



July 5, 2012

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

WEDNESDAY, JULY 11, 2012

5:30 p.m. President's Residence

**DINNER FOR REGENTS,
AND OTHER GUESTS**

THURSDAY, JULY 12, 2012

**8:45 to 9:25 a.m. Bill & Melinda Gates Commons,
Room CSE 691, Paul G. Allen
Center for Computer Science &
Engineering**

**FINANCE, AUDIT AND FACILITIES
COMMITTEE:** Regents Smith (Chair),
Jewell, Shanahan, Simon

**9:30 to 10:30 a.m.* Bill & Melinda Gates Commons,
Room CSE 691**

**ACADEMIC AND STUDENT
AFFAIRS COMMITTEE:** Regents
Harrell (Chair), Ayer, Cole, Gates,
Knowles

**10:40 a.m. to
12:40 p.m.* Bill & Melinda Gates Commons,
Room CSE 691**

**ACADEMIC AND STUDENT
AFFAIRS COMMITTEE:** Regents
Harrell (Chair), Ayer, Cole, Gates,
Knowles

in Joint Session with

**FINANCE, AUDIT AND FACILITIES
COMMITTEE:** Regents Smith (Chair),
Jewell, Shanahan, Simon

**1:00 p.m. Bill & Melinda Gates Commons,
Room CSE 691**

**REGULAR MEETING OF BOARD
OF REGENTS**

**or upon conclusion of the previous session.*

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

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



UNIVERSITY OF WASHINGTON
BOARD OF REGENTS

Finance, Audit and Facilities Committee
Regents Smith (Chair), Jewell, Shanahan, Simon

July 12, 2012
8:45 to 9:25 a.m.

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

1. **Report of Contributions – May 2012** **INFORMATION** F-1
Walter G. Dryfoos, Associate Vice President, Advancement Services
Connie Kravas, Vice President, University Advancement
2. **Grant and Contract Awards Summary – April 2012** **ACTION** F-2
Ana Mari Cauce, Provost and Executive Vice President
3. **Actions Taken Under Delegated Authority** **INFORMATION** F-3
Richard Chapman, Associate Vice President, Capital Projects Office
4. **University of Washington Job Order Contract – Delegate Authority to Award Construction Contract** **ACTION** F-4
Richard Chapman
5. **Red Flag Rules – Identity Theft Compliance Program Annual Report** **INFORMATION** F-5
Susan Camber, Associate Vice President, Research and Student Fiscal Administration
6. **UW Bothell Phase 3 – Review Project Funding** **INFORMATION** F-6
Marilyn Cox, Vice Chancellor for Administration and Planning, UW Bothell
Gary Quarfoth, Associate Vice Provost, Office of Planning & Budgeting
7. **Revising Board of Regents Governance, Standing Orders, Chapter 4, formerly “Architectural Commission,” now titled “Advisory Committees, Commissions, and Boards”** **ACTION** F-7
Rebecca Goodwin Deardorff, Director of Rules Coordination, Rules Coordination Office
8. **Approval of a Resolution to Issue and Refund General Revenue Bonds** **ACTION** F-8
Chris Malins, Senior Associate Treasurer, Asset Liability Management, Treasury Office
Ruchi Aggarwal, Operations Manager, Asset Liability Management, Treasury Office

9. **Amendments to Debt Management Policy** **ACTION** F-9
Chris Malins
Wayne Sugai, Assistant Treasurer, Asset Liability
Management, Treasury Office
10. **Student Housing Phase III: Maple and Terry Halls Project –
Review Schematic Design** **INFORMATION** F-10
Rebecca Barnes, University Architect, Office of Planning &
Budgeting
Jon Lebo, Director, Student Life Projects, Capital Projects
Office
Pam Schreiber, Director, Housing & Food Services
11. **Other Business**



UNIVERSITY OF WASHINGTON
BOARD OF REGENTS

Academic and Student Affairs Committee
Regents Harrell (Chair), Ayer, Cole, Gates, Knowles

July 12, 2012

9:30 to 10:30 a.m.

Bill & Melinda Gates Commons

Room CSE 691, Paul G. Allen Center for Computer Science & Engineering

1. **Academic and Administrative Appointments** **ACTION** A-1
Ana Mari Cauce, Provost and Executive Vice President
2. **Establishment of the Master of Human-Computer Interaction & Design** **ACTION** A-2
Rebecca Aanerud, Associate Dean and Associate Vice Provost, The Graduate School
James A. Landay, Short-Dooley Professor, Department of Computer Science & Engineering
3. **Establishment of the Graduate Certificate in Second and Foreign Language Teaching** **ACTION** A-3
Rebecca Aanerud
Amy Ohta, Associate Professor, Department of Asian Language and Literature
4. **Presentation: Global Burden of Disease** **INFORMATION** A-4
Christopher Murray, Professor, Department of Global Health; Adjunct Professor, Department of Health Services; Director, Institute for Health Metrics and Evaluation
5. **Presentation: Graduate Student Funding/Financial Aid** **INFORMATION** A-5
Gerald Baldasty, Dean and Vice Provost, The Graduate School
Adam Sherman, President, Graduate and Professional Student Senate
6. **UW Medicine Board Reappointments** **ACTION** A-6
Paul G. Ramsey, CEO, UW Medicine and Dean of the School of Medicine
7. **Other Business**



**UNIVERSITY OF WASHINGTON
BOARD OF REGENTS**

Academic and Student Affairs Committee
Regents Harrell (Chair), Ayer, Cole, Gates, Knowles

In Joint Session with

Finance, Audit and Facilities Committee
Regents Smith (Chair), Jewell, Shanahan, Simon

July 12, 2012

10:40 a.m. to 12:40 p.m.

Bill & Melinda Gates Commons

Room CSE 691, Paul G. Allen Center for Computer Science & Engineering

1. **UW Medicine Board Annual Patient Safety and Quality Committee Report** **INFORMATION** F-11
Johnese Spisso, Chief Health System Officer, UW Medicine and Vice President, UW Medicine Health System
Mike Garvey, Chair, UW Medicine Board Patient Safety and Quality Committee
Paul Ramsey, CEO UW Medicine, Executive Vice President for Medical Affairs, and Dean of the School of Medicine
2. **Intercollegiate Athletics Scoreboards – Delegate Authority to Award Contract** **ACTION** F-12
ITEM PULLED FROM AGENDA
3. **Husky Stadium Renovation Update** **INFORMATION** F-13
Scott Woodward, Director of Athletics, Intercollegiate Athletics
Stephanie Rempe, Senior Associate Athletic Director, Intercollegiate Athletics
4. **University of Washington Annual Report to Stakeholders Online Portal** **INFORMATION** F-14
Ann Anderson, Controller and Associate Vice President, Financial Management
Jeff Follman, Associate Controller, Financial Management
5. **Executive Session**
(to consider the minimum price at which real estate will be offered for sale or lease when public knowledge regarding such consideration would cause the likelihood of decreased price.)
6. **Executive Session**
(to review the performance of public employees.)
7. **Other Business**



AGENDA

BOARD OF REGENTS University of Washington

July 12, 2012

1:00 p.m.

Bill & Melinda Gates Commons

Room CSE 691, Paul G. Allen Center for Computer Science & Engineering

(Item No.)

I. CALL TO ORDER

II. ROLL CALL: Assistant Secretary Shelley Tennant

III. CONFIRM AGENDA

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

PUBLIC COMMENT PERIOD

V. REPORT OF THE UNIVERSITY PRESIDENT: President Young

VI. CONSENT AGENDA

Approval of Minutes of Meeting of June 7, 2012

Establishment of the Master of Human-Computer Interaction & Design A-2

Establishment of the Graduate Certificate in Second and Foreign Language Teaching A-3

UW Medicine Board Reappointments A-6

Grant and Contract Awards Summary – April 2012 F-2

University of Washington Job Order Contract – Delegate Authority to Award Construction Contract F-4

Revising *Board of Regents Governance*, Standing Orders, Chapter 4, formerly “Architectural Commission,” now titled “Advisory Committees, Commissions, and Boards” F-7

Approval of a Resolution to Issue and Refund General Revenue Bonds F-8

Amendments to Debt Management Policy F-9

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

Academic and Administrative Appointments (Action) A-1

Presentation: Global Burden of Disease (Information only) A-4

Presentation: Graduate Student Funding/Financial Aid (Information only) A-5

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

Report of Contributions – May 2012 (Information only) F-1

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

Red Flag Rules – Identity Theft Compliance Program Annual Report
(Information only) F-5

UW Bothell Phase 3 – Review Project Funding (Information only) F-6

Student Housing Phase III: Maple and Terry Halls Project – Review Schematic
Design (Information only) F-10***Joint Session*****A. Academic and Student Affairs Committee: Regent Harrell – Chair****B. Finance, Audit and Facilities Committee: Regent Smith – Chair**UW Medicine Board Annual Patient Safety and Quality Committee Report
(Information only) F-11

Husky Stadium Renovation Update (Information only) F-13

University of Washington Annual Report to Stakeholders Online Portal
(Information only) F-14**VIII. OTHER BUSINESS****Reports to the Board:****Student Leaders:****ASUW President – Mr. Evan Smith****GPSS President – Mr. Adam Sherman****ASUW Tacoma President – Ms. Elizabeth Pierini****ASUW Bothell President – Mr. Kevin King****Faculty Senate Chair – Professor Susan Astley****Alumni Association President – Ms. Susan Wilson Williams****IX. DATE FOR NEXT REGULAR MEETING: Thursday, August 9, 2012****X. ADJOURNMENT**

OFFICIAL MINUTES

MINUTES

**BOARD OF REGENTS
University of Washington**

July 12, 2012

The Board of Regents held its regular meeting on Thursday, July 12, 2012, beginning at 1:00 p.m. in the Bill & Melinda Gates Commons, Room CSE 691, Paul G. Allen Center for Computer Science & Engineering. The notice of the meeting was appropriately provided to the public and the media.

CALL TO ORDER

Regent Blake called the meeting to order at 1:00 p.m.

ROLL CALL

Assistant Secretary Tennant called the roll: Present were Regents Blake (presiding), Ayer, Cole, Gates, Harrell, Jewell, Knowles, Simon; President Young, Provost Cauce, Ms. Warren, Ms. Goldblatt; ex officio representatives: Professor Astley, Mr. Sherman, Mr. Smith, Ms. Williams.

Absent: Regents Shanahan and Smith

Regent Blake invited Professor Ed Lazowska, the Bill & Melinda Gates Chair of Computer Science & Engineering (CSE), to address the meeting. She congratulated him on the recent favorable article about the Department in the New York Times.

Professor Lazowska welcomed the Regents, and provided an update on news, honors, and awards from Computer Science & Engineering, followed by an overview of the process and partners involved in the recent recruitment of four key CSE faculty members. Professor Lazowska's presentation is attached to these minutes.

Regent Blake thanked Professor Lazowska for CSE's hospitality.

CONFIRM AGENDA

The agenda was confirmed as presented.

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

Regent Blake reported no-one signed up for the Public Comment Period to be held at each regular meeting of the Board of Regents.

She invited President Young to deliver his report.

REPORT OF THE UNIVERSITY PRESIDENT: President Young

President Young acknowledged and thanked Faculty Senate Chair, Susan Astley, and UW Alumni Association President, Sue Williams, whose terms are ending in July. He said their service, dedication, and leadership have made a tremendous difference to the UW community, and he added how valuable their partnership has been to him during his first year as President.

President Young highlighted key meetings he recently attended.

- Association of Pacific Rim Universities Presidents;
- Pac-12 CEO Group;
- Alumni events in New York and Washington, D.C.;
- Participation in a panel discussion about the future of sustainability and clean technology at the Washington Clean Technology Alliance Annual Meeting;
- Reception to thank the Seattle Times for the Greater Good Campaign;
- Lunch with the Seattle Metropolitan Chamber of Commerce;
- Commencement ceremonies for Seattle, Bothell, and Tacoma campuses;

The President attended a fourth graduation ceremony for students in the Professional & Continuing Education (PCE) certificate programs. The self-sustaining unit serves 48,000 students annually, and is celebrating its centennial anniversary this year commemorating one-hundred years of lifelong learning from correspondence courses to on-line technologies. PCE plans to reach people who have some college education, but have not received a degree, to assist them in completing their degrees.

The University hosted the United States Under Secretary of Education, Martha Kanter, and held on-campus meetings with senior administrators to discuss ways in which the federal government might help higher education.

President Young reported he recently spent three days in Alaska visiting the University's research stations. The UW has been conducting research in the Alaska stations for over fifty years providing significant longitudinal data. He said he believes transformative and important research projects are ones the University needs to sustain over the long term. The work he saw at the Alaska research stations highlights the need to provide mechanisms for researchers to collaborate, coordinate, and synthesize data to produce better outcomes.

CONSENT AGENDA

Regent Blake reported, because the Governor had not yet announced the appointment of the 2012-13 Student Regent, Kelsey Knowles continues to serve in that role until replaced. On behalf of the Regents she thanked Regent Knowles for her flexibility and willingness to continue to serve.

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

MOTION: Upon the recommendation of the Chair of the Board and the motion made by Regent Gates, seconded by Regent Simon, the Board voted to approve the nine items on the consent agenda as shown below:

Minutes for the meeting of June 7, 2012

Establishment of the Master of Human-Computer Interaction & Design (Agenda no. A-2)

It was the recommendation of the administration and the Academic and Student Affairs Committee that the Board of Regents grant authority to the Design:Use:Build Graduate School Interdisciplinary Committee to offer the Master of Human-Computer Interaction and Design degree program, effective Autumn Quarter 2013. This will be a fee-based program offered in coordination with UW Professional and Continuing Education (PCE). The degree program will have provisional status with a review to be scheduled for the 2018-2019 academic year. At such time that continuing status is granted, a ten-year review cycle would begin.

See Attachment A-2.

Establishment of the Graduate Certificate in Second and Foreign Language Teaching (Agenda no. A-3)

It was the recommendation of the administration and the Academic and Student Affairs Committee that the Board of Regents grant authority to the Second Language Studies Graduate School Interdisciplinary Committee to offer the Graduate Certificate in Second and Foreign Language Teaching, effective Autumn Quarter 2012. The certificate program will have provisional status with a review to be scheduled for the 2017-2018 academic year. At such time that continuing status is granted, a ten-year review cycle would begin.

See Attachment A-3.

UW Medicine Board Reappointments (Agenda no. A-6)

It was the recommendation of the University President and the Academic and Student Affairs Committee that the Board of Regents make the following restated appointments and reappointments to the UW Medicine Board:

Name	Restated Appointment	New Appointment Term
Alan Frazier	present through 6/30/12	7/1/12 through 6/30/15
Mike Garvey	present through 6/30/12	7/1/12 through 6/30/15
Jerry Grinstein	present through 6/30/12	7/1/12 through 6/30/15
Richard Jones	present through 6/30/12	7/1/12 through 6/30/15
Dennis Okamoto	present through 6/30/12	7/1/12 through 6/30/15
James Anderson	present through 6/30/13	
Shan Mullin	present through 6/30/13	

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William Rex present through 6/30/13
Herman Sarkowsky present through 6/30/13

Sue Bowman present through 6/30/14
Alan Golston present through 6/30/14
Gary Kohlwes present through 6/30/14
Julie Nordstrom present through 6/30/14
JoAnn Taricani present through 6/30/14

See Attachment A-6.

Grant and Contract Awards Summary – April 2012 (Agenda no. F-2)

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 April, 2012, in the total amount of \$101,577,800.

See Attachment F-2.

University of Washington Job Order Contract – Delegate Authority to Award Construction Contract (Agenda no. F-4)

It was the recommendation of the administration and the Finance, Audit and Facilities Committee that the President be delegated authority to award a Job Order Contract (JOC) to a contractor to be identified after a selection process that is scheduled to occur during July 2012. The maximum total contract amount for the cumulative value of all work orders shall not exceed \$4 million per year for a maximum of three years. Each work order is limited to a maximum of \$350,000. The awarded contract will be reported as an Action Taken Under Specific Delegated Authority at the September 2012 Board of Regents meeting.

See Attachment F-4.

Revising Board of Regents Governance, Standing Orders, Chapter 4, formerly “Architectural Commission,” now titled “Advisory Committees, Commissions, and Boards” (Agenda no. F-7)

It was the recommendation of the administration and the Finance, Audit and Facilities Committee that the Board of Regents approve the revisions to the *Board of Regents Governance, Standing Orders, Chapter 4, formerly “Architectural Commission,”* now titled “Advisory Committees, Commissions, and Boards.”

See Attachment F-7.

Approval of a Resolution to Issue and Refund General Revenue Bonds (Agenda no. F-8)

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

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1. The attached resolution to allow for the issuance of General Revenue Bonds in fiscal year 2013 for the following purposes:
 - a. Capital project funding based on 18 months of expected cash flows and the redemption of outstanding commercial paper in a total amount not to exceed \$390 million;
 - b. To refund any existing debt that provides an economic benefit.
2. Delegating to the President the authority to proceed with the issuance of the bonds, to establish all other terms of the bonds, and to execute other documents and approvals as required to complete the transactions.

See Attachment F-8.

Amendments to Debt Management Policy (Agenda no. F-9)

It was the recommendation of the administration and the Finance, Audit and Facilities Committee that the Board of Regents adopt the amended “Debt Management Policy: Statement of Objectives and Policies.” The amendments include a policy limit of 20 percent for variable-rate debt in the external debt portfolio and minor technical changes.

See Attachment F-9.

STANDING COMMITTEES

ACADEMIC AND STUDENT AFFAIRS COMMITTEE: Regent Harrell Chair

Regent Blake asked Regent Harrell to provide a report from the Academic and Student Affairs Committee.

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

MOTION: Upon the recommendation of the administration and the motion made by Regent Harrell, the Board voted to approve the personnel appointments. Regent Knowles abstained from the vote.

See Attachment A-1.

Presentation: Global Burden of Disease (Agenda no. A-4) (Information only)

Regent Harrell reported the Committee heard a presentation by Dr. Christopher Murray, Professor in the Department of Global Health, Adjunct Professor in the Department of Health Services, and the Director of the Institute for Health Metrics and Evaluation. The report integrated data and provided perspective from all three areas. Regent Harrell said the work is ground-breaking and would advance the field of health metrics by providing an opportunity to integrate data. The work presented by Dr. Murray will be published soon.

See Attachment A-4.

Presentation: Graduate Student Funding/Financial Aid (Agenda no. A-5)
(Information only)

Jerry Baldasty, Dean of The Graduate School, and Adam Sherman, GPSS President, presented an overview of graduate student funding and financial aid. During this update Regents learned approximately 42% of UW's graduate students receive financial support and 40% of UW masters students have accumulated debt of \$20,000 or more. She recommended making graduate student financial support a centerpiece in the next public campaign and to continue to pay attention to it as a core issue.

See Attachment A-5.

Upon completion of Regent Harrell's report, Regent Blake said she found Dr. Murray's presentation to be one of the most interesting she's heard in her six years as a Regent and encouraged the Committee to continue to offer this type of presentation.

FINANCE, AUDIT AND FACILITIES COMMITTEE: Regent Jewell, Vice Chair

Regent Blake invited Regent Jewell to provide a report from the Finance, Audit and Facilities Committee, and thanked her for serving as Chair in Regent Smith's absence.

Regent Jewell reported the Regents approved the issuance of up to \$390 million of general revenue bonds, consistent with internal lending program and bonding capacity. She said the interest rates are favorable. This action will fund bondable expenditures for the next eighteen months.

Report of Contributions – May 2012 (Agenda no. F-1) (Information only)

The total amount of gifts received in May, 2012, was \$17,626,925; the total for the year to date is \$281,704,849.

See Attachment F-1.

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

See Attachment F-3.

Red Flag Rules – Identity Theft Compliance Program Annual Report (Agenda no. F-5) (Information only)

See Attachment F-5.

UW Bothell Phase 3 – Review Project Funding (Agenda no. F-6) (Information only)

See Attachment F-6.

Student Housing Phase III: Maple and Terry Halls Project – Review Schematic Design (Agenda no. F-10) (Information only)

Regent Jewell said the Committee received an update on the Maple and Terry Halls student residences, part of the West Campus area plan. The designs featured natural light, with buildings connected to the Burke-Gilman Trail and pedestrian walkways.

See Attachment F-10.

Joint Session

**ACADEMIC AND STUDENT AFFAIRS COMMITTEE: Regent Harrell, Chair
FINANCE, AUDIT AND FACILITIES COMMITTEE: Regent Jewell, Vice Chair**

UW Medicine Board Annual Patient Safety and Quality Committee Report (Agenda no. F-11) (Information only)

Regent Jewell reported on a thorough and encouraging presentation from UW Medicine and the UW Medicine Board on patient safety and quality. She said appropriate actions have been taken to ensure the safety and quality of care of patients throughout the UW Medicine system. She noted the demonstrated progress and commitment in the last few years, especially in the metrics used to measure these activities.

See Attachment F-11.

Husky Stadium Renovation Update (Agenda no. F-13) (Information only)

The Regents received an encouraging update on the Husky Stadium renovation, learning the project is ahead of schedule, on budget, and looks terrific. Athletics is exceeding metrics for sales of season tickets and club seats.

See Attachment F-13.

University of Washington Annual Report to Stakeholders Online Portal (Agenda no. F-14) (Information only)

The University's Annual Report to Stakeholders is now available on-line. This portal offers access to useful information and is an alternative to a paper version.

See Attachment F-14.

OTHER BUSINESS: REPORTS TO THE BOARD OF REGENTS

Regent Blake invited the student leaders from UW Bothell and UW Tacoma to join the Board at the table. She welcomed the 2012-13 student officers. On behalf of the Board, she thanked the Faculty Senate Chair, Susan Astley, and the UW Alumni Association President, Sue Wilson Williams, for their service to the University community over the past year.

ASUW Seattle President: Mr. Evan Smith

Mr. Smith described ASUW Seattle as a one million dollar association with seventy-two salaried employees and over three-hundred regular and active volunteers. He said he is humbled to serve as the President. Mr. Smith told the Regents he is a senior studying political science with a focus on the interaction between government and the economy. In addition to Nevada, New Mexico, California, and Illinois, Washington is the fifth state he has lived in. He gained his interest in policy work and public service from a high school civics course, where the teacher “made government cool.” He likes to work with others to get things done. He is interested in higher education policy, believing everyone deserves the opportunity to obtain a higher education.

Mr. Smith listed his goals for ASUW in the upcoming year.

- He believes it is time, and crucial, to jointly secure a new partnership with the state and commit to achieving a common future of restored funding and investment for Washington’s higher education system.
- He hopes to further expand student involvement in University decision-making. Students have demonstrated their readiness to assist and participate in the governance of their University.
- He wants the UW to continue to excel and move forward as a world-class University, with all stakeholders “at the table,” including students, faculty, staff, alumni, administration, legislature and all Washingtonians.

He ending his report by saying he “. . . can’t wait to get started.”

GPSS President: Mr. Adam Sherman

Mr. Sherman provided the Regents with some background about himself. He attended Woodinville High School. He received his undergraduate degree in International Business from Western Washington University. After working for a year in the private sector, he spent three years as a small enterprise development volunteer in the Peace Corps, working with small businesses in rural Mali, West Africa. He earned a Master in Public Administration, with a focus on legislative relations, from the Evans School of Public Affairs. He is entering his third year in the School of Law. This will be Mr. Sherman’s fourth year of involvement with GPSS, primarily in the areas of state and federal legislative agenda development and lobbying in Olympia and Washington, D.C.

Mr. Sherman said he shares Mr. Evan Smith’s enthusiasm for expanding the University’s principles of shared governance. He is enthusiastic about the welcome this expansion has received from the Provost, President, Deans, and Department Chairs. Students are looking at how policy decisions impact them.

Mr. Sherman described two internal GPSS goals. First, GPSS leaders plan to reach out to alumni to strengthen social and professional networking and build internal institutional

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knowledge capacity. Second, GPSS hopes to explore creating an endowment to provide financial resources to support GPSS programs.

He reported last year GPSS leaders made changes to the organization's structure to build institutional capacity for support activities. They added a director to organize students' lobbying efforts and a university affairs director to help the GPSS President better manage campus activities and issues.

ASUW Tacoma President: Ms. Elizabeth Pierini

Ms. Pierini told the Regents about her background. She began at UW Tacoma as a freshman and is now a senior in Ethnic, Gender, and Labor Studies and Psychology. Last year she served as ASUWT's Public Relations Senator. She looks forward to maintaining a positive tri-campus relationship to work together on initiatives and legislative issues.

Because UW Tacoma's Services and Activities Fee Committee approved funding for ASUWT from "commencement to commencement," student leaders are working during the summer. She shared some updates, activities, and goals.

The Tioga Building is expected to open in the Fall. This building is an extension of the library and the Teaching and Learning Center. This will allow for expanded services for students.

UWT will offer new on-line classes to serve non-traditional students, including military students and veterans. New PhD programs will be offered in the Fall.

The Student Union Building project is moving forward to the request for proposals process, which students hope to conduct within the next few months.

ASUWT expanded to add an eighth senator who will work on transportation and student services issues, including U-PASS and parking.

During her term, Ms. Pierini said she looks forward to educating students about national and state elections and civic engagement. ASUWT will host events, including a voter registration drive and a concert, to excite students about voting in the upcoming elections.

ASUW Bothell President: Mr. Kevin King

Mr. King told the Regents his long-term plan included involvement in student government. He served as President of the Cascadia Community College student body for two years. He is working on a business degree and plans to earn an MBA, hopefully at UW Bothell. He aspires to be involved politically, having served on the Kirkland Youth Council while in high school. Currently he is involved in legislative higher education policy, plans to run for a position on the City Council in Kirkland, followed by the State Legislature, and then hopefully serve in the U.S. Senate.

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As ASUW Bothell President, his goals include building a foundation for student government and creating a working Senate with class councils from sophomore through graduate levels. He plans to work with ASUW Seattle and ASUW Tacoma to develop tri-campus by-laws and governance.

Following Mr. King's report, Regent Knowles commented on the tri-campus meeting she recently attended, saying she was impressed with the commitment of the student leaders to develop shared goals and priorities and their constructive working relationship. Student leaders from all three campuses demonstrated their willingness to work together.

Regent Blake thanked the student leaders for their reports and encouraged them, as their schedules allow, to attend the committee meetings to learn more from the discussion and engagement in those meetings.

Regent Jewell noted the increased cooperation and collaboration between the three campuses and applauded the student leaders for embracing each other as equals and the administration for creating a climate to support this effort.

Faculty Senate Chair: Professor Susan Astley

Professor Astley's report to the Board is attached to these minutes.

Questions and discussion followed about faculty salaries and the Regents learning more about the life of faculty members and how faculty leaders can best convey this information.

Regent Cole thanked Professor Astley for her important research in the area of Fetal Alcohol Spectrum Disorders.

Alumni Association President: Ms. Susan Wilson Williams

Ms. Williams thanked Regent Blake and said it has been a pleasure and honor to serve as the President of the UWAA during the University's 150th Anniversary year. She appreciates the opportunity to serve as an ex officio representative, saying the information and perspective learned is invaluable.

As a fan of UW history, she shared some of what she has learned. In 1889, the same year that Washington became a state, a small group of UW graduates formed an association to unite alumni and support the mission of the University of Washington. This was twenty-eight years after the UW was founded. Professor Edmund Meany was an early Alumni Association President in 1892. Two other alumni Presidents in the late 1890s were women. The next woman to be UWAA President was 82 years later in 1979. There have only been twelve women Alumni Association Presidents in its 123 years. Ten of these female former-Presidents are still around (five from the twentieth century and five from the twenty-first century) and eight of them recently gathered.

When President Young arrived last year he said in the UW Columns magazine, "The faculty is the heart and soul of a university, but what makes a University truly great is its

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partnership with alumni. Alumni are the absolute lifeblood of a university. Alumni support their university, not only financially, but also by helping people understand what a university can do and then helping the University do it.”

Ms. Williams said it is fortunate that each year the relationship between the UW and the UWAA grows even stronger; there are opportunities for the UWAA to help promote the mission of the UW. The UWAA has proven itself to be an integral part of the many successes at UW and is a “shining legacy to treasure.”

This, Ms. Williams said, has been an extraordinary and exciting twelve months – a terrific time to celebrate the University and marvel at its accomplishments. It has been a time when alumni got more involved and took action in the legislative arena, sending a strong message about future funding for higher education. UW Impact concluded its higher education questionnaire to legislative and gubernatorial candidates. Over one hundred questionnaires were returned. All responses are scheduled to be posted before the August primary. UW Impact will send email messages to alumni and constituents in each legislative district with a link to the survey results, so they can make informed decisions about candidates’ positions on supporting higher education and the UW.

Many people have told her the positive energy around campus was truly palpable. In many ways, the UWAA was perfectly poised to turn the page and begin a new chapter, and move forward with purpose and enthusiasm. In September, the Washington Commons opened. Located on the first floor of the UW Tower, it includes the new home of the Alumni Association staff offices. Along with the upgraded annual events, this year UWAA created new events, most notably the Member Celebration during Husky Fest in April.

Ms. Williams praised the dedicated UWAA staff for their tireless work to provide new and unique ways to connect with alumni and the community at large. This year, Association membership grew over five percent, and donations soared. UWAA produced the most successful alumni directory in the country, sent twelve informative monthly E-Newsletters, and published four award-winning UW Columns magazines and three Viewpoints magazines. Ms Williams said the first official alumni magazine was produced in 1908 and called the Washington Alumnus. Columns Magazine currently has a circulation of 225,000.

Alumni programs attracted thousands of people to campus. Activities were usually sold out within hours and often had waiting lists. This included the annual lecture series, extensive travel program, new member events, regional and national events, and the always-popular Warm-Ups before football games all around the ever-growing Husky Nation.

Ms. Williams believes the best way to connect with people is on a personal one-on-one basis. This year she made a point to attend University and community events, and be available to alumni. As Goodwill Ambassadors, the UWAA Trustees and staff go the extra mile to engage with alumni, students, and the public in general.

July 12, 2012

In her travels, Ms. Williams said she loves talking to people about the UW. She tries to correct any misconceptions plus provide new and interesting information. Two weeks ago, while flying to Seattle from the alumni barbeques in New York and Washington, D.C., she sat next to a family from Minnesota, coming to campus with their son to investigate the UW. They were very excited about their upcoming campus tour and asked many questions. She answered their questions and even gave this prospective student a purple W pin. She believes UW's students are the new life blood that will insure the sustainability of the alumni program.

Ms. Williams said, on a personal level, it's been quite a thrilling year. The Husky DNA is woven quite tight in her family and she was imprinted by all of them at an early age. Her grandparents began at the UW 95 years ago in 1917. Both her parents studied at the UW after WWII.

She assured the Regents the leadership of the UWAA continues to be in good hands with the incoming President, Patrick Crumb. Mr. Crumb graduated from the UW Law School and is the President of ROOT Sports DIRECTV. His biography is attached to the minutes.

Ms. Williams commended the Alumni Association for its service to everyone, not only to UW's alumni, saying it welcomes all who love the UW and care enough to help it grow and thrive.

She gave special thanks to Bryan Pearce, CEO of the University Bookstore, for bringing "spirit Fingers" to the store, saying these fun purple and gold cheering gloves helped set the tone for the year!

She offered a final "thank you" and said, "It's been a great year!"

DATE FOR NEXT MEETING

Hearing no other business to come before the Board, Regent Blake announced the meeting scheduled for Thursday, August 9, is canceled. The next regular meeting of the Board of Regents will be held on Thursday, September 13, 2012, on campus.

ADJOURNMENT

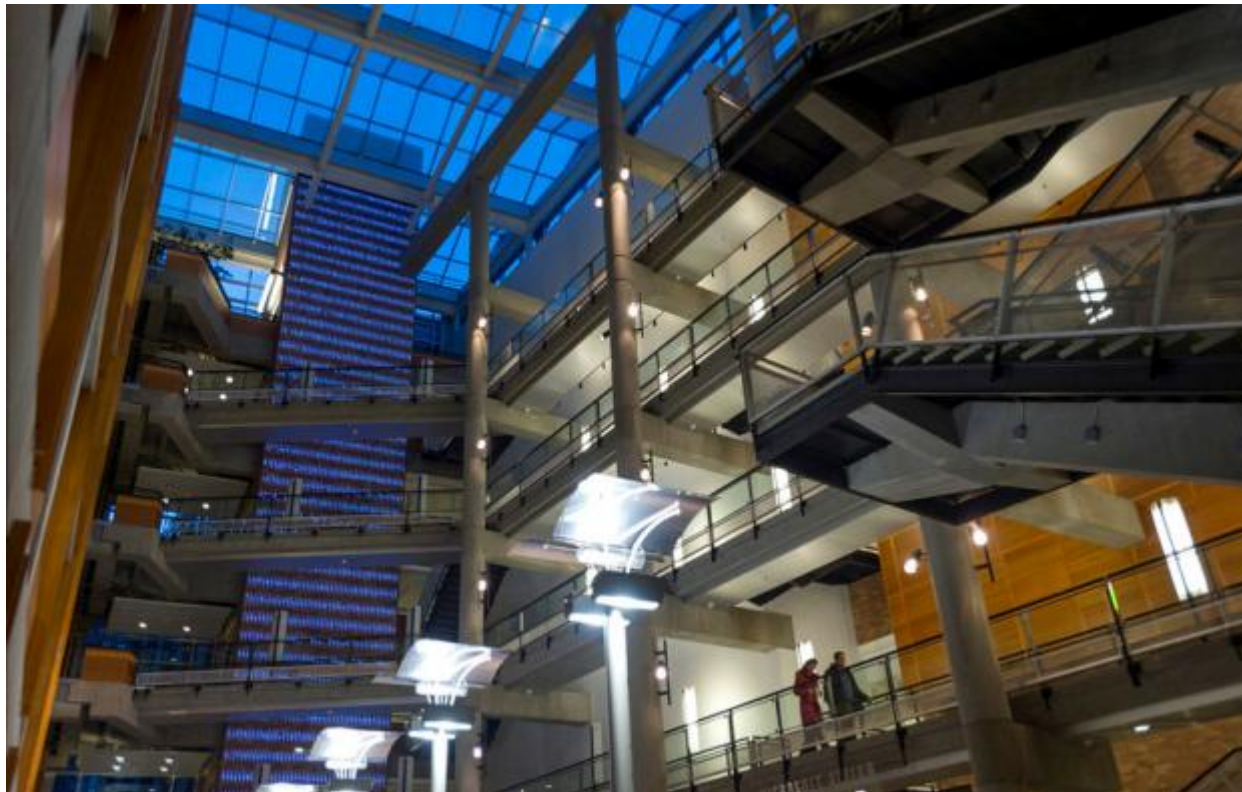
The regular meeting was adjourned at 2:23 p.m.



Joan Goldblatt
Secretary of the Board of Regents

Approved at the meeting of the Board on September 13, 2012.

Welcome to the Paul G. Allen Center for Computer Science & Engineering



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[CSE's Tom Lehmann: National Champion](#)

In the flurry of activities leading up to June 9th's commencement, we failed to note an extraordinary accomplishment that took place on the previous Saturday, June 2.



The Washington Husky crew went an unprecedented 5 for 5 in the Grand Finals of the 110th IRA Championships, winning their fourth national championship in six years – with CSE senior [Tom Lehmann](#) rowing 3-seat in the Varsity 8. Read about this amazing performance [here](#).

The Husky crew represents UW's longest tradition of excellence in any field, academic or athletic. UW CSE is proud of our students' participation in this superb program. One of Tom's predecessors, 2005 CSE alum [Brett Newlin](#), will again row for the United States in the Olympics this summer.

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["Meet the future: These 21 UW computer science grads are ready to change the world"](#)

A really wonderful *GeekWire* profile of 21 graduating UW CSE students:

"It's a good time to have a degree in computer science. And it's not just because Amazon.com, Google and Microsoft are paying big bucks to hire the best-and-brightest software developers and engineers.

"Computer science is transforming the world, radically changing industries as diverse as health, transportation, media and communications.

"With that in mind (and with the University of Washington commencement set for this weekend), we decided to check in with the UW's computer science and engineering class of 2012

...

"So, without further ado, meet some of the class of 2012. We think you'll be quite impressed."

Read these terrific profiles [here](#). (Many thanks to *GeekWire*'s John Cook for having the idea and pushing it forward.)



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[CSE's Melissa Winstanley wins 2012 University of Washington President's Medal](#)

The University of Washington President's Medal is awarded annually to the most accomplished student in UW's 7500-member senior class.

Congratulations to CSE's Melissa Winstanley, the 2012 University of Washington President's Medalist!

Melissa – a graduate of Bellevue High School – is a dual major in Computer Science and Music. She began her CSE career as the top student (out of 475) in CSE 142 and the top student (out of 297) in CSE 143. She has managed to continue this extraordinary academic trajectory while serving as head Teaching Assistant for CSE 143 for the entire 2011-12 academic year, serving as chair of UW's ACM-W chapter, performing as saxophone principal in the University of Washington Wind Ensemble, serving as an Honors Peer Mentor, and carrying out a year-long honors research project on mobile tools for public health. Her summers have included two internships with Google, a research internship with UW's Community Ecology Lab, and a UW Honors Program summer in Rome.



UW CSE is blessed with many extraordinary students, and we're proud of all of them. UW awards 4 high scholarship medals each year – to the University's top freshman, sophomore, junior, and senior. **Since 2000, seventeen CSE students have won these medals. In other words, one third of the UW scholarship medal recipients in that period have been CSE students!** See previous UW CSE winners of UW's Freshman, Sophomore, Junior, and President's Medals [here](#).

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[UW CSE at the 2012 ACM Awards Banquet](#)



Hearty congratulations to ACM Doctoral Dissertation Award winner [Seth Cooper](#) (CSE Ph.D. alum and Director of UW CSE's [Center for Game Science](#)), and to new ACM Fellows [Carl Ebeling](#) (CSE faculty), [Hugues Hoppe](#) (CSE Ph.D. alum, now at Microsoft Research), [Dan Suciu](#) (CSE faculty), [Dean Tullsen](#) (CSE Ph.D. alum, now at UCSD), [Amin Vahdat](#) (CSE Ph.D. half-alum, now at UCSD and Google), and [David "Where The Hell Was He?" Wetherall](#) (CSE faculty).

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[UW CSE's Tom Anderson wins 2013 IEEE Koji Kobayashi Computers and Communications Award](#)

[Tom Anderson](#), Robert E. Dinning Professor of Computer Science & Engineering, has been named the recipient of the 2013 [IEEE Koji Kobayashi Computers and Communications Award](#), "For contributions to understanding and improving the performance, reliability, and security of the Internet."

The Kobayashi Award, established in 1986, is the top international award in the networking field, and its [recipients](#) are a "Who's Who" of contributors – recently including Jean Walrand, Larry Peterson, Nick McKeown, Don Towsley, Nick Maxemchuk, Frank Kelly, and Van Jacobsen.

Congratulations Tom!



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[Shwetak Patel wins India Abroad "Face Of The Future Award"](#)

Since its inception in 2002, the awards presented by *India Abroad* – the oldest and most widely-circulated Indian-American weekly newspaper – have become the most coveted community honor in the country, celebrating achievements across a wide spectrum.

This year's winner in the "Face Of The Future" category is UW CSE and EE professor [Shwetak Patel](#), "For being a technological genius; for developing innovative sensor systems for improving daily life; and for being a brilliant, young visionary."

Read a terrific article on Shwetak, his life, and his accomplishments [here](#). Video of Shwetak's acceptance speech [here](#).

Congratulations Shwetak!



Originally published June 27, 2012 at 7:30 PM | Page modified June 27, 2012 at 8:31 PM

UW recruits superstars of computer-science world

The University of Washington has landed four new faculty members considered among the brightest in the world of computer science.

By [Katherine Long](#)

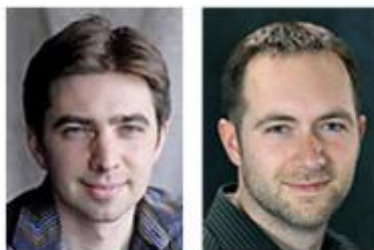
Seattle Times higher education reporter

They're a kind of dream team of the computer-science world: Four of the brightest academics in the fields of "big data" and machine learning have been wooed away from top schools to join the University of Washington over the next year.

It's part of a push by the UW to develop expertise in a field of computer science that is already changing the way people use technology. Their work has the potential to greatly expand the ability to make sense of reams of data, gain a better understanding of the world at large, and make technology more useful in everyday life.

The UW has had "some stunning recruiting successes," said Peter Lee, corporate vice president of Microsoft Research. The new hires "are all very well-known. Let's just say, in academic circles, this has made quite a buzz."

The academics include Carlos Guestrin, a professor at Carnegie Mellon University; Emily Fox and Ben Taskar, both professors at the University of Pennsylvania; and Jeff Heer, a professor at Stanford University.



Full article:

http://seattletimes.nwsourc.com/html/localnews/2018546054_computerscience28

The New York Times

Sunday, July 8, 2012 Last updated: 3:03 PM ET

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Party Led by Pro-Western Official Claims Lead in Libya

By DAVID D. KIRKPATRICK
9 minutes ago

The preliminary election results seemed to reflect the relative novelty of political debate as well as the reputation and tribal connections of the coalition's founder, Mahmoud Jibril.

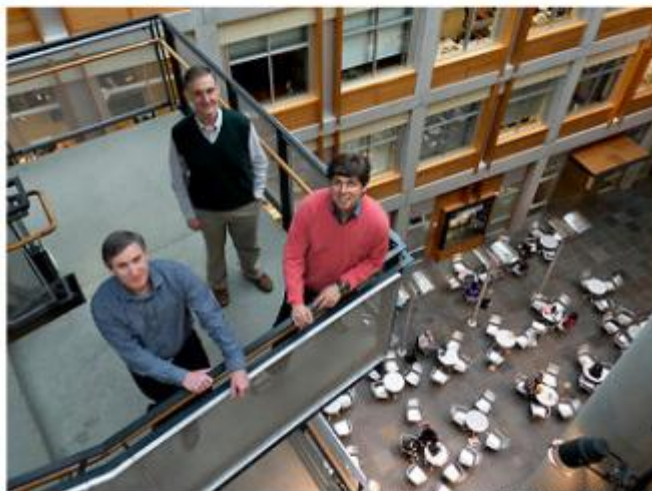
• Arab Uprisings Point Up Flaws in Global Court

Egypt's President Orders Return of Parliament

By REUTERS 59 minutes ago

The move by President Mohamed Morsi on Sunday apparently reversed a decision by generals who had dismissed the assembly based on a court ruling.

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Stuart Issett for The New York Times

A Northwest Pipeline to Silicon Valley

By NICK WINGFIELD

The University of Washington's reputation as an incubator of tech talent is growing. Above, from left, professors Henry M. Levy, Ed Lazowska and Oren Etzioni.

Has 'Organic' Been Oversized?

By STEPHANIE STROM

Large corporations now dominate, and some people think this has led to a watering down of the organics industry.

Quiz: Test Your Organic Food Knowledge



Sunday Review

Don't Indulge. Be Happy.

By ELIZABETH DUNN and MICHAEL NORTON

The secret to consistent pleasure? Buying for others.



The New Elitists

By SHAMUS KWAN

Today's cultural omnivores are nearly as exclusive as the snobs of old.

Conservatives Are Happier Than Liberals

By ARTHUR O'BROOKS

Extremists are happiest of all, maybe because they have it all figured out.

Bruni: Bill & Hill

Bittman: Milk, No Need

Douthat: Now Mali

Dowd: Cowboys, Colleens

Egan: Fires This Time

Kristof: Fewer Coffins

Editorial: Struggling in the Suburbs

BUSINESS DAY »

FAIR GAME

The British, at Least, Are Getting Tough

The Libor scandal involving Barclays points to a need for greater transparency, Gretchen Morgenson says.

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[Bill Gates praises UW CSE Center for Game Science at Education Commission of the States conference in Atlanta](#)

"Imagine if kids poured their time and passion into a video game that taught them math concepts while they barely noticed because it was so enjoyable. We've been supporting the [Center for Game Science](#) at the University of Washington, which has developed a free, on-line game called Refraction. The goal of the game is to rescue animals whose ships are stuck in outer space. The ships require different amounts of fuel, powered by lasers. So the players have to manipulate fractions to split the lasers into the right amount of fuel.

"As the kids play the game, the teachers watch a dashboard on their computer that tells them how each student is doing, so they know instantly if the student is getting it or not. Teachers no longer have to wait for the unit test to find out if their kids understand the material.

"Teachers have not had these tools before."

Read Gates's speech in the *Atlanta Journal-Constitution* [here](#). Learn about UW CSE's Center for Game Science [here](#). Play Refraction [here](#).



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[Decide.com in New York Times](#)

[Decide.com](#), a Seattle startup created by UW CSE professor [Oren Etzioni](#) and four students, is featured in today's *New York Times*:

"If you are thinking about buying a new laptop, stop thinking and do it. At least that's what the algorithms at [Decide.com](#) say to do."

"Decide.com is a Web site created by artificial intelligence experts that tracks millions of price changes on consumer electronics and appliances and uses algorithms to to predict when buyers are most likely to get a deal. The site claims 77 percent accuracy since its inception in June 2011."

Read the rest [here](#).

decide. when to buy

Why does it matter?

The Seattle Times | Local News
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Originally published June 27, 2012, at 10:06 AM; updated June 27, 2012, at 11:17 PM

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The University of Washington has lured four new faculty members considered among the brightest in the world of computer science.

In Baltimore
Seattle Times reporter Eduardo Herrera

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It's part of a push by the UW to develop expertise in a field of computer science that is already changing the way people use technology. These work has the potential to greatly expand the ability to make sense of reams of data, gain a better understanding of the world at large, and make technology more useful in everyday life.

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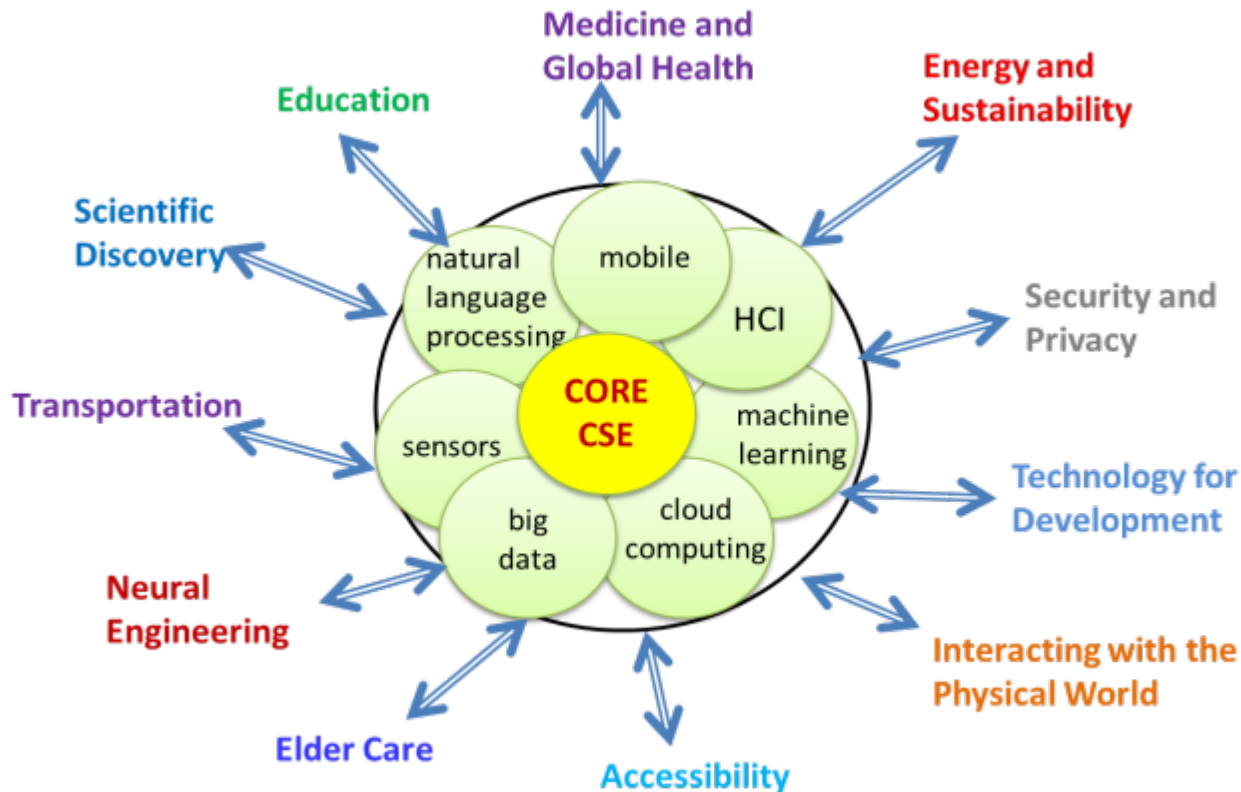
The academics include Carlos Guestrin, a professor at Carnegie Mellon University, Emily Fox and Dan Tenen, both professors at the University of Pennsylvania, and Jeff Heer, a professor at Stanford University.

Full article:
http://seattletimes.nwsource.com/html/localnews/2018546654_computerscience08



Why does it matter?

Intellectual opportunity and impact



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Reports released June 27, 2012 at 10:06 AM PDT. URL: http://www.seattletimes.com/

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The list has had "home starting" recruiting successes," said Peter Lee, corporate vice president of Microsoft Research. The new hires "are all very well-known. Let's just say, in academic circles, this has made quite a buzz."

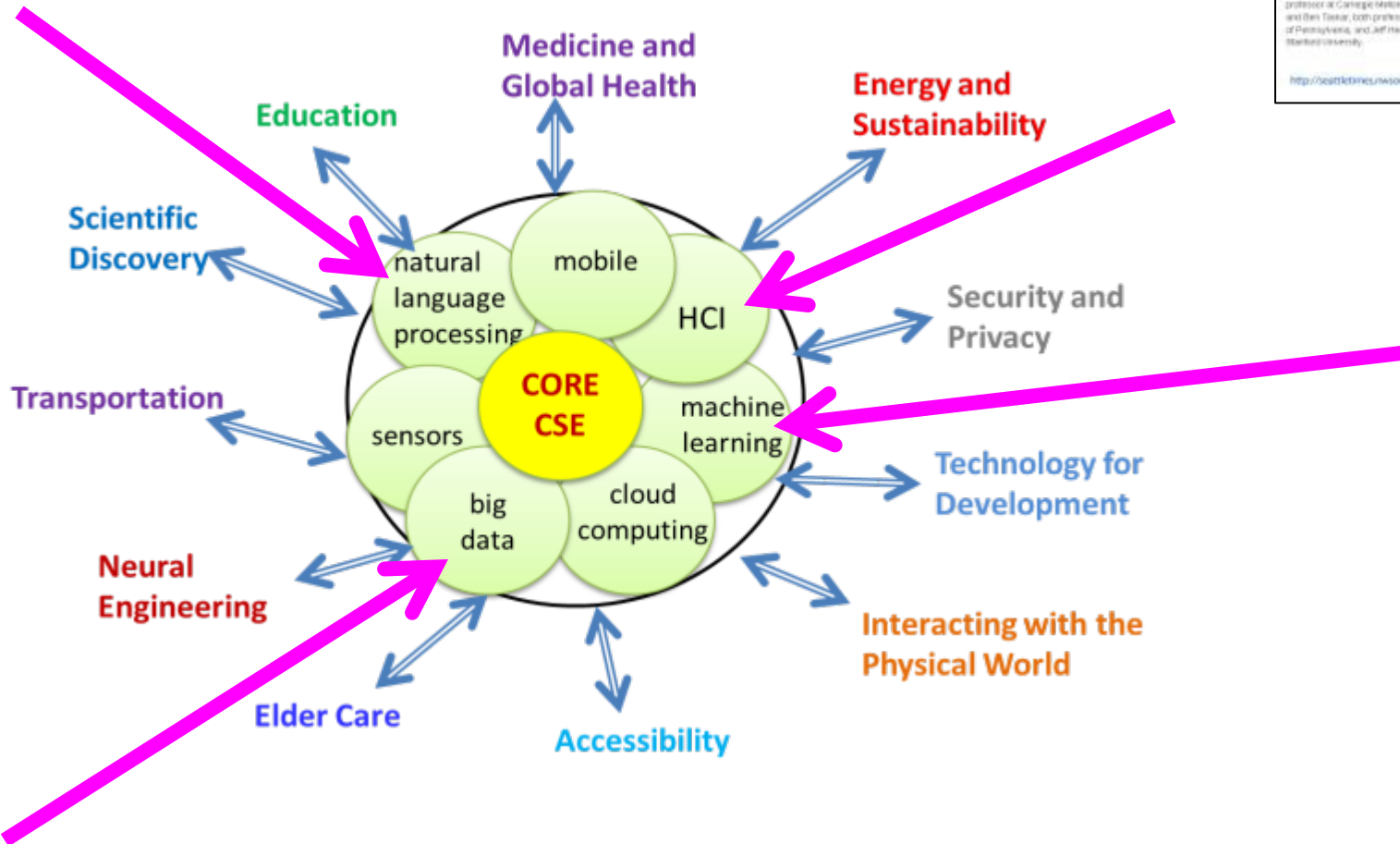
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Full article:
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Why does it matter?

Intellectual opportunity and impact



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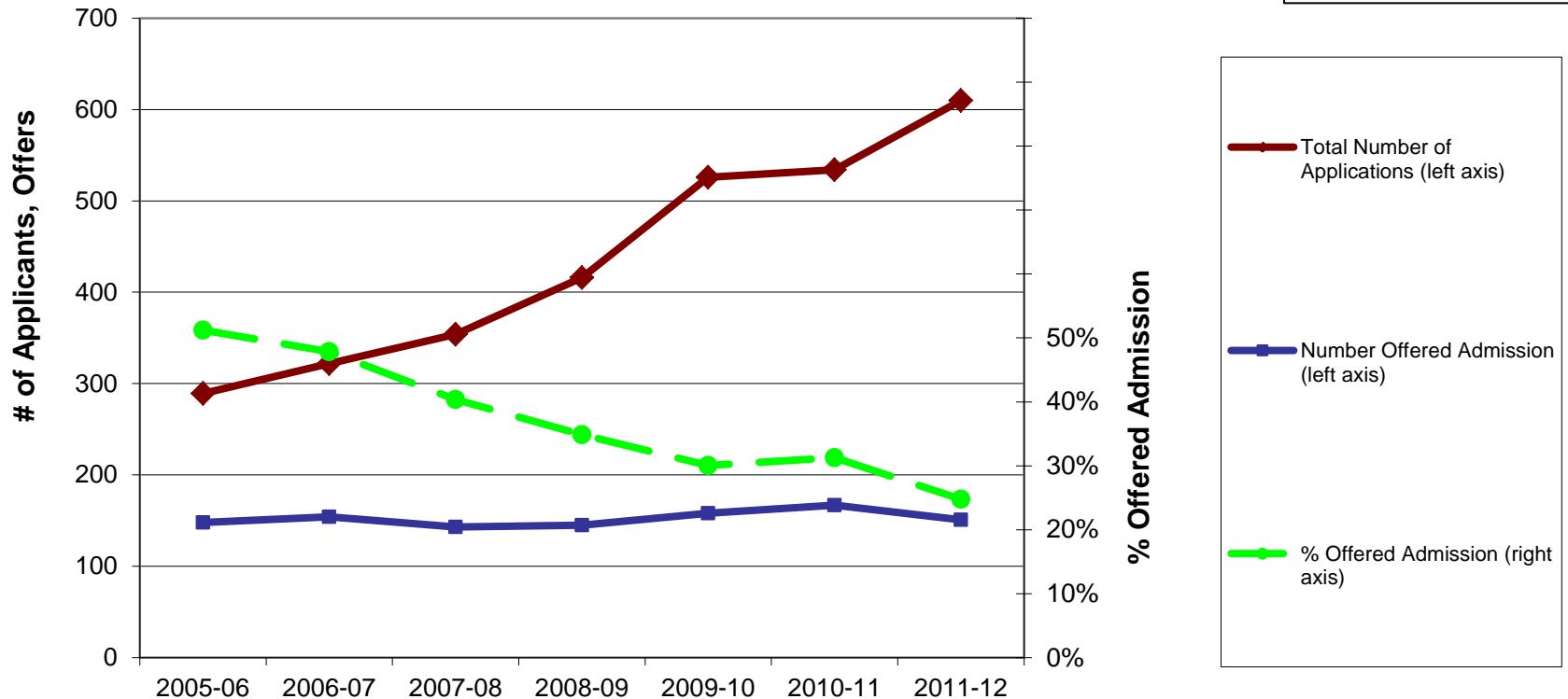
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Why does it matter?

Student demand

UW Computer Science & Engineering Annual Sophomore Admissions



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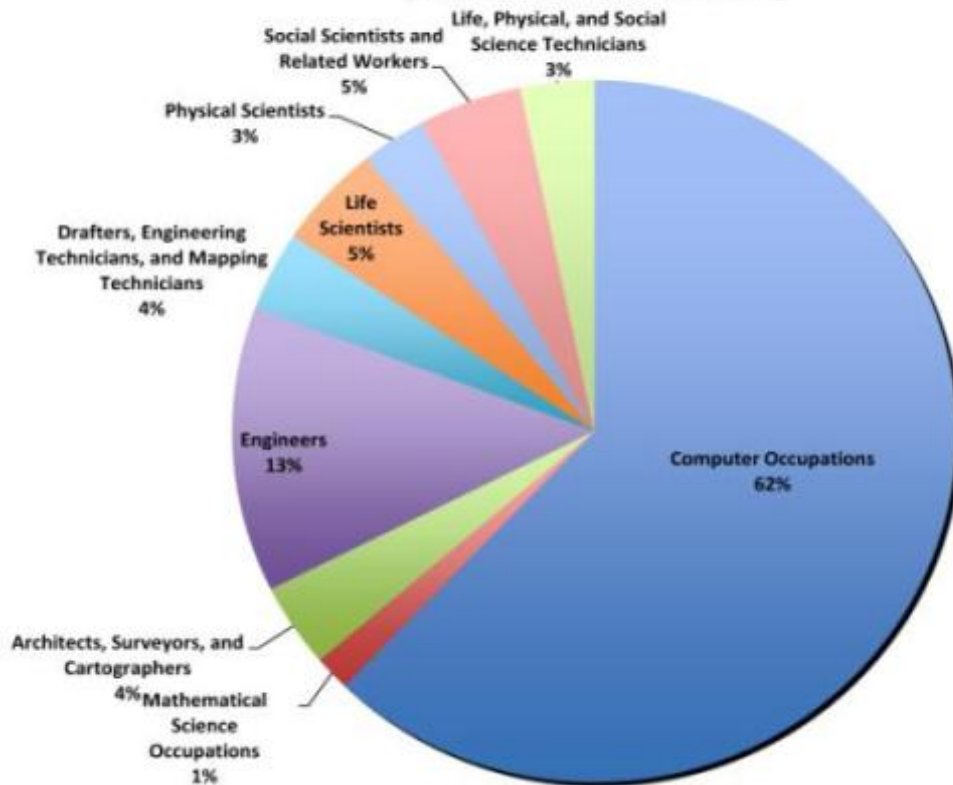
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Why does it matter?

Workforce demand

Contribution to total growth in science and engineering occupations, 2010-2020
(Bureau of Labor Statistics)



The Seattle Times Local News
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Reports released June 27, 2011 at 10:00 AM EDT. Last updated June 27, 2011 at 11:17 AM

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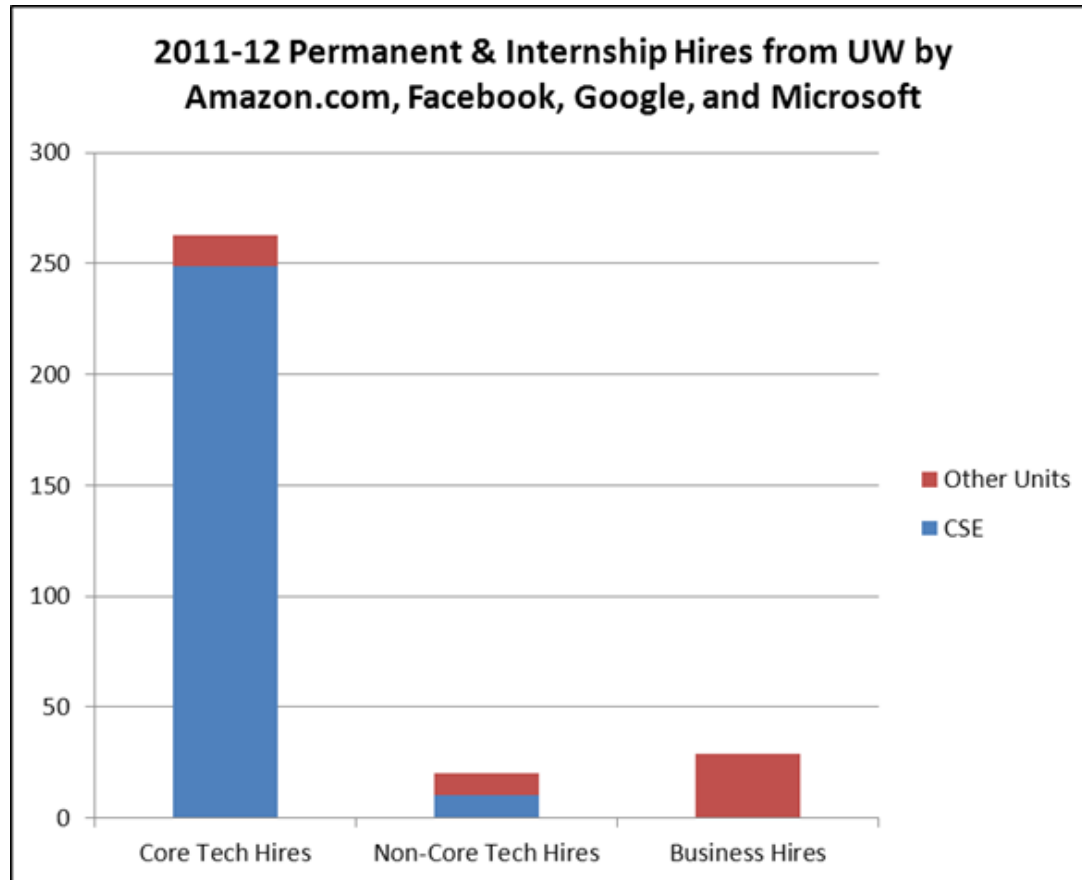
The academics include Carlos Queiroz, a professor at Carnegie Mellon University, Emily Fox and Dan DeRaaf, both professors at the University of Pennsylvania, and Jeff Heer, a professor at Stanford University.

Full article:
http://seattletimes.nwsource.com/html/localnews/20110546054_computer-science028



Why does it matter?

Workforce demand



The Seattle Times Local News
Week of a 2011 Publication

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IN THE NEWS | Local | National | International | Business | No One Left Behind

Reports released June 27, 2012 at 10:06 AM PDT. Last updated June 27, 2012 at 10:17 PM

UW recruits superstars of computer-science world

The University of Washington has lured four new faculty members considered among the brightest in the world of computer science.

By Gabriella Suda
Seattle Times Higher Education Reporter

They're a kind of dream team of the computer-science world. Four of the brightest academics in the fields of big data and machine learning have been wooed away from top schools to join the University of Washington over the last year.

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The list has had "some starring recurring successions," said Peter Lee, corporate vice president of Microsoft Research. The new hires "are all very well-known. Let's just say, as academic career, this trio made quite a buzz."

The academics include Carlos Queiroz, a professor at Carnegie Mellon University, Emily Fox and Dan DeWitt, both professors at the University of Pennsylvania, and Jeff Heer, a professor at Stanford University.

Full article:
http://seattletimes.nwsource.com/html/localnews/20118548654_computerscience08



How was it possible?

The Seattle Times | Local News
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THE NEWS | Local news | National news | International | Special sections | No Ads Left Behind

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Full article:
http://seattletimes.nwsource.com/html/localnews/2018546254_computerscience08



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In the News | Local | National | International | Business | No One Left Behind

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Full article:
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W THE NEWS | Local news | Business 5/7/14 | Entertainment | Sports 5/7/14 | No One Left Behind

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Full article:
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How was it possible?



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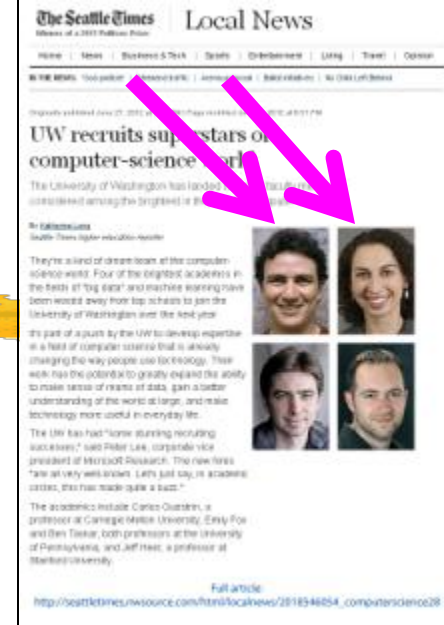
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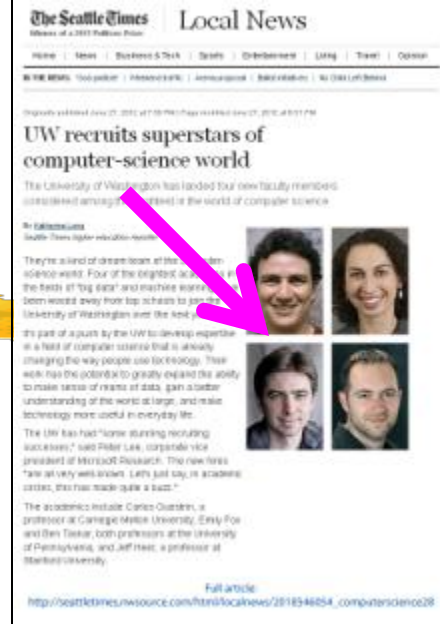
Full article:
http://seattletimes.nwsource.com/html/localnews/20110546054_computerscience028

Four small portrait photographs of the new faculty members: Carlos Guestrin, Euiyong Foa, Dan Tenen, and Jeff Beal.

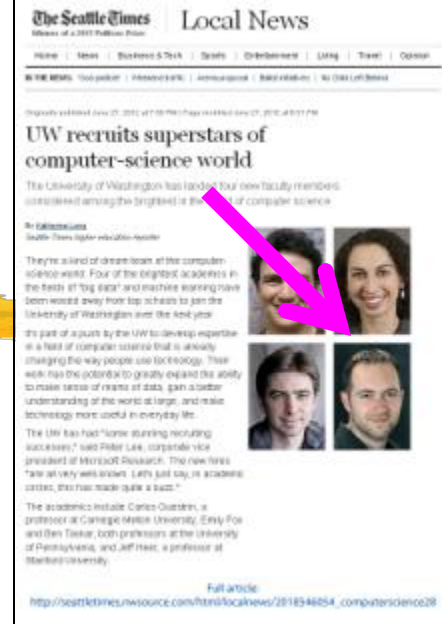
How was it possible?



How was it possible?



How was it possible?



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The list has had "home staying" recruiting successions," said Peter Lee, corporate vice president of Microsoft Research. The new hires "are all very well-known. Let's just say, in academic circles, this race made quite a buzz."

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Full article:
http://seattletimes.nwsource.com/html/localnews/20140628u_washington_028



Welcome to the Paul G. Allen Center for Computer Science & Engineering



FACULTY SENATE CHAIR
REPORT TO THE BOARD OF REGENTS

Professor Susan Astley's Report to the Regents: July 2012.

I would like to thank you for this opportunity to join you this past year. On August 1, Jim Gregory, Professor of History will advance to Senate Chair and John (Jack) Lee, Professor of Mathematics will start his term as Vice Chair. I will advance to Chair the Senate Committee on Planning and Budgeting. While the three of us will address a number of topics next year, a topic that remains core to the faculty is faculty retention and compensation as we head into a fourth year of State-mandated salary freezes. Western Washington University's announcement last week of plans to increase WWU faculty salaries by over 5% starting September 2012 certainly elicited a strong rebuke from the Governor and front page headlines. So how do we deliver a quality education to the greatest number of students? A quality education is dependent on recruiting and retaining the best faculty. A recent review of data revealed that 80-90% of our peer institutions experienced faculty salary freezes in years 1 and 2 of the recession. But by year 3 (this year) only 10% of our peer institutions were still under salary freezes. And as we head into next year, we may well be the only institution among our peers with a fourth consecutive year of salary freezes. Salary freezes are not the only issue that challenge the University's ability recruit/retain the best faculty. The gap is once again widening between UW salary levels and that of our peers. And salary inversion (market demand resulting in assistant professors being recruited at salary levels that exceed those of full professors with many years of service to the UW) continues to be a problem.

In response to these issues, a Joint Faculty Salary Policy Working Group was established in March 2012 composed of six administrators and six faculty members (including Jim, Jack and myself). The working group's charge is to examine the following questions: 1) over the next 6-12 months, how should we proceed with wage increases under the current salary policy and revenue expectations, and 2) in the longer term, are there entirely new salary models that might be more sustainable and flexible over the next decade? I know Jim will keep you abreast of our progress next year.



Patrick Crumb President, DIRECTV Sports Networks

Patrick Crumb is the President of DIRECTV Sports Networks, a subsidiary of DIRECTV. He is responsible for leading DIRECTV Sports, as well as the company's three regional sports networks branded as **ROOT SPORTS™**. The three networks (based in Bellevue, WA, Denver, CO and Pittsburgh, PA) are distributed nationally and hold exclusive telecast rights to over two dozen professional and collegiate teams, including the Seattle Mariners, Seattle Sounders, Portland Timbers, Colorado Rockies, Pittsburgh Pirates and Pittsburgh Penguins.



Previously, Crumb served as DIRECTV Sports' Executive Vice President of Business Affairs & General Counsel. Prior to joining DIRECTV in 2009, Crumb held senior executive positions in major media companies, as Executive Vice President & General Counsel of Liberty Sports Group, a subsidiary of Denver-based Liberty Media, and as a Senior Vice President & General Manager for Los Angeles-based Fox Interactive Media (FIM), a division of News Corporation.

A Northwest native and 1988 graduate of the University of Washington's School of Law, Crumb was a partner at two prominent Seattle law firms (Bogle & Gates, and Corr Cronin) before leaving private practice in 2000 to join Rivals.com, a sports internet network, as the Senior Vice President of Corporate & Business Development. Following Rivals, Crumb became the co-founder and President of Scout Media and its subsidiaries, Scout.com and Scout Publishing, from start up through the successful sale of the companies to Fox Interactive Media in 2005. Both Rivals and Scout were pioneering digital sports brands and among the first successful internet subscription content businesses.

Crumb is a respected leader in the Seattle business community and is active in civic and charitable organizations. He was a member of the Washington Athletic Club's Board of Governors for ten years, serving as Chairman of the Board in 2008-09. He currently serves on the Board of Trustees, and is the President-Elect, of the University of Washington Alumni Association, as well as the Board of Trustees of Saint Martin's University in Olympia, WA, where he earned *summa cum laude* and Valedictorian honors in receiving his undergraduate degree. Crumb's other current board positions include the Seattle Sports Commission and The 101 Club.

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

Attachment

Academic and Administrative Appointments

ADMINISTRATIVE APPOINTMENTS

College of Arts and Sciences

Department of Comparative Literature

Vaughan, Miceal Francis

Chair, Comparative Literature, effective 7/1/2012

Continuing Appointments:

- Professor, English
- Professor, Comparative Literature

Degrees:

- MA, 1973, Cornell University
- PhD, 1973, Cornell University
- BA, 1968, St. Thomas University (Canada)

College of the Environment

Department of Atmospheric Sciences

Hakim, Gregory John

Chair, Atmospheric Sciences, effective 7/1/2012

Continuing Appointment:

- Associate Professor, Atmospheric Sciences

Degrees:

- PhD, 1997, University of Albany
- MS, 1993, University of Albany
- BS, 1990, University of Albany

School of Environmental and Forest Sciences

West, Stephen Douglas

Interim Director, School of Environmental and Forest Sciences, effective 6/16/2012

Continuing Appointment:

- Professor, School of Environmental and Forest Sciences

Degrees:

- PhD, 1979, University of California (Berkeley)
- MS, 1974, University of Alaska
- AB, 1970, University of California (Berkeley)

Graduate School

Graduate School

Edwards, Kelly Alison

Acting Associate Dean, Graduate School, effective 7/1/2012

Continuing Appointments:

- Associate Professor without Tenure, Bioethics and Humanities
- Adjunct Associate Professor, Environmental and Occupational Health Sciences

Degrees:

- PhD, 2000, University of Washington
- MA, 1995, University of Washington
- BA, 1989, Occidental College

Farris, Gary E.
Interim Dean and Vice Provost, Graduate School,
effective 8/1/2012

Degrees:

- MBA, 1990, University of Washington
- BA, 1976, University of Washington

School of Medicine

Department of Pathology

Montine, Thomas Jude

Chair, Pathology, effective 6/16/2012

Continuing Appointments:

- Professor, Pathology
- Adjunct Professor, Neurological Surgery

Degrees:

- MD, 1991, McGill University (Canada)
- PhD, 1988, University of Rochester
- BA, 1983, Columbia University

University of Washington, Bothell

Science and Technology, Bothell

Scott, Elaine P.

Director, Science and Technology, Bothell, effective 6/16/2012

Continuing Appointment:

- Professor, Science and Technology, Bothell

Degrees:

- PhD, 1989, Michigan State University
- PhD, 1987, Michigan State University
- MS, 1981, University of California (Davis)
- BS, 1979, University of California (Davis)

ENDOWED APPOINTMENTS

College of Built Environments

Department of Architecture

Taylor, Jay Allen

Barry Onouye Endowed Chair in Architecture, effective
9/16/2012

Continuing Appointment:

- Affiliate Instructor, Architecture

Degree:

- BA, 1980, University of Washington

College of Arts and Sciences

Department of Applied Mathematics

Deconinck, Bernard

Boeing Endowed Professorship In Applied Mathematics,
effective 9/16/2012

Continuing Appointment:

- Professor, Applied Mathematics

Degrees:

- PhD, 1998, University of Colorado (Boulder)
- MSC, 1995, University of Colorado (Boulder)
- BSC, 1993, University of Ghent (Belgium)

Kutz, Jose Nathan

**Robert Bolles and Yasuko Endo Endowed Professorship,
effective 7/1/2012**

Continuing Appointments:

- Professor, Applied Mathematics
- Adjunct Professor, Electrical Engineering
- Adjunct Professor, Physics
- Chair, Applied Mathematics

Degrees:

- PhD, 1994, Northwestern University
- BS, 1990, University of Washington

Department of Communication

Beam, Randal A.

**The Dart Endowed Professorship in Journalism and Trauma,
effective 7/1/2012**

Continuing Appointment:

- Professor, Communication

Degrees:

- Doctor Philosophiae (DPhil), 1988, University of Wisconsin
- MA, 1976, Syracuse University
- BA, 1974, University of Nebraska (campus unspecified)

Jackson School of International Studies

Chirot, Daniel

**Herbert J. Ellison Professorship in Russian & Eurasian
Studies, effective 7/1/2012**

Continuing Appointments:

- Professor, International Studies
- Professor, Sociology

Degrees:

- PhD, 1973, Columbia University
- BA, 1964, Harvard University

Yang, Anand Alan

**Job And Gertrud Tamaki Endowed Professorship, effective
7/1/2012**

Continuing Appointment:

- Professor, International Studies

Degrees:

- PhD, 1976, University of Virginia
- BA, 1970, Swarthmore College

College of Engineering

Department of Civil and Environmental Engineering

Horner-Devine, Alexander R.

**Allan & Inger Osberg Endowed Professorship In Civil
Engineering, effective 9/16/2011**

Continuing Appointments:

- Associate Professor, Civil and Environmental Engineering
- Adjunct Associate Professor, Oceanography

Degrees:

- Doctor Philosophiae (DPhil), 2003, Stanford University
- MSENG, 1998, Stanford University
- BS, 1995, Princeton University

Lundquist, Jessica D.

**John R. Kiely Endowed Professorship In Civil Engineering,
effective 9/16/2011**

Continuing Appointment:

- Associate Professor, Civil and Environmental Engineering

Degrees:

- PhD, 2004, University of California (San Diego)
- MS, 2000, University of California (San Diego)
- BS, 1999, University of California (Davis)

School of Medicine

Department of Medicine

Gralow, Julie Ruth

**Jill D. Bennett Endowed Professorship in Breast Cancer,
effective 7/1/2012**

Continuing Appointment:

- Professor without Tenure, Medicine

Degrees:

- MD, 1988, University of Southern California
- BS, 1981, Stanford University

School of Public Health

Department of Health Services

Johnson, Christopher Elliot

**Austin Ross Endowed Chair In Health Administration,
effective 7/1/2012**

Continuing Appointment:

- Associate Professor without Tenure, Health Services

Degrees:

- PhD, 1998, University of Minnesota
- BSC, 1987, US Naval Academy

NEW APPOINTMENTS

College of Arts and Sciences

Department of Economics

O'Dea, Dennis Charles

Lecturer, Full-time, Economics, effective 9/16/2012

Degrees:

- PhD, 2010, University of Illinois (Urbana)
- MA, 2007, University of Illinois (Urbana)
- BA, 2002, University of Wisconsin (Madison)

Department of Germanics

Wiggins, Ellwood Holler

Assistant Professor, Germanics, effective 9/16/2012

Prior Non-UW Appointment:

Visiting Assistant Professor, Germanics, Centre College,
Kentucky

Degrees:

- PhD, 2011, Yale University
- MA, 2006, Johns Hopkins University
- MA, 2003, St. John's College (New Mexico)
- BA, 1998, St. John's College (Maryland)

Department of Physics

Detwiler, Jason Albert

Assistant Professor, Physics, effective 9/16/2012

Prior Non-UW Appointment:

Project Scientist, Lawrence Berkeley National
Laboratory, Berkeley, California

Degrees:

- PhD, 2005, Stanford University
- BA, 1999, Occidental College

Hsu, Shih-Chieh

Assistant Professor, Physics, effective 9/16/2012

Degrees:

- PhD, 2008, University of California (San Diego)
- MS, 2001, National Taiwan University
- BS, 1999, National Taiwan University

Kwon, Chulan

Visiting Professor, Physics, effective 7/15/2012

Prior Non-UW Appointment:

Professor, Department of Physics, Myongji University

Degrees:

- PhD, 1989, University of Washington
- MS, 1985, University of Washington
- MS, 1984, University of Nebraska (campus unspecified)
- BS, 1981, Seoul National University (Korea)

Ling, Yun

Visiting Associate Professor, Physics, effective 10/1/2012

Degrees:

- PhD, 2006, Fudan University (China)
- MS, 2000, Jiangsu University (China)
- Scientiae Baccalaureus (SB), 1997, Jiangsu University (China)

Department of Psychology

Stocco, Andrea

Research Assistant Professor, Psychology, effective 7/1/2012

Degrees:

- PhD, 2005, University of Trieste (Italy)
- MS, 2001, University of Trieste (Italy)

Department of Sociology

Quinn, Sarah

Assistant Professor, Sociology, effective 12/17/2010

Prior UW Appointment:

Acting Assistant Professor, pending Ph.D., Sociology

Degrees:

- PhD, 2010, University of California (Berkeley)
- MA, 2006, University of California (Berkeley)
- BA, 1998, Smith College

School of Drama

Trout, Deborah L.

Associate Professor, Drama, effective 9/16/2012

Prior UW Appointment:

Senior Lecturer, Full-time, Drama

Degrees:

- BA, 1994, Yale University
- MFA, 1994, Yale University

Business School

Department of Management and Organization

Sirmon, David

Associate Professor, Management and Organization, effective 7/16/2012

Prior Non-UW Appointment:

Associate Professor, Management, Texas A&M University

Degrees:

- PhD, 2004, Arizona State University
- MBA, 1997, University of Montana
- BA, 1996, University of Montana

Department of Marketing and International Business

Umesh, Uchila Navada

Visiting Professor, Marketing and International Business, effective 7/16/2012

Prior Non-UW Appointment:

Professor, Marketing, Washington State University

Prior UW Appointment:

Lecturer Part-Time, School of Business, Bothell

Degrees:

- PhD, 1983, University of Washington
- MBA, 1980, University of Rochester
- MS, 1980, University of Rochester
- BTech, 1977, India Institute of Technology

College of Engineering

Department of Bioengineering

Pelivanov, Ivan

Visiting Assistant Professor, Bioengineering, effective 6/25/2012

Prior Non-UW Appointment:

Assistant Professor, Physics, Moscow State University

Degrees:

- PhD, 2000, Moscow State University (Russia)
- MS, 1998, Moscow State University (Russia)

Department of Civil and Environmental Engineering

Ahmed, Kamal Mostafa

Visiting Assistant Professor, Civil and Environmental Engineering, effective 6/16/2012

Degrees:

- PhD, 1999, University of Washington
- MSC, 1988, Cairo University (Egypt)
- BSC, 1982, Cairo University (Egypt)

Department of Human Centered Design and Engineering

Munson, Sean Arthur

Acting Assistant Professor, pending Ph.D., Human Centered Design and Engineering, effective 9/16/2012

Degrees:

- PhD - Expected, 2012, University of Michigan
- BS, 2006, Franklin W. Olin College of Engineering

Starbird, Catherine

Acting Assistant Professor, pending Ph.D., Human Centered Design and Engineering, effective 9/16/2012

Degrees:

- PhD - Expected, 2012, University of Colorado (Boulder)
- BS, 1999, Stanford University

Department of Mechanical Engineering

Kim, Soo Yeun

Research Assistant Professor, Mechanical Engineering, effective 5/15/2012

Prior UW Appointment:

Research Associate, Mechanical Engineering

Degrees:

- PhD, 2009, University of Washington
- MS, 2005, University of Missouri
- BS, 2000, Sogang University (Korea)

College of the Environment

Department of Earth and Space Sciences

Duvall, Allison Renee

Assistant Professor without Tenure, Earth and Space Sciences, effective 9/16/2012

Degrees:

- PhD, 2011, University of Michigan
- MS, 2003, University of California (Santa Barbara)
- BS, 2000, Virginia Polytechnic Institute and State University

Information School

Information School

Blumenstock, Joshua

Assistant Professor, Information School, effective 1/1/2013

Degrees:

- PhD, 2012, University of California (Berkeley)
- MA, 2010, University of California (Berkeley)
- BA, 2003, Wesleyan University

School of Law

School of Law

Calo, Michael Ryan

Assistant Professor, Law, effective 9/16/2012

Prior Non-UW Appointment:

Director for Privacy, Robotics, Stanford School of Law

Degrees:

- JD, 2005, University of Michigan
- BA, 1999, Dartmouth College

McCormack, Shannon

Assistant Professor, Law, effective 9/16/2012

Prior Non-UW Appointment:

Assistant Professor, Law, University of California, Davis

Degrees:

- Master Of Laws, 2006, Georgetown University
- JD, 2000, Harvard University
- BA, 1996, University of Virginia

Porter, Elizabeth Gilbert

Assistant Professor, Law, effective 9/16/2012

Prior UW Appointment:

Visiting Assistant Professor, Law

Degrees:

- JD, 2000, Columbia University
- MA, 2000, Columbia University
- EdM, 1992, Harvard University
- BA, 1991, Brown University

School of Medicine

Department of Anesthesiology and Pain Medicine

Budac, Stefan

Assistant Professor without Tenure, Anesthesiology and Pain Medicine, effective 7/1/2012

Prior UW Appointment:

Acting Assistant Professor, temporary, Anesthesiology and Pain Medicine

Degrees:

- MD, 2000, Ohio State University
- BS, 1995, Massachusetts Institute of Technology

Zaky, Ahmed Fathy

Assistant Professor without Tenure, Anesthesiology and Pain Medicine, effective 7/1/2012

Prior UW Appointment:

Acting Assistant Professor, temporary, Anesthesiology and Pain Medicine

Degrees:

- MS, 2001, University of Alexandria (Egypt)
- MB BCh, 1995, University of Alexandria (Egypt)

Department of Laboratory Medicine

Shirts, Brian Hanson

Assistant Professor without Tenure, Laboratory Medicine, effective 7/1/2012

Degrees:

- MD, 2008, University of Pittsburgh
- PhD, 2006, University of Pittsburgh
- BA, 2001, University of Utah

Soma, Lorinda Anne

Assistant Professor without Tenure, Laboratory Medicine, effective 7/1/2012

Prior Non-UW Appointment:

Co-Director, Diagnostic Pathology Medical Group, Sacramento, CA

Degrees:

- MD, 1998, University of Minnesota
- BA, 1994, Hamline University

Department of Medicine

Giacani, Lorenzo

Assistant Professor without Tenure, Medicine, effective 7/1/2012

Prior UW Appointment:
Acting Instructor, Medicine

Degrees:

- PhD, 2005, University of Bologna (Italy)
- BS, 1998, University of Bologna (Italy)

Lemaitre, Rozenn Nicole

Research Associate Professor, Medicine, effective 6/1/2012

Degrees:

- MPH, 1994, University of Washington
- PhD, 1982, Montana State University
- BS, 1975, Institut National des Sciences Appliquees (France)

Mehrotra, Rajnish

Professor without Tenure, Medicine, effective 7/1/2012

Prior Non-UW Appointment:
Professor of Medicine, University of California, Los Angeles

Degrees:

- MS, 2008, University of California (Los Angeles)
- MD, 1992, All-India Institute of Medical Sciences
- Bachelor of Medicine, Bachelor of Surgery (MB BS), 1989, All-India Institute of Medical Sciences

Milek, Debra Jean

Associate Professor without Tenure, Medicine, effective 7/1/2012

Prior Non-UW Appointment:
Assistant Professor of Preventative Medicine, Mount Sinai School of Medicine

Degrees:

- MPH, 1988, Columbia University
- MD, 1985, New Jersey Medical School
- PhD, 1982, Medical University of South Carolina
- BA, 1976, Rutgers University

Ong, Thuan Duc

Assistant Professor without Tenure, Medicine, effective 6/1/2012

Prior UW Appointment:
Acting Instructor, Medicine

Degrees:

- MD, 2004, St. Louis University
- MPH, 2000, University of California (Los Angeles)
- BS, 1998, University of California (Los Angeles)

Sayre, Michael Richard

Professor without Tenure, Medicine, effective 7/1/2012

Prior Non-UW Appointment:
Associate Professor of Emergency Medicine, Ohio State University

Degrees:

- MD, 1984, University of Cincinnati
- BS, 1980, Xavier University

Till, Brian Gerald

Assistant Professor without Tenure, Medicine, effective 7/1/2012

Prior UW Appointment:
Acting Instructor, Medicine

Degrees:

- MD, 2002, University of Chicago
- BS, 1998, Catholic University of America

White, Nathan James

Assistant Professor without Tenure, Medicine, effective 7/1/2012

Prior UW Appointment:
Acting Instructor, Medicine

Degrees:

- MS, 2010, Virginia Commonwealth University
- MD, 2003, Wayne State University
- BS, 1999, University of Michigan

Department of Otolaryngology / Head and Neck Surgery

Drennan, Ward Robert

Research Assistant Professor, Otolaryngology / Head and Neck Surgery, effective 7/1/2012

Prior UW Appointment:
Lecturer Full-Time, Otolaryngology / Head and Neck Surgery

Degrees:

- PhD, 1998, Indiana University
- BS, 1991, Purdue University

Department of Pediatrics

Chow, Eric Jessen

Assistant Professor without Tenure, Pediatrics, effective 7/1/2012

Prior UW Appointment:
Acting Assistant Professor, temporary, Pediatrics

Degrees:

- MD, 2001, University of California (San Francisco)
- MPH, 2000, University of California (Berkeley)
- BS, 1996, Yale University

Pollard, Jessica Anne

Assistant Professor without Tenure, Pediatrics, effective 7/1/2012

Prior UW Appointment:
Acting Assistant Professor, temporary, Pediatrics

Degrees:

- MD, 2000, Columbia University
- BS, 1995, Cornell University

Sawyer, Taylor Lee

Assistant Professor without Tenure, Pediatrics, effective 7/1/2012

Prior Non-UW Appointment:

Assistant Professor of Pediatrics, Uniformed Service
University of Health Sciences

Degrees:

- ME, 2010, University of Cincinnati
- Doctor of Osteopathic Medicine, 2001, Des Moines University
- BA, 1997, Coe College

Turner, Jennifer Kathleen

Assistant Professor without Tenure, Pediatrics, effective 7/1/2012

Prior UW Appointment:

Acting Assistant Professor, temporary, Pediatrics

Degrees:

- MD, 2001, University of Washington
- BS, 1992, University of Washington

Department of Psychiatry and Behavioral Sciences

Croicu, Carmen Antonela

Assistant Professor without Tenure, Psychiatry and Behavioral Sciences, effective 7/1/2012

Prior UW Appointment:

Acting Assistant Professor, temporary, Psychiatry and Behavioral Sciences

Degree:

- MD, 1993, University of Bucharest (Romania)

French, William Pangburn

Assistant Professor without Tenure, Psychiatry and Behavioral Sciences, effective 7/1/2012

Prior UW Appointment:

Acting Assistant Professor, temporary, Psychiatry and Behavioral Sciences

Degrees:

- MD, 2003, University of Kentucky
- BA, 1988, University of Kentucky

Department of Radiology

Li, Tao

Associate Professor without Tenure, Radiology, effective 3/11/2012

Prior Non-UW Appointment:

Assistant Professor, Radiology, Wayne State University
School of Medicine

Degrees:

- PhD, 1992, Academy of Chinese PLA Military Medical Science (China)
- MD, 1985, Fourth Military Medical University (China)

Department of Surgery

Alfonso Cristancho, Rafael

Research Assistant Professor, Surgery, effective 7/1/2012

Degrees:

- MS, 2005, Universitat Autònoma de Barcelona
- MD, 1998, Universidad del Rosario (Columbia)

Farjah, Farhood

Assistant Professor without Tenure, Surgery, effective 8/1/2012

Degrees:

- MPH, 2007, University of Washington
- MD, 2002, Oregon Health Sciences University
- BA, 1998, University of Oregon

Fichera, Alessandro

Professor without Tenure, Surgery, effective 7/1/2012

Prior Non-UW Appointment:

Associate Professor of Surgery, University of Chicago
Cancer Research Center

Degree:

- MD, 1989, Catholic University

Petersen, Rebecca Prince

Assistant Professor without Tenure, Surgery, effective 7/1/2012

Prior UW Appointment:

Acting Assistant Professor, temporary, Surgery

Degrees:

- MD, 2002, Oregon Health Sciences University
- MSC, 2000, Harvard University
- BS, 1995, Menlo College

Wassenaar, Eelco B.

Assistant Professor without Tenure, Surgery, effective 7/1/2012

Prior UW Appointment:

Acting Assistant Professor, temporary, Surgery

Degrees:

- PhD, 2009, University of Utrecht (Netherlands)
- MD, 2002, University of Utrecht (Netherlands)
- MS, 1999, University of Utrecht (Netherlands)

School of Public Health

Department of Epidemiology

Rowhani-Rahbar, Ali

Assistant Professor without Tenure, Epidemiology, effective 7/1/2012

Degrees:

- PhD, 2009, University of Washington
- MPH, 2005, Yale University
- MD, 2002, Mashhad University of Medical Sciences (Iran)

University of Washington, Bothell

Science and Technology, Bothell

Scott, Elaine P.

Professor, Science and Technology, Bothell, effective 6/16/2012

Prior Non-UW Appointment:

Professor and Director of Engineering Programs, Seattle Pacific University

Degrees:

- PhD, 1989, Michigan State University
- PhD, 1987, Michigan State University
- MS, 1981, University of California (Davis)
- BS, 1979, University of California (Davis)

UW Bothell School of Interdisciplinary Arts and Sciences

Berger, Daniel

Assistant Professor, School of Interdisciplinary Arts and Sciences, Bothell, effective 9/16/2012

Degrees:

- PhD, 2010, University of Pennsylvania
- MA, 2006, University of Pennsylvania
- BA, 2003, University of Florida
- BS, 2003, University of Florida

Borsuk, Amaranth Claire

Senior Lecturer, Full-time, School of Interdisciplinary Arts and Sciences, Bothell, effective 9/16/2012

Degrees:

- PhD, 2010, University of Southern California
- MA, 2006, University of Southern California
- BA, 2003, University of California (Los Angeles)

Dowling, Sarah Marie

Senior Lecturer, Full-time, School of Interdisciplinary Arts and Sciences, Bothell, effective 9/16/2012

Degrees:

- PhD - Expected, 2012, University of Pennsylvania
- MA, 2006, Temple University
- BA, 2004, Bishops University

University of Washington, Tacoma

Interdisciplinary Arts and Sciences Program, Tacoma

Compson, Jane Frances

Assistant Professor, Interdisciplinary Arts and Sciences, Tacoma, effective 9/16/2012

Prior Non-UW Appointment:

Instructor, Philosophy, Religious Studies and Humanities, University of Central Florida

Degrees:

- MA, 2004, Colorado State University
- PhD, 1998, University of Bristol (UK)
- MA, 1994, University of Bristol (UK)
- BA, 1992, University of Exeter (UK)

De Veritch Woodside, Vanessa

Acting Assistant Professor, pending Ph.D., Interdisciplinary Arts and Sciences, Tacoma, effective 9/16/2012

Degrees:

- PhD - Expected, 2012, University of New Mexico
- MA, 2007, University of New Mexico
- BA, 2000, University of California (Santa Barbara)

Finke, John M.

Assistant Professor, Interdisciplinary Arts and Sciences, Tacoma, effective 8/16/2012

Prior Non-UW Appointment:

Assistant Professor, Chemistry, Oakland University

Degrees:

- PhD, 2001, University of California (San Diego)
- MS, 1998, University of California (San Diego)
- BA, 1993, Claremont Mckenna College

Lee, Hyoung Suk

Assistant Professor, Interdisciplinary Arts and Sciences, Tacoma, effective 9/16/2012

Degrees:

- PhD, 2010, University of Texas (El Paso)
- MA, 1999, Korea University (Korea)
- BA, 1997, Korea University (Korea)

McGuire, William

Acting Assistant Professor, pending Ph.D., Interdisciplinary Arts and Sciences, Tacoma, effective 9/16/2012

Degrees:

- PhD - Expected, 2012, Ohio State University
- MS, 2007, Ohio State University
- BA, 2005, State University of New York (Genesco)

Milgard School of Business, Tacoma

Jindal, Rupinder

Assistant Professor, Milgard School of Business, Tacoma, effective 9/16/2012

Prior Non-UW Appointment:

Assistant Professor, Marketing, University of Houston

Degrees:

- PhD, 2006, Institut Européen d'Administration des Affaires (France)
- MBA, 1997, Indian Institute of Management (India)
- Master of Pharmacy (MPHARM), 1994, Panjab University (India)
- Bachelor Of Pharmacy, 1992, Panjab University (India)

Nursing Program, Tacoma

Evans-Agnew, Robin Andrew

Assistant Professor, Nursing, Tacoma, effective 9/16/2012

Prior UW Appointment:

Lecturer Part-Time, Nursing, Tacoma

Degrees:

- PhD, 2011, University of Washington
- MSN, 1998, University of Washington
- BSN, 1994, Johns Hopkins University
- BA, 1989, University of North Carolina (Chapel Hill)

Social Work Program, Tacoma

Madfis, Eric

**Acting Assistant Professor, pending Ph.D., Social Work,
Tacoma, effective 8/16/2012**

Degrees:

- PhD - Expected, 2012, Northeastern University
- MA, 2007, Northeastern University
- BA, 2004, Northeastern University

VII. STANDING COMMITTEES

A. Academic and Student Affairs Committee

Establishment of the Master of Human-Computer Interaction & Design

RECOMMENDED ACTION

It is the recommendation of the administration and the Academic and Student Affairs Committee that the Board of Regents grant authority to the Design:Use:Build Graduate School Interdisciplinary Committee to offer the Master of Human-Computer Interaction and Design degree program, effective Autumn Quarter 2013. This will be a fee-based program offered in coordination with UW Professional and Continuing Education (PCE). The degree program will have provisional status with a review to be scheduled for the 2018-2019 academic year. At such time that continuing status is granted, a ten-year review cycle would begin.

BACKGROUND

In February, 2011, the Graduate School received a full proposal from the graduate faculty of the Design:Use:Build Graduate School Interdisciplinary Committee requesting authority to offer the Master of Human-Computer Interaction and Design. Implementation is planned for Autumn Quarter 2013. This four quarter, 46-credit program anticipates enrolling and graduating 30 students per year.

The proposed program will educate designers and engineers who will design, prototype, and evaluate the user interfaces to all types of software and hardware produced in the state of Washington. Examples include office applications, games, medical devices, phones, and aircraft cockpit controls and displays. Both nationally and in Washington State, there are not enough designers trained to create these types of user interfaces that increasingly require a new generation of designer: one who combines the creative aspects learned in design studios with the analytical techniques of engineering-oriented Human-Computer Interaction (HCI). The audience for this program is primarily early- and mid-career professionals in the computer software, hardware, web, or telecommunications industry. They will have been exposed to HCI and Design in their existing jobs, but are interested in additional education that will allow them to develop the deeper skills and knowledge necessary to perform as an interaction/user experience designer, user interface engineer, or usability/user research specialist. The practice-oriented Master of Human-Computer Interaction and Design will give them this training in a multi-disciplinary setting.

In April, 2011, the Vice Provost and Dean of the Graduate School appointed two reviewers to evaluate the Master of Human-Computer Interaction and Design

VII. STANDING COMMITTEES

A. Academic and Student Affairs Committee

Establishment of the Master of Human-Computer Interaction & Design (continued p. 2)

proposal. The reviewers both supported approval of the degree program. Each reviewer also made specific recommendations for improving the program, to which the program provided detailed responses.

The Graduate School Council met on May 19, 2011, to discuss the degree proposal. The Council recommended that the program be forwarded on for final approval. The Vice Provost and Dean of the Graduate School concurred with this recommendation.

The Vice Provost and Dean of the Graduate School and the Provost have reviewed and approved the recommendation to approve the Master of Human-Computer Interaction and Design.

VII. STANDING COMMITTEES

A. Academic and Student Affairs Committee

Establishment of the Graduate Certificate in Second and Foreign Language TeachingRECOMMENDED ACTION

It is the recommendation of the administration and the Academic and Student Affairs Committee that the Board of Regents grant authority to the Second Language Studies Graduate School Interdisciplinary Committee to offer the Graduate Certificate in Second and Foreign Language Teaching, effective Autumn Quarter 2012. The certificate program will have provisional status with a review to be scheduled for the 2017-2018 academic year. At such time that continuing status is granted, a ten-year review cycle would begin.

BACKGROUND

In May, 2011, the Graduate School received a full proposal from the graduate faculty of the Second Language Studies Graduate School Interdisciplinary Committee requesting authority to offer the Graduate Certificate in Second and Foreign Language Teaching. Implementation is planned for Autumn Quarter 2012.

The Graduate Certificate in Second and Foreign Language Teaching will provide graduate students with an opportunity to develop professional and academic expertise in second or foreign language teaching. Currently, doctoral and master's students who graduate from programs in literature or area studies often lack any formal background to prepare them for university faculty positions that involve language teaching or directing language programs. This 18-credit certificate will provide additional professional preparation by offering training related to second language acquisition, teaching methods, and language analysis through a combination of coursework and a capstone project. The certificate will give students a higher degree of expertise and marketability for positions involving language teaching or language program administration, and will thus have a positive impact on the quality of programs of instruction in second and foreign languages nationwide.

The program will remain fiscally neutral by leveraging existing staff resources in the Language Learning Center and by using courses that are regularly offered by faculty across the University. Faculty involved with the program come from six departments in the College of Arts & Sciences and from the College of Education.

VII. STANDING COMMITTEES

A. Academic and Student Affairs Committee

Establishment of the Graduate Certificate in Second and Foreign Language Teaching (continued p. 2)

The Graduate School Council met on May 3, 2012, to discuss the certificate proposal. The Council recommended that the program be forwarded on to the Board of Regents for final approval. The Vice Provost and Dean of the Graduate School concurred with this recommendation.

The Vice Provost and Dean of the Graduate School and the Provost have reviewed and approved the recommendation to approve the Graduate Certificate in Second and Foreign Language Teaching.

VII. STANDING COMMITTEES

A. Academic and Student Affairs Committee

Presentation: Global Burden of Disease

This presentation is for information only.



Christopher Murray

Professor, Global Health
Adjunct Professor, Health Services

Biography

Dr. Christopher Murray is Institute Director of the Institute for Health Metrics and Evaluation (IHME).

A physician and health economist, his work has led to the development of a range of new methods and empirical studies to strengthen the basis for population health measurement, measure the performance of public health and medical care systems, and assess the cost-effectiveness of health technologies.

Dr. Murray worked at the World Health Organization (WHO) from 1998 to 2003 where he served as the Executive Director of the Evidence and Information for Policy Cluster. From 2003 until 2007, Dr. Murray was the Director of the Harvard University Initiative for Global Health and the Harvard Center for Population and Development Studies, as well as the Richard Saltonstall Professor of Public Policy at the Harvard School of Public Health.



Institute for
Health Metrics
and Evaluation

Global Burden of Disease 2010

July 12, 2012

Christopher J.L. Murray
IHME Director

UNIVERSITY *of* WASHINGTON

Institute for Health Metrics and Evaluation

Established at UW in 2007 with core grant funding from the Bill & Melinda Gates Foundation of \$105 million and approximately \$2 million per year in new state resources.

Goal: to provide an independent, scientific source of information on what peoples' health problems are , how health systems and societies are performing in addressing these health problems and how the impact of scarce resources can be improved in the future.

Growth

Started with 3 faculty and staff on July 1, 2007.

Grew to total size of 115 faculty, fellows and staff today with projected growth this year to 145 faculty, fellows and staff.

Total expenditure this year projected to be \$25 million.

Four Major Program Areas

- 1) Measuring health – the Global Burden of Disease project quantifies the levels and trends in all major diseases, injuries and risk factors for 187 countries in the world. We also examine US trends at the county level.
- 2) Tracking performance – track the performance of medical care and public health systems around the world by measuring the resource flows, the delivery of key interventions to those who need them, the trends in key social and economic determinants of health, evaluate the performance of selected programs.

Four Major Program Areas

- 3) Maximizing impact – study the cost-effectiveness of different interventions and the way packages of care can be used to improve outcomes.
- 4) Better health information systems – research on how to be more efficient collecting health data and getting more out of existing datasets through information integration.

Educational Programs

- 1) Post-bachelor fellowship in global health – 375+ applicants per year, accept 10 each year. Work full-time for 3 years, most get a masters in public health during the period of work.
- 2) Post-graduate fellowship program. 120+ applicants worldwide accept up to 5 per year.
- 3) Masters in Public Health, metrics and evaluation track.
- 4) PhD in global health – focus on metrics and evaluation and implementation science.
- 5) Certificate in metrics and evaluation – distance learning component.

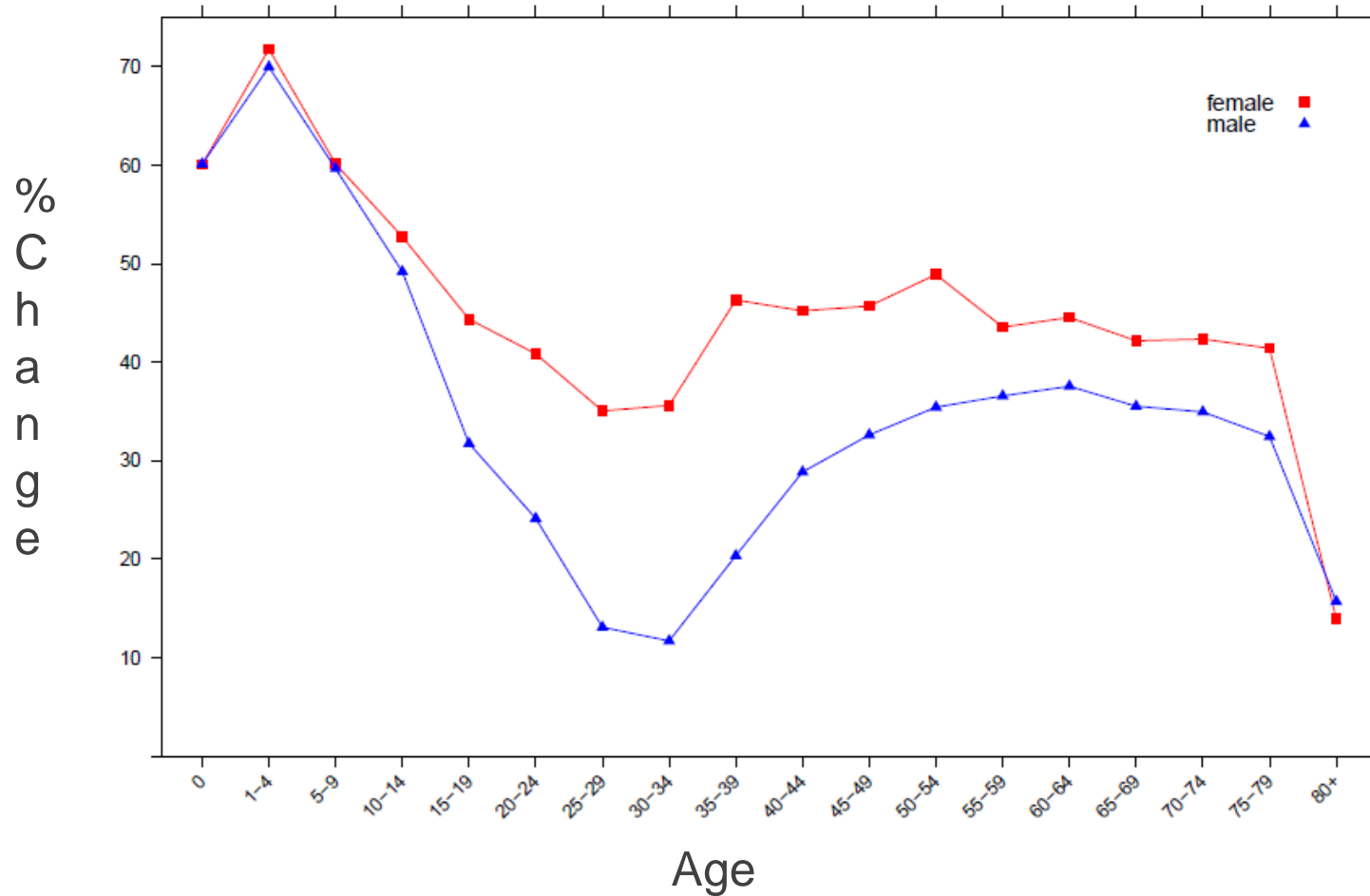
What is the GBD?

A *systematic scientific* effort to quantify the *comparative* magnitude of *health loss* due to diseases, injuries and risk factors by age, sex, and geographies for specific points in time.

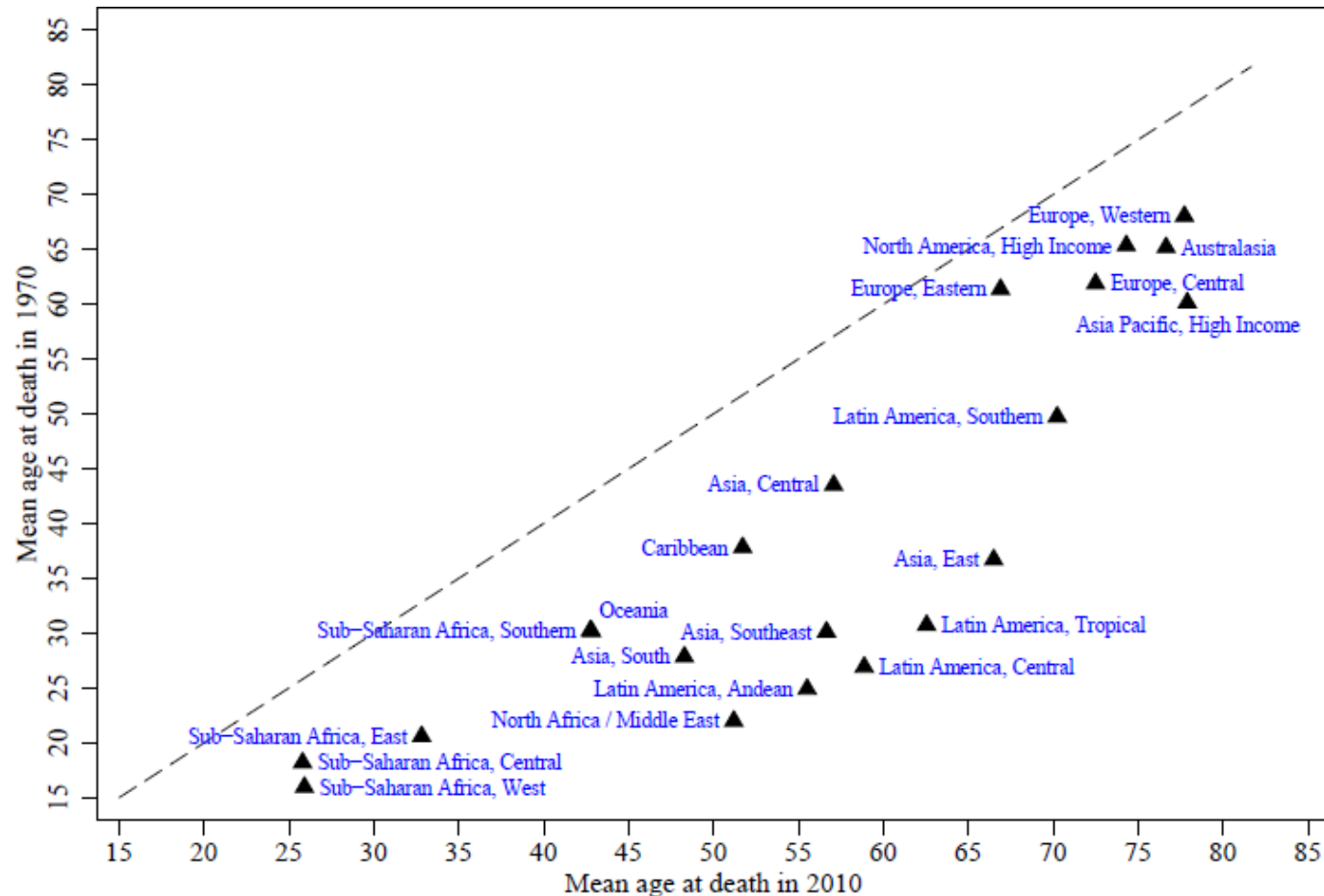
Global Burden of Disease 2010

1. Continuation of work initiated by the World Bank and World Health Organization in 1991.
2. Collaboration of UW, WHO, Johns Hopkins, Harvard, Imperial College, University of Tokyo, University of Queensland. 800+ academics around the world involved. IHME is the coordinating center.
3. 2010 Revision systematically assesses all the available evidence on mortality and morbidity from 291 causes and 55 risk factors. 1,163 disease sequelae.
4. Results for 187 countries, three years 1990, 2005 and 2010.
5. GBD 2010 provides uncertainty intervals for all quantities of interest.

Percent Change Age-Specific Mortality 1970 to 2010



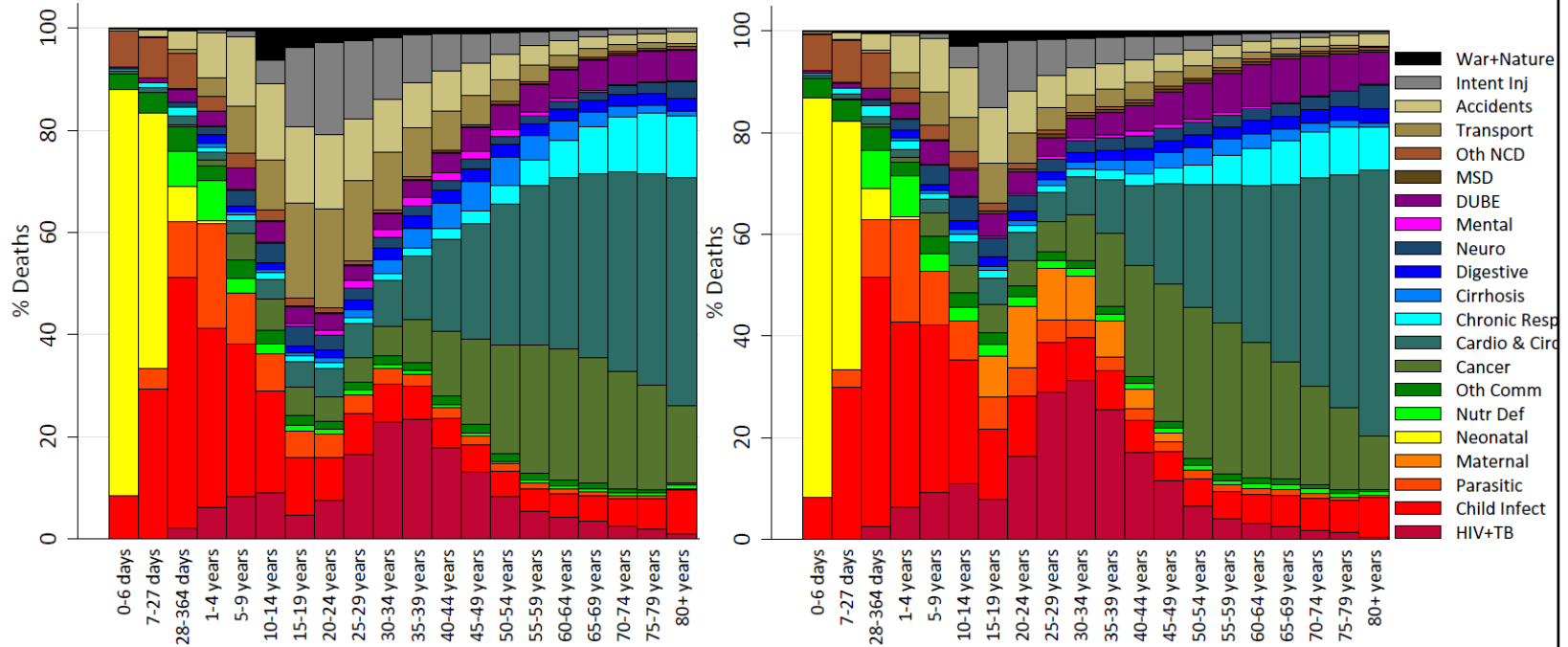
Shift in the Mean Age of Death 1970 to 2010: Profound Effect on BoD



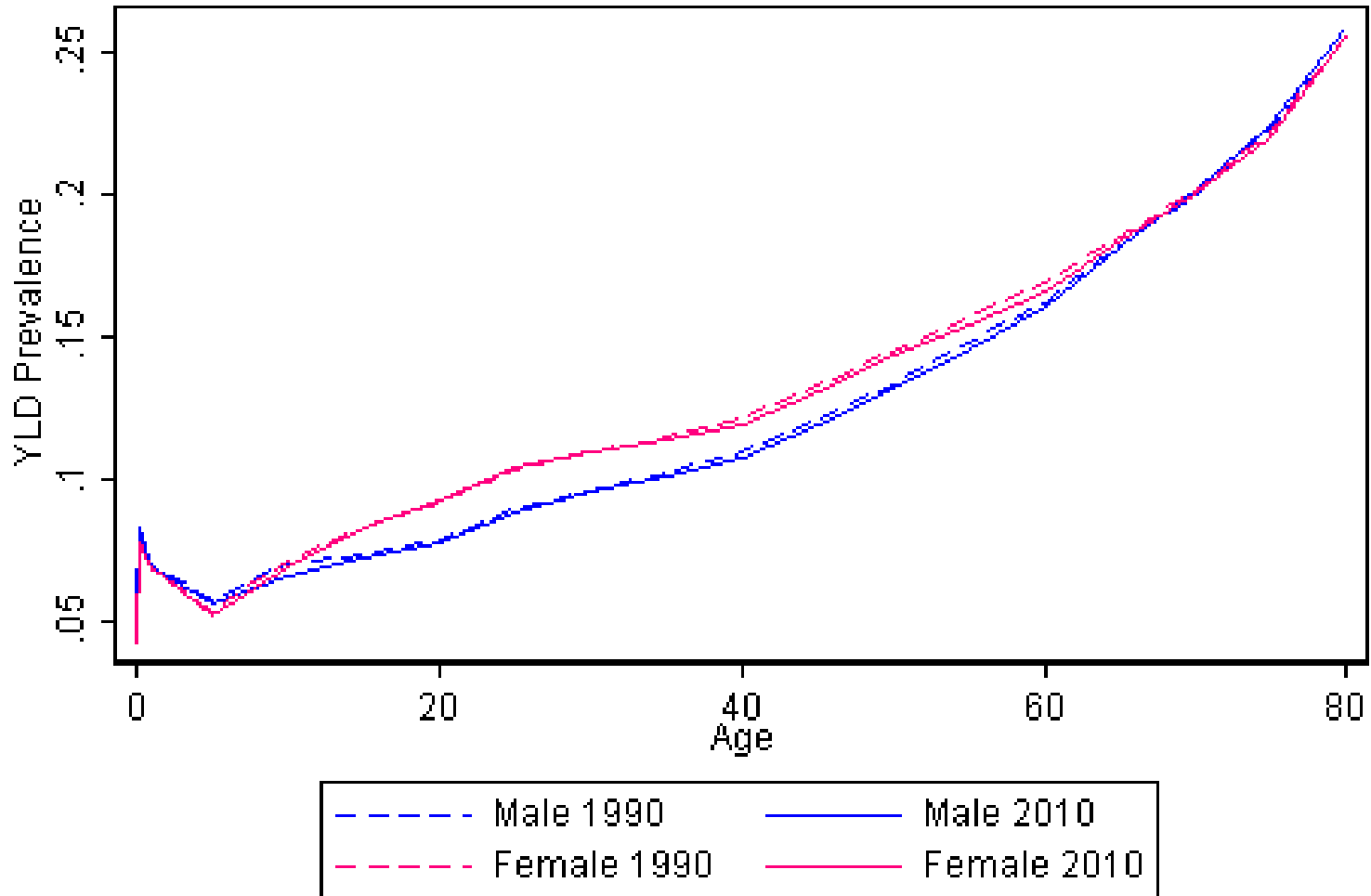
Composition of Causes of Death by Age, 2010

Males

Females



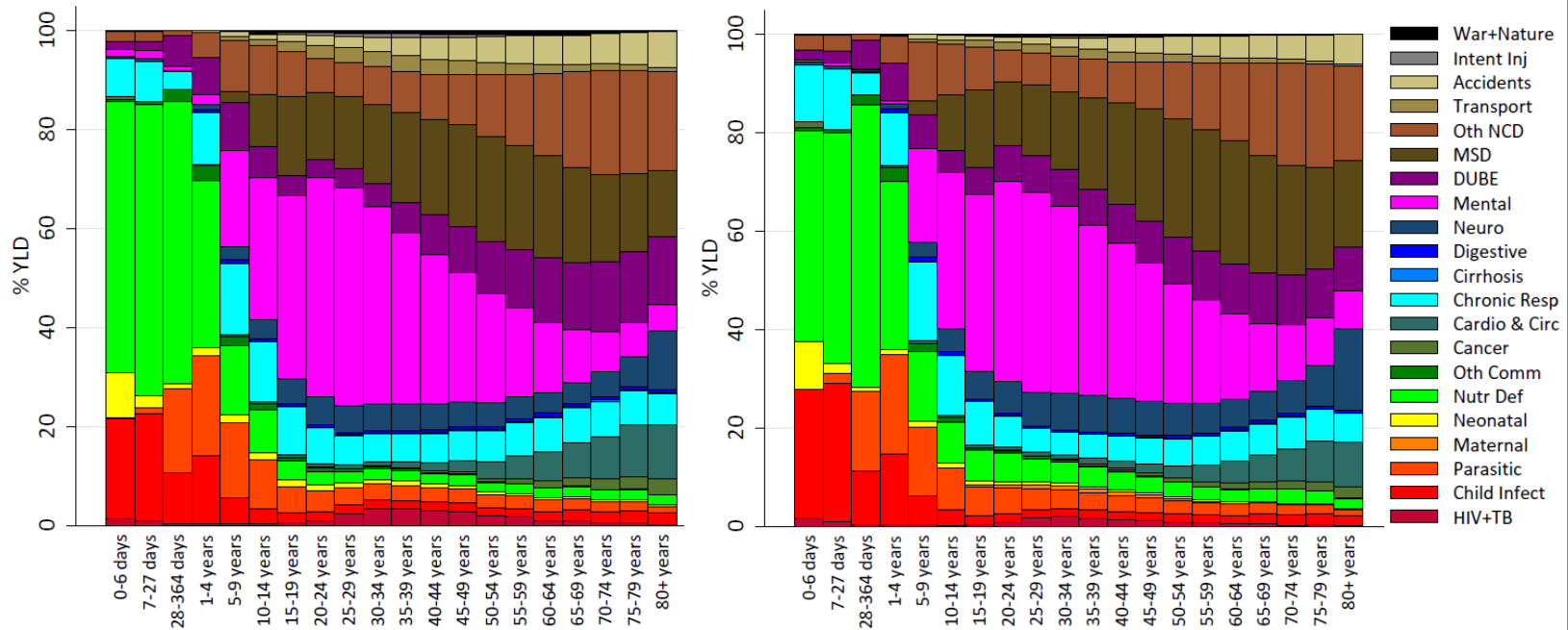
Global YLDs Per Capita by Age



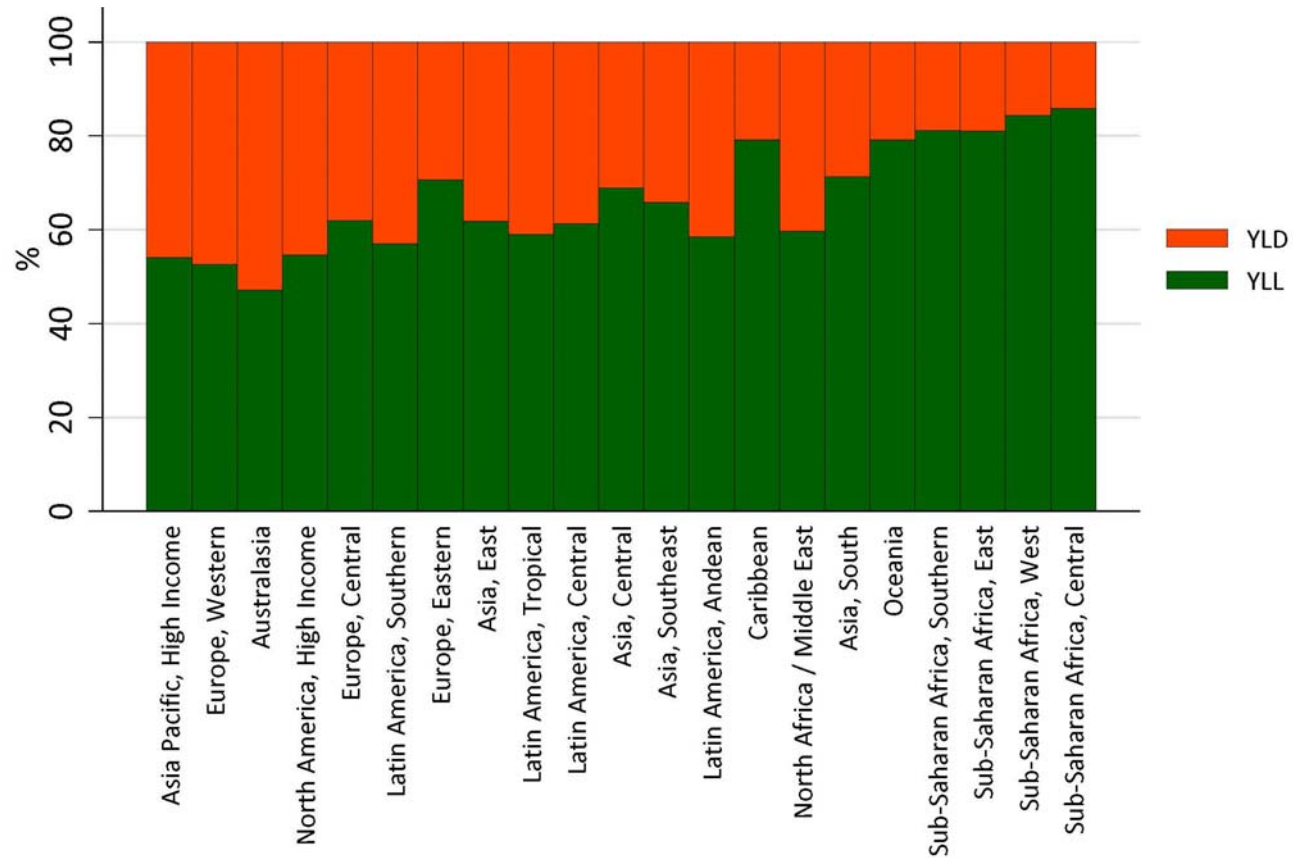
YLDs by Cause and Age, 2010

Males

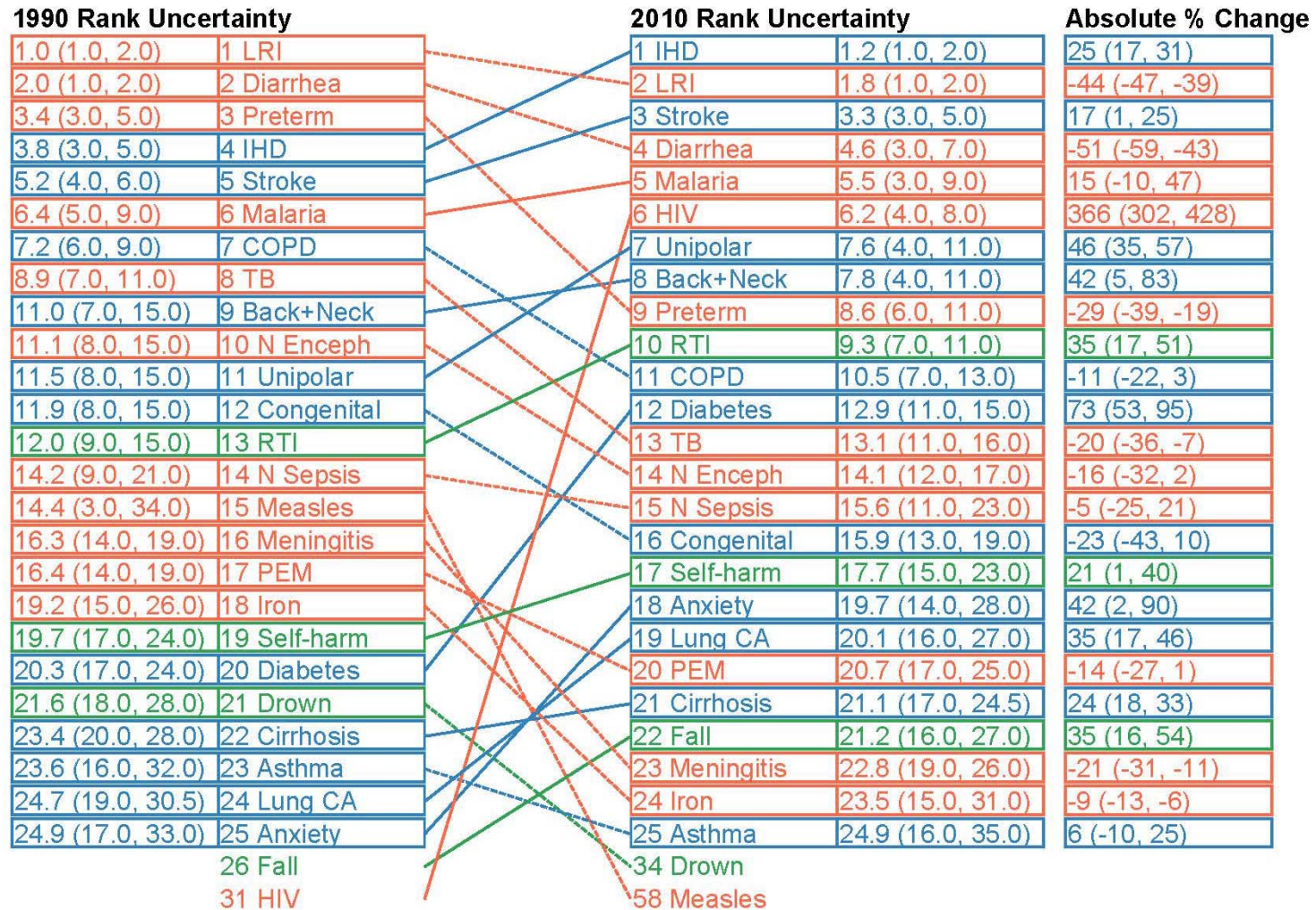
Females



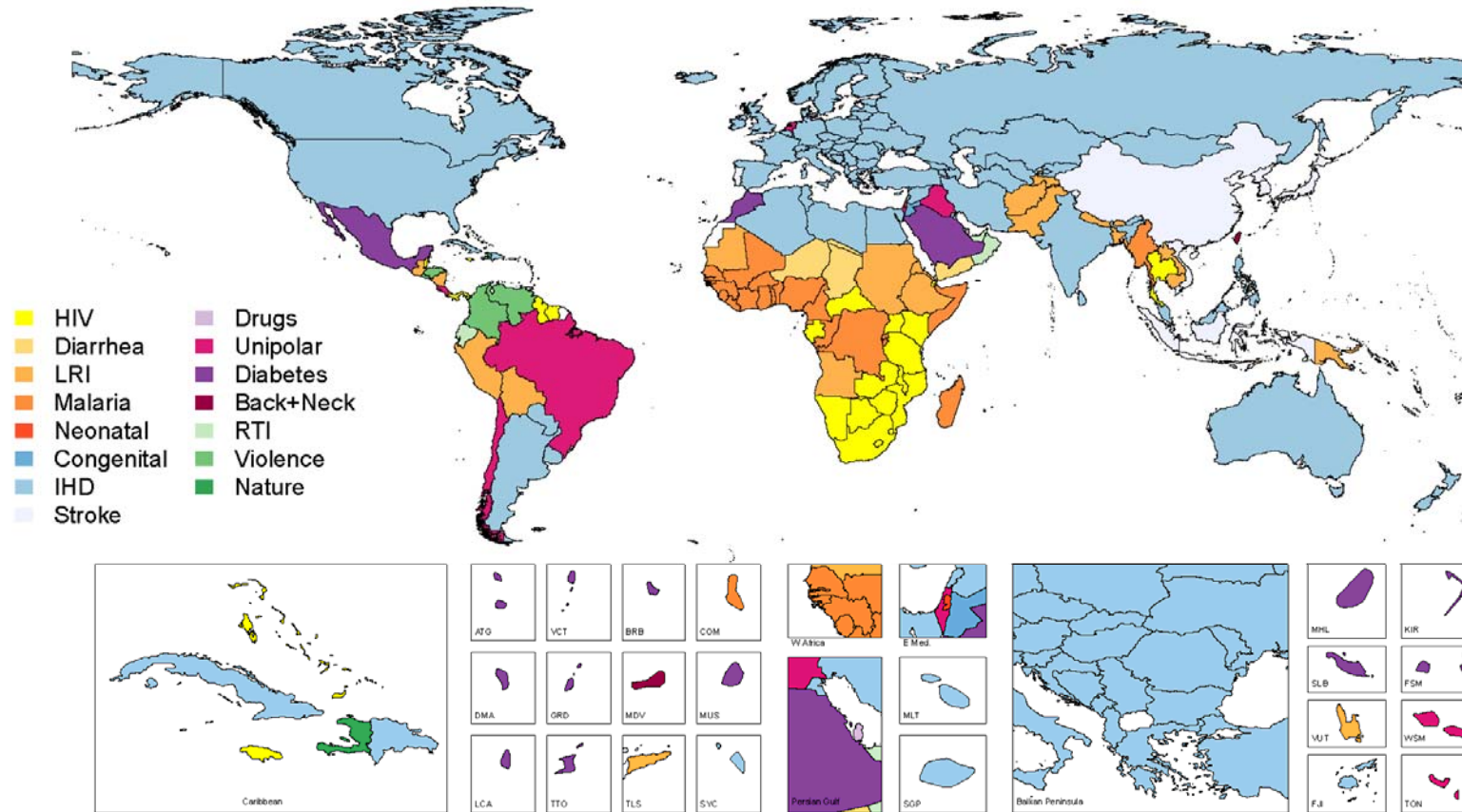
YLL and YLD Composition of Total DALYs by Region, 2010



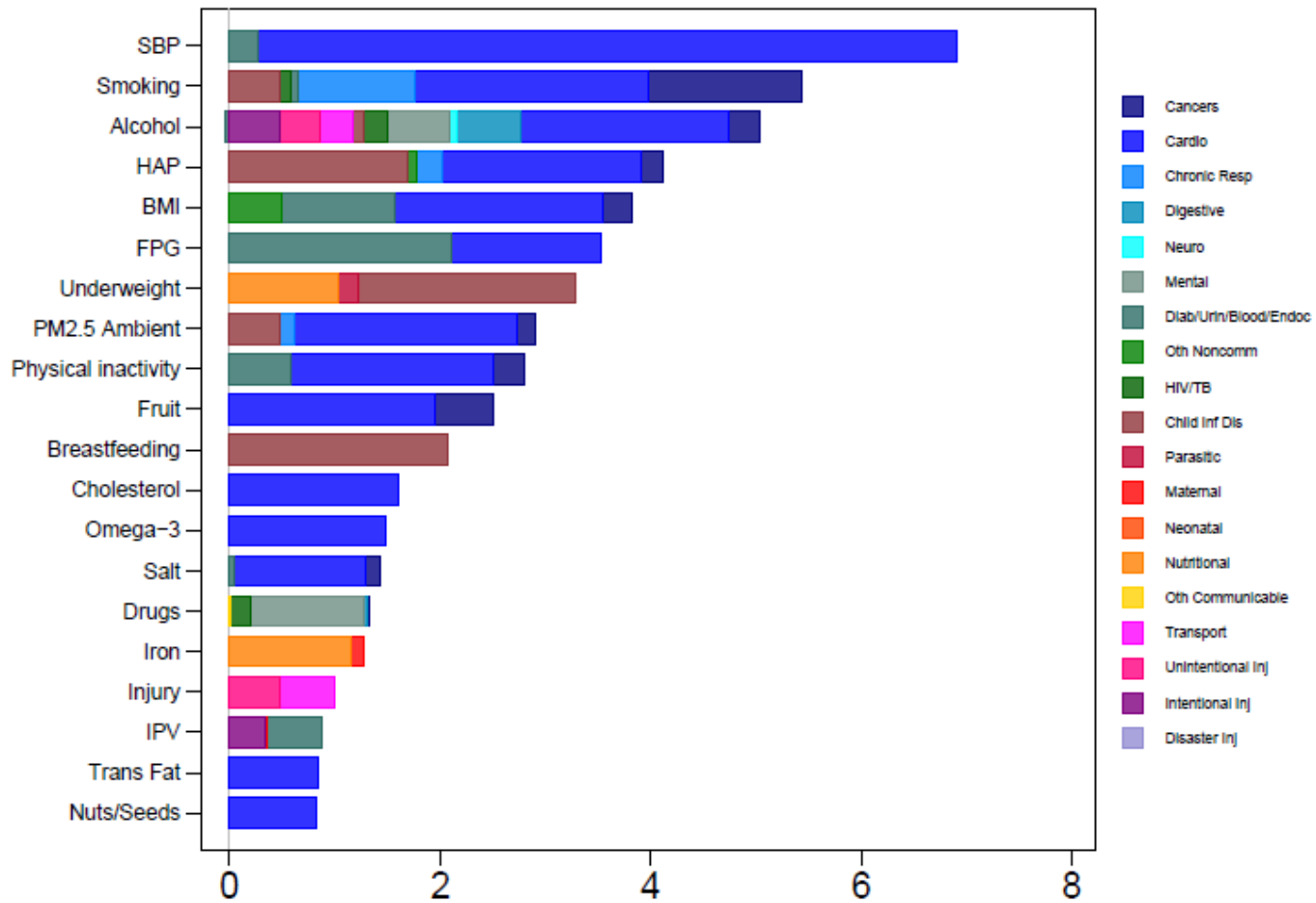
Global DALY Ranks for Top 25 Causes, 1990 to 2010



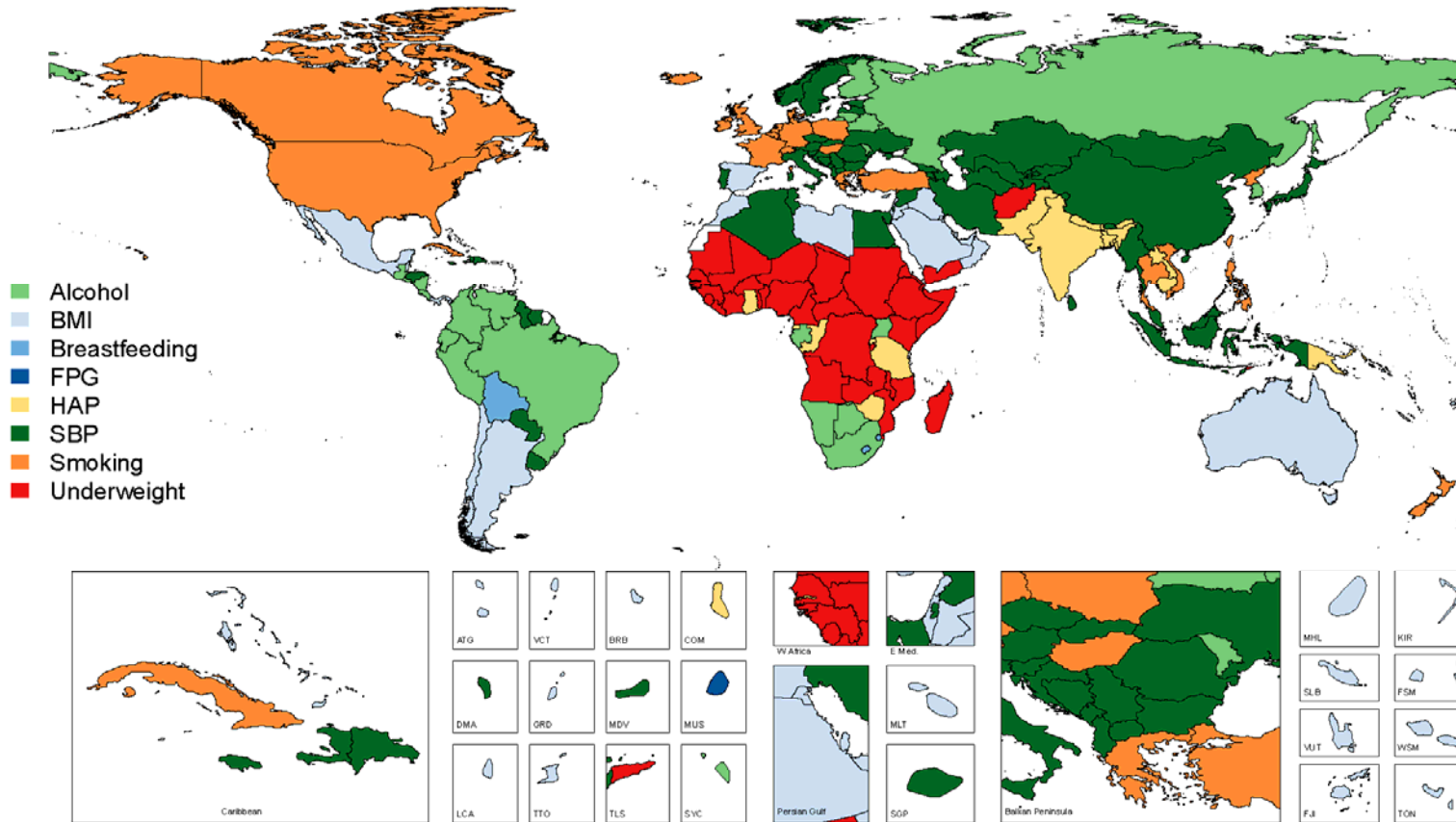
Leading Cause of DALY, 2010, Both Sexes

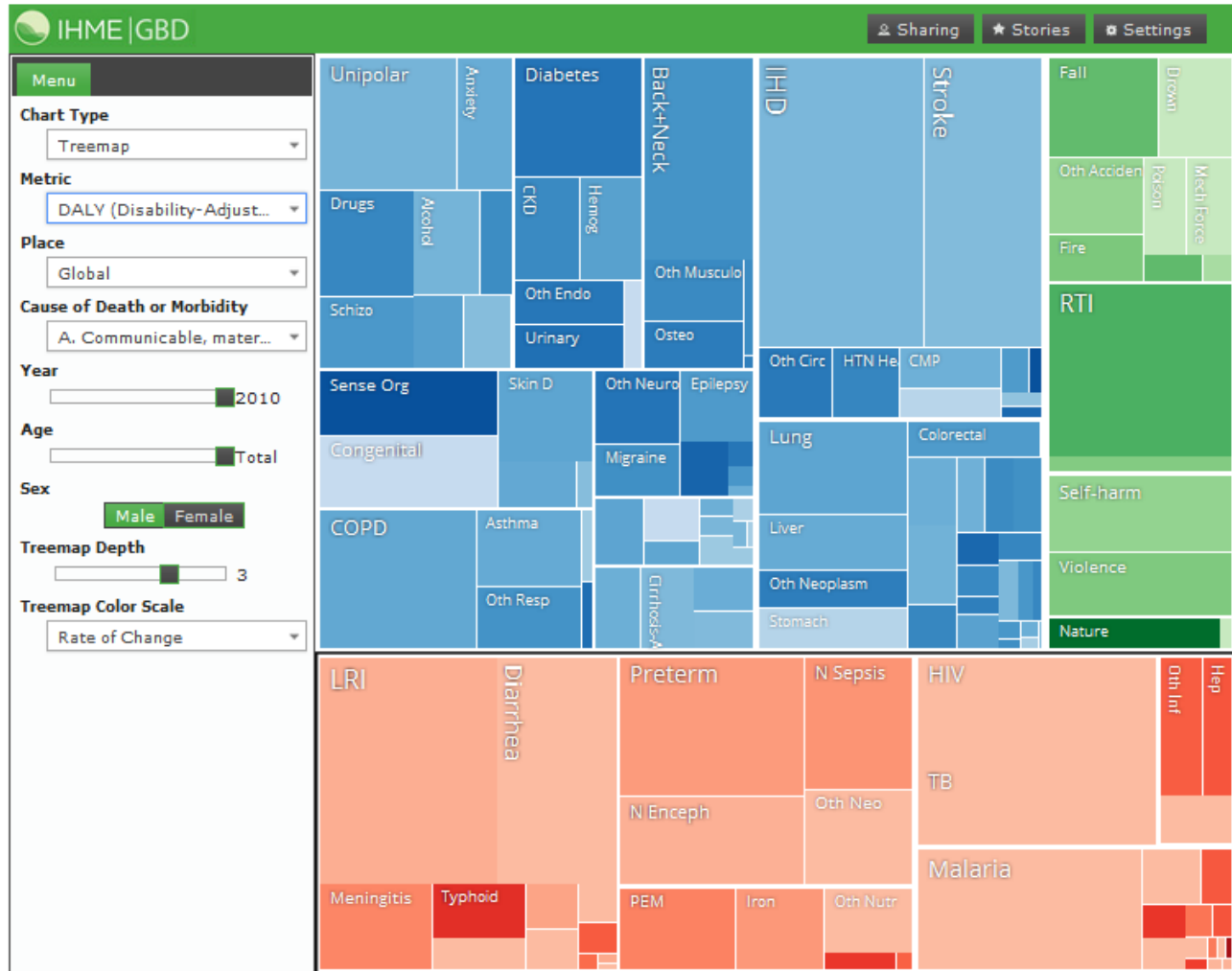


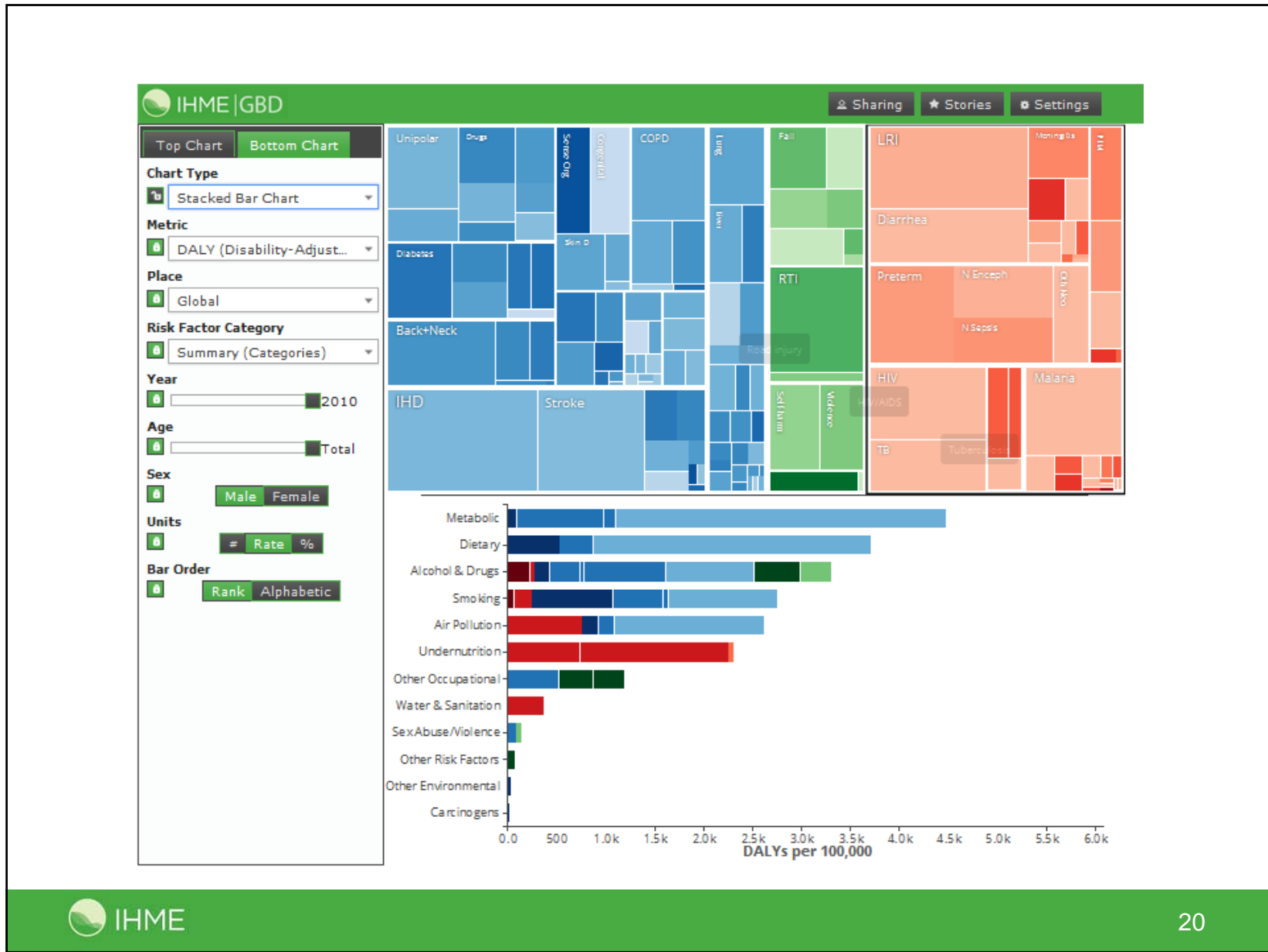
Percent of Global DALYs, 2010



Leading Risk Factor DALYs, 2010, Both Sexes







Some Future Plans

- 1) Sustain the GBD as a continuously updated global resource.
- 2) Work with multiple countries to develop sub-national assessments of the burden of disease.
- 3) Use approach to metrics on a broader set of related sectors that are critical determinants of health – poverty, environment, education.
- 4) Expand role of the institute in global education and training related to metrics and evaluation.
- 5) Link analysis of burden to policy options and choices – visual tools and analytics.

VII. STANDING COMMITTEES

A. Academic and Student Affairs Committee

Presentation: Graduate Student Funding/Financial Aid

This presentation is for information only.



UW Graduate Student Funding

Tuition for UW graduate students has increased 150 percent over the last 12 years.

Tuition, Enrollment

- 150 percent increase in resident graduation tuition, 2000-1 to 2012-13¹
- 37.5 percent enrollment increase, 2000-1 to 2011-12 (from 8,827 to 12,135),² with the largest increases in Master’s students and STEM fields).

Only 42 percent of all UW graduate students receive financial support.

Financial support for UW graduate students*

UW graduate students receiving financial support in 2011-12	5,117
Teaching Assistants**	1,619
Research Assistants**	2,134
Fellowships	930
Traineeships	434

**This does not include aid processed through UW Student Accounts which includes loans, and small scholarships.*

*** Stipends range from \$1,525 to \$2,279/month depending on department and appointment level (pre-master’s/master’s/doctoral). The PDRA1 (master’s) level is what we often use as an “average” stipend. PDRA1 level is \$1,639 / month.*

The state contributes 90 percent to the University’s teaching assistant support – and almost nothing to research assistant support.

State funding supports:

- ~ 90 percent of Teaching Assistant support
- ~ 5 percent of Research Assistant support

Grants – primarily from federal government sources – pay for virtually all graduate student research support at the UW.

¹ Resident graduate tuition was \$5,745 in 2001-2, and will be \$14,337 for Tier 1 resident graduate students in 2012-13. Nonresident tuition rose by 87 percent during that same period, from \$14,283 to \$26,748 for Tier 1.

² Note: This refers to all graduate and professional students at UW’s three campuses except for those in these programs: M.D.; J.D.; Pharm. D., and DDS.

External funding (e.g., grants, contracts, National Science Foundation fellowships, National Defense Science and Engineering Fellowships) supports:

- ~95 percent of all Research Assistants,
- 100 percent of Traineeships, and
- ~50 percent of Fellowships.

Other fellowship funds come from endowments or departmental/college internal funds.

Six years ago 47 percent of UW graduate students received financial aid; today, only 42 percent do.

Year	UW graduate students enrolled	UW graduate students receiving financial aid	Percentage of UW graduate students receiving aid
2006	10,539	5,017	47.5
2007	10,573	4,943	46.7
2008	11,114	5,010	45.1
2009	11,581	4,953	42.7
2010	11,911	5,024	41.2
2011	12,135	5,117	42

The number of research assistantships has dropped by 10 percent.

Type of aid UW graduate students receive	UW graduate students receiving aid in 2006	UW graduate students receiving aid in 2011	Percent change
Teaching assistantships	1,476	1,479	+0.2
Research assistantships	2,390	2,134	-10.7
Traineeships	467	434	-7.1
Fellowships	487	930	+90.9

State Support for Graduate Students

2008-09	\$1.5 million
2011-12	\$1.1 million*

**% funding decline = 26.7 percent*

Even though government-funded fellowships are extremely valuable, they don't meet our growing need for graduate student support.

Even government funding is problematic as it does not cover the complete cost of a graduate student's education. The UW must make up the difference between the fellowships and awards and the cost of tuition and living expenses.

Outside Fellowships and Awards – NSF, NIH and ARCS

UW students have remained competitive in several national fellowships—particularly NSF and NIH Funding. The Seattle chapter of Achievement Rewards for College Scientists (ARCS) has also provided substantive funding (as “add ons” usually added to a research assistantship or teaching assistantship)

1. The National Science Foundation's Graduate Research Fellowship

Program is a prestigious 3-year fellowship awarded to individual students and can be applied at any university across the country.

- 210 NSF Fellows at UW, 2012-13.
- UW ranks 5th in the country for new awardees year after year, behind UC Berkeley, MIT, Stanford and Harvard.
- NSF provides \$30,000 stipend per year for three years to student.
- NSF provides \$12,000 per year to cover tuition, health insurance and mandatory fees). The total cost of tuition and fees for most doctoral students ranges from \$17k to \$18k for the 2012-13 academic year).
- The University is required to cover the shortfall (via tuition waivers)

With NIH grants, UW departments and faculty researchers must scrape together money to cover the gap between grants and educational costs for graduate students.

2. National Institutes of Health (NIH)

National Institute of Health grants are prestigious awards; NIH is a major funder of UW biomedical and life sciences. Currently, approximately 460 UW graduate students receive support through NIH-funded projects.

- NIH grants provide only 60 percent of educational costs for graduate student trainees (e.g., tuition and fees), leaving the remaining 40 percent for others to pay. The resulting shortfall (about \$2.1 million per year) must be paid by others – most commonly, by faculty researchers (principal investigators), departments or colleges,

by the graduate students' advisers, or sometimes (somewhat rarely) by the students themselves.

- Principal investigators are increasingly concerned about their ability to cover tuition costs for their trainees, particularly as tuition increases. This has placed considerable stress on some researchers, because graduate students are critical to NIH grant awards - without their training and research assistance, faculty's funded research grants would not progress and funding would not be renewed.
- Some faculty are already foregoing graduate students in favor of taking additional post-doctoral fellows because all post-doc costs can be written into NIH budgets.
- If continued, this trend would be disastrous to graduate training in the life sciences: it could destroy the UW's international leadership in the field and hurt our ability to compete successfully for other external grants and contracts.

3. ARCS

ARCS® Foundation, Inc. — Achievement Rewards for College Scientists — is an organization of women philanthropists who are dedicated to “Advancing Science in America.” The primary purpose of ARCS Foundation is the support of students in the fields of science, engineering and medical research at universities within geographic areas of ARCS Foundation Chapters.

ARCS Facts and Figures

New ARCS awardees to the UW in 2012	32
ARCS fellows at the UW in 2012-13	85
Current and former ARCS fellows Pursuing Ph.D.'s at the UW in 2012-13	250

ARCS fellowship funding at the UW in 2010-11	\$390,000*
ARCS fellowship funding at the UW in 2011-12	\$460,000*

** including ARCS endowment and current-use named ARCS fellowship funding.*

Student indebtedness: Overview

Nearly 40 percent of UW master's students have accumulated \$20,000 or more by the time they complete their degrees.

According to the US Department of Education, graduate and professional students have increasingly gone into debt to pay for their education.³

UW Indebtedness

The UW Graduate School does an exit survey of all graduate and professional students; the survey shows an increase in the percentage of students reporting debt above \$20,000 – and that growth is particularly apparent for master's students.

Doctoral	Level of Indebtedness (in \$1,000s)					
	Year	\$0	< \$5	\$5 to \$10	\$10 to \$20	> \$20
	2003-04	46.06%	8.10%	9.26%	11.81%	12.27%
	2004-05	46.79%	5.94%	11.40%	7.36%	17.10%
	2005-06	48.93%	6.99%	7.77%	10.49%	16.31%
	2006-07	46.81%	5.61%	7.54%	10.83%	15.67%
	2007-08	51.75%	8.29%	6.81%	7.92%	15.47%
	2008-09	55.45%	9.11%	5.69%	8.62%	14.15%
	2009-10	52.96%	7.94%	7.94%	7.48%	16.36%
	2010-11	52.52%	5.79%	8.90%	6.82%	16.17%

Master's	Level of Indebtedness (in \$1,000s)					
	Year	\$0	< \$5	\$5 to \$10	\$10 to \$20	> \$20
	2003-04	42.81%	8.34%	8.93%	15.94%	23.93%
	2004-05	35.29%	7.17%	8.09%	16.21%	25.43%
	2005-06	33.32%	6.77%	8.84%	15.54%	27.30%
	2006-07	32.94%	6.48%	7.65%	14.09%	29.70%
	2007-08	32.27%	6.63%	7.01%	14.56%	30.15%
	2008-09	32.22%	6.37%	7.10%	12.94%	32.35%
	2009-10	31.13%	5.21%	7.13%	12.37%	35.46%
	2010-11	29.91%	3.95%	5.56%	12.13%	39.50%

³ National Center for Education Statistics, Trends in Graduate Borrowing: Selected Years, 1995-96 to 2007-08; <http://nces.ed.gov/pubsearch/pubsinfo.asp?pubid=2010180>

GPSS Survey on Student Indebtedness.

In winter, 2012, the Graduate and Professional Student Senate (GPSS) conducted a survey of UW graduate and professional students. Survey overview:

1,160 respondents

418 (36 percent) master's students

446 (38 percent) doctoral students

204 (17 percent) professional students

87 (7 percent) medical/dental students.

40% first year students

30% second year

13% third year

16% fourth year (or beyond)

Survey results:

- >80 percent have taken out loans (either subsidized or unsubsidized) (These include both Research Assistants and Teaching Assistants)
- 55 percent: Rising tuition biggest obstacle to degree completion
- 45 percent: Inadequate financial aid an obstacle to degree completion
- 43 percent: Worry about ability to repay loans
- ~50 percent: Graduate debt >\$20,000
- ~50 percent: Graduate and undergraduate debt >\$20,000
- 3 percent: Graduate and undergraduate debt >\$200,000

Our recommendations:

- 1. Recognize that graduate students are central to UW's mission – they are teachers, students, researchers, mentors, and provide enormous support for our faculty. <http://youtu.be/ZZ6ufLoz8wc>**
- 2. Recognize that state support for graduate education and particularly for graduate students is not likely to meet our needs for recruitment and retention of the best students in the next decade or beyond.**
- 3. Create matching opportunities for partnerships with donors, industry, and the community to provide critical financial support for UW graduate students**
- 4. Make graduate student financial support (primarily fellowships) a centerpiece of the next public campaign.**

VII. STANDING COMMITTEES

A. Academic and Student Affairs Committee

UW Medicine Board ReappointmentsRECOMMENDED ACTION

It is the recommendation of the University President and the Academic and Student Affairs Committee that the Board of Regents make the following restated appointments and reappointments to the UW Medicine Board:

Name	Restated Appointment	New Appointment Term
Alan Frazier	present through 6/30/12	7/1/12 through 6/30/15
Mike Garvey	present through 6/30/12	7/1/12 through 6/30/15
Jerry Grinstein	present through 6/30/12	7/1/12 through 6/30/15
Richard Jones	present through 6/30/12	7/1/12 through 6/30/15
Dennis Okamoto	present through 6/30/12	7/1/12 through 6/30/15
James Anderson	present through 6/30/13	
Shan Mullin	present through 6/30/13	
William Rex	present through 6/30/13	
Herman Sarkowsky	present through 6/30/13	
Sue Bowman	present through 6/30/14	
Alan Golston	present through 6/30/14	
Gary Kohlwes	present through 6/30/14	
Julie Nordstrom	present through 6/30/14	
JoAnn Taricani	present through 6/30/14	

BACKGROUND

Article 1, Section 1 of the UW Medicine Board Bylaws states, “The Board shall consist of seventeen (17) members, including the President of the University and the CEO/EVPMA/Dean, who shall serve as *ex officio* members of the Board with full voice and vote. The Board members shall be appointed by the Board of Regents. The Chairperson of the Board of Regents shall appoint the Chairperson of the Board. At least one Board member shall be a member of the Board of Regents. One Board member shall be a member of the faculty of the University nominated by the President of the University. Pursuant to the Affiliation between the University, Health Resources Northwest, and NWH effective January 1, 2010, two NWH Trustees designated by the NWH Board (the “NWH Designated Board Members”) shall serve as members of the Board. Pursuant to the Strategic Alliance agreement with Public Hospital District No. 1 of King County , two (2) non-UW Medicine Designated Trustees from the VMC Board

VII. STANDING COMMITTEES

A. Academic and Student Affairs Committee

UW Medicine Board Reappointments (continued p. 2)

of Trustees shall serve as members of the Board. The remaining nine (9) Board members shall be nominated by the President of the University, following consultation with the CEO/EVPMA/Dean and the Board, from among people who have broad public perspectives and do not represent any special interest group.”

The term of office of each appointed Board member shall be three (3) years. No appointed Board member may serve more than three (3) successive three-year (3) terms unless the person is serving as Chairperson or Vice Chairperson of the Board. If a person is serving as Chairperson or Vice Chairperson, the term may be extended to complete his/her role as an officer of the Board. The terms of Board members shall be staggered so that the final terms of no more than one-third (1/3) of the members will expire simultaneously on the last day of June in any one year...

... The Board year, including Board member appointments and Board officer terms, shall be from July 1 to June 30...

Michael Garvey is vice chair of the UW Medicine Board. He is chairman of Saltchuk Resources, Inc., a holding company with investments primarily in the maritime industry. He practiced law with the firms of Preston Thorgrimson and Garvey, Schubert & Barer, where he was a founding member. Among his past and current business associations are Ste. Michelle Vintners, the K-2 Ski Co., Columbia River Farms Corp., Cascade Management Corp. (nursing homes), Foss Maritime Co., Totem Ocean Trailer Express, Inc., Tollycraft Yachts, KCM (architects and engineers) and SeaBear Co.

Alan Golston is the U.S. program president for the Bill & Melinda Gates Foundation where he oversees education, U.S. libraries, and Pacific Northwest grant programs, as well as U.S. Program Advocacy and Special Initiatives. Golston, who joined the foundation in 1999, most recently served as its chief financial and administrative officer. Golston's professional experience spans health care, software development, consulting and public accounting. Golston is a certified public accountant and holds a master's degree in business administration from Seattle University and a bachelor's degree in accounting from the University of Colorado. Before joining the Gates Foundation, Golston served as director of finance for Swedish Health Services, director of finance and controller for the University of Colorado Hospital and director of business analysis and product development at MIS, Inc. He is an active community volunteer in several nonprofit regional and national organizations and has served on a number of boards, including New Futures, Philanthropy Northwest and the Public Library of Science. He was a fellow of the British-American Project and a delegate to the United States/Japan Leadership Program.

VII. STANDING COMMITTEES

A. Academic and Student Affairs Committee

UW Medicine Board Reappointments (continued p. 3)

Gerald Grinstein is chair of the UW Medicine Board. He is a former president of the UW Board of Regents. He retired as non-executive chair of Agilent Technologies and currently is a principal of the Madrona Investment Group and a member of the boards of directors for several corporations, including PACCAR, Inc.; Delta Air Lines; Vans, Inc., and the Pittston Company. He has served as chair and CEO of Western Airlines and Burlington Northern, and is a former partner in the firm of Preston, Thorgrimson, Ellis & Holman. He was also chief counsel for the U.S. Senate Committee on Interstate and Foreign Commerce and administrative aide to the late U.S. Sen. Warren G. Magnuson. Grinstein is active in community organizations, serving on the boards of the Seattle Symphony, Seattle Foundation and Long Live the Kings. He earned a bachelor's degree from Yale University and his law degree from Harvard University.

J. Shan Mullin is the former chair of the boards of the Fred Hutchinson Cancer Research Center and the Seattle Cancer Care Alliance and a partner in the Seattle office of Perkins Coie law firm. He earned a bachelor's degree in business administration and a law degree from the UW. Mullin has served as a leader for numerous community organizations and is now a board member of the Alki Foundation and the Greater Seattle Chamber of Commerce. He is chairman of the Norman Archibald Charitable Foundation board and a member of the Seattle Cancer Care Alliance Board. Mullin was named Citizen of the Year in 1995 by the Municipal League of King County. In 2004, he received the Distinguished Alumni Award from the UW Law School and the A.K. Guy Award for Volunteer Service from the YMCA.

Julie A. Nordstrom is a full-time parent to three children and a part-time community volunteer. She has served on the board of Seattle Children's Home and on the advisory board of Child Haven. Nordstrom has volunteered at Seattle Children's in several capacities, and she is currently working on projects for UW Medical Center and Seattle Children's. She participated in Leadership Tomorrow and completed the program in June 2005. Nordstrom was formerly an associate for the law firm of Stafford, Frey, Cooper and Stewart, where she worked in the construction and surety division. She was also a law clerk for Justice James Dolliver of the Washington Supreme Court. She earned her law degree from Seattle University and her bachelor's degree in political science from the UW.

Alan Frazier is the founder and managing partner of Frazier Healthcare Ventures, which has raised seven venture capital funds representing \$1.8 billion and invested in more than 100 emerging life science companies since 1991. Frazier serves on the boards of Alexza Pharmaceuticals, Ascension Orthopedics, Cadence Pharmaceuticals, Calixa Therapeutics, Nuon Pharmaceuticals, Portola Pharmaceuticals and Trilogy Health. Frazier earned a bachelor's degree from the UW and serves on the boards of the Washington Biotechnology and Biomedical Association and the Western Washington University

VII. STANDING COMMITTEES

A. Academic and Student Affairs Committee

UW Medicine Board Reappointments (continued p. 4)

Foundation. In addition, he is a member of the UW Medicine industry advisory committee and the advisory council for the J. David Gladstone Institute, which is associated with the University of California San Francisco.

Richard E. Jones is the president and CEO of the Washington Society of Certified Public Accountants. Prior to assuming that role in 2005, Jones worked for Ernst & Young for more than 30 years in San Francisco, San Jose and Seattle. Jones, who holds a bachelor's degree from the University of California at Berkeley and attended Northwestern University, has been an active board member for several Seattle health-care institutions. He served as a board member for the Fred Hutchinson Cancer Research Center and Seattle Cancer Care Alliance. In addition, Jones has served on the board of directors for the Pacific Science Center.

Dennis I. Okamoto is a 1970 graduate of the UW with a bachelor's degree in general business. Okamoto has held many significant leadership positions in local business and community organizations. He retired in 1996 as regional vice president for US West, now Qwest. Okamoto served in Gov. Booth Gardner's cabinet as director of the Department of Revenue and is a past president of the Japan America Society. He serves as director and treasurer of the board of Watermark Credit Union.

Herman Sarkowsky, a 1949 UW graduate, is president of Sarkowsky Investment Corporation and has been in the home building and construction business since 1950. He was a partner in Frederick & Nelson department stores and developer of the 62-story Key Tower in downtown Seattle. Sarkowsky was an owner and managing partner of the Seattle Seahawks and managing partner and owner of the Portland Trailblazers Basketball Club. Sarkowsky is active in UW affairs, having served in the past as president of the Alumni Fund, chairman of the President's Club, board member of the Alumni Association, as well as trustee and chairman of the University Hospital Board. He also has served as a member of the Board of Regents and chaired the first capital fund drive for the UW School of Medicine and UW Medical Center. He also served as a member of the executive committee of the UW Foundation Board. In addition, Sarkowsky has been chairman of the board of trustees of Seattle Children's foundation and was the board chair of the Seattle Art Museum.

James Anderson has served on the Health Resources Northwest/Northwest Hospital since 2000 and is currently Chairman. He also serves as the Chair of the Information Systems Committee and Finance Committee. Mr. Anderson has also served as Chairman of the Strategic Planning Committee for the Board of Directors for Northwest Healthcare Insurance Services and Washington Casualty Company and Chairman of the Budget Committee of the Board of Overseers of Whitman College. He has served on the Board of Directors of numerous business, civic, art and educational organizations, including:

VII. STANDING COMMITTEES

A. Academic and Student Affairs Committee

UW Medicine Board Reappointments (continued p. 5)

Pacific First Financial Corporation, Multicare Health System, Tacoma/Pierce County Economic Development Council, The Corporate Council for the Arts and Reality Based Learning.

Sue Bowman was elected to the VMC Board of Commissioners in 2007. Sue has 27 years of experience working in health care as a Program Administrator at Western State Hospital. Her experience spans from participation in The Joint Commission accreditation surveys to developing policies and procedures for program development for the mentally ill. Sue is the Northwest Administrator for “Opera By Children” an educational outreach program of the Utah Festival Opera Company promoting children’s creativity through music in elementary classrooms. Sue serves as Public Affairs, Media Director for the Renton LDS Church. A graduate of Washington State University she resides in Renton and is a widow with three grown children, one of whom is a nurse, and six grandchildren. As a VMC Board Member, Sue hopes to generate grassroots and community activity in support of the hospital’s mission with a great emphasis on health care for children and the elderly.

Gary Kohlwes served on the Valley Medical Center Board of Commissioners from 1995-2007 and was recently appointed to the Valley Board as a community trustee. He has served on the Washington Pacific Insurance SP Board since 2008. Mr. Kohlwes was the superintendent of the Renton School District from 1974-1997. He is owner and president of a commercial fishing vessel in Bristol Bay, Alaska. He has also served on the Renton Chamber of Commerce Board, Seattle Country Day School Board, First Savings Bank Northwest Board and was Renton Citizen of the Year.

William Rex retired as Managing Director of Prudential Securities Inc. and currently serves in an advisory role at Wachovia Securities Inc. Prior to Prudential Securities, Mr. Rex was President of Picnic Point Development Company, Ltd. Concurrently, he was Executive Vice President at Shearson Lehman Brothers and President of Foster & Marshall Realty and Mortgage Company, where he had previously held the title of Senior Executive Vice President. Prior to Foster & Marshall, Mr. Rex held Vice President positions at John Nuveen & Company and Merrill Lynch Pierce Fenner & Smith, consecutively. Mr. Rex has a long history of leadership, membership and participation in dozens of civic, business and charitable boards and organizations. In addition to the Northwest Hospital Board, he currently sits on the board of the Museum of Flight. Mr. Rex graduated with a Bachelor of Arts degree in Education from Grinnell College.

JoAnn Taricani is a UW associate professor and chair of the Division of Music History at the UW School of Music. She received her doctorate from the University of Pennsylvania in music history and has published articles in the fields of American and Renaissance music, including work on music written by the novelist Henry Fielding,

VII. STANDING COMMITTEES

A. Academic and Student Affairs Committee

UW Medicine Board Reappointments (continued p. 6)

published by Oxford University Press in 2004. At the UW, she has chaired the provost's Academic Advisory Committee on Legislative Matters and the Faculty Council on University Relations, and served on several presidential task forces. She served as the faculty legislative representative and subsequently worked in the UW Office of Government Relations. From 2003 to 2005, Taricani was special counsel to the president of the University of Michigan, where she continues to provide services as a consultant on university events.

UW MEDICINE BOARD APPOINTMENT DATES

<u>Name</u>	<u>Restated Appointment</u>	<u>Reappointment Term</u>
James Anderson	present through 6/30/13	
Sue Bowman	present through 6/30/14	
Alan Frazier	present through 6/30/12	<i>7/1/12 through 6/30/15</i>
Michael D. Garvey	present through 6/30/12	<i>7/1/12 through 6/30/15</i>
Allan C. Golston	present through 6/30/14	
Gerald Grinstein	present through 6/30/12	<i>7/1/12 through 6/30/15</i>
Richard Jones	present through 6/30/12	<i>7/1/12 through 6/30/15</i>
Gary Kohlwes	present through 6/30/14	
Shan Mullin	present through 6/30/13	
Julie Nordstrom	present through 6/30/14	
Dennis Okamoto	present through 6/30/12	<i>7/1/12 through 6/30/15</i>
William Rex	present through 6/30/13	
Herman Sarkowsky	present through 6/30/13	
JoAnn Taricani	present through 6/30/14	
Sally Jewell	Board of Regents member, appointed 10/1/10 through 9/30/13	
Paul G. Ramsey, M.D.	CEO/EVPMA/Dean, ex officio	
Michael Young	University President, ex officio	

VII. STANDING COMMITTEES

B. Finance, Audit and Facilities Committee

Report of Contributions – May 2012

For information only.

Attachment

UW Foundation Report of Contributions for May 2012

Report of Contributions

All Areas | May 2012

ANNUAL PROGRESS BY CONSTITUENCY

School	Current Month				Year to Date			
	Gifts	Private Grants	Total	Donors ¹	Gifts	Private Grants	Total	Donors
UW Medicine	\$1,659,397	\$2,538,673	\$4,198,069	2,341	\$26,370,059	\$81,325,450	\$107,695,509	14,804
Arts and Sciences	\$948,629	\$1,778,074	\$2,726,703	2,153	\$12,648,962	\$9,830,759	\$22,479,721	12,424
Broadcast Services	\$127,008		\$127,008	595	\$6,860,641		\$6,860,641	16,360
Built Environments	\$66,831		\$66,831	134	\$1,190,326	\$5,000	\$1,195,326	969
Business School	\$266,761	\$45,000	\$311,761	394	\$18,940,956	\$45,000	\$18,985,956	4,177
Dentistry	\$97,427		\$97,427	152	\$1,474,913	\$55,404	\$1,530,317	1,255
Education	\$125,966	\$1,221,066	\$1,347,032	343	\$1,022,620	\$5,916,179	\$6,938,799	1,440
Engineering	\$344,611	\$272,809	\$617,419	368	\$10,979,185	\$7,953,114	\$18,932,298	3,994
Environment	\$291,062	\$494,937	\$785,999	267	\$4,008,578	\$5,697,738	\$9,706,315	2,370
Evans School of Public Affairs	\$25,877	\$650,000	\$675,877	121	\$255,314	\$1,124,196	\$1,379,510	500
Graduate School	\$10,832		\$10,832	25	\$1,026,953	\$859,273	\$1,886,226	247
Information School	\$166,644		\$166,644	70	\$501,220	\$182,676	\$683,896	828
Intercollegiate Athletics	\$2,193,656		\$2,193,656	2,865	\$28,359,743		\$28,359,743	11,641
Law	\$128,365		\$128,365	226	\$1,612,897	\$138,692	\$1,751,589	1,652
Libraries	\$621,480		\$621,480	386	\$1,784,841		\$1,784,841	4,751
Minority Affairs	\$74,532		\$74,532	266	\$1,023,534	\$18,400	\$1,041,934	769
Nursing	\$47,234		\$47,234	107	\$1,987,898	\$765,433	\$2,753,331	1,433
Pharmacy	\$55,528	\$962,391	\$1,017,919	146	\$970,016	\$9,805,335	\$10,775,351	1,303
President's Funds	\$13,642		\$13,642	185	\$574,649		\$574,649	1,244
Public Health	\$38,785	\$224,755	\$263,540	112	\$605,075	\$9,831,025	\$10,436,100	714
Social Work	\$4,885	\$752,418	\$757,303	67	\$1,801,403	\$1,607,833	\$3,409,236	891
Student Life	\$205,358		\$205,358	362	\$6,276,569		\$6,276,569	3,649
Undergraduate Academic Affairs	\$44,779		\$44,779	210	\$461,403	\$1,199,430	\$1,660,833	802
University Press	\$2,500		\$2,500	10	\$194,595		\$194,595	206
UW Alumni Association	\$178,924		\$178,924	3,106	\$1,004,935		\$1,004,935	17,333
UW Bothell	\$35,514		\$35,514	167	\$573,815	\$3,374,357	\$3,948,172	620
UW Tacoma	\$71,774		\$71,774	150	\$3,731,795	\$80,190	\$3,811,985	923
Other University Support	\$670,747	\$168,055	\$838,802	654	\$4,030,868	\$1,615,603	\$5,646,471	1,975
Total	\$8,518,749	\$9,108,177	\$17,626,925	14,888	\$140,273,763	\$141,431,086	\$281,704,849	93,949

MONTHLY HIGHLIGHTS

The UW received \$17.63M in total private voluntary support (\$8.52M in gifts and \$9.11M in grants) in the current month.

Areas including Broadcast Services, Business School, Education, Evans School of Public Affairs, Graduate School, Intercollegiate Athletics, Nursing, Pharmacy, Social Work, Student Life, UW Alumni Association and UW Bothell are ahead of last year's year-to-date totals.

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

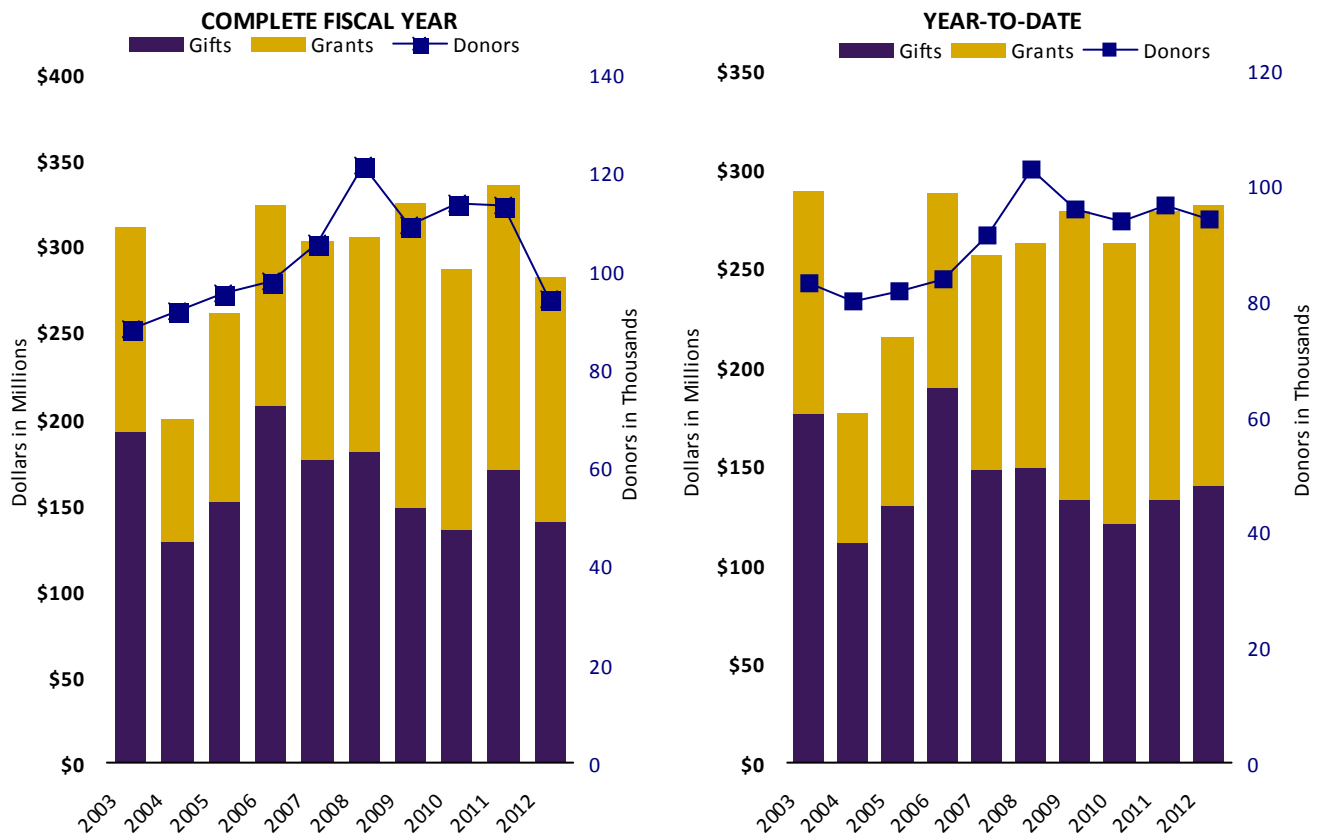
The donor total at the bottom of the chart is not a cumulative total of the rows above. The donor total is the number of unique donors who have been credited with a gift to the UW during the given time period.

DEVELOPMENT SUMMARY BY CONSTITUENCY

School	Current Month		Year to Date		Prior Year to Date		Prior Year Total	
	Total	Donors	Total	Donors	Total	Donors	Total	Donors
UW Medicine	\$4,198,069	2,341	\$107,695,509	14,804	\$113,916,121	15,122	\$127,994,691	15,832
Arts and Sciences	\$2,726,703	2,153	\$22,479,721	12,424	\$24,294,357	13,222	\$26,366,179	14,021
Broadcast Services	\$127,008	595	\$6,860,641	16,360	\$2,742,582	18,631	\$2,945,722	21,519
Built Environments	\$66,831	134	\$1,195,326	969	\$3,916,196	1,231	\$4,097,082	1,304
Business School	\$311,761	394	\$18,985,956	4,177	\$11,722,123	3,779	\$14,099,968	4,136
Dentistry	\$97,427	152	\$1,530,317	1,255	\$4,745,971	1,301	\$4,880,520	1,371
Education	\$1,347,032	343	\$6,938,799	1,440	\$3,984,810	1,220	\$4,453,458	1,322
Engineering	\$617,419	368	\$18,932,298	3,994	\$22,238,625	3,990	\$28,104,317	4,207
Environment	\$785,999	267	\$9,706,315	2,370	\$9,876,709	2,448	\$10,224,490	2,596
Evans School of Public Affairs	\$675,877	121	\$1,379,510	500	\$875,374	456	\$1,259,897	536
Graduate School	\$10,832	25	\$1,886,226	247	\$1,764,510	233	\$1,904,156	260
Information School	\$166,644	70	\$683,896	828	\$922,648	729	\$978,535	747
Intercollegiate Athletics	\$2,193,656	2,865	\$28,359,743	11,641	\$20,605,510	12,767	\$25,769,643	24,108
Law	\$128,365	226	\$1,751,589	1,652	\$3,809,619	1,508	\$3,954,968	1,671
Libraries	\$621,480	386	\$1,784,841	4,751	\$2,183,415	5,428	\$2,221,330	5,602
Minority Affairs	\$74,532	266	\$1,041,934	769	\$1,115,092	743	\$1,125,063	762
Nursing	\$47,234	107	\$2,753,331	1,433	\$1,512,637	1,408	\$2,572,650	1,476
Pharmacy	\$1,017,919	146	\$10,775,351	1,303	\$3,346,282	1,139	\$3,449,822	1,256
President's Funds	\$13,642	185	\$574,649	1,244	\$4,636,700	1,341	\$4,660,973	1,419
Public Health	\$263,540	112	\$10,436,100	714	\$20,467,246	678	\$20,982,432	728
Social Work	\$757,303	67	\$3,409,236	891	\$2,791,338	867	\$3,825,867	922
Student Life	\$205,358	362	\$6,276,569	3,649	\$4,633,956	2,976	\$24,665,211	3,351
Undergraduate Academic Affairs	\$44,779	210	\$1,660,833	802	\$1,872,828	527	\$2,135,761	545
University Press	\$2,500	10	\$194,595	206	\$1,490,150	204	\$1,525,915	215
UW Alumni Association	\$178,924	3,106	\$1,004,935	17,333	\$828,808	15,941	\$943,635	17,676
UW Bothell	\$35,514	167	\$3,948,172	620	\$1,700,915	678	\$1,890,127	753
UW Tacoma	\$71,774	150	\$3,811,985	923	\$4,125,156	741	\$5,207,539	798
Other University Support	\$838,802	654	\$5,646,471	1,975	\$2,250,538	1,937	\$2,397,723	2,095
Total¹	\$17,626,925	14,888	\$281,704,849	93,949	\$278,370,216	96,650	\$334,637,675	113,114

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

FISCAL YEAR COMPARISON OF TOTAL CONTRIBUTIONS



Fiscal Year	Complete Fiscal Year				Year to Date			
	Gifts	Private Grants	Total	Donors	Gifts	Private Grants	Total	Donors
2011-2012	\$140,273,763	\$141,431,086	\$281,704,849	93,949	\$140,273,763	\$141,431,086	\$281,704,849	93,949
2010-2011	\$170,201,978	\$164,435,696	\$334,637,675	113,114	\$133,115,346	\$145,254,869	\$278,370,216	96,650
2009-2010	\$135,813,022	\$150,815,796	\$286,628,819	113,746	\$120,807,986	\$141,616,127	\$262,424,112	93,698
2008-2009	\$148,364,809	\$175,713,667	\$324,078,477	109,083	\$133,003,668	\$145,718,463	\$278,722,132	95,658
2007-2008	\$180,735,444	\$124,224,214	\$304,959,657	121,447	\$149,374,507	\$113,154,591	\$262,529,098	102,555
2006-2007	\$176,490,215	\$126,399,369	\$302,889,584	105,353	\$148,440,970	\$107,907,490	\$256,348,460	91,213
2005-2006	\$207,744,231	\$115,261,186	\$323,005,417	97,876	\$190,107,545	\$96,947,162	\$287,054,707	83,616
2004-2005	\$151,969,925	\$108,802,371	\$260,772,296	95,227	\$130,236,981	\$85,036,054	\$215,273,035	81,488
2003-2004	\$128,174,367	\$71,603,323	\$199,777,690	91,903	\$110,607,045	\$65,698,478	\$176,305,523	79,741
2002-2003	\$192,573,183	\$118,677,722	\$311,250,905	88,259	\$176,755,934	\$111,251,784	\$288,007,718	82,892

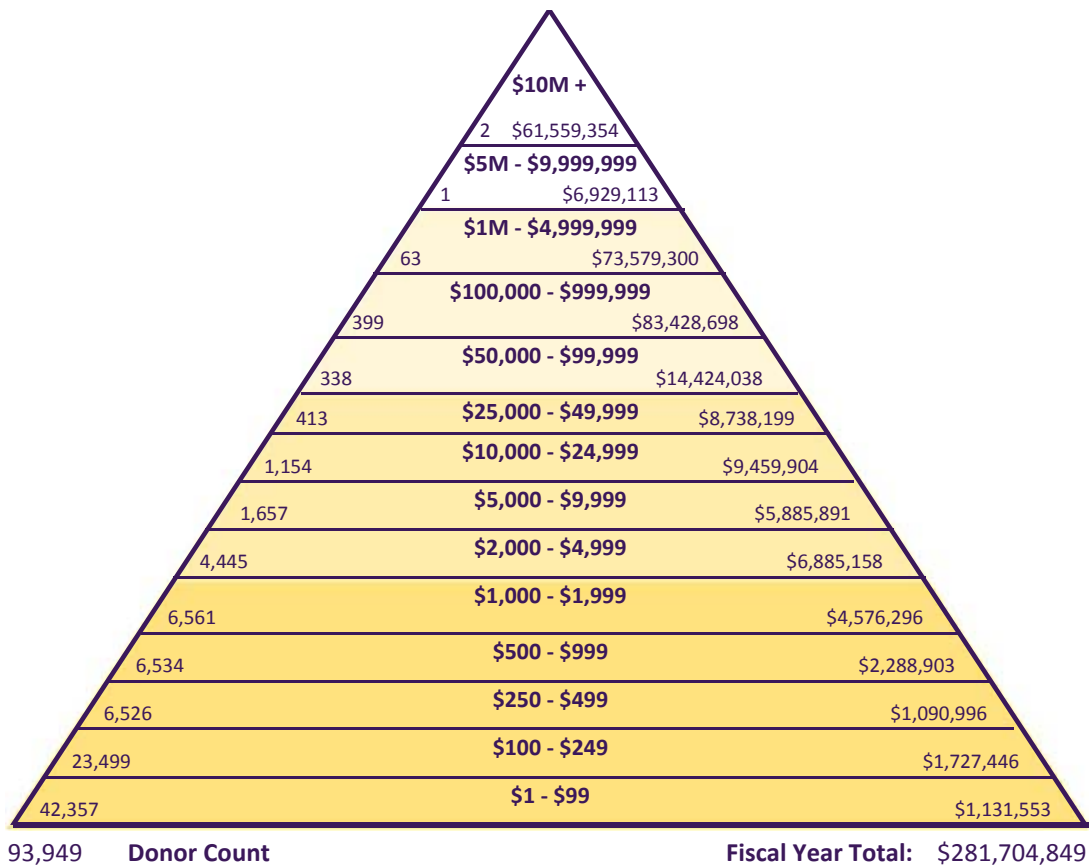
ANNUAL FUNDING THEME PROGRESS

Theme	Current Use	Year to Date	
		Endowment	Total
Student Support	\$9,101,637	\$17,545,647	\$26,647,283
Faculty Support	\$8,685,088	\$3,908,957	\$12,594,045
Program Support for Faculty and Students	\$183,987,985	\$10,824,022	\$194,812,007
Capital	\$19,669,861	\$1,435	\$19,671,296
Excellence Funds	\$25,710,460	\$2,269,758	\$27,980,218
Total	\$247,155,030	\$34,549,819	\$281,704,849

DEVELOPMENT ACTIVITY BY DONOR TYPE

Donor Type	Year to Date		Prior Year to Date		Prior Fiscal Year	
	Donors	Total	Donors ¹	Total	Donors	Total
Alumni	42,263	\$41,241,965	42,647	\$41,859,232	48,671	\$48,006,717
Corporations	2,439	\$45,522,162	2,246	\$43,415,084	2,568	\$48,099,904
Family Foundations	157	\$12,773,327	154	\$13,121,892	161	\$16,071,226
Foundations	378	\$85,378,935	410	\$86,256,601	446	\$97,547,429
Non-Alumni	48,178	\$31,787,124	50,635	\$25,589,633	60,669	\$49,015,743
Organizations	534	\$65,001,336	558	\$68,127,775	599	\$75,896,655
Total	93,949	\$281,704,849	96,650	\$278,370,216	113,114	\$334,637,675

DEVELOPMENT ACTIVITY PYRAMID



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

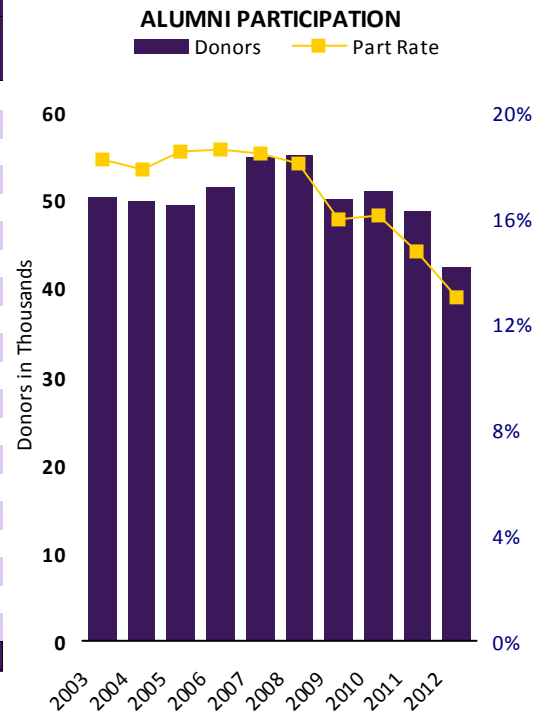
ANNUAL PROGRESS BY GIVING LEVEL

Giving Level	Alumni	Non Alumni	Family Fndns.	Corporations	Foundations	Other Orgs.	Total
\$10M +					\$39,993,957	\$21,565,397	\$61,559,354
\$5M - \$9,999,999						\$6,929,113	\$6,929,113
\$1M - \$4,999,999	\$9,568,571	\$5,410,229	\$7,128,193	\$16,948,040	\$20,963,470	\$13,560,797	\$73,579,300
\$100,000 - \$999,999	\$11,477,362	\$11,687,094	\$3,740,558	\$17,635,731	\$20,357,598	\$18,530,354	\$83,428,698
\$50,000 - \$99,999	\$2,917,559	\$2,903,557	\$899,723	\$3,844,757	\$2,036,748	\$1,821,695	\$14,424,038
\$25,000 - \$49,999	\$2,365,398	\$1,513,500	\$366,108	\$2,239,367	\$908,695	\$1,345,131	\$8,738,199
\$10,000 - \$24,999	\$3,055,872	\$2,298,015	\$400,420	\$2,291,265	\$709,947	\$704,386	\$9,459,904
\$5,000 - \$9,999	\$2,516,554	\$1,582,693	\$155,515	\$1,108,717	\$227,657	\$294,755	\$5,885,891
\$2,000 - \$4,999	\$3,538,488	\$2,180,875	\$58,360	\$845,895	\$112,650	\$148,889	\$6,885,158
\$1,000 - \$1,999	\$2,240,574	\$1,862,738	\$18,878	\$347,201	\$45,169	\$61,736	\$4,576,296
\$500 - \$999	\$1,216,009	\$895,381	\$5,001	\$142,492	\$13,744	\$16,275	\$2,288,903
\$250 - \$499	\$626,984	\$396,257	\$350	\$50,808	\$5,494	\$11,103	\$1,090,996
\$100 - \$249	\$1,022,607	\$637,061	\$150	\$54,414	\$3,345	\$9,869	\$1,727,446
\$1 - \$99	\$695,987	\$419,724	\$70	\$13,475	\$461	\$1,835	\$1,131,553
Total	\$41,241,965	\$31,787,124	\$12,773,327	\$45,522,162	\$85,378,935	\$65,001,336	\$281,704,849

Giving Level	Alumni	Non Alumni	Family Fndns.	Corporations	Foundations	Other Orgs.	Total
\$10M +					1	1	2
\$5M - \$9,999,999						1	1
\$1M - \$4,999,999	14	19	3	9	9	9	63
\$100,000 - \$999,999	88	100	18	75	65	53	399
\$50,000 - \$99,999	79	123	15	63	30	28	338
\$25,000 - \$49,999	136	128	12	70	28	39	413
\$10,000 - \$24,999	391	461	33	171	53	45	1,154
\$5,000 - \$9,999	666	684	24	200	36	47	1,657
\$2,000 - \$4,999	2,087	1,919	22	323	38	56	4,445
\$1,000 - \$1,999	2,905	3,242	18	305	40	51	6,561
\$500 - \$999	2,958	3,243	8	271	22	32	6,534
\$250 - \$499	2,924	3,357	1	187	19	38	6,526
\$100 - \$249	10,087	12,881	2	431	25	73	23,499
\$1 - \$99	19,928	22,021	1	334	12	61	42,357
Total	42,263	48,178	157	2,439	378	534	93,949

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	19,296	3,283	17.01%	2,184	11.32%
Arts and Sciences	148,325	17,400	11.73%	5,058	3.41%
Business School	38,811	6,204	15.99%	2,236	5.76%
Built Environments	8,372	1,140	13.62%	467	5.58%
Dentistry	4,598	978	21.27%	581	12.64%
Education	17,578	2,730	15.53%	489	2.78%
Engineering	33,380	4,262	12.77%	2,137	6.40%
Environment	11,457	1,479	12.91%	702	6.13%
Evans School of Public Affairs	2,773	557	20.09%	216	7.79%
Interdisc. Grad. Programs	2,239	295	13.18%		
Interschool Programs	2,406	440	18.29%		
Information School	4,882	970	19.87%	502	10.28%
Law	8,074	1,479	18.32%	804	9.96%
School of Nursing	8,737	1,539	17.61%	829	9.49%
Pharmacy	3,705	883	23.83%	680	18.35%
Public Health	4,728	709	15.00%	251	5.31%
Social Work	6,543	894	13.66%	435	6.65%
UW Bothell	8,323	724	8.70%	227	2.73%
UW Tacoma	9,481	682	7.19%	270	2.85%
Unspecified	9,066	1,245	13.73%		
ALL UW TOTAL	324,647	42,263	13.02%		



ALUMNI PARTICIPATION BY CONSTITUENCY (PREVIOUS FISCAL YEAR)

Area	Solicitable	To UW				To Unit			
		Year to Date		FY Total		Year to Date		FY Total	
		Donors ¹	Part Rate	Donors	Part Rate	Donors	Part Rate	Donors	PFY Final
UW Medicine	19,185	3,229	16.83%	3,576	18.64%	2,164	11.28%	2,273	11.85%
Arts and Sciences	151,787	17,422	11.48%	20,278	13.36%	5,252	3.46%	5,558	3.66%
Business School	39,725	6,179	15.55%	7,407	18.65%	2,131	5.36%	2,384	6.00%
Built Environments	8,496	1,146	13.49%	1,328	15.63%	494	5.81%	521	6.13%
Dentistry	4,650	999	21.48%	1,116	24.00%	572	12.30%	601	12.92%
Education	18,092	2,734	15.11%	3,180	17.58%	516	2.85%	542	3.00%
Engineering	33,868	4,247	12.54%	4,885	14.42%	2,122	6.27%	2,235	6.60%
Environment	11,635	1,478	12.70%	1,711	14.71%	697	5.99%	746	6.41%
Evans School of Public Affairs	2,747	481	17.51%	561	20.42%	174	6.33%	193	7.03%
Interdisc. Grad. Programs	2,200	280	12.73%	323	14.68%				
Interdisc. Undergrad. Programs									
Interschool Programs	2,459	435	17.69%	503	20.46%				
Information School	4,950	907	18.32%	981	19.82%	453	9.15%	464	9.37%
Law	8,186	1,469	17.95%	1,701	20.78%	806	9.85%	891	10.88%
School of Nursing	8,909	1,548	17.38%	1,709	19.18%	846	9.50%	883	9.91%
Pharmacy	3,690	844	22.87%	947	25.66%	657	17.80%	689	18.67%
Public Health	4,683	667	14.24%	736	15.72%	222	4.74%	234	5.00%
Social Work	6,753	883	13.08%	971	14.38%	443	6.56%	465	6.89%
UW Bothell	8,069	665	8.24%	803	9.95%	199	2.47%	271	3.36%
UW Tacoma	9,452	663	7.01%	772	8.17%	328	3.47%	373	3.95%
Unspecified	9,472	1,261	13.31%	1,540	16.26%				
ALL UW TOTAL	330,521	42,005	12.71%	48,671	14.73%				

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

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



UWAA Member Giving by Constituency

School	Solicitable Alumni	Member		Alumni Giving	
		Members ¹	Donors	Members	Non Members
UW Medicine	19,296	1,876	909	48.45%	11.91%
Arts and Sciences	148,325	18,469	5,784	31.32%	5.95%
Business School	38,811	7,132	2,693	37.76%	7.49%
Built Environments	8,372	1,099	363	33.03%	7.73%
Dentistry	4,598	993	432	43.50%	11.12%
Education	17,578	2,806	974	34.71%	8.10%
Engineering	33,380	4,441	1,477	33.26%	7.11%
Environment	11,457	1,407	438	31.13%	7.76%
Evans School of Public Affairs	2,773	327	133	40.67%	12.43%
Interdisc. Grad. Programs	2,239	212	66	31.13%	8.29%
Interdisc. Undergrad. Progra					
Interscholar Programs	2,406	538	193	35.87%	7.98%
Information School	4,882	755	282	37.35%	13.23%
Law	8,074	1,071	497	46.41%	11.52%
School of Nursing	8,737	1,302	518	39.78%	10.83%
Pharmacy	3,705	638	340	53.29%	15.75%
Public Health	4,728	403	154	38.21%	10.15%
Social Work	6,543	562	185	32.92%	9.66%
UW Bothell	8,323	721	138	19.14%	3.97%
UW Tacoma	9,481	616	117	18.99%	3.17%
Unspecified	9,066	1,824	630	34.54%	4.78%
Non-Alumni		9,713	5,630	57.96%	
Total	324,647	55,103	20,244	36.74%	

Alumni Activity

1 in 3 registrants at 2011 UW events were UWAA members
1 in 2 registrants at 2011 UW events were UW donors
7 in 10 registrants at 2011 UW events were Solicitable Alumni
1 in 50 UWAA members attended a 2011 UW event
1 in 3 2010-2011 Football/Basketball season ticket holders were UWAA members
3 in 5 UWAA members were 2010-2011 Football/Basketball season ticket holders

Top 10 Membership by Class Year

Class Year	Part. Rate	Class Year	Population
1955	22.68%	2011	1,712
1953	21.73%	1971	1,118
1954	21.46%	1973	1,085
1959	20.91%	1974	1,062
1946	20.90%	1970	1,043
1956	20.84%	1972	1,036
1957	20.32%	1976	1,033
1958	20.14%	1975	1,014
1944	20.04%	1977	956
1950	20.01%	1968	901

Activity Participation - Rolling 3 Year Total ³

School ²	Participants	Part. Donors	% Donors	Alum Non-Part.	Alum Non-Par Donor	% Non-Part Donor
Intercollegiate Athletics	3,032	2,975	98.12%			
UW Medicine	4,930	3,520	71.40%	21,499	3,295	15.33%
Arts and Sciences	18,540	3,928	21.19%	139,791	7,921	5.67%
Built Environments	1,924	778	40.44%	7,364	692	9.40%
Business School	7,690	2,082	27.07%	33,987	3,143	9.25%
Dentistry	2,068	838	40.52%	2,886	414	14.35%
Education	2,278	460	20.19%	16,491	900	5.46%
Engineering	3,724	1,118	30.02%	31,684	3,156	9.96%
Environment	1,667	716	42.95%	10,917	1,035	9.48%
Evans School of Public Affairs	1,014	359	35.40%	2,187	273	12.48%
Graduate School	433	174	40.18%	2,181	5	0.23%
Information School	856	292	34.11%	4,541	666	14.67%
Law	2,363	948	40.12%	6,508	1,009	15.50%
Libraries	1,469	1,422	96.80%			
Nursing	1,125	444	39.47%	8,284	1,313	15.85%
Pharmacy	476	285	59.87%	3,566	952	26.70%
Public Health	765	254	33.20%	4,095	383	9.35%
Social Work	978	328	33.54%	6,175	660	10.69%
UW Bothell	1,024	293	28.61%	8,653	689	7.96%
UW Tacoma	752	285	37.90%	10,152	845	8.32%

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

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

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

Source: University of Washington Alumni Association

VII. STANDING COMMITTEES

B. Finance, Audit and Facilities Committee

Grant and Contract Awards Summary – April 2012

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 April 2012

Grant and Contract Awards Summary

to

The Board of Regents

of the

University of Washington

for

April 2012

Office of Research

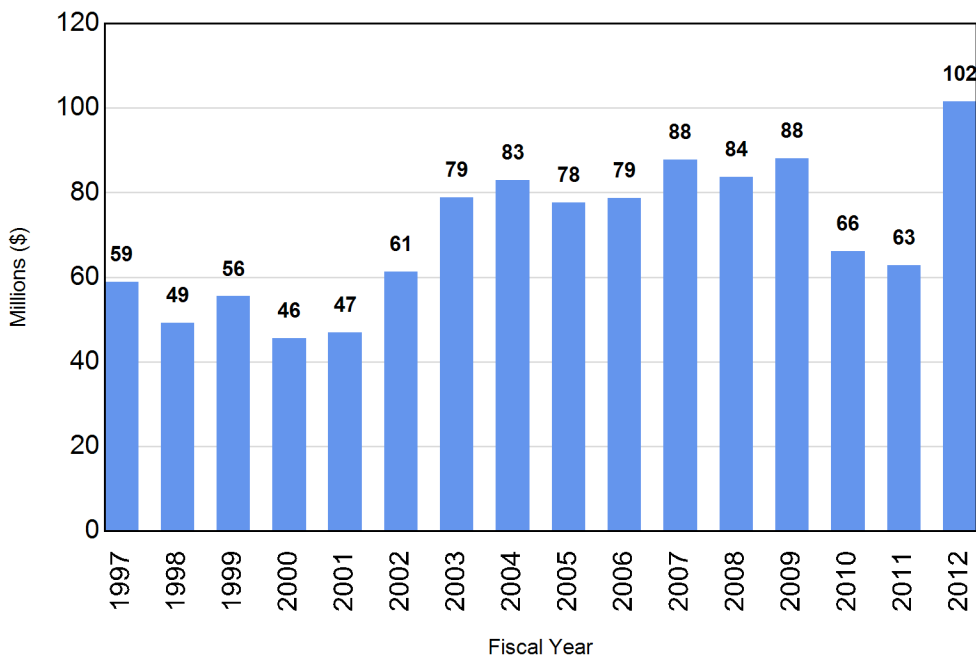
Office of Sponsored Programs

The numbers provided in this report are subject to adjustment at the time that the Annual Report of Sponsored Activity is published.
The changes would reflect modifications and additions to existing awards.

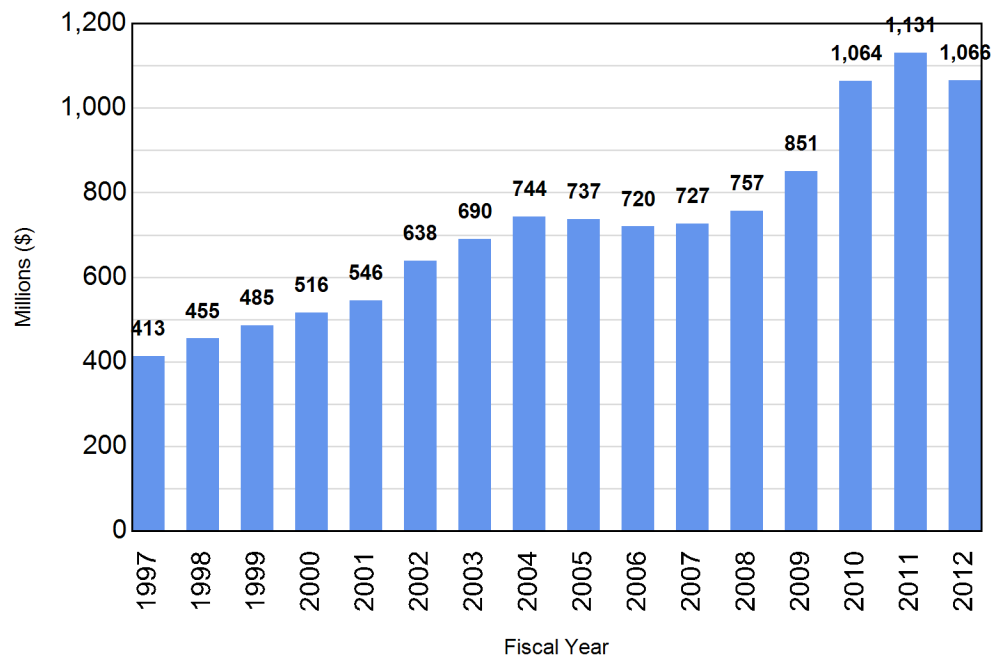
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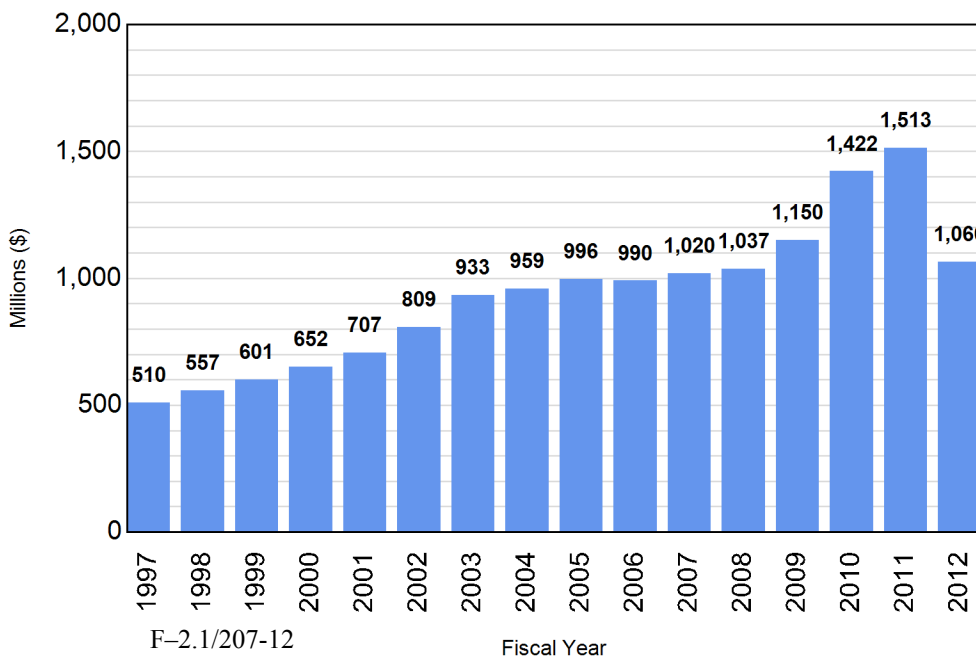
April Only
Comparison of Grant & Contract Awards



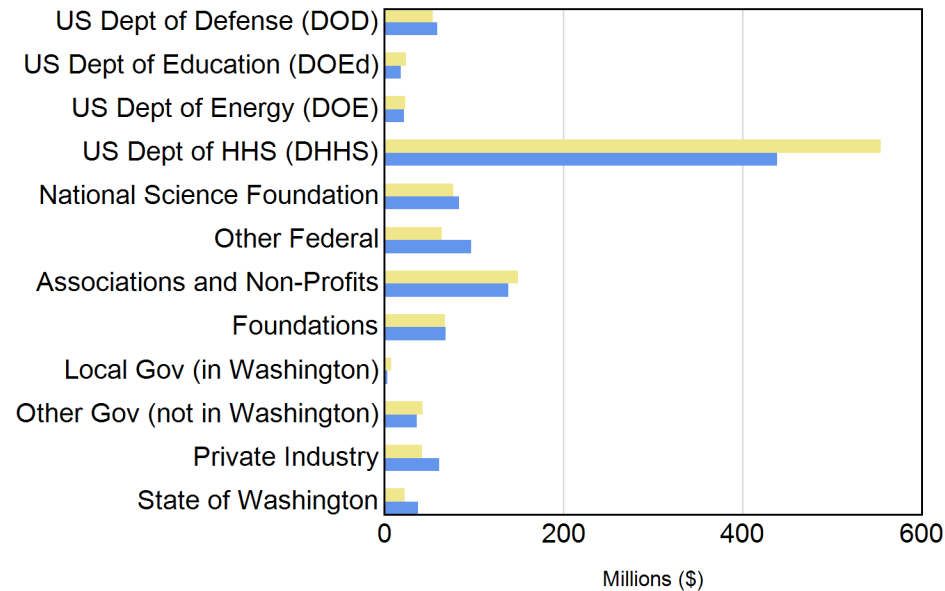
Fiscal Year to Date
Comparison of Grant & Contract Awards



Complete Fiscal Year
Comparison of Grant & Contract Awards



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



Summary of Grant and Contract AwardsFiscal Year 2011-2012

Month	RESEARCH AND OTHER		TRAINING		Total Grants and Contracts
	Federal	Non-Federal	Federal	Non-Federal	
July	\$ 72,776,120	\$ 30,196,740	\$ 7,642,882	\$ 2,388,481	\$ 113,004,200
August	\$ 127,093,600	\$ 38,276,540	\$ 11,366,250	\$ 954,419	\$ 177,690,800
September	\$ 142,014,000	\$ 58,009,470	\$ 8,100,000	\$ 1,267,491	\$ 209,391,000
October	\$ 64,749,740	\$ 28,930,740	\$ 4,470,465	\$ 802,690	\$ 98,953,630
November	\$ 30,235,620	\$ 49,313,530	\$ 772,264	\$ 5,337,309	\$ 85,658,730
December	\$ 24,013,190	\$ 33,553,300	\$ 392,235	\$ 1,164,378	\$ 59,123,100
January	\$ 30,260,410	\$ 25,582,030	\$ 464,989	\$ 254,364	\$ 56,561,790
February	\$ 46,858,480	\$ 15,543,340	\$ 1,520,722	\$ 1,157,557	\$ 65,080,090
March	\$ 74,856,560	\$ 21,942,500	\$ 1,499,153	\$ 183,674	\$ 98,481,890
April	\$ 66,210,200	\$ 29,939,330	\$ 4,375,995	\$ 1,052,264	\$ 101,577,800
FY12 to Date	\$679,067,992	\$331,287,521	\$40,604,950	\$14,562,626	\$1,065,523,089
FY11 to Date	\$711,687,439	\$316,279,642	\$87,021,949	\$15,694,858	\$1,130,683,888
Over (Under) Previous Year	(\$32,619,447)	\$15,007,879	(\$46,416,999)	(\$1,132,232)	(\$65,160,799)

Comparison of Grant and Contract Awards by Agency

Fiscal Years 2010-2011 and 2011-2012

Agency	Jul-Apr FY11	Jul-Apr FY12
US Department of Defense (DOD)	\$ 54,205,034	\$ 59,409,104
US Department of Education (DOEd)	\$ 24,371,884	\$ 18,559,049
US Department of Energy (DOE)	\$ 23,549,601	\$ 22,175,204
US Department of Health and Human Services (DHHS)	\$ 554,618,739	\$ 439,045,061
National Science Foundation (NSF)	\$ 77,408,992	\$ 83,527,477
Other Federal	\$ 64,555,138	\$ 96,957,047
Subtotal for Federal :	\$ 798,709,388	\$ 719,672,942
Associations and Non-Profits	\$ 149,119,365	\$ 138,654,792
Foundations	\$ 67,557,126	\$ 68,886,437
Local Government (in Washington)	\$ 7,870,500	\$ 3,318,686
Other Government (not in Washington)	\$ 42,548,217	\$ 36,322,523
Private Industry	\$ 42,183,155	\$ 61,181,557
State of Washington	\$ 22,696,137	\$ 37,486,153
Subtotal for Non-Federal :	\$ 331,974,500	\$ 345,850,147
Grand Total :	\$ 1,130,683,888	\$ 1,065,523,089
Amount of Increase (Decrease) :		(\$ 65,160,799)
Percent of Increase (Decrease) :		(5.8 %)

Comparison of Grant and Contract Awards by School/CollegeFiscal Years 2010-2011 and 2011-2012

School/College	Jul-Apr FY11	Jul-Apr FY12
Upper Campus		
Architecture and Urban Planning	\$ 3,380,510	\$ 875,504
Arts and Sciences	\$ 74,866,369	\$ 70,376,761
Center for Commercialization	\$ 291,264	
College of the Environment	\$ 102,235,150	\$ 126,786,749
Computing & Communications		\$ 15,260
Director of Libraries	\$ 282,381	\$ 5,571,497
Education	\$ 19,469,303	\$ 17,053,824
Educational Outreach	\$ 212,500	\$ 80,000
Engineering	\$ 86,718,836	\$ 87,035,782
Evans School of Public Affairs	\$ 1,637,417	\$ 1,902,865
Executive Vice President	\$ 236,340	\$ 19,981
Foster School of Business	\$ 1,150,823	\$ 282,543
Graduate School	\$ 2,029,500	\$ 6,810,927
Information School	\$ 2,030,267	\$ 3,968,729
Law	\$ 2,000,588	\$ 16,602,575
Office of Research	\$ 51,187,328	\$ 44,911,185
Provost		\$ 29,468
Social Work	\$ 18,026,207	\$ 15,461,103
Undergraduate Education	\$ 1,584,769	\$ 944,534
VP Minority Affairs	\$ 7,810,926	\$ 9,150,947
VP Student Life	\$ 20,715	\$ 46,000
Subtotal :	\$ 375,171,193	\$ 407,926,233
Health Sciences		
Dentistry	\$ 5,711,872	\$ 3,366,356
Health Sciences Admin		\$ 1,690
Medicine	\$ 568,616,732	\$ 495,645,311
Nursing	\$ 13,822,001	\$ 11,346,551
Pharmacy	\$ 13,507,745	\$ 19,330,130
Public Health	\$ 129,000,299	\$ 93,826,205
Subtotal :	\$ 730,658,648	\$ 623,516,242
Special Programs		
Alcohol and Drug Abuse Institute	\$ 3,684,597	\$ 3,066,160
CHDD Administration	\$ 4,536,089	\$ 6,416,067
Hall Health Primary Care Center	\$ 283,155	
Regional Primate Center	\$ 7,075,612	\$ 18,809,022
Subtotal :	\$ 15,579,453	\$ 28,291,249

School/College	Jul-Apr FY11	Jul-Apr FY12
Other UW Campuses		
Bothell	\$ 2,989,980	\$ 4,409,808
Tacoma	\$ 6,284,614	\$ 1,379,556
Subtotal :	\$ 9,274,594	\$ 5,789,364
Grand Total :	\$ 1,130,683,888	\$ 1,065,523,089

Summary of Grant Awards**Fiscal Year 2011-2012***Excluding private awards from Foundations, Industry, Associations and Others*

Month	RESEARCH AND OTHER		TRAINING		Total Grants
	Federal	Non-Federal	Federal	Non-Federal	
July	\$ 71,450,980	\$ 5,019,858	\$ 7,510,674	\$ 126,824	\$ 84,108,340
August	\$ 120,682,900	\$ 2,948,988	\$ 11,366,250	\$ 314,640	\$ 135,312,800
September	\$ 138,053,300	\$ 9,825,795	\$ 8,080,000	\$ 172,830	\$ 156,131,900
October	\$ 55,634,390	\$ 8,875,251	\$ 4,470,465	\$ 255,199	\$ 69,235,300
November	\$ 21,802,560	\$ 2,942,820	\$ 772,264	\$ 4,077,087	\$ 29,594,730
December	\$ 21,360,260	\$ 2,630,255	\$ 392,235	\$ 300,964	\$ 24,683,720
January	\$ 28,677,020	\$ 4,843,651	\$ 464,989	\$ 151,603	\$ 34,137,260
February	\$ 40,830,610	\$ 2,539,351	\$ 1,520,722	\$ 80,748	\$ 44,971,430
March	\$ 71,996,500	\$ 3,145,390	\$ 1,499,153	\$ 90,000	\$ 76,731,040
April	\$ 64,154,760	\$ 5,389,679	\$ 4,334,945	\$ 250,000	\$ 74,129,380
Year to Date	\$ 634,643,300	\$ 48,161,040	\$ 40,411,690	\$ 5,819,895	\$ 729,035,900

Summary of Grant Awards**Fiscal Year 2011-2012***Private awards from Foundations, Industry, Associations and Others*

Month	RESEARCH AND OTHER	TRAINING	Total Grants
July	\$ 21,192,800	\$ 165,382	\$ 21,358,180
August	\$ 20,388,870	\$ 425,819	\$ 20,814,690
September	\$ 37,698,050	\$ 1,061,446	\$ 38,759,500
October	\$ 15,415,300	\$ 515,275	\$ 15,930,570
November	\$ 39,275,870	\$ 901,444	\$ 40,177,310
December	\$ 21,673,470	\$ 292,047	\$ 21,965,520
January	\$ 16,280,460	\$ 8,296	\$ 16,288,750
February	\$ 8,418,964	\$ 123,092	\$ 8,542,055
March	\$ 8,328,699	\$ 92,007	\$ 8,420,706
April	\$ 19,192,650	\$ 486,798	\$ 19,679,450
Year to Date	\$ 207,865,100	\$ 4,071,606	\$ 211,936,700

Summary of Contract AwardsFiscal Year 2011-2012

Month	RESEARCH AND OTHER		TRAINING		Total Contracts
	Federal	Non-Federal	Federal	Non-Federal	
July	\$ 1,325,143	\$ 3,984,090	\$ 132,208	\$ 2,096,275	\$ 7,537,716
August	\$ 6,410,709	\$ 14,938,690	\$ 0	\$ 213,960	\$ 21,563,360
September	\$ 3,960,724	\$ 10,485,630	\$ 20,000	\$ 33,215	\$ 14,499,570
October	\$ 9,115,353	\$ 4,640,188	\$ 0	\$ 32,216	\$ 13,787,760
November	\$ 8,433,068	\$ 7,094,843	\$ 0	\$ 358,778	\$ 15,886,690
December	\$ 2,652,925	\$ 9,249,576	\$ 0	\$ 571,367	\$ 12,473,870
January	\$ 1,583,393	\$ 4,457,920	\$ 0	\$ 94,465	\$ 6,135,778
February	\$ 6,027,863	\$ 4,585,020	\$ 0	\$ 953,717	\$ 11,566,600
March	\$ 2,860,064	\$ 10,468,410	\$ 0	\$ 1,667	\$ 13,330,140
April	\$ 2,055,442	\$ 5,357,007	\$ 41,050	\$ 315,466	\$ 7,768,965
Year to Date	\$ 44,424,680	\$ 75,261,370	\$ 193,258	\$ 4,671,126	\$ 124,550,400

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

April 2012

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

**Office of Research
Office of Sponsored Programs**

Detail of Public Grant Awards

Federal

US Department of Energy (DOE)

US Department of Energy (DOE)

To:	Laurence G Yaffe, Professor Physics	\$ 1,447,500
For:	Theoretical and Experimental Particle Physics	
Eff:	4/1/1996	Classified: No

Total for US Department of Energy (DOE): **\$ 1,447,500**

Total for US Department of Energy (DOE): **\$ 1,447,500**

US Department of Health and Human Services (DHHS)

National Institutes of Health (NIH)

To:	Gail Jarvik, Professor Department Of Medicine	\$ 1,681,545
For:	Clinical sequencing in cancer: Clinical, ethical, and technological studies	
Eff:	12/5/2011	Classified: No

To:	David Eaton, Professor Enviro & Occup Health	\$ 1,716,000
For:	Center for Ecogenetics and Environmental Health	
Eff:	4/1/2012	Classified: No

To:	Thomas Montine, Professor Pathology	\$ 2,778,928
For:	Alzheimer's Disease Research Center	
Eff:	5/1/2012	Classified: No

To:	Susanne May, Assoc Professor Biostatistics	\$ 1,450,000
For:	ROC II DoD 1.45M 2012	
Eff:	1/1/2012	Classified: No

To:	Michael Gale, Professor Immunology	\$ 2,065,365
For:	Immune Control of Flavivirus Infection	
Eff:	5/1/2012	Classified: No

National Institute of Environmental Health and Science (NIEHS)

To:	Harvey Checkoway, Professor Enviro & Occup Health	\$ 2,306,175
For:	Effects-Related Biomarkers of Environmental Neurotoxic Exposures	
Eff:	4/1/2012	Classified: No

Total for National Institute of Environmental Health and Science (NIEHS): \$ 2,306,175

Total for National Institutes of Health (NIH): **\$ 11,998,013**

Total for US Department of Health and Human Services (DHHS): **\$ 11,998,013**

Detail of Public Grant Awards

Federal

National Science Foundation (NSF)

National Science Foundation (NSF)

To: William Wilcock, Professor \$ 5,095,042
Oceanography

For: R/V Thomas G. Thompson Ship Operations 2012-2017

Eff: 4/1/2012 Classified: No

Total for National Science Foundation (NSF): \$ 5,095,042

Total for National Science Foundation (NSF): \$ 5,095,042

Other Federal

National Aeronautics and Space Administration (NASA)

To: Victoria S Meadows, Assoc Professor Wot (3 Years) \$ 1,225,719
Astronomy

For: The Virtual Planetary Laboratory

Eff: 11/1/2007 Classified: No

Total for National Aeronautics and Space Administration (NASA): \$ 1,225,719

US Department of State

To: Jonathan Eddy, Professor \$ 13,000,000
Law

For: Legal Education Support Program-Afghanistan

Eff: 4/5/2012 Classified: No

Total for US Department of State: \$ 13,000,000

Total for Other Federal: \$ 14,225,719

Total for Federal: \$ 32,766,274

Other Government (not in Washington)

UC Davis Medical Center and Children's Hospital

To: Annette Estes, Research Associate Professor \$ 1,061,772
Speech & Hear Sci

For: A Multi-Site Randomized Study of Intensive Treatment for Toddlers
with Autism

Eff: 10/1/2007 Classified: No

Total for UC Davis Medical Center and Children's Hospital: \$ 1,061,772

Total for Other Government (not in Washington): \$ 1,061,772

Total Public Grants: \$ 33,828,046

Detail of Contract Awards

Associations and Non-Profits

Consortium for Ocean Leadership, Inc.		
To:	John R. Delaney, Professor School Of Oceanography	\$ 10,142,601
For:	Ocean Observatories Initiative: Regional Scale Nodes	
Eff:	9/1/2009	Classified: No
Total for Consortium for Ocean Leadership, Inc.:		\$ 10,142,601
Total for Associations and Non-Profits:		\$ 10,142,601
Total Contracts:		\$ 10,142,601
Grand Total for all Awards		\$ 43,970,647

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. Plant Services Building (PSB) Facilities Services Training Academy Project No. 202534
Action Reported: Adopt Budget

On May 17, 2012, the project budget for the Facilities Services Training Academy Project was established at \$3,970,000. The project is designed by Snyder, Hartung, Kane, and Strauss (SHKS) Architects, a Seattle firm.

The Facilities Services Training Academy Project renovates approximately 8,350 square feet of the first floor of the Plant Services Building to accommodate a new training facility. This will provide the only centralized location for specialized staff training for Facilities Services' large and geographically dispersed workforce. It is foundational to Facilities Services' commitment to invest in staff development, technical skills improvement, train on emerging technologies and equipment, and share facility-specific and industry-wide knowledge. In addition to the Training Center, additional contiguous square footage will be renovated for Material Management, Facilities Records, and Asbestos Management activities, all of which support Facilities Services' core mission.

Design was completed in May 2012. Construction will begin in July, with completion forecast for December 2012.

Previous Actions Reported

September 2011 Select Architect

Funding is provided from local funds. No donor funding is being used 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	\$445,664	\$445,664
Total Construction Cost*	\$2,804,890	\$2,804,890
Other Costs	\$429,933	\$429,933
Project Administration	\$289,513	\$289,513
Total Project Budget	\$3,970,000	\$3,970,000

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

2. Gould Hall Gallery Project No. 203407

Actions Reported: Select Architect and Adopt Budget

On May 17, 2012, an architectural agreement was awarded to Miller Hull Partnership, for the Gould Hall Gallery project. In August 2010, the Capital Projects Office reviewed three firms from the Shared Procurement Portal based on a project value of less than \$1 million for providing architectural services: Hoshide Williams, Buffalo Design, and Miller Hull Partnership. The agreement amount is \$152,980 for basic services which is included in a budget value of \$295,515 for design consultants. The balance of the design budget is intended for acoustical consulting, preparation of renderings for fund raising, a hazardous materials consultant, lighting consultant, and a previously completed predesign effort by Miller Hull Partnership. On May 12, 2012, a project budget was established at \$1,334,500.

Miller Hull Partnership is a Seattle firm that has been in business since 1977. Their staff of fifty-five specializes in master planning, urban design, and full-service architectural and interior design. Their work base is composed of a diverse assortment of project types from neighborhood park structures to community centers, mixed-use, and higher education facilities. In addition to the University of Washington as a client, they have also completed projects at South Puget Sound Community College, Washington State University, Olympic College and Seattle Pacific University.

The project repurposes the underutilized east entrance of Gould Hall to a secure exhibition space that will introduce the aspects of the College of Built Environments to the broader community. The design will allow for exhibit space, seminar space, and possible future studio space. The location of the gallery at the eastern end of Gould Hall is highly visible from the main gateway to the main campus. An instructional space has been incorporated into the project on the first floor under the second floor gallery.

VII. STANDING COMMITTEES

B. Finance, Audit and Facilities Committee

Actions Taken Under Delegated Authority (continued p. 3)

Design is scheduled for completion by November 2012. Subject to adequate funding being identified and available, construction is anticipated to begin in June 2013 (after Spring Quarter), with completion forecast for October 2013.

Funding of \$400,000 is provided from College of the Built Environment through local biennium funding. During design, the College is expecting to develop donor funding and request 2013-2015 biennium funding. If naming opportunities are considered, a naming plan will be presented for approval.

Budget Summary:	Original Approved	Forecast Cost At Completion
Total Consultant Services	\$295,515	\$295,515
Total Construction Cost*	\$850,175	\$850,175
Other Costs	\$77,810	\$77,810
Project Administration	\$111,000	\$111,000
Total Project Budget	\$1,334,500	\$1,334,500

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

3. High Voltage Infrastructure Improvements Project No. 203729 Action Reported: Award Construction Contract

On April 15, 2012, a construction contract was awarded to CTS Northwest of Lynnwood, Washington (CTS), in the amount of \$2,680,000 for the High Voltage Infrastructure Improvements Project. Four bids were received for this project; the highest bid was \$4,693,148. The budgeted construction cost was \$ 2,620,000.

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

This project will support ongoing reliability of the Seattle campus power distribution system by adding and/or replacing equipment based on capacity, age, hazardous materials considerations (e.g. PCB-containing transformers), and worker-safety issues. Feeder cables, switches, transformers, and related equipment will be replaced as needed in both the primary (normal power) distribution system and the emergency power distribution system.

VII. STANDING COMMITTEES

B. Finance, Audit and Facilities Committee

Actions Taken Under Delegated Authority (continued p. 4)

Design was completed in April. Construction began in June 2012, with completion forecast for April 2013.

Previous Actions Reported

November 2011 Select Engineer and Adopt Budget

Funding of \$4,365,000 is provided from 2011-2013 state biennium funding.

Budget Summary	Current Approved Budget	Forecast Cost At Completion
Total Consultant Services	\$512,230	\$460,705
Total Construction Cost*	\$3,321,135	\$3,367,334
Other Costs	\$220,435	\$225,761
Project Administration	\$311,200	\$311,200
Total Project Budget	\$4,365,000	\$4,365,000

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

4. UWMC SE116 Cart and AGS Washer Project No. 203914 Actions Reported: Select Architect and Adopt Budget

On May 8, 2012, an architectural agreement was awarded to Zimmer Gunsul Frasca Architects (ZGF) for the UWMC SE116 Cart and AGS Washer project under its existing Master Term Agreement for Architectural Services contract. The agreement amount is \$217,775 for basic services which is included in a budget value of \$286,116 for design consultants. The balance of the design budget is intended for a hazardous materials consultant, testing, and balancing. On April 17, 2012, the project budget was established at \$2,100,000.

ZGF has completed many academic and healthcare projects for the University of Washington, Reed College, University of Oregon, University of Arizona, and University of Texas at Arlington. They have offices in Seattle, Portland, Los Angeles, New York City, and Washington DC. Over the past 40 years, the design excellence and quality of ZGF's projects have been recognized with more than 250 national, regional and local awards. ZGF has completed the UW's Alumni Association Offices, Molecular Engineering Building, UWMC Otolaryngology Clinic, and UWMC SPEC CT projects.

This project will renovate a portion of the existing Central Sterile Processing unit to install a new owner-provided floor loading cart washer and 5-bay pass through washer – Air Glide System™ (AGS). The intent of the project is to increase the

VII. STANDING COMMITTEES

B. Finance, Audit and Facilities Committee

Actions Taken Under Delegated Authority (continued p. 5)

sterile processing capacity of the unit by installing an additional cart washer and replacing aging washers and associated equipment with a new AGS System. The project will require modifications to existing structure, mechanical and electrical infrastructure to support the new equipment, and installation of new finishes and lighting.

Design is scheduled for completion in November 2012. Construction will begin in January 2013, with completion forecast for August 2013.

Funding is provided from UWMC Capital Funds.

Budget Summary:	Current Approved Budget	Forecast Cost At Completion
Total Consultant Services	\$286,116	\$286,116
Total Construction Cost*	\$1,620,615	\$1,620,615
Other Costs	\$31,777	\$31,777
Project Administration	\$161,492	\$161,492
Total Project Budget	\$2,100,000	\$2,100,000

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

REPORT OF ACTIONS TAKEN UNDER **SPECIFIC** DELEGATED AUTHORITY – CAPITAL PROJECT BUDGETS

1. Student Housing Maple and Terry Halls, Project Number 203512
Actions Reported: Selection of General Contractor/Construction Manager and Award of Preconstruction Contract

In January 2010, the Board of Regents approved the use of the alternative public works contracting procedure, General Contractor/Construction Manager (GC/CM), and delegated authority to the President to award a preconstruction and construction contract for the Lander and Terry Hall Renovation Projects (later revised to the Lander Hall Replacement and Maple and Terry Halls Replacement projects).

During the predesign phase of the Terry and Lander Hall Renovation project, Skanska USA Building Inc. was awarded the GC/CM Preconstruction Services contract. After extensive building investigations and code reviews, it was determined that the cost of renovating Terry Hall exceeded the cost of constructing a new residence hall on a square foot basis. The decision to revise

VII. STANDING COMMITTEES

B. Finance, Audit and Facilities Committee

Actions Taken Under Delegated Authority (continued p. 6)

the Maple and Terry Hall project from a renovation to new construction led to a reselection of the GC/CM.

On June 28, 2012, under specific delegated authority, the Capital Projects Office awarded a Preconstruction Services agreement to W.G. Clark Construction Co. as the GC/CM after a selection process, which saw five firms submit qualifications, four firms interviewed, and three firms selected to submit proposals for its Percent Fee and Specified General Conditions costs. The other finalists were Absher Construction, and Walsh Construction Co. of Washington.

W.G. Clark Construction Co. completed Cedar Apartments and Elm Hall (Student Housing Phase I project) on-time and is midway through construction of the Student Housing Phase II Mercer Court apartment project, also on-time. W.G. Clark Construction Co. has successfully constructed many multi-family housing projects in the Seattle area.

The Maple and Terry Halls project will complete the redevelopment of the Lander and Terry Hall site. Lander Hall is being replaced as part of the Student Housing Phase II project.

Maple Hall will provide for approximately 800 beds and Terry Hall will provide approximately 300 beds for a combined total of approximately 1,100 beds. Maple and Terry Halls will be designed with each unit having two beds and a private bathroom, similar to the Phase I and II projects. Maple Hall will have student activity and resource spaces including a gaming area, meeting rooms, project workrooms and residences above with lounges and study rooms. Terry Hall will have two floors for Housing and Food Services offices, with five and six floors of residences above, also with lounges and study rooms.

The Maple and Terry Halls project design is scheduled to complete in September 2013. Construction is scheduled to begin in February 2014, with completion forecast for July 2015 (for occupancy at the start of Autumn Quarter 2015). Students will move from the existing Terry Hall into the new Lander Hall between Autumn 2012 and Winter 2013 quarters to allow for the start of construction on Maple and Terry Halls project. The Maple and Terry Halls Replacement project is Phase III of the student housing projects. The project budget is \$133,000,000.

VII. STANDING COMMITTEES

B. Finance, Audit and Facilities Committee

Actions Taken Under Delegated Authority (continued p. 7)

Previous Actions

July 2010 Select Architect, Approve the Use of Alternative Public Works,
Delegated Authority to Award Design and Construction Contract

October 2010 Select GC/CM

June 2012 Approve Project Budget and Debt Funding

Attachment

GC/CM Selection Tabulation Form

GC/CM Name	Absher		Anderson		Walsh		Walsh Pacific		WG Clark		
	Rank	Score	Rank	Score	Rank	Score	Rank	Score	Rank	Score	
Proposals	4	32.0	3.0	34.0	1.0	46.0	5.0	24.0	1.0	46.0	
Evaluator 1	4	29.0	3.0	35.0	2.0	44.0	5.0	28.0	1.0	45.0	
Evaluator 2	3	41.0	4.0	39.0	2.0	44.5	5.0	30.0	1.0	46.0	
Evaluator 3	3	43.0	3.0	43.0	2.0	46.0	5.0	35.0	1.0	48.0	
Evaluator 4	3	41.0	4.0	34.0	2.0	46.0	5.0	30.0	1.0	48.0	
Evaluator 5	4	38.0	3.0	40.0	2.0	46.0	5.0	27.0	1.0	48.0	
Evaluator 6	3	35.0	4.0	32.0	1.0	49.0	5.0	22.0	2.0	48.0	
Evaluator 7	3	37.0	4.0	35.0	2.0	44.0	5.0	20.0	1.0	48.0	
Evaluator 8											
Average Score (max. 50)	3.4	37.0	3.5	36.5	1.8	45.7	5.0	27.0	1.1	47.1	
Interviews May 3, 2012											
Evaluator 1		26.0		14.0		27.0				32.0	
Evaluator 2		26.0		20.0		27.0				31.0	
Evaluator 3		30.0		21.0		27.0				32.0	
Evaluator 5		30.0		21.0		28.0				30.0	
Evaluator 5		26.0		27.0		30.0				32.0	
Evaluator 6		24.0		16.0		28.0				35.0	
Evaluator 7		31.0		24.0		30.0				34.0	
Average Score (max. 35)		27.6		20.4		28.1				32.3	
Total Proposal and Interview		64.6		56.9		73.8				79.4	
Final Proposals											
Contractor's Fee Percentage		3.35%				4.60%				2.78%	
Contractor's Fee Amount		\$2,546,000				\$3,496,000				\$2,112,800	
Specified General Conditions Amount		\$1,453,000				\$2,934,000				\$2,125,000	
Final Proposal Bid Number		\$3,999,000				\$6,430,000				\$4,237,800	
Low Conforming Proposal		\$3,999,000				\$3,999,000				\$3,999,000	
Difference		\$0				\$2,431,000				\$238,800	
Percentage Within Low Proposal						60.80%				5.97%	
Proposal Score* (max. 15)		15				0				10	
Total Score (max. 100)		79.6				73.8				89.40	
Final Proposal Scoring Key*											
Low Conforming Proposal		15 points									
Proposals within 5% of low		13 points									
Proposals within 10% of low		10 points									
Proposals within 15% of low		8 points									
Proposals within 20% of low		5 points									
Others		0 points									
						1st	Final Ranking				
						2nd	WG Clark				
						3rd	Absher				
							Walsh				

VII. STANDING COMMITTEES**B. Finance, Audit and Facilities Committee**University of Washington Job Order Contract – Delegate Authority to Award Construction ContractRECOMMENDED ACTION

It is the recommendation of the administration and the Finance, Audit and Facilities Committee that the President be delegated authority to award a Job Order Contract (JOC) to a contractor to be identified after a selection process that is scheduled to occur during July 2012. The maximum total contract amount for the cumulative value of all work orders shall not exceed \$4 million per year for a maximum of three years. Each work order is limited to a maximum of \$350,000. The awarded contract will be reported as an Action Taken Under Specific Delegated Authority at the September 2012 Board of Regents meeting.

BACKGROUND

JOC is a legislatively-approved, public works procurement tool that the University has had in place for the past seven years. This contract shall provide an indefinite quantity of services for minor construction, renovation, repair and alteration projects not to exceed \$4 million per year for a maximum three years. Currently, the University has one Job Order Contract in place, and recently forecasted workload has determined the need for a second contract. The new contract will have a two-year term with an option to renew a third year. Individual work orders are anticipated to be in the \$90,000 to \$350,000 range.

In June 2012, the Capital Projects Office advertised for firms interested in providing JOC services. Qualifications were due to the University at the end of June 2012 and interviews will occur in July 2012. After a review of the qualifications, three to four firms will be selected for interviews. After the interviews are conducted, firms will then submit bids, which consist of coefficient markups for work to be performed at the University of Washington Seattle, Bothell and Tacoma campuses, and associated sites.

The firm with the highest scoring proposal, resulting from the evaluation of the Request for Qualifications, the interview, and the submittal of a composite pricing coefficient will be awarded the contract.

Lease Crutcher Lewis was most recently awarded the Job Order Contract for the University of Washington. Its work at the University has been completed safely and successfully. They have also provided a notable effort in diversity outreach in executing these projects for the University.

Funding will be provided by various sources on a project by project basis.

VII. STANDING COMMITTEES**B. Finance, Audit and Facilities Committee**Red Flag Rules – Identity Theft Compliance Program Annual ReportINFORMATION

The Fair and Accurate Credit Transaction Act of 2003, and subsequent amendments in 2005, 2007, and 2010, created the Identity Theft Red Flags and Address Discrepancies program to be administered by the Federal Trade Commission (FTC).

This program requires ‘financial institutions’ and ‘creditors,’ which includes the University of Washington due to its role in issuing and collecting loan funds, to create an identity theft reduction program.

This report fulfills the FTC mandated annual reporting requirements to the Board of Regents Finance, Audit, and Facilities Committee.

PREVIOUS BOARD ACTIONS

July 2009 Red Flag Rules program and policies approved by Regents

GOVERNANCE AND MANAGEMENT

Student Fiscal Services (a department in Finance and Facilities) is responsible for the administration of the Red Flag Rules Program for all non UW Medicine offices. The UW Medicine Board Compliance Committee has oversight of the Identity Theft Prevention Program managed by UW Medicine Compliance; the respective Boards for UW Physicians, Children’s University Medical Group, Harborview Medical Center, Northwest Hospital, and Valley Medical Center oversee UW Medicine’s entity-specific programs.

UW Medicine Patient Identity Clarification Committees (PICC) continue to receive, investigate, and recommend resolution of complaints of misidentification (including, but not limited to identity theft).

PROGRAM ACCOMPLISHMENTS

Since the initial Red Flag Rules annual report in July 2010, a website was created that includes information on how to identify and detect Red Flags, how to respond to Red Flags, how the Red Flags Compliance Program is administered, and contact information for the Red Flag Rules compliance coordinators. The website

VII. STANDING COMMITTEES

B. Finance, Audit and Facilities Committee

Red Flag Rules – Identity Theft Compliance Program Annual Report (continued, p. 2)

also includes a list of outside resources and a link to Administrative Policy Statement 35.2 – Identity Theft Prevention: Red Flag Rules.

Three possible instances of identity theft were uncovered by Student Fiscal Services during FY2011. Two of these involved taking out a short-term loan in the name of another student. The third involved the acquisition and use of a credit card by an unauthorized user. Student Fiscal Services worked with, and is continuing to work with, the relevant legal authorities involved in each case.

UW Medicine Compliance has investigated 15 incidents regarding potential identity theft, resulting in only one substantiated claim. In FY12 to date, the UW Medicine PICCs have investigated 51 incidents of potential identity theft.

Other accomplishments include the creation and implementation of a training program that involves meeting individually with all University offices and units that are required to meet the Red Flag Rules as opposed to the optional training sessions offered in previous years.

Lastly, the implementation of a proactive identity theft prevention and identification program in Student Fiscal Services that looks for suspicious documents, suspicious personal identifying information, and/or suspicious account activity has been completed.

FY12 GOALS

Our primary goal for FY2012 is to again meet directly with all University offices and units required to meet Red Flag Rules. These meetings are designed to provide program updates and information on identifying and responding to potential identity theft.

An ongoing goal will be to continue to identify and report all suspected instances of identity theft.

VII. STANDING COMMITTEES**B. Finance, Audit and Facilities Committee**UW Bothell Phase 3 – Review Project FundingINFORMATION ONLY

This information item describes the current funding plan for UW Bothell Phase 3. Since the local debt portion of this project will be repaid with appropriated funds, this debt is outside of the Internal Lending Program (ILP) and does not require Board of Regents action to authorize an ILP loan. In July 2012, the Board will be asked to take separate action on the annual Bond Resolution that will authorize the issuance of external debt to fund this and other University projects.

The UW Bothell Phase 3 project has been presented to the Board for previous actions that are summarized below.

BACKGROUND

On May 15, 2008, the Board adopted the amended Debt Management Policy, which authorized the creation of the Internal Lending Program (ILP). With a few specific exceptions, this policy states that all borrowing after July 1, 2008 will participate in the ILP. One of the exceptions is “Debt repaid from appropriated University local funds.” In the 2012 legislative session, \$30.0 million of UW debt was authorized for UW Bothell Phase 3 with the debt service to be paid from the UW Building Account, which is an appropriated local fund (therefore, the debt is not in the ILP).

The UW Building Account has revenues from land and timber sales, interest on the Permanent Account, the Metropolitan Tract, and the Building Fee portion of tuition. Total Building Fee revenues for FY12 were approximately \$22 million and are projected to be approximately \$26 million for FY13.

FUNDING PLAN

Subject to Board approval of the annual Bond Resolution in July 2012, UW will issue debt to fund UW Bothell Phase 3 on a project basis, rather than a cash flow basis, as is done under the ILP. The proceeds for the project, totaling \$30.0 million, will be part of a larger bond sale later this year that will also fund ILP cash flows in fiscal year 2013.

Sources and uses for UW Bothell Phase 3 are detailed below. The State Building Account appropriation of \$12,963,000 includes the net proceeds from the sale of the Wellington Hills property (\$9 million) and a portion of 2011-13 building fee

VII. STANDING COMMITTEES

B. Finance, Audit and Facilities Committee

UW Bothell Phase 3 – Review Project Funding (continued p. 2)

collections from all three UW campuses that the Legislature appropriated for UW Bothell Phase 3.

The Building Fee bonds will be repaid with UW Bothell's portion of Building Fee revenue appropriated from the UW Building Account. If these revenues are insufficient to meet the debt service requirement, the shortfall will be met with UW Bothell's operating reserves. Treasury has performed due diligence to verify that UW Bothell Building Fee revenues will be sufficient to pay the debt service and that UW Bothell reserves are available to meet any shortfall in Building Fee revenue.

Sources of Funds

State Building Construction Acct. (2011-13 appropriation)	19,887,000
UW Building Fee Bonds	30,000,000
State Building Account	12,963,000
State Building Construction Acct. (appropriations in prior biennia)	5,150,000
TOTAL SOURCES OF FUNDS	68,000,000

Uses of Funds

Project Design	6,895,000
Project Construction	51,815,000
Equipment, Administration, Other	9,290,000
TOTAL USES OF FUNDS	68,000,000

Annual Debt Service

UW Bothell Building Fee revenue (estimated 4% borrowing rate)	1,735,000
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PREVIOUS ACTIONS

June 2008	Board delegated authority to the President to award a predesign contract for UW Bothell Phase 3 to Mithun Architects.
June 2009	Board approved the award of a design contract for UW Bothell Phase 3 to THA Architecture.

VII. STANDING COMMITTEES

B. Finance, Audit and Facilities Committee

UW Bothell Phase 3 – Review Project Funding (continued p. 3)

January 2010	Board approved the use of GC/CM alternative public works process for UW Bothell Phase 3.
September 2010	Board adopted a project budget of \$68,000,000 for UW Bothell Phase 3.
June 2012	Board approved the FY2013 UW budget, including the UW Bothell Phase 3 appropriation:
	UW Building Acct. \$12,963,000
	State Building Construction Acct. \$19,887,000
	<u>UW Building Fee Bonds</u> \$30,000,000
	TOTAL \$62,850,000

PRIOR APPROPRIATIONS

2007-09 Biennium	State appropriated \$150,000 capital funding for predesign of UW Bothell Phase 3.
2009-11 Biennium	State appropriated \$5,000,000 capital funding for design of UW Bothell Phase 3.

Attachment

September 2010 Regents Action establishing the UW Bothell Phase 3 project budget.

PROJECT SCOPE:

This project will provide for general capacity expansion, including instructional labs necessary to support new science and technology programs, a 200-seat lecture hall, and classrooms that are sized and configured to meet the needs of the lower division curriculum that was initiated in 2006. The proposed facility will provide an efficient mix of new space to foster collaboration and meet the needs of the campus as a four-year institution. The increased capacity will facilitate the development of programs specifically targeted toward career paths in Science, Technology, Engineering and Math (STEM), and Health.

Required campus infrastructure is also included as part of this third phase of the development of UW Bothell facilities. These infrastructure improvements include drainage, site, and utilities work, as well as access improvements for deliveries and emergency vehicles. This infrastructure will serve the proposed third building as well as future buildings in this area of the campus.

PROJECT SCHEDULE:

Initial efforts of the architect were focused on an update to the Bothell campus master plan, project site selection and functional and technical programming, all of which are now complete. Schematic design commenced in July 2010. Subject to construction funding in the 2011-2013 biennium, construction would commence in the summer of 2011, with occupancy occurring in the fall quarter of 2013.

PROJECT BUDGET:

The proposed project budget is \$68,000,000. Predesign funding of \$150,000 for this project was appropriated by the legislature in the 2007-09 biennium, and design funding of \$5,000,000 was appropriated by the legislature in the 2009-2011 biennium. It is anticipated that the 2011-2013 UW capital request will include construction funding of \$62,850,000 for the Phase 3 project. A Summary Project Budget is attached.

CURRENT PROJECT STATUS:

Site selection and programming are complete. Schematic Design will be complete at the end of September 2010.

The Capital Projects Office (CPO) is continuously seeking to improve its delivery of capital projects by adopting industry best practices to the extent allowable by statute. One such practice is to form the core project team as early in the project as possible. To that end, CPO completed its GC/CM selection process in sufficient time to have the selected firm join the project team concurrent with the commencement of schematic design.

Eleven firms responded to the request for proposals for GC/CM services. Four of those firms were invited to interviews with the UW selection committee. Three of the four firms were invited to submit final proposals. The firm with the highest scoring proposal was Lease Crutcher Lewis, followed by Hoffman Construction in second place and Sellen Construction in third place.

Lease Crutcher Lewis (LCL) is a leading Northwest construction firm, founded in 1886 and based in Seattle since 1939. LCL has a long history of successful major projects for public and private owners in the Northwest. LCL has completed projects as the GC/CM at the UW Seattle and Tacoma campuses and as a major subcontractor at the UW Bothell campus.

A construction contract will not be awarded to the GC/CM until the Board of Regents has approved the project budget and total funding for the project has been provided.

Attachment
Summary Project Budget

**UNIVERSITY OF WASHINGTON
CAPITAL PROJECTS OFFICE - SUMMARY PROJECT BUDGET
ALTERNATE PROCUREMENT - GCCM**

PROJECT: UW Bothell Phase 3

Project Number: 202235

ESTIMATED DATE OF COMPLETION: July 2013

	<u>Total Escalated Cost</u>	<u>% of TPC*</u>
BUDGET SUMMARY:		
PREDESIGN	\$ 946,000	1%
BASIC DESIGN SERVICES	\$ 3,097,000	5%
EXTRA SERVICES/REIMBURSABLES	\$ 847,000	1%
OTHER SERVICES	\$ 1,654,000	2%
DESIGN SERVICES CONTINGENCY	\$ 350,000	1%
CONSULTANT SERVICES **	\$ 6,894,000	10%
CONSTRUCTION CONTRACT	\$ 42,267,000	62%
OTHER CONTRACTS	\$ -	
CONSTRUCTION CONTINGENCY	\$ 4,918,000	7%
SALES TAX	\$ 4,624,000	7%
CONSTRUCTION COST	\$ 51,809,000	76%
EQUIPMENT	\$ 5,710,000	8%
ARTWORK	\$ 159,000	0%
OTHER COSTS	\$ 1,154,000	2%
PROJECT ADMINISTRATION	\$ 2,266,000	3%
RELATED PROJECTS/MITIGATION	\$ -	0%
OTHER COSTS	\$ 9,289,000	16%
TOTAL PROJECT COST (TPC)*	\$ 68,000,000	100%
<u>Included in Above:</u>		
Escalation to Mid-point of Construction	\$ 2,784,000	
SOURCE OF FUNDS:		
State Bldg Constr Acct (07/09)	\$ 150,000	
State Bldg Constr Acct (09/11)	\$ 5,000,000	
State Bldg Constr Acct (11/13)*	\$ 62,850,000	
TOTAL SOURCE OF FUNDS	\$ 68,000,000	

* Included in UW 2011-2013 Biennium State Capital Budget Request

VII. STANDING COMMITTEES

B. Finance, Audit and Facilities Committee

Revising *Board of Regents Governance, Standing Orders, Chapter 4, formerly “Architectural Commission,” now titled “Advisory Committees, Commissions, and Boards”*

RECOMMENDED ACTION

It is the recommendation of the administration and the Finance, Audit and Facilities Committee that the Board of Regents approve the revisions to the *Board of Regents Governance, Standing Orders, Chapter 4, formerly “Architectural Commission,” now titled “Advisory Committees, Commissions, and Boards.”*

BACKGROUND

During the last regular review and amendment of the Revised Statement of Organization and Function for the Architectural Commission by the Board (Item F-7 approved by the Finance, Audit, and Facilities Committee and Board of Regents on July 15, 2010) it was recognized that other advisory committees and boards lacked codification in policy similar to the *Board of Regents Governance, Standing Orders, Chapter 4* for the Architectural Commission. Rather than revise the outdated Chapter 4 for the Architectural Commission alone, this revision enlarges the scope of the chapter to include all currently established advisory committees, commissions, and boards which had not been previously codified within the Board’s Standing Orders.

Consequently, much of the proposed enlargement of Chapter 4 (draft attached) has already been reviewed and approved by the Board on previous occasions. Specifically, Section 1.A, “The University of Washington Architectural Commission,” was approved as noted above in 2010, with minor edits in Section 1.A.1 for consistency. Section 1.B, “University of Washington Investment Committee (UWINCO)” and Section 1.C, “University of Washington Advisory Committee on Real Estate (ACRE),” were previously approved as Items F-8 and F-6 respectively, on September 15, 2011. Again, minor edits in Sections 1.B.1 and 1.C.1 for consistency occur in the proposed chapter.

The introduction to the revised chapter in Section 1, and Section 2 covering the UW Medicine Board are new to this chapter, however, these paragraphs do not alter previous Board actions, but rather summarize the affiliation of each advisory group to the Board of Regents.

REVIEW AND APPROVAL

These proposed revisions have been reviewed by the Attorney General’s Office,

VII. STANDING COMMITTEES

B. Finance, Audit and Facilities Committee

Revising *Board of Regents Governance, Standing Orders, Chapter 4, formerly “Architectural Commission,” now titled “Advisory Committees, Commissions, and Boards”* (continued, p. 2)

and endorsed by the Office of the President; the Office of the Senior Vice President for Finance and Facilities; the Office of the CEO, UW Medicine, Executive Vice President for Medical Affairs, and Dean of the School of Medicine; and the Office of the Vice Provost for Planning and Budgeting.

Attachment

Proposed revisions for the *Board of Regents Governance, Standing Orders, Chapter 4, formerly “Architectural Commission,” now titled “Advisory Committees, Commissions, and Boards”*

Advisory Committees, Commissions, and Boards

1. Advisory Committees and Commissions

From time to time the University of Washington Board of Regents has established committees or commissions to advise the Board on matters of ongoing significance. The purpose of these committees and commissions is to make available to the Board and to University officials a broad base of professional judgment and skill of the highest order to guide the Board in its planning and governing responsibilities for the University.

Membership in all Board-created advisory committees and commissions serve at the pleasure of the Board and include appointments made by the Board for specified periods of time according to the organizational documents approved or authorized by the Board.

A. The University of Washington Architectural Commission

1) Establishment of the Commission

The Board of Regents established the Architectural Commission (commission) in December 1957 to advise the Board and University President on matters concerning the design, function, performance, and environmental integrity of the University's buildings, landscapes, infrastructure, and urban amenities.

In its advisory capacity, the commission reviews and evaluates plans and projects that affect the aesthetic character and composition of the University's three campuses. It reviews the selection of building sites, the design of new buildings and public spaces, major additions and modifications to these elements, and campus plans; and it issues general and specific recommendations related to these elements, and to design and planning policies that ensure the aesthetic and historic integrity of the public settings of University life. The commission assists the Board and University President in the selection of architects and consultants for all projects that influence the physical and aesthetic character of its campuses, and periodically reviews the design of these projects through all phases of their development. In addition, the commission periodically reviews and evaluates the University's campus master and subsidiary plans, and advises the University President on related architectural and environmental issues as they may arise, including historic conservation.

2) Statement of Organization and Function

a) Number of Members and Representation

Nine voting members and four non-voting ex-officio members constitute the University of Washington Architectural Commission. The Board of Regents appoints all nine voting academic and professional members: the Dean of the

College of Built Environments, or his or her designee; four design professionals, including at least two registered architects and one registered landscape architect; a representative of the University of Washington Faculty Senate recommended by the Senate Chair, who shall serve as Vice Chair of the commission; a representative of student government jointly recommended by the President of the Associated Students of the University of Washington and the President of the Graduate and Professional Student Senate; and two voting members-at-large from within or outside the University community, nominated by the University President. The four non-voting ex-officio members of the commission include the Senior Vice President, the Associate Vice President for Capital Projects, the University Architect, and the University Landscape Architect.

The Chair of the commission may designate additional ex-officio members as appropriate.

b) Terms of Membership

The Board of Regents will appoint each professional member for a term of four years; when the Board fills a vacancy among the professional members, the appointee will serve for the remainder of the unexpired term. The faculty and representatives and members-at-large will serve a term of two years. Members of the commission may succeed themselves and may serve beyond the appointed term, until the Board of Regents appoints a successor.

Wherever possible, the terms of professional and at-large members will be staggered, such that no two appointments expire in the same year.

c) Officers of the Commission, Quorum, Meetings, and Procedures

The Dean of the College of Built Environments (or his or her recommended designee as approved and appointed by the Board of Regents) will chair the commission and preside at its meetings. In the event the Chair is absent from a regularly scheduled meeting of the commission, the Vice Chair will preside. When and where appropriate, the Chair will represent the commission at meetings of the Board of Regents Finance, Audit, and Facilities Committee (FAF), and at any other meeting where university groups, departments, or academic units seek the perspective of the commission.

Any five voting members will constitute a quorum for the transaction of commission business. Actions constituting commission recommendations must secure the approval of a majority of those present.

The Vice Provost for Planning and Budgeting shall authorize appropriate compensation for the professional members.

The University of Washington Office of the Vice Provost for Planning and Budgeting, through the agency of the University Architect, will assist the commission in the coordination of its meetings and minutes, and in the preparation and dissemination of official correspondence.

The Chair of the commission, working in cooperation with the University Architect, may from time to time appoint and convene sub-committees to act on behalf of the commission to expedite the timely review of major projects;

review smaller projects that would not otherwise fall under the commission's purview; and undertake special reviews or assignments of projects or the review of other issues related to the urban, architectural, and aesthetic integrity of the University.

d) Advisory Responsibilities and Referral Function

The Architectural Commission advises the Board of Regents and University President on the planning and development of the University's primary campuses, urban properties, remote facilities, and other significant environmental assets. Its role includes recommending architectural and planning principles and policies appropriate and advantageous in guiding the physical growth, development, and conservation of the University's buildings and grounds and their various physical settings and contexts. Except for minor interior remodeling and renovations, the University refers all campus architectural and planning matters to the commission for its review and recommendations.

e) Comprehensive Planning

The commission will make recommendations concerning the preparation of a comprehensive general plan for the physical and aesthetic development of the University's campuses, including and especially design principles to guide future growth. The commission will periodically review existing, proposed, and revised campus plans. In its ongoing review the progress of the campus design and planning efforts, the commission may recommend the selection of firms and consultants for specific projects, and periodically issue related recommendations for approval by the Board of Regents. These recommendations shall be documented and may be revised from time to time for the purpose of providing a current guide for the design and performance of campus grounds and buildings. In making recommendations involving campus open space, landscape design, and plantings, the commission will seek the consultation of the University Landscape Advisory Committee.

f) Special Projects, Design Requirements, and Referral Functions

The commission will review the urban and architectural design, performance, and environmental consequences of all projects that influence the character and integrity of the University's campuses including new construction; additions to existing buildings when such additions affect the exterior appearance of buildings; major interior renovations of existing significant buildings; and projects involving the development of the campus grounds, including landscaping, sculpture, monuments, memorials, and public art.

The commission will advise and assist the project designer and the University in the development of all major projects. It will review such projects during and upon completion of feasibility study, prior to the commencement of detailed planning work, and following the commencement of the design process; it will guide the project designers, review the progress of designs, and suggest modifications and adjustments as necessary and appropriate up to the approval of a fully developed design for construction. The commission's

recommendations will embody or set forth principles and criteria as they relate to campus plans and to the principles of campus design and such other recommendations deemed proper and important in the design of the project. The commission may recommend approval of the design of projects, or recommend changes in the design. Recommended changes that significantly affect the scope of work must secure the concurrence and approval of the Senior Vice President prior to their implementation.

g) Recommendations for Awarding of Design Contracts

The voting members of the commission shall make recommendations to the University President and the Board of Regents for the awarding of major design contracts for new construction and additions to existing buildings when such additions affect the exterior appearance of buildings and major planning and site studies. Major design contracts include any contract that requires the approval of the Board of Regents.

h) Procedure

In its meetings and deliberations the formal procedures of the commission will be governed by Robert's Rules of Order, latest revised edition.

i) Conflict of Interest

Commission members or their firms are not eligible to accept design or major consulting contracts with the University of Washington on any projects during the time of their tenure on the commission.

B. University of Washington Investment Committee (UWINCO)

1) Establishment of the Committee

The Board of Regents of the University of Washington is vested by statute with responsibility for the management of the properties of the University, including its investment programs.

In May 2001, in recognition of the growth of the investment program in both size and complexity, the Board established under its Finance, Audit and Facilities (FAF) Committee (then known as the Finance and Audit Committee or "FAC") an advisory subcommittee called the University of Washington Investment Committee (UWINCO) to help it oversee investment programs. UWINCO is comprised of both Regent and non-Regent members. Non-Regent members are investment professionals whose expertise brings added perspective to the investment process at the University.

2) Statement of Principles

a) Membership and Terms

UWINCO shall consist of no more than ten members to be appointed by the Board of Regents, plus the President of the University who shall serve ex-officio. These appointments shall be based on recommendations submitted by the Chair of the Board of Regents after consultation with the Chair of UWINCO and the President of the University (or his or her designee).

One or two UWINCO members shall be selected from the Board of Regents. The remaining UWINCO members shall be experienced investment professionals of varying backgrounds with close ties to the University. Criteria for non-Regent membership on UWINCO shall include investment expertise in such areas as private equity, hedge funds, international markets, real estate and institutional investing; access to desirable managers; strategic focus; and commitment to the University of Washington.

Regent and non-Regent members will be asked to make a minimum commitment of three consecutive years, renewable by the Board of Regents.

b) Functions

UWINCO shall advise the Board of Regents (and/or its appropriate committee) and the University President (and/or his or her designee) on matters relating to the management of the University's investment program. This includes, but is not limited to, the following: overall asset allocation, performance goals, new investment strategies, strategy implementation, manager identification, due diligence, and valuation policy.

c) Meetings

Regular meetings of UWINCO shall be held quarterly. Special meetings may be called by the Chair, the University President (or his or her designee) at any time.

d) Indemnification and Compensation

The University shall indemnify UWINCO members to the fullest extent permitted by law and the Standing Orders of the Board of Regents. UWINCO members shall not be paid for service as committee members.

e) Conflict of Interest

Regent members of UWINCO are governed by conflict of interest rules applicable to Regents. Non-Regent members shall comply with the following conflict of interest provisions:

- i)** When a UWINCO member knows that the University is considering a transaction in which he or she has a beneficial interest, the member shall (1) alert the Senior Vice President (or successor official) of his or her potential beneficial interest and (2) not participate in the formulation or rendering of advice with respect to the transaction.
- ii)** Committee members shall not participate in the formulation or rendering of UWINCO advice where their participation could be influenced by financial or other considerations that would conflict or could reasonably appear to conflict with their UWINCO obligations to only consider the best interest of the University. Where a member is uncertain about the application of this rule to particular circumstances, he or she should consult the Chair of UWINCO and the Senior Vice President who may seek the advice of the Attorney General's Office as appropriate.

iii) Committee members may engage in investment transactions with the University if the Chair of UWINCO and the Senior Vice President (who may consult with the Attorney General's Office as he or she deems appropriate) determine that the UWINCO member has not participated in the formulation or rendering of UWINCO advice to the University regarding the transaction.

f) Chair and Vice Chair; Administrative Support

The Chair of UWINCO shall be designated by the Chair of the Board of Regents. The Chair of UWINCO shall designate a Vice Chair from the committee membership. During the absence of the Chair or while he or she is unable to act, the Vice Chair shall perform the duties and exercise the powers of the Chair. The Senior Vice President shall ensure that UWINCO has appropriate administrative support services, including secretarial assistance and record keeping.

g) Communication

The Chair of the committee and/or the Chief Investment Officer shall provide quarterly reports on the performance of the University's investment program to the Board of Regents (and/or its designated committee).

h) Amendments

This Statement of Principles shall be reviewed annually and updated as needed. Amendments, additions, deletions or replacements, may be recommended by UWINCO. Such changes shall be subject to the approval of the President of the University and the Board of Regents.

C. University of Washington Advisory Committee on Real Estate (ACRE)

1) Establishment of the Committee

The Board of Regents of the University of Washington is vested by statute with responsibility for the management of the real properties of the University, including its Metropolitan Tract located in downtown Seattle. In September 2009, the Board established an Advisory Committee on Real Estate (ACRE) and adopted the following Statement of Principles.

2) Statement of Principles

a) Membership and Terms

The UW Advisory Committee on Real Estate (ACRE) shall consist of no more than eight members to be appointed by the Board of Regents, plus the President of the University who shall serve ex officio. The appointments shall be based on recommendations submitted by the Chair of the Board of Regents after consultation with the Chair of ACRE, the President of the University and his or her designee(s).

One or two of the appointed members shall be selected from the Board of Regents. The remaining appointed members shall be experienced professionals of varying backgrounds.

There shall be a three-year term limitation for Regent and non-Regent members of ACRE, renewable by the Board of Regents. Members will be asked to make a minimum commitment of three consecutive years, and shall serve at the pleasure of the Board of Regents.

b) Functions

ACRE shall advise the Board of Regents (and/or its appropriate committee) and the University President (and/or his or her designee) on matters relating to the management of the University's commercial income producing properties and other significant real estate investments.

c) Meetings

ACRE shall establish a regular meeting schedule. Other meetings may be called by the Chair at any time. The Chair of ACRE may invite experts who are not members of the ACRE to attend specific meetings to provide additional guidance, advice and information.

d) Indemnification and Compensation

The University shall indemnify members of ACRE to the fullest extent permitted by law and the Standing Orders of the Board of Regents. ACRE members will not be paid for service on the committee.

e) Conflict of Interest

Regental members of ACRE are governed by conflict of interest rules applicable to Regents. Non-Regent members shall comply with the following conflict of interest provisions:

- i)** When a member of ACRE knows that the University is considering a transaction in which he or she has or may have a beneficial interest, the member shall (1) alert the Senior Vice President (or successor official) of the University of his or her potential beneficial interest and (2) not participate in the formulation or rendering of advice with respect to the transaction.
- ii)** Committee members shall not participate in the formulation or rendering of advice by ACRE where their participation could be influenced by financial or other considerations that would conflict or could reasonably appear to conflict with their obligations to only consider the best interest of the University. Where a member is uncertain about the application of this rule to particular circumstances, he/she should consult the Chair of ACRE and the Senior Vice President, who may seek the advice of the Attorney General's Office as appropriate.
- iii)** Committee members may engage in transactions with the University if the Chair of ACRE and the Senior Vice President (who may consult with the Attorney General's Office as she or he deems appropriate) determine that the member has not participated in the formulation or rendering of advice by ACRE to the University regarding the transaction.

f) Chair and Vice Chair; Administrative Support

The Chair of ACRE shall be designated by the Chair of the Board of Regents. The Chair of ACRE shall designate a Vice Chair from the committee membership. During the absence of the Chair or while he or she is unable to act, the Vice Chair shall perform the duties and exercise the powers of the Chair. The Senior Vice President shall ensure that ACRE has appropriate administrative support services, including secretarial assistance and record keeping.

g) Communication

The Chair of ACRE and/or the Chief Real Estate Officer shall provide quarterly reports to the Board of Regents (and/or its designated committee).

h) Amendments

This Statement of Principles shall be reviewed annually and updated as needed. Amendments, additions, deletions or replacements may be recommended by ACRE. Such changes shall be subject to the approval of the President of the University and the Board of Regents.

2. UW Medicine Board

The Board of Regents is empowered by state law to establish, operate, and maintain a school of medicine and to operate, maintain, control, and supervise one or more hospitals to be used for patient care and as a teaching resource for the University health sciences professional schools.

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

The Board of Regents has approved the By-laws of the UW Medicine Board; these By-laws and other organic and policy documents can be found on the [UW Medicine Board website](#).

BR, January 21, 1977; October 1989; June 9, 1995; September 17, 1999; January 21, 2000.

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

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

1. The attached resolution to allow for the issuance of General Revenue Bonds in fiscal year 2013 for the following purposes:
 - a. Capital project funding based on 18 months of expected cash flows and the redemption of outstanding commercial paper in a total amount not to exceed \$390 million;
 - b. To refund any existing debt that provides an economic benefit.
2. Delegating to the President the authority to proceed with the issuance of the bonds, to establish all other terms of the bonds, and to execute other documents and approvals as required to complete the transactions.

BACKGROUND

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

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

The following is a summary of the capital projects currently expected to be funded with long term General Revenue Bonds issued in fiscal year 2013:

VII. STANDING COMMITTEES

B. Finance, Audit and Facilities Committee

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

Project	Date of Regents' Approval	Debt Authorized	Previously Borrowed	Estimated Borrowing*
UWMC Expansion	Feb-08	160,000	131,800	26,400
Housing Phase 1	May-09	164,000	143,000	8,500
Molecular Engineering – ILP	Jun-09	20,000	11,800	6,400
HUB Renovation	Jul-09	117,000	89,100	23,700
ECC Renovation	Jul-09	15,000	7,000	7,500
Tacoma Phase 3	May-10	13,500	7,500	5,400
Husky Stadium Renovation	Nov-10	261,000	37,900	192,800
Housing Phase 2	Feb-11	214,600	35,100	132,600
Housing Phase 3	Jun-12	133,000	0	15,300
Bothell Phase 3	Jun-12	30,000	0	30,000
Subtotal		1,128,100	463,200	448,600
Less: Debt Proceeds on hand				(60,000)
Total Estimated 2013 Borrowing				<u>388,600</u>

*Estimated borrowing represents expenditures from July 2012 to December 2013.

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

FINANCING STRUCTURE

Under the resolution, the bonds can be issued as fixed rate, variable rate, non-amortizing or some combination of modes.

The Treasury office has no current plans to issue variable-rate debt (aside from commercial paper) and would inform the Board of any intent to consider the issuance of variable-rate debt in an upcoming bond sale.

In addition, more than one series of bonds can be issued during the fiscal year. The final structure of the bonds will depend on market conditions at the time of issuance. The structure of any bonds issued will be reported to the Board of Regents at the annual Debt Management Review in February, 2013. The source of

VII. STANDING COMMITTEES

B. Finance, Audit and Facilities Committee

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

repayment for these bonds will be General Revenues, including all auxiliary revenues.

The total new money borrowing for fiscal year 2013 will not exceed \$390 million and may be less than \$390 million if cash needs are less than projected. The maximum borrowing amount in the resolution allows for 18 months of expenditures. The authority granted in the resolution will terminate on July 31, 2013.

REVIEW AND APPROVALS

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

Attachment

2013 General Revenue Bond Resolution

BOARD OF REGENTS
UNIVERSITY OF WASHINGTON
RESOLUTION
DATED JULY 12, 2012

Authorizing the issuance and sale of
UNIVERSITY OF WASHINGTON
GENERAL REVENUE BONDS, SERIES [2012-2013] and
GENERAL REVENUE REFUNDING BONDS, SERIES [2012-2013]

UNIVERSITY OF WASHINGTON

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BOARD OF REGENTS
UNIVERSITY OF WASHINGTON
RESOLUTION

A RESOLUTION of the Board of Regents of the University of Washington providing for the authorization, sale, issuance and delivery of University of Washington General Revenue Bonds in the aggregate principal amount not to exceed \$390,000,000, as such amount may be adjusted as provided herein, for the purpose of financing or refinancing the acquisition of and improvements to University capital facilities and University of Washington General Revenue Refunding Bonds for the purpose of refunding certain outstanding obligations; providing for the date, form, terms, maturities and redemption of the bonds; providing for the payment of and establishing the security for such bonds; providing for the redemption of the outstanding bonds to be refunded; delegating authority to an authorized representative of the University to make certain determinations and appointments with respect to the bonds of this issue from time to time; and authorizing the execution of documents in connection with the issuance and sale of such bonds.

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

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

WHEREAS, the University has been advised that debt service savings or more beneficial terms may be obtained by refunding some or all of the Refunding Candidates through the issuance of one or more series of general revenue refunding bonds (the “2012/2013 Refunding Bonds”); and

WHEREAS, the University also has determined to issue one or more series of general revenue bonds in the aggregate principal amount not to exceed \$390,000,000, as such amount may be adjusted as provided herein (the “2012/2013 New Money Bonds”) for the purpose of financing or refinancing certain University capital facilities as described herein;

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

Section 1. Definitions.

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

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

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

Authorized Denominations means:

(a) with respect to 2012/2013 Bonds in the Fixed Rate Mode or Term Mode, \$5,000 and any integral multiple thereof within a series and maturity, and

(b) with respect to 2012/2013 Bonds in the Daily Mode, the Weekly Mode, or the Commercial Paper Mode, \$100,000 and any integral multiple of \$5,000 in excess thereof within a series and maturity.

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

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

Beneficial Owner means any person that has or shares the power, directly or indirectly, to make investment decisions concerning ownership of any 2012/2013 Bonds (including persons holding 2012/2013 Bonds through nominees, depositories or other intermediary).

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

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

Bond Counsel means an attorney or firm of attorneys whose opinion is accepted in the national tax-exempt capital markets as to the issuance and validity of municipal securities and as to the interest paid thereon being exempt from federal income taxation, which attorney or firm of attorneys has been approved by, selected by or retained by the University from time to time.

Bond Fund means the special fund designated as the General Revenue Bond Redemption Fund, 2012/2013.

Bond Purchase Contract means the Bond Purchase Contract(s) between the University and the underwriter(s) for each series of the 2012/2013 Bonds pertaining to the initial sale and purchase of the 2012/2013 Bonds.

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

Bond Year means each one-year period that ends on the date selected by the University. The first and last Bond Years may be short periods. If no day is selected by the University before the earlier of the final maturity date of the 2012/2013 Bonds or the date that is five years after the date of issuance of the 2012/2013 Bonds, Bond Years end on each anniversary of the date of issue and on the final maturity date of the 2012/2013 Bonds.

Bonds mean the University of Washington General Revenue Bonds, 2007, General Revenue Refunding Bonds, 2008, General Revenue Bonds, 2009 Taxable (Build America Bonds – Direct Payment), General Revenue Bonds, 2009B Taxable (Build America Bonds – Direct Payment), General Revenue and Refunding Bonds, 2010A, General Revenue Bonds, 2010B Taxable (Build America Bonds – Direct Payment), General Revenue and Refunding Bonds, 2011A, General Revenue and Refunding Bonds, 2012A, General Revenue and Refunding Bonds, 2012B (Taxable), and any Additional Bonds.

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

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

Business Day means a day (a) on which banks in Seattle, Washington or New York, New York, the Securities Depository, the Credit Facility Issuer, the Liquidity Facility, or the Remarketing Agent are not authorized or required to remain closed and (b) on which the New York Stock Exchange is not closed.

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

Closing Date means each date on which a series of 2012/2013 Bonds are issued and delivered in return for payment of the full purchase price therefor.

Code means the Internal Revenue Code of 1986, as heretofore or hereafter amended, together with all corresponding and applicable final, temporary or proposed regulations and revenue rulings as issued or amended with respect thereto by the United States Treasury Department or the Internal Revenue Service to the extent applicable to the 2012/2013 Bonds.

Commercial Paper Mode means the Mode during which the 2012/2013 Bonds bear interest at a Commercial Paper Rate or Rates.

Commercial Paper Rate means the interest rate (per annum) on any 2012/2013 Bond in the Commercial Paper Mode determined pursuant to the applicable Remarketing Agreement or Trust Agreement for such 2012/2013 Bonds.

Commission means the Securities and Exchange Commission.

Continuing Disclosure Certificate means the certificate of the University, if required under the Rule, undertaking to provide ongoing disclosure to assist the underwriters for the 2012/2013 Bonds of any series in complying with the Rule.

Credit Facility means a policy of municipal bond insurance, a letter of credit, line of credit, guarantee or other financial instrument or any combination of the foregoing, which obligates a third party to make payment or provide funds for the payment of financial obligations, if any, of the University with respect to any series of the 2012/2013 Bonds, including but not limited to payment of the scheduled principal of and interest on 2012/2013 Bonds. There may be more than one Credit Facility for a series of 2012/2013 Bonds.

Credit Facility Issuer means the issuer of any Credit Facility.

Current Mode means, with respect to any series of the 2012/2013 Bonds, the Mode then in effect.

Daily Mode means the Mode during which a series of the 2012/2013 Bonds bear interest at the Daily Rate.

Daily Rate means the per annum interest rate for a series of the 2012/2013 Bonds in the Daily Mode determined pursuant to the Remarketing Agreement or Trust Agreement for such 2012/2013 Bonds.

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

DTC means The Depository Trust Company, New York, New York as depository for the 2012/2013 Bonds, or any successor or substitute depository for the 2012/2013 Bonds.

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

Escrow Agreement means one or more Escrow Deposit Agreements to be dated as of the applicable Closing Date.

Federal Tax Certificate means certificate of that name executed by the Authorized Representative of the University at the time of issuance and delivery of each series of the 2012/2013 Tax-Exempt Bonds.

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

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

Fixed Mode means the Mode in which a series of the 2012/2013 Bonds bear interest at a Fixed Rate or Fixed Rates to the Maturity Date or Maturity Dates.

Fixed Rate means a per annum interest rate or rates borne by a series of the 2012/2013 Bonds to the maturity thereof determined pursuant to Section 23 and the Remarketing Agreement or Trust Agreement for such 2012/2013 Bonds.

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

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

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

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

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

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

Irrevocable Deposit means the irrevocable deposit of money or Government Obligations in order to provide for the payment of all or a portion of the principal of, premium, if any, and

interest on any 2012/2013 Bonds in accordance with, and simultaneously meeting all the requirements of, Section 21.

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

(a) costs reasonably incurred incident to preparing, offering, selling, issuing and delivering the 2012/2013 Bonds, including, without limitation, the fees and expenses of Bond Counsel, special counsel (if any) and financial advisor to the University, bond printing, CUSIP bureau fees, rating agency fees, escrow agent fees and recording and filing fees;

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

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

Legislature means the Legislature of the State.

Letter of Representations means the blanket issuer letter of representation, signed by the Authorized Representative of the University and accepted by DTC pertaining to the payment of the 2012/2013 Bonds and the "book-entry" system for evidencing the beneficial ownership of the 2012/2013 Bonds.

Liquidity Facility means a line of credit, standby purchase agreement or other financial instrument or any combination of the foregoing, if any, which obligates a third party to make payment or to provide funds for the payment of the Purchase Price of a series of the 2012/2013 Bonds (or portion thereof). There may be more than one Liquidity Facility for a series of 2012/2013 Bonds, and the University may provide self-liquidity for a series of 2012/2013 Bonds, all as set forth in the applicable Remarketing Agreement or Trust Agreement.

Liquidity Facility Issuer means the issuer of any Liquidity Facility.

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

Maximum Rate means the maximum rate for 2012/2013 Bonds set forth in the applicable Trust Agreement or Remarketing Agreement.

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

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

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

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

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

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

Notice Parties means, with respect to each series of the 2012/2013 Bonds, the University, the University's financial advisor, the Registrar, any Remarketing Agent, and any Liquidity Facility Issuer or Credit Facility Issuer.

Opinion of Bond Counsel means an opinion in writing of Bond Counsel.

Outstanding means, as of any particular time, all Bonds issued theretofore except:

- (a) Bonds theretofore canceled by the Registrar after purchase by the University;
- (b) Bonds for which an Irrevocable Deposit has been made, but only to the extent that the principal of and interest on such Bonds are payable from such Irrevocable Deposit; provided, that the Bonds to be paid or redeemed with such Irrevocable Deposit shall be deemed to be Outstanding for the purpose of transfers and exchanges or replacement of mutilated, lost, stolen or destroyed Bonds under the proceedings authorizing their issuance;
- (c) temporary, mutilated, lost, stolen or destroyed Bonds for which new Bonds have been issued pursuant to the resolution authorizing their issuance; and
- (d) Bonds exchanged for new Bonds pursuant to the resolution authorizing their issuance.

Notwithstanding the foregoing, 2012/2013 Bonds that are Bank Bonds shall remain outstanding until the applicable Credit Facility Issuer or Liquidity Facility Issuer is paid all amounts due on such 2012/2013 Bonds.

Participant means (a) any person for which, from time to time, DTC effects book-entry transfers and pledges of securities pursuant to the book-entry system or (b) any securities broker or dealer, bank, trust company or other person that clears through or maintains a custodial relationship with a person referred to in (a).

Payment Agreement means a written contract or agreement between or on behalf of the University and a Reciprocal Payor, which provides that the University's obligations thereunder will be conditioned on the absence of: (a) a failure by the Reciprocal Payor to make any payment required thereunder when due and payable, and (b) a default thereunder with respect to the financial status of the Reciprocal Payor; and

(a) under which the University is obligated to pay, on one or more scheduled and specified Derivative Payment Dates, the University Payments in exchange for the Reciprocal Payor's obligation to pay or to cause to be paid to the University, on the same scheduled and specified Derivative Payment Dates, the Reciprocal Payments; *i.e.*, the contract must provide for net payments;

(b) for which the University's obligations to make all or any portion of University Payments are payable from General Revenues;

(c) under which Reciprocal Payments are to be made directly into the Bond Fund;

(d) for which the University Payments are either specified to be one or more fixed amounts or are determined according to a formula set forth in the Payment Agreement; and

(e) for which the Reciprocal Payments are either specified to be one or more fixed amounts or are determined according to a formula set forth in the Payment Agreement.

Person means an individual, a corporation, a partnership, limited liability company, an association, a joint stock company, a trust, an unincorporated organization, a governmental body or a political subdivision, a municipal corporation, a public corporation or any other group or organization of individuals.

Private Person means any natural person engaged in a trade or business or any trust, estate, partnership, association, company or corporation.

Private Person Use means the use of property in a trade or business by a Private Person if such use is other than as a member of the general public. Private Person Use includes ownership of the property by the Private Person as well as other arrangements that transfer to the Private Person the actual or beneficial use of the property (such as a lease, management or incentive payment contract or other special arrangement) in such a manner as to set the Private Person apart from the general public. Use of property as a member of the general public includes

attendance by the Private Person at municipal meetings or business rental of property to the Private Person on a day-to-day basis if the rental paid by such Private Person is the same as the rental paid by any Private Person who desires to rent the property. Use of property by nonprofit community groups or community recreational groups is not treated as Private Person Use if such use is incidental to the governmental uses of property, the property is made available for such use by all such community groups on an equal basis and such community groups are charged only a *de minimis* fee to cover custodial expenses.

Projects mean the acquisition of, improvements to and equipping of University facilities.

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

Purchase Price has the meaning set forth in the Trust Agreement or Remarketing Agreement, as applicable.

Rating Agency means Fitch, Moody's or S&P.

Rating Category means the generic rating categories of a Rating Agency, without regard to any refinement or gradation of such rating category by a numerical modifier or otherwise.

RCW means the Revised Code of Washington, as now in existence or hereafter amended, or any successor codification of the laws of the State.

Reciprocal Payment means any payment to be made to, or for the benefit of, the University under the Payment Agreement by the Reciprocal Payor.

Reciprocal Payor means any bank or corporation, partnership or other entity that is a party to the Payment Agreement and that is obligated to make one or more Reciprocal Payments thereunder.

Record Date means:

(a) with respect to 2012/2013 Bonds in the Fixed Mode or Term Mode, the 15th day (whether or not a Business Day) of the month next preceding each Interest Payment Date; and

(b) with respect to all other Modes, the Business Day immediately prior to the applicable Interest Payment Date.

Redemption Date means the date fixed for redemption of 2012/2013 Bonds subject to redemption in any notice of redemption given in accordance with the terms hereof or the terms of an applicable Trust Agreement, Remarketing Agreement or Bond Purchase Contract.

Redemption Price means amounts to be paid to redeem the 2012/2013 Bonds on the Redemption Date as set forth in the applicable Bond Purchase Contract, Trust Agreement, Remarketing Agreement, or Section 12(a) as applicable.

Refunded Bonds means the Refunding Candidates designated by the Authorized Representative of the University pursuant to Section 23 of this resolution.

Refunding Candidates means the bonds issued by or on behalf of the University or for University facilities and currently outstanding as shown on Exhibit A.

Registered Owner means the person named as the registered owner of a 2012/2013 Bond on the Bond Register. For so long as the 2012/2013 Bonds are held by a Securities Depository or its nominee, such Securities Depository shall be deemed to be the Registered Owner.

Registrar means the Fiscal Agency, whose duties include registering and authenticating the 2012/2013 Bonds, maintaining the Bond Register, registering the transfer of the 2012/2013 Bonds, paying interest on and principal of the 2012/2013 Bonds, and drawing on any Credit Facility securing 2012/2013 Bonds for such purpose, and drawing any amounts under any Credit Facility or Liquidity Facility for the purpose of paying the Purchase Price of any 2012/2013 Bonds payable pursuant to such Credit Facility or Liquidity Facility.

Reimbursement Agreement means a Reimbursement Agreement between the University and any Credit Facility Issuer or Liquidity Facility Issuer, and any and all modifications, alterations, and amendments and supplements thereto.

Remarketing Agent means one or more investment banking firms selected from time to time by the Authorized Representative of the University to serve as remarketing agent for 2012/2013 Bonds pursuant to a Remarketing Agreement.

Remarketing Agreement means a Remarketing Agreement relating to 2012/2013 Bonds between the University and any Remarketing Agent, or any similar agreement, as it may be amended or supplemented from time to time in accordance with its terms.

Rule means the Commission's Rule 15c2-12 under the Securities and Exchange Act of 1934, as amended from time to time.

Securities Depository means any clearing agency registered under Section 17A of the Securities Exchange Act of 1934, as amended.

Serial Bonds means those 2012/2013 Bonds designated as serial bonds in the Bond Purchase Contract.

Special Record Date means a special date fixed to determine the names and addresses of holders of the 2012/2013 Bonds for purposes of paying interest on a special interest payment date for defaulted or overdue interest as the case may be.

State means the state of Washington.

S&P means Standard & Poor's Ratings Services, a Division of The McGraw-Hill Companies, and its successors and assigns, except that if such corporation shall be dissolved or liquidated or shall no longer perform the functions of a securities rating agency, then the term S&P shall be deemed to refer to any other nationally recognized securities rating agency (other than Moody's or Fitch) selected by the Authorized Representative of the University.

Term Bonds means 2012/2013 Bonds, if any, designated as term bonds in the applicable Bond Purchase Contract.

Term Rate means the per annum interest rate for a series of 2012/2013 Bonds in the Term Rate Mode determined pursuant to the Remarketing Agreement or Trust Agreement for such 2012/2013 Bonds.

Term Rate Mode means the Mode during which a series of 2012/2013 Bonds bear interest at the Term Rate.

Trust Agreement means a Trust Agreement entered into between the University and a Trustee with respect to one or more series of 2012/2013 Bonds, setting forth the terms of such series of 2012/2013 Bonds.

Trustee means a bond trustee selected by the Authorized Representative of the University to act on behalf of owners of one or more series of 2012/2013 Bonds pursuant to a Trust Agreement.

2012/2013 Bonds means the 2012/2013 New Money Bonds and the 2012/2013 Refunding Bonds.

2012/2013 New Money Bonds means the University of Washington General Revenue Bonds, Series [2012/2013][__] [Taxable] issued in one or more series in the aggregate principal amount not to exceed \$390,000,000 to finance or refinance costs of the Projects pursuant to this resolution.

2012/2013 Refunding Bonds means the University of Washington General Revenue Refunding Bonds, Series [2012/2013][__] [Taxable] issued in one or more series to redeem and/or defease one or more of the Refunding Candidates on their Call Dates pursuant to this resolution.

2012/2013 Taxable Bonds means any 2012/2013 Bonds determined to be issued on a taxable basis pursuant to Section 23.

2012/2013 Tax-Exempt Bonds means any 2012/2013 Bonds determined to be issued on a tax-exempt basis pursuant to Section 23.

University means the University of Washington, a higher educational institution of the State, the main campus of which is located at Seattle, Washington.

University of Washington building account means the fund of that name into which certain Building Fees are to be deposited pursuant to RCW 28B.15.210, as amended from time to time.

University of Washington bond retirement fund means the special fund of that name created by chapter 254, Laws of 1957.

University Payment means any payment required to be made by or on behalf of the University under a Payment Agreement and which is determined according to a formula set forth in the Payment Agreement.

Weekly Mode means the Mode during which a series of the 2012/2013 Bonds bear interest at the Weekly Rate.

Weekly Rate means the per annum interest rate for a series of the 2012/2013 Bonds in the Weekly Mode determined pursuant to the Remarketing Agreement or Trust Agreement for such 2012/2013 Bonds.

Interpretation. In this resolution, unless the context otherwise requires:

(a) The terms “hereby,” “hereof,” “hereto,” “herein,” “hereunder” and any similar terms, as used in this resolution, refer to this resolution as a whole and not to any particular article, section, subdivision or clause hereof, and the term “hereafter” shall mean after, and the term “heretofore” shall mean before, the date of this resolution;

(b) Words of the masculine gender shall mean and include correlative words of the feminine and neuter genders and words importing the singular number shall mean and include the plural number and vice versa;

(c) Words importing persons shall include firms, associations, partnerships (including limited partnerships), trusts, corporations, limited liability companies and other legal entities, including public bodies, as well as natural persons;

(d) Any headings preceding the text of the several articles and sections of this resolution, and any table of contents or marginal notes appended to copies hereof, shall be solely for convenience of reference and shall not constitute a part of this resolution, nor shall they affect its meaning, construction or effect;

(e) All references herein to “articles,” “sections” and other subdivisions or clauses are to the corresponding articles, sections, subdivisions or clauses hereof; and

(f) Whenever any consent or direction is required to be given by the University, such consent or direction shall be deemed given when given by the Authorized Representative of the

University or his or her designee, respectively, and all references herein to the Authorized Representative of the University shall be deemed to include references to his or her designee, as the case may be.

Section 2. Findings.

The Board hereby finds as follows:

(a) It is in the best interests of the University to finance or refinance all or a portion of the costs of the Projects, through the issuance of 2012/2013 New Money Bonds in one or more series, upon the terms and conditions set forth for the 2012/2013 New Money Bonds in this resolution.

(b) It is in the best interests of the University to redeem and/or defease one or more of the Refunding Candidates, or any portion thereof, to achieve debt service savings through the issuance of 2012/2013 Refunding Bonds in one or more series, upon the terms and conditions set forth for the 2012/2013 Refunding Bonds in this resolution.

(c) It is necessary and in the best interest of the University to issue the 2012/2013 Bonds payable from General Revenues.

Section 3. Authorization and Purpose of 2012/2013 Bonds.

(a) *2012/2013 New Money Bonds.* The 2012/2013 New Money Bonds shall be in an aggregate principal amount not to exceed \$390,000,000, as such maximum aggregate principal amount may be adjusted as provided in Section 23, and shall be issued in one or more series to pay (or pay commercial paper notes issued to pay) costs of the Projects and to pay Issuance Costs. The 2012/2013 New Money Bonds shall be issued under terms determined pursuant to Section 23, as further set forth in the Bond Purchase Contract, Remarketing Agreement and/or Trust Agreement for such series of 2012/2013 New Money Bonds; shall be numbered in the manner determined by the Registrar; and shall be issued in fully registered form in Authorized Denominations.

(b) *2012/2013 Refunding Bonds.* The 2012/2013 Refunding Bonds shall be issued in one or more series to redeem and/or defease one or more of the Refunding Candidates designated pursuant to Section 23 and to pay Issuance Costs. The 2012/2013 Refunding Bonds shall be issued under terms determined pursuant to Section 23, as further set forth in the Bond Purchase Contract, Remarketing Agreement and/or Trust Agreement for such series of 2012/2013 Refunding Bonds; shall be numbered in the manner determined by the Registrar; and shall be issued in fully registered form in Authorized Denominations.

Section 4. Description of 2012/2013 Bonds.

(a) *General Terms.* The 2012/2013 Bonds shall be dated as of their date of original issuance and shall mature on the Maturity Dates, as determined pursuant to Section 23, as further set forth in the applicable Bond Purchase Contract, Remarketing Agreement or Trust Agreement

for such series of 2012/2013 Bonds. The 2012/2013 Bonds shall bear interest determined within Modes selected by the Authorized Representative of the University from time to time. All 2012/2013 Bonds shall be issued in the form of fully registered 2012/2013 Bonds in Authorized Denominations and, unless the Registrar shall otherwise direct, shall be numbered R-1 and upwards.

The University may designate one or more series or subseries of the 2012/2013 Bonds from time to time. 2012/2013 New Money Bonds shall be named University of Washington General Revenue Bonds, Series [2012/2013], with an additional designation of “Taxable” for any series of 2012/2013 Taxable Bonds. 2012/2013 Refunding Bonds shall be named University of Washington General Revenue Refunding Bonds, Series [2012/2013], with an additional designation of “Taxable” for any series of 2012/2013 Taxable Bonds. At the written direction of the Authorized Representative of the University, the Registrar shall designate a particular principal amount of 2012/2013 Bonds (in Authorized Denominations) as a series or subseries. A series of 2012/2013 Bonds shall be identified by the year of issue (either 2012 or 2013) and sequential letters (e.g. Series 2012A, Series 2012B, Series 2013A, Series 2013B). A subseries of 2012/2013 Bonds shall be further identified by sequential numbers (e.g., Series 2012A-1, Series 2012A-2, Series 2013B-1, Series 2013B-2). Upon such designation, such 2012/2013 Bonds shall be a series or subseries, as applicable, for this purposes of this resolution, unless and until consolidated or changed to another series or subseries designation by written direction of the Authorized Representative of the University. All 2012/2013 Bonds of a series shall be in the same Mode, but any two series need not be in the same Mode.

(b) *Terms.* Principal of and interest and any premium on the 2012/2013 Bonds shall be payable in lawful money of the United States of America.

(c) *Modes.* The terms applicable to 2012/2013 Bonds in the Daily Mode, the Weekly Mode, the Term Mode, the Commercial Paper Mode or the Fixed Mode, and provisions for conversions among such Modes, shall be as provided in the applicable Remarketing Agreement or Trust Agreement, as applicable.

(d) *Determinations Conclusive.* If the 2012/2013 Bonds of a series are in the Daily Mode, the Weekly Mode, the Term Mode, the Commercial Paper Mode or the Fixed Mode, the Interest Rates determined as provided in the Remarketing Agreement or Trust Agreement, as applicable, shall be conclusive.

(e) *Maximum Rate.* No 2012/2013 Bond, other than a Bank Bond, shall bear interest at an Interest Rate higher than the Maximum Rate.

Section 5. Execution.

The 2012/2013 Bonds shall be executed on behalf of the University by the manual or facsimile signatures of the President and the Secretary or Treasurer of the Board, and the official seal of the University shall be reproduced thereon. The validity of any 2012/2013 Bond so executed shall not be affected by the fact that one or more of the officers whose signatures

appear on such 2012/2013 Bond have ceased to hold office at the time of issuance or authentication or at any time thereafter.

Section 6. Authentication.

No 2012/2013 Bonds shall be valid for any purpose hereunder until the certificate of authentication printed thereon is duly executed by the manual signature of an authorized signatory of the Registrar. Such authentication shall be proof that the Registered Owner is entitled to the benefit of the trusts hereby created.

Section 7. Registration, Transfer and Exchange.

(a) *Registrar.* The 2012/2013 Bonds shall be issued only in registered form as to both principal and interest. The University hereby appoints the fiscal agency of the State as the Registrar for the 2012/2013 Bonds. The University shall cause a bond register to be maintained by the Registrar. So long as any 2012/2013 Bonds remain Outstanding, the Registrar shall make all necessary provisions to permit the exchange or registration or transfer of 2012/2013 Bonds at its principal corporate trust office. The Registrar may be removed at any time at the option of the Treasurer of the University and a successor Registrar appointed by the Authorized Representative of the University. Any successor Registrar must be a commercial bank with trust powers or a trust company. No resignation or removal of the Registrar shall be effective until a successor shall have been appointed and until the successor Registrar shall have accepted the duties of the Registrar hereunder. The Registrar is authorized, on behalf of the University, to authenticate and deliver 2012/2013 Bonds transferred or exchanged in accordance with the provisions of such 2012/2013 Bonds and this resolution and to carry out all of the Registrar's powers and duties under this resolution. The Registrar shall be responsible for its representations contained in the Certificate of Authentication on the 2012/2013 Bonds.

The Registrar shall keep, or cause to be kept, at its principal corporate trust office, sufficient books for the registration and transfer of the 2012/2013 Bonds which shall at all times be open to inspection by the University (the "Bond Register").

(b) *Letter of Representations/Book-Entry System.* To induce DTC to accept the 2012/2013 Bonds as eligible for deposit at DTC, the University has executed and delivered the Letter of Representations. The 2012/2013 Bonds initially issued shall be held in fully immobilized form by DTC acting as depository pursuant to the terms and conditions set forth in the Letter of Representations.

(c) *University and Registrar Not Responsible for DTC.* Neither the University nor the Registrar will have any responsibility or obligation to DTC participants or the persons for whom they act as nominees with respect to the 2012/2013 Bonds in respect of the accuracy of any records maintained by DTC or any DTC participant, the payment by DTC or any DTC participant of any amount in respect of the principal or redemption price of or interest on the 2012/2013 Bonds, any notice which is permitted or required to be given to Registered Owners under this resolution (except such notices as shall be required to be given by the University to the Registrar or to DTC), the selection by DTC or any DTC participant of any person to receive

payment in the event of a partial redemption of the 2012/2013 Bonds or any consent given or other action taken by DTC as the Registered Owner.

(d) *DTC as Registered Owner.* Payment of any such 2012/2013 Bond shall be made only as described in this section, but the transfer of such ownership may be registered as herein provided. All such payments made as described in this section shall be valid and shall satisfy and discharge the liability of the University upon such 2012/2013 Bond to the extent of the amount or amounts so paid. Except as provided in Section 27, the University and the Registrar shall be entitled to treat the Securities Depository (as Registered Owner) as the absolute owner of all 2012/2013 Bonds for all purposes of this resolution and any applicable laws, notwithstanding any notice to the contrary received by the Registrar or the University. Neither the University nor the Registrar will have any responsibility or obligation under this resolution or the 2012/2013 Bonds, legal or otherwise, to any other party including DTC or its successor (or substitute Securities Depository or its successor), except to the Registered Owners.

(e) *Use of DTC/Book-Entry System.*

(1) *2012/2013 Bonds Registered in the Name Designated by DTC.* The 2012/2013 Bonds shall be registered initially in the name of "CEDE & Co.," as nominee of DTC, (or such other name as may be requested by an authorized representative of DTC) with one 2012/2013 Bond maturing on each maturity date of a series in a denomination corresponding to the total principal therein designated to mature on such date. Registered ownership of such immobilized 2012/2013 Bonds, or any portions thereof, may not thereafter be transferred except (A) to any successor of DTC or its nominee, *provided that* any such successor shall be qualified under any applicable laws to provide the service proposed to be provided by it; (B) to any substitute Securities Depository appointed by the Authorized Representative of the University pursuant to subsection (2) below or such substitute Securities Depository's successor; or (C) to any person as provided in paragraph (4) below.

(2) *Substitute Depository.* Upon the resignation of DTC or its successor (or any substitute Securities Depository or its successor) from its functions as Securities Depository or a determination by the Authorized Representative of the University that it is no longer in the best interest of Beneficial Owners to continue the system of book entry transfers through DTC or its successor (or any substitute Securities Depository or its successor), the Authorized Representative of the University may hereafter appoint a substitute Securities Depository. Any such substitute Securities Depository shall be qualified under any applicable laws to provide the services proposed to be provided by it.

(3) *Issuance of New 2012/2013 Bonds to Successor/Substitute Depository.* In the case of any transfer pursuant to clause (A) or (B) of paragraph (e)(1) above, the Registrar shall, upon receipt of all outstanding 2012/2013 Bonds of a series, together with a written request on behalf of the Authorized Representative of the University, issue a single new 2012/2013 Bond for each maturity of such series of 2012/2013 Bonds then Outstanding, registered in the name of such successor or such substitute Securities Depository, or their nominees, as the case may be, all as specified in such written request of the Authorized Representative of the University.

(4) *Termination of Book-Entry System.* In the event that (A) DTC or its successor (or substitute Securities Depository or its successor) resigns from its functions as Securities Depository, and no substitute Securities Depository can be obtained, or (B) the Authorized Representative of the University determines that it is in the best interest of the Beneficial Owners of the 2012/2013 Bonds that they be able to obtain 2012/2013 Bond certificates, the ownership of 2012/2013 Bonds may then be transferred to any person or entity as herein provided, and the 2012/2013 Bonds shall no longer be held in fully immobilized form. The Authorized Representative of the University shall deliver a written request to the Registrar, together with a supply of definitive 2012/2013 Bonds, to issue 2012/2013 Bonds as herein provided in any Authorized Denomination. Upon receipt of all then Outstanding 2012/2013 Bonds by the Registrar together with a written request on behalf of the Authorized Representative of the University to the Registrar, new 2012/2013 Bonds shall be issued in such Authorized Denominations and registered in the names of such persons as are requested in such written request.

(f) *Transfer or Exchange of Registered Ownership; Change in Denominations.* If the 2012/2013 Bonds are no longer held in immobilized, book-entry form, the transfer of ownership of any 2012/2013 Bond may be registered and such 2012/2013 Bonds may be exchanged, but no transfer of any 2012/2013 Bond shall be valid unless it is surrendered to the Registrar with the assignment form appearing on such 2012/2013 Bond duly executed by the Registered Owner or such Registered Owner's duly authorized agent in a manner satisfactory to the Registrar. Upon such surrender, the Registrar shall cancel the surrendered 2012/2013 Bond and shall authenticate and deliver, without charge to the Registered Owner or transferee therefor, a new 2012/2013 Bond (or 2012/2013 Bonds at the option of the new Registered Owner) of the same series, date, designation, if any, maturity date and interest rate and for the same aggregate principal amount in any Authorized Denomination, naming as Registered Owner the person or persons listed as the assignee on the assignment form appearing on the surrendered 2012/2013 Bond, in exchange for such surrendered and canceled 2012/2013 Bond. Any 2012/2013 Bond may be surrendered to the Registrar and exchanged, without charge, for an equal aggregate principal amount of 2012/2013 Bonds of the same series, date, maturity date and interest rate, in any Authorized Denomination. The Registrar shall not be obligated to transfer or exchange any 2012/2013 Bond during the five-day period prior to the selection of 2012/2013 Bonds for redemption or the maturity date or following any mailing of notice of redemption. No charge shall be imposed upon Registered Owners in connection with any transfer or exchange, except for taxes or governmental charges related thereto.

(g) *Registration Covenant.* The University covenants that, until all 2012/2013 Tax-Exempt Bonds of a series have been surrendered and canceled, it will maintain a system for recording the ownership of each 2012/2013 Bond of that series that complies with the provisions of Section 149 of the Code.

Section 8. Mutilated, Destroyed, Lost or Stolen 2012/2013 Bonds.

If any 2012/2013 Bond is lost, stolen or destroyed, the University may execute and the Registrar may authenticate and deliver a new 2012/2013 Bond or 2012/2013 Bonds of like series, date and tenor to the Registered Owner thereof, all in accordance with law. However, no

substitution or payment shall be made unless and until the applicant shall furnish (a) evidence satisfactory to said Registrar and Authorized Representative of the University of the destruction or loss of the original 2012/2013 Bond and of the ownership thereof, and (b) such additional security, indemnity or evidence as may be required by the Authorized Representative of the University. No substitute 2012/2013 Bond shall be furnished unless the applicant shall reimburse the University and the Registrar for their respective expenses in the furnishing thereof. Any such substitute 2012/2013 Bond so furnished shall be equally and proportionately entitled to the security of this resolution with all other 2012/2013 Bonds issued hereunder.

Section 9. Payments of Principal, Redemption Price and Interest; Persons Entitled Thereto.

(a) *Payments of Principal, Interest, Purchase and Redemption Prices.* The principal or Redemption Price of each 2012/2013 Bond shall be payable upon surrender or delivery of such 2012/2013 Bond to the Registrar. For so long as DTC is the Registered Owner, interest and principal shall be paid and delivery shall be made as described in the operational arrangements referred to in the Letter of Representations and pursuant to DTC's standard procedures.

(b) *Accrual of Interest.* Subject to the further provisions of this section, each 2012/2013 Bond shall accrue interest and be payable as to interest as follows:

(1) On each Interest Payment Date, the Registered Owner of each 2012/2013 Bond as of the Record Date shall be paid the amount of unpaid interest that accrues during the Interest Accrual Period. If and to the extent, however, that the University fails to make payment or provision for payment of interest on any 2012/2013 Bond on any Interest Payment Date, interest shall continue to accrue thereon, and shall be payable to the Registered Owner of that 2012/2013 Bond as of the Special Record Date. The Registrar shall establish the Special Record Date for all other 2012/2013 Bonds when moneys become available for payment of interest on the Bonds, and shall be a date not more than 15 nor fewer than 10 days prior to the date of the proposed payment. The Registrar shall give notice by first-class mail of the proposed payment and of the Special Record Date to each Registered Owner not fewer than 10 days prior to the Special Record Date and, thereafter, such interest shall be payable to the Registered Owner of such 2012/2013 Bonds as of the Special Record Date.

(2) The interest due on any 2012/2013 Bond on any Interest Payment Date shall be paid to the Registered Owner of such 2012/2013 Bond as shown on the Bond Register as of the Record Date. Except as otherwise provided in the applicable Bond Purchase Contract, Trust Agreement or Remarketing Agreement, the amount of interest so payable on any Interest Payment Date shall be computed (A) on the basis of a 365- or 366-day year for the number of days actually elapsed based on the calendar year for 2012/2013 Bonds in the Daily Mode, Commercial Paper Mode or Weekly Mode, and (B) on the basis of a 360-day year of twelve 30-day months during a Term Mode or a Fixed Mode.

(3) If 2012/2013 Bonds of a series are no longer held by a Securities Depository, during the Term Mode or Fixed Mode, the interest, principal or Redemption Price of the 2012/2013 Bonds shall be payable by check, provided that any Registered Owner of

\$1,000,000 or more in aggregate principal amount of the 2012/2013 Bonds, upon written request given to the Registrar at least five Business Days prior to the Interest Payment Date, Maturity Date or Redemption Date designating an account in a domestic bank, may be paid by wire transfer of immediately available funds. If the 2012/2013 Bonds of a series are no longer held by a Securities Depository, all payments of interest, principal or the Redemption Price on the 2012/2013 Bonds during the Commercial Paper Mode, Daily Mode, or Weekly Mode shall be paid to the Registered Owners entitled thereto on the Interest Payment Date in immediately available funds by wire transfer to a bank within the continental United States or deposited to a designated account if such account is maintained with the Registrar as directed by the Registered Owner in writing or as otherwise directed in writing by the Registered Owner on or prior to the applicable Record Date.

Any account specified pursuant to paragraph (3) hereof shall remain in effect until revoked or revised by the Registered Owner, the Credit Facility Issuer or Liquidity Facility Issuer by an instrument in writing delivered to the Registrar.

Section 10. Acts of Registered Owners; Evidence of Ownership.

Any action to be taken by Registered Owners may be evidenced by one or more concurrent written instruments of similar tenor signed or executed by such Registered Owners in person or by an agent appointed in writing. The fact and date of the execution by any Person of any such instrument may be proved by acknowledgment before a notary public or other officer empowered to take acknowledgments or by an affidavit of a witness to such execution or by any other method satisfactory to the Registrar. Any action by the Registered Owner of any 2012/2013 Bond shall bind all future Registered Owners of the same 2012/2013 Bond or of any 2012/2013 Bond issued upon the exchange or registration of transfer thereof in respect of anything done or suffered by the University or the Registrar in pursuance thereof.

Except as provided in any Reimbursement Agreement or Credit Facility, the Registrar and the University may treat the Registered Owner of a 2012/2013 Bond as the absolute owner thereof for all purposes, whether or not such 2012/2013 Bond shall be overdue, and the Registrar and the University shall not be affected by any knowledge or notice to the contrary; and payment of the principal of and premium, if any, and interest on such 2012/2013 Bond shall be made only to such Registered Owner, which payments shall satisfy and discharge the liability of the University with respect to such 2012/2013 Bond to the extent of the sum or sums so paid.

Section 11. Form of 2012/2013 Bonds.

The 2012/2013 Bonds shall each be in substantially the following form, with appropriate or necessary insertions, depending upon the omissions and variations as permitted or required hereby. If the 2012/2013 Bonds are no longer held in fully-immobilized form, the form of 2012/2013 Bonds will be changed to reflect the changes required in connection with the preparation of certificated 2012/2013 Bonds. The form of the 2012/2013 Bonds shall further be changed as necessary to reflect whether the 2012/2013 Bonds are 2012/2013 New Money Bonds or 2012/2013 Refunding Bonds, whether the 2012/2013 Bonds are 2012/2013 Tax-Exempt

The bonds of this issue are subject to redemption prior to their scheduled maturity under the terms of the bond purchase contract for such bonds.

[The bonds of this issue are not private activity bonds and are not “qualified tax exempt obligations” eligible for investment by financial institutions within the meaning of Section 265(b) of the Internal Revenue Code of 1986, as amended.]

Except as otherwise provided in the Bond Resolution, this bond shall not be entitled to any right or benefit under the Bond Resolution, or be valid or become obligatory for any purpose, until this bond shall have been authenticated by execution by the Registrar of the certificate of authentication inscribed hereon.

It is hereby certified, recited and represented that the issuance of this bond and the 2012/2013 Bonds of this issue is duly authorized by law; that all acts, conditions and things required to exist and necessary to be done or performed precedent to and in the issuance of this bond and the 2012/2013 Bonds of this issue to render the same lawful, valid and binding have been properly done and performed and have happened in regular and due time, form and manner as required by law; that all acts, conditions and things necessary to be done or performed by the University or to have happened precedent to and in the execution and delivery of the Bond Resolution have been done and performed and have happened in regular and due form as required by law; that due provision has been made for the payment of the principal of and premium, if any, and interest on this bond and the 2012/2013 Bonds of this issue and that the issuance of this bond and the 2012/2013 Bonds of this issue does not contravene or violate any constitutional or statutory limitation.

IN WITNESS WHEREOF, the University of Washington has caused this bond to be executed with the manual or facsimile signatures of the President and [Secretary of the Board of Regents][Treasurer of the University] and caused a facsimile of the official seal of the University to be reproduced hereon.

UNIVERSITY OF WASHINGTON

(SEAL)

By _____
President, Board of Regents

ATTEST:

By _____
[Secretary, Board of Regents]
[Treasurer of the University]

The Certificate of Authentication for the 2012/2013 Bonds shall be in substantially the following form and shall appear on each 2012/2013 Bond:

AUTHENTICATION CERTIFICATE

This bond is one of the University of Washington General Revenue [Refunding] Bonds, Series [2012/2013][__] described in the within-mentioned Bond Resolution.

WASHINGTON STATE FISCAL
AGENCY, as Registrar

By _____
Authorized Signatory

Date of Authentication: _____

Section 12. Redemption.

(a) *Optional Redemption.* 2012/2013 Bonds in a Term Mode or Fixed Mode shall be subject to redemption at the option of the University, in whole or in part, in Authorized Denominations on such dates and at such prices as determined by the University for such 2012/2013 Bonds as set forth in the respective Bond Purchase Contract, Trust Agreement and/or Remarketing Agreement, as applicable. 2012/2013 Bonds in the Commercial Paper Mode are not subject to optional redemption prior to their respective Purchase Dates. Commercial Paper Bonds shall be subject to redemption at the option of the University, in whole or in part in principal amounts that permit all remaining Outstanding Bonds of the same series or subseries to continue in Authorized Denominations, on their respective Purchase Dates at a redemption price equal to the principal amount thereof. 2012/2013 Bonds of a series in the Daily Mode or the Weekly Mode shall be subject to redemption at the option of the University, in whole or in part, in principal amounts which permit all remaining Outstanding Bonds of the same series or subseries to continue in Authorized Denominations, on any date at a redemption price equal to the principal amount thereof. Bank Bonds shall be subject to redemption as set forth in the applicable Reimbursement Agreement.

(b) *Mandatory Redemption.* If the 2012/2013 Bonds of a series are issued in the Fixed Mode, any Term Bonds shall be subject to mandatory redemption prior to their maturity by the Registrar in part, in the years and in the amounts set forth in the applicable Bond Purchase Contract (subject to reductions arising from the University's acquisition and surrender or the optional redemption of 2012/2013 Bonds, all as described in the next paragraph) at a redemption price equal to 100% of the principal amount thereof, plus accrued interest to the Redemption Date. If the 2012/2013 Bonds of a series are issued in a Daily Mode, Weekly Mode or Commercial Paper Mode and converted to the Fixed Mode or Term Mode, the Maturity Date of the 2012/2013 Bonds of that series (other than Bank Bonds) may be converted in whole or in part to Serial Bonds and/or Term Bonds upon delivery of a Favorable Opinion of Bond Counsel prior to the commencement of the Term Mode or Fixed Mode for such 2012/2013 Bonds and if so converted to Term Bonds shall be subject to mandatory sinking fund redemption as determined by the University pursuant to the Remarketing Agreement or Trust Agreement, as applicable.

(c) *Selection of 2012/2013 Bonds for Redemption.* Whenever the University elects to redeem fewer than all of the 2012/2013 Bonds of a series, the University shall select the maturity or maturities to be redeemed. Whenever fewer than all the Outstanding 2012/2013 Bonds of a series and maturity are to be redeemed, the 2012/2013 Bonds to be redeemed shall be selected in accordance with the operational arrangements of DTC referred to in the Letter of Representations (or, in the event the 2012/2013 Bonds of a series are no longer in book-entry only form, randomly by the Registrar). In no event shall any Bond be Outstanding in a principal amount that is not an Authorized Denomination.

(d) *Notice of Redemption.* For so long as the book entry-system is in effect with respect to a series, notice of redemption, which notice may be conditional, shall be provided in accordance with the operational arrangements of DTC referred to in the Letter of Representations, and no additional published or other notice shall be provided by the University; *provided, however,* that the Credit Facility Issuer, if any, or Liquidity Facility Issuer, if any, shall be given prior written notice of any proposed redemption of 2012/2013 Bonds. In any event, notice of redemption shall be given by the University to the Registrar who shall give notice to DTC at least 20 days prior to the proposed date of redemption during the Term Mode or Fixed Mode and at least 15 days prior to the proposed date of redemption during any other Mode.

(e) *Effect of Redemption.* If notice of redemption has been duly given and, in the case of an optional redemption, money for the payment of the Redemption Price of the 2012/2013 Bonds or portions thereof to be redeemed is held by the Registrar (unless the notice of redemption is a conditional notice, in which case the notice shall state that interest shall cease to accrue from the redemption date if and to the extent that funds have been provided to the Registrar for the redemption of 2012/2013 Bonds), then on the Redemption Date the 2012/2013 Bonds or portions thereof so called for redemption shall become payable at the Redemption Price specified in such notice; and from and after the Redemption Date, interest thereon or on portions thereof so called for redemption shall cease to accrue, such 2012/2013 Bonds or portions thereof shall cease to be Outstanding and to be entitled to any benefit, protection or security hereunder or under an applicable Trust Agreement, and the Owners of such 2012/2013 Bonds or portions thereof shall have no rights in respect thereof except to receive payment of the Redemption Price upon delivery of such 2012/2013 Bonds to the Registrar. Notwithstanding the foregoing, any Bank Bonds shall remain Outstanding until the Credit Facility Issuer or Liquidity Facility Issuer, as the case may be, is paid all amounts due in connection with such 2012/2013 Bonds or portions thereof to be redeemed on the Redemption Date. After payment to the Credit Facility Issuer or Liquidity Facility Issuer, as the case may be, of all amounts due on Bank Bonds such Credit Facility Issuer or Liquidity Facility Issuer shall surrender such 2012/2013 Bonds to the Registrar for cancellation.

Section 13. Bond Fund.

The Controller of the University is hereby authorized and directed to establish the Bond Fund as a special fund of the University to be designated as the General Revenue Bond Redemption Fund, 2012 (the "Bond Fund"). The University covenants to deposit into the Bond Fund from General Revenues on or prior to each interest payment date, redemption date and maturity date an amount sufficient to pay the interest on the 2012/2013 Bonds then coming due

and the principal of the 2012/2013 Bonds maturing or subject to redemption and redemption premium, if any. Such payments shall be made in sufficient time to enable the Registrar to pay interest on and/or principal of and redemption price of the 2012/2013 Bonds to the Registered Owners, when due. Net income earned on investments in the Bond Fund, if any, shall be deposited in the Bond Fund.

Section 14. Application of 2012/2013 Bond Proceeds.

(a) *2012/2013 New Money Bonds.* The proceeds of the 2012/2013 New Money Bonds shall be paid into the Capital Fund (hereinafter authorized to be created). The Authorized Representative of the University is hereby authorized and directed to create a special fund or account of the University, designated as the “University of Washington Capital Fund, 2012” (the “Capital Fund”). The money on deposit in the Capital Fund shall be utilized to pay or reimburse the University for costs of the Projects and costs incidental thereto, and Issuance Costs, to the extent designated by the Authorized Representative of the University.

All or part of the proceeds of the 2012/2013 New Money Bonds may be temporarily invested in or with such institutions or in such obligations as may now or hereafter be permitted to the University by law that will mature prior to the date on which such money shall be needed.

In the event that it shall not be possible or practicable to accomplish all of the Projects, the University may apply the proceeds of the 2012/2013 New Money Bonds to pay the costs of such portion thereof or such other projects as the Authorized Representative of the University shall determine to be in the best interests of the University.

Any part of the proceeds of the 2012/2013 New Money Bonds remaining in the Capital Fund after all costs referred to in this section have been paid may be used to acquire, construct, equip and make other improvements to the facilities of the University subject to the limitations of this resolution or may be transferred to the Bond Fund for the uses and purposes therein provided.

(b) *2012/2013 Refunding Bonds.* The proceeds of each series of 2012/2013 Refunding Bonds shall be disbursed as provided in the related Escrow Agreement and/or Trust Agreement to redeem the Refunding Candidates on their Call Dates and/or defease the Refunding Candidates to their Call Dates through the application of proceeds of the 2012/2013 Refunding Bonds to acquire Acquired Obligations for deposit, together with cash, as provided in such Escrow Agreement and/or Trust Agreement.

Section 15. Source of Repayment and Security for 2012/2013 Bonds.

(a) *Special Fund Obligations.* The 2012/2013 Bonds shall be special fund obligations of the University, payable solely from General Revenues and the money and investments deposited into the Bond Fund. In addition, any Building Fee Revenue Bonds are payable first from money and investments in the University of Washington bond retirement account. The 2012/2013 Bonds shall not constitute an obligation, either general, special or moral, of the State, nor a general or moral obligation of the University. The Registered Owners

of the 2012/2013 Bonds shall have no right to require the State, nor has the State any obligation or legal authorization, to levy any taxes or appropriate or expend any of its funds for the payment of the principal thereof or the interest or any premium thereon. The University has no taxing power.

(b) *All Bonds Have Equal Claim on General Revenues.* The Bonds shall be equally and ratably payable, without preference, priority or distinction because of date of issue or otherwise from General Revenues.

(c) *Additions to General Revenues.* (1) The University reserves the right to include in General Revenues, at its sole option, in the future, other sources of revenue or income, specifically including, but not limited to, all or any portion of the items or any auxiliary systems added pursuant to subsection (2) of this Section 15, then excluded as part of General Revenues. (2) Such additions shall occur on the date and as provided in a certificate executed by the Controller of the University (or the successor to the functions of the Controller). The Controller shall, in the case of additions of items or auxiliaries to General Revenues, certify that for the preceding two Fiscal Years for which audited financial statements are available, the item or auxiliary maintained a "coverage ratio" of at least 125%, where the "coverage ratio" equals: (A) Net Revenue (for those items or auxiliaries whose debt has a lien on Net Revenues) or gross revenues (for those items or auxiliaries whose debt has a lien on gross revenues), divided by (B) debt service with respect to the then-outstanding revenue debt of the auxiliary or item and state-reimbursed bonds allocable to such auxiliary or item. In the event an auxiliary or item is added to General Revenues, the obligations of that auxiliary or item may remain outstanding and have a prior claim on auxiliary Net Revenue.

(d) *Deletions from General Revenues.* The University reserves the right to remove, at its sole option, in the future, any revenues from General Revenues. The removal of General Revenues shall be evidenced by a certificate executed by the Controller of the University (or the successor to the functions of the Controller) identifying the items to be deleted.

(e) *Building Fee Revenue Bonds.* If any of the 2012/2013 Bonds are designated as Building Fee Revenue Bonds pursuant to Section 23, such Building Fee Revenue Bonds shall be payable from and secured by a pledge of any or all of the revenues and receipts of the University of Washington bond retirement fund. In addition, Building Fee Revenue Bonds shall be payable from General Revenue and money and investments in the Bond Fund.

The Board hereby covenants to establish, maintain and collect Building Fees in such amounts that will provide money sufficient to pay the principal of and interest on all bonds, including any Building Fee Revenue Bonds, payable out of the University of Washington bond retirement fund, to set aside and maintain reserves, if any, required to secure the payment of such principal and interest, and to maintain coverage, if any, which may be required over such principal and interest. Notwithstanding the foregoing, the Board hereby orders that in the event there is ever an insufficient amount of money in the University of Washington bond retirement fund to pay principal of or interest on any Building Fee Revenue Bond when due, moneys shall be transferred from the University of Washington building account to the University of Washington bond retirement fund.

Amounts on deposit in the University of Washington bond retirement fund shall be invested as permitted by law. Any money on deposit in the University of Washington bond retirement fund may be transferred to the University of Washington building account to the extent and as permitted by the Building Fee Revenue Bond Act.

Building Fee Revenue Bonds shall not be general or special obligations of the state of Washington, but shall be limited obligation bonds of the University payable only from Building Fees, money and investments in the University of Washington bond retirement fund, General Revenues and money and investments in the Bond Fund.

Section 16. Investment of Funds.

The University covenants to invest and reinvest money deposited in Bond Fund only in those investments in which agencies of the State are authorized to invest pursuant to State law.

Section 17. Establishment of Additional Accounts and Subaccounts.

The University reserves the right, to be exercised in its sole discretion, to establish such additional accounts within the funds established pursuant to this resolution, and subaccounts within such accounts, as it deems necessary or useful for the purpose of identifying more precisely the sources of payments herein and disbursements therefrom; provided that the establishment of any such account or subaccount does not alter or modify any of the requirements of this resolution with respect to a deposit or use of money or result in commingling of funds not permitted hereunder.

Section 18. Additional Bonds.

The University shall have the right to issue one or more series of Additional Bonds for University purposes as permitted under the Bond Act, the Building Fee Revenue Bond Act or otherwise under State law, and the costs of issuing Additional Bonds, or to refund or advance refund any Bonds or other obligations. The University shall have the right to designate one or more series of Additional Bonds as Building Fee Revenue Bonds payable from and secured by the Building Fee and money and investments in the University of Washington bond retirement fund on a parity with the lien thereon of outstanding Building Fee Revenue Bonds to the extent permitted by the Building Fee Revenue Bond Act. The University shall have the further right to pledge Building Fees and moneys and investments in the University of Washington bond retirement fund to pay additional bonds payable from and secured solely by such Building Fees and moneys and investments on a parity with the lien thereon of outstanding Building Fee Revenue Bonds.

Section 19. Covenants Regarding Tax Exemption.

The University covenants and agrees that in accordance with the Federal Tax Certificate for each series of 2012/2013 Tax-Exempt Bonds:

(a) it will not make any use of the proceeds from the sale of the applicable series of 2012/2013 Tax-Exempt Bonds or any other funds of the University which may be deemed to be proceeds of such 2012/2013 Tax-Exempt Bonds pursuant to Section 148 of the Code and the applicable regulations thereunder which will cause that series of the 2012/2013 Tax-Exempt Bonds to be “arbitrage bonds” within the meaning of said Section and said regulations. The University will comply with the applicable requirements of Section 148 of the Code (or any successor provision thereof applicable to the applicable series of 2012/2013 Tax-Exempt Bonds) and the applicable regulations thereunder throughout the term of the 2012/2013 Tax-Exempt Bonds; and

(b) it will not take any action or permit any action to be taken that would cause the 2012/2013 Tax-Exempt Bonds of a series to constitute “private activity bonds” under Section 141 of the Code.

(c) it will not permit:

(1) More than 10% of the net proceeds of the 2012/2013 Tax-Exempt Bonds of a series to be used for any Private Person Use; and

(2) More than 10% of the principal or interest payments on the 2012/2013 Tax-Exempt Bonds of a series in a Bond Year to be directly or indirectly: (A) secured by any interest in property used or to be used for any Private Person Use or secured by payments in respect of property used or to be used for any Private Person Use, or (B) derived from payments (whether or not made to the University) in respect of property, or borrowed money, used or to be used for any Private Person Use.

The University further covenants that, if:

(3) More than five percent of the net proceeds of the 2012/2013 Tax-Exempt Bonds of a series are to be used for any Private Person Use; and

(4) More than five percent of the principal or interest payments on that series of 2012/2013 Tax-Exempt Bonds in a Bond Year are (under the terms of this resolution or any underlying arrangement) directly or indirectly: (A) secured by any interest in property used or to be used for any Private Person Use or secured by payments in respect of property used or to be used for any Private Person Use, or (B) derived from payments (whether or not made to the University) in respect of property, or borrowed money, used or to be used for any Private Person Use, then, (i) any Private Person Use of the projects described in subsection (3) hereof or Private Person Use payments described in subsection (4) hereof that is in excess of the five percent limitations described in such subsections (3) or (4) will be for a Private Person Use that is related to the state or local governmental use of the project refinanced with the applicable series of 2012/2013 Tax-Exempt Bond proceeds, and (ii) any Private Person Use will not exceed the amount of net proceeds of the applicable series of 2012/2013 Tax-Exempt Bonds used for the state or local governmental use portion of the projects to which the Private Person Use of such portion of such project relates. The University further covenants that it will comply with any limitations on the use of the projects being refinanced by a series of the 2012/2013 Tax-Exempt

Bonds by other than state and local governmental users that are necessary, in the opinion of its bond counsel, to preserve the tax exemption of the interest on the applicable series of 2012/2013 Tax-Exempt Bonds. The covenants of this section are specified solely to assure the continued exemption from regular income taxation of the interest on the 2012/2013 Tax-Exempt Bonds of each applicable series.

Section 20. No Recourse Against Individuals.

No owner of a 2012/2013 Bond (registered or beneficial) shall have any recourse for the payment of any part of the principal or redemption price, if any, of or interest on the 2012/2013 Bonds, or for the satisfaction of any liability arising from, founded upon, or existing by reason of, the issuance or ownership of such 2012/2013 Bonds against the officers of the University or officers or members of the Board in their individual capacities.

Section 21. Defeasance.

Any 2012/2013 Bonds shall be deemed to have been paid and not Outstanding under this resolution and shall cease to be entitled to any lien, benefit or security of this resolution and any money and investments held hereunder, except the right to receive the money and the proceeds and income from Government Obligations set aside and pledged in the manner hereafter described, if:

(a) in the event that any or all of 2012/2013 Bonds are to be optionally redeemed, the University shall have given to the Registrar irrevocable instructions to give such notice of redemption of such 2012/2013 Bonds as may be required by the provisions of this resolution; and

(b) there shall have been made an Irrevocable Deposit, in trust, with the Registrar or another corporate fiduciary of money in an amount which shall be sufficient and/or noncallable Government Obligations maturing at such time or times and bearing such interest to be earned thereon, without considering any earnings on the reinvestment thereof, as will provide a series of payments which shall be sufficient, together with any money initially deposited, to provide for the payment of the principal of and the interest on the defeased 2012/2013 Bonds, when due in accordance with their terms, or upon the earlier prepayment thereof in accordance with a refunding plan; and such money and the principal of and interest on such Government Obligations are set aside irrevocably and pledged in trust for the purpose of effecting such payment, redemption or prepayment.

Nothing contained in this Section 21 shall be construed to prohibit the partial defeasance of the lien of this resolution providing for the payment of one or more, but not all of the Outstanding 2012/2013 Bonds. In the event of such partial defeasance, this resolution shall be discharged only as to the 2012/2013 Bonds so defeased.

Section 22. Approval of Official Statement.

The University hereby authorizes and directs the Authorized Representative of the University to approve the information contained in each Preliminary Official Statement, if any, pertaining to a series of the 2012/2013 Bonds, to “deem final” a Preliminary Official Statement, if any, as of its date, except for the omission of information on offering prices, interest rates, selling compensation, delivery dates and any other terms or provisions of the 2012/2013 Bonds dependent on such matters, for the sole purpose of the applicable underwriter’s compliance with the Rule and to authorize the distribution thereof to prospective purchasers of the series of 2012/2013 Bonds and others. The University further authorizes and directs any of such officers to approve the preparation, distribution and use of a Final Official Statement and to approve the information contained therein, in connection with the public offering and sale of the applicable series of 2012/2013 Bonds to the actual purchasers of the 2012/2013 Bonds and others. The University hereby authorizes any of such officers to execute each Final Official Statement described above to indicate such approval.

Section 23. Determination of Certain Matters Affecting 2012/2013 Bonds.

The Authorized Representative of the University is hereby authorized and directed to make the following determinations and/or take the following actions, prior to the sale of 2012/2013 Bonds, subject to the limitations described below:

- (a) determine whether the 2012/2013 Bonds shall be issued and sold in one or more series or subseries;
- (b) determine the Mode in which 2012/2013 Bonds of a series or subseries shall be issued initially;
- (c) determine the times and manner of conversion between Modes, and negotiate and execute documents to effect the conversion, including without limitation any Reimbursement Agreement, Remarketing Agreement or Trust Agreement, or amendments thereto;
- (d) negotiate and execute at his or her discretion, one or more Escrow Agreements, Bond Purchase Contracts, Remarketing Agreements, Reimbursement Agreements, or Trust Agreements, and amendments thereto from time to time;
- (e) negotiate and execute a Payment Agreement, if any, in connection with the issuance of any series of 2012/2013 Bonds;
- (f) select one or more Escrow Agents, underwriters and/or Remarketing Agents;
- (g) select some or all of the Refunding Candidates and designate those Refunding Candidates as the “Refunded Bonds” in the applicable Bond Purchase Contract;
- (h) determine if it is in the best interest of the University for any or all of the 2012/2013 Bonds to be secured by a Liquidity Facility or Credit Facility and, if so, select the

Liquidity Facility Issuer or Credit Facility Issuer, as applicable, pay the premium or fees therefor, issue one or more reimbursement bonds, and enter into Reimbursement Agreements, each as applicable;

(i) subject to the limitations set forth herein, approve the Interest Rates if the 2012/2013 Bonds bear interest in Fixed Mode or Term Mode, Maturity Dates, aggregate principal amounts, principal amounts of each maturity, redemption rights, tender option rights, and other terms and conditions of the 2012/2013 Bonds;

(j) select a Trustee for the owners of any or all of the 2012/2013 Bonds and fix its or their rights, duties, powers, and obligations under the applicable Trust Agreement; and

(k) determine whether any or all of the 2012/2013 Bonds shall be issued as 2012/2013 Tax-Exempt Bonds or as 2012/2013 Taxable Bonds.

The Authorized Representative of the University is hereby authorized to approve the foregoing subject to following conditions:

(a) the aggregate principal amount of the 2012/2013 New Money Bonds shall not exceed \$390,000,000, subject to the following permitted adjustments. The New Money Bonds may be sold with original issue premium, provided that the amount of net original issue premium plus the aggregate principal amount of the New Money Bonds shall not, in the aggregate, exceed \$390,000,000. The New Money Bonds may also be sold with original issue discount, and, in such event, the aggregate principal amount of the New Money Bonds may exceed \$390,000,000 by an additional principal amount, in order to generate all or a portion of the net New Money Bond proceeds that could have been generated if the New Money Bonds had been sold without original issue discount, as determined by the Authorized Representative of the University.

(b) the aggregate debt service to be paid on any 2012/2013 Refunding Bonds shall be less than the aggregate debt service on the Refunding Candidate to be refunded with the proceeds of such 2012/2013 Refunding Bonds;

(c) the final maturity date of any 2012/2013 Refunding Bonds shall not be later than the end of the fiscal year that includes the final maturity date of the Refunding Candidate to be refunded with the proceeds of the 2012/2013 Refunding Bonds;

(d) the true interest cost to the University, taking into account any interest subsidy, for the 2012/2013 Bonds bearing interest in the Fixed Mode does not exceed 7.0%; and

(e) the date and time for any Closing Date is not later than July 31, 2013.

In determining the items described in this section, the Authorized Representative of the University, in consultation with University staff and the University's financial advisor, shall take into account those factors that, in his or her judgment, will result in the lowest true interest cost on the 2012/2013 Bonds to their maturity, including, but not limited to current financial market

conditions and current interest rates for obligations comparable in tenor and quality to the 2012/2013 Bonds.

Upon determination by the Authorized Representative of the University that all conditions to Closing set forth in a Bond Purchase Contract have been satisfied, or upon waiver of such conditions by the appropriate parties, the Authorized Representative of the University is hereby authorized and directed (a) to cause such series of 2012/2013 Bonds, executed as provided in this resolution, to be authenticated and delivered to the underwriters; and (b) to execute, for and on behalf of the University, and to deliver to the persons entitled to executed copies of the same, the Official Statement and all other documents required to be delivered, at or before the Closing Date pursuant to the Bond Purchase Contract. The proper University officials are hereby authorized and directed to do everything necessary and proper for the prompt printing, execution, authentication, issuance and delivery of the 2012/2013 Bonds in exchange for the purchase price thereof.

Section 24. Undertaking to Provide Continuing Disclosure.

An Authorized Representative of the University is authorized to, in his or her discretion, execute and deliver a certificate regarding continuing disclosure in order to assist the underwriters for the any series of 2012/2013 Bonds in complying with Section (b)(5) of the Rule.

Section 25. Payment Agreements.

The University may enter into a Payment Agreement providing for an exchange of Reciprocal Payments for University Payments in connection with one or more series of 2012/2013 Bonds. The following shall be conditions precedent to the use of any Payment Agreement.

(a) *Opinion of Bond Counsel.* The University shall obtain an opinion of its Bond Counsel on the due authorization and execution of such Payment Agreement opining that the action proposed to be taken by the University is authorized or permitted by this resolution and by Washington law and will not adversely affect the exclusion from gross income for federal income tax purposes of the interest on the applicable series of 2012/2013 Tax-Exempt Bonds.

(b) *Certification of Financial Advisor.* The University shall obtain, on or prior to the date of execution of the Payment Agreement, a written certification from a financial advisor that (1) the terms and conditions of the payment agreement and any ancillary agreements, including without limitation, the interest rate or rates and any other amounts payable thereunder, are commercially reasonable in light of then existing market conditions; and (2) the findings and determinations under subsection (c) and (f)(3) are reasonable.

(c) *Approval of the State Finance Committee.* The Payment Agreement shall have been approved by the State Finance Committee under terms set forth in a resolution thereof, subject to final approval and authorization of the Payment Agreement by the Chair of the State Finance Committee pursuant to such terms. The approval of the State Finance Committee shall not constitute the pledge of the full faith and credit of the State. The University shall have the

option to terminate the Payment Agreement in whole or in part, in the discretion of the Authorized Representative of the University. The Authorized Representative of the University is hereby authorized to amend or terminate any outstanding Payment Agreement with respect to the 2004 Bonds.

(d) *Selection of Reciprocal Payor.* Prior to selecting the Reciprocal Payor, the University shall solicit and give due consideration to proposals from at least two entities that meet the criteria set forth in RCW 39.96.040(2). Such solicitation and consideration shall be conducted in such manner as the University (or the State Treasurer if so directed by resolution of the State Finance Committee) shall determine is reasonable.

(e) *Payments.* The Payment Agreement shall set forth the manner in which the University Payments and Reciprocal Payments are to be calculated and a schedule of Derivative Payment Dates. The University shall provide an annual report or certificate to the State Treasurer setting forth the information regarding the Payment Agreement, in form satisfactory to the State Treasurer.

(f) *Findings.*

(1) The obligations of the University under the Payment Agreement shall be paid solely from General Revenues.

(2) If the University enters into a Payment Agreement, University Payments shall be made from the Bond Fund. Reciprocal Payments shall be paid directly into the Bond Fund or a separate account therein.

(3) If the foregoing conditions are complied with, the Payment Agreement will lower the net cost of borrowing for the related 2012/2013 Bonds or reduce the University's exposure to fluctuations in interest rates on the related 2012/2013 Bonds. This finding shall be confirmed in a report of the Authorized Representative of the University.

Section 26. Supplemental Resolutions.

(a) *Without Consent of Owners.* The Board, from time to time and at any time, may adopt a resolution or resolutions supplemental to this resolution which supplemental resolution or resolutions thereafter shall become a part of this resolution, for any one or more or all of the following purposes:

(1) to add to the covenants and agreements of the University in this resolution other covenants and agreements thereafter to be observed, which shall not materially adversely affect the interests of the Registered Owners of any Outstanding 2012/2013 Bonds affected by the supplemental resolution, or to surrender any right or power herein reserved to or conferred upon the University;

(2) to make such provisions for the purpose of curing any ambiguities or of curing, correcting or supplementing any defective provision contained in this resolution or any

resolution authorizing Additional Bonds in regard to matters or questions arising under such resolutions as the Board may deem necessary or desirable and not inconsistent with such resolution and which shall not materially adversely affect the interest of the Registered Owners of Outstanding 2012/2013 Bonds.

Any such supplemental resolution of the Board may be adopted without the consent of the owners of any 2012/2013 Bonds at any time outstanding, notwithstanding any of the provisions of subsection (b) of this section.

(b) *With Consent of Owners.* With the consent of the Registered Owners of not less than 51% in aggregate principal amount or accreted value, as applicable, of all Outstanding 2012/2013 Bonds of a series affected by a supplemental resolution, the Board may adopt a resolution or resolutions supplemental hereto for the purpose of adding any provisions to or changing in any manner or eliminating any of the provisions of this resolution or of any supplemental resolution provided, however, that no such supplemental resolution shall:

(1) extend the fixed maturity of any Outstanding 2012/2013 Bonds, or reduce the rate of interest thereon, or extend the time of payment of interest from their due date, or reduce the amount of the principal thereof, or reduce any premium payable on the redemption thereof, without the consent of the owner of each 2012/2013 Bond so affected; or

(2) reduce the aforesaid percentage of Registered Owners required to approve any such supplemental resolution, without the consent of the Registered Owners of all of the Outstanding 2012/2013 Bonds affected by the reduction.

It shall not be necessary for the consent of Registered Owners under this subsection (b) to approve the particular form of any proposed supplemental resolution, but it shall be sufficient if such consent shall approve the substance thereof. The Reimbursement Agreement may provide rights to the Credit Facility Issuer or Liquidity Facility Issuer to consent to supplemental resolutions on behalf of Registered Owners or in addition to Registered Owners.

Section 27. Concerning the Registered Owners.

(a) *Form of Consent of Registered Owners.* Any request, direction, consent or other written instrument required by this resolution to be signed or executed by the Registered Owners may be in any number of concurrent written instruments of similar tenor and may be signed or executed by such Registered Owners in person or by an agent or agents duly appointed by a written instrument. Proof of the execution of any such written instrument and of the ownership of the 2012/2013 Bonds shall be sufficient for any purpose of this resolution and shall be conclusive in favor of the University, and/or the Registered Owners with regard to any action taken under such instrument, if made in the following manner:

(1) the fact and date of the execution by any Registered Owner of any such instrument may be proved by the certificate of any officer in any jurisdiction who, by the laws thereof, has power to take acknowledgments of deeds to be recorded within such jurisdiction, to

the effect that the Registered Owner signing such instrument acknowledged to him or her the execution thereof, or by an affidavit of a witness to such execution; and

(2) the ownership of 2012/2013 Bonds shall be proved by the registry books maintained by the Registrar.

Nothing contained in this Section 27(a) shall be construed as limiting the University to the proof above specified, it being intended that the University may accept any other evidence of the matters herein stated to which it may seem sufficient.

(b) *Waiver of Form.* Except as otherwise provided herein, any notice or other communication required by this resolution to be given by delivery, publication or otherwise to the Registered Owners or any one or more thereof may be waived, at any time before such notice or communication is so required to be given, by written waivers mailed or delivered to the University by the Registered Owners of all 2012/2013 Bonds of a series entitled to such notice or communication.

(c) *Revocation; Conclusive Action.* At any time prior to (but not after) the evidencing to the University of the taking of any action by the Registered Owners of the percentage in aggregate principal amount of Outstanding 2012/2013 Bonds of a series specified in this resolution in connection with such action, any Registered Owner may, by filing written notice with the University, revoke any consent given by such Registered Owner or the predecessor Registered Owner of such 2012/2013 Bond. Except as aforesaid, any such consent given by the Registered Owner of any 2012/2013 Bond shall be conclusive and binding upon such Registered Owner and upon all future Registered Owners of such 2012/2013 Bond and of any 2012/2013 Bond issued in exchange therefor or in lieu thereof, irrespective of whether or not any notation in regard thereto is made upon such 2012/2013 Bond. Any action taken by the Registered Owners of the percentage in aggregate principal amount of a series of Outstanding 2012/2013 Bonds specified in this resolution in connection with such action shall be conclusively binding upon the University and the Registered Owners of all Outstanding 2012/2013 Bonds.

Section 28. Determination of Registered Owners' Concurrence.

In determining whether the Registered Owners of the requisite aggregate principal amount of a series of Outstanding 2012/2013 Bonds have concurred in any demand, request, direction, consent or waiver under this resolution, 2012/2013 Bonds which are owned by or held in the name of the University shall be disregarded and deemed not to be Outstanding for the purpose of any such determination. 2012/2013 Bonds so owned which have been pledged in good faith may be regarded as Outstanding for the purposes of this Section 28 if the pledgee shall establish to the satisfaction of the University the pledgee's right to vote such 2012/2013 Bonds and that the pledgee is not the University.

Section 29. University Acquisition of 2012/2013 Bonds.

The University may acquire 2012/2013 Bonds by (a) purchase of 2012/2013 Bonds offered to the University at any time and from time to time at such purchase price as the

University deems appropriate; or (b) gift at any time and from time to time on terms as the University deems appropriate.

Section 30. Contract-Savings Clause.

The covenants contained in this resolution, the 2012/2013 Bonds and the provisions of the Bond Act shall constitute a contract between the University and the Registered Owners of the 2012/2013 Bonds and shall be construed in accordance with and controlled by the laws of the State. If any one or more of the covenants or agreements provided in this resolution to be performed on the part of the University shall be declared by any court of competent jurisdiction and final appeal, if any appeal be taken, to be contrary to law, then such covenant or covenants, agreement or agreements shall be null and void and shall be deemed separable from the remaining covenants and agreements in this resolution and shall in no way affect the validity of the other provisions of this resolution or of the 2012/2013 Bonds.

Section 31. No Benefits to Outside Parties.

Nothing in this resolution, express or implied, is intended or shall be construed to confer upon or to give to any person, other than the University, the Registrar, any Credit Facility Issuer, any Liquidity Facility Issuer, or the Registered Owners of Bonds, any right, remedy or claim under or by reason of this resolution; and the covenants, stipulations and agreements in this resolution are and shall be for sole and exclusive benefit of the University, the Registrar, any Credit Facility Issuer, the Liquidity Facility Issuer, and the Registered Owners of Bonds, their successors and assigns.

Section 32. Immediate Effect.

This resolution shall take effect immediately upon its adoption.

ADOPTED at an open public meeting of the Board of Regents of the University, after notice thereof was duly and regularly given as required by law, this 12th day of July, 2012.

BOARD OF REGENTS, UNIVERSITY OF
WASHINGTON

By _____

Attest:

By _____

Approved as to form:

Stacey Crawshaw-Lewis
Special Assistant
Attorney General
State of Washington

Exhibit A

Description of Refunding Candidates

Issuer	Bond Name	Original Par Value	Outstanding Principal Amount as of June 30, 2012
State of WA	1992B GO HE-UW	\$11,275,000	\$4,100,000
State of WA	1992B GO UW	16,105,000	5,850,000
State of WA	1993B GO HE-UW	7,965,000	3,415,000
State of WA	1996A&B GO HE-UW (R-1992B) Variable Rate	505,000	505,000
State of WA	1996A&B GO UW (R-1992B) Variable Rate	720,000	720,000
State of WA	1998C GO HE-UW (Harborview R&T)	9,420,000	6,125,000
State of WA	1998C GO HE-UW (Ocean Science Building)	8,935,000	5,805,000
State of WA	1999 COP #25	6,630,000	685,000
State of WA	2001B COP #29	5,515,000	575,000
State of WA	2003 COP #41	3,510,000	2,425,000
State of WA	2003 COP #42	845,000	520,000
State of WA	2003D GO UW	10,480,000	335,000
State of WA	2004A GO UW	19,325,000	6,010,000
State of WA	2004D GO UW	7,745,000	3,195,000
State of WA	2006A GO HE-UW (R-1994A)	12,400,000	11,835,000
State of WA	2006A GO UW (R-1994A)	13,955,000	13,320,000
State of WA	2006A GO UW (R-2000A)	49,880,000	45,990,000
State of WA	2007 GO HE-UW (R-1997E)	710,000	550,000
State of WA	2007C GO HE-UW (R-1998A (R-1992A))	1,835,000	1,240,000
State of WA	2007C GO UW (R-1998A (R-1992A))	1,935,000	1,310,000
State of WA	2010 COP #77 (R-1999 COP #24)	3,415,000	2,915,000
State of WA	2010 COP #78 (R-2001A COP #24b)	1,070,000	895,000
State of WA	2010A GO HE-UW (R-1999A (R-1992A))	1,975,000	1,975,000
State of WA	2010A GO HE-UW (R-1999B)	23,385,000	19,970,000
State of WA	2010A GO UW (R-1999A (R-1992A))	2,070,000	2,070,000
State of WA	2010B GO UW (R-2001C)	3,610,000	3,440,000
State of WA	2011 COP #87 (R-2001B COP #28)	3,590,000	3,320,000
State of WA	2011 COP #88 (R-2001D COP #35)	2,100,000	1,945,000
State of WA	2011 COP #89 (R-2002A COP #36)	2,915,000	2,700,000
State of WA	2011 COP #90 (R-2002E COP #40)	1,705,000	1,585,000
State of WA	2011A GO UW (R-2002A)	25,925,000	25,925,000
State of WA	2011A GO UW (R-2002B)	3,915,000	3,915,000
State of WA	2011B GO (R-2002A)	6,010,000	6,010,000
State of WA	2011B GO UW (R-2002B)	2,995,000	2,995,000

State of WA	2011B GO UW (R-2003D)	3,980,000	3,855,000
State of WA	2011B GO UW (R-2004A)	5,880,000	5,840,000
State of WA	2012 GO UW (R-2003D)	1,540,000	1,490,000
State of WA	2012A GO UW (R-2004A)	2,900,000	2,880,000
State of WA	2012A GO UW (R-2004D)	2,750,000	2,715,000
State of WA	2012C GO UW (R-2003D)	1,870,000	1,870,000
State of WA	2012C GO UW (R-2004A)	4,400,000	4,400,000
State of WA	2012C GO UW (R-2004D)	2,475,000	2,475,000
TSB			
Properties	2006 LR TSB Properties	17,525,000	15,500,000
UW	2005 Student Facilities Fee Refunding Rev Bonds	43,610,000	40,010,000
UW	2007 GRB	138,405,000	138,405,000
UW	2008 GRB (R-1996 H&D)	22,785,000	18,560,000
UW	2008 GRB (R-2000 ICA Rev Bonds)	9,515,000	3,465,000
UW	2008 GRB (R-2004 A/B GRB)	58,675,000	47,535,000
UW	2009 GRB	75,835,000	75,835,000
UW	2009B GRB	77,710,000	77,710,000
UW	2010A GRB	20,265,000	19,140,000
UW	2010B GRB	144,740,000	144,740,000
UW	2011A GRB	211,370,000	207,940,000
UW	2012A GRB Tax-Exempt	233,390,000	233,390,000
UW	2012B GRB Taxable	34,185,000	34,185,000
UW	2006 UWT Bank of America Term Loan	3,100,000	2,441,144
WBRF 3	2010B LR WBRF 3 - BABs	151,745,000	151,745,000
WBRF 3	2010C LR WBRF 3 - Taxable	13,205,000	13,205,000
WEDFA	2004A LR WBRP I	38,225,000	30,865,000
WEDFA	2005E LR WBRP II	99,510,000	93,120,000
WEDFA	2006J LR WBRP II	59,955,000	35,310,000
WHCFA	2007 Revenue Bonds (Northwest Hospital & Medical Center)	84,000,000	78,000,000

VII. STANDING COMMITTEES**B. Finance, Audit and Facilities Committee**Amendments to Debt Management PolicyRECOMMENDED ACTION

It is the recommendation of the administration and the Finance, Audit and Facilities Committee that the Board of Regents adopt the amended “Debt Management Policy: Statement of Objectives and Policies.” The amendments include a policy limit of 20 percent for variable-rate debt in the external debt portfolio and minor technical changes.

BACKGROUND

The UW’s debt management policy guides the institution’s internal lending, debt issuance, and debt portfolio management. The Board first adopted the debt management policy in 2002 and approved amendments in 2004 and 2008. The Internal Lending Program (ILP), a “best practice” among UW’s peer higher education institutions, was approved by the Board in the 2008 amendment to the debt management policy.

The debt management policy does not currently specify a limit to the amount of variable-rate debt that can be included in the external debt portfolio. The establishment of a 20 percent limit on variable-rate debt would be viewed as a “credit positive” for the UW by the national bond rating agencies. Including an upper limit to the amount of variable-rate debt in the external debt portfolio is consistent with the debt management policies of UW’s peers.

The UW’s external debt portfolio does not include variable-rate debt aside from commercial paper, which is currently only used to manage cash flows between long term bond issuances. The Treasury office has no plans to issue variable-rate debt (aside from commercial paper) and would inform the Board of any intent to consider the issuance of variable-rate debt in an upcoming bond sale.

REVIEW AND APPROVALS

The amended debt management policy has been reviewed and recommended for approval by the Senior Vice President and Treasurer, Board of Regents

Attachment

Annotated “Debt Management Policy: Statement of Objectives and Policies”

**University of Washington
Debt Management Policy
Statement of Objectives and Policies**

Approved by the Board of Regents, September 19, 2002

Amended July 16, 2004, May 15, 2008, and July 12, 2012

Overview

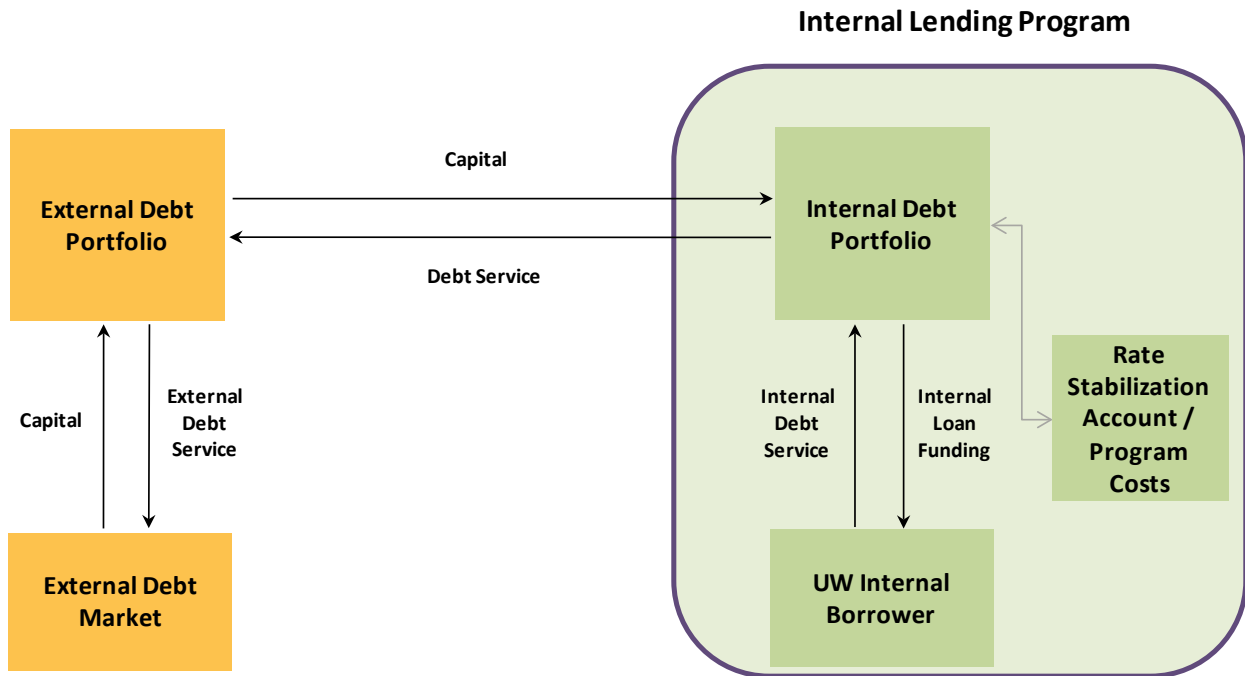
This statement of objectives and policies addresses the University's Internal Lending Program ("Program") and the active management of the institution's external debt portfolio.

The Internal Lending Program will make loans to internal borrowers at a uniform internal lending rate. These internal loans will be funded through the issuance of University General Revenue debt obligations.

The University's internal loan portfolio will be comprised of the outstanding loans to internal borrowers, while the institution's external debt portfolio will be comprised of the institution's outstanding short-term and long-term debt obligations. The external debt portfolio will be actively managed to reduce the institution's cost of capital and to achieve stability and predictability in the internal lending rate. Active management of the external debt portfolio will entail the use of risk-evaluated debt structures and debt management techniques to achieve the lowest risk-adjusted cost of capital consistent with market conditions and institutional credit considerations.

The management of the Internal Lending Program and the external debt portfolio will be performed in accordance with policies set forth in this document and University debt management guidelines.

The diagram below outlines the relationship between the University's internal borrowers, the Internal Lending Program, and the external debt market:



This statement of objectives and policies includes:

- A. Introduction. Statement of overall objectives, management, and reporting.
- B. Internal Lending Program. Description of Program scope, loan categories, internal lending rate, loan agreement, and Program fund.
- C. Debt portfolio management. Description of external debt portfolio management objectives, institutional credit rating, core financial benchmarks, debt structure, refunding bonds, and financial derivatives.
- D. Roles and responsibilities. Description of roles and responsibilities relating to the management of the Program and the University's external debt portfolio.

<p><u>A. Introduction</u></p>	<p><i>No changes</i></p>
<p>1. <u>Objectives</u>. The primary objectives of the Internal Lending Program and active management of the University's external debt portfolio are to provide internal borrowers with access to funds at more stable and predictable interest rates and to reduce the institution's risk-adjusted cost of capital.</p>	
<p>2. <u>Management</u>. The Program and the University's external</p>	

<p>debt portfolio will be managed by the Treasury Office under authority granted to the President by the Board of Regents.</p> <p>3. <u>Reporting</u>. A report on the Program and the University's external debt portfolio will be presented annually to the Finance, Audit, and Facilities Committee of the Board of Regents.</p>	
<p><u>B. Internal Lending Program</u></p> <p>The Internal Lending Program will make funds available to internal borrowers at a uniform interest rate that reflects the University's cost of capital.</p> <p>1. <u>Program scope</u>. The Program will encompass all institutional financing needs, except as noted below. Alternative arrangements for any other financing action will require the approval of the Board of Regents.</p> <p><u>Financing actions exempted from participation in the Internal Lending Program:</u></p> <ul style="list-style-type: none"> a. Debt repaid from appropriated University local funds (e.g., debt supported by Metro Tract revenue) b. Debt issued by an external entity on behalf of the University (e.g., 63-20, public-private, conduit financings) c. Personal property capital leases (e.g., equipment leases, equipment certificates of participation) d. Credit lines <p>2. <u>Loan Types</u>. Loan types for internal borrowing will include:</p> <ul style="list-style-type: none"> a. <u>Large capital expenditures (above \$5 million)</u>. The approval of the Board of Regents will be required for capital expenditure loans exceeding \$5 million. The maximum term of these loans will be 30 years (or the estimated useful life of the facilities). b. <u>Small capital expenditures (less than \$5 million)</u>. The approval of the Treasurer of the Board of Regents, will 	<p><i>Technical changes (please see below)</i></p>

be required for capital expenditure loans up to \$5 million. The maximum term of these loans will be 15 years (or the estimated useful life of the facilities).

- c. Operating loans. Short-term working capital loans up to \$25 million and with a maximum term of two years will be available. Operating loans up to \$5 million will require the approval of the Treasurer of the Board of Regents. Operating loans exceeding \$5 million will require the approval of the Board of Regents. An additional 200 basis points (2.0 percent) above the prevailing internal lending rate will be charged on outstanding balances and a commitment fee of 10 basis points (0.10 percent) will be charged on any unused balance. The aggregate total of operating loan commitments will not exceed 30 percent of the University's commercial paper line of credit without the approval of the Treasurer of the Board of Regents.
3. Internal lending rate. An internal lending rate will be uniformly applied to all loans approved after Program implementation. The rate will reflect the external debt portfolio's weighted average interest rate and will include funding for Program operating costs and a rate stabilization reserve **account**.
 - a. Rate adjustment. The internal lending rate will be reviewed annually and will be subject to adjustment by the Board of Regents. Any adjustment will comply with Program fund policies described in this document. Any preliminary indication of a rate adjustment will be announced to Program participants twelve months in advance of the effective date of the adjustment. Any formal proposal for a final rate adjustment will be announced to Program participants six months in advance of the effective date of the adjustment and updated internal repayment schedules reflecting the new rate will be distributed to Program participants within 45 days of this announcement.
 - b. Application. Adjustments to the internal lending rate will apply to all Program debt, including outstanding debt obligations incurred prior to Program implementation.

4. Program fund policies. Payments to the Internal Lending Program will be made monthly and held in a Program fund. External debt service payments will be made from the Program fund and all interest earnings will be retained in the Program fund. The Program fund will be managed according to the policies set forth below. Exceptions to these policies will require the approval of the Board of Regents.
- a. Operating level. The Program fund will be maintained at a level that enables the University to meet its Program obligations, including Program operating costs, debt portfolio management expenses, principal and interest on external debt, and a rate stabilization ~~reserve~~ **account** maintained as described below. An accounting of Program fund activities will be included in the annual Program report to the Board of Regents.
 - b. Rate stabilization ~~reserve~~ **account.** The rate stabilization ~~reserve~~ **account** will be managed to preserve the stability of the internal lending rate after considering forecasted external borrowing, changes in financial market conditions, and Program operating requirements. The minimum balance of the rate stabilization fund will be sufficient to buffer against an increase in the internal lending rate from a two standard deviation increase in the Municipal Market Data (MMD) long-term municipal bond rate or equivalent index over the next twenty-four months with an 80 percent confidence level.
 - c. Program operating expenses. Program operating expenses, including the costs of staffing, facilities, equipment, supplies, and fees, will be paid from the Program fund.
 - d. Loans funded from reserves. Program reserves may be used to fund internal loans.
 - e. Debt portfolio management expenses. Expenses associated with actively managing the University's external debt portfolio, including the costs of debt issuance, loan restructuring, and financial derivative transactions, will be paid from the Program fund.

<p>f. <u>Other University purposes.</u> Withdrawals from the Program fund for University purposes other than those described in this section will require the approval of the Board of Regents. A list of Program fund withdrawals will be included in the annual Program report to the Board of Regents.</p> <p>5. <u>Internal financing agreement.</u> An internal financing agreement describing the loan structure and repayment terms will be required for all loans. The loan agreement may also include the following:</p> <p>a. <u>Borrower's financial condition and performance.</u> Specific operating benchmarks to be achieved and/or maintained by the borrower during the term of the loan, which could include cash reserve targets and/or a plan of remediation for failure to comply with loan covenants.</p> <p>b. <u>Reporting.</u> Annual reviews and/or audits of the borrower's financial condition and performance, including identification of any changes in, or other factors relating to, facility occupancy or facility/equipment use that could affect the tax-related status of University debt.</p>	
<p><u>C. Debt Portfolio Management</u></p> <p>The University's external debt portfolio will be actively managed to maintain the stability of the internal lending rate and to minimize the University's risk-adjusted cost of capital over the long term. The University will use short-term and long-term fixed and variable interest rate debt obligations, bond refundings, and financial derivatives to achieve this goal within the following guidelines:</p> <p>1. <u>Objective.</u> The objective of actively managing the University's external debt portfolio will be to achieve the lowest risk-adjusted cost of capital consistent with market conditions and credit rating parameters set forth below. Active management decisions will take into consideration relevant risks and terms that include, but are not limited to, market conditions, bond refunding savings, call options, variable interest rate bond remarketing and auction</p>	<p><i>Changes (please see below)</i></p>

<p>expenses, and liquidity, tax, and counterparty risks.</p> <ol style="list-style-type: none"> 2. <u>Portfolio Credit Standard</u>. The University will manage its external debt portfolio to maintain a minimum “A” category credit rating on its General Revenue obligations as evaluated by Moody's Investors Service and Standard & Poor's rating agencies. 3. <u>Debt structure</u>. The University may issue fixed-rate, variable-rate (up to 20 percent of the external debt portfolio), non-amortizing, and other forms of short-term and long-term debt to achieve its external debt portfolio management objectives. 4. <u>Refunding bonds</u>. The University may issue current and advance refunding bonds to lower or maintain the University's cost of capital over time. Refunding bonds will be issued to capture economic benefit and to restructure the debt portfolio in order to achieve longer-term strategic objectives. 5. <u>Financial derivatives</u>. The University may enter into financial derivative transactions to manage the institution's exposure to interest rate risk, reduce all-in borrowing costs of the external debt portfolio, and/or to manage other risks of the external debt portfolio that could adversely affect the internal lending rate or the Internal Lending Program. The University will enter into financial derivative transactions following guidelines in the University's Interest Rate Swap Policy. The University will not enter into financial derivative transactions for speculative purposes. 6. <u>Core financial ratios</u>. The University will use the following core financial ratios as performance benchmarks to evaluate institutional debt capacity. These ratios will be calculated and reported annually. <ol style="list-style-type: none"> a. <u>Expendable resources-to-debt</u>. Target range: 1.5 – 3.0 times. This balance sheet ratio measures the availability of unrestricted funds to cover all outstanding debt. <p style="text-align: center;">Expendable Financial Resources* ----- Direct University Debt</p>	<p><i>Limits the total amount of variable rate debt to 20 percent of the external debt portfolio.</i></p>
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<p>b. <u>Debt service-to-operations</u>. Target range: 2.5% – 5.0%. This statement-of-activities ratio measures the level of debt service on all outstanding debt as a percentage of overall operating expenses. (For non-amortizing bonds, principal will be assumed to be repaid in equal annual amounts).</p> <p style="text-align: center;"> Peak Annual Debt Service* ----- Total Operating Expenses </p> <p>(*As defined by Moody's Investors Service)</p>	
<p><u>D. Roles and Responsibilities</u></p> <p>1. Board of Regents</p> <ul style="list-style-type: none"> a. Approves policies that guide the operation of the Internal Lending Program and the management of the University's external debt portfolio b. Approves the annual bond resolution for the issuance of external debt c. Approves financing plans for loans above \$5 million d. Delegates to the President the authority to enter into agreements to complete debt financing transactions above \$5 million e. Approves exemptions of eligible financing transactions from participation in the Internal Lending Program f. Approves the adjustment of the internal lending rate g. Approves exceptions to Program fund policies h. Approves withdrawals from the Program fund for University purposes other than those described in Sections B.4.c, B.4.d and B.4.e above i. Approves increases in the size of the commercial paper program 	<p><i>Changes (please see below)</i></p> <p><i>Board approval for withdrawals from the Program fund for purposes not in Sections B.4.c, B.4.d and B.4.e</i></p> <p><i>Board approval for</i></p>

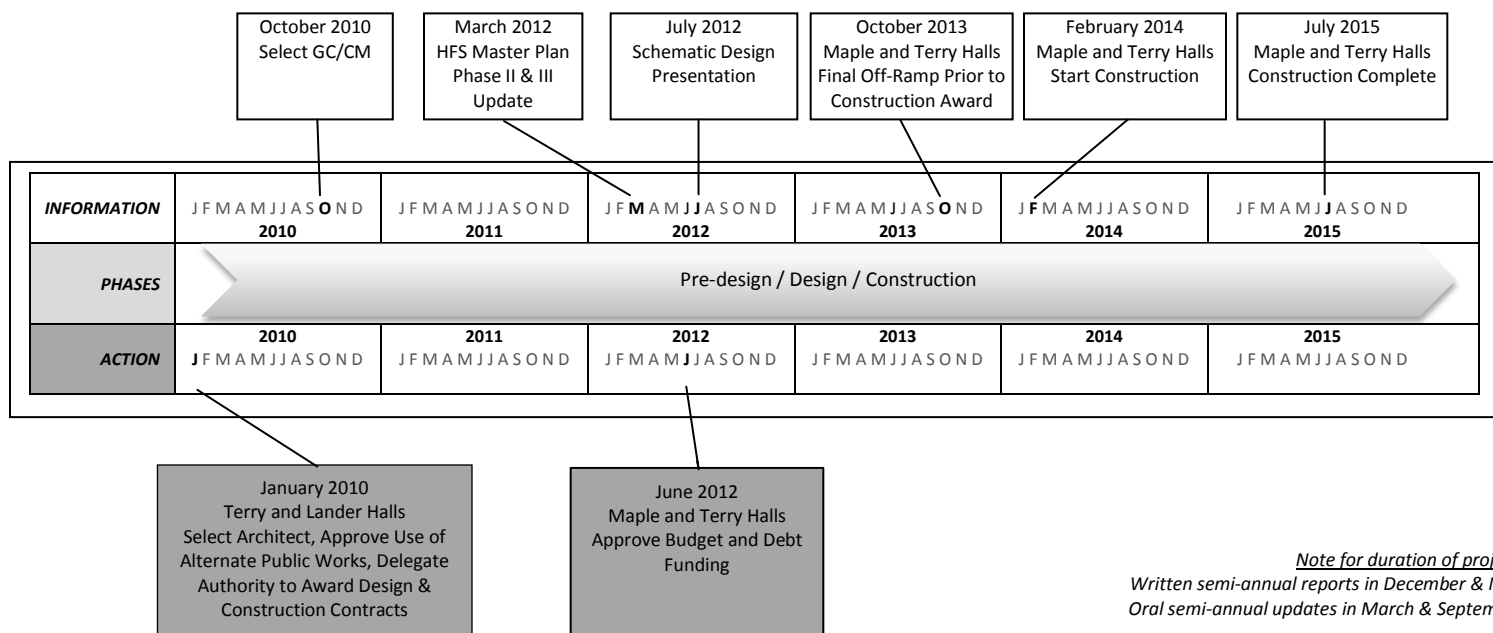
<ul style="list-style-type: none"> 2. Finance, Audit, and Facilities Committee <ul style="list-style-type: none"> a. Recommends proposed financing actions to the Board of Regents b. Receives annual reports on the Internal Lending Program and the University's external debt portfolio 3. President <ul style="list-style-type: none"> a. Delegates authority to enter into agreements to complete debt financing transactions b. Delegates authority to approve loans up to \$5 million 4. Treasurer of the Board of Regents <ul style="list-style-type: none"> a. Reviews all financing actions b. Approves loans up to \$5 million (as delegated) c. Approves aggregate operating loan commitments that exceed 30 percent of the University's commercial paper line of credit d. Approves the selection of bond counsel, financial advisor, and other financial services providers 5. Senior Associate Treasurer <ul style="list-style-type: none"> a. Oversees the day-to-day activities of the University's Internal Lending Program b. Consults with the Attorney General's Office in the selection of bond counsel 	<p><i>increasing the size of the CP program</i></p>
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VII. STANDING COMMITTEES

B. Finance, Audit and Facilities Committee

Student Housing Phase III: Maple and Terry Halls Project – Review Schematic Design

Regents Action and Information Review Timeline



INFORMATION

This project update is a design presentation of the Student Housing Phase III Maple and Terry Halls project for information only.

PROJECT SCOPE

This project will replace the existing Center Building (1101 Café) and Terry Hall with Maple Hall and a new Terry Hall. Maple Hall will provide approximately 800 beds and Terry Hall will provide approximately 300 beds, for a combined total of 1,100 beds. Maple and Terry Halls will be separated at grade by a pedestrian plaza that aligns with 11th Ave NE, and Maple will be separated from Lander Hall at 12th Ave NE with a similar plaza. All three buildings will be a single joined building with a partial below-grade parking level for approximately 180 parking stalls. A below grade loading dock and part of the garage will be constructed as part of the Lander Hall Replacement project (Phase II). This development achieves the desired building program using all new construction for five floors of wood-framed construction over two floors of above-grade concrete.

VII. STANDING COMMITTEES

B. Finance, Audit and Facilities Committee

Student Housing Phase III: Maple and Terry Halls Project – Review Schematic Design (continued, p. 2)

PROJECT SCHEDULE

Students will move from the existing Terry Hall into the new Lander Hall between Autumn 2013 and Winter 2014 quarters to allow for the start of construction on Maple and Terry Halls. The project will be completed in time for occupancy at the start of Autumn quarter 2015.

Architect Selection	January 2010
Pre-design	March 2010 – April 2012
Design	April 2012 – September 2013
Construction	February 2014 – July 2015
Occupancy	August 2015

PROJECT BUDGET

The proposed Housing Master Plan Phase III total project budget is \$133,000,000. Additional Internal Lending Program financing costs are estimated at approximately \$9,300,000.

PREVIOUS ACTIONS

January 2010	Terry and Lander Halls Renovation architect appointment approved, GC/CM alternative public works contracting and delegation to award design and construction contracts approved
October 2010	Terry and Lander Halls Renovation Report of Actions Taken under Specific Delegated Authority, GC/CM selection approved
June 2012	Student Housing Phase III Maple and Terry Halls Project, Approve Project Budget and Debt Funding

Attachment

Student Housing Phase III Maple and Terry Halls Project Site Map - Existing Conditions



ATTACHMENT

Maple and Terry Halls Project

Board of Regents

July 12, 2012

University of Washington Maple + Terry Halls

Schematic Design

MITHUN

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FINANCE & FACILITIES
Capital Projects Office

Maple and Terry Halls
Board of Regents
July 12, 2012

HFS Student Housing

University of Washington

Maple and Terry Halls



Existing Terry Hall from University Bridge



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Design Principles

- Enhance the **west gateway**
- Create **buildings in the city**
- Foster student **community connections**
- Respond to **light**
- Honor the **urban grid**



MITHŪN

Sustainability Goals

- Achieve minimum **LEED Silver**
- Link energy and water use to **behavior** modification and competition
- Optimize natural forces for **biophilic** benefit



MITHŪN

West of 15th Context



Future Mercer Hall



Elm and Poplar Halls



Henderson Hall



Condon Hall

MITHŪN

West of 15th Context / Lander Hall



Brooklyn and Campus Parkway Entry



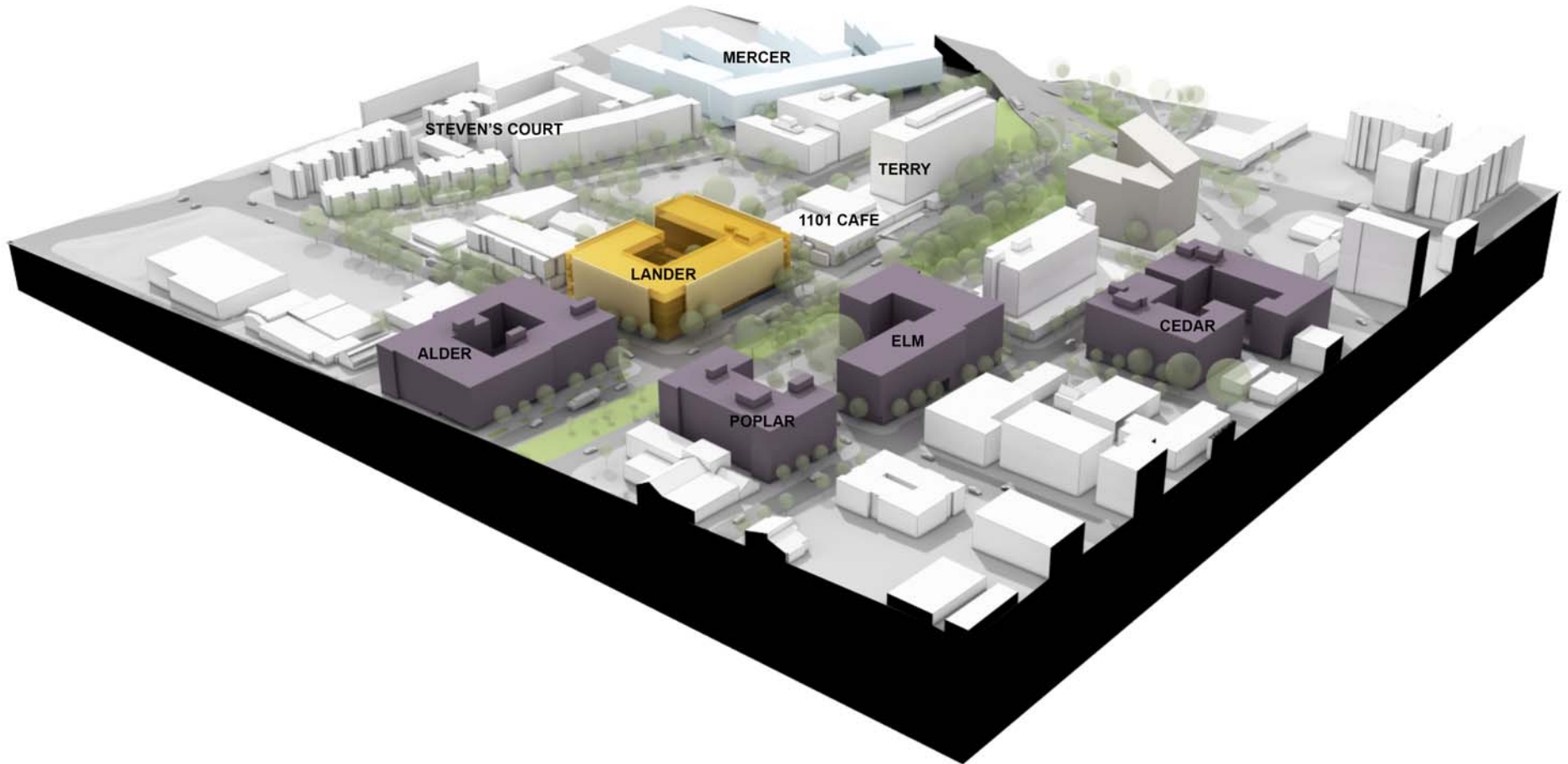
Campus Parkway Elevation



Lincoln Way Elevation

MITHŪN

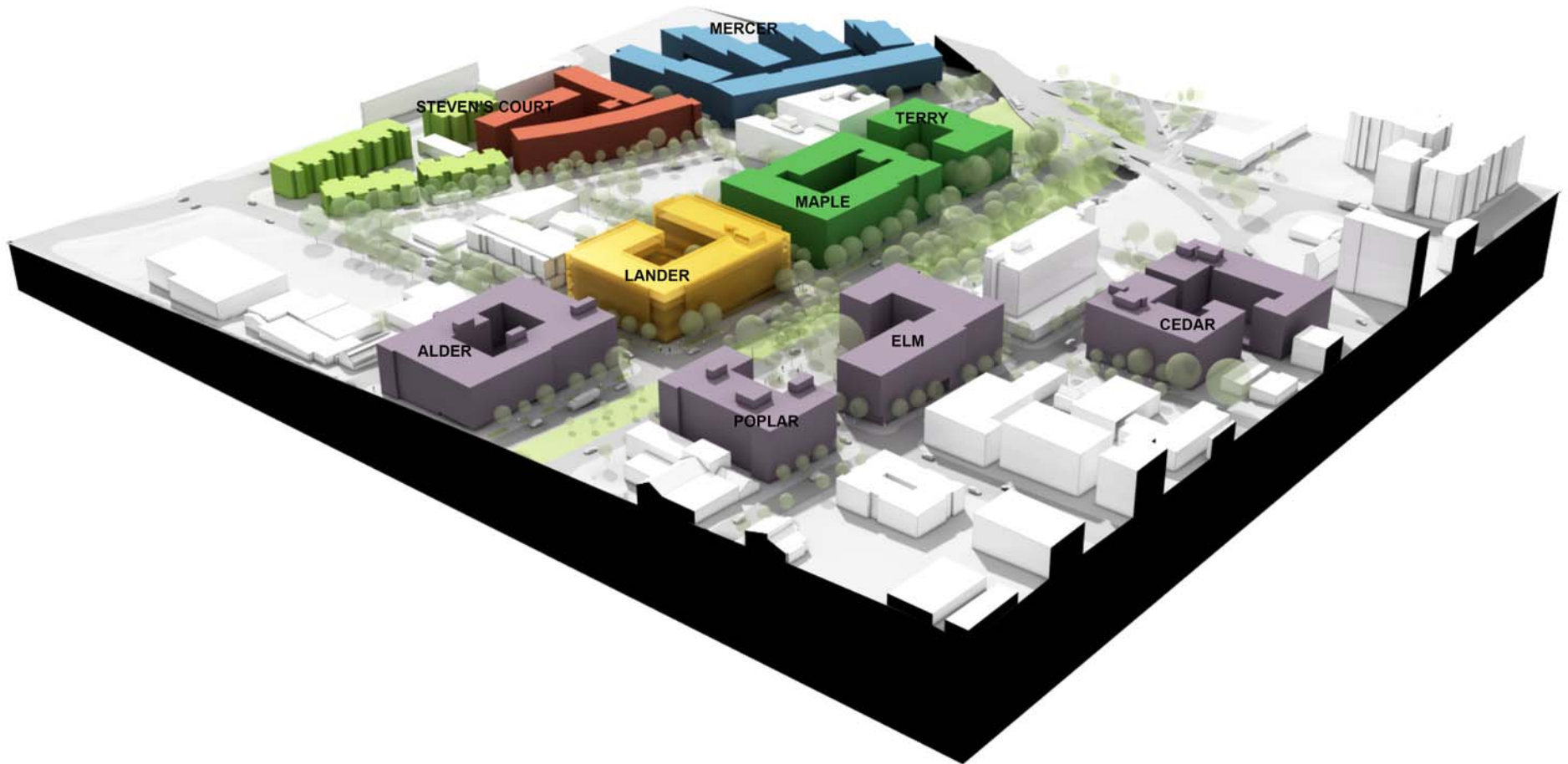
West of 15th Context



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Lander the Heart

Community Palette

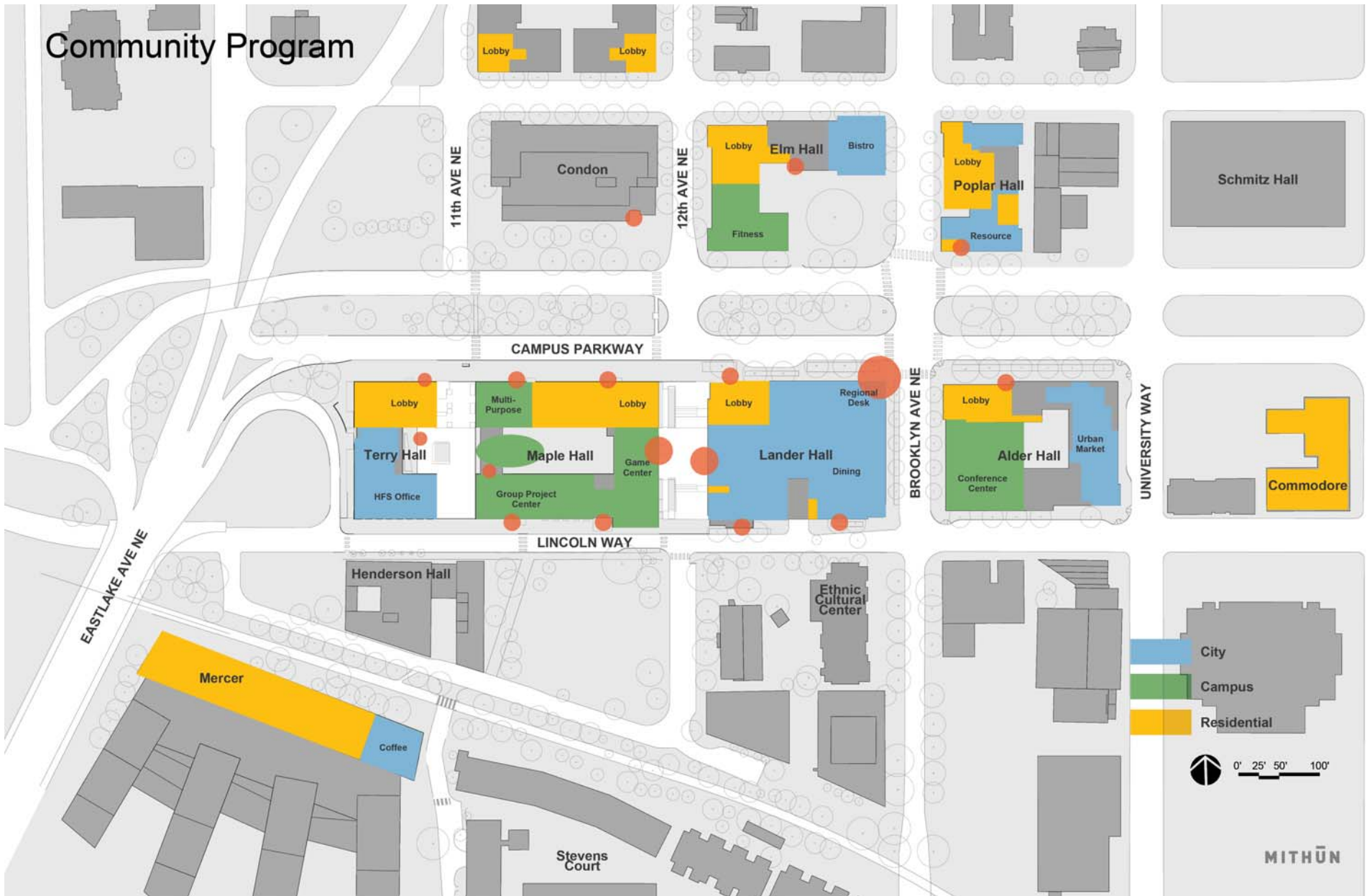


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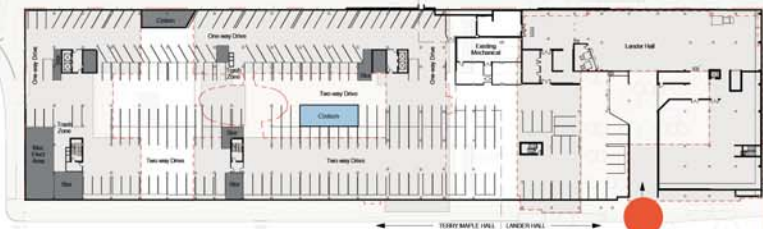
Project View from Northwest



Community Program



Basement Plan



162 new parking spaces
+ 22 in Lander
= 184 total spaces

 Garage Entrance



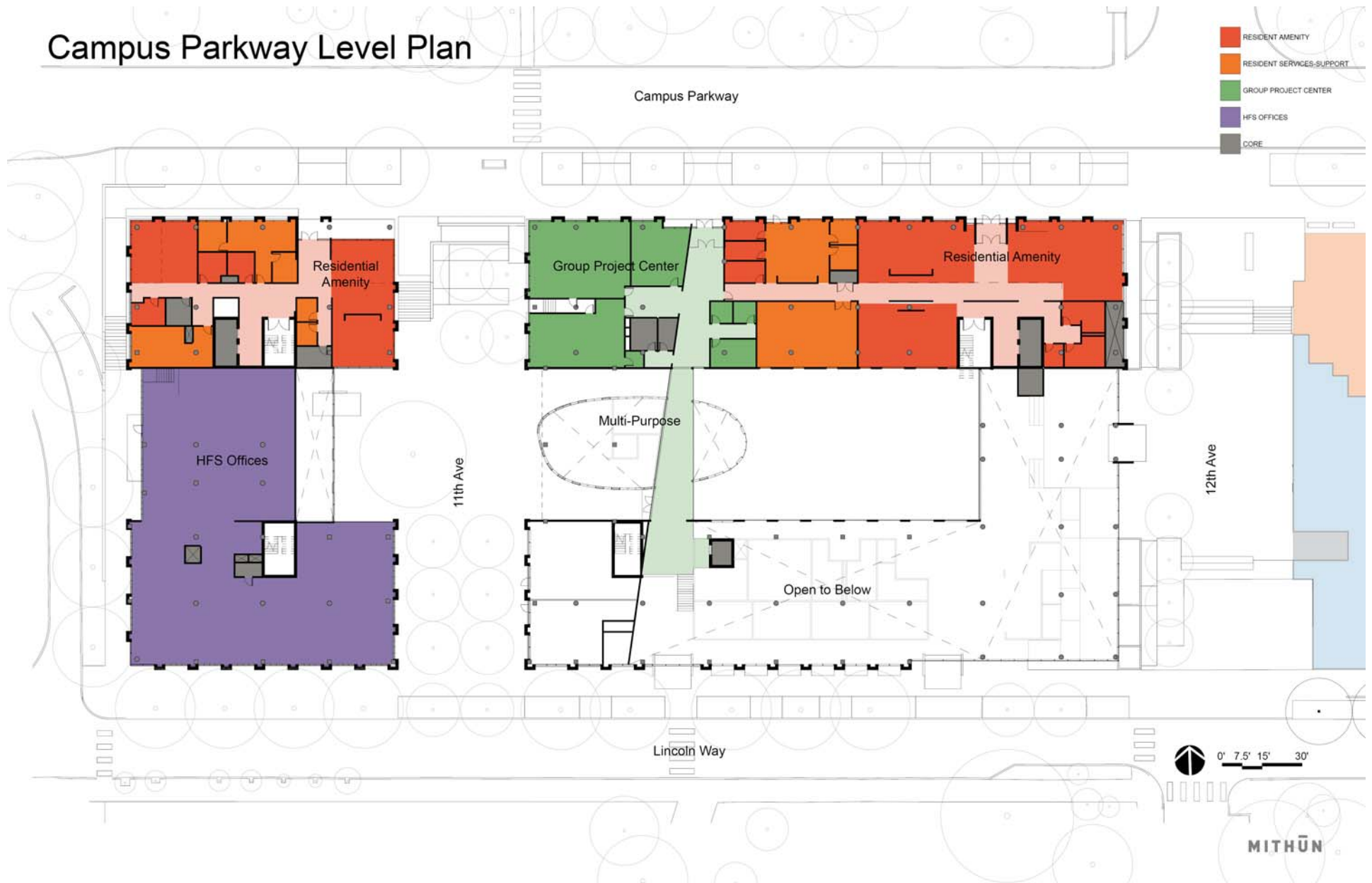
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Lincoln Level Plan

- RESIDENT SERVICES-SUPPORT
- MULTI-PURPOSE
- GROUP PROJECT CENTER
- GAME CENTER
- HFS OFFICES
- PARKING
- CORE



Campus Parkway Level Plan



Typical Residential Plan



Site Section Looking North

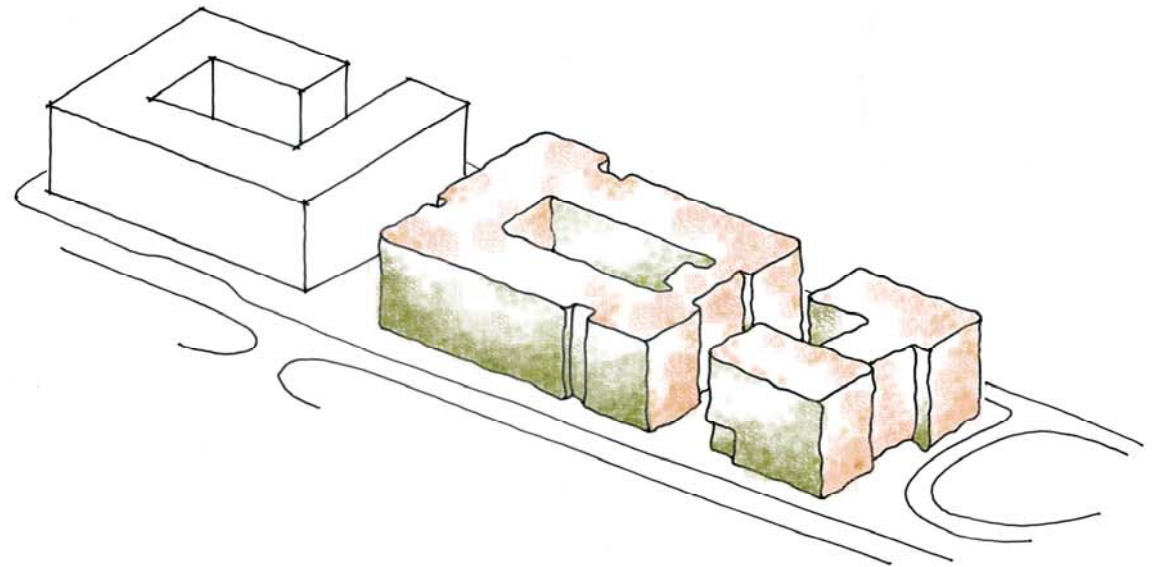
Showing 11th + 12th Avenues



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Response to Light

Lichen + Rock



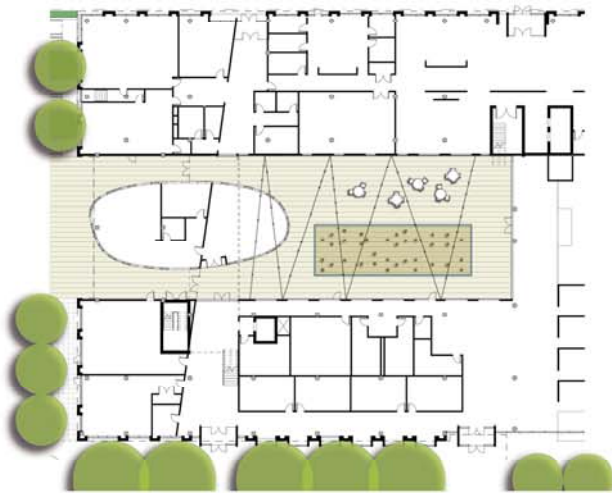
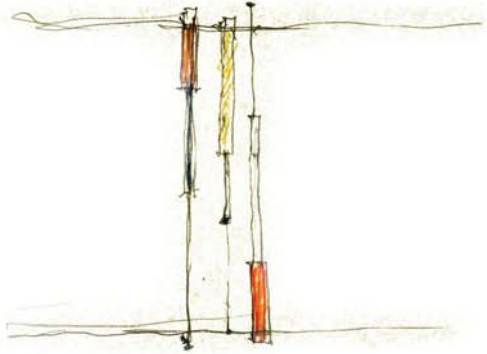
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Site Plan



View to Maple Courtyard

From Level 5 Residential Unit



Maple East Elevation

At 12th Avenue



0' 4' 8' 16'

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Campus Parkway

Street Elevations



SOUTH



NORTH

MITHÜN

Terry Residential Entry

From Campus Parkway at 11th Ave



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Game Center Entrance

From Lincoln Way



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Twelfth Avenue
From Lincoln Way



View to 12th Avenue

From Game Center



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West Campus Entry

From Lincoln Way



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Terry Hall Gateway

Campus Parkway looking SE



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Maple and Terry Halls
Board of Regents
July 12, 2012

Thank you!

VII. STANDING COMMITTEES

A. Academic and Student Affairs Committee

in Joint Session with

B. Finance, Audit and Facilities Committee

UW Medicine Board Annual Patient Safety and Quality Committee Report

There will be an oral report for information only.

Attachment

UW Medicine Board Patient Safety and Quality Committee Annual Report to the
UW Board of Regents, July 2012



UW Medicine Board
Patient Safety and Quality Committee
Annual Report to the UW Board of Regents

July 2012

1

UW Medicine

HARBORVIEW MEDICAL CENTER | NORTHWEST HOSPITAL & MEDICAL CENTER | VALLEY MEDICAL CENTER | UW MEDICAL CENTER
UW NEIGHBORHOOD CLINICS | UW PHYSICIANS | UW SCHOOL OF MEDICINE | AIRLIFT NORTHWEST

**UW Medicine Board Patient Safety and Quality Committee
Annual Report to the UW Board of Regents
July 2012**

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Introduction

The UW Medicine Board Patient Safety and Quality Committee is providing the first annual report to the UW Board of Regents to inform the Regents on the patient safety and quality improvement programs at UW Medicine.

1. Governing Documents and Committee Charters

UW Medicine Coordinated Quality Improvement Program (CQIP)

Quality improvement programs for hospitals in Washington are required as a matter of facility licensure (RCW 70.41.200). UW Medicine, which consists of hospital and non-hospital components, chose to formalize its program by creating and submitting a Coordinated Quality Improvement Program (CQIP) plan (RCW 43.70.510) to the Washington Department of Health in order to provide a framework for its joint quality improvement efforts and to receive the same confidentiality protections for its collaborative work granted to hospitals under state law. The initial CQIP plan was approved on January 30, 2008, by the Department of Health. Since that time, the scope, components and operation of UW Medicine and associated quality improvement activities have expanded. For this reason, UW Medicine is in the process of modifying the CQIP in order to ensure that its coordinated quality improvement and malpractice prevention programs, and its peer review processes, continue to be appropriately organized, as well as to ensure that all applicable privileges, immunities, and protections for quality improvement, malpractice prevention and peer review are preserved.

Under the CQIP, the delivery of healthcare services to patients in all components of UW Medicine, as well as services delivered by UW Medicine affiliated providers at other institutions or locations, are subject to retrospective and prospective review for the purposes of: (a) improving the quality of care of patients and preventing medical malpractice; (b) assessing the competence of, and maintenance of relevant information concerning, individual physicians affiliated with UW Medicine; (c) resolving patient grievances; (d) developing information concerning negative outcomes and incidents, liability claims, settlements and awards, costs of insurance, and patient injury prevention; (e) delivering educational programs concerning quality improvement and patient safety, etc.; and (f) maintaining and improving policies to ensure these purposes are served.

By delegation from the Board of Regents and the President of the University, the Chief Executive Officer, UW Medicine and Executive Vice President for Medical Affairs and Dean of the School of Medicine, University of Washington CEO/EVPMA/Dean exercises responsibility for overseeing, planning and coordinating the resources of UW Medicine, including its QI activities.

The UW Medicine Board Patient Safety and Quality Committee serves in an advisory role to the CEO/EVPMA/Dean with respect to QI activities of UW Medicine. The CEO/EVPMA/Dean also has assigned responsibility for various aspects of the CQIP to the UW Medicine Quality & Safety Executive Committee (QSEC) and the UW Medicine Quality & Safety Coordination Committee (QSCC). Together, these committees are responsible to the CEO/EVPMA/Dean for the policy components and operational components of the CQIP.

These UW Medicine quality improvement committees and the UW Medicine CQIP serve as forums to share systemwide standards and best practices from each site. For example, Harborview Medical Center (HMC), Northwest Hospital and Medical Center (NWH), Valley Medical Center (VMC), University of Washington Medical Center (UWMC) and Seattle Cancer Center Alliance (SCCA) have quality improvement plans and activities under RCW 70.41.200. The UW School of Medicine clinical departments conduct ongoing evaluations of the qualifications and competency of health professionals, and of the quality of care provided by department health professionals under RCW 70.41.190 and RCW 43.70.510, including Mortality and Morbidity (M&M) peer review process. UW Medicine component and affiliated entities have ongoing provider credentialing and privileging processes and activities.

Under the direction of the CEO/EVPMA/Dean, these quality improvement (QI) functions are carried out at the operational level under the UW Medicine Quality & Safety Executive and UW Medicine Quality & Safety Coordination committees. These committees have oversight responsibility for selected University and UW Medicine QI activities described in the CQIP plan, including communications by and between the various components of UW Medicine. These committees, and their members, also participate in quality improvement, quality assurance, medical malpractice prevention and peer review at University member organizations, affiliated institutions or facilities, and approved sites of practice, both current and future. Support for these functions is provided by the Chief Health System Officer, UW Medicine/Vice President for Medical Affairs, University of Washington (CHSO/VPMA) and Vice Dean for Clinical Affairs and Graduate Medical Education, University of Washington School of Medicine.

In addition, to a variety of University and UW Medicine organizations, including but not limited to Health Sciences Risk Management and the University Office of Risk Management, various facility-based QI and peer review programs, and the UW Medicine Board via the UW Medicine Patient Safety and Quality Improvement Committee, participate and provide advice to the CEO/EVPMA/Dean on the operation of UW Medicine. These support organizations create, collect and maintain information and documents in furtherance of this CQIP and its QI committees.

UW Medicine Board Patient Safety & Quality Committee Charter

The UW Medicine Board, which is comprised of community leaders appointed by the Board of Regents, advises the CEO/EVPMA/Dean in strategic planning and oversight of programs across UW Medicine. Through its Patient Safety and Quality Committee, the UW Medicine Board provides guidance and advice regarding patient safety and quality, including: review and evaluation of the patient safety and quality programs of UW Medicine; strategic planning and program development; risk assessment; analysis of emergent and ongoing system-wide patient safety and quality issues; analysis and advice on proactive risk mitigation plans for any patient safety and quality items that could result in patient harm or potential loss of public trust in UW Medicine; and resource allocation associated with UW Medicine patient safety and quality. In addition, the committee also periodically reviews the CQIP. For these purposes, the UW Medicine Board may receive documents and information generated, collected and maintained as a part of UW Medicine's CQIP and, to that extent, functions as a quality improvement committee under WAC 246-50-020(1)(b).

UW Medicine Quality & Safety Executive Committee (QSEC)

The CEO/EVPMA/Dean has delegated operational authority for the coordinated quality improvement program and this CQIP to the UW Medicine Quality & Safety Executive Committee (QSEC) and appoints its members. The QSEC's purpose is to organize, coordinate and align QI efforts among all UW Medicine components (UWMC, HMC, NWH, VMC, UW Physicians (UWP), Airlift Northwest (ALNW) and UW School of Medicine), University member and affiliated organizations, and Approved Sites of Practice to ensure that quality of care is reviewed across all locations where University-affiliated providers deliver services.

The QSEC also: (1) supports hospital-based QI programs as needed by authorizing and directing hospital incident reporting, peer review and M&M processes as required by The Joint Commission (TJC) or other accreditation bodies, into the CQIP process; (2) through review of quality improvement reports,

professional liability claims and litigation, seeks to avoid negative financial implications and damage to reputation related to adverse patient events by providing education and “lessons learned” to the hospitals and clinical services; and (3) integrates Research Adverse Event Reviews into QI and clinical risk management reviews. The QSEC’s purposes also include ensuring that existing QI programs within UW Medicine component entities are aligned with this CQIP, avoiding duplication of resources, prevention of delayed recognition of potentially compensable patient safety events and practice events, management and mitigation of such events, and damage to reputation. The QSEC functions as a quality improvement committee under WAC 246-50-020(1)(b).

UW Medicine Quality & Safety Coordination Committee (QSCC)

The QSCC meets on a monthly basis. This committee receives executive direction from, and reports quarterly to, the QSEC and periodically as needed. The QSCC oversees and relies on the established component parts of QI processes including hospital-based committees, UW School of Medicine departmental reviews including M&M processes, blood borne pathogen policy reviews, peer review processes related to physician competence, event and incident reports, Pharmacy and Therapeutics (P&T) Committee reviews, Infection Control Committee reviews, and departmental and Graduate Medical Education (GME) Committee evaluations of GME program participants. The QSCC may form sub-committees and task force workgroups to perform the work of the committee. The QSCC, and any subcommittees formed at its direction, function as QI committees under WAC 246-50-020(1)(b).

2. Patients Are First Executive Steering Committee

The Patients Are First initiative has been implemented under the leadership of the CHSO/VPMA throughout UW Medicine as an organizational framework for delivering consistent service excellence to every patient, every time. In support of this initiative, UW Medicine has engaged a resource from Studer Group, LLC, a national expert consultant group on implementing evidence-based practices that improve service, satisfaction, quality and safety while reducing costs. The framework includes the deployment of evidenced-based leadership tools and tactics across the health system to achieve goals related to quality, safety, satisfaction and fiscal responsibility. Performance measurement of these established Pillar Goals and Metrics are shared throughout the organization with all levels of staff. Through Patients Are First, UW Medicine is creating better leaders and greater consistency across the

health system, refining our metrics to support systems of accountability, and providing staff, managers, physicians and leaders with the tools, tactics and reports to achieve our strategic outcomes.

UW Medicine has established four “Pillars” as the foundation for building a Patients Are First culture.

- Focus on Serving the Patient and Family: serve all patients and family members with compassion, respect and excellence;
- Provide the Highest Quality Care: provide the highest quality, safest and most effective care to every patient, every time;
- Become the Employer of Choice: recruit and retain a competent, professional workforce focused on serving our patients and their families;
- Practice Fiscal Responsibility: ensure effective financial planning and the economic performance necessary to invest in strategies that improve the health of our patients.

3. Major Quality and Safety Initiatives at UW Medicine

Just Culture and TeamSTEPPS

In 2009, UW Medicine embarked on the journey to become a “Just Culture.” The UW Medicine “Just Culture” focuses on creating a learning culture, designing and implementing safety systems, and managing behavioral choices that promote and improve patient safety. The Just Culture approach emphasizes the importance of training and systems to support personal accountability and corporate self-regulation in safety matters. Physicians and staff are encouraged to provide essential safety-related information based on establishing a clear line between acceptable and unacceptable behavior.

UW Medicine began deployment of Team Strategies and Tools to Enhance Performance and Patient Safety (TeamSTEPPS) in 2008 to improve patient safety by improving communication and teamwork skills among its health professionals. UW Medicine is a national training site for TeamSTEPPS, with 127 master trainers on staff. Over 1,000 UW Medicine faculty and staff have trained in TeamSTEPPS, including operating room, intensive care unit, emergency room and labor and delivery personnel. Since 2010, all incoming residents and fellows (over 200 per year) have been trained in TeamSTEPPS during orientation.

As one of eight test hospitals for the World Health Organization Surgical Checklist project, UW Medicine introduced TeamSTEPPS principles in the final pre-surgery checklist that is used routinely by our surgeons. Just as pilots rely on checklists to operate airplanes safely, the Surgical Checklist has been demonstrated to reduce deaths and complications substantially among surgical patients. Our physicians have been national leaders in implementing the Surgical Checklist and are responsible also for implementation throughout other Washington hospitals.

Institute for Simulation and Interprofessional Studies (ISIS)

Following the example of the aerospace industry training model that uses simulation for training and testing, UW Medicine has led the nation in the use of simulation technology training for healthcare. Since 2006, UW Medicine's Institute for Simulation and Interprofessional Studies (ISIS) has pioneered simulation training and retraining for health professionals to improve healthcare through increased patient safety. Within safe and realistic learning environments, ISIS trains healthcare professionals to be effective, efficient clinicians and adept team communicators. Training occurs on sophisticated mannequins, through virtual electronic cases, and on machines that simulate clinical settings; all include metrics by which trainees' skills and progress are measured. ISIS simulation facilities are located at UW Medical Center, Harborview Medical Center and Northwest Hospital.

With expansion to these three facilities, UW Medicine has dramatically increased ISIS training. For example, the Harborview site provided more than 31,500 documented learner hours in fiscal year 2010, with trainees participating from multiple specialties, including emergency medicine, neurological surgery, orthopedics, otolaryngology, vascular surgery and nursing. ISIS has been recognized by the Josiah Macy, Jr. Foundation in New York as a national leader in using simulation for interprofessional team training of healthcare professionals.

4. Performance Measurement and Local and National Benchmarking

UW Medicine uses national and regional benchmarking tools to drive performance improvement. Leaders across UW Medicine monitor all such benchmarking reports as a way to gauge the success of our performance relative to other institutions. UW Medicine has a single mission; to improve the health of the public. In pursuit of this mission, UW Medicine has a large, comprehensive clinical care program,

a large and diverse range of health professional education and training programs and one of the largest, most advanced biomedical research programs in the world.

For performance measurement and benchmarking, UW Medicine's clinical programs are compared with other major academic medical centers, especially those performing a similar spectrum of clinical care. The University Healthsystem Consortium (UHC) provides benchmarking data. Each year the UHC generates a national scorecard combining mortality, core measures and readmissions, harm events, efficiency and patient satisfaction. Over the past 5 years, UW Medicine has shown substantial improvements relative to other academic health systems, with our institutions now performing in the top third nationally on most measures.

These data show outstanding progress relative to other leading academic institutions across the county. While this performance relative to national benchmarks generates substantial recognition, there are many options for medical care available to patients in our own region. Because UW Medicine competes with a wide range of outstanding medical programs in the Puget Sound region and in the northwest generally, it is essential that UW Medicine leaders challenge our systems to be as efficient, patient-centered and high quality as any in the region.

Numerous comparative tools are available to assess overall performance relative to Washington State hospitals. Leapfrog and Centers for Medicaid & Medicare Services (CMS) are two of the leading national-scale web-based comparative reports readily available to the general public. At a regional-level there are also three prominent publicly available comparative tools including the Washington State Hospital Association site, the Puget Sound Health Alliance and the COAP/SCOAP collaborative programs. The combined efforts of UW Medicine hospitals as represented on these performance scorecards shows the substantial improvements made over the past several years relative to other local institutions.

In addition, the US News and World Report issues hospital rankings annually. In 2012, UWMC was listed as one of the top 20 Honor Roll "Best Hospitals" in the country based on the outstanding clinical programs and physicians. All four UW Medicine hospitals (HMC, UWMC, VMA and NWH) were listed in the top 10 metropolitan rankings of the US News and World Report best hospitals in the region.

Managing Harm Events at UW Medicine

Health care professionals and staff across UW Medicine are expected to report adverse and sentinel events through supervisory or management leadership using the electronic incident report tools when

witnessing or becoming aware of a harm event or near miss. On-line incident reporting systems are available and in use by physicians and staff at HMC, UWMC, VMC and NWH. Hall Health Primary Care Center (HHPCC) and UW Neighborhood Clinics (UWNC) use electronic incident report forms that are downloaded into the Riskmaster database, which also receives daily downloads of incident reports from Patient Safety Net. Each clinical department also reviews harm events within the context of departmental Morbidity and Mortality (M&M) conferences.

UW Medicine quality, patient safety, and risk management professionals collaborate to review incident reports on a daily basis. Incidents involving serious outcomes of care that may qualify as adverse or sentinel events and require further review via Root Cause Analysis (RCA) are identified and reported to senior leadership, including the Medical Director, Chief Nursing Officer, Director of Quality Improvement, and the Director of Risk Management. The Risk Management and Quality Improvement departments review incident reports and M&M case reviews for possible reportable or reviewable events and take immediate steps to investigate and mitigate situations involving patient harm.

UW Medicine has adopted definitions set out by the following organizations:

- Joint Commission (TJC): A Sentinel Event is an unexpected occurrence involving death or serious physical or psychological injury, or the risk thereof. Serious injury specifically includes loss of limb or function. The phrase, 'or the risk thereof' includes any process variation for which a recurrence would carry a significant chance of a serious adverse outcome.
- State Department of Health (DOH): Per RCW 70.56.010, an Adverse Event is described as the list of 28 serious reportable events adopted by the National Quality Forum (NQF) in 2006. NQF has further stated that "adverse events are serious, largely preventable, and of concern to healthcare providers, consumers, and all stakeholders." The department is currently considering additions to this list that have been recently added by the National Quality Forum.

All UW Medicine components review serious outcomes of care using a formal review process that invites participation by the health professionals involved in an adverse or serious event. The hospital components use a more formal process known as a Root Cause Analysis to determine what may have caused the event (e.g. human factors, system design issues, training/education). The review focuses primarily on systems and organization processes, and identifies potential improvements in those processes or systems that would tend to decrease the likelihood of such events in the future. It may

also determine, after analysis that no such improvement opportunities exist. While there are multiple mechanisms for reporting quality, safety and harm events, RiskMaster is a software system managed by Health Sciences Risk Management that maintains a complete summary of each harm event, an analysis of the event, and opportunities for improvement. This database is also used to track patient complaints and grievances at HMC, UWMC, NWH, UWNC and HHPCC. VMC uses the Quantros software to track and report patient grievances. Reports from this database are used in the medical staff reappointment processes for HMC and UWMC.

5. Pay for Performance / Value-Based Purchasing

Value-Based Purchasing (VBP) and Pay For Performance (P4P) programs that are applied to health care payment calculations. In principle, an institution is rewarded or penalized based on a set of pre-defined quality goals. Earliest versions of P4P, were loosely termed “Pay For Participation” which meant that an institution that fully participated in data collection and reporting was eligible for the full incentive payment from the payer (most notably Medicare). Such programs are now transitioning to be based on the actual performance relative to the quality goal.

Medicare has developed a Value-Based Purchasing (VBP) formula that is based on the Core Measures and the inpatient patient experience survey data. CMS is currently withholding 1% of the base payments for patients with Fee-For-Service Medicare coverage. A hospital is then eligible to “earn back” the amount withheld based on a performance score weighted 70% by Core Measures and 30% by HCAHPS. The VBP program will be budget neutral such that roughly half of the hospitals nationwide will receive a bonus payment above the amount withheld while the other half will receive less than the amount withheld. The first distribution of “earn back” payments will occur in October 2012, based on performance between July 1, 2011 and March 31, 2012. This VBP formula is part of a multi-year CMS program that will steadily increase the amount of payment at risk (1% in FY12 to 2% in FY 2017) and steadily increase the measures that are included in the performance score. Other P4P and VBP programs are also underway including a CMS readmission incentive program, CMS Meaningful Use incentive program focused on adoption of electronic health records and multiple health plan-specific programs.

6. Conclusion

UW Medicine’s mission is to improve the health of the public through outstanding patient care, education and research. The clinical care delivery system is well recognized for excellence due to its

renowned faculty and staff. UW also attracts the best and brightest students and resident trainees from across the nation. As an organization we continuously strive to improve and excel in patient safety and quality.

This proactive attitude is at the heart of the culture that is evident across UW Medicine. With many resources available locally and nationally for comparative benchmarking, UW Medicine has been able to assess where we are in the top tier and where we have opportunities for improvement. This document has outlined the key drivers that are helping to transform the environment, culture and expectations in pursuit of the highest level of quality, safety and cost effective service for our patients.

UW Medicine is demonstrating rapid and consistent improvement throughout our clinical care delivery system. Physicians and staff are working with the common sense of purpose and recognize the satisfaction that comes with reaching shared goals. UW Medicine is committed to clinical excellence and strives to be the leader in quality, safety, satisfaction and cost effective care to fulfill our mission of improving health.

UW Medicine Board Patient Safety and Quality Committee

Annual Report to the UW Board of Regents

July 2012

HARBORVIEW MEDICAL CENTER
NORTHWEST HOSPITAL & MEDICAL CENTER
VALLEY MEDICAL CENTER
UNIVERSITY OF WASHINGTON MEDICAL CENTER
UW NEIGHBORHOOD CLINICS
UW PHYSICIANS
UW SCHOOL OF MEDICINE
AIRLIFT NORTHWEST

ONE SYSTEM.
EIGHT ENTITIES.
A SINGLE MISSION.

UW Medicine

Presentation Summary

- ❑ Coordinated Quality Improvement Program (CQIP)
- ❑ UW Medicine Board Patient Safety & Quality Committee
- ❑ Patients Are First Initiative at UW Medicine
- ❑ Major Quality and Safety Initiatives at UW Medicine
- ❑ Managing Harm Events at UW Medicine
- ❑ Pay For Performance / Value Based Purchasing

UW Medicine

Coordinated Quality Improvement Plan (CQIP)

Coordinated Quality Improvement Program (CQIP)*

- ❑ *Washington State has recognized the importance of confidentiality to the success of quality improvement and medical malpractice prevention;*
- ❑ *Information in the CQIP is not discoverable in civil litigation and is exempt from disclosure as a public record;*
- ❑ *The public policy objective is to encourage the frank and self-critical discussions needed to analyze sensitive outcomes of patient care in an environment that is supportive of health professionals so that improvements can be made in care delivery.*

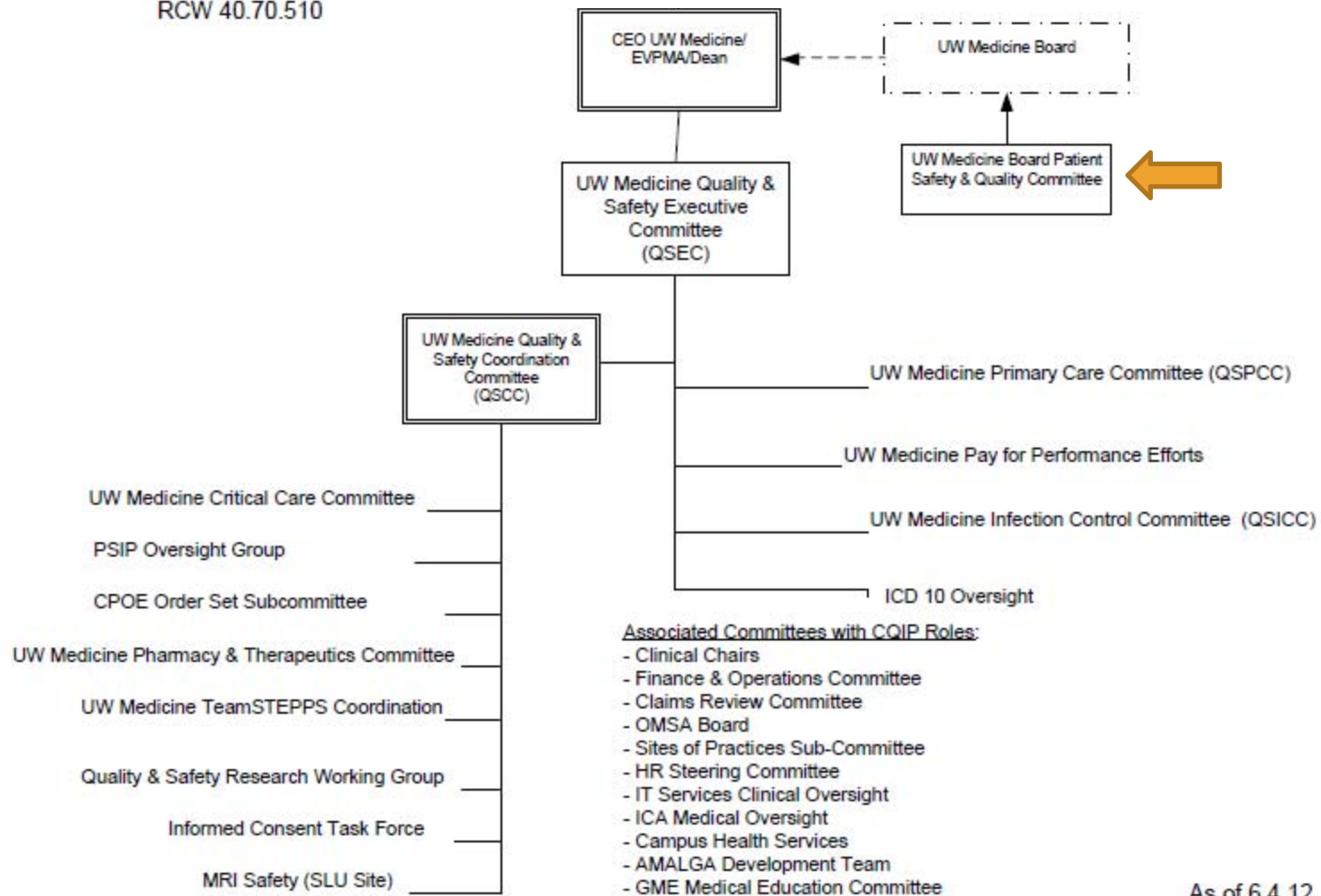
** approved by the WA State Department of Health (DOH) in Jan 2008*

Coordinated Quality Improvement Program (CQIP)

Under CQIP, the delivery of healthcare services to all patients in all components of UW Medicine, as well as services delivered by UW Medicine at affiliated institutions are subject to retrospective and prospective review for the purposes of:

- ❑ Improving the quality of care
- ❑ Assessing the competence of individual physicians and practitioners
- ❑ Resolving patient grievances
- ❑ Developing information concerning negative outcomes and incidents
- ❑ Delivering educational programs for continuous improvement
- ❑ Developing policies and procedures to ensure these purposes are served

UW Medicine
Quality & Safety Structure
(CQIP)
RCW 40.70.510



As of 6.4.12

UW Medicine

UW Medicine Board Patient Safety & Quality Committee

UW Medicine Board Patient Safety & Quality Committee Establishment and Authority

- ✦ Section 1.2.1 (e) of the UW Medicine Board Bylaws established the responsibility of the UW Medicine Board (UWMB) to advise the Board of Regents, the President, and the Chief Executive Officer, UW Medicine, Executive Vice President for Medical Affairs, University of Washington, and Dean, University of Washington School of Medicine (CEO/EVPMA/DEAN) regarding the provision of medical services.

UW Medicine Board Patient Safety & Quality Committee Establishment and Authority

- ✘ Pursuant to that responsibility and Section 6.1 of the UW Medicine Board Bylaws, the Board established the ***UW Medicine Board Patient Safety and Quality Committee*** to assist the Board in fulfilling that responsibility. The authority of the Committee is defined through a charter.

UW Medicine Board Patient Safety & Quality Committee General Duties

- ✦ The Patient Safety and Quality Committee is responsible for reviewing and evaluating the patient safety and quality programs of UW Medicine and preparing the Chairperson of the UW Medicine Board to advise the Board of Regents, the UW President, and the UW Medicine CEO/EVPMA/Dean regarding the implementation and effectiveness of the UW Medicine patient safety and quality programs.

Committee Specific Duties and Responsibilities

- ✦ ***Duties of the Committee include but are not limited to advising on the following:***
 - *Strategic planning, program development, organizational structure and resource allocation associated with UW Medicine patient safety and quality at a system-wide level.*
 - *Advocacy and support for UW Medicine patient safety and quality at a system-wide level;*
 - *Analysis of emergent and ongoing system-wide patient safety and quality issues and trends;*
 - *Analysis and advice on proactive risk mitigation plans for any patient safety and quality items that could result in patient harm or potential loss of public trust in UW Medicine.*

UW Medicine

Patients Are First

Focus on Serving the Patient/Family

Serve all patients and family members with compassion, respect and excellence.

Become the Employer of Choice

Recruit and retain a competent, professional workforce focused on serving our patients and their families.

Provide the Highest Quality Care

Provide the highest quality, safest and most effective care to every patient, every time.

Practice Fiscal Responsibility

Ensure effective financial planning and the economic performance necessary to invest in strategies that improve the health of our patients.

Facility
Trend

Hand Hygiene
by Dept

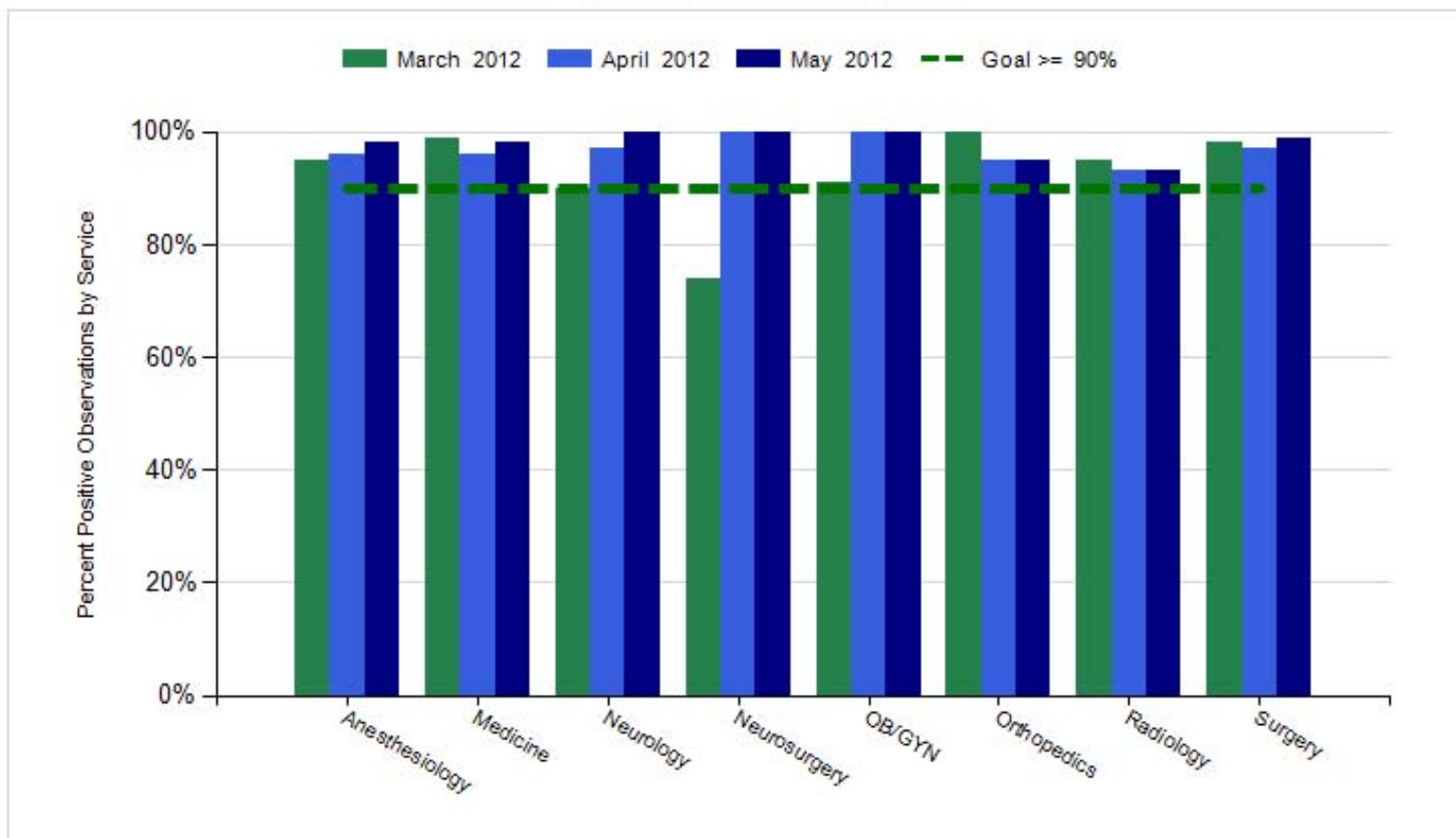
Hand Hygiene
by Profession

UW Medicine Inpatient Hand Hygiene Compliance by Department from 3/1/2012 through 5/31/2012

[UW Medicine](#)

[HMC](#)

[UWMC](#)



Hand hygiene data is collected in the following ways: by observation and by rounding with teams.

Show Detail

UW Medicine

Quality and Safety Initiatives at UW Medicine

“Just Culture”

- ❑ Focuses on
 - ❑ Creating a learning culture
 - ❑ Designing safety systems
 - ❑ Managing behavioral choices that promote and improve patient safety
- ❑ Emphasizes the importance of training and systems to support personal accountability and corporate self-regulation in safety matters

Accountability for our Behavioral Choices

Human Error

Product of our current system design

Manage through changes in:

- Processes
- Procedures
- Training
- Design
- Environment

Console

At-Risk Behavior

Unintentional Risk-Taking

Manage through:

- Removing incentives for at-risk behaviors
- Creating incentives for healthy behaviors
- Increasing situational awareness

Coach

Reckless Behavior

Intentional Risk-Taking

Manage through:

- Remedial action
- Disciplinary action

Punish

 FAIRVIEW

David Marx, JD Outcomes Engineering

TeamSTEPPS

- ❑ Team Strategies and Tools to Enhance Performance and Patient Safety (TeamSTEPPS) started in 2008
 - ❑ UW Medicine is a national training site for TeamSTEPPS
 - ❑ 127 master trainers on staff
 - ❑ Over 1,000 UW Medicine faculty and staff trained in TeamSTEPPS
 - ❑ Since 2010, all incoming residents and fellows (250/year) have been trained in TeamSTEPPS

Institute for Simulation and Interprofessional Studies (ISIS)

- ❑ UW Medicine a leader in simulation technology training in healthcare;
- ❑ Use of sophisticated mannequins, virtual electronic cases and on machines, re-creating actual clinical circumstances;
- ❑ Metric-driven assessment of trainees skills and progress;
- ❑ ISIS facilities at UWMC, HMC and NWH.



UW Medicine

Managing Harm Events

Managing Harm Events

- ❑ All health care professionals are expected to report adverse and sentinel events;
- ❑ On-line incident reporting available;
- ❑ Mortality & Morbidity case review conferences within departments;
- ❑ Serious outcomes review through “Root Cause Analysis”;
- ❑ Joint Commission and WA State Department of Health standards for reporting

Pay For Performance and Value Based Purchasing

Pay For Performance / Value Based Purchasing

- ❑ Applied to health care payment calculations;
- ❑ “Pay For Participation” programs have progressed to reflect “Pay for Performance”;
- ❑ Medicare’s Value Based Purchasing has greatest impact;
- ❑ 1% of Medicare payments are withheld, and an institution earns back this amount through Core Measures (70%) and Patient Satisfaction (30%).
- ❑ Over 5 years the withhold will become 2%, with more performance measures included.

UW Medicine

Thank You!

VII. STANDING COMMITTEES

A. Academic and Student Affairs Committee

in Joint Session with

B. Finance, Audit and Facilities Committee

Husky Stadium Renovation Update

There will be an oral report for information only.



The slide features a dark blue header with a gold 'W' logo on the left. The main content area is white with a large, faint, light gray 'W' logo in the background. A gold horizontal bar in the center contains the text 'HUSKY STADIUM RENOVATION REGENTS BRIEFING JULY 12, 2012'. The slide is framed by a dark blue footer with the word 'WASHINGTON' in white, italicized, bold letters on the right side.

W

HUSKY STADIUM RENOVATION **REGENTS BRIEFING** JULY 12, 2012

WASHINGTON

W

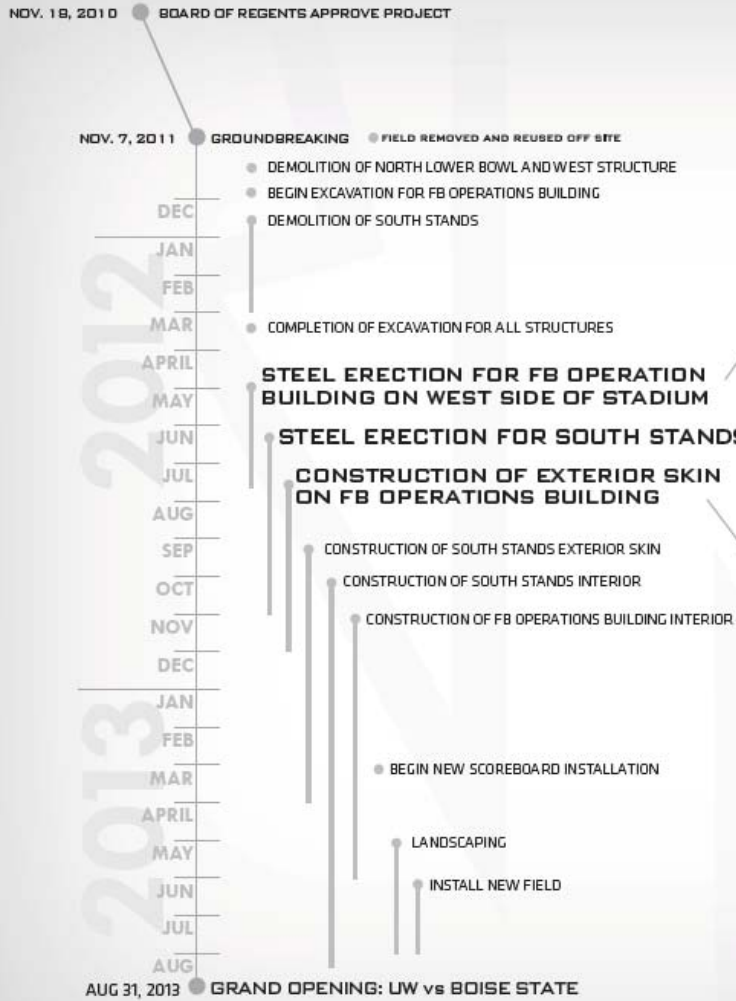


Ox Blue™

WASHINGTON



CONSTRUCTION TIMELINE



WASHINGTON



HIGHLIGHTS MOVING FORWARD

- STEEL ERECTION FOR SOUTH STANDS (CURRENTLY)
- CONSTRUCTION OF EXTERIOR SKIN OF FOOTBALL OPERATIONS BUILDING (JULY 2012)
- CONSTRUCTION OF SOUTH STANDS EXTERIOR SKIN (SEPT. 2012)
- CONSTRUCTION OF INTERIOR OF FOOTBALL OPERATIONS BUILDING (NOV. 2012)
- SCOREBOARD INSTALLATION (MAR. 2013)
- FIELD INSTALLATION (JUNE 2013)



PROJECT DEVELOPMENT TEAM

Developer: Wright Runstad & Company

Architect: 360 Architecture

New Meadowlands Stadium, Memorial Stadium, Safeco Field interiors

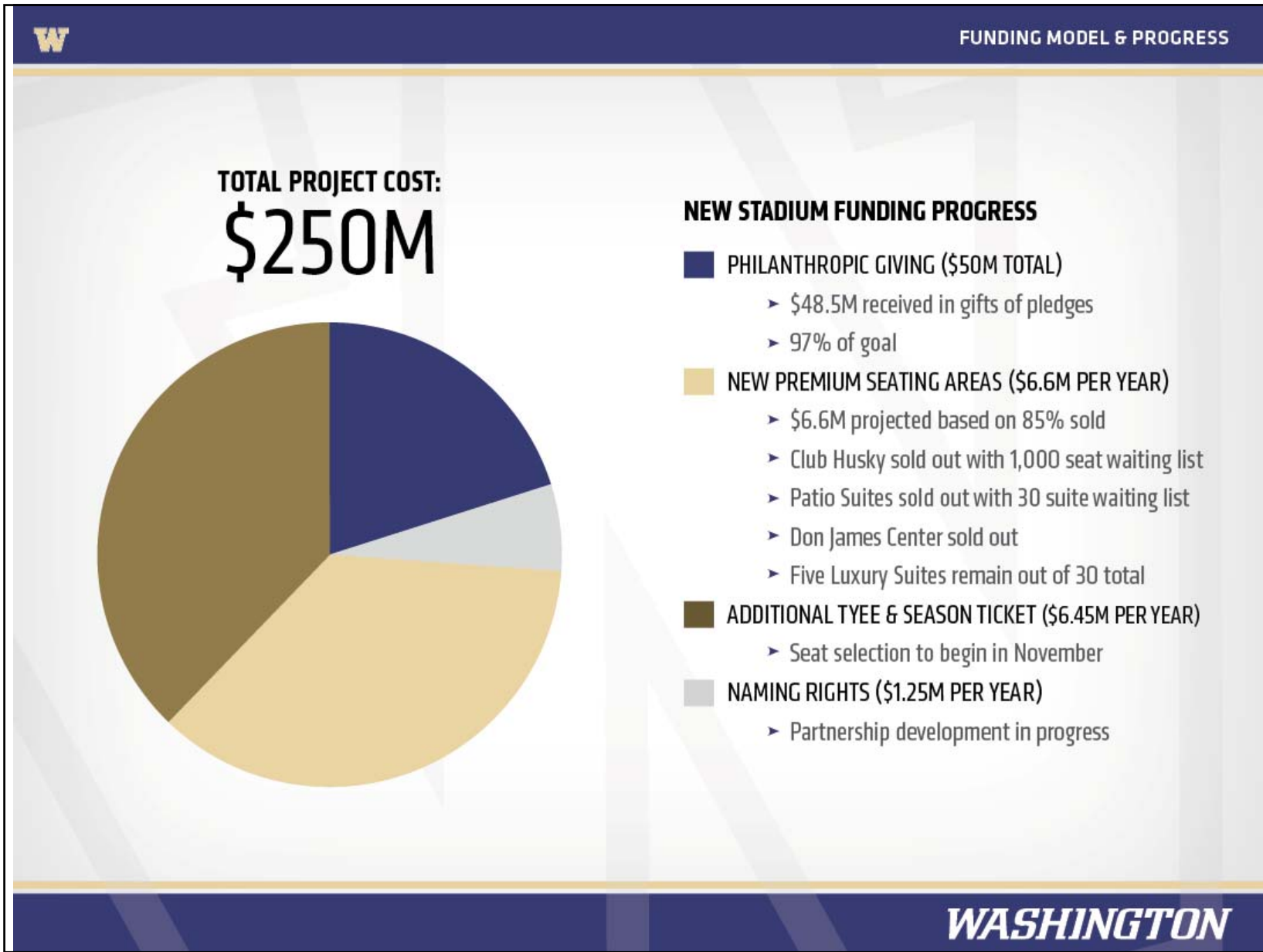
Contractor: Turner Construction Company

Yankee Stadium, Qwest Field

Civil & Structural Engineering: Magnusson Klemencic Associates

Safeco Field, Qwest Field and 32 other major sports facilities worldwide

WASHINGTON





2012 AT CENTURYLINK FIELD

2012 SEASON TICKET UPDATE

SEASON TICKET PROJECTION: 38,500

SEASON TICKETS RENEWED: 39,652

SEAT-RELATED GIVING PROJECTION: \$8.0M

SEAT-RELATED GIVING TOTAL: \$8.9M



2012 HUSKY FOOTBALL SCHEDULE

Sept. 1, 2012	vs. San Diego State	CenturyLink Field
Sept. 8, 2012	at LSU	Baton Rouge, La.
Sept. 15, 2012	vs. Portland State	CenturyLink Field
Sept. 27, 2012	vs. Stanford	CenturyLink Field
Oct. 6, 2012	at Oregon	Eugene, Ore.
Oct. 13, 2012	vs. USC	CenturyLink Field
Oct. 20, 2012	at Arizona	Tucson, Ariz.
Oct. 27, 2012	vs. Oregon State	CenturyLink Field
Nov. 2, 2012	at California	Berkley, Calif.
Nov. 10, 2012	vs. Utah	CenturyLink Field
Nov. 17, 2012	at Colorado	Boulder, Colo.
Nov. 23, 2012	at Washington State	Pullman, Wash.

WASHINGTON

VII. STANDING COMMITTEES

A. Academic and Student Affairs Committee

in Joint Session with

B. Finance, Audit and Facilities Committee

University of Washington Annual Report to Stakeholders Online Portal

There will be an oral report for information only.