

UNIVERSITY OF WASHINGTON
Seattle, WA 98195
www.washington.edu/

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AGENCY RESPONSIBILITIES

Mission Statement

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

Overview

Established in 1861 in Seattle by an act of the Legislative Assembly of Washington Territory, the University of Washington (UW) is the flagship university for Washington State and an international leader in teaching and research. The University is comprised of seventeen major schools and colleges, two upper division campuses in Bothell and Tacoma, and the Warren G. Magnuson Health Sciences Center, which includes the University of Washington Medical Center (recently named the 9th best hospital in the nation), Harborview Medical Center and UW Physicians Neighborhood Clinics.

In autumn 2004, the University of Washington enrolled 42,000 students, including 31,474 undergraduates, 9,768 graduates, and 1,721 professional students. The University employs 25,587 individuals which includes 3,490 instructional faculty. The University also provides educational opportunities to an additional 36,203 individuals through extension and evening degree programs. The University offers programs and exchanges in over 50 countries.

In fiscal year 2003, the University of Washington received more than \$970 million in public and private grant and contract support for research and training. Since 1974, the University has been the number one public university in America in receiving federal support for research and training. During fiscal year 2003, private voluntary support of the UW totaled more than \$311 million, including gifts (\$192 million) and private grants (\$118 million). The University currently ranks 17th among all universities nationally in the amount of private support it receives, and 4th among public universities.

The University provides a variety of cultural opportunities for the public including the Meany Hall for the Performing Arts, the School of Drama, the Henry Art Gallery, the Burke Museum, as well as the Schools of Dance, Art and Music. The Department of Intercollegiate Athletics has an extensive program of college athletics with competition in 21 sports. For the second time in 11 years, the UW athletic program placed in the top 10 in the final rankings for the 2003-04 Directors' Cup. The Directors' Cup is presented annually to the best overall collegiate athletics program in the country.

Major Programs and Activities

Instruction

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

Sponsored Research

Sponsored research permits public and private organizations to purchase or sponsor research, instruction or consultative services from the University. These activities are an essential component of the University's graduate education program.

Hospital Operations

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

Plant Operations

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

Institutional Support

This category includes cost elements of the Board of Regents, the President's Office, the Provost's Office, the Executive Vice President's Office, the Faculty Senate and the Attorney General's Office.

Primary Support Services

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

Libraries

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

Student Services

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

Research

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

Institutional Management

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

Public Service

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

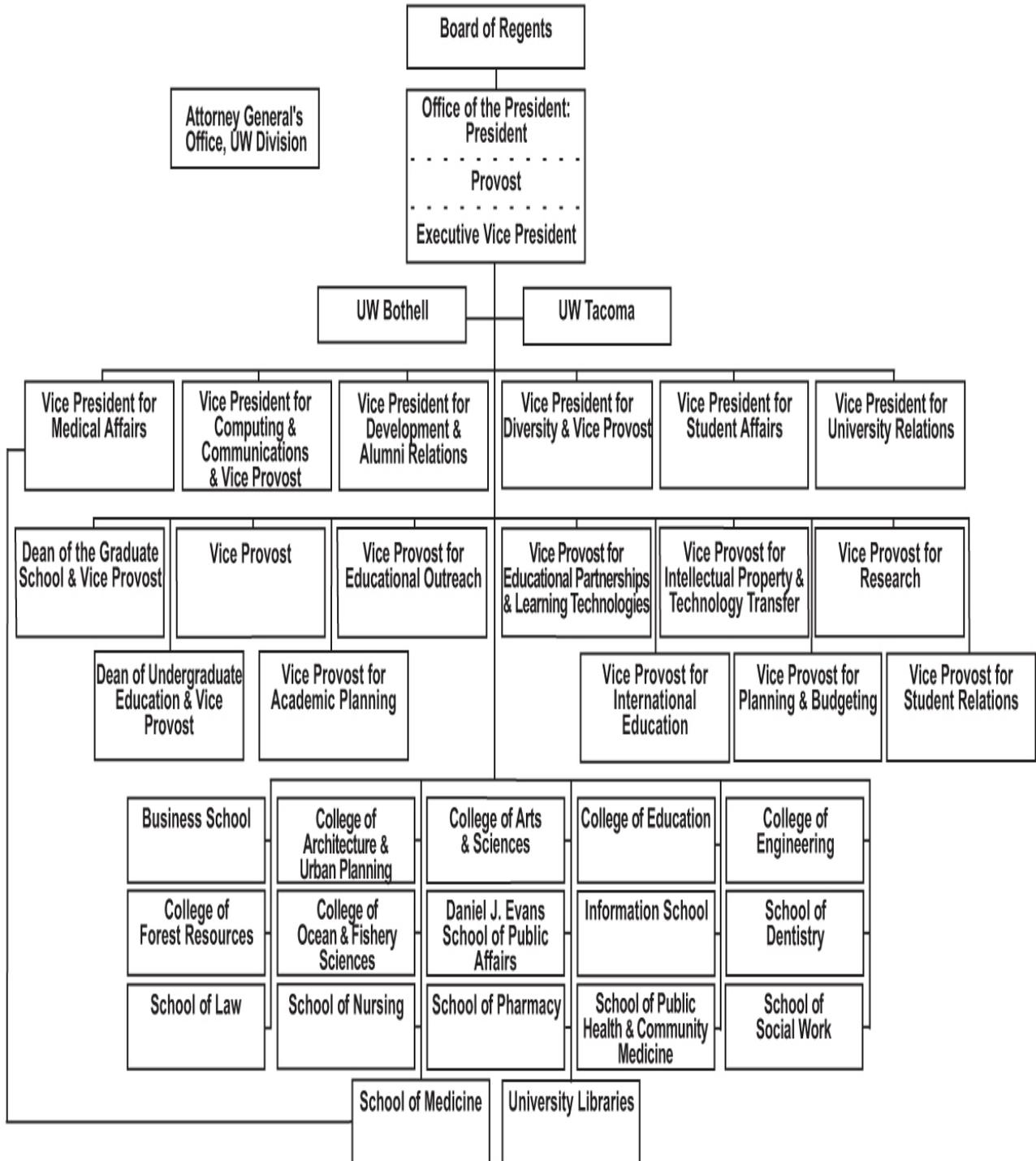
**University of Washington Budget by Source and Program
(Dollars in Thousands)**

PROGRAM	FUND SOURCE	2003-05 Estimate	2005-07 Request
INSTRUCTION	General Fund-State	\$369,048	\$446,935
	Dedicated Local Account	286,166	286,166
	Operating Fees Account	200,243	200,245
	Subtotal	\$855,457	\$933,346
SPONSORED RESEARCH	Grants and Contracts Account	1,312,270	1,312,270
HOSPITAL OPERATIONS	University Hospital Account	787,962	787,962
	General Fund-State	31,127	35,236
	Subtotal	\$819,089	\$823,198
PLANT OPERATIONS	General Fund-State	63,703	97,417
	Dedicated Local Account	59,064	59,064
	Operating Fees Account	42,917	42,917
	Subtotal	\$165,684	\$199,398
INSTITUTIONAL SUPPORT	General Fund-State	49,213	55,334
	Dedicated Local Account	86,418	86,418
	Operating Fees Account	26,798	26,798
	Subtotal	\$162,429	\$168,550
PRIMARY SUPPORT SERVICES	General Fund-State	54,382	63,679
	Dedicated Local Account	51,768	51,768
	Operating Fees Account	30,531	30,531
	Subtotal	\$136,681	\$145,978
LIBRARIES	General Fund-State	36,417	41,105
	Dedicated Local Account	16,466	16,466
	Operating Fees Account	19,808	19,808
	Subtotal	\$72,691	\$77,379

PROGRAM	FUND SOURCE	2003-05 Estimate	2005-07 Request
STUDENT SERVICES	General Fund-State	18,468	21,400
	Dedicated Local Account	16,202	16,202
	Operating Fees Account	9,810	9,810
	Subtotal	\$44,480	\$47,412
RESEARCH	General Fund-State	6,495	12,488
	Dedicated Local Account	14,284	14,284
	Operating Fees Account	1,966	1,966
	Accident Account	5,931	5,989
	Medical Aid Account	5,956	5,984
	Subtotal	\$34,632	\$40,711
INSTITUTIONAL MANAGEMENT	General Fund-State	4,868	5,474
	Dedicated Local Account	8,546	8,546
	Operating Fees Account	2,651	2,651
	Subtotal	\$16,065	\$16,671
PUBLIC SERVICE	General Fund-State	3,029	2,927
	General Fund-Private/Local	300	300
	Death Investigations Account	261	261
	Dedicated Local Account	6,008	6,008
	Operating Fees Account	1,187	1,187
	Subtotal	\$10,785	\$10,683
TOTAL	General Fund-State	636,750	781,995
	General Fund-Private/Local	300	300
	Death Investigations Account	261	261
	Grants and Contracts Account	1,312,270	1,312,270
	Dedicated Local Account	544,922	544,922
	Operating Fees Account	335,911	335,913
	University Hospital Account	787,962	787,962
	Accident Account	5,931	5,989
	Medical Aid Account	5,956	5,984
Total	\$3,630,263	\$3,775,596	

University of Washington Organization Chart

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



UW Organization Chart Detail

Board of Regents

Jeffrey H. Brotman, President
Sally Jewell, Vice President
Alexander E. Bolton, Student Regent
Craig W. Cole
Daniel J. Evans

William H. Gates, Sr.
Gerald Grinstein
Frederick C. Kiga
Constance L. Proctor
Shelley Yapp

Administration

Mark A. Emmert, President
David B. Thorud, Acting Provost
Weldon E. Ihrig, Executive Vice President

Warren Buck, Chancellor, UW Bothell
Steve Olswang, Interim Chancellor, UW Tacoma

Jack Johnson, Division Chief, Attorney General's Office UW Division
Paul Ramsey, Vice President for Medical Affairs
Ronald Johnson, Vice President for Computing, Communications & Vice Provost
Connie Kravas, Vice President for Development and Alumni Relations
Rusty Barcelo, Vice President for Diversity & Vice Provost
Ernest R. Morris, Vice President for Student Affairs
Jack Faris, Vice President for University Relations

Betty Feetham, Acting Dean of the Graduate School & Vice Provost
Cheryl Cameron, Acting Vice Provost
David Szatmary, Vice Provost for Educational Outreach
Louis Fox, Vice Provost for Educational Partnerships and Learning Technologies
Jim Severson, Vice Provost for Intellectual Property and Technology Transfer
Craig Hogan, Vice Provost for Research

George Bridges, Dean of Undergraduate Education & Vice Provost
Susan Jeffords, Vice Provost for Academic Planning
Steve Olswang, Vice Provost for International Education
Harlan Patterson, Vice Provost for Planning and Budgeting
Gus Kravas, Vice Provost for Student Relations

Major Issues for the University of Washington

1. *Decline in Core Education Support*

- Between 1991 and 2003, the University of Washington's per student state funding *declined* from \$9,093 to \$8,866. During the same period, average per student funding for the UW's 24 competitor universities (which includes schools like North Carolina, Iowa, Ohio State, Michigan, and Wisconsin) *increased* from \$9,281 to \$12,043.
- This is a gap of about \$3,200 per student compared to the average of the 24 HECB peer competitor schools.
- The ability of the University of Washington to continue to provide a world-class education to the citizens of Washington State and to serve as an engine of the knowledge-based economy will be severely diminished if the state does not begin the process of closing this per student funding gap.
- Effective research universities are essential to Washington's future. They provide access to a nationally competitive level of education, train the next generation of entrepreneurs, scientists and business leaders and they produce the knowledge that drives economic development.
- Continued under funding of the University places its educational and research programs in jeopardy. As per student funding has declined, faculty positions have been eliminated, class sizes are larger, course offerings are fewer and competitive offers from other institutions have siphoned off some of our brightest and most capable people.
- With additional core education support, the University will be able to retain and recruit national caliber faculty (who are the cornerstone of a world class education); insure undergraduates have access to a broad spectrum of courses and increased opportunities to be involved in research and service; improve internal services that support faculty and students such as libraries, advising and technology infrastructure; and, invest more in facilities operation and maintenance to extend the life of the university's facilities.
- The University will continue to stress efficiency and accountability. According to a recent performance assessment of public research universities, the UW ranks as one of only seven Carnegie Research 1 schools in the nation to have both high instructional efficiency and high research efficiency.
- At a recent meeting of the Washington Technology Alliance, Microsoft's Bill Gates remarked in responding to a question about the one thing he would do to fuel this economy, "Keeping the University of Washington a first-class institution should be the State's top priority."

2. Future of the Bothell and Tacoma Branch Campuses

- When the Higher Education Coordinating Board (HECB) published its first master plan for higher education in 1987, it concluded that existing upper division and graduate higher education programs did not fully meet the needs of the state. In 1989, the Legislature established five “branch campuses” in growing urban areas to be operated by the state’s two research universities. The UW has two branch campuses in Bothell and Tacoma.
- In 2003, the Institute for Public Policy completed an examination of the branch campus system. The report concluded that branch campuses have been responding to their original missions to expand access to higher education and contribute to regional economic development.
- However, the report also pointed out that branch campuses were being influenced by a variety of factors that could move them away from their original missions; particularly whether any of the branches should become four-year institutions and whether they should continue to be funded as “research” universities.
- In 2004, the Legislature passed House Bill 2707 which directed each branch campus to conduct a study on their future evolution. Each study will make recommendations regarding the model of education and mission that best suit the campus; data that illustrates how baccalaureate and degree production will be increased; and an estimate of the implementation costs.
- Both the UW Bothell and UW Tacoma campuses are conducting their studies which must be approved by the UW Board of Regents and submitted to the Higher Education Coordinating Board (HECB) by November 15, 2004. Final studies will be submitted to the Legislature by January 15, 2005.
- Washington State currently ranks 47th in the nation in production of baccalaureate degrees despite studies that suggest that most of the good paying jobs in the knowledge-based economy will require at least a B.A. degree or higher.
- Washington businesses have so far met their needs by importing workers with baccalaureate degrees from other states and countries, since our state has one of the highest levels of educational attainment of its citizenry in the nation. What responsibility, however, do state leaders have to provide increased baccalaureate opportunities to its own young people?
- With additional operating and capital funding, both UW Bothell and UW Tacoma can help contribute to the state’s need for additional baccalaureate capacity. A key policy question, however, is whether or not to continue the existing two plus two relationship between the upper division branch campuses and the community and technical college system, or whether the University’s branch campuses should evolve into four-year universities.

3. *Campus Building Renewal and Restoration*

- The University of Washington, like many campuses around the country, faces a significant challenge in maintaining its existing facilities. Over 60% of our state-owned buildings were constructed prior to 1960. The major systems in these buildings – ventilation, electrical systems, plumbing, roofs, and other components – have normal life expectancies of around 30 years.
- Because of budget constraints, scheduled replacement of many of these building components has been deferred, creating a significant and growing backlog of project needs. The deterioration of our oldest campus facilities is jeopardizing our ability to deliver core campus functions in teaching, research, and public service.
- In November 2002, the University convened an ad hoc Restoration Planning Committee which was charged with evaluating the most critical buildings and to create a prioritization and surge plan for their restoration and refurbishment from both the academic and facilities perspective.
- The committee determined that major comprehensive renovation of 15 buildings on the Seattle campus with a Facilities Condition Index (FCI) near or exceeding 100% (an FCI between 0% and 5% is considered good) is the most appropriate approach from an architectural and historic resource perspective, but also from a cost-efficiency perspective. The committee also determined that addressing these critical buildings should be a phased approach, with major renovations occurring over a number of years.
- In the 2003-05 biennium, the University began implementation of a phased plan to restore the core Seattle campus facilities by including construction funding for the renovation of Johnson Hall as Phase I of the critical buildings restoration project in its capital budget request.
- In the proposed 2005-07 UW capital request to the State, the University is requesting construction funding for Phase II which includes funds to renovate Guggenheim Hall, Architecture Hall and Health Sciences H-Wing, as well as design for future renovation of Savery Hall, Clark Hall and the Playhouse Theater.
- The University's 2005-07 capital budget request is also embedded within the Public Baccalaureate Capital Project List, which was developed in response to 2003 legislation (House Bill 2151) which required the state's public four-year institutions, in consultation with the Higher Education Coordinating Board and the Council of Presidents, to prepare a single, prioritized capital project list for the 2005-07 biennium.

4. *Support for Research*

- The research enterprise at the University of Washington is a critical driver of economic development in the state. Currently, there are more than 7,000 full-time jobs at the UW that are supported directly by external grants received by the institution, generating over 32,000 *additional jobs* statewide.
- In addition, transfer of technology developed at the UW to private companies' results in many additional jobs in the state. Private companies selling products based on UW research had sales of over \$3 billion in 2002. Some well-known UW-related companies include pioneering biotech firms like Immunex (recently acquired by Amgen); Zymogenetics, which uses UW technology to produce human insulin for diabetics; Visio, the computer graphics company (now a division of Microsoft); ICOS, which develops pharmaceuticals; and Optiva, which makes the Sonicare toothbrush.
- Every year since 1974, the UW has received more federal research dollars than any other public university in the nation. However, the University of Washington ranks near the bottom in terms of state commitments to investment in higher education technology research.
- Even modest investments in the University's research enterprise have generated remarkable returns to the state of Washington. In the 1999-01 biennial budget, the state provided Advanced Technology Initiative funding to the UW to develop faculty clusters of expertise in infectious disease (\$500,000), computer graphics and digital media (\$500,000) and precision forestry (\$250,000).
- The investment in infectious disease resulted in the UW being able to successfully compete for more than \$80 million in new federal grants including the establishment of a \$50 million Regional Center of Excellence for Biodefense and Emerging Infectious Disease Research.
- Washington State should increase its investment in university research in order to capture new opportunities for improved health for Washington's citizens and to spur job growth and business expansion.
- Several new areas of frontier research are emerging where the University of Washington sees special and timely opportunities for State investment. These include nanotechnology, photonics and optoelectronics, proteomics, cyber-science and data mining among others.
- These areas are particularly promising in terms of attracting substantial external funding for research in the short-term and creating a regional knowledge and talent base that can form the foundation of leading industries in the long-term. New funding from the state would be used to attract and support leading scientists who would create and grow new transformative research programs, leading to new technologies and industries.

5. *Meeting the Higher Education Access Challenge*

- Washington has always been a national leader in education. Few states have embedded in their state constitution a mandate that public education is the paramount duty of the state.
- In the 1960's, visionary leaders recognized that future jobs would require more than a high school diploma, so the state set out to establish a network of two-year community colleges to provide workforce training, adult basic education and university preparation. Today, Washington's community and technical college system is 4th best in the nation – a real success story.
- Unfortunately, Washington still lags most other states in the nation in the availability of public *four-year degree opportunities – 47th in the nation*. The emerging “knowledge-based economy,” makes it imperative that Washington move quickly to improve this situation
- The importation of highly educated citizens has masked the low level of educational opportunity that we are providing for our children and grandchildren. In order for *Washington citizens* to be successful in the knowledge-based economy, the state must increase educational opportunities at the baccalaureate and graduate levels. Without such an investment, Washingtonians will be relegated to lower paying jobs supporting an educated upper class workforce that has migrated from other states and nations.
- State four-year universities and colleges are currently turning away well-qualified high school graduates who should have an opportunity to choose a baccalaureate institution as a point of entry. While the “2 + 2” model is one method for obtaining a four-year degree, it should not be regarded as the only way, nor the preferred approach to producing more baccalaureate degrees. From the state perspective it is also not necessarily the most cost efficient model.
- Washington must develop a comprehensive plan to ensure students will have access to quality undergraduate, graduate and professional opportunities in this state. In order for this plan to be successful, however, Washington must also reverse years of insufficient funding at its research and comprehensive universities and colleges.

Board Member Listing by Board Position

REGENTS, UNIVERSITY OF WASHINGTON BOARD OF (ES075)

Agency 360 - University of Washington	Senate Conf. Y	Positions: Maximum 010
Authority Governor	Public Disc. Y	Minimum 000
Authoriztn. RCW 28B.20.100	Term Length 072	Actual 010
Rem. Auth. SC	Meetings/Yr. 12	

Pos. #	Name and Address	Status	Race	Appointed	Expires
001	Evans, Daniel J. (The Honorable) 1111 Third Avenue Suite 3400 Seattle, WA 98101	A	C	04/13/2000	09/30/2005
		Terms Served	02		
		Position	a member		
		Comments	General Public		

Pos. #	Name and Address	Status	Race	Appointed	Expires
002	Brotman, Jeffrey H. 999 Lake Drive Issaquah, WA 98027	A	C	10/01/2004	09/30/2010
		Terms Served	02		
		Position	a member		
		Comments	General Public		

Pos. #	Name and Address	Status	Race	Appointed	Expires
003	Grinstein, Gerald 1000 Second Avenue, Suite 3700 Seattle, WA 98104	A	C	10/07/1998	09/30/2004
		Terms Served	01		
		Position	a member		
		Comments	General Public		

Pos. #	Name and Address	Status	Race	Appointed	Expires
004	Gates Sr, William H. (Mr.) 5161 NE 41st Street Seattle, WA 98105	A	C	08/08/2000	09/30/2006
		Terms Served	02		
		Position	a member		
		Comments	General Public		

Pos. #	Name and Address	Status	Race	Appointed	Expires
005	Yapp, Michele (Ms.) 1513 29th Avenue South Seattle, WA 98144-3803	A	C	08/08/2000	09/30/2006
		Terms Served	02		
		Position	a member		
		Comments	General Public		

Pos. #	Name and Address	Status	Race	Appointed	Expires
006	Jewell, Sally PO Box 1938 Sumner, WA 98390	A	C	10/29/2001	09/30/2007
		Terms Served	01		
		Position	a member		
		Comments	General Public		

Board Member Listing by Board Position

REGENTS, UNIVERSITY OF WASHINGTON BOARD OF (ES075)

<u>Pos. #</u>	<u>Name and Address</u>	<u>Status</u>	<u>Race</u>	<u>Appointed</u>	<u>Expires</u>
007	Cole, Craig W. PO Box 9797 Bellingham, WA 98227-9797	A	C	03/20/2003	09/30/2007
		Terms Served	00		
		Position	a member		
		Comments	General Public		

<u>Pos. #</u>	<u>Name and Address</u>	<u>Status</u>	<u>Race</u>	<u>Appointed</u>	<u>Expires</u>
008	Proctor, Constance L. 7540 Seward Park Ave. S. Seattle, WA 98118	A	AA	09/18/2003	09/30/2009
		Terms Served	02		
		Position	a member		
		Comments	General Public		

<u>Pos. #</u>	<u>Name and Address</u>	<u>Status</u>	<u>Race</u>	<u>Appointed</u>	<u>Expires</u>
009	Kiga, Fred 2631 38th Ave. W. Seattle, WA 98199	A	AP	07/12/2004	09/30/2009
		Terms Served	01		
		Position	a member		
		Comments	General Public		

<u>Pos. #</u>	<u>Name and Address</u>	<u>Status</u>	<u>Race</u>	<u>Appointed</u>	<u>Expires</u>
010	Bolton, Alex 2614 NE 65th St. Seattle, WA 98115	A	C	07/29/2004	05/31/2005
		Terms Served	01		
		Position	a member		
		Comments	Student Regent		