

September 19, 2014

David Schumacher, Director
Office of Financial Management, State of Washington
300 Insurance Building
Box 43113
Olympia, Washington 98054-3113

SUBJECT: 2015-17 University of Washington (UW) Biennial Operating Budget Request

Dear David,

As requested, attached are eight copies of the 2015-17 UW Biennial Operating Budget Request for the Office of Financial Management to consider and distribute to other parties as needed.

We are mindful of the continuing budget constraints facing the state of Washington and, thus, limited our budget requests to the most essential and strategic requests, which are:

1. Maintenance Level: Increased Funding for the UW's Division of the Attorney General (FY15) *This proposal will be submitted during the Final 2013-15 Supplemental Budget*
2. Maintenance Level: Operations & Maintenance Funding for the UW Bothell's Discovery Hall (FY16 & FY17)
3. Maintenance Level: Operations & Maintenance Funding for the UW Medicine's South Lake Union 3.1 Phase (FY16 & FY17)
4. Performance Level: Required 15% Reduction in Biennial Funding Response
5. Performance Level: Compensation Support for Faculty and Staff
6. Performance Level: WWAMI Expansion in Eastern Washington
7. Performance Level: RIDE Expansion in Eastern Washington
8. Performance Level: Funding to Replace the Research Vessel *RV Barnes*

Continuing budget challenges and the state's clear prioritization of K-12 funding enhancements prompted much discussion this spring and summer. UW leadership, faculty, staff, and students recognize the pressure you face this biennium. However, we believe that the University's funding has never been more important to protect. The UW remains affordable compared to peers and, importantly, more undergraduates than ever continue to apply for limited positions. Pulling back on the reinvestment made last biennium would entail damaging cuts or significant tuition increases, neither of which can be borne by our students, faculty, or staff.

Targeted programmatic expansion and investments in new and growing infrastructure will contribute to the University's well-being and its international, national and regional standings. In particular, we are excited to submit funding requests for health sciences expansion in Eastern Washington.

We are grateful for the significant reinvestment that Governor Inslee and Senate and House leadership made in higher education operating support last biennium. Their increased support signals that all branches of government recognize higher education as the primary vehicle for transforming our workforce during this period of economic recovery. We look

forward to working with you throughout the coming budget cycle and sincerely appreciate your advocacy efforts on behalf of public higher education.

Sincerely,

Paul Jenny
Vice Provost, Planning & Budgeting

CC: Michael K. Young, President
Ana Mari Cauce, Provost and Executive Vice President
Margaret Shepherd, Director, State Relations
Sarah Norris Hall, Assistant Vice Provost, Planning & Budgeting

TAB A

- 1. Organization Chart**
- 2. Agency Activity Report**
- 3. Agency Activity Inventory by Statewide Result Area and Strategy**
- 4. Strategic Plan**

Administrative Policy Statements

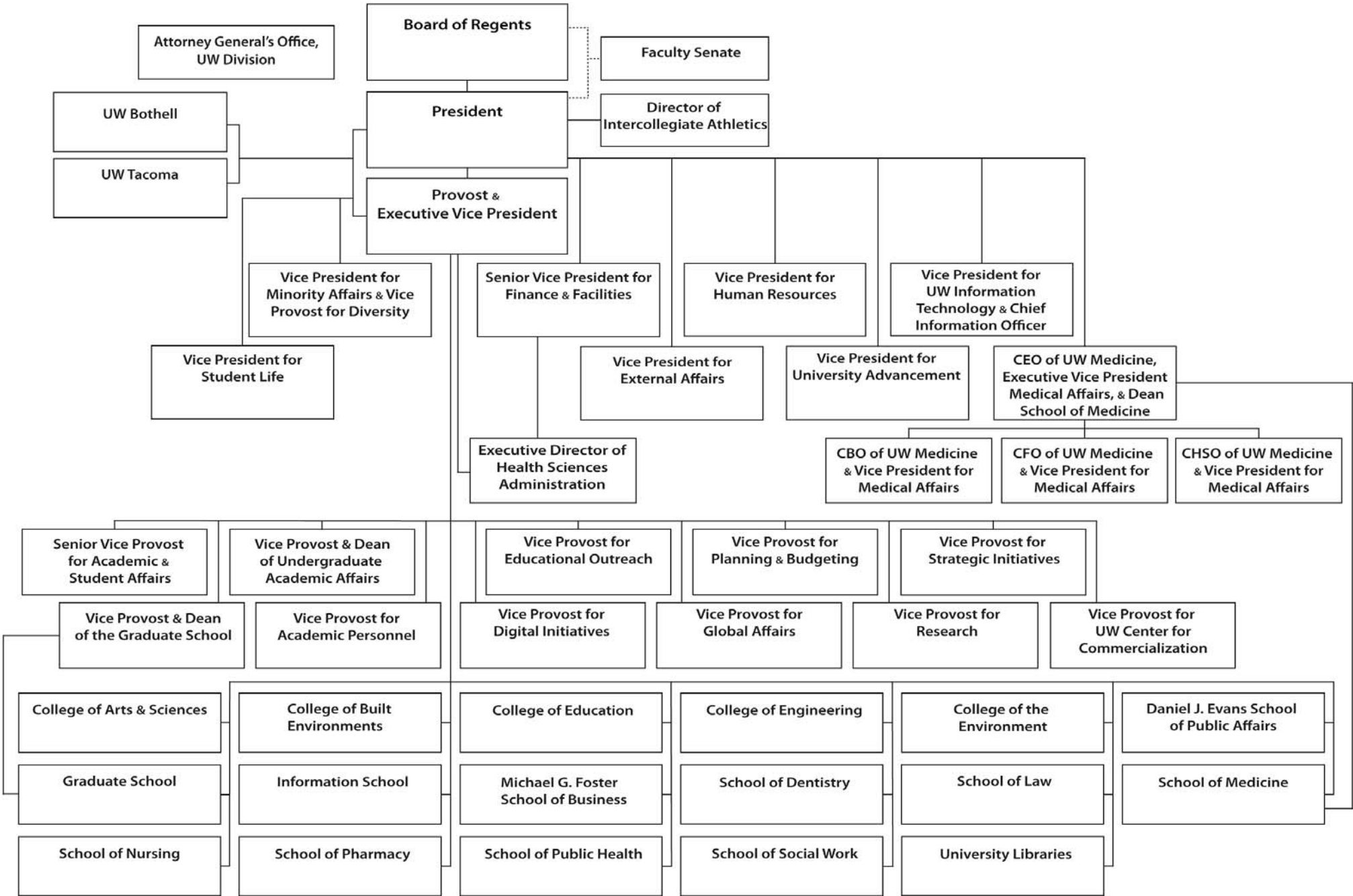
January 8, 2014

1.1

University Organization Chart

(Approved by the President by authority of the Board of Regents Governance, Standing Orders, Chapter 1)

This chart reflects the reporting relationships within the University of Washington. Select any box on this chart to link to more detailed information in APS 1.2, University Wide Leadership List.



360 - University of Washington

A001 Agency Management/Administrative Support Services

The administration and management of the university includes governance, executive management, fiscal operations, information services, human resources services, planning, and community relations and development.

Program 080 - Institutional Support

Account	FY 2016	FY 2017	Biennial Total
FTE			
001-1 State	395.5	399.8	397.7
148-6 Non-Appropriated	477.4	476.3	476.9
149-6 Non-Appropriated	193.4	187.8	190.6
FTE Total	1,066.3	1,063.9	1,065.1
001 General Fund			
001-1 State	\$23,227,988	\$23,744,815	\$46,972,803
148 Institutions of Higher Education - Dedicated Local Account			
148-6 Non-Appropriated	\$58,651,000	\$61,222,000	\$119,873,000
149 Inst of HI ED-Operating Fees Acct			
149-6 Non-Appropriated	\$50,557,000	\$61,801,000	\$112,358,000

Statewide Result Area: World Class Education

Statewide Strategy: Provide convenient and efficient post-secondary education

Expected Results

Provide fiscal, human resources, and other information services in support of the university's teaching, research and service missions.

A002 Hospital Operation

The University operates two hospitals: the University of Washington Medical Center (owned by the University) and Harborview Medical Center (owned by King County, but managed by the University). These two hospitals provide patient care and clinical facilities for health sciences training and research. They also train future health care professionals and upgrade the skills of current practitioners.

Program 070 - Hospitals

Account	FY 2016	FY 2017	Biennial Total
FTE			
001-1 State	209.6	211.9	210.8
505-6 Non-Appropriated	4,165.6	4,155.9	4,160.8
FTE Total	4,375.2	4,367.8	4,371.5
001 General Fund			
001-1 State	\$12,656,407	\$12,624,990	\$25,281,397
505 University of Washington Hospital			
505-6 Non-Appropriated	\$875,244,000	\$898,573,000	\$1,773,817,000

Statewide Result Area: Healthy and Safe Communities

Statewide Strategy: Provide access to health care

Expected Results

Provide opportunities for clinical education for medical, dental, nursing, and pharmacy students.

A003 Institutional Management

This activity includes institutional management costs that are recorded in program 081 in the state financial systems. These costs include relevant elements of the Board of Regents, the President's Office, the Provost's Office, the Executive Vice President's Office, the Faculty Senate, and the Attorney General's Office.

Program 080 - Institutional Support

Account	FY 2016	FY 2017	Biennial Total
FTE			
001-1 State	72.8	73.6	73.2
148-6 Non-Appropriated	87.9	87.7	87.8
149-6 Non-Appropriated	35.6	34.6	35.1
FTE Total	196.3	195.9	196.1
001 General Fund			
001-1 State	\$4,583,292	\$4,678,276	\$9,261,568
148 Institutions of Higher Education - Dedicated Local Account			
148-6 Non-Appropriated	\$6,222,000	\$6,436,000	\$12,658,000
149 Inst of HI ED-Operating Fees Acct			
149-6 Non-Appropriated	\$9,309,000	\$11,380,000	\$20,689,000

Statewide Result Area: World Class Education

Statewide Strategy: Provide convenient and efficient post-secondary education

Expected Results

Ensure that university issues are discussed and addressed in a timely manner by the executive management of the university.

A004 Instruction

The Instruction program provides undergraduate and graduate students with the knowledge they need to acquire a degree, prepare for a career, and continue learning after they leave the university.

Program 010 - Instruction

Account	FY 2016	FY 2017	Biennial Total
FTE			
08A-1 State	227.8	261.7	244.8
001-1 State	2,199.7	2,227.7	2,213.7
148-6 Non-Appropriated	2,720.5	2,714.0	2,717.3
149-6 Non-Appropriated	1,174.9	1,140.7	1,157.8
FTE Total	6,322.9	6,344.1	6,333.5
08A Education Legacy Trust Account			
08A-1 State	\$6,999,000	\$6,999,000	\$13,998,000
001 General Fund			
001-1 State	\$153,149,136	\$163,808,707	\$316,957,843
148 Institutions of Higher Education - Dedicated Local Account			
148-6 Non-Appropriated	\$312,144,000	\$325,488,000	\$637,632,000
149 Inst of HI ED-Operating Fees Acct			
149-6 Non-Appropriated	\$377,099,000	\$340,458,000	\$717,557,000

Statewide Result Area: World Class Education

Statewide Strategy: Provide convenient and efficient post-secondary education

Expected Results

Serve 35,525 State funded student FTEs each year.

Grant approximately 10,000 degrees (Bachelor's, Masters, Professional, and Doctoral combined) each year.

A005 Library Services

Libraries support the instructional, research, and public service functions of the University by providing information in a variety of media.

Program 050 - Library

Account	FY 2016	FY 2017	Biennial Total
FTE			
001-1 State	229.0	231.6	230.3
148-6 Non-Appropriated	13.2	13.2	13.2
149-6 Non-Appropriated	112.0	108.8	110.4
FTE Total	354.2	353.6	353.9
001 General Fund			
001-1 State	\$14,088,709	\$14,037,167	\$28,125,876
148 Institutions of Higher Education - Dedicated Local Account			
148-6 Non-Appropriated	\$1,517,000	\$1,585,000	\$3,102,000
149 Inst of HI ED-Operating Fees Acct			
149-6 Non-Appropriated	\$29,280,000	\$35,800,000	\$65,080,000

Statewide Result Area: World Class Education**Statewide Strategy: Provide convenient and efficient post-secondary education****Expected Results**

Provide access to books, journals, and other materials in support of undergraduate education, graduate education, and research.

A006 Plant Operations

Plant Operations includes functions that preserve and maintain the physical assets of the campus facilities, as well as providing a healthy and secure environment for students, faculty, staff, and visitors. Activities included in this category are utilities, facility maintenance and repair, custodial services, grounds maintenance, university police, environmental health and safety, and plant administration.

Program 090 - Plant Operations and Maintenance

Account	FY 2016	FY 2017	Biennial Total
FTE			
001-1 State	432.8	437.6	435.2
148-6 Non-Appropriated	393.3	392.4	392.9
149-6 Non-Appropriated	211.7	205.5	208.6
FTE Total	1,037.8	1,035.5	1,036.7
001 General Fund			
001-1 State	\$36,850,444	\$44,399,689	\$81,250,133
148 Institutions of Higher Education - Dedicated Local Account			
148-6 Non-Appropriated	\$45,177,000	\$47,165,000	\$92,342,000
149 Inst of HI ED-Operating Fees Acct			
149-6 Non-Appropriated	\$55,333,000	\$67,647,000	\$122,980,000

Statewide Result Area: World Class Education**Statewide Strategy: Provide convenient and efficient post-secondary education****Expected Results**

Provide necessary maintenance and other services for university facilities so that the teaching, research, and service missions of the university can be carried out in a healthy and safe environment.

A007 Primary Support

These administrative functions directly support the instructional, research, and public service activities of the University. Primary support activities include academic computing services, ancillary support services, and academic administration of the University's various schools and colleges.

Program 040 - Primary Support

Account	FY 2016	FY 2017	Biennial Total
FTE			
001-1 State	316.7	320.2	318.5
148-6 Non-Appropriated	377.1	376.2	376.7
149-6 Non-Appropriated	154.9	150.4	152.7
FTE Total	848.7	846.8	847.8
001 General Fund			
001-1 State	\$18,662,000	\$17,943,000	\$36,605,000
148 Institutions of Higher Education - Dedicated Local Account			
148-6 Non-Appropriated	\$43,297,000	\$45,182,000	\$88,479,000
149 Inst of HI ED-Operating Fees Acct			
149-6 Non-Appropriated	\$40,488,000	\$49,500,000	\$89,988,000

Statewide Result Area: World Class Education**Statewide Strategy: Provide convenient and efficient post-secondary education****Expected Results**

Provide the technical infrastructure and support services needed to support instruction and to support students as they pursue their degrees.

A008 Public Service

Through public service activities, the non-instructional services of students, faculty, and staff are available to the citizens of the state. These activities include lectures, concerts, conferences, radio programming, the Mathematics, Engineering and Science Achievement Program, and the Center for International Trade in Forest Products.

Program 030 - Public Service

Account	FY 2016	FY 2017	Biennial Total
FTE			
001-1 State	19.3	19.5	19.4
148-6 Non-Appropriated	61.9	61.7	61.8
149-6 Non-Appropriated	9.4	9.2	9.3
FTE Total	90.6	90.4	90.5
001 General Fund			
001-1 State	\$1,277,643	\$1,311,232	\$2,588,875
148 Institutions of Higher Education - Dedicated Local Account			
148-6 Non-Appropriated	\$7,097,000	\$7,402,000	\$14,499,000
149 Inst of HI ED-Operating Fees Acct			
149-6 Non-Appropriated	\$2,460,000	\$3,011,000	\$5,471,000

Program 040 - Primary Support

Account	FY 2016	FY 2017	Biennial Total
001 General Fund			
001-1 State	\$1,951,183	\$3,980,413	\$5,931,596

Statewide Result Area: World Class Education**Statewide Strategy: Offer university services to the community****Expected Results**

Provide opportunities for undergraduate students to get involved in public service activities relevant to their field of study.

A009 Research

State and locally-funded research provides opportunities for faculty and students to maintain and enhance their scholarship and to advance knowledge on many social, environmental, and health care issues of concern to the citizens of the state.

Program 020 - Research

Account	FY 2016	FY 2017	Biennial Total
FTE			
608-1 State	36.5	36.5	36.5
15M-1 State	1.1	1.1	1.1
09R-1 State	1.0	1.0	1.0
001-1 State	13.4	13.5	13.5
148-6 Non-Appropriated	48.2	48.1	48.2
149-6 Non-Appropriated	6.5	6.3	6.4
609-1 State	41.3	41.3	41.3
FTE Total	148.0	147.8	147.9
608 Accident Account			
608-1 State	\$3,371,000	\$3,445,000	\$6,816,000
15M Biotxin Account			
15M-1 State	\$195,000	\$195,000	\$390,000
09R Economic Development Strategic Reserve Account			
09R-1 State	\$1,500,000	\$1,500,000	\$3,000,000
001 General Fund			
001-1 State	\$16,043,921	\$4,852,809	\$20,896,730
148 Institutions of Higher Education - Dedicated Local Account			
148-6 Non-Appropriated	\$5,526,000	\$5,754,000	\$11,280,000
149 Inst of HI ED-Operating Fees Acct			
149-6 Non-Appropriated	\$1,709,000	\$2,091,000	\$3,800,000
609 Medical Aid Account			
609-1 State	\$3,272,000	\$3,308,000	\$6,580,000

Statewide Result Area: World Class Education

Statewide Strategy: Provide access to high-quality research opportunities

Expected Results

Provide opportunities for both undergraduate and graduate students to be involved in research. Obtain funding from federal and private sources for sponsored research projects.

A010 Sponsored Research

This program permits public and private organizations to purchase or sponsor research, instruction, or consultative services from the University. These activities are an essential component of the University's graduate education program. (Institutions of Higher Education-Grants and Contracts Account-Nonappropriated)

Program 100 - Sponsored Research and Programs

Account	FY 2016	FY 2017	Biennial Total
FTE			
145-6 Non-Appropriated	7,716.6	7,718.9	7,717.8
145 Institutions of Higher Education - Grant and Contracts Account			
145-6 Non-Appropriated	\$1,098,330,000	\$1,102,217,000	\$2,200,547,000

Statewide Result Area: World Class Education**Statewide Strategy: Provide access to high-quality research opportunities****Expected Results**

This program permits public and private organizations to purchase or sponsor research, instruction, or consultative services from the University.

A011 Student Services

Student services include admissions, registration, student records maintenance, academic and career advising, student organizations, and other related services.

Program 060 - Student Services

Account	FY 2016	FY 2017	Biennial Total
FTE			
001-1 State	135.9	137.4	136.7
148-6 Non-Appropriated	116.7	116.4	116.6
149-6 Non-Appropriated	66.4	64.5	65.5
FTE Total	319.0	318.3	318.7
001 General Fund			
001-1 State	\$8,724,275	\$9,085,961	\$17,810,236
148 Institutions of Higher Education - Dedicated Local Account			
148-6 Non-Appropriated	\$13,398,000	\$13,983,000	\$27,381,000
149 Inst of HI ED-Operating Fees Acct			
149-6 Non-Appropriated	\$17,371,000	\$21,231,000	\$38,602,000

Statewide Result Area: World Class Education**Statewide Strategy: Provide support services to college students****Expected Results**

Ensure the efficient processing of applications for admittance, registration, grade reports, and other services provided to students.

Grand Total

	FY 2016	FY 2017	Biennial Total
FTE's	22,475.6	22,483.0	22,479.3
GFS	\$291,214,998	\$300,467,059	\$591,682,057
Other	\$3,065,546,000	\$3,123,373,000	\$6,188,919,000
Total	\$3,356,760,998	\$3,423,840,059	\$6,780,601,057

<u>Parameter</u>	<u>Entered As</u>
Budget Period	2015-17
Agency	360
Version	01 - 2015-17 Biennial Budget Request
Result Area	All Result Areas
Activity	All Activities
Program	All Programs
Sub Program	All Sub Programs
Account	All Accounts
Expenditure Authority Type	All Expenditure Authority Types
Theme	All
Sort By	Activity
Display All Account Types	Yes
Include Policy Level	Yes
Include Activity Description	Yes
Include Statewide Result Area	Yes
Include Statewide Strategy	Yes
Include Expected Results Text	Yes
Include Charts	Yes
Chart Type	Line
Include Parameter Selections	Yes
Version Source	Agency

*Appropriation Period: 2015-17 Version: 01 - 2015-17 Biennial Budget Request***Agency: 360 - University of Washington****World Class Education****Statewide Strategy: Offer university services to the community****Agency: 360 - University of Washington****A008 Public Service**

Through public service activities, the non-instructional services of students, faculty, and staff are available to the citizens of the state. These activities include lectures, concerts, conferences, radio programming, the Mathematics, Engineering and Science Achievement Program, and the Center for International Trade in Forest Products.

	FY 2016	FY 2017	Biennial Total
FTE's	90.6	90.4	90.5
GFS	\$3,228,826	\$5,291,645	\$8,520,471
Other	\$9,557,000	\$10,413,000	\$19,970,000
Total	\$12,785,826	\$15,704,645	\$28,490,471

Expected Results

Provide opportunities for undergraduate students to get involved in public service activities relevant to their field of study.

Statewide Strategy: Provide access to high-quality research opportunities
Agency: 360 - University of Washington**A009 Research**

State and locally-funded research provides opportunities for faculty and students to maintain and enhance their scholarship and to advance knowledge on many social, environmental, and health care issues of concern to the citizens of the state.

	FY 2016	FY 2017	Biennial Total
FTE's	148.0	147.8	147.9
GFS	\$16,043,921	\$4,852,809	\$20,896,730
Other	\$15,573,000	\$16,293,000	\$31,866,000
Total	\$31,616,921	\$21,145,809	\$52,762,730

Expected Results

Provide opportunities for both undergraduate and graduate students to be involved in research. Obtain funding from federal and private sources for sponsored research projects.

A010 Sponsored Research

This program permits public and private organizations to purchase or sponsor research, instruction, or consultative services from the University. These activities are an essential component of the University's graduate education program. (Institutions of Higher Education-Grants and Contracts Account-Nonappropriated)

	FY 2016	FY 2017	Biennial Total
FTE's	7,716.6	7,718.9	7,717.8
GFS	\$0	\$0	\$0
Other	\$1,098,330,000	\$1,102,217,000	\$2,200,547,000
Total	\$1,098,330,000	\$1,102,217,000	\$2,200,547,000

Expected Results

This program permits public and private organizations to purchase or sponsor research, instruction, or consultative services from the University.

Statewide Strategy: Provide convenient and efficient post-secondary education**Agency: 360 - University of Washington****A001 Agency Management/Administrative Support Services**

The administration and management of the university includes governance, executive management, fiscal operations, information services, human resources services, planning, and community relations and development.

**Statewide Strategy: Provide convenient and efficient post-secondary
education**

Agency: 360 - University of Washington

	FY 2016	FY 2017	Biennial Total
FTE's	1,066.3	1,063.9	1,065.1
GFS	\$23,227,988	\$23,744,815	\$46,972,803
Other	\$109,208,000	\$123,023,000	\$232,231,000
Total	\$132,435,988	\$146,767,815	\$279,203,803

Expected Results

Provide fiscal, human resources, and other information services in support of the university's teaching, research and service missions.

A003 Institutional Management

This activity includes institutional management costs that are recorded in program 081 in the state financial systems. These costs include relevant elements of the Board of Regents, the President's Office, the Provost's Office, the Executive Vice President's Office, the Faculty Senate, and the Attorney General's Office.

	FY 2016	FY 2017	Biennial Total
FTE's	196.3	195.9	196.1
GFS	\$4,583,292	\$4,678,276	\$9,261,568
Other	\$15,531,000	\$17,816,000	\$33,347,000
Total	\$20,114,292	\$22,494,276	\$42,608,568

Expected Results

Ensure that university issues are discussed and addressed in a timely manner by the executive management of the university.

A004 Instruction

The Instruction program provides undergraduate and graduate students with the knowledge they need to acquire a degree, prepare for a career, and continue learning after they leave the university.

	FY 2016	FY 2017	Biennial Total
FTE's	6,322.9	6,344.1	6,333.5
GFS	\$153,149,136	\$163,808,707	\$316,957,843
Other	\$696,242,000	\$672,945,000	\$1,369,187,000
Total	\$849,391,136	\$836,753,707	\$1,686,144,843

Expected Results

Serve 35,525 State funded student FTEs each year.

Grant approximately 10,000 degrees (Bachelor's, Masters, Professional, and Doctoral combined) each year.

**Statewide Strategy: Provide convenient and efficient post-secondary
education**

Agency: 360 - University of Washington

A005 Library Services

Libraries support the instructional, research, and public service functions of the University by providing information in a variety of media.

	FY 2016	FY 2017	Biennial Total
FTE's	354.2	353.6	353.9
GFS	\$14,088,709	\$14,037,167	\$28,125,876
Other	\$30,797,000	\$37,385,000	\$68,182,000
Total	\$44,885,709	\$51,422,167	\$96,307,876

Expected Results

Provide access to books, journals, and other materials in support of undergraduate education, graduate education, and research.

A006 Plant Operations

Plant Operations includes functions that preserve and maintain the physical assets of the campus facilities, as well as providing a healthy and secure environment for students, faculty, staff, and visitors. Activities included in this category are utilities, facility maintenance and repair, custodial services, grounds maintenance, university police, environmental health and safety, and plant administration.

	FY 2016	FY 2017	Biennial Total
FTE's	1,037.8	1,035.5	1,036.7
GFS	\$36,850,444	\$44,399,689	\$81,250,133
Other	\$100,510,000	\$114,812,000	\$215,322,000
Total	\$137,360,444	\$159,211,689	\$296,572,133

Expected Results

Provide necessary maintenance and other services for university facilities so that the teaching, research, and service missions of the university can be carried out in a healthy and safe environment.

A007 Primary Support

These administrative functions directly support the instructional, research, and public service activities of the University. Primary support activities include academic computing services, ancillary support services, and academic administration of the University's various schools and colleges.

	FY 2016	FY 2017	Biennial Total
FTE's	848.7	846.8	847.8
GFS	\$18,662,000	\$17,943,000	\$36,605,000
Other	\$83,785,000	\$94,682,000	\$178,467,000
Total	\$102,447,000	\$112,625,000	\$215,072,000

Expected Results

Statewide Strategy: Provide convenient and efficient post-secondary education

Agency: 360 - University of Washington

Provide the technical infrastructure and support services needed to support instruction and to support students as they pursue their degrees.

Statewide Strategy: Provide support services to college students

Agency: 360 - University of Washington

A011 Student Services

Student services include admissions, registration, student records maintenance, academic and career advising, student organizations, and other related services.

	FY 2016	FY 2017	Biennial Total
FTE's	319.0	318.3	318.7
GFS	\$8,724,275	\$9,085,961	\$17,810,236
Other	\$30,769,000	\$35,214,000	\$65,983,000
Total	\$39,493,275	\$44,299,961	\$83,793,236

Expected Results

Ensure the efficient processing of applications for admittance, registration, grade reports, and other services provided to students.

Healthy and Safe Communities

Statewide Strategy: Provide access to health care

Agency: 360 - University of Washington

A002 Hospital Operation

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Other	\$875,244,000	\$898,573,000	\$1,773,817,000
Total	\$887,900,407	\$911,197,990	\$1,799,098,397

Expected Results

Provide opportunities for clinical education for medical, dental, nursing, and pharmacy students.

Grand Total

Appropriation Period: 2015-17 Version: 01 - 2015-17 Biennial Budget Request

	FY 2016	FY 2017	Biennial Total
FTE's	22,475.6	22,483.0	22,479.3
GFS	\$291,214,998	\$300,467,059	\$591,682,057
Other	\$3,065,546,000	\$3,123,373,000	\$6,188,919,000
Total	\$3,356,760,998	\$3,423,840,059	\$6,780,601,057

Appropriation Period: 2015-17 Version: 01 - 2015-17 Biennial Budget Request

<u>Parameter</u>	<u>Entered As</u>
Budget Period	2015-17
Agency	360
Version	01 - 2015-17 Biennial Budget Request
Include Policy Level	Yes
Result Area	All Result Areas
Version Source	Agency

UNIVERSITY *of* WASHINGTON

STRATEGIC PLANNING

SUBMITTED TO THE
OFFICE OF FINANCIAL
MANAGEMENT

September 8, 2014



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Strategic Planning at the University of Washington, 2009-present

In 2009, the University of Washington initiated an in-depth strategic planning initiative to address the challenges of the then-anticipated financial crisis and the opportunities presented by emerging trends in higher education. University leaders consulted over 3500 members of the community—faculty, students, and staff from the three campuses as well as members of the larger community—for input on emerging trends, threats, opportunities, and future directions. In a time of major change and uncertainty, the process took nothing for granted and was open to results that might prompt rethinking our mission and long-held practices. What resulted, however, was a deep reaffirmation and commitment to staying true to the UW's core mission, vision, and values. In addition, the process uncovered a strong mandate to build on this core to respond to the challenges and opportunities of the 21st Century: to become even more competitive, collaborative, technology-reliant, nimble and diversified; and to provide solutions to society's most pressing problems.

This strategic planning effort was called the Two Years to Two Decades (2y2d) Initiative because in each biennium the University should be thinking long-term. The 2y2d Initiative was designed to ensure that the University's near-term actions were in line with a shared sense of how the University community envisioned its future. **The ultimate goal is to actively manage change rather than letting change manage the University.**

To implement the 2y2d strategic directions, a steering committee made up of University leaders crafted the Sustainable Academic Business Plan in 2011. As the name implies, the Sustainable Academic Business Plan addresses both academic excellence and grounding in financial realities. It consists of long- and short-term goals that guide workgroups across the university responsible for implementing the 2y2d vision in the near-term, identifying gaps and launching initiatives to fill them. The Plan is regularly updated, most recently in spring 2014.

2y2d, the Sustainable Academic Business Plan, and related efforts have leveraged the University's collaborative, central-decentralized culture to empower groups across campus to innovate to achieve the goals in ways unique to each department, school, college, or unit. As a result, we have enjoyed wide implementation, buy-in, and results. During the most recent round of University accreditation, the Northwest Commission on Colleges and Universities commended our "...robust response to the fiscal downturn, marked by planning that engaged much of the University community. By remaining focused on the University's mission and values, the institution was able to formulate and implement strategic decisions, and as a result UW has sustained its strong academic reputation."

As a large and complex institution with multiple stakeholders interested in accountability, the University of Washington has several complimentary ways in which we track progress. University accreditation and related metrics ensure we are fulfilling our mission and seventy-six academic programs track quality measures through specialized, programmatic accreditation. Internal qualitative and quantitative measures ensure we are making progress towards the goals of the Sustainable Academic Business Plan. The University also regularly reports to a variety of stakeholders, including the State and the UW Regents, to track measures requested by those stakeholders.

The University of Washington's Mission, Vision, and Values Serve as the Foundation for Strategic Planning

The 2y2d strategic planning process reaffirmed a commitment to the University of Washington's mission, vision and values. To this foundation, 2y2d community input from over 3500 participants added a shared vision of what the University of the future should be. Together, these statements tell us who we are at our core, what is essential to maintain, what we can expect of the future, and how we might change and innovate in ways that balance the timeless with the timely.

Role and Mission of the University

The following UW Role and Mission Statement was drafted by the Board of Regents February 1981 and revised February 1998 and July 11, 2013:

Founded 4 November 1861, the University of Washington is one of the oldest state-supported institutions of higher education on the Pacific coast. The University is comprised of three campuses: the Seattle campus is made up of sixteen schools and colleges whose faculty offer educational opportunities to students ranging from first-year undergraduates through doctoral-level candidates; the Bothell and Tacoma campuses, each developing a distinctive identity and undergoing rapid growth, offer diverse programs to undergraduates and to graduate students.

The primary mission of the University of Washington is the preservation, advancement, and dissemination of knowledge. The University preserves knowledge through its libraries and collections, its courses, and the scholarship of its faculty. It advances new knowledge through many forms of research, inquiry and discussion; and disseminates it through the classroom and the laboratory, scholarly exchanges, creative practice, international education, and public service. As one of the nation's outstanding teaching and research institutions, the University is committed to maintaining an environment for objectivity and imaginative inquiry and for the original scholarship and research that ensure the production of new knowledge in the free exchange of facts, theories, and ideas.

To promote their capacity to make humane and informed decisions, the University fosters an environment in which its students can develop mature and independent judgment and an appreciation of the range and diversity of human achievement. The University cultivates in its students both critical thinking and the effective articulation of that thinking.

As an integral part of a large and diverse community, the University seeks broad representation of and encourages sustained participation in that community by its students, its faculty, and its staff. It serves both non-traditional and traditional students. Through its three-campus system and through educational outreach, evening degree, and distance learning, it extends educational opportunities to many who would not otherwise have access to them.

The academic core of the University of Washington Seattle campus is its College of Arts and Sciences; the teaching and research of the University's many professional schools provide

essential complements to these programs in the arts, humanities, social sciences, and natural and mathematical sciences. Programs in law, medicine, forest resources, oceanography and fisheries, library science, and aeronautics are offered exclusively (in accord with state law) by the University of Washington. In addition, the University of Washington has assumed primary responsibility for the health science fields of dentistry and public health, and offers education and training in medicine for a multi-state region of the Pacific Northwest and Alaska. The schools and colleges of built environments, business, education, engineering, environment, information, nursing, pharmacy, public affairs, and social work have a long tradition of educating students for service to the region and the nation. These schools and colleges make indispensable contributions to the state and, with the rest of the University, share a long tradition of educating undergraduate and graduate students toward achieving an excellence that well serves the state, the region, and the nation.

Vision Statement

The University of Washington educates a diverse student body to become responsible global citizens and future leaders through a challenging learning environment informed by cutting-edge scholarship. Discovery is at the heart of our university. We discover timely solutions to the world's most complex problems and enrich the lives of people throughout our community, the state of Washington, the nation and the world.

Core Values

- Integrity
- Diversity
- Excellence
- Collaboration
- Innovation
- Respect

The Two Years to Two Decades' Initiative Shared Vision of the Future

Over 3,500 faculty, staff, student, and community stakeholders from the three campuses participated in 2y2d focus groups and surveys that asked them to what the UW should look like in the next 20 years. Their input helped identify a shared vision of the future of the University.

The UW of the 21st Century

...is more competitive

It will be a more competitive environment with competition from other universities for the best students and faculty. Competitors will include traditional institutions of higher education; those that more quickly update infrastructure to offer online, distance and hybrid options; for-profit institutions; and international institutions that are increasingly viable options to our traditional student base. Individuals and organizations will think more globally about their choices, will be more knowledgeable about alternatives, and will increasingly see themselves as customers with options.

...is more collaborative

There will be greater collaboration within the University across units and disciplines; with other universities, as institutions become more niche but partner to offer breadth; and with the public and private sector locally, nationally, and internationally. Interdisciplinary activities and partnership development and engagement will grow in importance. The nature of disciplines may change as study shifts towards both virtual and face-to-face learning and research communities. Learning will include more project-based, experiential activities, and research will focus on solving specific societal problems.

...is more technology-reliant

Students will expect technological infrastructure and related university interfaces to provide ubiquitous, fast, and fully integrated access 24/7 and on demand to the devices of their choice and with convenient, personalized content delivery. Faculty will increasingly be made up of digital natives as well with expectations of more and better collaborative tools, networks to support research, and more sophisticated teaching technologies. Physical location and schedules will provide fewer constraints as teaching, research, and supporting administrative activities can be accessed at all hours from remote locations and will make use of cloud computing, social networking, and emerging technologies.

...is more nimble, leading our way through change

More nimble structures and coordinated efforts will be required to maintain high quality teaching, research, and service as the people, infrastructure, and communities change within and around the UW. Anticipating and planning will be key to responding to changing societal trends, demographics, diversity, globalization, and technologies, to meet the needs, interests, and expectations of internal and external communities. In addition to our traditional student profile, students of the future will also include more who are over the age of 25, from diverse backgrounds, non-native speakers of English, part-time students, less textbook-reliant, and who attend classes taught off-campus or online. Administrative functions will shift focus away from bureaucracy towards service.

...is supported by a more diversified funding base

The funding base of higher education will rely more heavily on student-based, research, and entrepreneurial revenue streams. Students will expect more value and service for their higher contribution and will be more likely to value convenience in everything from the application process to student services and learning. Faculty will notice a shift in culture toward more entrepreneurial incentives and earning their salary through a balanced mix of instruction, research, and service, where a drop in one means an increase in another. Administrative units will be under increased pressure to become more efficient and effective and will explore alternative ways of organizing activities, units, and work. Donors and the state will emphasize impact and accountability.

The Sustainable Academic Business Plan: Implementing UW Strategic Planning

The Sustainable Academic Business Plan moves the University from mission to action. It drives excellence in teaching, scholarship, and research while dealing with financial realities. It lays out the strategic goals and related activities that will keep the UW strong and well positioned in the 21st Century.

As illustrated in Figure 1, on the following page, the **long-term SABP strategic goals** are:

- **Sustain:** Academic excellence and mission; financial stability.
- **Compete:** Attract the best students, faculty, and staff; increase and diversify funding.
- **Transform:** Embrace technology and interdisciplinary collaboration to meet needs of a diverse and dispersed student body; invest in people and infrastructure to meet 21st century challenges.

We plan to reach our long-term goals by pursuing **five short-term goals**. Those short-term SABP goals are to:

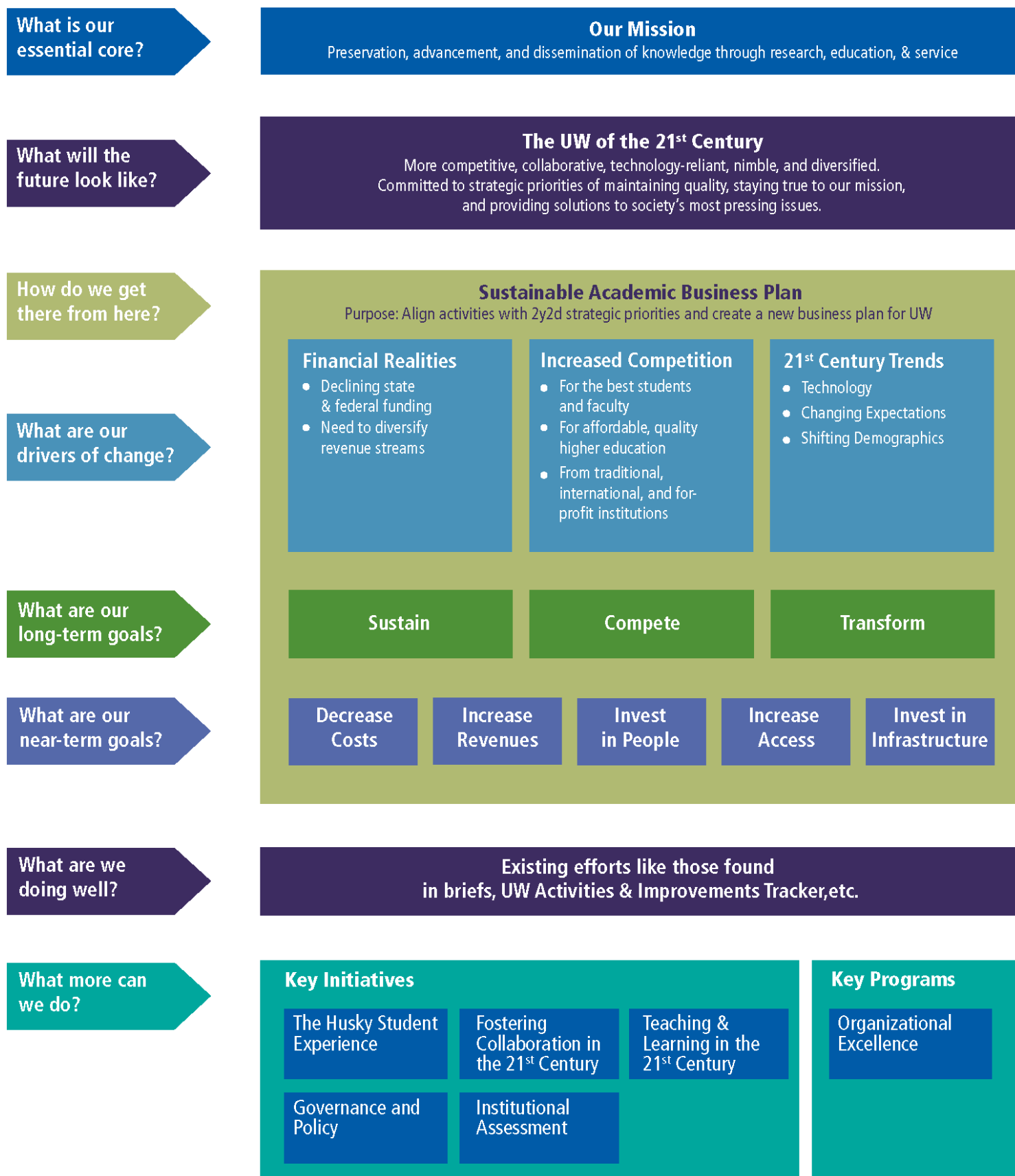
- **Decrease costs:** using resources efficiently and strategically.
- **Increase revenues:** balancing revenue streams, tackling big research, and disseminating discoveries.
- **Invest in people:** attracting and supporting the best students, faculty and staff.
- **Invest in infrastructure:** providing the academic and administrative tools to support students, faculty, and staff.
- **Preserve access:** keeping tuition affordable and UW degrees accessible.

These short-term goals will be discussed more on page 12, under “Alignment with State Goals,” where we outline our strategies for achieving the goals and show how they align with Governor Inslee’s goals.

A gap analysis uncovered a host of goal-relevant activity already taking place across the University. These activities are captured in reports, briefs, and databases for internal use and serve as the basis for external reporting (see page 11, “Assessing Our Performance”). The analysis also identified gaps where more activity was needed. The Office of the Provost launched key initiatives and programs to address these gaps.

The following graphic depicts the University’s Mission, shared vision of the future, the Sustainable Academic Business Plan, and initiatives launched as a result of gap-analysis. It also includes the key questions we asked ourselves in the development of the Plan:

Figure 1: Sustainable Academic Business Plan



Objectives & Strategies

There are two important set of objectives used at the University of Washington: those of the Sustainable Academic Business Plan and a sub-set that are used for University accreditation. University accreditation goals, objectives and indicators are adapted from the Sustainable Academic Business Plan to fit the specific needs of the accreditation process.

Table 1: Sustainable Academic Business Plan Objectives & Strategies

DECREASE COSTS: Use resources efficiently and strategically
1. Optimize curricular management
2. Redouble efforts to achieve operational & organizational efficiencies
INCREASE REVENUE: Balance revenue streams, tackle big research, and disseminate discoveries
1. Increase revenue for student programs
2. Increase philanthropy
3. Increase assets & services
4. Increase grant revenues
5. Encourage public reinvestment in students and core higher education
INVEST IN PEOPLE: Attract and support the best students, faculty and staff; improve the learning experience; tackle big research; and strengthen diversity
1. Enhance the student learning experience
2. Support effective instructors (teaching & learning, faculty & students)
3. Support effective scholars (faculty & students)
4. Increasing STEM and other high-demand majors fields
5. Recruit, retain, compensate, and support faculty, students, & staff
6. Develop faculty, student, staff leaders
7. Support the goals of the Diversity Blueprint
8. Invest in and reward collaborations
9. Increase global learning and scholarship
INVEST IN INFRASTRUCTURE: Provide academic and administrative tools to support students, faculty and staff
1. Invest in better IT for increased efficiencies
2. Invest in better tools for teaching, learning, research, and data management and analysis
3. Optimize finance & facilities
4. Coordinate assessment processes (accreditation, PEI, 10 year reviews)
5. Promote partnerships & collaborations
6. Improve UW environmental sustainability
7. Improve UW communication and marketing infrastructure
8. Manage enterprise risk
INCREASE ACCESS: Keep tuition affordable and UW degrees accessible.
1. Enroll more undergraduates, both residents and non-residents
2. Explore cost-effective options for delivering quality teaching to more students.
3. Keep tuition affordable
4. Support access through financial aid
5. Support access through strategic enrollment management
6. Support access to transformative curricular and co-curricular learning experiences at the UW

After completing a comprehensive self-study for the most recent seven-year University accreditation cycle in 2013, the University of Washington began a new seven-year cycle in 2014 with updated objectives derived from the Sustainable Academic Business Plan and adapted to fit the specific needs of the accreditation process.

University Accreditation Objectives

The University accreditation process seeks to answer whether the University of Washington is fulfilling its primary mission of the preservation, advancement, and dissemination of knowledge. University accreditation goals, therefore, center on the core themes that speak authoritatively to our mission: (1) research and scholarship; (2) teaching and learning; and (3) service and engagement.

Table 2: University Accreditation Core Themes and Objectives

Core Themes	Objectives
Research and Scholarship The University remains committed to conducting cutting-edge research that solves society’s problems. Unfortunately, the recent financial downturn has meant a significant drop in state support, which has motivated the University to consider other ways to support and stimulate research productivity. Consequently, we put forth three “stretch goals” with respect to research and scholarship.	Increase institutional support for research and creative activity
	Establish strategic partnerships and collaborations to support discovery and solve problems; and
	Achieve operational and organizational efficiencies to better support the research enterprise and improve productivity.
Teaching and Learning The University is committed to providing exceptional teaching experiences to a diverse student body – individuals who will become responsible global citizens and tomorrow’s leaders. However, several trends have posed challenges to producing a transformative education: Increasing numbers of non-traditional and international students, with vastly different experiences, are seeking degrees at the UW; learning styles have shifted with technological advances; and the economy has created an increasingly competitive job market. Against this backdrop, we set three teaching and learning goals.	Increase institutional support for student learning;
	Enhance the quality and scope of curricular and co-curricular learning experiences; and
	Enhance the student learning experience through engagement in research
Service and Engagement The University’s focus on service and engagement highlights the ethos behind public higher education – namely, that research and teaching should serve the needs of society. In the face of declining state and federal funds, the University strives to sustain and reaffirm the public nature of its existence, with the understanding that engagement and interaction with different publics can take many forms and be mutually beneficial to all parties involved. We therefore have three key service and engagement goals.	Increase collaborations between the university and the community in areas that enhance community development;
	Provide the highest-quality healthcare in the region; and
	Increase the alignment, quality and impact of global-engagement activities.

Assessing Our Performance

As the UW is accountable to multiple stakeholders—both internal and external—we publish and track a huge range of information about our activities, including indicators of quality and effectiveness. It would not be feasible or practical for us to list all the indicators here; thus, we have provided some examples of tools that compile, track, and present those indicators in ways that help us track the UW’s progress toward meeting the five short-term goals of the Sustainable Academic Business Plan.

A variety of units and offices collect data that help us track the UW’s **progress toward meeting the five Sustainable Academic Business Plan short-term goals**. For example, Institutional Analysis in the Office of Planning & Budgeting provides the following key university-wide data:¹

- [UW Fast Facts](#) (presentations and slideshows highlighting UW data)
- [UW Public Profiles](#) (explore UW data through interactive dashboards)
- [External Reports](#) (IPEDS, Common Data Set, and other external reporting)
- [Peer Comparisons](#) (how UW compares to peer institutions)
- [Internal Data Resources](#) (additional information on [tri-campus](#) and [Tacoma-specific](#) data and reports)

In addition, the Office of Planning & Budgeting tracks progress on a range of goals via the UW’s [Fiscal Year Budget](#), as does the Office of the President through its [Report to Stakeholders](#). Table 3 presents a few additional examples of how we assess the UW’s progress.

Table 3: Tools Used to Compile Indicators and Assess UW Progress

Assessment Tools	DECREASE COSTS	INCREASE REVENUES	INVEST IN PEOPLE	INVEST IN INFRA-STRUCTURE	PRESERVE ACCESS
Finance & Facilities Operational Dashboard	X			X	
Sustainability Dashboard & Map	X			X	
UW Information Technology Metrics	X		X	X	
Learning Spaces Assessment			X	X	
Office of Research Annual Report		X	X		
Research Awards & Statistics and Rankings		X	X		
Research Fact Sheet 2012		X	X		
C4C Fast Facts, Dashboards, and Reports		X	X		
UW Advancement Data		X			X
Assessment in the Major			X		
Surveys of Faculty & Students and Alumni			X		
Skill-Based Learning			X		
Data from Center for Experiential Learning			X		X
Graduation Rates, Progress and Attrition			X		X
Data from UW Educational Outreach					X
Office of Minority Affairs & Diversity Facts					X
State of Diversity at the UW					X
UW In Your Community – Interactive Map					X

¹ Specific colleges also gather data to assess teaching and learning at more local levels. For example, the College of Engineering provides data on various educational outcomes and trends.

Alignment with State Goals

To show how the UW will contribute to our state's priority goals, we've mapped our short-term SABP goals (including strategies for achieving them) to the goals of Governor Inslee's Results Washington and the goals described in the Washington Student Achievement Council (WSAC) 2013 Roadmap. As seen in Table 4, below, the UW's short-term goals and strategies are well-aligned with those of Washington state.

The University of Washington is committed to fulfilling its public mission which includes providing world class instruction for Washington residents; opportunities for social and economic mobility; research, innovation, and ideas that address society's needs; and support for state and regional economic needs.

Table 4: State Goals and Associated Strategies, Mapped to UW Goals

Goals/Strategies Shared By the UW and the State of Washington	SABP Goals	WSAC 2013 Roadmap	Results WA
<i>INCREASE REVENUE: Balance revenue streams, tackle big research, disseminate discoveries</i>			
Encourage public reinvestment in core higher education	X	X	
<i>DECREASE COSTS: Use resources efficiently and strategically</i>			
Redouble efforts to achieve operational & organizational efficiencies	X		X
<i>INVEST IN PEOPLE: Attract and support the best students, faculty and staff</i>			
Enhance the student learning experience	X	X	
Support effective instructors (teaching & learning, faculty & students)	X	X	X
Support effective scholars (faculty & students)	X	X	
Increase STEM and other high-demand majors		X	X
Recruit, retain, compensate, and support faculty, students, & staff	X	X	X
Develop faculty, student, staff leaders	X	X	
Support the goals of the Diversity Blueprint	X	X	
Increase global learning and scholarship	X	X	
<i>INVEST IN INFRASTRUCTURE: Provide academic and administrative tools to support students, faculty and staff</i>			
Invest in better IT for increased efficiencies	X	X	X
Invest in better tools for teaching, learning, research, and data management/analysis	X	X	X
Coordinate assessment processes (accreditation, PEI, 10 yr reviews)	X	X	
Improve UW environmental sustainability	X		X
<i>ACCESS: Keep tuition affordable and UW degrees accessible</i>			
Enroll more undergraduates, both residents and non-residents	X	X	X
Explore cost-effective options for delivering quality teaching to more students.	X	X	X
Keep tuition affordable		X	X
Support access through financial aid		X	X
Support access through strategic enrollment management	X	X	
Support access to transformative curricular & co-curricular learning experiences	X	X	

Looking Ahead to the Future

With efforts to fill the initial gaps identified by the Sustainable Academic Business Plan well under way, the University of Washington is moving into the long-term, slower work of institutional transformation. This work involves encouraging, inspiring, supporting, and celebrating opt-in participation (at the individual and unit level) in efforts that work towards shared goals and move us closer to our vision of the UW of the 21st Century. The 2y2d principles are weaving into the fabric of the UW as groups across campus engage in a culture of continuous improvement and align their activities with strategic priorities and work to achieve our shared vision.

The Sustainable Academic Business Plan steering committee continues to meet to review initiative progress, ensure we are on track, and refine strategic directions. 2y2d principles remain the fundamental framework for making informed and principled decisions, for setting strategic directions (e.g., President's focus on leading change in higher education), and for investing wisely in areas of future importance (e.g., recent Provost investments in big data and diversity). 2y2d and its Sustainable Academic Business Plan continue to support principled decision-making at all levels, deliver results through ongoing initiatives, track trends and drivers of change, and celebrate success of groups across campus that are working towards our shared vision.

Keep up with the latest [2y2d efforts](#)

TAB B

- 1. Recommendation Summary**
- 2. Agency Budget Levels by Program**

State of Washington
Recommendation Summary
 (By Agency Priority)

Agency: 360 University of Washington

12:21:08PM

9/17/2014

Dollars in Thousands

	Annual Average FTEs	General Fund State	Other Funds	Total Funds
2013-15 Current Biennium Total	22,470.5	486,535	6,039,459	6,525,994
CL 01 2015-17 CF level		18,429	149,460	167,889
Total Carry Forward Level	22,470.5	504,964	6,188,919	6,693,883
Percent Change from Current Biennium		3.8%	2.5%	2.6%
M1 90 Maintenance Level Revenue				
Carry Forward plus Workload Changes	22,470.5	504,964	6,188,919	6,693,883
Percent Change from Current Biennium		3.8%	2.5%	2.6%
M2 AA O&M for UW Bothell's Discovery Hall		2,365		2,365
M2 AB UW Medicine South Lake Union		4,986		4,986
Total Maintenance Level	22,470.5	512,315	6,188,919	6,701,234
Percent Change from Current Biennium		5.3%	2.5%	2.7%
PL A0 Impact of Reducing UW State Funding				
PL N0 Competitive Compensation		57,466		57,466
PL N1 WWAMI Spokane Expansion		8,022		8,022
PL N2 School of Dentistry RIDE Expansion	8.9	2,672		2,672
PL N3 Replacement of RV Barnes		11,207		11,207
Subtotal - Performance Level Changes	8.9	79,367		79,367
2015-17 Total Proposed Budget	22,479.3	591,682	6,188,919	6,780,601
Percent Change from Current Biennium	.0%	21.6%	2.5%	3.9%

M2 AA O&M for UW Bothell's Discovery Hall

A total of \$2,365,040 in state support is requested in the 2015-17 biennium for operations and maintenance (O&M) costs for UW Bothell's newly occupied Discovery Hall. The efficient and modern space accommodates the growth occurring in STEM fields at UW Bothell and will open in Fall 2014 at 100% capacity. The building features labs for electrical engineering, software development, GIS projects, a devices lab, and technology research labs. In addition, the building houses critical space to accommodate growth in faculty, students, and staff by hosting faculty and staff office space and general academic spaces such as classroom and student support.

M2 AB UW Medicine South Lake Union

A total of \$4,985,760 in state support is requested in the 2015-17 biennium for operations and maintenance (O&M) costs for UW Medicine at South Lake Union Phase 3.1, for which UW Medicine completed construction and began occupying June 2013.

PL A0 Impact of Reducing UW State Funding

A 15 percent reduction in biennial state funding for the University of Washington would entail a \$38 million reduction applied to each fiscal year of the biennium. Without an offsetting increase in tuition revenue, a cut of this magnitude will have immediate and negative consequences on each UW campus. The UW would try to avoid, but could potentially make reductions in student enrollment or reduce its employment of faculty or staff, which is its largest expense. The UW is recovering from the Great Recession; like all state agencies, the progress it has made in recent years is important to protect. Thus, the UW may need to raise tuition rates to backfill a cut in state funds.

PL N0 Competitive Compensation

Funding is requested to increase UW faculty and professional staff salaries for the 2015-17 biennium by an average of 4 percent in both FY 2016 and FY 2017. The caliber of faculty and staff at the UW has been instrumental in creating a high quality academic environment and in allowing the University to successfully secure more federal research dollars than almost any public university. We graduate more students than any university in the state and 80 percent of our entering freshmen graduate within six years, higher than any public institution in the state. Compensation must be set at a competitive level for the UW to be able to recruit and retain high quality faculty, staff, and students, who will (in turn) maintain our exceptional record in scholarship, research, and student success.

Please note that separate decision packages will be submitted for classified staff, teaching assistants, and research assistants who are subject to collective bargaining agreements; therefore salary increase costs associated with these staff are not reflected in this request.

PL N1 WWAMI Spokane Expansion

The UW is requesting \$8.0 million of funding for the 2015 17 biennium to develop and expand the Washington/Wyoming/Alaska/Montana/Idaho (WWAMI) medical student education program in Spokane and Eastern Washington by increasing medical student enrollment by 20 students starting July 1, 2015 and by an additional 20 students starting July 1, 2017 at the Spokane Riverpoint campus under the new WWAMI Next Generation curriculum model. This proposal assumes that WSU is UW's partner in this joint effort to address the current and growing shortage of physicians in Washington state including rural areas and Spokane and the surrounding rural counties. It also assumes that the existing state funds at WSU that are part of WWAMI are used for the WWAMI program and are not re-appropriated for a new WSU medical school.

PL N2 School of Dentistry RIDE Expansion

Funding is requested to expand the University of Washington School of Dentistry (UWSOD) Regional Initiatives in Dental Education (RIDE) program in Spokane. The number of RIDE students would increase from 8 to 16 students in 2016 (FY17), to 24 in 2017 (FY2018) and to 30 in 2018 (FY 2019). RIDE students would receive two years of biomedical and dental science instruction in Spokane, return to Seattle for their third year, and participate in intensive clinical rotations at community health centers in Eastern Washington in their fourth year. RIDE addresses the need for dentists in rural and underserved areas, and partners with the UW School of Medicine, Eastern Washington University, Washington State University, and community health centers.

PL N3 Replacement of RV Barnes

The University of Washington requests \$11,207,250 to support the predesign, design and construction of a new Local Class Research Vessel to replace the Research Vessel Clifford A. Barnes (R/V Barnes) which will reach the end of its useful life in 2016. The new Local Class Vessel will be designed for research and education purposes, and to function in a broad swath of marine environments for the Puget Sound, the Strait of Juan de Fuca, the inland waterways of western Canada, the coast of Washington, and on the Columbia and other major rivers in the region. The new vessel will be utilized by students and researchers across the College of the Environment, the UW as a whole (including UW Tacoma, which presently uses R/V Barnes) as well as federal and state agencies, tribal communities, and State of Washington higher education institutions, including The Evergreen State College, Western Washington University, Washington State University Vancouver, and Washington State Community and Technical Colleges. Not replacing the RV Barnes will seriously compromise our state's ability to understand and work in these waters. The UW has committed local funds to support the design of the vessel and is in a strong position to complete construction, funded by the state, before the end of FY16; as such, the UW seeks funding to complete construction without financing.

2015-17 Agency Budget Levels by Program

Agency: 360 University of Washington

9/17/2014

Dollars in Thousands

12:19:10PM

	Current Biennium		Carry Forward Level		Maintenance Level		Performance Level	
	<u>Year 1</u>	<u>Year 2</u>	<u>Year 1</u>	<u>Year 2</u>	<u>Year 1</u>	<u>Year 2</u>	<u>Year 1</u>	<u>Year 2</u>
Program: 010 Instruction								
FTEs	6,315.9	6,333.4	6,315.9	6,333.4	6,315.9	6,333.4	6,322.9	6,344.1
FTEs-Annual Average		6,324.7		6,324.7		6,324.7		6,333.5
Fund - Appropriation Type								
001-1 General Fund - Basic Account-State	134,991	130,055	134,991	129,655	134,991	129,655	153,149	163,809
08A-1 Education Legacy Trust Account-State	6,999	6,999	6,999	6,999	6,999	6,999	6,999	6,999
148-6 Inst of Hi Ed-Dedicated Local Acct-Non-Appropriated	309,949	320,605	312,144	325,488	312,144	325,488	312,144	325,488
149-6 Inst of HI ED-Operating Fees Acct-Non-Appropriated	307,064	375,458	377,099	340,458	377,099	340,458	377,099	340,458
Total All Funds - Program 010	759,003	833,117	831,233	802,600	831,233	802,600	849,391	836,754
Biennial Total All Funds - Program 010		1,592,120		1,633,833		1,633,833		1,686,145
Program: 020 Research								
FTEs	148.0	147.8	148.0	147.8	148.0	147.8	148.0	147.8
FTEs-Annual Average		147.9		147.9		147.9		147.9
Fund - Appropriation Type								
001-1 General Fund - Basic Account-State	3,800	4,778	4,800	4,778	4,800	4,778	16,044	4,853
02R-1 Aquatic Lands Enhancement Account-State	350	350						
09R-1 Econ Dev Strategic Reserve Account-State	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500
12P-1 Geoduck Aquaculture Research Acct-State	150	150						
148-6 Inst of Hi Ed-Dedicated Local Acct-Non-Appropriated	5,494	5,683	5,526	5,754	5,526	5,754	5,526	5,754
149-6 Inst of HI ED-Operating Fees Acct-Non-Appropriated	1,709	2,091	1,709	2,091	1,709	2,091	1,709	2,091
15M-1 Biotoxin Account-State	195	195	195	195	195	195	195	195
173-1 State Toxics Control Account-State	560	560						
608-1 Accident Account-State	3,336	3,366	3,371	3,445	3,371	3,445	3,371	3,445
609-1 Medical Aid Account-State	3,256	3,272	3,272	3,308	3,272	3,308	3,272	3,308
Total All Funds - Program 020	20,350	21,945	20,373	21,071	20,373	21,071	31,617	21,146
Biennial Total All Funds - Program 020		42,295		41,444		41,444		52,763

Program: 030 Community and Public Service

FTEs	90.6	90.4	90.6	90.4	90.6	90.4	90.6	90.4
FTEs-Annual Average		90.5		90.5		90.5		90.5
Fund - Appropriation Type								
001-1 General Fund - Basic Account-State	1,204	1,161	1,204	1,161	1,204	1,161	1,278	1,311
148-6 Inst of Hi Ed-Dedicated Local Acct-Non-Appropriated	7,047	7,290	7,097	7,402	7,097	7,402	7,097	7,402
149-6 Inst of HI ED-Operating Fees Acct-Non-Appropriated	2,460	3,011	2,460	3,011	2,460	3,011	2,460	3,011
Total All Funds - Program 030	10,711	11,462	10,761	11,574	10,761	11,574	10,835	11,724
Biennial Total All Funds - Program 030		22,173		22,335		22,335		22,559

Program: 040 Primary Service

FTEs	848.7	846.8	848.7	846.8	848.7	846.8	848.7	846.8
FTEs-Annual Average		847.8		847.8		847.8		847.8
Fund - Appropriation Type								
001-1 General Fund - Basic Account-State	18,662	17,943	18,662	17,943	18,662	17,943	20,613	21,923
148-6 Inst of Hi Ed-Dedicated Local Acct-Non-Appropriated	42,964	44,442	43,297	45,182	43,297	45,182	43,297	45,182
149-6 Inst of HI ED-Operating Fees Acct-Non-Appropriated	40,488	49,500	40,488	49,500	40,488	49,500	40,488	49,500
Total All Funds - Program 040	102,114	111,885	102,447	112,625	102,447	112,625	104,398	116,605
Biennial Total All Funds - Program 040		213,999		215,072		215,072		221,003

Program: 050 Library

FTEs	354.2	353.6	354.2	353.6	354.2	353.6	354.2	353.6
FTEs-Annual Average		353.9		353.9		353.9		353.9
Fund - Appropriation Type								
001-1 General Fund - Basic Account-State	13,645	13,132	13,645	13,132	13,645	13,132	14,089	14,037
148-6 Inst of Hi Ed-Dedicated Local Acct-Non-Appropriated	1,503	1,554	1,517	1,585	1,517	1,585	1,517	1,585
149-6 Inst of HI ED-Operating Fees Acct-Non-Appropriated	29,280	35,800	29,280	35,800	29,280	35,800	29,280	35,800
Total All Funds - Program 050	44,428	50,486	44,442	50,517	44,442	50,517	44,886	51,422
Biennial Total All Funds - Program 050		94,914		94,959		94,959		96,308

Program: 060 Student Services

FTEs	319.0	318.3	319.0	318.3	319.0	318.3	319.0	318.3
FTEs-Annual Average		318.7		318.7		318.7		318.7
Fund - Appropriation Type								
001-1 General Fund - Basic Account-State	8,089	7,790	8,089	7,790	8,089	7,790	8,724	9,086
148-6 Inst of Hi Ed-Dedicated Local Acct-Non-Appropriated	13,294	13,751	13,398	13,983	13,398	13,983	13,398	13,983
149-6 Inst of HI ED-Operating Fees Acct-Non-Appropriated	17,371	21,231	17,371	21,231	17,371	21,231	17,371	21,231
Total All Funds - Program 060	38,754	42,772	38,858	43,004	38,858	43,004	39,493	44,300
Biennial Total All Funds - Program 060		81,526		81,862		81,862		83,793

Program: 070 Hospital

FTEs	4,375.2	4,367.8	4,375.2	4,367.8	4,375.2	4,367.8	4,375.2	4,367.8
FTEs-Annual Average		4,371.5		4,371.5		4,371.5		4,371.5
Fund - Appropriation Type								
001-1 General Fund - Basic Account-State	12,602	12,514	12,602	12,514	12,602	12,514	12,656	12,625
505-6 UW-University Hospital Account-Non-Appropriated	815,612	866,024	875,244	898,573	875,244	898,573	875,244	898,573
Total All Funds - Program 070	828,214	878,538	887,846	911,087	887,846	911,087	887,900	911,198
Biennial Total All Funds - Program 070		1,706,752		1,798,933		1,798,933		1,799,098

Program: 080 Institutional Support

FTEs	1,262.6	1,259.8	1,262.6	1,259.8	1,262.6	1,259.8	1,262.6	1,259.8
FTEs-Annual Average		1,261.2		1,261.2		1,261.2		1,261.2
Fund - Appropriation Type								
001-1 General Fund - Basic Account-State	27,914	26,909	26,223	25,183	26,223	25,183	27,811	28,423
148-6 Inst of Hi Ed-Dedicated Local Acct-Non-Appropriated	64,407	66,621	64,873	67,658	64,873	67,658	64,873	67,658
149-6 Inst of HI ED-Operating Fees Acct-Non-Appropriated	59,866	73,181	59,866	73,181	59,866	73,181	59,866	73,181
Total All Funds - Program 080	152,187	166,711	150,962	166,022	150,962	166,022	152,550	169,262
Biennial Total All Funds - Program 080		318,898		316,984		316,984		321,812

Program: 090 Plant Operations & Maintenance

FTEs	1,037.8	1,035.5	1,037.8	1,035.5	1,037.8	1,035.5	1,037.8	1,035.5
FTEs-Annual Average		1,036.7		1,036.7		1,036.7		1,036.7
Fund - Appropriation Type								
001-1 General Fund - Basic Account-State	26,156	25,190	32,745	39,847	36,420	43,522	36,850	44,399
148-6 Inst of Hi Ed-Dedicated Local Acct-Non-Appropriated	44,811	46,351	45,177	47,165	45,177	47,165	45,177	47,165
149-6 Inst of HI ED-Operating Fees Acct-Non-Appropriated	55,333	67,647	55,333	67,647	55,333	67,647	55,333	67,647
Total All Funds - Program 090	126,300	139,188	133,255	154,659	136,930	158,334	137,360	159,211
Biennial Total All Funds - Program 090		265,488		287,914		295,264		296,571

Program: 100 Sponsored Research

FTEs	7,716.6	7,718.9	7,716.6	7,718.9	7,716.6	7,718.9	7,716.6	7,718.9
FTEs-Annual Average		7,717.8		7,717.8		7,717.8		7,717.8
Fund - Appropriation Type								
145-6 Inst of Hi Ed-Grants/Contracts Acct-Non-Appropriated	1,094,386	1,093,443	1,098,330	1,102,217	1,098,330	1,102,217	1,098,330	1,102,217
Biennial Total All Funds - Program 100		2,187,829		2,200,547		2,200,547		2,200,547

Agency FTEs	22,468.6	22,472.3	22,468.6	22,472.3	22,468.6	22,472.3	22,475.6	22,483.0
Agency Annual Average FTEs		22,470.5		22,470.5		22,470.5		22,479.3
Agency Totals by Fund								
001-1 General Fund - Basic Account-State	247,063	239,472	252,961	252,003	256,636	255,678	291,214	300,466
02R-1 Aquatic Lands Enhancement Account-State	350	350						
08A-1 Education Legacy Trust Account-State	6,999	6,999	6,999	6,999	6,999	6,999	6,999	6,999
09R-1 Econ Dev Strategic Reserve Account-State	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500
12P-1 Geoduck Aquaculture Research Acct-State	150	150						
145-6 Inst of Hi Ed-Grants/Contracts Acct-Non-Appropriated	1,094,386	1,093,443	1,098,330	1,102,217	1,098,330	1,102,217	1,098,330	1,102,217
148-6 Inst of Hi Ed-Dedicated Local Acct-Non-Appropriated	489,469	506,297	493,029	514,217	493,029	514,217	493,029	514,217
149-6 Inst of HI ED-Operating Fees Acct-Non-Appropriated	513,571	627,919	583,606	592,919	583,606	592,919	583,606	592,919
15M-1 Biotoxin Account-State	195	195	195	195	195	195	195	195
173-1 State Toxics Control Account-State	560	560						
505-6 UW-University Hospital Account-Non-Appropriated	815,612	866,024	875,244	898,573	875,244	898,573	875,244	898,573
608-1 Accident Account-State	3,336	3,366	3,371	3,445	3,371	3,445	3,371	3,445
609-1 Medical Aid Account-State	3,256	3,272	3,272	3,308	3,272	3,308	3,272	3,308
Total All Funds	3,176,447	3,349,547	3,318,507	3,375,376	3,322,182	3,379,051	3,356,760	3,423,839
Biennial Total All Funds		6,525,994		6,693,883		6,701,233		6,780,599

*Agency totals on the OFM Program Summary may slightly differ from the OFM Recommendation Summary agency totals due to rounding.

TAB C

1. Decision Package Overview

2. Individual Decision Packages

- a) **Maintenance Level:** Operations & Maintenance Funding for UW Bothell's Discovery Hall
- b) **Maintenance Level:** Operations & Maintenance Funding for UW Medicine's South Lake Union 3.1 Phase
- c) **Performance Level:** Required 15% Reduction Decision Package
- d) **Performance Level:** Competitive Compensation
- e) **Performance Level:** WWAMI Spokane Expansion
- f) **Performance Level:** School of Dentistry RIDE Expansion
- g) **Performance Level:** Replacement of RV Barnes Research Vessel

Agency Budget Request Decision Package Summary**(Lists only the agency Performance Level budget decision packages, in priority order)****Agency: 360 University of Washington**9/17/2014
1:02:00PM**Budget Period: 2015-17**

Decision Package	
Code	Decision Package Title
PL-A0	Impact of Reducing UW State Funding
PL-N0	Competitive Compensation
PL-N1	WWAMI Spokane Expansion
PL-N2	School of Dentistry RIDE Expansion
PL-N3	Replacement of RV Barnes

FINAL

Agency: 360 University of Washington
Decision Package Code/Title: AA O&M for UW Bothell's Discovery Hall
Budget Period: 2015-17
Budget Level: M2 - Inflation and Other Rate Changes

Recommendation Summary Text:

A total of \$2,365,040 in state support is requested in the 2015-17 biennium for operations and maintenance (O&M) costs for UW Bothell's newly occupied Discovery Hall. The efficient and modern space accommodates the growth occurring in STEM fields at UW Bothell and will open in Fall 2014 at 100% capacity. The building features labs for electrical engineering, software development, GIS projects, a devices lab, and technology research labs. In addition, the building houses critical space to accommodate growth in faculty, students, and staff by hosting faculty and staff office space and general academic spaces such as classroom and student support.

Agency Total**Fiscal Detail**

Operating Expenditures	<u>FY 2016</u>	<u>FY 2017</u>	<u>Total</u>
001-1 -General Fund - Basic Account-State	1,182,520	1,182,520	2,365,040

Staffing
FTEs

Program 090-Plant Operations & Maintenance

Operating Expenditures	<u>FY 2016</u>	<u>FY 2017</u>	<u>Total</u>
001-1 -General Fund - Basic Account-State	1,182,520	1,182,520	2,365,040

Package Description:

This package would provide needed funding for utilities, building maintenance, custodial services, and building administration for the newly-built Discovery Hall on UW Bothell's (UWB's) growing campus. The construction of this building was funded by UWB students, the University of Washington, and the state of Washington. The building itself is a highly efficient, modern space that is projected to be fully occupied this Autumn quarter of 2014, and will house a number of STEM and technology-driven disciplines. Maintenance of this building will be essential to preserving UW Bothell's growing faculty and student base. Having recognized the significant growth occurring on the Bothell campus, the state provided needed funding in prior biennia for construction of this building. We hope that an additional investment will be made in its ongoing maintenance and operations.

Narrative Justification and Impact Statement

What specific performance outcomes does the agency expect?

Adequately funding operations and maintenance for new and renovated space would assist in reducing the total UW Preservation Backlog. In addition, support for this new academic building would free up operating funds for other academic uses.

Is this decision package essential to implement a strategy identified in the agency's strategic plan?

Yes, the proposal is essential to meet the University's goals to ensure the highest level of integrity, compliance, and stewardship. The proposal is also necessary to meet the University's goals to attract and retain outstanding and diverse faculty and students; provide outstanding graduate education in biomedical sciences; strengthen interdisciplinary collaborative research, teaching, and learning; and maintain and build infrastructure and facilities.

Does this DP provide essential support to one or more of the Governor's Results Washington priorities?

Yes, this package aligns with the Governor's priorities to expand postsecondary access and success. This package would provide needed funding to a building that will contribute directly to expanding degrees in high demand STEM areas.

What are the other important connections or impacts related to this proposal?

As the state and higher education institutions moved away from funding based on a formula for operations and maintenance (O&M) costs, the long-term effect was an accumulation of deferred maintenance projects. Funding O&M at adequate levels helps keep buildings in good working condition and helps mitigate the need for more expensive, capital projects resulting from future systems failures.

What alternatives were explored by the agency, and why was this alternative chosen?

The ongoing operations and maintenance of this building would be funded from another source if state funds were not provided. Redirecting funding, such as tuition revenue, from faculty salaries may diminish our ability to provide instruction in this new space.

What are the consequences of adopting or not adopting this package?

Should the Governor provide funding for this building, the investments that the state of Washington and the UW have made in building Discovery Hall will be preserved for decades.

What is the relationship, if any, to the state's capital budget?

The state of Washington provided \$19,887,000 in state funds for the design and construction of this building in the 2011-13 capital budget.

What changes would be required to existing statutes, rules, or contracts, in order to implement the change?

None.

Expenditure and revenue calculations and assumptions

Each component expense of the UW's O&M estimate for an "research" building is based on prior expenditures for similar buildings.

See attached "Proposed Rate per GSF" table

Component	Proposed Rate per GSF	
	FY 16	FY 17
091 - Utilities	\$ 4.21	\$ 4.21
092 - Bldg & Utilities Maintenance	\$ 9.97	\$ 9.97
093 - Custodial & Grounds Svcs.	\$ 1.16	\$ 1.16
094 - Ops & Maintenance Support	\$ 0.64	\$ 0.64
TOTAL	\$ 15.98	\$ 15.98

Which costs and functions are one-time? Which are ongoing? What are the budget impacts in future biennia?

These costs are permanent and should be considered additive to the UW's carry forward calculation going into 2017-19.

FINAL

Agency: 360 University of Washington
Decision Package Code/Title: AB UW Medicine South Lake Union
Budget Period: 2015-17
Budget Level: M2 - Inflation and Other Rate Changes

Recommendation Summary Text:

A total of \$4,985,760 in state support is requested in the 2015-17 biennium for operations and maintenance (O&M) costs for UW Medicine at South Lake Union Phase 3.1, for which UW Medicine completed construction and began occupying June 2013.

Agency Total**Fiscal Detail**

Operating Expenditures	<u>FY 2016</u>	<u>FY 2017</u>	<u>Total</u>
001-1 -General Fund - Basic Account-State	2,492,880	2,492,880	4,985,760

Staffing
FTEs

Program 090-Plant Operations & Maintenance

Operating Expenditures	<u>FY 2016</u>	<u>FY 2017</u>	<u>Total</u>
001-1 -General Fund - Basic Account-State	2,492,880	2,492,880	4,985,760

Package Description:

UW Medicine's research and teaching space is essential to the continued expansion and viability of UW Medicine's biomedical research and teaching programs and its contribution to the State's economic development. The development of the UW Medicine complex of buildings at South Lake Union was first initiated in 2003. Phase I was completed in December of 2004 and resulted in the renovation of 110,000 gross square feet of space and Phase II was completed in June 2008 and includes the occupation of 197,000 gross square foot laboratory building and a 97,000 gross square foot office building for biomedical research and teaching programs. Phase 3.1 of South Lake Union (SLU) development was completed in June 2013 and will accommodate significant growth in UW Medicine research by providing 156,000 gross square feet of laboratory and research space above grade, and 192,000 gross square feet below grade for underground parking and loading facilities.

Narrative Justification and Impact Statement*What specific performance outcomes does the agency expect?*

Adequately funding operations and maintenance for new and renovated space will assist in reduction of the UW's Preservation Backlog. In addition, funding O&M for this space will allow SOM's operating resources to be used in other areas such as researcher recruitments and local support for research grant applications.

Is this decision package essential to implement a strategy identified in the agency's strategic plan?

Yes, the proposal is essential to meet the University's goals to ensure the highest level of integrity, compliance, and stewardship. The proposal is also essential to meet the University's goals to attract and retain outstanding and diverse faculty and students, provide outstanding graduate education in biomedical sciences, strengthen interdisciplinary collaborative research, teaching and learning and maintain and build infrastructure and facilities. In addition, goals included in the UW's resource plan include: 1) achieving 100 percent of the operations and maintenance funding standard for new and renovated space in 2013-15; and 2) achieving 80 percent of the benchmark funding standard overall by 2017.

Does this DP provide essential support to one or more of the Governor's Results Washington priorities?

Yes, this proposal will improve the value of postsecondary learning as well as support enrollments and research in areas of critical state need. In addition, UW Medicine's research program provides a significant economic impact to the state as noted below.

What are the other important connections or impacts related to this proposal?

As the state and higher education institutions moved away from funding O&M based on a formula, the long-term effect was an accumulation of deferred maintenance projects. Funding O&M at adequate levels helps keep buildings in good working condition and helps mitigate the need for more expensive capital projects resulting from failing systems in the future.

A study published in November 2011 and conducted by Tripp Umbach, Inc. for the Association of American Medical Colleges (AAMC) estimates that each \$1.00 of research funding generates an additional \$1.60 of indirect economic benefit to the community and region. Last year, UW Medicine faculty brought in more than \$900 million in grant funding to the State of Washington. The support of biomedical research and teaching facilities is critical to the continued growth of biomedical research and teaching programs at UW Medicine and requires the continued partnership of the state and the University of Washington.

What alternatives were explored by the agency, and why was this alternative chosen?

The alternative is to provide a base level of O&M support within existing resources. Due to resource constraints, this could result of insufficient funds available to properly fund necessary routine maintenance, future renovations, and necessary upgrades and enhancements. The result would be an accumulation of deferred maintenance projects that would lead to prohibitively expensive future projects and over time a deterioration of the building.

What are the consequences of adopting or not adopting this package?

O&M would be performed adequately and in accordance with recommended schedules, which would preserve the University's and School of Medicine's investment in this space over time. O&M funding for this building is particularly critical, given the building's intended flexible nature. Research in this field evolves at a tremendous rate and maintaining the building while allowing for inexpensive changes will accommodate a wider range of research in this research building for a longer period of time, ensuring that the building is a truly efficient and wise use of state and UW resources.

What is the relationship, if any, to the state's capital budget?

None.

What changes would be required to existing statutes, rules, or contracts, in order to implement the change?

None.

Expenditure and revenue calculations and assumptions

The \$15.98 per square foot rate proposed in this decision package relies upon documented experience in University research facilities and reflects that SLU 3.1 is a dedicated biomedical research and teaching facility with higher electrical utilization and costs and reflects significant scheduled increases in electricity rates at SLU due to city of Seattle's new electrical substation for South Lake Union to improve electricity grid reliability. The rate proposed is based on FY14 actual expenditures from similar buildings on the University of Washington campus classified as "research buildings."

See attached "Proposed Rate per GSF" table

Component	Proposed Rate per GSF	
	FY16	FY17
091 - Utilities	\$ 4.21	\$ 4.21
092 - Bldg & Utilities Maintenance	\$ 9.97	\$ 9.97
093 - Custodial & Grounds Svcs.	\$ 1.16	\$ 1.16
094 - Ops & Maintenance Support	\$ 0.64	\$ 0.64
TOTAL	\$ 15.98	\$ 15.98

Which costs and functions are one-time? Which are ongoing? What are the budget impacts in future biennia?

Funding is ongoing and would continue in future biennia. We anticipate that we will request additional support in future biennia if we continue to develop additional biomedical research and teaching space at South Lake Union.

FINAL

Agency: 360 University of Washington
Decision Package Code/Title: A0 Impact of Reducing UW State Funding
Budget Period: 2015-17
Budget Level: PL - Performance Level

Recommendation Summary Text:

A 15 percent reduction in biennial state funding for the University of Washington would entail a \$38 million reduction applied to each fiscal year of the biennium. Without an offsetting increase in tuition revenue, a cut of this magnitude will have immediate and negative consequences on each UW campus. The UW would try to avoid, but could potentially make reductions in student enrollment or reduce its employment of faculty or staff, which is its largest expense. The UW is recovering from the Great Recession; like all state agencies, the progress it has made in recent years is important to protect. Thus, the UW may need to raise tuition rates to backfill a cut in state funds.

Agency Total**Fiscal Detail**

Operating Expenditures	<u>FY 2016</u>	<u>FY 2017</u>	<u>Total</u>
	0		
001-1 -General Fund - Basic Account-State		0	0

Staffing

FTEs

Package Description:

All state agencies have grappled with severe declines in state subsidy over the last five years; the University of Washington (UW) is no exception. The University, like all higher education institutions, saw state funding decline precipitously at the exact time when it needed state funds most. Enrollment surged during the last five years. In 2008-09, the UW enrolled 35,000 undergraduate students and over 15,200 graduate students. In 2012-13, the UW enrolled 38,500 undergraduate students and over 16,000 graduate students; this growth is only anticipated to continue in the 2014-15 academic year. Over the past seven years, freshman applications to the UW Seattle have increased by nearly 82 percent, from 16,634 to 30,200; the admission rate has declined from 68 percent to 55 percent while the academic profile of our students has improved. This level of demand is unique among public institutions in the state. Because demand for the UW continues to be robust, it should be contemplated alongside gubernatorial, Washington Student Achievement Council, federal, and UW goals for increasing access and degrees.

Though state funding on a per student FTE basis is low compared to peers, the UW has been in the position to freeze resident undergraduate tuition rates for the 2013-15 biennium, when the legislature increased biennial funding 8 percent over the prior biennium.

The UW will receive \$253.9 million in near general fund state in FY 2015. Though this amount is low compared to our high-water mark in FY 2009, it signals a renewed interest in funding the University and in maintaining low or flat tuition rates for resident undergraduate students.

Narrative Justification and Impact Statement***What specific performance outcomes does the agency expect?***

There are no positive performance outcomes associated with this change in the funding structure of the state's flagship university.

Is this decision package essential to implement a strategy identified in the agency's strategic plan?

This decision package would have a harmful effect on the execution of the agency's strategic plan, which affirms the University's intent to enhance the student learning experience; support effective instructors and scholars; increase STEM and high demand majors; and recruit,

retain, compensate and support faculty, students and staff.

Does this DP provide essential support to one or more of the Governor's Results Washington priorities?

This decision package would potentially hinder growth in the areas Governor Inslee has declared top priorities for postsecondary education. Specifically, this reduction in funding, if not backfilled with tuition revenue, could impact the number of faculty and staff we could employ and, thus, how many students we could enroll (Goal 1.3). We anticipate that a major reduction in state funds could also impact the progress we have made to open additional enrollment in high demand fields, particularly in the College of Engineering's Computer Science Engineering department (Goal 1.3.a).

Finally, and most importantly, if this decision package resulted in higher resident undergraduate tuition rates, it would impact the cost of attendance for our students. The impacts from this potential cost increase are two-fold: first, current students receiving aid would exhibit more financial need on an individual basis and, second, the overall population of students exhibiting need would increase. Assuming this scenario, the UW would contemplate whether to contribute more to aid internally and would call on additional State Need Grant funds. Students enrolled in every public college and university would be impacted similarly and the Governor's ability to make progress toward increasing the number of eligible students who receive State Need Grants (1.3.d) would be diminished significantly.

What are the other important connections or impacts related to this proposal?

As stated, a potential tuition increase to backfill state funding reductions must be considered alongside State Need Grant (SNG) policy. As currently funded, the SNG leaves many tens of thousands of eligible students without aid. The UW enrolls approximately 3,200 unserved, but eligible, SNG students per quarter and we estimate that an additional \$18 million in SNG funding per year is needed for on-time applicants. The UW is using institutional funds to compensate for lacking SNG dollars.

Should the UW be forced to raise tuition rates to backfill a cut of this magnitude, our students would pay higher rates and exhibit more financial need. Without an increase in the already underfunded SNG program, the UW will be forced to reconsider its institutional aid policies. Though required to provide 5 percent of total tuition collected to aid for undergraduate students, we go well beyond that minimum, providing 16 percent of total tuition collected to resident undergraduate students in the form of aid. This commitment is critical to our mission of social mobility and access, but would be compromised if this reduction level came to pass and tuition increases were consequently necessary.

What alternatives were explored by the agency, and why was this alternative chosen?

A number of alternatives were considered in constructing a response to this state funding request. First, although University leadership believes that access to affordable higher education has never been more important-in fact, demand for access to the UW only continues to grow-the University was forced to consider curtailing student enrollments to compensate for a funding reduction of this magnitude. .. We believe in the primacy of the UW's public mission and hope to maintain, if not increase, our population of resident undergraduate students in the face of possible state funding reductions. However, it may be necessary to reduce enrollment university-wide, or at least in certain areas such as STEM programs, which are more expensive to offer than other majors.

Second, the University considered whether it could address this funding reduction by imposing additional efficiencies on departments. However, the resounding response from many departments, particularly administrative departments, is that there are few if any areas left to cut without significant impacts on the health of the University.

Third, because our tuition rates are below peer median and mean rates, we believe we have the capacity to raise resident undergraduate tuition rates. Thus, the UW considered raising tuition rates to compensate for this reduction level if it comes to pass.

We expect that some combination of strategic enrollment reductions and tuition increases will be necessary to backfill a 15 percent state funding reduction, if it occurs.

What are the consequences of adopting or not adopting this package?

The UW would likely need to: (1) reduce enrollments for resident undergraduates as a whole or, potentially, just for those in STEM and other high-expense degree programs; and (2) raise the resident undergraduate tuition rate either moderately or significantly, depending on the level of enrollment reductions that occur. Regardless, both resident and nonresident students in graduate and professional programs would likely be forced to pay higher rates as well. Curtailing resident student enrollment would result in decreased access for many Washington residents; furthermore, a tuition increase of moderate or significant magnitude would have dire effects on students and their families.

What is the relationship, if any, to the state's capital budget?

None.

What changes would be required to existing statutes, rules, or contracts, in order to implement the change?

RCW 28B.15.067 and 28B.15.102 would both need careful consideration in light of possible state funding losses and tuition rate increases.

Expenditure and revenue calculations and assumptions

As we do not yet know what level or balance of enrollment reductions and tuition increases would be necessary to offset this reduction in state funding, the impact of the UW's expenditures and revenues is unclear.

Which costs and functions are one-time? Which are ongoing? What are the budget impacts in future biennia?

Enrollment reductions would likely persist for the duration of the 2015-17 biennium, if not beyond. Tuition rate increases would be permanent, memorialized in the base tuition rate for years to come.

DRAFT

Agency: **360 University of Washington**
Decision Package Code/Title: **N0 Competitive Compensation**
Budget Period: **2015-17**
Budget Level: **PL - Performance Level**

Recommendation Summary Text:

Funding is requested to increase UW faculty and professional staff salaries for the 2015-17 biennium by an average of 4 percent in both FY 2016 and FY 2017. The caliber of faculty and staff at the UW has been instrumental in creating a high quality academic environment and in allowing the University to successfully secure more federal research dollars than almost any public university. We graduate more students than any university in the state and 80 percent of our entering freshmen graduate within six years, higher than any public institution in the state. Compensation must be set at a competitive level for the UW to be able to recruit and retain high quality faculty, staff, and students, who will (in turn) maintain our exceptional record in scholarship, research, and student success.

Please note that separate decision packages will be submitted for classified staff, teaching assistants, and research assistants who are subject to collective bargaining agreements; therefore salary increase costs associated with these staff are not reflected in this request.

Agency Total**Fiscal Detail**

Operating Expenditures	<u>FY 2016</u>	<u>FY 2017</u>	<u>Total</u>
001-1 -General Fund - Basic Account-State	18,903,351	38,562,835	57,466,186

Staffing
FTEs

Program 010-Instruction

Operating Expenditures	<u>FY 2016</u>	<u>FY 2017</u>	<u>Total</u>
001-1 -General Fund - Basic Account-State	13,690,139	27,927,883	41,618,022

Program 020-Research

Operating Expenditures	<u>FY 2016</u>	<u>FY 2017</u>	<u>Total</u>
001-1 -General Fund - Basic Account-State	36,671	74,809	111,480

Program 030-Community and Public Service

Operating Expenditures	<u>FY 2016</u>	<u>FY 2017</u>	<u>Total</u>
001-1 -General Fund - Basic Account-State	73,643	150,232	223,875

Program 040-Primary Service

Operating Expenditures	<u>FY 2016</u>	<u>FY 2017</u>	<u>Total</u>
001-1 -General Fund - Basic Account-State	1,951,183	3,980,413	5,931,596

Program 050-Library

Operating Expenditures	<u>FY 2016</u>	<u>FY 2017</u>	<u>Total</u>
001-1 -General Fund - Basic Account-State	443,709	905,167	1,348,876

Program 060-Student Services

Operating Expenditures	<u>FY 2016</u>	<u>FY 2017</u>	<u>Total</u>
001-1 -General Fund - Basic Account-State	635,275	1,295,961	1,931,236

Program 070-Hospital

Operating Expenditures	<u>FY 2016</u>	<u>FY 2017</u>	<u>Total</u>
001-1 -General Fund - Basic Account-State	54,407	110,990	165,397

Program 080-Institutional Support

Operating Expenditures	<u>FY 2016</u>	<u>FY 2017</u>	<u>Total</u>
001-1 -General Fund - Basic Account-State	1,588,280	3,240,091	4,828,371

Program 090-Plant Operations & Maintenance

Operating Expenditures	<u>FY 2016</u>	<u>FY 2017</u>	<u>Total</u>
001-1 -General Fund - Basic Account-State	430,044	877,289	1,307,333

Package Description:

Faculty salaries are one of the largest components of operating costs for higher education institutions. The caliber of faculty members at the UW has been instrumental in creating a high quality academic environment and allowing the University to successfully compete for federal research funding. Over the years, the UW has seen erosion in the level of compensation provided to faculty relative to peer institutions, especially comparing full and associate professors average compensation to those in peer institutions.

While salaries have stagnated across all state agencies, UW faculty salaries across all faculty types would have to grow by an average of 9.9 percent in order to achieve the goal of reaching the Global Challenge State (GCS) peers' mean salary for all faculty. Even with the compensation increases provided in FY 2014 and FY 2015, the UW expects a significant salary gap to persist. Bringing faculty salaries closer to those of our peer institutions is a high priority goal of the UW administration.

The following table includes faculty salary data from 2013-14, the first year the UW provided an average 4 percent salary increase for faculty and staff.

Average Faculty Salary By Rank (9 and 12 month Service Period Salaries Combined and Reported on 9 Month Basis)								
Institution	Professor		Associate Professor		Assistant Professor		All Ranks	
	#	Salary	#	Salary	#	Salary		Salary
U of Calif-Los Angeles	880	173,900	269	111,800	241	91,500	1,390	147,595
U of Calif-San Diego	528	147,900	204	96,900	148	90,300	880	126,390
Rutgers U	1,073	156,326	693	106,196	652	87,150	2,418	123,305
University of Virginia	529	150,800	332	99,500	197	87,000	1,058	122,822
U of Calif-Irvine	513	145,600	218	95,100	176	85,600	907	121,819
U of Calif-Davis	781	136,700	270	92,500	198	83,700	1,249	118,743
University of Maryland-Balt. & College Park	759	142,854	551	100,374	490	85,313	1,800	114,186
U of Massachusetts-Amherst	466	136,900	291	98,000	284	80,000	1,041	110,503
U of Connecticut	501	144,700	457	96,500	433	75,900	1,391	107,448
U of Colorado-Boulder & Denver	591	128,191	586	93,994	499	81,882	1,676	102,447
Total/Average	6,621	148,099	3,871	99,504	3,318	84,166	13,810	119,117
Peer Mean Assuming Peer Mix by Rank Equals UW Mix		148,099		99,504		84,166		119,128
University of Washington - All Campuses	901	127,037	557	95,492	434	86,152	1,892	108,372
Percentage Change Required for UW Salaries to Equal Peer Mean		16.6%		4.2%		-2.3%		9.9%

Data Source: AAUP data for 2013-14, including 9 and 12 month faculty with 12 month adjusted to 9 month service period basis. Data reported in the March-April, 2014 Academe, Bulletin of the American Association of <http://www.aaup.org/reports-publications/2013-14salarysurvey>. UW reports can be found at <http://opb.washington.edu/content/aaup-faculty-salary-rank>

As is clear from these data, the compensation gaps are particularly acute at the associate and full professor ranks. As a result, the UW has developed a national reputation as a prime recruiting territory for other, competing institutions that are searching for the most promising and productive faculty members. Even when assistant professors are recruited to the UW with more competitive salaries, their peers in UW academic departments often are paid less. Salary compression and stagnation remain significant concerns for UW leadership.

In addition to comparing faculty salaries at the UW to those at peer institutions, the UW regularly compares the salaries of teaching assistants and librarians to salaries at its peers. Additionally, the UW regularly conducts market surveys of comparable professional and classified

staff positions in the local job market. Compensation for classified staff, teaching assistants, professional staff, and librarians lags behind the compensation rates of similar positions at peer institutions and in the local market.

Note that separate decision packages will be submitted for those classified staff, teaching assistants, and research assistants who are subject to collective bargaining agreements; therefore, costs associated with increasing the salaries of these staff are not reflected in this request.

Narrative Justification and Impact Statement

What specific performance outcomes does the agency expect?

The University maintains a goal to invest in people by recruiting, retaining, compensating, and supporting our faculty and staff. We must address faculty and staff compensation parity with peers.

Is this decision package essential to implement a strategy identified in the agency's strategic plan?

Yes, this proposal is integral to the University's efforts to:

- Attract and retain an outstanding and diverse faculty and staff that enhance educational quality, research strength, and promote leadership.
- Attract a diverse and excellent student body and provide a rich learning experience.
- Recruit, retain, and reward a competitive and skilled workforce.

Does this DP provide essential support to one or more of the Governor's Results Washington priorities?

Yes. Compensating our faculty and administrators competitively is essential to attracting, retaining, and graduating more students. If we are to achieve a "world-class educational process" in Washington, we must invest in world-class faculty and staff that, with students, comprise the University and make it as successful as it is. Faculty and staff must be compensated in line with peers in order to maintain the University's quality. Washington's flagship research institution enrolls and graduates the most students of any state institution and this level of academic and research activity is sustained by its professoriate. Faculty are the foundation upon which the future of the University rests. More students apply to the UW every year because our reputation as a world-class research university compels them to do so. This reputation is due to the faculty and students who engage in our research, teach in our classrooms, and serve in our community.

It is a reputation worth investing in.

What are the other important connections or impacts related to this proposal?

The University's ability to spin out new companies, hire more researchers and staff, and enroll more students is totally dependent on its ability to compensate its faculty and staff. The University competes for faculty and staff on an international stage. It is a high priority goal of the administration to bring faculty, librarian, and staff salaries closer to those of our peer institutions. This will allow us to at least maintain, if not improve, our ability to attract the best students and the most grants. Increasing tuition in order to achieve these aims is always an option, but maintaining lower than average tuition rates is preferable.

What alternatives were explored by the agency, and why was this alternative chosen?

None.

What are the consequences of adopting or not adopting this package?

If this package is adopted, we can rest assured that our faculty will be compensated more in line with our peer universities.

What is the relationship, if any, to the state's capital budget?

None.

What changes would be required to existing statutes, rules, or contracts, in order to implement the change?

None.

Expenditure and revenue calculations and assumptions

In order to construct this decision package, we assumed the current salary base as of July 2014 for faculty and staff paid with General Operating Fund budgets (budgets that provide spending authority for state funds and tuition revenue). We then increased the salary base by 4 percent and added in marginal benefits using FY15 benefit rates as calculated by the University for each employee category. We assumed the new base for FY16 in order to apply a similar 4 percent increase and incremental benefit expense for FY17. Finally, we included the expense from the first year of the biennium in our calculation of the second years' expense.

Total General Operating Funds - All Campuses

Category	Salary Base 07.29.2014	FY2016 % Increase	FY2016 \$ Increase	FY2016 Salary Base	FY15 Marginal Benefit Rate	FY2016 Marginal Benefit Increase	FY2016 Incremental Expense (salary+ benefits)
Faculty	277,186,364	4.00%	11,087,455	288,273,819	14.30%	1,585,506	12,672,961
Faculty (UWMC)	107,204	4.00%	4,288	111,492	14.30%	613	4,901
Faculty (HMC)	242,197	4.00%	9,688	251,885	14.30%	1,385	11,073
Auxiliary Faculty	2,788,240	4.00%	111,530	2,899,770	11.60%	12,937	124,467
Medical Residents	4,357,987	4.00%	174,319	4,532,306	11.60%	20,221	194,541
Professional	126,994,264	4.00%	5,079,771	132,074,035	15.30%	777,205	5,856,975
Professional (UWMC)	328,618	4.00%	13,145	341,763	15.30%	2,011	15,156
Professional (HMC)	504,689	4.00%	20,188	524,877	15.30%	3,089	23,276
	412,509,563		16,500,383	429,009,945		2,402,968	18,903,350

Total General Operating Funds - All Campuses

Category	FY16 Expense Carried Forward in FY17	FY2017 % Increase	FY2017 \$ Increase	FY2017 Salary Base	FY15 Marginal Benefit Rate	FY2017 Marginal Benefit Increase	FY2017 Incremental Expense (salary+ benefits)	Total Estimated Biennial Expense
Faculty	12,672,961	4.00%	11,530,953	299,804,771	14.30%	1,648,926	13,179,879	38,525,800
Faculty (UWMC)	4,901	4.00%	4,460	115,952	14.30%	638	5,097	14,900
Faculty (HMC)	11,073	4.00%	10,075	261,960	14.30%	1,441	11,516	33,663
Auxiliary Faculty	124,467	4.00%	115,991	3,015,760	11.60%	13,455	129,446	378,380
Medical Residents	194,541	4.00%	181,292	4,713,599	11.60%	21,030	202,322	591,403
Professional	5,856,975	4.00%	5,282,961	137,356,996	15.30%	808,293	6,091,254	17,805,205
Professional (UWMC)	15,156	4.00%	13,671	355,433	15.30%	2,092	15,762	46,074
Professional (HMC)	23,276	4.00%	20,995	545,872	15.30%	3,212	24,207	70,760
	18,903,350		17,160,398	446,170,343		2,499,087	19,659,484	57,466,185

Which costs and functions are one-time? Which are ongoing? What are the budget impacts in future biennia?

These costs are permanent and affect future biennia.

FINAL

Agency: 360 University of Washington
Decision Package Code/Title: N1 WWAMI Spokane Expansion
Budget Period: 2015-17
Budget Level: PL - Performance Level

Recommendation Summary Text:

The UW is requesting \$8.0 million of funding for the 2015 17 biennium to develop and expand the Washington/Wyoming/Alaska/Montana/Idaho (WWAMI) medical student education program in Spokane and Eastern Washington by increasing medical student enrollment by 20 students starting July 1, 2015 and by an additional 20 students starting July 1, 2017 at the Spokane Riverpoint campus under the new WWAMI Next Generation curriculum model. This proposal assumes that WSU is UW's partner in this joint effort to address the current and growing shortage of physicians in Washington State, including rural areas and Spokane and the surrounding rural counties. It also assumes that the existing state funds at WSU that are part of WWAMI are used for the WWAMI program and are not re-appropriated for a new WSU medical school.

Agency Total**Fiscal Detail**

Operating Expenditures	<u>FY 2016</u>	<u>FY 2017</u>	<u>Total</u>
001-1 -General Fund - Basic Account-State	3,481,000	4,541,000	8,022,000

Staffing
FTEs

Program 010-Instruction

Operating Expenditures	<u>FY 2016</u>	<u>FY 2017</u>	<u>Total</u>
001-1 -General Fund - Basic Account-State	3,481,000	4,541,000	8,022,000

Package Description:

WWAMI, which stands for Washington, Wyoming, Alaska, Montana, and Idaho, is the northwest regional medical education network of the UW School of Medicine (SoM). The program began in the 1970's as a cost effective response to a critical shortage of physicians, particularly those practicing in rural areas, by utilizing one state medical school to serve a large geographical area. Under the program, students complete the eighteen month foundational phase at their respective institutions, attend the UW for the rest of the second year, and then have the option of spending much of their third and fourth years in rural and community settings. There are currently WWAMI sites in Eastern Washington, Wyoming, Alaska, Montana, and Idaho. The WWAMI program has been very successful with over fifty percent of WWAMI graduates entering primary care and many practicing in rural areas.

The WWAMI Spokane campus currently has a cohort of forty medical students; this request will double the cohort to eighty medical students by July 2017. The medical students will spend eighteen months in the foundational phase of the curriculum and the balance of their time in the patient care phase of the curriculum.

The proposal assumes that the existing cohort of 40 students and the proposed additional 20 students starting July 1, 2015 and second increase of 20 students starting July 1, 2017 would continue to use the existing WWAMI resources at Spokane Riverpoint campus including the classrooms, cadaver labs, student study areas and faculty space as previously developed to support the WWAMI program in

Spokane. The proposal also assumes all resources necessary to accommodate the expansion under the WWAMI Next Generation program model exist at WSU based on the general operating funds received by WSU in fiscal year 2013 (\$300,000) for expansion of health sciences capacity through WWAMI and in fiscal years 2014 (\$2.4 million) and 2015 (\$3.6 million) for medical education and biomedical research expansion.

Narrative Justification and Impact Statement

What specific performance outcomes does the agency expect?

When fully ramped up, there would be additional 160 medical students served in eastern Washington. Increasing the number of physicians trained in Spokane and eastern Washington will help to increase the physician workforce in the state, particularly in eastern Washington and Spokane.

Is this decision package essential to implement a strategy identified in the agency's strategic plan?

Yes, expanded state support for enrollment in areas of critical state need is integral to every part of the vision and values that reflect the strategic priorities of the University of Washington, including integrity, diversity, excellence, collaboration, innovation and respect.

Does this DP provide essential support to one or more of the Governor's Results Washington priorities?

This proposal bridges three Results Washington goals.

1. World Class Education - increase the number of students who will earn a medical degree in a cost efficient structure.
2. Healthy and Safe Communities - increase in medical doctors practicing in the state increases access to healthcare to improve people's lives in eastern Washington.
3. Prosperous Economy - increase in jobs with an increase in faculty, scientist, research activity and medical doctors practicing in the state.

This proposal will have a positive economic return to the state as every state dollar invested in the UW returns \$22.56 to the state economy (Tripp Umbach 2010 report, University of Washington). In addition, it would generate new Washington jobs. Training and recruiting additional faculty will improve the value of postsecondary learning for students. It will provide more research opportunities for students that can help foster on going interest and investment in state healthcare issues. It will also provide a hub of research work on U.S. focused health issues that eventually will lead to the attraction of other prominent researchers to the eastern Washington higher education schools.

What are the other important connections or impacts related to this proposal?

The significant physician workforce shortage in eastern Washington is worsening and is especially acute in rural areas in the primary care specialties. Studies clearly indicate that by receiving medical training in an area provides the greatest likelihood for a physician to practice in an area. It will produce additional physicians, including primary care physicians, to serve clients in rural and underserved areas in eastern Washington. Biomedical research will be enhanced through collaborations among UW and its eastern Washington higher education partners.

What alternatives were explored by the agency, and why was this alternative chosen?

An alternative explored a few years ago was the option of establishing a new medical school in eastern Washington, but the costs were significant. For example, Florida State University in Tallahassee spent about \$155 million in startup costs when it developed a four-year medical school in 2000. At that point, we approached the state requesting funding to include a first year WWAMI site in Spokane. We now want to increase the medical student cohort size in Spokane. This alternative chosen is much more cost efficient and will produce the expected outcome of additional physicians practicing in Spokane and eastern Washington.

What are the consequences of adopting or not adopting this package?

There is a national consensus that the United States is facing a significant physician shortage. These national shortages are caused by population growth that has not been matched by medical education growth over the last 30 years, an aging population with increased demands for health care, new medical technologies, and changes in the working patterns of physicians. Compared to the US average of 226 physicians per 100,000 population, eastern Washington has 181 physicians per 100,000 population per a 2014 workforce study. In addition, because much of eastern Washington is rural, the physicians who serve it are predominately from primary care specialties. The percentage of US physicians choosing to practice primary care medicine is decreasing sharply and exacerbates eastern Washington's problem in recruiting the physician workforce it needs.

The significant physician workforce shortage in eastern Washington is worsening and is especially acute in rural areas in the primary care specialties. Studies clearly indicate that by receiving medical training in an area provides the greatest likelihood for a physician to practice in an area. Without additional capacity in Washington's medical education programs, these shortages will not be addressed.

What is the relationship, if any, to the state's capital budget?

None.

What changes would be required to existing statutes, rules, or contracts, in order to implement the change?

None.

Expenditure and revenue calculations and assumptions

The expansion will be phased in over three biennia and the full cost of operating the program will not be realized until fiscal year 2021. At that time it is anticipated that the program will cost \$7.0 million per year. Refer to the spreadsheet below for specific estimates by fiscal year. Please note that the biennial costs below not presented in incremental fashion.

				FY16	FY17	2015-2017		FY18	FY19	2017-2019		FY20	FY21	2019-2021
OPERATING COSTS UWSOM -- Expansion														
UW Foundations Phase				\$ 928,000	\$ 983,000	\$ 1,911,000		\$ 1,040,000	\$ 1,062,000	\$ 2,102,000		\$ 1,072,000	\$ 1,082,000	\$ 2,154,000
Clerkship Directors				\$ 1,055,000	\$ 1,055,000	\$ 2,110,000		\$ 1,178,000	\$ 1,178,000	\$ 2,356,000		\$ 1,178,000	\$ 1,178,000	\$ 2,356,000
Clinical Clerkship				\$ 40,000	\$ 670,000	\$ 710,000		\$ 855,000	\$ 1,098,000	\$ 1,953,000		\$ 1,778,000	\$ 1,778,000	\$ 3,556,000
Residency Prep Phase				\$ -	\$ -	\$ -		\$ -	\$ 428,000	\$ 428,000		\$ 428,000	\$ 428,000	\$ 856,000
Regional Affairs				\$ -	\$ 261,000	\$ 261,000		\$ 261,000	\$ 261,000	\$ 522,000		\$ 261,000	\$ 261,000	\$ 522,000
Academic Affairs				\$ 1,206,000	\$ 1,320,000	\$ 2,526,000		\$ 1,369,000	\$ 1,369,000	\$ 2,738,000		\$ 1,369,000	\$ 1,369,000	\$ 2,738,000
Capital -- Facilities and Equipment				\$ 252,000	\$ 120,000	\$ 372,000		\$ 120,000	\$ 120,000	\$ 240,000		\$ 120,000	\$ 120,000	\$ 240,000
Inflation @ 3%				\$ -	\$ 132,000	\$ 132,000		\$ 277,000	\$ 442,000	\$ 719,000		\$ 629,000	\$ 815,000	\$ 1,444,000
TOTAL UWSOM OPERATING COSTS				\$ 3,481,000	\$ 4,541,000	\$ 8,022,000		\$ 5,100,000	\$ 5,958,000	\$11,058,000		\$ 6,835,000	\$ 7,031,000	\$13,866,000

Which costs and functions are one-time? Which are ongoing? What are the budget impacts in future biennia?

In fiscal year 2016, there is a total of \$130,000 one-time costs associated with new space, furniture and equipment. The remaining costs in fiscal year 2016 and fiscal year 2017 are all on going.

As the students ramp up over five fiscal years, the ongoing costs will also ramp up from \$3.5 million in fiscal year 2016 to \$7.0 million in fiscal year 2021. Ongoing costs will be approximately \$7.0 million per year in fiscal year 2021 to support the expanded medical school cohort of 40 additional students per year for a total of 160 new students across all four years of medical school. Excluding inflation, the state cost per medical student would be approximately \$39,000 per year. This cost is substantially below the national average.

Medical School Expansion Proposal (rounded to 000's)

	FY16	FY17	2015-2017	FY18	FY19	2017-2019	FY20	FY21	2019-2021
TOTAL UWSOM -- Funding Request -- Expansion	\$ 3,481,000	\$ 4,541,000	\$ 8,022,000	\$ 559,000	\$ 1,417,000	\$ 1,976,000	\$ 877,000	\$ 1,073,000	\$ 1,950,000

With Inflation Prorated -- Expansion

Instruction	\$ 2,023,000	\$ 3,057,888		\$ 3,525,482	\$ 4,349,686		\$ 5,195,085	\$ 5,346,772	
Instruction -- admin	\$ 1,458,000	\$ 1,483,112		\$ 1,574,518	\$ 1,608,314		\$ 1,639,915	\$ 1,684,228	
Total	\$ 3,481,000	\$ 4,541,000		\$ 5,100,000	\$ 5,958,000		\$ 6,835,000	\$ 7,031,000	

Cost Split (excluding Inflation)

Instruction	\$ 2,023,000	\$ 2,969,000		\$ 3,334,000	\$ 4,027,000		\$ 4,717,000	\$ 4,727,000	
Instruction -- admin	\$ 1,458,000	\$ 1,440,000		\$ 1,489,000	\$ 1,489,000		\$ 1,489,000	\$ 1,489,000	
Total	\$ 3,481,000	\$ 4,409,000		\$ 4,823,000	\$ 5,516,000		\$ 6,206,000	\$ 6,216,000	

	FY16	FY17	2015-2017	FY18	FY19	2017-2019	FY20	FY21	2019-2021
OPERATING COSTS UWSOM -- Expansion									
UW Foundations Phase	\$ 928,000	\$ 983,000	\$ 1,911,000	\$ 1,040,000	\$ 1,062,000	\$ 2,102,000	\$ 1,072,000	\$ 1,082,000	\$ 2,154,000
Clerkship Directors	\$ 1,055,000	\$ 1,055,000	\$ 2,110,000	\$ 1,178,000	\$ 1,178,000	\$ 2,356,000	\$ 1,178,000	\$ 1,178,000	\$ 2,356,000
Clinical Clerkship	\$ 40,000	\$ 670,000	\$ 710,000	\$ 855,000	\$ 1,098,000	\$ 1,953,000	\$ 1,778,000	\$ 1,778,000	\$ 3,556,000
Residency Prep Phase	\$ -	\$ -	\$ -	\$ -	\$ 428,000	\$ 428,000	\$ 428,000	\$ 428,000	\$ 856,000
Regional Affairs	\$ -	\$ 261,000	\$ 261,000	\$ 261,000	\$ 261,000	\$ 522,000	\$ 261,000	\$ 261,000	\$ 522,000
Academic Affairs	\$ 1,206,000	\$ 1,320,000	\$ 2,526,000	\$ 1,369,000	\$ 1,369,000	\$ 2,738,000	\$ 1,369,000	\$ 1,369,000	\$ 2,738,000
Capital -- Facilities and Equipment	\$ 252,000	\$ 120,000	\$ 372,000	\$ 120,000	\$ 120,000	\$ 240,000	\$ 120,000	\$ 120,000	\$ 240,000
Inflation @ 3%	\$ -	\$ 132,000	\$ 132,000	\$ 277,000	\$ 442,000	\$ 719,000	\$ 629,000	\$ 815,000	\$ 1,444,000
TOTAL UWSOM OPERATING COSTS	\$ 3,481,000	\$ 4,541,000	\$ 8,022,000	\$ 5,100,000	\$ 5,958,000	\$ 11,058,000	\$ 6,835,000	\$ 7,031,000	\$ 13,866,000

	FY16	FY17	2015-2017	FY18	FY19	2017-2019	FY20	FY21	2019-2021
OPERATING COSTS UWSOM -- Expansion									
UW Foundations Phase	\$ 927,759	\$ 983,213	\$ 1,910,972	\$ 1,039,668	\$ 1,061,577	\$ 2,101,245	\$ 1,072,031	\$ 1,082,486	\$ 2,154,517
Clerkship Directors	\$ 1,055,220	\$ 1,055,220	\$ 2,110,440	\$ 1,177,920	\$ 1,177,920	\$ 2,355,840	\$ 1,177,920	\$ 1,177,920	\$ 2,355,840
Clinical Clerkship	\$ 40,000	\$ 670,000	\$ 710,000	\$ 854,800	\$ 1,097,600	\$ 1,952,400	\$ 1,778,000	\$ 1,778,000	\$ 3,556,000
Residency Prep Phase	\$ -	\$ -	\$ -	\$ -	\$ 428,205	\$ 428,205	\$ 428,205	\$ 428,205	\$ 856,410
Regional Affairs	\$ -	\$ 260,975	\$ 260,975	\$ 260,975	\$ 260,975	\$ 521,950	\$ 260,975	\$ 260,975	\$ 521,950
Academic Affairs	\$ 1,206,413	\$ 1,320,143	\$ 2,526,556	\$ 1,368,646	\$ 1,368,646	\$ 2,737,291	\$ 1,368,646	\$ 1,368,646	\$ 2,737,291
Capital -- Facilities and Equipment	\$ 252,000	\$ 120,000	\$ 372,000	\$ 120,000	\$ 120,000	\$ 240,000	\$ 120,000	\$ 120,000	\$ 240,000
Inflation @ 3%	\$ -	\$ 132,287	\$ 132,287	\$ 276,947	\$ 442,394	\$ 719,341	\$ 628,567.76	\$ 815,055	\$ 1,443,622
TOTAL UWSOM OPERATING COSTS	\$ 3,481,392	\$ 4,541,838	\$ 8,023,229	\$ 5,098,955	\$ 5,957,317	\$ 11,056,272	\$ 6,834,345	\$ 7,031,286	\$ 13,865,631

New Students	20	40	80	120	140	160
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Total	\$ 7,031,286
Less Inflation	\$ (815,055)
	\$ 6,216,231
Total New Students	\$ 160
Cost/Student -- excluding Inflation	\$ 38,851

FINAL

Agency: **360 University of Washington**
Decision Package Code/Title: **N2 School of Dentistry RIDE Expansion**
Budget Period: **2015-17**
Budget Level: **PL - Performance Level**

Recommendation Summary Text:

Funding is requested to expand the University of Washington School of Dentistry (UWSOD) Regional Initiatives in Dental Education (RIDE) program in Spokane. The number of RIDE students would increase from 8 to 16 students in 2016 (FY17), to 24 in 2017 (FY2018) and to 30 in 2018 (FY 2019). RIDE students would receive two years of biomedical and dental science instruction in Spokane, return to Seattle for their third year, and participate in intensive clinical rotations at community health centers in Eastern Washington in their fourth year. RIDE addresses the need for dentists in rural and underserved areas, and partners with the UW School of Medicine, Eastern Washington University, Washington State University, and community health centers.

Agency Total**Fiscal Detail**

Operating Expenditures	<u>FY 2016</u>	<u>FY 2017</u>	<u>Total</u>
001-1 -General Fund - Basic Account-State	986,997	1,684,824	2,671,821

Staffing	<u>FY 2016</u>	<u>FY 2017</u>	<u>Annual Average</u>
FTEs	7.0	10.7	8.9

Program 010-Instruction

Operating Expenditures	<u>FY 2016</u>	<u>FY 2017</u>	<u>Total</u>
001-1 -General Fund - Basic Account-State	986,997	1,684,824	2,671,821

Staffing	<u>FY 2016</u>	<u>FY 2017</u>	<u>Annual Average</u>
FTEs	7.0	10.7	8.9

Package Description:

The Regional Initiatives in Dental Education (RIDE) program of the UW School of Dentistry (UWSOD) was launched in 2008 in partnership with Eastern Washington University (EWU) and in conjunction with the new UW School of Medicine WWAMI program in Spokane to address dental workforce shortages in rural and underserved communities in Eastern Washington. A strategic outreach of the UWSOD, the RIDE program increases access to publicly-funded dental education with a focus on Eastern Washington. Currently RIDE students complete their first year of dental school at the combined EWU and Washington State University (WSU) Spokane campus, return to Seattle for their second and third years, and engage in intensive clinical rotations in rural and underserved areas in their fourth year. The RIDE program has been successful in its mission to recruit and retain students in rural and underserved areas: 90 percent of the graduates who have completed their clinical training are located in rural and/or underserved communities in the region. Note that this compares with nationally-cited figures of 4-8 percent of senior dental students who express interest in practice in rural areas. RIDE was site-visited by the Commission on Dental Accreditation in 2012, earning high praise for a successful implementation.

The requested expansion of the RIDE program would increase both the number of dentists trained and the time spent in Eastern Washington. This proposal takes advantage of current funding and infrastructure for health professional education in Spokane, especially

the Dental Hygiene department at Eastern Washington University (EWU), the proposed expansion of the WWAMI program at Washington State University (WSU), and existing academic infrastructure at the UWSOD in Seattle. UWSOD is the only dental school in the WWAMI region.

Please note that this proposal assumes funding of the WWAMI expansion in Spokane, including all biomedical sciences, and EWU operations and capital requests to accommodate the larger cohort and their increased time in Spokane as well as continued funding of the current RIDE infrastructure. Key elements of the EWU/UWSOD proposal are as follows:

This RIDE expansion proposal would begin with a start-up year in Fall 2015 (FY16) to build infrastructure in Spokane and Seattle to accommodate the increased numbers of students, their second year dental curriculum in Spokane, and capacity for additional community-based rotations with oversight. Additional students would be recruited for RIDE admissions starting in 2015.

Beginning in Fall 2016 (FY17), the RIDE cohort would increase from 8 students to 16, ramping up to 24 students in Fall 2017 (FY18) and to 30 RIDE students in 2018 (FY19). Overall, if needed funding in subsequent biennia was provided, the current SOD class size of 68 would increase to 98.

First and Second Years:

RIDE students would increase their biomedical and dental science training in Spokane from one to two years starting with the cohort entering 2016. Students would share much of the medical student biomedical science curricula, while receiving dental science instruction from EWU RIDE and dental hygiene faculty.

Third Year:

RIDE students would move to UWSOD Seattle for core clinical training in their third year,

Fourth Year:

RIDE students leave UWSOD for 4-6 months of community-based clinical training in Eastern and Central Washington.

Some fourth year rotations would be based at the proposed EWU/UWSOD RIDE dental clinic in conjunction with the department of dental hygiene where RIDE students would deliver dental care to indigent populations in conjunction with senior dental hygiene students.

Three additional faculty would be needed by EWU to teach the larger RIDE cohort, to offer the dental science instruction needed for intensive dental simulation laboratory experiences in the second year and to oversee senior dental and dental hygiene students delivering care.

Capital investments would be necessary at EWU to accommodate the larger cohort of students, to equip dental simulation facilities, and to provide additional clinic space for delivery of care to indigent populations. The latter would allow for training of dental and hygiene students in the highest standards of efficient, patient-centered dental practice.

In the 2015-17 biennium, 4.5 faculty would be needed at the UWSOD in Seattle to develop and implement the new curriculum in Spokane, assure its compliance with the exacting requirements of the Commission on Dental Accreditation process scheduled for Fall 2016, and prepare for instruction of the larger cohort. Note that the UWSOD is charged with assuring all the accreditation requirements for RIDE are met, regardless of training site. Modest start-up costs and capital investments at the SOD would be needed to provide additional students with instructional resources. In future biennia, capital would be requested to re-purpose existing space for clinical use that would accommodate the growing number of students.

The distance learning (DL) infrastructure would need to be enhanced on both campuses to accommodate more students and deliver the new dental science curriculum-some of which would be taught remotely from Seattle. DL technologies would also be needed for ongoing calibration of faculty and staff. This guarantees equivalence of educational content and approach, and assures alignment of administrative and accreditation processes across the two campuses. Additionally DL is needed for delivery of continuing education (CE) and clinical calibration to dental preceptors from remote clinics hosting RIDE students. These investments include costs of equipping an additional classroom for DL in both Seattle and Spokane.

There is a need to train more dentists for rural and underserved areas of Washington. Dental workforce shortages in the eastern and rural parts of the state result in a lack of access to dental care and increased costs for the health care system. Without access to dental care, Washington residents suffer systemic health consequences and impacts on job performance and school attendance. Delayed and deferred dental care contribute to increased emergency department visits, avoidable oral surgeries, and hospital and operating room charges for complications of unchecked dental disease. As the population of Washington grows, including the numbers of elderly citizens, there is an urgent need to expand the number of dentists trained. In fact, 70 percent of individuals over the age of 65 have no dental coverage at all. The restoration of adult Medicaid dental coverage in Washington and the State Children's Health Insurance Program (CHIP) expansion under

the Affordable Care Act have added to the demand for dental care. The UWSOD is the only dental school in the WWAMI states.

RIDE is a proven, efficient model of dental education that builds on the existing infrastructure of three universities and community health centers in Eastern and Central Washington. The creative use of distance learning technologies for regional education would facilitate scalability of the program.

Narrative Justification and Impact Statement

What specific performance outcomes does the agency expect?

- Increased number of dentists trained and practicing in the state
- Increased training time for dental students in Eastern and Central Washington to enable recruitment and retention of graduates in rural and underserved areas
- Increased access to dental care to promote the oral and overall health of the public, especially for those living in underserved and rural areas in Eastern and Central Washington
- Continuing dental education provided for dental professionals in rural and underserved areas to enhance quality of care in these areas

Is this decision package essential to implement a strategy identified in the agency's strategic plan?

Yes. As the only dental school in the WWAMI states, the UWSOD has a mission to train dentists for the state and region to improve the health of the public. The University intends to promote partnerships and community collaborations; this outreach program is especially responsive to the needs of minority and underserved patients. This proposal would not only enhance the number of students who could participate in this high-impact learning experience, but also improve the student experience by exposing dental students to different populations and needs. We believe it would ensure that each graduate would be prepared for meaningful, successful careers and have the skills to meet the demands of a changing population and job market. Finally, this proposal would increase enrollment in STEM fields at the graduate and professional level.

Does this DP provide essential support to one or more of the Governor's Results Washington priorities?

GOAL 1: WORLD-CLASS EDUCATION, 1.3: Increase percentage of population enrolled in certificate, credential, apprenticeship, and degree programs. This program expansion would increase enrollment in STEM fields while increasing enrollment in degree programs, generally.

GOAL 4: HEALTHY PEOPLE, Access/Pay for Quality, 1.3c: Increase percentage of residents who report they have a personal doctor or health care provider. Additional RIDE graduates provide increased access to dental care, particularly in rural and underserved communities.

What are the other important connections or impacts related to this proposal?

The RIDE program is a cost-effective, scalable model for increasing the number of dentists trained in the state. It builds on the existing health professions educational infrastructure in Spokane, community health centers in Eastern and Central Washington, and the UWSOD infrastructure in Seattle.

RIDE makes use of distance learning technologies for efficient regional education and delivery of continuing education (CE) to preceptors in remote clinic sites, helping to raise the quality of dental care delivered to rural and underserved populations. An expanded RIDE program would benefit the economy of the Spokane area through capital and infrastructure investments on the EWU campus (e.g., a dental simulation laboratory, increased dental hygiene clinic capacity, and enhanced distance learning infrastructure). The expanded program would involve recruitment of new faculty to EWU and enhance its overall educational capacity, as well as increase the numbers of indigent patients who can receive care at the proposed EWU/UWSOD dental clinic.

RIDE would add to the interprofessional education efforts underway at the Spokane campus. Such efforts would help improve the health care system of the future by training health professionals who can work on teams. The new curriculum models of the UWSOM and UWSOD both emphasize interprofessional education. A larger education infrastructure for Dentistry in Spokane would contribute to the Spokane campus' growing presence as a regional leader in health professions education and delivery of health care.

The RIDE program has attracted many students from underrepresented minorities and rural areas and thus contributes to enhancing the diversity of the health workforce for the state and region.

The RIDE program has the support of key stakeholders including the Spokane District Dental Society, the Washington State Dental Association, the Washington Dental Service/Foundation, Community Health Centers, EWU and WSU. Expansion of the RIDE program was recommended by the Washington State Board of Health.

What alternatives were explored by the agency, and why was this alternative chosen?

Building a second school of dentistry in Eastern Washington is much more costly, whereas leveraging existing infrastructure and distance learning technologies allows high-quality education to be delivered remotely.

What are the consequences of adopting or not adopting this package?

Adopting this package would contribute to positive performance outcomes for the dental workforce and the health of the public, as elaborated above.

What is the relationship, if any, to the state's capital budget?

A total of \$400,000 in capital costs for the UW-Seattle campus are associated with this proposal and are requested for upgrading and equipping a current UWSOD auditorium. The auditorium would function as a distance learning classroom to accommodate second year dental curriculum for remote students. Current distance learning classrooms are at capacity with first and fourth year curriculum demands. The process would be completed in FY17 and be used for instruction in FY18, when the first cohort of students spend their second year in Spokane. This request is submitted as part of the operating budget request.

For EWU-Spokane to meet the needs of additional students and build infrastructure associated with second year dental curriculum, a total of \$9.3 million in capital is requested in EWU's capital budget submission. More information about the capital expansion on the EWU campus is available in their submission.

What changes would be required to existing statutes, rules, or contracts, in order to implement the change?

N/A

Expenditure and revenue calculations and assumptions

Please review the attached tables "Operating Costs for RIDE Expansion" and "Capital Costs for RIDE Expansion," providing additional detail of both operating and capital expenditures over the four biennia this expansion would affect.

General Assumptions:

Costs are incremental to the current state funding in place for the RIDE program.

The dental component of this proposal is dependent on funding associated with the 18-month science foundation's medical curriculum taught in Spokane. UW School of Medicine/WWAMI/WSU fund the science foundation's curriculum and EWU-Spokane assumes costs associated with dental specific small group learning and dental science courses working with the UWSOD faculty.

The first increase in the number of students (from 8 to 16) enrolled in the RIDE program would be autumn of 2016 (FY17). We would incrementally increase the number of students per cohort until we reach 30 students in 2018 (FY19). We would begin to incur costs in the autumn of 2015 as we plan to build the educational and facilities infrastructure to accommodate additional students, develop second year dental curriculum in Spokane for the first time, and integrate the new biomedical sciences curriculum.

Tuition revenue would be retained by EWU for the first and second year dental students; UW would retain tuition paid by third and fourth year dental students.

Which costs and functions are one-time? Which are ongoing? What are the budget impacts in future biennia?

One-time:

Initial start-up costs (one-time) of \$100,000 reflect the need to expand and upgrade our telecommunications infrastructure to allow additional remote students in Spokane and on rotations at community dental clinics to have access to courses taught in Seattle. Upgrades would leverage emerging technologies that improve user experience and expand capacity, provide better integration with learning management systems (e.g., Canvas), support small group instruction, and are accessible from more devices (e.g., cell phones, tablets). Upgrades would also support connections to dental preceptors at Eastern and Central Washington rotation sites to facilitate continuing education (CE) and calibration activities.

Ongoing:

This proposal builds on the currently funded RIDE functions and is meant to represent the incremental funding needed to support ongoing functions and additional resources as the number of students expand.

Future biennia:

The operating costs associated with future biennia increase annually as the number of students increases, leveling out as we become fully subscribed in autumn of 2021 (FY22) with 30 students in each of the four cohorts, for a total of 120 RIDE students per year.

In biennia 2017-19 and 2019-21, capital for remodeling and new equipment (non-capital) is required in the UWSOD teaching clinics to accommodate additional students.

RIDE Expansion Summary

Operating Costs

	FY16	FY17	2015-2017 Biennium	FY18	FY19	2017-2019 Biennium	FY20	FY21	2019-2021 Biennium	FY22	FY23	2021-2023 Biennium	TOTAL Operating Costs
UW-SOD	\$ 986,997	\$ 1,684,824	\$ 2,671,821	\$ 3,057,140	\$ 3,651,039	\$ 6,708,179	\$ 3,867,483	\$ 3,893,483	\$ 7,760,967	\$ 3,885,483	\$ 3,981,204	\$ 7,866,688	\$ 25,007,655
EWU	\$ 976,472	\$ 961,201	\$ 1,937,673	\$ 1,419,788	\$ 1,527,546	\$ 2,947,334	\$ 1,672,098	\$ 1,739,094	\$ 3,411,192	\$ 1,674,094	\$ 1,674,094	\$ 3,348,188	\$ 11,644,387
TOTAL	\$ 1,963,469	\$ 2,646,025	\$ 4,609,494	\$ 4,476,928	\$ 5,178,585	\$ 9,655,513	\$ 5,539,581	\$ 5,632,577	\$ 11,172,159	\$ 5,559,577	\$ 5,655,298	\$ 11,214,876	\$ 36,652,042

Capital Costs

	FY16	FY17	2015-2017 Biennium	FY18	FY19	2017-2019 Biennium	FY20	FY21	2019-2021 Biennium	FY22	FY23	2021-2023 Biennium	TOTAL Capital Costs
UW-SOD	\$ -	\$ 400,000	\$ 400,000	\$ -	\$ 500,000	\$ 500,000	\$ 56,000	\$ 12,000	\$ 68,000	\$ -	\$ -	\$ -	\$ 968,000
EWU	\$ 9,309,177	\$ 155,973	\$ 9,465,150	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 9,465,150
TOTAL	\$ 9,309,177	\$ 555,973	\$ 9,865,150	\$ -	\$ 500,000	\$ 500,000	\$ 56,000	\$ 12,000	\$ 68,000	\$ -	\$ -	\$ -	\$ 10,433,150

RIDE Expansion Operating Costs

	FY16	FY17	2015-17	FY18	FY19	2017-19	FY20	FY21	2019-21	FY22	FY23	2021-23
UW - School of Dentistry												
RIDE - Program Administration & Operations	\$ 257,640	\$ 278,635	\$ 536,275	\$ 278,635	\$ 278,635	\$ 557,270	\$ 278,635	\$ 278,635	\$ 557,270	\$ 278,635	\$ 278,635	\$ 557,270
Instruction/Course Development	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Administration/Admissions/Student Services/Orientation	\$ 120,800	\$ 120,800	\$ 241,600	\$ 190,165	\$ 190,165	\$ 380,330	\$ 190,165	\$ 190,165	\$ 380,330	\$ 190,165	\$ 190,165	\$ 380,330
Interprofessional Education	\$ 90,000	\$ 90,000	\$ 180,000	\$ 150,000	\$ 150,000	\$ 300,000	\$ 150,000	\$ 150,000	\$ 300,000	\$ 150,000	\$ 150,000	\$ 300,000
Academic Affairs/Curriculum/Evaluation	\$ 223,323	\$ 223,323	\$ 446,646	\$ 223,323	\$ 223,323	\$ 446,646	\$ 223,323	\$ 223,323	\$ 446,646	\$ 223,323	\$ 223,323	\$ 446,646
Compliance/Risk Mgmt/Advisory Board/Finance	\$ 14,875	\$ 15,319	\$ 30,194	\$ 20,001	\$ 65,678	\$ 85,679	\$ 65,678	\$ 65,678	\$ 131,356	\$ 65,678	\$ 65,678	\$ 131,356
Rural/Underserved Opportunities Program (R/UOP)	\$ -	\$ 10,400	\$ 10,400	\$ 50,600	\$ 66,000	\$ 116,600	\$ 66,000	\$ 66,000	\$ 132,000	\$ 66,000	\$ 66,000	\$ 132,000
4th year Extended Community Rotations	\$ -	\$ -	\$ -	\$ 45,000	\$ 60,000	\$ 105,000	\$ 60,000	\$ 60,000	\$ 120,000	\$ 88,000	\$ 88,000	\$ 176,000
Site & Preceptor Calibration/CDE	\$ -	\$ 15,000	\$ 15,000	\$ 35,000	\$ 50,000	\$ 85,000	\$ 50,000	\$ 50,000	\$ 100,000	\$ 50,000	\$ 50,000	\$ 100,000
Spokane RIDE Regional Clinic Directors (FTE)	\$ 93,600	\$ 93,600	\$ 187,200	\$ 287,200	\$ 287,200	\$ 574,400	\$ 287,200	\$ 287,200	\$ 574,400	\$ 287,200	\$ 287,200	\$ 574,400
Classroom Support Services (FTE)	\$ 40,590	\$ 81,180	\$ 121,770	\$ 81,180	\$ 81,180	\$ 162,360	\$ 81,180	\$ 81,180	\$ 162,360	\$ 81,180	\$ 81,180	\$ 162,360
Dist Learn Service Agrmnt/Maint/Repairs/Insurance	\$ -	\$ 5,000	\$ 5,000	\$ 48,000	\$ 48,000	\$ 96,000	\$ 48,000	\$ 48,000	\$ 96,000	\$ 48,000	\$ 48,000	\$ 96,000
Distance Learning Support (FTE)	\$ -	\$ -	\$ -	\$ 60,000	\$ 60,000	\$ 120,000	\$ 60,000	\$ 60,000	\$ 120,000	\$ 60,000	\$ 60,000	\$ 120,000
Distance Learning Equipment Upgrades	\$ -	\$ 100,000	\$ 100,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Departmental Operating Costs (FTE)	\$ 146,169	\$ 651,567	\$ 797,736	\$ 1,533,036	\$ 2,054,858	\$ 3,587,894	\$ 2,297,302	\$ 2,297,302	\$ 4,594,605	\$ 2,297,302	\$ 2,393,023	\$ 4,690,326
Departmental Start Up Costs (non-capital)	\$ -	\$ -	\$ -	\$ 55,000	\$ 36,000	\$ 91,000	\$ 10,000	\$ 36,000	\$ 46,000	\$ -	\$ -	\$ -
Subtotal	\$ 986,997	\$ 1,684,824	\$ 2,671,821	\$ 3,057,140	\$ 3,651,039	\$ 6,708,179	\$ 3,867,483	\$ 3,893,483	\$ 7,760,967	\$ 3,885,483	\$ 3,981,204	\$ 7,866,688
Institutional Overhead												
Inflation increase per year from 2014												
Total UW-SoD RIDE Operating Costs	\$ 986,997	\$ 1,684,824	\$ 2,671,821	\$ 3,057,140	\$ 3,651,039	\$ 6,708,179	\$ 3,867,483	\$ 3,893,483	\$ 7,760,967	\$ 3,885,483	\$ 3,981,204	\$ 7,866,688

	FY16	FY17	2015-17	FY18	FY19	2017-19	FY20	FY21	2019-21	FY22	FY23	2021-23
EWU - Riverpoint												
RIDE Administrative & Classroom Support	\$ 155,812	\$ 195,060	\$ 350,872	\$ 234,308	\$ 234,308	\$ 468,616	\$ 234,308	\$ 234,308	\$ 468,616	\$ 234,308	\$ 234,308	\$ 468,616
1st year Student Instruction	\$ 69,877	\$ 133,076	\$ 202,953	\$ 196,275	\$ 259,474	\$ 455,749	\$ 259,471	\$ 259,471	\$ 518,942	\$ 259,471	\$ 259,471	\$ 518,942
2nd Year Student Instruction	\$ -	\$ 55,512	\$ 55,512	\$ 216,703	\$ 230,262	\$ 446,965	\$ 243,821	\$ 243,821	\$ 487,642	\$ 243,821	\$ 243,821	\$ 487,642
Dental Clinic Administration & Instruction	\$ 83,058	\$ 336,580	\$ 419,638	\$ 637,502	\$ 637,502	\$ 1,275,004	\$ 744,498	\$ 811,494	\$ 1,555,992	\$ 811,494	\$ 811,494	\$ 1,622,988
Program Operations and Instruction	\$ -	\$ 25,000	\$ 25,000	\$ 60,000	\$ 81,000	\$ 141,000	\$ 90,000	\$ 90,000	\$ 180,000	\$ 90,000	\$ 90,000	\$ 180,000
Lab supply/equip repair/maintenance (course related)	\$ -	\$ 10,000	\$ 10,000	\$ 20,000	\$ 25,000	\$ 45,000	\$ 30,000	\$ 30,000	\$ 60,000	\$ 30,000	\$ 30,000	\$ 60,000
Library ref books	\$ -	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 10,000	\$ 5,000	\$ 5,000	\$ 10,000	\$ 5,000	\$ 5,000	\$ 10,000
Clinic Program Operating Costs	\$ 10,000	\$ 25,000	\$ 35,000	\$ 50,000	\$ 55,000	\$ 105,000	\$ 65,000	\$ 65,000	\$ 130,000	\$ -	\$ -	\$ -
Start Up Costs (non-capital)	\$ 657,725	\$ 175,973	\$ 833,698	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Subtotal	\$ 976,472	\$ 961,201	\$ 1,937,673	\$ 1,419,788	\$ 1,527,546	\$ 2,947,334	\$ 1,672,098	\$ 1,739,094	\$ 3,411,192	\$ 1,674,094	\$ 1,674,094	\$ 3,348,188
Institutional Overhead			\$ -			\$ -			\$ -			\$ -
Inflation increase per year from 2014			\$ -			\$ -			\$ -			\$ -
Total EWU Riverpoint RIDE Operating Costs	\$ 976,472	\$ 961,201	\$ 1,937,673	\$ 1,419,788	\$ 1,527,546	\$ 2,947,334	\$ 1,672,098	\$ 1,739,094	\$ 3,411,192	\$ 1,674,094	\$ 1,674,094	\$ 3,348,188

TOTAL OPERATING COSTS												
UW-SoD	\$ 986,997	\$ 1,684,824	\$ 2,671,821	\$ 3,057,140	\$ 3,651,039	\$ 6,708,179	\$ 3,867,483	\$ 3,893,483	\$ 7,760,967	\$ 3,885,483	\$ 3,981,204	\$ 7,866,688
EWU	\$ 976,472	\$ 961,201	\$ 1,937,673	\$ 1,419,788	\$ 1,527,546	\$ 2,947,334	\$ 1,672,098	\$ 1,739,094	\$ 3,411,192	\$ 1,674,094	\$ 1,674,094	\$ 3,348,188
Total UW-SoD and EWU RIDE Operating Costs	\$ 1,963,469	\$ 2,646,025	\$ 4,609,494	\$ 4,476,928	\$ 5,178,585	\$ 9,655,513	\$ 5,539,581	\$ 5,632,577	\$ 11,172,159	\$ 5,559,577	\$ 5,655,298	\$ 11,214,876

Operating Fee Revenues												
UW-SOD	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
EWU	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total Revenues	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Students												
RIDE (Incremental to current 8 RIDE students)	FY16 0	FY17 8		FY18 16	FY19 22		FY20 22	FY21 22		FY22 22	FY23 22	
Total RIDE cohort per year	FY16 8	FY17 16		FY18 24	FY19 30		FY20 30	FY21 30		FY22 30	FY23 30	

RIDE Expansion Capital Costs

	FY16	FY17	2015-17	FY18	FY19	2017-19	FY20	FY21	2019-21	FY22	FY23	2021-23	Total
UW - SOD RIDE Capital Costs													
RIDE - Program Administration & Operations			\$ -			\$ -			\$ -			\$ -	\$ -
Instruction/Course Development			\$ -			\$ -			\$ -			\$ -	
Administration/Admissions/Student Services/Orientation			\$ -			\$ -			\$ -			\$ -	
Academic Affairs/Curriculum/Evaluation			\$ -			\$ -			\$ -			\$ -	
Compliance/Risk Mgmt/Advisory Board/Finance			\$ -			\$ -			\$ -			\$ -	
1st year Rural/Underserved Opportunities Program (R/UOP)			\$ -			\$ -			\$ -			\$ -	
4th year Extended Community Rotations			\$ -			\$ -			\$ -			\$ -	
Site & Preceptor Calibration/CDE			\$ -			\$ -			\$ -			\$ -	
Spokane RIDE Regional Clinic Directors (FTE)			\$ -			\$ -			\$ -			\$ -	
Classroom Support Services (FTE)			\$ -			\$ -			\$ -			\$ -	
Remodel/Equipment for New DL Classroom		\$ 400,000	\$ 400,000			\$ -			\$ -			\$ -	
Distance Learning Support (FTE)			\$ -			\$ -			\$ -			\$ -	
Departmental Capital Costs					\$ 500,000		\$ 56,000	\$ 12,000	\$ 68,000				
Subtotal	\$ -	\$ 400,000	\$ 400,000	\$ -	\$ 500,000	\$ 500,000	\$ 56,000	\$ 12,000	\$ 68,000	\$ -	\$ -	\$ -	\$ 968,000
EWU - Riverpoint RIDE Capital Costs													
Space remodel/clinic	\$4,000,000		\$ 4,000,000			\$ -			\$ -			\$ -	
Space remodel/lab	\$2,700,000		\$ 2,700,000										
Dedicated DL Classroom	\$150,000		\$ 150,000										
Dental Clinic	\$2,007,050		\$ 2,007,050			\$ -			\$ -			\$ -	
Simulation Lab	\$452,127		\$ 452,127										
Scanner/milling unit		\$ 155,973	\$ 155,973			\$ -			\$ -			\$ -	
Subtotal	\$ 9,309,177	\$ 155,973	\$ 9,465,150	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 9,465,150
TOTAL CAPITAL COSTS													
UW-Seattle	\$ -	\$ 400,000	\$ 400,000	\$ -	\$ 500,000	\$ 500,000	\$ 56,000	\$ 12,000	\$ 68,000	\$ -	\$ -	\$ -	
EWU	\$ 9,309,177	\$ 155,973	\$ 9,465,150	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Total UW-Seattle and EWU Capital Costs	\$ 9,309,177	\$ 555,973	\$ 9,865,150	\$ -	\$ 500,000	\$ 500,000	\$ 56,000	\$ 12,000	\$ 68,000	\$ -	\$ -	\$ -	\$ 10,433,150

Decision Package

FINAL

Agency: 360 University of Washington
Decision Package Code/Title: N3 Replacement of RV Barnes

Budget Period: 2015-17

Budget Level: PL - Performance Level

Recommendation Summary Text:

The University of Washington requests \$11,207,250 to support the predesign, design and construction of a new Local Class Research Vessel to replace the Research Vessel Clifford A. Barnes (R/V Barnes) which will reach the end of its useful life in 2016. The new Local Class Vessel will be designed for research and education purposes, and to function in a broad swath of marine environments for the Puget Sound, the Strait of Juan de Fuca, the inland waterways of western Canada, the coast of Washington, and on the Columbia and other major rivers in the region. The new vessel will be utilized by students and researchers across the College of the Environment, the UW as a whole (including UW Tacoma, which presently uses R/V Barnes) as well as federal and state agencies, tribal communities, and State of Washington higher education institutions, including The Evergreen State College, Western Washington University, Washington State University Vancouver, and Washington State Community and Technical Colleges. Not replacing the RV Barnes will seriously compromise our state's ability to understand and work in these waters. The UW has committed local funds to support the design of the vessel and is in a strong position to complete construction, funded by the state, before the end of FY16; as such, the UW seeks funding to complete construction without financing.

Agency Total**Fiscal Detail**

Operating Expenditures	<u>FY 2016</u>	<u>FY 2017</u>	<u>Total</u>
001-1 -General Fund - Basic Account-State	11,207,250	0	11,207,250

Staffing

FTEs

Program 020-Research

Operating Expenditures	<u>FY 2016</u>	<u>FY 2017</u>	<u>Total</u>
001-1 -General Fund - Basic Account-State	11,207,250	0	11,207,250

Package Description:

The marine and fresh waters of the Pacific Northwest are ecologically unique and contribute to a high quality of life for the people living nearby. The UW is dedicated to conducting the research necessary to understand these waters and to educate future scientists and resource managers; this is accomplished in the classroom, in the lab, in the field, and in the waters through sea-going, experiential learning onboard a research vessel. The commitment ensures stewardship of our natural resources and the quality of life for Washington's citizens. Right now, our ability to understand and work in these waters is compromised.

The UW's local research vessel, the R/V Clifford A. Barnes, will reach the end of its service life in 2016 as defined by the US Coast Guard, the National Science Foundation (NSF) and the federal University-National Oceanographic Laboratory System. The R/V Barnes' rich expeditionary history has shed light on how our Pacific Northwest waters work-from investigating the effects of the Elwha Dam removal and the issue of low oxygen in Hood Canal, to advancing our fundamental understanding of tidal circulation in estuaries and why harmful algae

Decision Package

FINAL

Agency: 360 University of Washington
Decision Package Code/Title: N3 Replacement of RV Barnes

bloom in the Puget Sound. Beyond the science, the Barnes has given countless students their first taste of at-sea experience and hands-on research, building the foundation for budding maritime employees and future researchers.

Although Washington is a coastal state, it offers few options for university-level studies. This makes the need to preserve sea-going access even more critical for the UW. We must maintain our ability to execute important science that furthers our understanding of Pacific Northwest aquatic ecosystems, and we must continue to provide a platform that both excites and cultivates the next generation of scientific and technical leaders. Replacing the R/V Barnes with a Local Class Research Vessel will allow the UW to continue and expand its role in understanding and informing the marine and fresh water sciences.

Narrative Justification and Impact Statement

What specific performance outcomes does the agency expect?

The agency expects that replacing this vessel will ensure continuity of hands-on research, monitoring of our precious coastal and inland environments, and hands-on educational experiences for students from many higher education agencies.

Is this decision package essential to implement a strategy identified in the agency's strategic plan?

This proposal would contribute significantly to a number of the UW's strategies identified in our strategic plan. Under the UW goal "Invest in Infrastructure," replacing this vessel would represent an investment in better tools for teaching, learning, research, and data management and analysis. This vessel would also support our desire to "Invest in People," by supporting effective scholars (faculty and staff).

Does this DP provide essential support to one or more of the Governor's Results Washington priorities?

Faculty, students and staff work together to conduct research, education and outreach focused on marine and freshwater research. The UW is a leader in areas specific to the Pacific Northwest waterways. The project supports Results Washington goals: 1) World Class Education - Access and Success: Postsecondary success in STEM for public 4-year universities and community and technical colleges; 2) Sustainable Energy and a Clean Environment -Healthy Fish and Wildlife and Working and Natural Lands: Shellfish, Pacific Salmon and Wildlife goals will be supported through the research and education initiatives of the replacement Local Class Research Vessel; 3) Efficient, Effective and Accountable Government: The new Local Class vessel will support Cost Effective Government sections 2.2 and 2.4 as it will allow for greater capacity using less fossil fuels.

What are the other important connections or impacts related to this proposal?

Non-UW programs have accessed the R/V Barnes and will continue to access the new vessel. Examples include: The NSF; the National Oceanic and Atmospheric Administration (NOAA), Oregon Health & Science University, Oregon State University, University of Chicago, University of Massachusetts, and the Woods Hole Oceanographic Institution. In-state academic partners include programs at Western Washington University (Huxley College of the Environment and Shannon Point Marine Center; Washington State University Vancouver; Evergreen State College; NW Indian College (continuing sea-going educational partnerships with UW's Friday Harbor Labs); and, Washington State Community and Technical Colleges (e.g., Grays Harbor College, Peninsula College, Seattle Central College-Seattle Maritime Academy). Opportunities for students from many higher education agencies will be limited significantly if this vessel is not replaced.

What alternatives were explored by the agency, and why was this alternative chosen?

The UW explored the option of submitting this request as part of its 2015-17 capital budget request, but received feedback from the Office of Financial Management indicating that the proposal should be submitted in the operating budget as a request for certificates of participation (COPs) to be appropriated in the operating budget. However, the UW is in a strong position to complete design before the new biennium begins; as such, the UW seeks funding to complete construction within the confines of FY16 without issuing debt.

What are the consequences of adopting or not adopting this package?

The UW seeks to build a state-of-the-art research vessel to further regional, educational programs and scientific discovery for understanding marine and freshwater ecosystems. As scientists and students ask increasingly complicated questions about our natural world, we must be

Decision Package

FINAL

Agency: 360 University of Washington
Decision Package Code/Title: N3 Replacement of RV Barnes

able to answer them with more sophisticated tools. Replacing the Barnes enables us to:

- "Study and monitor the Pacific Northwest's marine and freshwater health with cutting edge research equipment and capabilities;
- "Advance science, technology, engineering, and math-based education for numerous graduate and undergraduate students;
- "Provide ship-time for our academic partners, including universities, colleges, and community and technical colleges;
- "Identify and monitor emerging ocean-related trends of concern (e.g., ocean acidification);
- "Provide a research platform for numerous other scientific, government, industry, and NGO partners; and
- "Build a green vessel that is ADA accessible in order to broaden access to scientific study.

What is the relationship, if any, to the state's capital budget?

N/A

What changes would be required to existing statutes, rules, or contracts, in order to implement the change?

N/A

Expenditure and revenue calculations and assumptions

We assume that the following total cost will be paid during the upcoming biennium; in particular, FY16, as a temporary expense.

	Total Cost	Materials	Labor
Hull Structure and Outfit	5,500,000	2,750,000	2,750,000
Machinery	4,087,250	2,043,625	2,043,625
Outfit (Science Equipment)	765,000	382,500	382,500
Construction Support	855,000		855,000
	11,207,250	5,176,125	6,031,125

Which costs and functions are one-time? Which are ongoing? What are the budget impacts in future biennia?

These costs are one-time.

Institution
University of Washington – 360
Project Title
College of the Environment – Research Vessel Barnes Replacement - 30000607
Project Location (City)
Seattle

The University of Washington (UW) will request state funds to support the predesign, design and construction of a new Local Class Research Vessel to replace the Research Vessel Clifford A. Barnes (R/V Barnes) which will reach the end of its useful life in 2016.

The proposed new vessel will be designed for research and education purposes, and to function in a broad swath of marine environments for the Puget Sound, the Strait of Juan de Fuca, the inland waterways of western Canada, the coast of Washington, and on the Columbia and other major rivers in the region. Early design plans depict an 84-foot vessel housing twice the number of faculty, students and crew as the existing R/V Barnes, and allowing for 24-hour operation. The new vessel will be utilized by students and researchers across the College of the Environment and the UW as a whole (including UW Tacoma, which presently uses R/V Barnes). The UW is in discussions with State of Washington agencies, tribal communities, and other State of Washington higher education institutions to strengthen collaborations and partnerships that will advance marine research and education on Puget Sound and Washington coastal waters and rivers.



From left to right: Existing R/V Barnes out to sea; Coastline of Washington; Draft rendering of replacement vessel. Photos courtesy of UW College of the Environment.

1. Problem Statement (short description of the project – the needs and the benefits)

Problem Statement

The marine and fresh waters of the Pacific Northwest are ecologically unique and contribute to a high quality of life for the people living nearby. The UW is dedicated to conducting the research necessary to understand these waters and to educate future scientists and resource managers; this is accomplished in the classroom, in the lab, in the field, and in the waters through sea-going, experiential learning onboard a research vessel. The commitment ensures stewardship of our natural resources and the quality of life for Washington's citizens. *Right now, our ability to understand and work in these waters is compromised.*

The UW's local research vessel, the R/V Clifford A. Barnes, will reach the end of its service life in 2016 as defined by the US Coast Guard, the National Science Foundation (NSF) and the federal University-National

Oceanographic Laboratory System. The R/V Barnes' rich expeditionary history has shed light on how our Pacific Northwest waters work—from investigating the effects of the Elwha Dam removal and the issue of low oxygen in Hood Canal, to advancing our fundamental understanding of tidal circulation in estuaries and why harmful algae bloom in the Puget Sound. Beyond the science, the Barnes has given countless students their first taste of at-sea experience and hands-on research, building the foundation for budding maritime employees and future researchers.

Although Washington is a coastal state, it offers few options for university-level studies. This makes the need to preserve sea-going access even more critical for the UW. We must maintain our ability to execute important science that furthers our understanding of Pacific Northwest aquatic ecosystems, and we must continue to provide a platform that both excites and cultivates the next generation of scientific and technical leaders. Replacing the R/V Barnes with a Local Class Research Vessel will allow the UW to continue and expand its role in understanding and informing the marine and fresh water sciences.

Project Description and Needs and Benefits

The UW seeks to build a state-of-the-art research vessel to further regional, educational programs and scientific discovery for understanding marine and freshwater ecosystems. As scientists and students ask increasingly complicated questions about our natural world, we must be able to answer them with more sophisticated tools. Replacing the Barnes enables us to:

- Study and monitor the Pacific Northwest's marine and freshwater health with cutting edge research equipment and capabilities;
- Advance science, technology, engineering, and math-based education for numerous graduate and undergraduate students;
- Provide ship-time for our academic partners, including universities, colleges, and community and technical colleges;
- Identify and monitor emerging ocean-related trends of concern (e.g., ocean acidification);
- Provide a research platform for numerous other scientific, government, industry, and NGO partners; and
- Build a green vessel that is ADA accessible in order to broaden access to scientific study.

2. History of the project or facility

Built in 1966, Research Vessel (R/V) Clifford A. Barnes is the former U.S. Coast Guard icebreaking inland harbor tug BITT WYTL65613. In 1982, the U.S. Coast Guard decommissioned the BITT and transferred it to the National Science Foundation (NSF). The UW and the NSF entered into a Charter Party Agreement under which the UW was designated as the operator and maintainer of the vessel for conducting oceanographic research. In 1983, the vessel was renamed the R/V Clifford A. Barnes and was converted to an oceanographic research vessel. The Barnes was subsequently added to the [University-National Oceanographic Laboratory System \(UNOLS\)](#) fleet as a Local Class Research Vessel.

The ship has served as a research vessel since then and has completed over 1,000 science cruises in the Puget Sound, the Salish Sea, and on the Columbia River. The R/V Barnes will reach the end of its designed 50-year service life, as determined by US Coast Guard standards, and has reached her projected 30-year service life defined by the UNOLS. The NSF has set the Barnes' retirement date for 2016.

Realizing that the vessel's end of service life was nearing, the UW College of the Environment (CoEnv) School of Oceanography established a Barnes Replacement Oversight Committee consisting of the Barnes Master; scientists from Biological, Chemical, Physical, and Geophysics Oceanographic disciplines; and leadership from the School of Oceanography. The committee developed the science requirements and operational program. In 2010, Jensen Maritime—a Seattle-based Naval Architectural firm—developed a conceptual design and cost estimate, which were revised in 2012 and 2014.

The CoEnv is working with the UW Capital Projects Office to award a contract to a Naval Architectural firm during the summer of 2014. The intent is for the firm to complete a detail and contract design in early-to-mid 2015, which will provide the basis for a vessel construction contract.

3. University programs addressed or encompassed by the project

The primary UW academic programs that currently have sea-going experiential learning in their curricula include: the School of Oceanography, School of Aquatic and Fishery Sciences, Marine Biology, Friday Harbor Labs, and UW Tacoma Environmental Sciences. Additional UW research programs that have historically used the R/V Barnes vessel include: Chemical Engineering, Civil & Environmental Engineering, and the Applied Physics Laboratory.

External to the UW, academic users have included: Oregon Health & Science University, Oregon State University, University of Chicago, University of Massachusetts, and the Woods Hole Oceanographic Institution. Additional potential academic partners in the State of Washington include programs at:

- Western Washington University (Huxley College of the Environment and Shannon Point Marine Center)
- Washington State University – Vancouver
- Evergreen State College
- NW Indian College (continuing sea-going educational partnerships with UW's Friday Harbor Labs)
- Washington State Community and Technical Colleges (e.g., Grays Harbor College, Peninsula College, Seattle Central College-Seattle Maritime Academy)



Left: UW professor Chuck Nittrouer and student Sarra Tekola aboard R/V Barnes remove samples from a sediment core taken near the mouth of the Elwha River. Right: Students aboard R/V Barnes retrieve samples of the seabed to be analyzed in the lab. *Emily Eidam / UW*

4. Integral to Achieving Statewide Policy Goals

Describe how the project promotes achievement of the Results Washington goal of a world-class education, specifically the post-secondary targets to increase the number of enrollees and graduates in STEM and high-demand employment programs.

UW degree production and growth projections are provided in Appendix E. 2012-13 academic year degree numbers are provided in response to the scoring criteria below.

- a. Indicate the number of bachelor's degrees awarded at the close of the 2012-13 academic year.
- Seattle campus = 7,666
 - Bothell campus = 1,038
 - Tacoma campus = 1,097
 - Total = 9,801
- b. Indicate the number of bachelor's degrees awarded in high-demand fields at the close of the 2012-13 academic year.
- Seattle campus = 3,203
 - Bothell campus = 395
 - Tacoma campus = 321
 - Total = 3,919
- c. Indicate the number of advanced degrees awarded at the close of the 2012-13 academic year.
- Seattle campus = 4,778
 - Bothell campus = 229
 - Tacoma campus = 238
 - Total = 5,245

The Local Class Research Vessel supports several Results Washington Goals:

- World Class Education – Access and Success: Postsecondary success in STEM for public 4-year universities and community and technical colleges.
- Sustainable Energy and a Clean Environment –Healthy Fish and Wildlife and Working and Natural Lands: Shellfish, Pacific Salmon and Wildlife goals will be supported through the research and education initiatives of the replacement Local Class Research Vessel
- Efficient, Effective and Accountable Government: The new Local Class vessel will support Cost Effective Government sections 2.2 and 2.4 as it will allow for greater capacity using less fossil fuels.
- Economic Development supporting the state's maritime industry, which has long been a pillar of the state's economy and continues to grow at an average of 6.4 percent a year. See response to item number 8 for more information on the project's impact on economic development.

5. Describe how the project promotes access for underserved regions and place-bound adults through distance learning and/or university centers.

a. Is distance learning or a university center a large and significant component of the total project scope? If yes, to what degree of percentage?

No. This vessel does not incorporate distance learning or university center as a significant component its project scope.

b. Is the project likely to enroll a significant number of students who are place-bound or residents of underserved regions?

Yes. Unlike the vast majority of UW research facilities, a state-of-the-art research vessel is not place-bound. The goal of the UW is to create opportunities for our academic partners in the Puget Sound and outer coast regions to have access to the State's Local Class Research Vessel.

6. Integral to Campus/Facilities Master Plan

a. Describe the proposed project's relationship and relative importance to the institution's most recent Campus/Facilities Master Plan. b. Does the project follow the sequencing laid out in the Master Plan? If not, explain why it is being requested now.

The UW College of the Environment has identified this project as a top priority in its academic facility plan because of its importance to sustain the academic mission of the College and the study of oceans, aquatic and environmental sciences.

In 2001 the UW Seattle campus completed its Campus Master Plan for the City of Seattle as determined by the Seattle Municipal Code (SMC) Chapter 23 section 69. The Master Plan follows, builds on, and replaces the 1992 General Physical Development Plan and includes guidelines and policies for developing 3 million gross square feet of additional building space on campus. Because the UW Seattle campus master plan relates to physical land development does not address sea-going vessels.

7. Integral to institution's Academic Programs Plan

Describe the proposed project's relationship and relative importance to the institution's most recent Academic Programs Plan. Must the project be initiated soon in order to:

a) Meet academic certification requirements?

Yes. The existing vessel must be replaced in order to meet academic requirements. The National Science Foundation has set the R/V Barnes' retirement date for 2016. Initiating the project in FY15 will ensure there is enough time to allow a smooth transition between the retirement of the Barnes and the commission of its replacement.

b) Permit enrollment growth and/or specific quality improvements in current programs?

Yes. The UW CoEnv School of Oceanography's undergraduate program is designed to broadly prepare students to enter many environmental science field, to directly enter the oceanographic profession, and/or to pursue graduate studies in oceanography, engineering or other STEM fields. Students begin the program by acquiring a basic knowledge of mathematics, physics, biology, geology, and chemistry. These tools are then applied within the School of Oceanography at increasingly complex levels. During the course of study, students engage in field work and receive practical experience learning sampling techniques with specialized instruments of oceanography research.

The UW CoEnv School of Aquatic & Fishery Sciences program provides diverse training in basic and applied aquatic sciences with emphasis on biology, ecology, conservation, and management. We use lab classes, proposal writing, field experience, and quarter-long research projects to encourage thorough, evidence-based investigation.

A hallmark of these rigorous undergraduate STEM programs is the chance for students to gain practical, hands-on experience in the context of a strong research base - with links to international programs, access to research vessels, and close proximity to coastal waters and the open ocean. We engage our students in experiential learning in the classroom, in our laboratories, on our ships and out in the field. Access to oceanographic and fisheries facilities and instrumentation, including research vessels, is a unique and critical component to our ability to prepare students for demanding and highly rewarding careers. Access to state-of-the-art facilities and instrumentation will significantly improve the quality of this preparation.

CoEnv School of Oceanography faculty, students and staff are developing a new undergraduate degree track in “Environmental Data and Technology” within the Oceanography BS major directed at developing and integrating abilities to design sensors and observational systems, to analyze and visualize large heterogeneous data sets, and to identify and inform solutions of complex environmental problems. It will extend our current field-oriented curriculum to students interested in applying interdisciplinary science and engineering skills. An additional professional master’s program in Environmental Data and Technology is being considered to complement the undergraduate curriculum and provide skills needed by professionals in the field. Current enrollment in the Oceanography major is limited by the ability of the School to provide the required field opportunities for all of its majors. The existing R/V Barnes is limited to a handful of students at a time. Replacing the R/V Barnes with a Local Class Research Vessel that can accommodate twice as many students will allow the UW Oceanography major to expand without compromising the degree’s quality and rigor.

Future enrollment projections are also based on the College of the Environment’s tuition-based undergraduate academic growth trends between 2009 and 2012:

1. 32% increase in degrees awarded – trends in degree majors have jumped from 212 bachelors awarded in 2009 to 280 bachelors awarded in 2012.
2. 34% increase in credit hours taught – trends in student credit hours represents curricula offering biology courses has grown from 17,737 hours in 2009 to 23,805 hours in 2012. Considering the growth in degrees awarded and the amount of FTE enrollments into the Biology program, the credit hours data suggest densification of classroom and faculty/instructor time.

c) Permit initiation of new programs?

Yes. The UW is about to introduce a new undergraduate major in marine biology that builds on the existing Marine Biology minor (150 students). Access to a Local Class Research Vessel for undergraduate student instruction and independent research will be a critical supplement to classroom instruction as it will provide experiential learning, critical on–water training, and professional development opportunities for students. Despite its position as a coastal state, Washington has few options for university-level marine biology training. Western Washington University offers a BS in Biology – Marine Emphasis; other institutions have marine laboratories (Walla Walla University and Seattle Pacific University), but do not offer the marine biology degree. The UW is an unparalleled location for an undergraduate Marine Biology major because of faculty excellence across the field, proximity to field locations, and opportunities to explore new conceptual and technological developments and engage in cutting-edge research. Combining the UW’s marine field station at Friday Harbor Laboratories with access to Local Class Research Vessels will provide critical opportunities for total immersion experiential learning. Such experiences will solidify Marine Biology concepts and stimulate creativity and integrative thinking. Student enrollment projections based on similar program comparisons and existing minor enrollments suggest a Marine Biology enrollment of 200-300 students.

8. Impact on Economic Development

- a) Identify any specific state, regional, or local economic development plans associated with the project, and describe how it would support them.

Governor Inslee’s top priority is to create an economic climate where innovation and entrepreneurship can continue to thrive and create good jobs in every corner of our state. Washington State’s maritime sector comprises a robust and growing set of industries that contribute to achieving the Governor’s priority goal. Washington’s maritime industry is rooted in the strength of our natural resources, our strategic location, and excellent transportation connections that provide efficient access to global markets. It is a diverse industry that includes *cargo handling and logistics; fishing and seafood processing, ship and boat building, repair and maintenance; passenger vessel operations, recreational boating and sport fishing, military and*

federal activities through the U.S. Navy, U.S. Coast Guard and NOAA; and numerous support industries, including a solid base of maritime education and training programs.

Maritime activity, which has long been a pillar of the state's economy, continues to grow (an average of 6.4 percent a year). The industry utilizes the latest technologies, includes some of the world's leading companies, and today provides jobs with substantially better pay than the average for all industries. The average pay for a job in Washington is \$52,000, while maritime workers are paid an average of \$70,800—totaling over \$4 billion in wages in 2012.

The Governor's maritime efforts with industry stakeholders and government agencies focus is to market and communicate the importance of the sector to the state's economy, promote policies and actions that sustain the current health of the industry and set a strong base for future growth; and work with existing training and education resources to develop a clear career pathway to jobs in the private sector.

Replacing the Barnes enables the State's institutions of higher education to support and participate in the growth of this sector by:

- Advancing the marine science, technology, engineering, and math-based education for numerous graduate and undergraduate students;
- Providing ship-time to universities, colleges, and community colleges (e.g., Evergreen, UW Tacoma, Seattle Central Community College, Ocean Inquiry Project, and many others);
- Providing a research platform for numerous other scientific, government, industry, and NGO partners (e.g., NOAA, Department of Ecology, Long Live the Kings, academic and agency scientists, maritime technology specialists);
- Identifying and monitoring emerging ocean-related trends of concern (e.g., ocean acidification); and
- Studying and monitoring the Pacific Northwest's marine and freshwater health with cutting edge research equipment and capabilities.

On a smaller, short-term scale, Washington's shipbuilders have the capacity to design and construct this research vessel. Investment from the state could ensure the ship would be built in Washington State.

b) Demonstrate that federal or private funding is likely to be available to support the research that would be conducted in the facility.

Historical usage (1995-2013) of the R/V Barnes has shown great usage by the NSF (average 60 days per year), NOAA, EPA and other state agencies. We project use to increase above historical trends with a more capable vessel, in part because of the recent retirements of several other similarly-sized vessels in the area (e.g., NOAA's R/V Harold W. Streeter).

Appendix G contains a letter of support from the Environmental Protection Agency highlighting the region's need for a Local Class Research Vessel. Other supporters of the project are the National Oceanographic and Atmospheric Administration and Long Live the Kings (a local private NGO focused on salmon recovery).

The UW is working to mitigate the concern for financial support required for the academic use of the vessel by 1) investigating partnerships with state and federal agencies to match needs with curriculum planning so students can participate in agency-sponsored research and monitoring cruises; and 2) promoting public and private investments for student access to the university research fleet.

c) Summarize and quantify the expected economic benefits of the project, and provide selected supporting documentation in a clearly referenced appendix.

The long-term benefits of the project include:

- Knowledge and achievements of the students and alumni,
- Outcomes of the research initiatives carried out on the vessel,
- Impacts for the preservation and understanding of the natural world,
- Achieving the UW's goal to expand sea-going experience to those outside of the UW.

The economic benefits of the project will likely result in:

- Additional sponsored grants and contracts for the UW;
- Advancement of public and private business by UW CoEnv alumni, and;
- Creation of policies and management practices influenced by the UW's initiatives.

9. Impact on Innovation

Explain how the research activities proposed for the project will advance areas of existing preeminence, or position the institution for preeminence in a field or area. Evidence of existing or potential research preeminence could include, but is not limited to, funding history, faculty qualifications, publications, patents, business spin-offs, etc.

Faculty, students and staff work together to conduct research, education and outreach in a variety of centers and programs focused on marine and freshwater research. The UW is a leader in these areas; a sampling of our active research units that would utilize the proposed Local Class Research Vessel are listed below. (Funding amounts reflect average external research funding/year for FY12-14)

- *School of Aquatic and Fishery Sciences (\$11,469,267)*: The UW's School of Aquatic and Fishery Sciences enjoys international recognition for excellence in teaching, research, and service to a broad range of stakeholders. The School offers courses and conducts research on the conservation, management, and effective use of fish and shellfish resources. Education and research in the School include studies of aquatic ecology; population dynamics; management of free-ranging stocks; restoration ecology; aquaculture; seafood quality and safety; and effects of human activities on freshwater and marine ecosystems.
- *School of Oceanography (\$52,259,402)*: The UW School of Oceanography fosters continued advancement of the ocean sciences, solutions to problems of societal relevance, and public awareness of the marine environment. It is at the forefront of creating knowledge and understanding about the ocean through observation, theory, modeling and technological innovation. The School focuses on learning and discovery, equipping students with knowledge and insights, scholarly methods, scientific tools and communication skills. The School is also the only leading oceanography program in the country to offer a bachelor's degree.
- *Washington Ocean Acidification Center (\$900,000)*: Established by the state legislature in 2013, the Washington Ocean Acidification Center brings a regional focus to research priorities around ocean acidification. The Center serves as a regional hub for research; helps train the next generation of scientists, managers and decision-makers to face the challenges posed by ocean acidification; and engages and connects with industry representatives, state, local, federal, and tribal policymakers, and public opinion makers.
- *Washington Sea Grant Program (\$4,643,640)*: Established in 1968, Washington Sea Grant Program is part of a national network of 30 Sea Grant colleges administered by the National Oceanic and Atmospheric Administration (NOAA). The program works towards restoring and protecting a healthy marine environment by identifying and addressing important marine issues, providing better tools for management of the marine environment and use of its resources, and initiating and supporting strategic partnerships within the marine community.
- *Friday Harbor Laboratories (\$938,300)*: For over 100 years, the Friday Harbor Laboratories have been at the leading edge of research and teaching in marine biological sciences. The Labs are located in the San Juan Islands in an environment that affords a unique opportunity for marine research and teaching, with clean

water, diverse habitats and pristine biological resources. The primary purposes of the Labs is to promote excellence in education for graduate and undergraduate students and in basic and applied research in the physical, biological and environmental sciences.

- *Joint Institute for the Study of the Atmosphere and Ocean (JISAO) (\$15,997,615)*: JISAO was launched in 1977 for the purpose of fostering research collaboration between the UW and NOAA. The Institute's research is at the forefront of investigations on climate change, ocean acidification, fisheries assessments, and tsunami forecasting.

10. Availability of Research Space:

Describe the extent to which there is sufficient space (square footage) in existing campus facilities to conduct the proposed research.

This vessel will provide unique research space that will not be available elsewhere on campus with the retirement of the R/V Barnes. In addition, there are no other Local Class university research vessels in Washington State that can satisfy today's requirements for successfully conducting oceanographic and fisheries research. Nor are there any other Local Class Research Vessels operated by local agencies that could support anticipated UW, Washington State higher education, NSF, and NOAA funded oceanographic and fisheries research. The construction of the proposed project would add Local Class Research Vessel space for all of the above institutions.

11. Adequacy of Research Space:

Describe how and the extent to which existing campus facilities are inadequate to meet existing and future research standards and needs.

The R/V Barnes was designed as an inland icebreaking harbor tugboat in 1966; it was not intended for complex integrated oceanographic and fisheries science research. Due to its configuration, size, and propulsion arrangement, its academic support functions are limited. Its laboratory space is inadequate to support integrated science and necessary experiential learning opportunities for students. The R/V Barnes' limited lifting capacity precludes deployment and recovery of complex oceanographic sampling devices and instrumentation. It has virtually no capability to support fisheries research. R/V Barnes' human capacity restricts it to board a few students, faculty and/or scientists to sea at a time.

The R/V Barnes cannot be modified in a practical manner to provide improved instructional or laboratory space. The cost of trying to modify it to meet regulatory requirements and current and future science requirements, are impractical and would result in a compromised science and academic platform. Today's oceanographic and fisheries research requires a vessel with more deck space, significantly better science outfitting, larger laboratory space, substantially greater over-the-side handling capability, and the ability to conduct operations on station for an extended duration. In addition, a larger, more optimally configured vessel is necessary to safely take students to sea and provide experiential learning opportunities.

The proposed project vessel will have a usable life of 30 years; the UW expects the vessel will be well utilized by the UW, Washington higher education partners, and state/federal agency partners.

12. Availability of Instructional Space/Utilization on Campus:

Describe the institution's plan for improving space utilization and how the project will impact the following:

- a. The utilization of classroom space

This project will add space on the UW Seattle campus which currently exceeds the 22-hour per classroom seat HECB utilization standard for classroom space as shown in Appendix A.

b. The utilization of class laboratory space

This project will add space on the UW Seattle campus which currently exceeds the 16-hour per station HECB utilization standard for class laboratories as shown in Appendix A.

13. Reasonableness of Cost:

Provide as much detailed cost information as possible, including baseline comparison of costs per square foot (SF) with the cost data provided in Chapter 5.0 of the Project Evaluation Guidelines and Application Instructions. Also, describe the construction methodology that will be used for the proposed project.

The Project Cost Estimate (CBS003) is included in Appendix D.

The basis for comparing costs per square foot—the Facilities Financing Study prepared by Berk & Associates in December 2008—did not include research vessels; thus, comparable cost data for this proposed asset is not provided in the Project Evaluation Guidelines and Application Instructions. Nevertheless, we expect this project to be within **100%** of the reasonable cost for this type of facility.

The UW developed the science requirements and operational characteristics for a state-of-the-art Local Class Research Vessel that could support the Pacific Northwest's current and future (next 30 years) oceanographic and Fisheries research needs. After several iterations, Jensen Maritime and JMS Naval Architects & Salvage Engineers developed a Conceptual Design and Cost Estimate. This estimate, included in Appendix F, was used as the basis for developing the UW total project cost estimate.

14. Contribution of Other Funding Sources:

Identify the source and amount of capital planning and construction costs that will be covered by sources other than state tax or building fund appropriations. *(Provide supporting documentation demonstrating the likelihood that such non-state revenues are likely to be available, and any restrictions on their use.)*

The UW is seeking state funds to support the construction, and using a multi-pronged approach to fund operations & maintenance of the new Local Class Research Vessel.

Private: The UW is actively identifying private donors to contribute to the total cost of construction and/or operation of the research vessel. Research into fundraising efforts at peer institutions across the country for similarly-sized vessels indicates that private gifts have never fully supported the construction of a research vessel, but that more modest private investments have been made to leverage state investments. Evidence suggests that some private donors may find it more appealing to invest in student opportunities to use a research vessel once it is built. All private donations will be restricted to the use prescribed by the donor.

Industry: Additional in-kind private donations will be sought for specialized equipment once construction of the vessel is committed to.

Federal: The federal policy for participation in the University National Oceanographic Laboratory System is that federal funds may not be used for construction, but instead may support operations and maintenance of Local Class vessels. However, the UW is exploring the potential for the NSF to help support new equipment that would enhance the capabilities of the replacement vessel (e.g. winches, cranes, cables and tethers). Although the NSF is the owner of record of the R/V Barnes (and the UW is the operator), the NSF and UW are discussing whether the UW could put proceeds from selling the R/V Barnes toward outfitting a replacement vessel. A marine condition and valuation survey completed in June 2014 indicates an approximate fair market value of \$660,000 that could apply to the proposed project.

15. Integral to Achieving Statewide Policy Goals:

Describe how the project will increase economic development through theoretical or applied research.

The University of Washington fosters continued advancement of the ocean and fisheries sciences, solutions to problems of societal relevance, and public awareness of the marine environment and natural resource use and conservation. It is at the forefront of creating knowledge and understanding about marine and fresh waters through observation, theory, modeling, technological innovation and research. UW scientists are involved in interdisciplinary partnerships with other academic programs, public and private organizations and environmental and regulatory agencies. They actively address major issues in the marine and aquatic sciences through computational, wet-bench, and applied research. Historical outcomes of UW research supported by the R/V Barnes suggest that this project will continue to support economic development through theoretical and applied research that will be developed on the replacement vessel.

a) Is the proposed project necessary to conduct the proposed research?

Yes. Access to modern sea-going capabilities is critical to our missions of scientific discovery, stewardship, and management of our oceans living marine resources. This direct access to the marine environment is complemented and advanced, but not replaced, by modeling and remote sensing.

b) Is there clear and compelling evidence that the proposed research is likely to create or retain high-paying jobs?

Yes. The research and training that will come from the proposed project will allow the UW, and its higher education and state/federal agency collaborators, to retain and recruit top-tier level faculty and scientists who advance the educational programs and scientific research centered on understanding the Pacific Northwest's marine and freshwater ecosystems. The R/V Barnes often offers young scientists and engineers their first professional sea-going experience, introducing and attracting them to careers in the maritime sector.

c) Is there clear and compelling evidence that the proposed research is likely to contribute to the solution of significant regional, national, or global challenges?

Yes. Based on the successful history with the R/V Barnes' research outcomes—the Elwha Dam removal, low oxygen effects in Hood Canal, tidal circulation in estuaries and why harmful algae bloom in the Puget Sound—the proposed project will continue the legacy. Current regional and global challenges that would be supported by the proposed project include: ocean acidification, fisheries assessments, tsunami forecasting, marine environment research, and Columbia River fishery research.

d) Is there clear and compelling evidence that the proposed research is likely to increase the stability or competitiveness of the local or regional economy through the creation or retention of high-growth, high-paying companies?

Yes. Recent regional studies have highlighted the substantial current and potential impact of the maritime sector to the State's economy. The research supported by the replacement of the R/V Barnes will continue to support this sector through better understanding of sustainable resource use as well as factors leading to a marine environment that supports vibrant and healthy communities.

Appendix A: Availability of Space/Campus Utilization

AVAILABILITY OF SPACE

Project Name: Research Vessel Barnes Replacement

REQUIRED FOR ALL CATEGORIES EXCEPT ACQUISITION AND INFRASTRUCTURE.

Campus location: Seattle

Identify the average number of hours per week each (a) classroom seat and (b) classroom lab is expected to be utilized in Fall 2014 on the proposed project's campus. Please fill in the blue shaded cells for the **campus** where the project is located.

(a) General University Classroom Utilization

Fall 2013 Weekly Contact Hours	516,214
Multiply by % FTE Increase Budgeted	0.00%
Expected Fall 2014 Contact Hours	516,214
Expected Fall 2014 Classroom Seats	20,518
Expected Hours per Week Utilization	25.2
HECB GUC Utilization Standard	22.0
Difference in Utilization Standard	14%

(b) General University Lab Utilization

Fall 2013 Weekly Contact Hours	92,184
Multiply by % FTE Increase Budgeted	0.00%
Expected Fall 2014 Contact Hours	92,184
Expected Fall 2014 Class Lab Seats	5,098
Expected Hours per Week Utilization	18.1
HECB GUL Utilization Standard	16.0
Difference in Utilization Standard	13%

If the campus does not meet the 22 hours per classroom seat and/or the 16 hours per class lab HECB utilization standards, describe any institutional plans for achieving that level of utilization.

Note: Fall 2014 utilization should be estimated by taking actual Fall 2013 enrollment and increasing it by the percentage by which academic year 2014-15 state-supported enrollment is budgeted to exceed academic year 2014 budgeted enrollment.

Appendix B: Program Related Space Allocation

Not Applicable for Research Category Proposals

Appendix C: Capital Project Report CBS002

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360 - University of Washington

Capital Project Request

2015-17 Biennium

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Version: 02 Draft 2015-17

Report Number: CBS002

Date Run: 8/11/2014 3:57PM

Project Number: 30000607

Project Title: CoEnv - Research Vessel - Barnes Replacement

Description

Starting Fiscal Year: 2016

Project Class: Program

Agency Priority: 10

Project Summary

The University of Washington requests \$13.5M to support the predesign, design and construction of a new Local Class Research Vessel to replace the Research Vessel Clifford A. Barnes (R/V Barnes) which will reach the end of its useful life in 2016. The new Local Class Vessel will be designed for research and education purposes, and to function in a broad swath of marine environments for the Puget Sound, the Strait of Juan de Fuca, the inland waterways of western Canada, the coast of Washington, and on the Columbia and other major rivers in the region. The new vessel will be utilized by students and researchers across the College of the Environment and the UW as a whole (including UW Tacoma, which presently uses R/V Barnes) as well as federal and state agencies, tribal communities, and State of Washington higher education institutions.

Project Description

Proposed project: The project is to build a new state-of-the-art research vessel for at-sea experiential learning, research and understanding our marine and freshwater ecosystems. The UW is dedicated to conducting the research necessary to understand Pacific Northwest waters and to educate future scientists and resource managers; this includes sea-learning onboard a research vessel.

Problem driving the request: The UW's local research vessel, the R/V Clifford A. Barnes, will reach its end of service life in 2016 as defined by the US Coast Guard, the National Science Foundation (NSF) and the federal University-National Oceanographic Laboratory System (UNOLS). Because the R/V Barnes will soon be retired, our ability to understand and work in these waters is compromised.

How the project supports agency and statewide goals: Faculty, students and staff work together to conduct research, education and outreach focused on marine and freshwater research. The UW is a leader in areas specific to the Pacific Northwest waterways. The project supports Results Washington goals: 1) World Class Education – Access and Success: Postsecondary success in STEM for public 4-year universities and community and technical colleges; 2) Sustainable Energy and a Clean Environment – Healthy Fish and Wildlife and Working and Natural Lands: Shellfish, Pacific Salmon and Wildlife goals will be supported through the research and education initiatives of the replacement Local Class Research Vessel; 3) Efficient, Effective and Accountable Government: The new Local Class vessel will support Cost Effective Government sections 2.2 and 2.4 as it will allow for greater capacity using less fossil fuels.

Benefits of the project: Replacing the Barnes enables us to: study and monitor the Pacific Northwest's marine and freshwater health; advance science, technology, engineering, and math-based education for students; provide ship-time for our academic partners, including universities, colleges, and community and technical colleges; identify and monitor emerging ocean-related trends of concern (e.g., ocean acidification); provide a research platform for other scientific, government, industry, and NGO partners. This work ensures stewardship of our natural resources and the quality of life for Washington's citizens.

Clients affected and service changes from this project: Although Washington is a coastal state, it offers few options for university-level studies and makes the need to preserve UW sea-going access even more critical. We must maintain our ability to execute important science that furthers our understanding of Pacific Northwest aquatic ecosystems. Replacing the R/V Barnes with a Local Class Research Vessel will allow the UW to continue and expand its role in understanding and informing the marine and fresh water sciences.

Other affected state programs: Non-UW programs have accessed the R/V Barnes and will continue to access the new vessel. Examples include: The NSF; the National Oceanic and Atmospheric Administration (NOAA), Oregon Health & Science University, Oregon State University, University of Chicago, University of Massachusetts, and the Woods Hole Oceanographic Institution. In-state academic partners include programs at Western Washington University (Huxley College of the Environment and Shanon Point Marine Center; Washington State University Vancouver; Evergreen State College; NW Indian College (continuing sea-going educational partnerships with UW's Friday Harbor Labs) Washington State Community and Technical Colleges (e.g., Grays Harbor College, Peninsula College, Seattle Central College-Seattle Maritime Academy).

Impact on state operating budget: Financial support is typically generated by grants and contracts. As regulated by UNOLS,

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360 - University of Washington
Capital Project Request

2015-17 Biennium

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Version: 02 Draft 2015-17

Report Number: CBS002

Date Run: 8/11/2014 3:57PM

Project Number: 30000607

Project Title: CoEnv - Research Vessel - Barnes Replacement

Description

federal funds may support the operations and maintenance of the vessel. As the NSF is a large user of the vessel, those operating funds will be employed.

Best alternative: The R/V Barnes cannot be modified to provide improved instructional or laboratory space or extend its useful life. The cost of trying to modify it to meet regulatory requirements and current and future science requirements, are impractical and would result in a compromised science and academic platform.

Agency's funding strategy: The UW is requesting \$13.5M in state funding for the 2015-17 biennium.

Location

City: Seattle

County: King

Legislative District: 043

Project Type

New Facilities/Additions (Major Projects)

Growth Management impacts

There are no growth management impacts.

New Facility: Yes

How does this fit in master plan

The project is for a new research vessel for marine and freshwater use. The master plan does not account for sea-worthy vessels.

Funding

Acct Code	Account Title	Estimated Total	Expenditures		2015-17 Fiscal Period	
			Prior Biennium	Current Biennium	Reappropriations	New Appropriations
057-1	State Bldg Constr-State	13,500,000				13,500,000
	Total	13,500,000	0	0	0	13,500,000
Future Fiscal Periods						
		2017-19	2019-21	2021-23	2023-25	
057-1	State Bldg Constr-State					
	Total	0	0	0	0	

Schedule and Statistics

Start Date End Date

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Capital Project Request
2015-17 Biennium
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Version: 02 Draft 2015-17

Report Number: CBS002

Date Run: 8/11/2014 3:57PM

Project Number: 30000607

Project Title: CoEnv - Research Vessel - Barnes Replacement

Schedule and Statistics

	<u>Start Date</u>	<u>End Date</u>
Predesign	06/01/2015	12/01/2015
Design	1/1/2016	6/1/2016
Construction	6/1/2016	6/1/2017

	<u>Total</u>
Gross Square Feet:	0
Usable Square Feet:	0
Efficiency:	
Escalated MACC Cost per Sq. Ft.:	0
Construction Type:	Research Facilities
Is this a remodel?	No
A/E Fee Class:	A
A/E Fee Percentage:	9.44%

Cost Summary

	<u>Escalated Cost</u>	<u>% of Project</u>
Acquisition Costs Total	0	0.0%
Consultant Services		
Pre-Schematic Design Services	0	0.0%
Construction Documents	661,018	4.9%
Extra Services	86,371	0.6%
Other Services	451,952	3.4%
Design Services Contingency	59,148	0.4%
Consultant Services Total	1,226,340	9.1%
Maximum Allowable Construction Cost(MACC)	9,545,982	
Site work	0	0.0%
Related Project Costs	0	0.0%
Facility Construction	9,545,982	70.7%
GCCM Risk Contingency	572,754	4.2%
GCCM or Design Build Costs	0	0.0%
Construction Contingencies	477,299	3.5%
Non Taxable Items	0	0.0%
Sales Tax	1,006,623	7.5%
Construction Contracts Total	11,602,657	86.0%
Equipment		
Equipment	0	0.0%
Non Taxable Items	0	0.0%
Sales Tax	0	0.0%

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Capital Project Request

2015-17 Biennium

*

Version: 02 Draft 2015-17

Report Number: CBS002

Date Run: 8/11/2014 3:57PM

Project Number: 30000607

Project Title: CoEnv - Research Vessel - Barnes Replacement

Cost Summary

	<u>Escalated Cost</u>	<u>% of Project</u>
Equipment Total	0	0.0%
Art Work Total	0	0.0%
Other Costs Total	55,120	0.4%
Project Management Total	615,881	4.6%
Grand Total Escalated Costs	<u>13,499,998</u>	
Rounded Grand Total Escalated Costs	13,500,000	

Operating Impacts

No Operating Impact

Appendix D: Project Cost Estimate CBS003

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Cost Estimate Summary

2015-17 Biennium

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Cost Estimate Number: 151

Report Number: CBS003

Cost Estimate Title: CoEnv - Research Vessel - Barnes Replacement (BH)

Date Run: 8/11/2014 3:57PM

Version: 02 Draft 2015-17

Agency Preferred: Yes

Project Number: 30000607

Project Title: CoEnv - Research Vessel - Barnes Replacement

Project Phase Title:

Contact Info

Contact Name: John Seidelmann

Contact Number: 206.616.0590

Statistics

Gross Sq. Ft.: 0
Usable Sq. Ft.: 0
Space Efficiency:
MACC Cost per Sq. Ft.: 0
Escalated MACC Cost per Sq. Ft.: 0
Remodel? No
Construction Type: Research Facilities
A/E Fee Class: A
A/E Fee Percentage: 9.44%

Schedule

Start Date

End Date

Predesign: 06-2015 12-2015
Design: 01-2016 06-2016
Construction: 06-2016 06-2017
Duration of Construction (Months): 12

Cost Summary Escalated

Acquisition Costs Total

0

Pre-Schematic Design Services 0
Construction Documents 661,018
Extra Services 86,371
Other Services 451,952
Design Services Contingency 59,148

Consultant Services Total

1,226,340

Site work 0
Related Project Costs 0
Facility Construction 9,545,982
Construction Contingencies 477,299
Non Taxable Items 0
Sales Tax 1,006,623

Construction Contracts Total

11,602,657

Maximum Allowable Construction Cost(MACC) 9,545,982

Equipment 0
Non Taxable Items 0
Sales Tax 0

Equipment Total

0

Art Work Total

0

Other Costs Total

55,120

Project Management Total

615,881

Grand Total Escalated Costs

13,499,998

Rounded Grand Total Escalated Costs

13,500,000

Additional Details

Alternative Public Works Project: Yes

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**360 - University of Washington
Cost Estimate Summary**

2015-17 Biennium

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Cost Estimate Number: 151

Report Number: CBS003

Cost Estimate Title: CoEnv - Research Vessel - Barnes Replacement (BH)

Date Run: 8/11/2014 3:57PM

Version: 02 Draft 2015-17

Agency Preferred: Yes

Project Number: 30000607

Project Title: CoEnv - Research Vessel - Barnes Replacement

Project Phase Title:

Contact Info

Contact Name: John Seidelmann

Contact Number: 206.616.0590

Additional Details

State Construction Inflation Rate:	3.08%
Base Month and Year:	07-2014
Project Administration By:	AGY
Project Admin Impact to DES that is NOT Included in Project Total: \$0	

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Cost Estimate Detail

2015-17 Biennium

*

Cost Estimate Number: 151

Analysis Date: July 23, 2014

Cost Estimate Title: CoEnv - Research Vessel - Barnes Replacement (BH)

Detail Title: CoEnv - Research Vessel - Barnes Replacement

Project Number: 30000607

Project Title: CoEnv - Research Vessel - Barnes Replacement

Project Phase Title:

Location: Seattle, Pierce County

Contact Info

Contact Name: John Seidelmann

Contact Number: 206.616.0590

Statistics

Gross Sq. Ft.:

Usable Sq. Ft.:

Rentable Sq. Ft.:

Space Efficiency:

Escalated MACC Cost per Sq. Ft.:

Escalated Cost per S. F. Explanation

Construction Type: Research Facilities

Remodel? No

A/E Fee Class: A

A/E Fee Percentage: 9.44%

Contingency Rate: 5.00%

Contingency Explanation

Projected Life of Asset (Years):

Location Used for Tax Rate: Seattle, Pierce Co

Tax Rate: 9.50%

Art Requirement Applies: No

Project Administration by: AGY

Higher Education Institution?: No

Alternative Public Works?: Yes

Project Schedule

Start Date

End Date

Predesign: 06-2015 12-2015

Design: 01-2016 06-2016

Construction: 06-2016 06-2017

Duration of Construction (Months): 12

State Construction Inflation Rate: 3.08%

Base Month and Year: 7-2014

Project Cost Summary

MACC: \$ 8,870,081

MACC (Escalated): \$ 9,545,982

Current Project Total: \$ 12,559,572

Rounded Current Project Total: \$ 12,560,000

Escalated Project Total: \$ 13,499,998

Rounded Escalated Project Total: \$ 13,500,000

ITEM	Base Amount	Sub Total	Escalation Factor	Escalated Cost
CONSULTANT SERVICES				
<u>Construction Documents</u>				
A/E Basic Design Services				606,650
SubTotal: Construction Documents				661,018
<u>Extra Services</u>				
Leadership Energy & Environment Design List(LEED)	7,000			
Document Reproduction	5,000			
Specialty Consultant	20,000			
Other A/E Services	50,000			
SubTotal: Extra Services		82,000	1.0533	86,371
<u>Other Services</u>				
Bid/Construction/Closeout				272,553
Legal & DRB	40,000			
Commissioning/Training	50,000			
Testing	48,000			
SubTotal: Other Services		410,553	1.0762	451,952
<u>Design Services Contingency</u>				
Design Services Contingency	54,960			
SubTotal: Design Services Contingency		54,960	1.0762	59,148
Total: Consultant Services		1,154,163	1.0625	1,226,340
CONSTRUCTION CONTRACTS				
<u>Facility Construction</u>				
Complete Facilities	8,870,081			
SubTotal: Facility Construction		8,870,081	1.0762	9,545,982
Maximum Allowable Construction Cost (MACC)		8,870,081	1.0800	9,545,982
<u>GCCM Risk Contingency</u>				
GCCM Risk Contingency	177,400			
GCCM Fee	177,400			
Bid General Conditions	177,400			
SubTotal: GCCM Risk Contingency		532,200	1.0762	572,754
<u>Construction Contingencies</u>				
Allowance for Change Orders	443,504			
SubTotal: Construction Contingencies		443,504	1.0762	477,299
Sales Tax		935,350	1.0762	1,006,623
Total: Construction Contracts		10,781,135	1.0762	11,602,657
OTHER COSTS				
Builders Risk	50,000			
Advertising	2,000			
Total: Other Costs		52,000	1.0600	55,120
PROJECT MANAGEMENT				
Agency Project Management	572,274			

<u>ITEM</u>	<u>Base Amount</u>	<u>Sub Total</u>	<u>Escalation Factor</u>	<u>Escalated Cost</u>
PROJECT MANAGEMENT				
Total: Project Management		572,274	1.0762	615,881

Appendix E: Degree production and growth projections

UW Degree Production - Actual and Projected								
			Undergraduate			Graduate/Professional		
			General	HD	Total	General	HD	Total
Seattle	Actual	2011/2012	4,871	3,043	7,914	2,209	2,273	4,482
		2012/2013	4,463	3,203	7,666	2,372	2,406	4,778
		2013/2014	3,988	3,540	7,528	2,137	2,638	4,775
	Projected	2014/2015	4,264	3,631	7,895	2,556	2,661	5,217
		2015/2016	4,372	3,799	8,171	2,657	2,821	5,478
		2016/2017	4,524	3,933	8,457	2,790	2,962	5,752
Bothell	Actual	2011/2012	564	346	910	175	41	216
		2012/2013	643	395	1,038	155	74	229
		2013/2014	730	477	1,207	154	52	206
	Projected	2014/2015	893	533	1,426	165	55	220
		2015/2016	1,004	636	1,640	169	56	225
		2016/2017	1,204	764	1,968	171	57	228
Tacoma	Actual	2011/2012	745	301	1,046	163	54	217
		2012/2013	776	321	1,097	188	50	238
		2013/2014	781	393	1,174	182	95	277

Shaded cells reflect data used for overarching evaluation criteria

High Demand Degrees includes any degree awarded that is defined by the state as either High Demand or STEM.

Data provided by UW Office of Planning & Budgeting - Office of Institutional Analysis

Appendix F: Vessel Construction Industry Preliminary Cost Estimate

Preliminary Order of Magnitude Cost Estimate						
Jensen Maritime Consultants						
Item	Costs		Notes			JMS
	Low	High				
Hull Structure and Outfit	\$ 5,000,000	\$ 5,500,000	Includes outfit, installation of equipment, steel and piping	\$ 1,079,000		Hull
Machinery						
Diesel Generators	\$ 375,000	\$ 490,000	2 x 450 kW, 1 x 350 kW, 1 x 250 kW or equal			
Deck Crane & A-Frame	\$ 94,500	\$ 141,750	HydroPro, high includes SST fitting and HPU unit. Hinged A-frame - removeable	\$ 1,161,000		Dk Mchy & Outfit
Winches	\$ 509,250	\$ 509,250	Markey - 2 x Com10, 1 x Com4, electric drive with panels	\$ 1,467,000		Main Prop
DE Propulsion System	\$ 1,000,000	\$ 2,000,000	Motors, Inverters, switchboards and control systems - Notes 1 & 2	\$ 1,249,000		Electrical
Hybrid Additions	\$ 350,000	\$ 500,000	Batteries & Bridges	\$ 584,000		Aux Mchy
Power Mngmt/Alarm & Monitoring System	\$ 100,000	\$ 150,000	Generator/Propulsion Control - Ship's Alarm System	\$ 74,000		Safety Systems
Bow Thruster	\$ 52,500	\$ 78,750	24", Ele tric Driven, nominally 100 BHP, 2 control stations			
Transmission Gears	\$ 78,750	\$ 89,250	Includes Gear, shafting, bearings and fixed pitch propellers - Note 1			
HVAC	\$ 26,250	\$ 68,250	Heating, fans and AC for accomodations			
Pumps, Steering Systems	\$ 40,000	\$ 60,000	Includes exhaust, fuel and water pumps and pressures sets, steering system			
Outfit						
Pilot House Electronics	\$ 150,000	\$ 300,000	Navigation and Electronics - radars, sonars, radios, internal communications	\$ 750,000		
Laboratory Equipment	\$ 50,000	\$ 150,000	Allowance for Chem hoods, sinks, refrigerators/freezers, scales			
Oceanographic Electronics	\$ 105,000	\$ 315,000	Mission Specific - excludes winches above	\$ 1,712,000		Science Outfit
Construction Support						
Design Engineering	\$ 157,500	\$ 315,000	Contract Design issued ot yard for Contract bid-out	\$ 851,000		
Shipyards Engineering	\$ 150,000	\$ 450,000	Includes working drawings and lofting			
Construction Supervision	\$ 137,500	\$ 330,000	Low is local yard, support from the office, High is 1 person on site for 9 mos			
Delivery Costs	\$ 10,000	\$ 75,000	Low is local yard, high is from Gulf Coast			
Approximate Vessel Cost (w/Hybrid)	\$ 8,386,250	\$ 11,522,250		\$ 8,927,000		Vessel Cost
Approximate Vessel Cost (w/o Hybrid)	\$ 8,036,250	\$ 11,022,250				
State Tax						
Hybrid	\$ 796,694	\$ 1,094,614	9.5% of vessel cost assumed	\$ 848,065		
w/o Hybrid	\$ 763,444	\$ 1,047,114				
Recommended Contingency	\$ 419,313	\$ 576,113	5% of vessel cost assumed	\$ 801,000		
Total						
Hybrid	\$ 9,602,256	\$ 13,192,976				
w/o Hybrid	\$ 9,219,006	\$ 12,645,476		\$ 9,728,000		TOTAL
Note 1: High end DE Propulsions includes double input, single output gearbox for each shaft						Date: 17 Feb 2014
Note 2: Includes Vendor Manager/Integration Function						

Appendix G: Letter of Support from the EPA



UNITED STATES ENVIRONMENTAL PROTECTION AGENCY
WASHINGTON, D.C. 20460

RECEIVED
JUN 27 2013

Dr. Lisa Graumlich
Dean, College of the Environment
University of Washington
Ocean Sciences Building
Seattle, WA 98195-5355

BY:

OFFICE OF
WATER

Dear Dean Graumlich,

This letter is to inform you of the Environmental Protection Agency's (EPA) interest in the recent announcement by the University of Washington's (UW) College of the Environment's intent to replace their research vessel, the R/V Clifford A. Barnes. UW's proposed replacement of the R/V Barnes with a modern, flexible, energy efficient regional-class vessel is of interest to the EPA because it will help assure that there is monitoring and research capacity for the coastal waters of the Pacific Northwest and important water bodies such as Puget Sound and the Columbia River.

EPA recognizes that accurate and timely data collection and analysis along our coasts will help Federal, State and local governments take actions necessary to keep our nation's coastal and ocean waters healthy and support the national economy. Due to budget constraints, EPA has been forced to give up our ocean monitoring platform, the OSV Bold, and it has been offered to the General Services Administration as surplus property. Without the OSV Bold, the agency will be looking to use other suitable platforms for our ocean and coastal monitoring. While we can make no commitments now regarding our use of such a vessel, having one available from UW increases our chances of locating a suitable vessel when one is needed in the Washington/Oregon area.

UW's planned R/V Barnes replacement has gained EPA's serious consideration as a potential alternative platform for future data collection. Advantages of the new ship to EPA could include extended and more flexible capabilities to monitor Pacific Northwest coastal waters, an expanded ability to make week-long trips, the ability to ensure time series monitoring, and the proven track record of UW management and ship operations.

We look forward to hearing more about the R/V Barnes replacement as plans progress and we look forward to possibly working with the University of Washington in the future.

Sincerely,

A handwritten signature in black ink, appearing to read "P. Cough", is written over a horizontal line.

Paul Cough, Director
Oceans and Coastal Protection Division

Internet Address (URL) • <http://www.epa.gov>

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Appendix H: Evaluation Criteria – Overarching and Research Category

Research Vessel Barnes Replacement - 30000307				
OVERARCHING EVALUATION CRITERIA (APPLIES TO MAJOR PROJECT REQUESTS)				
These overarching evaluation criteria have been identified:				
1. Integral to achieving statewide policy goals.				
2. Integral to institutional planning and goals.				
These criteria reflect the Legislature's intent to align capital project funding with statewide and institutional policy goals. They represent 21 total possible points. Definitions and scoring standards for each criterion are displayed in the table below. They have been designed to apply to all project categories except infrastructure, acquisition and stand-alone projects.				
OVERARCHING EVALUATION CRITERIA	SCORING STANDARD	POINTS	UW Self Evaluation	
4. Integral to achieving statewide policy goals (13 points possible)	Promotes achievement of statewide goals established in former HECB strategic master plan or enacted legislation.			
	Increases number of bachelor's degrees awarded beyond 2015 level specified in institution's former HECB/OFM performance measures. Institutions to provide (a) number of bachelor's degrees awarded at the dose of 2012-13 academic year, and (b) number of bachelor's degrees targeted for 2015.	Up to 3	1	
	If a/b >= 100%	0		
	If 75% <= a/b < 100% Appendix E 7,666/7,895 = 97%	1	1	
	If 50% <= a/b < 75%	2		
	If a/b < 50%	3		
	Increases number of bachelor's degrees awarded in high-demand fields beyond 2015 level specified in institution's former HECB/OFM performance measures. Institutions to provide (a) number of bachelor's degrees awarded in high-demand fields at the dose of 2012-13 academic year, and (b) number of bachelor's degrees in high-demand fields targeted for 2015.	Up to 3	1	
	If a/b >= 100%	0		
	If 75% <= a/b < 100% Appendix E 3,203/3,631 = 88%	1	1	
	If 50% <= a/b < 75%	2		
	If a/b < 50%	3		
	Increases number of advanced degrees awarded beyond 2015 level specified in institution's former HECB/OFM performance measures. Institutions to provide (a) number of advanced degrees awarded at the dose of 2012-13 academic year, and (b) number of advanced degrees targeted for 2015.	Up to 3	1	
	If a/b >= 100%	0		
	If 75% <= a/b < 100% Appendix E 4,778/5,217 = 92%	1	1	
	If 50% <= a/b < 75%	2		
	If a/b < 50%	3		
5.	Promotes access for underserved regions and place-bound adults through distance learning and/or university centers.	Up to 4	1	
	Is distance learning or a university center a large and significant component of the total project scope?	Up to 2	0	
	Is the project likely to enroll a significant number of students who are place-bound or residents of underserved regions?	Up to 2	1	
6. Integral to institutional planning and goals (8 points possible)	Achieves institutional planning goals and objectives.	Additive		
	Integral to campus/facilities master plan. Project must be initiated soon to sustain institutional program(s) and meet current demand for those program(s).	Up to 4:	2	
	• Has the project been identified in the most recent campus/facilities master plan?	Up to 2	2	
	• Does the project following the sequencing laid out in the master plan? If not, explain why it is being requested now.	Up to 2	0	
7.	Integral to institution's academic programs plan. Project must be initiated soon to implement successive measures of the academic plan to meet projected program requirements, growth of existing programs or demand for new programs.	Up to 4:	4	
	• Must the project be initiated soon in order to meet academic certification requirements?	Up to 2	2	
	• To permit enrollment growth and/or specific quality improvements in current programs?	Up to 1	1	
	• To permit initiation of new programs?	Up to 1	1	
		TOTAL	10	

Research Vessel Barnes Replacement - 30000307				
RESEARCH CATEGORY CRITERIA				
Projects that promote economic growth and innovation through expanded research activity; equipment may be included.				
SPECIFIC EVALUATION CRITERIA	SCORING STANDARD	POINTS	UW Self Evaluation	
8. Impact on economic development (15 points possible)	Demonstrates that project is a critical component of an articulated state, regional or local comprehensive economic development plan.	Additive Up to 5	3	
	Provides documentation of federal or private funding available for research supported by project.	Up to 5	2	
	Demonstrates economic impact benefits of project to the region through an economic impact study.	Up to 5	2	
9. Impact on innovation (10 points possible)	Demonstrates research activities proposed for the project will.	Select one:		
	Advance areas of existing preeminence.	Up to 10	10	
	Position the institution for preeminence in a field or area of research.	Up to 7	7	
10. Availability of research space (5 points possible)	Project addresses insufficient space on campus to accommodate research needs.	Proportional		
	Adds research space to a campus in need of additional research facilities.	Up to 5	5	
11. Adequacy of research space (5 points possible)	Addresses suitability of existing space for research needs.	Additive		
	Space upgrades needed to meet current research standards or needs.	Up to 5	5	
	Space upgrades needed to meet future research standards or needs.	Up to 2	2	
12. Availability of instructional space (10 points possible)	Addresses insufficient space on campus to accommodate projected enrollment growth.	Select one:		
	Adds/renovates classroom space on a campus that currently exceeds the 22-hour per classroom seat HECB utilization standard, and adds/renovates class laboratory space to a campus that exceeds the 16-hour per station HECB utilization standard.	1 to 2	1	
	Adds/renovates classroom space on a campus that does not exceed the 22-hour per classroom seat HECB utilization standard and project improves the utilization of classroom space.	Up to 5		
	Adds/renovates class laboratory space on a campus that does not exceed the 16-hour per station HECB utilization standard and project improves the utilization of class laboratories.	Up to 5		
	Adds/renovates space on a campus that does not meet HECB utilization standards and has no plan to achieve them and/or project has no impact on classroom or class laboratory utilization standards.	0		
13. Reasonableness of cost (12 points possible)	Provides detailed baseline comparison to OFM cost standards.	Select one:		
	Total project cost is less than, or equal to, the expected cost per square foot for the type of facility escalated to the mid-construction date using provided construction cost index.	9-12		
	Project cost is between 100% and 111% of expected cost.	7-8	7	
	Project cost is between 111% and 137% of expected cost.	1-6		
	Project cost is more than 137% of expected cost.	0		
14. Contribution of other funding sources (10 points possible)	Percent of project funded by sources other than state appropriations or building fund (projects with 50% or more of their funding coming from outside sources get maximum points).	Proportional		
	(Percent of project funded by non-state sources) x 20 = total points.	Up to 10	2	
15. Integral to achieving statewide policy goals (4 points possible)	Increases economic development through theoretical or applied research.	Up to 4	4	
	Is the proposed project necessary to conduct the proposed research?	Up to 1	1	
	Is there dear and compelling evidence that the proposed research is likely to create or retain high-paying jobs?	Up to 1	1	
	Is there dear and compelling evidence that the proposed research is likely to contribute to the solution of significant regional, national, or global challenges?	Up to 1	1	
	Is there dear and compelling evidence that the proposed research is likely to increase the stability or competitiveness of the local or regional economy through the creation or retention of high-growth, high-paying companies?	Up to 1	1	
		TOTAL	50	



UNITED STATES ENVIRONMENTAL PROTECTION AGENCY
WASHINGTON, D.C. 20460

RECEIVED
JUN 27 2013

OFFICE OF
WATER

BY:.....

Dr. Lisa Graumlich
Dean, College of the Environment
University of Washington
Ocean Sciences Building
Seattle, WA 98195-5355

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We look forward to hearing more about the R/V Barnes replacement as plans progress and we look forward to possibly working with the University of Washington in the future.

Sincerely,

Paul Cough, Director
Oceans and Coastal Protection Division

TAB D

1. Agency Summarized Revenues
2. Proposed Fee Changes (I-960 report)
3. Non-Budgeted Local Fund Summaries (*Note that this report will be sent to OFM and legislative staff as soon as possible*).

State of Washington
Decision Package

Agency: **360 University of Washington**
Decision Package Code/Title: **90 Maintenance Level Revenue**

Budget Period: **2015-17**

Budget Level: **M1 - Mandatory Caseload and Enrollment Changes**

Recommendation Summary Text:

Agency Total

Fiscal Detail

Operating Expenditures	<u>FY 2016</u>	<u>FY 2017</u>	<u>Total</u>
996-Z -Estimated All Other Funds-Other	0	0	0

Staffing

FTEs

Revenue

<u>Fund</u>	<u>Source</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>Total</u>
145 H E - Grants/Contrct	0303 Institute of Museum	467,000	476,000	943,000
145 H E - Grants/Contrct	0306 National Endow Human	122,000	124,000	246,000
145 H E - Grants/Contrct	0310 Dept of Agriculture	9,374,000	9,561,000	18,935,000
145 H E - Grants/Contrct	0311 Dept of Commerce	18,828,000	19,205,000	38,033,000
145 H E - Grants/Contrct	0312 Dept of Defense	64,497,000	65,787,000	130,284,000
145 H E - Grants/Contrct	0315 Dept of Interior	2,878,000	2,936,000	5,814,000
145 H E - Grants/Contrct	0319 Dept of State	3,888,000	3,966,000	7,854,000
145 H E - Grants/Contrct	0320 Dept of Transportatn	3,152,000	3,215,000	6,367,000
145 H E - Grants/Contrct	0321 Dept of Treasurv	93,000	95,000	188,000
145 H E - Grants/Contrct	0343 Nat Aero & Sp Admini	9,727,000	9,922,000	19,649,000
145 H E - Grants/Contrct	0347 Nat Science Foundati	79,028,000	80,609,000	159,637,000
145 H E - Grants/Contrct	0364 Veterans Administrat	5,052,000	5,153,000	10,205,000
145 H E - Grants/Contrct	0366 Environ Protection A	5,636,000	5,749,000	11,385,000
145 H E - Grants/Contrct	0381 Dept of Energv	18,704,000	19,078,000	37,782,000
145 H E - Grants/Contrct	0384 Dept of Education	18,652,000	19,025,000	37,677,000
145 H E - Grants/Contrct	0393 Health & Human Svc	454,491,000	463,581,000	918,072,000
145 H E - Grants/Contrct	0397 Homeland Securitv	588,000	600,000	1,188,000
145 H E - Grants/Contrct	0399 Fed Assistance Misc	1,140,000	1,163,000	2,303,000
145 H E - Grants/Contrct	0409 Interest Income	74,613,000	76,105,000	150,718,000
145 H E - Grants/Contrct	0420 Charges for Services	138,309,000	141,075,000	279,384,000
145 H E - Grants/Contrct	0499 Other Revenue	48,736,000	49,711,000	98,447,000
145 H E - Grants/Contrct	0541 Contributions Grants	237,231,000	241,975,000	479,206,000
145 H E - Grants/Contrct	0546 Federal Revenue	122,785,000	125,241,000	248,026,000
145 H E - Grants/Contrct	0621 Operating Trans In	324,923,000	331,421,000	656,344,000
145 H E - Grants/Contrct	0622 Operating Trans Out	(266,379,000)	(271,707,000)	(538,086,000)
148 HE - Dedicated Locl	0303 Institute of Museum	115,000	117,000	232,000
148 HE - Dedicated Locl	0306 National Endow Human	55,000	56,000	111,000
148 HE - Dedicated Locl	0310 Dept of Agriculture	576,000	588,000	1,164,000

148 HE - Dedicated Locl	0311 Dent of Commerce	3,597,000	3,669,000	7,266,000
148 HE - Dedicated Locl	0312 Dent of Defense	14,921,000	15,219,000	30,140,000
148 HE - Dedicated Locl	0315 Dent of Interior	743,000	758,000	1,501,000
148 HE - Dedicated Locl	0319 Dent of State	1,107,000	1,129,000	2,236,000
148 HE - Dedicated Locl	0320 Dent of Transportatn	643,000	656,000	1,299,000
148 HE - Dedicated Locl	0321 Dent of Treasurv	7,000	7,000	14,000
148 HE - Dedicated Locl	0343 Nat Aero & Sp Admini	2,724,000	2,778,000	5,502,000
148 HE - Dedicated Locl	0347 Nat Science Foundati	20,317,000	20,723,000	41,040,000
148 HE - Dedicated Locl	0364 Veterans Administrat	45,000	46,000	91,000
148 HE - Dedicated Locl	0366 Environ Protection A	1,749,000	1,784,000	3,533,000
148 HE - Dedicated Locl	0381 Dent of Energv	5,864,000	5,981,000	11,845,000
148 HE - Dedicated Locl	0384 Dent of Education	2,852,000	2,909,000	5,761,000
148 HE - Dedicated Locl	0393 Health & Human Svc	131,305,000	133,931,000	265,236,000
148 HE - Dedicated Locl	0397 Homeland Securitv	65,000	66,000	131,000
148 HE - Dedicated Locl	0399 Fed Assistance Misc	396,000	404,000	800,000
148 HE - Dedicated Locl	0402 Income From Propertv	2,535,000	2,586,000	5,121,000
148 HE - Dedicated Locl	0405 Fines. Forfeits	1,420,000	1,448,000	2,868,000
148 HE - Dedicated Locl	0409 Interest Income	20,330,000	20,736,000	41,066,000
148 HE - Dedicated Locl	0413 Cap Gains/Losses	(3,912,000)	(3,990,000)	(7,902,000)
148 HE - Dedicated Locl	0416 Sale of Prop/Other	3,000	3,000	6,000
148 HE - Dedicated Locl	0420 Charges for Services	177,955,000	181,515,000	359,470,000
148 HE - Dedicated Locl	0423 Room. Board Meals	7,000	7,000	14,000
148 HE - Dedicated Locl	0424 Tuition and Fees	602,000	614,000	1,216,000
148 HE - Dedicated Locl	0430 Dedicated Stu Fees	219,943,000	224,342,000	444,285,000
148 HE - Dedicated Locl	0499 Other Revenue	17,799,000	18,155,000	35,954,000
148 HE - Dedicated Locl	0541 Contributions Grants	22,522,000	22,973,000	45,495,000
148 HE - Dedicated Locl	0546 Federal Revenue	40,698,000	41,512,000	82,210,000
148 HE - Dedicated Locl	0621 Operating Trans In	93,869,000	95,746,000	189,615,000
148 HE - Dedicated Locl	0622 Operating Trans Out	(145,463,000)	(148,372,000)	(293,835,000)
148 HE - Dedicated Locl	0688 UW Internal Lending	(20,729,000)	(21,144,000)	(41,873,000)
148 HE - Dedicated Locl	0902 Recoverv Current Exp	201,000	205,000	406,000
148 HE - Dedicated Locl	0920 Items Pl in Suspense	(5,029,000)	(5,130,000)	(10,159,000)
149 Inst of HI ED-Operat	0424 Tuition and Fees	675,000,000	712,000,000	1,387,000,000
149 Inst of HI ED-Operat	0430 Dedicated Stu Fees	(551,000)	(562,000)	(1,113,000)
149 Inst of HI ED-Operat	0621 Operating Trans In	0	607	607
149 Inst of HI ED-Operat	0622 Operating Trans Out	(53,526,000)	(53,106,000)	(106,632,000)
149 Inst of HI ED-Operat	0688 UW Internal Lending	(5,994,000)	(6,151,000)	(12,145,000)
505 U of W Hospital	0402 Income From Propertv	1,633,000	1,715,000	3,348,000
505 U of W Hospital	0420 Charges for Services	1,203,545,000	1,263,721,000	2,467,266,000
505 U of W Hospital	0450 Sales/Goods & Supplv	1,303,000	1,368,000	2,671,000
505 U of W Hospital	0499 Other Revenue	40,000	42,000	82,000
505 U of W Hospital	0621 Operating Trans In	25,851,000	27,144,000	52,995,000
505 U of W Hospital	0622 Operating Trans Out	(86,422,000)	(90,743,000)	(177,165,000)
505 U of W Hospital	0901 Interagencv Reimburs	18,043,000	18,945,000	36,988,000
Total Revenue		3,765,289,000	3,900,466,607	7,665,755,607

Package Description:

Narrative Justification and Impact Statement

What specific performance outcomes does the agency expect?

Performance Measure Detail

Activity

Incremental Changes

No measures submitted for package

Is this decision package essential to implement a strategy identified in the agency's strategic plan?

Does this DP provide essential support to one or more of the Governor's Results Washington priorities?

What are the other important connections or impacts related to this proposal?

What alternatives were explored by the agency, and why was this alternative chosen?

What are the consequences of adopting or not adopting this package?

What is the relationship, if any, to the state's capital budget?

What changes would be required to existing statutes, rules, or contracts, in order to implement the change?

Expenditure and revenue calculations and assumptions

Which costs and functions are one-time? Which are ongoing? What are the budget impacts in future biennia?

Object Detail

Total

Total Objects

State of Washington
Request for Fees
2015-17 Biennium

	Code	Title
AGENCY	360	University of Washington

							Incremental Revenue							
							GF-S		Other Funds					
Agy #	Agency Name	Fee Code	Name of Fee	Is a bill required?	Z-Draft # (or Pending)	New, Increased, Continued?	FY 2016	FY 2017	FY 2016	FY 2017	Tied to Expenditure Change?	Fee Payer Position	Explanation of Change	See Instructions
360	University of Washington	1100	Resident Undergraduate Tuition	No	n/a	Increased	-	-	8,460	17,570	Fee change is to support increasing expenditures	Resident undergraduate students	Our calcuations assume tuition rates for Resident Undergraduates will increase by 3% in both FY16 and FY17. Our calcuations also assume enrollment will increase by 0% at UW Seattle, 8% at UW Bothell, and 6.5% at UW Tacoma in both FY16 and FY17.	
360	University of Washington	1200	Tuition for Non-Resident and Graduate Programs	No	n/a	Increased	-	-	25,120	52,203	Fee change is to support increasing expenditures	Non-resident and graduate students	Our calcuations assume tuition rates will increase by the following amounts in both FY16 and FY17. • 1% for Nonresident Undergraduates • 3% for Resident Graduate Tiers I, II, and III • 0% for Nonresident Graduate Tiers I, II, and III • 3% of all other graduate/professional tuition categories Our calcuations assume the same enrollment growth as outlined above.	
360	University of Washington	3100	Existing On-Campus Lab, Course , etc. Fees	No	n/a	Increased	-	-	590	1,204	Fee change is to support increasing expenditures	Students	Incremental revenue is expected to increase for three reasons: (1) fee rates will need to increase to accomodate inflation-related expenditure increases; (2) the number of distance learning courses is expected to increase (from 41 courses to 83), each of which has a \$350 fee; and (3) previously-approved fee increases for individualized music instruction are being implemented. In 2011-12 the College of Arts & Sciences received Regental approval to increase fees for individualized music instruction "up to \$900" with the fees to be phased in. We are now seeing the effects of the increases with fees in the range of \$50 to \$450 per student per quarter.	
360	University of Washington	3100	Existing On-Campus Lab, Course , etc. Fees - Summer Quarter	No	n/a	Increased	-	-	33	68	Fee change is to support increasing expenditures	Summer Quarter Students	Incremental revenue is expected to increase for the same three reasons described above.	
360	University of Washington	1300	Summer Quarter Tuition - Resident Undergraduates	No	n/a	Increased	-	-	1,078	2,210	Fee change is to support increasing expenditures	Summer Quarter Students	Our calcuations assume the same tuition and enrollment growth as described under "Resident Undergraduate Tuition" and "Tuition for Non-Resident and Graduate Programs"	
360	University of Washington	1310	Summer Quarter Tuition - Non-Residents & Graduate Programs	No	n/a	Increased	-	-	548	1,105	Fee change is to support increasing expenditures	Summer Quarter Students	Our calcuations assume the same tuition and enrollment growth as described under "Resident Undergraduate Tuition" and "Tuition for Non-Resident and Graduate Programs"	
360	University of Washington	2200	Services and Activities Fees	No	n/a	Increased	-	-	290	587	Fee change is to support increasing expenditures	Students	Our calcuations assume the same enrollment growth as described under "Resident Undergraduate Tuition" and "Tuition for Non-Resident and Graduate Programs"	

							Incremental Revenue						
							GF-S		Other Funds				
Agy #	Agency Name	Fee Code	Name of Fee	Is a bill required?	Z-Draft # (or Pending)	New, Increased, Continued?	FY 2016	FY 2017	FY 2016	FY 2017	Tied to Expenditure Change?	Fee Payer Position	Explanation of Change See Instructions
360	University of Washington	4100	Fee-Based Programs/Degree Fees	No	n/a	Increased	-	-	4,190	13,793	Fee change is to support increasing expenditures	Students in fee-based programs (Fees for operating various fee-based educational offerings that are not part of the state-supported program.)	Fees are expected to increase to cover rising costs associated with offering these self-sustaining programs. Average fees for fee-based programs are estimated to increase by 2-4%, with significant variation possible in some programs. This estimate assumes no change in the UW's overhead rate during the coming biennium. Gross incremental revenue is expected to increase 4-9% over the next biennium--this rate exceeds the rate of fee increases because the number of fee-based programs is expected to grow. However, any gross revenue gains in FY16 or FY17 could be eliminated by the transition of the fee-based degrees back to a state-assisted basis. If fees can't increase to cover costs of these self-sustaining offerings, programs will be eliminated.
360	University of Washington	4100	Contract Instructional Offerings (with organizations)	No	n/a	Increased	-	-	56	104	Fee change is to support increasing expenditures	Students in fee-based programs (Fees for operating various fee-based educational offerings that are not part of the state-supported program.)	These fees cover the costs of operating various fee-based contract educational offerings, both international and domestic. Significant uncertainty exists in contract pricing based largely on the scope of each contract. Fees could increase by as much as 30% in some programs, with significant variation possible in some programs. Our calculations, however, assume that overall incremental revenue will increase by 3% in FY16 and by another 2.5% in FY17. This estimate assumes no change in the UW's overhead rate during the coming biennium.
360	University of Washington	2200	UW Bothell Student Activity Center Fee	No	n/a	New	-	-	1,950	2,100	Fee is to support new expenditures associated with a new Student Activities Center	Students at UW Bothell	Revenue from UW Bothell's Student Activity Center Fee of \$169 per quarter will support construction of a new Student Activity Center at the Bothell Campus. This fee will cover debt service, operations and maintenance, required costs of debt issuance and debt service coverage requirements.
360	University of Washington	2200	UW Tacoma Student Center and Recreation Fee	No	n/a	New	-	-	995	1,145	Fee is to support new expenditures associated with the student center	Students at UW Tacoma	In FY15, this \$180/quarter fee was charged for only two of the three quarters; in FY16 and FY17, the fee will be charged for all three quarters. The fee supports construction of a new recreation center and student services facility at UW Tacoma. This fee includes debt service, operations and maintenance, required costs of debt issuance, and debt service coverage requirements. The fee also includes recreation program operations.
361	University of Washington	5100	Application Fee, Graduation Application Fee, Transcript Fee	No	n/a	Increased	-	-	325	325	Fee change is to support increasing expenditures	Applicants and registered students	To support additional/broadened activities associated with application review and Registrar services to current students and alumni, the transcript fee is estimated to increase by \$1 and the application fee is estimated to increase by \$10. The estimated incremental revenue from the \$1 transcript fee increase is expected to be \$60,000, while the \$10 application fee increase would generate approximately \$265,000 in incremental revenue. These increases are expected to occur only once during the biennium.
Additional Comments													

TECM Submission & Higher Education Supplement

(due to OFM September 30, 2014)

Release of Data to OFM

Start Date: 9/18/2014
End Date: 9/19/2014
Agency Name: University of Washington
System: Budget Development System
Budget Period: 2015-17

September 18, 2014
9:27AM
Page: 1

<u>Submitted By</u>	<u>Date Submitted</u>	<u>Version</u>	<u>Data Released</u>	<u>Level Released</u>
Nguyen, Tram	Sep 18 2014 9:26AM	01 2015-17 Biennial Budget Request	BDS Data Excluding Work Capital	Entire Version

* in Level Released column indicates that previous submittal data for entire agency was deleted.