

**UNIVERSITY OF WASHINGTON**

**2009–11 Operating Budget Request**

**September 2008**

University of Washington  
2009-11 Biennium Operating Budget Request

**TABLE OF CONTENTS**

Tab A		
	Agency Organization Chart	2
	Agency Activity Inventory	4
	Agency Performance Measures	11
Tab B		
	Recommendation Summary at Agency Level	13
	Recommendation Summary at Program Level	17
Tab C		
	Executive Summary	22
	Decision Package Summary	25
	Individual Decision Packages	
	<u>Maintenance Level Requests</u>	
	M2-AB Restore O&M Fund Shift	27
	M2-AC Non-Resident Graduate Subsidy	29
	M2-AD OASI Benefit Adjustments	32
	M2-AE O&M for Renovated Buildings	33
	<u>Performance Level Requests</u>	
	PL-DD Competitive Compensation	37
	PL-LL College of the Environment	41
	PL-JJ Increased Access and Degrees	49
	PL-BB Recruitment and Admission	56
	PL-AA Undergraduate Learning	60
	PL-FF Biomedical Research	65
	PL-EE Health Metrics and Evaluation	69
	PL-MM Technology and Society Research	73
	PL-NN Environmental Research	79
	PL-II Expand Childcare for UW Community	83
	PL-CC Campus Safety	87
	PL-HH Support for Teaching Hospitals	91
	PL-PP Clinical Professional Training	94
	PL-KK O&M for Business School	98
	PL-GG Sound Future Partnership	101
Tab D		
	Agency Summarized Revenues (B9)	107
	Non-budgeted and Local Fund Summaries (B10)	108

Tab E

Collective Bargaining Agreements	110
Attachment A: Locally Authorized Salary Increases	111
Attachment B-1: Tuition Waivers	112
Attachment B-2: Tuition Waivers by Purpose	113
Attachment B-3: Financial Aid from Non-State Sources	114
Attachment B-4: Cumulative Undergraduate Student Loan Debt	116
Attachment C-1 and C-2: New Enrollment Requests	117
Attachment E: Maintenance and Operations Costs	119
I-960: Fee Increases and New Fees	122

**TAB A**

**Agency Organization Chart  
Agency Activity Inventory  
Agency Performance Measures**

---

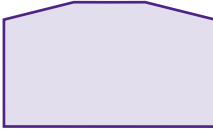
Agency 360 – University of Washington  
Agency Organizational Chart

---

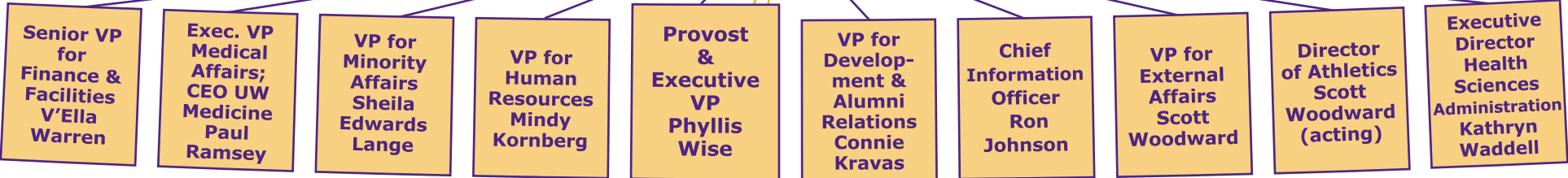
The organizational chart for the University of Washington is shown on the following page.

**Board of Regents**

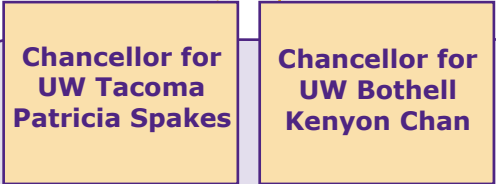
**President Mark Emmert**



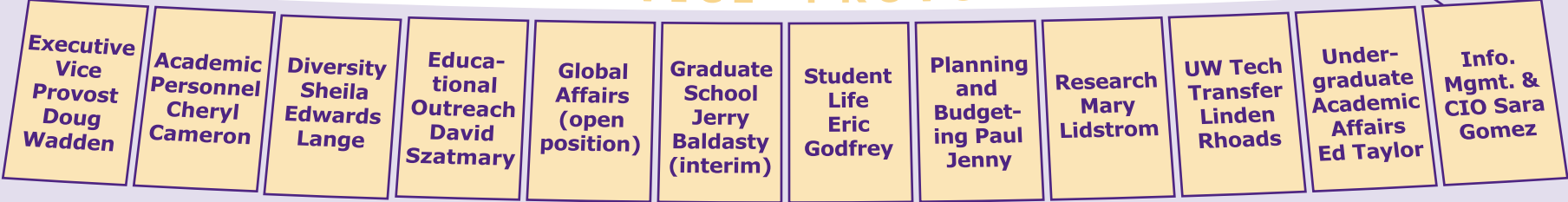
All positions contained in shaded area report directly to Provost Wise



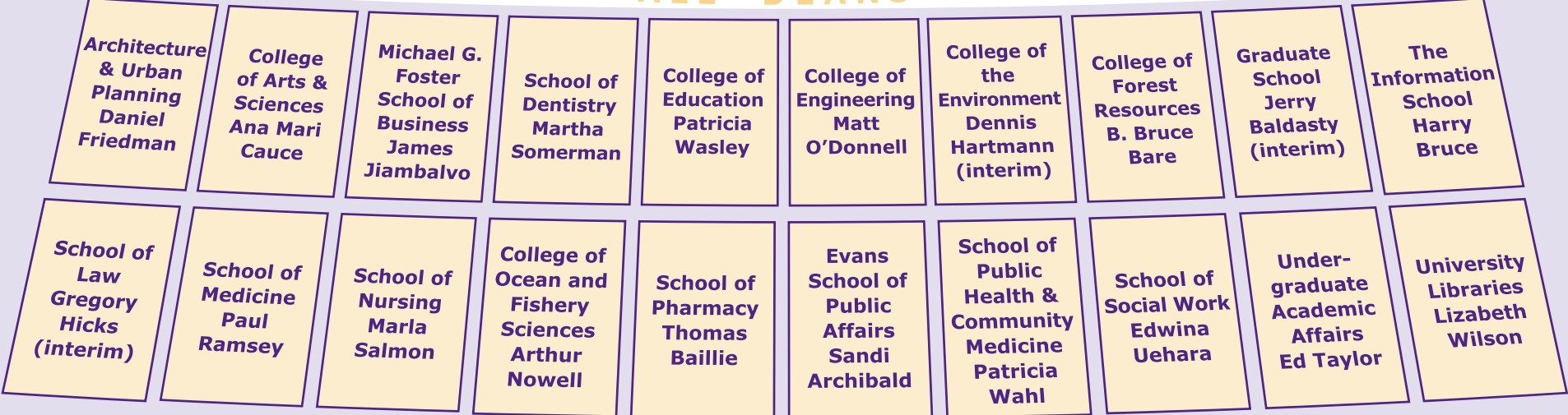
Chancellors report directly to President Emmert **and** Provost Wise



**ALL VICE PROVOSTS**



**ALL DEANS**



---

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 interrelated 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 2010	FY 2011	Biennial Total
FTE's	995.3	995.5	995.4
GFS	\$33,715,885	\$36,199,010	\$69,914,895
Other	\$59,298,785	\$61,997,191	\$121,295,976
Total	\$93,014,670	\$98,196,201	\$191,210,871

**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 2010	FY 2011	Biennial Total
FTE's	3,487.5	3,468.8	3,478.2
GFS	\$18,527,941	\$20,393,280	\$38,921,221
Other	\$455,518,293	\$454,251,238	\$909,769,531
Total	\$474,046,234	\$474,644,518	\$948,690,752

**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

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 Senior Vice President's Office, the Faculty Senate, and the Attorney General's Office.



Appropriation Period: 2009-11 Activity Version: AA - 2009-11 Budget Request

	FY 2010	FY 2011	Biennial Total
FTE's	116.6	117.0	116.8
GFS	\$4,471,055	\$4,672,551	\$9,143,606
Other	\$6,408,083	\$6,742,843	\$13,150,926
Total	\$10,879,138	\$11,415,394	\$22,294,532

**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 2010	FY 2011	Biennial Total
FTE's	5,743.6	5,839.3	5,791.5
GFS	\$240,902,420	\$255,794,643	\$496,697,063
Other	\$341,978,152	\$339,680,627	\$681,658,779
Total	\$582,880,572	\$595,475,270	\$1,178,355,842

**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 2010	FY 2011	Biennial Total
FTE's	416.8	419.3	418.1
GFS	\$21,013,460	\$23,425,825	\$44,439,285
Other	\$24,779,557	\$25,108,030	\$49,887,587
Total	\$45,793,017	\$48,533,855	\$94,326,872

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

**Expected Results**

Appropriation Period: 2009-11 Activity Version: AA - 2009-11 Budget Request

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 2010	FY 2011	Biennial Total
FTE's	1,046.8	1,048.8	1,047.8
GFS	\$58,445,820	\$61,133,559	\$119,579,379
Other	\$54,174,752	\$57,724,110	\$111,898,862
Total	\$112,620,572	\$118,857,669	\$231,478,241

**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 2010	FY 2011	Biennial Total
FTE's	879.3	881.2	880.3
GFS	\$39,041,577	\$41,550,102	\$80,591,679
Other	\$45,326,754	\$48,507,161	\$93,833,915
Total	\$84,368,331	\$90,057,263	\$174,425,594

**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.

**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.

Appropriation Period: 2009-11 Activity Version: AA - 2009-11 Budget Request

	FY 2010	FY 2011	Biennial Total
FTE's	195.3	195.7	195.5
GFS	\$3,850,352	\$6,281,426	\$10,131,778
Other	\$4,673,169	\$4,747,514	\$9,420,683
Total	\$8,523,521	\$11,028,940	\$19,552,461

**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 2010	FY 2011	Biennial Total
FTE's	193.0	188.7	190.9
GFS	\$12,363,457	\$19,273,651	\$31,637,108
Other	\$13,558,057	\$13,686,450	\$27,244,507
Total	\$25,921,514	\$32,960,101	\$58,881,615

**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)

	FY 2010	FY 2011	Biennial Total
FTE's	6,775.4	6,799.6	6,787.5
GFS	\$0	\$0	\$0
Other	\$697,710,000	\$694,149,000	\$1,391,859,000
Total	\$697,710,000	\$694,149,000	\$1,391,859,000

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

**Expected Results**

*Appropriation Period: 2009-11 Activity Version: AA - 2009-11 Budget Request*

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 2010	FY 2011	Biennial Total
FTE's	307.4	308.1	307.8
GFS	\$15,878,033	\$18,211,953	\$34,089,986
Other	\$15,638,398	\$16,674,836	\$32,313,234
Total	\$31,516,431	\$34,886,789	\$66,403,220

**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: 2009-11 Activity Version: AA - 2009-11 Budget Request*

---



---

**Grand Total**

	<b>FY 2010</b>	<b>FY 2011</b>	<b>Biennial Total</b>
FTE's	20,157.0	20,262.0	20,209.5
GFS	\$448,210,000	\$486,936,000	\$935,146,000
Other	\$1,719,064,000	\$1,723,269,000	\$3,442,333,000
<b>Total</b>	<b>\$2,167,274,000</b>	<b>\$2,210,205,000</b>	<b>\$4,377,479,000</b>

Agency 360 – University of Washington  
Performance Measures

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

Programmatic Goal						Interim Check Points		Current Target	Proposed Target
	2001-02	2002-03	2003-04	2004-05	2005-06	2006-07	2008-09	2010-11	2010-11
<b>1. Number of Degrees Awarded</b>									
Seattle									
Bachelor	6,492	6,822	7,175	7,270	6,987	6,883	7,400	7,500	7,625
Advanced (Masters, Doctorates, & First Professional)	3,275	3,511	3,479	3,523	3,703	3,615	3,550	3,550	3,600
Bothell									
Bachelor	505	590	541	550	573	564	650	800	875
Advanced (Masters)	60	78	101	102	102	96	110	125	130
Tacoma									
Bachelor	486	631	692	680	680	709	800	1,000	1,110
Advanced (Masters)	96	117	123	135	134	144	150	175	185
<b>2. Number of Degrees Awarded in Areas Identified by the HECB as High Demand Areas</b>									
Seattle	1,344	1,274	1,237	1,271	1,237	1,217	1,350	1,460	1,550
Bothell	187	164	136	156	154	154	195	200	215
Tacoma	94	108	99	132	100	101	130	165	185
Total UW	1,625	1,546	1,472	1,559	1,491	1,472	1,675	1,825	1,950
<b>3. Six-year graduation rate for first-time new freshman class, entering fall:</b>									
								Current Target	Proposed Target
	1996	1997	1998	1999	2000	2001	2003	2010-11***	2010-11***
Seattle	70.5%	70.4%	73.4%	74.2%	74.8%	74.5%	74.7%	75.0%	75.0%
Bothell	--	--	--	--	--	--	--	--	--
Tacoma	--	--	--	--	--	--	--	--	--
*** Class enrolled Fall 2006.									
<b>4. Three-year graduation rate for community college transfers, entering fall:</b>									
								Current Target	Proposed Target
	1999	2000	2001	2002	2003	2004	2006	2010-11****	2010-11****
Seattle	67.4%	69.7%	73.8%	76.1%	79.2%	76.0%	76.0%	76.0%	76.0%
Bothell	not previously reported								
Tacoma	not previously reported								
**** Class to be enrolled Fall 2008.									
<b>5. One-year freshman retention rate, entering fall:</b>									
								Curr Target	Prop Target
	2001	2002	2003	2004	2005	2006	2008	2010-11	2010-11
Seattle	90.1%	91.5%	92.5%	92.7%	92.8%	92.9%	93.0%	93.3%	93.3%
Bothell	not previously reported								
Tacoma	not previously reported								
<b>6. Bachelor degree efficiency</b>									
Bachelor degrees awarded not exceeding 125% of required minimum credits (single degree - single major)	Actual, Academic Year					Interim Check Points		Curr Target	Prop Target
	2001-02	2002-03	2003-04	2004-05	2005-06	2006-07	2008-09	2010-11	2010-11
Seattle	91.5%	91.3%	91.0%	91.8%	92.0%	93.1%	92.0%	92.1%	92.1%
Bothell	92.8%	92.6%	90.7%	91.4%	93.0%	95.6%	92.5%	92.5%	92.5%
Tacoma	90.3%	92.7%	93.5%	93.1%	94.8%	97.1%	92.5%	92.5%	92.5%

**TAB B**

**Recommendation Summary at Agency Level  
Recommendation Summary at Program Level**

State of Washington  
**Recommendation Summary**

(By Agency Priority)

Agency: **360 University of Washington**

Dollars in Thousands	Annual Average FTEs	General Fund State	Other Funds	Total
<b>2007-09 Current Biennium Total</b>	<b>19,943.4</b>	<b>749,236</b>	<b>3,328,141</b>	<b>4,077,377</b>
CL 11 Biennialize insurance rate		16,729	40,611	57,340
CL 12 Pension Rate Biennialization		1,819	6,324	8,143
CL 13 Biennialize 0709 Salary Adjustments		10,155	16,598	26,753
CL 2B Biennialize Bargaining Agreements		2,548	11,053	13,601
CL 3A Autism Training DVD		(65)		(65)
CL 3E Exclude Locally Funded Salary Incr.		(691)		(691)
CL 3G General Enrollments	24.0		8,840	8,840
CL 3I I-LABS		(300)		(300)
CL 3L Safe Log Hauling Cost Analysis		(150)		(150)
CL 3M Maintenance and Operations		85		85
CL 3P Ruckelshaus Patient Safety Study	(0.7)	(119)		(119)
CL 3R Law School Loan Repayment		(500)		(500)
CL 3S Ruckelshaus Land Use Study		(125)		(125)
CL 3T Tuition Rate Change			18,561	18,561
CL 3X Math and Science Enrollments	12.5		3,993	3,993
CL 4A Global Health Teaching and Research	2.5	500		500
CL 4D Disability Research Grants		50		50
CL 4E E-Science Institute		1,000		1,000
CL 4G Greenhouse Gas Emissions		76		76
CL 4M UW Tower		1,337		1,337
CL 4N Non-resident Graduate Subsidy		(34)		(34)
CL 4P William D Ruckelshaus Center		(25)		(25)
CL 4S Puget Sound Science Panel	(0.2)	(60)		(60)
CL 4T TA/RA Health Benefits		252		252
CL 4W Health Sciences Expansion	9.8		4,594	4,594
CL 5I Medical Information Access			3,618	3,618
CL 5Z I-LABS - Supplemental		150		150
<b>Total Carry Forward Level</b>	<b>19,991.3</b>	<b>781,868</b>	<b>3,442,333</b>	<b>4,224,201</b>
Percent Change from Current Biennium	.2%	4.4%	3.4%	3.6%
<b>Carry Forward plus Workload Changes</b>	<b>19,991.3</b>	<b>781,868</b>	<b>3,442,333</b>	<b>4,224,201</b>
Percent Change from Current Biennium	.2%	4.4%	3.4%	3.6%
M2AB Restore O&M Fund Shift		25,800		25,800
M2AC Non-Resident Graduate Subsidy		3,858		3,858
M2AD OASI Benefit Adjustments		479		479
M2AE O&M for Renovated Buildings	5.1	3,046		3,046
<b>Total Maintenance Level</b>	<b>19,996.4</b>	<b>815,051</b>	<b>3,442,333</b>	<b>4,257,384</b>
Percent Change from Current Biennium	.3%	8.8%	3.4%	4.4%



PL DD	Competitive Compensation		58,697		58,697
PL LL	College of the Environment	16.5	6,046		6,046
PL JJ	Increased Access and Degrees	112.0	22,400		22,400
PL BB	Recruitment and Admission	10.0	2,000		2,000
PL AA	Undergraduate Learning	19.3	2,250		2,250
PL FF	Biomedical Research		4,500		4,500
PL EE	Health Metrics and Evaluation	8.0	2,000		2,000
PL MM	Technology and Society Research	16.0	4,000		4,000
PL NN	Environmental Research	11.8	4,000		4,000
PL II	Expand Childcare for UW Community		500		500
PL CC	Campus Safety	9.8	1,200		1,200
PL HH	Support for Teaching Hospitals		6,000		6,000
PL PP	Clinical Professional Training		3,000		3,000
PL KK	O&M for Business School		1,502		1,502
PL GG	Sound Future Partnership	9.8	2,000		2,000
<b>Subtotal - Performance Level Changes</b>		<b>213.2</b>	<b>120,095</b>		<b>120,095</b>
<b>2009-11 Total Proposed Budget</b>		<b>20,209.5</b>	<b>935,146</b>	<b>3,442,333</b>	<b>4,377,479</b>
Percent Change from Current Biennium		1.3%	24.8%	3.4%	7.4%

#### **M2 AB Restore O&M Fund Shift**

A total of \$25.8 million in UW operating funds 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, 2005-07 and 2007-09 biennial budgets. Funds are requested in the 2009-11 biennium to restore this funding to the operating budget.

#### **M2 AC Non-Resident Graduate Subsidy**

Graduate and professional education is a critical part of the University of Washington's mission and contributes greatly to the University's research and teaching activities. The 2007-09 enacted budgeted reduced the state subsidy for the education of graduate students who are not Washington State residents by 10 percent to approximately \$4,000 per year. A total of \$3.9 million is requested to restore the subsidy to its prior level.

#### **M2 AD OASI Benefit 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 AE O&M for Renovated Buildings**

A total of \$3.0 million is requested to increase the level of state support for operations and maintenance (O&M) costs on Clark Hall, Savery Hall, Magnuson Health Sciences Center H-Wing, the Playhouse Theater, and the UW Tacoma Assembly Hall. New funding will support a level of operations and maintenance funding for these buildings that is targeted to 100 percent of the 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.

#### **PL AA Undergraduate Learning**

The University of Washington is continually seeking ways to improve the educational experience for undergraduate students who comprise the majority of the student body at all three campuses. A total of \$2.3 million in state support is requested in the 2009-11 biennium to: 1) expand undergraduate student access to research and community-based learning opportunities, 2) create academic centers that bridge the academic and living components of undergraduate life, and 3) strengthen the undergraduate Honors program.

#### **PL BB Recruitment and Admission**

A total of \$2.0 million in state support is requested in the 2009-11 biennium to implement several new recruitment and admission initiatives that will enable the University to achieve new student enrollment goals and increase diversity and excellence. Operating funds will be used to: 1) accelerate the application review process, and 2) enhance recruitment efforts.

#### **PL CC Campus Safety**

A total of \$1.2 million in state support is requested in the 2009-11 biennium to implement several initiatives to enhance the safety of

students, faculty, and staff on the University of Washington's three campuses. Operating funds will be used to: 1) increase security and emergency management capacity at all campuses, and 2) provide additional campus safety resources, including new mental health resources, a new victim advocacy position, administrative support for Disability Resource Services (DRS), and software to provide and track online safety training.

**PL DD Competitive Compensation**

Funding is requested to provide an average salary increase of 5 percent for all faculty, professional staff and librarians in both FY 2010 and FY 2011. 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. Separate decision packages will be submitted for those classified staff, teaching assistants and research assistants who are subject to collective bargaining agreements; therefore salary increase costs associated with these staff are not reflected in this request.

**PL EE Health Metrics and Evaluation**

Funding is requested to take advantage of an opportunity to build upon the investments made in the Institute for Health Metrics and Evaluation (IHME) in the 2007-09 biennium and expand analytical work at the Institute to focus on identifying high-quality, proven, and cost-effective healthcare interventions in the United States. Additional state support totaling \$2.0 million is requested in the 2009-11 biennium to allow the University to recruit two key leaders in the field and build a supporting team of analysts to conduct research in this area. In addition, the Institute will pilot a comprehensive approach to benchmarking the performance of healthcare systems in each county in the state of Washington in order to chart trends across counties and assess improvements resulting from new interventions. The IHME was established on July 1, 2007 with \$1.9 million a year in support from the State of Washington and a significant grant from the Bill and Melinda Gates Foundation.

**PL FF Biomedical Research**

A total of \$4.5 million in state funding in FY 2011 is requested to support increased capacity in biomedical research for UW Medicine.

**PL GG Sound Future Partnership**

Funding is requested to support University of Washington (UW) participation in "Sound Future," a joint initiative with Washington State University (WSU) to engage the public in Puget Sound recovery. Drawing on and expanding proven scientific and outreach capabilities, the initiative will build a Puget Sound-wide volunteer network, an expert team to provide training and technical advice, a citizen science program to monitor key indicators of Puget Sound health, and opportunities for faculty and student participation.

**PL HH Support for Teaching Hospitals**

The University of Washington operates two major teaching hospitals - UW Medical Center (UWMC) and Harborview Medical Center (HMC). These hospitals serve as the primary sites for the teaching, patient care, and research activities of UW Medicine. A total of \$6.0 million in state funding is requested in the 2009-11 biennium to support educational and training programs at the UWMC and HMC.

**PL II Expand Childcare for UW Community**

Funding is requested to expand child care opportunities for students, faculty, and staff. A total of \$500,000 is requested in operating funding for two items. First, \$300,000 will be used to implement a pilot program to secure priority access to additional child care spaces within the University District and surrounding area. Second, \$200,000 will be used to increase the number of subsidies available to students through the University of Washington Childcare Assistance Program.

**PL JJ Increased Access and Degrees**

A total of \$20.4 million in state funding is requested in the 2009-11 biennium to increase state supported enrollment at the Seattle, Bothell, and Tacoma campuses by a total of 465 FTE in FY 2010 and an additional 465 FTE in FY 2011. At the Seattle campus, 100 undergraduate and 50 graduate enrollments in both FY 2010 and FY 2011 will be in disciplines identified as areas of critical state need often referred to as "high demand." Funding is also requested to convert an additional 100 general undergraduate FTE each year at the Seattle campus to enrollments that will address areas of critical state need. The University is also requesting 75 undergraduate enrollments each year for the Bothell campus and 200 for the Tacoma campus. Of the requested undergraduate increase, 10 FTE at UW Bothell and 20 FTE at UW Tacoma will be in areas of critical state need. Graduate enrollments will be increased by 20 FTE each year at both UW-Bothell and UW-Tacoma.

An additional \$2.0 million in state support is requested for a three-campus initiative to expand teacher education programs in areas in which the state has identified a need for additional teachers, including math, science, special education, and bilingual/ESL education.

**PL KK O&M for Business School**

Construction will begin in September 2008 on a new building, PACCAR Hall, for the UW's School of Business. The building will be funded through a combination of donor funds and UW supported bonds and is scheduled to be occupied in September 2010. A total of \$1.5 million in state support is requested for operations and maintenance (O&M) costs for the new building beginning in FY 2011.

**PL LL College of the Environment**

In July 2008, the UW Board of Regents approved the creation of a College of the Environment. The new college will bring together several existing academic units involved in environmental research and education at the UW into a single organization. A new interdisciplinary Institute also will be established within the new college to foster innovative collaboration and partnerships from the very beginning of the research design process through the translation to environmental policy and the development of environmental solutions and applications. State support totaling \$6.0 million is requested in the 2009-11 biennium to: 1) increase the number of faculty and staff within the College to fill critical gaps in the UW's research and development capacity, 2) support the programming of a central Institute focused on interdisciplinary research and partnerships, and 3) increase opportunities for students to participate in significant, real-world research and application problems. The UW will match state funding with \$3.0 million of local support for recruitment funds for new faculty.

**PL MM Technology and Society Research**

Funding is requested for three research initiatives in the areas of Technology and Society. They include:

1. e-Science - \$2 million in state funding is requested for the 2009-11 biennium to expand the new e-Science Institute at the University of Washington (UW). With seed money from the 2008 Supplemental State Budget, the initiative is initially focusing on environmental e-science. Additional funding will be used to expand and further develop core infrastructure and services and hire additional key faculty and staff members who will work closely with existing faculty on environmental applications of e-Science and on broadening e-Science to other academic fields.

2. NSF DataNet (GRADD) - Global Research Alliance for Digital Data (GRADD) responds to a NSF grant to address large scale data preservation through a program called DataNet. GRADD involves the educational sector, scientific data centers, the non-profit sector, the business community via the Digital Futures Alliance, and local, state, and national government agencies and is a consortium of four universities (UW, WSU, Oregon State University and Columbia). The UW is requesting \$1.0 million in the 2009-11 biennium to strengthen the University's position to obtain the federal grant, as well as start the coalition immediately.

3. Safe Nanotechnology Initiative - Concerns have been raised that nanoparticles and nanocomposites may exhibit unique or unusual toxicity to humans or ecosystems owing to their small size, composition, structure, or enhanced reactivity. As a result, the University is requesting \$1.0 million in state funding to develop an inter-disciplinary research initiative between the School of Public Health and College of Engineering.

**PL NN Environmental Research**

State support totaling \$4.0 million is requested in the 2009-11 biennium to fund two environmental research initiatives. Under the first initiative, a total of \$2.0 million will be used to leverage existing investments in eScience to focus on environmental science enabled by sensor networks. Another \$2.0 million in state support will be used to create a broad interdisciplinary program in clean technology, with a focus on alternative energy. Funding for both initiatives will be used to develop core infrastructure and hire key faculty members.

**PL PP Clinical Professional Training**

The University of Washington offers educational training in a broad array of health professions, including medicine, dentistry, nursing, pharmacy, public health and social work. A total of \$3.0 million in state funding is requested in the 2009-11 biennium to enhance these educational and training programs.

State of Washington  
**2009-11 Agency Budget Levels by Program**

Agency: 360 University of Washington

9/1/2008  
 11:47:37AM

Dollars in Thousands

	Current Biennium		Carry Forward Level		Maintenance Level		Performance Level	
	<u>Year 1</u>	<u>Year 2</u>	<u>Year 1</u>	<u>Year 2</u>	<u>Year 1</u>	<u>Year 2</u>	<u>Year 1</u>	<u>Year 2</u>
<b>Program: *** Blank - Data not at program level ***</b>								
FTEs								
FTEs-Annual Average								
<b>Fund - Appropriation Type</b>								
001-1 General Fund - Basic Account-State			14,765	16,413	14,932	16,725	34,177	56,177
08A-1 Education Legacy Trust Account-State			32	318	32	318	32	318
145-6 Inst of Hi Ed-Grants/Contracts Acct-Non-Appropriated			17,112	19,594	17,112	19,594	17,112	19,594
148-6 Inst of Hi Ed-Dedicated Local Acct-Non-Appropriated			8,732	10,011	8,732	10,011	8,732	10,011
505-6 UW-University Hospital Account-Non-Appropriated			12,146	9,909	12,146	9,909	12,146	9,909
608-1 Accident Account-State			93	109	93	109	93	109
609-1 Medical Aid Account-State			69	79	69	79	69	79
<b>Total All Funds - Program Blank</b>			<b>52,949</b>	<b>56,433</b>	<b>53,116</b>	<b>56,745</b>	<b>72,361</b>	<b>96,197</b>
<b>Biennial Total All Funds - Program Blank</b>				<b>109,382</b>		<b>109,861</b>		<b>168,558</b>
<b>Program: 010 Instruction</b>								
FTEs	5,534.3	5,637.0	5,626.8	5,637.0	5,626.8	5,637.0	5,743.6	5,839.3
FTEs-Annual Average		5,585.7		5,631.9		5,631.9		5,791.5
<b>Fund - Appropriation Type</b>								
001-1 General Fund - Basic Account-State	214,733	216,702	214,106	216,702	216,018	218,648	230,307	242,055
08A-1 Education Legacy Trust Account-State	16,734	25,947	26,039	27,444	26,039	27,444	26,039	27,444
148-6 Inst of Hi Ed-Dedicated Local Acct-Non-Appropriated	165,146	163,821	165,146	163,821	165,146	163,821	165,146	163,821
149-6 Inst of HI ED-Operating Fees Acct-Non-Appropriated	113,113	130,961	137,377	131,883	137,377	131,883	137,377	131,883
<b>Total All Funds - Program 010</b>	<b>509,726</b>	<b>537,431</b>	<b>542,668</b>	<b>539,850</b>	<b>544,580</b>	<b>541,796</b>	<b>558,869</b>	<b>565,203</b>
<b>Biennial Total All Funds - Program 010</b>		<b>1,047,157</b>		<b>1,082,518</b>		<b>1,086,376</b>		<b>1,124,072</b>
<b>Program: 020 Research</b>								
FTEs	155.4	155.5	160.2	153.9	160.2	153.9	193.0	188.7
FTEs-Annual Average		155.5		157.1		157.1		190.9
<b>Fund - Appropriation Type</b>								
001-1 General Fund - Basic Account-State	2,705	2,710	4,150	2,308	4,150	2,308	10,150	14,808
001-7 General Fund - Basic Account-Private/Local	150	150	150	150	150	150	150	150
12P-6 Geoduck Aquaculture Research Acct-Non-Appropriated	375	375	375	375	375	375	375	375
148-6 Inst of Hi Ed-Dedicated Local Acct-Non-Appropriated	5,079	5,038	5,079	5,038	5,079	5,038	5,079	5,038
149-6 Inst of HI ED-Operating Fees Acct-Non-Appropriated	1,357	1,571	1,357	1,571	1,357	1,571	1,357	1,571
608-1 Accident Account-State	3,278	3,235	3,278	3,235	3,278	3,235	3,278	3,235
609-1 Medical Aid Account-State	3,199	3,172	3,199	3,172	3,199	3,172	3,199	3,172
<b>Total All Funds - Program 020</b>	<b>16,143</b>	<b>16,251</b>	<b>17,588</b>	<b>15,849</b>	<b>17,588</b>	<b>15,849</b>	<b>23,588</b>	<b>28,349</b>

<b>Biennial Total All Funds - Program 020</b>		<b>32,394</b>		<b>33,437</b>		<b>33,437</b>		<b>51,937</b>
<b>Program: 030 Community and Public Service</b>								
FTEs	<b>195.3</b>	<b>195.7</b>	<b>195.3</b>	<b>195.7</b>	<b>195.3</b>	<b>195.7</b>	<b>195.3</b>	<b>195.7</b>
FTEs-Annual Average		<b>195.5</b>		<b>195.5</b>		<b>195.5</b>		<b>195.5</b>
<b>Fund - Appropriation Type</b>								
001-1 General Fund - Basic Account-State	1,804	1,816	1,637	1,816	1,637	1,816	1,637	1,816
148-6 Inst of Hi Ed-Dedicated Local Acct-Non-Appropriated	4,035	4,003	4,035	4,003	4,035	4,003	4,035	4,003
149-6 Inst of HI ED-Operating Fees Acct-Non-Appropriated	518	600	518	600	518	600	518	600
<b>Total All Funds - Program 030</b>	<b>6,357</b>	<b>6,419</b>	<b>6,190</b>	<b>6,419</b>	<b>6,190</b>	<b>6,419</b>	<b>6,190</b>	<b>6,419</b>
<b>Biennial Total All Funds - Program 030</b>		<b>12,776</b>		<b>12,609</b>		<b>12,609</b>		<b>12,609</b>
<b>Program: 040 Primary Service</b>								
FTEs	<b>879.3</b>	<b>881.2</b>	<b>879.3</b>	<b>881.2</b>	<b>879.3</b>	<b>881.2</b>	<b>879.3</b>	<b>881.2</b>
FTEs-Annual Average		<b>880.3</b>		<b>880.3</b>		<b>880.3</b>		<b>880.3</b>
<b>Fund - Appropriation Type</b>								
001-1 General Fund - Basic Account-State	35,630	35,690	35,568	35,690	35,568	35,690	35,568	35,690
148-6 Inst of Hi Ed-Dedicated Local Acct-Non-Appropriated	24,912	24,712	24,912	24,712	24,912	24,712	24,912	24,712
149-6 Inst of HI ED-Operating Fees Acct-Non-Appropriated	18,298	21,185	18,298	21,185	18,298	21,185	18,298	21,185
<b>Total All Funds - Program 040</b>	<b>78,840</b>	<b>81,587</b>	<b>78,778</b>	<b>81,587</b>	<b>78,778</b>	<b>81,587</b>	<b>78,778</b>	<b>81,587</b>
<b>Biennial Total All Funds - Program 040</b>		<b>160,427</b>		<b>160,365</b>		<b>160,365</b>		<b>160,365</b>
<b>Program: 050 Library</b>								
FTEs	<b>416.8</b>	<b>419.3</b>	<b>416.8</b>	<b>419.3</b>	<b>416.8</b>	<b>419.3</b>	<b>416.8</b>	<b>419.3</b>
FTEs-Annual Average		<b>418.1</b>		<b>418.1</b>		<b>418.1</b>		<b>418.1</b>
<b>Fund - Appropriation Type</b>								
001-1 General Fund - Basic Account-State	18,026	18,057	17,985	18,057	17,985	18,057	17,985	18,057
148-6 Inst of Hi Ed-Dedicated Local Acct-Non-Appropriated	11,475	11,383	11,475	11,383	11,475	11,383	11,475	11,383
149-6 Inst of HI ED-Operating Fees Acct-Non-Appropriated	9,389	10,871	9,389	10,871	9,389	10,871	9,389	10,871
<b>Total All Funds - Program 050</b>	<b>38,890</b>	<b>40,311</b>	<b>38,849</b>	<b>40,311</b>	<b>38,849</b>	<b>40,311</b>	<b>38,849</b>	<b>40,311</b>
<b>Biennial Total All Funds - Program 050</b>		<b>79,201</b>		<b>79,160</b>		<b>79,160</b>		<b>79,160</b>
<b>Program: 060 Student Services</b>								
FTEs	<b>287.6</b>	<b>288.3</b>	<b>287.6</b>	<b>288.3</b>	<b>287.6</b>	<b>288.3</b>	<b>307.4</b>	<b>308.1</b>
FTEs-Annual Average		<b>288.0</b>		<b>288.0</b>		<b>288.0</b>		<b>307.8</b>
<b>Fund - Appropriation Type</b>								
001-1 General Fund - Basic Account-State	11,466	11,485	11,445	11,485	11,445	11,485	13,295	13,335
08A-1 Education Legacy Trust Account-State	250	250	250	250	250	250	250	250
148-6 Inst of Hi Ed-Dedicated Local Acct-Non-Appropriated	8,711	8,641	8,711	8,641	8,711	8,641	8,711	8,641
149-6 Inst of HI ED-Operating Fees Acct-Non-Appropriated	5,972	6,914	5,972	6,914	5,972	6,914	5,972	6,914
<b>Total All Funds - Program 060</b>	<b>26,399</b>	<b>27,290</b>	<b>26,378</b>	<b>27,290</b>	<b>26,378</b>	<b>27,290</b>	<b>28,228</b>	<b>29,140</b>
<b>Biennial Total All Funds - Program 060</b>		<b>53,689</b>		<b>53,668</b>		<b>53,668</b>		<b>57,368</b>
<b>Program: 070 Hospitals</b>								
FTEs	<b>3,487.5</b>	<b>3,468.8</b>	<b>3,487.5</b>	<b>3,468.8</b>	<b>3,487.5</b>	<b>3,468.8</b>	<b>3,487.5</b>	<b>3,468.8</b>
FTEs-Annual Average		<b>3,478.2</b>		<b>3,478.2</b>		<b>3,478.2</b>		<b>3,478.2</b>

**Fund - Appropriation Type**

001-1 General Fund - Basic Account-State	16,036	15,600	16,019	15,600	16,019	15,600	16,019	15,600
149-6 Inst of HI ED-Operating Fees Acct-Non-Appropriated	5,234	6,060	5,234	6,060	5,234	6,060	5,234	6,060
505-6 UW-University Hospital Account-Non-Appropriated	437,553	437,557	437,553	437,557	437,553	437,557	437,553	437,557
<b>Total All Funds - Program 070</b>	<b>458,823</b>	<b>459,217</b>	<b>458,806</b>	<b>459,217</b>	<b>458,806</b>	<b>459,217</b>	<b>458,806</b>	<b>459,217</b>
<b>Biennial Total All Funds - Program 070</b>		<b>918,040</b>		<b>918,023</b>		<b>918,023</b>		<b>918,023</b>

**Program: 080 Institutional Support**

<b>FTEs</b>	<b>1,111.9</b>	<b>1,112.5</b>	<b>1,111.9</b>	<b>1,112.5</b>	<b>1,111.9</b>	<b>1,112.5</b>	<b>1,111.9</b>	<b>1,112.5</b>
<b>FTEs-Annual Average</b>		<b>1,112.2</b>		<b>1,112.2</b>		<b>1,112.2</b>		<b>1,112.2</b>

**Fund - Appropriation Type**

001-1 General Fund - Basic Account-State	34,395	34,453	34,395	34,453	34,395	34,453	34,395	34,453
148-6 Inst of Hi Ed-Dedicated Local Acct-Non-Appropriated	45,324	44,961	45,324	44,961	45,324	44,961	45,324	44,961
149-6 Inst of HI ED-Operating Fees Acct-Non-Appropriated	17,915	20,741	17,915	20,741	17,915	20,741	17,915	20,741
<b>Total All Funds - Program 080</b>	<b>97,634</b>	<b>100,155</b>	<b>97,634</b>	<b>100,155</b>	<b>97,634</b>	<b>100,155</b>	<b>97,634</b>	<b>100,155</b>
<b>Biennial Total All Funds - Program 080</b>		<b>197,789</b>		<b>197,789</b>		<b>197,789</b>		<b>197,789</b>

**Program: 090 Plant Operations & Maintenance**

<b>FTEs</b>	<b>1,041.8</b>	<b>1,043.6</b>	<b>1,041.8</b>	<b>1,043.6</b>	<b>1,046.8</b>	<b>1,048.8</b>	<b>1,046.8</b>	<b>1,048.8</b>
<b>FTEs-Annual Average</b>		<b>1,042.7</b>		<b>1,042.7</b>		<b>1,047.8</b>		<b>1,047.8</b>

**Fund - Appropriation Type**

001-1 General Fund - Basic Account-State	38,931	38,996	40,277	38,996	54,677	53,442	54,677	54,944
148-6 Inst of Hi Ed-Dedicated Local Acct-Non-Appropriated	31,308	31,057	31,308	31,057	31,308	31,057	31,308	31,057
149-6 Inst of HI ED-Operating Fees Acct-Non-Appropriated	20,277	23,476	20,277	23,476	20,277	23,476	20,277	23,476
<b>Total All Funds - Program 090</b>	<b>90,516</b>	<b>93,529</b>	<b>91,862</b>	<b>93,529</b>	<b>106,262</b>	<b>107,975</b>	<b>106,262</b>	<b>109,477</b>
<b>Biennial Total All Funds - Program 090</b>		<b>184,045</b>		<b>185,391</b>		<b>214,237</b>		<b>215,739</b>

**Program: 100 Sponsored Research**

<b>FTEs</b>	<b>6,775.4</b>	<b>6,799.6</b>	<b>6,775.4</b>	<b>6,799.6</b>	<b>6,775.4</b>	<b>6,799.6</b>	<b>6,775.4</b>	<b>6,799.6</b>
<b>FTEs-Annual Average</b>		<b>6,787.5</b>		<b>6,787.5</b>		<b>6,787.5</b>		<b>6,787.5</b>

**Fund - Appropriation Type**

145-6 Inst of Hi Ed-Grants/Contracts Acct-Non-Appropriated	697,710	694,149	697,710	694,149	697,710	694,149	697,710	694,149
<b>Biennial Total All Funds - Program 100</b>		<b>1,391,859</b>		<b>1,391,859</b>		<b>1,391,859</b>		<b>1,391,859</b>

<b>Agency FTEs</b>	<b>19,885.3</b>	<b>20,001.5</b>	<b>19,982.6</b>	<b>19,999.9</b>	<b>19,987.6</b>	<b>20,005.1</b>	<b>20,157.0</b>	<b>20,262.0</b>
<b>Agency Annual Average FTEs</b>		<b>19,943.4</b>		<b>19,991.3</b>		<b>19,996.4</b>		<b>20,209.5</b>

**Agency Totals by Fund**

001-1 General Fund - Basic Account-State	373,726	375,509	390,347	391,520	406,826	408,224	448,210	486,935
001-7 General Fund - Basic Account-Private/Local	150	150	150	150	150	150	150	150
08A-1 Education Legacy Trust Account-State	16,984	26,197	26,321	28,012	26,321	28,012	26,321	28,012
12P-6 Geoduck Aquaculture Research Acct-Non-Appropriated	375	375	375	375	375	375	375	375
145-6 Inst of Hi Ed-Grants/Contracts Acct-Non-Appropriated	697,710	694,149	714,822	713,743	714,822	713,743	714,822	713,743
148-6 Inst of Hi Ed-Dedicated Local Acct-Non-Appropriated	295,990	293,616	304,722	303,627	304,722	303,627	304,722	303,627
149-6 Inst of HI ED-Operating Fees Acct-Non-Appropriated	192,073	222,379	216,337	223,301	216,337	223,301	216,337	223,301

505-6	UW-University Hospital Account-Non-Appropriated	437,553	437,557	449,699	447,466	449,699	447,466	449,699	447,466
608-1	Accident Account-State	3,278	3,235	3,371	3,344	3,371	3,344	3,371	3,344
609-1	Medical Aid Account-State	3,199	3,172	3,268	3,251	3,268	3,251	3,268	3,251
<b>Total All Funds</b>		<b>2,021,038</b>	<b>2,056,339</b>	<b>2,109,412</b>	<b>2,114,789</b>	<b>2,125,891</b>	<b>2,131,493</b>	<b>2,167,275</b>	<b>2,210,204</b>
<b>Biennial Total All Funds</b>			<b>4,077,377</b>		<b>4,224,201</b>		<b>4,257,384</b>		<b>4,377,479</b>

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

**TAB C**

**Executive Summary  
Decision Package Summary  
Individual Decision Packages**



**University of Washington 2009-11 Operating Budget Request**  
*Executive Summary*

**Overview**

The University of Washington's (UW) 2009-11 state operating budget request reflects a continuation of the principles contained in the University's vision statement and core values.

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

In keeping with the vision and values, more specific budget goals that are addressed in the proposed requests are:

- attracting and retaining an outstanding and diverse faculty and staff;
- attracting a diverse and excellent student body and providing a rich learning experience;
- investing in new leadership of both academic and administrative units;
- expanding the reach of the UW across the globe;
- strengthening interdisciplinary research and scholarship to tackle “grand challenge” problems that will benefit society and stimulate economic development; and
- insuring the highest level of integrity, compliance and stewardship.

The University's budget request is also based on the goal of continuing to make progress towards closing the competitive funding gap with peer institutions in the Global Challenge States (GCS). Achieving the goal of reaching the 60<sup>th</sup> percentile per student funding level of GCS institutions by 2017 was specified in legislation enacted during the 2007 session and is based on recommendations of Governor Gregoire's Washington Learns Initiative. Progress towards this goal is critical to ensuring the continued competitiveness of the UW, which among other accomplishments, produces more than 12,000 baccalaureate and advanced degrees per year and brings in more than \$1 billion in sponsored research funding into the state economy.

When 2SSB 5806 was enacted in 2007, the UW received \$4,000 less per student from general fund and tuition dollars than the 60<sup>th</sup> percentile of the GCS institutions. With the funding provided in the 2007-09 appropriations act – which represented the best operating budget for the UW in two decades – the per student funding gap has been reduced by 12.5 percent to less than \$3,500 per student. The University's budget goal for the 2009-11 biennium is to receive a combination of general fund appropriations and tuition revenues sufficient to close the competitive funding gap to just above \$2,500 per student.

**University of Washington – Per Student Funding Goals**

	Actual FY 2007	Estimated FY 2008	Estimated FY 2009	Projected FY 2010	Projected FY 2011	Projected FY 2012	Projected FY 2013	Projected FY 2014	Projected FY 2015	Projected FY 2016	Projected FY 2017
UW per FTE Funding Goal	\$19,985	\$21,289	\$22,063	\$23,260	\$24,481	\$25,725	\$26,993	\$28,287	\$29,606	\$30,952	\$32,325
GCS Peer 60th Percentile	\$24,053	\$24,775	\$25,518	\$26,283	\$27,072	\$27,884	\$28,721	\$29,582	\$30,470	\$31,384	\$32,325
Gap	\$4,068	\$3,486	\$3,455	\$3,023	\$2,591	\$2,159	\$1,728	\$1,295	\$864	\$432	\$0

*Assumptions:*

Global challenge peer 60th percentile is expected to increase by 3% each year.

FY08 and FY09 Estimated Funding per FTE figures are obtained assuming the 2007-09 budgeted appropriations and authorized FTE.

The UW’s 2009-11 operating budget was also developed in the context of EHB 2641 which was enacted in the 2008 session and creates a pilot program to test “performance agreements” for the state’s six public baccalaureate institutions. The purpose of these agreements is to develop and communicate a six-year plan developed jointly by state policymakers and institutions of higher education that aligns goals, priorities, desired outcomes, flexibility, institutional mission, accountability, and levels of resources. These agreements incorporate the per student funding targets noted above, long-term capital needs, enrollment and degree production plans as well as the enactment of certain statutory enabling legislation for the university while specifying the specific outcomes required by the state.

The UW’s draft performance agreement is being submitted to the state at the same time as the 2009-11 operating budget request.

**2009-11 Operating Budget Request**

Additional investments requested in the University’s 2009-11 budget proposal will have a direct impact on the academic experience of students. In keeping with the vision and values, the 2009-11 budget requests are based on three overriding themes: (1) maintaining the UW standard of excellence; (2) being world leaders in research; and (3) being a public university. More specific budget goals along with individual operating budget requests are as follows:

**Attracting and retaining an outstanding and diverse faculty and staff.**

- Competitive compensation for faculty, professional staff, and librarians (\$58.7 million)

**Attracting a diverse and excellent student body and providing a rich learning experience.**

- Increased Access and Degrees in Areas of Critical State Need (\$22.4 million)
- Admissions/Recruitment/Retention of Students (\$2.0 million)
- Improving the Undergraduate Learning Environment (\$2.3 million)
- Restore Non-Resident Graduate Subsidy Reduction (\$3.9 million)
- Support for Teaching Hospitals (\$6.0 million)

**Investing in new leadership of both academic and administrative units.**

- Support for Clinical Professional Training (\$3.0 million)

**Expanding the reach of the UW across the globe.**

- Health Metrics and Evaluation (\$2.0 million)
- Support for Biomedical Research (\$4.5 million)

**Strengthening interdisciplinary research and scholarship to tackle “grand challenge” problems that will benefit society and stimulate economic development.**

- College of the Environment (\$6.0 million)
- Environmental Research (\$4.0 million)
- Technology and Society Research (\$4.0 million)
- Sound Future Partnership (\$2.0 million)

**Insuring the highest level of integrity, compliance and stewardship.**

- Improve Campus Safety and Student Care (\$1.2 million)
- Expand Childcare for the University Community (\$0.5 million)
- Restore Operations and Maintenance Fund Shift (\$25.8 million)
- Operations and Maintenance for Renovated Buildings (\$3.0 million)
- Operations and Maintenance – Business School Building Phase I (\$1.5 million)

**Policy Requests**

The University of Washington would like to work with the Governor’s Office and the Legislature during the 2009 legislative session to pursue the following operating budget policy initiatives:

- Reauthorization of Tuition Authority for Non-Residents, Graduate and Professional Students
- Exemption from the Public Disclosure Act to Maximize the Performance of Private Endowment Funds

Additional detail on these proposals will be submitted in late September 2008.

State of Washington  
**Agency Budget Request Decision Package Summary**

(Lists only the agency Performance Level budget decision packages, in priority order)

**Agency:            360    University of Washington**

**Budget Period: 2009-11**

**Decision Package**

<u>Code</u>	<u>Decision Package Title</u>
PL-DD	Competitive Compensation
PL-LL	College of the Environment
PL-JJ	Increased Access and Degrees
PL-BB	Recruitment and Admission
PL-AA	Undergraduate Learning
PL-FF	Biomedical Research
PL-EE	Health Metrics and Evaluation
PL-MM	Technology and Society Research
PL-NN	Environmental Research
PL-II	Expand Childcare for UW Community
PL-CC	Campus Safety
PL-HH	Support for Teaching Hospitals
PL-PP	Clinical Professional Training
PL-KK	O&M for Business School
PL-GG	Sound Future Partnership

## **Maintenance Level Decision Packages**

State of Washington  
Decision Package

FINAL

**Agency:** 360 University of Washington  
**Decision Package Code/Title:** AB Restore O&M Fund Shift  
**Budget Period:** 2009-11  
**Budget Level:** M2 - Inflation and Other Rate Changes

**Recommendation Summary Text:**

A total of \$25.8 million in UW operating funds 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, 2005-07 and 2007-09 biennial budgets. Funds are requested in the 2009-11 biennium to restore this funding to the operating budget.

**Fiscal Detail**

<b>Operating Expenditures</b>	<b><u>FY 2010</u></b>	<b><u>FY 2011</u></b>	<b><u>Total</u></b>
001-1 General Fund - Basic Account-State	12,900,000	12,900,000	25,800,000
<b>Total Cost</b>	<b>12,900,000</b>	<b>12,900,000</b>	<b>25,800,000</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. This action was repeated in the 2007-09 biennial budget. The UW is requesting to restore these funds to the operating budget in the 2009-11 biennium.

**Narrative Justification and Impact Statement**

*What specific performance outcomes does the agency expect?*

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 performance. However, by using state bonds to fund what are historically operating budget responsibilities, fewer resources are available to address the capital funding needs of higher education institutions.

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

Yes, the proposal is essential to meet the University's goals to ensure the highest level of integrity, compliance, and stewardship.

*Does this decision package provide essential support to one of the Governor's priorities?*

Yes, this proposal will improve the value of postsecondary learning.

***Does this decision package make key contributions to statewide results? Would it rate as a high priority in the Priorities of Government process?***

Yes, this proposal will improve the value of postsecondary learning. In addition, the proposal supports one of the Higher Education Coordinating Board's fiscal priorities related to implementation of the 2008 Strategic Master Plan for Higher Education -- to provide funding levels to ensure superior quality in Washington's higher education enterprise.

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

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.

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

N/A

***What are the consequences of not funding this package?***

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 performance.

***What is the relationship, if any, to the state's 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 2009-11 biennium.

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

None.

***Expenditure and revenue 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 and in 2007-09.

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

Funding is on-going and would continue in future biennia.

State of Washington  
Decision Package

FINAL

**Agency:** 360 University of Washington  
**Decision Package Code/Title:** AC Non-Resident Graduate Subsidy  
**Budget Period:** 2009-11  
**Budget Level:** M2 - Inflation and Other Rate Changes

**Recommendation Summary Text:**

Graduate and professional education is a critical part of the University of Washington's mission and contributes greatly to the University's research and teaching activities. The 2007-09 enacted budgeted reduced the state subsidy for the education of graduate students who are not Washington State residents by 10 percent to approximately \$4,000 per year. A total of \$3.9 million is requested to restore the subsidy to its prior level.

**Fiscal Detail**

<b>Operating Expenditures</b>	<b><u>FY 2010</u></b>	<b><u>FY 2011</u></b>	<b><u>Total</u></b>
001-1 General Fund - Basic Account-State	1,912,000	1,946,000	3,858,000
<b>Total Cost</b>	<b>1,912,000</b>	<b>1,946,000</b>	<b>3,858,000</b>

**Package Description:**

Each year, the UW produces over 2,500 graduate degree recipients, most of who stay in the state of Washington and contribute to the economy. In fall 2007, over 10,000 graduate and professional students were enrolled in over 100 degree offering academic units. In order to remain a globally competitive research institution, the University must attract the best and brightest graduate students regardless of whether they live in Washington State, the nation or in other countries. Many of the nation's most famous research innovations were the result of initial work done by graduate students. For example, it was two Stanford graduate students who invented the Google search engine.

To implement the reduction, revenue available in the UW's Core Education budget for FY 2008 and FY 2009 was reduced by \$3.8 million. The impact of reduced revenues affects both undergraduates and graduates, and resident and non-resident students as these resources are used to enhance academic programs and provide increased support services to students such as advising and mentoring.

At a time when Washington Learns challenges the state to "educate more students to higher levels," this policy reduction directly affects the University's ability to accomplish that goal. When comparisons are made to the Global Challenge States, Washington is in last place on the number of advanced degrees awarded to those ages 20-34 (per 1,000 of the population). Nationally, the state ranks 47th in the participation rate of those 18 and older receiving a graduate or professional degree at a public institution.

**Narrative Justification and Impact Statement**

*What specific performance outcomes does the agency expect?*

This policy adversely impacts the ability of the University to attract the best and brightest students and educate students to higher levels. The reduction affects all students regardless of residency status.

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

August 29, 2008



Yes, the proposal is essential to meet the University's goals to attract a diverse and excellent student body and provide a rich learning environment.

***Does this decision package provide essential support to one of the Governor's priorities?***

Yes, this proposal will improve the value of postsecondary learning.

***Does this decision package make key contributions to statewide results? Would it rate as a high priority in the Priorities of Government process?***

Yes, this proposal will improve the value of postsecondary learning.

In addition, the proposal supports one of the Higher Education Coordinating Board's fiscal priorities related to implementation of the 2008 Strategic Master Plan for Higher Education -- to raise the level of educational attainment.

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

Graduate students are integral to the success of a major research university operation, assisting and supporting faculty on externally-funded research projects but also assisting with undergraduate education as teaching assistants. Less state funding for graduate and professional education weakens the University's ability to bring in highly qualified graduate students who are not residents. This has a detrimental impact on both teaching and research at the University.

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

Without this funding, revenue available in the UW's Core Education budget for FY 2008 and FY 2009 was reduced by a total of \$3.8 million.

***What are the consequences of not funding this package?***

If the funding is not restored, there is less revenue available to the UW to enhance programs and services provided to all students. As a policy, attracting top graduate students provides significant benefits to the state. These students contribute to university research and teaching programs and many remain in the state after graduating and contribute to the state economy.

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

None.

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

None.

***Expenditure and revenue calculations and assumptions***

See below and refer to the spreadsheet titled "Non-resident Graduate Subsidy.xls" for detailed calculations.

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

Funding is on-going and would continue in future biennia.

**University of Washington 2009-11 Budget Request  
Restore Non-Resident Graduate Subsidy**

(\$ thousands)

	UW	
	FY10	FY11
<b>Budgeted State Subsidy per Grad FTE</b>	\$3,938	\$3,938
Previous State Subsidy per Grad FTE	\$4,376	\$4,376
Needed Increase	<b>\$438</b>	<b>\$438</b>
<b>Non-Resident Grad FTEs (per TECM)</b>		
Seattle Grad	3,504	3,582
Seattle Business & Law	379	379
Seattle MD/DD	472	472
Bothell Grad	4	4
Bothell Business	7	7
Tacoma Grad	2	2
Tacoma Business	1	1
Total Non-Resident Grad FTEs	4,369	4,447
<b>Annual GF-S Increase (000's)</b>	<b>\$1,912</b>	<b>\$1,946</b>
<b>UW Budget Request</b>		<b>\$3,858</b>

State of Washington  
Decision Package

FINAL

**Agency:** 360 University of Washington  
**Decision Package Code/Title:** AD OASI Benefit Adjustments  
**Budget Period:** 2009-11  
**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 2010</u>	<u>FY 2011</u>	<u>Total</u>
001-1 General Fund - Basic Account-State	167,000	312,000	479,000
<b>Total Cost</b>	<b>167,000</b>	<b>312,000</b>	<b>479,000</b>

*Expenditure and revenue calculations and assumptions*

Maximum Salary Contribution Base

		<u>2008</u>	<u>2009</u>	<u>2010</u>	<u>2011</u>	<u>FY2010</u>	<u>FY2011</u>	<u>Biennium total</u>	<u>OASI Percent rate</u>
	Calendar Year	\$ 102,300	\$ 106,800	\$ 111,606	\$ 116,628				6.2%
	Fiscal Year		\$ 104,550	\$ 109,203	\$ 114,117				
<b>GOF</b>	# of employees w/ sal >= Max Sal Contr Base			579	477				
	Base increase X number of employees			\$ 2,694,087	\$ 2,344,042				
	OASI request [Base increase * OASI rate]			\$ 167,000	\$ 145,000	\$ 167,000	\$ 312,000	\$ 479,000	
<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]			\$ -	\$ -	\$ -	\$ -	\$ -	

# of employees w/ sal >= Max Sal Contr Base 579  
multiply w/ Increase \$ 4,806  
multiply OASI rate 6.2%  
\$167,000

8/27/2008 Per OFM, published reference for 2010's OASI amount is not available -use 4.5% increase for now.

\$167,000

# of employees w/ sal >= Max Sal Contr Base 579 477  
multiply w/ Increase \$ 4,806 5,022  
multiply OASI rate 6.2% 6.2%  
\$167,000 \$145,000

Yr2  
\$312,000

Biennium  
\$479,000

State of Washington  
Decision Package

FINAL

**Agency:** 360 University of Washington  
**Decision Package Code/Title:** AE O&M for Renovated Buildings  
**Budget Period:** 2009-11  
**Budget Level:** M2 - Inflation and Other Rate Changes

**Recommendation Summary Text:**

A total of \$3.0 million is requested to increase the level of state support for operations and maintenance (O&M) costs on Clark Hall, Savery Hall, Magnuson Health Sciences Center H-Wing, the Playhouse Theater, and the UW Tacoma Assembly Hall. New funding will support a level of operations and maintenance funding for these buildings that is targeted to 100 percent of the 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.

**Fiscal Detail**

<b>Operating Expenditures</b>	<b><u>FY 2010</u></b>	<b><u>FY 2011</u></b>	<b><u>Total</u></b>
001-1 General Fund - Basic Account-State	1,500,000	1,546,000	3,046,000
<b>Total Cost</b>	<b>1,500,000</b>	<b>1,546,000</b>	<b>3,046,000</b>
<b>Staffing</b>	<b><u>FY 2010</u></b>	<b><u>FY 2011</u></b>	<b><u>Annual Average</u></b>
<b>FTEs</b>	<b>5.0</b>	<b>5.2</b>	<b>5.1</b>

**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 four 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 in 2005-07 for the complete renovation of Guggenheim and Architecture Halls and pre-design/design funding for Phase III which included Savery Hall, Clark Hall, Magnuson Health Sciences Center H-Wing and the Playhouse Theater. In the 2007-09 capital budget, a total of \$97 million in state construction funding was appropriated for the renovation of the Phase III buildings.

The UW is requesting funding to increase the level of funding for O&M on Phase III Restore the Core projects that will be brought online during the 2009-11 biennium to 100 percent of the level recommended by the funding formula.

August 29, 2008

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.

### *UW Tacoma Assembly Hall*

The UW Tacoma Assembly Hall project was funded by the Legislature in the 2003-05 biennium and provides for the replacement of the "Dawg Shed" facility on the UW Tacoma campus with an assembly hall suitable for large gatherings, lectures, events and campus/community activities. The project is scheduled to be completed in October 2008. The UW is requesting funding for O&M on Assembly Hall at 100 percent of the level recommended by the funding formula as there was no O&M provided for this purpose prior to the renovation.

### **Narrative Justification and Impact Statement**

#### ***What specific performance outcomes does the agency expect?***

Adequately funding operations and maintenance on new and renovated space will help the University reduce a backlog of deferred renewal of approximately \$758.0 million.

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

Yes, the proposal is essential to meet the University's goals to ensure the highest level of integrity, compliance, and stewardship. In addition, goals included in the UW's resource plan include: 1) achieving 100 percent of the operations and maintenance funding standard for new and renovated space in 2009-11; and 2) achieving 80 percent of the benchmark funding standard overall by 2017.

#### ***Does this decision package provide essential support to one of the Governor's priorities?***

Yes, this proposal will improve the value of postsecondary learning.

#### ***Does this decision package make key contributions to statewide results? Would it rate as a high priority in the Priorities of Government process?***

Yes, this proposal will improve the value of postsecondary learning.

In addition, the proposal supports one of the Higher Education Coordinating Board's fiscal priorities related to implementation of the 2008 Strategic Master Plan for Higher Education -- to provide funding levels to ensure superior quality in Washington's higher education enterprise.

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

As the state and higher education institutions moved away from funding O&M based on a formula, the long-term effect was an accumulation of deferred 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.

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

The alternative is to continue the status quo. The result of this approach will be a continued accumulation of deferred renewal projects.

**What are the consequences of not funding this package?**

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

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

None.

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

None.

**Expenditure and revenue calculations and assumptions**

An O & M rate of \$11.55 per gross square foot was used for Assembly Hall. This rate is considered to represent 100 percent of the recommended formula level for office and instructional space.

The funds requested for Clark Hall, Savery Hall, H-Wing, and the Playhouse Theater, and Assembly Hall Halls reflect the amount of funding required to bring the O&M funding level up to \$11.55 per gross square foot from the current campus-wide O&M funding level of \$6.10 per gross square foot.

See below and refer to Attachment E or the spreadsheet titled "O&M for New and Renovated Space.xls" for specific calculations

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

Funding is on-going and would continue in future biennia.

**Attachment E  
Maintenance & Operations Costs  
For New Facilities Projected to Come On-Line in 2009-11**

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:** University of Washington

Total gross square feet of campus facilities supported by State Funds: 12,439,558  
Total net assignable square feet supported by State Funds: 7,309,132

Building Name	Capital Budget Project Code	Total Gross Square Feet	Percentage of Facility to be Used for			Projected Occupancy Date	Projected Percentage of Year Occupied		Current State-Supported Cost Per Square Foot		Proposed State-Supported Cost Per Square Foot		Requested State Support		
			Instruction	Research	Specify Other		FY 10	FY 11	FY 10	FY 11	FY 10	FY 11	FY 10	FY 11	TOTAL
Savery Hall		102,105				8/1/2009	92%	100%	\$ 6.10	\$ 6.10	\$11.55	\$11.55	\$ 510,000	\$ 556,000	\$ 1,066,000
Clark Hall		30,568				6/1/2009	100%	100%	\$ 6.10	\$ 6.10	\$11.55	\$11.55	\$ 167,000	\$ 167,000	\$ 334,000
H-Wing		95,040				10/1/2008	100%	100%	\$ 6.10	\$ 6.10	\$11.55	\$11.55	\$ 518,000	\$ 518,000	\$ 1,036,000
Playhouse Theater		12,940				2/1/2009	100%	100%	\$ 6.10	\$ 6.10	\$11.55	\$11.55	\$ 71,000	\$ 71,000	\$ 142,000
Assembly Hall		20,250				10/1/2008	100%	100%	\$ -	\$ -	\$11.55	\$11.55	\$ 234,000	\$ 234,000	\$ 468,000
TOTAL													\$ 1,500,000	\$ 1,546,000	\$ 3,046,000

\* Please identify and explain the basis for the proposed rate per square foot, by component function, in the table below. Also, if building square footage exceeds the amount proposed in the approved project C-2 by more than 10%, please explain why in the "Expenditure and Revenue Calculations" section of the decision package.

Component	Current Rate	Proposed Rate per GSF		Estimation Basis for Proposed Rate
		FY 10	FY 11	
091 - Utilities	\$2.80	\$3.21	\$3.21	100% of recommended formula for office and instructional space.
092 - Bldg & Utilities Maintenance	\$1.54	\$6.37	\$6.37	100% of recommended formula for office and instructional space.
093 - Custodial & Grounds Svcs.	\$1.21	\$1.32	\$1.32	100% of recommended formula for office and instructional space.
094 - Ops & Maintenance Support	\$0.55	\$0.65	\$0.65	100% of recommended formula for office and instructional space.
TOTAL	\$6.10	\$11.55	\$11.55	

## **Performance Level Decision Packages**

State of Washington  
Decision Package

FINAL

**Agency:** 360 University of Washington

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

**Budget Period:** 2009-11

**Budget Level:** PL - Performance Level

**Recommendation Summary Text:**

Funding is requested to provide an average salary increase of 5 percent for all faculty, professional staff and librarians in both FY 2010 and FY 2011. 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. Note that separate decision packages will be submitted for those classified staff, teaching assistants and research assistants who are subject to collective bargaining agreements; therefore salary increase costs associated with these staff are not reflected in this request.

**Fiscal Detail**

<b>Operating Expenditures</b>	<b><u>FY 2010</u></b>	<b><u>FY 2011</u></b>	<b><u>Total</u></b>
001-1 General Fund - Basic Account-State	19,245,000	39,452,000	58,697,000
<b>Total Cost</b>	<b>19,245,000</b>	<b>39,452,000</b>	<b>58,697,000</b>

**Package Description:**

Faculty salaries are one of the largest components of operating costs for higher education institutions. The caliber of faculty members at the UW has been instrumental in creating a high-quality academic environment and allowing the University to successfully compete for federal research funding. Over the years, the UW has seen erosion in the level of compensation provided to faculty relative to competitor institutions. As a result, some of the University's brightest faculty members are increasingly accepting competitive offers from other universities and industry.

As of 2006-07, faculty salaries lagged behind the 60th percentile of Global Challenge State peers by over \$8,000 on average. Even with the pay increases provided in FY 2008 and FY 2009, the UW expects a significant salary gap to continue to exist. Bringing faculty salaries closer to those of our peer institutions is a high-priority goal of the UW administration. The University's FY 2008 and FY 2009 budgets committed significant local resources to supplement the 3.2 percent and 2.0 percent salary increases funded by the state for faculty, professional staff, and librarians, but the ability to continue to make these investments in the future are limited without additional state support.

Building upon the work of Washington Learns and Senate Bill 5806, the UW has 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 ranks 9th of eleven on salaries for full professors, 10th of 11 for associate professors and 7th of 11 for assistant professors.

The compensation gaps are particularly acute at the associate and full professor ranks where the UW has developed a reputation nationally as prime recruiting territory for the most promising and productive faculty members who are at the early stages of career development. This makes the UW highly vulnerable to losing our best faculty members when they are eligible for the associate and full professor ranks. 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, over the next ten years, at least fifty percent of UW faculty members are eligible to



retire and replacing these faculty positions will in large part determine the future global competitiveness of the University.

<b>Table 1: Average Faculty Salary By Rank (9 and 12 month Service Period Salaries Combined and Reported on 9 Month Basis)</b>								
Institution	Professor		Associate Professor		Assistant Professor		All Ranks	
	#	Salary	#	Salary	#	Salary		Salary
U of California-Los Angeles	1,111	141,969	322	90,740	402	76,768	1,835	118,696
U of California-San Diego	508	131,921	167	82,707	175	77,542	850	111,056
University of Virginia	539	132,700	328	91,000	258	74,500	1,125	107,195
Rutgers U w/ U of Med & Dent of NJ	961	130,102	597	90,008	383	73,503	1,941	106,602
University of Maryland-Baltimore & College Park	804	130,430	531	90,957	481	78,960	1,816	105,256
U of California-Irvine	503	128,719	227	83,370	259	74,155	989	104,021
U of California-Davis	848	121,490	248	81,475	323	74,219	1,419	103,736
U of Connecticut w/ U C School of Med & Dent	441	122,200	376	84,800	296	69,900	1,113	95,656
U of Massachusetts-Amherst & Worcester	459	112,900	277	87,700	259	66,800	995	93,885
U of Colorado-Boulder & Denver w/ Hea Sci	551	113,463	477	83,104	410	70,620	1,438	91,177
Total/Average	6,725	128,202	3,550	87,284	3,246	73,909	13,521	104,425
<b>60th % Rank</b>		<b>130,430</b>		<b>90,957</b>		<b>78,960</b>		<b>105,256</b>
<b>Average Weight to UW Rank Mix</b>								<b>103,938</b>
University of Washington - All Campuses	911	115,406	561	82,564	425	73,868	1,897	96,387
<b>% Increase (Decrease) To Equal Group:</b>								
<b>60th % Rank</b>		<b>13.0%</b>		<b>10.2%</b>		<b>6.9%</b>		<b>9.2%</b>
<b>Average Weight to UW Rank Mix</b>		<b>11.1%</b>		<b>5.7%</b>		<b>0.1%</b>		<b>8.3%</b>

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

**Narrative Justification and Impact Statement**

*What specific performance outcomes does the agency expect?*

The UW goal is to reach the 60th percentile average faculty salaries of the Global Challenge States Peer Institutions.

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

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

- Attract and retain an outstanding and diverse faculty and staff to enhance educational quality, research strength, and prominent leadership.
- Attract a diverse and excellent student body and provide a rich learning experience.
- Strengthen interdisciplinary research and scholarship to tackle "grand challenge" problems that will benefit society and stimulate economic development.

***Does this decision package provide essential support to one of the Governor's priorities?***

Yes, this proposal is necessary to move Washington's education system forward and provide educational opportunities that enable the state to compete economically.

***Does this decision package make key contributions to statewide results? Would it rate as a high priority in the Priorities of Government process?***

Yes, this proposal is crucial in order to improve the value of postsecondary learning, by ensuring access to high-quality post-secondary programs and to high-quality research opportunities.

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

This proposal is critical to the HECB priority of providing funding levels to ensure superior quality in Washington's higher education enterprise and, as a result, to raise the level of educational attainment and promote economic growth and innovation.

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

It is a high-priority goal of the administration to bring faculty and staff salaries closer to those of our peer institutions. The University's FY 2008 and FY 2009 budgets committed significant local resources to supplement the salary increases funded by the state for faculty, professional staff, and librarians, but the ability to continue to make these investments are limited without additional state support.

***What are the consequences of not funding this package?***

An uncompetitive salary position is not sustainable in the long-run. The University estimates that 50 percent of our faculty could retire in the next ten years and without the ability to offer competitive salaries, it will be difficult to replace these vital resources.

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

None.

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

None.

***Expenditure and revenue calculations and assumptions***

See below and refer to the attached spreadsheet titled "Competitive Compensation.xls" for detailed calculations.

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

All costs are on-going, so costs associated with this proposal will continue in future biennia.

University of Washington 2009-11 Budget Request  
Competitive Compensation

Source: from "Salary Base - Proj GOF & DOF" worksheet, less DOF, and classified rep staff

Total Central Funding - All Campuses														
FY10 Projections												FY11 Projections		
blue = input fields that link to rest of worksheet														
Category	FY10 Increase % (B)	FY10 Increase \$	FY10 New Salary Base	Marginal Benefit % (1)	Total Marginal Benefits	FY10 Incremental Funding (Inc+Ben)	Total Funding (New Base + Marginal Benefits)	FY11 Increase % (B)	FY11 Increase \$	FY11 New Salary Base	Marginal Benefit % (1)	Total Marginal Benefits	FY11 Incremental Funding (Inc+Ben)	Total Funding (New Base + Marginal Benefits)
Faculty	5.00%	11,950,817	250,967,163	13.80%	1,649,213	13,600,030	252,616,376	5.00%	12,548,358	263,515,521	13.80%	1,731,673	14,280,032	265,247,194
Auxiliary Faculty	5.00%	203,372	4,270,822	8.50%	17,287	220,659	4,288,108	5.00%	213,541	4,484,363	8.50%	18,151	231,692	4,502,514
Medical Residents	5.00%	232,887	4,890,619	7.30%	17,001	249,887	4,907,620	5.00%	244,531	5,135,150	7.30%	17,851	262,382	5,153,001
Professional	5.00%	5,531,851	116,164,667	13.80%	763,368	6,295,019	116,928,035	5.00%	5,808,233	121,972,900	13.80%	801,536	6,609,770	122,774,437
Professional UWMC (3)	5.00%	29,389	617,172	13.80%	4,056	33,445	621,228	5.00%	30,859	648,031	13.80%	4,258	35,117	652,289
Professional HMC (3)	5.00%	33,773	709,241	13.80%	4,661	38,434	713,902	5.00%	35,462	744,703	13.80%	4,894	40,356	749,597
Academic Student Employees	5.00%	1,169,929	24,568,510	0.10%	1,170	1,171,099	24,569,680	5.00%	1,228,426	25,796,936	0.10%	1,228	1,229,654	25,798,164
Classified-Represented (4)	0.00%	0	0	0.00%	0	0	0	0.00%	0	0	0.00%	0	0	0
Classified-Represented HMC (3)(4)	0.00%	0	0	0.00%	0	0	0	0.00%	0	0	0.00%	0	0	0
Classified Non-Represented	5.00%	254,823	5,351,279	13.30%	33,891	288,714	5,385,171	5.00%	267,564	5,618,843	13.30%	35,586	303,150	5,654,429
Classified Non-Represented UWMC (3)	5.00%	143,488	3,013,257	13.30%	19,084	162,572	3,032,341	5.00%	150,663	3,163,920	13.30%	20,038	170,701	3,183,958
<b>Total</b>	<b>5.00%</b>	<b>19,550,130</b>	<b>410,552,730</b>	<b>12.84%</b>	<b>2,509,730</b>	<b>22,059,860</b>	<b>413,062,460</b>	<b>5.00%</b>	<b>20,527,637</b>	<b>431,080,367</b>	<b>12.84%</b>	<b>2,635,216</b>	<b>23,162,853</b>	<b>433,715,583</b>
<b>LESS: Local Funds (FY1999-2009) (7):</b>														
NON-REPRESENTED	5.00%	(2,494,984)	(52,394,668)	12.84%	(320,291)	(2,815,275)	(52,714,959)	5.00%	(2,619,733)	(55,014,402)	12.84%	(336,306)	(2,956,039)	(55,350,707)
REPRESENTED														
<b>FY10 Totals-Adjusted for Local Funds (7A):</b>	<b>5.00%</b>	<b>17,055,146</b>	<b>358,158,062</b>	<b>12.84%</b>	<b>2,189,438</b>	<b>19,244,584</b>	<b>360,347,501</b>	<b>5.00%</b>	<b>17,907,903</b>	<b>376,065,965</b>	<b>12.84%</b>	<b>2,298,910</b>	<b>20,206,813</b>	<b>378,364,876</b>

FY 2010: 19,245,000

FY 2011: 39,452,000

2009-11 Request  
58,697,000

UW-Seattle Central Funding														
GOF	FY10 Increase % (B)	FY10 Increase \$	FY10 New Salary Base	Marginal Benefit % (1)	Total Marginal Benefits	FY10 Incremental Funding (Inc+Ben)	Total Funding (New Base + Marginal Benefits)	FY11 Increase % (B)	FY11 Increase \$	FY11 New Salary Base	Marginal Benefit % (1)	Total Marginal Benefits	FY11 Incremental Funding (Inc+Ben)	Total Funding (New Base + Marginal Benefits)
Faculty	5.00%	10,962,039	230,202,812	13.80%	1,512,761	12,474,800	231,715,573	5.00%	11,510,141	241,712,952	13.80%	1,588,399	13,098,540	243,301,352
Auxiliary Faculty	5.00%	116,369	2,443,747	8.50%	9,891	126,260	2,453,638	5.00%	122,187	2,565,934	8.50%	10,386	132,573	2,576,320
Medical Residents	5.00%	232,887	4,890,619	7.30%	17,001	249,887	4,907,620	5.00%	244,531	5,135,150	7.30%	17,851	262,382	5,153,001
Professional	5.00%	4,977,514	104,527,800	13.80%	688,897	5,664,411	105,214,697	5.00%	5,226,390	109,754,190	13.80%	721,242	5,947,632	110,475,431
Professional UWMC (3)	5.00%	29,389	617,172	13.80%	4,056	33,445	621,228	5.00%	30,859	648,031	13.80%	4,258	35,117	652,289
Professional HMC (3)	5.00%	33,773	709,241	13.80%	4,661	38,434	713,902	5.00%	35,462	744,703	13.80%	4,894	40,356	749,597
Academic Student Employees	5.00%	1,167,160	24,510,357	0.10%	1,167	1,168,327	24,511,524	5.00%	1,225,518	25,735,875	0.10%	1,226	1,226,743	25,737,101
Classified-Represented (4)	5.00%	0	0	13.30%	0	0	0	5.00%	0	0	13.30%	0	0	0
Classified-Represented HMC (3)(4)	5.00%	0	0	13.30%	0	0	0	5.00%	0	0	13.30%	0	0	0
Classified Non-Represented	5.00%	247,046	5,187,956	13.30%	32,857	279,903	5,220,813	5.00%	259,398	5,447,354	13.30%	34,500	293,898	5,481,854
Classified Non-Represented UWMC (3)	5.00%	143,488	3,013,257	13.30%	19,084	162,572	3,032,341	5.00%	150,663	3,163,920	13.30%	20,038	170,701	3,183,958
<b>Total GOF</b>	<b>5.00%</b>	<b>17,909,665</b>	<b>376,102,961</b>	<b>12.78%</b>	<b>2,288,375</b>	<b>20,198,040</b>	<b>378,391,336</b>	<b>5.00%</b>	<b>18,805,148</b>	<b>394,908,109</b>	<b>12.78%</b>	<b>2,402,794</b>	<b>21,207,942</b>	<b>397,310,903</b>
<b>Total Seattle Central Funding</b>	<b>5.00%</b>	<b>17,909,665</b>	<b>376,102,961</b>	<b>12.78%</b>	<b>2,288,375</b>	<b>20,198,040</b>	<b>378,391,336</b>	<b>5.00%</b>	<b>18,805,148</b>	<b>394,908,109</b>	<b>12.78%</b>	<b>2,402,794</b>	<b>21,207,942</b>	<b>397,310,903</b>

UW-Bothell Central Funding														
GOF	FY10 Increase % (B)	FY10 Increase \$	FY10 New Salary Base	Marginal Benefit % (1)	Total Marginal Benefits	FY10 Incremental Funding (Inc+Ben)	Total Funding (New Base + Marginal Benefits)	FY11 Increase % (B)	FY11 Increase \$	FY11 New Salary Base	Marginal Benefit % (1)	Total Marginal Benefits	FY11 Incremental Funding (Inc+Ben)	Total Funding (New Base + Marginal Benefits)
Faculty	5.00%	434,298	9,120,258	13.80%	59,933	494,231	9,180,191	5.00%	456,013	9,576,271	13.80%	62,930	518,943	9,639,200
Auxiliary Faculty	5.00%	35,967	755,299	8.50%	3,057	39,024	758,356	5.00%	37,765	793,064	8.50%	3,210	40,975	796,274
Medical Residents	5.00%	0	0	7.30%	0	0	0	5.00%	0	0	7.30%	0	0	
Professional	5.00%	265,757	5,580,887	13.80%	36,674	302,431	5,617,561	5.00%	279,044	5,859,931	13.80%	38,508	317,552	5,898,439
Academic Student Employees	5.00%	1,393	37,657	0.10%	1,395	1,395	37,659	5.00%	1,853	39,540	0.10%	1,855	39,542	
Classified-Represented (4)	5.00%	0	0	13.30%	0	0	0	5.00%	0	0	13.30%	0	0	
Classified Non-Represented	5.00%	5,120	107,520	13.30%	681	5,801	108,201	5.00%	5,376	112,896	13.30%	715	6,091	113,611
<b>Total Bothell Central Funding</b>	<b>5.00%</b>	<b>742,934</b>	<b>15,601,620</b>	<b>13.51%</b>	<b>100,347</b>	<b>843,282</b>	<b>15,701,967</b>	<b>5.00%</b>	<b>780,081</b>	<b>16,381,701</b>	<b>13.51%</b>	<b>105,365</b>	<b>885,446</b>	<b>16,487,066</b>

UW-Tacoma Central Funding														
GOF	FY10 Increase % (B)	FY10 Increase \$	FY10 New Salary Base	Marginal Benefit % (1)	Total Marginal Benefits	FY10 Incremental Funding (Inc+Ben)	Total Funding (New Base + Marginal Benefits)	FY11 Increase % (B)	FY11 Increase \$	FY11 New Salary Base	Marginal Benefit % (1)	Total Marginal Benefits	FY11 Incremental Funding (Inc+Ben)	Total Funding (New Base + Marginal Benefits)
Faculty	5.00%	554,481	11,644,094	13.80%	76,518	630,999	11,720,612	5.00%	582,205	12,226,298	13.80%	80,344	662,549	12,306,642
Auxiliary Faculty	5.00%	51,037	1,071,776	8.50%	4,338	55,375	1,076,114	5.00%	53,589	1,125,365	8.50%	4,555	58,144	1,129,920
Medical Residents	5.00%	0	0	0.10%	0	0	0	5.00%	0	0	0.10%	0	0	
Professional	5.00%	288,380	6,055,981	13.80%	39,796	328,176	6,095,777	5.00%	302,799	6,358,780	13.80%	41,786	344,585	6,400,566
Academic Student Employees	5.00%	976	20,496	0.10%	1	977	20,497	5.00%	1,025	21,521	0.10%	1	1,026	
Classified-Represented (4)	5.00%	0	0	13.30%	0	0	0	5.00%	0	0	13.30%	0	0	
Classified Non-Represented	5.00%	2,657	55,803	13.30%	353	3,011	56,157	5.00%	2,790	58,594	13.30%	371	3,161	
<b>Total Tacoma Central Funding</b>	<b>5.00%</b>	<b>897,531</b>	<b>18,848,150</b>	<b>13.48%</b>	<b>121,007</b>	<b>1,018,538</b>	<b>18,969,157</b>	<b>5.00%</b>	<b>942,407</b>	<b>19,790,557</b>	<b>13.48%</b>	<b>127,058</b>	<b>1,069,465</b>	<b>19,917,615</b>

August 29, 2008

State of Washington  
Decision Package

FINAL

**Agency:** 360 University of Washington

**Decision Package Code/Title:** LL College of the Environment

**Budget Period:** 2009-11

**Budget Level:** PL - Performance Level

**Recommendation Summary Text:**

In July 2008, the UW Board of Regents approved the creation of a College of the Environment. The new college will bring together several existing academic units involved in environmental research and education at the UW into a single organization. A new interdisciplinary Institute also will be established within the new college to foster innovative collaboration and partnerships from the very beginning of the research design process through the translation to environmental policy and the development of environmental solutions and applications. State support totaling \$6.0 million is requested in the 2009-11 biennium to: 1) increase the number of faculty and staff within the College to fill critical gaps in the UW's research and development capacity, 2) support the programming of a central Institute focused on interdisciplinary research and partnerships, and 3) increase opportunities for students to participate in significant, real-world research and application problems. The UW will match state funding with \$3.0 million of local support for recruitment funds for new faculty.

**Fiscal Detail**

<b>Operating Expenditures</b>	<b><u>FY 2010</u></b>	<b><u>FY 2011</u></b>	<b><u>Total</u></b>
001-1 General Fund - Basic Account-State	2,364,000	3,682,000	6,046,000
<b>Total Cost</b>	<b>2,364,000</b>	<b>3,682,000</b>	<b>6,046,000</b>

<b>Staffing</b>	<b><u>FY 2010</u></b>	<b><u>FY 2011</u></b>	<b><u>Annual Average</u></b>
<b>FTEs</b>	<b>12.5</b>	<b>21.0</b>	<b>16.5</b>

**Package Description:**

The University of Washington has internationally respected strengths in a wide array of environmental fields, however these strengths are distributed across units that operate independently and without an overarching strategy or coordinated investment. The academic reorganization called for through the creation of a College of the Environment will bring together a critical mass of existing academic disciplines that are involved in basic environmental science research and education at the UW under a single organizational structure and will invest in strategic partnerships with other environmental programs across the university, including those at UW Tacoma and UW Bothell. It will build a new academic unit focused on the human dimensions of the environment to ensure more frequent integration of fundamental natural science with social science and scholarship. A central interdisciplinary Institute will also be established within the College to foster innovative collaboration and partnerships from the very beginning of the research design process through to the translation to environmental policy and the development of environmental solutions and applications.

In addition to internal UW collaborations, the new College of the Environment will be charged with forming partnerships outside of the university that leverage the expertise and research capacity with that of other universities in

the state and beyond; state and federal agencies; and collaborative initiatives such as the Puget Sound Partnership. Existing models of such deliberate partnership, such as the UW's Climate Impacts Group, have been extremely successful with the investment in quality professional staff that work with UW faculty to provide relevant and timely information.

### Academic Programs within the College of the Environment

In order to create a vibrant, sustainable organization with immediate academic credibility and strength within the natural sciences and environmental fields, the University plans on bringing together up to seven existing academic units into the new College. These units include the: School of Aquatic and Fishery Sciences, Department of Atmospheric Sciences, Department of Earth and Space Sciences, College of Forest Resources, School of Marine Affairs, School of Oceanography, and Program on the Environment. Together, these units are home to almost 100 faculty FTE (150 individuals) and more than 1,100 students (650 undergraduates and just under 500 graduate students). In addition, in FY 2007, these seven units were responsible for more than \$60 million in direct expenditures from external sources.

Under this proposal, state funding will be used to grow and complement the number of faculty at the College by 20 FTE (or 20 percent) over the next five years to meet the current and expected growth in student enrollment and to take advantage of emerging and significant funding opportunities. The faculty positions will be focused in areas of regional and national priorities that build off of the UW's existing strengths and that support the goals of the University: 1) provide a rich learning experience, 2) attract/retain an outstanding and diverse faculty to enhance educational quality, research strength, and prominent leadership, c) strengthen interdisciplinary research and scholarship to address grand challenge problems that will benefit society and stimulate economic development, d) expand the reach of the University from our community and region across the world to enhance global competitiveness of our students and the region, and e) maintain and build infrastructure and facilities to insure the highest level of integrity, compliance, and stewardship in teaching and research.

In addition to recruiting highly-respected scientists and scholars who are focused on fundamental research, discovery and scholarship, whether within a single academic unit or across multiple disciplines, there will be an additional effort to hire a subset of the new faculty who straddle the lines of natural science and social science and science and practice. In particular, having people on the faculty of the College of the Environment who are able to create strong and dynamic links between the UW and external constituents will be important. Examples of areas in which the new College could show immediate collaborations and benefits through faculty recruitment include:

- evaluation of sensor-based data sets resulting from ocean, terrestrial and space-based observatories;
- regional and global numerical modeling (e.g., climate-related ocean modeling; carbon and nutrient cycles; regional climate modeling with land, atmosphere and ocean interactions);
- biological response and adaptation to climate variability and change;
- trace metal chemistry;
- coastal ocean observations and observing systems;
- climate change and regional air quality;
- forest ecosystems with an emphasis in fire behavior and ecology;
- forest protection with an emphasis in pathology or entomology;
- genetics and physiology of natural resources;
- scientific basis for aquatic resource management and conservation;
- energy, environment and security;
- markets, economics and the environment (e.g., carbon markets and climate mitigation);
- institutional aspects of coastal management;
- environmental and social effects of globalization;
- social marketing as it relates to human consumption of or effects upon natural resources;
- environmental law and process;
- environmental demography and population geography; and

- social science approaches to urban environmental problems.

The new faculty hires - four full professors, six associate professors, and ten assistant professors - are expected to be split between the natural sciences, the social sciences and policy. The prioritization of hires will be dependent on the total resources available to hire faculty with an emphasis on individuals with a potential for significant external research funding in more limited state funding scenarios. In addition, we plan to conduct faculty searches that are broad enough to attract the best possible candidates and to remain flexible enough to respond quickly to specific, unforeseen retirements, new discoveries and opportunities. Finally, cluster hires in collaborative areas are expected to be a useful mechanism to allow for the hiring of faculty whose research and teaching have strong interdisciplinary ties. The total amount of state support for this purpose in 2009-11 totals \$1.15 million.

Ten new professional staff positions are also proposed to be added to the College over the next five years. These positions are high-level staff that will establish and deliver technical support to faculty, students, and external partners. They will be responsible for assisting with university knowledge and technology transfer, product and tool development, and developing core in-house expertise that is of benefit to multiple academic units. These positions are projected to require a total of \$605,760 in state support in the 2009-11 biennium.

Because the existing administrative infrastructure is minimal within the existing units, the efficiencies resulting from the merger of the existing academic units into a new organizational structure will primarily be in the reduction of bureaucratic procedures when working across organizational boundaries. The increased administrative efficiencies - through consolidating some administrative functions are expected to be able to yield resources for better support of an expanded research, teaching and outreach mandate.

*Institute:*

One of the most transformational aspects of the new College will be the creation of a central Institute focused on encouraging collaboration and innovative approaches to interdisciplinary research between academic units and with external partners. Critical intellectual challenges and problems will be addressed with teams of scientists from the UW and the external community including other academic institutions, government and the private sector. Key components of the Institute include:

- Collaborations with visiting professors or leaders from non-governmental organizations, industry, and government agencies;
- Seminars, symposia, workshops, and other public programs (both on-campus and off-campus) that draw from expertise in and outside of the College.
- Competitive post-doctoral program to attract the best possible early-career scientists and scholars to the region;
- High-level professional staff dedicated to partnerships with a broad range of constituents in the use, evaluation, and application of science-based environmental information;
- Development of products for non-academic stakeholders that are relevant to regional, national, and international priorities;
- Externships and research opportunities for students in emerging fields of research and application.

A total of \$430,000 a year in state funding is being requested in the 2009-11 biennium to support the Institute. These funds will be used to: 1) hire a part-time director (\$100,000/year) and 2) support a total of six post-doctoral fellows (\$330,000/year).

Other Initiatives:

The College of the Environment will also house two initiatives of direct service to the state - the Office of the State Climatologist and the Earth Hazards Initiative.

The Office of the Washington State Climatologist was created at the University of Washington in 2003. The Legislature provided a total of \$168,000 in the 2007-2009 biennium to partially fund the position of the State Climatologist. The UW is requesting an additional \$300,000 in the 2009-11 biennium to fully support the mandate of the Office to serve as a credible and expert source of climate and weather information for state and local decision makers and agencies working on drought, flooding, climate change, and other related issues; to gather and disseminate weather and climate data; to act as the state's representative in climatological matters as requested by the governor or the legislature; to publish climate summaries; to report on climate phenomena and on changes in climate; and to work with federal and state agencies to implement a 21st century climate observing system for the state.

The Earth Hazards Initiative is another initiative within the College of the Environment to provide better service to the State with respect to the application of university research. The Earth Hazards Initiative would leverage current on-going federal, state, and regional efforts and expertise with the Department of Earth and Space Sciences to: 1) add geodetic data to the Pacific Northwest Seismic Network in order to provide critical data on strong motion detection presently beyond the capabilities of the existing seismic network, 2) increase the density of seismic stations within Washington to monitor critical highway and railway bridges, schools and hospitals 3) expand geodatabases and applications to include additional urban areas and provide critical GIS data, 4) develop and implement real-time modeling of landslide, erosion, and flooding hazards, and 5) educate and train professionals on issues related to earth hazards. The UW is requesting an additional \$665,065 in the 2009-11 biennium to fully implement the Earth Hazards Initiative through three faculty hires and three additional professional staff.

The College of the Environment will also work across the entire University of Washington. UW Bothell continues to strengthen its commitment to science education and over the past several years, four new faculty have been hired to strengthen the core faculty in environmental studies. In order to significantly enhance environmental studies at UW Bothell and to provide the resources to collaborate more effectively with the other UW campuses in environmental education, the UW College of the Environment is requesting resources to hire a coordinator for the environmental research and education curriculum at UW Bothell. This person will be responsible for developing internships for students in business, industries, and local governments. Further, this person will work with external partners and faculty in the development of real world problems on the environment that will be used throughout the environmental science curriculum. The UW is requesting an additional \$201,000 in the 2009-11 biennium to hire an environmental curriculum coordinator at the UW Bothell campus.

Finally, in order to respond to pressing regional needs for increased access to technical degree programs for Washington State residents, specifically in the growing field of environmental engineering, the College of the Environment will work with UW Tacoma to develop an applied undergraduate B.S. program that sits at the interface between natural science and classic engineering majors. By building on the existing strength of the Environmental Science program at UW Tacoma, the College of the Environment will leverage unique UW resources to develop high-level, applied, interactive study and research that will enhance the reputation of the entire university. A total of \$964,417 is requested in the 2009-11 biennium to establish an Environmental Engineering Sciences program on the Tacoma campus. The program will invest in two additional faculty at UW Tacoma so that courses in such fields as mechanics, fluid mechanics, wastewater, hydrology, hazardous and solid waste, and biochemistry could be added to the existing curriculum. Additional resources would support the start-up packages for these faculty and equipment, as well as infrastructure for lab space.

## **Narrative Justification and Impact Statement**

### ***What specific performance outcomes does the agency expect?***

The University anticipates a number of benefits for students and the university as a result of this proposal. For UW students, the educational programs in the new College will be unique and highly regarded as a result of the combination of academic rigor and advanced learning methodologies. Students will routinely work, both individually and on interdisciplinary teams, under the close guidance of faculty and other professionals to address significant real-world research and application problems. Some of the results the University anticipates for students include:

- Opportunities to learn from and collaborate with some of the most influential thought leaders in their fields;
- Unparalleled access and opportunity for student involvement in world-class research;
- Graduates that are highly sought-after for academic, public, and private sector positions;
- The most comprehensive education available in a broad range of environmental fields;
- Increased environmental literacy across and beyond the campus.

For the University, the establishment of the College will leverage and build upon the UW's unparalleled research and educational strengths in environmental fields in ways that are currently not possible. The College will provide an organizational model that increases the UW's ability to:

- Compete for research and development support from more diverse funding sources;
- Recruit and retain the best students, faculty and postdoctoral fellows from around the world;
- Attract a more diverse student population and increase the number of students with a rigorous education and training in science and technology fields;
- Attract the best and brightest students;
- Attract and retain an increased number of world-class faculty in areas that complement current UW faculty strengths;
- Advance new models of interdisciplinary engagement and success;
- Identify and develop technical efficiencies across disciplinary and organizational boundaries;
- Influence global, national, and regional public policy; and
- Elevate the reputation and awareness of the UW worldwide.

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

Yes, the proposal encompasses a number of the goals of the University, including:

- attracting and retaining an outstanding and diverse faculty and staff;
- attracting a diverse and excellent student body and providing a rich learning experience;
- investing in new leadership of both academic and administrative units;
- expanding the reach of the UW across the globe; and
- strengthening interdisciplinary research and scholarship to tackle "grand challenge" problems that will benefit society and stimulate economic development.

### ***Does this decision package provide essential support to one of the Governor's priorities?***

Yes, this proposal will improve the quality and relevance of postsecondary learning for Washington State students and will dramatically increase the capacity of the University of Washington to contribute to the Governor's environmental agenda. Specifically, the UW can be a much better asset to the State as it works to integrate social and environmental concerns to 1) preserve the health of Puget Sound, 2) invest in mitigation and adaptation strategies to sustain our natural resources and infrastructure in the face of a changing climate; 3) develop science-based adaptive



management approaches to restore salmon populations, ensure clean, fresh water, and protect our Northwest culture and timber economy; and 4) position the State of Washington to be the national leader in creating positive environmental solutions.

***Does this decision package make key contributions to statewide results? Would it rate as a high priority in the Priorities of Government process?***

Yes, this proposal will improve the value of postsecondary learning by increasing access to high-quality post-secondary education programs and research opportunities. In addition, the proposal supports one of the Higher Education Coordinating Board's fiscal priorities related to implementation of the 2008 Strategic Master Plan for Higher Education -- to raise the level of educational attainment.

This proposal will also improve the quality of Washington's environment by building the UW's capacity to help address complex and significant environmental issues through:

- an increase in the number of students with solid education and training in environmental science, technology, and policy;
- new knowledge, technologies, and solutions to complex issues;
- credible, science-based tools and products for a broad range of stakeholders;
- stronger ties between academia and industry, government and NGOs throughout the entire spectrum of R&D to application; and
- greater ability to transition publicly-supported environmental research and development into practice and operations.

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

The establishment of the new College will provide new opportunities to recruit greater numbers of students into environmentally-related Science, Technology, Engineering, and Mathematics (STEM) fields.

In addition to creating new opportunities for students, the UW will work with the Legislature and Governor to promote cutting-edge interdisciplinary research of direct relevance to the needs of the state and the region within the College of the Environment.

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

A modest reorganization with an additional investment that fills gaps in faculty expertise and supports the translation of basic research results to non-academic partners will make a real difference in the quality and level of collaboration among faculty and staff across many disciplines in both their research and teaching. It will also raise the caliber of the leadership the university can recruit in these economically challenging times and has the potential to be a catalyst for deeper cultural change that values and rewards high quality interdisciplinary teaching, research and development in addition to more traditional academic activities.

Given the scale, program breadth, and potential for transformative collaboration and partnerships, an effective model was determined to be a novel college structure made up of three key elements:

- Core degree-granting units organized around disciplines;
- Mechanisms and incentives for additional dedicated faculty, staff, and students from noncore units to participate in the research and educational missions of the College; and
- A central Institute to draw focus to particular issues that cross disciplinary boundaries and build partnerships with entities outside the UW.

This hybrid structure combines an operational academic framework for supporting fundamental education and research with a flexible institute model that forges innovative partnerships that initiate and define emerging areas of research needs and pragmatic solutions.

This reorganization is an opportunity to better position the UW and each of the individual units within the new College to meet the contemporary and emerging needs of our students, our partners, and the public at large. Universities must be able to adapt to meet the changing needs of the environment and society if they are to remain relevant and competitive for both external support as well as high quality human capital.

Alternative models have been explored and are not considered to provide as much value to the university or the state:

1) Status quo - The teaching and research units that are proposed to be at the core of the new College of the Environment each have a reputation for strength and rigor in their respective academic fields. Individually they are strong and there are many examples of partnerships between them to the benefit of students and the public.

The needs and demands of students and of our non-academic partners, however, are changing. In an increasingly changing and challenged natural environment the UW is not well-positioned to effectively contribute to regional or national priorities. More and more, environmental research and issues involve a wide variety of disciplines that cross many organizational boundaries within the university. Without a more coordinated approach it is extremely difficult to enhance or even recognize our collective strengths and invest in areas of greatest potential. The university is also unnecessarily limited in terms of new and strengthened partnerships and collaborations that leverage resources, support our mission and our community, and enhance our collective reputation.

2) Institute-only model - Creating a more informal structure that contains only a central institute that catalyzes interdisciplinary research and teaching would not incur the same transaction costs as the proposed reorganization, but experience shows that these types of institutes are not effective mechanisms for managing university resources.

Successful long-term strategic planning and effective governance within the university is dependent on the level of investment of the faculty. A structure that does not involve strong academic units at its core does not have the capital to influence university priorities, generate significant external support, or effectively leverage limited resources. If focused on research, such structures do not involve significant numbers of students and if focused on teaching, do not involve significant numbers of faculty.

***What are the consequences of not funding this package?***

Without state support, there is a detrimental delay in the full implementation of the College. The vast majority of funding for the College of the Environment will be from competitive federal and foundation grants. In addition, the University is seeking support for the College from a variety of private, corporate, and international funding sources. These additional funds, however, are complementary to state funding and rely on the investment of the state in the faculty and staff salaries that can be leveraged into significant, externally-funded research and development activities. In addition, without state support the cost of delay to the state is both immediate - in the lost opportunities for enhanced information and technology transfer - and increases in the long-term as the UW must compete with more nimble and resourced research universities.

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

In the 2009-11 biennium, the University is requesting a total of \$2.5 million in predesign and design funding for the renovation of Anderson Hall and \$8.0 million for the predesign/design of a new biological and environmental sciences building that will be dedicated in part to the College of the Environment.

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

None.

**Expenditure and revenue calculations and assumptions**

See below and refer to the spreadsheet titled "College of the Environment.xls" for detailed expenditure estimates and FTE calculations.

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

Funding is on-going and will increase to \$9.4 million in the 2011-13 biennium and to \$11.8 million in the 2013-15 biennium and in future biennia.

University of Washington 2009-11 Budget Request  
College of the Environment

	Start Date	FTE	2010	2011	FY 2010	FY 2011	2009-11	FY 2012	FY 2013	2011-13	FY 2014	FY 2015	2013-15	TOTAL
<b>Faculty &amp; Staff (Salary &amp; Benefits)</b>														
Assistant Professor	1/1/2010	1.0	0.5	1.0	\$ 50,000	\$ 100,000	\$ 150,000	\$ 100,000	\$ 100,000	\$ 200,000	\$ 100,000	\$ 100,000	\$ 200,000	\$ 550,000
Assistant Professor	1/1/2010	1.0	0.5	1.0	\$ 50,000	\$ 100,000	\$ 150,000	\$ 100,000	\$ 100,000	\$ 200,000	\$ 100,000	\$ 100,000	\$ 200,000	\$ 550,000
Assistant Professor	7/1/2010	1.0		1.0	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 200,000	\$ 100,000	\$ 100,000	\$ 200,000	\$ 500,000
Assistant Professor	7/1/2010	1.0		1.0	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 200,000	\$ 100,000	\$ 100,000	\$ 200,000	\$ 500,000
Assistant Professor	1/1/2012	1.0			\$ -	\$ -	\$ -	\$ 50,000	\$ 100,000	\$ 150,000	\$ 100,000	\$ 100,000	\$ 200,000	\$ 350,000
Assistant Professor	1/1/2012	1.0			\$ -	\$ -	\$ -	\$ 50,000	\$ 100,000	\$ 150,000	\$ 100,000	\$ 100,000	\$ 200,000	\$ 350,000
Assistant Professor	7/1/2012	1.0			\$ -	\$ -	\$ -	\$ 100,000	\$ 100,000	\$ 200,000	\$ 100,000	\$ 100,000	\$ 200,000	\$ 300,000
Assistant Professor	7/1/2012	1.0			\$ -	\$ -	\$ -	\$ 100,000	\$ 100,000	\$ 200,000	\$ 100,000	\$ 100,000	\$ 200,000	\$ 300,000
Assistant Professor	1/1/2014	1.0			\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 50,000	\$ 100,000	\$ 150,000	\$ 150,000
Assistant Professor	1/1/2014	1.0			\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 50,000	\$ 100,000	\$ 150,000	\$ 150,000
Associate Professor	1/1/2010	1.0	0.5	1.0	\$ 55,000	\$ 110,000	\$ 165,000	\$ 110,000	\$ 110,000	\$ 220,000	\$ 110,000	\$ 110,000	\$ 220,000	\$ 605,000
Associate Professor	7/1/2010	1.0		1.0	\$ 110,000	\$ 110,000	\$ 110,000	\$ 110,000	\$ 110,000	\$ 220,000	\$ 110,000	\$ 110,000	\$ 220,000	\$ 550,000
Associate Professor	1/1/2012	1.0			\$ -	\$ -	\$ -	\$ 55,000	\$ 110,000	\$ 165,000	\$ 110,000	\$ 110,000	\$ 220,000	\$ 385,000
Associate Professor	7/1/2012	1.0			\$ -	\$ -	\$ -	\$ 110,000	\$ 110,000	\$ 220,000	\$ 110,000	\$ 110,000	\$ 220,000	\$ 330,000
Associate Professor	1/1/2014	1.0			\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 55,000	\$ 110,000	\$ 165,000	\$ 165,000
Associate Professor	7/1/2014	1.0			\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 55,000	\$ 110,000	\$ 165,000	\$ 165,000
Full Professor	1/1/2010	1.0	0.5	1.0	\$ 75,000	\$ 150,000	\$ 225,000	\$ 150,000	\$ 150,000	\$ 300,000	\$ 150,000	\$ 150,000	\$ 300,000	\$ 750,000
Full Professor	7/1/2010	1.0		1.0	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 300,000	\$ 150,000	\$ 150,000	\$ 300,000	\$ 750,000
Full Professor	1/1/2012	1.0			\$ -	\$ -	\$ -	\$ 75,000	\$ 150,000	\$ 225,000	\$ 150,000	\$ 150,000	\$ 300,000	\$ 525,000
Full Professor	7/1/2012	1.0			\$ -	\$ -	\$ -	\$ 150,000	\$ 150,000	\$ 300,000	\$ 150,000	\$ 150,000	\$ 300,000	\$ 450,000
<b>subtotal - New Faculty</b>		<b>2.0</b>	<b>8.0</b>		<b>\$ 230,000</b>	<b>\$ 920,000</b>	<b>\$ 1,150,000</b>	<b>\$ 1,150,000</b>	<b>\$ 1,840,000</b>	<b>\$ 2,990,000</b>	<b>\$ 1,995,000</b>	<b>\$ 2,260,000</b>	<b>\$ 4,255,000</b>	<b>\$ 8,395,000</b>
Technical Staff	7/1/2009	2.0	2.0	2.0	\$ 201,920	\$ 403,840	\$ 403,840	\$ 201,920	\$ 201,920	\$ 403,840	\$ 201,920	\$ 201,920	\$ 403,840	\$ 1,211,520
Technical Staff	7/1/2010	2.0		2.0	\$ 201,920	\$ 201,920	\$ 201,920	\$ 201,920	\$ 201,920	\$ 403,840	\$ 201,920	\$ 201,920	\$ 403,840	\$ 1,009,600
Technical Staff	7/1/2011	2.0			\$ -	\$ -	\$ -	\$ 201,920	\$ 201,920	\$ 403,840	\$ 201,920	\$ 201,920	\$ 403,840	\$ 807,680
Technical Staff	7/1/2012	2.0			\$ -	\$ -	\$ -	\$ 201,920	\$ 201,920	\$ 403,840	\$ 201,920	\$ 201,920	\$ 403,840	\$ 605,760
Technical Staff	7/1/2013	2.0			\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 201,920	\$ 201,920	\$ 403,840	\$ 403,840
<b>subtotal - Staff</b>		<b>2.0</b>	<b>4.0</b>		<b>\$ 201,920</b>	<b>\$ 403,840</b>	<b>\$ 605,760</b>	<b>\$ 605,760</b>	<b>\$ 807,680</b>	<b>\$ 1,413,440</b>	<b>\$ 1,009,600</b>	<b>\$ 1,009,600</b>	<b>\$ 2,019,200</b>	<b>\$ 4,038,400</b>
<b>Teaching Assistantships</b>					<b>\$ 100,000</b>	<b>\$ 200,000</b>	<b>\$ 300,000</b>	<b>\$ 300,000</b>	<b>\$ 400,000</b>	<b>\$ 700,000</b>	<b>\$ 500,000</b>	<b>\$ 500,000</b>	<b>\$ 1,000,000</b>	<b>\$ 2,000,000</b>
<b>Institute</b>														
Director (part-time)	7/1/2009	0.5	0.5	0.5	\$ 100,000	\$ 100,000	\$ 200,000	\$ 100,000	\$ 100,000	\$ 200,000	\$ 100,000	\$ 100,000	\$ 200,000	\$ 600,000
Post-doctoral Fellow	7/1/2009	1.0	1.0	1.0	\$ 55,000	\$ 55,000	\$ 110,000	\$ 55,000	\$ 55,000	\$ 110,000	\$ 55,000	\$ 55,000	\$ 110,000	\$ 330,000
Post-doctoral Fellow	7/1/2009	1.0	1.0	1.0	\$ 55,000	\$ 55,000	\$ 110,000	\$ 55,000	\$ 55,000	\$ 110,000	\$ 55,000	\$ 55,000	\$ 110,000	\$ 330,000
Post-doctoral Fellow	7/1/2009	1.0	1.0	1.0	\$ 55,000	\$ 55,000	\$ 110,000	\$ 55,000	\$ 55,000	\$ 110,000	\$ 55,000	\$ 55,000	\$ 110,000	\$ 330,000
Post-doctoral Fellow	7/1/2009	1.0	1.0	1.0	\$ 55,000	\$ 55,000	\$ 110,000	\$ 55,000	\$ 55,000	\$ 110,000	\$ 55,000	\$ 55,000	\$ 110,000	\$ 330,000
Post-doctoral Fellow	7/1/2009	1.0	1.0	1.0	\$ 55,000	\$ 55,000	\$ 110,000	\$ 55,000	\$ 55,000	\$ 110,000	\$ 55,000	\$ 55,000	\$ 110,000	\$ 330,000
Post-doctoral Fellow	7/1/2009	1.0	1.0	1.0	\$ 55,000	\$ 55,000	\$ 110,000	\$ 55,000	\$ 55,000	\$ 110,000	\$ 55,000	\$ 55,000	\$ 110,000	\$ 330,000
<b>subtotal - Institute</b>		<b>6.5</b>	<b>6.5</b>		<b>\$ 430,000</b>	<b>\$ 430,000</b>	<b>\$ 860,000</b>	<b>\$ 430,000</b>	<b>\$ 430,000</b>	<b>\$ 860,000</b>	<b>\$ 430,000</b>	<b>\$ 430,000</b>	<b>\$ 860,000</b>	<b>\$ 2,580,000</b>
<b>OTHER</b>														
Faculty Start-Up					\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Travel					\$ 100,000	\$ 100,000	\$ 200,000	\$ 100,000	\$ 100,000	\$ 200,000	\$ 100,000	\$ 100,000	\$ 200,000	\$ 600,000
Equipment					\$ 200,000	\$ 200,000	\$ 400,000	\$ 200,000	\$ 200,000	\$ 400,000	\$ 200,000	\$ 200,000	\$ 400,000	\$ 1,200,000
Supplies					\$ 100,000	\$ 100,000	\$ 200,000	\$ 100,000	\$ 100,000	\$ 200,000	\$ 100,000	\$ 100,000	\$ 200,000	\$ 600,000
Electronic and Print Publications					\$ 100,000	\$ 100,000	\$ 200,000	\$ 100,000	\$ 100,000	\$ 200,000	\$ 100,000	\$ 100,000	\$ 200,000	\$ 600,000
<b>subtotal - Other</b>					<b>\$ 500,000</b>	<b>\$ 500,000</b>	<b>\$ 1,000,000</b>	<b>\$ 500,000</b>	<b>\$ 500,000</b>	<b>\$ 1,000,000</b>	<b>\$ 500,000</b>	<b>\$ 500,000</b>	<b>\$ 1,000,000</b>	<b>\$ 3,000,000</b>
<b>COLLEGE INITIATIVES - Service to the State</b>														
Office of the State Climatologist					\$ 150,000	\$ 150,000	\$ 300,000	\$ 150,000	\$ 150,000	\$ 300,000	\$ 150,000	\$ 150,000	\$ 300,000	\$ 900,000
Earth Hazards Initiative					\$ 184,071	\$ 480,994	\$ 665,065	\$ 480,994	\$ 480,994	\$ 961,988	\$ 480,994	\$ 480,994	\$ 961,988	\$ 2,589,041
<b>subtotal - Initiatives</b>					<b>\$ 334,071</b>	<b>\$ 630,994</b>	<b>\$ 965,065</b>	<b>\$ 630,994</b>	<b>\$ 630,994</b>	<b>\$ 1,261,988</b>	<b>\$ 630,994</b>	<b>\$ 630,994</b>	<b>\$ 1,261,988</b>	<b>\$ 3,489,041</b>
<b>Environmental Education - UW Bothell</b>														
Research and Education Coordinator	7/1/2009	1.00	1.0	1.0	\$ 78,000	\$ 78,000	\$ 156,000	\$ 78,000	\$ 78,000	\$ 156,000	\$ 78,000	\$ 78,000	\$ 156,000	\$ 468,000
Start up					\$ 45,000	\$ -	\$ 45,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 45,000
<b>subtotal Environmental Education - UW Bothell</b>		<b>1.0</b>	<b>1.0</b>		<b>\$ 123,000</b>	<b>\$ 78,000</b>	<b>\$ 201,000</b>	<b>\$ 78,000</b>	<b>\$ -78,000</b>	<b>\$ 156,000</b>	<b>\$ 78,000</b>	<b>\$ 78,000</b>	<b>\$ 156,000</b>	<b>\$ 513,000</b>
<b>Environmental Engineering Sciences - Tacoma</b>														
Assistant Professor	1/1/2012	0.75			\$ -	\$ -	\$ -	\$ 62,960	\$ 95,394	\$ 158,354	\$ 95,394	\$ 95,394	\$ 190,788	\$ 349,142
Assistant Professor	1/1/2014	0.75			\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 62,960	\$ 95,394	\$ 158,354	\$ 158,354
Associate Professor	1/1/2010	0.75	0.5	0.75	\$ 66,189	\$ 100,286	\$ 166,475	\$ 82,500	\$ 82,500	\$ 165,000	\$ 82,500	\$ 82,500	\$ 165,000	\$ 496,475
Full Professor	1/1/2010	0.75	0.5	0.75	\$ 78,700	\$ 119,243	\$ 197,943	\$ 112,500	\$ 112,500	\$ 225,000	\$ 112,500	\$ 112,500	\$ 225,000	\$ 647,943
Faculty Start-Up					\$ 200,000	\$ -	\$ 200,000	\$ 75,000	\$ -	\$ -	\$ 75,000	\$ -	\$ -	\$ 350,000
Equipment					\$ 100,000	\$ 200,000	\$ 300,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 300,000
Teaching Assistantships					\$ 100,000	\$ 100,000	\$ 100,000	\$ 200,000	\$ 200,000	\$ 400,000	\$ 200,000	\$ 200,000	\$ 400,000	\$ 900,000
<b>subtotal Environmental Engineering Sciences - UW Tacoma</b>		<b>1.0</b>	<b>1.5</b>		<b>\$ 444,889</b>	<b>\$ 519,529</b>	<b>\$ 964,417</b>	<b>\$ 532,960</b>	<b>\$ 490,394</b>	<b>\$ 1,023,354</b>	<b>\$ 628,354</b>	<b>\$ 585,788</b>	<b>\$ 1,214,142</b>	<b>\$ 3,201,913</b>
<b>TOTAL REQUEST</b>		<b>12.5</b>	<b>21.0</b>		<b>\$ 2,364,000</b>	<b>\$ 3,682,000</b>	<b>\$ 6,046,000</b>	<b>\$ 4,228,000</b>	<b>\$ 5,177,000</b>	<b>\$ 9,405,000</b>	<b>\$ 5,772,000</b>	<b>\$ 5,994,000</b>	<b>\$ 11,766,000</b>	<b>\$ 27,217,000</b>

State of Washington  
Decision Package

FINAL

**Agency:** 360 University of Washington  
**Decision Package Code/Title:** JJ Increased Access and Degrees  
**Budget Period:** 2009-11  
**Budget Level:** PL - Performance Level

**Recommendation Summary Text:**

A total of \$20.4 million in state funding is requested in the 2009-11 biennium to increase state supported enrollment at the Seattle, Bothell, and Tacoma campuses by a total of 465 FTE in FY 2010 and an additional 465 FTE in FY 2011. At the Seattle campus, 100 undergraduate and 50 graduate enrollments in both FY 2010 and FY 2011 will be in disciplines identified as areas of critical state need often referred to as "high demand." Funding is also requested to convert an additional 100 general undergraduate FTE each year at the Seattle campus to enrollments that will address areas of critical state need. The University is also requesting 75 undergraduate enrollments each year for the Bothell campus and 200 for the Tacoma campus. Of the requested undergraduate increase, 10 FTE at UW Bothell and 20 FTE at UW Tacoma will be in areas of critical state need. Graduate enrollments will be increased by 20 FTE each year at both UW-Bothell and UW-Tacoma.

An additional \$2.0 million in state funding is requested in 2009-11 for a three-campus initiative to expand teacher education programs in areas in which the state has identified a need for additional teachers, including math, science, special education, and bilingual/ESL education.

**Fiscal Detail**

<b>Operating Expenditures</b>	<b><u>FY 2010</u></b>	<b><u>FY 2011</u></b>	<b><u>Total</u></b>
001-1 General Fund - Basic Account-State	7,800,000	14,600,000	22,400,000
<b>Total Cost</b>	<b>7,800,000</b>	<b>14,600,000</b>	<b>22,400,000</b>
<b>Staffing</b>	<b><u>FY 2010</u></b>	<b><u>FY 2011</u></b>	<b><u>Annual Average</u></b>
<b>FTEs</b>	<b>78.0</b>	<b>146.0</b>	<b>112.0</b>

**Package Description:**

Access to higher education has both personal benefits and broad economic and social benefits for the citizens of the states. Washington's system of higher education faces a number of future challenges including:

- Increasing the production of graduates with bachelor degrees - Washington ranks 36th in the nation.
- Increasing the number of graduates with graduate and professional degrees - Washington ranks 43rd in the nation.
- Increasing freshmen access to higher education - in 2008 the UW received a record number of applications and acceptances, but also made a record number of rejections.
- Increasing access for two-year transfers and graduate and professional students.

As part of the Governor's Washington Learns initiative, the Higher Education Advisory Committee recommended that the state set degree production goals that target the average degree production in the Global Challenge states. In response, the Higher Education Coordinating Board's (HECB) Strategic Master Plan for Higher Education in Washington has set the goal of increasing the production of degrees to reach the Global Challenge State benchmark by 2017-18. Specific goals include: increasing the number of bachelor degrees awarded by 13,800 annually, 2)

August 29, 2008

increasing the number of graduate and professional degrees awarded by 8,600 degrees annually, and expanding bachelor and advance degree programs in the areas of science, engineering and technology.

In response to this Master Plan goal, the President and Provost of the University of Washington have also developed a 10-year strategic enrollment plan that by 2017-2018 will make it possible for the University to contribute to these statewide degree production goals by:

- Enrolling 1,700 more freshmen directly from high-school with 600 new enrollments at the Seattle campus, 450 new enrollments at the Bothell campus, and 650 new enrollments at the Tacoma campus;
- Awarding 2,000 more degrees of which half will be in areas of critical state need;
- Providing for 1,000 more community college transfer students; and
- Providing for 6,000 more undergraduate and 2,000 more graduate and professional students

The University's 2009-11 enrollment request represents the first step to implement this long-term plan. The UW is requesting funding to increase student enrollment at each of the UW's three campuses, particularly in areas of critical state need. "Areas of critical state need" has been defined by the UW as including degrees in "life, natural, environmental and health sciences, engineering, computer and information systems and sciences, education and teacher preparation, and mathematics, applied mathematics and statistics."

The total enrollment growth requested across all three campuses is 465 FTE students each year in FY 2010 and FY 2011. This will increase the number of state-funded enrollments for the UW to 38,991 in FY 2010 and 39,456 in FY 2011, an overall increase of 1.2 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 nine percent increase each year over the current level at both UW-Tacoma and UW-Bothell. The 2009-11 budget includes a request for 75 undergraduate enrollments each year for UW-Bothell and 200 for UW-Tacoma. Of the requested undergraduate increase, 10 FTE at UW Bothell and 20 FTE at UW Tacoma will be in areas of critical state need. Graduate enrollments will be increased by 20 FTE each year at both UW-Bothell and UW-Tacoma.

The number of new FTE requested for Bothell is less than the actual growth that has occurred in recent years. For example, from 2006-07 to 2007-08 FTE enrollment at Bothell increased by 200; this request is for an additional 95 FTE per year. While Bothell's enrollment is still below the budgeted level, enrollment has continued to grow, and the lower levels of enrollment growth requested should make it possible for new growth to bring the campus to the budgeted enrollment level. UW Tacoma's enrollment is currently at the budgeted level. The request for 220 new FTE in FY 2010 and FY 2011 is consistent with recent enrollment growth (e.g., the increase from 2006-07 to 2007-08 of 320 FTE). All new enrollments at the Seattle campus will all be in areas of critical state need. The request supports 100 new undergraduate enrollments and 50 new graduate and professional enrollments each year. In addition, funding is requested to "convert" 100 undergraduate general enrollments to enrollments in areas of critical state need.

#### Initiative to Address Critical Teacher Shortages:

The final portion of this enrollment proposal is a three campus initiative to address critical teacher shortages. A total of \$1,000,000 is requested for both FY 2010 and FY 2011 to expand teacher education programs in areas identified by the state as being in need of additional teachers, including math, science, special education, and ELL/bilingual/world languages.

The current lack of high-quality teachers in shortage areas is not just an "input" problem, but also a problem of how we retain our best educators. Addressing teacher shortages can be accomplished most directly by supporting those entering the field in the early years of their careers and by creating opportunities for existing teachers to gain additional endorsements in shortage areas. Therefore, the teacher education programs at the three UW campuses (Seattle, Bothell, Tacoma) propose to expand efforts to: 1) produce more teachers in shortage areas; 2) add endorsements for existing teachers in the shortage areas of math and science; 3) create pathways for existing teacher

education students to add endorsements in shortage areas; and 4) build systems of induction to include advanced training for beginning teachers through their first two years of practice.

In each of the three identified shortage areas, we will produce more high quality teachers using a combination of tenure-line and clinical faculty. Our capacity to deliver high quality programs that produce teacher leaders is contingent upon our ability to engage in research about how best to train teachers and teach children. The additional tenure-line faculty will serve the dual purpose of allowing the UW to produce additional teachers while engaging in high-quality research that will improve teaching and learning in critical shortage areas. The clinical faculty will increase our collective capacity to build systems of induction and endorsements for practicing teachers.

### **Narrative Justification and Impact Statement**

#### ***What specific performance outcomes does the agency expect?***

By funding this proposal, the UW expects to make progress on its new 10-year strategic enrollment plan that by 2017-2018 will make it possible for the University to contribute to statewide degree production goals.

It is expected that the Initiative to Address Critical Teacher shortages will lead to the graduation of 30 more teachers in critical areas annually in math and science, 15 new special education teachers a year, and 27 new ELL/bilingual or world language teachers each year. In addition, 30 new ELL/bilingual/world languages endorsements, 32 new special education endorsements, and 45 new math/science endorsements from existing K12 teachers will be created every 18 to 24 months. This provides a needed shift for teachers currently unemployed or under-employed in areas with little demand to teaching assignments requiring well-trained, able teachers.

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

Yes, these increases are the basis for the UW's new 10-Year Strategic Enrollment Plan. In addition, the UW's 2009-11 operating budget was also developed in the context of legislation enacted in the 2008 session calling for establishment of "performance agreements" for the state's six public baccalaureate institutions. EHB 2641 creates a pilot-program to test performance agreements to develop and communicate a six-year plan developed jointly by state policymakers and institutions of higher education that aligns goals, priorities, desired outcomes, flexibility, institutional mission, accountability, and levels of resources. These agreements incorporate the per student funding targets noted above, long-term capital needs, enrollment and degree production plans as well as the enactment of certain statutory enabling legislation for the university while specifying the specific outcomes required by the state.

#### ***Does this decision package provide essential support to one of the Governor's priorities?***

Yes, the proposal is designed to improve access to higher education and, by increasing enrollments in areas of critical state need, to work towards the goal of economic prosperity.

#### ***Does this decision package make key contributions to statewide results? Would it rate as a high priority in the Priorities of Government process?***

Yes, this proposal is designed to improve the value of postsecondary learning by addressing issues of access and quality. In addition, the teacher educator component will improve student achievement in K-12 through better qualified teachers.

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

This proposal ties closely with the HECB's 2009-11 fiscal priority of raising the level of educational attainment.

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

The particular numerical enrollment goals in the UW 10-Year Strategic Enrollment Plan were chosen to increase enrollments in a manner consistent with anticipated demographic changes and designed to ensure quality of the educational experience.

***What are the consequences of not funding this package?***

In order to increase the number of students accessing higher education and completing degrees, additional student enrollments are needed.

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

None.

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

None.

***Expenditure and revenue calculations and assumptions***

See below and refer to the spreadsheets titled "Initiative to Address Critical Teacher Shortages.xls" and "Attachment C1&C2.xls" for detailed calculations. FTEs related to the initiative to address teacher shortages are not included in the enrollment numbers provided.

Due to the high cost of educating students in areas of critical state need, the UW is requesting funding of \$18,000 per FTE student for the new undergraduate enrollments on the UW-Seattle campus and \$25,000 for the new graduate enrollments. State support of \$6,000 per FTE student is assumed for the general undergraduate enrollments and \$12,000 for undergraduate enrollments in areas of critical state need at UW-Bothell and UW-Tacoma. Finally, the UW is requesting \$13,200 for those enrollments that will be converted to enrollments in areas of critical state need – this amount is the difference between the amount being requested for new enrollments in FY 2010/FY 2011 and the estimated state cost of a undergraduate resident FTE at the Seattle campus (\$18,000 – (\$10,541-\$5,549)).

Attachment C-1  
**2009-11 New State-Supported Enrollment Request**  
**Four-Year Institutions - Main Campus**

Institution: University of Washington - Seattle

Main Campus

	2009-10						2010-11					
	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>												
Areas of Critical State Need	100	18.0		\$ 2,393,700	\$ 1,800,000	\$ 23,937	100	18.0		\$ 2,393,700	\$ 1,800,000	\$ 23,937
Convert General to ACSN	0	13.2		\$ 1,320,000	\$ 1,320,000	\$ 23,937	0	13.2		\$ 1,320,000	\$ 1,320,000	\$ 23,937
<b>Upper Division by Discipline*</b>												
<b>Graduate by Discipline*</b>												
Areas of Critical State Need	50	12.5		\$ 1,710,500	\$ 1,250,000	\$ 34,210	50	12.5		\$ 1,710,500	\$ 1,250,000	\$ 34,210
<b>Professional by Discipline*</b>												
<b>Total</b>	150	43.7		\$ 5,424,200	\$ 4,370,000		150	43.7		\$ 5,424,200	\$ 4,370,000	

\*\*\* FTEs related to the initiative to address teacher shortages are not included in the above enrollment numbers.

\* Identify disciplines targeted for expansion as specifically as possible, particularly for proposed enrollments at upper division or 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:  
 \$18,000 in state support for high-demand undergraduates at UW-Seattle UG (math, science, engineering)  
 \$25,000 in state support for high-demand graduate/professional students at UW-Seattle

Total Costs = Average 2008-09 Operating Fee + State Costs  
 - UG operating fee = \$5,937  
 - Graduate/Professional operating fee = \$9,210



Attachment C-2  
**2009-11 New State-Supported Enrollment Request**  
**Four-Year Institutions - Branches & University Centers**

Institution: University of Washington

Branch Campus or Off-Campus Learning Center  
 (Specify Branch or Center:) Bothell

	2009-10						2010-11					
	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>												
General	65	3.9	0	\$ 775,905	\$ 390,000	\$ 11,937	65	3.9		\$ 775,905	\$ 390,000	\$ 11,937
Areas of Critical State Need	10	1.2	0	\$ 179,370	\$ 120,000	\$ 17,937	10	1.2		\$ 179,370	\$ 120,000	\$ 17,937
<b>Upper Division by Discipline*</b>												
<b>Graduate by Discipline*</b>												
General	20	3.0	0	\$ 484,200	\$ 300,000	\$ 24,210	20	3.0		\$ 484,200	\$ 300,000	\$ 24,210
<b>Total</b>	<b>95</b>	<b>8.1</b>		<b>\$ 1,439,475</b>	<b>\$ 810,000</b>		<b>95</b>	<b>8.1</b>		<b>\$ 1,439,475</b>	<b>\$ 810,000</b>	

Branch Campus or Off-Campus Learning Center  
 (Specify Branch or Center:) Tacoma

	2009-10						2010-11					
	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>												
General	180	10.8		\$ 2,148,660	\$ 1,080,000	\$ 11,937	180	10.8		\$ 2,148,660	\$ 1,080,000	\$ 11,937
Areas of Critical State Need	20	2.4		\$ 358,740	\$ 240,000	\$ 17,937	20	2.4		\$ 358,740	\$ 240,000	\$ 17,937
<b>Upper Division by Discipline*</b>												
<b>Graduate by Discipline*</b>												
General	20	3.0		\$ 484,200	\$ 300,000	\$ 24,210	20	3.0		\$ 484,200	\$ 300,000	\$ 24,210
<b>Total</b>	<b>220</b>	<b>16.2</b>		<b>\$ 2,991,600</b>	<b>\$ 1,620,000</b>		<b>220</b>	<b>16.2</b>		<b>\$ 2,991,600</b>	<b>\$ 1,620,000</b>	

\* Identify disciplines targeted for expansion as specifically as possible, particularly for proposed enrollments at upper division or 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:**  
 \$6,000 in state support for undergraduates at Bothell and Tacoma  
 \$12,000 in state support for high-demand undergraduates at Bothell and Tacoma  
 \$15,000 in state support for graduate/professional students at Bothell and Tacoma

Total Costs = Average 2008-09 Operating Fee + State Costs  
 - UG operating fee = \$5,937  
 - Graduate/Professional operating fee = \$9,210

University of Washington 2009-11 Budget Request  
**Initiative to Address Critical Teacher Shortages**

Campus	# of Positions	Salary & Benefits	Total Faculty Costs	Operational Costs	Annual Total by Campus	Student FTEs	\$/FTE
UW Bothell	2	\$ 74,100	\$ 148,200	\$ 20,247	\$ 168,447	30	\$ 5,615
UW Seattle	6	\$ 93,000	\$ 558,000	\$ 76,235	\$ 634,235	66	\$ 9,610
UW Tacoma	2	\$ 86,800	\$ 173,600	\$ 23,718	\$ 197,318	39	\$ 5,059
<b>Total</b>	<b>10</b>	<b>\$ 253,900</b>	<b>\$ 879,800</b>	<b>\$ 120,200</b>	<b>\$ 1,000,000</b>	<b>135</b>	<b>\$ 7,407</b>

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

The planned additions to enrollment are ongoing, as are the costs associated with them.

State of Washington  
Decision Package

FINAL

**Agency:** 360 University of Washington

**Decision Package Code/Title:** BB Recruitment and Admission

**Budget Period:** 2009-11

**Budget Level:** PL - Performance Level

**Recommendation Summary Text:**

A total of \$2.0 million in state support is requested in the 2009-11 biennium to implement several new recruitment and admission initiatives that will enable the University to achieve new student enrollment goals and increase diversity and excellence. Operating funds will be used to: 1) accelerate the application review process, and 2) enhance recruitment efforts.

**Fiscal Detail**

<b>Operating Expenditures</b>	<b><u>FY 2010</u></b>	<b><u>FY 2011</u></b>	<b><u>Total</u></b>
001-1 General Fund - Basic Account-State	1,000,000	1,000,000	2,000,000
<b>Total Cost</b>	<b>1,000,000</b>	<b>1,000,000</b>	<b>2,000,000</b>
<b>Staffing</b>	<b><u>FY 2010</u></b>	<b><u>FY 2011</u></b>	<b><u>Annual Average</u></b>
FTEs	10.0	10.0	10.0

**Package Description:**

Significant increases in the number of prospective students applying to the University of Washington has resulted in an increased workload for University units responsible for recruitment, admission and financial aid services. Additional university funds and a realignment of existing funds and priorities has allowed these units to keep up with the growing workload to date, however additional state support is required to increase capacity and accelerate processes related to recruitment, application review and financial processing in order to meet enrollment goals more efficiently and effectively in the long term as the state seeks to increase the existing participation rate of the college going population.

The UW is requesting a total of \$2.0 million in state operating support for the 2009-11 biennium to accelerate undergraduate application processing, and enhance student recruitment efforts. There are two main components to the UW request: 1) \$586,000 to fund an accelerated application review process, and 2) \$1,414,000 to enhance recruitment efforts.

Budget request details are as follows:

*1) Accelerated Undergraduate Application Processing (\$586,000)*

In order to increase the size of the freshman class over time, the University will need to significantly increase the size of its applicant pool if it wishes to maintain its academic and diversity profile. It is becoming increasingly difficult for the Office of Admissions to process and complete a holistic review of approximately 18,000 freshman applications by late March of each year, in addition to reviewing and processing transfer applications each quarter. The staffing levels for freshman application processing at the UW have not increased in over five years even though applications have increased by nearly 30 percent during that same time. Working space has also not increased in decades and there is currently no available physical space for new personnel.

With the Admissions Office already stretched to the limit in terms of space and human resources, an expected increase in the application processing workload will necessitate new resources. In addition, new resources will be required to accelerate the application review process so that the University can better compete with other institutions that are being considered by prospective students. By reducing the time it takes to notify prospective students about admission decisions, the University will be able to not only communicate with admitted students more intensively, but also provide them with the information they need to make a decision between institutions sooner.

The University is requesting \$586,000 to add 6.0 permanent admissions processing FTEs and 14.0 temporary staff who will work only during admissions processing season. They will join the 13 FTEs and 36 temporary staff who are devoted to the admissions cycle each year.

## *2) New Recruitment Strategies (\$1,414,000)*

As we work to meet emerging enrollment goals that are meant to contribute to state goals to increase the undergraduate population at the University over time, it is important that we work to maintain and continue to improve the diversity of underrepresented students in each entering class. To meet this objective, the Office of Minority Affairs and Diversity (OMAD) requests funding to adjust staffing and enhance recruitment strategies. Personnel and budget constraints limit the ability of OMAD to recruit heavily outside of the Puget Sound region in Washington, as well as to recruit nationally and internationally to increase the socio-economic and cultural diversity of non-resident undergraduates who attend the University.

The University is requesting \$1,414,000 in on-going funds to support new and expanded recruitment activities. These operating funds will support the following:

Enhanced recruitment in Washington State - In-state outreach, though relatively comprehensive in the wider-Seattle area, needs to be enhanced in other regions (e.g., Eastern Washington, the Southwest Washington-Vancouver area, and the Olympic Peninsula). Over 250 Washington high schools in Eastern and Western Washington currently do not receive a visit from the UW Office of Admissions. Furthermore, while 18 percent of all SAT takers in King and Snohomish counties enroll in the University of Washington's freshman class, only 7 percent of Eastern Washington's SAT takers do the same. The comparable figure for the Olympic Peninsula and Southwest Washington-Vancouver areas is 9 percent. Individual high school visits and expanded UW information nights in these areas will help improve these figures.

Additionally, funding will be used to provide general as well as focused outreach to underrepresented community college transfer students in Washington, including hiring a transfer admissions coordinator.

Enhanced recruitment of diverse non-resident students - The University's non-resident undergraduate population is significantly less diverse than the resident undergraduate population, both socio-economically and culturally. We aim to increase the diversity of this student population substantially through several new initiatives. Enhanced efforts will include travelling to targeted high schools beyond just the West Coast, heavy participation in national college fairs that focus on diverse populations, and the formation and training of non-resident multiethnic UW alumni to help recruit underrepresented non-resident students. Additionally, participating in the primary Asian recruiting tours for U.S. colleges and universities and participating in College Board initiatives in China should help attract a more economically and culturally diverse international student population.

Enhanced campus visit program - Students who visit a college campus are much more likely to apply to, or if already admitted, enroll at a college they have visited. Under this proposal, the UW would increase the number of campus tour guides, provide more tour options, and decrease tour group sizes. Structured visit opportunities, such as Husky Preview Days and Honor Student Invitational (HSI) would also be expanded. Such events can be very effective in attracting applicants as well as enrolling admitted students.

Improved publications and mailings and improved student search services - Funding will be used to increase outreach to prospective students, including targeting a diverse group of students through newly designed informational materials such as brochures, commercials and viewbooks.

### **Narrative Justification and Impact Statement**

#### ***What specific performance outcomes does the agency expect?***

Given the requested resources, the UW expects to accelerate the total admission process for freshman fall applicants by 3-4 weeks. Additionally, the University expects to increase the number of students enrolled at the UW according to the University's new enrollment plan.

Other possible outcomes resulting from increased funding include:

- Make regular recruitment visits to targeted high schools.
- Increase outreach to transfer students and students outside of the greater Puget Sound region.
- Hire a recruitment coordinator to achieve a 5-10 percent increase in the number of minority applications.
- Attend regional and national conferences, as well as diversity college fairs that target minority students.
- Participate in the Asia tour.
- Fund five minority alumni to recruit diverse students.
- Deliver marketing materials aimed at transfer and minority students, including brochures and advertisements.
- Create and mail 60,000 16-page UW viewbooks to prospective students.

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

This proposal aligns directly with the University's commitment to creating and maintaining a diverse body that represents and demonstrates excellence.

#### ***Does this decision package provide essential support to one of the Governor's priorities?***

Yes, the proposal improves the value of postsecondary learning.

#### ***Does this decision package make key contributions to statewide results? Would it rate as a high priority in the Priorities of Government process?***

Enhancing the undergraduate experience at the University of Washington will improve the value of postsecondary learning in Washington by providing increasing access to high-quality post-secondary education programs. In addition, the proposal supports one of the Higher Education Coordinating Board's fiscal priorities related to implementation of the 2008 Strategic Master Plan for Higher Education - make college affordable and easy to access.

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

In addition, successful implementation of this proposal will enable the UW to contribute towards increasing the number of Washington citizens participating in higher education. Increasing enrollment at the UW will address some of the challenges facing higher education in Washington, specifically to:

- Increase production of bachelor degree graduates - Washington ranks 36th in the nation.
- Increase graduate and professional degree graduates - Washington ranks 43rd in the nation.
- Increase freshmen access - record number of applications and acceptances in 2008 but also record rejections.
- Increase access for transfers and graduate and professional students.

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

Recent funding commitments from the Provost and a realignment of existing resources has enabled the Division of Student Life to make progress in improving services and implementing initiatives, however, the Division continues to experience significant financial needs relative to the University goals regarding enrollment. The Admissions Office has been able to commit to an annual contribution of \$89,000 as well as covering the one-time furniture and equipment costs of \$37,350 and the costs associated with obtaining 3,500-4,500 square feet of new space at the University.

***What are the consequences of not funding this package?***

In order to recruit the best, brightest and most diverse freshman class, it is imperative that we are able to process applications as quickly as possible so that the University can make offers of admission and financial aid early in a student's decision-making process. This will increase our competitiveness, especially among those students who are considering multiple offers of admission.

Additionally, enhanced recruitment efforts will help us better identify likely potential students from the state of Washington, and increase the diversity of those students who are coming from outside of Washington. Without additional resources to implement these efforts we project having a difficult time meeting our current enrollment goals.

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

None.

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

None.

***Expenditure and revenue calculations and assumptions***

See below and refer to the spreadsheet titled "Admit\_Recruit.xls" for detailed expenditure and FTE calculations.

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

The \$586,000 associated with the application acceleration process is tied to new personnel who are expected to be ongoing. The \$1,414,000 associated with improved recruitment efforts is associated with ongoing tasks and permanent personnel and will also be ongoing.

**University of Washington 2009-11 Budget Request  
Admission Acceleration and Recruitment Enhancement**

	FTE	Salary	Benefits	FY 2010	FY 2011	2009-11	20011-13
<b>Application Acceleration</b>							
Counseling Services Coordinator	3.0	\$ 140,500	\$ 41,000	\$ 181,500	\$ 181,500	\$ 363,000	\$ 363,000
Program Assistant	2.0	\$ 62,000	\$ 18,000	\$ 80,000	\$ 80,000	\$ 160,000	\$ 160,000
Program Coordinator	1.0	\$ 34,000	\$ 10,000	\$ 44,000	\$ 44,000	\$ 88,000	\$ 88,000
Admission Salary Contributions				\$ (89,000)	\$ (89,000)	\$ (178,000)	\$ (178,000)
Freshmen Temp Workers (4)		16.64/hr		\$ 27,500	\$ 27,500	\$ 55,000	\$ 55,000
Temp Records Processors (6)		16.64/hr		\$ 29,000	\$ 29,000	\$ 58,000	\$ 58,000
Temp Graduate Readers (4)		Stipend		\$ 20,000	\$ 20,000	\$ 40,000	\$ 40,000
<i>subtotal</i>	<b>6.0</b>			<b>\$ 293,000</b>	<b>\$ 293,000</b>	<b>\$ 586,000</b>	<b>\$ 586,000</b>
<b>Enhanced Recruitment</b>							
Admissions Counselor	2.0	\$ 85,000	\$ 24,500	\$ 109,500	\$ 109,500	\$ 219,000	\$ 219,000
Outreach and Recruit. Coordinator	1.0	\$ 48,500	\$ 14,000	\$ 62,500	\$ 62,500	\$ 125,000	\$ 125,000
Transfer Outreach Coordinator	1.0	\$ 48,500	\$ 14,000	\$ 62,500	\$ 62,500	\$ 125,000	\$ 125,000
WA State Resident Recruiting				\$ 50,000	\$ 50,000	\$ 100,000	\$ 100,000
Diverse Non-Resident Recruiting				\$ 145,000	\$ 145,000	\$ 290,000	\$ 290,000
Campus Visit Program				\$ 102,500	\$ 102,500	\$ 205,000	\$ 205,000
Student Search and Publications/Mailings				\$ 175,000	\$ 175,000	\$ 350,000	\$ 350,000
<i>subtotal</i>	<b>4.0</b>			<b>\$ 707,000</b>	<b>\$ 707,000</b>	<b>\$ 1,414,000</b>	<b>\$ 1,414,000</b>
<b>TOTAL - Admission Accelerations &amp; Recruitment</b>	<b>10.0</b>			<b>\$ 1,000,000</b>	<b>\$ 1,000,000</b>	<b>\$ 2,000,000</b>	<b>\$ 2,000,000</b>

State of Washington  
Decision Package

FINAL

Agency: **360 University of Washington**

Decision Package Code/Title: **AA Undergraduate Learning**

Budget Period: **2009-11**

Budget Level: **PL - Performance Level**

**Recommendation Summary Text:**

The University of Washington is continually seeking ways to improve the educational experience for undergraduate students who comprise the majority of the student body at all three campuses. A total of \$2,250,000 in state support is requested in the 2009-11 biennium to: 1) expand undergraduate student access to research and community-based learning opportunities, 2) create academic centers that bridge the academic and living components of undergraduate life, and 3) strengthen the undergraduate Honors program.

**Fiscal Detail**

<b>Operating Expenditures</b>	<b><u>FY 2010</u></b>	<b><u>FY 2011</u></b>	<b><u>Total</u></b>
001-1 General Fund - Basic Account-State	1,125,000	1,125,000	2,250,000
<b>Total Cost</b>	<b>1,125,000</b>	<b>1,125,000</b>	<b>2,250,000</b>
<b>Staffing</b>	<b><u>FY 2010</u></b>	<b><u>FY 2011</u></b>	<b><u>Annual Average</u></b>
<b>FTEs</b>	<b>19.3</b>	<b>19.3</b>	<b>19.3</b>

**Package Description:**

The University of Washington's Office of Undergraduate Academic Affairs has the following mission:

*Undergraduate Academic Affairs shapes, advances, and stewards a world-class undergraduate academic experience for students at the University of Washington. We deepen and enrich the learning experience for all undergraduates, recognizing and supporting the unique learning path of each individual student and the commitment of each academic program to excellence in teaching and learning.*

Meeting this mission for an increasingly large, diverse and talented undergraduate population in a constantly changing environment requires new ideas and initiatives. As a result, and in conjunction with campus partners, including the Office of Minority Affairs/Diversity, the Office of Student Life, and the College of Arts and Sciences, the University is seeking to expand experiential programs, enhance student learning community experiences, and strengthen support for our Honors Program.

The UW is requesting a total of \$2,250,000 in state operating support for the 2009-11 biennium to improve the academic experience for our undergraduate students. There are three main components to this request: 1) \$833,000 to increase the number of students who can participate in research, internship, and community-based learning experiences, 2) \$1,066,000 to create new "Academic Centers" at the UW, to bring together people, services, and resources from units across campus to provide residential students ways to connect more fully with academic life at the UW, and 3) \$351,000 to expand the Honors Program, by creating more diverse student participation and increasing faculty involvement. The University expects that these efforts will enable us to provide our increasingly large, talented and diverse undergraduate population with the best access to excellence, innovation, collaboration, and exploration during their time at the UW.

August 29, 2008

Budget request details are as follows:

*1) Expanding Access to Premier Learning Experiences: (\$833,000)*

One of the UW's goals for improving the undergraduate experience is to extend rich learning experiences such as undergraduate research, internships, and community-based learning to a larger portion of our students. Currently, approximately 27 percent of graduating seniors acknowledge that their undergraduate education included such experiences. The UW wants to significantly increase that percentage by supporting the integration of research methods training and projects into more courses, by setting up a research supplies and expenses fund for faculty to support additional research-based teaching and mentoring activities, and by increasing opportunities for students to practice and deepen their learning through engagement in community service, leadership, and internships. A new model for documenting student learning will also be developed.

Components of Expanding Access to Premier Learning Experiences include:

A) Creation of a campus-wide Research Learning initiative that will offer support for research activities in classes and with individual or small groups of students. The initiative would include three main elements: (a) providing a cadre of trained graduate students to serve as small group research mentors in courses, (b) offering a modest amount of funding for research supplies and expenses to support research projects in courses and with small groups of students guided by a faculty mentor, and (c) coordinating campus efforts to ensure effective deployment of resources, development of effective research pedagogies and assessment of outcomes for students and faculty.

B) Expansion of public service internship and leadership opportunities, including growing the Alternative Spring Break model to include spring, summer and early fall opportunities in rural Washington, national and international settings, further development of leadership and civic engagement programs to include additional local, national, and international internships and the development of associated leadership and civic engagement seminars to support student learning.

C) Development of a portfolio project to help students articulate and document their cumulative and extended learning through participation in research, internships, and other forms of engagement. Experiential learning portfolios will be linked to those introduced to first year students in Freshman Interest Groups, writing courses, and seminars, in order to support overall assessment of general education and major-specific learning goals throughout the undergraduate experience.

Funding requested for this initiative will support 6-10 research courses, 20-30 research mentor mini-grants, 6 leadership and engagement seminars, a minimum of 50 new Alternative Spring Break opportunities and 100 new internship placements. As a result, an additional 1,000 - 1,250 students will be provided with premier learning experiences and up to 40 faculty will be provided with course or research support.

*2) Living and Learning Communities, Academic Centers: (\$1,066,000)*

In February 2006, the Committee to Improve UW Undergraduate Experience developed a proposed action plan that recommended the creation of programs and services to build on and enhance learning communities that occur inside and outside the classroom at the UW. The Academic Centers initiative, modeled after the academic services centers at UC-Berkeley, will bring academic support services and academic courses directly into the students' living communities. Funding requested will support two academic centers, which will serve at least 1,600 freshmen living in two residence halls.

Components of the Academic Center initiative include:

A) Seminars and workshops held in a residence hall classroom that connect students to a faculty or staff member and provide a reflective classroom experience. Topics covered would build on existing classes offered (freshman seminars, departmental new majors seminars, career center workshops, academic support courses) and create new seminars such



as the Distinguished Teaching Seminar that will create a small class environment to expose freshmen to the expertise of our best teachers.

B) High-demand courses taught to small sections of students (25 to 50 students) in the Academic Centers. As envisioned by the College of Arts and Sciences, faculty will teach some of the courses that are generally taught in large lecture formats in the Academic Centers. By having smaller groups of students, faculty would have the opportunity to develop innovative teaching methods while students benefit from more intense interaction with a faculty member early in their time at UW. Funding would be used to compensate faculty members for teaching additional courses. Under this proposal, three courses will be piloted initially with the goal of increasing offerings by the College of Arts and Sciences to include as many as 25 courses in the future.

C) Gathering space for group activities and tutoring. An open area will be created where students participating in the Academic Center would come together for shared activities. For a portion of each day, the gathering space would become a satellite of the Instructional Center (IC) and Center for Learning and Undergraduate Enrichment (CLUE) and provide peer tutoring. The gathering space would also serve as a venue for librarians to work with students on research skills and facilitate student access to resources for research.

D) Advising Services. General academic advising services would be provided in a cooperative effort among OMA/D Counseling Center, Student Athlete Academic Services and UAA Undergraduate Advising. Staff from other student services offices would use the advising office space to meet with students one-on-one and to offer workshops. The advising services staff would also run a mentoring program that connects beginning students with upperclassmen and university staff.

### *3) Enhanced University Honors Program: (\$351,000)*

Under the leadership of its new director, the Honors Program core curriculum has been revitalized by providing new opportunities for student international experiences and greater student involvement in research and service learning activities. Demand for admission to the Honors Program continues to increase with 2007-08 academic year applications up by 12 percent over the previous year. In 2008-09, applications for admission increased an additional 36 percent from 1,999 to 2,735.

Accommodating increased demand for the Honors Program will require new resources to recruit new faculty participants and add new courses. Additionally, funding will be used to hire 1.0 FTE that will be focused on recruiting and enrolling a more diverse group of students into the program.

## **Narrative Justification and Impact Statement**

### ***What specific performance outcomes does the agency expect?***

As a direct result of these three initiatives, the University expects to accomplish several immediate and near-term outcomes:

- Increase in the percentage of graduating seniors who report that they participated in research, internships and community-based learning opportunities.
- Increase in contact hours between students and faculty both in the classroom and outside of it due to the integration of academic and residential lives through the new Academic Centers.
- Increase in student participation in advising activities.
- Increased admissions into the Honors Program as well as an increase in the diversity of the student population.

Long-term benefits to students from these activities include a positive impact on retention and graduation rates, higher grades, and greater satisfaction with the undergraduate experience.

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

August 29, 2008

These initiatives are integral to every part of the vision and values that reflect the strategic priorities of the University of Washington. Specifically, these activities and programs embody the six primary values identified by the University including integrity, diversity, excellence, collaboration, innovation and respect.

***Does this decision package provide essential support to one of the Governor's priorities?***

Yes, the proposal improves the value of postsecondary learning.

***Does this decision package make key contributions to statewide results? Would it rate as a high priority in the Priorities of Government process?***

Enhancing the undergraduate experience at the University of Washington will improve the value of postsecondary learning in Washington by providing better support services to students and by providing access to high-quality research opportunities. In addition, the proposal supports one of the Higher Education Coordinating Board's fiscal priorities related to implementation of the 2008 Strategic Master Plan for Higher Education -- to raise the level of educational attainment.

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

A portion of this funding will expand undergraduate participation in community engagement, service learning and public service internships. Student participating in these activities impact the state of Washington in many ways, including tutoring hundreds of children in Headstart and Washington public schools, and contributing thousands of volunteers hours to local and state agencies as well as nonprofit organizations.

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

Some external funding to support student participation in these types of educational opportunities has been procured, however state funding is needed to support program infrastructure, staff and faculty salaries, and operational costs.

***What are the consequences of not funding this package?***

The quality of a student's undergraduate experience both inside and outside of the classroom has been connected to important outcomes like retention and graduation rates, grades, and personal development and training. The undergraduate experience is a wide and far reaching realm, as evidenced by the number and variety of our partners in these three proposed projects, including the College of Arts and Sciences, the Graduate School, Office of Minority Affairs, Student Life, and the UW Teaching Academy. The efforts contained in these proposals are integral to improving the undergraduate experience at the University as well as University/Alumni relations for years to come.

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

None.

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

None.

**Expenditure and revenue calculations and assumptions**

See below and refer to the spreadsheet titled "UG\_Learn.xls" for detailed calculations.

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

The \$833,000, which will support salaries, benefits and operational costs for expanding access to premier learning experiences, will be ongoing costs. The \$351,000 associated with expanding and enhancing the Honors Program will be ongoing. The \$1,066,000 associated with creating the Academic Centers is currently a one-time two-year pilot program cost. If the program is successful, as is expected, the funds would be ongoing.

**University of Washington  
Undergraduate Learning Environment**

	FTE	Salary	Benefits	FY 2010	FY 2011	2009-11	20011-13
<b>Premier Learning</b>							
Counseling Services Coordinator	3.0	\$ 150,000	\$ 43,500	\$ 193,500	\$ 193,500	\$ 387,000	\$ 387,000
Graduate Student Assistants	2.5	\$ 100,000	\$ 13,000	\$ 113,000	\$ 113,000	\$ 226,000	\$ 226,000
Course and Research Supplies				\$ 70,000	\$ 70,000	\$ 140,000	\$ 140,000
Assessment and Operations				\$ 40,000	\$ 40,000	\$ 80,000	\$ 80,000
<i>subtotal</i>	<i>5.5</i>	<i>250,000</i>	<i>56,500</i>	<i>416,500</i>	<i>416,500</i>	<i>833,000</i>	<i>833,000</i>
<b>Academic Centers</b>							
Director	1.0	\$ 63,000	\$ 18,500	\$ 81,500	\$ 81,500	\$ 163,000	\$ 163,000
Assistant Director	1.0	\$ 55,000	\$ 16,000	\$ 71,000	\$ 71,000	\$ 142,000	\$ 142,000
Advisors	1.0	\$ 36,000	\$ 10,500	\$ 46,500	\$ 46,500	\$ 93,000	\$ 93,000
Mentor Coordinator	0.5	\$ 18,000	\$ 5,000	\$ 23,000	\$ 23,000	\$ 46,000	\$ 46,000
Student Services Coordinator	0.8	\$ 27,000	\$ 8,000	\$ 35,000	\$ 35,000	\$ 70,000	\$ 70,000
Graduate Student Assistants	3.0	\$ 87,000	\$ 11,000	\$ 98,000	\$ 98,000	\$ 196,000	\$ 196,000
Course Overload				\$ 30,000	\$ 30,000	\$ 60,000	\$ 60,000
Operations				\$ 10,500	\$ 10,500	\$ 21,000	\$ 21,000
Faculty Awards				\$ 25,000	\$ 25,000	\$ 50,000	\$ 50,000
Student Workers	5.5	8.75/hr	\$ 12,500	\$ 112,500	\$ 112,500	\$ 225,000	\$ 225,000
<i>subtotal</i>	<i>12.8</i>	<i>286,000</i>	<i>81,500</i>	<i>533,000</i>	<i>533,000</i>	<i>1,066,000</i>	<i>1,066,000</i>
<b>Honors Program</b>							
Admissions/Recruitment Coordinator	1.0	\$ 47,000	\$ 13,500	\$ 60,500	\$ 60,500	\$ 121,000	\$ 121,000
Instruction				\$ 115,000	\$ 115,000	\$ 230,000	\$ 230,000
<i>subtotal</i>	<i>1.0</i>	<i>47,000</i>	<i>13,500</i>	<i>175,500</i>	<i>175,500</i>	<i>351,000</i>	<i>351,000</i>
<b>Total - Undergraduate Learning</b>	<b>19.3</b>			<b>\$ 1,125,000</b>	<b>\$ 1,125,000</b>	<b>\$ 2,250,000</b>	<b>\$ 2,250,000</b>

State of Washington  
Decision Package

FINAL

**Agency:** 360 University of Washington

**Decision Package Code/Title:** FF Biomedical Research

**Budget Period:** 2009-11

**Budget Level:** PL - Performance Level

**Recommendation Summary Text:**

A total of \$4.5 million in state funding in FY 2011 is requested to support increased capacity in biomedical research for UW Medicine.

**Fiscal Detail**

<b>Operating Expenditures</b>	<b><u>FY 2010</u></b>	<b><u>FY 2011</u></b>	<b><u>Total</u></b>
001-1 General Fund - Basic Account-State		4,500,000	4,500,000
<b>Total Cost</b>		<b>4,500,000</b>	<b>4,500,000</b>

**Package Description:**

**Background**

The further development of UW Medicine's research space is essential to the continued expansion and viability of UW Medicine's biomedical research programs. Recent new investments have not only increased the amount of research space available, but have encouraged new research collaborations and growth in biomedical research across the state.

For example, the development of the UW Medicine complex of buildings at South Lake Union was first initiated in 2003. Phase I was completed in December 2004 and resulted in the renovation of 110,000 gross square feet of space for UW researchers, including labs for the Center for Cardiovascular Biology and Regenerative Medicine, the Center for Translational Medicine in Women's Health, and the Program in Allergy and Inflammation.

Phase II of the project was completed in June 2008 and includes the occupation of a 197,000 gross square foot laboratory building and a 97,000 gross square foot office building. The second phase of the project is estimated to bring approximately 950 UW Medicine scientists and employees to the new buildings and is expected to result in a collaborative research environment for researchers across various disciplines.

The University has the option to develop a third phase of buildings at an adjacent site. If the option is exercised, Phase III will consist of the development of approximately 390,000 square feet of additional space, with buildings completed in December 2012, 2015, and 2018. At the completion of Phase III, UW Medicine will have increased the amount of overall research space by approximately 800,000 gross square feet.

**Biomedical Research at UW Medicine**

UW Medicine has been extremely successful in the area of research and the economic benefits of biomedical research and the pivotal role that academic medicine plays in this research is well-recognized and documented. A study conducted by Tripp Umbach, Inc. for the Association of American Medical Colleges (AAMC) estimates that each \$1.00 of research funding generates an additional \$1.30 of indirect economic benefit to the community and region. Over the last five years, UW Medicine research funding has grown more rapidly than any of the other top ten biomedical research institutions in the country. Last year, UW Medicine faculty brought in more than \$800 million in

August 29, 2008

grant funding to the State of Washington. The expansion of biomedical research facilities is critical to the continued growth of biomedical research programs at UW Medicine and requires the continued partnership of the state and the University of Washington.

There are a variety of reasons why research grants do not cover all of the costs associated with operating biomedical research facilities and the University is seeking additional state support for these costs. The occupancy costs of biomedical research facilities is largely, but not entirely, supported by indirect cost reimbursement (ICR) on federally-funded research. However, ICR reimbursement for administrative costs is limited to 26 percent of direct costs. Space that is allocated to teaching and administration is usually only minimally captured in indirect cost support and facility cost rates often reflect a negotiated rate. Finally, not all of the research conducted by UW Medicine receives the full indirect cost rate approved by the federal government, e.g., research funded by private foundations.

In the past, the state has recognized the importance of supporting University research by providing funding for operations and maintenance for University life science research facilities. The state provided a total of \$2.4 million a year beginning in fiscal year 2007 in support of life sciences research. This funding has not only provided critical support for biomedical research and graduate student teaching, but it has also promoted greater economic development for the state by encouraging greater collaboration among biomedical researchers. This investment supported the increased capacity to conduct research in life science -- in FY 2007 alone, UW Medicine's grant and contract awards grew by \$30 million.

The University is requesting an additional \$4.5 million per year beginning in FY 2011 to increase UW Medicine's capacity to conduct biomedical research. This increased capacity will support the development of biomedical research programs by allowing UW Medicine to attract outstanding faculty, to provide graduate education in biomedical sciences, and to strengthen interdisciplinary research and scholarship.

### **Narrative Justification and Impact Statement**

#### ***What specific performance outcomes does the agency expect?***

The University expects to increase the amount of research facility space for biomedical research by up to 800,000 square feet by 2018. In addition, state investments in biomedical research will help develop and expand biomedical research in Washington State and provide students with new research opportunities.

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

Yes, the proposal is essential to meet the University's goals to:

- Attract and retain an outstanding and diverse faculty.
- Provide outstanding graduate education in biomedical sciences.
- Strengthen interdisciplinary research and scholarship.
- Maintain and build infrastructure and facilities.

#### ***Does this decision package provide essential support to one of the Governor's priorities?***

Yes, the proposal encourages greater development of biomedical research capacity which will provide post-secondary students and researchers with increased research opportunities and improve the economic vitality of business and individuals.

#### ***Does this decision package make key contributions to statewide results? Would it rate as a high priority in the Priorities of Government process?***

Yes, this proposal will make key contributions to the following statewide results:

- Improve the value of postsecondary learning
- Improve the economic vitality of business and individuals

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

A study conducted by Tripp Umbach, Inc. for the Association of American Medical Colleges (AAMC) estimates that each \$1.00 of research funding generates an additional \$1.30 of indirect economic benefit to the community and region. Over the last five years, UW Medicine research funding has grown more rapidly than any of the other top ten biomedical research institutions in the country. The following table shows the comparative growth in NIH support.

-----\$ in millions-----

<b>Institution</b>	<b>2002 NIH Awards</b>	<b>2007 NIH Awards</b>	<b>% change</b>
<b>University of Washington</b>	<b>\$431.5</b>	<b>\$ 579.7</b>	<b>34.3%</b>
Michigan	\$255.7	\$ 320.2	25.2%
Johns Hopkins	\$372.6	\$ 450.8	21.0%
UCLA	\$340.5	\$ 426.7	25.3%
Harvard	\$957.8	\$1178.5	23.0%
Yale	\$253.6	\$ 320.2	26.3%
UCSF	\$368.7	\$ 442.7	20.1%
University of Pennsylvania	\$431.4	\$ 486.8	12.8%
Washington University	\$320.4	\$ 347.0	8.3%
Baylor	\$382.8	\$ 413.1	7.9%

Last year, UW Medicine faculty brought in more than \$800 million in grant funding to the State of Washington. The expansion of biomedical research facilities is critical to the continued growth of biomedical research programs at UW Medicine and requires the continued partnership of the state and the University of Washington.

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

The University will pursue donor funds but these would end up being supplementary to state support.

***What are the consequences of not funding this package?***

UW Medicine faculty ranked second in the country (and first among public institutions) in NIH research funding to medical schools and ranked first (for the 15th consecutive year) in the nation among primary-care medical schools by U.S. News and World Report. One of the reasons for the success and high quality of the UW's Medical School is a reflection of its faculty, who are nationally recognized in biomedical sciences and clinical practice. Without additional state support for increasing capacity to conduct biomedical research, UW Medicine may lose the opportunity to develop new research programs in highly competitive areas with associated economic benefits for our state. For example, there is an option to develop additional laboratory space at SLU. The expansion of biomedical research capacity is critical to the continued growth of biomedical research programs at UW Medicine and requires the continued partnership of the state and the University of Washington. 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 biomedical research funding, the University can take advantage of an opportunity to further develop research capacity.

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

None.

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

None.

***Expenditure and revenue calculations and assumptions***

A total of \$4.5 million is requested in FY 2011 for a total of \$4.5 million in the 2009-11 biennia. The ongoing cost in 2011-13 and future biennia totals \$9.0 million.

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

The costs associated with this proposal are all on-going. We anticipate that we will request additional support in future biennia if we continue to develop additional biomedical research.

State of Washington  
Decision Package

FINAL

**Agency:** 360 University of Washington  
**Decision Package Code/Title:** EE Health Metrics and Evaluation  
**Budget Period:** 2009-11  
**Budget Level:** PL - Performance Level

**Recommendation Summary Text:**

Funding is requested to take advantage of an opportunity to build upon the investments made in the Institute for Health Metrics and Evaluation (IHME) in the 2007-09 biennium and expand analytical work at the Institute to focus on identifying high-quality, proven, and cost-effective healthcare interventions in the United States. Additional state support totaling \$2.0 million is requested in the 2009-11 biennium to allow the University to recruit two key leaders in the field and build a supporting team of analysts to conduct research in this area. In addition, the Institute will pilot a comprehensive approach to benchmarking the performance of healthcare systems in each county in the state of Washington in order to chart trends across counties and assess improvements resulting from new interventions. The IHME was established on July 1, 2007 with \$1.9 million a year in support from the State of Washington and a significant grant from the Bill and Melinda Gates Foundation.

**Fiscal Detail**

<b>Operating Expenditures</b>	<b><u>FY 2010</u></b>	<b><u>FY 2011</u></b>	<b><u>Total</u></b>
001-1 General Fund - Basic Account-State	1,000,000	1,000,000	2,000,000
<b>Total Cost</b>	<b>1,000,000</b>	<b>1,000,000</b>	<b>2,000,000</b>
<b>Staffing</b>	<b><u>FY 2010</u></b>	<b><u>FY 2011</u></b>	<b><u>Annual Average</u></b>
<b>FTEs</b>	<b>7.0</b>	<b>9.0</b>	<b>8.0</b>

**Package Description:**

The United States spends more than \$5,000 per person per year on healthcare - substantially more than any other country in the world. Yet, in terms of outcome measures such as child mortality, adult mortality, and life expectancy the U.S. ranks approximately 35th in the world. The key to improving U.S. health status while achieving more value for healthcare expenditures lies in enhancing the delivery of high-quality, proven, and cost-effective interventions.

The University of Washington is requesting additional state support of \$1.0 million a year, beginning in FY 2010 to take advantage of an opportunity to build upon the investments already made in IHME and expand analytical work at the Institute to include the identification of high-quality, proven, and cost-effective interventions to improve overall health in the United States.

There are a limited number of individuals who conduct research in this area. Strong national and international interest generated by the creation of the Institute for Health Metrics and Evaluation has presented an opportunity where with additional state support, the University believes it can act quickly to take advantage of the current recruitment window for faculty in order to recruit one senior and one junior faculty member from a limited and highly talented set of individuals who have expertise in this area.

The IHME would likely recruit at least one individual familiar with health determinants and a second individual knowledgeable about the available base of data in the U.S. to help assess performance. Faculty recruits will be supported by a robust team of post-doctoral and post-bachelor researchers. The support team will allow the IHME to



develop performance benchmarking at the local level. It will also position the state of Washington as a leader in the assessment of overall health interventions and outcomes.

Under this proposal, the IHME proposes a sustained research and development effort that includes three components:

- 1) Identification of the 20-30 most important interventions that would have the greatest impact on the health of communities within the United States.
- 2) Development of methods to measure the delivery of these interventions.
- 3) Development of cost-effective mechanisms to collect data at the local level where critical information is currently not available.

With this work and with additional resources, the state of Washington and IHME would be well positioned to implement a program to benchmark performance on a county by county basis. IHME could then chart trends and assess improvements across time and between different counties. The three components listed above are necessary and critical precursors to the generation of timely and improved information for decisionmakers at the local and state level.

There are numerous benefits of this proposal for the state of Washington. First, with the data collected by the IHME, the state would be able to use valid, reliable, and comparable measurements on the performance of healthcare systems at the county level to provide incentives for improved performance. Second, Washington State can serve as a model for other states by demonstrating that performance benchmarking is possible and testing whether various incentives improve performance. Third, by building the portfolio of monitoring and evaluation work conducted on healthcare delivery in the US, the IHME can help make Washington a hub of healthcare policy innovation.

### **Narrative Justification and Impact Statement**

#### ***What specific performance outcomes does the agency expect?***

The University expects that this work will allow us to be well-positioned to apply for and leverage other funding opportunities from federal agencies (such as the National Institutes of Health (NIH) and the Center for Disease Control (CDC)) and potentially private donors with a specific interest in domestic health issues. It will provide more research opportunities for students interested in Health Metrics, potentially providing graduate-level research projects specific to Washington State that can help foster interest and investment in state health issues on the part of talented young academic professionals. It will also provide a hub of research work on U.S.-focused health issues that eventually could lead to the attraction of other prominent researchers to the University of Washington.

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

Yes, the proposal supports the University's goal to attract and retain an outstanding and diverse faculty and staff and to expand the reach of the University of Washington across the globe.

#### ***Does this decision package provide essential support to one of the Governor's priorities?***

Yes, the proposal improves the value of postsecondary learning and improves the health of Washingtonians.

***Does this decision package make key contributions to statewide results? Would it rate as a high priority in the Priorities of Government process?***

There is a strong need to better understand how to spend money most effectively on priority healthcare interventions in states. Health needs vary not only by state, but also by county. The current debate about health in the U.S. is largely focused on reaching under-served populations and the costs of doing so. However, there is not enough evidence currently available to make important policy decisions in a well-informed manner. Washington State faces this reality as well. To address this need, IHME would assemble and analyze relevant data, providing tools to policymakers and others to make better decisions with more beneficial impacts. Recruiting additional faculty and researchers with expertise in these areas will not only improve the value of postsecondary learning for students, but also has the potential to leverage additional federal investments in research in this area. In addition, the proposal supports one of the Higher Education Coordinating Board's fiscal priorities related to implementation of the 2008 Strategic Master Plan for Higher Education -- to promote economic growth and innovation.

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

Strong interest generated by the creation of the Institute for Health Metrics and Evaluation has presented an opportunity where with additional state support, the University can act quickly to take advantage of the current recruitment window for faculty in order to recruit two faculty members from a limited and highly talented set of individuals who have expertise in this area. The University would also be primed to apply for and leverage other funding opportunities from government agencies (such as the NIH and the CDC) and potentially private donors with a specific interest in domestic health issues. Initial funding from the state would reflect favorably on the currency and importance of this work.

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

The University will aggressively pursue federal grant and/or private donor funds but these would end up being complementary to state support.

***What are the consequences of not funding this package?***

Without additional state support, the IHME will be unable to recruit new faculty and hire additional researchers with expertise in domestic healthcare interventions and data collection. In addition, the potential to leverage significant federal and private financial support which would provide additional employment opportunities in the local region would be lost.

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

None.

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

None.

***Expenditure and revenue calculations and assumptions***

See below and refer to the spreadsheet titled "IMHE-Domestic Research.xls" for detailed expenditure estimates and FTE calculations.

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

On-going costs will be approximately \$1.0 million per year.

A total of \$300,000 associated with faculty recruitment, \$75,000 in communications costs (i.e. community education and responding to community questions) in FY 2010 and FY 2011 and \$99,337 of software development costs in FY 2010 are considered one-time costs. All other costs are on-going.

**University of Washington 2009-11 Budget Request  
Institute for Health Metrics and Evaluation - Domestic Healthcare Research**

*Fiscal Year*

	Planned Start Date	FTE	% State	Salary	State Portion of Salary	7/1/2009	7/1/2010	7/1/2011	7/1/2012
						7/1/2010	7/1/2011	7/1/2012	7/1/2013
						Fiscal Year			
						2010	2011	2012	2013
<b>Personnel - Total</b>						<b>\$ 395,000</b>	<b>\$ 560,000</b>	<b>\$ 640,000</b>	<b>\$ 605,500</b>
Faculty	7/1/2009	1.0	100%	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 150,000	\$ 150,000
Jr. Faculty	7/1/2010	1.0	100%	\$ 115,000	\$ 115,000	\$ -	\$ 115,000	\$ 115,000	\$ 80,500
Post-Graduate Fellow	7/1/2009	1.0	100%	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000
Post-Graduate Fellow	7/1/2010	1.0	100%	\$ 50,000	\$ 50,000	\$ -	\$ 50,000	\$ 50,000	\$ 50,000
Post-Bachelor Fellow	7/1/2009	1.0	100%	\$ 35,000	\$ 35,000	\$ 35,000	\$ 35,000	\$ 35,000	\$ 35,000
Post-Bachelor Fellow	7/1/2011	1.0	100%	\$ 35,000	\$ 35,000	\$ -	\$ -	\$ 35,000	\$ 35,000
Research Scientist	7/1/2011	1.0	100%	\$ 85,000	\$ 85,000	\$ -	\$ -	\$ 85,000	\$ 85,000
Project Officer	7/1/2009	1.0	100%	\$ 55,000	\$ 55,000	\$ 55,000	\$ 55,000	\$ 55,000	\$ 55,000
Student	7/1/2009	1.0	100%	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000
Student	7/1/2009	1.0	100%	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000
Student	7/1/2011	1.0	100%	\$ 10,000	\$ 10,000	\$ -	\$ -	\$ 10,000	\$ 10,000
<b>Benefits</b>						<b>\$ 101,490</b>	<b>\$ 115,990</b>	<b>\$ 109,560</b>	<b>\$ 109,560</b>
Faculty					24.1%	\$ 48,200	\$ 48,200	\$ 36,150	\$ 36,150
Fellows					29.0%	\$ 34,800	\$ 49,300	\$ 29,000	\$ 29,000
Professional Staff					29.0%	\$ 15,950	\$ 15,950	\$ 40,600	\$ 40,600
Classified Staff					33.8%				
Student & Hourly					12.7%	\$ 2,540	\$ 2,540	\$ 3,810	\$ 3,810
<b>Other</b>						<b>\$ 503,510</b>	<b>\$ 324,010</b>	<b>\$ 250,440</b>	<b>\$ 284,940</b>
Faculty Start-Up						\$ 200,000	\$ 100,000	\$ -	\$ -
Rent						\$ 78,750	\$ 101,250	\$ 132,188	\$ 128,813
Software Development						\$ 99,337	\$ -	\$ -	\$ -
Travel						\$ 25,000	\$ 38,000	\$ 25,000	\$ 50,000
Equipment						\$ -	\$ -	\$ -	\$ -
Supplies						\$ 45,423	\$ 34,670	\$ 63,716	\$ 46,794
Publications						\$ 5,000	\$ 25,090	\$ 29,536	\$ 59,333
Public Relations						\$ 50,000	\$ 25,000	\$ -	\$ -
Field Site Data Collection						\$ -	\$ -	\$ -	\$ -
<b>TOTAL - STATE REQUEST</b>						<b>1,000,000</b>	<b>1,000,000</b>	<b>1,000,000</b>	<b>1,000,000</b>

**FTEs**

	Fiscal Year			
	2010	2011	2012	2013
	7.00	9.00	11.75	11.45
	1.00	1.00	0.75	0.75
	-	1.00	1.00	0.70
	1.00	1.00	1.00	1.00
	-	1.00	1.00	1.00
	1.00	1.00	1.00	1.00
	1.00	1.00	1.00	1.00
	-	-	1.00	1.00
	-	-	1.00	1.00
	1.00	1.00	1.00	1.00
	1.00	1.00	1.00	1.00
	1.00	1.00	1.00	1.00
	-	-	1.00	1.00

State of Washington  
Decision Package

FINAL

**Agency:** 360 University of Washington  
**Decision Package Code/Title:** MM Technology and Society Research  
**Budget Period:** 2009-11  
**Budget Level:** PL - Performance Level

**Recommendation Summary Text:**

Funding is requested for three research initiatives in the areas of Technology and Society. They include:

1. e-Science - \$2 million in state funding is requested for the 2009-11 biennium to expand the new e-Science Institute at the University of Washington (UW). With seed money from the 2008 Supplemental State Budget, the initiative is initially focusing on environmental e-science. Additional funding will be used to expand and further develop core infrastructure and services and hire additional key faculty and staff members who will work closely with existing faculty on environmental applications of e-Science and on broadening e-Science to other academic fields.

2. NSF DataNet (GRADD) - Global Research Alliance for Digital Data (GRADD) responds to a NSF grant to address large scale data preservation through a program called DataNet. GRADD involves the educational sector, scientific data centers, the non-profit sector, the business community via the Digital Futures Alliance, and local, state, and national government agencies and is a consortium of four universities (UW, WSU, Oregon State University and Columbia). The UW is requesting \$1.0 million in the 2009-11 biennium to strengthen the University's position to obtain the federal grant, as well as start the coalition immediately.

3. Safe Nanotechnology Initiative - Concerns have been raised that nanoparticles and nanocomposites may exhibit unique or unusual toxicity to humans or ecosystems owing to their small size, composition, structure, or enhanced reactivity. As a result, the University is requesting \$1.0 million in state funding to develop an inter-disciplinary research initiative between the School of Public Health and College of Engineering.

**Fiscal Detail**

<b>Operating Expenditures</b>	<b><u>FY 2010</u></b>	<b><u>FY 2011</u></b>	<b><u>Total</u></b>
001-1 General Fund - Basic Account-State	2,000,000	2,000,000	4,000,000
<b>Total Cost</b>	<b>2,000,000</b>	<b>2,000,000</b>	<b>4,000,000</b>

<b>Staffing</b>	<b><u>FY 2010</u></b>	<b><u>FY 2011</u></b>	<b><u>Annual Average</u></b>
<b>FTEs</b>	<b>16.0</b>	<b>16.0</b>	<b>16.0</b>

**Package Description:**

The University's Technology and Society Research proposal will foster information technology solutions for many of our most urgent social, environmental, and health care problems.

The University will seek solutions to many of the concerns that face all of us today, from monitoring the environment and finding viable, sustainable energy alternatives to ensuring that nanotechnology is a viable and safe option for people and business, all of which will ultimately boost economic productivity. The Technology and Society Research

proposal represents a bold and exciting vision that leverages the top federally funded university with highly successful corporate and state partners.

The real opportunities for impact in research lay not just in developing new and innovative technologies, but in applying these technologies to areas of society where they were most likely to improve people's quality of life. With critical state seed funding, the University can support and deliver long-term sustainable growth by expanding industry partnerships, developing and strengthening physical and cyber infrastructures, and increasing collaboration efforts. All of these efforts are supported in the Technology and Society Research proposal. The multi-disciplinary research institutes created in these proposals will, literally, use information technology research in the interest of the state and society.

### e-Science

Rapid advances in technology have transformed the way that research is being carried out in nearly all scientific fields, in two important ways.

- Massive experiments are being carried out by simulating the real world inside of enormous computer systems with thousands of processors.
- Large numbers of tiny but powerful sensors are being deployed to gather data in the forest canopy, on the ocean floor, in cars and airplanes, in buildings and bridges, on animals, and eventually, inside the human body.

Both of these scientific methods of study share one common trait -- they are producing astronomical amounts of data to store and analyze. A major challenge now exists regarding how to organize, manage, process, visualize, and evaluate that data.

The goal of the e-Science Initiative is two-fold:

1. Establish the UW as a leader in advancing the technology and tools that are critical for e-Science related research through the hiring of faculty members in key areas such as data visualization, data mining, and database management.
2. Enable cutting-edge e-Science research by providing UW researchers with both infrastructure and consulting expertise in these areas that is essential for addressing their specific data-related research problems.

In the end, the presence of both new technology and high level technical assistance with the latest existing technology will provide the competitive edge that will place UW researchers in a leadership position in this new world of computer- and sensor-based experimentation that produces such astronomical data sets.

The UW has significant expertise in the areas of computational, physical, and biological sciences, but in order to remain competitive in the future, continued investments in e-Science infrastructure are required. Expanded investment is critical now because the UW had been named the implementing organization for a regional cabled underwater research facility (formerly known as NEPTUNE) to be built off the coast of Washington, Oregon, and British Columbia.

The regional cabled underwater research facility is one part of the larger Ocean Observatories Initiative that will result in the construction of a networked infrastructure of sensor systems to measure physical, chemical, geological and biological variables in the ocean and seafloor. The facility provides a constant stream of real-time data associated with the Juan de Fuca tectonic plate that unlocks secrets about the ocean's ability to absorb greenhouse gases and how stresses on the seafloor cause earthquakes and tsunamis along Pacific coastlines. Data collected and transmitted from the network also improves weather forecasting and the management of valuable fish stocks, such as salmon. When fully implemented, the direct and indirect economic impact of this facility and its management by the UW will be tremendous for the nation and the State of Washington.

The University was initially allocated \$2.2 million from the National Science Foundation (NSF) for a planning phase to develop detailed engineering specifications, engage interested parties, and seek permits for the regional underwater observatory. The permits and approvals have been obtained and the underwater facility will receive \$135 million of NSF funding through the Joint Oceanographic Institutions. The University of Washington has been named the Implementing Organization but has not received any of the NSF funds yet. In order to be ready to fully implement the program when the federal funds come in, the additional \$2.0 million in state funding is critical.

A key factor in the success of the regional cabled underwater research facility and other future large environmental research projects is the development of infrastructure to support e-Science. In the case of the regional underwater observatory, having this infrastructure in place allows the University to take advantage of its role in this project to lead the nation in the transformation of ocean sciences research and education. State support has proven critical to the University's ability to win the NSF grant as well as other anticipated grant awards in the area of environmental science.

During the 2008 Supplemental Session, the University requested \$2.0 million annually in permanent funding and received \$1.0 million. These funds are being used to hire a research scientist, faculty member, and coordinator, plus a number of part-time experts. An existing UW faculty member is temporarily serving as Interim Director.

The University is now requesting an additional \$2.0 in state funding which will be matched with \$1.1 million of local support to support:

- A permanent, full-time, senior-level, nationally-known director for the overall e-Science Initiative;
- A second senior faculty member who will work as part of the e-Science Institute to: (1) establish and lead cross-collaborations in e-science, (2) generate new funding, and (3) educate students with the skills needed for e-research based projects.
- Another Ph.D. level research scientist who will provide expertise in visualization and database/data mining - critical areas for NEPTUNE, NEON, and other data-driven environmental science projects.
- Technical specialist to provide submarine and sensor network expertise.
- Research time for existing faculty to become involved in NEPTUNE and other environmental projects.
- Network hardware to support specialized core computing, visualization, and networking.

### GRADD

GRADD (Global Research Alliance for Digital Data ) is a response to a solicitation from the National Science Foundation to address large scale data preservation through a program called DataNet. DataNet promotes the emergence of new data curation organizations and practices that will increase the return on the national investment in scientific research, and help assure access to research results long into the future.

For the UW, GRADD would bring together four universities (UW, WSU, Oregon State University, and Columbia University), the Incorporated Research Institutions for Seismology Consortium (IRIS), the Battelle Pacific Northwest Division, OCLC, and Microsoft Research to create a curatorial platform for data resources. Data collections from three diverse domains (earth science, global health and exchange, and coastal environment-society) will serve as user and use cases. GRADD will also provide infrastructure critical for the development of the College on the Environment.

GRADD involves the educational sector, scientific data centers, the nonprofit sector, the business community via the Digital Futures Alliance, and local, state, and national government agencies. UW anchors GRADD's research and educational facets, engaging internationally recognized leaders in computer sciences, public health, user-engagement, and library operations.

Governmental agencies engaged in information management are enthusiastic supporters of the proposal, including the Washington State Office of the Secretary of the State (which manages the State Library and State Archives and is a potential GRADD client). Demonstrating the value of public investments in scientific data management is a key facet

of sustainability. The Puget Sound Partnership (PSP) brings a diverse set of governmental, stakeholder, and scientific players to bear on improving environmental quality in the Puget Sound. GRADD key personnel, including the PSP Vice-Chair of the Science Advisory Panel, are engaged in developing PSP infrastructure.

Long-term preservation of datasets will require adaptability and flexibility in the face of a rapidly evolving environment, necessitating migration of formats over time, and research and development for poorly understood problems.

The NSF grant sought will instigate new types of organizations that combine and integrate archival perspectives, library science skills, expertise in computer science, information science, and policy capabilities appropriate to the challenge of managing and curating the explosive increase in datasets of all types. A follow-up program, also five years in duration, is expected to assist in ramping up successful programs to sustainability.

NSF received 23 preliminary proposals of which seven were invited to submit full proposals. The University was one of the seven. In addition, we will be one of four sites visited, from which two proposals will be funded. NSF will be looking for institutional commitment to the long-term sustainability of GRADD and that is why state seed money is so important.

### Safe Nanotechnology Initiative

Because most engineered nanomaterials have not yet transited fully from the laboratory to the clinic or the marketplace, there is a unique opportunity to establish a cross-disciplinary partnership between the University of Washington College of Engineering and School of Public Health to preemptively identify potential health and environmental risks, develop tools and models to assess and predict toxicity and environmental impact, and use this information with the power of molecular engineering to build safe nanomaterials up-front. Boeing, Paccar, and several biomedical imaging and device companies would like to embed more nanotechnologies into their products, but these companies and the Department of Labor & Industries are concerned about potential environmental and worker health liabilities.

Nanotechnology has the ability to transform many industries and will have numerous applications in medicine, agriculture, and manufacturing. However, little is known about the environmental health and safety risks of this future foundational technology. Concerns have been raised that nanoparticles and nanocomposites may exhibit unique or unusual toxicity to humans or ecosystems owing to their small size, composition, structure, or enhanced reactivity.

The University requests \$1.0 million in seed funding for the 2009-11 biennium to leverage federal and private research dollars. Federal NSF and NIEHS along with corporate funding is expected to be forthcoming in this new and evolving field. The University should be poised to successfully compete for these funds if state seed money can be received.

### **Narrative Justification and Impact Statement**

#### ***What specific performance outcomes does the agency expect?***

For Washington to maintain its position as a national and world leader in e-Science, library/information research, and nanotechnology so that it may use this for research and grant-seeking advantages.

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

University Goals:

- Attract and retain an outstanding and diverse faculty
- Strengthen interdisciplinary research and scholarship
- Expand the reach of the University of Washington across the globe

- Maintain and build infrastructure and facilities

***Does this decision package provide essential support to one of the Governor's priorities?***

This proposal addresses four of Governor Gregoire's eleven state priorities:

- Building Prosperity
- Educating to Compete
- Concern For Our Environment
- Protecting Our Health and Safety

***Does this decision package make key contributions to statewide results? Would it rate as a high priority in the Priorities of Government process?***

Statewide Results:

- Improve the value of postsecondary learning
- Improve the economic vitality of business and individuals
- Improve the quality of Washington's natural resources

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

None.

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

None.

***What are the consequences of not funding this package?***

By funding key faculty and building the necessary infrastructure, the UW is well-positioned to take a leadership role in these emerging areas of research, increasing the likelihood of success in winning future major federal and private grants in these areas.

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

None.

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

None.

***Expenditure and revenue calculations and assumptions***

See below and refer to the spreadsheet titled "Technology & Society.xls"

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

All costs are on-going.



University of Washington 2009-11 Budget Request  
Technology and Society

DataNet/Digital Data: GRADD

	Planned Start Date	Compensation	--- FY 2010 ---		--- FY 2011 ---	
			FTE	Cost	FTE	Cost
<b>Personnel - Total (salaries and benefits)</b>			<b>3.5</b>	<b>\$ 430,496</b>	<b>3.5</b>	<b>\$ 430,496</b>
Senior Faculty	7/1/2008	\$ 155,321	1.0	\$ 155,321	1.0	\$ 155,321
Faculty	7/1/2008	\$ 110,070	1.0	\$ 110,070	1.0	\$ 110,070
Faculty	7/1/2008	\$ 110,070	1.5	\$ 165,105	1.5	\$ 165,105
<b>Other</b>				<b>\$ 69,504</b>		<b>\$ 69,504</b>
Materials & Supplies		\$ 69,504		\$ 69,504		\$ 69,504
<b>subtotal</b>			<b>3.5</b>	<b>500,000</b>	<b>3.5</b>	<b>500,000</b>

Safe Nanotechnology Initiative

	Planned Start Date	Compensation	--- FY 2010 ---		--- FY 2011 ---	
			FTE	Cost	FTE	Cost
<b>Personnel - Total (salaries and benefits)</b>			<b>9.0</b>	<b>\$ 392,727</b>	<b>9.0</b>	<b>\$ 392,727</b>
Senior Faculty	7/1/2008	\$ 110,007	1.0	\$ 110,007	1.0	\$ 110,007
PhD Research Scientist	7/1/2008	\$ 48,920	3.0	\$ 146,760	3.0	\$ 146,760
Research Assistants	7/1/2008	\$ 27,192	5.0	\$ 135,960	5.0	\$ 135,960
<b>Other</b>				<b>\$ 107,273</b>		<b>\$ 107,273</b>
Materials & Supplies		\$ 56,418		\$ 56,418		\$ 56,418
Direct: Graduate Operating Fee Waiver		\$ 50,855		\$ 50,855		\$ 50,855
<b>subtotal</b>			<b>9.0</b>	<b>500,000</b>	<b>9.0</b>	<b>500,000</b>

E-Science Institute Initiative

	Planned Start Date	Salary	--- FY 2010 ---		--- FY 2011 ---	
			FTE	Cost	FTE	Cost
<b>Personnel - Total (salaries and benefits)</b>			<b>3.5</b>	<b>\$ 800,000</b>	<b>3.5</b>	<b>\$ 800,000</b>
Director	7/1/2008	\$ 340,000	1.0	\$ 340,000	1.0	\$ 340,000
Faculty	1/1/2009	\$ 250,000	0.5	\$ 125,000	0.5	\$ 125,000
PhD Research Scientist	7/1/2008	\$ 150,000	1.0	\$ 150,000	1.0	\$ 150,000
GRID Technical Specialist	7/1/2008	\$ 185,000	1.0	\$ 185,000	1.0	\$ 185,000
<b>Other</b>				<b>\$ 200,000</b>		<b>\$ 200,000</b>
Release Funding				\$ 200,000		\$ 200,000
<b>subtotal</b>			<b>3.5</b>	<b>1,000,000</b>	<b>3.5</b>	<b>1,000,000</b>
<b>TOTAL - TECHNOLOGY &amp; SOCIETY</b>			<b>16.0</b>	<b>2,000,000</b>	<b>16.0</b>	<b>2,000,000</b>

Calculation of Release Funding:

25% of 4 existing faculty at an average salary of \$200,000 per year =

200,000

State of Washington  
Decision Package

FINAL

**Agency:** 360 University of Washington

**Decision Package Code/Title:** NN Environmental Research

**Budget Period:** 2009-11

**Budget Level:** PL - Performance Level

**Recommendation Summary Text:**

State support totaling \$4.0 million is requested in the 2009-11 biennium to fund two environmental research initiatives. Under the first initiative, a total of \$2.0 million will be used to leverage existing investments in eScience to focus on environmental science enabled by sensor networks. Another \$2.0 million in state support will be used to create a broad interdisciplinary program in clean technology, with a focus on alternative energy. Funding for both initiatives will be used to develop core infrastructure and hire key faculty members.

**Fiscal Detail**

<b>Operating Expenditures</b>	<b><u>FY 2010</u></b>	<b><u>FY 2011</u></b>	<b><u>Total</u></b>
001-1 General Fund - Basic Account-State	2,000,000	2,000,000	4,000,000
<b>Total Cost</b>	<b>2,000,000</b>	<b>2,000,000</b>	<b>4,000,000</b>
<b>Staffing</b>	<b><u>FY 2010</u></b>	<b><u>FY 2011</u></b>	<b><u>Annual Average</u></b>
FTEs	7.5	16.0	11.8

**Package Description:**

*The Sensored Environment (\$2.0 million)*

There is an emerging paradigm shift in environmental sciences away from scattered observational approaches to semi-permanent, sensor-network driven observatories. The UW is in a position to become a leader in this area due to strengths in eScience, sensor chemistry, nanodevices, ecogenomics, and basic environmental sciences. Under this proposal, a program will be established that spans the basic science/applications continuum and takes advantage of research and activities associated with the National Science Foundation's (NSF) Ocean Observatories Initiative (OOI), the National Environmental Observatory Network (NEON), and efforts underway in the newly established College of the Environment. Regional applications associated with this proposal include a long-term vision for developing a sensor network as an early warning system for environmental perturbations in the Puget Sound.

A total of \$2.0 million (\$907,500 in FY2010 and \$1,092,500 in FY2011) in state funding is requested in the 2009-11 biennium.

State funding will be used to support:

- Four senior faculty who can evaluate sensor-based data sets resulting from ocean, terrestrial and space-based observation systems or who have expertise in developing observing systems/networks, including a 0.5 FTE for

the NEON UW Coordinator position and 0.5 FTE for Domain Chief Scientist (a shared position with the national NEON program).

- Four Post-Doctoral Fellows who will provide expertise and research support in data-driven environmental science projects tied to the OOI, NEON or other observing networks and monitoring projects.
- Graduate Student Fellows for support of student involvement in sensor-driven observing networks.
- Equipment that will enhance the UW's Wind River Canopy Crane facilities so that they meet the national NEON program's design criteria, including a) two moveable towers; b) two CO2 flux sensing arrays and associated cyberinfrastructure; and c) twenty soil respiration chambers and supporting infrastructure.
- Research and administrative funds to provide seed funds for project initiation and support for partnership and collaborative projects development.

### Clean Technology (\$2.0 million)

Recently the UW was awarded \$3.36 million in funding from the National Science Foundation's Integrative Graduate Education and Research Traineeship (IGERT) program for development of a multidisciplinary, multicultural graduate education and research program in Bioresource-based Energy for Sustainable Societies. This program will provide doctoral students in engineering and forest resources with the tools and insights required to balance the technological, environmental, economic and social dimensions of a sustainable energy economy. Clean technologies (Clean Tech) represent a major avenue for high-value technology-based economic development in the State of Washington. UW Clean Tech research has already spun-off the companies AXI, EnerG2, MicroGREEN, AES, and Ionographics.

Under this proposal, the UW will leverage the recent IGERT award to create a broad interdisciplinary program in Clean Tech, with a focus on alternative energy. The University is positioned to become a leader in this area due to research strengths in solar cells, nanophotonics, fuel cells, and bioenergy. With state support, the University will be in a position to pursue significant amounts of federal and private funding that are available for research in these areas.

A total of \$2.0 million (\$1.0 million each year) in state funding is requested in the 2009-11 biennium. State funding will be used to support:

- Faculty recruitment
- Research instrumentation facilities
- Patent filing fees

### Narrative Justification and Impact Statement

#### *What specific performance outcomes does the agency expect?*

After 5 years, we anticipate this new State of Washington Clean Tech funding will produce synergies with current IGERT funding, creating:

- An annual business-university roundtable on Clean Tech developments
- 5 new Washington-located Clean Tech start-up companies based on UW technologies.
- 30 high-wage jobs supported by UW Clean Tech businesses
- 25 new entrepreneurial Ph.D. engineers and scientists with demonstrated skills at designing Clean Tech products that have economic and societal value.

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

Yes, the proposal encompasses a number of the goals of the University, including:

- attracting and retaining an outstanding and diverse faculty and staff;
- maintaining and building infrastructure and facilities;
- expanding the reach of the UW across the globe; and

- strengthening interdisciplinary research and scholarship to tackle "grand challenge" problems that will benefit society and stimulate economic development.

***Does this decision package provide essential support to one of the Governor's priorities?***

Yes, this proposal will improve the value of postsecondary learning, improve the economic vitality of businesses and individuals, and improve the quality of Washington's natural resources.

***Does this decision package make key contributions to statewide results? Would it rate as a high priority in the Priorities of Government process?***

Yes, this proposal will improve the value of postsecondary learning by increasing access to high-quality post-secondary education programs and research opportunities. In addition, this proposal will improve the quality of Washington's environment by addressing complex and significant environmental issues. This proposal will impact economic development throughout the State, including rural areas that are rich in biomass resources.

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

As the University of Washington develops a more strategic approach to its environmental portfolio through the development of the College of the Environment, it will be able to better coordinate and leverage its investments across the university for maximum benefit. These two environmental research initiatives are examples of significant research programs that are based on the solid foundation of basic environmental research to be housed within the new College of the Environment and amplified through partnerships with other UW academic units (i.e., the College of Engineering). The UW's continued leadership in national science programs such as the Ocean Observatories Initiative and the National Environmental Observatory Network will depend on our ability to coordinate effectively and build upon our core strengths across disciplines.

This funding will accelerate bioenergy research projects being developed in collaborations with timber-holding Washington Native American tribes, including the Yakama, Colville, and Quinault Nations. These projects will ultimately reduce greenhouse gas emissions from Grant County PUD and Bonneville Power, and reduce wildfire greenhouse gas emissions through improved economics of bioenergy-driven forest thinning on the Eastern slopes of the Cascades.

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

The need for permanent positions requires that the funding come from the state.

***What are the consequences of not funding this package?***

By funding key faculty and building the necessary infrastructure, the UW is well-positioned to take a leadership role in these emerging areas of environmental research, increasing the likelihood of success in winning future major federal and private grants in these areas.

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

None.

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

None.

**Expenditure and revenue calculations and assumptions**

See below and refer to the spreadsheet titled "Environmental Research.xls" for detailed expenditure estimates and FTE calculations.

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

All costs are on-going and will continue in future biennia at \$3.9 million a biennium.

**University of Washington 2009-11 Budget Request  
Environmental Research**

	Planned Start Date	Salary	--- FY 2010 ---		--- FY 2011 ---		--- 2009-11 ---		--- 2011-13 ---	
			FTE	Cost	FTE	Cost	FTE	Cost	FTE	Cost
<b>The Sensored Environment</b>										
<b>Personnel - Total (salaries and benefits)</b>			<b>4.5</b>	<b>\$ 295,000</b>	<b>6.0</b>	<b>\$ 520,000</b>	<b>6.0</b>	<b>\$ 815,000</b>	<b>6.0</b>	<b>\$ 1,040,000</b>
Faculty	1/1/2010	\$ 150,000	0.25	\$ 37,500	0.5	\$ 75,000	0.5	\$ 112,500	0.5	\$ 150,000
Faculty	7/1/2010	\$ 150,000			0.5	\$ 75,000	0.5	\$ 75,000	0.5	\$ 150,000
Faculty	1/1/2010	\$ 150,000	0.25	\$ 37,500	0.5	\$ 75,000	0.5	\$ 112,500	0.5	\$ 150,000
Faculty	7/1/2010	\$ 150,000			0.5	\$ 75,000	0.5	\$ 75,000	0.5	\$ 150,000
Postdoctoral Research Fellows	7/1/2009	\$ 55,000	4.0	\$ 220,000	4.0	\$ 220,000	4.0	\$ 440,000	4.0	\$ 440,000
<b>Equipment</b>				<b>\$ 340,000</b>		<b>\$ -</b>		<b>\$ 340,000</b>		<b>\$ -</b>
2 moveable towers, per NEON design criteria				\$ 40,000				\$ 40,000		
CO2 flux sensing arrays				\$ 150,000				\$ 150,000		
Soil respiration chambers				\$ 150,000				\$ 150,000		
<b>Other</b>			<b>2.0</b>	<b>\$ 272,500</b>	<b>8.0</b>	<b>\$ 572,500</b>	<b>8.0</b>	<b>\$ 845,000</b>	<b>8.0</b>	<b>\$ 845,000</b>
Graduate Student Fellowships	1/1/2010		2.0	\$ 100,000	4.0	\$ 200,000	4.0	\$ 300,000	4.0	\$ 300,000
Graduate Student Fellowships	7/1/2010				4.0	\$ 200,000	4.0	\$ 200,000	4.0	\$ 200,000
Administrative Operations				\$ 72,500		\$ 72,500		\$ 145,000		\$ 145,000
Research Operations				\$ 100,000		\$ 100,000		\$ 200,000		\$ 200,000
<b>Subtotal - Sensored Environment</b>			<b>6.5</b>	<b>\$ 907,500</b>	<b>14.0</b>	<b>\$ 1,092,500</b>	<b>14.0</b>	<b>\$ 2,000,000</b>	<b>14.0</b>	<b>\$ 1,885,000</b>
<b>Clean Technology</b>										
<b>Personnel - Total (salaries and benefits)</b>			<b>1.0</b>	<b>\$ 165,000</b>	<b>2.0</b>	<b>\$ 255,000</b>	<b>2.0</b>	<b>\$ 420,000</b>	<b>2.0</b>	<b>\$ 860,000</b>
Engineering Faculty	9/16/2009	\$ 165,000	1.0	\$ 165,000	1.0	\$ 165,000	1.0	\$ 330,000	1.0	\$ 330,000
Chemical Sciences Faculty	9/16/2010	\$ 90,000	-	\$ -	1.0	\$ 90,000	1.0	\$ 90,000	1.0	\$ 180,000
Engineering Faculty										\$ 350,000
<b>Other</b>				<b>\$ 835,000</b>		<b>\$ 745,000</b>		<b>\$ 1,580,000</b>		<b>\$ 1,140,000</b>
Equipment (one-time cost)				\$ 685,000		\$ 595,000		\$ 1,280,000		\$ 700,000
Release Funding								\$ -		
Administrative Operations				\$ 50,000		\$ 50,000		\$ 100,000		\$ 140,000
Research Operations				100,000		100,000		200,000		300,000
<b>Subtotal - Clean Technology</b>			<b>1.0</b>	<b>1,000,000</b>	<b>2.0</b>	<b>1,000,000</b>	<b>2.0</b>	<b>2,000,000</b>	<b>2.0</b>	<b>2,000,000</b>
<b>TOTAL - STATE REQUEST</b>			<b>7.5</b>	<b>1,907,500</b>	<b>16.0</b>	<b>2,092,500</b>	<b>16.0</b>	<b>4,000,000</b>	<b>16.0</b>	<b>3,885,000</b>

State of Washington  
Decision Package

FINAL

**Agency:** 360 University of Washington  
**Decision Package Code/Title:** II Expand Childcare for UW Community  
**Budget Period:** 2009-11  
**Budget Level:** PL - Performance Level

**Recommendation Summary Text:**

Funding is requested to expand child care opportunities for students, faculty, and staff. A total of \$500,000 is requested in operating funding for two items. First, \$300,000 will be used to implement a pilot program to secure priority access to additional child care spaces within the University District and surrounding area. Second, \$200,000 will be used to increase the number of subsidies available to students through the University of Washington Childcare Assistance Program.

**Fiscal Detail**

<b>Operating Expenditures</b>	<b><u>FY 2010</u></b>	<b><u>FY 2011</u></b>	<b><u>Total</u></b>
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>

**Package Description:**

Expanding child care opportunities for faculty, staff, and students has become a critical issue for the University of Washington. While the importance of child care has been acknowledged by the UW for several decades and has resulted in the development of a program that provides parents with multiple options for child care, the services and resources offered currently by the UW are no longer meeting the increasing demand within the University community. The decreasing availability of child care options is also having an impact on the ability of the UW to recruit and retain high-quality students, faculty, and staff. This is particularly true for female faculty in academic fields that were traditionally dominated by men, such as science, engineering, and math. In these areas, the UW competes with other leading academic institutions and industry for talented women, which significantly increases the challenge of recruiting and retaining women faculty.

To better understand these issues, the Provost established a campus-wide Child Advisory Care Committee in Fall 2006 to review short- and long-term child care options and provide recommendations for future action. Three primary issues were identified through the meetings of the group: (1) access, (2) affordability, and (3) quality of child care. The group confirmed long wait lists for the existing campus child care centers, the limited availability of infant and toddler care in the community, and that the high cost of care are creating gaps in the University's ability to meet the increasing demand from students, staff, and faculty for child care.

**Existing Programs**

Beginning in the early 1970's, the UW established the Student Childcare Assistance program (also known as the Childcare Voucher Program). This program provides eligible students (based on income and resources) with financial assistance to subsidize childcare services and is funded by a portion of the Services and Activities Fee paid by all students. The amount of assistance is based upon predetermined monthly limits corresponding to the child's age and is limited to lower income students.

August 29, 2008

In the late 1980's, a staff position was created to focus exclusively on the child care needs of faculty and staff. Both of these steps have helped create a program of child care resources that is low-cost and provides parents with multiple options including:

- A total of 264 on-site child care spaces for infants, toddlers, and preschoolers at four campus locations;
- Resource and referral services to assist parents seeking care for their children;
- Financial assistance for childcare expenses for student parents; and
- Online posting opportunities for both parents who need care for their children and for students, spouses, or others interested in providing care services exclusively within the UW community.

Even with these resources and services, serious gaps exist regarding child care accessibility, affordability, and quality. Without additional resources, these gaps will continue to grow. Some of the issues that have been identified are as follows:

- There are not enough child care slots to meet the current demand from students, faculty, and staff. As of July 2008, the campus child care capacity is 264 spaces which consists of:
  - 53 spaces at West Campus Center
  - 60 spaces at Laural Village
  - 77 spaces at Radford Court, and
  - 74 spaces at Cottage School at Harborview Medical Center
- As of July 2008, a total of 608 children are on a waitlist for child care at the UW Children's Centers - 29 percent are student parents and the remaining 71 percent are faculty and staff parents. There are 414 children on the wait list for the Cottage School at Harborview Medical Center.
  - 1) Child care options in the surrounding University District are in short supply. A recent survey indicated that there are about 80 available slots in child care centers for children less than 12 months in age all of which have long wait lists. Infant care is one of the most critical areas of need. A parent's ability to return to work or complete their education is diminished without access to child care for their infant. About 350 slots exist for children age 12 months to 30 months. This is a limiting number given the high density of residents and UW employees within the University District.
  - 2) The cost of child care in the Seattle area is very high and is often beyond the means of students and lower paid staff. Depending on the age of the child, costs can range from \$900 to over \$1,400/month for full-time care at UW centers. There is not enough funding available through the Child Care Assistance Program to provide voucher assistance to all eligible students. A total of \$860,635 was provided from Services and Activities fee revenue in FY 2008 for this purpose and the funds were used to provide subsidies to 204 applicants (288 children). Even with this level of funding, 12 percent of eligible applicants were on a wait list for assistance.

The University has begun to address some of these issues. The 2008 budget adopted by the Board of Regents included \$32,000 in new local funding to enhance the child care resource and referral service. In addition, \$25,000 was included to purchase priority access to a block of 10 spaces in the community. These spaces will allow the University to provide immediate access for recruitment or retention of a limited number of high-level faculty and staff. The UW also submitted a proposal similar to this request as part of the University's 2008 supplemental budget request that was not funded.

## 2009-11 Budget Proposal

A total of \$500,000 in state funding is requested to expand child care options for students, staff, and faculty. Of this amount, \$300,000 will be used to implement a pilot program to secure priority access to child care spaces for faculty, staff, and students on-site and within the University District and surrounding area. With this funding, the programs will be able to either expand the number of children served, demonstrate quality care enhancements or reserve existing spaces for the UW community. In return, the reserved spaces or those programs that expand or improve their quality will dedicate spaces and priority access for UW families for 3-5 years. The estimated cost per space will vary depending upon how funding is utilized.

A total of \$200,000 in state funding will be used to increase the number of subsidies available to students through the University of Washington Childcare Assistance Program. This will not supplant existing resources allocated through the Student Activities Fee, but rather increase the number of low income eligible student parents who receive subsidies. In 2007-08, families received an average subsidy of \$5,345 per academic year. With new resources, the University estimates that another 45-50 students will be eligible for subsidies.

### **Narrative Justification and Impact Statement**

#### ***What specific performance outcomes does the agency expect?***

The University anticipates that this funding could increase access by up to 100 childcare spaces. Expanding child care options for students, faculty, and staff enhances the UW's ability to recruit and retain the best and brightest and provides the critical support needed for them to perform their best teaching, research, and service.

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

Yes, the proposal supports the University's goals to attract and retain an outstanding and diverse faculty and staff; and to attracting a diverse and excellent student body and providing a rich learning experience.

#### ***Does this decision package provide essential support to one of the Governor's priorities?***

Yes, the proposal improves the value of postsecondary learning and improves student achievement in elementary, middle, and high schools.

#### ***Does this decision package make key contributions to statewide results? Would it rate as a high priority in the Priorities of Government process?***

Increasing the availability of childcare spaces for the University community will not only improve the value of postsecondary learning for students, but will also provide greater early learning opportunities for the children of students, faculty, and staff. In addition, the proposal supports one of the Higher Education Coordinating Board's fiscal priorities related to implementation of the 2008 Strategic Master Plan for Higher Education -- to create a system of support for lifelong learning.

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

The availability of child care opportunities on campus has become a critical issue for the UW community. Last session, graduate students from all institutions supported increased funding to the HECB for child care grants and legislation (HB 2582) that changed the way funding was allocated for these grants. Without additional resources, access to child care opportunities will continue to decrease and become an even more critical issue as the UW tries to recruit students, faculty, and staff to the UW campus.

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



The University applied for funding from the Institutional Child Care Grant program through the Higher Education Coordinating Board. In the 2007-09 biennium, the Legislature provided a total of \$75,000 each year for proposals from public baccalaureate institutions. The University submitted a request for \$25,000 to subsidize the cost of on-site childcare for 6-8 student-parents who have their children enrolled at the UW Children's Centers and who are waitlisted for the UW Student Childcare Voucher Program. In FY 2008, the UW received \$6,000 to be matched with \$6,000 from the University. This additional funding will only provide additional subsidies to 1-3 students who are waitlisted for the UW Student Childcare Voucher Program and are enrolled at a campus child care center. In FY 2009, the UW submitted another request to the HECB for funding and received the same amount.

***What are the consequences of not funding this package?***

Without additional funding for increased access, the UW will continue to have shortages and will begin to see a decrease in existing childcare access.

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

None.

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

None.

***Expenditure and revenue calculations and assumptions***

The proposal is estimated to cost \$250,000 in FY 2010 and \$250,000 in FY 2011.

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

Funding is on-going and will continue in future biennia.

State of Washington  
Decision Package

FINAL

**Agency:** 360 University of Washington

**Decision Package Code/Title:** CC Campus Safety

**Budget Period:** 2009-11

**Budget Level:** PL - Performance Level

**Recommendation Summary Text:**

A total of \$1.2 million in state support is requested in the 2009-11 biennium to implement several initiatives to enhance the safety of students, faculty, and staff on the University of Washington's three campuses. Operating funds will be used to: 1) increase security and emergency management capacity at all campuses, and 2) provide additional campus safety resources, including new mental health resources, a new victim advocacy position, administrative support for Disability Resource Services (DRS), and software to provide and track online safety training.

**Fiscal Detail**

<b>Operating Expenditures</b>	<b><u>FY 2010</u></b>	<b><u>FY 2011</u></b>	<b><u>Total</u></b>
001-1 General Fund - Basic Account-State	600,000	600,000	1,200,000
<b>Total Cost</b>	<b>600,000</b>	<b>600,000</b>	<b>1,200,000</b>
<b>Staffing</b>	<b><u>FY 2010</u></b>	<b><u>FY 2011</u></b>	<b><u>Annual Average</u></b>
<b>FTEs</b>	<b>9.8</b>	<b>9.8</b>	<b>9.8</b>

**Package Description:**

In response to the tragedy at Virginia Tech and incidents on the UW campus in the past several years, the University has been continually reviewing policies and procedures related to preventing and responding to major incidents on campus. As a result, several new programs have been initiated at the UW to provide students, faculty members, staff, and the public with a safer campus environment. Campus safety was a high priority for the University in the 2008 legislative session. In its 2008 agency budget request, the UW requested a total of \$862,000 to fund several initiatives to enhance campus safety efforts. Because no funding was provided in the enacted state supplemental budget, the University has directed internal resources towards some of these critical needs.

In the 2009-11 biennium, the University is requesting \$1.2 million to implement a series of additional initiatives to improve the security of the three campuses and provide additional resources for students, faculty and staff. There are two main components to the UW request: 1) \$704,000 to provide new security and emergency management personnel at the UW Bothell and UW Tacoma campuses, and 2) \$496,000 to enhance well-being on campus. In addition, a separate capital request totaling \$8 million dollars has been submitted with the University's capital budget request to upgrade and improve current building fire safety and communication systems on the Seattle campus.

The UW creates and maintains a safe campus environment for students, faculty members, staff, and the public in three primary ways: 1) targeting and meeting the mental health needs of our students, faculty and staff through a variety of services and resources, 2) providing security for people and property via a well trained and equipped police department, and 3) maintaining the highest quality emergency management capabilities, including implementing state-of-the-art fire safety, building safety and communication technology; employing well trained emergency management personnel; and creating detailed emergency response plans. As the University grows, the needs in each of these categories grow along with it. Without additional resources, in the event of another major emergency, the University will have to respond as best as it can with the systems and resources currently in place.

August 29, 2008

This UW budget request is in line with one of the primary recommendations made in 2007 by the National Association of Attorneys General Task Force on School and Campus Safety:

- Establishing a system whereby disturbing behavior is reported to an individual or team or individuals with expertise and training that can assess the information received and take action, when appropriate, including referring students or school personnel for assistance, receiving information back from those evaluating the referred person, and/or making recommendations to administrators concerning continued enrollment, continued employment, or to the issues.

Budget request details are as follows:

*1) Increased Security and Emergency Management Capacity (\$704,000):*

As both the UW Bothell and UW Tacoma campuses continue to physically expand over the next decade, the University anticipates a significant amount of renovation and new construction. The campuses will become more complex as they develop their own housing and residential population. To address these changes, the University is requesting \$704,000 in state support for the 2009-11 biennium to fund the following new emergency management and security personnel.

Four Security Officers (Bothell): \$400,000 - The addition of four security officers at the UW Bothell campus will enable safety services to expand to 24-hour a day, 7 day a week coverage. The Campus Safety Office currently operates on limited hours, which creates vulnerability for staff members who work outside of those hours, as well as for the expensive facilities and equipment on campus. Other emerging factors that support this request include the 2009 opening of the SR 522 south campus access, and the larger and younger student population at UW Bothell.

Emergency Management Coordinator (Tacoma): \$194,000 - The Emergency Management Coordinator (EMC) will administer the routine operations of the UW Tacoma Emergency Management program. Responsibilities include coordinating mitigation, preparedness, response, and recovery plans for UW Tacoma, and acting as a liaison with local, state and federal agencies. The EMC will also develop and maintain the Hazard Identification and Vulnerability analysis for the campus as well as the Emergency Operation Center equipment, processes and procedures.

Campus Safety Dispatcher (Tacoma): \$110,000 - The campus safety dispatcher will serve as the UW Tacoma's chief point-of-contact during a suspected or actual emergency incident. Without this resource in place, the campus is at risk of losing real time accurate information for the crisis team leader, which may lead to delayed or faulty responses.

*2) Health and Well-Being (\$496,000):*

Demand for services for students and other university community members continues to grow at the UW. The University is requesting \$496,000 in state support for new mental health resources, support for the Counseling Center and Disability Resources for Students, and support for online safety training.

Victims Advocate (Seattle): \$124,000 - Housed within the UW Police Department, the victims advocate will assist victims through the protective legal process, including obtaining restraining orders and making community service referrals.

Student Mental Health (Seattle and Tacoma): \$247,000 - One additional FTE psychologist on the Seattle campus, and a .75 FTE mental health counselor on the Tacoma campus will provide individual and group counseling to UW students, including crisis intervention and urgent care.

DRS Administrative Support (Seattle): \$98,000 - Disability Resource Services arranges academic accommodations for disabled students, provides consultation on rights and laws pertaining to individuals with disabilities, and provides referrals and resources for disabled students in need of additional help. An administrative support position for

Disability Resources will relieve existing disability counselors of testing and other critical responsibilities, which will allow the counselors to be more responsive to and effective in arranging disability accommodations.

Online Campus Safety Training (Seattle): \$27,000 - These funds will help procure an application and develop content to deliver and track participation in on-line training regarding UW violence policies, and campus safety resources.

### **Narrative Justification and Impact Statement**

#### ***What specific performance outcomes does the agency expect?***

The University will add 6.0 security and emergency management FTEs, who will lead to an increase in safety patrols, as well as further development and refinement of emergency plans at UW Bothell and UW Tacoma.

The University also expects more referrals and contact hours between distressed students and victims of crime with the addition of a psychologist and a victim's advocate at the Seattle campus, and a mental health professional at the Tacoma campus.

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

Yes, the proposal supports the University's goals to ensure the highest level of integrity and respect throughout the University community.

#### ***Does this decision package provide essential support to one of the Governor's priorities?***

Yes, the proposal improves the value of postsecondary learning as well as improving the safety of people and property.

#### ***Does this decision package make key contributions to statewide results? Would it rate as a high priority in the Priorities of Government process?***

Improving health and safety throughout the University community will not only improve the value of postsecondary learning for students, but will also provide improved safety and security for all University community members and visitors. In addition, the proposal supports one of the Higher Education Coordinating Board's fiscal priorities related to implementation of the 2008 Strategic Master Plan for Higher Education - to create a system of support for lifelong learning.

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

The UW Tacoma campus safety dispatcher will be critical to coordinate and facilitate resources with Pierce County Emergency Management, Tacoma Police Department and Tacoma Fire Department to minimize the impact of emergencies and disasters on students, staff, faculty, visitors and University property.

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

The University does not have sufficient resources to make the above modifications to improve the security of the campus. In the event of another major emergency, the University will have to respond as best as it can with the systems and resources currently in place.

***What are the consequences of not funding this package?***

It is essential that students, faculty, staff, and the public feel safe on all UW campuses at all times. Campus emergencies and their responses can have serious consequences for a full range of University goals beyond safety and security, and furthermore they often become high profile events that invite scrutiny and shape public perceptions about the quality and competence of a University. It is critical that the state and University not only to prepare and train for any potential emergencies, but also prevent emergencies as effectively as possible by cultivating a culture of health and well-being through the provision of expert psychological care and other support and security services.

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

A separate capital request totaling \$8 million dollars is being submitted by the University as part of the 2009-11 capital budget, to upgrade and improve current building fire safety and communication systems at the Seattle campus. The items included in this operating request are not dependent upon the funding requested in the capital budget.

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

None.

***Expenditure and revenue calculations and assumptions***

See below and refer to the spreadsheet titled "Campus\_Safety.xls" for detailed calculations.

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

All of the requested state funds are associated with permanent personnel additions and ongoing services. On-going costs will be \$1.2 million a biennium.

**University of Washington 2009-11 Budget Request  
Campus Health and Safety**

	FTE	Salary	Benefits	FY 2010	FY 2011	2009-11	20011-13
<b>Security and Emergency Management</b>							
Security Officers, Bothell	4.0	\$ 150,000	\$ 44,500	\$ 194,500	\$ 194,500	\$ 389,000	\$ 389,000
Emergency Management Coordinator, Tacoma	1.0	\$ 67,000	\$ 17,500	\$ 84,500	\$ 84,500	\$ 169,000	\$ 169,000
Campus Safety Dispatcher, Tacoma	1.0	\$ 42,500	\$ 12,500	\$ 55,000	\$ 55,000	\$ 110,000	\$ 110,000
Security Operations, Bothell				\$ 5,500	\$ 5,500	\$ 11,000	\$ 11,000
Emergency Management Operations, Tacoma				\$ 12,500	\$ 12,500	\$ 25,000	\$ 25,000
<i>subtotal</i>	<i>6.0</i>	<i>\$ 259,500</i>	<i>\$ 74,500</i>	<i>\$ 352,000</i>	<i>\$ 352,000</i>	<i>\$ 704,000</i>	<i>\$ 704,000</i>
<b>Campus Well-Being</b>							
Victims Advocate, Seattle	1.0	\$ 48,000	\$ 14,000	\$ 62,000	\$ 62,000	\$ 124,000	\$ 124,000
Psychologist, Seattle	1.0	\$ 60,000	\$ 15,500	\$ 75,500	\$ 75,500	\$ 151,000	\$ 151,000
Administrative Assistant, Seattle	1.0	\$ 38,000	\$ 11,000	\$ 49,000	\$ 49,000	\$ 98,000	\$ 98,000
Mental Health Counselor, Tacoma	0.8	\$ 38,000	\$ 10,000	\$ 48,000	\$ 48,000	\$ 96,000	\$ 96,000
Online Safety Training Software				\$ 13,500	\$ 13,500	\$ 27,000	\$ 27,000
<i>subtotal</i>	<i>3.8</i>	<i>\$ 184,000</i>	<i>\$ 50,500</i>	<i>\$ 248,000</i>	<i>\$ 248,000</i>	<i>\$ 496,000</i>	<i>\$ 496,000</i>
<b>Total Campus Health &amp; Safety Request</b>	<b>9.8</b>	<b>\$ 443,500</b>	<b>\$ 125,000</b>	<b>\$ 600,000</b>	<b>\$ 600,000</b>	<b>\$ 1,200,000</b>	<b>\$ 1,200,000</b>

State of Washington  
Decision Package

FINAL

**Agency:** 360 University of Washington  
**Decision Package Code/Title:** HH Support for Teaching Hospitals  
**Budget Period:** 2009-11  
**Budget Level:** PL - Performance Level

**Recommendation Summary Text:**

The University of Washington operates two major teaching hospitals - UW Medical Center (UWMC) and Harborview Medical Center (HMC). These hospitals serve as the primary sites for the teaching, patient care, and research activities of UW Medicine. A total of \$6.0 million in state funding is requested in the 2009-11 biennium to support educational and training programs at the UWMC and HMC.

**Fiscal Detail**

<b>Operating Expenditures</b>	<b><u>FY 2010</u></b>	<b><u>FY 2011</u></b>	<b><u>Total</u></b>
001-1 General Fund - Basic Account-State	2,000,000	4,000,000	6,000,000
<b>Total Cost</b>	<b>2,000,000</b>	<b>4,000,000</b>	<b>6,000,000</b>

**Package Description:**

The University of Washington operates two major teaching hospitals - UW Medical Center (UWMC) and Harborview Medical Center (HMC) – that serve as the primary sites for the teaching, patient care, and research activities of UW Medicine. UWMC is a major regional referral center for cancer, transplantation, cardiac care, perinatal care, high-risk neonatal intensive care, and a number of other medical and surgical subspecialties. HMC is the sole provider in the state for Level 1 adult and pediatric trauma and burn care and sub-specialty medical and surgical care related to trauma care, such as neurosurgery, orthopedics, and vascular and reconstructive surgery. HMC is also the largest provider of inpatient mental health care and has centers of emphasis in AIDS/STD and comprehensive health care services for underserved populations in King County. Patient care provided by UW faculty physicians and staff at these two medical centers is coordinated and complementary and delivered with a patient and family-centered care model by multidisciplinary teams.

Teaching programs at the UW's School of Medicine support more than 5,000 students and trainees. These students depend on UWMC and HMC for a major portion of their educational experience. In order to conduct educational and training programs at these facilities, both hospitals must be in compliance with the regulations of more than seventy national accreditation organizations governed by federal and state laws. Ensuring that the educational programs meet these requirements has been an area of increasing cost for both HMC and UWMC.

For several decades, the University has recognized the unique role that the hospitals play in supporting the educational programs of the School of Medicine and the incremental costs associated with training medical students and residents by providing \$16 million a year (\$8 million per hospital) from General Operating Funds for support of the educational missions of both hospitals. These funds are meant to help support both direct costs associated with educating health sciences students (resident salaries and benefits, space and supplies) and indirect costs of serving a more complex mix of patients.

The federal government also provides some support for training medical students and residents through programs such as Medicare and Medicaid. Support for the cost of resident salaries and benefits and the direct cost of faculty supervising residents (Direct Medical Education) is provided through the Medicare program. Medicare also provides

support to hospitals for the incremental hospital operating costs (Indirect Medical Education) associated with hosting residency programs. The IME support recognizes that hospitals with large residency programs treat more complex patients and a higher percentage of unsponsored and underinsured patients. The Washington Medical Assistance Program (Medicaid) provides incremental support to the hospitals analogous to indirect medical education payments from Medicare. It is important to note that, even including the indirect support provided, both Medicare and Medicaid payments are below the actual cost of providing care to these patients.

In the late 1990's, the Balanced Budget Act placed a cap on the amount of federal support available for training through Medicare. Specifically, the law capped the number of residents that would be recognized in the Medicare cost reimbursement formula to the number of residents who were included in 1996. During this same time, UWMC and HMC have seen a 15 percent increase in the number of residents (post doctoral trainees) being trained. Resident FTEs increased from 283 to 315 at UWMC and from 204 to 242 at HMC between 1996 and 2007. Program growth reflects the growing need for additional physicians in the region and increases to resident stipends and costs associated with direct supervision by faculty physicians. The location in which a resident completes his/her training is a key determinant of where the resident will decide to practice. As a result, the UW has largely financed growth in the number of residents without any additional federal support and in FY 2007 the difference between the actual cost of resident stipends and supervision and the amount of Medicare support provided for these activities exceeds \$21 million each year at the two medical centers.

In FY 2007, the medical centers received a total of \$5.4 million from Medicare for direct medical education. The actual costs paid by the medical centers for these purposes in FY 2007 total \$17.1 million. This gap has steadily increased since the imposition of the Balanced Budget Act resident caps. Patient service revenues of the hospitals have been used to cover this gap.

The University is requesting a total of \$6.0 million in the 2009-11 biennium to offset some of the costs associated with training medical residents at UWMC and HMC not covered by other sources. The additional funding requested will alleviate the pressure to increase patient revenues to offset this deficit. The funds will be distributed evenly between UWMC and HMC.

### **Narrative Justification and Impact Statement**

#### ***What specific performance outcomes does the agency expect?***

Additional funding will allow the University to continue to support the training of health professionals at the two major teaching hospitals in our state.

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

Yes, the proposal is essential to meet the University's goals to:

- Train health professionals for our state's workforce; and
- Operate two of the nation's best teaching hospitals to provide excellent care for patients and train the next generation of health professionals.

#### ***Does this decision package provide essential support to one of the Governor's priorities?***

Yes, by offsetting some of the costs associated with training health professionals at UWMC and HMC, this proposal will improve the health of Washingtonians by supporting the training of future health professionals that are essential for patient care in our region.

***Does this decision package make key contributions to statewide results? Would it rate as a high priority in the Priorities of Government process?***

Yes, this proposal will make key contributions to the following statewide results:

- Improve the value of postsecondary learning.
- Improve the health of Washingtonians.
- Improve the overall cost-effectiveness of medical care by consistent state-of-the-art training.

In addition, the proposal supports one of the Higher Education Coordinating Board's fiscal priorities related to implementation of the 2008 Strategic Master Plan for Higher Education -- to raise the level of educational attainment.

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

UWMC and HMC are valuable state resources providing care for a disproportionately large number of uninsured and underinsured Washingtonians, as well as providing the safety net resource for the most complex illnesses and injuries such as solid organ transplantation, burn and trauma, end stage heart disease, and bone marrow transplantation.

Over 35 percent of the physicians practicing in Washington State are graduates of Washington residency programs. The vast majority (over 90%) of the residency programs in Washington State are UW Medicine-based programs.

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

The only viable alternative is to increase patient service revenues to make up this increasing deficit. Since control of health care costs is a critical priority, this is not an acceptable option.

The federal government proposals to date have all been in the direction of reducing support for Graduate Medical Education. We anticipate this pressure will continue as the federal government grapples with the forecasted shortfalls in the Medicare program.

***What are the consequences of not funding this package?***

Without additional state support, the medical centers will be forced to absorb the growing deficit and increase prices to offset the additional cost.

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

None.

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

None.

***Expenditure and revenue calculations and assumptions***

A total of \$2.0 million is requested in FY 2010 and \$4.0 million in FY 2011 for a total of \$6.0 million in the 2009-11 biennia. The ongoing cost in 2011-13 and future biennia totals \$8.0 million.

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

There are no one-time costs in this proposal. On-going costs will be \$4.0 million each year. The intention is to request additional support over the next two biennia.



State of Washington  
**Decision Package**

**FINAL**

**Agency:** 360 University of Washington  
**Decision Package Code/Title:** PP Clinical Professional Training Programs  
**Budget Period:** 2009-11  
**Budget Level:** PL - Performance Level

**Recommendation Summary Text:**

The University of Washington offers educational training in a broad array of health professions, including medicine, dentistry, nursing, pharmacy, public health and social work. A total of \$3.0 million in state funding is requested in the 2009-11 biennium to enhance these educational and training programs.

**Fiscal Detail**

<b>Operating Expenditures</b>	<b><u>FY 2010</u></b>	<b><u>FY 2011</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>

**Package Description:**

Health care is a critical need in the community, state, nation and world. The University is integral to educating highly qualified health professionals to this state and region as well as serving as a key health care provider for thousands of adults and children in the region and the state, many of whom are low income. Our health care students come from the Schools of Medicine, Nursing, Dentistry, Pharmacy, Public Health and Community Medicine and Social Work. Taken together, they represent a significant asset for the state and the requested enhancements would result in improvements to the educational experience of health care students as well as increasing the level of service to the citizens who rely on these schools for a variety of health care needs.

**School of Medicine**

With additional funds, the School of Medicine would create a Basic Science Teaching Academy to promote and foster excellence in the teaching of basic sciences to medical students and other health professional students. Rapid changes in biomedical knowledge have created major challenges for teaching basic sciences to health professional students. The UW Medicine Basic Science Teaching Academy would be created to address these challenges in preparation of the next generation of health professionals for our state. In addition, the academy would establish new interdisciplinary educational programs for health professionals to understand and evaluate emerging knowledge in such areas as genomics and personalized health. Specific goals of the academy would include:

- Promotion and recognition of excellence in pre-clinical basic science teaching;
- Promotion of collaboration and communication among the pre-clinical basic science teaching faculty, as well as with the faculty teaching in the clinical science education program;
- Create a "learning community" among faculty who are engaged in teaching pre-clinical basic sciences similar to the very successful UW Medicine colleges program that is focused on teaching core clinical skills;
- Stimulate educational innovation; and
- Create a group of mentors and experts who can foster the development of educational skills among other faculty.

August 30, 2008

The appropriation would supply essential funds for salary support for faculty participation in teaching pre-clinical basic sciences and provide curriculum development time for faculty who are members of the Basic Science Teaching Academy.

The Academy will be organized with an Academy Head, with members consisting of faculty. The Academy head would be a part-time faculty position appointed by the Dean. Academy Members would meet regularly, under the leadership of the Academy Head, to work toward accomplishing the goals outlined above and in developing a "learning community" committed to excellence in basic science teaching.

Academy members will develop a program of mentoring and promotion of educational excellence in teaching basic sciences for graduate students, post-doctoral students, medical students, other health professional students as appropriate, and faculty members who are new to teaching. Distance education techniques would be used to provide these services to the WWAMI campuses.

The Basic Science Academy would be an integral aspect of teaching at the UW School of Medicine. It will provide faculty with consistent mentoring toward excellence in pre-clinical basic sciences teaching that will impact students in the medical, dental, nursing, public health, pharmacy and postdoctoral biomedical programs at the University of Washington. This innovative program is a fundamental component of a successful professional degree education program.

### Dentistry

A large number of individuals lack access for their urgent and complex oral health care needs. As a result, they experience significant consequences ranging from severe infection and pain to, although rare, in some cases death. Both socioeconomic and geographic barriers have contributed to this growing crisis.

The UW School of Dentistry plays a critical and otherwise unmet role in two ways:

1) By providing 56,000 patient visits annually (FY 07).

Many of these individuals have few alternatives for their urgent and comprehensive oral health care needs, including those who are medically-compromised (physically or developmentally disabled) and those with complex conditions. The total Medicaid write-off for all of the School's clinics for FY 2007 was \$2.4 million.

2) By training the next generation of dentists.

The UW is also the primary supplier of dentists for the State. As a result, Dentistry has an exponential impact on access to oral health care because of the training our students receive in the care of vulnerable populations, and their willingness to practice in underserved areas.

Dentistry proposes to increase access to oral health care for underserved populations by establishing a patient-centered "safety net clinic" delivering preventive and basic oral health services (e.g. treatment of cavities, gum disease and other oral disorders). Treatment will be delivered by 4th-year dental students, dental hygiene students and faculty.

With this expansion the number of patient visits per year will increase. Most importantly, the University's dental students will graduate with the capacity and commitment to care for vulnerable and underserved populations.

## Nursing

Washington State faces a severe and deepening shortage of well-prepared nurses to provide high quality clinical care and an even more serious shortage of nursing educators prepared with graduate degrees. The Washington Center for Nursing's Master Plan for Nursing Education in Washington State (March 31, 2008) indicates that the shortage of nursing educators is one of the most critical root causes of the deepening nursing shortage and recommends the addition of new faculty across the state. The UW School of Nursing (UWSON) offers nurses in Washington State the opportunity to prepare themselves for careers as nurse educators with the knowledge and skills necessary to practice in highly complex clinical situations with diverse populations in the state.

The goal of this proposal is to increase the number of clinician educators enrolled in the newly developed Doctor of Nursing Practice program using distance education and clinical simulation technology to enhance access to the program around the State and to prepare clinician educators who can employ clinical simulation in educating students in the State's nursing programs.

### **Narrative Justification and Impact Statement**

#### ***What specific performance outcomes does the agency expect?***

The University proposes to enhance funding for all the health professional clinical training programs, but specific examples include medicine, dentistry and nursing.

##### Medicine

- Improved pedagogy and practice for medical faculty.
- Enhanced learning experiences for pre-clinical medical students.

##### Dentistry

- Increase access to oral health services for medically-compromised, low socio-economic and otherwise vulnerable populations by approximately
- 7,500 visits annually, thereby improving the oral health status of our community.
- Decrease the number of patients with untreated severe oral infection requiring urgent care.
- Enhance the capacity and skills of the next generation of dentists to meet the oral health care needs of vulnerable and underserved populations.

##### Nursing

- More nurse educators to teach more qualified nurses.

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

Yes, the proposal is essential to meet the University's goals to:

- Train health professionals for our state's workforce
- UW Standard of Excellence
- Academic Community
- Celebrating Place
- Spirit of Innovation
- World Citizens
- Being Public

#### ***Does this decision package provide essential support to one of the Governor's priorities?***

Yes, the proposal meets the following priorities of the Governor:

- Improve the Value of Postsecondary Education

August 30, 2008

- Improve the Economic Vitality of Businesses and Individuals
- Improve the Health of Washingtonians

***Does this decision package make key contributions to statewide results? Would it rate as a high priority in the Priorities of Government process?***

Yes, the proposal clearly increases the number of students prepared to meet workforce needs, particularly in high-demand health care fields. These are family wage jobs, so this will also assist in improving the economic vitality of businesses and individuals in the state. In addition, the health of Washingtonians will be improved by greater access to health care, particularly for disadvantaged populations.

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

It is a comprehensive proposal for all of the clinical health care professions, as such it serves the entire state.

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

Because we are the only university serving all of these health care professionals in the state, the University is responsible for ever-improving its practice. Taken together, this proposal has no alternative because the University must always improve.

***What are the consequences of not funding this package?***

Improved practice for health care professionals facing increasing number and complexity of patients and needs.

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

None.

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

None.

***Expenditure and revenue calculations and assumptions***

A total of \$1.0 million is requested in FY 2010 and \$2.0 million in FY 2011 for a total of \$3.0 million in the 2009-11 biennia.

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

All costs are ongoing.

State of Washington  
Decision Package

FINAL

**Agency:** 360 University of Washington

**Decision Package Code/Title:** KK O&M for Business School

**Budget Period:** 2009-11

**Budget Level:** PL - Performance Level

**Recommendation Summary Text:**

Construction will begin in September 2008 on a new building, PACCAR Hall, for the UW's School of Business. The building will be funded through a combination of donor funds and UW supported bonds and is scheduled to be occupied in September 2010. A total of \$1.5 million in state support is requested for operations and maintenance (O&M) costs for the new building beginning in FY 2011.

**Fiscal Detail**

<b>Operating Expenditures</b>	<b><u>FY 2010</u></b>	<b><u>FY 2011</u></b>	<b><u>Total</u></b>
001-1 General Fund - Basic Account-State		1,502,000	1,502,000
<b>Total Cost</b>		<b>1,502,000</b>	<b>1,502,000</b>

**Package Description:**

In September 2008, construction will begin on a new building for the School of Business - PACCAR Hall. The building will be funded through a combination of donor funds and bonds to be paid from program revenues. PACCAR Hall is scheduled to be occupied in July 2010, at which time the functions of Balmer Hall would surge into the new building and Balmer Hall will be demolished to allow for construction of the replacement building. Once both buildings are completed, current Balmer Hall functions will be distributed between the two buildings and classroom capacity will be increased by 40 percent to accommodate the University's and the state's enrollment needs.

Currently, Balmer Hall contains classrooms and other instructional space, including computer labs, study areas and library collections for the School of Business. The 78,677 gross square foot building was constructed in 1962 and contains 32 general assignment classrooms with a total of 1,250 seats.

An evaluation of Balmer Hall for structural, programmatic, and infrastructure issues indicated that the building as currently configured has reached the end of its useful life. Overall building seismic condition requires strengthening for seismic safety, and concrete columns suspended approximately ten feet above ground level may pose a safety risk in a seismic event. Due to the existing concrete block structure, floor-to-floor heights and column spacing, the building is very inflexible and difficult to remodel to meet modern teaching needs in terms of accessibility, classroom sizes, sight-lines, lighting and acoustics.

A total of \$42.8 million in state capital funding is requested in the UW's 2009-11 capital budget request to build a replacement building for Balmer Hall. The proposed replacement project will be more cost effective in addressing seismic and building code deficiencies, and abating hazardous material. Additionally, the replacement building will provide new building systems, more efficient floor plans, and classrooms and lecture halls to meet current program requirements.

A total of \$1.5 million in state support is requested in the 2009-11 operating budget for operations and maintenance costs for PACCAR Hall beginning in FY 2011. 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 \$11.55 per gross square foot have been assumed for PACCAR Hall - a cost that is typical for office and instructional buildings.

### **Narrative Justification and Impact Statement**

#### ***What specific performance outcomes does the agency expect?***

Construction of PACCAR Hall will enable the UW School of Business to increase capacity by 40 percent, including both undergraduate and graduate students, and achieve the following statewide policy goals:

- Increase the number of bachelor's degrees awarded
- Increase the number of advanced degrees awarded
- Increase economic development

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

Yes, the proposal is essential to meet the University's goals to ensure the highest level of integrity, compliance, and stewardship.

#### ***Does this decision package provide essential support to one of the Governor's priorities?***

Yes, this proposal will improve the value of postsecondary learning.

#### ***Does this decision package make key contributions to statewide results? Would it rate as a high priority in the Priorities of Government process?***

Yes, this proposal will improve the value of postsecondary learning.

In addition, the proposal supports one of the Higher Education Coordinating Board's fiscal priorities related to implementation of the 2008 Strategic Master Plan for Higher Education -- to provide funding levels to ensure superior quality in Washington's higher education enterprise.

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

N/A

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

Paying for operations and maintenance from university local funds was rejected as an option because even though this new building is being paid for with private resources, it is now an asset for the State of Washington that will lead to significant improvements in the quality of undergraduate and graduate business education. State funding for support of building operations and maintenance will permit the university to use more of its internal resources to enhance educational programs within the Business School.

#### ***What are the consequences of not funding this package?***

Fewer local resources will be available to enhance the educational programs in the Business School.

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

A total of \$42.8 million in state capital funding is requested in the UW's 2009-11 capital budget request to build a replacement building for Balmer Hall. PACCAR Hall is scheduled to be occupied in September 2010, at which time the functions of Balmer Hall would surge into the new building and Balmer Hall will be demolished to allow for construction of the replacement building.

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

None.

**Expenditure and revenue calculations and assumptions**

An O & M rate of \$11.55 per gross square foot was for this request. This rate is considered to represent 100 percent of the recommended formula level for office and instructional space. See below and refer to Attachment E or the spreadsheet titled "O&M for Business School Phase I.xls" for specific calculations

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

Costs associated with this proposal would continue in future biennia. All costs are on-going.

**Maintenance & Operations Costs  
For New Facilities Projected to Come On-Line in 2009-11**

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:** University of Washington

Total gross square feet of campus facilities supported by State Funds: 12,439,558  
Total net assignable square feet supported by State Funds: 7,309,132

Building Name	Capital Budget Project Code	Total Gross Square Feet	Percentage of Facility to be Used for			Projected Occupancy Date	Projected Percentage of Year Occupied		Proposed State-Supported Cost Per Square Foot		Requested State Support		
			Instruction	Research	Specify Other		FY 10	FY 11	FY 10	FY 11	FY 10	FY 11	TOTAL
Business School - Phase 1		130,000				7/1/2010	0%	100%	\$11.55	\$11.55	\$ -	\$ 1,502,000	\$ 1,502,000
TOTAL											\$ -	\$ 1,502,000	\$ 1,502,000

\* Please identify and explain the basis for the proposed rate per square foot, by component function, in the table below. Also, if building square footage exceeds the amount proposed in the approved project C-2 by more than 10%, please explain why in the "Expenditure and Revenue Calculations" section of the decision package.

Component	Proposed Rate per GSF		Estimation Basis for Proposed Rate
	FY 10	FY 11	
091 - Utilities		\$3.21	100% of recommended formula for office and instructional space.
092 - Bldg & Utilities Maintenance		\$6.37	100% of recommended formula for office and instructional space.
093 - Custodial & Grounds Svcs.		\$1.32	100% of recommended formula for office and instructional space.
094 - Ops & Maintenance Support		\$0.65	100% of recommended formula for office and instructional space.
TOTAL		\$11.55	

State of Washington  
Decision Package

FINAL

**Agency:** 360 University of Washington

**Decision Package Code/Title:** GG Sound Future Partnership

**Budget Period:** 2009-11

**Budget Level:** PL - Performance Level

**Recommendation Summary Text:**

Funding is requested to support University of Washington (UW) participation in "Sound Future," a joint initiative with Washington State University (WSU) to engage the public in Puget Sound recovery. Drawing on and expanding proven scientific and outreach capabilities, the initiative will build a Puget Sound-wide volunteer network, an expert team to provide training and technical advice, a citizen science program to monitor key indicators of Puget Sound health, and opportunities for faculty and student participation.

**Fiscal Detail**

<b>Operating Expenditures</b>	<b><u>FY 2010</u></b>	<b><u>FY 2011</u></b>	<b><u>Total</u></b>
001-1 General Fund - Basic Account-State	1,000,000	1,000,000	2,000,000
<b>Total Cost</b>	<b>1,000,000</b>	<b>1,000,000</b>	<b>2,000,000</b>
 <b>Staffing</b>	 <b><u>FY 2010</u></b>	 <b><u>FY 2011</u></b>	 <b><u>Annual Average</u></b>
<b>FTEs</b>	<b>9.8</b>	<b>9.8</b>	<b>9.8</b>

**Package Description:**

Puget Sound is central to Washington's heritage, culture and quality of life, contributing billions of dollars to the state's economy. The Sound's key social, environmental and economic importance is tied directly to its wellbeing and the richness and diversity of its natural resources. Unfortunately, many of the Sound's species and habitats are threatened and others are in serious decline. By 2020, the region's population is expected to grow almost 40 percent, to over 5 million residents. Such rapid growth will put increased pressure on the Sound and, without action now, will jeopardize its future.

One of the greatest challenges facing Puget Sound is lack of public awareness of its eroding health. While people value the Sound highly, they do not recognize the danger it faces. For this reason, citizen education and outreach must be at the core of efforts to protect and restore Puget Sound habitats and resources. The Sound Future initiative would leverage university assets to catalyze public involvement in the Puget Sound action agenda, drawing on and expanding the proven technical expertise of UW's Washington Sea Grant (WSG) and WSU Extension.

The University requests \$2.0 million for the 2009-11 biennium to support its role in Sound Future, an initiative to deliver targeted support and information to communities and coastal residents. Sound Future will marry promising UW citizen science efforts with successful WSU volunteer programs to create an integrated network of knowledgeable residents and experts, acting collectively to conserve Puget Sound natural resources. The request will facilitate collaboration with state and local agencies, communities, tribes, nongovernmental organizations and businesses. Sound Future will provide: a powerful network for communication of consistent messages linked to ecosystem goals; dissemination of eco-smart policies related to land use, habitat protection and growth management; and direct public engagement in reducing water pollution at its source and in projects to restore ecosystem function. The initiative will consist of four major elements, enabling the University to:



1. Expand and diversify technical expertise and communications on critical Sound issues. The initiative will strengthen UW capacity to deliver technical advice and scientific information to support implementation of the Puget Sound action agenda. WSG outreach specialists currently train volunteers and marine businesses to prevent water pollution, participate in projects to restore coastal habitats, develop technologies to stop invasive species, and teach students and residents about Puget Sound ecology and actions they can take to protect the local environment. Last year, almost 13,000 people attended WSG training programs, workshops, conferences and events. The request builds on existing capabilities, increasing UW's outreach presence at campuses and locations throughout Puget Sound. It will expand current technical expertise in needed areas such as water quality, stormwater management, habitat restoration, resource management, clean marinas, sustainable coastal development and evaluation.

2. Move beyond traditional volunteerism to coordinate a coherent, world-class citizen science program. Sound Future will train hundreds of citizen scientists to monitor key natural and cultural indicators of Puget Sound health, drawing on the model of three existing UW-led programs:

- The Coastal Observation and Seabird Survey Team (COASST) is a UW project in collaboration with state, tribal and federal agencies, environmental organizations, and community groups. It engages citizens of coastal communities as essential scientific partners in monitoring seabird mortality and other indicators of marine ecosystem health. COASST also provides a successful model for addressing other biological monitoring needs such as aquatic invasive species.
- The State of the Oyster Study recruits shoreline residents of Hood Canal and South Puget Sound watersheds to gather shellfish from their beaches and deliver them for environmental testing. This unique public-private partnership reveals problems like high bacteria levels and recommends action to keep beaches pollution- and disease-free. It allows citizens to ensure that the shellfish on their beaches are safe to eat, and contributes to understanding of water quality issues in Puget Sound.
- Kitchen Shelf to Sound is a UW program that explores linkages between personal activities and the health of Puget Sound. It allows scientists to follow a variety of household compounds such as cooking spices from the home, via sewage systems, into the watershed. Use of familiar products increases public interest and awareness of their connection to the environment. The program will recruit and train citizens to collect samples and track results via the Internet to see how their locale adds to the data set and compares with other areas in Puget Sound.

3. Train and support Beach Watchers as a county-based volunteer network. UW lends its expertise to programs like WSU Beach Watchers and Kitsap Beach Naturalists, training volunteers in counties throughout Puget Sound. This request will allow the University to play a key role in developing a Sound-wide network of volunteers who understand, appreciate and work to protect area marine life and habitats, as well as serving as public stewards and educators.

4. Create opportunities for faculty and students to engage the public and improve environmental literacy. This request will coordinate and link University scientists and students directly to communities that are affected by their research and could benefit from their scientific expertise. For example, Sound Science quarterly seminars highlight UW research on issues affecting the economy and lifestyle of Puget Sound residents. Guest speakers from the UW give presentations to capacity crowds, on a range of topics - from the conservation status of area shrimp and crab to ecological interactions of eelgrass and geoduck clams.

## **Narrative Justification and Impact Statement**

### ***What specific performance outcomes does the agency expect?***

Over the next five years, the Sound Future initiative anticipates the following outcomes:

- Puget Sound residents will contribute a quarter of a million hours to public service activities like beach clean-ups, restoration, and education through Beach Watchers and other volunteer programs.
- 20,000 Puget Sound residents will receive three-hour intensive education experiences about the Puget Sound environment, threats and responses.
- 1,000 citizen scientists will provide the information they collect for use in the decision-making processes of local, state, tribal and federal agencies in Puget Sound.
- Marinas, farms and maritime businesses will implement "best management" practices for protecting Puget Sound critical areas and improving water quality.
- Homeowners will implement shore and watershed stewardship guidelines for septic systems, water conservation, lawn applications and low-impact development.

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

This decision package addresses every element of the University's strategic priorities:

- **UW Standard of Excellence:** We recruit the best, most diverse, and innovative faculty and staff from around the world, encouraging a vibrant intellectual community for our students. We link academic excellence to cutting edge research through scholarly exploration and intellectual rigor.
- **We hold ourselves to the highest standards of ethics,** as a beacon for our community and the world.
- **Academic Community:** We are educators and learners. We promote access to excellence and strive to inspire through education that emphasizes the power of discovery and the foundation of critical and analytic thinking. We foster creativity, challenge the boundaries of knowledge, and cultivate independence of mind through unique interdisciplinary partnerships.
- **World Leaders in Research:** We have grown into the most successful public research university in the nation in attracting support for our research. Ours is a proud culture of innovation, collaboration, and discovery that has transformational impact.
- **Celebrating Place:** The natural beauty of the Pacific Northwest envelops us. This is an important element of who we are, for this awe-inspiring place not only anchors us, it reaffirms our desire to effect positive change in the world around us. We accept gratefully our role in preserving and enhancing Washington: the place, the people, our home.
- **Spirit of Innovation:** As Washingtonians, we are profoundly optimistic about our future. Based on our past and present, we find inspiration for the future. Ours is a culture with a determined persistence that engenders innovation and a belief that our goals can be realized.
- **World Citizens:** We are compassionate and committed to the active pursuit of global engagement and connectedness. We assume leadership roles to make the world a better place through education and research. We embrace our role to foster engaged and responsible citizenship as part of the learning experience of our students, faculty, and staff.
- **Being Public:** As a public university we are deeply committed to serving all our citizens. We collaborate with partners from around the world to bring knowledge and discovery home to elevate the quality of lives of Washingtonians. This measure of public trust and shared responsibility guides our decision-making as well as our aspirations and vision for the future.

### ***Does this decision package provide essential support to one of the Governor's priorities?***

This decision package addresses five of the Governor's eleven priorities:

- Building Prosperity

August 29, 2008

- Educating to Compete
- Taking Charge of Our Health
- Concern For Our Environment
- Protecting Our Health and Safety

***Does this decision package make key contributions to statewide results? Would it rate as a high priority in the Priorities of Government process?***

The Puget Sound Partnership was created in 2007 and charged by Governor Gregoire and the Legislature with developing an action agenda to restore and protect Puget Sound. This decision package will provide Sound-wide support for public involvement in implementing the Partnership's action agenda.

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

The Washington Government Accountability and Performance program report indicated that WSG was in the top tier of state agencies charged with carrying out the 2007-2009 Puget Sound Conservation and Recovery Plan. WSG has initiated all of its biennium activities required that under the Plan and more than 80 percent are proceeding on schedule. These results will be used to develop the accountability baseline for the Puget Sound Partnership's action agenda.

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

The University has requested federal support for the package through the Environmental Protection Agency's National Estuary Program.

***What are the consequences of not funding this package?***

Failure to fund this package will significantly curtail the University's capacity to catalyze public involvement in Puget Sound recovery.

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

None.

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

None.

***Expenditure and revenue calculations and assumptions***

See below and refer to the spreadsheet titled "WSG- Sound Future request.xls" for detailed calculations and assumptions.

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

All costs are ongoing.

**SOUND FUTURE FISCAL DETAIL - WASHINGTON SEA GRANT POLICY BUDGET**

	<b>2009-10</b>		<b>2010-11</b>		<b>2009-11 Biennium</b>
General Fund State	9.75	1,000,000	9.75	1,000,000	2,000,000

**FISCAL DETAILS**

<b>By Object</b>	<b>FTE</b>	<b>FY 10</b>	<b>FTE</b>	<b>FY 11</b>	<b>TOTAL</b>
Salaries					
Faculty	0.5	51,000.00	0.5	51,000.00	102,000.00
Professional staff					
Citizen Science Director	1	65,000.00	1	65,000.00	130,000.00
Citizen Science Volunteer Coordinator	1	48,000.00	1	48,000.00	96,000.00
Communications Support	1	65,000.00	1	65,000.00	130,000.00
Technical Field Agents	5	325,000.00	5	325,000.00	650,000.00
Lab Technician	0.25	10,000.00	0.25	10,000.00	20,000.00
<b><i>Faculy, Professional staff - SUBTOTAL</i></b>	<b>8.25</b>	<b>513,000.00</b>	<b>8.25</b>	<b>513,000.00</b>	<b>1,026,000.00</b>
Graduate student hourly assistants	1	36,000.00	1	36,000.00	72,000.00
Benefits		165,633.00		165,633.00	331,266.00
Goods/Services		140,000.00		140,000.00	280,000.00
Travel		66,367.00		72,367.00	138,734.00
Equipment		28,000.00		22,000.00	50,000.00
<b>Total</b>	<b>9.75</b>	<b>1,000,000.00</b>	<b>9.75</b>	<b>1,000,000.00</b>	<b>2,000,000.00</b>

**TAB D**

**Agency Summarized Revenues (B-9)  
Non-Budgeted Local Fund Summaries (B-10)**

**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**

**Collective Bargaining Agreements**

**Attachment A – Locally Authorized Salary Increases**

**Attachment B-1 –Tuition Waivers**

**Attachment B-2 –Tuition Waivers by Purpose**

**Attachment B-3 – Financial Aid from Non-State Sources**

**Attachment B-4 - Cumulative Undergraduate Student Debt  
at Graduation**

**Attachment C-1 – 2009-11 New State- Supported Enrollment Request  
Four-Year Institutions – Main Campus**

**Attachment C-2 – 2009-11 New State- Supported Enrollment Request  
Four-Year Institutions – Branches & University Centers**

**Attachment E Maintenance & Operations Costs for New Facilities  
Projected to Come On-Line in 2009-11- Policy Level**

**Attachment E Maintenance & Operations Costs for New Facilities  
Projected to Come On-Line in 2009-11- Maintenance Level**



## **Collective Bargaining Agreements**

Collective bargaining agreements will be submitted once they are available.

**Attachment A  
Locally-Authorized Salary Increases**

**Estimated 2008 Cumulative Value  
Of Locally-Authorized Salary Increases  
Initially Reported As GF-S or Operating Fee Expenditures on CIM  
(Dollars in Thousands)**

**Institution:**

	Non-Represented Employees	Represented (Collectively-Bargained) Employees (Specify Bargaining Unit)		
		SEIU 925		
1997-99	\$6,027			
1999-01	\$4,315			
2001-03	\$1,252	\$223		
2003-05	\$14,636			
FY 06	\$0			
FY 07	\$6,043			
FY 08	\$6,537			
<b>TOTAL</b>	<b>\$38,810</b>			

*\* Please report only the estimated cumulative value of (a) the locally-authorized amounts in excess of the standard state-funded salary increases in the biennial budget; that (b) were reported as a GF-S or 149-6 cost on your institution's initial 2008 CIM submission. See the Special Budget Instructions narrative for the amounts estimated on your institution's 2007 "Attachment A" report.*



**Attachment B-2  
Tuition Waivers by Purpose**

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

	Purpose for Granting The Waiver	FY 2006		FY 2007		FY 2008	
		Headcount	\$ (actuals)	Headcount	Estimate	Headcount	Estimate
<b>STATE SUPPORT WAIVERS</b>							
	<b>Need</b>	2,177	7,014,650	2,052	7,576,134	2,339	8,388,111
	<b>Merit</b>	729	2,049,389	754	2,443,371	655	2,984,165
	<b>Reciprocity Agreement</b>	100	1,635,074	98	1,838,026	100	2,003,023
	<b>Graduate Student</b>	4,488	42,619,417	4,648	47,367,294	4,705	49,976,533
	<b>Other</b>	477	5,878,781	649	6,912,292	793	8,368,250
	<b>Subtotal State-Support</b>	7,971	59,197,310	8,201	66,137,117	8,591	71,720,082
<b>NON-STATE SUPPORT WAIVERS</b>							
	<b>Need</b>						
	<b>Merit</b>						
	<b>Reciprocity Agreement</b>						
	<b>Graduate Student</b>						
	<b>Other</b>			983	73,353	1,037	5,081,473
	<b>Subtotal Non-State-Support</b>			983	73,353	1,037	5,081,473
				9,184	66,210,470	9,629	76,801,555
	<b>TOTAL ALL WAIVERS</b>						

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

**Institution:**

	FY 2004		FY 2005		FY 2006		FY 2007		FY 2008	
	Headcount	\$ (actuals)	Headcount	Estimate	Headcount	Estimate	Headcount	Actual	Headcount	Actual
Federal Financial Aid	18,574	170,386,540	18,600	181,413,229	19,000	189,471,254	18,438	198,792,000	18,852	211,593,000
Private Grants	2,288	8,866,555	2,151	8,834,709	2,199	9,469,627	4,814	23,512,000	5,133	27,419,000
Private Loans	894	8,205,439	954	9,943,606	1,131	12,120,937	834	9,540,000	866	10,787,000
Three and One Half Percent set aside	2,500	8,209,574	2,500	9,136,327	2,900	9,373,556	2,951	9,520,000	3,557	11,249,000
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.

\*\* Private Grants: Consist of grants and scholarships from UW endowment funds (OFM Definition "any grants/scholarships from private sources (such as privately endowed scholarships or foundation resources) that are administered by the institution's financial aid office"

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

Headcounts are estimates

**NOTES 2007-08:**

Per UW Financial Aid Office, there is a new definition for Private Grants so the numbers don't track well between 2005-06 and 2006-07. Numbers for 2007-08 are preliminary.

**Attachment B-3 - Supplement**

**Institution: (360) University of Washington**

**RCW 28B.15.067 set aside (Graduate Students) \***

Fiscal Year	HC	Total Amount of Aid to Grad Students with need	% 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
1998-99	2,706	\$11,669,470						
1999-00	2,595	\$11,822,477	1.31%					
2000-01	2,591	\$11,902,238	0.67%		\$63,310,036			
2001-02	2,734	\$13,127,112	10.29%	3.33%	\$66,601,109	\$3,291,073	\$329,107	\$1,224,874
2002-03	3,042	\$16,164,355	23.14%	9.34%	\$70,465,497	\$3,864,388	\$386,439	\$3,037,243
2003-04	3,389	\$17,736,756	9.73%	5.47%	\$75,308,440	\$4,842,943	\$484,294	\$1,572,401
2004-05	3,486	\$18,773,471	5.85%	11.25%	\$81,867,131	\$6,558,691	\$655,869	\$1,036,715
2005-06	3,602	\$21,869,883	16.49%	8.15%	\$91,393,515	\$9,526,384	\$952,638	\$3,096,412
2006-07	3,616	\$23,484,983	7.39%	8.15%				\$1,615,100
2007-08	3,161	\$23,185,363	-1.28%	8.15%				-\$299,620
							<b>\$2,808,348</b>	<b>\$11,283,125</b>

**RCW 28B.15.067 set aside (UW Law Students) \*\***

Year	HC	Total Amount of Aid to Law Students with need *	% 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
1998-99	399	\$916,367						
1999-00	360	\$1,066,794	16.42%					
2000-01	338	\$1,186,863	11.26%	11.53%	\$3,464,910			
2001-02	348	\$1,336,837	12.64%	17.37%	\$3,734,323	\$269,413	\$26,941	\$149,974
2002-03	361	\$1,583,990	18.49%	13.55%	\$4,960,291	\$1,225,968	\$122,597	\$247,153
2003-04	394	\$1,692,687	6.86%	4.10%	\$6,627,985	\$1,667,694	\$166,769	\$108,697
2004-05	391	\$1,641,844	-3.00%	0.00%	\$7,571,222	\$943,237	\$94,324	-\$50,843
2005-06	388	\$1,970,692	20.03%	9.55%	\$8,686,106	\$1,114,884	\$111,488	\$328,848
2006-07	386	\$1,937,811	-1.67%	9.55%				-\$32,881
2007-08	315	\$2,042,179	5.39%	9.55%				\$104,368
							<b>\$522,120</b>	<b>\$855,316</b>

Source: Aid numbers are from queries "RCW Check Law Stdts" and "RCW Check Grad Stdts" in I:\groups\opb\OFFICE\OIS\Financial Aid\Financial Aid Basics\Financial Aid Basics.mdb

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

**Attachment B-4  
Cumulative Undergraduate Student Loan Debt at Graduation**

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

Academic Year	Total Students Receiving Bachelor's Degree	Number Receiving Bachelor's Degree with Loan Debt	Percentage of those receiving Bachelor's Degrees who Have Any Debt	Mean Loan Debt at Graduation	Median Loan Debt at Graduation	Total Loan Debt
2007-08	7,646	3,666	48%	16,509	13,657	60,522,134
2006-07	7,789	3,796	49%	16,116	13,758	61,177,557

**Attachment C-1  
2009-11 New State-Supported Enrollment Request  
Four-Year Institutions - Main Campus**

**Institution:** University of Washington - Seattle

**Main Campus**

	2009-10						2010-11					
	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>												
Areas of Critical State Need	100	18.0		\$ 2,393,700	\$ 1,800,000	\$ 23,937	100	18.0		\$ 2,393,700	\$ 1,800,000	\$ 23,937
Convert General to ACSN	0	13.2		\$ 1,320,000	\$ 1,320,000	\$ 23,937	0	13.2		\$ 1,320,000	\$ 1,320,000	\$ 23,937
<b>Upper Division by Discipline*</b>												
<b>Graduate by Discipline*</b>												
Areas of Critical State Need	50	12.5		\$ 1,710,500	\$ 1,250,000	\$ 34,210	50	12.5		\$ 1,710,500	\$ 1,250,000	\$ 34,210
<b>Professional by Discipline*</b>												
<b>Total</b>	150	43.7		\$ 5,424,200	\$ 4,370,000		150	43.7		\$ 5,424,200	\$ 4,370,000	

\*\*\* FTEs related to the initiative to address teacher shortages are not included in the above enrollment numbers.

**\* Identify disciplines targeted for expansion as specifically as possible, particularly for proposed enrollments at upper division or 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:  
 \$18,000 in state support for high-demand undergraduates at UW-Seattle UG (math, science, engineering)  
 \$25,000 in state support for high-demand graduate/professional students at UW-Seattle

Total Costs = Average 2008-09 Operating Fee + State Costs  
 - UG operating fee = \$5,937  
 - Graduate/Professional operating fee = \$9,210



**Attachment C-2  
2009-11 New State-Supported Enrollment Request  
Four-Year Institutions - Branches & University Centers**

**Institution:** University of Washington

**Branch Campus or Off-Campus Learning Center (Specify Branch or Center:)** Bothell

	2009-10						2010-11					
	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>												
General	65	3.9	0	\$ 775,905	\$ 390,000	\$ 11,937	65	3.9	0	\$ 775,905	\$ 390,000	\$ 11,937
Areas of Critical State Need	10	1.2	0	\$ 179,370	\$ 120,000	\$ 17,937	10	1.2	0	\$ 179,370	\$ 120,000	\$ 17,937
<b>Upper Division by Discipline*</b>												
<b>Graduate by Discipline*</b>												
General	20	3.0	0	\$ 484,200	\$ 300,000	\$ 24,210	20	3.0	0	\$ 484,200	\$ 300,000	\$ 24,210
<b>Total</b>	<b>95</b>	<b>8.1</b>		<b>\$ 1,439,475</b>	<b>\$ 810,000</b>		<b>95</b>	<b>8.1</b>		<b>\$ 1,439,475</b>	<b>\$ 810,000</b>	

**Branch Campus or Off-Campus Learning Center (Specify Branch or Center:)** Tacoma

	2009-10						2010-11					
	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>												
General	180	10.8		\$ 2,148,660	\$ 1,080,000	\$ 11,937	180	10.8		\$ 2,148,660	\$ 1,080,000	\$ 11,937
Areas of Critical State Need	20	2.4		\$ 358,740	\$ 240,000	\$ 17,937	20	2.4		\$ 358,740	\$ 240,000	\$ 17,937
<b>Upper Division by Discipline*</b>												
<b>Graduate by Discipline*</b>												
General	20	3.0		\$ 484,200	\$ 300,000	\$ 24,210	20	3.0		\$ 484,200	\$ 300,000	\$ 24,210
<b>Total</b>	<b>220</b>	<b>16.2</b>		<b>\$ 2,991,600</b>	<b>\$ 1,620,000</b>		<b>220</b>	<b>16.2</b>		<b>\$ 2,991,600</b>	<b>\$ 1,620,000</b>	

\* Identify disciplines targeted for expansion as specifically as possible, particularly for proposed enrollments at upper division or 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.

<p><b>Assumptions:</b></p> <p><u>State Costs:</u>          \$6,000 in state support for undergraduates at Bothell and Tacoma          \$12,000 in state support for high-demand undergraduates at Bothell and Tacoma          \$15,000 in state support for graduate/professional students at Bothell and Tacoma</p> <p>Total Costs = Average 2008-09 Operating Fee + State Costs          - UG operating fee = \$5,937          - Graduate/Professional operating fee = \$9,210</p>
--

**Attachment E - Policy Level  
Maintenance & Operations Costs  
For New Facilities Projected to Come On-Line in 2009-11**

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:** University of Washington

Total gross square feet of campus facilities supported by State Funds: 12,439,558

Total net assignable square feet supported by State Funds: 7,309,132

Jul-09-Jun-10 Jul-10-Jun-11

Building Name	Capital Budget Project Code	Total Gross Square Feet	Percentage of Facility to be Used for			Projected Occupancy Date	Projected Percentage of Year Occupied		Proposed State-Supported Cost Per Square Foot		Requested State Support		
			Instruction	Research	Specify Other		FY 10	FY 11	FY 10	FY 11	FY 10	FY 11	TOTAL
Business School - Phase 1		130,000				7/1/2010	0%	100%	\$11.55	\$11.55	\$ -	\$ 1,502,000	\$ 1,502,000
<b>TOTAL</b>											\$ -	\$ 1,502,000	\$ 1,502,000

\* Please identify and explain the basis for the proposed rate per square foot, by component function, in the table below. Also, if building square footage exceeds the amount proposed in the approved project C-2 by more than 10%, please explain why in the "Expenditure and Revenue Calculations" section of the decision package.

Component	Proposed Rate per GSF		Estimation Basis for Proposed Rate
	FY 10	FY 11	
091 - Utilities		\$3.21	100% of recommended formula for office and instructional space.
092 - Bldg & Utilities Maintenance		\$6.37	100% of recommended formula for office and instructional space.
093 - Custodial & Grounds Svcs.		\$1.32	100% of recommended formula for office and instructional space.
094 - Ops & Maintenance Support		\$0.65	100% of recommended formula for office and instructional space.
<b>TOTAL</b>		\$11.55	

**University of Washington  
Operations and Maintenance for New and Renovated Space**

Typical Annual O&M Cost per GSF as of 2010-11 Projected			
		Research @ 100% of formula	Office @ 100% of formula
<b>Building Maint/Utilities Dist</b> (Includes Benefits)	\$	8.97	\$ 6.37
<b>Custodial Services</b> (Includes Benefits)	\$	1.32	\$ 1.32
<b>Utilities (Central System)</b>			
Fuel	\$	1.28	\$ 1.28
Electricity	\$	1.24	\$ 1.24
Water/Sewer	\$	0.47	\$ 0.47
Power Plant:	\$	0.22	\$ 0.22
<b>Total Utilities</b>	\$	3.21	\$ 3.21
<b>Administration and Other</b>			
Facilities Services AVP	\$	0.09	\$ 0.09
Finance and Administration	\$	0.10	\$ 0.10
Engineering Services	\$	0.13	\$ 0.13
Grounds Maintenance	\$	0.16	\$ 0.16
Solid Waste	\$	0.07	\$ 0.07
Transportation Services	\$	0.10	\$ 0.10
<b>Total Administration and Oth</b>	\$	0.65	\$ 0.65
<b>Building Reserve</b>			
<b>Total Annual Cost Per GSF</b>	\$	14.15	\$ 11.55

**Attachment E - Maintenance Level  
Maintenance & Operations Costs  
For New Facilities Projected to Come On-Line in 2009-11**

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:** University of Washington

Total gross square feet of campus facilities supported by State Funds: 12,439,558

Total net assignable square feet supported by State Funds: 7,309,132

Jul-09-Jun-10 Jul-10-Jun-11

Building Name	Capital Budget Project Code	Total Gross Square Feet	Percentage of Facility to be Used for			Projected Occupancy Date	Projected Percentage of Year Occupied		Current State-Supported Cost Per Square Foot		Proposed State-Supported Cost Per Square Foot		Requested State Support		
			Instruction	Research	Specify Other		FY 10	FY 11	FY 10	FY 11	FY 10	FY 11	FY 10	FY 11	TOTAL
Savery Hall		102,105				8/1/2009	92%	100%	\$ 6.10	\$ 6.10	\$11.55	\$11.55	\$ 510,000	\$ 556,000	\$ 1,066,000
Clark Hall		30,568				6/1/2009	100%	100%	\$ 6.10	\$ 6.10	\$11.55	\$11.55	\$ 167,000	\$ 167,000	\$ 334,000
H-Wing		95,040				10/1/2008	100%	100%	\$ 6.10	\$ 6.10	\$11.55	\$11.55	\$ 518,000	\$ 518,000	\$ 1,036,000
Playhouse Theater		12,940				2/1/2009	100%	100%	\$ 6.10	\$ 6.10	\$11.55	\$11.55	\$ 71,000	\$ 71,000	\$ 142,000
Assembly Hall		20,250				10/1/2008	100%	100%	\$ -	\$ -	\$11.55	\$11.55	\$ 234,000	\$ 234,000	\$ 468,000
<b>TOTAL</b>													\$ 1,500,000	\$ 1,546,000	\$ 3,046,000

\* Please identify and explain the basis for the proposed rate per square foot, by component function, in the table below. Also, if building square footage exceeds the amount proposed in the approved project C-2 by more than 10%, please explain why in the "Expenditure and Revenue Calculations" section of the decision package.

Component	Current Rate	Proposed Rate per GSF		Estimation Basis for Proposed Rate
		FY 10	FY 11	
091 - Utilities	\$2.80	\$3.21	\$3.21	100% of recommended formula for office and instructional space.
092 - Bldg & Utilities Maintenance	\$1.54	\$6.37	\$6.37	100% of recommended formula for office and instructional space.
093 - Custodial & Grounds Svcs.	\$1.21	\$1.32	\$1.32	100% of recommended formula for office and instructional space.
094 - Ops & Maintenance Support	\$0.55	\$0.65	\$0.65	100% of recommended formula for office and instructional space.
<b>TOTAL</b>	\$6.10	\$11.55	\$11.55	

**I -960**

---

Agency 360 – University of Washington  
I-960

---

Fees expected to be initiated or increased during the 2009-11 biennium by the University of Washington will be submitted at a later date.