (304) | \$979 |
|--------------------|-------|

|                  |       |
|------------------|-------|
| Two Bedroom (20) | \$979 |
|------------------|-------|

|             |         |
|-------------|---------|
| Studio (20) | \$1,011 |
|-------------|---------|

UNIVERSITY OF WASHINGTON  
Department of Housing & Food Services

**PROPOSED 2011–12 FAMILY HOUSING APARTMENT MONTHLY RATES**

| Unit                                     | Current<br>Rate | Proposed<br>Rate<br>2011–12 | Private<br>Market Rent<br>2010 <sup>1</sup> | Percentage<br>Below<br>Market |
|------------------------------------------|-----------------|-----------------------------|---------------------------------------------|-------------------------------|
| <b>Blakeley/Laurel Village</b>           |                 |                             |                                             |                               |
| Two Bedroom                              | \$836           | \$861                       | \$1,370                                     | 37%                           |
| Three Bedroom                            | \$920           | \$948                       | No similar<br>product                       | 40% below<br>3 BR, 1 BA       |
| <b>Stevens Court Buildings J &amp; M</b> |                 |                             |                                             |                               |
| One Bedroom                              | \$807           | \$831                       | \$1,089                                     | 24%                           |
| Small One Bedroom                        | \$723           | \$745                       | No similar<br>product                       | 15% below<br>Studio           |

<sup>1</sup> Source for private market rent: *Apartment Insights Washington*, Fourth Quarter, 2010. Average rents for Capitol Hill and the University/North Area.

UNIVERSITY OF WASHINGTON  
Department of Housing & Food Services

**PROPOSED 2011–12 DINING PLAN STRUCTURE AND RATES**

| <b>Residential Dining Plan</b>             | <b>Most Similar to</b> | <b>Rate Inc/Dec to 2010–11 Plans</b> | <b>Quarter Cost</b> | <b>Quarter Value</b> | <b>Quarterly Plan % Bonus</b> |
|--------------------------------------------|------------------------|--------------------------------------|---------------------|----------------------|-------------------------------|
| Level RR (Minimum for Returning Residents) | Bronze (\$732)         | -1%                                  | \$725               | \$725                | 0%                            |
| Level 1 (Minimum for New Residents)        | Bronze (\$732)         | 5%                                   | \$770               | \$793                | 3%                            |
| Level 2                                    | Silver (\$892)         | -1%                                  | \$880               | \$915                | 4%                            |
| Level 3                                    | N/A                    | 0%                                   | \$990               | \$1,030              | 4%                            |
| Level 4                                    | Gold (\$1,088)         | 1%                                   | \$1,100             | \$1,155              | 5%                            |
| Level 5                                    | N/A                    | 0%                                   | \$1,320             | \$1,386              | 5%                            |
| Level 6                                    | Purple (\$1,770)       | 0%                                   | \$1,770             | \$1,894              | 7%                            |

ATTACHMENT 5

**UNIVERSITY DISTRICT PRIVATE SECTOR  
COMPARATIVE APARTMENT REPORT (AUTUMN 2010)  
COMPARISON TO UW CEDAR APARTMENTS  
(HOUSING MASTER PLAN PHASE I, OPENING AUTUMN 2011)**

| <b>Building</b> | <b>Apt. Config.</b> | <b>Sq. Ft.</b> | <b>Monthly Rent<sup>2,3</sup></b> | <b>Monthly Rate Per Bed<sup>3</sup></b> | <b>Price Per Sq. Ft.<sup>3</sup></b> | <b>Property Age</b> |
|-----------------|---------------------|----------------|-----------------------------------|-----------------------------------------|--------------------------------------|---------------------|
|-----------------|---------------------|----------------|-----------------------------------|-----------------------------------------|--------------------------------------|---------------------|

|                                |            |           |         |       |             |                  |
|--------------------------------|------------|-----------|---------|-------|-------------|------------------|
| UW Cedar Apts<br>(HMP Phase I) | 2 BR, 1 BA | 730-880   | \$1,958 | \$979 | \$2.25-2.68 | Open Autumn 2011 |
|                                | 4 BR, 2 BA | 1106-1332 | \$3,916 | \$979 | \$2.94-3.54 | Open Autumn 2011 |

|                 |            |          |             |                   |             |      |
|-----------------|------------|----------|-------------|-------------------|-------------|------|
| TraVigne        | 2 BR, 2 BA | 854-938  | \$1753-2253 | \$876.50-1126.50  | \$2.05-2.40 | 2009 |
| Lorthlorian     | 2 BR, 1 BA | 900      | \$2049-2249 | \$1024.50-1124.50 | \$2.28-2.50 | 2010 |
| The Kennedy     | 2 BR, 1 BA | 750-863  | \$1908-3559 | \$954-1179.50     | \$2.54-4.12 | 2005 |
| Helix-Ellipse   | 2 BR, 1 BA | 857-1167 | \$2053-2628 | \$1026.50-1314    | \$2.25-2.40 | 2009 |
| Trinity on 43rd | 2 BR, 1 BA | 841      | \$2054-2454 | \$1027-1227       | \$2.44-2.92 | 2009 |

|                                    |            |           |             |                 |             |      |
|------------------------------------|------------|-----------|-------------|-----------------|-------------|------|
| Nordheim Court<br>(Public-Private) | 2 BR, 1 BA | 594-756   | \$1,946     | \$973           | \$2.57-3.28 | 2003 |
|                                    | 4 BR, 2 BA | 1200-1340 | \$3272-3472 | \$818-868       | \$2.59-2.73 | 2003 |
| Acacia Court                       | 2 BR, 1 BA | 425       | \$1,171     | \$585.50        | \$2.76      | 2004 |
| Ivy Ridge                          | 2 BR, 1 BA | 700       | \$1749-1849 | \$874.50-924.50 | \$2.50-2.64 | 1999 |

<sup>1</sup> Apartments selected based on proximity, age, amenities and/or unit types.

<sup>2</sup> Monthly rent is for the entire apartment unit, not just individual beds.

<sup>3</sup> All costs listed include the cost of utilities and furniture.

Shaded: UW Cedar Apartments (Housing Master Plan Phase I, opening autumn 2011).

Top section: True comparables based on age, amenities and/or overall building appeal.

Bottom section: Units more like Cedar Apartments, but older and lacking similar amenities and services.

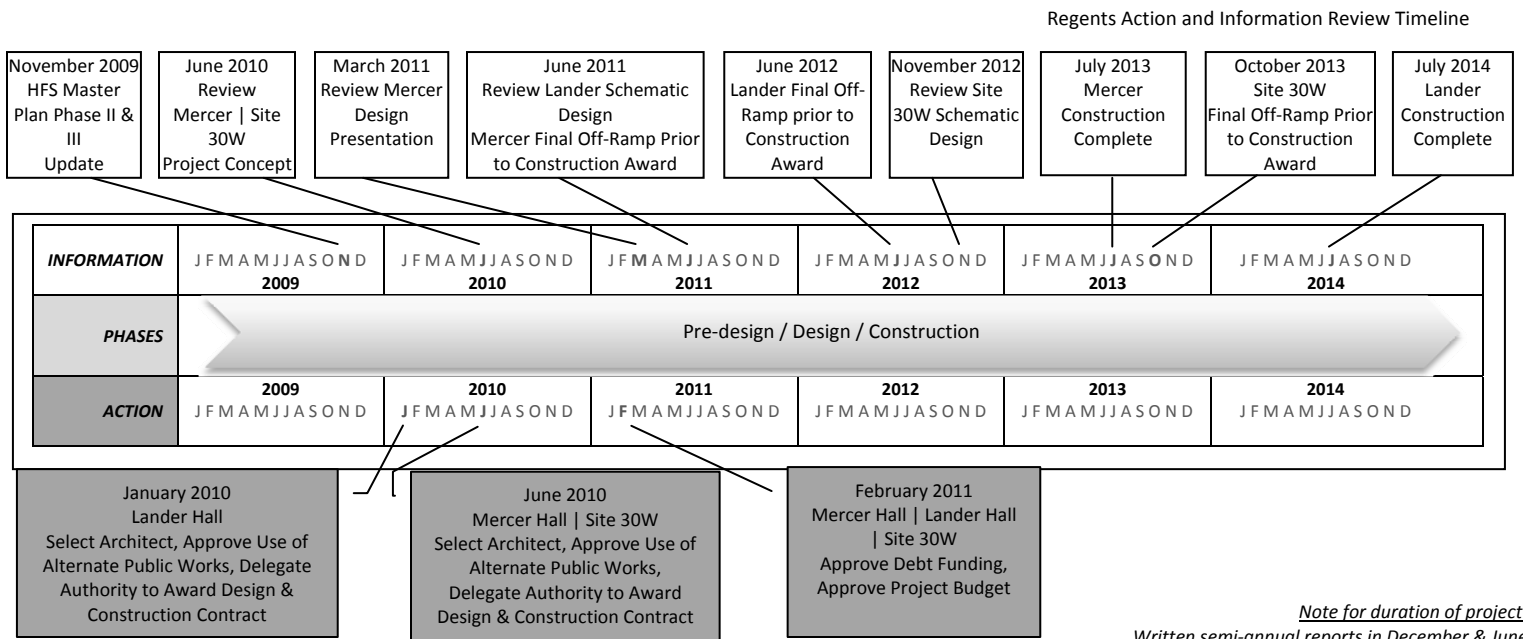
Utilities have been estimated based on multiple sources, including average actuals from HFS apartments, market research and financial aid surveys.



VII. STANDING COMMITTEES

B. Finance, Audit and Facilities Committee

Student Housing Phase II: Mercer Hall Replacement – Design Presentation



*Note for duration of project:  
Written semi-annual reports in December & June  
Oral semi-annual updates in March & September*

INFORMATION:

This presentation is an update of the project design and is for information only.

PROJECT UPDATE:

This project update is a design presentation of the Mercer Hall Replacement project for information only. Mercer Hall is the first of the three planned projects within the Student Housing Phase II project. Lander Hall Replacement and Site 30W are the other two projects.

The Mercer Hall Replacement project constructs approximately 930 student apartment beds in five separate buildings above a 150-200 space parking garage. The buildings will take advantage of the 65 foot height limit for the site. The Mercer site is envisioned as part of a village focusing on upper-division undergraduate and graduate students living in apartment-style housing.

VII. STANDING COMMITTEES

B. Finance, Audit and Facilities Committee

Student Housing Phase II: Mercer Hall Replacement – Design Presentation  
(continued p. 2)

MERCER HALL PROJECT SCHEDULE:

|                     |                              |
|---------------------|------------------------------|
| Architect selection | June 2010                    |
| Pre-design          | June 2010 – October 2010     |
| Design              | November 2010 – October 2011 |
| Construction        | July 2011 – July 2013        |
| Occupancy           | August 2013                  |

PREVIOUS ACTIONS:

|               |                                                                                                                                                                                            |
|---------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| February 2011 | Student Housing Phase II: Mercer Hall Replacement, Lander Hall Replacement, and Site 30W Projects – Approve Project Budget and Debt Funding                                                |
| June 2010     | Mercer Hall Site and Site 30W architect appointment approved, GC/CM alternative public works contracting and delegation to award a construction contract approved. Review project concept. |
| January 2010  | Terry and Lander Halls Renovation architect appointment approved, GC/CM alternative public works contracting and delegation to award a construction contract approved.                     |

*Attachment*  
Mercer Hall Location Map

# MERCER HALL LOCATION MAP



ATTACHMENT

# Mercer Hall Replacement Project

Design Presentation

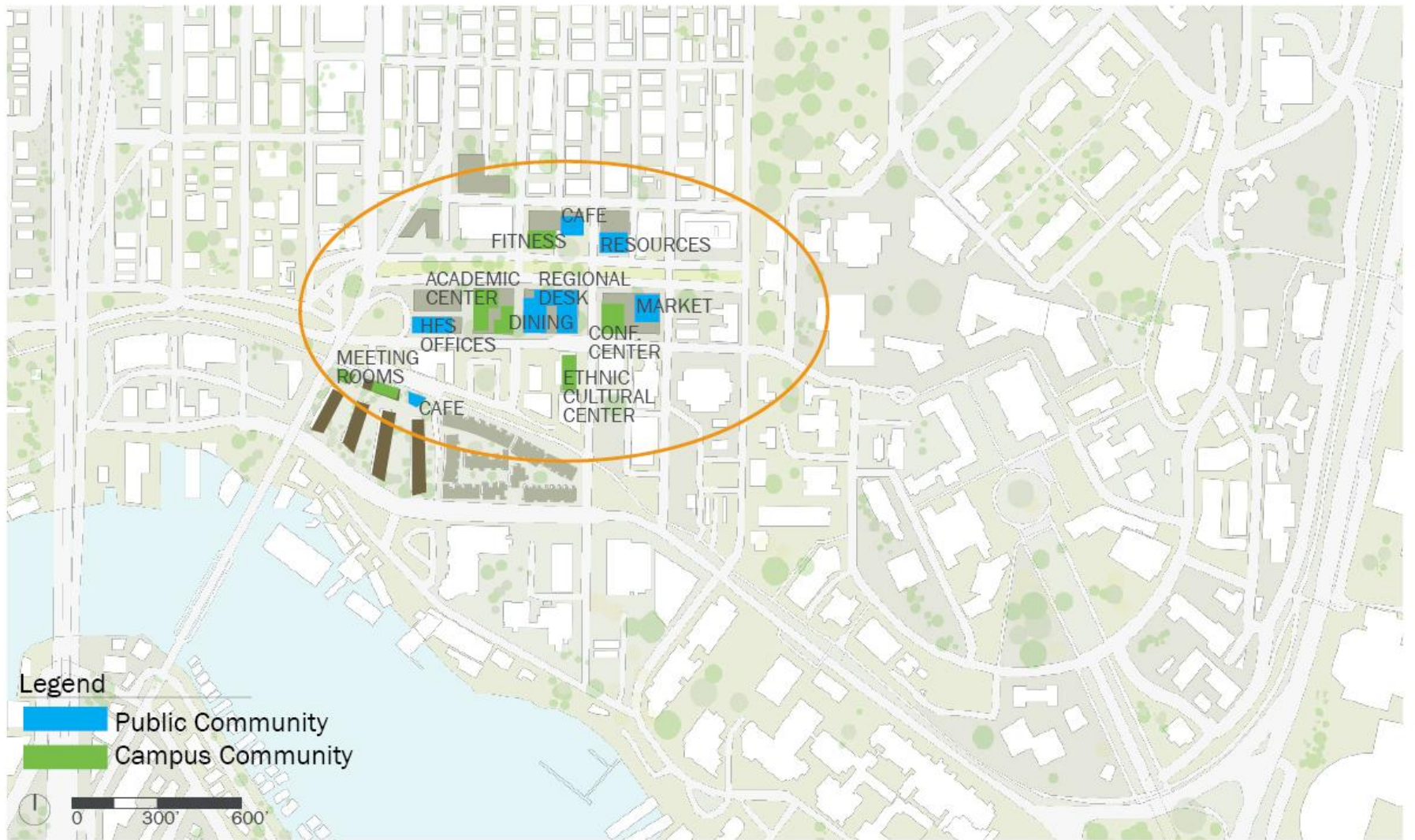
March 17, 2011

# View of Site from Portage Bay

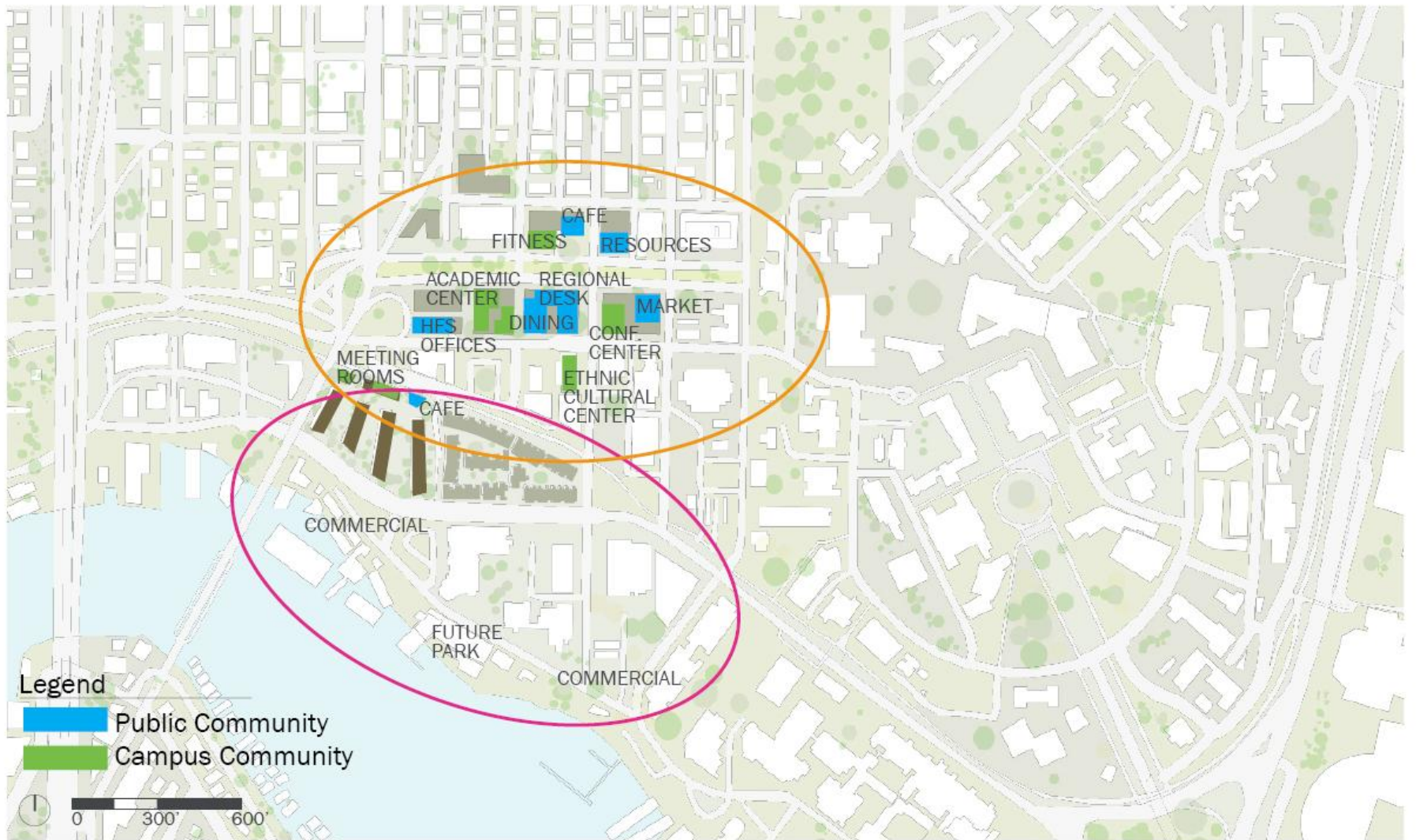




# Campus Community

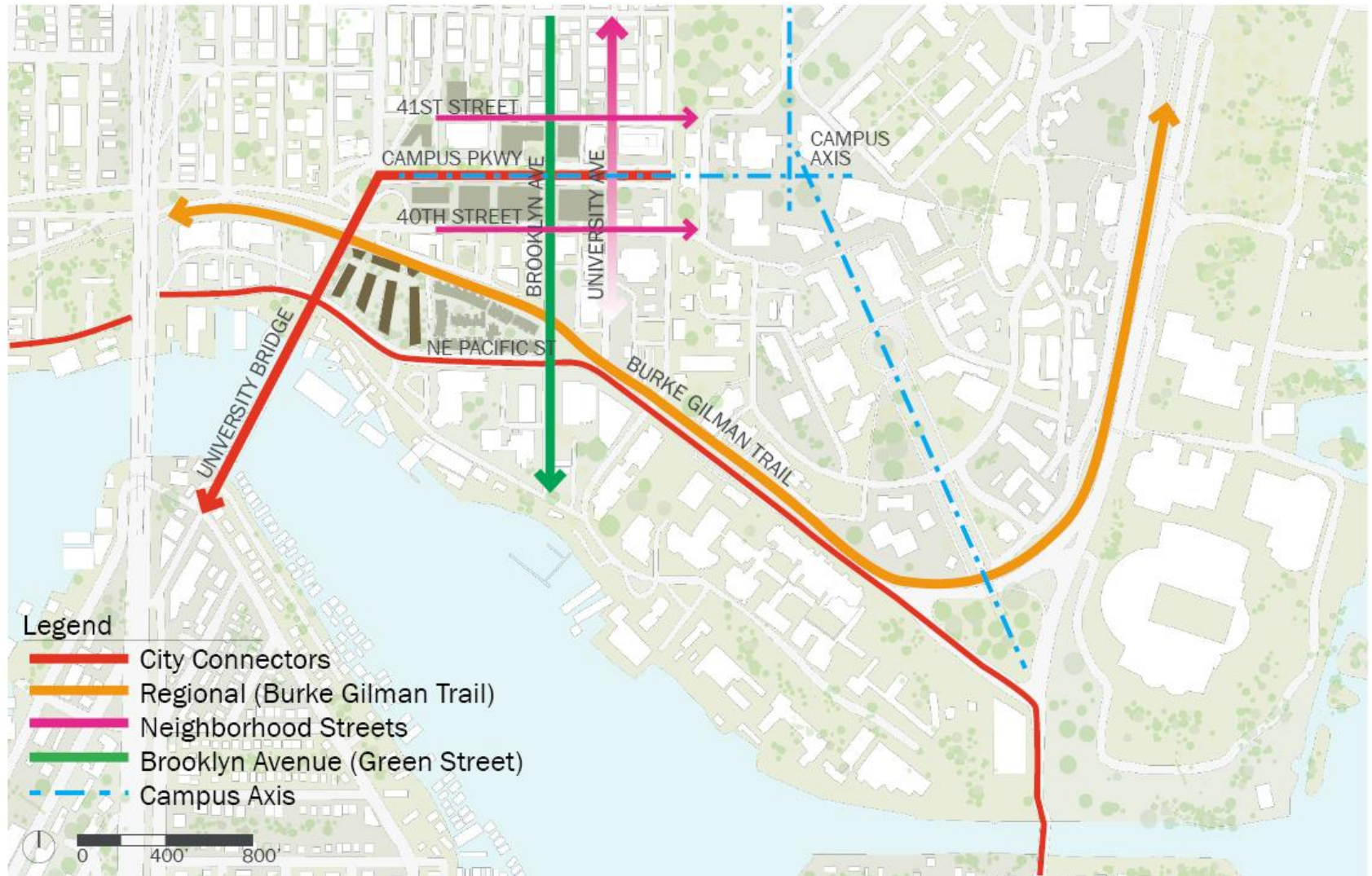


# Campus Community





# Neighborhood Connectors





# View of Site From Portage Bay



**Mercer Hall site**

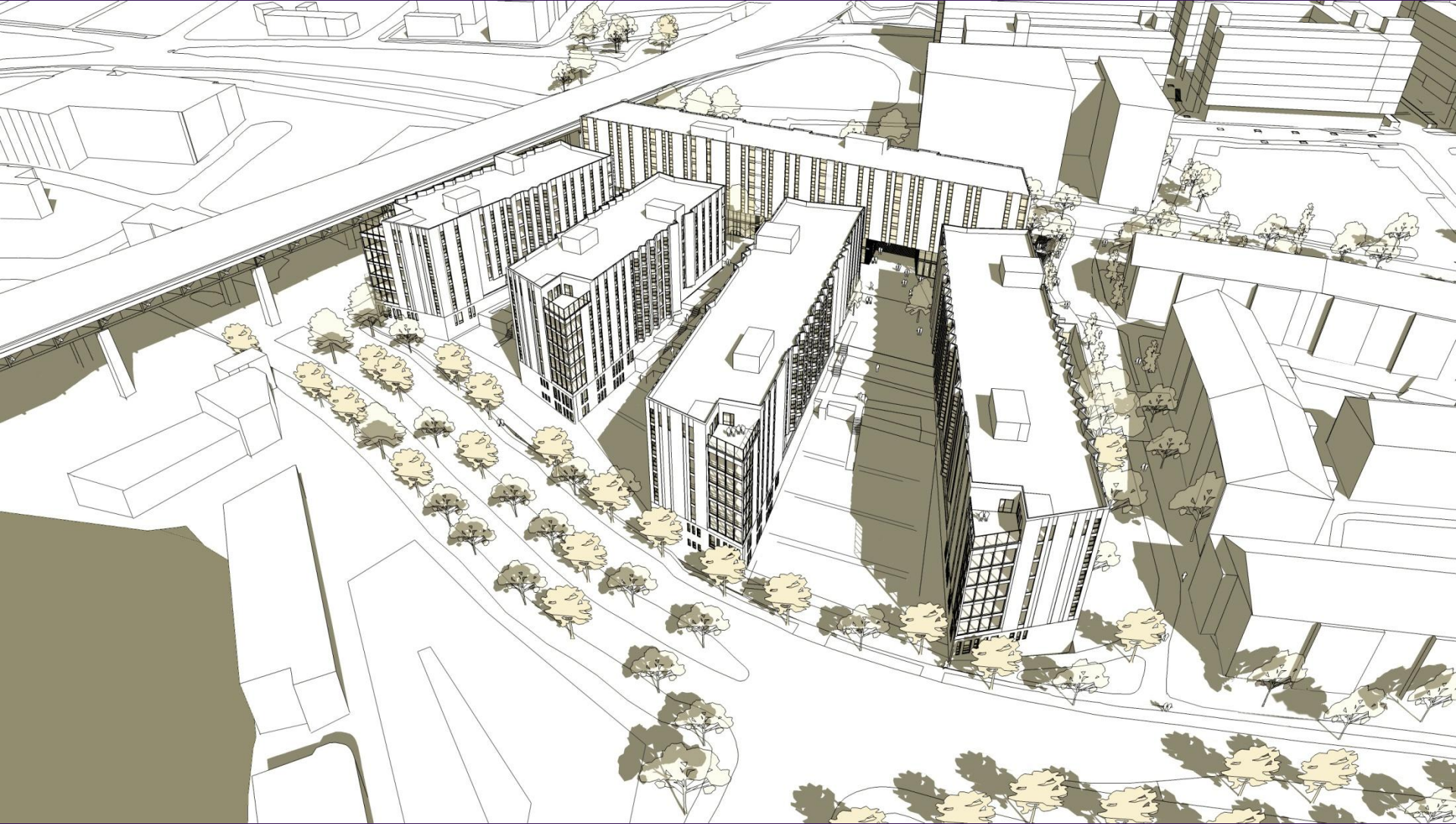


# Plaza Ties Community Together

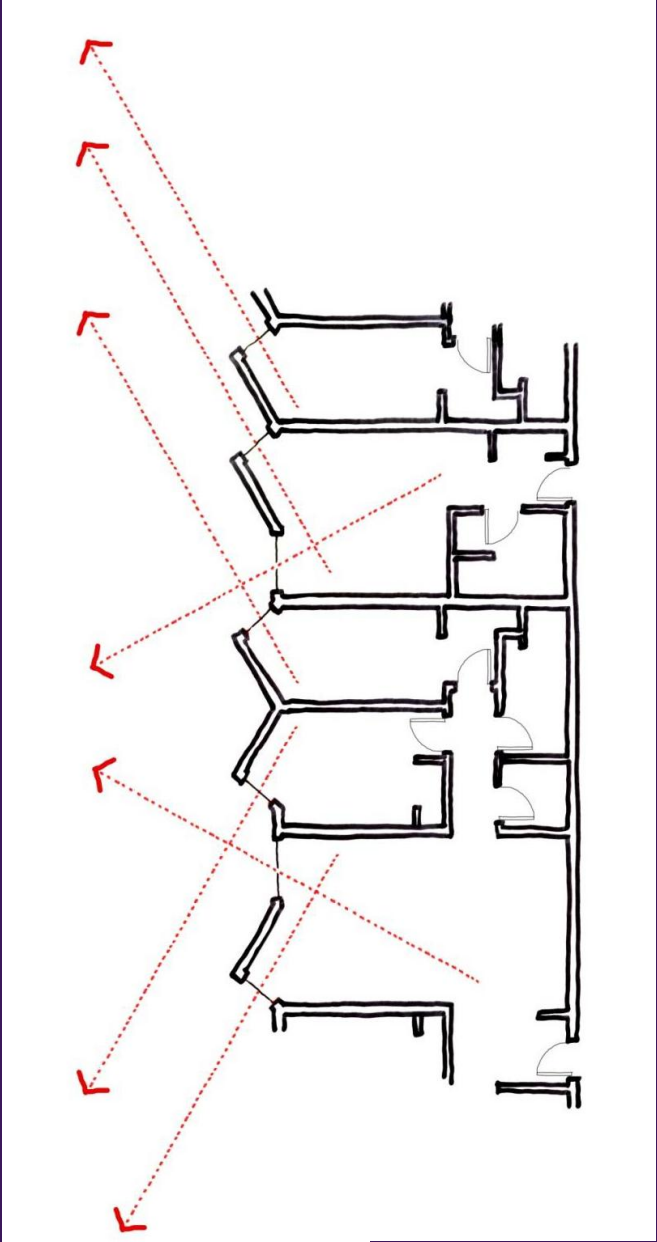
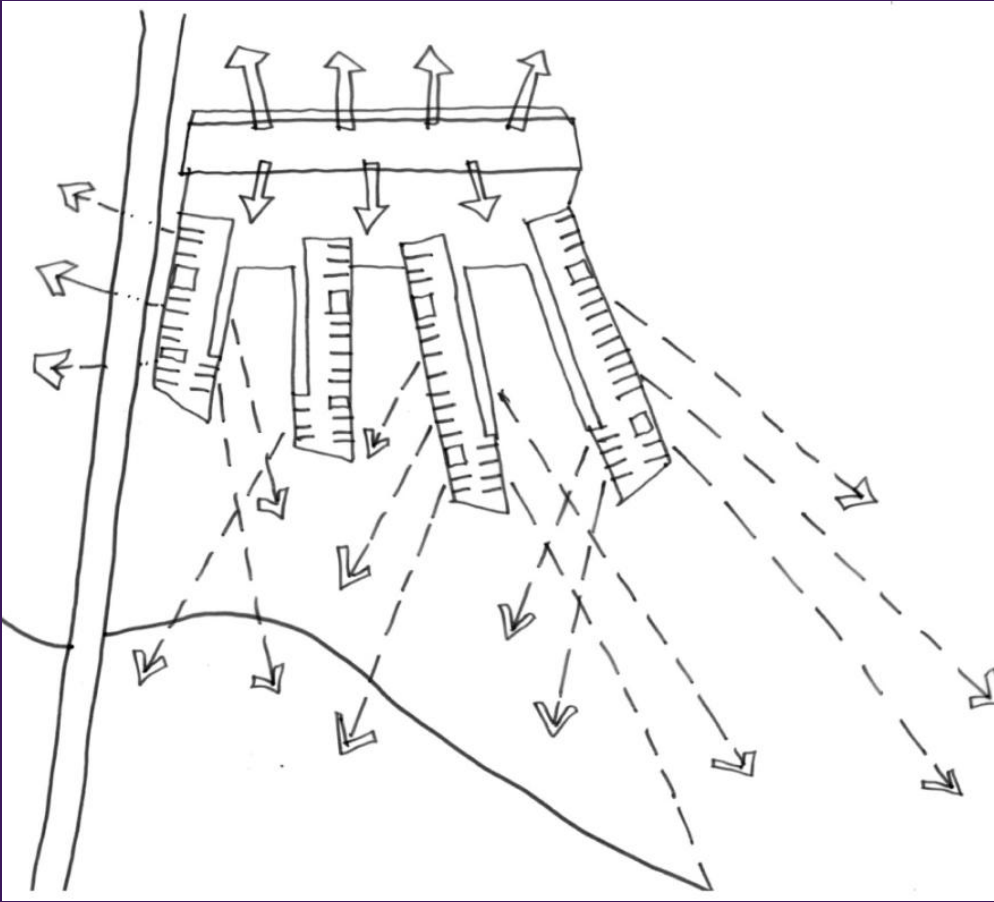




# Perspective Looking North



# Modulation of the Massing

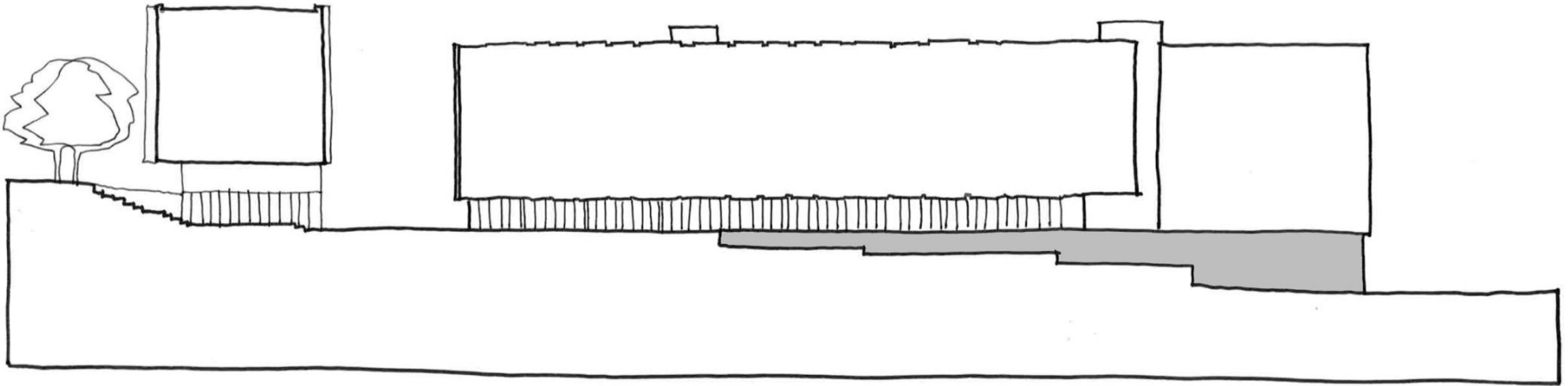




# Level 03 Plaza Level

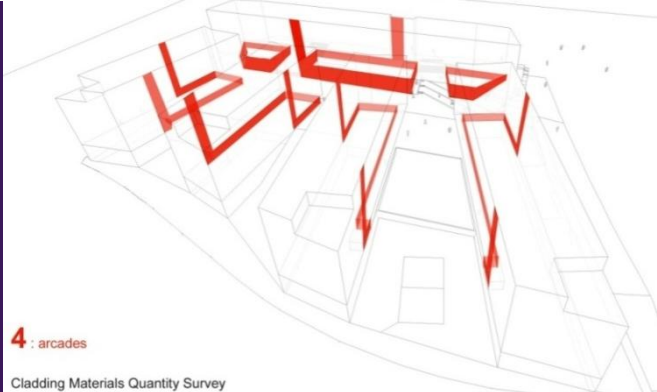
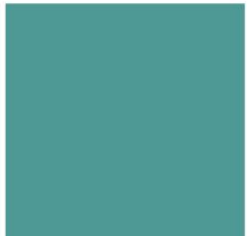
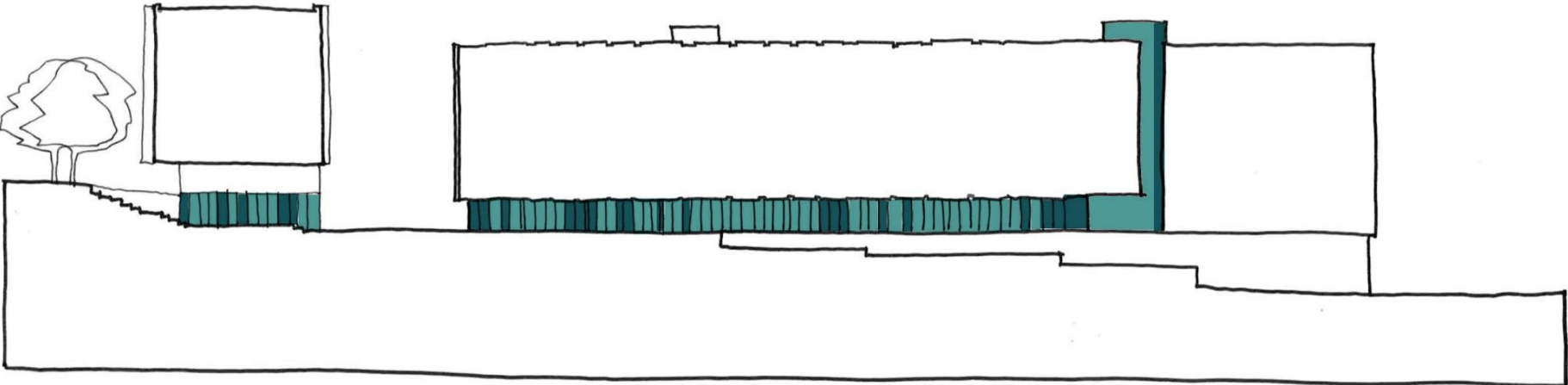


# Textured Base for Landscape Elements





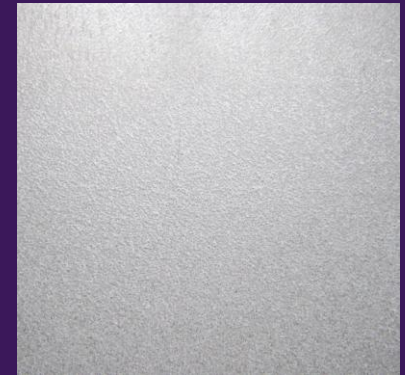
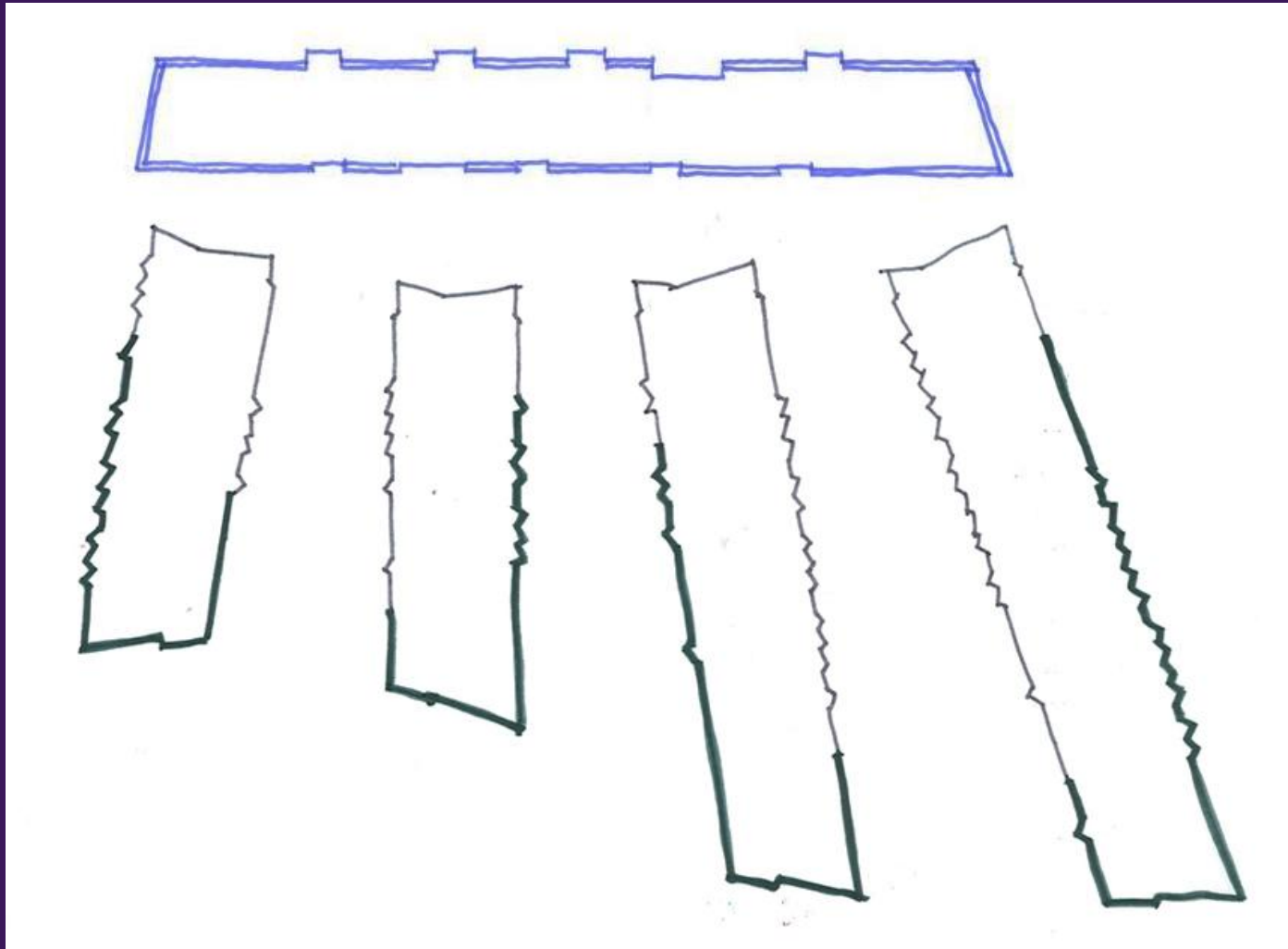
# Glazed Middle Seam



4 : arcades

Cladding Materials Quantity Survey

# The Metal Palette





# Part Courtyard Elevation



# View Through Portal from Burke-Gilman Trail



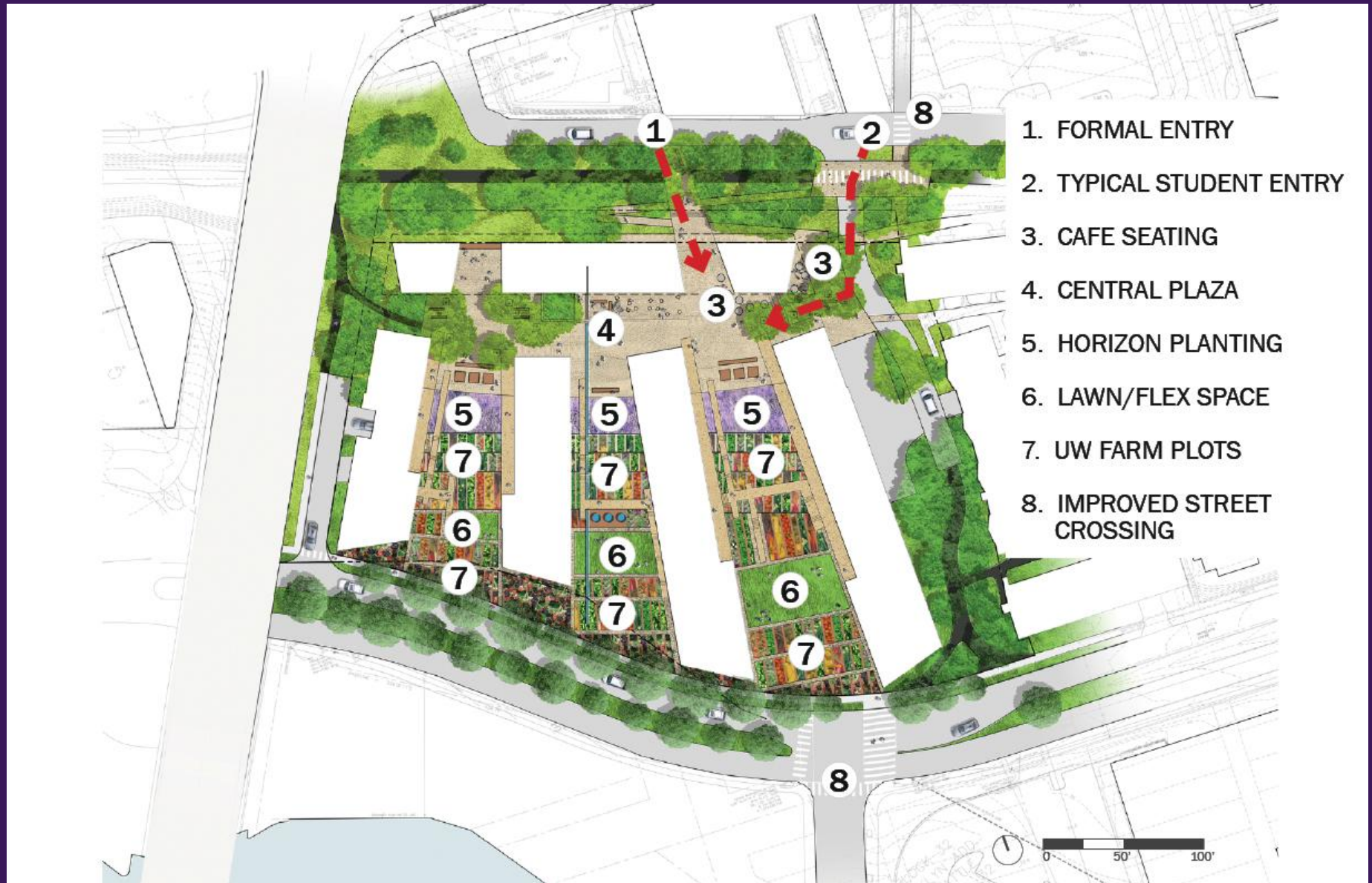


# Great Room Open To Plaza





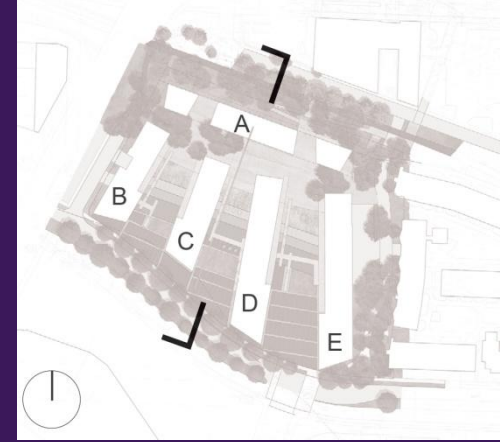
# Landscape Site Plan



# Site Section Looking West



# Building Section

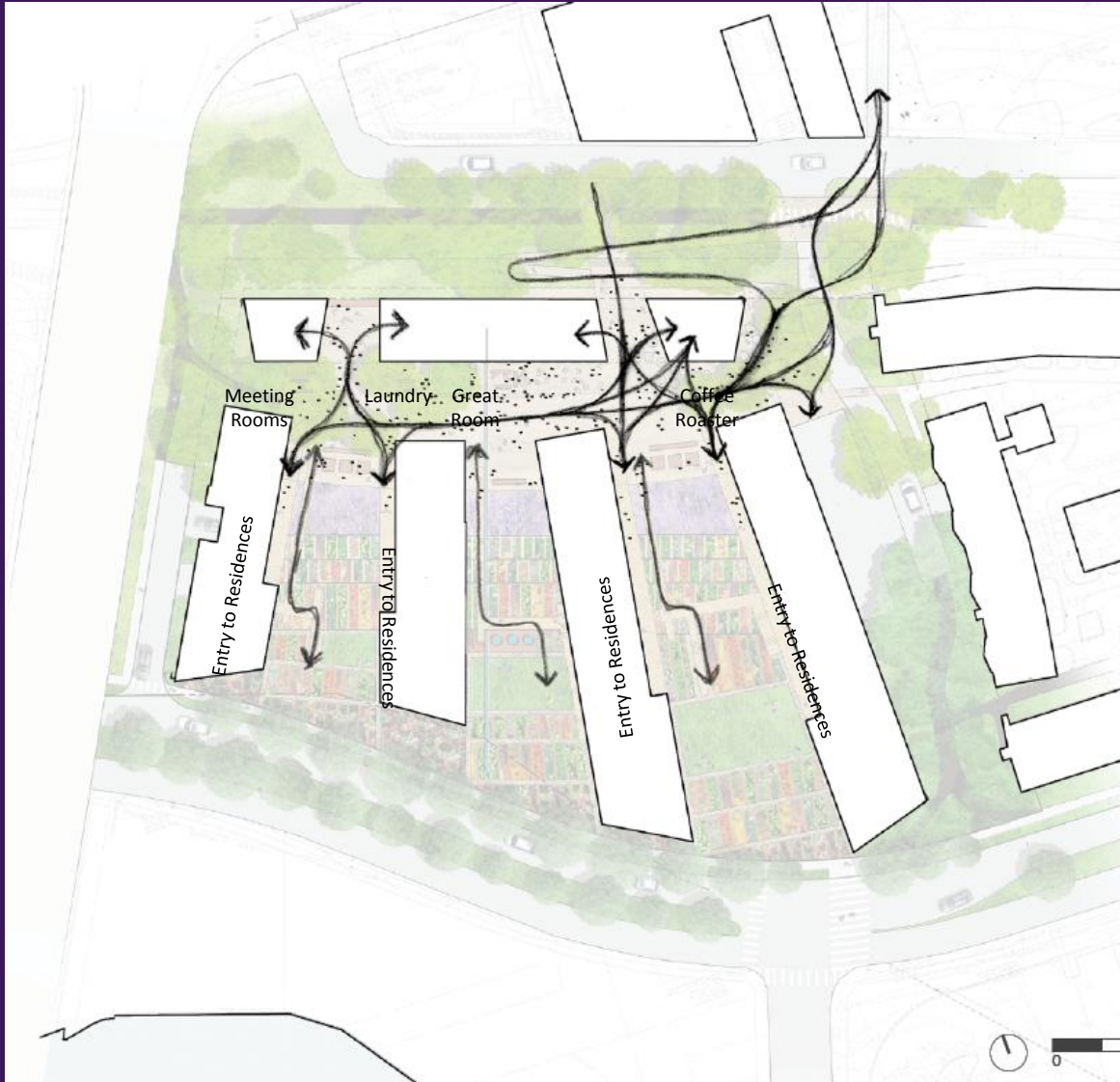




# Concert For 500 Persons



# Daily Use, 250 Persons Shown



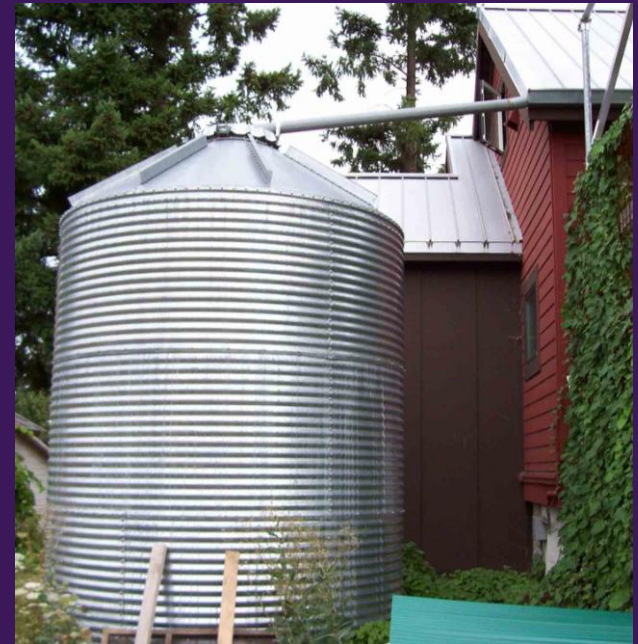
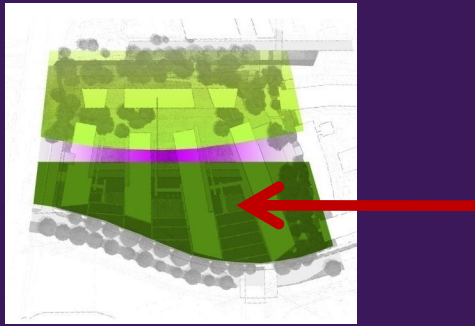


# Plaza Section Looking West





# Urban Farm – Four Season Planting & Harvest

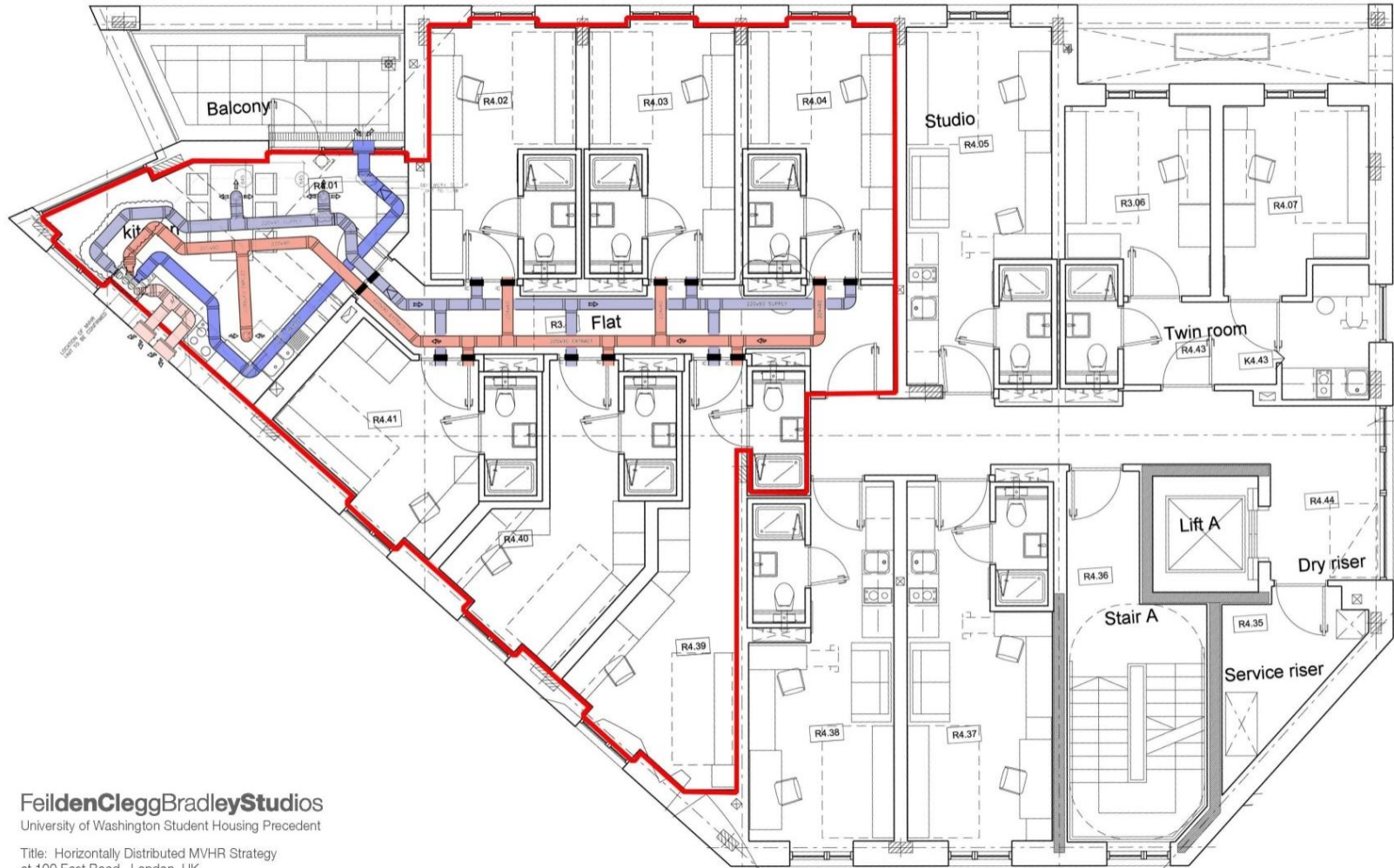




# Urban Farm Landscape Character



# Heat Recovery Ventilation



**FeildenCleggBradleyStudios**

University of Washington Student Housing Precedent

Title: Horizontally Distributed MVHR Strategy  
at 100 East Road London, UK

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Issued 01.09.2010.

No scale.

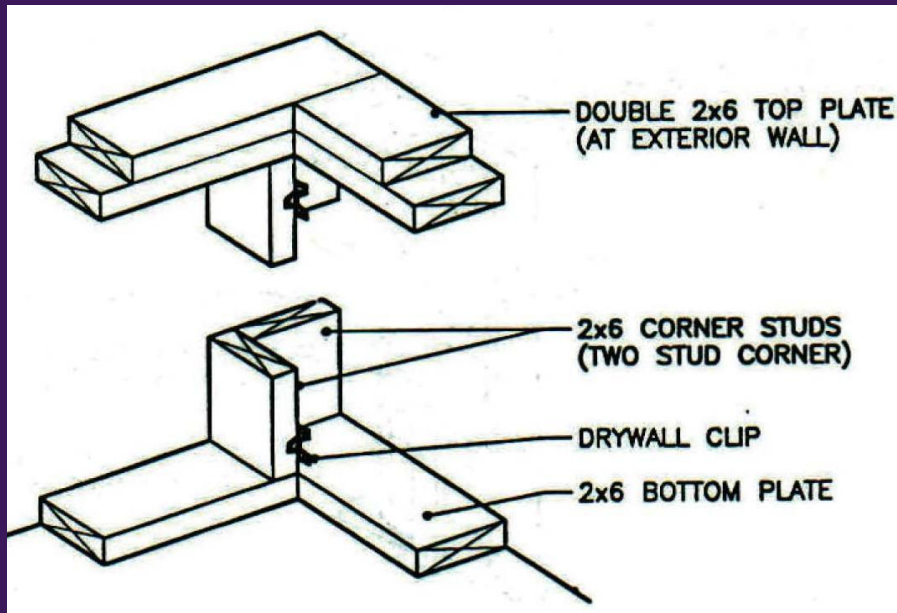
Page 1 of 4.



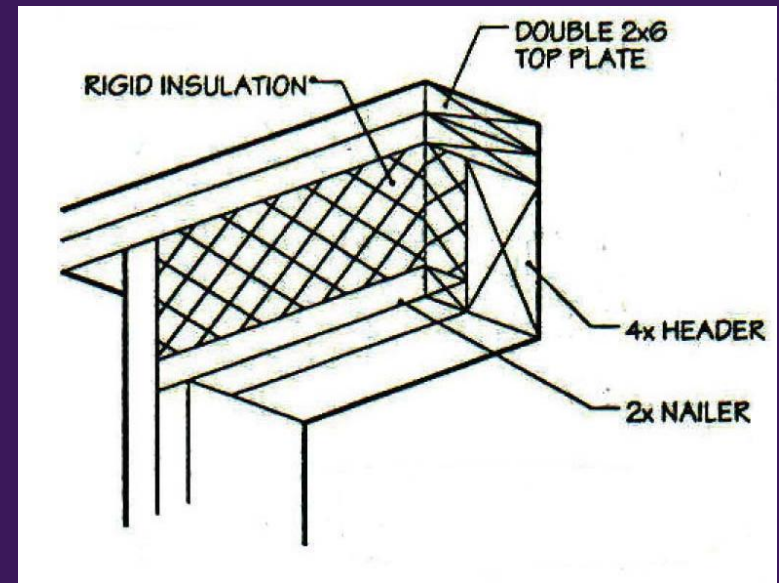
# Rainwater for Laundry, Irrigation, Stormwater Treatment



# Advanced Framing : Decrease Wood / Increase Insulation



2 Stud Corner



Insulated Header



# Burke-Gilman Trail Looking West





# Plaza Looking West Towards Great Room



# Plaza Looking South





# Looking North





# Looking North from NE Pacific Street and NE Boat Street



VII. STANDING COMMITTEES

B. Finance, Audit and Facilities Committee

Benchmarking University Advancement Performance

For information only.

*Attachment*

Benchmarking University Advancement Performance



# **BENCHMARKING UNIVERSITY ADVANCEMENT PERFORMANCE**

Originally known as the Council for Financial Aid to Education, CAE was established in 1952 by a group of enlightened business executives under the leadership of Alfred P. Sloan, Jr. (General Motors), Frank W. Abrams (Exxon Corporation), and Irving S. Olds (United States Steel Corporation) to advance corporate support of higher education. CAE's primary purpose was: "To promote a better understanding of the substantial contribution which higher education makes to the effectiveness, skill, growth, and success of American business, and to the development of the country."

CAE was the first organization in the US to regularly provide statistical analyses of private giving to higher education on a national basis. CAE's Voluntary Support of Education (VSE) survey is the authoritative national source of information on private giving to higher education and private K-12, consistently capturing about 85 percent of the total voluntary support to colleges and universities in the United States. CAE has managed the survey as a public service for over 50 years.

The Benchmarking Data is based on VSE stats (2010 survey results released on February 2, 2011) and peer lists include Global Universities, HECB Peers, Public Research/Doctoral Universities, and Public and Private Research/Doctoral Universities.

Report Prepared by: University Advancement

**Global Universities - FY2010**  
**Ranked by 5-Year Contribution Average**

| Rank     | University                            | Grand Total 5-Year Average | Alumni Participation | Alumni of Record |
|----------|---------------------------------------|----------------------------|----------------------|------------------|
| 1        | University of California, Los Angeles | \$368,386,666              | 8.6%                 | 383,187          |
| <b>2</b> | <b>University of Washington</b>       | <b>\$308,306,097</b>       | <b>16.0%</b>         | <b>319,000</b>   |
| 3        | University of Virginia                | \$244,821,468              | 18.1%                | 191,801          |
| 4        | University of California, San Diego   | \$130,409,130              | 5.8%                 | 113,988          |
| 5        | University of Colorado Foundation     | \$128,735,787              | 5.3%                 | 348,896          |
| 6        | Rutgers                               | \$96,258,617               | 8.2%                 | 352,133          |
| 7        | University of California, Davis       | \$95,789,639               | 6.9%                 | 174,566          |
| 8        | University of Maryland College Park   | \$93,849,877               | 7.0%                 | 282,051          |
| 9        | University of California, Irvine      | \$83,806,937               | 3.8%                 | 120,067          |
| 10       | University of Connecticut Foundation  | \$41,906,966               | 8.9%                 | 210,197          |
| 11       | University of Massachusetts, Amherst  | \$33,298,297               | 11.3%                | 205,270          |

Source:

The Council for Aid to Education's VSE Survey / VSE Data Miner.

[http://www.cae.org/content/pro\\_data\\_trends.htm](http://www.cae.org/content/pro_data_trends.htm)

(accessed February 2, 2011)



**HECB Peer Institutions - FY2010**  
**Ranked by 5-Year Contribution Average**

| Rank     | University                                  | Grand Total 5-Year Average | Alumni Participation | Alumni of Record |
|----------|---------------------------------------------|----------------------------|----------------------|------------------|
| 1        | Cornell University                          | \$424,686,705              | 17.4%                | 233,210          |
| 2        | University of California, Los Angeles       | \$368,386,666              | 8.6%                 | 383,187          |
| 3        | University of Wisconsin-Madison             | \$345,635,720              | 11.3%                | 394,957          |
| <b>4</b> | <b>University of Washington</b>             | <b>\$308,306,097</b>       | <b>16.0%</b>         | <b>319,000</b>   |
| 5        | University of Michigan                      | \$283,967,291              | 12.0%                | 481,488          |
| 6        | University of Minnesota                     | \$279,161,191              | 9.4%                 | 496,746          |
| 7        | University of North Carolina at Chapel Hill | \$266,195,938              | 18.9%                | 264,826          |
| 8        | University of Virginia                      | \$244,821,468              | 18.1%                | 191,801          |
| 9        | Ohio State University                       | \$227,002,814              | 15.2%                | 443,787          |
| 10       | University of Florida                       | \$192,570,928              | 14.8%                | 332,884          |
| 11       | Texas A&M University                        | \$187,859,754              | 10.6%                | 342,439          |
| 12       | Michigan State University                   | \$142,984,714              | 13.5%                | 410,587          |
| 13       | University of Arizona                       | \$142,857,381              | 4.2%                 | 274,811          |
| 14       | University of California, San Diego         | \$130,409,130              | 5.8%                 | 113,988          |
| 15       | University of Pittsburgh                    | \$117,333,422              | 10.3%                | 264,818          |
| 16       | University of Iowa                          | \$114,883,919              | 11.7%                | 268,317          |
| 17       | University of Cincinnati                    | \$97,361,492               | 11.0%                | 216,991          |
| 18       | University of California, Davis             | \$95,789,639               | 6.9%                 | 174,566          |
| 19       | University of Missouri-Columbia             | \$93,336,011               | 15.1%                | 206,348          |
| 20       | University of California, Irvine            | \$83,806,937               | 3.8%                 | 120,067          |
| 21       | University of Kentucky                      | \$62,758,717               | 19.6%                | 181,949          |
| 22       | University of New Mexico                    | \$56,819,618               | 5.4%                 | 154,255          |
| 23       | University of Hawaii Foundation             | \$43,481,999               | 5.7%                 | 237,924          |

Source:

The Council for Aid to Education's VSE Survey / VSE Data Miner.

[http://www.cae.org/content/pro\\_data\\_trends.htm](http://www.cae.org/content/pro_data_trends.htm)

(accessed February 2, 2011)

**Public Research/Doctoral Universities - FY2010**  
**Ranked by 5-Year Contribution Average**

| <b>Rank</b> | <b>University</b>                           | <b>Grand Total 5-Year Average</b> | <b>Alumni Participation</b> | <b>Alumni of Record</b> |
|-------------|---------------------------------------------|-----------------------------------|-----------------------------|-------------------------|
| 1           | University of California, Los Angeles       | \$368,386,666                     | 8.6%                        | 383,187                 |
| 2           | University of Wisconsin-Madison             | \$345,635,720                     | 11.3%                       | 394,957                 |
| <b>3</b>    | <b>University of Washington</b>             | <b>\$308,306,097</b>              | <b>16.0%</b>                | <b>319,000</b>          |
| 4           | Indiana University                          | \$307,764,869                     | 16.3%                       | 428,629                 |
| 5           | University of Michigan                      | \$283,967,291                     | 12.0%                       | 481,488                 |
| 6           | University of Minnesota                     | \$279,161,191                     | 9.4%                        | 496,746                 |
| 7           | University of California, Berkeley          | \$271,818,748                     | 8.6%                        | 423,875                 |
| 8           | University of North Carolina at Chapel Hill | \$266,195,938                     | 18.9%                       | 264,826                 |
| 9           | University of Virginia                      | \$244,821,468                     | 18.1%                       | 191,801                 |
| 10          | University of Texas at Austin               | \$239,018,631                     | 13.2%                       | 447,180                 |
| 11          | Ohio State University                       | \$227,002,814                     | 15.2%                       | 443,787                 |
| 12          | University of Florida                       | \$192,570,928                     | 14.8%                       | 332,884                 |
| 13          | Purdue University                           | \$188,615,378                     | 13.1%                       | 394,745                 |
| 14          | Texas A&M University                        | \$187,859,754                     | 10.6%                       | 342,439                 |
| 15          | Pennsylvania State University               | \$184,502,586                     | 13.7%                       | 556,751                 |
| 16          | University of Oklahoma                      | \$144,813,267                     | 16.3%                       | 171,406                 |
| 17          | Michigan State University                   | \$142,984,714                     | 13.5%                       | 410,587                 |
| 18          | University of Arizona                       | \$142,857,381                     | 4.2%                        | 274,811                 |
| 19          | University of Nebraska                      | \$131,483,231                     | 11.2%                       | 292,583                 |
| 20          | University of California, San Diego         | \$130,409,130                     | 5.8%                        | 113,988                 |

Source:

The Council for Aid to Education's VSE Survey / VSE Data Miner.

[http://www.cae.org/content/pro\\_data\\_trends.htm](http://www.cae.org/content/pro_data_trends.htm)

(accessed February 2, 2011)

**Public and Private Research/Doctoral Universities - FY2010**  
**Ranked by 5-Year Contribution Average**

| <b>Rank</b> | <b>University</b>                           | <b>Grand Total 5-Year Average</b> | <b>Alumni Participation</b> | <b>Alumni of Record</b> |
|-------------|---------------------------------------------|-----------------------------------|-----------------------------|-------------------------|
| 1           | Stanford University                         | \$753,509,697                     | 28.2%                       | 171,116                 |
| 2           | Harvard University                          | \$643,930,720                     | 19.4%                       | 325,797                 |
| 3           | Columbia University                         | \$429,399,732                     | 10.8%                       | 347,280                 |
| 4           | Johns Hopkins University                    | \$427,594,487                     | 16.8%                       | 146,402                 |
| 5           | Cornell University                          | \$424,686,705                     | 17.4%                       | 233,210                 |
| 6           | University of Southern California           | \$424,129,022                     | 19.8%                       | 240,066                 |
| 7           | University of Pennsylvania                  | \$422,406,128                     | 24.7%                       | 279,569                 |
| 8           | Yale University                             | \$416,031,408                     | 27.9%                       | 143,301                 |
| 9           | University of California, Los Angeles       | \$368,386,666                     | 8.6%                        | 383,187                 |
| 10          | Duke University                             | \$352,825,372                     | 28.0%                       | 144,028                 |
| 11          | University of Wisconsin-Madison             | \$345,635,720                     | 11.3%                       | 394,957                 |
| 12          | New York University                         | \$329,743,123                     | 7.2%                        | 411,138                 |
| <b>13</b>   | <b>University of Washington</b>             | <b>\$308,306,097</b>              | <b>16.0%</b>                | <b>319,000</b>          |
| 14          | Indiana University                          | \$307,764,869                     | 16.3%                       | 428,629                 |
| 15          | Massachusetts Institute of Technology       | \$307,092,233                     | 26.7%                       | 120,195                 |
| 16          | University of Michigan                      | \$283,967,291                     | 12.0%                       | 481,488                 |
| 17          | University of Minnesota                     | \$279,161,191                     | 9.4%                        | 496,746                 |
| 18          | University of California, Berkeley          | \$271,818,748                     | 8.6%                        | 423,875                 |
| 19          | University of Chicago                       | \$267,919,194                     | 20.7%                       | 143,982                 |
| 20          | University of North Carolina at Chapel Hill | \$266,195,938                     | 18.9%                       | 264,826                 |

Source:

The Council for Aid to Education's VSE Survey / VSE Data Miner.

[http://www.cae.org/content/pro\\_data\\_trends.htm](http://www.cae.org/content/pro_data_trends.htm)

(accessed February 2, 2011)

VII. STANDING COMMITTEES

B. Finance, Audit and Facilities Committee

University of Washington Investment Committee (UWINCO) Update

There will be an oral report for information only.

VII. STANDING COMMITTEES

B. Finance, Audit and Facilities Committee

Capital Projects Office Semi-Annual Status Report

There will be an oral report for information only.



# Capital Projects Office Semi-Annual Status Report

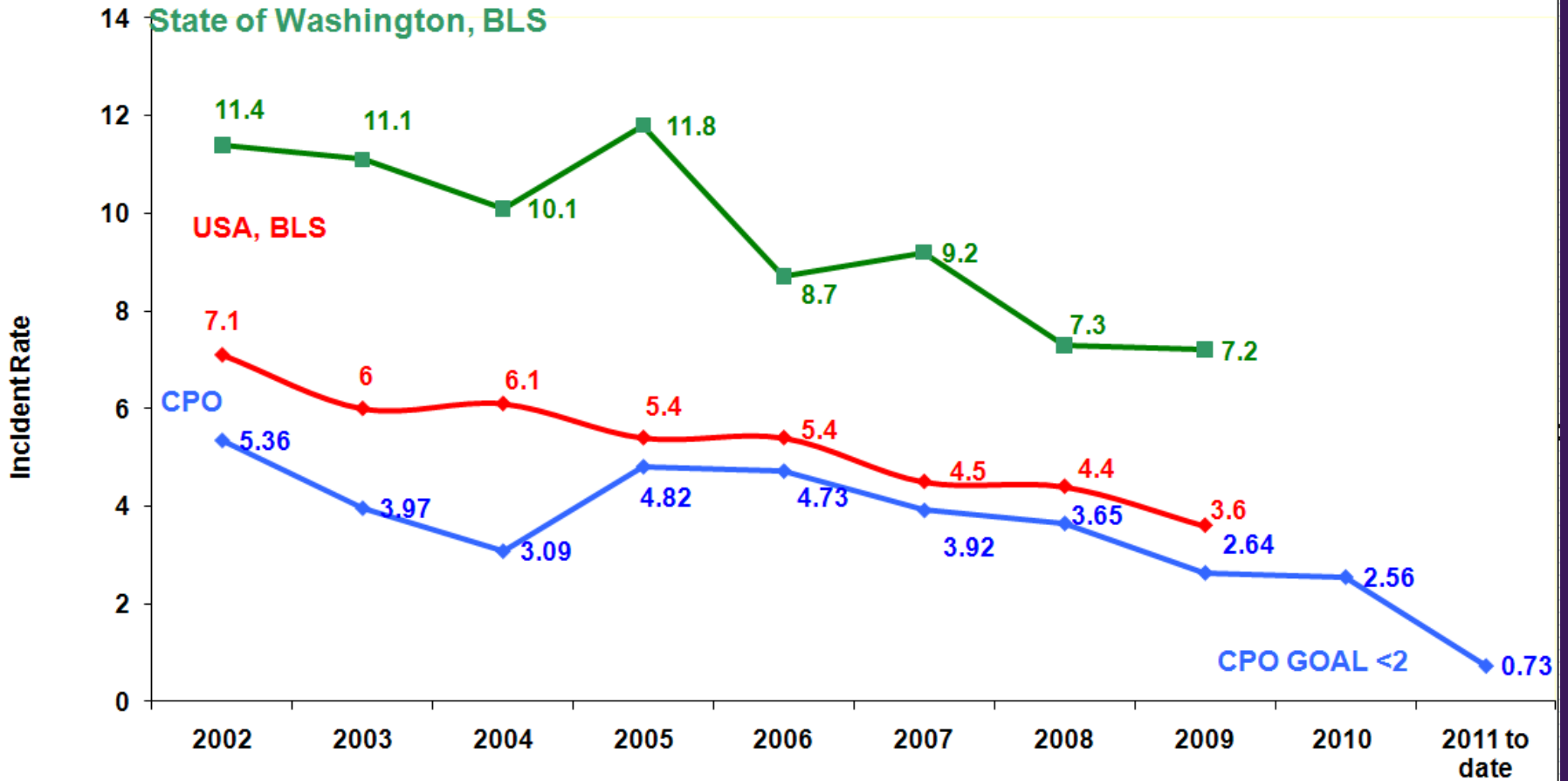
June 2010 – February 2011



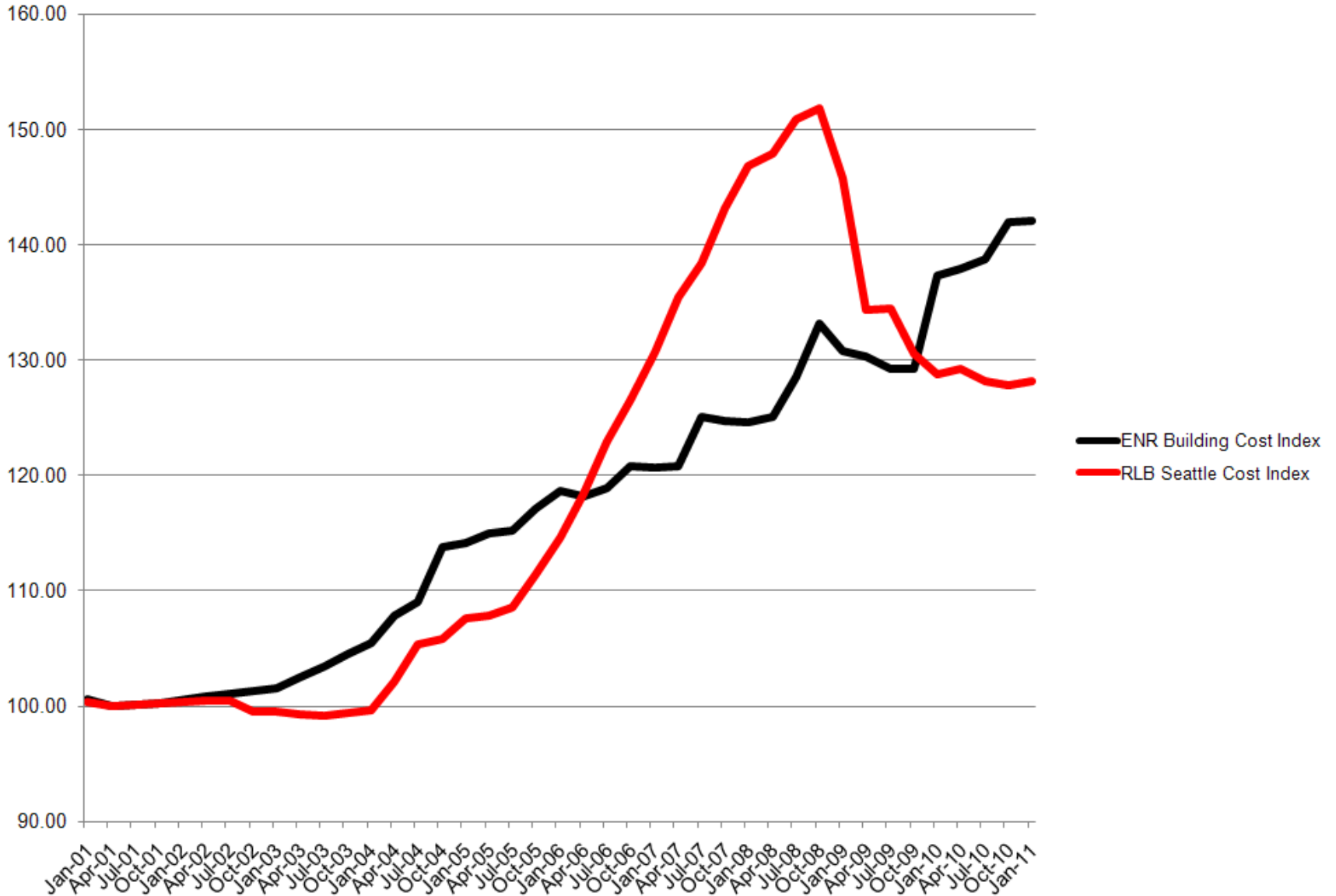
# CPO SAFETY

TRIR Calendar Year

USA CPO TRIR Washington



# ENR Building Cost Index vs. RLB Seattle Cost Index



# Bids

## Results and Responses

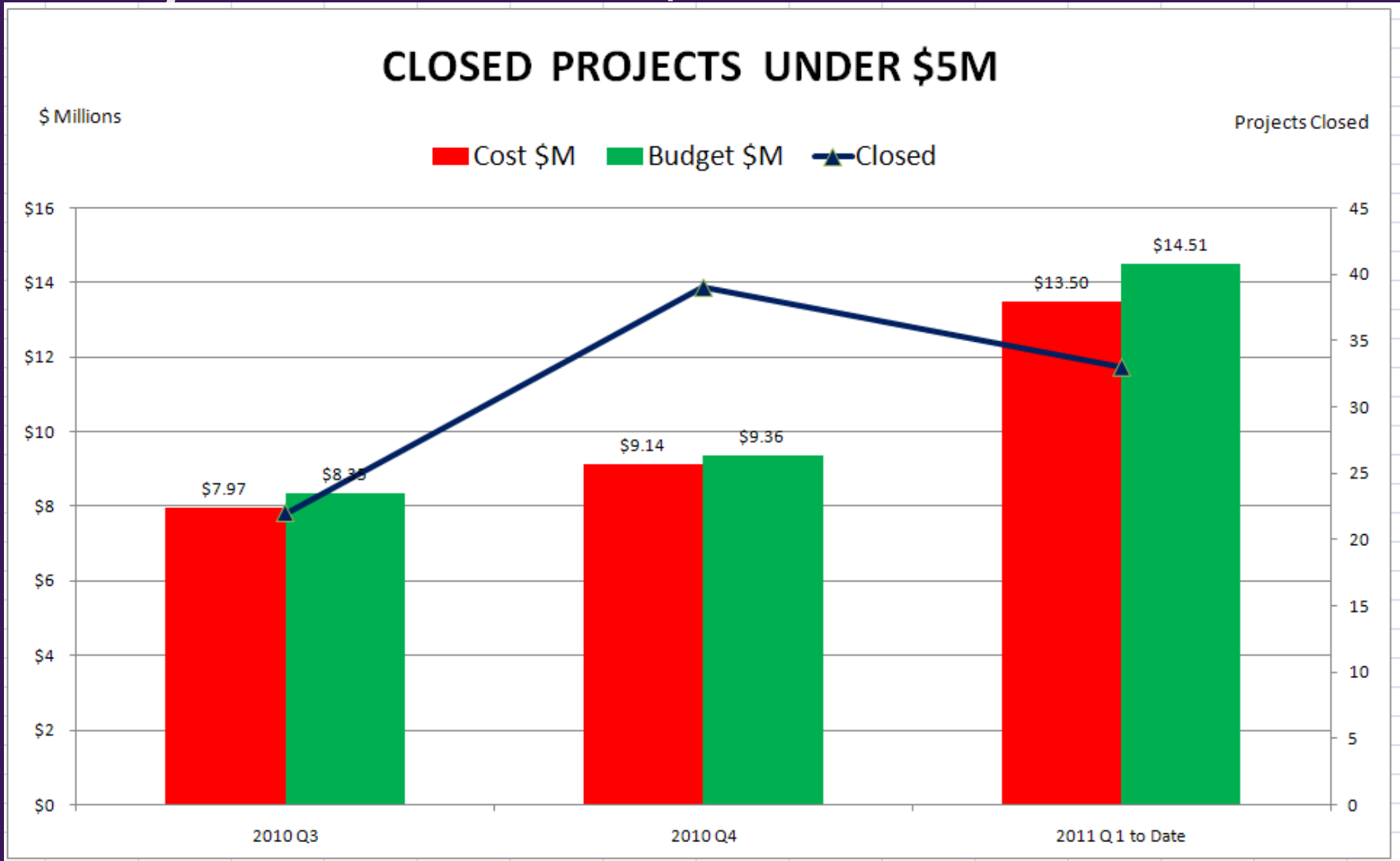
2007: 27 bids 83 responses avg. bid 5% over

2008: 31 bids 165 responses avg. bid 3% over

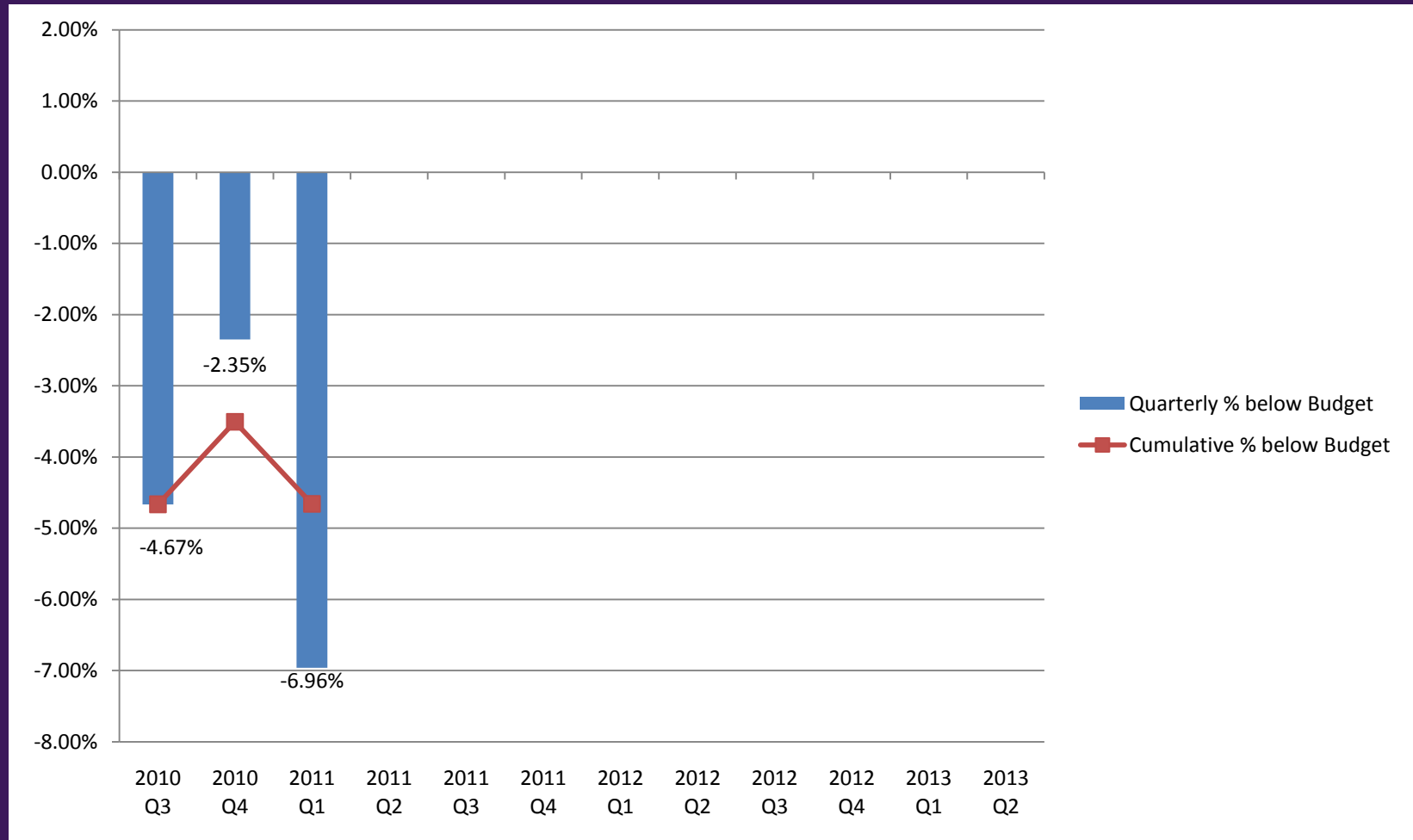
2009: 41 bids 308 responses avg. bid 11% under

2010: 53 bids 339 responses avg. bid 7% under

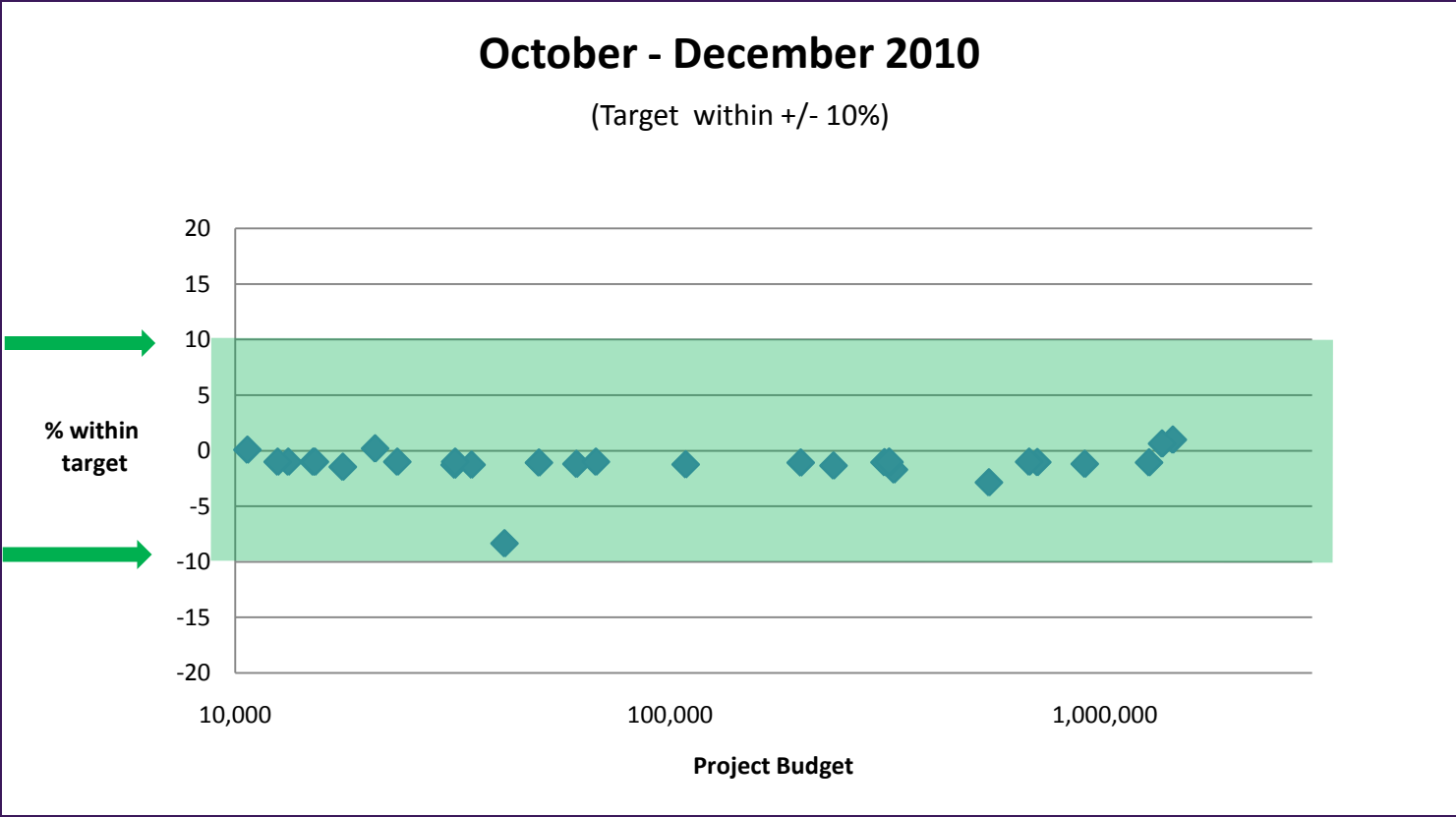
# Projects Under \$5 Million Closed



# Projects Under \$5 Million Closed



# Cost vs. Budget Project less than \$5 million





# Cost vs. Budget History

## Closed Projects: Cost within 10% of Budget

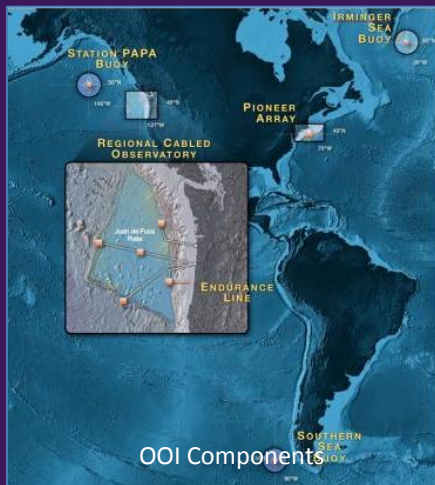


# Emerging Projects

- ▶ Montlake Triangle
- ▶ Sound Transit – North Link
- ▶ Burke Museum
- ▶ Intellectual House

# Other Projects

- ▶ Ocean Observatories Initiative
- ▶ Sound Transit U - Link



# Number of Project Contracts Issued June 2010 – February 2011

|                       | <u>W/MBE</u> | <u>Total</u> |
|-----------------------|--------------|--------------|
| Designers/Consultants | 22 (10%)     | 212          |
| Contractors           | 4 (5%)       | 88           |



# Major Projects in Closeout

|                                     | <u>Budget/ F'cst \$M</u> | <u>Use Date / F'cst</u> |
|-------------------------------------|--------------------------|-------------------------|
| Benjamin D. Hall                    | 29.9 / 29.4              | 9-05 / 3-06             |
| Benjamin D. Hall iAMT               | 6.6 / 6.1                | 9-09 / 9-09             |
| Wm. H. Philip Hall                  | 12.1 / 10.7              | 1-09 / 10-08            |
| Savery Hall                         | 61.2 / 61.2*             | 9-09 / 9-09             |
| UW Tower Data Center                | 32.5 / 32.5*             | 12-09 / 12-09           |
| Business Phase 1                    | 95.0 / 91.5              | 9-10 / 9-10             |
| HSC 6 <sup>th</sup> Floor – RR Wing | 28.7 / 25.1              | 4-10 / 7-10             |
| Wash. Dental Bldg.                  | 19.8 / 18.8*             | 9-10 / 7-10             |
| *<br>Scope reinstated/expanded      |                          |                         |







# Major Projects in Bid/Construction

|                        | <u>Budget/F'cst \$M</u> | <u>Use Date / F'cst</u>     |
|------------------------|-------------------------|-----------------------------|
| Foster School Phase 2  | 46.8 / 41.8             | 9-12 / 5-12                 |
| Hall Health            | 10.2 / 9.1              | 8-11 / 10-11                |
| Housing Phase 1        | 147.7 / 150.7           | (9-11 / 9-11) (9-12 / 9-12) |
| Hub Renovation         | 128.3 / 118.4           | 9-12 / 9-12                 |
| HSC J-Wing Micro. Bio. | 23.5 / 19.3             | 3-11 / 5/11                 |
| Molecular Engineering  | 77.7 / 77.7 *           | 1-12 / 12-11                |
| UWMC Expansion         | 199.5 / 210.5           | 5-12 / 9-12                 |
| UW Tacoma Phase 3      | 54.3 / 54.3             | (9-11 / 3-11) (6-12 / 6-12) |
| * Scope expanded       |                         |                             |

# Major Projects in Bid/Construction

|             | <u>Budget/F'cst \$M</u> | <u>Use Date /F'cst</u> |
|-------------|-------------------------|------------------------|
| Safe Campus | 8.0 / 8.0               | 6-11 / 6-11            |
| Smart Grid  | 10.1 / 10.1             | 4-12 / 6/12            |
|             |                         |                        |
|             |                         |                        |
|             |                         |                        |
|             |                         |                        |
|             |                         |                        |
|             |                         |                        |
|             |                         |                        |
|             |                         |                        |

# Major Projects in Design

|                      | <u>Budget/F'cst \$M</u> | <u>Use Date / F'cst</u>                |
|----------------------|-------------------------|----------------------------------------|
| Anderson Hall        | Predesign complete      |                                        |
| Ethnic Cultural Ctr. | 15.5 / 13.95            | 9-11 / 6-12                            |
| Housing Phase 2      | 257 / 257               | (8-13/8-14/8-15) /<br>(8-13/8-14/8-15) |
| Husky Ballpark       | 9.8 / 9.8               | TBD                                    |
| UW Bothell Phase 3   | 68.0 / 68.0             | 9/13 / 9-13                            |
|                      |                         |                                        |

VII. STANDING COMMITTEES

B. Finance, Audit and Facilities Committee

Internal Audit 2011 Audit Plan and 2010 Audit Results

This item is for information only.

*Attachments*

Report on 2011 Audit Plan and 2010 Audit Results



UNIVERSITY *of* WASHINGTON

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# 2011 Audit Plan and 2010 Audit Results

Finance, Audit and Facilities Committee  
Board of Regents

Internal Audit  
University of Washington

March 2011

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## Executive Summary

The *2011 Audit Plan and 2010 Audit Results Report* contains key information on our planned audit activity for 2011 and highlights of the results of our audit work completed in 2010.

### Audit Goals

Internal Audit's goals for 2011 are:

- Complete audits within twenty-five of the highest risk ranked units of the University;
- Provide the University with value added recommendations to improve controls, mitigate identified risks and increase efficiency within operations;
- Expand our audit universe to include Northwest Hospital and also consider expanding to newly created or acquired UW operations;
- Continue further implementation of modules included in our new Internal Audit electronic work paper system;
- Continue to strengthen our audit team through focused industry training; and
- Continue to coordinate with and participate in the further development of the University-wide enterprise risk management framework.

### Audit Plan 2011

We completed our annual internal audit plan for the University, which focused on updating the 2010 biennial risk assessment. The plan documents presented include:

- Overview of the Audit Plan;
- Analysis of Audit Coverage by Combined Auditable Units from 2006 - 2011;
- Heat Map of Combined Auditable Units;
- Planned Audit Projects;
- Allocation of Audit Resources; and
- Risk Assessment Methodology/Development of Annual Plan, included in Appendix A.

### Audit Results 2010

As a result of the work completed in 2010, we issued 15 audit reports related to the 2008 through 2010 audit plans, provided controls and ethics trainings across campus, conducted follow-up audit procedures to "close" over 125 audit findings, provided liaison services to campus and conducted investigations into ethics and/or fraud allegations. The audit reports issued related to work completed in the following areas:

Procurement Card

Subcontracting and Subrecipient Monitoring

UWMC / HMC Materials Management

School of Medicine - I-Tech

Student Data Base

Capital Projects Office

UW Tacoma - Financial Controls, Student Services

Educational Outreach

UWMC / HMC and UWP Charity Care

UW IT - Financial Controls

Intercollegiate Athletics Compliance

CHARMS / EPIC Pre-implementation

Overall, we found the departments tested generally had good control systems in place related to financial management, operations and federal compliance. The exceptions identified resulted primarily from the lack of sufficient management oversight and monitoring rather than problems systemic at the University or Medical Center level.

Our information system audits focused primarily on the implementation of new systems and security of data stored in decentralized, department-owned systems. We found departments need to strengthen controls related to user access, security, and disaster recovery.



# 2011 Audit Plan

## Audit Plan

Internal Audit engages in three primary activities – audits, management advisory services, and investigations. Our focus is to actively work with the schools, colleges and medical centers assisting management to address strategic, financial, operational, and compliance risks and exposures. Internal Audit focuses on both University wide and departmental level control systems and processes. In order to focus our audit resources, we consider the work completed by other audit professionals and compliance officers across the University such as KPMG LLP, Peterson Sullivan LLP, State Auditor’s Office and other regulatory agencies in both setting our overall audit plan and in planning the work conducted on any specific project. Additionally, we provide liaison services between the University and external audit parties to assist in the effective conduct of outside auditor’s projects.

Internal Audit’s goals for 2011 are:

- Complete audits and audit procedures within twenty-five of the highest risk ranked units of the University;
- Provide the University with value added recommendations to improve controls, mitigate identified risks and increase efficiency within operations;
- Expand our audit universe to include Northwest Hospital and to other newly created or acquired UW operations;
- Continue further implementation of modules within our new Internal Audit electronic work paper system;
- Continue to strengthen our audit team through focused industry training; and
- Continue to coordinate with and participate in the further development of the University-wide enterprise risk management framework.

The University of Washington Internal Audit Plan for 2011 is designed to provide comprehensive audit coverage, deploying Internal Audit resources in an effective and efficient manner. We will continue to focus on the high risk areas as identified by our risk assessment.

A chart of the summarized audit universe is contained on the following page. During the completion of the risk assessment (see methodology attached as Appendix A), we created a matrix of some 280 auditable units of the University and Medical Centers. The units had varying degrees of autonomy; however, we created the units from listings of Colleges, Schools, Departments, and Auxiliary Organizations. We grouped these 280 auditable units into what we have identified as our 40 combined auditable units within the University. We ranked these across a number of different risk factors to capture the inherent risks to the institution and enable Internal Audit to compare the units and identify areas to focus our audit activities.

We have included a heat map representing the results of our risk ranking on page 5. Additionally, Internal Audit continues to respond to changes in the University and its related entities. In 2011 we will expand our audit work at the medical centers to include Northwest Hospital and expect to include other UW Medicine organizations in 2012.

## Analysis of Coverage of Combined Auditable Units

The University combined auditable units listed below are ranked from high to low in terms of the relative risk based on the risk assessment performed by Internal Audit. Additionally we have included the relative ranking from previous risk assessments. The columns identify the relative risk ranking in each of those periods and the type of audit coverage.

| COMBINED AUDITABLE UNIT                   | 2011/2010 |                | 2009/2008 |                | 2007/2006 |                |
|-------------------------------------------|-----------|----------------|-----------|----------------|-----------|----------------|
|                                           | Rank      | Audit Coverage | Rank      | Audit Coverage | Rank      | Audit Coverage |
| UW Medical Center                         | 1         | IA-10 & 11     | 3         | IA             | 3         | IA             |
| Harborview Medical Center                 | 2         | IA-10 & 11     | 2         | IA             | 2         | IA             |
| School of Medicine                        | 3         | IA-10 & 11     | 1         | IA             | 1         | IA             |
| UW Physicians/Physicians Network          | 4         | IA-10 & 11     | -         | Ext            | -         | Ext            |
| Intercollegiate Athletics                 | 5         | IA-10 & 11     | 9         | IA             | 19        | IA             |
| College of the Environment                | 6         | IA-11          | 21        | Reg            | 10        | IA             |
| Northwest Hospital                        | 7         | IA-11          | -         | Ext            | -         | Ext            |
| Student Financial Aid                     | 8         | -              | 34        | Reg            | 26        | -              |
| Office of Research                        | 9         | IA-10 & 11     | 23        | IA             | 25        | -              |
| College of Engineering                    | 10        | IA-10          | 16        | -              | 7         | IA             |
| Capital Projects                          | 11        | IA-10          | 13        | -              | 15        | IA             |
| Finance                                   | 12        | IA-10 & 11     | 24        | IA             | 18        | Ext            |
| International/Global Programs             | 13        | IA-10 & 11     | 28        | IA             | 38        | -              |
| Grant and Contract Accounting             | 14        | IA 10 & 11     | 18        | Reg            | 8         | IA             |
| Treasury Office                           | 15        | Ext            | 30        | Ext            | 23        | Ext            |
| Office of the President/Provost           | 16        | IA-10 & 11     | 29        | IA             | 28        | IA             |
| School of Dentistry                       | 17        | IA-10          | 7         | -              | 14        | -              |
| Housing and Food Services                 | 18        | Ext            | 26        | Ext            | 17        | Ext            |
| College of Arts and Sciences              | 19        | IA-11          | 4         | IA             | 6         | IA             |
| Educational Outreach                      | 20        | IA-10          | 5         | IA             | 13        | -              |
| Health Sciences Administration            | 21        | IA-10 & 11     | 6         | IA             | 4         | IA             |
| School of Public Health                   | 22        | IA-11          | 8         | -              | 11        | IA             |
| School of Nursing                         | 23        | IA-10          | 15        | IA             | 27        | IA             |
| Office of Planning and Budgeting          | 24        | IA-11          | 35        | -              | 34        | Reg            |
| Graduate School                           | 25        | IA-11          | 27        | -              | 37        | -              |
| Advancement                               | 26        | -              | 10        | IA             | 20        | -              |
| UW Information Technology                 | 27        | IA-10 & 11     | 11        | IA             | 5         | IA             |
| UW Tacoma                                 | 28        | IA-10          | 14        | IA             | 30        | -              |
| UW Bothell                                | 29        | IA-11          | 12        | IA             | 22        | -              |
| College of the Built Environment          | 30        | IA-10          | 31        | -              | 21        | -              |
| School of Business                        | 31        | -              | 17        | IA             | 9         | IA             |
| Facilities Services                       | 32        | IA-10          | 25        | -              | 16        | IA             |
| College of Education                      | 33        | IA-11          | 33        | -              | 31        | IA             |
| School of Pharmacy                        | 34        | IA-11          | 19        | -              | 32        | IA             |
| School of Public Affairs                  | 35        | IA-11          | 32        | -              | 29        | IA             |
| School of Law                             | 36        | IA-11          | 20        | -              | 24        | Reg            |
| Student Life                              | 37        | IA-10          | 34        | IA             | 36        | Ext            |
| School of Social Work                     | 38        | IA-11          | 22        | -              | 12        | IA             |
| Affiliated / Public Service Organizations | 39        | Ext            | 37        | Ext            | 35        | Ext            |
| Information School                        | 40        | IA-11          | 36        | -              | 33        | -              |

Legend: IA - Audited by Internal Audit  
 Ext - Audited by KPMG LLP or Peterson Sullivan LLP  
 Reg - Audited by Regulatory Agencies, including State Auditor's Office

## Combined Auditable Units - Heat Map

|            |                                             |  |  |  |  |  |  |  |   |  |
|------------|---------------------------------------------|--|--|--|--|--|--|--|---|--|
| Likelihood | Ranking of 40 Major Units within University |  |  |  |  |  |  |  |   |  |
|            | Almost Certain                              |  |  |  |  |  |  |  |   |  |
|            | Likely                                      |  |  |  |  |  |  |  | 4 |  |
|            | Possible                                    |  |  |  |  |  |  |  | 7 |  |
|            | Unlikely                                    |  |  |  |  |  |  |  | 6 |  |
|            | Rare                                        |  |  |  |  |  |  |  | 5 |  |
|            | Insignificant                               |  |  |  |  |  |  |  | 3 |  |
|            | Impact                                      |  |  |  |  |  |  |  |   |  |

### Listing of Combined Auditable Units

(Numbers in chart below correspond to the chart above)

|    |                                    |    |                                           |
|----|------------------------------------|----|-------------------------------------------|
| 1  | UW Medical Center                  | 21 | Health Sciences Administration            |
| 2  | Harborview Medical Center          | 22 | School of Public Health                   |
| 3  | School of Medicine                 | 23 | School of Nursing                         |
| 4  | UW Physicians / Physicians Network | 24 | Office of Planning and Budgeting          |
| 5  | Intercollegiate Athletics          | 25 | Graduate School                           |
| 6  | College of the Environment         | 26 | Advancement                               |
| 7  | Northwest Hospital                 | 27 | UW Information Technology                 |
| 8  | Student Financial Aid              | 28 | UW Tacoma                                 |
| 9  | Office of Research                 | 29 | UW Bothell                                |
| 10 | College of Engineering             | 30 | College of the Built Environment          |
| 11 | Capital Projects                   | 31 | School of Business                        |
| 12 | Finance                            | 32 | Facilities Services                       |
| 13 | International / Global Programs    | 33 | College of Education                      |
| 14 | Grant and Contract Accounting      | 34 | School of Pharmacy                        |
| 15 | Treasury Office                    | 35 | School of Public Affairs                  |
| 16 | Office of the President / Provost  | 36 | School of Law                             |
| 17 | School of Dentistry                | 37 | Student Life                              |
| 18 | Housing and Food Services          | 38 | School of Social Work                     |
| 19 | College of Arts and Sciences       | 39 | Affiliated / Public Service Organizations |
| 20 | Educational Outreach               | 40 | Information - School                      |

## Planned Audit Projects

Based on our updated risk assessment, we identified both audit units and university wide processes within which to focus our audit activities during 2011. Additionally, as part of our risk assessment, we were challenged by the President and Provost to look at processes which function in each College or School and/or departments therein; and consider audit projects whose results could be shared across the campus to improve control effectiveness. The audit units noted below represent components or system of a combined auditable unit identified in the risk assessment. We will conduct audits in the identified units. Additionally, based on risk and controls reviews conducted in the audit planning process, we may validate and/or expand upon the areas of focus and risks in each respective audit unit.

### Campuses

| Audit Unit                             | Audit Focus                                               |
|----------------------------------------|-----------------------------------------------------------|
| <b>School of Medicine</b>              | Federal grant activities controls review - Anesthesiology |
| <b>School of Medicine</b>              | Federal grant activities controls review – Metabolism     |
| <b>ICA - 2011</b>                      | Eligibility, Extra benefits, Student athlete employment   |
| <b>College of Arts &amp; Sciences</b>  | Federal grant activities controls review                  |
| <b>UW Bothell</b>                      | Student fees – stewardship and expenditure controls       |
| <b>International / Global Programs</b> | Site visit to Africa – financial controls review          |
| <b>UW Information Technology</b>       | Rate setting                                              |
| <b>UW Information Technology</b>       | President’s Report follow-up                              |
| <b>Multiple Audit Units / Finance</b>  | Recharge / cost center audit                              |
| <b>Multiple Audit Units / HR</b>       | Pay type controls                                         |
| <b>Multiple Audit Units / Finance</b>  | FEC reporting                                             |

### Medical Centers

| Audit Unit                                         | Audit Focus                                                                                   |
|----------------------------------------------------|-----------------------------------------------------------------------------------------------|
| <b>Northwest Hospital</b>                          | Risk assessment and planned audit                                                             |
| <b>Emergency Medicine</b>                          | HMC/UWMC Service capture, Billing, IT controls                                                |
| <b>Anesthesiology</b>                              | HMC / UWMC / UWP Service capture, Billing                                                     |
| <b>Controller’s Office - Contractual Allowance</b> | HMC / UWMC / UWP - Compliance and consistency of application of policies across health system |
| <b>KRONOS</b>                                      | Post implementation review / Business rules review                                            |
| <b>CPOE</b>                                        | Pre-implementation review                                                                     |
| <b>Multiple Audit Units - Procard</b>              | Compliance review with new policies and procedures                                            |
| <b>Multiple Audit Units - EPIC</b>                 | Service capture across new billing system                                                     |

## Audit Resources

The audit plan for calendar 2011 is based on a professional staffing complement of twelve FTE, a decrease of two and a half FTE over the plan for calendar 2010. The plan represents the anticipated minimum level of staffing in 2011 to account for the uncertainty around the budget discussions of the University and the expectation that Internal Audit will participate in any University wide cuts. The plan includes a UW Medicine approved increase of one staff person in acknowledgement of their growing organization. Additionally, Internal Audit plans to augment staffing with UW student interns in calendar 2011. This results in a slight decrease of planned audit hours as compared to time spent in 2010.

Approximately 50% of the Internal Audit's available resources are committed to the completion of planned audit projects and follow-up audit procedures. The annual audit plan is designed to provide appropriate coverage utilizing a variety of audit methodologies: audits of individual units both on Campus and at the Medical Centers, functional and process audits, University-wide reviews, and information system projects. Note that 8% of the audit resource hours have been reserved for follow-up procedures performed to ensure implementation of updated control procedures (see chart on page 13).

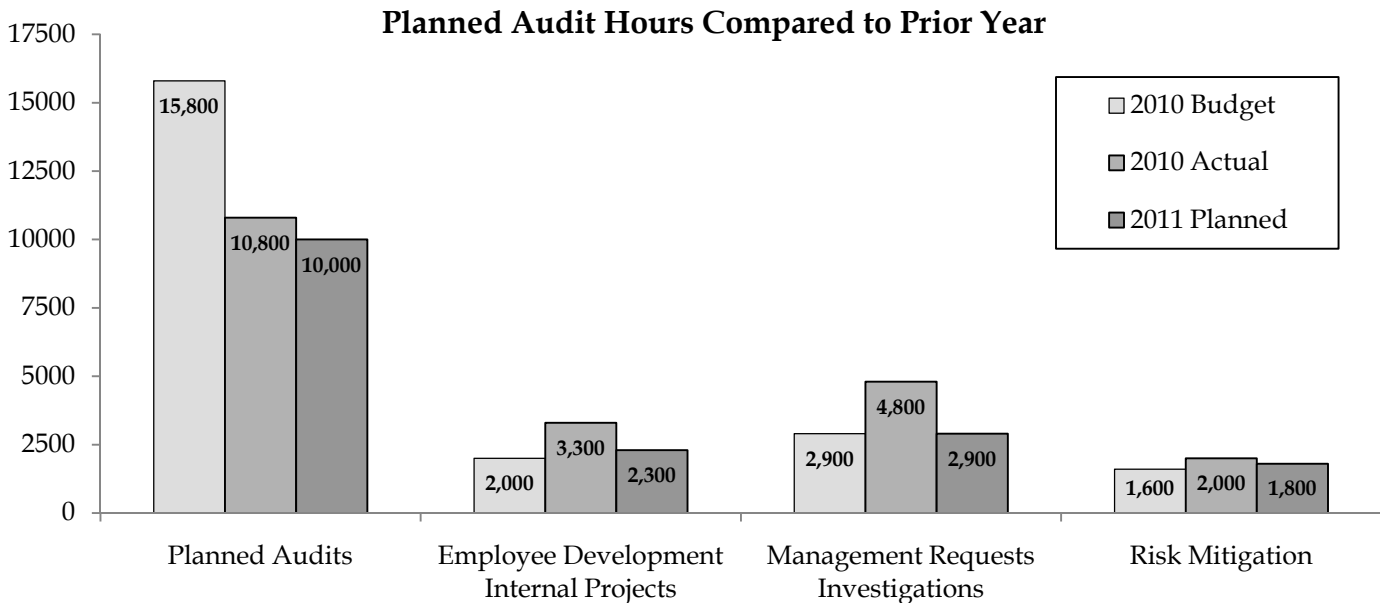
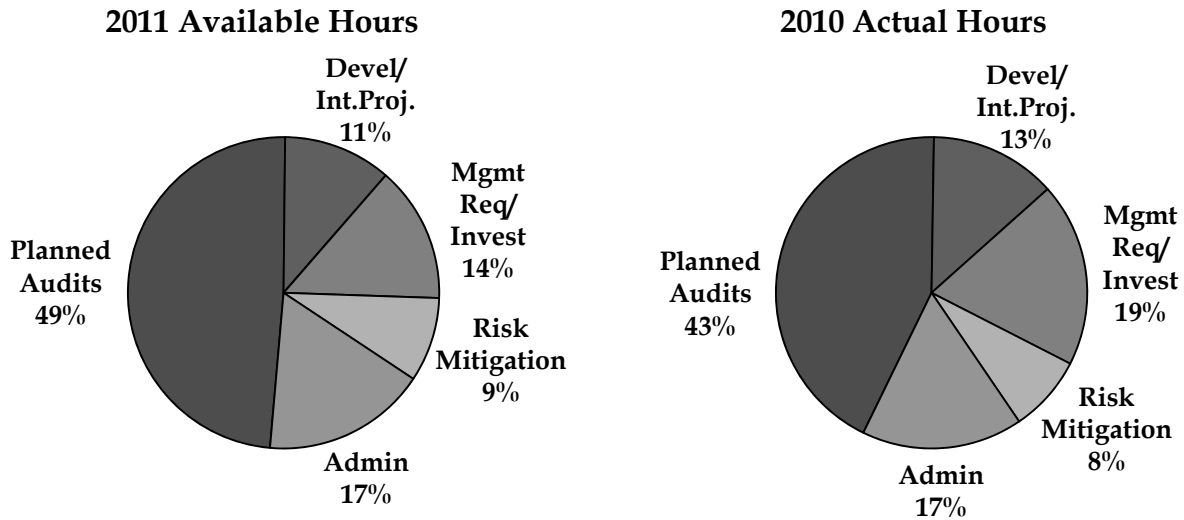
In selecting specific units/functions for inclusion in the audit plan we placed priority on providing coverage of higher risk units/processes, and areas of interest to University and Medical Center administrative leadership.

This year 10% of our resources will be needed to complete carry over work from our 2010 audit plan. Eight audit projects were in process at December 31, 2010, of these only three have remaining fieldwork as of February 28, 2011. The amount of carry over work is in line with a normal audit process where audits begun in the last few months of the year are completed and issued early in the following year.

The remainder of our FY 2011 audit resources is allocated as follows:

- 11% for employee professional development, internal quality improvement projects (LEAN), our Quality Assurance Review (QAR) and ongoing expansion and maintenance of our electronic work paper system.
- 14% to accommodate requests from the President, the Board, or other executive management and consultations with University departments. Additionally we plan to incur hours conducting investigations into whistleblower claims, regulatory, ethics and fraud allegations.
- 9% for risk mitigation efforts such as the audit liaison function for the University, training provided to University personnel, and University risk mitigation committee work.
- 17% has been further allocated for internal administrative functions, including employee performance evaluations, interviews of Internal Audit candidates and manager/staff meetings.

## Audit Resources (cont.)



Actual hours spent on 2010 planned audits was significantly under budget due to a large increase in our investigation hours (1,900 hours), the implementation and training of staff on our new electronic audit work paper system, increased professional education and initiation of our LEAN project (1,300 hours), increased liaison and committee activities (400) and staff vacancies (1,000 hours). Actual hours on management requests were slightly above the level expected in our 2010 audit plan.

Planned Audits budgeted for 2011 represents a decrease from our 2010 audit plan due to anticipated budget reductions and the allocation of time for our 2011 Quality Assurance Review. We do however expect increased efficiency from our on-going LEAN project and other quality improvement projects. Additionally, Internal Audit continues to expand the audits completed at the medical centers and will include Northwest Hospital and other UW Medicine organizations in 2011. We also expect decreased time to be spent on investigations throughout 2011, returning to the level we planned for in 2010.



# 2010 Audit Results

## **Audit Results**

In 2010, Internal Audit continued to emphasize the importance of strong systems of internal control. Overall, we found that internal controls are sufficient to ensure compliance with applicable regulations and policies, and to ensure that business objectives are achieved. We found no flagrant deficiencies in the course of these scheduled audits. Audit exceptions resulted primarily from lapses in management oversight, poor understanding of specific reconciliation controls and increased pressure on departments which have recently downsized. We have not seen evidence of systemic problems at the University level; however, continued pressure on downsizing of administrative units and departments will increase the risk of significant control breakdowns.

Our information system audits focused primarily on the implementation of the new billing system within the Medical Center, security of data stored in decentralized, department-owned systems and access controls over department run systems audited in 2010. We found departments need to strengthen controls over user access, security and disaster recovery.

### **Summary of Key Areas Audited**

We completed a number of audits across both the Campus and Medical Centers during calendar 2010. We have summarized the key risks and controls reviewed in these audits below as well as a brief summary of recommendations to strengthen our controls from these audits.

#### **Procurement Card (ProCard)**

We reviewed ProCard controls in 10 departments to determine whether purchases are authorized, valid, supported, accurately recorded and comply with key University policies and procedures. We recommended improvements in the areas of authorization, reconciliation, documentation of business purpose, separation of duties, and retention of required purchasing documentation. In addition, we recommended improvements in central operations related to providing guidance to users, transaction limits, removal of access, and closing of accounts.

#### **Student Database**

We reviewed controls over compliance with the Family Educational Rights and Privacy Act (FERPA) related to securing, managing, modifying and authorizing access to student information, as well as data security of student information systems. We recommended improvements over encryption of data in transit, monitoring of production servers to provide effective security, network security, access and account administration, user authentication, and securing web applications from known vulnerabilities.

#### **Subcontracting and Subrecipient Monitoring**

We reviewed three central and five research departments to determine whether they are adequately monitoring subrecipients for compliance with subcontract requirements and federal regulations. We recommended improvements in the execution/modification of subcontracts, updating of policies/procedures, monitoring of subcontract audit reports, and invoice approval.

## **Summary of Key Areas Audited (cont.)**

### **I-TECH Recharge Centers and Field Advances**

We found that I-TECH (International Training & Education Center for Health) has good internal controls over the operation of its recharge centers; with the exception that one recharge center has not been submitting University required quarterly financial reports. We found controls over the use of field advances need to be improved in the following areas: reconciliation and liquidation, retention of all bank account records, and accuracy of expenditure coding.

### **Educational Outreach**

We reviewed controls related to instructor compensation, instructor selection, overhead allocation, and accounts receivable. Our review identified several opportunities for improvement related to use of excess and supplemental pay, allocation of salaries, academic appointments, accuracy and consistency of overhead allocations, and accounts receivable adjustments. In addition, we recommended changes in the monitoring of financial results, clearing of suspense accounts, and system access rights.

### **Inventory Management**

We reviewed supplies inventory procurement and management processes at UWMC and HMC. We recommended improvements at both in reviewing physical and systems access privileges, tracking consigned inventory, and encrypting back-up media. We also reviewed Operating Room (OR) inventories at both locations and recommended that physical inventory counts be documented at HMC, and that UWMC OR inventory requisitions be processed through the Purchasing and Inventory Management application, PMM.

### **Charity Care**

We reviewed the management of charity care processing at UWMC, HMC and UWP. Charity care processes are well managed and executed at all entities reviewed. However, we did recommend changes in certain procedures to provide for better consistency between entities.

### **UW-IT**

We performed a review of the oversight and management of the UW-IT budget. We found that UW-IT has made significant progress in introducing internal controls to facilitate effective financial control. We found that controls could be further enhanced by re-designing financial reports to include more detailed information by operating unit and an executive summary, timely reconciliations of budget reports, documentation of approved salary changes or allocations, and timely write-off of accounts receivable.

### **Capital Projects**

We reviewed the controls regarding procurement, contracts, payments, change orders, and monitoring of large projects, and found that Capital Projects' processes and controls are effective.

## **Summary of Key Areas Audited (cont.)**

### **Intercollegiate Athletics**

We reviewed internal controls over financial aid, playing and practice seasons, rules education, self-reported violations, and information technology self-assessment. We recommended strengthening controls in the areas of submission and review of practice logs, submission of Declaration of Playing and Practice Season forms, practice logs for football summer conditioning, and annual rules education to staff.

### **UW Tacoma**

We reviewed controls related to cash receipts, revolving funds and information technology at the Cashier's Office. We determined the Cashier's Office has adequate controls. We also reviewed controls over expenditure of funds and outside work at the Division of Student Affairs. We recommended management improve the control environment at Student Affairs; establish a working committee to oversee the Enrollment Confirmation Fee budget, document approvals and that student fees were expended in accordance with the intent of the fund, and separate incompatible duties.

### **Audits In-process**

During the course of calendar 2010, we started a number of audits which were in different phases of completion as of December 31<sup>st</sup>. As of February 28, 2011, a number of these audits have been completed and reports issued. These include Facility Services and the College of Civil and Environmental Engineering. Those 2010 audits which are ongoing as of February 28, 2011 are the American Recovery and Reinvestment Act (ARRA), School of Dentistry, HMC/UWMC Pharmacy, HMC/UWMC Pathology (reporting phase) and HMC Radiology, Human Subjects, and Intercollegiate Athletics (fieldwork phase).

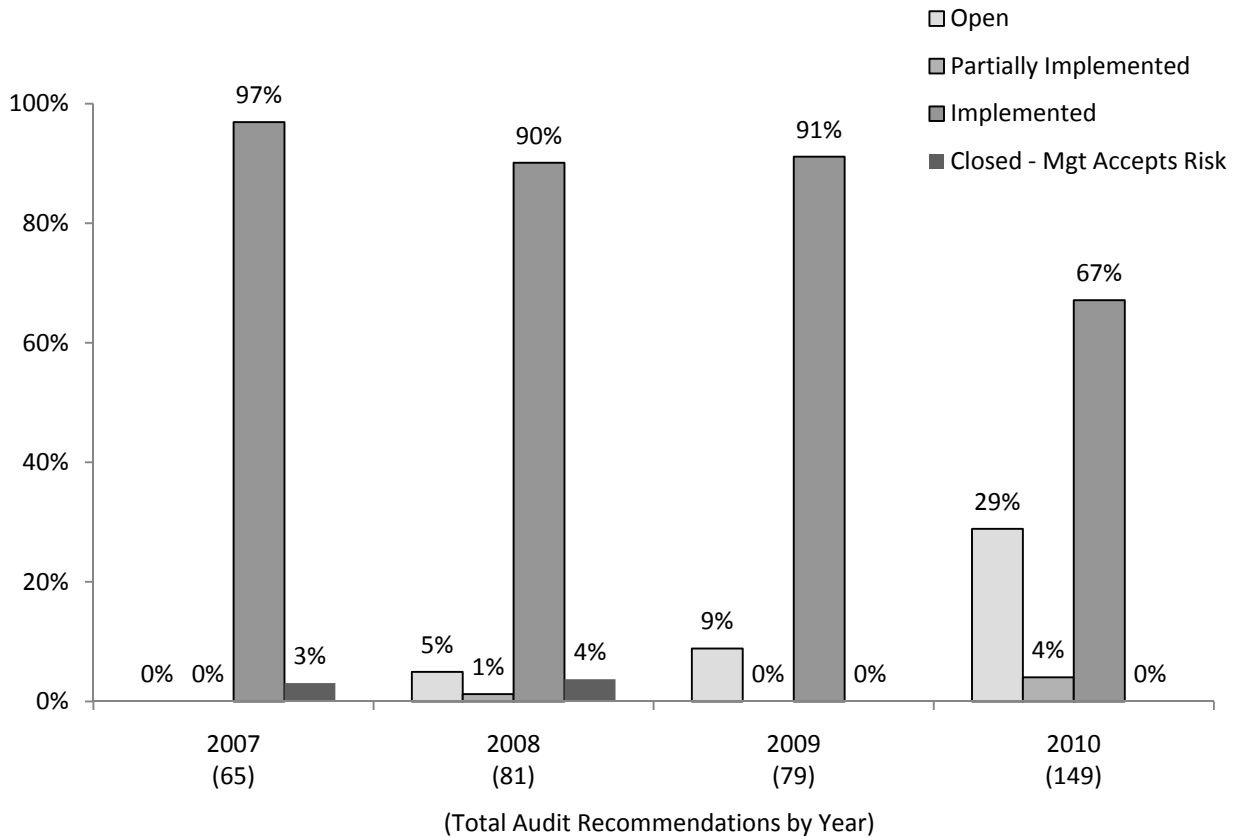
## Additional Contributions by Internal Audit

Internal Audit is also involved in a number of other activities to deliver value to the University. These activities include the follow-up of previously issued audit recommendations, the conduct of internal investigations into fraud and ethics violations, pre-implementation reviews of new IT systems, review of specific risk areas as requested by management, audit liaison services to the campus, advisory work on key campus committees and internal quality improvement initiatives within Internal Audit. We have summarized our involvement in these areas below.

### Follow-up Audit Procedures

Semi-annually Internal Audit conducts follow-up audit procedures to ensure that management is implementing controls as described within their responses to Internal Audit. As a result of these follow-up procedures, we were able to create the chart below to demonstrate how the University is implementing control recommendations. Additionally, Internal Audit has begun issuing a semi-annual report to management which includes the chart below and the status on all recommendations not yet implemented.

### Percentage of Recommendations Implemented for the Years 2007-2010



## **Additional Contributions by Internal Audit (cont.)**

### **Management Requests and Advisory Services**

During calendar 2010 Internal Audit conducted a number of projects at the request of the Board of Regents and Executive Management. These focused on testing of controls in areas of management concern and/or consultations on controls for ongoing projects. The projects we participated on included: a pre-implementation review of controls and processes for the Medical Center's CHARMS project (new billing system), a review of ITS wireless security, a review of the controls surrounding the management of Student Technology Fees and a contract review for the College of the Built Environment.

### **Liaison Services**

Internal Audit serves as liaison between central administrative offices, University departments and external auditors (federal, state and financial). The department maintains a record of all external auditors on campus, ensures documentation and information requests are understood and met, assists University staff in responding to audit findings and facilitates communication and coordination between different groups of auditors to minimize disruption to departmental activities. Additionally, we attend entrance and exit conferences and act as focal point for putting auditors in touch with the right people at the University to answer their questions. Appendix C contains a listing of external audit organizations who conducted work at the University in 2010.

### **Special Investigations**

Internal Audit received 40 complaints in 2010 that required our attention. Of these, we carried out 32 investigations related to whistleblower claims and regulatory, ethics and fraud allegations. We carry out many of these investigations as the proxy for the State Auditor's Office (whistleblower and fraud allegations), which allows Internal Audit to quickly identify control weaknesses and provide recommendations on ways to strengthen controls.

### **Trainings Provided**

One of our goals is to continue to assist the University and Medical Centers in their endeavor to strengthen internal controls. As such, we lead, provide and deliver trainings to campus and medical center groups in the areas of Internal Controls and Fraud Prevention, Grants Management, State Ethics Laws and Work and Leave Records Maintenance. We believe these trainings which amount to some 450 hours of work per year help strengthen the overall control environment while providing our staff with opportunities to meet with future audit clients and strengthen their presentation skills.

## **Additional Contributions by Internal Audit (cont.)**

### **Participation in UW Committees**

Internal Audit provides advisory input into a number of key initiatives on Campus and at the Medical Centers through its participation on committees. Our participation on committees is solely as an advisor and does not extend to a management / decision making role on the specific initiatives. We provide thoughtful input on the challenges faced by the University through an Internal Audit “lens” and focus on how any initiative impacts the control structure of the University. We aspire to always maintain a voice that is consistent with the President’s challenge to create a “Culture of Compliance” here at UW.

A sample of the committees we participate in are: the President’s Advisory Council on Enterprise Risk Management (PACERM), the Compliance, Operations and Finance Council (COFi Council), the Privacy Assurance and Systems Security Council, the Global Support Committee, the Compliance Officers Group, the Data Management Users Group and the Tax Strategy Team.

### **Quality Improvement Initiatives**

Additionally, we undertook a number of internal initiatives in 2010 to increase our productivity including:

- Initiation of a LEAN project to improve our audit process, improve client satisfaction, and improve overall time for an audit;
- Restructuring of our post audit follow-up process on audit findings;
- Implementation of an electronic work paper system;
- Introduction of electronic time reporting system;
- Initiating an Internal Audit Department Balanced Scorecard; and
- Introduction of new audit report format.

### **Enterprise Risk Management**

Internal Audit continues to participate in the University’s process to identify, assess and mitigate enterprise-wide risks through participation in the PACERM and COFi councils.

### **Pacific Northwest Internal Audit Conference for Public Universities**

Internal Audit hosted, led and participated in the first annual Pacific Northwest Internal Audit Conference for Public Universities. We worked with Washington State University, Western Washington University, Evergreen University, Clark College and Oregon University System auditors to present a low cost training alternative and create an opportunity to share best practices amongst the audit departments.



# Appendices

## Risk Assessment Methodology / Development of Annual Plan

We use a two year risk assessment model to prioritize audit coverage and ensure timely reviews of high exposure areas.

In year two (calendar 2011), we gathered information about any significant changes in organizations, trends, or emerging risks, and obtained input from key senior management regarding high risk areas. We then evaluated the data and made any changes necessary to the risk rankings identified during year one. Our proposed audit projects for 2011 were then selected from the highest ranked combined auditable areas and individual audit units within these groupings. See full description below of the process used in year one.

In year one (calendar 2010), we began the process by utilizing information gathered from the University's Enterprise Risk Management (ERM) Reports and previous Internal Audit risk assessment documents. We identified the risk categories to be considered in the risk assessment and ensured alignment with those found in our ERM documents.

The following risk categories were considered in the development of our annual plan:

|                   |                                                                                                                |
|-------------------|----------------------------------------------------------------------------------------------------------------|
| Strategic Risk    | Impairment to the strategic mission of the University                                                          |
| Operational Risk  | Impairment of the ability to carry out day-to-day operations of the University                                 |
| Compliance Risk   | Failure to comply with laws, regulations and internal policies designed to safeguard the University            |
| Financial Risk    | Loss of financial resources or assets                                                                          |
| Reputational Risk | Risk that public image or reputation is damaged by actions of a unit or individual connected to the University |

The risk assessment process included gathering and evaluating information from senior management, college and department administrators, medical center executives and utilizing the University's data warehouse for financial information.

We reviewed risk assessment models used by peer institutions and utilized their experience and knowledge of university and medical center operations to ensure our risk assessment model included factors relevant to the University of Washington and UW Medicine. We contacted the following Universities, many of which have Academic Medical Centers:

| Universities Contacted             |                                   |
|------------------------------------|-----------------------------------|
| University of California System    | University of Florida             |
| University of Illinois - Champaign | Indiana University                |
| University of Michigan             | Michigan State University         |
| University of Minnesota            | Northwestern University           |
| Ohio State University              | Oregon University System          |
| Penn State University              | Texas A&M University Systems      |
| Washington State University        | University of Wisconsin - Madison |

## **Risk Assessment Methodology / Development of Annual Plan (cont.)**

We ranked all 280 auditable units to assess their individual inherent risk to the University using the following risk factors: Reputational Risk to the Institution, Strategic Impact, Financial Significance, Management's Interest/Concerns, Significant Processes, Compliance Requirements, Information Systems Complexity, Control Environment Stability, Prior Audit Coverage, and International / Global operations.

Upon completion of this exercise we completed the same exercise at the Combined Auditable Unit level to ensure reasonable calibration for these units. This final calculation was used to create the heat maps and ranking of Combined Auditable Units within the audit plan.

We then returned to the audit universe to identify and select auditable units for inclusion in our proposed audit projects for 2010 from some of the highest ranked combined auditable areas and the individual audit units within these groupings.

The list of the proposed audit projects is included in the audit plan on page 6.

## Internal Audit Charter

**Mission** -The mission of Internal Audit is to assist the Board of Regents and University management in the discharge of their oversight, management and operating responsibilities. This is achieved by providing independent assurance, consulting and education services to the University community. Our services add value by improving the control, risk management and governance processes to help the University achieve its business objectives.

**Authority** - Internal Audit functions under the authority of the Finance, Audit and Facilities Committee of the Board of Regents of the University of Washington.

Internal Audit is authorized to have full, free, and unrestricted access to information including records, computer files, property, and personnel of the University. Internal Audit is free to review and evaluate all policies, procedures and practices of any University activity, program or function.

In performing the audit function, Internal Audit has no direct responsibility for, or authority over any of the activities reviewed. Therefore, the internal audit review and appraisal process does not in any way relieve other persons in the organization of the responsibilities assigned to them.

**Scope** - The scope of the internal audit activity encompasses the examination and evaluations of the adequacy and effectiveness of the University's system of internal control and the quality of the performance in carrying out assigned responsibilities including appropriate training and consulting assistance. Internal auditors are concerned with any phase of University activity in which they may be of service to management. This involves going beyond the accounting records to obtain a full understanding of operations under review.

**Independence** - To permit the rendering of impartial and unbiased judgment essential to the proper conduct of audits, internal auditors will be independent of the activities they audit. This independence is achieved through organizational status and objectivity.

*Organizational Status:* The Executive Director of Internal Audit is responsible to the Treasurer, Board of Regents, whose scope of responsibility and authority assures that audit findings and recommendations will be afforded adequate consideration and the effectiveness of action will be reviewed at an appropriate level. The Executive Director of Internal Audit has direct access to both the President and the Board of Regents, and may take matters to them that are believed to be of sufficient magnitude and importance to require their immediate attention.

*Objectivity:* Because objectivity is essential to the audit function, an internal auditor does not develop and install procedures, prepare records, or engage in any other activity which the auditor would normally review and appraise and which could reasonably be construed to compromise the auditor's independence. The auditor's objectivity is not adversely affected, however, by determining or recommending standards of control to be adopted in the development of systems and procedures under review.

**Responsibility** - The internal audit staff has a responsibility to report to University management on the areas examined and to evaluate management's plans or actions to correct reported findings. In addition, the Executive Director of Internal Audit has a responsibility to report at least annually to the Board of Regents Finance, Audit and Facilities Committee and to inform the Board of any significant findings that have not been reasonably addressed by University management.

The Executive Director of Internal Audit will coordinate internal and independent outside audit activities to ensure adequate coverage and minimize duplicate efforts.

**Standards** - The responsibility of Internal Audit is to serve the University in a manner that is consistent with the standards established by the internal audit community. At a minimum it shall comply with the relevant professional audit standards and code of conduct of the Institute of Internal Auditors (IIA) and the Association of College and University Auditors (ACUA).

## External Auditors – 2010

### Financial Statement and Agreed Upon Procedures Audits:

#### **KPMG**

|                           |                              |
|---------------------------|------------------------------|
| University of Washington  | Portage Bay Insurance        |
| Harborview Medical Center | Commuter Services            |
| UW Medical Center         | UW Alumni Association        |
| Internal Lending Program  | UW Foundation                |
| Intercollegiate Athletics | I-Tech Field Offices         |
| UW Physicians             | Northwest Hospital           |
| UW Physicians Network     | Seattle Cancer Care Alliance |

#### **Peterson Sullivan**

Metro Tract  
Housing & Food Services  
Student Life

### Federal and State Regulatory Audits and reviews:

#### **State Auditor's Office**

Audit of compliance with state laws and regulations  
Audit of federal programs in accordance with the Single Audit Act  
Whistleblower and citizen complaint investigations

#### **Department of Labor and Industries**

Review of HMC Public Safety Office

#### **Federal Agencies**

##### **Center for Disease Control**

Audit of selected agent handling programs at bio-safety 3 labs

##### **Defense Contract Audit Agency**

Pre-award audit – School of Ocean and Fishery Sciences

##### **Department of Agriculture**

Review of animal welfare

##### **Department of Education**

Audit of Title IX – Athletics

##### **Department of Health and Human Services**

Grant closing audit – Applied Physics Laboratory

##### **National Institute of Health**

Audit of costs claimed – Primate Center

##### **National Science Foundation**

Audit of ARRA reporting

##### **Office of Federal Compliance and Contract Programs**

Audit of affirmative action plan and non-discriminatory practices

##### **Office of Naval Research**

Property control system analysis – Equipment Inventory Office  
Contractor purchasing system review - Purchasing

**External Auditors - 2010 (cont.)**

**State, Local and Private Agencies**

**Bahamas Ministry of Health**

Grants audit - I-Tech

**Cystic Fibrosis Foundation**

Desk audit of costs claimed - Department of Medicine

Grants audit - Pulmonary and Critical Care, Infectious Diseases

**King County**

Grants audit - Pediatrics, Adolescent Medicine, Maternal & Infant Care Clinic

**Puget Sound Clean Air Agency**

Grants audit - Environmental & Occupational Health

**Sandia National Laboratories**

Desk audit of costs claimed - (seven grants, five University departments)

**University of Texas, Galveston**

Desk audit of costs claimed - Immunology

VII. STANDING COMMITTEES

B. Finance, Audit and Facilities Committee

Advisory Committee on Real Estate (ACRE) Update

There will be an oral report for information only.



**VII. STANDING COMMITTEES****B. Finance, Audit and Facilities Committee**Planning West of 15thINFORMATION:

This presentation will describe a long-range look at the future growth and expansion of the University into the University District west of 15<sup>th</sup> Avenue NE. This is an overview of early planning initiatives being undertaken by UW and others which, separately and collectively, are designed to contribute to the redevelopment and revitalization of this area as a successful, attractive, urban center for jobs and housing, and a vital mix of retail, hospitality, cultural, research, and academic uses, well served by multiple modes of transportation. This item is for information only.

# Envisioning the University District West of 15<sup>th</sup> Ave. NE

University of Washington Board of Regents March 17, 2011



F-13/203-11  
3/17/11






# Current Planning Context

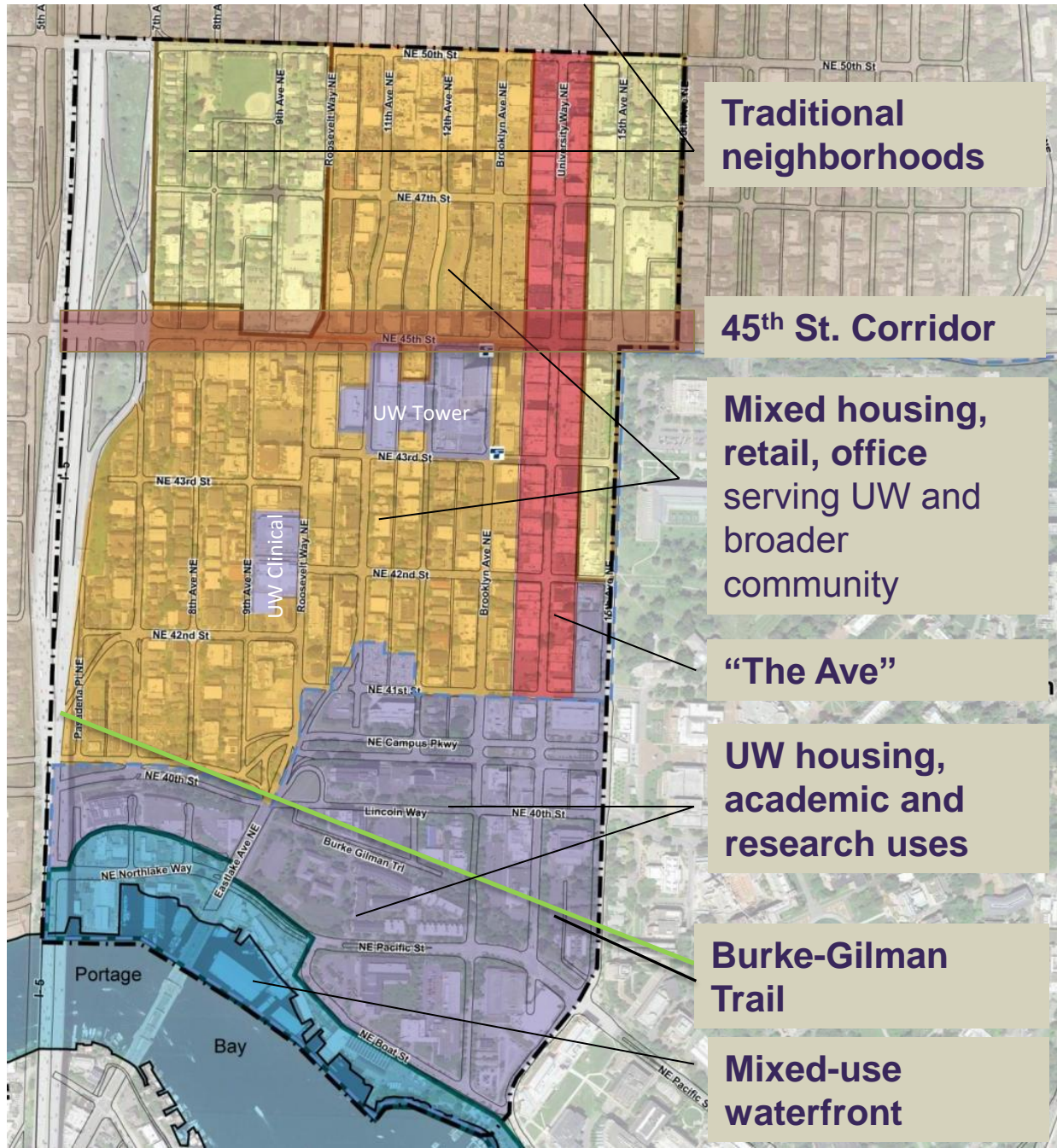
- **Academic precinct planning**  
has begun to inform thinking in the colleges
- **Transit area development opportunities**  
have begun to engage the community, including the university, in the Brooklyn Station area
- **Urban center neighborhood planning**  
in which the City and community focus on achieving community goals
- **Shared community/university values**  
of sustainable economic growth and environmental stewardship
- **Shared community vision**  
is founded on an inclusive approach
- **Partnerships**  
require leadership and collaboration



# Land Use Mix: UW & Community Share Issues & Future

## Legend

-  Traditional neighborhoods
-  Mixed-use with student, faculty, staff and community housing
-  UW research, academic and student housing uses
-  The "Ave" - retails with student focus
-  Mixed-use waterfront



# Why Plan Now?

- **Support University mission**

  - Best use of resources

  - Environment that attracts and retains best faculty, students, staff

- **Meet UW's needs over time**

  - Timely, effective, economic, community-acceptable

  - UW precinct planning for Engineering, Arts & Sciences creates visions & expectations

- **Maximize suitable options, desirable choices**

  - Flexibility for changed conditions, new goals

  - Sound Transit Brooklyn Station is in design

  - Prepare for leadership & partnership in City-led planning for this urban center community

- **Maximize potential for partnerships**

  - 3 types: Internal to UW; with external private and public partners; with community

# Planning Policy Context: Existing Plans

## 1998

- City/University Agreement
- University Community Urban Center Plan

## 2003

- UW Campus Master Plan  
(1 million gsf remain of 3 million gsf allowed)

## 2004

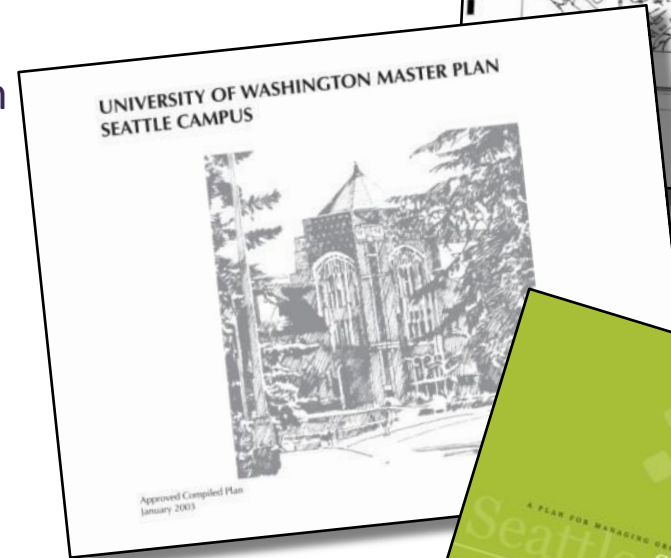
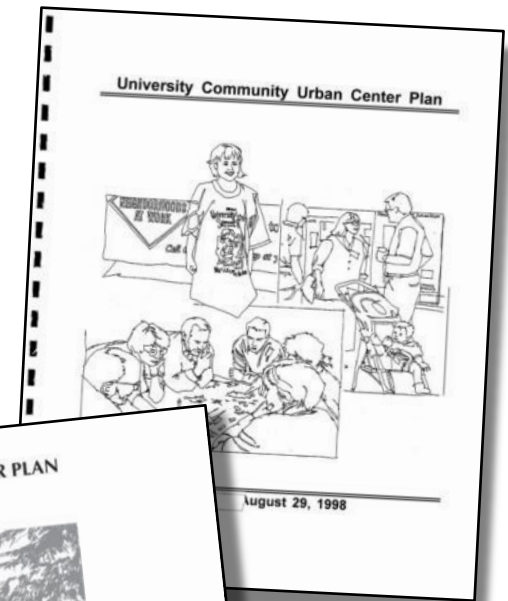
- City of Seattle Comprehensive Plan

## 2009

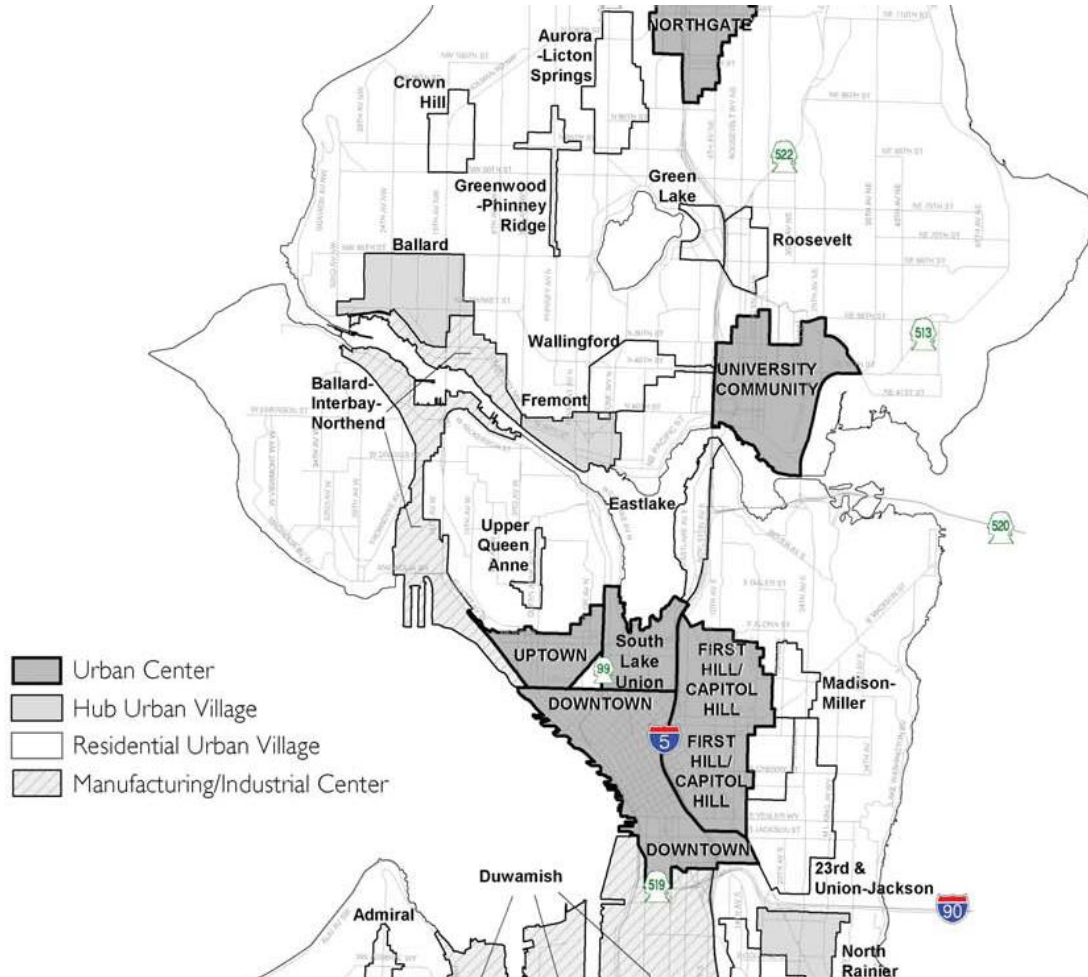
- City of Seattle Design Guidelines

## 2011

- City of Seattle's Shoreline Master Program  
(proposed revisions of 1987 policies)



# “University Community Urban Center” is UW’s Neighborhood

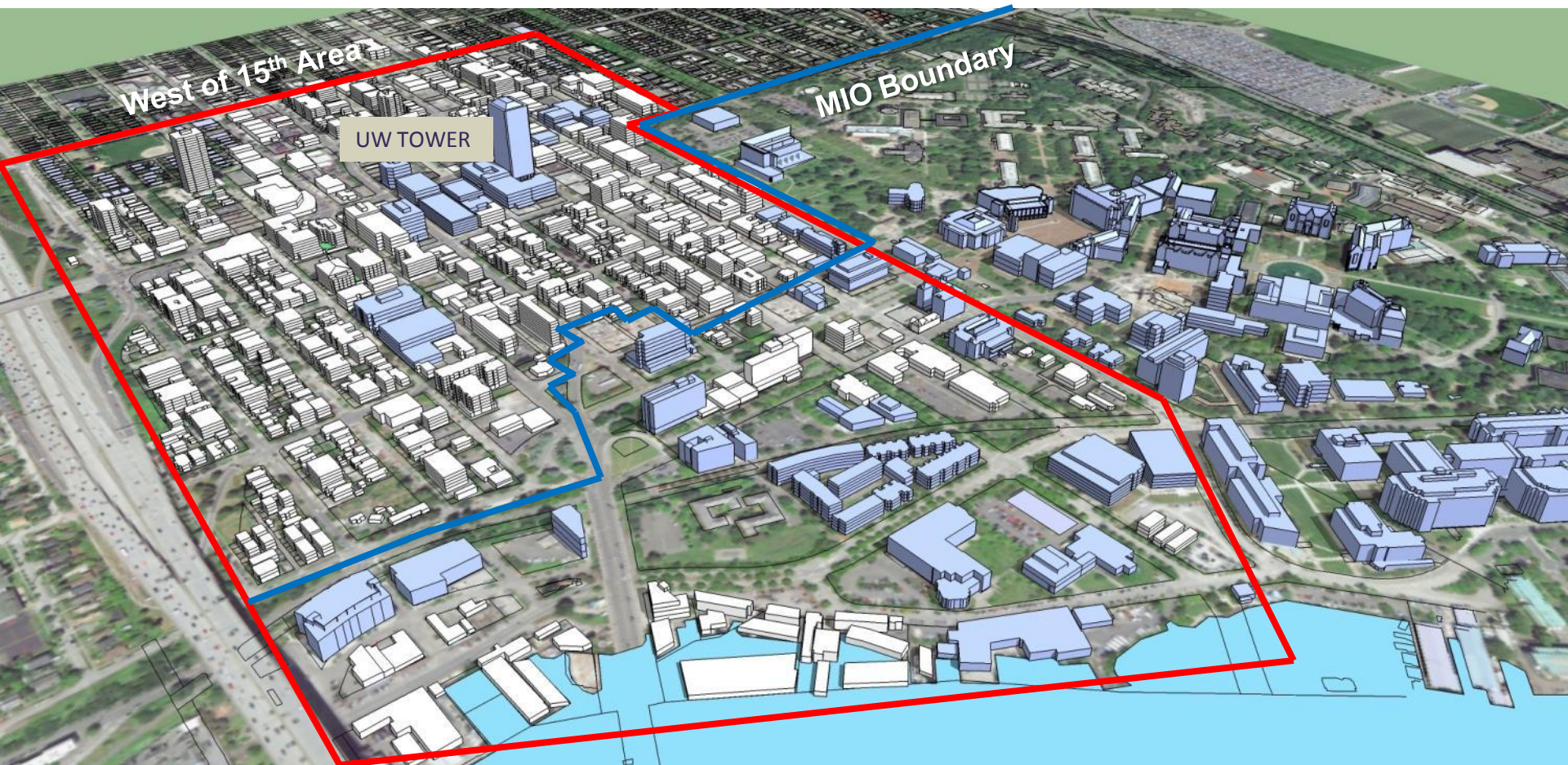




# A Regional Center for Jobs, Housing and Higher Education

West of 15<sup>th</sup> area contains existing 12 million GSF

- 8 million GSF Privately-owned Housing (65%), Retail (10%), Office (20%), Hotel (5%)
- 4 million GSF UW uses including Academic (20%), Research (30%), Residential (20%), Admin (30%)





# Recent Game-Changers

- **UW's expanded presence in U District**  
Purchase of Safeco Tower (2007) absorbed 1600 + relocated UW administrative employees
- **Regional Transit Connections**  
U District Sound Transit Station on Brooklyn between 43<sup>rd</sup> and 45<sup>th</sup> opens in 2020 (UW Station at Montlake opens in 2016)
- **Increased UW student housing density**  
2300 additional student beds @ Campus Parkway in West Campus by 2017
- **UW research expands to S. Lake Union**  
5 buildings, 430,000 GSF planned
- **Sustainability commitment by UW**  
Reflects shared community values



# Development Trends of the Last Decade

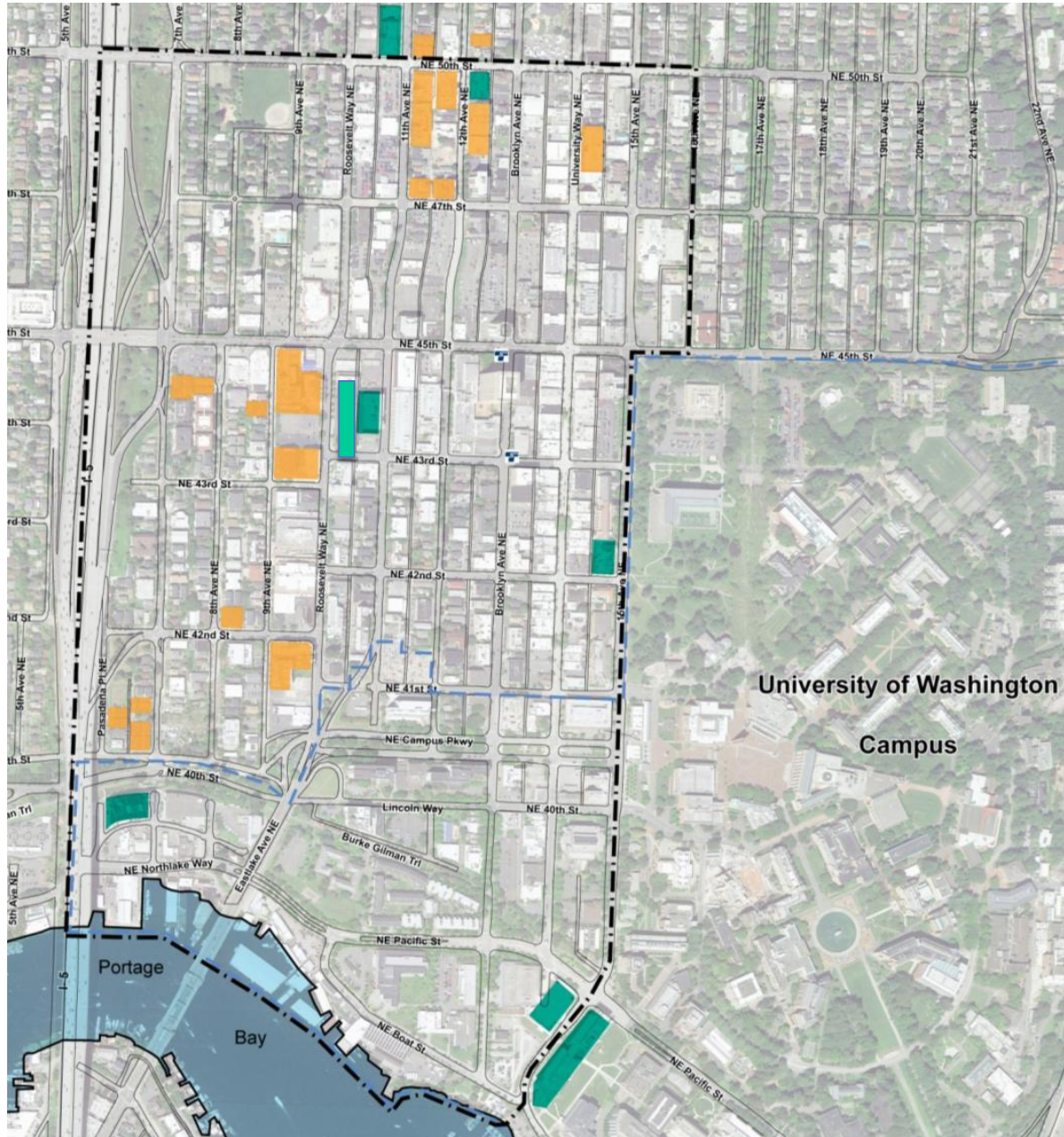
## Legend



Housing



Other



# Key Issues & Opportunities West of 15th

## - UW growth and change

Area between Campus Parkway and Portage Bay – Inter-disciplinary sciences

Area west of core campus – Integration of the arts throughout

University Bridge Gateway area

## - Transit-served district @ Brooklyn Sound Transit Station

Increased density and mixed-use potential of Station vicinity

Transit-oriented community development opportunities (Seattle Planning Commission report)

Urban housing neighborhood developing north of 45<sup>th</sup>

## - Improved connections to UW campus

East/West streets between Roosevelt and 15<sup>th</sup>: Pacific to 45<sup>th</sup>

North/South on Brooklyn (designated “green street”) from Station area to

Portage Bay through Housing Village and Campus Parkway

Convert to welcoming 15<sup>th</sup> Ave. edge and entries

## - Re-characterized waterfront

New open space park on Portage Bay

## - Build effective partnerships with City and community

Collaborative planning / community benefits

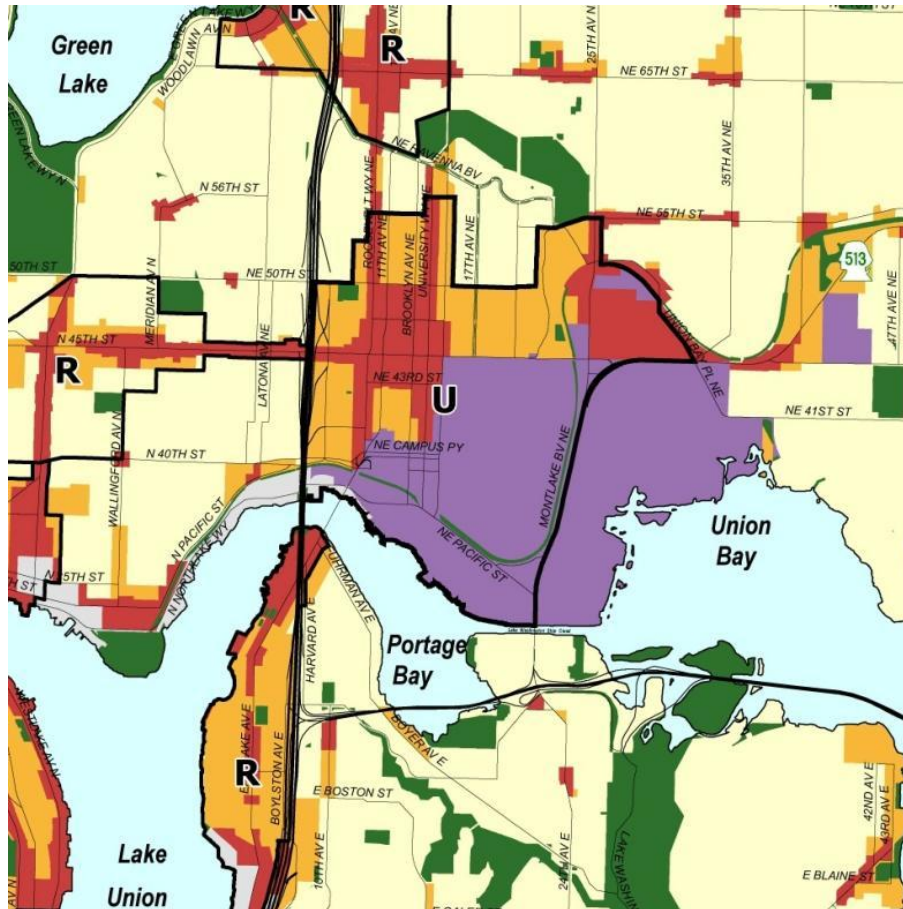
Housing options / gentrification

Sustainability / eco-district / district energy



# Opportunity for Collaborative Community Planning

(Updating UW's Campus Master Plan is not impending. An update may be considered as growth is planned over the next several years.)



University Community Urban Center  
Seattle Comprehensive Plan 2004  
Neighborhood Plan 1998

## Campus Master Plan

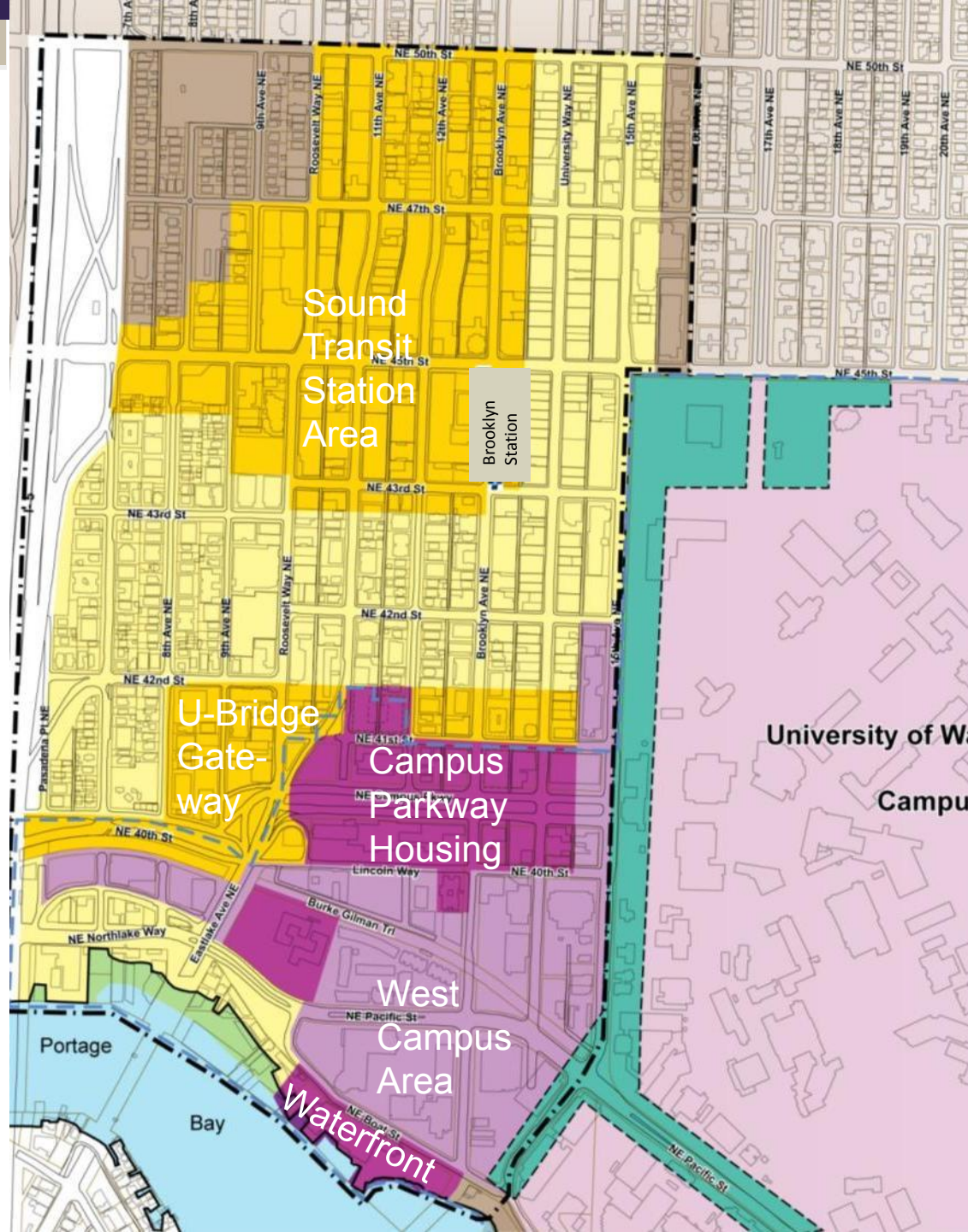
Campus Master Plan 2003  
1 million allowable GSF remain of  
3 million GSF approved in CMP

## Collaborative Planning

Outside of Campus Master Plan  
City, Community and University  
share goals for this area  
Transit community & Urban Center  
planning are collaborative  
planning and partnership  
opportunities

# Potential for Change West of 15<sup>th</sup>

- Sound Transit Station Area will support increased housing and jobs as a TOD (Transit-oriented Development) area
- “University Bridge Gateway” a major entrance to the U District
- Campus Parkway open space and transit hub is at the heart of UW’s growing student housing village
- West Campus Area has significant, underutilized building sites
- Waterfront Access is critical to the area’s attractiveness





# Framework to Guide Change

More intense activity and mixed uses around **transit**





New **mixed-use development** replacing parking lots, low commercial

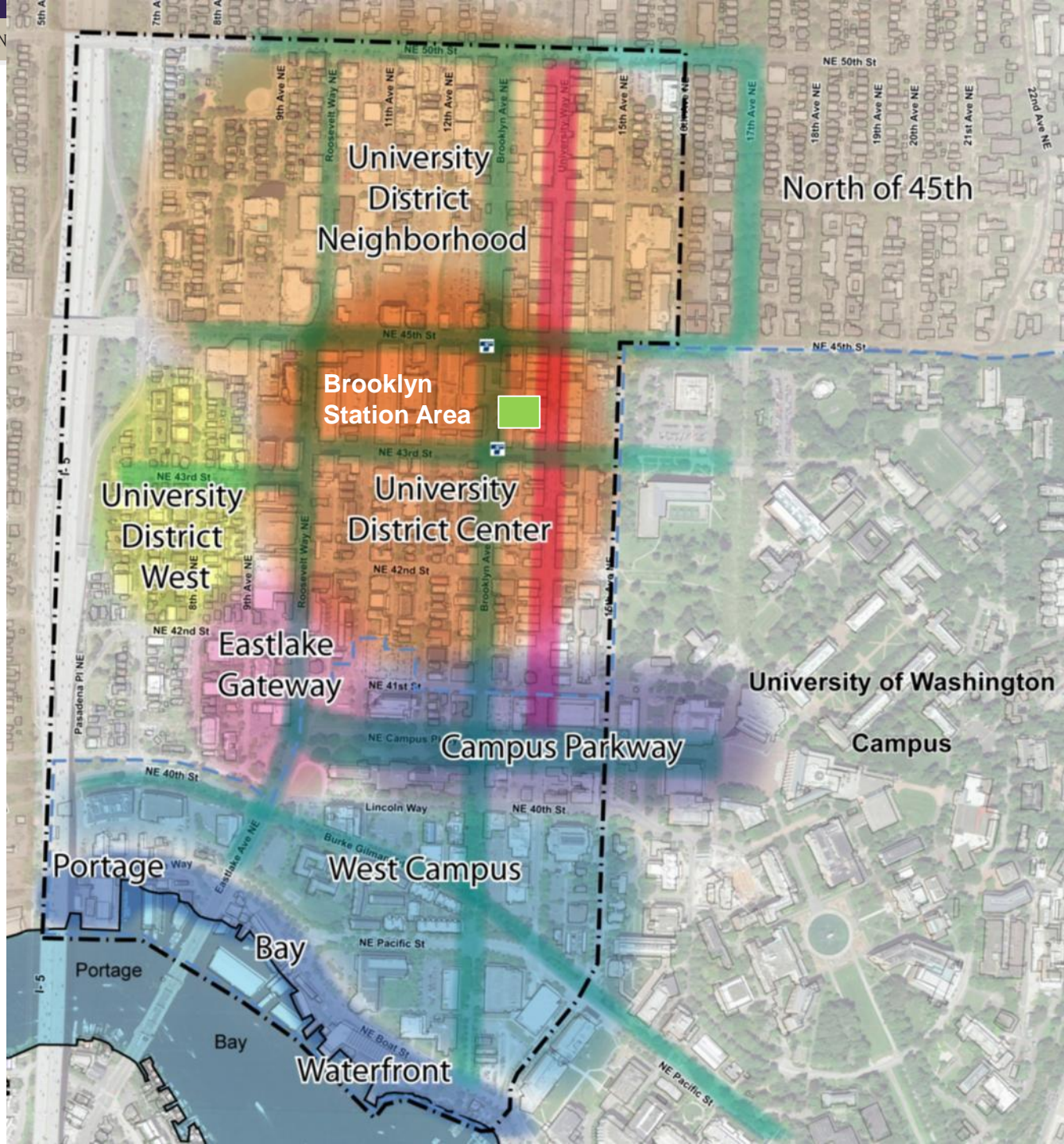
Sensitive transitions to **traditional neighborhoods**

Continued UW focus in **West Campus, Campus Parkway**

More **accessible waterfront amenities**

### Legend

-  The "Ave"
-  Additional corridors important to place making
-  Waterfront
-  Study area



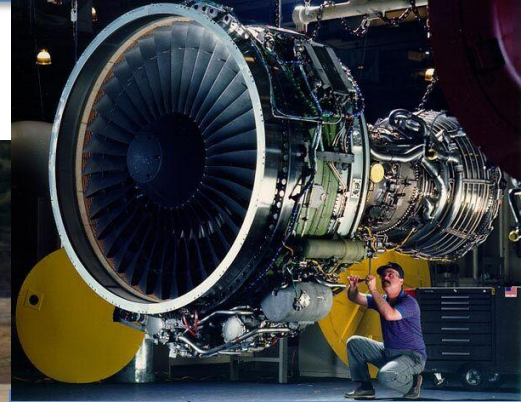


# UW Physical Planning Informs One Capital Plan

- **Major Capital Projects Planning (>\$5 M, or visually significant)**  
Pre-design @ OPB  
Design scope and designer selection @ Architectural Commission/Univ. Architect  
Design @ CPO with Architectural Commission/Univ. Architect  
Construction @ CPO
- **Project Planning for Minor Projects**  
Maintenance & Renewal @ Facilities  
Facilities or CPO Project Management
- **Precinct Planning**  
Ongoing initiative of OPB/CRG – Engineering, Arts & Sciences, others TBD
- **Campus Planning**  
Stewardship of Living Campus – building siting, site improvements, public realm  
Campus Master Plan of 2003 and City/University Agreement of 1998  
Campus growth and expansion – beyond Campus Master Plan boundaries,  
coordination of UW interest in infrastructure, other urban projects

# College of Engineering Objectives

- Celebrate Engineering
- Enhance the UW Brand
- New Engineer of the Future
- Embrace Collaboration
- Foster Translation Engineering
- Lab – Prototype – Market – Assessment
- Street Life is the Story
- Create a 24-hour District
- Create a Vibrant Experience
- Enable and Motivate Partners
- Devise Innovative Infrastructure Strategies
- Create a New Model of Education and Neighborhood



# College of Engineering Key Issues

Recruitment, Retention, the Next Generation

Create a home for Freshman & Sophomores

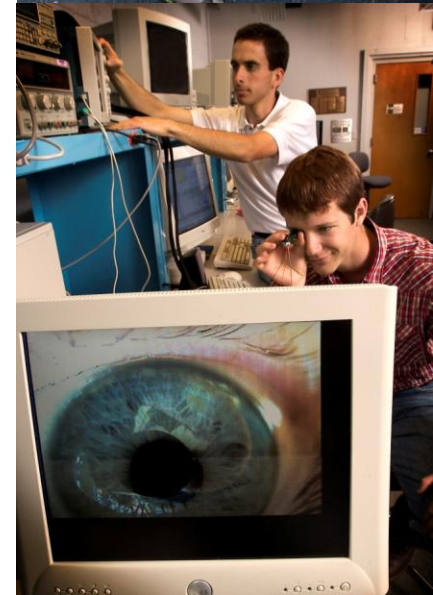
Interdisciplinary

External Partnerships

Cost Efficiency

Modern Facilities

Infrastructure

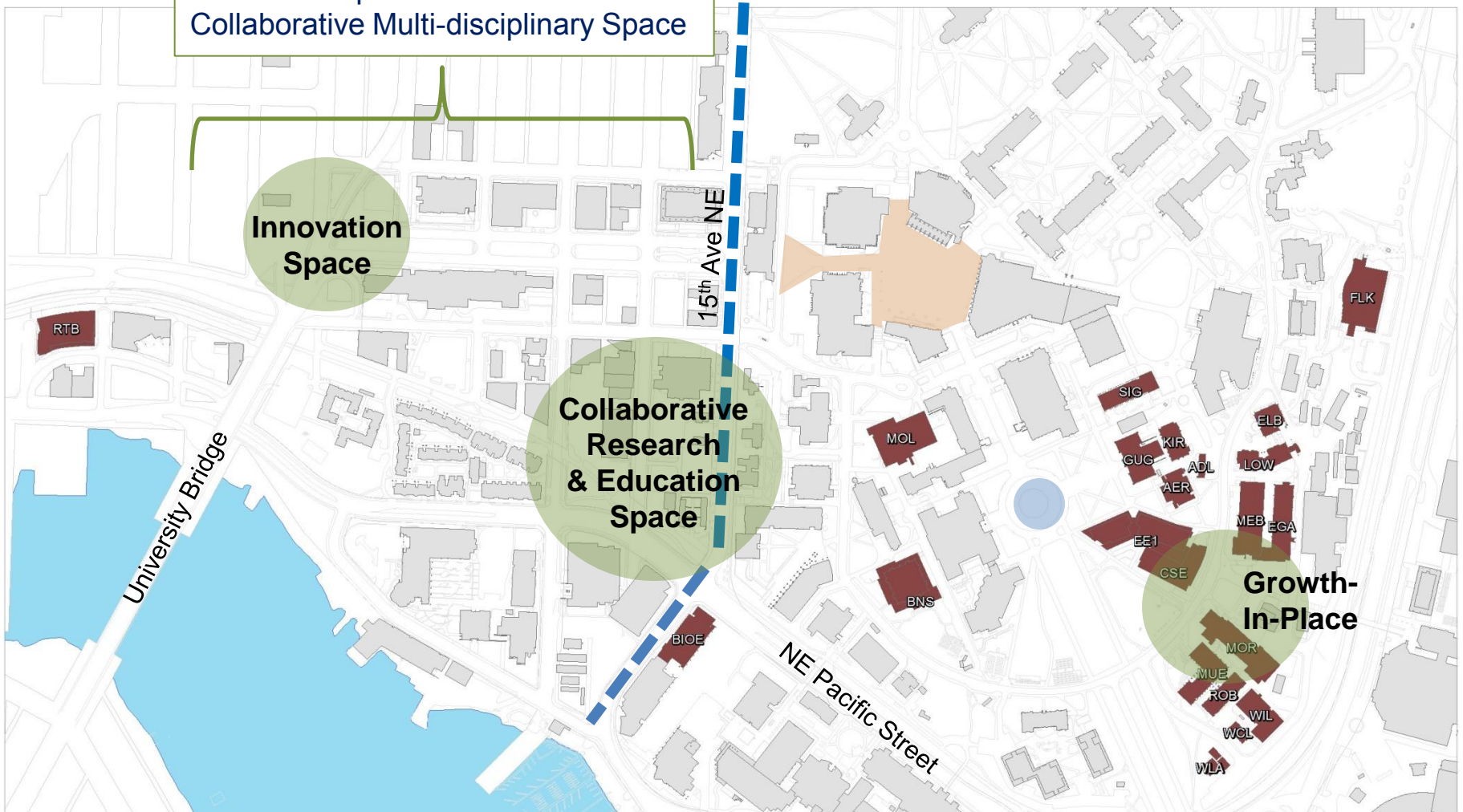




# College of Engineering Facilities Development Opportunities

**600,000 GSF**

- Mechanical Engineering
- Civil & Environmental Engineering
- Materials Science & Engineering
- Innovation Space
- Collaborative Multi-disciplinary Space



**Innovation  
Space**

**Collaborative  
Research  
& Education  
Space**

**Growth-  
In-Place**

# College of Arts & Sciences Key Issues & Guiding Principles

## **PEOPLE – Students, Faculty, Administrators, Researchers, Staff**

- College of Arts & Sciences Identity and Brand
- Interdisciplinary and Diverse
- Moderate Growth of Undergraduate Population

## **FUNCTIONS – Teaching, Learning, Scholarship, Research, Engagement**

- Globalization of Learning
- Increasing Individual and Small Group Interactions
- Basic Scientific Discovery
- Trans-Disciplinary Research
- Public Engagement in the Arts and Humanities
- Energy and Nimbleness

# College of Arts & Sciences Key Issues & Guiding Principles

## RESOURCES – Buildings, Equipment, Technology, \$ Capital, \$ Operating

- Synergy Centers & Shared Spaces
- Incorporation of Technology in Classroom / Labs / Research
- Flexibility & Efficiencies
- Decompression / Reconfiguration of Spaces





## Long Term Future Opportunities

Arts (Fine Arts and Performing)

Natural Sciences





# Additional Planning Will Support West of 15<sup>th</sup> Vision

- Health Sciences
- Libraries
- Energy
- Infrastructure
- Transportation
- Landscape Framework

# University Community Development Precedents

## - University-Community Partnerships

*Quasi-independent organization primarily funded and staffed through university; participation of nearby institutions, community organizations, City; strong emphasis on early planning*

### **The Ohio St. Univ. – Campus Partners for Community Redevelopment**

Revitalization stressing faculty and staff home ownership, support services

### **University of Cincinnati – Uptown Consortium**

Neighborhood revival, economic development

### **Emory University – Clifton Community Partnership**

Enhanced urban amenity, walkability, faculty and staff home ownership

## - University–Led Redevelopment

*Primary funding, leadership and staffing from within University; fee-based development partners; wide range in degree of early planning, community/city engagement*

### **University of Pennsylvania – West Philadelphia Initiative & Penn Connects**

Revitalization stressing retail, hotel, research; services, faculty and staff home ownership, rehab loans

### **Georgia Tech**

Revitalization, extensive retail, hospitality, services, research

### **Yale University**

Retail redevelopment, faculty and staff home ownership

### **Columbia University**

Revitalization stressing retail, hotel, research; services, faculty and staff home ownership

### **The University of Chicago**

Revitalization with retail emphasis, faculty and staff home ownership

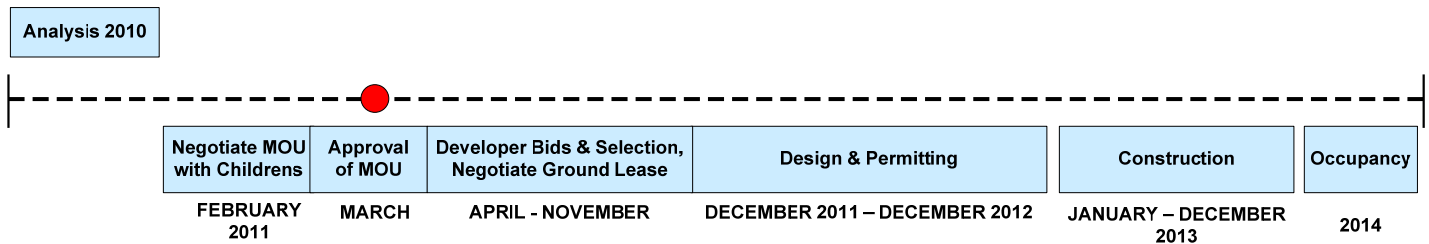
# Next Steps in West of 15<sup>th</sup> Planning

- Define a Shared Vision – 2011-2012
  - Broad-based, inclusive engagement - UW students, faculty and staff; City; Community
  - Creating a shared sense of values, potential, priorities and partnership
  - Action-oriented guidance for achieving shared goals
- Create a Set of Tools for Unlocking Opportunity – 2012-2014
  - Vision Framework
  - U District Urban Center Plan / Neighborhood Plan update – focus on implementation
  - Transit-community Planning around Brooklyn Station
  - Eco-District Plan / Infrastructure /Energy Plan
  - Plans for Academic Precincts
  - Campus Landscape Framework
  - District Transportation Plan
  - UW / Community Partnership Organization
    - Housing planning & development
    - Retail planning & development
    - Open space planning & development
    - Community services
    - Area management

VII. STANDING COMMITTEES

B. Finance, Audit and Facilities Committee

Partnership with Seattle Children’s Hospital for Workforce Housing



RECOMMENDATION:

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

1. Approve entering into a partnership with Seattle Children’s Hospital (Children’s) for a housing project that would serve employees of both the University of Washington (UW) and Children’s on a priority basis;
2. Delegate to the president the authority to execute a Memorandum of Agreement and related documents;
3. Delegate to the president the authority to execute a Ground Lease and related documents with a developer selected through a competitive process

BACKGROUND:

**Purpose and Benefit**

Children’s invited UW to join in a partnership for development of workforce housing, a goal the institutions share, that would also fulfill Children’s obligation to replace housing demolished for its campus expansion. The key elements of the proposed partnership are that Children’s would provide a source of financing and UW would provide a developable parcel of land.

The partnership will result in new housing affordable for employees, supporting recruitment and retention, and contributing to a vital urban neighborhood. It demonstrates UW’s commitment to the U-District, and provides a model for future workforce housing. It is expected that a ground lease will generate a reasonable return to UW.

## VII. STANDING COMMITTEES

### B. Finance, Audit and Facilities Committee

#### Partnership with Seattle Children's Hospital for Workforce Housing (continued p. 2)

UW and Children's will collaborate on a competitive selection process, and a Request for Proposals (RFP) will be issued for a developer to undertake the housing project.

#### **Project Site**

Two UW-owned parcels were assessed as potential sites for the housing project; Lot 1 located at 4513-4545 11<sup>th</sup> Ave NE was determined the best suited to the project. Lot 1 was acquired from Safeco in 2006 as part of the UW Tower properties. It is 40,217SF (.92 Acre), zoned NC3-85 (neighborhood commercial/residential/85' height limit), and is currently leased for auto dealer parking.

#### **Memorandum of Agreement**

The obligations and expectations of the partnership between UW and Children's are spelled out in a Memorandum of Agreement (MOA) including these terms:

- Objectives & timeline
- Obligations of each institution
  - UW provides site for ground lease to developer
  - Children's provides loan to developer
  - Marketing of units to employees
- Design criteria, unit mix & affordability
- Ratio of units for marketing priority
- Ground lease expectations
- Predevelopment costs shared (to be reimbursed)
- Branding of project
- Cancellation provisions

#### **Project Characteristics**

An RFP will be issued to select a developer in a competitive process; the specific characteristics of the housing project will be determined as part of that process and during subsequent design. Preliminary analysis indicates the site can accommodate approximately 200 units, and no less than 136 units will be required. The RFP will call for development of rental apartments in a mix of unit sizes from studio to 3- bedrooms with various levels of affordability.

## VII. STANDING COMMITTEES

### B. Finance, Audit and Facilities Committee

#### Partnership with Seattle Children's Hospital for Workforce Housing (continued p. 3)

##### **Affordable Unit Mix**

The housing project will include at least 34 units defined as affordable for people whose incomes are no greater than 75% of median household income. The remainder will be market rate.

##### **Marketing Priority**

Employees of UW and Children's will have prioritized access to all units. Vacant apartments will be marketed first to UW and Children's employees, and then, after a certain amount of time, to members of the public. The priority for distribution of units between UW and Children's will be based on:

- Years 1-10: each institution has equal priority (50/50) to all units, both affordable and market rate units (this corresponds with time period for the City multi-family property tax exemption program for affordable housing).
- Years 11-19: Children's has priority for affordable units (this corresponds with additional financing provided by Children's to extend affordable units beyond the City tax exemption program) and each institution has equal priority to market rate units, provided that the total units are divided equally.
- Years 20-30: each institution has equal priority (50/50) to all units (at this point, all units are expected to be market rate).

##### **Ground Lease**

The UW will lease Lot 1 to the selected developer. The MOA and the RFP will specify certain expectations for the ground lease, and competition may improve upon these:

- 50 year term with 20 year extension option, unsubordinated
- Minimum rent payment based on 6.25% return on appraised land value
- Rent increase 15% or CPI every 5 years
- Land value reset every 15 years
- Right of first offer to purchase & purchase option
- Design and planning specifications
- Limited UW involvement in development & management
- Performance & payment bond



## VII. STANDING COMMITTEES

### B. Finance, Audit and Facilities Committee

#### Partnership with Seattle Children's Hospital for Workforce Housing (continued p. 4)

##### **Next Steps**

Children's board will review the proposed partnership at its meeting on March 23<sup>rd</sup>. As soon as the Memorandum of Agreement is signed, solicitation for a developer will begin, with selection anticipated in summer 2011. Due to time constraints related to Children's obligation to replace housing, the Master Use Permit (MUP) for this project must be submitted by September 2012. To meet that time frame, key steps must occur no later than:

- April - November 2011: Solicit & select developer, negotiate ground lease
- December 2011 - September 2012: Design & permitting by developer

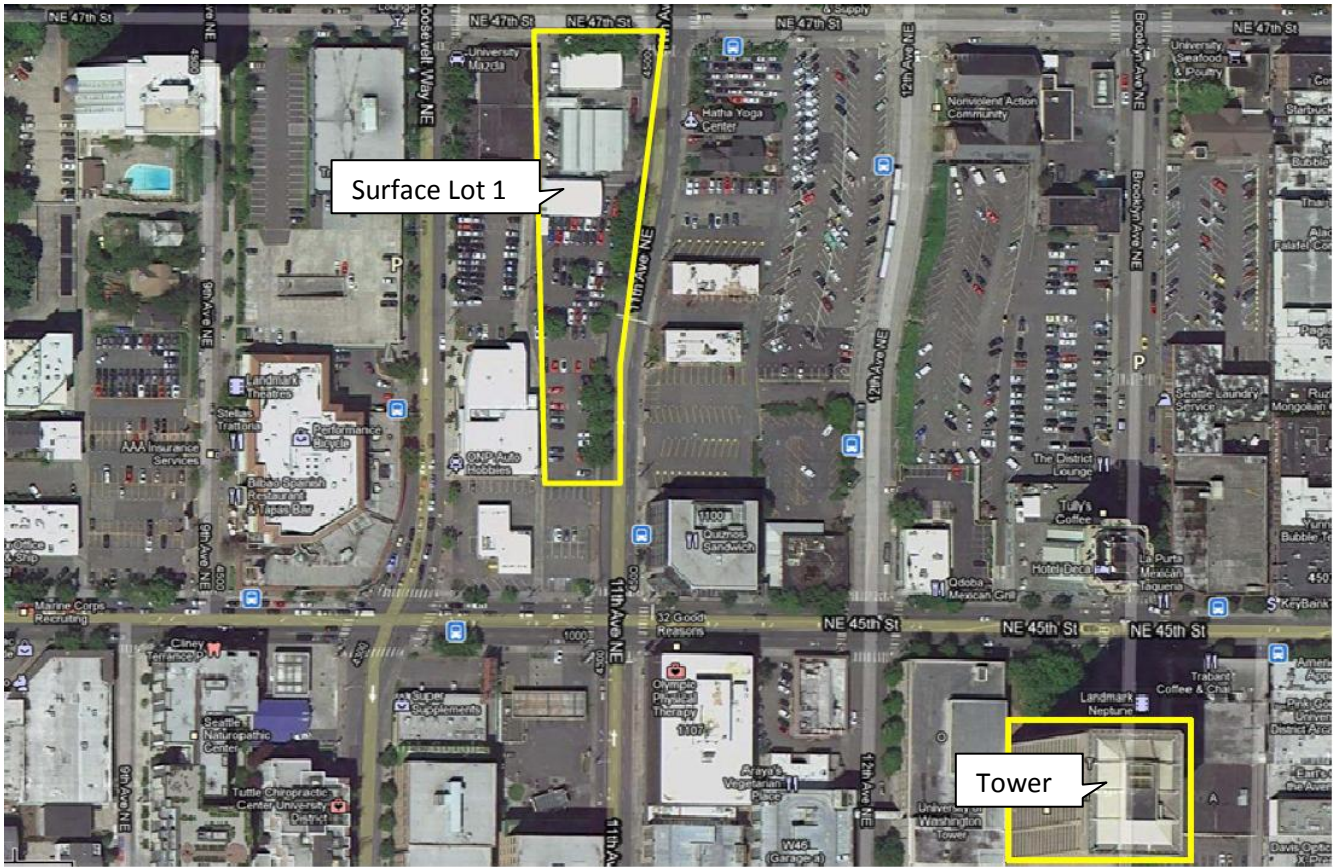
The project is expected to be constructed in 2013 and ready for occupancy in 2014.

##### REVIEW AND APPROVALS

The terms of the partnership between UW and Children's as outlined above have been reviewed and recommended for approval by the Vice Provost for Planning & Budgeting, the Senior Vice President, and the Chief Real Estate Officer.

*Attachment*  
Surface Lot 1

SURFACE LOT 1



ATTACHMENT

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.