

# **UNIVERSITY OF WASHINGTON**

## **2007–09 Operating Budget Request**

**September 2006**

University of Washington  
2007-09 Biennium Operating Budget Request

**TABLE OF CONTENTS**

Tab A		
	Agency Organization Chart	1
	Agency Activity Inventory	2
	Agency Performance Measures	10
Tab B		
	Recommendation Summary at Agency Level	11
	Recommendation Summary at Program Level	17
Tab C		
	Executive Summary	27
	Individual Decision Packages	
	<u>Maintenance Level Requests</u>	
	M2 – AQ Restore O&M Fund Shift	29
	M2 - 99 OASI Adjustments	31
	M2 - AV TA/RA Health Benefits	32
	M2 - AX Strategic Purchasing	33
	M2 - AY Adjustmts to Accident Fund & Med Aid	35
	<u>Performance Level Requests</u>	
	PL-AH Competitive Compensation	37
	PL-AA New Enrollments	42
	PL-AM Global Health Teaching & Research	46
	PL-AS O&M for New and Renovated Space	50
	PL-AB Undergraduate Experience	54
	PL-AC Diversity Support Services	57
	PL-AD Graduate Student Advising/Mentoring	60
	PL-AG P-12 Outreach	63
	PL-AI Awards for Teaching Excellence	65
	PL-AJ Leadership Community Values Initiative	67
	PL-AL Intl Learning Opportunities	70
	PL-AP Interdisciplinary Research	72
	PL-AN Health Sciences Expansion	75
	PL-AR O&M for Research Space	83
	PL-AT Enterprise Risk & Compliance Mgmt	87
	PL-AU Instructional & Admin Technology	90
	PL-AW Policy Consensus Center	92
Tab D		
	Agency Summarized Revenues (B9)	95
	Non-budgeted and Local Fund Summaries (B10)	96

Tab E

Attachment A: Locally Authorized Salary Increases	97
Attachment B-1: Tuition Waivers	98
Attachment B-2: Tuition Waivers by Purpose	99
Attachment B-3: Financial Aid from Non-State Sources	100
Attachment C: New Enrollment Requests	102
Attachment D: Degree Production Targets	103
Attachment E: Maintenance and Operations Costs	104
Collective Bargaining Agreements	105





**TAB A**



---

Agency 360 – University of Washington  
Agency Organization Chart

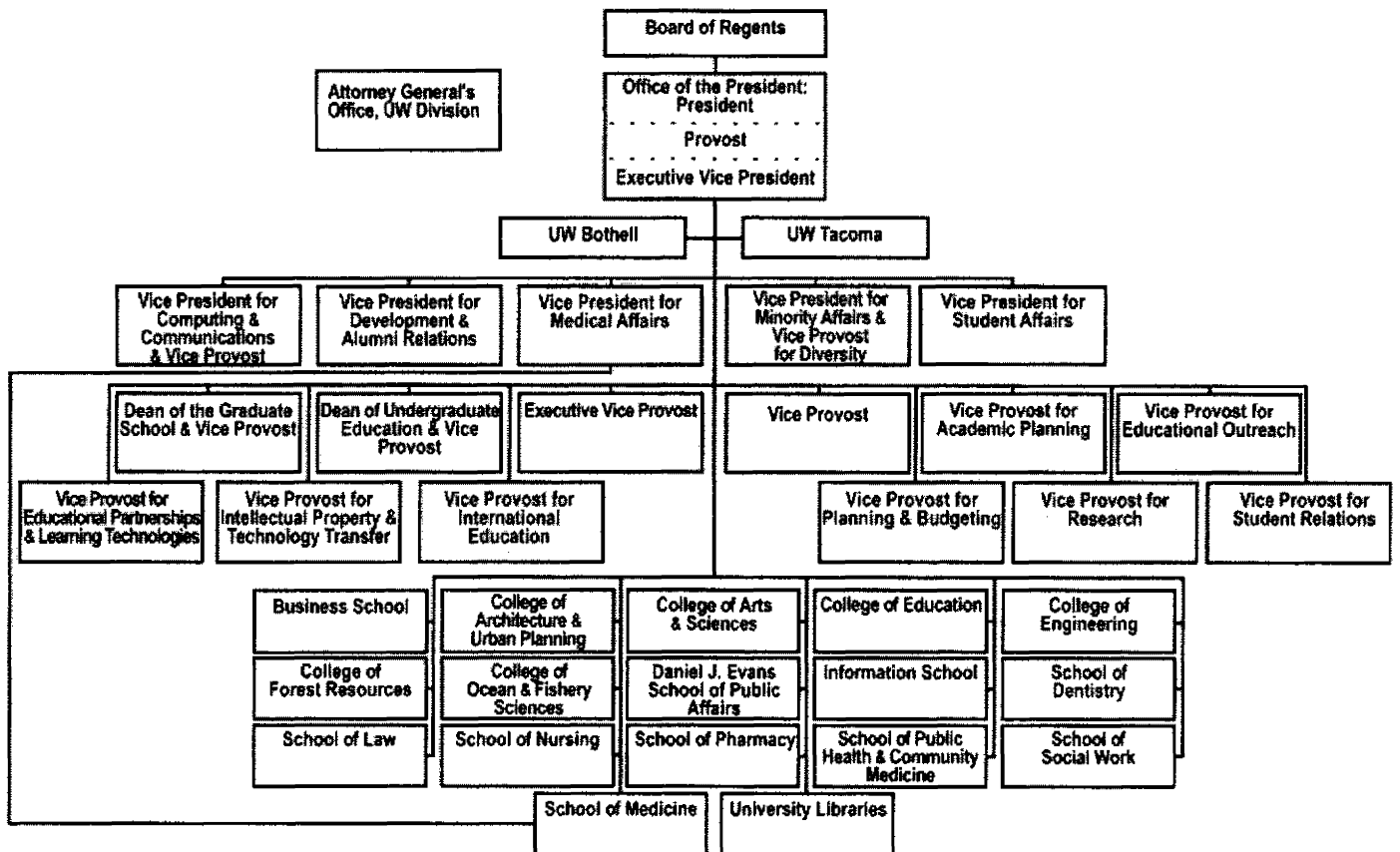
---

The organization chart for the University of Washington is shown on the following page:

## University Organization Chart

(Approved by the President by authority of Executive Order No. 2)

This chart reflects the organization and reporting relationships of the University of Washington's administrative offices, schools, and colleges.





---

---

Agency 360 – University of Washington  
Activity Inventory & Indirect Cost Allocation to Activities Description

---

The Agency Activity Inventory for the University of Washington breaks out expenditures into nine program categories that have been traditionally used to categorize educational expenditures: instruction, research, public service, primary support services, libraries, student services, hospitals, institutional support, and plant operations and maintenance.

Due to the inter-related nature of these activities, the UW does not believe that any of its “support” costs (i.e. primary support services, libraries, student services, institutional support, and plant operations and maintenance) can be categorized as “indirect costs.” Therefore, no attempt has been made to allocate these support costs to the categories of “instruction,” “research,” and “public service.”

## 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.

	FY 2008	FY 2009	Biennial Total
FTE's	973.4	984.1	978.8
GFS	\$30,046,833	\$34,084,329	\$64,131,162
Other	\$52,363,145	\$53,508,578	\$105,871,723
Total	\$82,409,978	\$87,592,907	\$170,002,885

**Statewide Result Area: Improve the value of postsecondary learning**

#### 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.

	FY 2008	FY 2009	Biennial Total
FTE's	3,504.7	3,488.0	3,496.4
GFS	\$16,760,939	\$17,645,939	\$34,406,878
Other	\$415,589,526	\$414,956,065	\$830,545,591
Total	\$432,350,465	\$432,602,004	\$864,952,469

**Statewide Result Area: Improve the health of Washingtonians**

#### Expected Results

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

### A003 Institutional Management

*Appropriation Period: 2007-09 Activity Version: 01 - 2007-09 Budget Submittal*

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 2008	FY 2009	Biennial Total
FTE's	120.0	119.9	120.0
GFS	\$3,621,754	\$3,999,142	\$7,620,896
Other	\$6,471,849	\$6,613,296	\$13,085,145
Total	\$10,093,603	\$10,612,438	\$20,706,041

### Statewide Result Area: Improve the value of postsecondary learning

#### 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 2008	FY 2009	Biennial Total
FTE's	5,575.1	5,661.5	5,618.3
GFS	\$221,793,864	\$247,353,730	\$469,147,594
Other	\$255,154,518	\$258,237,955	\$513,392,473
Total	\$476,948,382	\$505,591,685	\$982,540,067

### Statewide Result Area: Improve the value of postsecondary learning

#### 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.

	FY 2008	FY 2009	Biennial Total
FTE's	463.3	468.8	466.1
GFS	\$21,712,843	\$24,104,918	\$45,817,761
Other	\$18,279,800	\$18,938,327	\$37,218,127
Total	\$39,992,643	\$43,043,245	\$83,035,888



**Statewide Result Area: Improve the value of postsecondary learning****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 2008	FY 2009	Biennial Total
FTE's	1,045.7	1,078.2	1,062.0
GFS	\$61,675,170	\$64,717,086	\$126,392,256
Other	\$53,600,837	\$52,362,602	\$105,963,439
Total	\$115,276,007	\$117,079,688	\$232,355,695

**Statewide Result Area: Improve the value of postsecondary learning****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 2008	FY 2009	Biennial Total
FTE's	864.6	871.3	868.0
GFS	\$32,747,888	\$36,129,844	\$68,877,732
Other	\$40,102,633	\$41,229,527	\$81,332,160
Total	\$72,850,521	\$77,359,371	\$150,209,892

**Statewide Result Area: Improve the value of postsecondary learning****Expected Results**

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

*Appropriation Period: 2007-09 Activity Version: 01 - 2007-09 Budget Submittal*

## 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 2008	FY 2009	Biennial Total
FTE's	203.2	208.8	206.0
GFS	\$2,596,782	\$2,979,680	\$5,576,462
Other	\$14,501,082	\$14,679,192	\$29,180,274
Total	\$17,097,864	\$17,658,872	\$34,756,736

**Statewide Result Area: Improve the value of postsecondary learning**

### 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.

	FY 2008	FY 2009	Biennial Total
FTE's	149.6	150.0	149.8
GFS	\$2,185,900	\$2,428,122	\$4,614,022
Other	\$10,141,600	\$10,190,248	\$20,331,848
Total	\$12,327,500	\$12,618,370	\$24,945,870

**Statewide Result Area: Improve the value of postsecondary learning**

### 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)

*Appropriation Period: 2007-09 Activity Version: 01 - 2007-09 Budget Submittal*

	FY 2008	FY 2009	Biennial Total
<b>FTE's</b>	6,775.4	6,799.6	6,787.5
<b>GFS</b>	\$0	\$0	\$0
<b>Other</b>	\$676,315,000	\$675,719,000	\$1,352,034,000
<b>Total</b>	\$676,315,000	\$675,719,000	\$1,352,034,000

### Statewide Result Area: Improve the value of postsecondary learning

#### 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.

	FY 2008	FY 2009	Biennial Total
<b>FTE's</b>	289.1	303.8	296.5
<b>GFS</b>	\$11,544,027	\$13,897,963	\$25,441,990
<b>Other</b>	\$13,113,377	\$13,474,371	\$26,587,748
<b>Total</b>	\$24,657,404	\$27,372,334	\$52,029,738

### Statewide Result Area: Improve the value of postsecondary learning

#### Expected Results

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

---

*Appropriation Period: 2007-09 Activity Version: 01 - 2007-09 Budget Submittal*

---

**Grand Total**

	<b>FY 2008</b>	<b>FY 2009</b>	<b>Biennial Total</b>
<b>FTE's</b>	19,964.1	20,134.0	20,049.1
<b>GFS</b>	\$404,686,000	\$447,340,753	\$852,026,753
<b>Other</b>	\$1,555,633,367	\$1,559,909,161	\$3,115,542,528
<b>Total</b>	\$1,960,319,367	\$2,007,249,914	\$3,967,569,281



Agency 360 – University of Washington  
Performance Measures

The Higher Education Coordinating Board and the Office of Financial Management has established the following accountability measures and performance targets for the University of Washington:

HECB Accountability Measures  
University of Washington

Programmatic Goal	Actual, By Academic Year					Forecasts and Targets, By Academic Year						
	2000-01	2001-02	2002-03	2003-04	2004-05	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11	
1. Number of Degrees Awarded												
Seattle												
Bachelor	6,323	6,492	6,822	7,175	7,253	7,200	7,150	7,200	7,225	7,250	7,250	
Masters	2,188	2,340	2,546	2,483	2,452	2,500	2,500	2,500	2,500	2,500	2,500	
Professional	505	480	470	489	475	490	490	490	490	490	4,900	
Doctorate	485	455	493	506	519	510	510	510	510	510	510	
Bothell												
Bachelor	448	505	490	541	550	575	575	600	600	600	600	
Masters	27	60	78	101	102	100	100	100	100	100	100	
Tacoma												
Bachelor	433	486	631	692	680	700	725	725	725	725	725	
Masters	105	96	117	123	135	150	150	150	150	150	150	
2. Number of degrees awarded in "state critical needs" all degree levels												
Seattle	1,924	2,043	2,079	2,124	2,159	2,175	2,175	2,200	2,200	2,250	2,250	
Bothell	142	187	164	159	171	175	175	175	175	175	175	
Tacoma	78	88	81	71	90	90	100	100	100	115	115	
3. Bachelor Degrees awarded per enrolled student FTE												
Seattle	0.27	0.27	0.28	0.30	0.30	0.30	0.30	0.30	0.30	0.30	0.30	
Bothell	0.46	0.46	0.46	0.50	0.49	Depending upon ratio of freshman to transfer admissions						
Tacoma	0.40	0.36	0.45	0.53	0.50	Depending upon ratio of freshman to transfer admissions						
4. Six Year graduation rate for 1st time new freshman-class entering fall:												
	1995	1996	1997	1998	1999							
Seattle	70%	70%	70%	73%	to be reported Spring 2006	73%	73%	74%	74%	74%	75%	
Bothell	-	-	-	-	-	No experience upon which to base a target						
Tacoma	-	-	-	-	-	No experience upon which to base a target						
5a. Three year graduation rate for community college transfers												
Seattle	65%	66%	68%	70%	74%	74%	74%	75%	75%	75%	75%	
Bothell	not previously reported											
Tacoma	not previously reported											
5b. Fourth year retention rate for community college transfers*												
Seattle	12%	14%	12%	10%	9%	10%	10%	10%	10%	10%	10%	
Bothell	not previously reported											
Tacoma	not previously reported											
* Portion of cohort entering still attending. About 77% of entering cohort has graduated.												
6. Graduation Efficiency												
Seattle:												
Transfer Students	82.7	82.7	82.3	81.7	82.1	82.0	82.0	82.5	83.0	83.0	83.5	
NonTransfer Students	90.8	90.5	90.1	90.0	89.6	90.0	90.0	90.0	90.0	90.0	90.0	
Bothell:												
Transfer Students	86.0	87.5	86.8	87.3	86.4	86.5	86.5	87.0	87.5	87.5	88.0	
NonTransfer Students	86.2	85.3	88.2	88.7	87.9	88.0	88.0	88.0	88.5	88.5	88.5	
Tacoma:												
Transfer Students	86.0	85.8	86.3	86.7	86.3	86.5	86.5	87.0	87.0	87.0	87.5	
NonTransfer Students	87.3	89.5	79.2	85.3	89.4	89.5	89.5	90.0	90.0	90.0	90.0	



**TAB B**





State of Washington  
Recommendation Summary

Agency: **360 University of Washington**

Dollars in Thousands

	Annual Average FTEs	General Fund State	Other Funds	Total Funds
<b>2005-07 Current Biennium Total</b>	<b>19,767.4</b>	<b>690,226</b>	<b>3,096,901</b>	<b>3,787,127</b>
CL 1A UWT Autism Center		100		100
CL 1B BioE/Genome Sci. Building		2,000		2,000
CL 1E Enrollments	20.0		7,735	7,735
CL 1H Global Health Initiative		(500)		(500)
CL 1I Lower Division Planning Funds		(200)		(200)
CL 1J Search for Young Scholars Program		150		150
CL 1K Korean Studies Chair		(500)		(500)
CL 1L Life Sciences Research		2,400		2,400
CL 1M Math & Science Enrollments		2,500		2,500
CL 1P Pacific NW Seismic Network		400		400
CL 1S Burke Museum Outreach	2.5	150		150
CL 1Y MESA Outreach Program		300		300
CL 2B Central Service Agency Charges		(16)	(5)	(21)
CL 2C Fuel/Utility Cost Assistance		(1,008)		(1,008)
CL 2D Strategic Purchasing		(1,328)		(1,328)
CL 2F Classification Revisions		20	16	36
CL 2G Super Coalition Health Benefits		(666)	(2,468)	(3,134)
CL 2I Pension Rate Biennialization		830	11,565	12,395
CL 2J Personnel Litigation Settlement		2	145	147
CL 2L Non-represented Salary COLA		(1,811)	(4,021)	(5,832)
CL 2M Nonrepresented Health Benefits		3,306	7,952	11,258
CL 99 OASI Adjustments		139		139
CL AE Multiple Bargaining Units		(359)	(2,346)	(2,705)
CL AF WFSE Skilled Trades		(93)		(93)
CL AK Police Management Association		12		12
<b>Total Carry Forward Level</b>	<b>19,789.9</b>	<b>696,054</b>	<b>3,115,474</b>	<b>3,811,528</b>
Percent Change from Current Biennium	.1%	.8%	.6%	.6%
<b>Carry Forward plus Workload Changes</b>	<b>19,789.9</b>	<b>696,054</b>	<b>3,115,474</b>	<b>3,811,528</b>
Percent Change from Current Biennium	.1%	.8%	.6%	.6%
M2 99 OASI Adjustments		400		400
M2 AQ Restore O&M Fund Shift		25,825		25,825
M2 AV TA/RA Health Benefits		632		632
M2 AX Strategic Purchasing		800		800
M2 AY Adjustmts to Accident Fd & Med Aid			69	69
<b>Total Maintenance Level</b>	<b>19,789.9</b>	<b>723,711</b>	<b>3,115,543</b>	<b>3,839,254</b>
Percent Change from Current Biennium	.1%	4.9%	.6%	1.4%
PL AA New Enrollments	110.4	22,080		22,080
PL AB Undergraduate Experience	11.3	2,250		2,250
PL AC Diversity Support Services	3.8	750		750
PL AD Graduate Student Advising/Mentoring	3.8	750		750
PL AG P-12 Outreach	3.8	750		750
PL AH Competitive Compensation		66,975		66,975
PL AI Awards for Teaching Excellence		225		225
PL AJ Leadership Community Values Init.	2.5	500		500
PL AL Intl Learning Opportunities	7.5	1,500		1,500
PL AM Global Health Teaching & Research	12.5	2,500		2,500

**State of Washington**  
**Recommendation Summary**

**Agency: 360 University of Washington**

Dollars in Thousands			<b>Annual Average FTEs</b>	<b>General Fund State</b>	<b>Other Funds</b>	<b>Total Funds</b>
PL	AN	Health Sciences Expansion	22.5	4,506		4,506
PL	AP	Interdisciplinary Research	7.5	3,000		3,000
PL	AR	O&M for Research Space	11.2	3,344		3,344
PL	AS	O&M for New and Renovated Space	41.2	12,286		12,286
PL	AT	Enterprise Risk & Compliance Mgmt	6.0	1,500		1,500
PL	AU	Instructional & Admin Technology	12.5	5,000		5,000
PL	AW	Policy Consensus Center	3.0	400		400
<b>Subtotal - Performance Level Changes</b>			<b>259.2</b>	<b>128,316</b>		<b>128,316</b>
<b>2007-09 Total Proposed Budget</b>			<b>20,049.1</b>	<b>852,027</b>	<b>3,115,543</b>	<b>3,967,570</b>
Percent Change from Current Biennium			1.4%	23.4%	.6%	4.8%

**State of Washington**  
**Recommendation Summary**

**Agency: 360 University of Washington**

**M2 99 OASI Adjustments**

Funding is requested for increased employer contributions associated with scheduled increases in the contribution base subject to Old-Age and Survivors Insurance (OASI) taxes.

**M2 AQ Restore O&M Fund Shift**

A total of \$25.8 million in operating funds to the UW for routine maintenance and preventive inspections, mechanical adjustments, and minor work to replace or repair building systems, surfaces, or materials was shifted from the operating budget to the capital budget in the 2003-05 and 2005-07 enacted biennial budgets. Funds are requested in the 2007-09 budget to restore this funding to the operating budget.

**M2 AV TA/RA Health Benefits**

Funding is requested for projected cost increases of 5 percent in FY 2008 and 5 percent in FY 2009 for health insurance benefits provided to teaching and research assistants.

**M2 AX Strategic Purchasing**

Funding is requested to restore \$800,000 of the \$1.3 million in savings assumed in the UW's base budget due to new state strategic purchasing initiatives (Smart Buy). Smart Buy contracts have provided some opportunities for additional savings, however there are many contract areas where the UW anticipates savings cannot be realized to the extent originally estimated by the state.

**M2 AY Adjustmts to Accident Fd & Med Aid**

The 2005-07 enacted budget included cost-of-living adjustments of 3.2 percent in Fiscal Year 2006 and 1.6 percent in Fiscal Year 2007. Sufficient funding from the Medical Aid Account and Accident Fund Account was provided for adjustments to non-represented staff but adjustments were not provided for represented classified staff. This item requests funding to cover those increases in the 2007-09 biennium.

**State of Washington  
Recommendation Summary**

**Agency: 360 University of Washington**

**PL AA New Enrollments**

Funding is requested to expand state-supported enrollment slots by a total of 870 FTE in FY 2008 and an additional 870 FTE in FY 2009. Of the total enrollment request, the UW is asking for funding for 710 undergraduate FTE students in FY 2008 and an additional 710 undergraduate FTE students in FY 2009 at the Seattle, Bothell, and Tacoma campuses. To the extent possible, undergraduate expansion at the Seattle campus will be in subject areas considered to be in high-demand by employers, including math, science, engineering, and health sciences. The UW is requesting state support for new undergraduate enrollments at the Seattle campus at an average rate of \$10,000 per FTE and at an average rate of \$5,000 per FTE for the Bothell and Tacoma campus.

The remaining enrollment request is to expand state-supported graduate and professional enrollment by 160 FTE students in FY 2008 and by an additional 160 FTE students in FY 2009 at the Seattle, Bothell, and Tacoma campuses. The UW is requesting state support for new graduate enrollments at an average rate of \$16,000 per FTE in both fiscal years.

**PL AB Undergraduate Experience**

Funding is requested to support programs and initiatives that will enhance the learning experience of undergraduate students attending the UW. Initiatives that would be implemented with additional funding include: support for a virtual or physical Student Resource Center, new and expanded academic and career advising programs, further development and expansion of the undergraduate honors program, and increased individualized learning experiences. Providing students with these additional resources and support can ensure early academic success and increase the likelihood that students will remain enrolled and successfully graduate from college.

**PL AC Diversity Support Services**

Funding is requested to support initiatives targeted to help students from low-income families, international students, and students from various ethnic, racial, and religious groups stay enrolled in college and successfully graduate. Increased funds will be used to expand the availability and quality of services to these students.

**PL AD Graduate Student Advising/Mentoring**

Funding is requested to support initiatives that will provide better advising and mentoring services to graduate and professional students. Advising and mentoring are important components of the graduate and professional education experience. Graduate advisors and mentors not only aid students in successfully completing their studies, but they also provide guidance on future career and employment opportunities. Increased funds will be used to expand the availability and quality of advising and mentoring services.

**PL AG P-12 Outreach**

Funding is requested to expand and enhance activities connecting students in P-12 to higher education. Additional funding will support activities that: prepare high school students to enter and succeed in college; involve UW undergraduates in mentoring and tutoring of P-12 students; provide training to educators; encourage students to attend college; and improve student preparation and college readiness.

**PL AH Competitive Compensation**

Funding is requested to provide an average salary increase of 5 percent for all classes of employees in both FY 2008 and FY 2009. The caliber of faculty and staff at the UW has been instrumental in creating a high-quality academic environment and allowing the University to successfully compete for federal research funding. Compensation must be set at a competitive level for the UW to recruit and retain high-quality faculty, staff, and students.

**PL AI Awards for Teaching Excellence**

Funding is requested to provide permanent salary increases to faculty members who receive awards or recognition for outstanding teaching and service. The ability of faculty to motivate, inspire, and support students is a critical element of providing an excellent educational experience to students.

**State of Washington  
Recommendation Summary**

**Agency: 360 University of Washington**

**PL AJ Leadership Community Values Init.**

In April 2005, the Leadership, Community and Values Initiative (LCVI) was launched with the goal of creating an environment at the UW that recognizes, enhances, and sustains leadership at all levels of the university community. Funds are requested for additional staff support to expand efforts currently underway in the following four areas: 1) fostering leadership at all levels of the university community, 2) expanding opportunities for professional development and career advancement, 3) building a greater university community, and 4) recruiting and retaining diverse staff and faculty.

**PL AL Intl Learning Opportunities**

Funding is requested to increase student access to international educational experiences. In a knowledge-driven, globally competitive economic environment, international experiences are critical elements of the modern higher education experience. Students gain valuable educational perspectives, skills, and cultural awareness from international learning and services opportunities.

**PL AM Global Health Teaching & Research**

Funding is requested to support research and teaching activities in the Department of Global Health. The department was established in January 2006 and is jointly operated by the University of Washington's School of Medicine and School of Public Health and Community Medicine.

**PL AN Health Sciences Expansion**

Funding is requested to: 1) expand the University of Washington's School of Medicine (UWSOM) to include a first-year WWAMI site in Spokane and 2) establish a new Regional Initiative in Dental Education (RIDE) program through the University of Washington's School of Dentistry (UWSOD) with an initial site in Spokane. The proposal is a joint effort between the University of Washington (UW), Washington State University (WSU), and Eastern Washington University (EWU) to address the growing need for physicians and dentists in Spokane and surrounding rural counties.

Each year, beginning in fall 2008, 20 medical and 8 dental students will take first-year classes at the Spokane-Riverpoint campus. After the first year, medical students will join their classmates in Seattle for second year classes and then an increased number of students will spend much of their third and fourth years in clinical training sites in and near Spokane and throughout eastern Washington. Dental students will join classmates in Seattle for most of the second and third-year classes and clinical training sites will be established for extensive rotations for fourth-year students.

**PL AP Interdisciplinary Research**

Cutting-edge, interdisciplinary research is a distinguishing characteristic of the UW -- for over 30 years, the UW has received more federal research funding than any other American public university. Funding is requested to support the recruitment of a few small groups of faculty with expertise in emerging areas of interdisciplinary research. Research areas that may be supported with these funds include: creation of a nanotechnology institute, the NEPTUNE Project, molecular engineering, regenerative sciences, computational intensive research, and environmental stewardship projects. State investments in research at the UW produce economic and societal benefits to the citizens of Washington and help support the broad range of research and educational programs offered to students attending the UW.

**PL AR O&M for Research Space**

Funds are requested to support operations and routine maintenance costs for the UW Research and Technology (R&T) Building. Research conducted at the UW and supported by federal and private resources provides significant economic benefits to the state and important educational opportunities for students. By providing state resources for operations and maintenance funding, resources can be directed into new research activities that have the potential to generate additional federal and private funding.

**State of Washington**  
**Recommendation Summary**

**Agency: 360 University of Washington**

**PL AS O&M for New and Renovated Space**

A total of \$1.5 million is requested to increase the level of state support for operations and maintenance (O&M) costs on Guggenheim Hall, Architecture Hall, and Johnson Hall. The complete renovation of Johnson Hall was completed in the 2006. Both Architecture and Guggenheim Halls are currently undergoing major building renovations which are expected to be completed in September 2007. New funding will support a level of operations and maintenance funding for these buildings that is targeted to 100 percent of recommended level as established by formula, and will make progress toward the UW's long-term goal of increasing overall O&M funding for the UW to 80 percent of the recommended level.

In addition, a total of \$10.8 million in state support is requested in the 2007-09 biennium for O&M costs associated with the newly acquired Safeco office buildings. The UW is requesting state support for operations and routine maintenance costs and utilities on the facility beginning in January 2008 at which time UW units will occupy the buildings.

**PL AT Enterprise Risk & Compliance Mgmt**

Funds are requested to enhance the University's risk management and compliance efforts by: 1) developing an enterprise risk management approach to holistically identify, assess, mitigate, and monitor institution-wide risks; 2) establishing a Compliance Council responsible for coordinating institutional compliance requirements, evaluating and assessing compliance issues and programs, and supporting training for department units with day-to-day compliance responsibilities; 3) providing mediation services for complaint resolution; and 4) targeting new audit resources to those areas of highest risk including health sciences research, information technology infrastructure, and other emerging areas.

**PL AU Instructional & Admin Technology**

The UW has established two technology advisory committees. The Academic Technology Advisory Committee evaluates and makes recommendations about technology improvements that are directly in support of teaching. The Information Technology Committee evaluates and makes recommendations about the UW's administrative computing needs. State support is requested to implement some of the advisory committee recommendations including: replacing or enhancing classroom technology, expanding programs that help faculty integrate technology into their teaching, maintaining and enhancing existing administrative computing systems, and possibly supporting initial planning efforts regarding the replacement of some administrative systems.

**PL AW Policy Consensus Center**

Funding is requested to support the activities of the Policy Consensus Center (PCC). The PCC is a joint program of Washington State University (WSU) and the University of Washington (UW) dedicated to assisting government, tribal, business, agricultural, environmental, and other community leaders to work together to resolve disputes and build consensus around difficult public policy issues. The center's activities focus on three major areas: 1) providing an objective forum and assistance with conflict resolution or policy enhancement; 2) building capacities through assessment, training, and consulting that broaden stakeholders' perspectives, thus improving their abilities to work together; 3) researching and disseminating best practices in conflict resolution and policy problem solving, and mechanisms to close the gaps between science and policy.





State of Washington  
**Recommendation Summary**

**Agency: 360 University of Washington**

Dollars in Thousands

	Annual Average FTEs	General Fund State	Other Funds	Total Funds
<b>Program: 010 Instruction</b>				
<b>2005-07 Current Biennium Total</b>	<b>5,483.9</b>	<b>403,705</b>	<b>506,220</b>	<b>909,925</b>
CL 1A UWT Autism Center				
CL 1E Enrollments	20.0		7,735	7,735
CL 1H Global Health Initiative		(500)		(500)
CL 1I Lower Division Planning Funds		(200)		(200)
CL 1J Search for Young Scholars Program		150		150
CL 1K Korean Studies Chair		(500)		(500)
CL 1M Math & Science Enrollments		2,500		2,500
CL 2D Strategic Purchasing		(664)		(664)
CL 2G Super Coalition Health Benefits		(666)	(563)	(1,229)
CL 99 OASI Adjustments		139		139
<b>Total Carry Forward Level</b>	<b>5,503.9</b>	<b>403,964</b>	<b>513,392</b>	<b>917,356</b>
Percent Change from Current Biennium	.4%	.1%	1.4%	.8%
<b>Carry Forward plus Workload Changes</b>	<b>5,503.9</b>	<b>403,964</b>	<b>513,392</b>	<b>917,356</b>
Percent Change from Current Biennium	.4%	.1%	1.4%	.8%
M2 99 OASI Adjustments		400		400
M2 AV TA/RA Health Benefits		632		632
M2 AX Strategic Purchasing		400		400
<b>Total Maintenance Level</b>	<b>5,503.9</b>	<b>405,396</b>	<b>513,392</b>	<b>918,788</b>
Percent Change from Current Biennium	.4%	.4%	1.4%	1.0%
PL AA New Enrollments	64.5	12,898		12,898
PL AH Competitive Compensation		39,123		39,123
PL AI Awards for Teaching Excellence		225		225
PL AL Intl Learning Opportunities	7.5	1,500		1,500
PL AM Global Health Teaching & Research	12.5	2,500		2,500
PL AN Health Sciences Expansion	22.5	4,506		4,506
PL AP Interdisciplinary Research	7.5	3,000		3,000
<b>Subtotal - Performance Level Changes</b>	<b>114.5</b>	<b>63,752</b>		<b>63,752</b>
<b>2007-09 Total Proposed Budget</b>	<b>5,618.3</b>	<b>469,148</b>	<b>513,392</b>	<b>982,540</b>
Percent Change from Current Biennium	2.5%	16.2%	1.4%	8.0%

State of Washington  
Recommendation Summary

Agency: **360 University of Washington**

Dollars in Thousands

	Annual Average FTEs	General Fund State	Other Funds	Total Funds
<b>Program: 020 Research</b>				
<b>2005-07 Current Biennium Total</b>	<b>149.1</b>	<b>4,033</b>	<b>20,231</b>	<b>24,264</b>
CL 1A UWT Autism Center				
CL 2F Classification Revisions				
CL 2G Super Coalition Health Benefits			(9)	(9)
CL 2I Pension Rate Biennialization			31	31
CL 2L Non-represented Salary COLA			(26)	(26)
CL 2M Nonrepresented Health Benefits			46	46
CL AE Multiple Bargaining Units			(10)	(10)
<b>Total Carry Forward Level</b>	<b>149.1</b>	<b>4,033</b>	<b>20,263</b>	<b>24,296</b>
Percent Change from Current Biennium			.2%	.1%
<b>Carry Forward plus Workload Changes</b>	<b>149.1</b>	<b>4,033</b>	<b>20,263</b>	<b>24,296</b>
Percent Change from Current Biennium			.2%	.1%
M2 AY Adjustmts to Accident Fd & Med Aid			69	69
<b>Total Maintenance Level</b>	<b>149.1</b>	<b>4,033</b>	<b>20,332</b>	<b>24,365</b>
Percent Change from Current Biennium			.5%	.4%
PL AA New Enrollments	0.8	144		144
PL AH Competitive Compensation		437		437
<b>Subtotal - Performance Level Changes</b>	<b>0.8</b>	<b>581</b>		<b>581</b>
<b>2007-09 Total Proposed Budget</b>	<b>149.8</b>	<b>4,614</b>	<b>20,332</b>	<b>24,946</b>
Percent Change from Current Biennium	.5%	14.4%	.5%	2.8%

**State of Washington  
Recommendation Summary**

**Agency: 360 University of Washington**

Dollars in Thousands

	<b>Annual Average FTEs</b>	<b>General Fund State</b>	<b>Other Funds</b>	<b>Total Funds</b>
<b>Program: 030 Community and Public Service</b>				
<b>2005-07 Current Biennium Total</b>	<b>198.9</b>	<b>3,300</b>	<b>29,180</b>	<b>32,480</b>
CL 1A UWT Autism Center		100		100
CL 1P Pacific NW Seismic Network		400		400
CL 1Y MESA Outreach Program		300		300
<b>Total Carry Forward Level</b>	<b>198.9</b>	<b>4,100</b>	<b>29,180</b>	<b>33,280</b>
Percent Change from Current Biennium		24.2%		2.5%
<b>Carry Forward plus Workload Changes</b>	<b>198.9</b>	<b>4,100</b>	<b>29,180</b>	<b>33,280</b>
Percent Change from Current Biennium		24.2%		2.5%
<b>Total Maintenance Level</b>	<b>198.9</b>	<b>4,100</b>	<b>29,180</b>	<b>33,280</b>
Percent Change from Current Biennium		24.2%		2.5%
PL AA New Enrollments	0.4	81		81
PL AG P-12 Outreach	3.8	750		750
PL AH Competitive Compensation		245		245
PL AW Policy Consensus Center	3.0	400		400
<b>Subtotal - Performance Level Changes</b>	<b>7.2</b>	<b>1,476</b>		<b>1,476</b>
<b>2007-09 Total Proposed Budget</b>	<b>206.0</b>	<b>5,576</b>	<b>29,180</b>	<b>34,756</b>
Percent Change from Current Biennium	3.6%	69.0%		7.0%

State of Washington  
Recommendation Summary

Agency: **360 University of Washington**

Dollars in Thousands

	Annual Average FTEs	General Fund State	Other Funds	Total Funds
<b>Program: 040 Primary Service</b>				
<b>2005-07 Current Biennium Total</b>	<b>855.7</b>	<b>60,851</b>	<b>81,332</b>	<b>142,183</b>
CL 1A UWT Autism Center				
CL 1S Burke Museum Outreach	2.5	150		150
<b>Total Carry Forward Level</b>	<b>858.2</b>	<b>61,001</b>	<b>81,332</b>	<b>142,333</b>
Percent Change from Current Biennium	.3%	.2%		.1%
<b>Carry Forward plus Workload Changes</b>	<b>858.2</b>	<b>61,001</b>	<b>81,332</b>	<b>142,333</b>
Percent Change from Current Biennium	.3%	.2%		.1%
<b>Total Maintenance Level</b>	<b>858.2</b>	<b>61,001</b>	<b>81,332</b>	<b>142,333</b>
Percent Change from Current Biennium	.3%	.2%		.1%
PL AA New Enrollments	9.8	1,953		1,953
PL AH Competitive Compensation		5,924		5,924
<b>Subtotal - Performance Level Changes</b>	<b>9.8</b>	<b>7,877</b>		<b>7,877</b>
<b>2007-09 Total Proposed Budget</b>	<b>868.0</b>	<b>68,878</b>	<b>81,332</b>	<b>150,210</b>
Percent Change from Current Biennium	1.4%	13.2%		5.6%

State of Washington  
Recommendation Summary

Agency: 360 University of Washington

Dollars in Thousands	Annual Average FTEs	General Fund State	Other Funds	Total Funds
<b>Program: 050 Library</b>				
<b>2005-07 Current Biennium Total</b>	<b>459.1</b>	<b>40,164</b>	<b>37,218</b>	<b>77,382</b>
CL 1A UWT Autism Center				
<b>Total Carry Forward Level</b>	<b>459.1</b>	<b>40,164</b>	<b>37,218</b>	<b>77,382</b>
Percent Change from Current Biennium				
<b>Carry Forward plus Workload Changes</b>	<b>459.1</b>	<b>40,164</b>	<b>37,218</b>	<b>77,382</b>
Percent Change from Current Biennium				
<b>Total Maintenance Level</b>	<b>459.1</b>	<b>40,164</b>	<b>37,218</b>	<b>77,382</b>
Percent Change from Current Biennium				
PL AA New Enrollments	7.0	1,402		1,402
PL AH Competitive Compensation		4,252		4,252
<b>Subtotal - Performance Level Changes</b>	<b>7.0</b>	<b>5,654</b>		<b>5,654</b>
<b>2007-09 Total Proposed Budget</b>	<b>466.1</b>	<b>45,818</b>	<b>37,218</b>	<b>83,036</b>
Percent Change from Current Biennium	1.5%	14.1%		7.3%

**State of Washington  
Recommendation Summary**

**Agency: 360 University of Washington**

Dollars in Thousands	Annual Average FTEs	General Fund State	Other Funds	Total Funds
<b>Program: 060 Student Services</b>				
<b>2005-07 Current Biennium Total</b>	<b>274.5</b>	<b>19,100</b>	<b>26,588</b>	<b>45,688</b>
CL 1A UWT Autism Center				
<b>Total Carry Forward Level</b>	<b>274.5</b>	<b>19,100</b>	<b>26,588</b>	<b>45,688</b>
Percent Change from Current Biennium				
<b>Carry Forward plus Workload Changes</b>	<b>274.5</b>	<b>19,100</b>	<b>26,588</b>	<b>45,688</b>
Percent Change from Current Biennium				
<b>Total Maintenance Level</b>	<b>274.5</b>	<b>19,100</b>	<b>26,588</b>	<b>45,688</b>
Percent Change from Current Biennium				
PL AA New Enrollments	3.2	642		642
PL AB Undergraduate Experience	11.3	2,250		2,250
PL AC Diversity Support Services	3.8	750		750
PL AD Graduate Student Advising/Mentoring	3.8	750		750
PL AH Competitive Compensation		1,950		1,950
<b>Subtotal - Performance Level Changes</b>	<b>22.0</b>	<b>6,342</b>		<b>6,342</b>
<b>2007-09 Total Proposed Budget</b>	<b>296.5</b>	<b>25,442</b>	<b>26,588</b>	<b>52,030</b>
Percent Change from Current Biennium	8.0%	33.2%		13.9%

State of Washington  
Recommendation Summary

Agency: **360 University of Washington**

Dollars in Thousands

	Annual Average FTEs	General Fund State	Other Funds	Total Funds
<b>Program: 070 Hospitals</b>				
<b>2005-07 Current Biennium Total</b>	<b>3,493.2</b>	<b>31,822</b>	<b>827,567</b>	<b>859,389</b>
CL 1A UWT Autism Center				
CL 2F Classification Revisions			1	1
CL 2G Super Coalition Health Benefits			(1,333)	(1,333)
CL 2I Pension Rate Biennialization			4,935	4,935
CL 2J Personnel Litigation Settlement			102	102
CL 2L Non-represented Salary COLA			(502)	(502)
CL 2M Nonrepresented Health Benefits			774	774
CL AE Multiple Bargaining Units			(998)	(998)
<b>Total Carry Forward Level</b>	<b>3,493.2</b>	<b>31,822</b>	<b>830,546</b>	<b>862,368</b>
Percent Change from Current Biennium			.4%	.3%
<b>Carry Forward plus Workload Changes</b>	<b>3,493.2</b>	<b>31,822</b>	<b>830,546</b>	<b>862,368</b>
Percent Change from Current Biennium			.4%	.3%
<b>Total Maintenance Level</b>	<b>3,493.2</b>	<b>31,822</b>	<b>830,546</b>	<b>862,368</b>
Percent Change from Current Biennium			.4%	.3%
PL AA New Enrollments	3.2	641		641
PL AH Competitive Compensation		1,944		1,944
<b>Subtotal - Performance Level Changes</b>	<b>3.2</b>	<b>2,585</b>		<b>2,585</b>
<b>2007-09 Total Proposed Budget</b>	<b>3,496.4</b>	<b>34,407</b>	<b>830,546</b>	<b>864,953</b>
Percent Change from Current Biennium	.1%	8.1%	.4%	.6%

**State of Washington  
Recommendation Summary**

**Agency: 360 University of Washington**

Dollars in Thousands

	<b>Annual Average FTEs</b>	<b>General Fund State</b>	<b>Other Funds</b>	<b>Total Funds</b>
<b>Program: 080 Institutional Support</b>				
<b>2005-07 Current Biennium Total</b>	<b>1,067.6</b>	<b>56,616</b>	<b>118,962</b>	<b>175,578</b>
CL 1A UWT Autism Center				
CL 2B Central Service Agency Charges		(16)	(5)	(21)
CL AK Police Management Association		12		12
<b>Total Carry Forward Level</b>	<b>1,067.6</b>	<b>56,612</b>	<b>118,957</b>	<b>175,569</b>
Percent Change from Current Biennium		.0%	.0%	.0%
<b>Carry Forward plus Workload Changes</b>	<b>1,067.6</b>	<b>56,612</b>	<b>118,957</b>	<b>175,569</b>
Percent Change from Current Biennium		.0%	.0%	.0%
<b>Total Maintenance Level</b>	<b>1,067.6</b>	<b>56,612</b>	<b>118,957</b>	<b>175,569</b>
Percent Change from Current Biennium		.0%	.0%	.0%
PL AA New Enrollments	10.1	2,018		2,018
PL AH Competitive Compensation		6,122		6,122
PL AJ Leadership Community Values Init.	2.5	500		500
PL AT Enterprise Risk & Compliance Mgmt	6.0	1,500		1,500
PL AU Instructional & Admin Technology	12.5	5,000		5,000
<b>Subtotal - Performance Level Changes</b>	<b>31.1</b>	<b>15,140</b>		<b>15,140</b>
<b>2007-09 Total Proposed Budget</b>	<b>1,098.7</b>	<b>71,752</b>	<b>118,957</b>	<b>190,709</b>
Percent Change from Current Biennium	2.9%	26.7%	.0%	8.6%



State of Washington  
Recommendation Summary

Agency: **360 University of Washington**

Dollars in Thousands

	Annual Average FTEs	General Fund State	Other Funds	Total Funds
<b>Program: 090 Plant Operations &amp; Maintenance</b>				
<b>2005-07 Current Biennium Total</b>	<b>998.1</b>	<b>70,635</b>	<b>101,607</b>	<b>172,242</b>
CL 1A UWT Autism Center				
CL 1B BioE/Genome Sci. Building		2,000		2,000
CL 1L Life Sciences Research		2,400		2,400
CL 2C Fuel/Utility Cost Assistance		(1,008)		(1,008)
CL 2D Strategic Purchasing		(664)		(664)
CL 2F Classification Revisions		20	14	34
CL 2I Pension Rate Biennialization		830	3,806	4,636
CL 2J Personnel Litigation Settlement		2	5	7
CL 2L Non-represented Salary COLA		(1,811)	(1,037)	(2,848)
CL 2M Nonrepresented Health Benefits		3,306	2,243	5,549
CL AE Multiple Bargaining Units		(359)	(675)	(1,034)
CL AF WFSE Skilled Trades		(93)		(93)
<b>Total Carry Forward Level</b>	<b>998.1</b>	<b>75,258</b>	<b>105,963</b>	<b>181,221</b>
Percent Change from Current Biennium		6.5%	4.3%	5.2%
<b>Carry Forward plus Workload Changes</b>	<b>998.1</b>	<b>75,258</b>	<b>105,963</b>	<b>181,221</b>
Percent Change from Current Biennium		6.5%	4.3%	5.2%
M2 AQ Restore O&M Fund Shift		25,825		25,825
M2 AX Strategic Purchasing		400		400
<b>Total Maintenance Level</b>	<b>998.1</b>	<b>101,483</b>	<b>105,963</b>	<b>207,446</b>
Percent Change from Current Biennium		43.7%	4.3%	20.4%
PL AA New Enrollments	11.5	2,301		2,301
PL AH Competitive Compensation		6,978		6,978
PL AR O&M for Research Space	11.2	3,344		3,344
PL AS O&M for New and Renovated Space	41.2	12,286		12,286
<b>Subtotal - Performance Level Changes</b>	<b>63.9</b>	<b>24,909</b>		<b>24,909</b>
<b>2007-09 Total Proposed Budget</b>	<b>1,062.0</b>	<b>126,392</b>	<b>105,963</b>	<b>232,355</b>
Percent Change from Current Biennium	6.4%	78.9%	4.3%	34.9%

State of Washington  
Recommendation Summary

Agency: 360 University of Washington

Dollars in Thousands

	Annual Average FTEs	General Fund State	Other Funds	Total Funds
<b>Program: 100 Sponsored Research</b>				
<b>2005-07 Current Biennium Total</b>	<b>6,787.5</b>		<b>1,347,995</b>	<b>1,347,995</b>
CL 1A UWT Autism Center				
CL 2F Classification Revisions			1	1
CL 2G Super Coalition Health Benefits			(563)	(563)
CL 2I Pension Rate Biennialization			2,793	2,793
CL 2J Personnel Litigation Settlement			38	38
CL 2L Non-represented Salary COLA			(2,456)	(2,456)
CL 2M Nonrepresented Health Benefits			4,889	4,889
CL AE Multiple Bargaining Units			(663)	(663)
<b>Total Carry Forward Level</b>	<b>6,787.5</b>		<b>1,352,034</b>	<b>1,352,034</b>
Percent Change from Current Biennium			.3%	.3%
<b>Carry Forward plus Workload Changes</b>	<b>6,787.5</b>		<b>1,352,034</b>	<b>1,352,034</b>
Percent Change from Current Biennium			.3%	.3%
<b>Total Maintenance Level</b>	<b>6,787.5</b>		<b>1,352,034</b>	<b>1,352,034</b>
Percent Change from Current Biennium			.3%	.3%
<b>Subtotal - Performance Level Changes</b>	<b>0.0</b>			
<b>2007-09 Total Proposed Budget</b>	<b>6,787.5</b>		<b>1,352,034</b>	<b>1,352,034</b>
Percent Change from Current Biennium			.3%	.3%



**TAB C**



**University of Washington**  
**2007-09 Operating Budget Request**  
*Executive Summary*

## Overview

In order for the University of Washington to continue to provide a high-quality education to students and prepare graduates to be competitive in Washington's global, knowledge-based economy, total funding – from both the capital and operating budget – must be set at a more competitive level than has been the case for the past 15 years.

The UW's 2007-09 capital and operating budget requests reflect conversations held in 2006 about the future vision, goals, and objectives for the University. Specific goals guiding the University's actions in the upcoming biennium include:

1. Attracting a diverse and excellent student body and providing them with a rich learning experience.
2. Attracting and retaining an outstanding and diverse faculty and staff.
3. Strengthening interdisciplinary research and scholarship to tackle “grand challenge” problems that will benefit society and stimulate economic development.
4. Expanding the reach of the University of Washington across the globe.
5. Insuring the highest level of integrity, compliance, and stewardship.

To achieve these goals, the University must have a more competitive level of resources. Using the Global Challenge States (GCS) identified in the Governor's Washington Learns initiative, a more relevant group of competitor institutions has been identified by which to benchmark and evaluate the level of core operating investment provided to UW students. Comparisons to these institutions show that in 2004-05 there is approximately a \$4,000 gap (per student) between the resources invested in the UW's academic core and the “average” investment made at similar public research institutions in the GCS.

**Global Challenge Peer States**  
**State Flagships with Medical Schools**  
**Funding per FTE Student, Fiscal Year 2004-05**

Institution	State & Local Appropriations	Tuition and Fees	Total Funding	FTE Students	Funding Per FTE	UG Resident Tuition & Fees Full Time 2005-06
Rutgers U - w/ U of Medicine & Dentistry of NJ	\$ 884,965,000	\$ 416,986,000	\$ 1,301,951,000	47,158	\$27,608	\$ 8,934
U of California, Los Angeles	\$ 560,844,000	\$ 283,964,000	\$ 844,808,000	35,103	\$24,067	\$ 6,504
U of North Carolina, Chapel Hill	\$ 406,672,962	\$ 164,456,925	\$ 571,129,887	23,767	\$24,030	\$ 4,613
U of Connecticut-w/UC School of Medicine & Dentistry	\$ 397,665,989	\$ 167,327,954	\$ 564,993,943	23,836	\$23,704	\$ 7,912
U of California, Davis	\$ 391,969,000	\$ 205,362,000	\$ 597,331,000	27,397	\$21,803	\$ 7,457
U of Minnesota -Twin Cities	\$ 512,387,569	\$ 385,316,095	\$ 897,703,664	40,809	\$21,998	\$ 8,622
<b>Average</b>					<b>\$21,261</b>	<b>\$ 7,278</b>
U of Maryland - College Park & Baltimore	\$ 443,779,415	\$ 316,745,670	\$ 760,525,085	35,986	\$21,134	\$ 7,821
U of Massachusetts - Amherst & Worcester	\$ 261,844,875	\$ 196,893,452	\$ 458,738,327	22,217	\$20,648	\$ 9,278
U of California-San Diego	\$ 267,844,000	\$ 176,265,000	\$ 444,109,000	23,924	\$18,563	\$ 6,685
U of Virginia	\$ 132,179,955	\$ 239,873,951	\$ 372,053,906	20,619	\$18,044	\$ 7,370
<b>U of Washington - All Campuses</b>	<b>\$ 323,416,744</b>	<b>\$ 331,978,490</b>	<b>\$ 655,395,234</b>	<b>37,694</b>	<b>\$17,387</b>	<b>\$ 6,610</b>
U of California-Irvine	\$ 218,070,000	\$ 171,301,000	\$ 389,371,000	23,521	\$16,554	\$ 6,770
U of Colorado - Boulder & Denver & Health Sciences	\$ 135,036,514	\$ 376,422,471	\$ 511,458,985	38,493	\$13,287	\$ 5,372

Average (excluding UW)

\$21,261

\$7,278

Difference Between Group Average & UW

\$3,874

\$1,668

To close this resource gap and make progress on achieving our goals, the UW proposes to implement a pilot resource plan that will close the \$4,000 per student funding gap over the next six years. The plan

clearly articulates the University's goals, identifies how progress will be measured and evaluated, and establishes the investments required to be successful. The UW's 2007-09 operating and capital budget requests represent the first two years of investments associated with this plan. As part of the pilot, the UW will establish a set of targeted goals in collaboration with the Governor and the Legislature to increase performance.

### **2007-09 Budget Request**

Additional investments requested in the University's 2007-09 budget proposal will have an direct impact on the academic experience of students and these investments can be categorized as follows:

#### ***Excellence and Access to Higher Education***

- Increased undergraduate enrollments at all three UW campuses.
- Competitive compensation for faculty and staff.
- Support for efforts that improve the academic experience of students including:
  - increased advising and mentoring services.
  - support for students from diverse backgrounds.
  - greater outreach to P-12 programs.
  - increased international learning opportunities.
- Increased investments in new and renovated academic facilities.
- Increased investments in instructional and administrative technology.

#### ***Making Washington Better through Research and Public Service***

- Expanded medical and dental training to Spokane.
- Operations and maintenance support for research facilities.
- Support for interdisciplinary research projects.

#### ***Making Global Connections and Competing in the World Economy***

- Increased enrollments in high-demand fields.
- Research and teaching activities related to global health.
- Support for interdisciplinary research projects.

Funding policies for higher education must more readily recognize the integrated relationship between state appropriations and tuition -- which are the primary resources that support the costs of student instruction. If sufficient state support cannot be provided to support the UW's 2007-09 budget request, the UW would like statutory permission to set resident undergraduate tuition rates on a pilot basis for six years, in order to fund these items with revenues from the general fund and tuition.

### **Policy Requests**

The University of Washington would like to work with the Governor's Office and the Legislature during the 2007 legislative session to pursue the following operating budget policy initiatives:

- Undergraduate Resident Tuition Authority
- Increased Funding for Need-Based Financial Aid

Additional detail on these proposals will be submitted in late September 2006.







State of Washington  
**Decision Package**

**Agency:** 360 University of Washington

**Decision Package Code/Title:** AQ Restore O&M Fund Shift

**Budget Period:** 2007-09

**Budget Level:** M2 - Inflation and Other Rate Changes

**Recommendation Summary Text:**

A total of \$25.8 million in operating funds to the UW for routine maintenance and preventive inspections, mechanical adjustments, and minor work to replace or repair building systems, surfaces, or materials was shifted from the operating budget to the capital budget in the 2003-05 and 2005-07 enacted biennial budgets. Funds are requested in the 2007-09 budget to restore this funding to the operating budget.

**Fiscal Detail**

<b>Operating Expenditures</b>	<b><u>FY 2008</u></b>	<b><u>FY 2009</u></b>	<b><u>Total</u></b>
001-1 General Fund - Basic Account-State	12,912,000	12,913,000	25,825,000
<b>Total Cost</b>	<b>12,912,000</b>	<b>12,913,000</b>	<b>25,825,000</b>

**Package Description:**

A total of \$20,108,000 was shifted from the operating budget to the capital budget in the 2003-05 enacted biennial budget. An additional \$5,717,000 was shifted from the operating budget to the capital budget in the 2005-07 enacted biennial budget - so in total \$25,825,000 of building operations and maintenance is funded from the enacted capital budget in 2005-07. The UW is requesting to restore these funds to the operating budget in the 2007-09 biennium.

**Narrative Justification and Impact Statement**

***How contributes to strategic plan:***

**University Goal:**

Goal 5: Ensure the highest level of integrity, compliance, and stewardship.

***Reason for change:***

By using state bonds to fund what have historically been viewed as operating budget responsibilities, fewer resources are available to address the capital funding needs of higher education institutions. The UW, like many institutions of higher education around the country, faces significant challenges in getting sufficient capital resources to restore core facilities and infrastructure while planning for institutional and program growth. This shortfall in capital funding leaves substantial UW facility needs unmet and affects the University's ability to deliver core campus functions in teaching, research, and public service. In addition, this "shift" to the capital budget was made at a time when the general fund operating budget was in fiscal distress. Now that state operating budget conditions have improved, it is appropriate to return responsibility for supporting these functions to their traditional expenditure category.

***Impact on clients and services:***

As long as this critical building operations and maintenance funding is provided in either the State operating budget or in the State capital budget, the current level of service will be maintained and there will be no impact on services.

***Impact on other state programs:***

None.

***Relationship to capital budget:***

By funding operations and maintenance from the operating budget, Education Construction Account funds will no longer be needed for this purpose in the 2007-09 biennium.

***Required changes to existing RCW, WAC, contract, or plan:***

None.

***Budget impacts in future biennia:***

Costs associated with this proposal would continue in future biennium.

***Distinction between one-time and ongoing costs:***

All costs are on-going.

***Effects of non-funding:***

As long as building operations and maintenance funding is provided in the state capital budget for this purpose, the current level of service will be maintained.

***Expenditure Calculations and Assumptions:***

A total of \$20,108,000 was shifted from the operating budget to the capital budget in the 2003-05 enacted biennial budget.

An additional \$5,717,000 was shifted from the operating budget to the capital budget in the 2005-07 enacted biennial budget - so in total \$25,825,000 of building operations and maintenance is funded from the enacted capital budget in 2005-07.

State of Washington  
Decision Package

**Agency:** 360 University of Washington

**Decision Package Code/Title:** 99 OASI Adjustments

**Budget Period:** 2007-09

**Budget Level:** M2 - Inflation and Other Rate Changes

**Recommendation Summary Text:**

Funding is requested for increased employer contributions associated with scheduled increases in the contribution base subject to Old-Age and Survivors Insurance (OASI) taxes.

**Fiscal Detail**

Operating Expenditures	<u>FY 2008</u>	<u>FY 2009</u>	<u>Total</u>
001-1 General Fund - Basic Account-State	139,000	261,000	400,000
<b>Total Cost</b>	<b>139,000</b>	<b>261,000</b>	<b>400,000</b>

***Expenditure Calculations and Assumptions:***

**Max Sal Contribution Base**

	<u>2006</u>	<u>2007</u>	<u>2008</u>	<u>2009</u>	<u>FY2008</u>	<u>FY2009</u>	<u>Biennium total</u>	<u>OASI Percent rate</u>
Calendar Year	\$ 94,200	\$ 98,400	\$ 102,300	\$ 106,800				6.2%
Fiscal Year		\$ 96,300	\$ 100,350	\$ 104,550				
<b>GOF</b> # of employees w/ sal >= Max Sal Contr Base			553	468				
Base increase X number of employees			\$ 2,239,650	\$ 1,965,600				
OASI request [Base increase * OASI rate]			\$ 139,000	\$ 122,000	\$ 139,000	\$ 261,000	\$ 400,000	
<b>608</b> # of employees w/ sal >= Max Sal Contr Base			0	0				
Base increase [\$3,900 * # employees]			\$ -	\$ -				
OASI request [Base increase * OASI rate]			\$ -	\$ -	\$ -	\$ -	\$ -	
<b>609</b> # of employees w/ sal >= Max Sal Contr Base			0	0				
Base increase [\$3,900 * # employees]			\$ -	\$ -				
OASI request [Base increase * OASI rate]			\$ -	\$ -	\$ -	\$ -	\$ -	

State of Washington  
**Decision Package**

**Agency:** 360 University of Washington

**Decision Package Code/Title:** AV TA/RA Health Benefits

**Budget Period:** 2007-09

**Budget Level:** M2 - Inflation and Other Rate Changes

**Recommendation Summary Text:**

Funding is requested for projected cost increases of 5 percent in FY 2008 and 5 percent in FY 2009 for health insurance benefits provided to teaching and research assistants.

**Fiscal Detail**

Operating Expenditures	<u>FY 2008</u>	<u>FY 2009</u>	<u>Total</u>
001-1 General Fund - Basic Account-State	207,000	425,000	632,000
<b>Total Cost</b>	<b>207,000</b>	<b>425,000</b>	<b>632,000</b>

***Expenditure Calculations and Assumptions:***

	<b>FY 2008</b>	<b>FY2009</b>	<b>2007-09</b>
2007-09 Budget Request	\$ 207,000	\$ 425,000	\$ 632,000

**Assumptions:**

*Projected Increase* 5%

	<b>2006-07</b>	<b>2007-2008</b>	<b>2008-2009</b>
Cost Per Student	\$ 2,511	\$ 2,637	\$ 2,768
Number of Students	1,650	1,650	1,650
Estimated Cost	\$ 4,143,150	\$ 4,350,308	\$ 4,567,823

State of Washington  
**Decision Package**

**Agency:** 360 University of Washington

**Decision Package Code/Title:** AX Strategic Purchasing

**Budget Period:** 2007-09

**Budget Level:** M2 - Inflation and Other Rate Changes

**Recommendation Summary Text:**

Funding is requested to restore \$800,000 of the \$1.3 million in savings assumed in the UW's base budget due to new state strategic purchasing initiatives (Smart Buy). Smart Buy contracts have provided some opportunities for additional savings, however there are many contract areas where the UW anticipates savings cannot be realized to the extent originally estimated.

**Fiscal Detail**

<b>Operating Expenditures</b>	<b><u>FY 2008</u></b>	<b><u>FY 2009</u></b>	<b><u>Total</u></b>
001-1 General Fund - Basic Account-State	400,000	400,000	800,000
<b>Total Cost</b>	<b>400,000</b>	<b>400,000</b>	<b>800,000</b>

**Package Description:**

In the original 2005-07 biennial budget, statewide general fund savings of \$25 million were assumed as a result of strategic purchasing through the "Smart Buy" initiative. The supplemental budget reduced the anticipated savings from \$25 million to \$22.2 million. Savings assumed in the University's budget in the carry-forward level for the 2007-09 biennium totals \$1.3 million in state funds.

Staff members have spent considerable time analyzing expenditure data to determine baseline levels of purchasing in the various contract categories. UW representatives have also participated on three bid teams in Olympia to improve the competitive contracts for items used by all agencies and institutions. The UW is evaluating Smart Buy contracts as they are awarded and uses those contracts when they meet the UW purchasing needs based on quality, service, and cost.

Smart Buy contracts have provided some opportunities for additional savings to the UW, however there are many contract areas where the UW does not anticipate savings can be achieved to the extent originally projected by the state. Funding is requested for the following reasons: 1) state delays in bidding out contracts have created uncertainty over the ability to achieve savings, 2) some Smart Buy contracts do not offer the same quality, service, and cost as existing UW contracts, 3) the original savings estimates assumed levels of purchasing and savings that cannot be realized.

Higher education institutions have been using strategic purchasing strategies for some time through the Washington Institutions of Public Higher Education buying consortium. Through WIPHE, as business officers bid new contracts they include a clause that offers other public higher education institutions the same pricing.

## Narrative Justification and Impact Statement

### *Expenditure Calculations and Assumptions:*

Summary of SmartBuy Analysis of UW Spending and Savings Estimates (**update 8-25-06**)

#### Information Technology

##### UW estimate of savings

IT contract programmers: \$ 40,000 per year [annual spend ~\$600,000, 7% savings]

PCs, laptops, servers *under review – insufficient data to make estimate*

PC contract awarded, but difficult to track actual purchases and compare pricing. UW Nebula pricing is exceptional, and it is not clear whether state SmartBuy PC pricing is better. SB has limited configurations, not suitable for many UW needs. IT Programmers contracts are being rebid so no pricing available for comparison; above estimate is best guess based on UW participation on the bid team.

#### Office Equipment and Supplies

##### UW estimate of savings

Equipment/copiers \$ 50,000 per year [annual spend \$2-4m, negligible savings]

Supplies \$ 200,000 per year [annual spend ~\$2.5m, 7% savings]

Office equipment/copiers being rebid; based on what was learned from first competitive process, UW estimates modest savings when a new contract is awarded. Office supplies contract provides about 7% savings over previous contract pricing, and UW is implementing it on eProcurement.

#### Other contracts

UW estimate NOTE: both contracts will cost MORE  
than in prior years

Car rentals/Travel <\$ 30,000 per year higher> approx 7% on \$400,000 annually

Facilities: fuel, vehicles <\$ 3,000 per year higher> negligible on \$900,000 annually

#### Summary

Estimated savings from above \$ 290,000 per year

**less** projected cost increases - 33,000

Projected net savings on  
SmartBuy contracts \$ 257,000 per year on over \$6.5m approx 4% savings average

Savings estimate will be updated once PC spend analysis is complete, and after rebid contracts awarded for IT Programmers and for Office Equipment.

State of Washington  
**Decision Package**

**Agency:** 360 University of Washington

**Decision Package Code/Title:** AY Adjustmts to Accident Fd & Med Aid

**Budget Period:** 2007-09

**Budget Level:** M2 - Inflation and Other Rate Changes

**Recommendation Summary Text:**

The 2005-07 enacted budget included cost-of-living adjustments of 3.2 percent in Fiscal Year 2006 and 1.6 percent in Fiscal Year 2007. Sufficient funding from the Medical Aid Account and Accident Fund Account was provided for adjustments to non-represented staff but adjustments were not provided for represented classified staff. This item requests funding to cover those increases in the 2007-09 biennium.

**Fiscal Detail**

<b>Operating Expenditures</b>	<b><u>FY 2008</u></b>	<b><u>FY 2009</u></b>	<b><u>Total</u></b>
608-1 Accident Account-State	11,484	17,486	28,970
609-1 Medical Aid Account-State	15,883	24,127	40,010
<b>Total Cost</b>	<b>27,367</b>	<b>41,613</b>	<b>68,980</b>

***Expenditure Calculations and Assumptions:***

Refer to "608 609 Projections.xls" for detailed calculations.



				FY06				FY07								
State Fund	Acc Cd	Occ Cd		State Increase %	Increase \$	Adjusted Base	Marginal Benefit Rate	Marginal Benefit \$	Total Increase + Benefits	State Increase %	Increase \$	Adjusted Base	Marginal Benefit Rate	Marginal Benefit \$	Total Increase + Benefits	Biennium Total - Increase + Benefits
608	0110			945,900 3.20%	30,269	976,169	14.20%	4,298	34,567	1.60%	15,619	991,788	14.52%	2,268	17,887	52,454
608	0170			507,756 3.20%	16,248	524,004	13.22%	2,148	18,396	1.60%	8,384	532,388	13.87%	1,163	9,547	27,943
608	0160	4765		10,116 3.20%	324	10,440	9.89%	32	356	1.60%	167	10,607	11.44%	19	186	542
608	0160	4859		16,272 3.20%	521	16,793	9.89%	51	572	1.60%	269	17,061	11.44%	31	299	872
608	0160	4860		17,904 3.20%	573	18,477	9.89%	57	630	1.60%	296	18,773	11.44%	34	329	959
Non Rep				1,497,948	47,934	1,545,882		6,586	54,521		24,734	1,570,617		3,514	28,248	82,769
608	0140			35,136 3.20%	1,124	36,260		0	1,124	1.60%	580	36,841	0.14%	1	581	1,705
608	0160	7036		35,808 3.20%	1,146	36,954	9.89%	113	1,259	1.60%	591	37,545	11.44%	68	659	1,918
608	0160	7037		77,160 3.20%	2,469	79,629	9.89%	244	2,713	1.60%	1,274	80,903	11.44%	146	1,420	4,133
608	0160	7068		43,644 3.20%	1,397	45,041	9.89%	138	1,535	1.60%	721	45,761	11.44%	82	803	2,338
608	0160	7255		14,808 3.20%	474	15,282	9.89%	47	521	1.60%	245	15,526	11.44%	28	272	793
608	0160	7256		92,052 3.20%	2,946	94,998	9.89%	291	3,237	1.60%	1,520	96,518	11.44%	174	1,694	4,931
608	0160	7257		31,140 3.20%	996	32,137	9.89%	99	1,095	1.60%	514	32,651	11.44%	59	573	1,668
Rep				329,748	10,552	340,300		932	11,484		5,445	345,745		557	6,002	17,486
Grand Total				1,827,696	58,486	1,886,183		7,519	66,005		30,179	1,916,362		4,072	34,251	100,256
609	0110			875,016 3.20%	28,001	903,017	14.20%	3,976	31,977	1.60%	14,448	917,465	14.52%	2,098	16,546	48,523
609	0160	4859		14,640 3.20%	468	15,109	9.89%	46	515	1.60%	242	15,350	11.44%	28	269	784
609	0170			563,688 3.20%	18,038	581,726	13.22%	2,385	20,423	1.60%	9,308	591,034	13.87%	1,291	10,599	31,021
Non Rep				1,453,344	46,507	1,499,851		6,407	52,914		23,998	1,523,849		3,417	27,414	80,328
609	0130			46,260 3.20%	1,480	47,740		0	1,480	1.60%	764	48,504	0.14%	1	765	2,245
609	0140			277,248 3.20%	8,872	286,120		0	8,872	1.60%	4,578	290,698	0.14%	6	4,584	13,456
609	0160	7244		31,032 3.20%	993	32,025	9.89%	98	1,091	1.60%	512	32,537	11.44%	59	571	1,662
609	0160	7255		44,424 3.20%	1,422	45,846	9.89%	141	1,562	1.60%	734	46,579	11.44%	84	817	2,380
609	0160	7256		81,828 3.20%	2,618	84,447	9.89%	259	2,877	1.60%	1,351	85,798	11.44%	155	1,506	4,383
Rep				480,792	15,385	496,178		498	15,883		7,939	504,116		305	8,243	24,127
Grand Total				1,934,136	61,892	1,996,029		6,905	68,797		31,936	2,027,965		3,721	35,658	104,455
Total 608 and 609				3,761,832	120,379	3,882,211		14,424	134,802		62,115	3,944,327		7,793	69,908	204,710

Notes:

1. No state funded salary increases in FY05
2. FY07 base does not include 2% settlement increase because it was only given to "in-class" faculty



State of Washington  
Decision Package

**Agency:** 360 University of Washington

**Decision Package Code/Title:** AH Competitive Compensation

**Budget Period:** 2007-09

**Budget Level:** PL - Performance Level

**Recommendation Summary Text:**

Funding is requested to provide an average salary increase of 5 percent for all classes of employees in both FY 2008 and FY 2009. The caliber of faculty and staff at the UW has been instrumental in creating a high-quality academic environment and allowing the University to successfully compete for federal research funding. Compensation must be set at a competitive level for the UW to recruit and retain high-quality faculty, staff, and students.

**Fiscal Detail**

Operating Expenditures		<u>FY 2008</u>	<u>FY 2009</u>	<u>Total</u>
001-1	General Fund - Basic Account-State	21,913,000	45,062,000	66,975,000
	<b>Total Cost</b>	<b>21,913,000</b>	<b>45,062,000</b>	<b>66,975,000</b>

**Package Description:**

The Governor's Washington Learns initiative has emphasized the importance of increasing the number of citizens that receive a post-secondary education in order to provide the citizens of Washington with the skills needed to be competitive in the global, knowledge-based economy. As part of Washington Learns, a group of peer states were identified that are considered competitive in the global, knowledge-based economy. These states are a subset of those with high rankings on the New Economy Index which evaluated states based on a set of economic indicators considered important in the new economy. The states, known as the Global Challenge States (GCS), include Massachusetts, Washington, California, Colorado, Maryland, New Jersey, Connecticut, Virginia, Minnesota, and North Carolina.

Washington State ranks six out of ten among peer states in terms of the average salary for professors at four-year institutions based on information provided to the Committee. With respect to compensation for full professors at research universities, Washington ranks next to last among peer states. The consultants concluded, "that the state is losing ground relative to the other GCS with respect to faculty salaries in four-year institutions."

Building upon the work of Washington Learns, the UW has further identified a set of peer institutions within the GCS by which to evaluate the relative performance of the UW to its peers on compensation. Table 1 compares faculty salaries all levels to peer institutions and the GCS average for all levels of faculty. The UW compares relatively well to the group average on compensation for assistant professors, but the gap grows considerably when compared to associate and full professors. Unfortunately, this creates a situation where the UW is being known as a "training ground" for promising young faculty members, and makes the UW highly vulnerable to losing our best faculty members when they are eligible for the associate and full professor ranks.

Faculty salaries is one of the largest components of operating costs for higher education institutions. The caliber of faculty at the UW has been instrumental in creating a high-quality academic environment and allowing the University to successfully compete for federal research funding. Consistent with the findings in the Washington Learns Higher Education report, the UW has seen erosion in the level of compensation provided to faculty relative to peer institutions. Some of the University's brightest young faculty members are increasingly accepting competitive offers from other universities and industry. In addition, budget reductions in FY's 2002-2004 have resulted in the loss of nearly 100 faculty positions. These reductions have direct impacts on students -- larger class sizes, fewer faculty members available to teach classes, fewer course offerings for students, and erosion in overall educational quality. If the issue of compensation is not addressed, faculty will continue to leave the UW for competing institutions often outside of the State of Washington -- and students and programs will follow.

In addition to comparing faculty salaries to salaries at comparison institutions, the UW regularly compares the salaries of teaching assistants and librarians to salaries at comparison institutions. Market surveys to similar positions in the local job market are done regularly for both professional

staff and classified staff. Compensation for classified staff, teaching assistants, professional staff, and librarians also lags behind market compensation for these positions.

Table 1: Global Challenge States & Faculty Salaries

<b>Comparable Institutions 9- and 12-Month Faculty Combined</b>	<b>Professor</b>		<b>Associate Prof</b>		<b>Assistant Prof</b>		<b>All Ranks</b>	
	<b>#</b>	<b>Salary</b>	<b>#</b>	<b>Salary</b>	<b>#</b>	<b>Salary</b>	<b>#</b>	<b>Salary</b>
U of California, Los Angeles	1,063	128,400	310	82,000	351	67,000	1,724	107,556
U of Calif-San Diego	516	118,100	156	73,600	167	66,100	839	99,475
U of Virginia	530	123,100	298	82,700	241	68,000	1,069	99,416
U of Calif-Irvine	480	112,200	199	74,600	66	65,800	745	98,055
Rutgers U - w/ U of Medicine & Dentistry of NJ	960	117,095	578	82,205	429	66,384	1,967	95,782
U of Maryland - College Park & Baltimore	797	117,025	551	81,741	423	71,795	1,771	95,244
U of N Carolina-Chapel Hill	545	115,300	305	77,900	299	65,200	1,149	92,335
U of Connecticut - w/UC School of Medicine & Dentistry	433	116,700	381	82,300	294	65,800	1,108	91,365
U of Calif-Davis	880	107,000	252	70,200	305	63,100	1,437	91,229
U of Minnesota-Twin Cities	806	110,300	476	75,600	381	65,400	1,663	90,081
U of Massachusetts - Amherst & Worcester	466	103,800	283	82,500	234	62,300	983	87,789
<b>U of Washington - All Campuses</b>	<b>902</b>	<b>101,891</b>	<b>485</b>	<b>72,759</b>	<b>409</b>	<b>67,105</b>	<b>1,796</b>	<b>86,103</b>
U of Colorado - Boulder & Denver & Hea Sci	570	101,622	426	73,674	360	63,743	1,356	82,786
Total Weighted Average (w/o UW)	8,046	114,956	4,215	78,878	3,550	66,102	15,811	94,369
University of Washington	902	101,891	485	72,759	409	67,105	1,796	86,103
Total Average (w/o UW) Weighted to UW Mix	902	114,956	485	78,878	409	66,102	1,796	94,088

\* Excludes the following medical schools: The University of Connecticut School of Medicine and Dentistry, University of Massachusetts Medical School at Worcester, University of Colorado Health Sciences Center, and University of Medicine and Dentistry of New Jersey.

## **Narrative Justification and Impact Statement**

### ***How contributes to strategic plan:***

#### Statewide Results:

Increase access to post-secondary education

#### University Goals:

Goal 2: Attract and retain an outstanding and diverse faculty and staff.

#### HECB Budget Priorities:

Maintaining academic quality.

### ***Reason for change:***

The caliber of faculty and staff at the UW has been instrumental in creating a high-quality academic environment and allowing the University to successfully compete for federal research funding. If compensation continues to lag behind peer competitors, other states, and nations, the UW will have greater difficulty attracting and retaining high quality faculty members.

### ***Impact on other state programs:***

None.

### ***Relationship to capital budget:***

None.

***Required changes to existing RCW, WAC, contract, or plan:***

None.

***Alternatives explored by agency:***

Using the Global Challenge States (GCS) identified in the Governor's Washington Learns initiative, the UW has developed a more relevant group of competitor institutions by which to benchmark and evaluate the level of core operating investment provided per student. Comparisons to these institutions, based on 2004-05 data, show there is approximately a \$4,000 gap (per student) between the resources invested in the UW's academic core and the "average" investment made at similar public institutions in the GCS.

Funding policies for higher education needs must more readily recognize the integrated relationship between state appropriations and tuition which are the primary resources that support the cost of student instruction. If sufficient state support cannot be provided for this budget request item, the UW would like to implement a six-year pilot program to use revenues from tuition to reach the target level of core operating budget funding. This item would then be funded from these increased tuition levels.

***Budget impacts in future biennia:***

Costs associated with this proposal would continue in future biennia.

***Distinction between one-time and ongoing costs:***

All costs are on-going.

***Effects of non-funding:***

An uncompetitive salary position is not sustainable - 50 percent of our faculty could retire in the next 10 years. The University will be unable to replace this vital resource without competitive salaries.

***Expenditure Calculations and Assumptions:***

Refer to the spreadsheet "Competitive Compensation.xls" for detailed calculations.

## CALCULATION OF 07-09 BUDGET REQUEST

## Total Central Funding All Campuses

FY08 Salary Increase				FY09 Salary Increase			
	5%	Benefits	FY08 Total		5%	Benefits	FY09 Total
\$	\$	\$ 1,495,007	\$ 11,191,197	\$	\$ 10,885,750	\$ 1,580,611	\$ 12,466,361
\$	\$	141,649	\$ 16,304	\$	\$ 149,546	\$ 17,213	\$ 166,759
\$	\$	206,717	\$ 15,132	\$	\$ 217,810	\$ 15,944	\$ 233,753
\$	\$	4,475,283	\$ 620,722	\$	\$ 4,730,083	\$ 656,063	\$ 5,386,145
\$	\$	48,840	\$ -	\$	\$ 51,282	\$ -	\$ 51,282
\$	\$	1,092,664	\$ 1,530	\$	\$ 1,147,374	\$ 1,606	\$ 1,148,980
\$	\$	2,511,731	\$ 287,342	\$	\$ 2,651,685	\$ 302,353	\$ 2,955,038
\$	\$	368,657	\$ -	\$	\$ 387,090	\$ -	\$ 387,090
\$	\$	300,661	\$ 34,396	\$	\$ 317,414	\$ 36,312	\$ 353,726
\$	\$	19,442,393	\$ 2,470,431	\$	\$ 20,538,035	\$ 2,611,101	\$ 23,149,136

## UW-Seattle Central Funding

	5%	Benefits	FY08 Total
\$	\$	\$ 1,388,689	\$ 10,952,739
\$	\$	\$ 11,379	\$ 110,243
\$	\$	\$ 98,864	\$ 121,849
\$	\$	\$ 15,132	\$ 221,849
\$	\$	\$ 206,716	\$ 1,231,849
\$	\$	\$ 4,069,227	\$ 4,633,629
\$	\$	\$ 564,402	\$ 4,633,629
\$	\$	\$ -	\$ 48,840
\$	\$	\$ 43,840	\$ -
\$	\$	\$ 1,088,863	\$ 1,524
\$	\$	\$ 2,559,892	\$ 2,518,424
\$	\$	\$ 268,532	\$ 2,518,424
\$	\$	\$ -	\$ 368,657
\$	\$	\$ 368,657	\$ -
\$	\$	\$ 273,295	\$ 31,265
\$	\$	\$ 273,295	\$ 304,559
\$	\$	\$ 31,265	\$ 20,249,328
\$	\$	\$ 2,702,932	\$ 20,249,328
\$	\$	\$ 17,978,396	\$ 20,249,328

## Total Seattle Central Funding

### UW-Bothell Central Funding

GOF	Position Count	Salary Base	Merit \$	Merit %	New Salary Base	Marginal Benefits	Marginal Benefit %	Total funded
Faculty	83	6,246,152	162,400	2.60%	6,408,552	23,580	14.52%	6,432,132
Auxiliary Faculty	4	290,451	7,552	2.60%	298,003	869	11.51%	298,872
Medical Residents	0	0	0	3.00%	0	0	7.32%	0
Professional	83	3,856,425	115,693	3.00%	3,972,118	16,047	13.87%	3,988,164
Academic Student Employees	2	48,405	1,259	2.60%	49,664	2	0.14%	49,665
Classified-Represented	75	2,130,627	34,090	1.60%	2,164,717	3,900	11.44%	2,168,617
Classified Non-Represented	18	403,308	6,453	1.60%	409,761	738	11.44%	410,499
<b>Total Bothell Central Funding</b>	<b>275</b>	<b>12,975,368</b>	<b>327,446</b>	<b>2.52%</b>	<b>13,302,814</b>	<b>45,136</b>	<b>13.76%</b>	<b>13,347,950</b>

### UW-Tacoma Central Funding

GOF	Position Count	Salary Base	Merit \$	Merit %	New Salary Base	Marginal Benefits	Marginal Benefit %	Total funded
Faculty	108	7,973,469	207,310	2.60%	8,180,779	30,101	14.57%	8,210,881
Auxiliary Faculty	10	541,128	14,069	2.60%	555,197	1,619	11.51%	556,817
Medical Residents	0	0	0	3.00%	0	0	7.32%	0
Professional	81	3,996,430	119,893	3.00%	4,116,323	16,629	13.87%	4,132,952
Academic Student Employees	1	25,692	668	2.60%	26,360	1	0.14%	26,361
Classified-Represented	85	2,817,917	45,087	1.60%	2,863,004	5,158	11.44%	2,868,162
Classified Non-Represented	3	134,436	2,151	1.60%	136,587	246	11.44%	136,833
<b>Total GOF</b>	<b>288</b>	<b>15,469,072</b>	<b>389,178</b>	<b>2.51%</b>	<b>15,878,250</b>	<b>53,755</b>	<b>13.81%</b>	<b>15,932,005</b>

LFA	Position Count	Salary Base	Merit \$	Merit %	New Salary Base	Marginal Benefits	Marginal Benefit %	Total funded
Professional	1	39,660	1,190	3.00%	40,850	165	13.87%	41,015
Classified-Represented	3	122,856	1,966	1.60%	124,822	225	11.44%	125,047
<b>Total LFA</b>	<b>4</b>	<b>162,516</b>	<b>3,155</b>	<b>1.94%</b>	<b>165,671</b>	<b>390</b>	<b>12.36%</b>	<b>166,061</b>
<b>Total Tacoma Central Funding</b>	<b>292</b>	<b>15,651,588</b>	<b>392,334</b>	<b>2.51%</b>	<b>16,043,922</b>	<b>54,145</b>	<b>13.80%</b>	<b>16,096,066</b>

### Notes:

**Increases effective July 1, 2006 for Medical Residents, ASE's and Classified Represented Staff.** Increases effective September 1, 2006 for Faculty, Auxiliary Faculty, Professional Staff and Classified Non-Represented Staff.

Medical Residents increases were either 4.0% or 3.0% depending on their status of R1-4 vs R2-8, respectively, estimate above is at 3.0%.

Some classified represented staff will receive 2.5% top step adjustments that are NOT reflected in the above increases. The total GOF/DOF increase amount is estimated at \$1,029,157.

**Marginal benefits** are calculated based on FY07 rates.

**(1) UWMC and HMC** increase amounts include benefit \$, increases were based on prior year's adjusted base which used ACTUAL salaries (vs budget). Also HMC increase/benefit \$ are all budgeted in account code 0300, NOT salaries.

UWMC classified positions budgeted are JCC 6230 (registered nurses) - represented. Since HMC budgets their \$ in acct code 0300, classified positions are assumed to be represented in this summary.

### UW-Bothell Central Funding

Salary Increase				Salary Increase			
	5%	Benefits	FY08 Total		5%	Benefits	FY09 Total
\$	\$ 321,607	\$ 46,697	\$ 368,304	\$	\$ 340,022	\$ 49,371	\$ 389,393
\$	\$ 14,944	\$ 1,720	\$ 16,664	\$	\$ 15,777	\$ 1,816	\$ 17,593
\$	\$ -	\$ -	\$ -	\$	\$ -	\$ -	\$ -
\$	\$ 199,408	\$ 27,658	\$ 227,066	\$	\$ 210,762	\$ 29,233	\$ 239,994
\$	\$ 2,483	\$ 3	\$ 2,487	\$	\$ 2,608	\$ 4	\$ 2,611
\$	\$ 108,431	\$ 12,404	\$ 120,835	\$	\$ 114,473	\$ 13,096	\$ 127,568
\$	\$ 20,525	\$ 2,348	\$ 22,873	\$	\$ 21,689	\$ 2,479	\$ 24,147
\$	\$ 667,398	\$ 91,996	\$ 759,394	\$	\$ 705,309	\$ 95,998	\$ 801,307
							\$ 1,560,700

### UW-Tacoma Central Funding

Salary Increase			Salary Increase		
5%	Benefits	FY08 Total	5%	Benefits	FY09 Total
\$ 410,544	\$ 59,611	\$ 470,155	\$ 434,052	\$ 63,024	\$ 497,076
\$ 27,841	\$ 3,204	\$ 31,045	\$ 29,393	\$ 3,383	\$ 32,776
\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
\$ 206,648	\$ 28,662	\$ 235,310	\$ 218,413	\$ 30,294	\$ 248,707
\$ 1,318	\$ 2	\$ 1,320	\$ 1,384	\$ 2	\$ 1,386
\$ 143,408	\$ 16,406	\$ 159,814	\$ 151,399	\$ 17,320	\$ 168,719
\$ 6,842	\$ 783	\$ 7,624	\$ 7,223	\$ 826	\$ 8,049
\$ 796,600	\$ 110,030	\$ 906,630	\$ 841,864	\$ 114,850	\$ 956,713
			\$ 1,863,343		\$ 1,863,343

State of Washington  
**Decision Package**

**Agency:** 360 University of Washington

**Decision Package Code/Title:** AA New Enrollments

**Budget Period:** 2007-09

**Budget Level:** PL - Performance Level

**Recommendation Summary Text:**

Funding is requested to expand state-supported enrollment slots by a total of 870 FTE in FY 2008 and an additional 870 FTE in FY 2009. Of the total enrollment request, the UW is asking for funding for 710 undergraduate FTE students in FY 2008 and an additional 710 undergraduate FTE students in FY 2009 at the Seattle, Bothell, and Tacoma campuses. To the extent possible, undergraduate expansion at the Seattle campus will be in subject areas considered to be in high-demand by employers, including math, science, engineering, and health sciences. The UW is requesting state support for new undergraduate enrollments at the Seattle campus at an average rate of \$10,000 per FTE and at an average rate of \$5,000 per FTE for the Bothell and Tacoma campus.

The remaining enrollment request is to expand state-supported graduate and professional enrollment by 160 FTE students in FY 2008 and by an additional 160 FTE students in FY 2009 at the Seattle, Bothell, and Tacoma campuses. The UW is requesting state support for new graduate enrollments at an average rate of \$16,000 per FTE in both fiscal years.

**Fiscal Detail**

Operating Expenditures		<u>FY 2008</u>	<u>FY 2009</u>	<u>Total</u>
001-1	General Fund - Basic Account-State	7,360,000	14,720,000	22,080,000
	<b>Total Cost</b>	<b>7,360,000</b>	<b>14,720,000</b>	<b>22,080,000</b>

Staffing		<u>FY 2008</u>	<u>FY 2009</u>	<u>Annual Average</u>
	FTEs	73.6	147.2	110.4

**Package Description:**

Access to higher education has both personal benefits and broad economic and social benefits for the citizens of the state. As part of the Governor's Washington Learns initiative, a group of peer states were identified that are considered competitive in the global, knowledge-based economy. These states are a subset of those with high rankings on the New Economy Index which evaluated states based on a set of economic indicators considered important in the new economy. The states, known as the Global Challenge States (GCS), include Massachusetts, Washington, California, Colorado, Maryland, New Jersey, Connecticut, Virginia, Minnesota, and North Carolina.

When comparisons are made to the Global Challenge states, Washington is eighth out of ten on the number of bachelor degrees awarded to those ages 20-34 (per 1,000 of the population) and tied for last with North Carolina on the number of graduate and professional degrees awarded to those ages 20-34 (per 1,000 of the population).

One of the specific findings in the Washington Learns Higher Education Advisory Committee consultant report was:

*"Washington needs to advance its degree production at the baccalaureate and graduate levels. To reach the Global Challenge State averages, this state would need to increase its bachelor's degree output by more than 3,900 students, or nearly 14%; and its graduate/professional degree output by over 6,600 students, or about 64%."*

To address the issue of degree production, the consultants to the Higher Education Advisory Committee recommend that the state set degree production goals that target the average degree production in the Global Challenge states. In addition, the Prosperity Partnership, a group of



government, business, labor and community organizations from King, Kitsap, Pierce, and Snohomish counties, estimates that the state needs to "increase bachelor's degree production in Washington by 8,000 degrees by 2010, and by 2,000 additional degrees by 2020 with an emphasis on computer specialists, engineers, life scientists, medical researchers, nurses, and secondary teachers."

The Washington Learns Steering Committee has also identified as goals the following:

- All citizens will have access to affordable post-secondary education and training opportunities that provided them with the knowledge and skills they need to thrive personally and professionally
- Washington will have a well-trained and educated workforce that meets the needs of our knowledge-based economy.

Degree production can be increased in several ways: 1) increasing the enrollment capacity of the system and 2) increasing the number of students that remain in college and successfully complete a degree. In its 2007-09 budget request, the UW is requesting funding to support both strategies -- through new enrollments and through a series of initiatives that are intended to strengthen the undergraduate and graduate educational experience.

With respect to new enrollments, in the 2007-09 budget request, the UW is requesting funding to increase student enrollment at each of the UW's three campuses - Seattle, Tacoma, and Bothell. The total enrollment growth requested across the three campuses is 870 FTE students each year in FY 2008 and FY 2009. This will increase the number of state-funded enrollments for the UW to 37,646 in FY 2008 and 38,516 in FY 2009, an overall increase of 2.5 percent per year.

The requested enrollment growth at the Tacoma and Bothell campuses is considerably larger on a percentage basis than that requested for the Seattle campus - roughly a 15 percent increase each year over the current level at both UW-Tacoma and UW-Bothell. Legislation enacted in 2005 permitted the UW's branch campuses in Bothell and Tacoma to transition to four-year institutions, enrolling the first freshman class in the 2006-07 academic year. The 2007-09 budget builds upon these efforts and includes a request for 125 lower-division enrollments each year for both UW-Bothell and UW-Tacoma to support a freshman class for the 2007-08 and 2008-09 academic years. Capacity currently exists at both Bothell and Tacoma to accommodate these students. Graduate enrollments will also be increased slightly at both UW-Bothell and UW-Tacoma.

New enrollments at the Seattle campus will be primarily targeted to disciplines in high-demand by employers including math, science, and engineering. Graduate and professional enrollments will be increased by 100 students each year. A separate decision package requests funding to increase the enrollment of the UW School of Medicine and School of Dentistry by 28 students per year -- that request is over and above the enrollment expansion included in this decision package.

In order for the University of Washington to continue to provide a high-quality education to students and prepare graduates to be competitive in Washington's global, knowledge-based economy, total funding -- from both the capital and operating budget -- must be set at a more competitive level. From the Global Competition states, the UW has identified a group of peer institutions that are our competitors in the global economy (see table in the Executive Summary). Based on national data, the UW has approximately \$4,000 less in total resources available to spend on students than the average of these other institutions.

Due to the high cost of educating students in high-demand disciplines, the UW is requesting funding of \$10,000 per FTE students for the new enrollments on the UW-Seattle campus. The budget request assumes state support of \$16,000 per FTE for both graduate and professional students. This is consistent with HECB data which shows the approximate level of state support for graduate students in academic year 2005-06 is \$16,029. State support of \$5,000 per FTE student is assumed for the lower-division enrollments at UW-Bothell and UW-Tacoma. This level is reflective of the level of state support provided to undergraduates at the Seattle campus. HECB data indicates that \$4,641 in state support was provided for academic year 2005-06.

## **Narrative Justification and Impact Statement**

### ***How contributes to strategic plan:***

#### University's Goals:

Goal 1: Attract a diverse and excellent student body and provide a rich learning experience.

#### Statewide Results:

Increasing the value of postsecondary learning.

#### HECB Budget Priorities:

Ensuring Affordability and Access for Students

Responding to State and Regional Program Needs

### ***Reason for change:***

Post-secondary education is important to meeting the demands of the knowledge-based global economy. To the extent that the state invests resources in providing Washington citizens with greater access to a baccalaureate education, economic and societal benefits will accrue not only to individuals but to the state. The ability to meet future employment is dependent on increasing the number of citizens with a baccalaureate degree. Greater investments at the baccalaureate level will also help produce more citizens that pursue graduate or professional studies.

***Impact on clients and services:***

To the extent that the state invests resources in providing Washington citizens with greater access to a baccalaureate education, economic and societal benefits will accrue not only to individuals but to the state.

***Impact on other state programs:***

None.

***Relationship to capital budget:***

None.

***Required changes to existing RCW, WAC, contract, or plan:***

None.

***Alternatives explored by agency:***

No alternatives have been explored. The UW will not support increasing enrollments without additional state funding.

***Budget impacts in future biennia:***

Costs associated with this proposal would continue in future biennia.

***Distinction between one-time and ongoing costs:***

All costs are on-going.

***Effects of non-funding:***

In order to increase the number of students with bachelor's degrees, additional student enrollments are needed.

***Expenditure Calculations and Assumptions:***

Refer to the spreadsheet "Attachment C- Enrollments.xls" for detailed calculations.

Attachment C  
2007-09 New State-Supported Enrollment Request  
Four-Year Institutions

Institution:

Main Campus

	2007-08						2008-09					
	Student FTEs	Staff FTEs	One-Time Startup \$	Ongoing Enrollment Costs			Student FTEs	Staff FTEs	One-Time Startup \$	Ongoing Enrollment Costs		
				Total \$	State \$	Total \$ per FTE**				Total \$	State \$	Total \$ per FTE**
<b>Undergraduate</b>												
<b>Math, Science, Engineering</b>	250	25.0	0	\$ 3,796,750	\$ 2,500,000	\$ 15,187	250	25.0		\$ 3,796,750	\$ 2,500,000	\$ 15,187
<b>Graduate by Discipline*</b>												
<b>General</b>	75	12.0	0	\$ 1,821,450	\$ 1,200,000	\$ 24,286	75	12.0	?	\$ 1,821,450	\$ 1,200,000	\$ 24,286
<b>Professional by Discipline*</b>												
<b>General</b>	25	4.0	0	\$ 607,150	\$ 400,000	\$ 24,286	25	4.0		\$ 607,150	\$ 400,000	\$ 24,286
<b>Total - Seattle</b>	350	41	0	\$ 6,225,350	\$ 4,100,000	\$ 17,787	350	41	0	\$ 6,225,350	\$ 4,100,000	\$ 17,787

Branch Campus or Off-Campus

Learning Center

(Specify Branch or Center:)

	2007-08						2008-09					
	Student FTEs	Staff FTEs	One-Time Startup \$	Ongoing Enrollment Costs			Student FTEs	Staff FTEs	One-Time Startup \$	Ongoing Enrollment Costs		
				Total \$	State \$	Total \$ per FTE**				Total \$	State \$	Total \$ per FTE**
<b>Lower Division by Discipline*</b>												
UW-Bothell	125	6.3	0	\$ 1,273,375	\$ 625,000	\$ 10,187	125	6.3	0	\$ 1,273,375	\$ 625,000	\$ 10,187
UW-Tacoma	125	6.3	0	\$ 1,273,375	\$ 625,000	\$ 10,187	125	6.3	0	\$ 1,273,375	\$ 625,000	\$ 10,187
<b>Upper Division by Discipline*</b>												
UW-Bothell	95	4.8	0	\$ 1,262,170	\$ 475,000	\$ 13,286	95	4.8	0	\$ 1,262,170	\$ 475,000	\$ 13,286
UW-Tacoma	115	5.8	0	\$ 1,527,890	\$ 575,000	\$ 13,286	115	5.8	0	\$ 1,527,890	\$ 575,000	\$ 13,286
<b>Graduate by Discipline*</b>												
UW-Bothell	30	4.8	0	\$ 728,580	\$ 480,000	\$ 29,143	30	4.8	0	\$ 728,580	\$ 480,000	\$ 29,143
UW-Tacoma	30	4.8	0	\$ 728,580	\$ 480,000	\$ 29,143	30	4.8	0	\$ 728,580	\$ 480,000	\$ 29,143
<b>Total - Tacoma/Bothell</b>	520	32.6	0	\$ 6,793,970	\$ 3,260,000	\$ 13,065	520	32.6	0	\$ 6,793,970	\$ 3,260,000	\$ 13,065
<b>Total - UW</b>	870	73.6	0	\$ 13,019,320	\$ 7,360,000	\$ 30,852	870	73.6	0	\$ 13,019,320	\$ 7,360,000	\$ 30,852

\* Identify disciplines targeted for expansion as specifically as possible, particularly for proposed enrollment higher.

\*\* Fully explain the basis for proposed cost per FTE enrollment, by discipline, in the "Expenditure and Revenue Calculations and Assumptions" section of decision packages.

Assumptions:

State Costs:

\$10,000 in state support for UW-Seattle UG (math, science, engineering)  
\$5,000 in state support for UW-Bothell and UW-Tacoma UG  
\$16,000 in state support for graduates on all three campuses  
\$16,000 in state support for professional students on all three campuses

Total Costs = average 2006-07 operating fee plus state costs

- UG operating fee = \$5,187  
- Graduate/Professional operating fee = \$8,286

State of Washington  
**Decision Package**

**Agency:** 360 University of Washington

**Decision Package Code/Title:** AM Global Health Teaching & Research

**Budget Period:** 2007-09

**Budget Level:** PL - Performance Level

**Recommendation Summary Text:**

Funding is requested to support research and teaching activities in the Department of Global Health. The department was established in January 2006 and is jointly operated by the University of Washington's School of Medicine and School of Public Health and Community Medicine.

**Fiscal Detail**

Operating Expenditures		<u>FY 2008</u>	<u>FY 2009</u>	<u>Total</u>
001-1	General Fund - Basic Account-State	1,000,000	1,500,000	2,500,000
	<b>Total Cost</b>	<b>1,000,000</b>	<b>1,500,000</b>	<b>2,500,000</b>
Staffing		<u>FY 2008</u>	<u>FY 2009</u>	<u>Annual Average</u>
	FTEs	10.0	15.0	12.5

**Package Description:**

The Department of Global Health was established in January 2006 as a joint venture of the University of Washington's School of Medicine (SOM) and School of Public Health and Community Medicine (SPHCM). The Department is the first joint global health department in the nation and will serve as a new model for focusing inter-professional educational programs, collaborative research, professional service in public health policy and practice, and medical care on the goal of establishing sustainable improvements in global health.

Research programs will focus on infectious diseases; injury control; nutrition; reproductive, maternal and child health; and the delivery of health care systems. The UW is approaching global health as an institution-wide initiative, recognizing the importance of integrating medicine, public health, public policy, law, business, and the humanities in order to address the health problems of developing countries. As a result, there will be a strong emphasis on interdisciplinary research. Furthermore, by combining the strengths of the SOM and the SPHCM, the interdisciplinary faculty will be competitive for substantial grant funding -- projected to exceed \$100 million by 2011. In addition, research projects and service-based activities will provide undergraduate and graduate students with excellent educational and international experiences.

It was originally anticipated that a Chair for the newly created department would be hired in January 2006. At this time, it is anticipated that the Department Chair will be hired and on-board early in the 2006-07 academic year. Once on-board, the new Chair will quickly begin to establish an administrative infrastructure, hire new faculty, and develop programs.

Considerable progress has been made to establish the new department; however there have been some delays. Accomplishments to date include:

- Completed the detailed planning process and commenced construction of the Department of Global Health's research labs and collaborative research offices located at 1616 Eastlake in South Lake Union.
- Created a Department of Global Health website (see:<http://depts.washington.edu/deptgh/>) to keep students, faculty, staff and citizens well informed with the latest information on Department activities.
- Initiated planning during the 2006-2007 academic year to create the basis for the Department's inter-disciplinary graduate program in Global

Health/Pathobiology, a joint MD/MPH in Global Health, and the inclusion of the International Health Program (MPH) and Peace Corps Masters as core elements of the Department's administration of campus-based graduate education programs. During 2006-2007, planning will also begin on developing an undergraduate Global Health degree program (BS).

- Initiated planning that will lead to the consolidation of the six Fogarty International Health Training programs in a single location.
- Identified space to double the size of this highly valued on-campus global education, awareness, and training service center. This resource will be included within the Department of Global Health during the 2006-2007 academic year (see:<http://depts.washington.edu/ghrc/>).
- Selected finalists for the Department's administrative director and identified the core staff required to support the Department's mission.

The Department of Global Health is funded through a combination of \$10 million in existing Gates Foundation funds, \$20 million in new Gates Foundation funds, direct and indirect research funding, state funds, existing gifts, and a small amount of revenue to support salaries and benefits paid from clinical practices.

A total of \$500,000 in state funding was provided for FY 2007 to support teaching and research efforts in the new Department of Global Health. In submitting the request for funding in the 2006 supplemental, the University failed to clearly indicate that these funds would support "on-going" teaching and research efforts. As a result, the funds were considered one-time and have been removed from the base carry-forward funding level in 2007-09. The UW requests that these funds be restored in the 2007-09 biennial budget as this funding supports faculty and staff hired in FY 2007.

New funds will be used to support: 1) on-going costs (above the \$500,000 provided in FY 2007) associated with faculty and staff hired in FY 2007, and 2) the addition of new faculty and staff during the 007-09 biennium. Faculty and staff will continue to be phased-in through FY 2010.

Many of the issues studied by faculty in the department are critical to the state, nation, and world. In addition to the state funding requested in this proposal, the university is also seeking additional donor and foundation support. The University believes that state and private investments in the area of global health has the potential to leverage a substantial amount of federal research funding and support.

## **Narrative Justification and Impact Statement**

### ***How contributes to strategic plan:***

#### University Goals:

Goal 4: Expand the reach of the University of Washington across the globe.

#### Statewide Results:

Improve the value of post-secondary learning.

#### HECB Budget Priorities:

Maintaining academic quality.

Responding to state and regional economic needs.

### ***Impact on other state programs:***

None.

### ***Relationship to capital budget:***

None.

### ***Required changes to existing RCW, WAC, contract, or plan:***

None.

### ***Alternatives explored by agency:***

Using the Global Challenge States (GCS) identified in the Governor's Washington Learns initiative, the UW has developed a more relevant group of competitor institutions by which to benchmark and evaluate the level of core operating investment provided per student. Comparisons to these institutions, based on 2004-05 data, show there is approximately a \$4,000 gap (per student) between the resources invested in the UW's academic core and the "average" investment made at similar public institutions in the GCS.

Funding policies for higher education needs must more readily recognize the integrated relationship between state appropriations and tuition which

are the primary resources that support the cost of student instruction. If sufficient state support cannot be provided for this budget request item, the UW would like to implement a six-year pilot program to use revenues from tuition to reach the target level of core operating budget funding. This item would then be funded from these increased tuition levels.

***Budget impacts in future biennia:***

Costs associated with this proposal would increase to \$2.0 million per year in FY 2010 and thereafter.

***Distinction between one-time and ongoing costs:***

All costs are on-going.

***Expenditure Calculations and Assumptions:***

Refer to the spreadsheet titled "Global Health Teaching & Research.xls" for detailed expenditure and FTE estimates.

## Revised (FISCAL YEAR)

Revised (FISCAL YEAR)Change in FTEs

Change in FLES	3.33	6.67	5.50	5.50
----------------	------	------	------	------

### 3.33

5.50

State of Washington  
**Decision Package**

**Agency:** 360 University of Washington

**Decision Package Code/Title:** AS O&M for New and Renovated Space

**Budget Period:** 2007-09

**Budget Level:** PL - Performance Level

**Recommendation Summary Text:**

A total of \$1.5 million is requested to increase the level of state support for operations and maintenance (O&M) costs on Guggenheim Hall, Architecture Hall, and Johnson Hall. The complete renovation of Johnson Hall was completed in the 2006. Both Architecture and Guggenheim Halls are currently undergoing major building renovations which are expected to be completed in September 2007. New funding will support a level of operations and maintenance funding for these buildings that is targeted to 100 percent of recommended level as established by formula, and will make progress toward the UW's long-term goal of increasing overall O&M funding for the UW to 80 percent of the recommended level.

In addition, a total of \$10.8 million in state support is requested in the 2007-09 biennium for O&M costs associated with the newly acquired Safeco office buildings. The UW is requesting state support for operations and routine maintenance costs and utilities on the facility beginning in January 2008 at which time UW units will occupy the buildings.

**Fiscal Detail**

Operating Expenditures	<u>FY 2008</u>	<u>FY 2009</u>	<u>Total</u>
001-1 General Fund - Basic Account-State	4,318,000	7,968,000	12,286,000
<b>Total Cost</b>	<b>4,318,000</b>	<b>7,968,000</b>	<b>12,286,000</b>

Staffing	<u>FY 2008</u>	<u>FY 2009</u>	<u>Annual Average</u>
FTEs	28.9	53.4	41.2

**Package Description:**

In the 1970's, higher education institutions developed a formula for determining the appropriate level of operations and maintenance (O&M) funding required to maintain facilities in good working order. Operations and maintenance expenses include the costs of utilities, maintenance, custodial services, environmental health and safety, transportation services, campus security, and facilities management. Since the formula was developed, the level of O&M funding provided to the UW has declined to a level of less than 50 percent of the recommended formula funding level.

***Restore the Core***

Over the past three biennia, the UW's capital budget request has been primarily focused on addressing issues of deferred renewal on the Seattle campus. Approximately 60 percent of the buildings in Seattle were constructed prior to 1960 and these facilities have major systems that have far exceeded their normal life expectancy of 30 years. In the 2003-05 biennium, the UW began a long-term phased strategy known as the "Restore the Core" program to address the restoration and preservation of core campus facilities.

The renovation of Johnson Hall was the first project of the "Restore the Core" program and was completed in summer 2006 - both on-time and within budget. As part of Phase II of the Restore the Core program, the Legislature provided construction funding for the complete renovation of Guggenheim and Architecture Halls. Construction on these buildings is well underway and is expected to be completed in September 2007.

The UW is requesting funding to increase the level of funding for O&M on new or renovated space brought online during the 2007-09 biennium to 100 percent of the level recommended by the funding formula. Funding O&M at adequate levels keeps buildings in good working condition and mitigates the need for more expensive capital projects resulting from failing systems. The UW has established a goal of achieving an overall average O&M



funding level of 80 percent for the campus by 2017 -- compared to current funding which is at 47 percent of the recommended level. By going to 100 percent of the recommended level on new and renovated space, the UW will make progress towards achieving a level of 80 percent of the recommended level for all buildings on campus.

### ***Safeco Building***

Safeco Insurance announced in March 2006 that it would sell its University District properties and relocate its headquarters operations into leased space in downtown Seattle. The Safeco facilities consist of the 22-story Safeco Tower and three adjacent four-story low rise buildings providing a total of 578,897 gross square feet of office space; two enclosed parking garages; two surface parking lots; a retail building; the Collegiana apartments; and an adjacent land site.

On August 28, 2006, the UW's Board of Regents approved the acquisition of the Safeco properties, citing the following benefits:

- Relocation of 300,000 square feet of currently leased space into state-owned space, which will eliminate the need to construct a new administration building for the foreseeable future. In addition, the University will also be better able to control inflation on rental rates (the UW leases about 1.2 million square feet of space).
- Relocation of about 110,000 square feet of space occupied on the Seattle campus which would make available much needed new space for a variety of academic functions such as undergraduate advising and the new Department of Global Health.
- Acquisition of highly functional office space located just a few blocks from campus and at a significant discount to the cost of constructing new space on or near the campus.
- Consolidation of services and staff dispersed in multiple locations in the Seattle area which has the potential to result in operational savings and reduced transportation costs.

Under the acquisition agreement, Safeco will lease the building back from the University through December 2007. The UW is requesting state support for operations and routine maintenance costs and utilities on the facility beginning in January 2008 when UW units will occupy the newly acquired facilities.

## **Narrative Justification and Impact Statement**

### ***How contributes to strategic plan:***

#### **University Goal:**

Goal 5: Ensure the highest level of integrity, compliance, and stewardship.

#### **Statewide Result:**

Improve the value of postsecondary learning.

#### **HECB Budget Priority:**

Promoting institutional excellence and accountability.

### ***Reason for change:***

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 renewal 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.

### ***Impact on clients and services:***

When O&M is not accomplished in accordance with recommended schedules, systems begin to fail and create the need for more expensive capital projects.

### ***Impact on other state programs:***

None.

### ***Relationship to capital budget:***

None.

***Required changes to existing RCW, WAC, contract, or plan:***

None.

***Alternatives explored by agency:***

Using the Global Challenge States (GCS) identified in the Governor's Washington Learns initiative, the UW has developed a more relevant group of competitor institutions by which to benchmark and evaluate the level of core operating investment provided per student. Comparisons to these institutions, based on 2004-05 data, show there is approximately a \$4,000 gap (per student) between the resources invested in the UW's academic core and the "average" investment made at similar public institutions in the GCS.

Funding policies for higher education needs must more readily recognize the integrated relationship between state appropriations and tuition which are the primary resources that support the cost of student instruction. If sufficient state support cannot be provided for this budget request item, the UW would like to implement a six-year pilot program to use revenues from tuition to reach the target level of core operating budget funding. This item would then be funded from these increased tuition levels.

***Budget impacts in future biennia:***

Costs associated with this proposal would continue in future biennia.

***Distinction between one-time and ongoing costs:***

All costs are on-going.

***Effects of non-funding:***

To the extent O&M is not provided for the Safeco office buildings, the UW will likely seek to rent a portion of the building to third parties until funding is secured. State funding will allow the entire facility to be used by the UW – benefiting all students and others affected by UW programs.

***Expenditure Calculations and Assumptions:***

An O & M rate of \$10.40 per gross square foot was used for Guggenheim, Architecture, Johnson and the Safeco Building. This rate is considered to represent 100 percent of the recommended formula level for office and instructional space.

The funds requested for Guggenheim, Architecture, and Johnson Halls reflect the amount of funding required to bring the O&M funding level up to \$10.40 per gross square foot from the current campus-wide O&M funding level of \$6.88 per gross square foot.

In addition to O&M funding of \$10.40 per gross square foot, the University is requesting an additional \$2.00 per gross square foot for a building reserve on the Safeco office buildings. The Safeco buildings are older and the building reserve will cover operations and maintenance needs beyond that of a typical new building.

Refer to the attached workbook "O&M for New and Renovated Space.xls" for specific calculations

University of Washington  
Operations and Maintenance for New and Renovated Space

Typical Annual O&M Cost per GSF as of 06-07 Projected

	Current Rate	Research @ 100% of formula	Office @ 100% of formula	Safeco Buildings
<b>Building Maint/Utilities Dist</b> (Includes Benefits)	\$	8.09 \$	5.75 \$	5.75
<b>Custodial Services</b> (Includes Benefits)	\$	1.19 \$	1.19 \$	1.19
<b>Utilities (Central System)</b>				
Fuel	\$	1.15 \$	1.15 \$	1.15
Electricity	\$	1.12 \$	1.12 \$	1.12
Water/Sewer	\$	0.42 \$	0.42 \$	0.42
Power Plant:	\$	0.20 \$	0.20 \$	0.20
<b>Total Utilities</b>	\$	2.89 \$	2.89 \$	2.89
<b>Administration and Other</b>				
Facilities Services A/P	\$	0.08 \$	0.08 \$	0.08
Finance and Administration	\$	0.09 \$	0.09 \$	0.09
Engineering Services	\$	0.12 \$	0.12 \$	0.12
Grounds Maintenance	\$	0.14 \$	0.14 \$	0.14
Solid Waste	\$	0.06 \$	0.06 \$	0.06
Transportation Services	\$	0.09 \$	0.09 \$	0.09
<b>Total Administration and Other</b>	\$	0.58 \$	0.58 \$	0.58
<b>Building Reserve</b>				2.00
<b>Total Annual Cost Per GSF</b>	\$	6.88 \$	12.75 \$	10.40 \$ 12.40

Calculation of 2007-09 Budget Request

Building Name	Total Gross Square Feet	Projected Occupancy Date	Projected % of Year Occupied		Current State-Supported Cost Per Square Foot		Proposed State-Supported Cost Per Square Foot		Requested State Support		
			FY 08	FY 09	FY 08	FY 09	FY 08	FY 09	FY 08	FY 09	TOTAL
Guggenheim Hall	57,054	Sep-07	83%	100%	\$ 6.88	\$ 6.88	\$ 10.40	\$ 10.40	167,000	201,000	368,000
Architecture Hall	46,150	Sep-07	83%	100%	\$ 6.88	\$ 6.88	\$ 10.40	\$ 10.40	135,000	162,000	297,000
Johnson Hall	121,373	Jun-06	100%	100%	\$ 6.88	\$ 6.88	\$ 10.40	\$ 10.40	427,000	427,000	854,000
Safeco Office Buildings	578,897	Jan-08	50%	100%	\$ -	\$ -	\$ 12.40	\$ 12.40	3,589,000	7,178,000	10,767,000
<b>TOTAL</b>									<b>4,318,000</b>	<b>7,968,000</b>	<b>12,286,000</b>

State of Washington  
Decision Package

**Agency:** 360 University of Washington

**Decision Package Code/Title:** AB Undergraduate Experience

**Budget Period:** 2007-09

**Budget Level:** PL - Performance Level

**Recommendation Summary Text:**

Funding is requested to support programs and initiatives that will enhance the learning experience of undergraduate students attending the UW. Initiatives that would be implemented with additional funding include: support for a virtual or physical Student Resource Center, new and expanded academic and career advising programs, further development and expansion of the undergraduate honors program, and increased individualized learning experiences. Providing students with these additional resources and support can ensure early academic success and increase the likelihood that students will remain enrolled and successfully graduate from college.

**Fiscal Detail**

Operating Expenditures		<u>FY 2008</u>	<u>FY 2009</u>	<u>Total</u>
001-1	General Fund - Basic Account-State	750,000	1,500,000	2,250,000
	<b>Total Cost</b>	<b>750,000</b>	<b>1,500,000</b>	<b>2,250,000</b>

Staffing		<u>FY 2008</u>	<u>FY 2009</u>	<u>Annual Average</u>
	FTEs	7.5	15.0	11.3

**Package Description:**

The Governor's Washington Learns initiative has emphasized the importance of increasing the number of citizens that receive a post-secondary education in order to provide the citizens of Washington with the skills needed to be competitive in the global, knowledge-based economy. When comparisons are made to the Global Challenge States (GCS), Washington is eighth out of ten in the number of bachelor degrees awarded to those ages 20-34 (per 1,000 of the population) and tied for last with North Carolina on the number of graduate and professional degrees awarded to those ages 20-34 (per 1,000 of the population). Consultants to the Washington Learns Higher Education Advisory Committee have recommended that the state increase its bachelor's degree output by more than 3,900 students, or nearly 14%.

Degree production can be improved in several ways, such as increasing the enrollment capacity of the system and by increasing the number of students that remain in college and successfully complete a degree. In its 2007-09 budget request, the UW is requesting funding to support both strategies -- through new enrollments and through a series of initiatives that are intended to strengthen the undergraduate and graduate educational experience. This request is targeted to the undergraduate educational experience and seeks funding to develop enhanced resources and support for students to achieve early academic success and increase the likelihood that students will stay in school and successfully graduate in a timely manner.

The UW is committed to providing students with a rich learning experience and is continually evaluating the academic experiences of students and seeking out new strategies that promote excellence in undergraduate education. The UW's Teaching Academy provides opportunities for faculty engagement around teaching and enhancing instruction. The Center for Learning and Undergraduate Enrichment (CLUE) is a program that brings late-night, multi-disciplinary tutoring to freshman, sophomore, and transfer students. The UW's Freshman Interest Group (FIG) program has helped new freshmen register for their classes and makes the UW just a bit smaller and more welcoming for freshman in the autumn quarter. The Honors Program provides a rigorous and enhanced educational experience for high-achieving students through seminar-style classes and close interaction with faculty.

In 2005, a Committee on Improving the Undergraduate Experience was created to report to the Provost and President on the vision and goals for the undergraduate experience at the UW-Seattle campus. The Committee concluded that the University of Washington's undergraduate experience should be embedded in a culture focused on inquiry, diversity, and excellence. Components of such a culture should include: opportunities for transformative experiences, a welcoming and inclusive campus climate, clear articulation of learning goals at all levels (university, college, and department),

manifestation of learning outcomes through exposition and evaluation, and enhanced advising tools to guide, integrate and accelerate students' intellectual discovery and development. The final report identified five major goals for the future:

- Create and sustain a coordinated campus-wide guide to assist students in navigating the undergraduate experience.
- Create and support a network of university-related communities that nurture academic achievement, enlightened citizenship, personal growth, diversity, and social engagement for all students.
- Foster excellence in general education and provide our students a clear direction toward their major.
- Establish academic majors as an integrated experience in which students develop a heightened expertise in their discipline and are able to think rationally, creatively, critically, and to be effective communicators.
- Invest in faculty and program/department development, and create a broader and more balanced faculty reward system.

Academic advising is another critical component of the undergraduate experience. The "UW Academic Advising Self-Study" report, completed in spring 2005, emphasizes the importance of academic advising and its impact on student performance:

*"Research suggests that academic advising is a crucial component of a student's experience in higher education (Gordon & Habley, 2000). Dedicated and competent academic advisors help students find meaning in their lives, make decisions, and successfully navigate their way through the higher education system towards graduation. Research also suggests that effective academic advising is not only beneficial to the student, but to the institution as well (Glennen, Farren, & Vowell, 1996; Gordon & Habley, 2000). In their study regarding the ways in which advising affects and institution's fiscal stability, Glennen, et al. (1996) suggests that academic advising contribute to improved retention and graduation rates."*

Considerable information was gathered about advising services as a result of survey and interviews conducted of faculty, students and staff for the self-study. The preliminary report can be found at the following website:

[http://www.washington.edu/oea/pdfs/advising\\_self\\_study.pdf#search=%22Academic%20Advising%20Self-Study%22](http://www.washington.edu/oea/pdfs/advising_self_study.pdf#search=%22Academic%20Advising%20Self-Study%22)

Recommendations include:

- Using advising services to more effectively connect students to people and services that can provide support during their academic career.
- Specific strategies may include: assigning an advisor to each incoming student, reducing student-advisor ratios, improving the advising climate, connecting students to learning communities and research opportunities early in their UW careers, and increasing the number of opportunities available to students to meet with faculty in order to develop a better understanding of majors and academic opportunities.
- Increasing coordination and articulation among various advising offices. Specific strategies may include: developing unit-based goals for advising services and improving communications among advisors.
- Improving the quality of advising services. Specific strategies may include: increasing training and professional development opportunities for advisors, recognizing and rewarding advisors for their services, and providing advisors with greater feedback from students.

Without additional resources, the UW cannot provide enhanced academic experiences to a larger number of students. When compared to peer institutions in Global Challenge states, the UW has on average about \$4,000 fewer resources available per student than other institutions. New funding could support proposals to:

- expand the Freshman Interest Group model to student housing
- provide additional support to get students connected with resources and academic opportunities
- connect students to a major field of study
- further develop and expand participation in the Honors program
- establish Student Resource Center - virtual or physical
- provide new and expanded advising programs

## **Narrative Justification and Impact Statement**

***How contributes to strategic plan:***

### University's Goals

Goal 1: Attract a diverse and excellent student body and provide them with a rich learning experience.

### Statewide Priorities

Improve the value of postsecondary learning.

### HECB Budget Priorities

Maintaining Academic Quality

***Reason for change:***

The UW's large size and complexity can make it difficult for many students to access information and obtain the guidance needed to strategically plan and complete their program of study. Increased funding will be used to enhance the undergraduate experience by developing resources and supports that will help students stay enrolled in college and successfully graduate. By providing students with enhanced resources and support, the UW hopes to improve the time to degree, increase the rate of retention for students transitioning from freshman to sophomore year, and support first-time and low-income students.

***Impact on clients and services:***

Post-secondary education is important to meeting the demands of the knowledge-based global economy. To the extent that the state invests resources in providing Washington citizens with greater access to a baccalaureate education, economic and societal benefits will accrue not only to individuals but to the state.

***Impact on other state programs:***

None.

***Relationship to capital budget:***

None.

***Required changes to existing RCW, WAC, contract, or plan:***

None.

***Alternatives explored by agency:***

Using the Global Challenge States identified in the Governor's Washington Learns initiative, the UW has identified a group of competitor institutions by which to benchmark and evaluate the level of investment provided per student. Comparisons to these institutions, based on 2004-05 data, show there is approximately a \$4,000 gap (per student) between the resources invested in the UW's academic core and the "average" investment made at similar public institutions in the GCS.

Funding policies for higher education needs must more readily recognize the integrated relationship between state appropriations and tuition which are the primary resources that support the cost of student instruction. If sufficient state support cannot be provided for this budget request item, the UW would like to implement a six-year pilot program to use revenues from tuition to reach the target level of core operating budget funding. This item would then be funded from these increased tuition levels.

***Budget impacts in future biennia:***

Costs associated with this proposal would continue in future biennia.

***Distinction between one-time and ongoing costs:***

All costs are on-going.

State of Washington  
**Decision Package**

**Agency:** 360 University of Washington

**Decision Package Code/Title:** AC Diversity Support Services

**Budget Period:** 2007-09

**Budget Level:** PL - Performance Level

**Recommendation Summary Text:**

Funding is requested to support initiatives targeted to help students from low-income families, international students, and students from various ethnic, racial, and religious groups stay enrolled in college and successfully graduate. Increased funds will be used to expand the availability and quality of services to these students.

**Fiscal Detail**

Operating Expenditures		<u>FY 2008</u>	<u>FY 2009</u>	<u>Total</u>
001-1	General Fund - Basic Account-State	250,000	500,000	750,000
	<b>Total Cost</b>	<b>250,000</b>	<b>500,000</b>	<b>750,000</b>

Staffing		<u>FY 2008</u>	<u>FY 2009</u>	<u>Annual Average</u>
	FTEs	2.5	5.0	3.8

**Package Description:**

The UW is committed to providing students from diverse backgrounds with a strong social and academic support structure that encourages persistence and academic success of students. The UW has recently completed a Diversity Appraisal that summarized and evaluated diversity efforts in seven areas: student access and opportunities; student development and retention; engagement with the external community; staff and administrative diversity; faculty diversity; curriculum and research; and climate. For additional information refer to the following website:  
<http://depts.washington.edu/divinit/>

This request focuses on providing additional operating support to several programs that are targeted towards improving retention rates of low income students and students from various ethnic, racial and religious groups in post-secondary education. Examples of some of the programs offered by Academic Support Services in the Office of Minority Affairs include:

- Student Support Services Program serves 300 low-income, first-generation and disabled University of Washington students each academic year.
- Summer Bridge Program provides an intensive summer experience that enables students to understand the university's expectations, increases their confidence, and helps facilitate a smooth transition from high school to college for students.
- Multi-ethnic counselors in the Advising/Counseling Center specialize in new student orientation, registration, academic advising, and personal counseling.
- The Instructional Center is a comprehensive academic support center that provides tutoring, study groups and other support for students in selected undergraduate courses.

The consultants to the Governor's Washington Learns' Higher Education Advisory Committee initiative emphasized the importance of increasing the number of citizens that receive a post-secondary education in order to provide individuals with the skills needed to be competitive in the global, knowledge-based economy. A recommendation was made to the Higher Education Advisory Committee that the state increase its bachelor's degree output by more than 3,900 students, or nearly 14%.

Degree production can be improved in several ways, such as increasing the enrollment capacity of the system and by increasing the number of students that enroll, remain in college, and successfully complete a degree. In its 2007-09 budget request, the UW is requesting funding to support both strategies -- through new enrollments and through a series of initiatives that are intended to strengthen the undergraduate and graduate educational experience. If the UW is to be successful in producing more college graduates, additional attention needs to be focused on helping those students more likely to have lower college attendance rates and degree completion rates. The consultants for Washington Learns Higher Education Advisory Committee noted, "that increasing participation rates markedly, rather than simply waiting for students to enroll, will almost certainly require aggressive outreach efforts to the lowest-participating population groups (especially those that are growing fast), ample financial aid, and, most important, much stronger alignment of K-12 improvement efforts..." This request specifically targets students from diverse backgrounds and seeks funding to develop enhanced resources and support that will result in early academic success and increase the likelihood that students will stay in school and successfully graduate.

## **Narrative Justification and Impact Statement**

### ***How contributes to strategic plan:***

#### University's Goals

Goal 1: Attract a diverse and excellent student body and provide them with a rich learning experience.

#### Statewide Results:

Improving the value of postsecondary learning.

#### HECB Budget Priorities:

Ensuring affordability and access for students

Maintaining academic quality

### ***Reason for change:***

If the UW is to be successful in producing more college graduates, additional attention needs to be focused on helping those students that are more likely to have lower college attendance rates and degree completion rates.

### ***Impact on clients and services:***

Post-secondary education is important to meeting the demands of the knowledge-based global economy. To the extent that the state invests resources in providing Washington citizens with greater access to a baccalaureate education, economic and societal benefits will accrue not only to individuals but to the state.

### ***Impact on other state programs:***

None.

### ***Relationship to capital budget:***

None.

### ***Required changes to existing RCW, WAC, contract, or plan:***

None.

### ***Alternatives explored by agency:***

Using the Global Challenge States (GCS) identified in the Governor's Washington Learns initiative, the UW has developed a more relevant group of competitor institutions by which to benchmark and evaluate the level of core operating investment provided per student. Comparisons to these institutions, based on 2004-05 data, show there is approximately a \$4,000 gap (per student) between the resources invested in the UW's academic core and the "average" investment made at similar public institutions in the GCS.

Funding policies for higher education needs must more readily recognize the integrated relationship between state appropriations and tuition which are the primary resources that support the cost of student instruction. If sufficient state support cannot be provided for this budget request item, the UW would like to implement a six-year pilot program to use revenues from tuition to reach the target level of core operating budget funding. This item would then be funded from these increased tuition levels.



***Budget impacts in future biennia:***

Costs associated with this proposal would continue in future biennia.

***Distinction between one-time and ongoing costs:***

All costs are on-going.

***Effects of non-funding:***

Without additional state support, the university's ability to provide additional funding for this effort from local funds will be constrained. There are many competing demands for use of any new local funds - and many of those competing demands are for cost increases that must be covered - such as utility rate increases and increased rent for leased space.

State of Washington  
**Decision Package**

**Agency:** 360 University of Washington

**Decision Package Code/Title:** AD Graduate Student Advising/Mentoring

**Budget Period:** 2007-09

**Budget Level:** PL - Performance Level

**Recommendation Summary Text:**

Funding is requested to support initiatives that will provide better advising and mentoring services to graduate and professional students. Advising and mentoring are important components of the graduate and professional education experience. Graduate advisors and mentors not only aid students in successfully completing their studies, but they also provide guidance on future career and employment opportunities. Increased funds will be used to expand the availability and quality of advising and mentoring services.

**Fiscal Detail**

<b>Operating Expenditures</b>	<b><u>FY 2008</u></b>	<b><u>FY 2009</u></b>	<b><u>Total</u></b>
001-1 General Fund - Basic Account-State	250,000	500,000	750,000
<b>Total Cost</b>	<b>250,000</b>	<b>500,000</b>	<b>750,000</b>

<b>Staffing</b>	<b><u>FY 2008</u></b>	<b><u>FY 2009</u></b>	<b><u>Annual Average</u></b>
FTEs	2.5	5.0	3.8

**Package Description:**

Graduate education is a major part of the UW's mission and graduate students contribute greatly to university sponsored research activities. Each year, the University produces over 2,500 graduate degree recipients, most of who stay in the state of Washington and contribute to the local and state economy. In the fall 2005, over 10,000 graduate and professional students were enrolled in over 100 degree offering academic units.

Consultants to the Washington Learns Higher Education Advisory Committee have indicated that when comparisons are made to the Global Challenge States (GCS), Washington is tied for last place with North Carolina on the number of graduate and professional degrees awarded to those ages 20-34 (per 1,000 of the population). The consultants recommend that the state increase "its graduate/professional degree output by more than 6,400 students, or about 64%."

Degree production can be improved in several ways, such as increasing the enrollment capacity of the system and by increasing the number of students that successfully complete a degree. In its 2007-09 budget request, the UW is requesting funding to support both strategies -- through new enrollments and through a series of initiatives that are intended to strengthen the undergraduate and graduate educational experience. This request is targeted to the graduate educational experience and seeks funding to develop enhanced resources and supports for students.

Academic advising and mentoring is an essential element of the graduate educational experience and has tangible impacts on students. The UW Graduate Student Guide details the importance of mentoring and advising and notes that graduate students who receive effective mentoring demonstrate greater:

- productivity in research activity, conference presentations, pre-doctoral publications, instructional development, and grant writing
- academic success in persisting in graduate school, achieving shorter time to degree, and performing better in academic coursework
- professional success with greater chances of securing a tenure-track position if seeking employment in academe, or greater career advancement
- potential if seeking leadership positions in administration or in sectors outside the university

One important area of graduate advising and mentoring is preparing graduate students to be better teachers for undergraduate students. The Center for Instructional Development and Research in the Graduate School offers services to both graduate students and faculty to help improve and evaluate their teaching.

Many departments and schools have established programs that provide career advising and mentoring services to their respective students. However, the availability of career advising and mentoring services has been consistently highlighted as an area needing improvement by the Graduate and Professional Student Senate (GPSS). The UW has made investments in graduate advising and mentoring in recent years using local funds, but without additional resources these opportunities cannot be provided to a larger number of students.

## **Narrative Justification and Impact Statement**

### ***How contributes to strategic plan:***

#### **University Goals:**

Goal 1: Attract a diverse and excellent student body and provide a rich learning experience.

#### **Statewide Results:**

Improving the value of post-secondary learning.

#### **HECB Budget Priorities:**

Maintaining academic quality

### ***Reason for change:***

Improving the quality of the graduate experience will not only help students be successful in their academic experience, but will also help prepare students for future employment opportunities.

### ***Impact on clients and services:***

Post-secondary education is important to meeting the demands of the knowledge-based global economy.

### ***Impact on other state programs:***

None.

### ***Relationship to capital budget:***

None.

### ***Required changes to existing RCW, WAC, contract, or plan:***

None.

### ***Alternatives explored by agency:***

Using the Global Challenge States (GCS) identified in the Governor's Washington Learns initiative, the UW has developed a more relevant group of competitor institutions by which to benchmark and evaluate the level of core operating investment provided per student. Comparisons to these institutions, based on 2004-05 data, show there is approximately a \$4,000 gap (per student) between the resources invested in the UW's academic core and the "average" investment made at similar public institutions in the GCS.

Funding policies for higher education needs must more readily recognize the integrated relationship between state appropriations and tuition which are the primary resources that support the cost of student instruction. If sufficient state support cannot be provided for this budget request item, the UW would like to implement a six-year pilot program to use revenues from tuition to reach the target level of core operating budget funding. This item would then be funded from these increased tuition levels.

### ***Budget impacts in future biennia:***

Costs associated with this proposal would continue in future biennia.

***Distinction between one-time and ongoing costs:***

All costs are on-going.

***Effects of non-funding:***

Without additional state support, the university's ability to provide additional funding for this effort from local funds will be constrained. There are many competing demands for use of any new local funds - and many of those competing demands are for cost increases that must be covered - such as utility rate increases and increased rent for leased space.

State of Washington  
**Decision Package**

**Agency:** 360 University of Washington

**Decision Package Code/Title:** AG P-12 Outreach

**Budget Period:** 2007-09

**Budget Level:** PL - Performance Level

**Recommendation Summary Text:**

Funding is requested to expand and enhance activities connecting students in P-12 to higher education. Additional funding will support activities that: prepare high school students to enter and succeed in college; involve UW undergraduates in mentoring and tutoring of P-12 students; provide training to educators; encourage students to attend college; and improve student preparation and college readiness.

**Fiscal Detail**

Operating Expenditures		<u>FY 2008</u>	<u>FY 2009</u>	<u>Total</u>
001-1	General Fund - Basic Account-State	250,000	500,000	750,000
	<b>Total Cost</b>	<b>250,000</b>	<b>500,000</b>	<b>750,000</b>

Staffing		<u>FY 2008</u>	<u>FY 2009</u>	<u>Annual Average</u>
	FTEs	2.5	5.0	3.8

**Package Description:**

One of the goals of the Washington Learns initiative is to "fully integrate Washington's early learning, K-12, and post-secondary education systems so that the transition from one step to the next is seamless." For years, the University has been involved in numerous activities - directly and indirectly - supporting a seamless P-20 education system. Some examples of activities the UW currently supports include:

- The Pipeline Project is a K-12 outreach program that links undergraduate students from the University of Washington with both educational and service opportunities within the Seattle Public Schools through tutoring and mentoring.
- Jumpstart is an early education program that recruits UW students to mentor low-income preschool children in order to build their language and literacy, social, and initiative skills - skills that provide the necessary groundwork for later academic and social success.
- Through the UW in the High School program, high school students can complete University of Washington courses - and earn UW credit - in their own classrooms with their own teachers. The program gives those students who are unsure about their readiness for higher education the chance to experience university-level work in a familiar environment.
- The University of Washington participates in the state GEAR UP Project which is a university-based pre-college program serving students and teachers in statewide networks of middle and high schools. Student initiatives include: the Summer Institute (a college awareness and readiness program) and the Honors Academy (rigorous academic instruction in math and language arts). The teacher initiative, the Collaborative for Instructional Development (CID), provides professional development for educators who work with GEAR UP students.

Efforts in these areas are important not only to the state as it strives to create a "world-class education system that prepares all Washington students to succeed in the global economy," but also to the UW. These programs encourage students to pursue a post-secondary education, connect students to resources that will provide the needed support and structure to stay enrolled in college and graduate successfully, and provide valuable community service experiences for current UW students. Additional resources will be used to build upon and enhance current efforts.

## **Narrative Justification and Impact Statement**

### ***How contributes to strategic plan:***

#### **University Goals:**

Goal 1: Attract a diverse and excellent student body and provide a rich learning experience.

#### **Statewide Results:**

Improving the value of post-secondary learning.

#### **HECB Budget Priorities:**

Ensuring affordability and access for students.

### ***Reason for change:***

P-12 outreach programs encourage students to pursue a post-secondary education, connect students to resources that will provide the needed support and structure to stay enrolled in college and graduate successfully, and provide valuable community service experiences for current UW students.

### ***Impact on clients and services:***

Post-secondary education is important to meeting the demands of the knowledge-based global economy. To the extent that the state invests resources in providing Washington citizens with greater access to a baccalaureate education, economic and societal benefits will accrue not only to individuals but to the state.

### ***Impact on other state programs:***

None.

### ***Relationship to capital budget:***

None.

### ***Required changes to existing RCW, WAC, contract, or plan:***

None.

### ***Alternatives explored by agency:***

Using the Global Challenge States (GCS) identified in the Governor's Washington Learns initiative, the UW has developed a more relevant group of competitor institutions by which to benchmark and evaluate the level of core operating investment provided per student. Comparisons to these institutions, based on 2004-05 data, show there is approximately a \$4,000 gap (per student) between the resources invested in the UW's academic core and the "average" investment made at similar public institutions in the GCS.

Funding policies for higher education needs must more readily recognize the integrated relationship between state appropriations and tuition which are the primary resources that support the cost of student instruction. If sufficient state support cannot be provided for this budget request item, the UW would like to implement a six-year pilot program to use revenues from tuition to reach the target level of core operating budget funding. This item would then be funded from these increased tuition levels.

### ***Budget impacts in future biennia:***

Costs associated with this proposal would continue in future biennia.

### ***Distinction between one-time and ongoing costs:***

All costs are on-going.

### ***Effects of non-funding:***

The UW has consistently invested resources in programs that reach out to the P-12 system. Without additional state support, the university's ability to provide additional funding for this effort from local funds will be constrained.

State of Washington  
**Decision Package**

**Agency:** 360 University of Washington

**Decision Package Code/Title:** AI Awards for Teaching Excellence

**Budget Period:** 2007-09

**Budget Level:** PL - Performance Level

**Recommendation Summary Text:**

Funding is requested to provide permanent salary increases to faculty members who receive awards or recognition for outstanding teaching and service. The ability of faculty to motivate, inspire, and support students is a critical element of providing an excellent educational experience to students.

**Fiscal Detail**

Operating Expenditures	<u>FY 2008</u>	<u>FY 2009</u>	<u>Total</u>
001-1 General Fund - Basic Account-State	75,000	150,000	225,000
<b>Total Cost</b>	<b>75,000</b>	<b>150,000</b>	<b>225,000</b>

**Package Description:**

Faculty members who receive a distinguished teaching award currently receive a one-time monetary award. The UW is requesting funding in 2007-09 to provide permanent salary increases to faculty members who receive distinguished teaching awards or other awards that recognize academic and service excellence (such as being named to a national academy). For budget calculation purposes, it is assumed that fifteen such awards would be granted each year and that the average award would be a salary increase of \$5,000.

**Narrative Justification and Impact Statement**

***How contributes to strategic plan:***

Statewide Results:

Improving the value of post-secondary learning.

University Goals:

Goal 2: Attract and retain an outstanding and diverse faculty and staff.

HECB Budget Priority:

Maintaining academic quality

***Impact on other state programs:***

None.

***Relationship to capital budget:***

None.

***Required changes to existing RCW, WAC, contract, or plan:***

None.

***Alternatives explored by agency:***

Using the Global Challenge States (GCS) identified in the Governor's Washington Learns initiative, the UW has developed a more relevant group of competitor institutions by which to benchmark and evaluate the level of core operating investment provided per student. Comparisons to these institutions, based on 2004-05 data, show there is approximately a \$4,000 gap (per student) between the resources invested in the UW's academic core and the "average" investment made at similar public institutions in the GCS.

Funding policies for higher education needs must more readily recognize the integrated relationship between state appropriations and tuition which are the primary resources that support the cost of student instruction. If sufficient state support cannot be provided for this budget request item, the UW would like to implement a six-year pilot program to use revenues from tuition to reach the target level of core operating budget funding. This item would then be funded from these increased tuition levels.

***Budget impacts in future biennia:***

Costs associated with this proposal would continue in future biennia.

***Distinction between one-time and ongoing costs:***

All costs are on-going.

***Expenditure Calculations and Assumptions:***

For budget calculation purposes, it is assumed that fifteen such awards would be granted each year and that the average award would be a salary increase of \$5,000.



State of Washington  
Decision Package

**Agency:** 360 University of Washington

**Decision Package Code/Title:** AJ Leadership Community Values Init.

**Budget Period:** 2007-09

**Budget Level:** PL - Performance Level

**Recommendation Summary Text:**

In April 2005, the Leadership, Community and Values Initiative (LCVI) was initiated with the goal of creating an environment at the UW that recognizes, enhances, and sustains leadership at all levels of the university community. Funds are requested for additional staff support to expand efforts currently underway in the following four areas: 1) fostering leadership at all levels of the university community, 2) expanding opportunities for professional development and career advancement, 3) building a greater university community, and 4) recruiting and retaining diverse staff and faculty.

**Fiscal Detail**

Operating Expenditures	<u>FY 2008</u>	<u>FY 2009</u>	<u>Total</u>
001-1 General Fund - Basic Account-State	250,000	250,000	500,000
<b>Total Cost</b>	<b>250,000</b>	<b>250,000</b>	<b>500,000</b>

Staffing	<u>FY 2008</u>	<u>FY 2009</u>	<u>Annual Average</u>
FTEs	2.5	2.5	2.5

**Package Description:**

In April 2005, President Emmert launched the Leadership, Community and Values Initiative (LCVI), with the goal of creating an environment that recognizes, enhances, and sustains leadership at all levels of the university community. A team was appointed to examine the campus climate and the views of faculty and staff about the UW as a place to work. The initiative began with a survey to all university employees, asking individuals to reflect on their work experience -- what they appreciate and what changes could make a difference. The initiative team also conducted interviews with key stakeholder groups. A report was presented to the UW community in fall 2005 and can be accessed at the following website: <http://www.uwnnews.org/Uwnnews/Sites/oop/index.asp?sm=192>

The report identified some areas for improvement including: creating a culture that routinely cultivates and encourages leadership at all levels, developing a stronger sense of community and of working toward a common purpose, and improving the climate for diversity. Specific implementation strategies have been identified and implemented with local funds -\$250,000 in FY 2006 and \$150,000 in FY 07. A status update was provided at the February 2006 Board of Regents' meeting -- pages 12-17 of the attached document provides a list of specific action steps underway.

The report can be accessed at: <http://www.washington.edu/regents/meetings/meetings06/february/items/acad/a-3.pdf>

State funding is requested in the 2007-09 budget expand upon current efforts. Funds will support 2.5 additional staff positions and related operating costs to:

- 1) Foster leadership at all levels of the University including: the developing clear expectations for people in formal leadership roles, providing training and mentoring, assessments, and encouraging and involving those who are considered informal leaders.
- 2) Expand opportunities for professional development and career advancement including: creating and expanding career resources through a career center, workshops, and other resources, providing centrally-funded training and professional development workshops.

- 3) Encourage community building including: a university-wide event at Husky Stadium, emphasizing formal and informal recognition for staff and faculty at the college and department level, and continuing the LCVI process with a repeat survey of faculty and staff.
- 4) Recruit and retain diverse staff and faculty.

## **Narrative Justification and Impact Statement**

### ***How contributes to strategic plan:***

#### **University Goals:**

Goal 2: Attract and retain an outstanding and diverse faculty and staff.

#### **Statewide Result:**

Improve the value of postsecondary learning.

#### **HECB Budget Priorities:**

Maintaining academic quality.

### ***Reason for change:***

Improving the University's ability to identify, assess, mitigate, and manage institution-wide risks will ensure that resources are used effectively and will protect the quality and reputation of the University of Washington.

### ***Impact on other state programs:***

None.

### ***Relationship to capital budget:***

None.

### ***Required changes to existing RCW, WAC, contract, or plan:***

None.

### ***Alternatives explored by agency:***

Using the Global Challenge States (GCS) identified in the Governor's Washington Learns initiative, the UW has developed a more relevant group of competitor institutions by which to benchmark and evaluate the level of core operating investment provided per student. Comparisons to these institutions, based on 2004-05 data, show there is approximately a \$4,000 gap (per student) between the resources invested in the UW's academic core and the "average" investment made at similar public institutions in the GCS.

Funding policies for higher education needs must more readily recognize the integrated relationship between state appropriations and tuition which are the primary resources that support the cost of student instruction. If sufficient state support cannot be provided for this budget request item, the UW would like to implement a six-year pilot program to use revenues from tuition to reach the target level of core operating budget funding. This item would then be funded from these increased tuition levels.

### ***Budget impacts in future biennia:***

Costs associated with this proposal would continue in future biennia.

### ***Distinction between one-time and ongoing costs:***

All costs are on-going.

### ***Effects of non-funding:***

Without additional state support, the university's ability to provide additional funding for this effort from local funds will be constrained. There are many competing demands for use of any new local funds - and many of those competing demands are for cost increases that must be covered - such as utility rate increases and increased rent for leased space.

***Expenditure Calculations and Assumptions:***

\$207,000 for salary and benefits for 2.5 FTEs

\$43,000 in operation costs

State of Washington  
**Decision Package**

**Agency:** 360 University of Washington

**Decision Package Code/Title:** AL Intl Learning Opportunities

**Budget Period:** 2007-09

**Budget Level:** PL - Performance Level

**Recommendation Summary Text:**

Funding is requested to increase student access to international educational experiences. In a knowledge-driven, globally competitive economic environment, international experiences are critical elements of the modern higher education experience. Students gain valuable educational perspectives, skills, and cultural awareness from international learning and services opportunities.

**Fiscal Detail**

Operating Expenditures		<u>FY 2008</u>	<u>FY 2009</u>	<u>Total</u>
001-1	General Fund - Basic Account-State	500,000	1,000,000	1,500,000
	<b>Total Cost</b>	<b>500,000</b>	<b>1,000,000</b>	<b>1,500,000</b>
Staffing		<u>FY 2008</u>	<u>FY 2009</u>	<u>Annual Average</u>
	FTEs	5.0	10.0	7.5

**Package Description:**

In a knowledge-driven, globally competitive economic environment, educational and research opportunities with a global focus are critical elements of the modern higher education experience. Students not only gain valuable educational perspectives, but international experiences are important in helping graduates become more competitive candidates for employment.

Over the years, the University has developed and supported numerous international opportunities in both research and education for students, faculty, and staff. While UW students have many opportunities to participate in international programs, the potential to expand these programs is almost endless. Currently, over 1,600 students each year participate in international experiences in 73 different countries.

The Office of Global Affairs was established in December 2005 in recognition of the important impact globalization is having on the UW. The office coordinates University efforts in research, education, and service with global elements occurring at the University. The office also works to connect faculty, staff, and students with individuals in other parts of the world. Additional funding will be used to develop increased international opportunities so that more students can participate in "global experiences" while attending the UW.

**Narrative Justification and Impact Statement**

***How contributes to strategic plan:***

University Goals:

Goal 1: Attract a diverse and excellent student body and providing them with a rich learning experience.  
Goal 4: Expand the reach of the University of Washington across the globe.

Statewide Results:

Improve the value of postsecondary learning.

HECB Budget Priorities:

Responding to state and regional economic needs.  
Maintaining academic quality.

***Reason for change:***

By expanding the number and type of international opportunities that students can participate in, more students will have experiences that will help make them more competitive for jobs in companies that conduct a substantial amount of business with foreign countries.

***Impact on clients and services:***

Providing students with the opportunity to participate in international service and learning experiences develops skills that will be valuable throughout their lifetime.

***Impact on other state programs:***

None.

***Relationship to capital budget:***

None.

***Required changes to existing RCW, WAC, contract, or plan:***

None.

***Alternatives explored by agency:***

Using the Global Challenge States (GCS) identified in the Governor's Washington Learns initiative, the UW has developed a more relevant group of competitor institutions by which to benchmark and evaluate the level of core operating investment provided per student. Comparisons to these institutions, based on 2004-05 data, show there is approximately a \$4,000 gap (per student) between the resources invested in the UW's academic core and the "average" investment made at similar public institutions in the GCS.

Funding policies for higher education needs must more readily recognize the integrated relationship between state appropriations and tuition which are the primary resources that support the cost of student instruction. If sufficient state support cannot be provided for this budget request item, the UW would like to implement a six-year pilot program to use revenues from tuition to reach the target level of core operating budget funding. This item would then be funded from these increased tuition levels.

***Budget impacts in future biennia:***

Costs associated with this proposal would continue in future biennia.

***Distinction between one-time and ongoing costs:***

All costs are on-going.

***Effects of non-funding:***

Without additional state support, the university's ability to provide additional funding for this effort from local funds will be constrained. There are many competing demands for use of any new local funds - and many of those competing demands are for cost increases that must be covered - such as utility rate increases and increased rent for leased space.

**State of Washington  
Decision Package**

**Agency:** **360 University of Washington**

**Decision Package Code/Title:** **AP Interdisciplinary Research**

**Budget Period:** **2007-09**

**Budget Level:** **PL - Performance Level**

**Recommendation Summary Text:**

Cutting-edge, interdisciplinary research is a distinguishing characteristic of the UW -- for over 30 years, the UW has received more federal research funding than any other American public university. Funding is requested to support the recruitment of a few small groups of faculty with expertise in emerging areas of interdisciplinary research. Research areas that may be supported with these funds include: creation of a nanotechnology institute, the NEPTUNE Project, molecular engineering, regenerative sciences, computational intensive research, and environmental stewardship projects. State investments in research at the UW produce economic and societal benefits to the citizens of Washington and help support the broad range of research and educational programs offered to students attending the UW.

**Fiscal Detail**

<b>Operating Expenditures</b>		<b><u>FY 2008</u></b>	<b><u>FY 2009</u></b>	<b><u>Total</u></b>
001-1	General Fund - Basic Account-State	1,000,000	2,000,000	3,000,000
	<b>Total Cost</b>	<b>1,000,000</b>	<b>2,000,000</b>	<b>3,000,000</b>

<b>Staffing</b>		<b><u>FY 2008</u></b>	<b><u>FY 2009</u></b>	<b><u>Annual Average</u></b>
	<b>FTEs</b>	<b>5.0</b>	<b>10.0</b>	<b>7.5</b>

**Package Description:**

In the knowledge-based economy, the State of Washington faces strong economic competition from across the country and around the world. Many states have made substantial investments in research facilities at their public universities in an effort to attract additional federal research dollars. The State of California has passed an initiative to provide substantial state funding for stem cell research to be conducted by both universities and private firms in the state. Faculty in cutting edge research areas are actively recruited nationally and internationally by both public and private universities. Additional state support for interdisciplinary research activities will help the UW remain competitive in this realm.

Research is an essential element of the academic experience at the University of Washington and the UW has been extremely successful in generating federal and private support for research activities. The University of Washington receives more federal research funding than any other American public university, a position it has held each year since 1974. Since 1991, the UW has ranked second among all universities, both public and private, in competing for federal science and engineering grants.

In 2005, the UW received a total of \$995.8 million in sponsored research grants and contracts. Some of the economic and educational benefits of research at the UW include:

- Externally sponsored programs supported 7,600 full-time equivalent employees at the UW during FY05.
- Based on an economic multiplier provided by the U.S. Commerce Department, UW research funding generated about 34,000 jobs in the state.
- 188 new companies have been based on UW research advances.
- UW technology licenses generated \$18.6 million in revenue during FY05.
- The UW ranked fourth among U.S. universities in licensing income in FY04.
- 4,000 UW undergraduates incorporated research experiences into their coursework during 2005.

Recently, the state has been more supportive of directly financing research at the UW. State funding has been provided for research activities in areas such as life sciences, global health, infectious disease, photonics, and proteomics. These recent examples demonstrate how modest investments

by the state can generate remarkable benefits. In the 1999-01 biennial budget, the state provided funding to UW and WSU for the Advanced Technology Initiative. The UW receives \$1.25 million in annual funding from this initiative to support the development of faculty clusters in developing areas of technology. Funds have been used to support three research areas: infectious disease (\$500,000), computer graphics and digital media (\$500,000), and precision forestry (\$250,000). As an example, the investment made in infectious diseases gave the UW the resources it needed to further develop expertise in this area. As a result the UW was able to successfully compete for over \$80 million in federal research grants, including \$50 million for the establishment of a Regional Center of Excellence for Biodefense and Emerging Infectious Disease Research.

Funds are requested in the 2007-09 biennium to support an approach that is identical to the Advanced Technology Initiative. Funding will support a small group of faculty with expertise in subjects identified as emerging areas of interdisciplinary research. Projects that may be supported with these funds include:

- **Nanotechnology-** Nanotechnology involves the manipulation of materials on an atomic or molecular scale. Research is focused on using nanoscales to develop improved materials, devices, and systems. Medicine is an area of nanotechnology research and development. Researchers are trying to determine how nanoscales can be used to develop new drug delivery methods, treatments and medications.
- **NEPTUNE Project** - The NEPTUNE project is a multi-institutional, international effort to allow scientists to continuously monitor and develop an understanding of changes occurring in the ocean. The project will build the world's first regional ocean observatory in the northeast Pacific Ocean, laying a 2,000-mile network of fiber optic cable across and around the Juan de Fuca tectonic plate.
- **Molecular Engineering** - Progress in the fields of molecular and cellular biology is rapidly creating new opportunities for molecular bioengineering to advance medicine and biology. Increases in our understanding of how biomolecules control healthy physiology, how cells communicate, how molecular machines are coupled to force and signal transduction, and how the body protects itself against the initiation of cancer are opening many new avenues for developing medical technologies.
- **E-Science-** "E-Science," which is sometimes known as "cyberscience," "computational science," or "technical computing," is the interface of computing and core sciences, with a special emphasis on data mining, visualization, animation, global optimization, machine learning, large-scale databases, methods for analyzing data in very high dimensional spaces, and laboratory information management systems computing. By developing expertise in this area, experts can be partnered with units across campus to help solve computationally intensive problems and develop new visualization and data mining tools that help address open research problems.

## **Narrative Justification and Impact Statement**

### ***How contributes to strategic plan:***

#### **University Goals:**

Goal 3: Strengthen interdisciplinary research and scholarship to tackle "grand challenge" problems that will benefit society and stimulate economic development.

#### **Statewide Results:**

Improves the value of post-secondary learning.

#### **HECB Budget Priorities:**

Responding to state and regional economic needs.  
Maintaining academic quality.

### ***Reason for change:***

Competition for federal and private grants and contracts is becoming increasingly competitive and interdisciplinary. If the University is to continue to compete successfully for federal and private research funding, expand research in strategic areas, remain nationally competitive in research, and generate new research revenue, then greater investments need to be made in key areas. Small state investments have the potential to generate federal and private funding that will directly impact the state's economy and provide greater educational opportunities to undergraduates and graduates attending the UW.

### ***Impact on clients and services:***

The educational experience of undergraduate and graduate students is enhanced when they have the opportunity to participate in research projects. Faculty develop greater expertise which helps enhance the competitiveness of the UW as one of the nation's leading research-intensive public universities.

***Impact on other state programs:***

None.

***Relationship to capital budget:***

None.

***Required changes to existing RCW, WAC, contract, or plan:***

None.

***Alternatives explored by agency:***

Using the Global Challenge States (GCS) identified in the Governor's Washington Learns initiative, the UW has developed a more relevant group of competitor institutions by which to benchmark and evaluate the level of core operating investment provided per student. Comparisons to these institutions, based on 2004-05 data, show there is approximately a \$4,000 gap (per student) between the resources invested in the UW's academic core and the "average" investment made at similar public institutions in the GCS.

Funding policies for higher education needs must more readily recognize the integrated relationship between state appropriations and tuition which are the primary resources that support the cost of student instruction. If sufficient state support cannot be provided for this budget request item, the UW would like to implement a six-year pilot program to use revenues from tuition to reach the target level of core operating budget funding. This item would then be funded from these increased tuition levels.

***Budget impacts in future biennia:***

Costs associated with this proposal would continue in future biennia.

***Distinction between one-time and ongoing costs:***

All costs are on-going.



State of Washington  
**Decision Package**

**Agency:** 360 University of Washington

**Decision Package Code/Title:** AN Health Sciences Expansion

**Budget Period:** 2007-09

**Budget Level:** PL - Performance Level

**Recommendation Summary Text:**

Funding is requested to: 1) expand the University of Washington's School of Medicine (UWSOM) to include a first-year WWAMI site in Spokane and 2) establish a new Regional Initiative in Dental Education (RIDE) program through the University of Washington's School of Dentistry (UWSOD) with an initial site in Spokane. The proposal is a joint effort between the University of Washington (UW), Washington State University (WSU), and Eastern Washington University (EWU) to address the growing need for physicians and dentists in Spokane and surrounding rural counties.

Each year, beginning in fall 2008, 20 medical and 8 dental students will take first-year classes at the Spokane-Riverpoint campus. After the first year, medical students will join their classmates in Seattle for second year classes and then an increased number of students will spend much of their third and fourth years in clinical training sites in and near Spokane and throughout eastern Washington. Dental students will join classmates in Seattle for most of the second and third-year classes and clinical training sites will be established for extensive rotations for fourth-year students.

**Fiscal Detail**

<b>Operating Expenditures</b>		<b><u>FY 2008</u></b>	<b><u>FY 2009</u></b>	<b><u>Total</u></b>
001-1	General Fund - Basic Account-State	1,274,000	3,232,000	4,506,000
	<b>Total Cost</b>	<b>1,274,000</b>	<b>3,232,000</b>	<b>4,506,000</b>
<b>Staffing</b>		<b><u>FY 2008</u></b>	<b><u>FY 2009</u></b>	<b><u>Annual Average</u></b>
	<b>FTEs</b>	<b>12.7</b>	<b>32.2</b>	<b>22.5</b>

**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 1970s 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 their first year of medical education at their respective state institution, attend the UW for their 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. WSU has hosted WWAMI students on the Pullman campus since 1972. The WWAMI program has been very successful - nearly 50 percent of WWAMI graduates become primary care physicians and many practice in rural areas.

The idea of expanding publicly supported medical education in Spokane and across Eastern Washington has been discussed for many years. Beginning in 2003, a group of Spokane community leaders representing business, higher education, health care, biomedical research, and government began meeting to explore possible options. The group decided to pursue the feasibility of expanding the UW's SOM WWAMI program to include a new first-year site based in Spokane. The site would be located on the Riverpoint campus and the program would be operated cooperatively among UW, WSU, and EWU. The Riverpoint campus, a collaborative effort between WSU and EWU, is an ideal location as it has a strong focus on health-sciences training and information technology infrastructure. EWU's accredited dental hygiene program at Riverpoint offers a natural partnership site for RIDE students.

In 2004, the UW School of Dentistry (SOD) was invited to join these discussions and was asked to consider the feasibility of implementing a

Regional Initiative in Dental Education (RIDE) program in conjunction with the expansion of the WWAMI program. At UW, there is a long history of shared curricular components between UWSOM and UWSOD. The dental component in Spokane would address a predicted shortage of dentists, especially in rural areas, resulting from current demographic trends which reflect increased growth and an aging population. While a WWAMI-type model of regional education is new for the UWSOD, the school has considerable experience in providing community-based rotations for students, including a long-standing program in eastern Washington with the Yakima Valley Farm Workers Clinics and the Yakama Indian Nation clinic. In addition, the UWSOD has used a Robert Wood Johnson grant to support pilot rotations in the WWAMI states. A formal RIDE program will build on these existing efforts and expertise. Establishing a RIDE program would be dependent on the WWAMI SOM expansion as it achieves efficiencies by taking advantage of the academic and administrative resources being developed to support medical education.

Under this proposal:

- Beginning in fall 2008 (FY09), the overall class size of the University of Washington School of Medicine (UWSOM) would increase by 20 medical students each year. The first year of a new student's medical education would be spent in Spokane, at the Riverpoint campus. In the second year, these students would join approximately 182 other medical students to attend the UWSOM in Seattle. The student's third and fourth years would be spent at clinical sites distributed across the five-state WWAMI region. A particular emphasis would be placed on expanding community clinical sites within Spokane and rural sites throughout eastern and central Washington. WSU faculty will teach the first-year curriculum. There are currently 182 students in each class at the UWSOM drawn from Washington (120 students), Wyoming (currently 14 students, expanding to 16 over the next year), Alaska (currently 10 students), Montana (currently 20 students) and Idaho (currently 18 students).
- Beginning in the fall 2008 (FY09), the class size of the University of Washington School of Dentistry (UWSOD) would increase by 8 students each year. Similar to the expansion of the medical program, new dental students would spend their first year in Spokane, at the Riverpoint campus. Most of the second and third year would be spent in Seattle, with two four-week community-based rotations in eastern Washington. The student's fourth year would include a four to six-month period of extensive community-based training in eastern Washington. Dental students will share some basic science curricular elements with medical students and dentistry-specific courses will be taught by EWU dental hygiene faculty members. The UWSOD is the only four-year accredited dental school in the WWAMI region and there are currently 55 students in a class.
- Approximately six new WSU faculty members would be recruited to the Riverpoint campus to teach courses identified in the curriculum review as requiring new resources (i.e. pathology, immunology, biochemistry, structural biology). New faculty will also contribute to the expansion of research efforts in areas such as infectious diseases, chromosome biology, computational biology, addictions, and other areas of science. Recruitment costs will include research support for three years, lab personnel, space, and equipment costs. Additional EWU faculty will be needed to support the dental-specific curriculum.
- Additional faculty effort will be required on the Seattle campus to facilitate small group teaching, clinical clerkships, and support the college system within the School of Medicine. The innovative college system is a fundamental component of medical education at the UW. There are five colleges within the UWSOM, and students are assigned to a mentor and small group within each college. Each student interacts with their mentor over the four years of medical school, and with their small group in hospital-based clinical tutorials.
- Because a regional model of dental education is new to the UWSOD, considerable investments will be needed as early as FY 2008 to develop course curriculum, establish program infrastructure, create an evaluation process, and establish clinical training sites.

## **Narrative Justification and Impact Statement**

### ***How contributes to strategic plan:***

#### University Goals:

Goal 3: Strengthen interdisciplinary research and scholarship to tackle "grand challenge" problems that will benefit society and stimulate economic development.

#### Statewide Results:

Improve the value of postsecondary learning

Improve the health of Washington citizens

Improve the economic vitality of businesses and individuals

#### HECB Master Plan:

Increase opportunities for students to earn degrees

Respond to the state's economic needs

### ***Reason for change:***

In 2003, a group of Spokane community leaders representing business, higher education, health care, biomedical research, and government assembled to consider options for expanding publicly supported medical and dental education in Spokane. The following goals have been identified:

- 1) To increase the number of physicians trained in the Spokane area, thereby increasing the supply of physicians in the state, with particular

emphasis on Spokane and Eastern Washington;

2) To respond to the need to train physicians for underserved rural areas in Washington;

3) To increase local support for biomedical research and to increase economic development within the Inland Northwest.

4) To respond to the need to train dentists for underserved rural areas in Washington.

***Impact on clients and services:***

A regional model of dental and medical education will produce additional dentists and physicians to serve clients in rural and underserved areas in Eastern Washington.

Biomedical research will be enhanced through collaborations among UW, EWU, and WSU and new faculty recruitment. For every \$1 million dollars of research funding spent through the enhanced collaboration and the new faculty recruitments, there will be an additional economic benefit to the region in the range of \$1.3 million (WSU 198 economic impact study, 1996 data) to \$1.7 million dollars (UW 2002 economic impact study, 2001 data).

***Impact on other state programs:***

None.

***Relationship to capital budget:***

A total of \$10.2 million in capital costs are associated with this proposal. Of this amount, \$9.1 million in capital costs have been identified at the University of Washington-Seattle campus and \$1.0 million in capital costs have been identified at the Riverpoint campus in Spokane. A separate capital request was not submitted for this proposal. Each institution has identified appropriate funding for any needed renovation or expansion.

UW-Seattle:

Specific facility renovations at the UW-Seattle campus include: 1) increase the current capacity of Room T-439 to accommodate 236 students (up from a current capacity of 185); 2) expansion of the Gross Anatomy teaching space; 3) expansion and renovation of student study and lounge space; 4) reconfigure teaching space on the 5th floor of the Health Sciences Building; 5) expansion of the D1 dental simulation lab to accommodate additional students; and 6) remodel a large T-wing lecture hall to accommodate distance learning technology. A total of \$2.0 million in UW local funds for T-Wing renovations will support some of the required renovations. In the 2007-09 capital budget request, the UW is requesting \$15 million in state support to improve the condition of general assignment and departmental classrooms and modernize space for student service programs. Part of this request will fund the classroom improvements necessary to support the WWAMI/RIDE expansion at the UW-Seattle campus.

Riverpoint:

Specific facility renovations at the Riverpoint campus include modifications of existing teaching, administrative, and research facilities. The most significant modifications will be to the existing anatomy teaching facilities to allow the initiation of a Willed Body program and the associated processing areas. Capital funding for modifications at the Riverpoint campus will come from EWU and WSU's minor capital funds.

***Required changes to existing RCW, WAC, contract, or plan:***

None.

***Alternatives explored by agency:***

The Spokane committee explored the option of establishing a new medical school, but the costs are significant. For example, Florida State University in Tallahassee spent about \$155 million in start-up costs when it developed a four-year medical school in 2000. Costs of a new dental school would also require significant additional resources.

***Budget impacts in future biennia:***

The expansion will be phased-in over three biennia and the full cost of operating the programs will not be realized until FY12. At that time, it is anticipated that the program will cost \$6.2 million each year. Refer to the attached spreadsheet "Health Sciences Expansion\_WWAMI-RIDE.xls" for specific estimates by fiscal year.

***Distinction between one-time and ongoing costs:***

There are a number of one-time or time-limited costs associated with this proposal. These costs are detailed in the attached spreadsheet "Health Sciences Expansion\_WWAMI-RIDE.xls"

### ***Effects of non-funding:***

Physician shortages, particularly in primary care and certain specialties, are projected at the state and national level. Four factors can be attributed to the shortages projected in Washington State: 1) aging population with an increased need for health care, 2) large number of physicians projected to retire in the future, 3) changing practice patterns among younger physicians, and 4) a growing state population. Dental workforce surveys in Washington show that about half of Washington dentists plan to retire by 2013. Many of these dentists are in rural and underserved urban areas. In addition, most Eastern Washington counties have federally designated dentist shortages. At the same time, the dental student enrollment at the UW has not kept pace with the growing state population. Without additional capacity in Washington's medical and dental education programs, these shortages will not be addressed.

### ***Expenditure Calculations and Assumptions:***

#### **General Assumptions:**

1. The dental component of the proposal is dependent on funding for the medical component. The WWAMI expansion can be implemented without the dental component, but the dental component cannot be implemented separate from the WWAMI expansion.
2. Costs are based on the feasibility study. FY 2006 operating costs are inflated by 3% per year to bring those costs up to FY08 and FY09 levels.
3. The first cohort of students will be enrolled in the Fall 2008 (FY09). WSU, EWU, and UW will begin to incur costs one-year before students show up on campus.
4. Tuition revenues will partially offset the costs associated with the expansion. Tuition revenue will be retained by EWU and WSU for first-year dental and medical students, respectively. The UW will retain tuition revenue for students in their second through fourth years. A yearly operating fee increase of 4 percent is assumed and the 3.5% set-aside for financial aid is removed from tuition revenues.

Refer to the spreadsheet "Health Sciences Expansion\_WWAMI-RIDE.xls" for more detailed calculations and assumptions.

## Health Sciences Expansion - WWAMI/RIDE Summary

### Operating Costs:

	FY 2008	FY 2009	2007-09 Biennium	FY 2010	FY 2011	2009-11 Biennium	FY 2012	FY 2013	2011-13 Biennium
<b>EWU</b>	\$ 501,000	\$ 520,000	\$ 1,021,000	\$ 519,000	\$ 514,000	\$ 1,033,000	\$ 509,000	\$ 504,000	\$ 1,013,000
<b>UW</b>	\$ 1,274,000	\$ 3,232,000	\$ 4,506,000	\$ 3,391,000	\$ 4,651,000	\$ 8,042,000	\$ 5,016,000	\$ 4,959,000	\$ 9,975,000
<b>WSU</b>	\$ 5,287,000	\$ 2,066,000	\$ 7,353,000	\$ 2,053,000	\$ 1,352,000	\$ 3,405,000	\$ 1,339,000	\$ 1,325,000	\$ 2,664,000
<b>TOTAL</b>	<b>\$ 7,062,000</b>	<b>\$ 5,818,000</b>	<b>\$ 12,880,000</b>	<b>\$ 5,963,000</b>	<b>\$ 6,517,000</b>	<b>\$ 12,480,000</b>	<b>\$ 6,864,000</b>	<b>\$ 6,788,000</b>	<b>\$ 13,652,000</b>

### Capital Costs:

	FY 2008	FY 2009	2007-09 Biennium	FY 2010	FY 2011	2009-11 Biennium	FY 2012	FY 2013	2011-13 Biennium
<b>EWU</b>	\$ 152,000	\$ -	\$ 152,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>UW</b>	\$ 9,148,000	\$ -	\$ 9,148,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>WSU</b>	\$ 880,000	\$ -	\$ 880,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>TOTAL</b>	<b>\$ 10,180,000</b>	<b>\$ -</b>	<b>\$ 10,180,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

Health Sciences Expansion - WWAMI/RIDE  
Detail Summary

OPERATING COSTS:									
WWAMI									
UW - School of Medicine									
	FY08	FY09	2007-09	FY10	FY11	2008-11	FY12	FY13	2011-13
	\$ 5,613,673	\$ 4,342,285	\$ 9,955,957	\$ 4,642,048	\$ 5,388,229	\$ 10,030,277	\$ 6,058,522	\$ 6,058,522	\$ 12,117,043
Administration (Spokane-Based)									
Regional Affairs Office	\$ 183,168	\$ 183,168	\$ 386,336	\$ 183,168	\$ 183,168	\$ 386,336	\$ 183,168	\$ 183,168	\$ 386,336
College System/Faculty Support	\$ 39,076	\$ 34,076	\$ 73,153	\$ 34,076	\$ 34,076	\$ 68,153	\$ 34,076	\$ 34,076	\$ 68,153
Instruction - Departmental Support	\$ -	\$ 277,440	\$ 277,440	\$ 369,920	\$ 462,400	\$ 832,320	\$ 462,400	\$ 462,400	\$ 924,800
Academic Affairs/Student Support/Travel	\$ -	\$ 314,059	\$ 314,059	\$ 628,117	\$ 942,176	\$ 1,570,294	\$ 1,256,235	\$ 1,256,235	\$ 2,512,470
Health Sciences Academic Services & Facilities	\$ 36,404	\$ 408,989	\$ 445,393	\$ 408,989	\$ 408,989	\$ 817,978	\$ 408,989	\$ 408,989	\$ 817,978
Classroom Equipment & Technology (one-time)	\$ -	\$ 44,900	\$ 44,900	\$ 44,900	\$ 44,900	\$ 89,800	\$ 44,900	\$ 44,900	\$ 89,800
WWAMI Rural Integrated Training Exp (WRITE)	\$ -	\$ 123,000	\$ 123,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Rural/Underserved Opportunities Program (RU/UP)	\$ -	\$ -	\$ -	\$ -	\$ 39,750	\$ 39,750	\$ 39,750	\$ 39,750	\$ 79,500
Clinical Clerkships	\$ -	\$ 80,000	\$ 80,000	\$ 80,000	\$ 80,000	\$ 160,000	\$ 80,000	\$ 80,000	\$ 160,000
Compliance/Financial/Risk Mgmt	\$ 21,387	\$ 107,306	\$ 128,693	\$ 140,922	\$ 232,133	\$ 373,055	\$ 274,722	\$ 274,722	\$ 549,444
Inflation @3% (to bring 2006 costs to FY08/09 level)	\$ 17,054	\$ 153,087	\$ 170,141	\$ 175,263	\$ 286,006	\$ 461,269	\$ 337,715	\$ 337,715	\$ 675,431
Institutional Overhead @ 10%	\$ 29,709	\$ 168,102	\$ 197,811	\$ 206,535	\$ 337,040	\$ 543,575	\$ 397,976	\$ 397,976	\$ 795,951
Subtotal	\$ 326,799	\$ 1,972,127	\$ 2,298,926	\$ 2,271,890	\$ 3,707,439	\$ 5,979,329	\$ 4,377,731	\$ 4,377,731	\$ 8,755,462
WSU - Riverpoint									
Administration (Spokane-Based)	\$ 541,565	\$ 541,565	\$ 1,083,130	\$ 541,565	\$ 541,565	\$ 1,083,130	\$ 541,565	\$ 541,565	\$ 1,083,130
Instruction	\$ 856,764	\$ 856,764	\$ 1,713,527	\$ 856,764	\$ 856,764	\$ 1,713,527	\$ 856,764	\$ 856,764	\$ 1,713,527
Start-up - New Faculty Recruitment (3 years)	\$ 3,375,560	\$ 625,560	\$ 4,001,120	\$ 625,560	\$ -	\$ 625,560	\$ -	\$ -	\$ -
Office Moves/Reconfiguration	\$ 50,000	\$ -	\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Inflation @3% (to bring 2006 costs to FY08/09 level)	\$ 293,775	\$ 187,669	\$ 481,444	\$ 187,669	\$ 129,663	\$ 317,332	\$ 129,663	\$ 129,663	\$ 259,326
Rural/Underserved Opportunities Program (RU/UP)	\$ 169,210	\$ 158,600	\$ 327,810	\$ 158,600	\$ 152,799	\$ 311,399	\$ 152,799	\$ 152,799	\$ 305,598
Institutional Overhead @ 10%	\$ 5,286,874	\$ 2,370,158	\$ 7,657,032	\$ 2,370,158	\$ 1,680,791	\$ 4,050,948	\$ 1,680,791	\$ 1,680,791	\$ 3,361,581
Subtotal	\$ 1,448,516	\$ 1,902,049	\$ 3,350,665	\$ 2,206,165	\$ 2,510,912	\$ 4,719,077	\$ 2,722,307	\$ 2,722,307	\$ 5,444,614
UW - School of Dentistry									
RIDE - Program Administration & Operations	\$ 207,563	\$ 207,563	\$ 415,125	\$ 207,563	\$ 207,563	\$ 415,125	\$ 207,563	\$ 207,563	\$ 415,125
Instruction - Course Development/Distance Learning	\$ 175,869	\$ 175,869	\$ 351,739	\$ 351,739	\$ 527,608	\$ 879,347	\$ 703,478	\$ 703,478	\$ 1,406,955
Administration/Admissions/Student Services/Calibration	\$ 55,850	\$ 99,500	\$ 155,950	\$ 99,500	\$ 99,500	\$ 199,000	\$ 99,500	\$ 99,500	\$ 199,000
Academic Affairs/Curriculum/Evaluation	\$ 209,438	\$ 209,438	\$ 418,875	\$ 209,438	\$ 209,438	\$ 418,875	\$ 209,438	\$ 209,438	\$ 418,875
Compliance/Risk Mgmt/Advisory Board/Finance	\$ 76,225	\$ 91,250	\$ 167,475	\$ 91,250	\$ 91,250	\$ 182,500	\$ 91,250	\$ 91,250	\$ 182,500
Rural/Underserved Opportunities Program (RU/UP)	\$ 16,000	\$ 32,000	\$ 48,000	\$ 32,000	\$ 32,000	\$ 64,000	\$ 32,000	\$ 32,000	\$ 64,000
Dentistry WRITE/Community Relations	\$ 40,800	\$ 114,000	\$ 154,800	\$ 165,000	\$ 216,000	\$ 381,000	\$ 216,000	\$ 216,000	\$ 432,000
Spokane RIDE Clinic Coordinator	\$ -	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 150,000	\$ 75,000	\$ 75,000	\$ 150,000
Classroom Services/Clinic Operations	\$ -	\$ 13,500	\$ 13,500	\$ 38,500	\$ 63,500	\$ 102,000	\$ 63,500	\$ 63,500	\$ 127,000
Distance Learning Support	\$ 30,000	\$ 30,000	\$ 60,000	\$ 30,000	\$ 30,000	\$ 60,000	\$ 30,000	\$ 30,000	\$ 60,000
Inflation @3% (to bring 2006 costs to FY08/09 level)	\$ 49,435	\$ 97,189	\$ 146,624	\$ 120,544	\$ 143,899	\$ 284,443	\$ 160,207	\$ 160,207	\$ 320,414
Institutional Overhead @ 10%	\$ 86,118	\$ 114,531	\$ 200,649	\$ 142,053	\$ 169,576	\$ 311,629	\$ 188,793	\$ 188,793	\$ 377,587
Subtotal	\$ 947,298	\$ 1,259,639	\$ 2,207,137	\$ 1,562,586	\$ 1,865,333	\$ 3,427,919	\$ 2,076,728	\$ 2,076,728	\$ 4,153,456
EWU - Riverpoint									
Clinical Administration (Dentistry Specific)	\$ 195,600	\$ 220,800	\$ 416,400	\$ 220,800	\$ 220,800	\$ 441,600	\$ 220,800	\$ 220,800	\$ 441,600
Instruction - Dentistry Specific	\$ 223,620	\$ 307,400	\$ 531,020	\$ 307,400	\$ 307,400	\$ 614,800	\$ 307,400	\$ 307,400	\$ 614,800
Distance Learning & Other	\$ 25,000	\$ 25,000	\$ 50,000	\$ 25,000	\$ 25,000	\$ 50,000	\$ 25,000	\$ 25,000	\$ 50,000
Inflation @3% (to bring 2006 costs to FY08/09 level)	\$ 12,577	\$ 33,680	\$ 46,266	\$ 33,680	\$ 33,680	\$ 67,360	\$ 33,680	\$ 33,680	\$ 67,360
Rural/Underserved Opportunities Program (RU/UP)	\$ 44,422	\$ 55,320	\$ 99,742	\$ 58,689	\$ 58,689	\$ 117,378	\$ 58,689	\$ 58,689	\$ 117,378
Institutional Overhead @ 10%	\$ 501,219	\$ 642,210	\$ 1,143,428	\$ 645,579	\$ 645,579	\$ 1,291,158	\$ 645,579	\$ 645,579	\$ 1,291,158
Subtotal	\$ 7,062,000	\$ 6,244,000	\$ 13,306,000	\$ 6,850,000	\$ 7,900,000	\$ 14,760,000	\$ 8,781,000	\$ 8,781,000	\$ 17,562,000
TOTAL OPERATING COSTS:									
UW-Seattle	\$ 1,274,000	\$ 3,232,000	\$ 4,506,000	\$ 3,834,000	\$ 5,573,000	\$ 9,407,000	\$ 6,454,000	\$ 6,454,000	\$ 12,908,000
WSU	\$ 5,287,000	\$ 2,370,000	\$ 7,657,000	\$ 2,370,000	\$ 1,681,000	\$ 4,051,000	\$ 1,681,000	\$ 1,681,000	\$ 3,362,000
EWU	\$ 501,000	\$ 642,000	\$ 1,143,000	\$ 646,000	\$ 646,000	\$ 1,292,000	\$ 646,000	\$ 646,000	\$ 1,292,000
OPERATING FEE REVENUES (less 3.5% for Research @)									
UW-Seattle	\$ -	\$ 426,000	\$ 426,000	\$ 887,000	\$ 1,383,000	\$ 2,270,000	\$ 1,917,000	\$ 1,993,000	\$ 3,910,000
WSU	\$ -	\$ -	\$ -	\$ 443,000	\$ 922,000	\$ 1,365,000	\$ 1,438,000	\$ 1,495,000	\$ 2,933,000
EWU	\$ -	\$ 304,000	\$ 304,000	\$ 317,000	\$ 329,000	\$ 646,000	\$ 342,000	\$ 356,000	\$ 696,000
Subtotal	\$ -	\$ 122,000	\$ 122,000	\$ 127,000	\$ 132,000	\$ 259,000	\$ 137,000	\$ 142,000	\$ 279,000
TOTAL OPERATING w/TUITION OFFSET									
UW-Seattle	\$ 7,062,000	\$ 6,818,000	\$ 12,880,000	\$ 5,953,000	\$ 6,617,000	\$ 12,480,000	\$ 6,864,000	\$ 6,785,000	\$ 13,662,000
WSU	\$ 1,274,000	\$ 3,232,000	\$ 4,506,000	\$ 3,391,000	\$ 4,651,000	\$ 9,042,000	\$ 5,016,000	\$ 4,959,000	\$ 9,975,000
EWU	\$ 5,287,000	\$ 2,066,000	\$ 7,353,000	\$ 2,053,000	\$ 1,352,000	\$ 3,405,000	\$ 1,339,000	\$ 1,325,000	\$ 2,664,000
Subtotal	\$ 501,000	\$ 520,000	\$ 1,021,000	\$ 519,000	\$ 514,000	\$ 1,033,000	\$ 509,000	\$ 504,000	\$ 1,013,000
STUDENTS									
WWAMI	FY08	FY09	2007-09	FY10	FY11	2008-11	FY12	FY13	2011-13
RIDE	0	20	10	40	60	50	80	80	80
	0	8	4	16	24	20	32	32	32

**Health Sciences Expansion - WWAMI/RIDE**  
*Detail Summary*

	FY08	FY09	2007-09	FY10	FY11	2008-11	FY12	FY13	2011-13
<b>CAPITAL COSTS:</b>									
<b>WWAMI</b>	\$ 7,727,334	\$ -	\$ 7,727,334	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>UW - School of Medicine</b>									
T-439 Lecture Hall	\$ 695,000	\$ -	\$ 695,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Gross Anatomy Lab	\$ 568,000	\$ -	\$ 568,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Student Study & Lounge	\$ 568,000	\$ -	\$ 568,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
T-Wing 5th Floor Teaching	\$ 4,580,000	\$ -	\$ 4,580,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Advanced Video Classroom	\$ 436,000	\$ -	\$ 436,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Subtotal</b>	<b>\$ 6,847,000</b>	<b>\$ -</b>	<b>\$ 6,847,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>WSU - Riverpoint</b>									
Willard Body Expansion	\$ 465,000	\$ -	\$ 465,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Gross Anatomy Lab	\$ 144,000	\$ -	\$ 144,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Microscopy/Histology/Lockers	\$ 139,334	\$ -	\$ 139,334	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Advanced Video Classroom	\$ 132,000	\$ -	\$ 132,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Subtotal</b>	<b>\$ 880,334</b>	<b>\$ -</b>	<b>\$ 880,334</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>RIDE</b>	<b>\$ 2,453,000</b>	<b>\$ -</b>	<b>\$ 2,453,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>UW - School of Dentistry</b>									
Dental Lab Expansion (D165)	\$ 1,938,000	\$ -	\$ 1,938,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Dedicated DL Classroom	\$ 363,000	\$ -	\$ 363,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Subtotal</b>	<b>\$ 2,301,000</b>	<b>\$ -</b>	<b>\$ 2,301,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>EWU - Riverpoint</b>									
Dental Equipment & Lab Upgrade	\$ 44,000	\$ -	\$ 44,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Wet Lab Space	\$ 108,000	\$ -	\$ 108,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Subtotal</b>	<b>\$ 152,000</b>	<b>\$ -</b>	<b>\$ 152,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>TOTAL CAPITAL COSTS:</b>	<b>\$ 10,180,334</b>	<b>\$ -</b>	<b>\$ 10,180,334</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
UW-Seattle	\$ 9,148,000	\$ -	\$ 9,148,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
WSU	\$ 880,334	\$ -	\$ 880,334	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
EWU	\$ 152,000	\$ -	\$ 152,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

**Health Sciences Expansion - WWAMI/RIDE**  
*Detail Summary*

TOTAL PROGRAM COSTS										FY08	FY09	2007-09	FY10	FY11	2008-11	FY12	FY13	2011-13
PER STUDENT OPERATING COST																		
WWAMI										n/a	\$ 217,114		\$ 116,051	\$ 89,804		\$ 75,732	\$ 75,732	
RIDE										n/a	\$ 237,756		\$ 135,010	\$ 104,821		\$ 85,072	\$ 85,072	
Operating Fee (Growth Rate)										4%			4%			4%		4%
WWAMI										\$ 15,162	\$ 15,769		\$ 16,398	\$ 17,055		\$ 17,738	\$ 18,447	
RIDE										\$ 15,162	\$ 15,769		\$ 16,398	\$ 17,055		\$ 17,738	\$ 18,447	
Operating Revenue																		
WWAMI										\$ -	\$ 315,373		\$ 655,976	\$ 1,023,322		\$ 1,419,007	\$ 1,475,767	
RIDE										\$ -	\$ 126,149		\$ 262,390	\$ 409,329		\$ 567,603	\$ 590,307	
subtotal										\$ -	\$ 441,522		\$ 918,366	\$ 1,432,651		\$ 1,986,609	\$ 2,066,074	
set-aside for financial aid										3.5%								
WWAMI										\$ -	\$ 11,038		\$ 22,959	\$ 35,816		\$ 49,665	\$ 51,652	
RIDE										\$ -	\$ 4,415		\$ 9,184	\$ 14,327		\$ 19,866	\$ 20,661	
subtotal										\$ -	\$ 15,453		\$ 32,143	\$ 50,143		\$ 69,531	\$ 72,313	
Adjusted Operating Fee																		
WWAMI										\$ -	\$ 304,335		\$ 633,017	\$ 987,506		\$ 1,369,341	\$ 1,424,115	
RIDE										\$ -	\$ 121,734		\$ 253,207	\$ 395,002		\$ 547,737	\$ 569,646	
subtotal										\$ -	\$ 426,069		\$ 886,223	\$ 1,382,508		\$ 1,917,078	\$ 1,993,761	
Operating Revenue by Institution																		
UW										\$ -	\$ -		\$ 459,183	\$ 955,101		\$ 1,489,957	\$ 1,549,555	
WSU										\$ -	\$ 315,373		\$ 327,988	\$ 341,107		\$ 354,752	\$ 368,942	
EWU										\$ -	\$ 126,149		\$ 131,195	\$ 136,443		\$ 141,901	\$ 147,577	
subtotal										\$ -	\$ 441,522		\$ 918,366	\$ 1,432,651		\$ 1,986,609	\$ 2,066,074	
set-aside for financial aid										3.5%								
UW										\$ -	\$ -		\$ 16,071	\$ 33,429		\$ 52,148	\$ 54,234	
WSU										\$ -	\$ 11,038		\$ 11,480	\$ 11,939		\$ 12,416	\$ 12,913	
EWU										\$ -	\$ 4,415		\$ 4,592	\$ 4,776		\$ 4,967	\$ 5,165	
subtotal										\$ -	\$ 15,453		\$ 32,143	\$ 50,143		\$ 69,531	\$ 72,313	
Adjusted Operating Fee (By Institution)																		
UW										\$ -	\$ -		\$ 443,112	\$ 921,672		\$ 1,437,808	\$ 1,495,321	
WSU										\$ -	\$ 304,335		\$ 316,508	\$ 329,169		\$ 342,335	\$ 356,029	
EWU										\$ -	\$ 121,734		\$ 126,603	\$ 131,687		\$ 136,834	\$ 142,412	
subtotal										\$ -	\$ 426,069		\$ 886,223	\$ 1,382,508		\$ 1,917,078	\$ 1,993,761	
check										ok	ok		ok	ok		ok	ok	



State of Washington  
**Decision Package**

**Agency:** 360 University of Washington

**Decision Package Code/Title:** AR O&M for Research Space

**Budget Period:** 2007-09

**Budget Level:** PL - Performance Level

**Recommendation Summary Text:**

Funds are requested to support operations and routine maintenance costs for the UW Research and Technology (R&T) Building. Research conducted at the UW and supported by federal and private resources provides significant economic benefits to the state and important educational opportunities for students. By providing state resources for operations and maintenance funding, resources can be directed into new research activities that have the potential to generate additional federal and private funding.

**Fiscal Detail**

Operating Expenditures	<u>FY 2008</u>	<u>FY 2009</u>	<u>Total</u>
001-1 General Fund - Basic Account-State	1,672,000	1,672,000	3,344,000
<b>Total Cost</b>	<b>1,672,000</b>	<b>1,672,000</b>	<b>3,344,000</b>

Staffing	<u>FY 2008</u>	<u>FY 2009</u>	<u>Annual Average</u>
FTEs	11.2	11.2	11.2

**Package Description:**

In the knowledge-based economy, the State of Washington faces strong economic competition from across the country and around the world. Many states have made substantial investments in research facilities at their public universities in an effort to attract additional federal research dollars. The State of California has passed an initiative to provide substantial state funding for stem cell research to be conducted by both universities and private firms in the state. Faculty in cutting edge research areas are actively recruited nationally and internationally by both public and private universities. Additional state support for interdisciplinary research activities will help the UW continue to become more competitive in this realm.

Legislation enacted in 2003, provided the University of Washington and Washington State University with the authority to issue revenue bonds to finance research facilities. The legislation that provided this authority was clear that if a university decided to construct a facility, the state had no obligation to provide operations and maintenance funding for these projects. The availability of research space increases the ability of the University to successfully compete for federal and private research funding. The University has been mindful that the many demands on the state capital budget, including the renewal of core educational buildings, makes it difficult for the state to provide capital resources to support the construction of new research buildings and has pursued alternative resources for new research buildings.

In the 2006 session, the state helped support research activities at the UW by providing a total of \$4.4 million in funding for operations and maintenance funding for the William Foege Building and South Lake Union Phase 2 biomedical facilities. Other research facilities, such as the R&T Building, that have been constructed with local, private, or federal resources can benefit from state support for operations and maintenance. By providing funding for the operations and maintenance of new research buildings, the state can support both the economic and educational benefits of university-sponsored research.

The R&T Building, which was constructed in 2006, addresses the growing need at the UW for flexible, cost-effective facilities to support multi-disciplinary research initiatives. The building, which was financed with private funding and Indirect Cost Recovery (ICR) supported debt, provides over 131,000 gross square feet of space for laboratory research in the general areas of nanotechnology, photonics, genome technology, information technology, energy, biometrics, and others. New research initiatives conducted in the building are projected to bring in an additional \$30 million per year in sponsored research, generating ICR of approximately \$10 million per year to help support the cost of the research

facility. Additional information about the building can be found at the following website: <http://www.washington.edu/admin/pb/RT/index.htm>

Operations and maintenance (O&M) costs include physical plant operations and routine maintenance expenses. O&M also typically includes the costs of utilities, maintenance, custodial services, environmental health and safety, transportation services, campus security, and facilities management associated with organized research. Operations and maintenance costs of \$12.75 per gross square foot have been assumed for the R&T building -- a cost that is typical for research-intensive buildings with wet-lab space.

The UW does receive indirect cost recovery from grants in the R&T Building. The indirect cost recovery rate includes components to pay for facilities operations and maintenance costs. By providing state funding for operations and maintenance costs, the UW will be able to use the facilities operations and maintenance costs recovered from the R&T Building to invest in other research support costs.

## **Narrative Justification and Impact Statement**

### ***How contributes to strategic plan:***

#### University Goal:

Goal 3: Strengthen interdisciplinary research and scholarship to tackle "grand challenge" problems that will benefit society and stimulate economic development.

#### Statewide Result:

Improve the value of postsecondary learning.

#### HECB Budget Priority:

Maintaining academic quality.

### ***Reason for change:***

Without additional space for research activities, the University will be unable to further leverage federal and private research funding, expand research in strategic areas, remain nationally competitive in research, and generate new research revenue. By providing state resources for operations and maintenance funding, resources can be directed into additional research activities that have the potential to generate additional federal and private funding.

### ***Impact on clients and services:***

The educational experience of undergraduate and graduate students is enhanced when they have the opportunity to participate in research projects. The availability of space helps researchers expand research in strategic areas and generate new research revenue.

### ***Impact on other state programs:***

None.

### ***Relationship to capital budget:***

None.

### ***Required changes to existing RCW, WAC, contract, or plan:***

None.

### ***Alternatives explored by agency:***

Using the Global Challenge States (GCS) identified in the Governor's Washington Learns initiative, the UW has developed a more relevant group of competitor institutions by which to benchmark and evaluate the level of core operating investment provided per student. Comparisons to these institutions, based on 2004-05 data, show there is approximately a \$4,000 gap (per student) between the resources invested in the UW's academic core and the "average" investment made at similar public institutions in the GCS.

Funding policies for higher education needs must more readily recognize the integrated relationship between state appropriations and tuition which are the primary resources that support the cost of student instruction. If sufficient state support cannot be provided for this budget request item, the UW would like to implement a six-year pilot program to use revenues from tuition to reach the target level of core operating budget funding. This item would then be funded from these increased tuition levels.

***Budget impacts in future biennia:***

Costs associated with this proposal would continue in future biennia.

***Distinction between one-time and ongoing costs:***

All costs are on-going.

***Effects of non-funding:***

Without state support for operations and research costs, fewer resources will be directed into research activities that can be used to leverage additional federal and private resources.

***Expenditure Calculations and Assumptions:***

The estimated cost of O&M funding (including utilities) for the Research and Technology building is approximately \$1.7 million per year. This estimate is based on operations and maintenance costs of \$12.75 per gross square foot which is reflective of the O&M costs experienced by the University for research-intensive buildings with wet-lab space.

Refer to "O&M for Research Space.xls" for specific calculations.

University of Washington  
Operations and Maintenance for Research Space

Typical Annual O&M Cost per GSF as of 06-07 Projected

	Current Rate	Research @ 100% of formula	Office @ 100% of formula
<b>Building Maint/Utilities Dist</b> (Includes Benefits)	\$	8.09	\$ 5.75
<b>Custodial Services</b> (Includes Benefits)	\$	1.19	\$ 1.19
<b>Utilities (Central System)</b>			
Fuel	\$	1.15	\$ 1.15
Electricity	\$	1.12	\$ 1.12
Water/Sewer	\$	0.42	\$ 0.42
Power Plant:	\$	0.20	\$ 0.20
<b>Total Utilities</b>	\$	2.89	\$ 2.89
<b>Administration and Other</b>			
Facilities Services A/P	\$	0.08	\$ 0.08
Finance and Administration	\$	0.09	\$ 0.09
Engineering Services	\$	0.12	\$ 0.12
Grounds Maintenance	\$	0.14	\$ 0.14
Solid Waste	\$	0.06	\$ 0.06
Transportation Services	\$	0.09	\$ 0.09
<b>Total Administration and Other</b>	\$	0.58	\$ 0.58
<b>Total Annual Cost Per GSF</b>	\$ 6.88	\$ 12.75	\$ 10.40

Calculation of 2007-09 Budget Request

Building Name	Total Gross Square Feet	Projected Occupancy Date	Projected % of Year Occupied		Current State-Supported Cost Per Square Foot		Proposed State-Supported Cost Per Square Foot		Requested State Support		
			FY 08	FY 09	FY 08	FY 09	FY 08	FY 09	FY 08	FY 09	TOTAL
R & T Building	131,141	Apr-06	100%	100%	\$ -	\$ -	\$ 12.75	\$ 12.75	1,672,000	1,672,000	3,344,000
<b>TOTAL</b>									1,672,000	1,672,000	3,344,000

State of Washington  
**Decision Package**

**Agency:** 360 University of Washington

**Decision Package Code/Title:** AT Enterprise Risk & Compliance Mgmt

**Budget Period:** 2007-09

**Budget Level:** PL - Performance Level

**Recommendation Summary Text:**

Funds are requested to enhance the University's risk management and compliance efforts by: 1) developing an enterprise risk management approach to holistically identify, assess, mitigate, and monitor institution-wide risks; 2) establishing a Compliance Council responsible for coordinating institutional compliance requirements, evaluating and assessing compliance issues and programs, and supporting training for department units with day-to-day compliance responsibilities; 3) providing mediation services for complaint resolution; and 4) targeting new audit resources to those areas of highest risk including health sciences research, information technology infrastructure, and other emerging areas.

**Fiscal Detail**

Operating Expenditures	<u>FY 2008</u>	<u>FY 2009</u>	<u>Total</u>
001-1 General Fund - Basic Account-State	750,000	750,000	1,500,000
<b>Total Cost</b>	<b>750,000</b>	<b>750,000</b>	<b>1,500,000</b>

Staffing	<u>FY 2008</u>	<u>FY 2009</u>	<u>Annual Average</u>
FTEs	6.0	6.0	6.0

**Package Description:**

The UW is committed to supporting a culture that is fully compliant with all applicable laws, regulations, and policies -- minimizing and managing risks that can affect the quality and reputation of the University. Over the past few years, the UW has been confronted with some problems with institution-wide implications, including research compliance, financial stewardship, and privacy matters. As a result of these issues, the Strategic Risk Initiative Review Committee was created in 2005 to evaluate an enterprise risk management proposal and to develop recommendations on organizational and procedural changes needed to sustain a university-wide commitment to the highest standards of compliance.

The Review Committee's final recommendations were as follows:

- 1) Adopt an integrated approach to managing risk and compliance known as Enterprise Risk Management (ERM). ERM fosters an institution-wide perspective on compliance and risk, ensures that regulatory management is consistent with best practices, and protects the UW's decentralized, collaborative, and entrepreneurial culture.
- 2) Establish an Advisory Council to oversee and improve the UW's culture of compliance and to serve as the central focus for early identification, education, and debate on risks of strategic importance.
- 3) Establish a Compliance Council consisting of managers with compliance responsibilities and expertise to share information across departments and units. The Council will identify emerging issues, ensure access to information about best practices, and develop effective ways for parties to report problems, including a help line, web guidance, and an early intervention program.
- 4) Implement a number of operational improvements such as maintaining a strong internal audit function, conducting formal risk assessments, adopting tools for self-assessment by campus units, and analyzing risk benchmarks and trends.

In Fiscal Year 2007, a total of \$100,000 in local university funding was directed to implementing some of the recommendations. In 2007-09, the UW

would like to make additional progress on the recommendations and is requesting a total of \$750,000 per year in funding and six additional FTEs. Funding will support the following activities:

- 1) Development of an Enterprise Risk Management process (\$260,000)
- 2) Creation of a institution-wide compliance council (\$110,000)
- 3) Mediation Services (\$15,000)
- 4) Increased Internal Audit Staff (\$365,000)

## **Narrative Justification and Impact Statement**

### ***How contributes to strategic plan:***

#### **University Goal:**

Goal 5: Ensure the highest level of integrity, compliance, and stewardship.

#### **Statewide Results:**

Improve the value of postsecondary learning.

#### **HECB Budget Priority:**

Promoting institutional excellence and accountability.

### ***Reason for change:***

Improving the University's ability to identify, assess, mitigate, and manage institution-wide risks will ensure that resources are used effectively and will protect the quality and reputation of the University of Washington.

### ***Impact on clients and services:***

Improving the University's ability to identify, assess, mitigate, and manage institution-wide risks will ensure that resources are used effectively and will protect the quality and reputation of the University of Washington.

### ***Impact on other state programs:***

None.

### ***Relationship to capital budget:***

None.

### ***Required changes to existing RCW, WAC, contract, or plan:***

None.

### ***Alternatives explored by agency:***

Using the Global Challenge States (GCS) identified in the Governor's Washington Learns initiative, the UW has developed a more relevant group of competitor institutions by which to benchmark and evaluate the level of core operating investment provided per student. Comparisons to these institutions, based on 2004-05 data, show there is approximately a \$4,000 gap (per student) between the resources invested in the UW's academic core and the "average" investment made at similar public institutions in the GCS.

Funding policies for higher education needs must more readily recognize the integrated relationship between state appropriations and tuition which are the primary resources that support the cost of student instruction. If sufficient state support cannot be provided for this budget request item, the UW would like to implement a six-year pilot program to use revenues from tuition to reach the target level of core operating budget funding. This item would then be funded from these increased tuition levels.

### ***Budget impacts in future biennia:***

Costs associated with this proposal would continue in future biennia.

### ***Distinction between one-time and ongoing costs:***

All costs are on-going.

***Effects of non-funding:***

Without some state support, the university's ability to provide additional funding for this effort from local funds will be constrained. There are many competing demands for use of any new local funds - and many of those competing demands are for cost increases that must be covered - such as utility rate increases and increased rent for leased space.

***Expenditure Calculations and Assumptions:***

The UW is requesting a total of \$750,000 per year in funding. Funding will support the following activities:

- 1) Development of an Enterprise Risk Management process (\$260,000)
- 2) Creation of a institution-wide compliance council (\$110,000)
- 3) Mediation Services (\$15,000)
- 4) Increased Internal Audit Staff (\$365,000)

A total of 6.0 additional FTE will be funded.

State of Washington  
**Decision Package**

**Agency:** 360 University of Washington

**Decision Package Code/Title:** AU Instructional & Admin Technology

**Budget Period:** 2007-09

**Budget Level:** PL - Performance Level

**Recommendation Summary Text:**

The UW has established two technology advisory committees. The Academic Technology Advisory Committee evaluates and makes recommendations about technology improvements that are directly in support of teaching. The Information Technology Committee evaluates and makes recommendations about the UW's administrative computing needs. State support is requested to implement some of the advisory committee recommendations including: replacing or enhancing classroom technology, expanding programs that help faculty integrate technology into their teaching, maintaining and enhancing existing administrative computing systems, and possibly supporting initial planning efforts regarding the replacement of some administrative systems.

**Fiscal Detail**

Operating Expenditures		<u>FY 2008</u>	<u>FY 2009</u>	<u>Total</u>
001-1	General Fund - Basic Account-State	2,000,000	3,000,000	5,000,000
	<b>Total Cost</b>	<b>2,000,000</b>	<b>3,000,000</b>	<b>5,000,000</b>

Staffing		<u>FY 2008</u>	<u>FY 2009</u>	<u>Annual Average</u>
	FTEs	10.0	15.0	12.5

**Package Description:**

The Academic Technology Advisory Committee has made recommendations for instructional technology improvements in three broad areas: electronically equipping more campus classrooms; providing significant upgrades to a select group of classrooms and learning spaces; and developing innovative (mainly web based) learning technologies for faculty and students to use. The UW has made significant investments in upgrading classroom technology, and essentially all large classrooms as well as classrooms in recently constructed or remodeled buildings have the equipment necessary for faculty to make use of technology in their instruction (data projectors, screens, computer workstations in podiums, etc.).

The UW is now seeking additional state funding to extend this more or less standard classroom technology configuration to medium sized and smaller classrooms on campus. Funding would provide for purchase and replacement of classroom technology equipment and the staffing necessary to maintain this equipment. In a similar vein, funding is requested to better equip group study and media presentation rooms that are used by students. Through internal funding allocations, the UW has established a service that provides faculty with tools, resources and support to help them use new technologies in their teaching. This service is called Catalyst and its web site can be found at <http://catalyst.washington.edu/home.html> Catalyst tools are also available to students. The UW is seeking funding to develop additional Catalyst web tools to support teaching, learning and research and to provide additional resources to allow the Catalyst group to train faculty and staff in the use of Catalyst facilities, tools and resources.

Among the issues addressed by the Information Technology Committee over the last few years is the age and functionality of some of the UW's core administrative computing systems. Using internal funds, what the UW has been doing for many years is focusing on putting "web friendly" front ends in front of legacy administrative computing applications. This strategy has extended the life of most of the UW's administrative computing systems. However, in the last two years the university has recognized that it needs to undertake a few larger administrative computing system replacements or enhancements. One of these projects in the early planning stage is looking at replacing the UW's current budgeting system. A second project will examine developing or procuring a human resources management information system. The UW is requesting funding to help pay for the scoping studies and initial design and implementation work on this two administrative computing development projects.



## **Narrative Justification and Impact Statement**

### ***How contributes to strategic plan:***

#### **University Goals:**

Goal 5: Ensure the highest level of integrity, compliance, and stewardship.

#### **Statewide Results:**

Improve the value of post-secondary learning.

#### **HECB Budget Priorities:**

Promoting institutional excellence and accountability

Maintaining academic quality.

### ***Reason for change:***

The way faculty members teach students and the environments in which students learn are being constantly changed by technology. The UW must continually work at helping faculty improve and enhance their teaching through the use of technology and at ensuring that students have access to technology equipped environments that enable and enhance learning. In addition, for the UW to improve the efficiency with which it conducts its business, investments must be continually made to support, enhance and update core administrative computing systems.

### ***Impact on other state programs:***

None.

### ***Relationship to capital budget:***

None.

### ***Required changes to existing RCW, WAC, contract, or plan:***

None.

### ***Alternatives explored by agency:***

Using the Global Challenge States (GCS) identified in the Governor's Washington Learns initiative, the UW has developed a more relevant group of competitor institutions by which to benchmark and evaluate the level of core operating investment provided per student. Comparisons to these institutions, based on 2004-05 data, show there is approximately a \$4,000 gap (per student) between the resources invested in the UW's academic core and the "average" investment made at similar public institutions in the GCS.

Funding policies for higher education needs must more readily recognize the integrated relationship between state appropriations and tuition which are the primary resources that support the cost of student instruction. If sufficient state support cannot be provided for this budget request item, the UW would like to implement a six-year pilot program to use revenues from tuition to reach the target level of core operating budget funding. This item would then be funded from these increased tuition levels.

### ***Budget impacts in future biennia:***

Costs associated with this proposal would continue in future biennia.

### ***Distinction between one-time and ongoing costs:***

All costs are on-going.

### ***Effects of non-funding:***

The speed with which the UW can invest in enhancements to instructional technology and updating administrative computing systems will likely be slower if there is no state investment in these areas. As important as these two areas are, there are many competing needs when scarce incremental local funds are allocated -- including utility rate increases, increased property rental costs, increased costs for supplies and equipment, and competitive salaries for faculty and staff.

State of Washington  
**Decision Package**

**Agency:** 360 University of Washington

**Decision Package Code/Title:** AW Policy Consensus Center

**Budget Period:** 2007-09

**Budget Level:** PL - Performance Level

**Recommendation Summary Text:**

Funding is requested to support the activities of the Policy Consensus Center (PCC). The PCC is a joint program of Washington State University (WSU) and the University of Washington (UW) dedicated to assisting government, tribal, business, agricultural, environmental, and other community leaders to work together to resolve disputes and build consensus around difficult public policy issues. The center's activities focus on three major areas: 1) providing an objective forum and assistance with conflict resolution or policy enhancement; 2) building capacities through assessment, training, and consulting that broaden stakeholders' perspectives, thus improving their abilities to work together; 3) researching and disseminating best practices in conflict resolution and policy problem solving, and mechanisms to close the gaps between science and policy.

**Fiscal Detail**

Operating Expenditures		<u>FY 2008</u>	<u>FY 2009</u>	<u>Total</u>
001-1	General Fund - Basic Account-State	200,000	200,000	400,000
	<b>Total Cost</b>	<b>200,000</b>	<b>200,000</b>	<b>400,000</b>

Staffing		<u>FY 2008</u>	<u>FY 2009</u>	<u>Annual Average</u>
	FTEs	3.0	3.0	3.0

**Package Description:**

The mission of the PCC is to act as a neutral resource for collaborative problem-solving in the region. The Center is a joint effort of Washington State University and the University of Washington and was developed in response to requests from community leaders. In addition, the Center helps advance the teaching, curriculum, and research missions of the two universities by bringing real-world policy issues to campus.

The Center has offices at WSU and UW. It is overseen by an advisory board chaired by William Ruckelhaus and composed of local and state leaders representing a broad range of constituencies and geographic locations in the region. Funding for the Center is sought from a wide-range of sources, including foundations, corporations, individuals, agencies, other state and federal sources, and fees for services when appropriate.

Funding is requested in the 2007-09 biennium to give people greater access to the resources of the Center. New funding will assist in those situations where other sources of funding are not available. These resources will allow the Center to:

- Provide assistance to stakeholder groups and communities that cannot afford to pay for services.
- Perform assessments for groups and communities on the potential of Center involvement without charging a fee.
- Engage earlier disputes to increase the chance of resolution.
- Maintain the continuity of services offered by the Center.
- Invest in research on emerging policy issues.

Seven projects have been completed to date on some of the most contentious issues in the state, including: water resource policy, watershed restoration, salmon regulatory reform, and workers compensation. Work on a number of new projects is currently underway. Some examples of the role of the PCC and its impact on resolving complex policy issues include:

- 1) Water Resources Administration and Funding Task Force:

In 2004, the legislature established a Task Force charged with recommending ways to fund the state's water resource programs. Some of the questions before the task force included: Are Washington State's water management programs a public good that should be paid for by all? Or, do some of these programs benefit specific groups who should pay the costs of those services?

**Center Contribution:** With the assistance of university faculty, the Center provided facilitation, logistics, information gathering, and report drafting support to the Task Force. Issues such as concerns over the validity of data, the allocation of program resources, and others that had been contentious and blocked progress were examined and largely resolved. Focusing on some of the remaining issues, the Task Force submitted a consensus report to the Governor and Legislature that assembled valuable budgetary and program information regarding state water resources programs and presented broadly acknowledged findings and guidelines upon which to base future policy decisions.

**Impact and Implications:** The Task Force process established a common knowledge base regarding costs, operations and sources of funding for the state's water resource programs. The consensus report advanced many important water policy and funding issues and removed questions about major aspects about the Department of Ecology's performance. It contributed to increased budgetary support for the agency and led to changes in long-debated water policies.

## **2) Northwest Straits Marine Conservation Initiative: A Five-Year Evaluation:**

The Northwest Straits Initiative was born out of conflict. In the 1980s, hundreds of people crowded into public hearings to argue for or against the establishment of a National Marine Sanctuary in northern Puget Sound and the Strait of Juan de Fuca. When that effort was abandoned, a collaborative process gave rise to the Northwest Straits Initiative. Today, many of the supporters and opponents of the failed National Marine Sanctuary proposal are now solidly behind this citizen-led collaborative effort to protect and restore this important marine ecosystem.

**Center Contribution:** The Center assembled an independent evaluation panel to conduct an congressionally mandated evaluation of the Initiative. Center staff identified highly qualified panel members from throughout the nation, conducted interviews, a survey and a literature review, designed and organized hearings, and provided report writing support on behalf of the evaluators.

**Impact and Implications:** The panel's report recommended that Congress reauthorize the Initiative. It included specific recommendations on how to advance the Initiative's mandate to protect the marine waters of the Northwest Straits. The Northwest Straits Commission has undertaken implementation of the recommendations suggested by the evaluation panel. Congress has since reauthorization Commission and almost doubled its budget. Grants have been awarded for specific programs based on the evaluation results.

## **Narrative Justification and Impact Statement**

### ***How contributes to strategic plan:***

#### **University Goals:**

Goal 4: Strengthen interdisciplinary research and scholarship to tackle "grand challenge" problems that will benefit society and stimulate economic development.

#### **Statewide Results:**

Improve the value of post-secondary learning.

#### **HECB Budget Priority:**

Maintaining academic quality.

Responding to state and regional program needs.

### ***Reason for change:***

The PCC has been successful in resolving policy differences on contentious state issues through collaboration. Additional funding will enable stakeholder groups and communities to directly utilize the Center's conflict resolution resources and enable the center to find common ground on additional issues.

### ***Impact on clients and services:***

The PCC brings real-world policy issues to the WSU and UW campuses -- advancing the universities' research, public service, and teaching missions. The educational experience of undergraduate and graduate students is enhanced when they have the opportunity to participate in research projects. The PCC also acts as a conduit between the universities and citizens and policymakers that are dealing with significant public policy concerns.

### ***Impact on other state programs:***

None.

***Relationship to capital budget:***

None.

***Required changes to existing RCW, WAC, contract, or plan:***

None.

***Alternatives explored by agency:***

To the extent possible, funding for the Center will continue to be sought from foundations, corporations, individuals, agencies, other state and federal sources, and fees for services when appropriate.

***Budget impacts in future biennia:***

Costs associated with this proposal would continue in future biennia.

***Distinction between one-time and ongoing costs:***

All costs are on-going.

***Effects of non-funding:***

Without additional resources, access to the benefits and resources of the Center will be limited.

***Expenditure Calculations and Assumptions:***

Funding supports 3.0 FTEs and related operating costs.



**TAB D**



**Agency Summarized Revenues (B9)**

Agency summarized revenues will be submitted later.





**Non-Appropriated and Local Fund Summaries (B10)**

Non-appropriated and local fund summaries will be submitted later.



**TAB E**

### **Locally Authorized Salary Increases**

Locally-authorized salary increases data will be submitted later.

**Attachment B-1  
Tuition Waivers**

**Institution: (360) University of Washington, All Campuses**

RCW	Waiver Type	FY 2004		FY 2005		FY 2006		FY 2007		FY 2008		FY 2009	
		Headcount	\$ (actuals)	Headcount	\$ (actuals)	Headcount	\$ (actuals)	Headcount	Estimate	Headcount	Estimate	Headcount	Estimate
28B.15.014	Military - Active Duty												
28B.70.050	Professional Stu. Exchange (VMCBE)	10	125,828	11	125,034	11	115,614	11	147,682	11	147,682	11	147,682
28B.15.014	Immigrant Refugee												
28B.15.014	GSA Nonresident Waiver	2,216	21,616,344	2,315	23,623,052	2,472	27,393,122	2,472	29,249,231	2,472	29,249,231	2,472	29,249,231
28B.15.615	GSA Operating Fee Waiver	1,667	10,287,729	1,823	12,593,165	1,856	13,973,640	1,856	15,297,065	1,856	15,297,065	1,856	15,297,065
28B.15.545	WA Vocational Excellence Awd												
28B.15.620	SE Asian Vet	4	9,651	3	6,674	1	2,274						
28B.15.014	Child & Spouse of Staff	6	69,011	6	74,120	3	45,433	3	46,018	3	46,018	3	46,018
28B.15.380	Child of Fire/Law Off	7	23,346	7	27,888	6	23,503	6	30,469	6	30,469	6	30,469
28B.15.100	Over 18 Hours	80	176,933	71	199,091	58	183,435	58	174,592	58	174,592	58	174,592
28B.70.050	Westn Region Grad Program (VMCBE)												
28B.15.628	Persian Gulf Veteran	4	6,356	2	3,887	1	2,448						
28B.10.265	Child of POW/MIA	1	4,213										
28B.15.014	University Staff (Nonresident)	64	457,697	72	496,233	53	389,853	53	323,260	53	323,260	53	323,260
28B.15.225	WWAMI Interstate Agreement	165	2,704,099	178	3,120,122	178	3,357,441	178	3,693,186	178	3,693,186	178	3,693,186
28B.15.556	International Exchange	92	1,176,884	96	1,500,783	100	1,635,074	100	1,891,984	100	1,891,984	100	1,891,984
28B.15.543	WA Scholars												
28B.15.750	Oregon Reciprocity												
28B.15.756	British Columbia Reciprocity												
28B.15.756	Idaho Reciprocity												
28B.15.740	ICA Gender Equity	112	1,356,673	111	1,460,173	114	1,584,626	114	1,718,062	114	1,718,062	114	1,718,062
28B.15.740	Need & Merit Waivers	2,635	7,675,097	2,765	8,410,618	2,906	9,064,039	2,906	10,128,603	2,906	10,128,603	2,906	10,128,603
28B.15.915	Washington Achievement Award	34	154,500	25	158,610	31	233,832	31	233,832	31	233,832	31	233,832
28B.15.915	Grad/Prof Non-resident Waiver					91	953,606	91	1,054,076	91	1,054,076	91	1,054,076
28B.15.621	Vets, WNG, kids or spouses (injured or MIA)					90	239,371	90	263,100	90	263,100	90	263,100
	<b>Total</b>	7,096	45,844,361	7,484	51,799,450	7,972	59,197,309	7,969	64,251,162	7,969	64,251,162	7,969	64,251,162

## Attachment B-2

## Tuition Waivers by Purpose

**Institution: (360) University of Washington, All Campuses**

[illegible]

## Attachment B-3 Financial Aid from Non-State Sources

Institution: (360) University of Washington, All Campuses

	FY 2004		FY 2005		FY 2006		FY 2007		FY 2008		FY 2009	
	Headcount	\$ (actuals)	Headcount	Estimate	Headcount	Estimate	Headcount	Estimate	Headcount	Estimate	Headcount	Estimate
Federal Financial Aid *	18,574	170,386,540	18,600	181,413,229	19,000	189,471,254						
Private Grants	2,288	8,866,555	2,151	8,834,709	2,199	9,469,627						
Private Loans	894	8,205,439	954	9,943,606	1,131	12,120,937						
Three and One Half Percent set aside	2,500	8,209,574	2,500	9,136,327	2,900	9,373,556						
RCW 28B.15.067 set aside (Graduate Students) **	(Please see attached worksheet "Aid Received")											
RCW 28B.15.067 set aside (UW Law Students) ***	(Please see attached worksheet "Aid Received")											

\*\* RCW 28B.15.067 requires that for academic years 2003-04 through 2008-09, institutions of higher education shall use an amount equivalent to 10 percent of all revenues received as a result of graduate academic school tuition increases to assist needy low and middle-income resident graduate academic students.

\*\*\* RCW 28B.15.067 requires that for academic years 2003-04 through 2008-09, the University of Washington shall use an amount equivalent to 10 percent of all revenues received as a result of law school tuition increases to assist needy low and middle-income resident law students.

\* Federal programs include: Pell Grant, Supplemental Grant, Perkins Loan, Stafford Loan (subsidized and Unsubsidized), Parent Loan (PLUS), Health Profession Loan Program, and SSS Trio Grant.

FY 2006 figures are estimated. FY 2007, FY 2008, and 2009 information is not available.

Headcounts are estimates



## Attachment B-3 - Supplement

### Institution: (360) University of Washington

RCW 28B.15.067 set aside (Graduate Students) *									
Graduate Fiscal Year	Tier I,II,III HC	Total		% increase	Yr to Yr % tuit incr.	All Rev ** Collected	All Rev Diff Yr to Yr	Amount needed to ensure 10% mandate	Financial Aid Actual Difference Yr to Yr
		Amount of Aid to Grad Students with need *	Amount of Aid to Law Students						
1998-99	2,706	\$11,669,470				\$63,310,036			
1999-00	2,595	\$11,822,477		1.31%		\$66,601,109	\$3,291,073	\$329,107	\$1,224,874
2000-01	2,591	\$11,902,238		0.67%		\$70,465,497	\$3,864,388	\$386,439	\$3,037,243
2001-02	2,734	\$13,127,112		10.29%	3.33%	\$75,308,440	\$4,842,943	\$484,294	\$1,572,401
2002-03	3,042	\$16,164,355		23.14%	9.34%	\$81,867,131	\$6,558,691	\$655,869	\$1,036,715
2003-04	3,389	\$17,736,756		9.73%	5.47%	\$91,393,515	\$9,526,384	\$952,638	\$3,096,412
2004-05	3,486	\$18,773,471		5.85%	11.25%				
2005-06	3,602	\$21,869,883		16.49%	8.15%				
								\$2,808,348	\$9,967,645

RCW 28B.15.067 set aside (UW Law Students) **									
Year	HC	Total		% increase	Yr to Yr % tuit incr.	All Revenue Collected	All Rev Diff Yr to Yr	Amount needed to ensure 10% mandate	Financial Aid Actual Difference Yr to Yr
		Amount of Aid to Law Students with need *	Amount of Aid to Graduate Students						
1998-99	399	\$916,367				\$3,464,910			
1999-00	360	\$1,066,794		16.42%		\$3,734,323	\$269,413	\$26,941	\$149,974
2000-01	338	\$1,186,863		11.26%	17.37%	\$4,960,291	\$1,225,968	\$122,597	\$247,153
2001-02	348	\$1,336,837		12.64%	13.55%	\$6,627,985	\$1,667,694	\$166,769	\$108,697
2002-03	361	\$1,583,990		18.49%	4.10%	\$7,571,222	\$943,237	\$94,324	-\$50,843
2003-04	394	\$1,692,687		6.86%	0.00%	\$8,686,106	\$1,114,884	\$111,488	\$328,848
2004-05	391	\$1,641,844		-3.00%	9.55%				
2005-06	388	\$1,970,692		20.03%					
								\$522,120	\$783,829

\* Please note these are students with need not need based students.

\*\* Amounts shown are for all revenue collected not just the increase level.

Attachment C  
2007-09 New State-Supported Enrollment Request  
Four-Year Institutions

Institution:

Main Campus

	2007-08						2008-09					
	Student FTEs	Staff FTEs	One-Time Startup \$	Ongoing Enrollment Costs			Student FTEs	Staff FTEs	One-Time Startup \$	Ongoing Enrollment Costs		
				Total \$	State \$	Total \$ per FTE**				Total \$	State \$	Total \$ per FTE**
<b>Undergraduate</b>												
<b>Math, Science, Engineering</b>	250	25.0	0	\$ 3,796,750	\$ 2,500,000	\$ 15,187	250	25.0		\$ 3,796,750	\$ 2,500,000	\$ 15,187
<b>Graduate by Discipline*</b>												
<b>General</b>	75	12.0	0	\$ 1,821,450	\$ 1,200,000	\$ 24,286	75	12.0	?	\$ 1,821,450	\$ 1,200,000	\$ 24,286
<b>Professional by Discipline*</b>												
<b>General</b>	25	4.0	0	\$ 607,150	\$ 400,000	\$ 24,286	25	4.0		\$ 607,150	\$ 400,000	\$ 24,286
<b>Total - Seattle</b>	350	41	0	\$ 6,225,350	\$ 4,100,000	\$ 17,787	350	41	0	\$ 6,225,350	\$ 4,100,000	\$ 17,787

Branch Campus or Off-Campus

Learning Center

(Specify Branch or Center:)

	2007-08						2008-09					
	Student FTEs	Staff FTEs	One-Time Startup \$	Ongoing Enrollment Costs			Student FTEs	Staff FTEs	One-Time Startup \$	Ongoing Enrollment Costs		
				Total \$	State \$	Total \$ per FTE**				Total \$	State \$	Total \$ per FTE**
<b>Lower Division by Discipline*</b>												
UW-Bothell	125	6.3	0	\$ 1,273,375	\$ 625,000	\$ 10,187	125	6.3	0	\$ 1,273,375	\$ 625,000	\$ 10,187
UW-Tacoma	125	6.3	0	\$ 1,273,375	\$ 625,000	\$ 10,187	125	6.3	0	\$ 1,273,375	\$ 625,000	\$ 10,187
<b>Upper Division by Discipline*</b>												
UW-Bothell	95	4.8	0	\$ 1,262,170	\$ 475,000	\$ 13,286	95	4.8	0	\$ 1,262,170	\$ 475,000	\$ 13,286
UW-Tacoma	115	5.8	0	\$ 1,527,890	\$ 575,000	\$ 13,286	115	5.8	0	\$ 1,527,890	\$ 575,000	\$ 13,286
<b>Graduate by Discipline*</b>												
UW-Bothell	30	4.8	0	\$ 728,580	\$ 480,000	\$ 29,143	30	4.8	0	\$ 728,580	\$ 480,000	\$ 29,143
UW-Tacoma	30	4.8	0	\$ 728,580	\$ 480,000	\$ 29,143	30	4.8	0	\$ 728,580	\$ 480,000	\$ 29,143
<b>Total - Tacoma/Bothell</b>	520	32.6	0	\$ 6,793,970	\$ 3,260,000	\$ 13,065	520	32.6	0	\$ 6,793,970	\$ 3,260,000	\$ 13,065
<b>Total - UW</b>	870	73.6	0	\$ 13,019,320	\$ 7,360,000	\$ 30,852	870	73.6	0	\$ 13,019,320	\$ 7,360,000	\$ 30,852

\* Identify disciplines targeted for expansion as specifically as possible, particularly for proposed enrollment higher.

\*\* Fully explain the basis for proposed cost per FTE enrollment, by discipline, in the "Expenditure and Revenue Calculations and Assumptions" section of decision packages.

Assumptions:

State Costs:

\$10,000 in state support for UW-Seattle UG (math, science, engineering)  
\$5,000 in state support for UW-Bothell and UW-Tacoma UG  
\$16,000 in state support for graduates on all three campuses  
\$16,000 in state support for professional students on all three campuses

Total Costs = average 2006-07 operating fee plus state costs

- UG operating fee = \$5,187  
- Graduate/Professional operating fee = \$8,286

**Attachment D**  
**2007-09 Degree Production Targets**

Seattle	2004-05 Actual	2005-06 Actual**	2006-07 Estimated <sup>^</sup>	2007-08 Estimated <sup>^</sup>	2008-09 Estimated <sup>^</sup>
<b>Associate Degrees</b>					
High-Demand*	0	0	0	0	0
Other	0	0	0	0	0
Total	0	0	0	0	0
<b>Bachelor's Degrees</b>					
High-Demand*	977	1,013	1,025	1,035	1,050
Other	6,291	5,951	6,125	6,165	6,175
Total	7,268	6,964	7,150	7,200	7,225
<b>Graduate &amp; Professional Degrees</b>					
High-Demand*	1,170	1,228	1,150	1,165	1,150
Other	2,316	2,437	2,350	2,335	2,350
Total	3,486	3,665	3,500	3,500	3,500

Bothell	2004-05 Actual	2005-06 Actual**	2006-07 Estimated <sup>^</sup>	2007-08 Estimated <sup>^</sup>	2008-09 Estimated <sup>^</sup>
<b>Associate Degrees</b>					
High-Demand*	0	0	0	0	0
Other	0	0	0	0	0
Total	0	0	0	0	0
<b>Bachelor's Degrees</b>					
High-Demand*	156	154	165	165	165
Other	394	419	410	435	435
Total	550	573	575	600	600
<b>Graduate &amp; Professional Degrees</b>					
High-Demand*	15	9	10	10	10
Other	87	93	90	90	90
Total	102	102	100	100	100

Tacoma	2004-05 Actual	2005-06 Actual**	2006-07 Estimated <sup>^</sup>	2007-08 Estimated <sup>^</sup>	2008-09 Estimated <sup>^</sup>
<b>Associate Degrees</b>					
High-Demand*	0	0	0	0	0
Other	0	0	0	0	0
Total	0	0	0	0	0
<b>Bachelor's Degrees</b>					
High-Demand*	132	100	70	70	70
Other	548	516	655	655	655
Total	680	616	725	725	725
<b>Graduate &amp; Professional Degrees</b>					
High-Demand*	38	45	30	30	30
Other	97	89	120	120	120
Total	135	134	150	150	150

\* 'High Demand' is according to the HECB definition that includes computer science, engineering, software engineering and architecture, and health care occupations.

\*\* 2005-06 actual reflects degrees granted as of 8/28/2006.

<sup>^</sup> Estimated degree production targets are based on the performance targets developed by the HECB for the UW.

## Attachment E

## Maintenance & Operations

## For New Facilities Proj

## Policy Level Requests

**Please submit separate forms for Maintenance Level vs. Performance Level requests. At ML, institutions may propose ongoing state support for facilities constructed or expanded with bond or cash assistance in the state capital budget. Performance Level decision packages may be submitted and considered for (1) instructional facilities constructed with financing contracts authorized in the state capital budget; or (2) instructional or research facilities constructed with non-state funds.**

**Institution:**

**Total gross square feet of campus facilities supported by State Funds:**

Total net assignable square feet supported by State Funds:

[illegible]

**\* In the "Expenditure and Revenue Calculations and Assumptions" section of the decision package, please (1) explain why if square footage or proposed operating costs exceed those identified on the approved project C-2 by more than 10%; and (2) please fully explain the basis for proposed costs per square foot. Provide separate explanations by component: utilities, custodial, and routine maintenance.**

## **Collective Bargaining Agreements**

Collective bargaining agreements will be submitted once they are available.