September 7, 2018

TO: Members of the Board of Regents
    Designated Representatives to the Board of Regents

FROM: Tyler Lange, Secretary of the Board of Regents

RE: Schedule of Meetings

WEDNESDAY, SEPTEMBER 12, 2018

5:30 p.m. 142 Gerberding Hall
SPECIAL MEETING OF THE GOVERNANCE COMMITTEE: Regents Jaech (Chair), Ayer, Benoliel, Blake, Rice

The regular meeting of the Board of Regents scheduled for September 12, 2018, at 5:30 p.m. is cancelled.

THURSDAY, SEPTEMBER 13, 2018

REGULAR MEETING OF THE BOARD OF REGENTS: The regular meeting will begin at 8:30 a.m. with portions of the day allocated as set forth below.

8:30 to 9:50 a.m. Petersen Room, Allen Library
FINANCE AND ASSET MANAGEMENT COMMITTEE: Regents Rice (Chair), Ayer, Blake, Harrell, Zeeck

*10:10 to 10:45 a.m. Petersen Room, Allen Library
ACADEMIC AND STUDENT AFFAIRS COMMITTEE: Regents Benoliel (Chair), Riojas, Tamaki, Zhou

11:10 a.m. Petersen Room, Allen Library
MEETING OF THE FULL BOARD OF REGENTS: Regents Jaech (Chair), Ayer, Benoliel, Blake, Harrell, Rice, Riojas, Tamaki, Zeeck, Zhou

*or upon conclusion of the previous session.

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

To request disability accommodation, contact the Disability Services Office at: 206.543.6450 (voice), 206.543.6452 (TTY), 206.685.7264 (fax), or email at dso@uw.edu. The University of Washington makes every effort to honor disability accommodation requests. Requests can be responded to most effectively if received as far in advance of the event as possible.
Approval of Minutes of Committee Meeting on July 11, 2018

1. Elect 2018-19 Board Officers
   Jeremy Jaech, Board Chair
   ACTION G–1

2. Appoint Members of Advisory Boards and Committees
   Jeremy Jaech, Board Chair
   ACTION G–2

3. Approve 2019 Meeting Format, Schedule, and Locations
   Jeremy Jaech, Board Chair
   ACTION G–3

4. Approve Amendments to Board of Regents Governance, Bylaws, Article IV, Section 1
   Jeremy Jaech, Board Chair
   ACTION G–4

5. Approve Amendments to Board of Regents Governance, Regent Policy No. 11: Statement on Diversity
   Jeremy Jaech, Board Chair
   Joanne Harrell, Regent, Chair of the Diversity, Equity and Inclusion Advisory Committee
   ACTION G–5

6. Discuss Results of the 2018 Biennial Board Self-Assessment Survey
   Jeremy Jaech, Board Chair
   INFORMATION G–6

7. Other Business
CONSENT AGENDA

Approval of Minutes of Committee Meeting on July 12, 2018

COMMITTEE ACTION

1. Actions Taken Under Delegated Authority
   Jeff Scott, Executive Vice President, Finance & Administration, Treasurer of the Board of Regents
   INFORMATION F–1

2. Treasurer of the Board Report
   Jeff Scott, Executive Vice President, Finance & Administration, Treasurer of the Board of Regents
   INFORMATION F–2

3. Introduction of New Leadership: Vice President, Facilities
   Jeff Scott, Executive Vice President, Finance & Administration, Treasurer of the Board of Regents
   Lou Cariello, Vice President, Facilities
   INFORMATION F–3

4. Finance & Capital Report
   Brian McCartan, Vice President, Finance
   Lou Cariello, Vice President, Facilities
   Chris Malins, Associate Vice President, Treasury
   Steve Tatge, Executive Director, Major Capital Projects
   INFORMATION F–4

5. Public Higher Education Sector Overview – A Credit Perspective
   Chris Malins, Associate Vice President, Treasury
   Roger Goodman, Partner, The Yuba Group
   Joe Beare, Partner, The Yuba Group
   INFORMATION F–5

6. University District Station Building: Stage 1 Approval
   Todd Timberlake, Chief Real Estate Officer
   ACTION F–6
7. **Audit Advisory Committee Update**  
   Kristianne Blake, Regent, Chair of the Audit Advisory Committee  
   Brian McCartan, Vice President, Finance

8. **Executive Session**  
   (to consider the minimum price at which real estate will be offered for sale or lease when public knowledge regarding such consideration would cause a likelihood of decreased price, per RCW 42.30.110.)

9. **Other Business**
Approval of Minutes of Committee Meeting on July 12, 2018

1. Featured Student Experience
   Mark Richards, Provost and Executive Vice President for Academic Affairs
   ACTION

2. Academic and Administrative Appointments
   Mark Richards, Provost and Executive Vice President for Academic Affairs
   ACTION A–2

3. Introduction of New Leadership: Dean, School of Public Health
   Mark Richards, Provost and Executive Vice President for Academic Affairs
   Hilary Godwin, Dean, School of Public Health
   INFORMATION A–2

4. Population Health Initiative Update
   Ana Mari Cauce, President
   Ali Mokdad, Chief Strategy Officer for Population Health
   Derek Fulwiler, Director, Population Health Initiative
   INFORMATION A–3

5. Other Business
AGENDA
UNIVERSITY OF WASHINGTON
BOARD OF REGENTS

September 13, 2018
11:10 a.m.

Petersen Room,
Allen Library

I. CALL TO ORDER

II. ROLL CALL: Assistant Secretary Shelley Tennant

III. CONFIRM AGENDA

IV. PUBLIC COMMENT PERIOD

V. BOARD ITEMS

State Budget Request Overview (Information only) B–1

Joe Dacca, Director, Office of State Relations
Ian Goodhew, Director of Government Relations, School of Medicine
Jed Bradley, Senior Policy Analyst, Office of Planning & Budgeting

Campus Master Plan Progress Update (Information only) B–2

Jeff Scott, Executive Vice President, Finance & Administration and
Treasurer of the Board
Lou Cariello, Vice President, Facilities
Sally Clark, Director of Regional & Community Relations
Theresa Doherty, Senior Project Director, Campus Master Plan

Approve Resolution of Appreciation for Kristianne Blake (Action) B–3

Jeremy Jaech, Chair of the Board

VI. REPORT OF THE CHAIR OF THE BOARD OF REGENTS: Regent Jaech

VII. REPORT OF THE UNIVERSITY PRESIDENT: President Cauce

VIII. REPORT OF THE CEO, UW MEDICINE: Dr. Ramsey

IX. CONSENT AGENDA

Approval of Minutes of the Meeting on July 12, 2018

Elect 2018-19 Board Officers G–1
Appoint Members of Advisory Boards and Committees G–2
Approve 2019 Meeting Format, Schedule, and Locations  G–3

Approve Amendments to *Board of Regents Governance, Bylaws, Article IV, Section 1*  G–4

Approve Amendments to *Board of Regents Governance, Regent Policy No. 11: Statement on Diversity*  G–5

University District Station Building: Stage 1 Approval  F–6

**X. STANDING COMMITTEES**

**A. Governance Committee:** Regent Jaech – Chair

Discuss Results of the 2018 Biennial Board Self-Assessment Survey  (Information only)  G–6

**B. Academic and Student Affairs Committee:** Regent Benoliel – Chair

Featured Student Experience (Information only)  A–1

Academic and Administrative Appointments (Action)  A–2

Introduction of New Leadership: Dean, School of Public Health (Information only)  A–3

Population Health Initiative Update (Information only)  A–4

**C. Finance and Asset Management Committee:** Regent Rice – Chair

Actions Taken Under Delegated Authority (Information only)  F–1

Treasurer of the Board Report (Information only)  F–2

Introduction of New Leadership: Vice President, Facilities (Information only)  F–3

Finance & Capital Report (Information only)  F–4

Public Higher Education Sector Overview – A Credit Perspective (Information only)  F–5

Audit Advisory Committee Update (Information only)  F–7

**XI. REPORTS TO THE BOARD**

**Faculty Senate Chair – Professor George Sandison**

**Student Leaders:**

ASUW President – Ms. Ritika Jain

GPSS President – Ms. Giuliana Conti

ASUW Tacoma President – Mr. Armen Papyan
ASUW Bothell President – Ms. Leah Shin

Alumni Association President – Mr. Daniel Heu-Weller

XII. DATE FOR NEXT REGULAR MEETINGS: Wednesday, October 10, and Thursday, October 11, 2018

XIII. EXECUTIVE SESSION
(to review the performance of public employees)

XIV. ADJOURN
MINUTES

BOARD OF REGENTS
University of Washington

September 13, 2018

The Board of Regents held its regular meeting on Thursday, September 13, 2018, beginning at 11:40 a.m. in the Petersen Room of the Allen Library. Notice of the meeting was appropriately provided to the public and the media. Delay of meeting notices from the previously published start time of 11:10 a.m. were duly posted.

CALL TO ORDER

Board Chair Regent Jaech called the meeting to order at 11:40 a.m. He welcomed UWAA President Daniel Heu-Weller and ASUW President Ritika Jain to their first meetings.

ROLL CALL

Assistant Secretary Tennant called the roll. Present were the Chair, Regent Jaech, Regents Ayer, Benoliel, Blake, Rice, Riojas, Tamaki, Zeeck, Zhou (by telephone); President Cauce, Provost Richards, Treasurer Scott, Secretary Lange.

Regent Harrell was absent.

CONFIRM AGENDA

The agenda was confirmed, as distributed.

PUBLIC COMMENT PERIOD

Regent Jaech announced that the Board would receive comments from the public. This segment of the meeting provides an opportunity for the Board to hear directly from the public new concerns and new perspectives on current issues. The Board heard from Anthony Stewart, Paula Lukaszek, Tom Small, and Diane Derboghosian, and John Frasier.

Anthony Stewart from Washington Federation of State Employees (WFSE) 1498, the bargaining unit representing UW Police Department (UWPD) management, described his colleagues’ lack of confidence in Chief John Vinson. He requested that Chief Vinson be placed on administrative leave and be barred from the UWPD station and from contact with employees pending the outcome of an independent investigation, especially with
respect to treatment of current and former female employees. He requested that the UWPD’s finances be audited for travel by Chief Vinson that he asserted was reimbursed by other entities. He described systemic issues in the department concerning officer training, equipment, and quality of life. He distributed copies of the letter that is attached to these minutes to the Regents.

The next four commenters were representatives from a coalition of campus unions currently engaged in collective bargaining. Paula Lukaszek represents unions on campus and at the UW Medical Center (UWMC). She is a plumber. The unions feel that the proposed 1 percent pay increase is insulting. The general government pay increase is 3 percent, with locality pay for King County workers. She feels that all of the buildings under construction on campus and high student enrollment figures mean that the University has sufficient funds for a greater increase. There are many unfulfilled vacancies across the University and much incomplete work in this tight labor market. Tom Small is president of Service Employees International Union (SEIU) 925. He requested a free UPASS for all employees, emphasizing that employees suffer excessive and expensive commutes. The unions are willing to advocate for additional funding from the State for this benefit. He also stated that the unions want trackable results for the UW’s response to institutional racism in order to avoid payments to aggrieved employees. Diane Derboghosian is a Nurse Practitioner at Hall Health Center. Her group joined SEIU 1199 one year ago because of a lack of pay parity with clinical staff at UWMC and Harborview Medical Center (HMC). She believes that pay disparity demonstrates that the University does not wish to give its students the same healthcare as patients at UWMC or HMC and asked for pay parity for her and her colleagues. John Frasier has worked at the UW for twenty-four years. He is from Mississippi, where his father described how he feared being killed if he registered to vote when his father turned eighteen years old. His father supported five children in a low-pay job. At a recent town hall meeting, Mr. Frasier heard a woman describe how she would be evicted from her home because she could not afford it. He feels that this is the same situation that his father faced: being unable to support a family, taking a low-end job and putting one’s child at risk. This is not right or fair, he believes. Not everybody has a right to go to college or to sit at the Board table, but everybody should receive a living wage. In America, he said, if you work hard, you should get a fair shake. But, he believes, there is no fair shake when somebody cannot afford to live in the city where he or she works. On the part of low-wage workers who keep the University running, Mr. Frasier pled for fair treatment at the bargaining table.

Regent Jaech thanked the speakers for expressing their views, affirming that the Board had heard their messages but would not discuss them at this time, and advised Board members to ask the Secretary for further information or to advise him if they wish to have more discussion of any particular issue than is already planned.

BOARD ITEMS

**State Budget Request Overview** (Agenda No. B–1) (Information only)

Joe Dacca, Director, Office of State Relations, introduced the biennial operating budget request. The Legislature currently has narrow Democratic majorities in both the House
and the Senate. After satisfying the requirements of the McCleary decision by investing in elementary and secondary education, the Legislature may shift its focus towards higher education funding, but also towards addressing the challenges of mental health care, the supply of affordable housing, persistent homelessness, and the prevention and response to forest fires and their smoke.

Jed Bradley, Senior Policy Analyst, Office of Planning & Budgeting, stated that he is standing in for Becka Johnson Poppe, who is out of the country. Every even-numbered calendar year, state agencies submit biennial operating and capital budget requests to the Governor’s Office of Financial Management (OFM). Capital Planning & Development crafts the capital budget request, the Office of Planning & Budgeting (OPB) the operating budget request. OPB provided an overview of the operating budget request to the Board in June. This is the final version, reflecting input from the faculty and from students and containing the most essential, strategic requests. Among the performance, as opposed to maintenance requests, are compensation increases of 4 percent for professional staff and the faculty in Fiscal Years (FY) 2020 and 2021 and a shift in the permanent fund-split for new state-related expenses, primarily compensation, between the UW and the State from 34 to 50 percent. Last year the legislature provided temporary funding to bring the State’s share from 34 to 50 percent. The UW will also request funding for increased compensation for classified staff, depending on the outcome of ongoing collective bargaining. It will request additional funding for high-cost, STEM enrollments, to total 850 new enrollments across all three campuses and 350 graduates each year. It will request funds toward the cost of uncompensated care provided to un- and under-insured patients at UW Medical Center, Harborview Medical Center, and in the clinics of the School of Dentistry. Additional requests include funds 1,200 non-STEM students to study data science in the College of Arts and Sciences beginning in FY 2021, for the Center for Advanced Material and Clean Energy Technologies (CAMCET), and for the Center for Human Rights. Mr. Bradley concluded by thanking his team.

Mr. Dacca provided highlights from the capital budget request, including $70 million for the Health Sciences Education Building, $1 million for design work on the renovation of the T-wing of the Magnuson Health Sciences Building, $5 million for the design of an interdisciplinary engineering facility, $35 million for the construction of an academic STEM building on the Bothell campus, $4 million to design a new building on the Tacoma campus, and funds from the building account for seismic upgrades to existing structures. He will be grateful for any assistance Regents might provide in Olympia.

Asked whether funds for the Center for Human Rights reflected a legislator request, Mr. Dacca replied that these were included two years ago in the Governor’s budget, but that there is interest from legislators in funding the Center.

Asked about the State Need Grant, President Cauce noted that the presidents of all public four-year and two-year institutions have made securing full funding for the State Need Grant their highest priority.

Asked about the federal outlook with respect to Pell Grants, Mr. Dacca stated that there is good support, and that much depends on the outcome of the midterm elections and
resulting committee assignments. He does not at this point expect diminished funding for Pell Grants.

Asked about the request concerning classified staff compensation, and the process for determining the amount, Mr. Bradley replied that contracts are negotiated before submission to the OFM, which advises the Governor as to their financial feasibility. The University is continually calculating the cost of various proposals with an eye to sustainability and financial responsibility. The University’s current top priority is to fund pay increases for its faculty and its staff with a goal of rebalancing those costs away from tuition funding. President Cauce observed that, absent increased State funding for these costs, there will be difficult conversations ahead. Compensation at the UW is low, and financial aid high. The current path is not sustainable.

See Attachment B–1.

**Campus Master Plan Progress Update** (Agenda No. B–2) (Information only)

Jeff Scott, Executive Vice President, Finance & Administration, described the plan as the outcome of a multi-year collaboration between Capital Planning & Development and External Relations. It is nearing, he hopes, its decisive phase. The presentation sets the stage for final actions on the plan over the next few months.

Lou Cariello, Vice President, Facilities, has been at the UW for three weeks and so is still in discovery mode with respect to the UW’s 26 million square feet of built space. He has recent experience of negotiating a major institution master plan with the Seattle City from his employment with Kaiser Permanente. The Board’s role in the process must be clear.

Theresa Doherty, Senior Project Director, Campus Master Plan, has already presented the timeline for the plan, the underlying vision, and plan highlights to the Board. This is her fifth briefing to the Board on the plan since planning began in 2016. Each phase has been accompanied by an environmental impact statement (EIS). The University has held more than one hundred public meetings, received thousands of comments, and worked closely with City departments and the City-University Community Advisory Committee (CUCAC). The Master Plan addresses the UW’s long-term land-use needs, while accounting for and accommodating community concerns. The plan provides capacity for the development of 12 million gross square feet, twice the UW’s growth allowance of 6 million net new gross square feet. The plan will not expire until this growth allowance is built out. The Master Plan is, she emphasized, a land-use planning document. The University is proud of the community amenities contained in the plan, including forty-four acres of open space, the new West Campus park connecting Brooklyn Avenue to a new city park on the waterfront, a West Campus innovation district, and clear, robust development standards around setbacks and view corridors.

Sally Clark, Director of Regional & Community Relations, affirmed that she loves land-use planning. Her goal is to prepare the Board to evaluate the City Council’s recommendations in October and to agree on a response. Using an analogy common to transit planning, this is the “last mile” of a four- to five-year long process. This is a quasi-judicial process before the City Council based on the official record constructed by the
City’s Hearing Examiner. The hearing was held in December 2017, and the Hearing Examiner’s report issued in January 2018. The Hearing Examiner recommended fifty-nine conditions for the City’s approval of the Master Plan. The University agrees to fifty-four of those fifty-nine. It recognizes the intent of the remaining five conditions, but does not believe them justified by the official record, including the Environmental Impact Statement (EIS), the City-University agreement, the State Environmental Protection Act (SEPA), or applicable laws and regulations. It is likely that the Council will add additional conditions, but these will not be clear until next week. When the Council votes its preliminary resolution, this initiates a thirty-day window for the University’s response. Once the University has responded, the City will likely not act again on the Master Plan until early in 2019, after its budgetary process is complete. There is no new Master Plan until the UW agrees to the City’s final resolution. It is possible that there will not be perfect agreement, at least initially. Ms. Clark reminded the Board that, in a quasi-judicial action, the City Council acts as a judge rather than a legislator, and only on the basis of the official record. There must therefore be no ex parte communications between members of the Council and members of the Board concerning the Master Plan without disclosure and possible recusal from the decision-making process on both parties.

Asked about whether potential disputed conditions might be inadmissible because the record did not justify them, Ms. Clark replied that the Master Plan is a land-use document. The University cares deeply about issues related to the potential disputed conditions and is working in many ways and in many places to address them, but does not feel that the Master Plan is the place for these particular efforts.

Asked about the five potential disputed conditions known at this time, Ms. Clark stated that they fall into two categories: affordable housing and transportation. The UW is already building affordable housing; the issue is legal authority for the scope of the Master Plan. Affordable housing requirements are not supported by the record, the City-University agreement, or SEPA. The transportation issues concern funding for three new rapid-ride bus corridors. Only one of these routes is in design, and that only at 30 percent. Proposals that the University pay a certain percentage of as-yet almost wholly indeterminate costs expose the University to considerable financial risk. To write what are in effect blank checks for these transit corridors would not be in accordance with the Board’s fiduciary duty to the people of the State of Washington.

Asked about student involvement, Ms. Doherty noted that a student representative sits on CUCAC, which has met almost monthly for the past three years, for the most part concerning the Master Plan. She has held online and in-person open houses, has presented to ASUW and GPSS, and has held coffee hours. Ms. Clark added that the on-campus open houses were very well attended. Regent Jaech observed that memories of past student consultation on such lengthy processes can fray.

Regent Zeeck commended Ms. Doherty and Ms. Clark for their work. He understands that the University is not fundamentally opposed to the aims embodied in the potential disputed conditions, and that it feels that it cannot in good faith agree to conditions that may in the future impair the University’s financial sustainability or the rights that permit it to fulfill its statutory mission. The Regents must act as guardians of the University for
the people of Washington. He concluded by again thanking Ms. Doherty and Ms. Clark for their efforts.

See Attachment B–2.

**Approve Resolution of Appreciation for Kristianne Blake** (Agenda No. B–3) (Action)

Regent Jaech contemplates Regent Blake’s coming departure from the Board with sadness. She has strengthened the Board’s functioning, particularly with respect to governance, ethics, and financial reporting and projections. He will miss seeking her advice so readily. Regent Jaech read the attached resolution, and invited Regent Blake to speak.

Regent Blake stated that it has been an honor and a privilege to take a front seat for twelve years as the University of Washington has flourished and changed with the times, remaining focused on its public, educational mission. She has served with nine current Regents and twenty-one former Regents, of whom ten are former student Regents, and thanks all of them. She thanks especially her father, former Regent William H. Gates, Sr., from whom she has been learning for sixty years. Serving on the Board with him was one of the most impactful experiences of her life. Although she never served with her mother, former Regent Mary Gates, her mother was and remains her role model.

Regent Blake commended student leaders and representatives. She appreciates their commitment, their time, their sharing of student experiences, and their courage at expressing unpopular opinions to the Board. When she joined the Board, she did not understand the role of the faculty in the shared governance of the University. Strong faculty leaders have helped her to grasp its important role. Regent Blake thanked members of the administration and the staff, who, as the backbone of the University, give it shape, and praised their commitment to the UW’s mission. She noted that the Secretaries of the Board will soon miss her critical questions and observations.

Regent Blake concluded by stating that her proudest moment as Regent was moving the appointment of Ana Mari Cauce to be President of the University. With President Cauce in charge under the oversight of the current Board, Regent Blake believes that the UW is in great hands.

**MOTION:** Upon the recommendation of the Chair of the Board and the motion made by Regent Rice, seconded by Regent Ayer, the Board voted unanimously to approve the attached resolution of appreciation for Kristianne Blake.

See Attachment B–3.

**REPORT OF THE CHAIR OF THE BOARD OF REGENTS:** Regent Jaech, Chair

Regent Jaech wishes to conclude his tenure as Chair of the Board by thanking all present for their support over the past fifteen months. His time as Acting Chair and Chair has
gone by very quickly, and he hopes that others do not feel that it has passed painfully slowly.

Regent Jaech has spent the majority of his time outside of these meetings focused on assuring that UW Medicine remains a robust, world-class entity. He has appreciated the support of the other Regents in this endeavor. There has been considerable progress over the past year in improving the governing structures of UW Medicine and its entities. Regent Jaech is excited to see how this new structure works, and just as excited to adjust it as needed. These adjustments will be an ongoing process. He will be pleased to chair the newly created UW Medicine Advisory Board. UW Medicine is such a big part of the University, and carries such a large portion of the UW’s institutional risk, that he would be satisfied if his only achievement as Regent is to have fostered a closer, more trusting, more effective relationship between the Board of Regents and UW Medicine. For him, this endeavor begins now.

Regent Jaech is pleased that Regent Rice will follow him as chair. He intends to be a resource for her as she explores her new role. The Board is in a good state. Although there are areas for improvement—as the Governance Committee discussed yesterday—, the Board is in no way dysfunctional. It fulfills its governing role, and in fact wishes to do this even better. The Board wants the UW to excel, and wants the Board to excel in pursuit of that larger goal. He concluded by thanking the Board for giving him the opportunity to serve as Chair. He has enjoyed working with each of his colleagues and looks forward to continuing that collaboration after stepping out of the Chair’s seat.

REPORT OF THE UNIVERSITY PRESIDENT: President Cauce

President Cauce honored Regent Blake for her service. It is hard for her to imagine the Board table without her presence, because Regent Blake joined the Board when President Cauce first started to appear regularly before it. President Cauce appreciates the hard-headed questions that push administrators to think more accurately and more deeply. She is not sure that Regent Blake’s tender heart and concern for students are as well-known. When the Board had to make difficult decisions about tuition, Regent Blake was always willing to speak with students about the Board’s decisions. It is good to know that she will be serving on the UWINCO Board. President Cauce affirmed that she will keep calling Regent Blake for advice, that she has learned so much from her, and that she has been a truly transformative Regent.

President Cauce thanked Regent Jaech. At a time when other university presidents face similar challenges without the full support of their governing boards, she appreciates the support of Regent Jaech and the other Regents as the UW faces shifting federal policies, booming housing and compensation costs in King County, and reduced (but recovering) margins at UW Medicine. She thanked him for being a great partner, and for agreeing to chair the newly constituted UW Medicine Advisory Board (UWMAB).

What happened to summer? President Cauce returned from a short, restful vacation to attend the annual Recognition Gala. The current campaign is only $10 to $20 million short of its ambitious $5 billion goal. This will be a great achievement, but the Regents
know that the overwhelming majority of these funds are restricted. Challenges therefore remain, but this generosity helps to secure the UW’s margin of excellence. Students will move in next week. President Cauce welcomes great contact with students and their families as she helps them move in. She is delighted that the UW has been able to grow to accommodate the many wonderful students who wish to attend. She is also delighted that the Life Sciences Building has opened. Nearly 50 percent of UW students will take a course in it. This modern facility proves that buildings are not opposed to people in a zero-sum battle for funding, but that buildings are for people. Life Sciences faculty members can now engage in modern research and pedagogy in this new building. President Cauce concluded by thanking the Regents for their helpful wisdom.

REPORT OF THE CEO, UW MEDICINE: Dr. Ramsey

Regent Jaech invited Dr. Ramsey to give his inaugural standing report to the Board.

Dr. Ramsey reported that events have borne out his prediction that the pace of change in healthcare will continue to accelerate, generating new challenges. UW Medicine’s new governing structure is in place. The UWMAB will meet for the first time on October 22. He looks forward to working with Regent Jaech as its chair. There is one more seat on it to be filled. The internal committees that generate UW Medicine’s annual financial report, compliance report, and patient safety and quality report will remain within UW Medicine. Dr. Ramsey is grateful that Regent Blake will continue to serve on the UW Medicine Finance & Audit Committee after she leaves the Board of Regents.

Constructing the scorecard that will accompany this report has been challenging. UW Medicine has many dashboards: Regent Jaech has asked him to condense the monthly ten-page executive summary of financial indicators into one page, front and back. After receiving feedback from Regent Jaech, Dr. Ramsey will bring a first version to the Board for its feedback next month. The first half-page will display financial indicators through eighteen red, yellow and green indicator bubbles accompanied by figures. Green indicates on or ahead of budget, yellow just behind budget, and green more than 2 percent behind budget. All yellow or red indicators will be explained. For instance, this month the School of Medicine would show yellow because of the different systems of accounting used by UW Medicine and the rest of the University. The second half-page will display clinical metrics such as the case-mix index, so that trends are visible across the clinical enterprise and for each component entity. The back side of the scorecard will have bullet points summarizing progress on major strategic priorities such as health equity, information technology, the integration of Northwest Hospital & Medical Center into UWMC, Clinical Transformation, and the new clinically integrated network. It will also include highlights of UW Medicine’s teaching and research programs, its 5,000 students and trainees and $1 billion in research. This month would have highlighted outstanding successes of the Brotman-Baty Institute for Precision Medicine, which has had significant achievements with respect to the BRCA breast cancer gene. It has also been selected to do a pathbreaking study of the transmission of respiratory viruses so as to stop future global pandemics.
Dr. Ramsey promised that he will speak more briefly with the scorecard before him. Regent Jaech thanked him for being a great partner in the ongoing transformations of UW Medicine’s governing structures.

CONSENT AGENDA

Regent Jaech noted there were seven items for approval on the consent agenda, and asked if any items should be removed. He called for a motion.

MOTION: Upon the recommendation of the Chair of the Board and the motion made by Regent Ayer, seconded by Regent Blake, the Board voted to approve the seven items on the consent agenda below.

Minutes of the meeting on July 12, 2018

Elect 2018-19 Board Officers (Agenda No. G–1)

It was the recommendation of the Chair of the Board and the Governance Committee that the Board of Regents elect 2018-19 Board officers, as presented.

See Attachment G–1.

Appoint Members of Advisory Boards and Committees (Agenda No. G–2)

It was the recommendation of the Chair of the Board and the Governance Committee that the Board of Regents approve appointments to its Advisory Boards and Committees, as presented, with the additional provisions:

1. that Regent Zeeck chair the Audit Advisory Committee; and

2. that terms and members of the UW Medicine Advisory Board be as follows:

<table>
<thead>
<tr>
<th>Name</th>
<th>Position</th>
<th>Term begins</th>
<th>Term ends</th>
</tr>
</thead>
<tbody>
<tr>
<td>Jeremy Jaech</td>
<td>Regent, chair</td>
<td>9/1/2018</td>
<td>9/30/2021</td>
</tr>
<tr>
<td>Rogelio Riojas</td>
<td>Regent, member</td>
<td>9/1/2018</td>
<td>9/30/2020</td>
</tr>
<tr>
<td>Bernadene Dochnahl</td>
<td>Member</td>
<td>9/1/2018</td>
<td>9/30/2019</td>
</tr>
<tr>
<td>Lisa Jensen</td>
<td>Member</td>
<td>9/1/2018</td>
<td>9/30/2019</td>
</tr>
<tr>
<td>Gary Kohlwenes</td>
<td>Member</td>
<td>9/1/2018</td>
<td>9/30/2019</td>
</tr>
<tr>
<td>Kimberly McNally</td>
<td>Member</td>
<td>9/1/2018</td>
<td>9/30/2021</td>
</tr>
<tr>
<td>Julie Nordstrom</td>
<td>Member</td>
<td>9/1/2018</td>
<td>9/30/2020</td>
</tr>
<tr>
<td>Donna Russell</td>
<td>Member</td>
<td>9/1/2018</td>
<td>9/30/2019</td>
</tr>
<tr>
<td>Mary K. Wakefield</td>
<td>Member</td>
<td>9/1/2018</td>
<td>9/30/2021</td>
</tr>
<tr>
<td>To be determined</td>
<td>Member</td>
<td>N/A</td>
<td>N/A</td>
</tr>
</tbody>
</table>

See Attachment G–2.
Approve 2019 Meeting Format, Schedule, and Locations (Agenda No. G–3)

It was the recommendation of the Chair of the Board and the Governance Committee that the Board of Regents approve the 2019 meeting format, schedule, and locations, as presented.

See Attachment G–3.

Approve Amendments to Board of Regents Governance, Bylaws, Article IV, Section 1 (Agenda No. G–4)

It was the recommendation of the Chair of the Board and the Governance Committee that the Board of Regents approve amendments to Board of Regents Governance, Bylaws, Article IV, Section 1, as presented, effective immediately.

See Attachment G–4.

Approve Amendments to Board of Regents Governance, Regent Policy No. 11: Statement on Diversity (Agenda No. G–5)

It was the recommendation of the Chair of the Board and the Governance Committee that the Board of Regents approve amendments to Board of Regents Governance, Regent Policy No. 11: Statement on Diversity, as presented.

See Attachment G–5.

University District Station Building: Stage 1 Approval (Agenda No. F–6)

It was the recommendation of the Chair of the Board and the Finance and Asset Management Committee that the Board of Regents grant Stage 1 approval to the University District Station Building, approving solicitation of developer proposals for ground lease / lease-back of the site, as presented.

See Attachment F–6.

Following the motion to approve the consent agenda, Regent Jaech announced that the Board had approved its officers for the 2018-19 Board Year and that Regent Rice’s term as chair had begun. He handed the chair’s gavel to her. In return, Regent Rice presented Regent Jaech with a commemorative gavel as a souvenir of his tenure as chair of the Board of Regents.

Regent Rice stated that it was her pleasure to offer a tribute to Regent Jaech. To prepare her for this tribute, the Secretary sent her an ode that Regent Blake had written in honor of former Regent Herb Simon when she succeeded him as chair, putting pressure on her to offer a tribute with a bit of humor and affection.

Regent Jaech is matchless, the Roger Federer of university governance, full of aces. His love for the UW is obvious from his cross-mountain treks. He loves every department
equally, even if Computer Science & Engineering claims total ownership. He meets all challenges calmly and accomplishes things without fanfare.

Regent Jaech is visionary, and self-effacing. When the Washington Technology Industry Association gave him a lifetime achievement award, he accepted it and said: “I hope to do more.” More he has done, in partnership with President Cauce. He receives all who come to the Board table with a listening spirit, keeps an open door for discussion, and takes his fiduciary duty to the citizens of the State and his responsibility to 50,000 internal, tri-campus constituents seriously. He is a family man, who picks up new skills as needed, learning mixology so that his and his wife Jacquelyn’s tennis center never lacks liquid refreshment. He has run for hospital commission to improve rural healthcare and will serve on the UW Medicine Advisory Board to safeguard the matchless service-provider that is UW Medicine. Regent Rice concluded by praising him as a thinker, a doer, and a steady hand on the tiller.

STANDING COMMITTEES

GOVERNANCE COMMITTEE: Regent Jaech, Chair ex officio

The following items were presented for information during the Governance Committee meeting.

Discuss Results of the 2018 Biennial Board Self-Assessment Survey (Agenda No. G–6) (Information only)

See Attachment G–6.

ACADEMIC AND STUDENT AFFAIRS COMMITTEE: Regent Benoliel, Chair

The following items were presented for information during the Academic and Student Affairs Committee meeting.

Featured Student Experience (Agenda No. A–1) (Information only)

See Attachment A–1.

Introduction of New Leadership: Dean, School of Public Health (Agenda No. A–3) (Information only)

See Attachment A–3.

Population Health Initiative Update (Agenda No. A–4) (Information only)

See Attachment A–4.
The following item was presented for action during the Academic and Student Affairs Committee meeting.

**Academic and Administrative Appointments** (Agenda No. A–2) (For action)

It was the recommendation of the administration and the Academic and Student Affairs Committee that the Board of Regents approve the academic and administrative appointments, as presented.

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

See Attachment A–2.

**FINANCE AND ASSET MANAGEMENT COMMITTEE:** Regent Rice, Chair

The following items were presented for information during the Finance and Asset Management Committee meeting.

**Actions Taken Under Delegated Authority** (Agenda No. F–1) (Information only)

See Attachment F–1.

**Treasurer of the Board Report** (Agenda No. F–2) (Information only)

See Attachment F–2.

**Introduction of New Leadership: Vice President, Facilities** (Agenda No. F–3) (Information only)

See Attachment F–3.

**Finance & Capital Report** (Agenda No. F–4) (Information only)

See Attachment F–4.

**Public Higher Education Sector Overview – A Credit Perspective** (Agenda No. F–5) (Information only)

See Attachment F–5.

**Audit Advisory Committee Update** (Agenda No. F–7) (Information only)

See Attachment F–7.
Regent Rice thanked student representatives for their written reports and welcomed them to the table.

**Faculty Senate Chair:** Professor George Sandison

Professor Sandison is grateful that the faculty has a place at the Board table. He thanked President Cauce and Provost Richards for their embrace of shared governance, noting that President Cauce is beloved by the faculty and incarnate of values of the University such as integrity, compassion, and excellence. He affirmed that Provost Richards stood head and shoulders above other candidates for his position and looks forward to a wonderful year working with him and with the President.

As to himself, he is less loquacious than laconic. He comes from Liverpool and is one of seven children of a blacksmith and a hospital cleaner. One brother is a bricklayer who moved into construction. One sister returned to university as a mature student to earn an information technology degree. Professor Sandison was fortunate to attend a challenging school run by the Christian Brothers. Noted for its focus on athleticism, competition, and achievement, the small school produced many leaders. He emigrated to Canada to study for his Ph.D. and moved to the US thereafter, where he worked at three universities before coming to the UW. Like Provost Richards, he has worked on both sides of shared governance, serving as Associate Dean of Purdue University’s College of Pharmacy, Nursing, and Health Sciences, as head of the School of Health Sciences, and as chair of different departments.

The faculty’s priorities this year include compensation, including keeping any increases uniform across all classes of faculty members, regardless of the funds from which they are paid. He hopes that students, the faculty, Provost Richards, President Cauce, and the Regents approach the Legislature with consistent messaging. The faculty wishes to help address affordable housing, diversifying the faculty, fair conditions for lecturers, and improving the disciplinary process for faculty so that disputes do not quickly escalate to expensive judicial panels or litigation. It plans to seek greater alignment on policy across the three campuses and to provide input and oversight of two incipient, major information technology projects, Clinical Transformation and Finance Transformation, helping to mitigate the problems that will occur during implementation.

**ASUW President:** Ms. Ritika Jain

Ms. Jain is excited to work with the Board and to attend her first meeting, having missed the July meeting while interning at the National Institutes of Health in Washington, D.C. With few undergraduate students on campus for the summer, there is little to report. She looks forward to the fall quarter. Next week the ASUW will hold its orientation, focusing on setting goals, achieving work-life balance, identifying team members’ skills and enhancing their abilities to collaborate and to navigate issues of identity. Dawg Days will soon welcome incoming freshmen and transfer. ASUW 101 and an open house are designed to encourage students to get involved in the ASUW and the Student Senate. She drew attention to the month’s featured student, who described being an orientation leader.
as the most transformative experience of her life, because of the opportunity to make deep connections with students.

**GPSS President**: Ms. Giuliana Conti

Ms. Conti reported that she and the GPSS Vice President for External Affairs attended the Washington Students’ Association (WSA) meeting with Ms. Jain and Mr. Papyan, where she was gratified to encounter a strong cross-state community of student leaders. Graduate student orientations are underway, but, while there is a formalized, universal orientation for undergraduate students, graduate orientation varies by department. This makes it hard to encourage participation in the GPSS and to inform graduate students of services available to them. As a step towards a more uniform onboarding process for graduate students, Husky Sunrise will be discontinued for low yield on per-capita costs. In its place, there will be a resource fair with targeted tabling two to three weeks into the quarter to inform students about GPSS and of available resources. She is planning fall quarter events such as a Friday writing circle, that are designed to enrich graduate students’ lives academically and personally.

**ASUW Tacoma President**: Mr. Armen Papyan

Mr. Papyan reported that ASUW Tacoma has been working incessantly over the summer, engaging in a retreat and team-building exercises and discussing its bylaws, monthly areas of focus, and team roles and responsibilities. In the coming month, ASUW Tacoma will focus on voter registration. Staff hiring will be complete by the end of the month. In August Mr. Papyan participated in the WSA meeting, where student leaders discussed childcare, the State Need Grant, and debt-free college. He looks forward to Convocation on September 26.

ASUW Tacoma’s goals this year are to work with the UW Tacoma administration and with the City of Tacoma incrementally and effectively. It will first address the question of crosswalks, before moving to parking. Discussion of how student healthcare services are provided is paused, pending a response from St. Joseph Medical Center. Overall, ASUW Tacoma hopes to be more visible to students.

**ASUW Bothell President**: Ms. Leah Shin was absent.

**Alumni Association President**: Mr. Daniel Heu-Weller

Mr. Heu-Weller is a third-generation Husky and a triple dog, holding bachelor’s, MBA, and JD degrees from the UW. He looks forward to the emeritus leadership circle dinner on September 20, which will deploy the UWAA’s most connected past and present leaders to increase public trust in higher education. UW Impact will provide personalized, district-focused information and speaking points to alumni and staff advocates. The UWAA is redeputizing the UW’s most civically engaged alumni.

This month there will be a UW career trek to California. Career treks permit students to explore career paths with alumni in one of five major areas where alumni reside: Los Angeles, the Bay Area, Washington, D.C., New York, and Portland, Oregon. Mr. Heu-
Weller invited Regents to join the UWAA at the upcoming UW-Utah football game and at the autumn lecture series. He noted that more than 1,000 alumni and friends joined UWAA alumni tours last year. He and his family enjoyed meeting new UW friends on a visit to the UW’s Rome Center in the Campo de’ Fiori. At Regents’ places was a special issue of *Columns* for distribution to the parents of new UW students. He drew attention to page 37, which describes Aurora Valentinetti, this year’s recipient of the Distinguished Teaching Legacy Award, who taught puppetry at the UW for fifty years, and page 60, which lists current UWAA board members’ names. Finally, Mr. Heu-Weller reported that the UWAA had hosted a special tour and admissions information session for six hundred children and grandchildren of alumni. He concluded by thanking the Board for its support of UWAA.

**DATE FOR NEXT MEETINGS**

The next regular meetings of the Board will be on Wednesday, October 10, in 142 Gerberding Hall and on Thursday, October 11, 2018, in Anthony’s Forum, Dempsey Hall.

**EXECUTIVE SESSION**

Regent Rice announced that the Board would hold two executive sessions to discuss with counsel litigation or potential litigation and to review the performance of public employees, per RCW 42.30.110.

**OTHER BUSINESS**

Returning to open session, Regent Rice suggested that, after reviewing President Cauce’s performance over the past year, the Board recognize her performance with a 2 percent pay increase for her coming contract year.

**MOTION:** Upon the recommendation of the Chair of the Board and the motion made by Regent Jaech, seconded by Regent Ayer, the Board voted to grant President Cauce a 2 percent pay increase, effective October 13, 2018.

**ADJOURNMENT**

The regular meeting was adjourned at 2:30 p.m.

Approved at the meeting of the Board on October 11, 2018.
STANDING COMMITTEES

Governance Committee

Elect 2018-19 Board Officers

RECOMMENDED ACTION

It is the recommendation of the Governance Committee that the Board of Regents approve 2018-19 Board officers, for one-year terms effective upon approval, through the meeting of the Board in September 2019, and affirm appointments to committees, and other appointments as follows:

<table>
<thead>
<tr>
<th>2018-19 Board Officers</th>
</tr>
</thead>
<tbody>
<tr>
<td>Chair</td>
</tr>
<tr>
<td>Vice Chair</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>2018-19 Standing Committee Assignments</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Academic and Student Affairs</strong></td>
</tr>
<tr>
<td>Chair</td>
</tr>
<tr>
<td>Vice Chair</td>
</tr>
<tr>
<td>Members</td>
</tr>
<tr>
<td><strong>Finance and Asset Management</strong></td>
</tr>
<tr>
<td>Chair</td>
</tr>
<tr>
<td>Vice Chair</td>
</tr>
<tr>
<td>Members</td>
</tr>
<tr>
<td><strong>Governance</strong></td>
</tr>
<tr>
<td>Chair</td>
</tr>
<tr>
<td>Members</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Other Officers of the Board, elected annually</th>
</tr>
</thead>
<tbody>
<tr>
<td>Treasurer of the Board</td>
</tr>
<tr>
<td>Secretary of the Board</td>
</tr>
<tr>
<td>Assistant Secretary</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>2018-19 Advisory Committee Assignments</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Audit Advisory Committee</strong></td>
</tr>
<tr>
<td>Chair</td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td><strong>Diversity, Equity, and Inclusion Advisory</strong></td>
</tr>
<tr>
<td>Chair</td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td><strong>UW Foundation Board</strong></td>
</tr>
<tr>
<td>Board Chair serves ex officio</td>
</tr>
<tr>
<td>Board Treasurer serves ex officio</td>
</tr>
</tbody>
</table>

G–1/209-18
9/12/18
Governance Committee

Elected 2018-19 Board Officers (continued p. 2)

<table>
<thead>
<tr>
<th>Committee</th>
<th>Chair</th>
<th>Vice Chair</th>
<th>Term</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Governmental Affairs Advisory</strong></td>
<td>Joanne Harrell, Chair</td>
<td>Bill Ayer, Vice Chair</td>
<td>10/1/17-9/30/20</td>
</tr>
<tr>
<td><strong>UWINCO Board</strong></td>
<td>Bill Ayer, Vice Chair</td>
<td>10/1/16-9/30/19</td>
<td></td>
</tr>
<tr>
<td><strong>UW Medicine Advisory Board</strong></td>
<td>Jeremy Jaech, Chair</td>
<td>Rogelio Riojas</td>
<td>9/1/18-9/30/21</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>9/1/18-9/30/21</td>
</tr>
<tr>
<td><strong>ACRE</strong></td>
<td>Joel Benoliel, Chair</td>
<td></td>
<td>10/1/17-9/30/20</td>
</tr>
</tbody>
</table>

**BACKGROUND**

**Excerpts from Board of Regents Governance, Bylaws:**

**Article II, Officers of the Board**

“At its regular meeting held in September of each year, the Board of Regents shall elect a Chair and Vice Chair, who shall be members of the Board. The Board shall also elect a Secretary and a Treasurer and such other officers as it may desire, who need not be members of the Board. All elections shall be by majority vote. The Chair and Vice Chair shall hold office for one year and until their successors are elected. All officers of the Board shall hold office at the pleasure of the Board.”

“The Vice Chair of the Board shall have the authority and shall perform the duties of the Chair of the Board in the event of the Chair's absence or incapacity.”

**Article IV, Committees of the Board, Standing Committees:**

“The standing committees… are established to facilitate the business of the Board and the University. The chair, vice chair, and members of each standing committee shall be recommended by the Governance Committee and approved by the Board. Interim committee assignments of newly appointed regents shall be made by the Chair of the Board pending Governance Committee and Board approval. Each standing committee shall consist of at least four members, with at least three voting members. All committee chairs, vice chairs, and a majority of each committee shall be Board members.”

Blaine Tamaki, Regent representative serves one-year term. *Regent Tamaki will serve until a new Regent is appointed, vice Blake.*
STANDING COMMITTEES

Governance Committee

Elect 2018-19 Board Officers (continued p. 3)

“The purpose of the Governance Committee is to ensure the integrity of the Board and enhance Board performance. The committee is responsible for: … recommending a slate of officers for Board approval” and “recommending for Board approval individual members to act as the Board’s representatives on outside boards and committees.”

Article V, Committees of the Board of Regents, Advisory Committees:

“Advisory committees and boards may be established by the Board on the recommendation of the Governance Committee to provide the University with expert advice on such subjects as the Board may specify. The chair, vice chair, and members of each advisory committee or board shall be recommended by the Governance Committee and approved by the Board. Every advisory committee or board shall include at least one member of the Board, with the exception of the Advisory Committee on Socially Responsible Investing. An advisory committee or board shall have no delegated authority to act for the Board but shall simply offer its advice to the Board or to such standing or special committee as the Board determines.”

<table>
<thead>
<tr>
<th>Regent</th>
<th>Term Expires</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ayer</td>
<td>9/30/2022</td>
</tr>
<tr>
<td>Benoliel</td>
<td>9/30/2021</td>
</tr>
<tr>
<td>Blake</td>
<td>9/30/2018</td>
</tr>
<tr>
<td>Harrell</td>
<td>9/30/2021</td>
</tr>
<tr>
<td>Jaech</td>
<td>9/30/2018</td>
</tr>
<tr>
<td>Rice</td>
<td>9/30/2019</td>
</tr>
<tr>
<td>Riojas</td>
<td>9/30/2019</td>
</tr>
<tr>
<td>Tamaki</td>
<td>9/30/2022</td>
</tr>
<tr>
<td>Zeeck</td>
<td>9/30/2023</td>
</tr>
<tr>
<td>Zhou</td>
<td>6/30/2019</td>
</tr>
</tbody>
</table>

At the end of their terms, Regents serve until their successors are appointed, they resign, or they are officially reappointed.
Governance Committee

Appoint Members of Advisory Boards and Committees

RECOMMENDED ACTION

It is the recommendation of the Governance Committee that the Board of Regents make or confirm the following appointments and reappointments to its advisory committees and boards for the terms hereafter provided:

Audit Advisory Committee

<table>
<thead>
<tr>
<th>Name</th>
<th>Type</th>
<th>Term Start</th>
<th>Term End</th>
</tr>
</thead>
<tbody>
<tr>
<td>Joel Benoliel</td>
<td>Regent</td>
<td>9/1/2017</td>
<td>8/31/2020</td>
</tr>
<tr>
<td>David Zeeck</td>
<td>Regent</td>
<td>9/1/2018</td>
<td>8/31/2021</td>
</tr>
<tr>
<td>Robert L. (Bob) Gerth</td>
<td></td>
<td>9/1/2017</td>
<td>8/31/2020</td>
</tr>
<tr>
<td>Richard D. Greaves</td>
<td></td>
<td>9/1/2017</td>
<td>8/31/2020</td>
</tr>
<tr>
<td>Brandon S. Pedersen</td>
<td></td>
<td>9/1/2017</td>
<td>8/31/2020</td>
</tr>
<tr>
<td>Daniel C. Smith</td>
<td></td>
<td>9/1/2018</td>
<td>8/31/2021</td>
</tr>
</tbody>
</table>

The University of Washington Audit Advisory Committee (AAC) was established in January 2014 as an advisory committee to the Board of Regents, its appropriate standing committees, and the University President, or his or her designee, on matters relating to the University’s financial practices and standards of conduct. The committee is responsible for reviewing and advising on any external and internal financial audits and internal controls. The committee may, through its Chair or a majority vote of its members, ask management to address specific issues within the responsibilities of the committee.

As noted in the Board of Regents Governance, Standing Orders, Chapter 4, Section 3, the Audit Advisory Committee will consist of no more than eight members to be appointed by the Board on the recommendation of the Governance Committee. The Audit Advisory Committee is comprised of both Regent and non-Regent members. Members will be asked to make a minimum commitment of three consecutive years, and will serve at the pleasure of the Board.

The Governance Committee is asked to recommend a chair for the committee.
STANDING COMMITTEES

Governance Committee

Appoint Members of Advisory Boards and Committees (continued p. 2)

**Daniel C. (Dan) Smith,** Retired Managing Partner, Ernst & Young, Seattle. As Managing Partner for Ernst & Young’s Seattle office, Mr. Smith oversaw all services provided by nearly 650 professionals in the Pacific Northwest. He led the global EY team providing services to Microsoft Corporation around the world, a group involving in excess of 250 partners and their teams in nearly 100 countries. Microsoft is one of the Firm’s largest clients. Mr. Smith’s focus was world-class talent, outstanding execution, timely communication and responsiveness.

He has 39 years of experience serving complex organizations, (particularly technology, software, biotech/medical device, telecommunications, and electronic commerce clients), from start-ups to multinational organizations. He is a recognized leader in assisting companies with growth and financial reporting issues, operational structures and systems, equity and debt financings, audit strategies, and SEC registration statements, and has extensive involvement with capital transactions, collaborative arrangements, and mergers and acquisitions. Mr. Smith recently completed terms on the Boards of The United Way of King County, the Technology Alliance, and the Dean’s Advisory Board of the Foster School of Business.

A 1979 graduate of the Foster School of Business, he is a member of the American Institute of Certified Public Accountants and the Washington Society of Certified Public Accountants.

The recommended action has been reviewed and approved by the Chair of the Board of Regents, the Chair of the Audit Advisory Committee, the President of the University, and the Executive Director of Internal Audit.

**Diversity, Equity and Inclusion Advisory Committee**

<table>
<thead>
<tr>
<th>Name</th>
<th>Role</th>
<th>Start Date</th>
<th>End Date</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>Joanne Harrell</td>
<td>Regent, Chair</td>
<td>10/1/2018</td>
<td>9/30/2019</td>
<td>reappoint</td>
</tr>
<tr>
<td>Rogelio Riojas</td>
<td>Regent, Vice Chair</td>
<td>10/1/2018</td>
<td>9/30/2019</td>
<td>reappoint</td>
</tr>
<tr>
<td>Blaine Tamaki</td>
<td>Regent</td>
<td>10/1/2018</td>
<td>9/30/2019</td>
<td>new appt.</td>
</tr>
<tr>
<td>Mari Clack</td>
<td></td>
<td>10/1/2016</td>
<td>9/30/2019</td>
<td></td>
</tr>
<tr>
<td>William Covington</td>
<td>Faculty member</td>
<td>10/1/2016</td>
<td>9/30/2019</td>
<td></td>
</tr>
<tr>
<td>Colleen Fukui-Sketchley</td>
<td></td>
<td>10/1/2016</td>
<td>9/30/2019</td>
<td></td>
</tr>
<tr>
<td>Shugla Kakar</td>
<td>Student</td>
<td>10/1/2018</td>
<td>9/30/2019</td>
<td>new appt.</td>
</tr>
<tr>
<td>Norma Zavala</td>
<td></td>
<td>10/1/2016</td>
<td>9/30/2019</td>
<td></td>
</tr>
</tbody>
</table>
Governance Committee

Appoint Members of Advisory Boards and Committees (continued p. 3)

<table>
<thead>
<tr>
<th>Ana Mari</th>
<th>Cauce</th>
<th>ex officio</th>
</tr>
</thead>
</table>

In May 2016, the Board of Regents established the Diversity, Equity, and Inclusion Advisory Committee. According to Board of Regents Governance, Standing Orders, Chapter 4, Advisory Committees of the Board of Regents, the function of this committee is to advise the Board or its appropriate standing committee and the University President, or his or her designee, on matters relating to diversity, equity, and inclusion for faculty, students, staff, and in procurement and contracting.

**Shugla Kakar** is a rising junior double majoring in Biology and Gender, Women and Sexuality Studies at the University of Washington Bothell. She is interested in being the student representative because she is very passionate about diversity, equity, and inclusion. The experiences and leadership roles that she has had these past three years have given her knowledge of how this institution runs and have highlighted ways that the institution is accessible and is not accessible for varying groups on campus.

In her time at UWB, Shugla has become a student leader, a mentor, a community organizer, and a role model. She has been a social change agent advocating for the rights and respect of all students. Shugla is dedicated to supporting the UW community, and is relentless in the fight for inclusion, respect, and access to excellence in higher education for all.

The recommended action has been reviewed and approved by the Chair of the Board of Regents, the Chair of the Diversity, Equity, and Inclusion Advisory Committee, and the President of the University.

**Governmental Affairs Advisory Committee**

<table>
<thead>
<tr>
<th>Herb</th>
<th>Simon</th>
<th>Chair</th>
<th>10/1/2017</th>
<th>10/1/2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>Joanne</td>
<td>Harrell</td>
<td>Regent, Vice Chair</td>
<td>10/1/2017</td>
<td>10/1/2020</td>
</tr>
<tr>
<td>Mike</td>
<td>Egan</td>
<td></td>
<td>10/1/2017</td>
<td>10/1/2020</td>
</tr>
<tr>
<td>Jerry</td>
<td>Grinstein</td>
<td></td>
<td>10/1/2017</td>
<td>10/1/2020</td>
</tr>
<tr>
<td>Stephanie</td>
<td>Swanberg</td>
<td></td>
<td>2/8/2018</td>
<td>12/31/2020</td>
</tr>
<tr>
<td>Rob</td>
<td>McKenna</td>
<td></td>
<td>10/1/2017</td>
<td>10/1/2020</td>
</tr>
<tr>
<td>Tony</td>
<td>Williams</td>
<td></td>
<td>10/1/2017</td>
<td>10/1/2020</td>
</tr>
</tbody>
</table>
Governance Committee

**Appoint Members of Advisory Boards and Committees** (continued p. 4)

The University of Washington Governmental Affairs Advisory Committee was established in January 2014 as an advisory committee to the Board of Regents, its appropriate standing committees, and the University President, or his or her designee, on matters relating to the University's relationship to federal, state, and local governments and agencies.

No new appointments are proposed for the Governmental Affairs Advisory Committee.

**University of Washington Internal Investment Management Company (UWINCO) Board**

<table>
<thead>
<tr>
<th>Name</th>
<th>Title</th>
<th>Start</th>
<th>End</th>
</tr>
</thead>
<tbody>
<tr>
<td>Michael Larson</td>
<td>Chair</td>
<td>10/1/2017</td>
<td>9/30/2020</td>
</tr>
<tr>
<td>Bill Ayer</td>
<td>Regent, Vice Chair</td>
<td>10/1/2016</td>
<td>9/30/2019</td>
</tr>
<tr>
<td>Kristianne Blake</td>
<td></td>
<td>10/1/2018*</td>
<td>9/30/2021</td>
</tr>
<tr>
<td>David Bonderman</td>
<td></td>
<td>10/1/2018</td>
<td>9/30/2021</td>
</tr>
<tr>
<td>Mary Pugh</td>
<td></td>
<td>10/1/2017</td>
<td>9/30/2020</td>
</tr>
<tr>
<td>Bryan White</td>
<td></td>
<td>11/1/2018</td>
<td>10/31/2021</td>
</tr>
<tr>
<td>Ana Mari Cauce</td>
<td>ex officio</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

*Regent Blake’s term as Regent ends on September 30, 2018. Her term on the UWINCO Board will begin on October 1, when she resigns, or when the Governor appoints her successor, whichever is sooner.

The Board of Regents approved the establishment of an advisory committee, the University of Washington Investment Committee, in May 2001 to help oversee the University’s investment programs. In September 2015, the Board of Regents approved the establishment of the University of Washington Investment Management Company ("UWINCO"), an internal investment management company. The former investment management advisory committee was replaced with an investment management advisory board, known as the University of Washington Investment Management Company (“UWINCO”) Board.

The recommended action has been reviewed and approved by the Chair of the Board of Regents, the UWINCO Board Chair, the President of the University, and the Chief Investment Officer.
Governance Committee

Appoint Members of Advisory Boards and Committees (continued p. 5)

**UW Medicine Advisory Board**

<table>
<thead>
<tr>
<th>Name</th>
<th>Title</th>
<th>Term</th>
</tr>
</thead>
<tbody>
<tr>
<td>Jeremy</td>
<td>Jaech</td>
<td>Chair, Regent</td>
</tr>
<tr>
<td>Rogelio</td>
<td>Riojas</td>
<td>Regent</td>
</tr>
<tr>
<td>Bernadene</td>
<td>Dochnahl</td>
<td></td>
</tr>
<tr>
<td>Lisa</td>
<td>Jensen</td>
<td></td>
</tr>
<tr>
<td>Gary</td>
<td>Kohlwes</td>
<td></td>
</tr>
<tr>
<td>Kimberly</td>
<td>McNally</td>
<td></td>
</tr>
<tr>
<td>Julie</td>
<td>Nordstrom</td>
<td></td>
</tr>
<tr>
<td>Donna</td>
<td>Russell</td>
<td></td>
</tr>
<tr>
<td>Mary K.</td>
<td>Wakefield</td>
<td></td>
</tr>
<tr>
<td>Ana Mari</td>
<td>Cauce</td>
<td><em>ex officio</em></td>
</tr>
<tr>
<td>Dr. Paul</td>
<td>Ramsey</td>
<td><em>ex officio</em></td>
</tr>
</tbody>
</table>

In July 2018 the Board of Regents dissolved the former UW Medicine Board, effective September 1, 2018. As of September 1, 2018, UW Medical Center, formerly governed by a committee of the UW Medicine Board, is governed by the UW Medical Center Board. As of September 1, 2018, system-wide strategic advice to the Board of Regents is provided by the UW Medicine Advisory Board.

The Board is asked to determine staggered terms of one, two, and three years, such that no more four members’ terms expire in any given year.

**Mary Katherine Wakefield**, PhD, RN, FAAN is Visiting Distinguished Professor in the Practice of Health Care at Georgetown University and Visiting Professor and Distinguished Fellow at the University of Texas at Austin. Prior to these appointments, in March 2015, Dr. Wakefield was appointed by President Barack Obama to serve as Acting Deputy Secretary of the U.S. Department of Health and Human Services (HHS), the second most senior position in the Department. She held this position through January 20, 2017. As a senior government official, she was responsible for overseeing management and operations of HHS, a department with a $1 trillion budget and 80,000 employees. In addition, she led strategic Department-wide initiatives in key health policy areas, with a particular focus on health and human service programs for vulnerable populations. Her domestic policy work largely focused on improving health status for underserved populations, including strengthening health programs for American Indians and Alaska Natives and improving data analysis to better understand the health needs of rural populations. Additionally, she
frequently represented the Department in international meetings with health ministers to discuss challenges ranging from substance addiction and HIV AIDS to delivery system reform and ensuring access to health care services. Prior to becoming Acting Deputy Secretary, Dr. Wakefield was appointed by President Obama to be Administrator of the Health Resources and Services Administration (HRSA). With a budget over $10 billion, HRSA programs impact the health of individuals, families and communities in all 50 states. From 2009 to 2015, Wakefield led and initiated program improvements at HRSA to further strengthen the health care workforce, build healthier communities, increase health equity, and provide health care services to people who are geographically isolated, economically or medically vulnerable.

Dr. Wakefield’s public service career also includes over eight years working in the United States Senate where she served as a legislative assistant and later as chief of staff to two North Dakota senators: Kent Conrad and Quentin Burdick. She has extensive academic experience, including serving as associate dean for rural health at the School of Medicine and Health Sciences University of North Dakota, director of the Center for Health Policy, Research and Ethics at George Mason University, and as a faculty member and area chair in the College of Nursing, University of North Dakota. Additionally, she worked on site as a consultant to the World Health Organization's Global Programme on AIDS in Geneva, Switzerland.

Dr. Wakefield is a member of the National Academy of Medicine (formerly the Institute of Medicine) and a fellow in the American Academy of Nursing. She has served on a number of public and not for profit boards and committees bringing expertise in nursing, health care quality and access to care and health workforce. She currently serves as a member of the Macy Foundation of New York and the MITRE Health Advisory Committee, Washington, DC. Her prior service includes membership on the Medicare Payment Advisory Commission, Chair of the National Advisory Council for the Agency for Healthcare Research and Quality, member of President Clinton's Advisory Commission on Consumer Protection and Quality in the Health Care Industry, member of the National Advisory Committee to HRSA's Office of Rural Health Policy and member of the Commonwealth Fund’s Commission to Create a High Performing Health System.

Dr. Wakefield has a bachelor’s of science in nursing from the University of Mary in Bismarck, North Dakota, and master's and doctoral degrees in nursing from the University of Texas at Austin. She completed the Harvard University School of Government’s Program for Senior Managers in Government. She is a Registered
Governance Committee

Appoint Members of Advisory Boards and Committees (continued p. 7)

Nurse and began her nursing career practicing in medical-surgical and intensive care nursing. She is a native of Devils Lake, North Dakota.

The recommended action has been reviewed and approved by the Chair of the Board of Regents, the President of the University, and the CEO, UW Medicine.

Advisory Committee on Real Estate (ACRE)

<table>
<thead>
<tr>
<th>Name</th>
<th>Position</th>
<th>Start Date</th>
<th>End Date</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Joel</td>
<td>Benoliel</td>
<td>10/1/2017</td>
<td>9/30/2020</td>
<td></td>
</tr>
<tr>
<td>Kirk</td>
<td>Johnson</td>
<td>10/1/2018</td>
<td>9/30/2021</td>
<td>new appt.</td>
</tr>
<tr>
<td>James</td>
<td>Kenyon</td>
<td>10/1/2018</td>
<td>9/30/2021</td>
<td>reappoint</td>
</tr>
<tr>
<td>Thomas</td>
<td>Lindquist</td>
<td>10/1/2018</td>
<td>9/30/2021</td>
<td>new appt.</td>
</tr>
<tr>
<td>Roslyn</td>
<td>Payne</td>
<td>10/1/2018</td>
<td>9/30/2021</td>
<td>reappoint</td>
</tr>
<tr>
<td>Stuart</td>
<td>Sloan</td>
<td>10/1/2018</td>
<td>9/30/2021</td>
<td>reappoint</td>
</tr>
<tr>
<td>Gary</td>
<td>Waterman</td>
<td>10/1/2018</td>
<td>9/30/2021</td>
<td>reappoint</td>
</tr>
<tr>
<td>Ana Mari</td>
<td>Cauce</td>
<td>10/1/2018</td>
<td>9/30/2021</td>
<td></td>
</tr>
</tbody>
</table>

The University of Washington Advisory Committee on Real Estate (ACRE) was established in September 2009. As specified in Board of Regents Governance, Standing Orders, Chapter 4, Section 1, it is an advisory committee to the Board of Regents on matters relating to the management of the University’s commercial income-producing properties and other significant real estate investments. ACRE is comprised of both Regent and non-Regent members. Non-Regent members are real estate professionals of varying background whose expertise brings added perspective to those responsible for the management of the University’s real estate. The President of the University serves as an ex officio member.

Kirk Johnson, Principal, Capstone Partners LLC. Mr. Johnson has been in real estate development and investment for 32 years. He founded Capstone Partners in 2002. Mr. Johnson has been involved in $4 billion of development and investment in multiple cities and all major product types. Mr. Johnson is a native of Washington and a graduate of the University of Washington and Harvard Business School. Mr. Johnson resides in Washington.
STANDING COMMITTEES

Governance Committee

Appoint Members of Advisory Boards and Committees (continued p. 8)

Tom Lindquist, Managing Partner, Greystone Capital Partners. Mr. Lindquist has been involved in investment and management of real assets for over 30 years including serving as President of Plum Creek Timber prior to its merger with Weyerhaeuser in 2016 and as a Partner at the Trammell Crow Company where he helped lead the development of their national corporate services and outsourcing business. He has stayed active in the real estate investment marketplace including leading STREAM’s Urban Ventures Fund – a collaboration with Freddie Mac aimed at Workforce Affordable housing. Mr. Lindquist is a graduate of the University of Washington and the Harvard Business School and resides in Washington.

The recommended action has been reviewed and approved by the Chair of the Board of Regents, the President of the University, the Executive Vice President for Finance & Administration, and the Chief Real Estate Officer.

BACKGROUND

Excerpts from Board of Regents Governance, Bylaws:

Article V, Committees of the Board of Regents, Advisory Committees:

“Advisory committees and boards may be established by the Board on the recommendation of the Governance Committee to provide the University with expert advice on such subjects as the Board may specify. The chair, vice chair, and members of each advisory committee or board shall be recommended by the Governance Committee and approved by the Board. Every advisory committee or board shall include at least one member of the Board, with the exception of the Advisory Committee on Socially Responsible Investing. An advisory committee or board shall have no delegated authority to act for the Board but shall simply offer its advice to the Board or to such standing or special committee as the Board determines.”

Advisory committees and boards to the Board of Regents are governed in general and in detail by Board of Regents Governance, Standing Orders, Chapter 4: http://www.washington.edu/admin/rules/policies/BRG/SOCh4.html
Approve 2019 Meeting Format, Schedule, and Locations

RECOMMENDED ACTION

It is the recommendation of the Chair of the Board and the Governance Committee that the Board approve the following resolution regarding its schedule of regular meetings for 2019.

RESOLUTION

WHEREAS, the bylaws of the Board of Regents and WAC 478-04-030 call for regular meetings, and

WHEREAS, the schedule of meetings is to be established yearly by resolution of this Board,

NOW, THEREFORE, BE IT RESOLVED that the regular meetings of the Board of Regents will be held on the following days, dates, times, and locations in 2019, subject to change, with notice being provided of such change by the Secretary of the Board in accordance with the bylaws of the Board of Regents and applicable laws.

<table>
<thead>
<tr>
<th>Day</th>
<th>Date</th>
<th>Time</th>
<th>Location</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Wednesday</td>
<td>January 9**</td>
<td>5:30 p.m.</td>
<td>UW – Gerberding Hall, Room 142</td>
<td>Board Meeting</td>
</tr>
<tr>
<td>Thursday</td>
<td>January 10**</td>
<td>8:30 a.m.</td>
<td>UW – Petersen Room, Allen Library</td>
<td>Standing Committees* and Board Meeting</td>
</tr>
<tr>
<td>Wednesday</td>
<td>February 13</td>
<td>3:00 p.m.</td>
<td>UW – Gerberding Hall, Room 142</td>
<td>Governance Standing Committee and Board Meeting</td>
</tr>
<tr>
<td>Thursday</td>
<td>February 14</td>
<td>8:30 a.m.</td>
<td>UW – Petersen Room, Allen Library</td>
<td>Standing Committees* and Board Meeting</td>
</tr>
<tr>
<td>Wednesday</td>
<td>March 13</td>
<td>5:30 p.m.</td>
<td>UW – Gerberding Hall, Room 142</td>
<td>Board Meeting</td>
</tr>
<tr>
<td>Thursday</td>
<td>March 14</td>
<td>8:30 a.m.</td>
<td>UW Bothell</td>
<td>Standing Committees* and Board Meeting</td>
</tr>
<tr>
<td>Wednesday</td>
<td>April 10</td>
<td>5:30 p.m.</td>
<td>UW – Gerberding Hall, Room 142</td>
<td>Board Meeting</td>
</tr>
</tbody>
</table>
STANDING COMMITTEES

Governance Committee

Approve 2019 Meeting Format, Schedule, and Locations (continued p. 2)

<table>
<thead>
<tr>
<th>Day</th>
<th>Date</th>
<th>Time</th>
<th>Location</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Thursday</td>
<td>April 11</td>
<td>8:30 a.m.</td>
<td>UW – Petersen Room, Allen Library</td>
<td>Standing Committees* and Board Meeting</td>
</tr>
<tr>
<td>Wednesday</td>
<td>May 8</td>
<td>5:30 p.m.</td>
<td>UW – Gerberding Hall, Room 142</td>
<td>Board Meeting</td>
</tr>
<tr>
<td>Thursday</td>
<td>May 9</td>
<td>8:30 a.m.</td>
<td>UW – Petersen Room, Allen Library</td>
<td>Standing Committees* and Board Meeting</td>
</tr>
<tr>
<td>Wednesday</td>
<td>June 12</td>
<td>5:30 p.m.</td>
<td>UW – Gerberding Hall, Room 142</td>
<td>Board Meeting</td>
</tr>
<tr>
<td>Thursday</td>
<td>June 13</td>
<td>8:30 a.m.</td>
<td>UW – Petersen Room, Allen Library</td>
<td>Standing Committees* and Board Meeting</td>
</tr>
<tr>
<td>Wednesday</td>
<td>July 10</td>
<td>3:00 p.m.</td>
<td>UW – Gerberding Hall, Room 142</td>
<td>Governance Standing Committee and Board Meeting</td>
</tr>
<tr>
<td>Thursday</td>
<td>July 11</td>
<td>8:30 a.m.</td>
<td>UW – Allen Center, Room CSE 691</td>
<td>Standing Committees* and Board Meeting</td>
</tr>
<tr>
<td>Wednesday</td>
<td>August 7**</td>
<td>5:30 p.m.</td>
<td>UW – Gerberding Hall, Room 142</td>
<td>Board Meeting</td>
</tr>
<tr>
<td>Thursday</td>
<td>August 8**</td>
<td>8:30 a.m.</td>
<td>UW – Petersen Room, Allen Library</td>
<td>Standing Committees* and Board Meeting</td>
</tr>
<tr>
<td>Wednesday</td>
<td>September 11</td>
<td>3:00 p.m.</td>
<td>Spokane</td>
<td>Governance Standing Committee and Board Meeting</td>
</tr>
<tr>
<td>Thursday</td>
<td>September 12</td>
<td>8:30 a.m.</td>
<td>Spokane</td>
<td>Standing Committees* and Board Meeting</td>
</tr>
<tr>
<td>Wednesday</td>
<td>October 9</td>
<td>5:30 p.m.</td>
<td>UW – Gerberding Hall, Room 142</td>
<td>Board Meeting</td>
</tr>
<tr>
<td>Thursday</td>
<td>October 10</td>
<td>8:30 a.m.</td>
<td>UW – Petersen Room, Allen Library</td>
<td>Standing Committees* and Board Meeting</td>
</tr>
</tbody>
</table>
STANDING COMMITTEES

Governance Committee

Approve 2019 Meeting Format, Schedule, and Locations (continued p. 3)

<table>
<thead>
<tr>
<th>Day</th>
<th>Date</th>
<th>Time</th>
<th>Location</th>
<th>Meeting Type</th>
</tr>
</thead>
<tbody>
<tr>
<td>Wednesday</td>
<td>November 13</td>
<td>5:30 p.m.</td>
<td>UW – Gerberding Hall, Room 142</td>
<td>Board Meeting</td>
</tr>
<tr>
<td>Thursday</td>
<td>November 14</td>
<td>8:30 a.m.</td>
<td>UW Tacoma</td>
<td>Standing Committees* and Board Meeting</td>
</tr>
<tr>
<td>Wednesday</td>
<td>December 11</td>
<td>5:30 p.m.</td>
<td>UW – Gerberding Hall, Room 142</td>
<td>Board Meeting</td>
</tr>
<tr>
<td>Thursday</td>
<td>December 12</td>
<td>8:30 a.m.</td>
<td>UW – Petersen Room, Allen Library</td>
<td>Standing Committees* and Board Meeting</td>
</tr>
</tbody>
</table>

Meeting time of regular meetings. The Board will meet on the Wednesdays noted above beginning at 3:00 p.m. or 5:30 p.m. and on the Thursdays noted above beginning at 8:30 a.m., or such later time as may be announced on the Board’s webpage (http://www.washington.edu/regents/) and posted at the Board Office in Gerberding Hall. A portion of each day’s meetings will be allocated to meetings of the Board’s standing committees. The detailed schedule of the day’s meetings will be posted in advance on the Board’s webpage and at the Board Office in Gerberding Hall.

Except as otherwise indicated, the meetings listed above are held at the University of Washington Seattle Campus, Seattle, Washington, at the locations noted above, unless a different location is established and public notice given in accordance with Chapter 42.30 RCW. A map of the Seattle campus can be found at: https://www.washington.edu/maps/

*Standing Committees noted here include the Academic and Student Affairs Committee and the Finance and Asset Management Committee.

**The January and August meetings may be canceled, circumstances permitting.

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

Governance Committee

Approve Amendments to Board of Regents Governance, Bylaws, Article IV, Section 1

RECOMMENDED ACTION

It is the recommendation of the Chair of the Board and the Governance Committee that the Board of Regents approve changes described below to Board of Regents Governance, Bylaws, Article IV, Section 1.

BACKGROUND

Proposed changes are necessary to accommodate the membership of every Regent on every standing committee:

“The standing committees set forth below are established to facilitate the business of the Board and the University. The chair, vice chair, and members of each standing committee shall be recommended by the Governance Committee and approved by the Board. Interim committee assignments of newly appointed regents shall be made by the Chair of the Board pending Governance Committee and Board approval. Each standing committee shall consist of at least four members, with at least three voting members. All committee chairs, vice chairs, and a majority of each committee shall be Board members.

((The Chair of the Board shall be appointed only to the Governance Committee, but may act as an alternate, including voting, in the event of the absence of any committee member at any regular or special meeting scheduled pursuant to Article III of the Bylaws.)) The student regent may serve on the Academic and Student Affairs Committee but shall excuse himself or herself from participation or voting on matters relating to the hiring, discipline, or tenure of faculty members and personnel.

Any subject not assigned to a standing committee shall be retained for consideration by the Board itself. Such retained subjects specifically include selection and evaluation of the University President, establishment of operating and capital budgets, requests for appropriation of state funds, and institutional risk management.

Any matter that would typically fall within the responsibility of one standing committee may be directed by the chair of that committee or the Chair of the Board to any other standing or special committee or the Board itself for consideration.
Governance Committee

Approve Amendments to Board of Regents Governance, Bylaws, Article IV, Section 1 (continued p. 2)

All matters considered by the standing committees requiring action shall be referred to the Board for action except where such authority has been expressly delegated to a committee. Action taken by a committee under such delegated authority shall be promptly reported to the Board.

A majority of the committee's voting members shall constitute a quorum.

Minutes of all standing committee meetings shall be taken, submitted to the Board, kept by the Secretary, and be open to public inspection, following approval, in the office of the Secretary during regular University business hours and shall also be posted on a web page accessible to the public via a link on the Board's internet home page.”
Governance Committee

Approve Amendments to *Board of Regents Governance*, Regent Policy No. 11: Statement on Diversity

**RECOMMENDED ACTION**

It is the recommendation of the Diversity, Equity and Inclusion Advisory Committee and the Governance Committee that the Board of Regents approve changes described below to *Board of Regents Governance*, Regent Policy No. 11: Statement on Diversity.

**BACKGROUND**

In May 2016, the Board of Regents established the Diversity, Equity, and Inclusion Advisory Committee. According to *Board of Regents Governance*, Standing Orders, Chapter 4, Advisory Committees of the Board of Regents, the function of this committee is to advise the Board or its appropriate standing committee and the University President, or his or her designee, on matters relating to diversity, equity, and inclusion for faculty, students, staff, and in procurement and contracting.

At its meetings on April 4, 2018, and on July 24, 2018, the Diversity, Equity and Inclusion Advisory Committee discussed refreshing the Board’s twenty-year-old statement on diversity. Its recommendations are attached.

*Attachment

*Board of Regents Governance*, Regent Policy No. 11 (Proposed Changes)*
Statement on Diversity

The Board of Regents of the University of Washington hereby (emphatically) reaffirms the University’s long-standing commitment to (racial and cultural diversity in its student body) diversity, equity and inclusion on its campuses. This commitment was first enunciated by the Board at its meeting on June 13, 1975 ("Special Educational Opportunities for Minorities and Women") (and), was reasserted at its meeting (of) on February 9, 1979 (BRG, Regent Policy No. 4, "Policy on Admission"), and then again at its meeting on January 16, 1998.

Now, as on ((both)) earlier occasions, the Regents recognize the important place the University of Washington occupies as Washington’s largest institution of higher education and as one of the (nation’s) world’s leading public research universities. At the University of Washington, diversity, equity, and inclusion are integral to excellence. We value and honor diverse experiences and perspectives, strive to create welcoming and respectful learning environments, and promote access, opportunity and justice for all.

The state of Washington has a compelling interest in making sure that the University is accessible to talented students, faculty, and staff from all social identities. The knowledge that the University of Washington is open to qualified students, faculty members, and staff from all groups, and thus serves all parts of the community equitably, helps to sustain the social fabric of the state.

University of Washington students, and the society they will serve and help to lead, require the very best education this institution can provide. Among the educational resources the University has to offer (is) are a diverse student body, a diverse faculty and a diverse staff. With the guidance and support of members of the faculty and the staff, (is)students educate each other, in the classroom and in many informal settings; they challenge one another's assumptions, they broaden one another's range of experience, and they teach one another to see the world from varied perspectives. Although the University ((should and does)) seeks diversity of many kinds, (racial and cultural diversity must be part of the mix. We cannot otherwise teach our students all that they need to know about the diverse society and the multinational economy in which they will be leading their lives)) the University particularly acknowledges the acute need to remove barriers to the recruitment, retention, and advancement of talented students, faculty members, and staff from underrepresented populations.
We therefore direct the President (and) the University administration and the faculty to continue to advance diversity, equity and inclusion on the University of Washington’s campuses, in all ways consistent with the laws of the state of Washington and the federal government.


For related information, see:

- Board of Regents Governance, Regent Policy No. 4, "Policy on Admission"
- Board of Regents Governance, Regent Policy No. 10, "Policy on Financial Aid, Including Scholarships, Grants, and Fellowships, to Promote Student Diversity at the University of Washington"
Discuss Results of 2018 Biennial Self-Assessment Survey

INFORMATION

This item is for information only. The Chair of the Board will present results from the Self-Assessment Survey and lead a discussion of potential consequent actions.

BACKGROUND

The Board of Regents has periodically administered self-evaluation surveys. In 2014 and 2016, it conducted assessment surveys through the UW’s Catalyst tool. The surveys consisted of 38 questions about the performance and operations of the Board and offered opportunities to include open-ended comments.

Participants were offered the option to reply to questions with ‘strongly agree,’ ‘agree,’ ‘disagree,’ ‘strongly disagree,’ and ‘don’t know.’ In 2014 Regents, President, Provost, Senior Vice President for Finance & Facilities, and Vice Provost for Planning & Budgeting were invited to complete the survey. Nine Regents and three administrators responded. Regent Smith presented a summary of the results to the Governance Committee and Board in October 2014 (Item G–5: https://www.washington.edu/regents/files/2014/10/2014-10-g-5.pdf).

In May 2016 the Board elected to expand the number of administrators included in the survey from four to twenty administrators or academic, educational, and student leaders. Ten Regents and fourteen administrators responded. Regent Shanahan presented a summary of the results to the Governance Committee and Board in October 2016 (Item G–3: https://s3-us-west-2.amazonaws.com/uw-s3-cdn/wp-content/uploads/sites/12/2018/07/23172804/2016-10-G-3.pdf).

In February 2018 the Board determined the format of this year’s survey, reducing the number of questions and the number of survey participants (Item G–3: https://s3-us-west-2.amazonaws.com/uw-s3-cdn/wp-content/uploads/sites/12/2018/07/23171706/2018-02-G-3.pdf).

Questions were organized under the following subject areas:

A. Board Structure and Composition
B. Board Meeting Preparation
C. Board Meeting Operations
D. Critical Responsibilities
E. Committee Performance
F. Other Comments or Concerns
This year’s survey was administered in late July to:

- Jeremy Jaech, Regent, Chair
- Constance Rice, Regent, Vice Chair
- Bill Ayer, Regent
- Joel Benoliel, Regent
- Kristianne Blake, Regent
- Jaron Reed Goddard, 2017-18 Student Regent
- Joanne Harrell, Regent
- Rogelio Riojas, Regent
- Blaine Tamaki, Regent
- David Zeeck, Regent
- Ana Mari Cauce, President
- Jerry Baldasty, Provost and Executive Vice President
- Jeff Scott, Treasurer and Executive Vice President
- Chris Malins, Associate Vice President, Treasury
- Mike McCormick, Associate Vice President, Capital Planning and Development
- Karin Nyrop, Division Chief, Attorney General’s Office
- Margaret Shepherd, Director of Strategic Initiatives

Nine Regents and five administrators responded.

Attachment
2018 Board of Regents Self-Assessment Survey (as administered)
2018 Board of Regents Self-Assessment Survey

These are the questions and the scale decided at the February 2018 meeting of the Governance Committee.

* Required

A. Board Structure and Composition

There is a comments form at the end of this section.

1. 1. Is the size of the Board optimal? *

   * Mark only one oval.
   - [ ] Strongly Agree
   - [ ] Agree
   - [ ] Disagree
   - [ ] Strongly Disagree
   - [ ] Don't Know

2. 2. Is the standing and advisory committee structure adequate to the Board's responsibilities? *

   * Mark only one oval.
   - [ ] Strongly Agree
   - [ ] Agree
   - [ ] Disagree
   - [ ] Strongly Disagree
   - [ ] Don't Know

3. 3. Does the Board have the appropriate skills among its members to perform its functions? Comment on areas for improvement in the comments section provided at the end of this section.*

   * Mark only one oval.
   - [ ] Strongly Agree
   - [ ] Agree
   - [ ] Disagree
   - [ ] Strongly Disagree
   - [ ] Don't Know
4. Are you satisfied that there is sufficient diversity of perspectives on the Board? *
Mark only one oval.

☐ Strongly Agree
☐ Agree
☐ Disagree
☐ Strongly Disagree
☐ Don't Know

5. Comments:


B. Board Meeting Preparation
There is a comments form at the end of this section.

6. Do Board members contribute sufficiently to the selection of agenda items? *
Mark only one oval.

☐ Strongly Agree
☐ Agree
☐ Disagree
☐ Strongly Disagree
☐ Don't Know

7. Do agenda items address the most important, strategic, operational, and constituent issues in a timely manner? *
Mark only one oval.

☐ Strongly Agree
☐ Agree
☐ Disagree
☐ Strongly Disagree
☐ Don't Know
8. 3. Is the information that Board members receive prior to Board meetings clear, concise, and delivered in a timely manner? *
   Mark only one oval.
   - [ ] Strongly Agree
   - [ ] Agree
   - [ ] Disagree
   - [ ] Strongly Disagree
   - [ ] Don't Know

9. 4. Is the information received sufficient for Board members to make the decisions required of them? *
   Mark only one oval.
   - [ ] Strongly Agree
   - [ ] Agree
   - [ ] Disagree
   - [ ] Strongly Disagree
   - [ ] Don't Know

10. 5. Do Board members receive timely information on emerging issues between meetings? *
    Mark only one oval.
    - [ ] Strongly Agree
    - [ ] Agree
    - [ ] Disagree
    - [ ] Strongly Disagree
    - [ ] Don't Know

11. 6. Comments:

C. Board Meeting Operations
There is a comments form at the end of this section.
12.  
1. Does the Board hold the appropriate number of meetings? *  
*Mark only one oval.*
- [ ] Strongly Agree
- [ ] Agree
- [ ] Disagree
- [ ] Strongly Disagree
- [ ] Don't Know

13.  
2. Should the April meeting be cancelled, as formerly? (Comment below on the retreat proposed at the July Governance Committee meeting.) *  
*Mark only one oval.*
- [ ] Strongly Agree
- [ ] Agree
- [ ] Disagree
- [ ] Strongly Disagree
- [ ] Don't Know

14.  
3. Should the January meeting be cancelled, rather than the December meeting? (This is much easier for staff. Items for the January meeting are due on December 26.) *  
*Mark only one oval.*
- [ ] Strongly Agree
- [ ] Agree
- [ ] Disagree
- [ ] Strongly Disagree
- [ ] Don't Know

15.  
4. Should the Governance Committee meet three times per year rather than four? *  
*Mark only one oval.*
- [ ] Strongly Agree
- [ ] Agree
- [ ] Disagree
- [ ] Strongly Disagree
- [ ] Don't Know
16.  
5. Is Board meeting time appropriately allocated between Board discussion and staff presentations? *  
Mark only one oval.  
- [ ] Strongly Agree  
- [ ] Agree  
- [ ] Disagree  
- [ ] Strongly Disagree  
- [ ] Don't Know  

17.  
6. Is the time allotted to the Board's most important responsibilities appropriate? *  
Mark only one oval.  
- [ ] Strongly Agree  
- [ ] Agree  
- [ ] Disagree  
- [ ] Strongly Disagree  
- [ ] Don't Know  

18.  
7. Are the right staff members in attendance at meetings to answer questions? *  
Mark only one oval.  
- [ ] Strongly Agree  
- [ ] Agree  
- [ ] Disagree  
- [ ] Strongly Disagree  
- [ ] Don't Know  

19.  
8. Are Board meetings conducted in a manner that ensures open communications, meaningful participation, and timely resolution of issues? *  
Mark only one oval.  
- [ ] Strongly Agree  
- [ ] Agree  
- [ ] Disagree  
- [ ] Strongly Disagree  
- [ ] Don't Know
20.  
9. Are executive sessions candid and constructive, and conducted in a manner that encourages civil disagreement? *

Mark only one oval.

☐ Strongly Agree  
☐ Agree  
☐ Disagree  
☐ Strongly Disagree  
☐ Don't Know

21.  
10. Is the relationship among Regents constructive? *

Mark only one oval.

☐ Strongly Agree  
☐ Agree  
☐ Disagree  
☐ Strongly Disagree  
☐ Don't Know

22.  
11. Are you satisfied with the relationship between the Board and the Administration? *

Mark only one oval.

☐ Strongly Agree  
☐ Agree  
☐ Disagree  
☐ Strongly Disagree  
☐ Don't Know

23.  
12. Is the substance and volume of work expected of Regents appropriate? *

Mark only one oval.

☐ Strongly Agree  
☐ Agree  
☐ Disagree  
☐ Strongly Disagree  
☐ Don't Know
D. Critical Responsibilities
There is a comments form at the end of this section.

25. 1. Does the Board have a clear set of goals or priorities for the year and beyond? *
    Mark only one oval.
    - Strongly Agree
    - Agree
    - Disagree
    - Strongly Disagree
    - Don't Know

26. 2. Are these common goals, expectations, and concerns openly communicated to the President and senior administrators? *
    Mark only one oval.
    - Strongly Agree
    - Agree
    - Disagree
    - Strongly Disagree
    - Don't Know

27. 3. Are the institution's values, mission, goals and strategic business plan clear? *
    Mark only one oval.
    - Strongly Agree
    - Agree
    - Disagree
    - Strongly Disagree
    - Don't Know

13. Comments:

________________________________________________________________________

________________________________________________________________________

________________________________________________________________________

________________________________________________________________________

________________________________________________________________________
28. **4. Does the Board understand them?** *

*Mark only one oval.*

- [ ] Strongly Agree
- [ ] Agree
- [ ] Disagree
- [ ] Strongly Disagree
- [ ] Don't Know

29. **5. Does the Board review strategic, operational, and capital plans and evaluate performance on these throughout the year?** *

*Mark only one oval.*

- [ ] Strongly Agree
- [ ] Agree
- [ ] Disagree
- [ ] Strongly Disagree
- [ ] Don't Know

30. **6. Does the Board understand major risks to the institution and exercise effective oversight of the Administration’s plans for prevention and remediation at the Board or committee level?** *

*Mark only one oval.*

- [ ] Strongly Agree
- [ ] Agree
- [ ] Disagree
- [ ] Strongly Disagree
- [ ] Don't Know

31. **7. Is the Board in regular, adequate communication with the President and senior administrators?** *

*Mark only one oval.*

- [ ] Strongly Agree
- [ ] Agree
- [ ] Disagree
- [ ] Strongly Disagree
- [ ] Don't Know
32.  
8. Does the Board effectively evaluate the President in a constructive manner? *  
*Mark only one oval.  
☐ Strongly Agree  
☐ Agree  
☐ Disagree  
☐ Strongly Disagree  
☐ Don't Know  

33.  
9. Does the Board engage with constituents sufficiently to understand their concerns? *  
*Mark only one oval.  
☐ Strongly Agree  
☐ Agree  
☐ Disagree  
☐ Strongly Disagree  
☐ Don't Know  

34.  
10. Does the orientation program for new Regents clearly communicate the Board's responsibilities and facilitate effective participation? *  
*Mark only one oval.  
☐ Strongly Agree  
☐ Agree  
☐ Disagree  
☐ Strongly Disagree  
☐ Don't Know  

35.  
11. Comments:  

E. Committee Performance  
There is a comments form at the end of this section.
36.  
1. Are you satisfied with the leadership and composition of the standing and advisory committees? *  
Mark only one oval.  
☐ Strongly Agree  
☐ Agree  
☐ Disagree  
☐ Strongly Disagree  
☐ Don't Know

37.  
2. Are the responsibilities of each standing and advisory committee clear? *  
Mark only one oval.  
☐ Strongly Agree  
☐ Agree  
☐ Disagree  
☐ Strongly Disagree  
☐ Don't Know

38.  
3. Is the division of responsibilities between the Board, standing committees, and special or advisory committees and boards appropriate? *  
Mark only one oval.  
☐ Strongly Agree  
☐ Agree  
☐ Disagree  
☐ Strongly Disagree  
☐ Don't Know

39.  
4. (New Question) Should every Regent be appointed to every committee, as proposed on July 11? *  
Mark only one oval.  
☐ Strongly Agree  
☐ Agree  
☐ Disagree  
☐ Strongly Disagree  
☐ Don't Know
5. Comments:

F. Other Comments or Concerns

Comments:
UW Board of Regents

Biennial Board Self-Assessment Survey

2018 Summary of Results

The survey was administered to ten Regents and seven administrators. Nine Regents and five administrators responded. It consisted of thirty-five questions with space for comment after each section and general comment at the conclusion. Four questions concerned operational matters:

C2. It was generally agreed that the April meeting could be cancelled if necessary, as formerly, but many suggested that this might be an excellent time for a retreat.

C3. It was agreed that the January rather than the December meeting be cancelled, because this is easier on staff.

C4. A majority of Regents felt that the Governance Committee (4 of 5 voting) could meet three times per year rather than four. Question: should Tyler schedule four and cancel one meeting, likely the May meeting?

E4. There was overwhelming consensus to appoint every Regent to each standing committee. (Of Regents, 2 strongly agreed, 6 agreed, 1 didn’t know. Of administrators, 2 strongly agreed and 3 didn’t know.)

There is general agreement that the Board is performing well, although points of improvement are suggested in answers and comments to the remaining thirty-one questions. In comparison to the 2014 and 2016 surveys, the Board feels positive about its performance, and has made considerable progress in terms of the quality of the information it gets and the quality and tenor of discussion in meetings. However, many of the same issues are still raised concerning the open discussion of strategic issues or emerging concerns in open meetings. It may be that, as one respondent commented in 2014, “what is easy to measure is discussed, what is hard to measure is not discussed.” With respect to this year’s survey, 27 of 31 questions received overwhelmingly positive responses:

- Responses to 17 of 31 questions were affirmative.
- Responses to 6 of 31 questions were affirmative, except for 1 disagreement.
- Responses to 4 of 31 questions were affirmative, except for 2 disagreements.
- Three respondents answered negatively to three questions, and four respondents answered negatively to one question.

The greatest disagreement concerned question B1: “Do Board members contribute sufficiently to the selection of agenda items?” Comments clarified that Regents believe that committee chairs drive agendas on the advice of the appropriate administrator – and praised them for this. There was desire expressed for greater prioritization and strategic focus in planning agendas. This has been a theme to past Board surveys, certainly in 2014 and 2016, but as far back as 1999. The
Board does now regularly discuss annual planning calendars and try to align them with presidential priorities.

Other disagreement concerned question B5, “Do Board members receive timely information on emerging issues between meetings?” 4 of 9 Regents strongly agreed and 2 of 9 Regents agreed that current information was timely and adequate. One administrator noted of this question: “Emerging issues are messy – and so probably best [discussed] in executive sessions. By law, those are limited, but the president can do a lot in her time with the board on emerging issues. She has demonstrated a willingness to do so, too. That should continue.

Remember that the staff supporting the board is limited in size. At this point, it seems as if the staff is truly stretched in terms of supporting all of the committees, shepherding materials to the board, reaching out and coordinating with people who appear before the board, etc. The board needs a lot of staff support, and the staff do as well as they can, but it is a stretch. If more committees are needed, or a lot more information, then the Board needs additional staffing support, that is, more people supporting it.”

Three Regents also disagreed with questions D1, “Does the Board have a clear set of goals or priorities for the year and beyond?” and D2, “Are these common goals, expectations, and concerns openly communicated to the President and senior administrators?” One respondent asked: “Does the Board have goals and priorities? If so, [these are] not clearly articulated.”

Other areas of concern:

A3. Negative responses here reflected agreement that the Board would like to see someone with financial, accounting, or risk management skills replace Regent Blake. It was suggested that the Board might need a member with clinical medical experience: “the challenges facing the University over the next five years will require deep working knowledge of the healthcare system.”

C5, C8. There was consensus that the Board should continue on its present trajectory towards having more discussion and more strategic discussion of major issues on the basis of pre-circulated materials rather than devoting meeting time to staff presentations. Administrators praised the Regents for their attention to and deep engagement with materials submitted to them.

Relevant comments:

“I’d like for us to focus on a larger plan to address emerging trends such as online learning; life-long learning issues for workplace development; declining long-term birthrates and other such strategic issues. We need a better way to address long-term issues before they are right on top of us.”

“As Regents, we can add value by helping the President think through complex issues that often have no clear solutions. Providing periodic agenda time on specific issues would allow us to ask questions and explore alternative approaches for consideration.”
“I sometimes think we’d benefit from more focus on our strategy for things like Running start and the entire changes on the higher-education landscape. We seem to focus on just what is in front of us.”

“There is a nice mix between presentations and discussion. I think that the Regents are informed about our general goals and directions. Where I think we could use a bit more discussion is on how to balance those goals. For example, I don’t think we want to pit access against excellence, both are critical. But, it’s not altogether feasible for us to continue to have the level of access we now have for low income students, keeping tuition this low for middle and high income students, and maintaining the same level of excellence at our present level of state support.

On the health provision side we run into the same issue although it plays out somewhat differently — how much uncompensated care can we provide without more state support. These are the questions that are hardest to grapple with.”

D3, D4. It was suggested that there might not be complete awareness or agreement on the Board concerning the UW’s mission, values, goals, and strategic business plan. This could an item for future discussion.

D6. There remains concern about awareness of and remediation of major risks facing the Board. This is a common observation from past surveys, particularly with respect to the risk posed by the growth of UW Medicine.

D9. It was suggested that the Board might improve its grasp of issues of concern to constituents.

§ It was suggested that the Board resolve its procedure and objectives for selecting chairs and members of the various committees and the chair and vice chair of the Board.

The suggestion that strategic discussion be focused on how to balance goals in an atmosphere of constrained resources seems important. The Board might also consider how best to advocate for resources with the Legislature so that the UW speaks with one voice.

To close, two compliments:

“I commend Jeremy Jaech for a superb job as our Chair, and Ana Mari Cauce for her candor and transparency in dealing with our Board. I think last year was very productive.”

“I have been staff to the Regents for nearly twenty years and have regularly been in awe of the dedication and effort that Board members put in to their roles. Giving back is not easy and takes significant effort and time. It has been a pleasure and an honor to serve the Regents for so long.”
STANDING COMMITTEES

Finance and Asset Management Committee

Actions Taken Under Delegated Authority

INFORMATION ITEM

This item is being presented for information only.

BACKGROUND

This item is a standing quarterly agenda item covering the items approved by University units for a given quarter, pursuant of the Standing Orders of the Board of Regents on delegation of authority:

1. The Administration may approve and execute all instruments to take action for projects or contracts that exceed $5 million in value or cost and are less than $15 million; and

2. The Administration may execute time-critical instruments requiring action between scheduled Board of Regents meetings, with approval of the chair or vice chair of the appropriate standing committee.

There were no actions taken under delegated authority from April to June 2018.
STANDING COMMITTEES

Finance and Asset Management Committee

Treasurer of the Board Report

INFORMATION

This item is being presented for information only.

BACKGROUND

Jeff Scott, Executive Vice President of Finance & Administration, will report on the following:

1. FY18 Financial Close
2. Finance Transformation
STANDING COMMITTEES

Finance and Asset Management Committee

Introduction of New Leadership: Vice President, Facilities

INFORMATION

This item is being presented for information only.

BACKGROUND

Jeffrey Scott, Executive Vice President, Finance & Administration, will introduce Lou Cariello as the new Vice President, Facilities.

Attachment
Lou Cariello Biography
Lou joins the University from Kaiser Permanente Washington where he led the company’s Facilities Services Delivery Team for the Washington State Region. He oversaw the execution of a multi-billion dollar capital development plan to accommodate the company’s rapid growth in Seattle and across the state.

Lou retired as Rear Admiral in the U.S. Navy after a distinguished 30-year career leading facilities and engineering organizations across the United States, Europe, Southwest Asia, and the Pacific. Among his many accomplishments, Lou supervised facilities management of the Navy’s institutions of higher education, research laboratories, and medical facilities, including oversight of a comprehensive master plan for the Bethesda Naval Medical Center. The culmination of his naval career was as Commander of the Naval Facilities Engineering Command Atlantic in Norfolk, Virginia. Of note, Lou was the 2005 recipient of the Navy League’s John Paul Jones Award for Inspirational Leadership.

Lou graduated from the United States Naval Academy with a Bachelor of Science in Mechanical Engineering. He earned master’s degrees in both mechanical engineering and engineering management from Drexel University and attended the Executive Management Program at the University of Michigan’s Ross School of Business.
STANDING COMMITTEES

Finance and Asset Management Committee

Finance and Capital Report

INFORMATION

This item is being presented for information only.

BACKGROUND

This item is a standing monthly agenda item.

Attachments
1. Active Capital Projects Summary as of August 23, 2018
2. Active Capital Projects Business Equity Scorecard as of August 24, 2018
## Active Capital Projects Summary
**as of August 23, 2018**

<table>
<thead>
<tr>
<th>Project Name</th>
<th>Financial Details</th>
<th>Schedule</th>
<th>Women &amp; Minority Business Equity*</th>
<th>Project Health Trending</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Budget</td>
<td>Forecast</td>
<td>Funding Committed</td>
<td>Target</td>
</tr>
<tr>
<td><strong>Bill and Melinda Gates Center for CSE</strong></td>
<td>$105.50</td>
<td>$105.68</td>
<td>$105.50</td>
<td>12/18</td>
</tr>
<tr>
<td>LMN Architects/Mortenson</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>UWMC ED East Extension</strong></td>
<td>$15.41</td>
<td>$15.24</td>
<td>$15.41</td>
<td>10/18</td>
</tr>
<tr>
<td>Salus Architecture /Skanska</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Seismic Improvements - Phase 1</strong></td>
<td>$17.60</td>
<td>$17.60</td>
<td>$17.60</td>
<td>6/19</td>
</tr>
<tr>
<td>Schacht/Aslani Architects/CLARKCONS</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>New Burke Museum</strong></td>
<td>$79.70</td>
<td>$80.88</td>
<td>$79.70</td>
<td>7/19</td>
</tr>
<tr>
<td>Olson Kundig/Skanska</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Parrington Hall Renovation</strong></td>
<td>$20.00</td>
<td>$20.00</td>
<td>$20.00</td>
<td>1/20</td>
</tr>
<tr>
<td>INTEGRUS Architecture, PS/Absher</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Population Health Facility</strong></td>
<td>$230.00</td>
<td>$230.00</td>
<td>$230.00</td>
<td>3/20</td>
</tr>
<tr>
<td>Miller Hull Partnership/LCL</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Kincaid Hall Psychology Renovation 2017-2023</strong></td>
<td>$30.00</td>
<td>$30.00</td>
<td>$30.00</td>
<td>6/20</td>
</tr>
<tr>
<td>Perkins+Will/Skanska</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>NWH Childbirth Center</strong></td>
<td>$25.00</td>
<td>$25.00</td>
<td>$25.00</td>
<td>9/20</td>
</tr>
<tr>
<td>Zimmer Gunsul Frasca Architects/ABBOTT</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>NCH Phase IV(b): Denny Field, Haggett &amp; Oak Halls</strong></td>
<td>$86.20</td>
<td>$86.20</td>
<td>$86.20</td>
<td>7/21</td>
</tr>
<tr>
<td>Kieran Timberlake/Absher</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Foster School Expansion</strong></td>
<td>$70.00</td>
<td>$70.00</td>
<td>$70.00</td>
<td>8/21</td>
</tr>
<tr>
<td>LMN Architects/Hoffman</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Health Sciences Education Building</strong></td>
<td>$0.62</td>
<td>$0.61</td>
<td>$10.62</td>
<td>3/22</td>
</tr>
</tbody>
</table>

**Totals**

<table>
<thead>
<tr>
<th>Budget</th>
<th>Forecast</th>
<th>Funding Committed</th>
<th>Target</th>
<th>Forecast</th>
<th>Committed</th>
<th>Utilization</th>
<th>Budget</th>
<th>Funding</th>
<th>Schedule</th>
<th>Safety</th>
<th>Business Equity</th>
</tr>
</thead>
<tbody>
<tr>
<td>$680.03</td>
<td>$681.20</td>
<td>$690.03</td>
<td>3/22</td>
<td>3/22</td>
<td>N/A</td>
<td>N/A</td>
<td>4.6%</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

$ All Dollars in Millions

*Includes OMWBE certified and self-identified Women and Minority businesses.

### Targets

- **Budget:** Budget is equal to or greater than Forecast (1% Tolerance)
- **Funding:** Funding is equal to or greater than Forecast (1% Tolerance)
- **Schedule:** Forecast is equal to or sooner than Target (14 Day Tolerance)
- **Safety:** Total Recordable Incident Rate of 2.5 or lower
- **Business Equity:** On track for utilization of 10% or higher

### Notes:

1. Project General Contractor buyout largely complete and business equity goals cannot be met with remaining spend
2. Discovery of existing hazardous materials requiring abatement will result in a schedule extension
3. Project budget and funding will be reconciled during existing building demolition and site improvements phase
4. Forecasted permit review times from the City are longer than anticipated.

---

**Legend**

- **Meeting Target**
- **Not Meeting Target, Plan in Place**
- **Not Meeting Target, No recovery Plan in Place**
- **Arrow Up** Improvement from Previous Month
- **Arrow Down** Setback from Previous Month
### Business Equity Scorecard

as of August 24, 2018

<table>
<thead>
<tr>
<th>Project Name</th>
<th>Total Project Budget*</th>
<th>Project Total Commitments*</th>
<th>Business Equity Commitments</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>(A)</td>
<td>(B)</td>
<td>(B-A)</td>
</tr>
<tr>
<td>Bill and Melinda Gates Center for CSE</td>
<td>$93.11</td>
<td>$92.39</td>
<td>$0.72</td>
</tr>
<tr>
<td>LMN Architects/Mortenson</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>UWMC ED East Extension</td>
<td>$13.38</td>
<td>$12.49</td>
<td>$0.72</td>
</tr>
<tr>
<td>Salus Architecture /Skanska</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Seismic Improvements - Phase 1</td>
<td>$14.90</td>
<td>$1.57</td>
<td>$13.89</td>
</tr>
<tr>
<td>Schacht/Aslani Architects/CLARKCONS</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>New Burke Museum</td>
<td>$70.32</td>
<td>$63.19</td>
<td>$71.39</td>
</tr>
<tr>
<td>Olson Kundig/Skanska</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Seismic Improvements - Phase 1</td>
<td>$14.90</td>
<td>$1.57</td>
<td>$13.89</td>
</tr>
<tr>
<td>Schacht/Aslani Architects/CLARKCONS</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>New Burke Museum</td>
<td>$70.32</td>
<td>$63.19</td>
<td>$71.39</td>
</tr>
<tr>
<td>Olson Kundig/Skanska</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Population Health Facility</td>
<td>$199.00</td>
<td>$37.86</td>
<td>$199.15</td>
</tr>
<tr>
<td>Miller Hull Partnership/LCL</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Kincaid Hall Psychology Renovation 2017-2023</td>
<td>$0.00</td>
<td>$0.01</td>
<td>$27.29</td>
</tr>
<tr>
<td>Perkins+Will/Skanska</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>NW Phase IV(b): Denny Field, Haggett &amp; Oak Hills</td>
<td>$74.89</td>
<td>$7.96</td>
<td>$66.94</td>
</tr>
<tr>
<td>Kieran Timberlake/Absher</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Foster School Expansion</td>
<td>$57.74</td>
<td>$0.07</td>
<td>$69.93</td>
</tr>
<tr>
<td>LMN Architects/Hoffman</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Health Sciences Education Building /</td>
<td>$78.15</td>
<td>$0.74</td>
<td>$77.41</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Totals</td>
<td>$601.50</td>
<td>$216.84</td>
<td>$384.66</td>
</tr>
</tbody>
</table>

* Project Total Commitments and Budget include only costcodes that are business equity eligible, those that are not (such as permits and sales tax) are excluded.
** Firm total is a distinct count per Project
*** Bottom Line total is count of distinct firms across all projects
Recent Events

- As of August 14th, the University’s estimated borrowing cost was 3.93%. Trade war uncertainty and concerns over Turkey’s economic stability have resulted in a flight to quality; treasury yields have trended lower, while tax-exempt yields are relatively unchanged.
- Since June 30th, $35 million of commercial paper was issued on 8/8/18 at a rate of 1.67% to fund Housing and Food Services Phase 4a and Life Sciences. The University paid off $25 million in outstanding commercial paper on July 16th, bringing the total outstanding commercial paper to $100 million.
- The University plans to issue an additional $15 million in commercial paper through January 2019 to fund Clinical Transformation.

Estimated Future Funding

Authorize FY 2019 Issuance (A) $100
Additional FY 2019 Commercial Paper Borrowing (B) 26
Estimated Additional Capacity from Debt (FY 2020-2023) 374
Total Estimated Funding $500

External Debt Portfolio

- The University had $2,419 million of external debt outstanding as of 6/30/18 (end of 2018 Fiscal Year). This is lower than the previous report ($2,433 million as of 5/31/2018) due to principal repayments of $15 million.
- Additionally, the University paid $56 million in principal during the month of July.
- The weighted average cost of debt is 3.50%.
- Between 2008 and 2013 outstanding debt grew by 15% annually. Since 2014, the annual growth rate slowed to 5%. Outstanding debt is projected to remain stable through 2023.
- $137 million of internal funding from the CAP is excluded from the external debt portfolio.

Annual Debt Service (2)

<table>
<thead>
<tr>
<th>Years</th>
<th>Millions</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY19</td>
<td>120</td>
</tr>
<tr>
<td>FY00</td>
<td>130</td>
</tr>
<tr>
<td>FY01</td>
<td>140</td>
</tr>
<tr>
<td>FY02</td>
<td>150</td>
</tr>
<tr>
<td>FY03</td>
<td>160</td>
</tr>
<tr>
<td>FY04</td>
<td>170</td>
</tr>
<tr>
<td>FY05</td>
<td>180</td>
</tr>
<tr>
<td>FY06</td>
<td>190</td>
</tr>
<tr>
<td>FY07</td>
<td>200</td>
</tr>
<tr>
<td>FY08</td>
<td>210</td>
</tr>
<tr>
<td>FY09</td>
<td>220</td>
</tr>
<tr>
<td>FY10</td>
<td>230</td>
</tr>
<tr>
<td>FY11</td>
<td>240</td>
</tr>
<tr>
<td>FY12</td>
<td>250</td>
</tr>
<tr>
<td>FY13</td>
<td>260</td>
</tr>
<tr>
<td>FY14</td>
<td>270</td>
</tr>
<tr>
<td>FY15</td>
<td>280</td>
</tr>
<tr>
<td>FY16</td>
<td>290</td>
</tr>
<tr>
<td>FY17</td>
<td>300</td>
</tr>
<tr>
<td>FY18</td>
<td>310</td>
</tr>
<tr>
<td>FY19</td>
<td>320</td>
</tr>
</tbody>
</table>

Maximum Annual Debt Service: $216M

Footnotes:
(1) 80/20 weighting between the tax-exempt and taxable 30-year interest rates to illustrate the University’s portfolio.
(2) Excludes Valley Medical Center bonds.
(3) Represents a large principal payment in FY36.
Comments

- Both Moody’s and S&P have “rating scorecards” intended to provide a calculated rating based on key credit factors. The agencies apply judgment to the scorecard rating to assign actual ratings that may be different than the scorecard result.
- S&P tends to include more qualitative factors into their scorecard and therefore the result tends to more closely approximate the actual rating; Moody’s excludes many qualitative factors from their scorecard which often results in a wider difference to the actual rating.

Key Takeaways

- For both Moody’s and S&P, UW scores highly in market position and is less strong in financial resources and operations.
- The Moody’s scorecard shows UW at an Aa1 rating, one notch below the actual Aaa rating. This reflects positively on qualitative factors including strategic positioning, fiscal oversight, and governance.
- The Moody’s scorecard results improved from fiscal 2016 to 2017 due primarily to growth in cash and investments. Despite the scorecard improvement, Moody’s assigned a negative outlook to the rating largely due to operating results at UW Medicine and the negative outlook for the sector.
- The S&P scorecard result is the same as the actual AA+ rating. The University’s debt tends to price at the lower AA+ S&P rating due to the split rating categories between agencies.

Moody’s

- Market Position, 30%
- Operating Performance, 25%
- Financial Resources, 25%
- Leverage, 20%

UW Scorecard Result vs Rating History

- Aaa/AAA
- Aa1/AA+
- Aa2/AA
- Aa3/AA-

Minimal growth in operating revenues
Slower growth in operating revenues and decline in operating margin

Standard & Poor’s

- Market Position, 30%
- Operating Performance, 20%
- Financial Resources, 20%
- Leverage, 11%
- Macro Factors, 9%
- Management & Governance, 10%

UW Scorecard Result vs Rating History

- Aaa/AAA
- Aa1/AA+
- Aa2/AA
- Aa3/AA-

Decline in unrestricted equity to operations and declining operating margin
STANDING COMMITTEES

Finance and Asset Management Committee

Public Higher Education Sector Overview – A Credit Perspective

INFORMATION

This item is being presented for information only.

The Yuba Group LLC is an advisor on debt related matters to the University of Washington and an advisor to other higher education and not-for-profit institutions. Areas of expertise include governance, capital markets, credit and financial planning, and cash flow analytics and management.

Joe Beare and Rodger Goodman, Partners of The Yuba Group, will discuss financial trends in the higher education sector and impacts on institutions like the University of Washington.

Attachment
University of Washington Board of Regents: Trends in Higher Education Finance – September 13, 2018
## Key Trends in Higher Education Finance

### Key Issue

| Declining Operating Margins | Pace of operating expenditures continues to exceed revenue growth. | Operating margins continue to be compressed, especially as capital spending has accelerated. |
| Healthcare Consolidation, Operating Pressures, and Academic Medical Center Separation | Capital and debt capacity limitations imposed on health system activities. Clinical operations are the fastest growing operating contributor. | Review benefits of lower credit profile to increase access to capital for healthcare related activities. Many entities are continuing to explore divestiture options. Manage operating and capital activity to ensure ability to separate if desired. |
| Exposure to Litigation | Exposure to class action lawsuits. | Michigan State settled for $500M, funding with a bond issue. The University was downgraded to Aa2/AA. Notable ongoing lawsuits at Ohio State and USC. |
| Impact of Tax Reform | Reduction of corporate and individual tax rates expected to reduce the value of municipal debt/tax-exemption. Lower deductibility of charitable giving could reduce gifts. | Tax-exempt debt continues to perform well – notably, shorter term tax-exempt debt has outperformed the market. |
| Evolving Financing Partnerships | Sale and financing of auxiliary assets in order to achieve operating efficiencies, desired credit treatment, and raise capital. | Focus on housing and energy projects, headlined by Ohio State $1 billion energy concession agreement. |
The University’s performance on key financial measures remained relatively stable for the five-year period ended fiscal 2017.

<table>
<thead>
<tr>
<th>Asset Growth</th>
<th>Cashflow</th>
<th>Pace of Capital Investment</th>
<th>Increase in Leverage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Institution</td>
<td>Average</td>
<td>Institution</td>
<td>Average</td>
</tr>
<tr>
<td></td>
<td>Annual</td>
<td></td>
<td>Annual</td>
</tr>
<tr>
<td></td>
<td>Growth in</td>
<td>Institution</td>
<td>Cashflow</td>
</tr>
<tr>
<td></td>
<td>Net Assets</td>
<td></td>
<td>Margin</td>
</tr>
<tr>
<td>1</td>
<td>Penn State University</td>
<td>8.7%</td>
<td>University of Alabama Birm</td>
</tr>
<tr>
<td>2</td>
<td>University of Kentucky</td>
<td>8.2%</td>
<td>Penn State University</td>
</tr>
<tr>
<td>3</td>
<td>University of Iowa</td>
<td>6.4%</td>
<td>University of Kentucky</td>
</tr>
<tr>
<td>4</td>
<td>University of Utah</td>
<td>5.5%</td>
<td>University of Virginia</td>
</tr>
<tr>
<td>5</td>
<td>University of Virginia</td>
<td>4.9%</td>
<td>Ohio State University</td>
</tr>
<tr>
<td>6</td>
<td>University of Michigan</td>
<td>4.7%</td>
<td>University of Utah</td>
</tr>
<tr>
<td>7</td>
<td>UNC Chapel Hill</td>
<td>2.3%</td>
<td>University of Michigan</td>
</tr>
<tr>
<td>8</td>
<td>Ohio State University</td>
<td>1.5%</td>
<td>UNC Chapel Hill</td>
</tr>
<tr>
<td>9</td>
<td>University of Washington</td>
<td>1.4%</td>
<td>University of Iowa</td>
</tr>
<tr>
<td>10</td>
<td>University of Colorado</td>
<td>0.9%</td>
<td>University of New Mexico</td>
</tr>
<tr>
<td>11</td>
<td>University of Alabama Birm</td>
<td>-0.8%</td>
<td>University of Washington</td>
</tr>
<tr>
<td>12</td>
<td>University of New Mexico</td>
<td>-9.3%</td>
<td>University of Colorado</td>
</tr>
<tr>
<td>Average</td>
<td>2.9%</td>
<td>Average</td>
<td>3.8%</td>
</tr>
</tbody>
</table>

**UW Drivers**

- Above average investment returns
- Private giving
- Recognition of significant pension liability
- Modest retained operating surpluses
- Enrollment growth double that of the peer group average
- High reliance on grants and contract revenue
- Historically among peer group leaders in pace of capital investment
- Age of plant declined over five-year period
- Higher reliance on debt to fund capital needs
The pace of revenue growth for most research institutions has continued to lag expenditures.

Healthcare activity continues to represent the greatest share of revenue growth; however, patient care expenditures have grown accordingly.

Federal research funding and state support have shown flat to negative growth.

Expense pressures in recent years are particularly notable in compensation and benefits.

Accelerating pace of capital investment has led to increased O&M.

Some institutions are exceeding 3% annual student FTE growth, whereas most have grown enrollment 0-1% annually.

### University of Washington 5-Year Change in Revenue and Expenses

<table>
<thead>
<tr>
<th>Year</th>
<th>Operating Revenue</th>
<th>Operating Expenses</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY2007-2012</td>
<td>+36%</td>
<td>+37%</td>
</tr>
<tr>
<td>FY2012-2017</td>
<td>+34%</td>
<td>+32%</td>
</tr>
</tbody>
</table>

### Peer Group Average 5-Year Change in Revenue and Expenses

<table>
<thead>
<tr>
<th>University</th>
<th>Operating Revenue</th>
<th>Operating Expenses</th>
<th>Difference</th>
</tr>
</thead>
<tbody>
<tr>
<td>University of Utah</td>
<td>+51%</td>
<td>+47%</td>
<td>4%</td>
</tr>
<tr>
<td>University of Kentucky</td>
<td>+32%</td>
<td>+29%</td>
<td>2%</td>
</tr>
<tr>
<td>University of Michigan</td>
<td>+38%</td>
<td>+36%</td>
<td>2%</td>
</tr>
<tr>
<td>University of Alabama at Birmingham</td>
<td>+26%</td>
<td>+28%</td>
<td>-2%</td>
</tr>
<tr>
<td>University of Washington</td>
<td>+32%</td>
<td>+35%</td>
<td>-3%</td>
</tr>
<tr>
<td>University of New Mexico</td>
<td>+35%</td>
<td>+38%</td>
<td>-3%</td>
</tr>
<tr>
<td>Penn State University</td>
<td>+29%</td>
<td>+34%</td>
<td>-4%</td>
</tr>
<tr>
<td>University of Virginia</td>
<td>+27%</td>
<td>+32%</td>
<td>-5%</td>
</tr>
<tr>
<td>University of Iowa</td>
<td>+25%</td>
<td>+30%</td>
<td>-5%</td>
</tr>
<tr>
<td>Ohio State University</td>
<td>+31%</td>
<td>+36%</td>
<td>-6%</td>
</tr>
<tr>
<td>UNC Chapel Hill</td>
<td>+16%</td>
<td>+22%</td>
<td>-6%</td>
</tr>
<tr>
<td>University of Colorado</td>
<td>+42%</td>
<td>+56%</td>
<td>-13%</td>
</tr>
<tr>
<td><strong>Peer Average</strong></td>
<td><strong>+32%</strong></td>
<td><strong>+35%</strong></td>
<td><strong>-3%</strong></td>
</tr>
</tbody>
</table>

5-Year Growth (FY2012-2017)

W values include blended component units and pro-forma Northwest Hospital prior to FY2017.
Declining Operating Margins

Operating margins for large public research universities continue to tighten as a result of accelerating expense growth. Some strategies to improve margins include:

- Increasing enrollment, though impact on operating margin is mixed due to required capital investment.
- Focusing on private and corporate grant and contract opportunities.
- Using shorter term/lower cost debt for capital financing.
- Divesting non-core assets/activities.

5-Year Average Operating Margin

<table>
<thead>
<tr>
<th>University</th>
<th>Margin</th>
</tr>
</thead>
<tbody>
<tr>
<td>Penn State University</td>
<td>7.4%</td>
</tr>
<tr>
<td>University of Iowa</td>
<td>4.4%</td>
</tr>
<tr>
<td>University of Kentucky</td>
<td>4.2%</td>
</tr>
<tr>
<td>University of Alabama at Birmingham</td>
<td>2.1%</td>
</tr>
<tr>
<td>University of Virginia</td>
<td>1.8%</td>
</tr>
<tr>
<td>University of Michigan</td>
<td>1.4%</td>
</tr>
<tr>
<td><strong>University of Washington</strong></td>
<td><strong>1.2%</strong></td>
</tr>
<tr>
<td>University of Utah</td>
<td>0.8%</td>
</tr>
<tr>
<td>Ohio State University</td>
<td>-0.7%</td>
</tr>
<tr>
<td>University of New Mexico</td>
<td>-1.2%</td>
</tr>
<tr>
<td>University of Colorado</td>
<td>-1.9%</td>
</tr>
<tr>
<td>UNC Chapel Hill</td>
<td>-3.4%</td>
</tr>
<tr>
<td><strong>Average</strong></td>
<td><strong>1.4%</strong></td>
</tr>
</tbody>
</table>

UW values include blended component units and pro-forma Northwest Hospital prior to FY2017.
Capital Spending Trends

- Many institutions are revisiting ambitious capital projects which were placed on hold; 3-5 year capital plans are suggesting a substantial future investment.
- Projects related to student life/enrollment growth and healthcare are the primary focus.
- Debt continues to fund approximately one-third of capital on average.
- The trade-offs between debt and operating leases is of increasing focus due to changes in accounting rules.

Pace of Capital Spending
Capital Spending as % of PPE

- University of Washington
- Peer Average

UW CapEx Funding Sources
5yrs - 2012-2017

- Debt 43%
- Gifts, Grants, Appropriations 13%
- University Sources 44%

Peer CapEx Funding Sources
5yrs - 2012-2017

- Debt 34%
- Gifts, Grants, Appropriations 17%
- University Sources 49%
Higher Education

Outlooks revised to negative
- Revenue growth is challenged, particularly at public universities.
- Expenditure pressure remains despite low inflation environment; operating margins could become more compressed.

Diverse revenue contributors remains key to credit strength
- Student related revenues to continue to grow modestly.
- Private philanthropy and endowment payout growth remains favorable, but highly correlated to market performance.
- Patient care will remain one of the most rapidly growing revenue streams.

Evolving P3 activity
- On credit treatment likely; continued evaluation of arrangements, especially evolving models for utility and student life projects.

Healthcare

Moody’s Outlook revised to negative
- Reimbursement rate and payor shift to limit revenue growth.

Operating cashflow to moderate but remains positive
- Patient admissions stable to modestly growing.

Merger and consolidations remain prevalent
- Expansion strategies remain prevalent along with affiliation activity in reaction to insurance consolidation.
- While expansion and market share increase is viewed positively, understanding capital commitments and liquidity impacts key to credit evaluation.

Expense pressure building
- Increasing expense pressures due to technology investments, ongoing nursing shortages, pharmaceutical costs, and further shifts towards doctor/provider specialization.

Government uncertainty
- Uncertainty related to pending healthcare legislation associated with the Affordable Care Act and other federal policies.
Academic Medical Center Case Studies

Expanding Clinical Affiliations

Brown University Joins Partners, Care New England Deal

Under a signed MOU, the Warren Alpert Medical School at Brown University will serve as the primary academic research and teaching institution for the combined organization. The partnership will also aim to enhance the quality of medical education for students and explore the potential creation of a new medical research institute in Providence. Partners is already the AMC for Harvard Medical School in Boston – and now moving into Providence to manage multiple academic affiliations.

RWJBarnabas Health and Rutgers University Launch New Jersey’s Largest and Most Comprehensive Academic Health System

RWJBarnabas Health will invest $100 million initially, and then more than $1 billion dollars over 20 years to expand the education and research mission of the integrated academic health system.

In addition, RWJBarnabas Health will also fund the construction of a new clinical and research building for the Rutgers Cancer Institute of New Jersey, the State’s only National Cancer Institute-designated comprehensive cancer center, as well as a new ambulatory care center.

New Schools of Medicine

Geisinger Health System Officially Has a Medical School

In 2017, Geisinger Health System in Pennsylvania purchased The Commonwealth Medical College to bring together a health system, a health plan, and a medical school.

Divestiture

Vanderbilt University Medical Center Split from Vanderbilt University

Vanderbilt University and the Medical Center (VUMC) have operated as two separate entities since 2016. The split was driven by a need to have greater operating flexibility for both entities as well as access to capital for VUMC. Prior to the split, the consolidated entity was rated Aa2/AA. Subsequent to the split, the University was upgraded to Aa1/AA+ and the Medical Center was assigned an A3.

Temple University Health System Considers Shedding Hospitals to Strengthen Finances

Philadelphia-based Temple University is exploring strategic options for Temple University Health System. Thomas Jefferson University (more of a pure medical school) acquired several of the hospitals in Temple’s market service area.

Source: Various publications.
Litigation Financing

Michigan State

- In May of 2018, MSU agreed to a $500 million settlement with the survivors in the Nassar case. MSU trustees authorized the sale of bonds to cover the settlement, which are expected to price in September.

<table>
<thead>
<tr>
<th>Bond Issue</th>
<th>Par</th>
<th>Notes</th>
</tr>
</thead>
</table>
| Michigan State University Series 2018ABC&D | ~$800 million | - Supports MSU’s ongoing legal settlement and other near-term capital needs.  
- Increases University debt from $1.2 billion to $2.0 billion.  
- Moody’s downgraded the University rating from Aa1 to Aa2 and assigned a negative outlook, citing the ongoing financial risk from the lawsuits and the resulting expectation of “thin” operating margins.  
- S&P downgraded the University rating from AA+ to AA and assigned a negative outlook, citing uncertainty around insurance providers and, notably, S&P commented – “The negative outlook also reflects our view of senior leadership's current risk management and balancing of stakeholders’ interests as current engagement of the senior leadership team has demonstrated limited capacity to quell current campus unrest.” |

- Other major pending class action lawsuits at Ohio State University and University of Southern California present significant financial exposure though rating agencies have been hesitant to comment on credit implications prior to settlement.
Disclaimer

- The Yuba Group LLC does not provide tax, legal and/or accounting advice. Changes to the assumptions outlined in these materials may have an impact on the results. All market prices, data and other information are not warranted as to completeness or accuracy and are subject to change without notice. Any statements made herein do not necessarily reflect those of The Yuba Group LLC.

- Receipt of these materials does not constitute a municipal advisory or fiduciary relationship unless otherwise documented in a formal engagement agreement.

- The Yuba Group LLC shall not be liable for any loss or liability suffered by you resulting from the provision of the information or your use or reliance in any way on the information.

- Pursuant to Municipal Securities Rulemaking Board (“MSRB”) Rule G-42, on Duties of Non-Solicitor Municipal Advisors, Municipal Advisors are required to make certain written disclosures to clients which include, among other things, conflicts of interest and any legal or disciplinary events of the firm and its associated persons.

  - **Conflicts of Interest**
    The Yuba Group represents that in connection with the issuance of municipal securities, Yuba may receive compensation from an issuer or “obligated person” for services rendered, which compensation is contingent upon the successful closing of a transaction and/or is based on the size of a transaction. Consistent with the requirements of MSRB Rule G-42, Yuba hereby discloses that such contingent and/or transactional compensation may present a potential conflict of interest regarding Yuba’s ability to provide unbiased advice to enter into such transaction. This conflict of interest will not impair Yuba’s ability to render unbiased and competent advice or to fulfill its fiduciary duty to the issuer or to fulfill its duty of care to an obligated person.

    If Yuba becomes aware of any additional potential or actual conflict of interest after this disclosure, Yuba will disclose the detailed information in writing to the issuer or obligated person in a timely manner.

  - **Legal or Disciplinary Events**
    Yuba currently does not have any legal events or disciplinary history on Yuba’s Form MA and Form MA-I, which includes information about any criminal actions, regulatory actions, investigations, terminations, judgments, liens, civil judicial actions, customer complaints, arbitrations and civil litigation. Issuers and obligated persons may electronically access Yuba’s most recent Form MA and each most recent Form MA-I filed with the Commission at the following website:
    

    There have been no material changes to a legal or disciplinary event disclosure on any Form MA or Form MA-I filed with the SEC. If any material legal or regulatory action is brought against Yuba, we will provide complete disclosure to our clients in detail allowing such client to evaluate Yuba, its management and personnel.

- Additional disclaimers and conditions are available at [http://www.yubagroup.com/disclaimer](http://www.yubagroup.com/disclaimer).
STANDING COMMITTEES

Finance and Asset Management Committee

University District Station Building: Stage 1 Approval

RECOMMENDED ACTION

It is the recommendation of the administration and the Finance and Asset Management Committee that the Board of Regents approve solicitation of developer proposals for ground lease / lease-back for the University District Station Building (UDSB).

BACKGROUND

In January 2013, the University of Washington and Sound Transit agreed to terms for the UW’s development rights over the University District Station. The UDSB site adjacent to the UW Tower is the first project of a multi-phase development plan for the University District. It enables the University to consolidate administrative functions and increase efficiencies while maintaining control of an important gateway to the University’s Seattle campus. In May 2017, the University concluded a schematic design study for the development of a 12 story, 240,000 square foot commercial office building above the station. The May 2017 study provided the basis for building massing, cost, and schedule.

In January 2018 the University conducted a Study. Several options for development were reviewed with the Advisory Committee on Real Estate (ACRE) in the context of:

- Institutional financial constraints, specifically debt capacity
- Long range planning, space needs, and lease consolidation opportunities
- Importance of site control and project outcome
- Value creation via long-term real estate control and ownership

The recommendation of ACRE and the administration is to proceed with a ground lease to a private developer, lease-back of 100% of the building, and transfer current market leases to this building. Savings will come mainly from improvements in space efficiency and the value of the ground lease.

FUTURE ACTIONS

It is anticipated that the Board will be asked to grant Stage 2 approval, approving the ground lease / lease-back, in March 2019.
STANDING COMMITTEES

Finance and Asset Management Committee

University District Station Building: Stage 1 Approval (continued p. 2)

Attachments
1. U District Station Building (UDSB): Project Background
2. U District Station Building (UDSB): Project Summary
Project Background
In January 2013, the University of Washington and Sound Transit agreed to terms for the UW's development rights over the University District Station. The UDSB site adjacent to the UW Tower is the first project of a multi-phased development plan for the University District which provides for the consolidation University administrative functions and increases efficiencies, while enabling the University to maintain control of an important gateway to the Seattle campus. An image from the long-term development plan is included below.

In May 2017, the University concluded a schematic design study for the development of a 12 story, 240,000 square foot commercial office building above the station. The May 2017 study provided the basis for building massing, cost, and schedule. The image below shows the proposed west elevation:
Options for development were reviewed with the Advisory Committee on Real Estate (ACRE) in the context of:

- Institutional financial constraints, specifically debt capacity
- Long range planning, space needs, and consolidation opportunities
- Importance of site control and project outcome
- Value creation via long-term real estate control and ownership

The recommendation of ACRE and the administration is to proceed with a ground lease to a private developer, lease-back 100% of the building, and transfer current market leases to this building. Savings will come mainly from improvements in space efficiency and the value of the ground lease.

**Project Schedule**

A request for developer qualifications will be issued in the fall of 2018. The selection of a development partner from short listed firms will conclude by March 2019. The design phase of the project will include strategic guidance from the University and the development of the 50% design documents. Construction is forecast to begin in summer 2020 and conclude in early 2022.

**Financials**

The total project cost is estimated to be $125 million. By consolidating current University leases in the external market and leveraging the value of the air rights, the University can create a funding stream that will support the cost of development with no impact on debt capacity. The University evaluated the following options:

1. Ground lease and building lease-back with third party developer (recommended option)
2. Design, build, finance, and maintain (DBFM) with third party
3. Borrow, build, and operate with University funds
4. Continue renting space and sell the air rights over the station

Option 1, the ground lease and lease back provides long term financial savings for the University with the least impact to debt capacity, while maintaining long term University control of this important site. It will create efficiencies in space utilization and operating costs. The graph and accompanying table below provides a year-by-year cash flow comparison between the status quo and the recommended development option, as well as key financial metrics.
Comparative Financial Analysis - Major Assumptions

<table>
<thead>
<tr>
<th></th>
<th>Continue Renting</th>
<th>Lease / Lease-back with Developer</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gross Square Feet (sq ft)</td>
<td>288,000</td>
<td>240,000</td>
</tr>
<tr>
<td>Average Annual Cost ($000)</td>
<td>24,403</td>
<td>20,410</td>
</tr>
<tr>
<td>NPV of Stabilized Cash Flows ($000)</td>
<td>233,756</td>
<td>197,993</td>
</tr>
</tbody>
</table>

![Graph](graph.png)

**Graph Description:**
- The graph illustrates the annual all-in cost for two scenarios: Continue Renting and Lease / Lease-back with Developer, from fiscal year '22 to '51.
- The orange line represents the Continue Renting scenario, showing a steady increase in annual all-in cost.
- The blue dotted line represents the Lease / Lease-back with Developer scenario, also showing a steady increase.
- Key points:
  - '36,241: Continue Renting, fiscal year '36
  - '30,252: Lease / Lease-back, fiscal year '36

**Note:** The graph visually compares the cost trends over the specified fiscal years, highlighting the financial implications of each option.
U District Station Building (UDSB): Project Summary

**Regent Actions**

- Approval to solicit developers
- Approve ground lease / lease back contract

**Objectives**

- Reduce the University's overall cost of leasing administrative office space
- Initiate transit oriented development in the University District consistent with the master plan developed by Sasaki Associates Architecture.
- Create a gateway to the University's Seattle campus for light rail users.

**Description**

The U District Station Building (UDSB) will be constructed above the Sound Transit University Station located at NE 43rd St. and Brooklyn Ave NE. The vision is for a 12-story, 240,000 SF administrative and office building. The proposed UDSB maintains University control while aligning near and long-term occupancy presence in what will become the hub of circulation to and from the UW Seattle campus. UDSB aligns with the strategic growth plan allowing greater space efficiency, occupancy synergy and improved lease portfolio metrics. Occupancy of the UDSB will eliminate existing market leases, thus reducing cost to the University. The University property exchange and development agreements for the UDSB were approved at the January 2013 Board of Regents meeting with the Transit Orientated Development (TOD) of Sound Transit. Ground lease, facility lease and financial approval decisions are forecast for Spring 2019.

**Financials**

<table>
<thead>
<tr>
<th>Estimated Budget</th>
<th>Proposed Funding</th>
</tr>
</thead>
<tbody>
<tr>
<td>Building Construction</td>
<td>$84,800,000</td>
</tr>
<tr>
<td>Tenant Improvements</td>
<td>$31,400,000</td>
</tr>
<tr>
<td>Schedule Premium</td>
<td>$7,000,000</td>
</tr>
<tr>
<td>Finance During Const.</td>
<td>$1,800,000</td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td>Total Project Cost*</td>
<td>$125,000,000</td>
</tr>
</tbody>
</table>

*No Capital Cost in Project Budget

Funding entirely developer lease paid rent - see financial analysis

**Benchmarks**

- Trammel Crow / NBBJ Development Study May, 2017
- Commercial Office Benchmark - Seattle Market (Seattle Daily Journal of Commerce May 2018)

**Metrics & Indicators**

<table>
<thead>
<tr>
<th>Current</th>
<th>Targets</th>
</tr>
</thead>
<tbody>
<tr>
<td>Net Assignable SF</td>
<td>177,600</td>
</tr>
<tr>
<td>Gross SF</td>
<td>240,000</td>
</tr>
<tr>
<td>Efficiency (NASF/GSF)</td>
<td>74%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Current</th>
<th>Targets</th>
</tr>
</thead>
<tbody>
<tr>
<td>Construction Cost/SF</td>
<td>$353.33</td>
</tr>
<tr>
<td>Project Cost / SF</td>
<td>$520.83</td>
</tr>
<tr>
<td>Operating Costs/SF</td>
<td>$10.00</td>
</tr>
</tbody>
</table>

**Schedule**

- Stage 1 Actions: September 2018
  - Approval to solicit developers
- Stage 2 Actions: March 2019
  - Approve ground lease / lease back contract

- Approval to solicit developers
- Approve ground lease / lease back contract

- **Developer Lease**
  - Trammel Crow / NBBJ Development Study May, 2017
  - Commercial Office Benchmark - Seattle Market (Seattle Daily Journal of Commerce May 2018)
STANDING COMMITTEES

Finance and Asset Management Committee

Audit Advisory Committee Update

INFORMATION

This item is being presented for information only.

BACKGROUND

Regent Blake will provide an update on the activities of the Audit Advisory Committee.
STANDING COMMITTEES

Academic and Student Affairs Committee

Featured Student Experience

INFORMATION

This item is for information only.

BACKGROUND

As the new chair of the Academic and Student Affairs Committee in September 2017, Regent Joel Benoliel requested that each committee meeting begin with a featured student experience.

This month, we will hear from Giuliana Conti, President, Graduate and Professional Student Senate.

BIOGRAPHICAL INFORMATION

Giuliana Conti was born and raised in the Bay Area, and then in Sacramento, California, where she faced ongoing health challenges with both parents starting at a young age, mitigating these difficulties with music listening and performance. She graduated with honors from UC Berkeley in 2010 with a degree in music and an interest in teaching. After five subsequent years of elementary music teaching in Folsom and Sacramento she returned to school at UW to pursue a Master's (which she received in 2017) and a Doctorate in Music Education, specifically researching intercultural competence development through world music pedagogy and education. Mental and physical health issues continue to be ongoing challenges within her family, but inform her every day efforts to represent graduate and professional students at the UW as accurately and effectively as possible. She also loves cats. Perhaps too much.
STANDING COMMITTEES

Academic and Student Affairs Committee

Academic and Administrative Appointments

RECOMMENDED ACTION

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

Attachment
Academic and Administrative Appointments
# Academic and Administrative Appointments

<table>
<thead>
<tr>
<th>School/College/Campus</th>
<th>Department</th>
<th>Worker Last Name</th>
<th>Worker First Name</th>
<th>Title</th>
<th>Start Date</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Administrative Appointments</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>College of Arts and Sciences</td>
<td>Classics</td>
<td>Gowing</td>
<td>Alain</td>
<td>Acting Chair</td>
<td>7/1/2018</td>
</tr>
<tr>
<td>College of Arts and Sciences</td>
<td>English</td>
<td>Bawarshi</td>
<td>Anis</td>
<td>Acting Chair</td>
<td>7/1/2018</td>
</tr>
<tr>
<td>College of Arts and Sciences</td>
<td>Geography</td>
<td>Elwood-Faustino</td>
<td>Sarah</td>
<td>Chair</td>
<td>7/1/2018</td>
</tr>
<tr>
<td>College of Arts and Sciences</td>
<td>Humanities Division</td>
<td>Reed</td>
<td>Brian</td>
<td>Divisional Dean</td>
<td>7/1/2018</td>
</tr>
<tr>
<td>College of Arts and Sciences</td>
<td>Mathematics</td>
<td>Palmieri</td>
<td>John</td>
<td>Chair</td>
<td>7/1/2018</td>
</tr>
<tr>
<td>College of Arts and Sciences</td>
<td>Political Science</td>
<td>Wilkerson</td>
<td>John</td>
<td>Chair</td>
<td>7/1/2018</td>
</tr>
<tr>
<td>College of Arts and Sciences</td>
<td>Spanish and Portuguese Studies</td>
<td>Gilbert</td>
<td>Donald</td>
<td>Chair</td>
<td>7/1/2018</td>
</tr>
<tr>
<td>College of the Environment</td>
<td>Oceanography</td>
<td>Keil</td>
<td>Richard</td>
<td>Director/Chair</td>
<td>7/1/2018</td>
</tr>
<tr>
<td>Daniel J. Evans School of Public Policy and Governance</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Daniel J. Evans School of Public Policy and Governance</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Daniel J. Evans School of Public Policy and Governance</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>School of Dentistry</td>
<td>School of Dentistry</td>
<td>Chiodo</td>
<td>Gary</td>
<td>Acting Dean</td>
<td>8/1/2018</td>
</tr>
<tr>
<td>School of Medicine</td>
<td>Health Metrics Sciences</td>
<td>Murray</td>
<td>Christopher</td>
<td>Chair</td>
<td>7/1/2018</td>
</tr>
<tr>
<td>School of Medicine</td>
<td>School of Medicine</td>
<td>Broudy</td>
<td>Virginia</td>
<td>Acting Chair</td>
<td>8/1/2018</td>
</tr>
<tr>
<td>School of Medicine</td>
<td>School of Medicine</td>
<td>Gibran</td>
<td>Nicole</td>
<td>Associate Dean</td>
<td>7/1/2018</td>
</tr>
<tr>
<td>School of Medicine</td>
<td>School of Medicine</td>
<td>Maestas</td>
<td>Ramoncita</td>
<td>Acting Associate Dean</td>
<td>7/16/2018</td>
</tr>
<tr>
<td>School of Medicine</td>
<td>School of Medicine</td>
<td>Muzquiz</td>
<td>LeeAnna</td>
<td>Associate Dean</td>
<td>7/1/2018</td>
</tr>
<tr>
<td>UW Bothell</td>
<td>UW Bothell</td>
<td>Krug</td>
<td>Anita</td>
<td>Acting Vice Chancellor</td>
<td>8/16/2018</td>
</tr>
<tr>
<td><strong>Endowments</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>College of Arts and Sciences</td>
<td>American Indian Studies</td>
<td>Fryberg</td>
<td>Stephanie</td>
<td>William P. and Ruth Gerberding University Professorship</td>
<td>7/1/2018</td>
</tr>
<tr>
<td>College of Arts and Sciences</td>
<td>Law, Societies, and Justice</td>
<td>Herbert</td>
<td>Steven</td>
<td>Mark Torrance Term Professorship</td>
<td>7/1/2017</td>
</tr>
<tr>
<td>College of Engineering</td>
<td>Electrical Engineering</td>
<td>Moritz</td>
<td>Chet</td>
<td>Cheng Jia and Elizabeth Yun Hwang Endowed Professorship</td>
<td>9/15/2018</td>
</tr>
<tr>
<td>College of Engineering</td>
<td>Paul G. Allen School of Computer Science &amp; Engineering</td>
<td>Jamieson</td>
<td>Kevin</td>
<td>Guerstien Endowed Professorship in Artificial Intelligence and Machine Learning</td>
<td>1/1/2018</td>
</tr>
<tr>
<td>College of the Environment</td>
<td>Oceanography</td>
<td>Keil</td>
<td>Richard</td>
<td>Lowell A. and Frankie L. Wakefield Endowed Professorship in Ocean &amp; Fishery Sciences</td>
<td>7/1/2018</td>
</tr>
<tr>
<td>School of Medicine</td>
<td>DOM - Oncology, Medical</td>
<td>Disis</td>
<td>Mary</td>
<td>Helen B. Slonaker Endowed Professorship for Cancer Research</td>
<td>9/1/2018</td>
</tr>
<tr>
<td>School of Medicine</td>
<td>Otolaryngology / Head and Neck Surgery</td>
<td>Futran</td>
<td>Neal</td>
<td>Allison T. Wanamaker Endowed Chair in Otolaryngology- Head and Neck Surgery</td>
<td>9/1/2018</td>
</tr>
<tr>
<td>School of Medicine</td>
<td>Surgery - Plastic</td>
<td>Hopper</td>
<td>Richard</td>
<td>Marlys C. Larson Endowed Chair in Craniofacial Surgery</td>
<td>9/1/2018</td>
</tr>
<tr>
<td>School of Medicine</td>
<td>Urology</td>
<td>Xin</td>
<td>Li</td>
<td>Pritt Family Endowed Chair in Translational Prostate Cancer Research</td>
<td>8/1/2018</td>
</tr>
<tr>
<td><strong>Academic Appointments</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>College of Arts and Sciences</td>
<td>American Ethnic Studies</td>
<td>Mendez</td>
<td>Alina</td>
<td>Assistant Professor</td>
<td>8/16/2018</td>
</tr>
<tr>
<td>College of Arts and Sciences</td>
<td>Biology</td>
<td>Rasmussen</td>
<td>Jeffrey</td>
<td>Assistant Professor</td>
<td>9/1/2018</td>
</tr>
<tr>
<td>College of Arts and Sciences</td>
<td>Chemistry</td>
<td>Robinson</td>
<td>Samantha</td>
<td>Lecturer Full-time competitive recruitment</td>
<td>9/1/2018</td>
</tr>
<tr>
<td>College of Arts and Sciences</td>
<td>Geography</td>
<td>Thakar</td>
<td>Vaishnavi</td>
<td>Lecturer Full-time competitive recruitment</td>
<td>9/16/2018</td>
</tr>
<tr>
<td>College of Arts and Sciences</td>
<td>Music</td>
<td>DiCesare</td>
<td>John</td>
<td>Artist in Residence</td>
<td>6/16/2018</td>
</tr>
<tr>
<td>College of Arts and Sciences</td>
<td>Physics</td>
<td>Stroberg</td>
<td>Steven</td>
<td>Research Assistant Professor</td>
<td>9/16/2018</td>
</tr>
<tr>
<td>College of Built Environments</td>
<td>Landscape Architecture</td>
<td>Zhao</td>
<td>Huirong</td>
<td>Visiting Associate Professor</td>
<td>8/5/2018</td>
</tr>
<tr>
<td>College of Engineering</td>
<td>Electrical Engineering</td>
<td>Hussein</td>
<td>Rania</td>
<td>Lecturer Full-time competitive recruitment</td>
<td>6/15/2018</td>
</tr>
<tr>
<td>College of Engineering</td>
<td>Human Centered Design &amp; Engineering</td>
<td>Rasmussen</td>
<td>Pernille</td>
<td>Visiting Professor</td>
<td>8/1/2018</td>
</tr>
<tr>
<td>College of Engineering</td>
<td>Paul G. Allen School of Computer Science &amp; Engineering</td>
<td>Hajishirzi</td>
<td>Hannaneh</td>
<td>Assistant Professor</td>
<td>6/16/2018</td>
</tr>
<tr>
<td>College of Engineering</td>
<td>Paul G. Allen School of Computer Science &amp; Engineering</td>
<td>Just</td>
<td>Rene</td>
<td>Assistant Professor</td>
<td>9/1/2018</td>
</tr>
<tr>
<td>College of Engineering</td>
<td>Paul G. Allen School of Computer Science &amp; Engineering</td>
<td>Schafer</td>
<td>Hunter</td>
<td>Lecturer Full-time competitive recruitment</td>
<td>9/1/2018</td>
</tr>
<tr>
<td>College of Engineering</td>
<td>Paul G. Allen School of Computer Science &amp; Engineering</td>
<td>Schulz</td>
<td>Adriana</td>
<td>Assistant Professor</td>
<td>8/1/2018</td>
</tr>
</tbody>
</table>
## Academic and Administrative Appointments

<table>
<thead>
<tr>
<th>School/College/Campus</th>
<th>Department</th>
<th>Worker Last Name</th>
<th>Worker First Name</th>
<th>Title</th>
<th>Start Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Information School</td>
<td>Information School</td>
<td>Hapel Rolf</td>
<td>Professor of Practice</td>
<td>8/16/2018</td>
<td></td>
</tr>
<tr>
<td>Michael G. Foster School of Business</td>
<td>Accounting</td>
<td>Blankespoor Elizabeth</td>
<td>Associate Professor</td>
<td>7/1/2018</td>
<td></td>
</tr>
<tr>
<td>Michael G. Foster School of Business</td>
<td>Accounting</td>
<td>Michas Paul</td>
<td>Visiting Associate Professor</td>
<td>8/16/2018</td>
<td></td>
</tr>
<tr>
<td>Michael G. Foster School of Business</td>
<td>Finance and Business Economics</td>
<td>Song Yang</td>
<td>Assistant Professor</td>
<td>7/16/2018</td>
<td></td>
</tr>
<tr>
<td>Michael G. Foster School of Business</td>
<td>Information Systems and Operations Management</td>
<td>Ananthakrishnan Uttara Madurai</td>
<td>Assistant Professor</td>
<td>8/16/2018</td>
<td></td>
</tr>
<tr>
<td>Michael G. Foster School of Business</td>
<td>Marketing and International Business</td>
<td>Wallace Scott</td>
<td>Assistant Professor</td>
<td>7/16/2018</td>
<td></td>
</tr>
<tr>
<td>School of Dentistry</td>
<td>Oral Health Sciences</td>
<td>Chiodo Gary</td>
<td>Acting Professor</td>
<td>8/1/2018</td>
<td></td>
</tr>
<tr>
<td>School of Medicine</td>
<td>Anesthesiology and Pain Medicine</td>
<td>Bhalla Paul</td>
<td>Assistant Professor WOT</td>
<td>8/1/2018</td>
<td></td>
</tr>
<tr>
<td>School of Medicine</td>
<td>Department of Medicine - Allergy and Infectious Diseases</td>
<td>Bryson-Cahn Chloe</td>
<td>Assistant Professor WOT</td>
<td>8/1/2018</td>
<td></td>
</tr>
<tr>
<td>School of Medicine</td>
<td>Department of Medicine - Dermatology</td>
<td>Lee Jung</td>
<td>Research Assistant Professor</td>
<td>7/1/2018</td>
<td></td>
</tr>
<tr>
<td>School of Medicine</td>
<td>Department of Medicine - General Internal Medicine</td>
<td>Chen Anders</td>
<td>Assistant Professor WOT</td>
<td>7/1/2018</td>
<td></td>
</tr>
<tr>
<td>School of Medicine</td>
<td>Department of Medicine - General Internal Medicine</td>
<td>Jackson Sara</td>
<td>Associate Professor WOT</td>
<td>8/1/2018</td>
<td></td>
</tr>
<tr>
<td>School of Medicine</td>
<td>Department of Medicine - Gerontology and Geriatric Medicine</td>
<td>James Jocelyn</td>
<td>Assistant Professor WOT</td>
<td>7/1/2018</td>
<td></td>
</tr>
<tr>
<td>School of Medicine</td>
<td>Department of Medicine - Hematology</td>
<td>Chen Hu</td>
<td>Visiting Professor</td>
<td>8/16/2018</td>
<td></td>
</tr>
<tr>
<td>School of Medicine</td>
<td>Department of Medicine - Oncology, Medical</td>
<td>Hill Geoffrey</td>
<td>Professor WOT</td>
<td>7/1/2018</td>
<td></td>
</tr>
<tr>
<td>School of Medicine</td>
<td>Department of Medicine - Rheumatology</td>
<td>Mustelin Tomas</td>
<td>Professor WOT</td>
<td>7/1/2018</td>
<td></td>
</tr>
<tr>
<td>School of Medicine</td>
<td>Emergency Medicine</td>
<td>Valento Betty</td>
<td>Assistant Professor WOT</td>
<td>7/1/2018</td>
<td></td>
</tr>
<tr>
<td>School of Medicine</td>
<td>Emergency Medicine</td>
<td>Vrablik Marie</td>
<td>Assistant Professor WOT</td>
<td>7/1/2018</td>
<td></td>
</tr>
<tr>
<td>School of Medicine</td>
<td>Emergency Medicine</td>
<td>Watase Taketo</td>
<td>Assistant Professor WOT</td>
<td>7/1/2018</td>
<td></td>
</tr>
<tr>
<td>School of Medicine</td>
<td>Genome Sciences</td>
<td>Bellevue Brian</td>
<td>Assistant Professor</td>
<td>9/1/2018</td>
<td></td>
</tr>
<tr>
<td>School of Medicine</td>
<td>Health Metrics Sciences</td>
<td>Gupta Vinay</td>
<td>Assistant Professor WOT</td>
<td>7/1/2018</td>
<td></td>
</tr>
<tr>
<td>School of Medicine</td>
<td>Laboratory Medicine</td>
<td>Bryan Andrew</td>
<td>Assistant Professor WOT</td>
<td>7/1/2018</td>
<td></td>
</tr>
<tr>
<td>School of Medicine</td>
<td>Laboratory Medicine</td>
<td>Greninger Alex</td>
<td>Assistant Professor WOT</td>
<td>7/1/2018</td>
<td></td>
</tr>
<tr>
<td>School of Medicine</td>
<td>Laboratory Medicine</td>
<td>Louzon Max</td>
<td>Lecturer Full-time competitive recruitment</td>
<td>7/16/2018</td>
<td></td>
</tr>
<tr>
<td>School of Medicine</td>
<td>Neurology</td>
<td>Leigh Fawn</td>
<td>Assistant Professor WOT</td>
<td>8/1/2018</td>
<td></td>
</tr>
<tr>
<td>School of Medicine</td>
<td>Neurology</td>
<td>Lockrow Jason</td>
<td>Assistant Professor WOT</td>
<td>8/1/2018</td>
<td></td>
</tr>
<tr>
<td>School of Medicine</td>
<td>Neurology</td>
<td>McGranahan Tresa</td>
<td>Assistant Professor WOT</td>
<td>8/15/2018</td>
<td></td>
</tr>
<tr>
<td>School of Medicine</td>
<td>Neurology</td>
<td>Sharma Malveeka</td>
<td>Assistant Professor WOT</td>
<td>9/1/2018</td>
<td></td>
</tr>
<tr>
<td>School of Medicine</td>
<td>Pathology</td>
<td>Gui Xianyong</td>
<td>Associate Professor WOT</td>
<td>9/1/2018</td>
<td></td>
</tr>
<tr>
<td>School of Medicine</td>
<td>Pediatrics - Adolescent Medicine</td>
<td>Golub Sarah</td>
<td>Assistant Professor WOT</td>
<td>8/1/2018</td>
<td></td>
</tr>
<tr>
<td>School of Medicine</td>
<td>Pediatrics - Critical Care Medicine</td>
<td>Berkman Emily</td>
<td>Assistant Professor WOT</td>
<td>8/1/2018</td>
<td></td>
</tr>
<tr>
<td>School of Medicine</td>
<td>Pediatrics - Critical Care Medicine</td>
<td>Wenger Jesse</td>
<td>Assistant Professor WOT</td>
<td>7/1/2018</td>
<td></td>
</tr>
<tr>
<td>School of Medicine</td>
<td>Pediatrics - Emergency Medicine</td>
<td>Hartford Emily</td>
<td>Assistant Professor WOT</td>
<td>8/15/2018</td>
<td></td>
</tr>
<tr>
<td>School of Medicine</td>
<td>Pediatrics - Neonatology</td>
<td>German Kendall</td>
<td>Assistant Professor WOT</td>
<td>8/1/2018</td>
<td></td>
</tr>
<tr>
<td>School of Medicine</td>
<td>Pediatrics - Neonatology</td>
<td>Law Janessa</td>
<td>Assistant Professor WOT</td>
<td>8/1/2018</td>
<td></td>
</tr>
<tr>
<td>School of Medicine</td>
<td>Pediatrics - Pulmonary and Sleep Medicine</td>
<td>Cogen</td>
<td>Assistant Professor WOT</td>
<td>8/1/2018</td>
<td></td>
</tr>
<tr>
<td>School of Medicine</td>
<td>Pediatrics - Pulmonary and Sleep Medicine</td>
<td>Wolter Daniel</td>
<td>Research Assistant Professor</td>
<td>7/1/2018</td>
<td></td>
</tr>
<tr>
<td>School of Medicine</td>
<td>Pharmacology</td>
<td>Smith F. Donelson</td>
<td>Research Assistant Professor</td>
<td>9/1/2018</td>
<td></td>
</tr>
<tr>
<td>School of Medicine</td>
<td>Psychiatry and Behavioral Sciences</td>
<td>Carlson Erik</td>
<td>Assistant Professor WOT</td>
<td>7/1/2018</td>
<td></td>
</tr>
<tr>
<td>School of Medicine</td>
<td>Psychiatry and Behavioral Sciences</td>
<td>Duong Mylien</td>
<td>Assistant Professor WOT</td>
<td>7/1/2018</td>
<td></td>
</tr>
<tr>
<td>School of Medicine</td>
<td>Psychiatry and Behavioral Sciences</td>
<td>Laplante Laura</td>
<td>Assistant Professor WOT</td>
<td>7/1/2018</td>
<td></td>
</tr>
</tbody>
</table>
## Academic and Administrative Appointments

<table>
<thead>
<tr>
<th>School/College/Campus</th>
<th>Department</th>
<th>Worker Last Name</th>
<th>Worker First Name</th>
<th>Title</th>
<th>Start Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>School of Medicine</td>
<td>Psychiatry and Behavioral Sciences</td>
<td>McCann</td>
<td>Russell</td>
<td>Assistant Professor WOT</td>
<td>7/1/2018</td>
</tr>
<tr>
<td>School of Medicine</td>
<td>Psychiatry and Behavioral Sciences</td>
<td>McGinn</td>
<td>Meghan</td>
<td>Assistant Professor WOT</td>
<td>7/1/2018</td>
</tr>
<tr>
<td>School of Medicine</td>
<td>Psychiatry and Behavioral Sciences</td>
<td>Toor</td>
<td>Ramanpreet</td>
<td>Assistant Professor WOT</td>
<td>7/1/2018</td>
</tr>
<tr>
<td>School of Medicine</td>
<td>Radiology</td>
<td>Bolus</td>
<td>David</td>
<td>Associate Professor WOT</td>
<td>8/6/2018</td>
</tr>
<tr>
<td>School of Medicine</td>
<td>Rehabilitation Medicine</td>
<td>Feldner</td>
<td>Heather</td>
<td>Assistant Professor WOT</td>
<td>7/15/2018</td>
</tr>
<tr>
<td>School of Medicine</td>
<td>Rehabilitation Medicine</td>
<td>Lam</td>
<td>Ny-Ying</td>
<td>Assistant Professor WOT</td>
<td>8/1/2018</td>
</tr>
<tr>
<td>School of Medicine</td>
<td>Surgery</td>
<td>Kim</td>
<td>Teresa</td>
<td>Assistant Professor WOT</td>
<td>7/1/2018</td>
</tr>
<tr>
<td>School of Medicine</td>
<td>Surgery</td>
<td>Kling</td>
<td>Catherine</td>
<td>Assistant Professor WOT</td>
<td>8/1/2018</td>
</tr>
<tr>
<td>School of Medicine</td>
<td>Surgery</td>
<td>Smith</td>
<td>Caitlin</td>
<td>Assistant Professor WOT</td>
<td>7/1/2018</td>
</tr>
<tr>
<td>School of Medicine</td>
<td>Surgery - Trauma &amp; Burn</td>
<td>O'Connell</td>
<td>Kathleen</td>
<td>Assistant Professor WOT</td>
<td>7/16/2018</td>
</tr>
<tr>
<td>School of Medicine</td>
<td>Urology</td>
<td>Ahn</td>
<td>Jennifer</td>
<td>Assistant Professor WOT</td>
<td>7/1/2018</td>
</tr>
<tr>
<td>School of Medicine</td>
<td>Urology</td>
<td>Psutka</td>
<td>Sarah</td>
<td>Assistant Professor WOT</td>
<td>8/1/2018</td>
</tr>
<tr>
<td>School of Public Health</td>
<td>Health Services</td>
<td>Ramirez</td>
<td>Magaly</td>
<td>Assistant Professor WOT</td>
<td>9/1/2018</td>
</tr>
<tr>
<td>UW Bothell</td>
<td>School of Interdisciplinary Arts and Sciences, Bothell</td>
<td>Malone</td>
<td>Melanie</td>
<td>Assistant Professor</td>
<td>9/1/2018</td>
</tr>
<tr>
<td>UW Bothell</td>
<td>School of Interdisciplinary Arts and Sciences, Bothell</td>
<td>Maxwell</td>
<td>Sara</td>
<td>Assistant Professor</td>
<td>8/16/2018</td>
</tr>
<tr>
<td>UW Bothell</td>
<td>School of Interdisciplinary Arts and Sciences, Bothell</td>
<td>Redsteer</td>
<td>Margaret</td>
<td>Assistant Professor</td>
<td>8/16/2018</td>
</tr>
<tr>
<td>UW Tacoma</td>
<td>School of Interdisciplinary Arts and Sciences, Tacoma</td>
<td>Casas</td>
<td>Ruben</td>
<td>Assistant Professor</td>
<td>9/16/2018</td>
</tr>
<tr>
<td>UW Tacoma</td>
<td>School of Interdisciplinary Arts and Sciences, Tacoma</td>
<td>Chavez</td>
<td>Sarah</td>
<td>Lecturer Full-time competitive recruitment</td>
<td>9/16/2018</td>
</tr>
<tr>
<td>UW Tacoma</td>
<td>Tacoma Business</td>
<td>Zhang</td>
<td>Xingyue</td>
<td>Assistant Professor</td>
<td>9/16/2018</td>
</tr>
<tr>
<td>UW Tacoma</td>
<td>Tacoma Institute of Technology</td>
<td>Dincer</td>
<td>Kivanc</td>
<td>Lecturer Full-time competitive recruitment</td>
<td>9/16/2018</td>
</tr>
<tr>
<td>UW Tacoma</td>
<td>Tacoma Institute of Technology</td>
<td>Hu</td>
<td>Juhua</td>
<td>Assistant Professor</td>
<td>9/16/2018</td>
</tr>
<tr>
<td>UW Tacoma</td>
<td>Tacoma Social Work and Criminal Justice</td>
<td>Falco</td>
<td>Diana</td>
<td>Lecturer Full-time competitive recruitment</td>
<td>9/16/2018</td>
</tr>
</tbody>
</table>
STANDING COMMITTEES

Academic and Student Affairs Committee

**Introduction of New Leadership: Dean, School of Public Health**

**INFORMATION**

This item is for information only. Dr. Godwin’s biography will be distributed at the meeting.
Hilary Godwin joined the UW on July 15, 2018 as Dean of the School of Public Health and Professor of Environmental and Occupational Health Sciences. Over her career, Dr. Godwin's research focused primarily on elucidating the molecular toxicology of engineered nanomaterials and the heavy metal lead. She has also worked on the impacts of conservation programs and policies on the health of indigenous populations and on community-based approaches to addressing environmental health problems. Her primary passions are for projects and programs that involve interdisciplinary collaborations that provide a scientific basis for prevention-based approaches to improving health and for training and mentoring the next generation of public health leaders. Godwin comes most recently from the UCLA Fielding School of Public Health, where she was Associate Dean for Academic Programs and a Professor of Environmental Health Sciences and in the UCLA Institute of the Environment and Sustainability. Godwin received a Ph.D. in physical chemistry from Stanford University and a bachelor’s degree in chemistry from the University of Chicago.
State Budget Request Overview

INFORMATION

For information only.

BACKGROUND

The University of Washington's 2019-21 state operating budget request is due to the Governor’s Office of Financial Management (OFM) by September 14, 2018. The internal University process for soliciting individual proposals and priorities began in March 2018 with a message to the Board of Deans and Chancellors, Vice Presidents, and Vice Provosts. The final budget submission to OFM is determined by the President and Provost after review for alignment with strategic objectives, consultation with appropriate internal leadership and governing bodies, and consideration of budget instructions and other guidance from OFM.

The Board of Regents was presented with an initial overview of the UW’s potential operating budget requests in concert with the University’s annual operating budget approval in June. This item provides a final overview of the requests that are in the process of being submitted to the state.

Attachment
UW 2019-21 State Operating Budget Requests
UW 2019–21 State Operating Budget Requests
(All figures are biennial, unless otherwise noted)

**Maintenance Level**
- **Maintenance & operations for the Population Health Building ($4.5 million):** The building received assistance from the state capital budget. Occupancy is expected on July 1, 2020, so costs will begin in the second half of the biennium.
- **Marijuana research ($1.55 million – Dedicated Marijuana Acct):** This will bring the state’s appropriation up to $1,021,000 per fiscal year (FY), which is owed to the UW under 2E2SHB 2136 (2015). The UW currently receives $247,000 per year to conduct research on the short and long-term effects of marijuana use. The request is for the difference of $774,000 per year.

**Performance Level**
- **Compensation:** The following are being submitted via more than one request.
  - **Permanent fund split adjustment ($12.0 million):** The 2018 legislature provided the UW with temporary funds to support ongoing expenses, which presents risks for the University when the temporary money expires. This request would make permanent the $6 million temporary state funding provided for FY19.
  - **Competitive compensation and retention for faculty and professional staff ($70.8 million):** Like the K-12 education system, our major cost driver is employee salaries and benefits. Allocating more state resources for faculty raises is critical to remain competitive with peers (many of which offer higher salaries in locations with a lower cost of living), compete with private industry employers (e.g. Facebook, Amazon), and ensure that we can hire and retain personnel who are the foundation of student success. The $70.8 million figure represents 4 percent increases per year.
  - **Collective bargaining agreements (CBAs) for classified represented staff ($TBD million):** CBAs for WFSE, WFSE Police Management, SEIU 925, UWPD Teamsters 117, and SEIU 1199 Research and Hall Health must be finalized by October 1 and approved by the state during the 2019 legislative session. These requests will provide critical compensation support to employees represented by these unions. Requests will include salaries, benefits, and other contract provisions. Depending on bargaining outcomes, requests may include some subsidization for employee transit passes (UPASS) consistent with state employees outside of higher education who work in King County.
  - **STEM enrollments for Washington students ($12.3 million):** This request combines proposals from all three campuses to support rising student and local employer demand for high-cost STEM degrees:
    - **Seattle ($9 million):** The request includes $8 million for the College of Engineering to add 133 engineering undergraduate degrees per year by FY25, and $1 million to permanently fund 30 STARS students per cohort (150 total).
    - **Bothell ($1.5 million):** The request will add 70 graduates per year by FY25 in engineering, math, and biological sciences to support the biomedical Innovation Partnership Zone near UW Bothell, in collaboration with Cascadia College.
    - **Tacoma ($1.8 million):** The request will establish B.S. programs in Mechanical and Civil Engineering, adding approximately 90 graduates per year by FY25.
  - **Safety net support for vulnerable populations ($32 million):** The following are being submitted as separate requests.
    - **Harborview and UWMC hospitals ($28 million):** This request will support the cost of continuing to provide quality care to the uninsured and underinsured patients that both hospitals treat through their public mission. The request also partially supports the cost of training activities at both hospitals ($7 million per hospital per year).
    - **UW School of Dentistry ($4 million):** This request will support the cost of continuing to provide access to safe, excellent care to the uninsured and underinsured patients at UW dental clinics.
  - **Expanding data science opportunities for non-STEM students ($4 million):** This request will enable the College of Arts & Sciences to teach data science and analytics to 1200 non-STEM students per year beginning in FY21.
  - **CAMCET clean energy facilities and testbed operations ($2 million):** This request will provide a share of operating funding to ensure that the Center for Advanced Materials and Clean Energy Technologies (CAMCET) has the necessary professional staff, equipment maintenance contracts, and quality user spaces needed to operate as the nation’s premier open-access facility for clean energy research instrumentation and technology testbeds.
  - **Center for Human Rights ($375,000):** This request will enable the Center to support faculty, graduate and undergraduate students from multiple campus units, working in collaboration with human rights advocates and policymakers. It will also attract private funds to improve human rights outcomes in WA.
Campus Master Plan Progress Update

INFORMATION

This item is for information only.

BACKGROUND

Each of 13 major institutions within the City of Seattle is required to have an approved master plan that discloses long-term development plans and, in the case of the University, an approved amount of developable square footage. The University’s current Campus Master Plan (CMP) was approved in 2003 and approved (with conditions) development of 3 million square feet on the Seattle campus. Nearing completion of the approved 3 million square feet, the University has launched a new master planning effort. The resulting plan is now before the Seattle City Council. Board action will be required in two steps in the coming months.

The 2018 Seattle Campus Master Plan (https://cpd.uw.edu/sites/default/files/master-plan/2018_June_CMP/2018-08-21_UWCMP%20PCPR%20Reduced.pdf) outlines the framework and new square footage for growth in response to changes in student enrollment and research demands, while preserving the beautify of our physical environment and responding to the needs of the surrounding communities. Capital Planning and Development launched a four-year planning effort in January of 2015 by appointing two internal committees, an Advisory Committee and a Working Group, to advise the University on the formulation of the plan.


The City Clerk’s file on the Master Plan is available online: https://seattle.legistar.com/LegislationDetail.aspx?ID=2701250&GUID=90FA4229-D973-417C-B133-86868F31C86E&Options=Advanced&Search=
Campus Master Plan Progress Update (continued p. 2)

Project staff will present the projected approval stages for the CMP, including the points for Regent action, and the issues that remain to be resolved.

Attachment
Campus Master Plan Update
CAMPUS MASTER PLAN UPDATE

University of Washington
Board of Regents

September 12, 2018

Jeff Scott
*Executive Vice President for Finance and Administration*

Theresa Doherty
*Senior Project Director, Campus Master Plan*

Sally Clark
*Director, Regional and Community Relations*
Seattle Campus Master Plan Update

Today’s update will include:

1. Timeline and overview of campus sector visions
   › How did we get here (time-line).
   › Long-term vision for campus by sector (overview).

2. Conditions recommended by the Seattle Hearing Examiner

3. Update on issues discussed at the Seattle City Council Hearings

4. Next steps to finalize 2018 Seattle Campus Master Plan
UW Campus Master Plan Timeline

• 2015 Kick-off Environmental Impact Scoping Meeting
• 2016
  • UW issues Preliminary Draft Plan and EIS for City review
  • UW issues Draft Plan and EIS for City, Community review
• 2017
  • UW issues Final Plan and EIS
  • City-University Community Advisory Committee issues report
  • City of Seattle issues report
  • December – Seattle Hearing Examiner hearing
• 2018/2019
  • January – Seattle Hearing Examiner report
  • July & September – City Council hearing, deliberation
  • September, October & January – City Council and Regent votes
LONG-TERM VISION INFORMS THE 10-YEAR CONCEPTUAL PLAN

This Campus Master Plan (CMP) accomplishes two objectives. It establishes a bold, long-term vision, and guides development that shall occur over its 10-year planning horizon, as required by the City-University Agreement.

The CMP identifies approximately 12.0 million net new gross square feet of development capacity. It also identifies the growth allowance that the University is planning to develop over the 10-year planning horizon. The growth allowance is 6.0 million net new gross square feet of development. The CMP shall remain in effect until the growth allowance is used up. The CMP identifies potential development sites that could:

- Accommodate the growth allowance and provide room for continuous growth in student enrollment and research demands.
- Guide creation of an active public realm.
- Complement the existing mission of higher education spaces on campus with new settings for collaboration and research partnerships.

The CMP creates a progressive and sustainable framework that shall enable UVA’s continued evolution as a 21st-century institution. The CMP balances the preservation of historic campus assets with increased density, and integrates the University’s strategic goals and academic, research, and service missions with capital plan objectives to guide the physical development of the campus.

### Table 6. Development Capacity and Permitted Development by Campus Sector

<table>
<thead>
<tr>
<th>Campus Sector</th>
<th>Potential Net New Development (Gross Square Feet)</th>
<th>Net New Maximum Development (Gross Square Feet)</th>
<th>Maximum Development Limit (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Central</td>
<td>1,409,041</td>
<td>900,000</td>
<td>15%</td>
</tr>
<tr>
<td>West</td>
<td>3,766,794</td>
<td>2,000,000</td>
<td>55%</td>
</tr>
<tr>
<td>South</td>
<td>3,084,725</td>
<td>1,550,000</td>
<td>51%</td>
</tr>
<tr>
<td>East</td>
<td>4,935,000</td>
<td>780,000</td>
<td>16%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>16,995,611</strong></td>
<td><strong>2,600,000</strong></td>
<td><strong>54%</strong></td>
</tr>
</tbody>
</table>
Central Campus

Central Campus is a hub of learning activity and knowledge sharing, and accommodates many academic and research facilities. Central Campus is home to the culturally significant academic core and is characterized by significant open spaces framed by a mix of historic and new buildings. The long-term vision for Central Campus:

- Enhances gateways.
- Concentrates new development at the periphery to minimize interference with the existing campus character.
- Preserves and enhances the character of the culturally significant setting and its significant buildings and open spaces.
- EAST CAMPUS CONNECTION
- Provides additional capacity to support the University’s educational, research and service missions.
- Creates an active edge along 15th Avenue.
- Enhances connections to West, South, and East Campuses.
- Maintains existing building heights.
- Creates an integrated network of pathways.

Figure 4. Central Campus. Graphics are for Illustrative Purposes Only.
West Campus

West Campus is the most urban of the four campus sectors and accommodates a wide range of uses including student housing, academic, research, and cultural programs. Given its regional transportation access from I-5, regional transit services, retail, research in numerous fields, as well as cafes, industry partners, and a significant supply of the UW-operated student housing, West Campus is uniquely positioned to develop as an “innovation district” within the broader Seattle region (see page 78 for more detail on the UW’s history of innovation activity). The long-term vision for West Campus:

- Extends and re-establishes the street grid, and improves connections with the adjacent University District.
- Connects the campus and University District to the waterfront.
- Provides flexible building footprints and massing to accommodate a range of functions, including academic and research partnerships.
- Increases development capacity and balances dense development with access to open space.
- Enhances connections with Central Campus.
- Creates pedestrian-scaled development parcels and activates street life with ground floor active destinations.
- Reinforces east-west connections with South Campus.
- Organizes development around a proposed public open space that functions as the heart of West Campus.

Figure 5. West Campus. Graphics are for Illustrative Purposes Only
South Campus
South Campus supports the UW’s Health Sciences functions and the Medical Center. It is home to academic, research, and clinical functions for the University’s six health sciences schools and assorted environmental and natural settings, along a waterfront that is largely inaccessible. Its monolithic structure is dense and disorienting both inside and out. In South Campus, the CMP proposes the long-term redevelopment of much of the health sciences complex incrementally. The long-term vision for South Campus:

Figure 6. South Campus. Graphics are for Illustrative Purposes Only
East Campus
East Campus currently accommodates the Union Bay Natural Area, athletics, recreational, and other University facilities, and parking to support sporting events and campus commuters. Much of East Campus is built on a methane-producing landfill and constitutes a seismic liquefaction zone, adding cost to building construction in this location. The long-term vision for East Campus:

- Improves connections between East and Central Campus.
- Balances public realm and open space along the waterfront with dense development maximizing productive land use.
- Enhances the gateway at Pend Oreille.
- Preserves athletics uses while developing existing parking lots for future academic uses, industry partnerships, and academic conference spaces.
- Transforms a former brownfield site into a vibrant and desirable campus sector.
- Integrates with Union Bay Natural Area trail network.

Figure 7: East Campus. Graphics are for Illustrative Purposes Only.
1. Hearing Examiner recommended the City Council impose 59 conditions on the CMP. The imposed conditions fall into these categories:
   • Open Space
   • Housing
   • Public Realm
   • Development Standards
   • Transportation
   • Shoreline Access
   • City/University regulations

2. UW agreed with 54 conditions. The five other conditions fell into two categories around housing and transportation.

   These are areas of deep importance to the University. The disagreements involve questions of legal authority and development triggers.

• City Council Hearing – July 31, 2018
  • Oral argument by the University and other appellants.
Next Steps

• **Seattle City Council – September/October 2018**
  - City Council will continue deliberation September 5 and 19 (Planning, Land Use & Zoning Committee).
  - *Projected Approval 1* - Full Council passes preliminary resolution at September 24 or October 1 Council meeting. Resolution is sent to Regents for action within 30 days.
  - *Projected Approval 2* - City Council will meet again in December or early 2019 to consider Regents’ response to preliminary resolution. Council must ultimately reach agreement with Regents and pass a final bill for Regents to consider.

• **Board of Regents**
  - *Projected Approval 1* - Will meet to respond to City Council’s preliminary resolution within 30 days of Council action.
  - *Projected Approval 2* - Will meet again in early 2019 to review, adopt final.

The CMP is not final until both the Regents and the Council have acted on the final Plan.
WHEREAS, Kristianne Blake was appointed to the Board of Regents by Governor Christine Gregoire in September 2006, and is therefore completing her second full term as member of the Board of Regents, an office that she has approached with utter seriousness and total commitment; and

WHEREAS, this UW alumna has demonstrated that commitment to her alma mater through long service as member, vice chair, and chair of the Board’s Finance, Audit and Facilities Committee and of its successor the Finance and Asset Management Committee, and through indefatigable service on three presidential search committees, earning Alaska Airlines MVP Gold 75K status by travelling so frequently from and to Spokane by airplane and automobile; and

WHEREAS, Kristi served as a transformative chair of the Board in 2011-12, when she undertook the research-heavy, detailed task of planning and implementing improvements to the Board’s structure and governing documents such as the Governance Committee or the Statement of Ethical Principles, which continue to yield improved Board performance and for which not-thankless efforts the Board thanks her profoundly; and

WHEREAS, her service to the University has not been limited to the Board of Regents: she has been a valued member of the UW Medicine Board, serving with distinction and impact on its Finance & Audit Committee, and on the Audit Advisory Committee that she created in 2014 to centralize oversight of the University’s financial practices and standards of conduct; and

WHEREAS, deepening a family tradition of unwavering ethical rigor with hawk-eyed attention to financial reporting, to accounting standards and processes, and to the quality of data provided to the Board, she has improved the information which informs the Board’s actions and consequently has improved the Board’s ability to provide informed, strategic guidance on key issues and to fulfill its fiduciary duty to the citizens of the state; and

WHEREAS, Kristi’s twelve years of personal service are to be accounted together with the nearly fifteen years of dedicated, transformative service by her father, William H. Gates, Sr., and the eighteen years of exceptional service by her mother, Mary Gates, with the result that her family’s unparalleled cumulative

University of Washington
Board of Regents
Resolution of Appreciation
for
Kristianne Blake
University of Washington Board of Regents Resolution of Appreciation for Kristianne Blake (continued p. 2)

Regental service of forty-five years surpasses the thirty-six years served by Winlock Miller and his daughter-in-law Elizabeth; and

WHEREAS, Kristi’s attention to governing structures, administrative processes, and financial details has been directed at improving the student experience in the classroom, in the lab, library or studio, on the playing field or in an internship, and elsewhere; and

WHEREAS, her colleagues recognize and laud the commitment to fairness and improved outcomes for all that has driven her indomitable efforts in crucial areas that are not always apparent to those outside; and

WHEREAS, the Board thanks her for bringing the perspective of her long residency in Spokane to the Board, keeping it mindful of Eastern Washington and of its duty to govern the University of all Washington; and

WHEREAS, as President Gerberding stated of her mother, Kristi has been a “source of balance, wisdom and stability on the [Board of] Regents;”

NOW, THEREFORE, BE IT RESOLVED: That the members of the Board of Regents express to the irreplaceable Kristianne Blake their sincere gratitude on behalf of the entire University community, and convey their own individual and collective thanks for her talented efforts on behalf of the University and through it the state and the world; that the Board wishes her happiness and well-being in the years ahead; that it looks forward to her continued engagement with the University; and that this resolution be entered into the minutes as a permanent record of the Board’s sincere appreciation.
SEPTEMBER REPORT

Ritika Jain
ASUW Seattle President
September 13, 2018
OVERVIEW OF MONTHLY ACTIVITIES, EVENTS, ENGAGEMENTS

Summer Quarter Recap
As we get into Autumn Quarter, and thus the start of many ASUW employees’ terms, Kendra Ramsey, the ASUW Personnel Director, has been busy planning ASUW Orientation, taking place next week. This will include goal setting by entity leaders, tips for balancing work and personal lives, an assessment of employees’ natural talents and strengths, and trainings on navigating identity and discussing diversity.

Autumn Quarter Forecast
In preparation for the beginning of the year, the ASUW is putting on several events during Dawg Daze, including:

- **ASUW 101: More than a Student Government** The ASUW provides students with so much more than just student government. With a budget of a million dollars, a plethora of offices and programming, there are countless ways to get involved and make an impact, so the Association will be hosting an informational session to kickstart incoming students’ activity on campus.
- **Fall Fling** In collaboration with the Division of Student Life and First Year Programs, the ASUW Arts and Entertainment is inviting the UW community to the 26th Annual Fall Fling for an afternoon of food, music, and fun on the HUB Lawn.
- **ASUW Open House** The ASUW Suites will be open for students to meet the leaders serving the UW and learn about opportunities to get involved through internships and volunteer opportunities.
- **UW Leaders Information Session** The UW Leaders program is a unique, cohort-based leadership and professional development program organized through the ASUW which offers leadership development training through mentorship, community service, and a variety of workshops during winter and spring quarters. Students will be able to meet this year’s our mentors and learn about why UWL is a great opportunity to start building professional skills while participating in a dynamic community.
- **Steering’s Declassified Senate Survival Guide** The ASUW Student Senate’s leadership will be hosting a guide for incoming students to make their mark on campus. They will discuss how student opinion is formed, as well as the real impact it can have on our students’ day-to-day lives.

OVERVIEW OF YEARLY GOALS, PROGRESS TOWARDS GOALS, CHALLENGES

What’s on the minds of our students?
Though the majority of ASUW’s constituency has not been on campus, student leaders have been preparing to discuss several issues that had been identified over the course of the previous year, including mental health resources on campus, accessibility for students with disabilities, the competitive major system, and more.

STUDENT PROFILE

Sam Torres (she/her/hers)—Medical Laboratory Science
Sam is an out-of-state student from Chicago, a person of color, a queer woman in STEM, and an Orientation Leader this summer. Because of her lived experiences and identities, it was her goal to ensure that incoming students from underrepresented populations felt like they could make their home here at the University. She made the intentional decision to be honest and vulnerable with her orientation groups about her mental health struggles so that if a student was in a similar situation, she could refer them to resources at UW. She also created a google doc that has LGBTQ+ resources here at UW for queer-identifying students and the broader community.

"Being an orientation leader was the most amazing decision of my life thus far. I am not exaggerating. I have connected to so many students on a personal level. I have cried with students who were going through hard times. I’ve laughed with students through my corny puns. I have gotten to know them in such intricate beautiful ways. I am so honored that I was able to make an impact on their lives.” - Sam
OVERVIEW OF MONTHLY ACTIVITIES, EVENTS, ENGAGEMENTS

GPSS Overall: We have continued to prepare for the upcoming school year with staff hiring, campus entity meetings and partnership development, event planning, meetings, and more meetings.

- **Washington Student Association (WSA):**
  Giuliana Conti, GPSS President, and Kelsey Hood, VP of External Affairs, attended the WSA Board retreat representing UW Graduate and Professional students alongside ASUW representatives to discuss state-wide undergraduate and graduate student needs.

- **Voter Registration:**
  We have partnered with ASUW and UW Impact to initiate efforts promoting student voter registration and legislative advocacy. This is crucial for the coming year with elections in November and multiple advocacy.

- **Graduate Student Orientations:**
  We have more department orientations scheduled now than at this time last year, demonstrating the efficacy of our direct communication with underrepresented departments within our Senate body, as well as our initiatives to

- **Graduate Student Resource Fair:**
  We have upgraded our Husky Sunrise event to be more oriented around resources for students as our data has indicated this as a high need for graduate students on campus. While we have greatly enjoyed our breakfast event in years past, it was the tabling and collection of campus entities that students responded to most positively, so mid-October we will have an evening of food and drinks with resource tables and campus tours that will help orient students with what is available to them and how to be more engaged on campus.

- **Staff and Officer Training:**
  After several hundred applicants we are excited to interview, hire, and train our nine incoming staff. Our office will be fully equipped and ready for the start of the school year so that students on campus know who we are, what we do, what they can do, and what is available to them within the first month of classes.

OVERVIEW OF YEARLY GOALS, PROGRESS TOWARDS GOALS, CHALLENGES

**Looking forward:** We are continuing to go through data from the past 7-8 years to identify key needs and wants of our constituents, especially those of underrepresented departments and populations on campus. It is imperative to us that our Senators accurately represent their departments and campus community, which means we must develop more consistent and reliable means of communication between Senators and their departmental constituents. Similarly, while we function as a Senate body, it is also important that we expand how our organization serves the UW community so that how we operate during our meetings is reflected in our principles of practice elsewhere. As such, we are implementing an expectation of GPSS committee involvement on behalf of our senators to breed a more consistent interaction between them and our office with plans to assess the impact of this on our constituent communication and senator involvement across campus.

STUDENT SPOTLIGHT

**Zhiyun Ma:** GPSS is extremely fortunate to have Zhiyun as an elected Executive Senator this coming year. She is not only a kind, compassionate person who spends her own time dedicated to campus community issues and events, but is heavily involved in GPSS activities, to include a study this coming year analyzing our efficacy in representing our constituents. As a MA of Higher Education student in the College of Education she understands full well the importance of graduate education and jumps into any opportunity to advocate on their behalf. She is an exceptional person and member of our community who represents the qualities of graduate and professional students we hope for at UW.
OVERVIEW OF MONTHLY ACTIVITIES, EVENTS, ENGAGEMENTS

ASUWB’s New Brand Look: Our Director of Outreach & Marketing John Kim has worked extremely hard to create ASUWB’s new brand look including an updated logo and first ever ASUWB official brand book. We are looking to launch our official brand on September 25th. Here is a first look at our previous logo and new logo:

ASUWB’s Student Discounts: Our Director of Community Engagement Rayyan Hussain is in the process of revamping our ASUWB Student Discount webpage and partnerships. We are implementing a new business partnership discount process with the goal to increase incentives for businesses who are looking to discount their services to students. Our team will have an updated webpage and one-pager for the campus community by September 26th.

ASUWB’s Diversity Center Grant: Our Director of Student Advocacy Warisha Soomro and Vice President Shugla Karak created a proposal with UWB’s Diversity Center (utilizing ASUWB’s $5,000 Diversity Center Grant) focused on: a journey personal development of marginalized students with a focus on professional development that will extend through all three quarters— Fall: Who am I? / Winter: What do I want to do? / and Spring: How do I get there?

OVERVIEW OF YEARLY GOALS, PROGRESS TOWARDS GOALS, CHALLENGES

ASUWB UWB Leaders: Our Director of Internal Affairs Nadia Mabrouk is leading our new committee appointing and leadership program. We have created an ASUWB Committee Fall request form where we have received 33 submissions. From there, our team will be appointing internal team members to sit on committees this fall and recruit six students at large to join our UWB Leaders Program in mid-October.

ASUWB and Chancellor Leadership Team Retreat & Fall Training: Our 2017-2018 Senator and Staff team has officially started September 1st. With a full team of 15 we kicked things off by meeting with UWB’s Chancellor Leadership team discussing team goals, progress, and holding discussions on best methods of communication. Our ASUWB fall training will begin September 10th-21st from 10:00am-4:00pm. The learning objectives from our team will range from campus wide resources, internal ASUWB processes, and goal setting.

STUDENT PROFILE

We welcome out new 2018-2019 ASUWB hires:

- Director of Government Relations: Aaron Yared.
- Treasurer: Zachary Nelson.
- Parliamentarian: Caleb Lohrmann.
- Student Assistant: Vannie Cao
September REPORT

Armen Papyan

ASUWT President

September 13th, 2018
OVERVIEW OF MONTHLY ACTIVITIES, EVENTS, ENGAGEMENTS

This summer, our board and senate went on a retreat. Our team underwent team building exercises, and went over bylaws. We defined our roles and responsibilities, and gained a better understanding how to support one another. We set a monthly schedule of themes to dedicate to a specific cause, the next two months are being dedicated to Voter Registration. We are participating in the Governor’s Voter Registration Challenge.

Our hiring process has begun for our organization and by the end of this month we will be finished hiring more than 18 ASUWT personnel.

We participated in the August WSA (Washington Student Association) meeting where discussions included child care, State Need Grant and debt-free college for public institutions.

OVERVIEW OF YEARLY GOALS, PROGRESS TOWARDS GOALS, CHALLENGES

Parking – ASUWT, UW Tacoma Finance & Administration, and the City of Tacoma had a meeting at the beginning of the summer. Currently the campus administration and the city is working on adding additional crosswalks. We will move forward with the parking issues when the crosswalks are completed. We are trying to take one step at a time and not overwhelm the city and administration.

Child Care – We are working with UW Tacoma administration and we already had number of meetings with the finance department, student engagement and the Chancellor's Cabinet. We are taking careful steps to improve the child care experience at UW Tacoma.

Student Health Services – We are still waiting for the data from St. Joseph to assess the Student Health Services and come up with a long term solution with the partnership.

Visibility – At our summer retreat we devised a social media plan for active engagement with our students. We will posting multiple times a week about campus events, ways to get involved, campus resources and our weekly Board and Senate meetings.

STUDENT PROFILE – Adan Espino, Jr

I knew I wanted to work in politics and government, so when I was hired to the Legislative Liaison position for the 2017-18 academic year and again for the 2018-19 year I knew I had the chance to make a difference. Along with the other public four year universities, we passed numerous bills to improve student lives such as a student loan protections bills (SB 6029 & HB 1169), pilot for Open Educational Resources (HB 1561), and expanding opportunities for students cut out because of citizenship status (HB 1488). Following these wins I, along with ASUWT and the WSA (whom I was elected onto the executive board), seek to continue this success into this coming legislative session. Particularly, childcare has been a topic consistently talked about by students at UWT and one that I care about deeply as my own mother struggled with childcare when she had me during college. For her and students today like her, I know I must continue my work for this year and onward. While I do not know where my last year in undergrad will take me and as I look into attending UW's law school, I want to continue to succeed so I can help those around me and create a better world for us all.
Open Letter of Concern From UW Police Leadership & WFSE Local 1488 Members

TO: UW Leadership including UW President Ana Mari Cauce, Vice-President for Human Resources Mindy Kornberg, and Assistant Vice-President for Labor Relations Peter Denis

FR: Undersigned Members of WFSE Local 1488 Police Management Bargaining Unit

RE: Concerns with Leadership in the UW Police Department

On behalf of the members of the Washington Federation of State Employees (WFSE) Local 1488’s Police Management Bargaining Unit, all six of the University of Washington Police Department’s Patrol Sergeants and the undersigned Lieutenants, regretfully write this letter. Unfortunately, circumstances have left us with no other recourse. We have lost trust, faith, and confidence in the leadership abilities of UW Police Chief John Vinson, to effectively lead our Department.

Chief Vinson has fostered an atmosphere of hostility, retaliation, and unethical behavior. A recent example of this would be in his June 20, 2018 interaction with a subordinate (during a WFSE-UW joint labor management meeting) where he stated “You don’t like overtime, you’ll be working this weekend to cover gaps! Sergeants aren’t going to like this” when addressing our union’s proposal to stop the Department’s use of officers outside our union’s bargaining unit as “Acting Sergeants.”

Additionally, Chief Vinson has made other decisions or failed to make decisions that we find extremely concerning, including hiring UW Police Officers with questionable backgrounds, failing to respond to citizen concerns regarding the behavior of officers on duty, and failing to adequately prepare the Department for the most effective responses possible to active-shooter situations. We believe Chief Vinson’s lack of leadership, mismanagement, and poor policy decisions have damaged the reputation of the department and its ability perform our public safety mission.

Sergeants and Lieutenants have tried to address these and other workplace problems with Chief Vinson, but these efforts have not been successful. We feel Chief Vinson has bought morale to an all-time low, and that his lack of leadership and poor management style has begun to affect retention and recruitment of qualified personnel. Chief Vinson has established a pattern and practice of inequitable treatment of Department personnel, and uses internal investigations and threats of disciplinary action as a means to intimidate UWPD staff.

Chief Vinson’s inaction to resolve problems within the UW Police Department jeopardizes the safety of the entire University of Washington community. Examples of issues that affect campus safety include the maintenance of inadequate staffing levels, forcing inexperienced/unqualified dispatchers to learn their jobs without adequate training, and providing poor quality equipment such as broken radios, inoperable/insufficient vehicles, or not providing enhanced body armor and other associated equipment necessary to effectively respond to active-shooter situations.
For the past six years, we have tried to work with Chief Vinson on these and many other issues within the UW Police Department. We have attempted to deal with these matters at the lowest level, and internally it only yielded negative results and the retaliation of Chief Vinson. Chief Vinson has also negatively affected employee morale by engaging in numerous departmental re-organizations, and failing to recruit and retain a permanent Deputy Chief who has the confidence of staff.

As hard-working and loyal members of the University of Washington Police force, we only wish to focus on bettering our Department and protecting UW students, faculty, and staff. Due to the seriousness of our concerns, we are requesting that the University of Washington Office of the President place Chief Vinson on administrative leave and engage an outside, independent, third party entity to conduct an investigation into the fitness of Chief Vinson to continue leading the UW Police Department.

Furthermore, we would like our union, WFSE, to be offered the opportunities to provide meaningful input in the selection of an outside investigator, and to be able to participate in all interviews with our members, upon the request/consent of WFSE members being interviewed.

Thank you in advance for your attention to these important matters. We would like to request that you please respond to this letter before Monday, October 01, 2018. You can contact us through UWPM, Shop Steward Sgt. Anthony Stewart, via email at anthos2@uw.edu or 206-616-7886.

We look forward to hearing your response.

Sincerely,

William Bergin, UW Patrol Sergeant

Melvin Daoang, UW Patrol Sergeant

Kevin Jackson, UW Patrol Sergeant

Wendy Matsuyama, UW Patrol Sergeant

Sean O'Laughlin, UW Patrol Sergeant

Anthony Stewart, UW Patrol Sergeant

Raymond Wilson, UW Patrol Sergeant

Douglas Schulz, UW Lieutenant