Annual Report
Academic Year '11 – '12

UNIVERSITY OF CALIFORNIA, WASHINGTON CENTER
1608 Rhode Island Ave., NW ● Washington, DC

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Executive Director's Summary

2011-12 was a great year for the UC Washington Program (UCDC). Students continued to have extraordinary experiences in their internships, and faculty and staff continued to progress toward a consolidated program. We had several challenges, including a substantial fire, but we weathered these well. We continued to improve the core seminars and to provide course electives that were part of a well-designed consolidated curriculum. We brought more expert practitioners into the Center and initiated a series of professionalization courses for students that help them bridge between their academic experience and their working careers. We brought in more UCDC Alumni into the Center as mentors and partners in the UCDC Program. Our Summer Academic Program doubled in size as more and more Summer students participated in academic classes during their internships.

Program evaluations for the year indicate that students continue to find UCDC to be one of the most valuable experiences of their college career. 88% of students surveyed indicated that their overall experience was "Excellent" or "Good." Data also shows that we are serving students from all backgrounds, consistent with the students who attend our campuses as a whole. We have initiated a more intensive student fellow program in order to provide more assistance to students in need, although the paperwork involved in paying these students continues to be a challenge.

Our course evaluations continue to be strong, although students continue to be less satisfied with our un-themed General Research Seminars, particularly those that are mixed quarter/semester. For example, in the Fall Quarter/Semester, students rated all Themed Seminars over 4.5 out of 5 while they rated un-themed General Research Seminars closer to 4.0. In Winter and Spring Quarter/Semesters, we began to experiment with Survey Monkey for some of our courses. This program rates survey questions differently, making it difficult to provide data comparable to the courses we continued to evaluate with paper survey. In addition, we had startup problems getting students to respond to the online survey, an issue mentioned in a number of studies of online survey instruments. Also, a number of paper surveys were destroyed in the fire. However, the data we have indicates that students rated most courses in the high 4s, with a very few in the high 3s. Assistant Academic Administrator, Matt Dallek, and Program Associate, Chantal Quintero, experimented with new ways of administering the online survey in the summer and have greatly increased the response rates for these surveys (Summer Quarter data are presented in the Summer Program Section). We will be using Survey Monkey for all our student course and program evaluations in Academic Year 12-13.

2011-12 initiated our efforts to expand our offerings beyond the social sciences, to meet the needs of UC students in all academic divisions. We launched a highly-successful arts program that brought together musicians and theatre students, plus other UCDC students interested in

the arts. We turned the building into an arts space, with theatre and dance studios. This process is still in the birthing stages and we will take the experiences learned from this year to build an even better program. Our Science Program is in an even more initial stage, but we initiated several conversations to plan the design of curricula and recruitment of students.

Because we are an island 3,000 miles away from our campuses, we continue to face some unique challenges. Increased paperwork for monitoring our accounting systems has stymied many efforts to expand and improve programming. Our staff works hard to overcome difficulties in terms of making the academic appointments necessary for carrying out a program that takes full advantage of DC's expertise. Accounting paperwork continues to stress our staff capacities.   We also function far away from campus resources such as employee training, Health and Safety Advisors, and other administrative staff that we need to call upon to both improve the lives of students and staff, increase their ability to perform well, and keep them safe.

Goals for the '12-'13 Academic Year

I've laid out four goals for the 12-13 Academic Year. These goals are a response to the challenges of the 11-12 Academic Year.

Improving protocols to increase student health and safety

In May 28th, we had a serious fire in the 3rd floor faculty offices that required one staff member to be pulled to safety by DC fire personnel. This experience convinced us that we needed to update fire procedures and to put more emphasis on protocols to increase the safety of Center residents. Working closely with UCOP Risk Services staff, we have re-written our fire procedures and have provided students with more information on these procedures. We have also initiated a number of other safety efforts, including working with campuses to identify students who might be particularly challenged managing the program or who might cause harm to others. We have also instituted a more intensive orientation program that provides structured information to students about the expectations concerning behavior at the Center.

Continued improvement on the quality of the curriculum and the program events

Program consolidation has given us the opportunity to design a curriculum that provides an integrated experience between students academic and internship activities. Students are offered a wide range of courses planned to meet various interests. We are continuing to work on the design of Themed Seminars that integrate academic and real-world thinking on policy and programs in institutions ranging from Congress and Executive to museums and music.

Our program is unique and therefore does not always fit well with the institutional structures of the campuses. As a result, we continue to struggle to make our curriculum fit within campus guidelines, including both registrar/catalog issues and issues of faculty appointments. These difficulties greatly hamper our ability to provide the best program possible for UCDC students. We continue to work to with UCOP Vice Provost Carlson to streamline our academic relationships with the campuses so that we can offer the kinds of courses that students expect of a Washington program.

Finally, we are responding to the AAC mandate to make our programs available to students beyond the Social Sciences. We are building both our Arts Focus Quarter and our Science Policy Summer Program. Our websites for these programs provide more information:

http://www.ucdc.edu/academic/special-programs/arts-focus-quarter
http://www.ucdc.edu/academic/special-programs/science-policy-internship-program

Improving the work environment for staff, to keep the great staff we have

Our staff has undergone tremendous changes in the last two years, moving from working for campuses to working for the program. Work culture continues to evolve and integrate and staff are committed to forging new ways to work together. We are designing new ways to collaborate and communicate in a consolidated work setting. Staff also work far away from campus resources, especially training. We are initiating conversations with The Office of the President to bring more training resources to The Center.

Greater Information Technology integration is key to making staff lives easier. We are working to put together registration and online academic systems that are user-friendly and streamline application and student advising processes, in particular following students on the road between campus and The Center. This includes providing more and accurate information on our UCDC website.
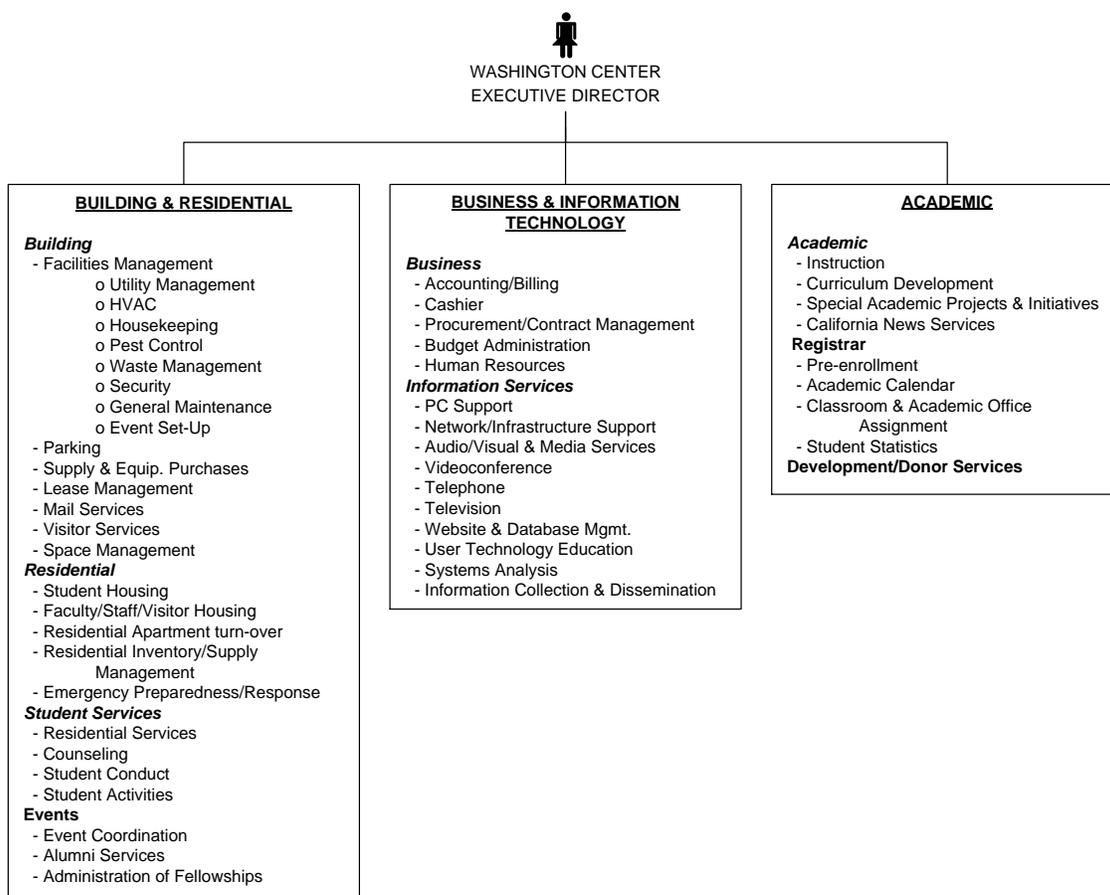
Ever greater integration into the life of DC as a city, including bringing in more practitioners and introducing students to the city as a diverse and culturally rich place

We have further formalized the Monday Forum Series, and through our website have publicized these speakers beyond the student community. In 2010, our focus groups with UCDC alumni indicated that they wanted to get more involved in the life of The Center. We have since initiated a mentorship program as well as making The Center a more welcoming place for alumni. We are expanding our information sessions on DC as a city that is not just a place for politics but also a place that is lived in and loved by its residents. We are integrating students into the arts, music, theater and other events, further enhancing the UCDC experience.

Governance and Operational Structure

The University of California has had an experiential learning program in Washington, DC since 1990. This initially consisted of individual academic programs of the University of California's Davis, Los Angeles and Santa Barbara campuses. They were eventually joined by programs from Santa Cruz, Berkeley, San Diego, Irvine, Riverside and Merced. In 2001, a new 11-story facility opened at 1608 Rhode Island Avenue, NW to house the University's academic programs, Office of Federal Governmental Relations, and some of its Washington, DC-based research units. The facility also provides classroom space and housing for students and faculty. In 2010, the nine individual DC-based campus academic programs consolidated into one system-wide academic program within the UC Washington Center (UCDC). Concurrently, the financial structure of the UC Washington Center was updated to reflect the new reality of this principally self-funded operation.

The core services of UCDC are organized under the Executive Director and provided to the various constituencies (academic, research, student & faculty, governmental relations and visitors) by the Executive Director's Immediate Office. These services include academics, events, building management, residential, parking, business, information technology, alumni relations, and other functions.

WASHINGTON CENTER
EXECUTIVE DIRECTOR

| **BUILDING & RESIDENTIAL**	**BUSINESS & INFORMATION TECHNOLOGY**	**ACADEMIC**

Building
 - Facilities Management
    o Utility Management
    o HVAC
    o Housekeeping
    o Pest Control
    o Waste Management
    o Security
    o General Maintenance
    o Event Set-Up
 - Parking
 - Supply & Equip. Purchases
 - Lease Management
 - Mail Services
 - Visitor Services
 - Space Management
Residential
 - Student Housing
 - Faculty/Staff/Visitor Housing
 - Residential Apartment turn-over
 - Residential Inventory/Supply
    Management
 - Emergency Preparedness/Response
Student Services
 - Residential Services
 - Counseling
 - Student Conduct
 - Student Activities
Events
 - Event Coordination
 - Alumni Services
 - Administration of Fellowships
	Business
	 - Accounting/Billing
	 - Cashier
	 - Procurement/Contract Management
	 - Budget Administration
	 - Human Resources
	Information Services
	 - PC Support
	 - Network/Infrastructure Support
	 - Audio/Visual & Media Services
	 - Videoconference
	 - Telephone
	 - Television
	 - Website & Database Mgmt.
	 - User Technology Education
	 - Systems Analysis
	 - Information Collection & Dissemination
		Academic
		 - Instruction
		 - Curriculum Development
		 - Special Academic Projects & Initiatives
		 - California News Services
		Registrar
		 - Pre-enrollment
		 - Academic Calendar
		 - Classroom & Academic Office
		    Assignment
		 - Student Statistics
		Development/Donor Services

Organization of Services Provided by UCDC

The UC Washington Center is a unit organized under the Department of Academic Personnel (AP) within the University of California Office of the President's (UCOP) Division of Academic Affairs. Governance of the Washington Center is provided by a Governing Committee of senior UC management and representatives of the system-wide Academic Senate. Two other advisory boards assist the Executive Director in establishing Center policy and serve as a knowledge resource for the wide variety of issues that confront the Center. These boards are the Academic Advisory Council (AAC) and Operations & Management Advisory Committee (OMAC).
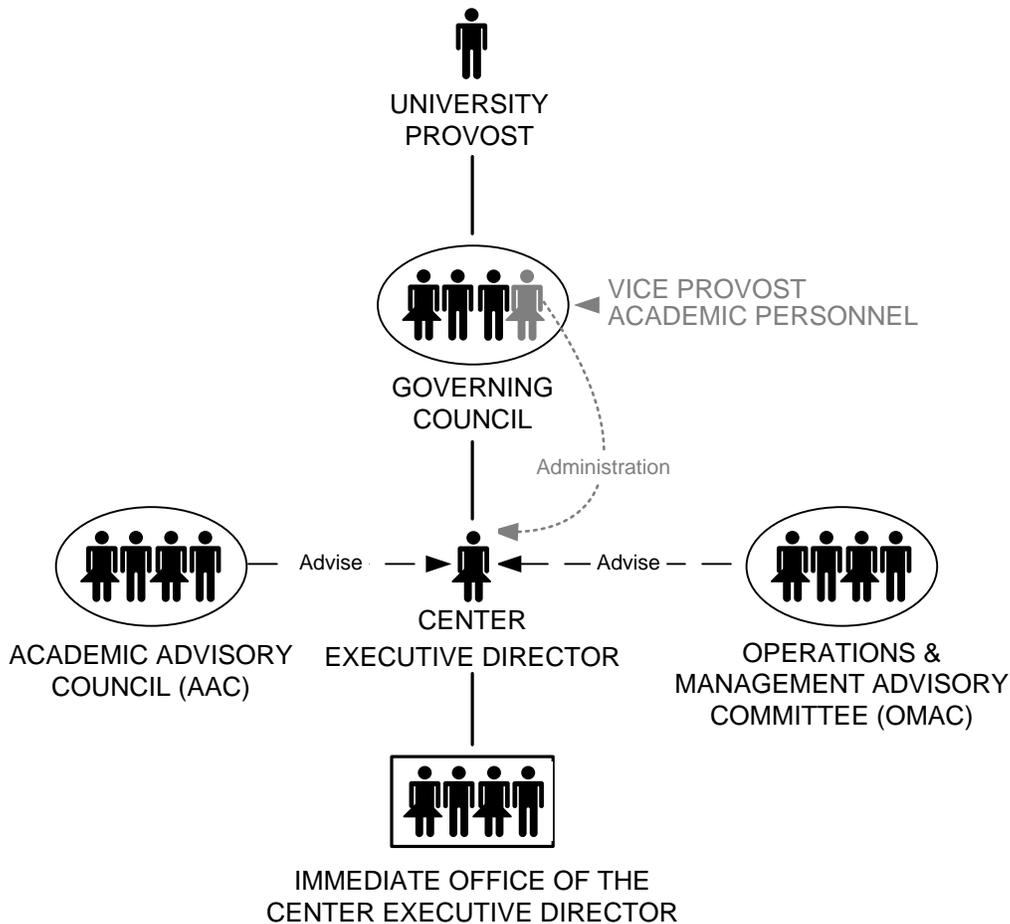
Governing Council of the UC Washington Center – The membership of this council includes senior UC management and representatives of the system-wide Academic Senate. They are appointed by the University Provost and campus Executive Vice Chancellors. The Vice Provost of Academic Planning, Programs and Coordination, UCOP is a member of the Governing Council and serves as the administrative link and advocate of the program to the UC Office of the President. The Governing Council selects the Executive Director, authorizes the Washington Center's annual operating budget and provides oversight of the Washington Center's overall operations.

Academic Advisory Council (AAC) – The AAC advises the Executive Director on aspects of academic policy (including curriculum design, faculty selection and other academic matters) that have Center-wide ramification. AAC members also serve as advocates on campus for the system-wide academic program. Its membership includes one faculty representative from each of the undergraduate campuses, faculty-at-large members and a representative from UCOP Academic Affairs. Members of this committee are appointed by the campus Executive Vice Chancellors or University Provost. The Provost also appoints one of the faculty members as committee chairman to lead the meetings and develop meeting agendas in conjunction with the Executive Director.

Operations & Management Advisory Committee (OMAC) – The OMAC advises the Executive Director on aspects of operational or management policy that have Center-wide ramifications. This committee consists of representatives from major non-academic stakeholders in the Center. The membership of this committee is drawn from the campuses and UCOP and represents a wide range of specialties. Members are appointed by the University Provost. The Provost also appoints one of the members as committee chairman to lead the meetings and develop meeting agendas in conjunction with the Executive Director.
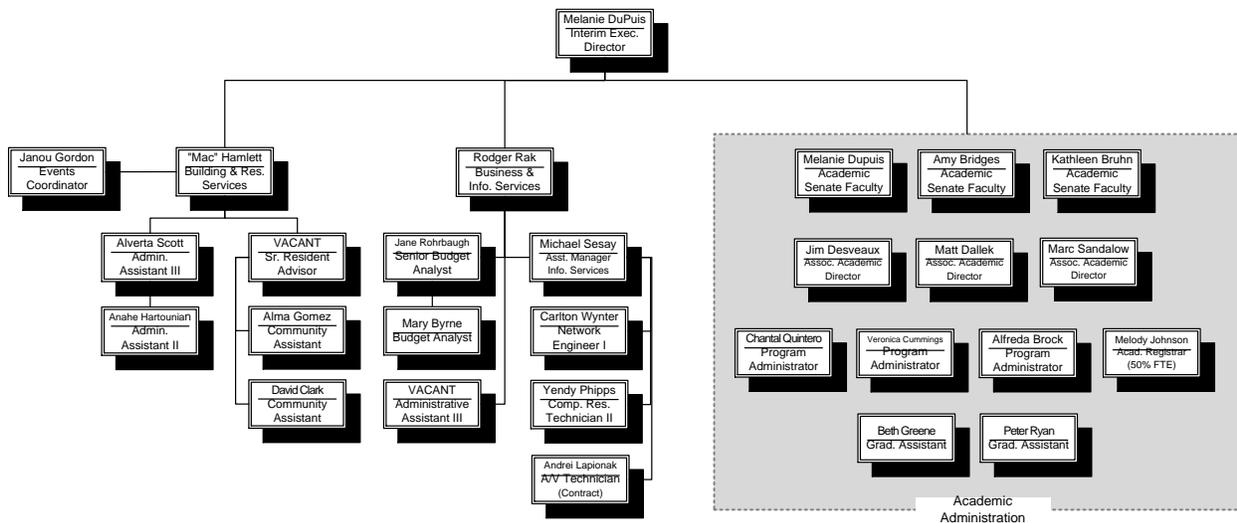
Organization Chart for Immediate Office of the Executive Director (*as of 9/30/12*)

Academic

Introduction

UCDC is now entering its third year as a system-wide academic program. Under this arrangement, UCDC is responsible for the development and delivery of curriculum and engaging visiting faculty. In turn, each campus retains responsibility for the recruitment and selection of students. The planning for course offerings is coordinated through the UCDC Office of the Registrar. While at UCDC, students participate in an internship and an appropriate combination of core research seminar and elective. The core research seminars are broken into themed and un-themed. Themed core seminars are built around specific topics such as the Congress or Journalism & Media. They are designed to compliment students' internships and provide an immersive experience in a topic relevant to their Washington, DC experience. The un-themed core seminars retain most of the elements of the earlier campus-specific research seminars. These seminars introduce students to the basics of academic research and require students to create a research paper, essentially a senior thesis, in a topic of their choosing. Specific pedagogic requirements for core seminars vary from campus to campus so these courses are specifically designed to address the requirements of each campus program. The AAC has expressed a desire to eventually regularize the requirements across the campus programs. Elective course topics are oriented so as to take full advantage of Washington DC's many unique resources and opportunities and taught by a mix of UC faculty and local experts with specific expertise in appropriate topic areas.

In academic year '11 – '12 a total of 675 UC undergraduate students participated in the UCDC academic year program. An additional 101 students from UCDC partner schools including the University of Michigan, University of Pennsylvania, Washington University at St. Louis and University of Sydney also participated.

	Commitments					Actual				
	Fall	Winter	Spring	Summer	Total	Fall	Winter	Spring	Summer	Total
UC Academic										
Berkeley	26		26		52	25		31		56
Davis	30	27	30	30	117	30	30	30	30	120
Irvine	23	23	23	40	109	23	17	25	43	108
UCLA CAPPP	30	27	30		87	30	30	30		90
Merced	8		4		12	0		0		0
Riverside	20	14	20	15	69	20	16	20	15	71
San Diego	30	28	30	15	103	27	25	26	8	86
Santa Barbara	31	15	31	30	107	27	18	17	16	78
Santa Cruz	22	18	22		62	24	18	24		66
UC Summer Only										
CAL in the Capital				68	68				66	66
UCLA (Non-Academic)				25	25				17	17
Other				11	11				37	37
Other Academic										
Michigan	21		26		47	22		28		50
Pennsylvania	10		10		20	12		11		23
Washington U. at St. Louis	7		9		16	5		3		8
University of Sydney		20			20		20			20
Other	13				13	13	6	5		24
QUARTER	199	172	186	234	791	194	180	177	232	783
SEMESTER	72	0	75	0	147	64	0	73	0	137
TOTAL	271	172	261	234	938	258	180	250	232	920

*Summer is Summer Term '11

Campus Participation for Academic Year '11-'12

Arts Focus Term

Spring Quarter '12 was the fourth Arts Focus term at UCDC. During the Arts Focus term University of California Arts and Humanities majors along with other UCDC students are encouraged to take

advantage of the numerous arts and cultural opportunities in Washington DC. This program is led by UC University Professor Roger Reynolds. Students could choose from three Arts electives and two Arts Focus core seminars. This term was also marked by a public performance of UC student musical compositions at the National Gallery of Art and Aristophanes' play "The Congresswomen" by the UCDC Players. UCDC students Diarmid Flatley and Jacob Sundstrom had their musical compositions performed by the internationally acclaimed JACK Quartet at a concert at the National Gallery of Art's East Building. Flatley's piece "Probabilities" and Sundstrom's composition "no comment from the Grey Room" were created as final projects for the first All-UC Music Composition course.

The UCDC Players re-scripted and performed their interpretation of ancient Greek playwright Aristophanes' "The Congresswomen". This play examines the role of gender in political life and in this re-invention of Aristophanes comedy Ancient Greece is exchanged for contemporary Washington, DC and its characters pulled from the ranks of the US Congress. The performance is the culmination of the theater elective led by Professor Danny Scheie. Professor Scheie is Professor of Theater at UC Santa Cruz and is a staple of the DC theater scene with recent starring performances at Arena Stage and the Folger Shakespeare Theater.

Collaboration with Mount Vernon

In summer 2012, UCDC, Mount Vernon and the National Symphony Orchestra entered into an

agreement to premiere a new musical composition about George Washington in October 2013. This composition is being written by Pulitzer Prize winning composer Roger Reynolds. Technical development of the composition's video and aural components continues at UCDC and at UC San Diego. Professor Reynolds is a UC University Professor as well as Associate Academic Director for Arts Initiatives at UCDC. The composition will be performed at the Kennedy Center as the season opener for the National Symphony Orchestra.

Summer Term

The Washington Center has made significant progress in its summer academic program in the past two years. In 2011, the Center offered two courses, which enrolled a total of 40 students. These seminars received overwhelmingly positive student evaluations, returned a modest surplus and established a precedent for UCDC's consolidated summer model. After overseeing a competitive bidding process, the Center signed an agreement with UCLA to host its summer 2012 curriculum—and the results of that collaboration surpassed the expectations of most of us here at the Center.

The Center offered an expanded curriculum of five courses including a 4- or 8-unit internship course; a 4-unit upper-division political science campaigns and election seminar; a 4-unit upper-division political science course on Spies: the Politics of Intelligence; a 2-unit public policy intensive-writing seminar, and an independent study course in which students wrote a major research paper. All told, the Center had 125 enrollments in Summer 2012— more than tripling its enrollments over Summer 2011. For the first time, the Center offered students the chance to apply for a UCDC Summer Public Service Fellowship. Any UC student enrolled in at least two quarter (or 1.3 semester) units

UCDC Summer '12 term students at FBI headquarters

of academic summer coursework at UCDC and interning a minimum of 24 hours a week for ten weeks was eligible to apply. The Center ultimately awarded 23 fellowships. The fellowship defrayed students' costs of attending UCDC in the summer and encouraged more of them to enroll in a course while linking UCDC more closely to its academic program in the summer. The fellowship award winners embodied the best in the University of California system.

The summer course evaluations continue to be strong as well. The Summer program offered four academic courses and one internship course. Summer students gave the four academic courses an average rating of 1.75 overall. (Using a new "Survey Monkey" online course evaluation system, the highest evaluation score for a summer course was a 1 while the lowest possible score was a 5.) The 1.75 ratings for summer 2012 matched the strong course evaluations achieved during the academic year.

We believe that the consolidated summer school model, coupled with the Summer Public Service Fellowship, gives UCDC the chance to offer serious academic courses to all UC students. UCDC is now a place in the summer that combines academics with internships, and the summer school makes a profit for the Center that can be used for student fellowships among other worthy projects. UCDC's summer academic program helped students accelerate their graduation dates, sharpened their research, writing and critical thinking skills, enriched their internship experiences and advanced their UC educations.

Career Development Program
Started as a pilot program in fall quarter 2011, the UCDC Career Development Series has become a staple of the UCDC academic experience. Overall, student and alumni feedback has been very positive and interest remains high among students and alumni to continue and build upon current program elements.

The program offers all UCDC students a combination of optional workshops, alumni career panels, career-oriented outings, weekly office hours and one-on-one consultations, online and digital resources, and alumni mentorship program. Consultations and drop-in office hours provide specific help with resumes, cover letters, personal statements, and coaching for job interviews and career searches. The

sessions are free, optional, and carry no academic credit. Students may sign up for all or only some events which feature UCDC Alumni as guest speakers.

In each of the three quarters student participation from all participating UC campuses ranged from 50-75 contacts each term, including attendance at events and/or utilization of office hours and consultations.   Evaluations of the initial workshop, "How to Make the Most of Your Internship Investment," have been very positive, as has been feedback on the career panels and other outings. Regarding the alumni mentorship program in particular, both students and alumni provided very positive assessments.

Specific Workshops and Events Included:
- Alumni Mentorship Program
- Opening workshop: "How to Make the Most of Your DC Internship Investment"
- Workshop, "Introduction to the Alumni Mentorship Program"
- Alumni career panel, "Maintaining Your Momentum Beyond Your DC Experience"
- "Applying to Law School" Insider Tips from the Dean of Georgetown Law Admissions
- "Foreign Service Careers" Insider Tips from Ambassador Patrick Theros

We anticipate interest among students will remain high, and we intend to market the overall program and separate components more extensively, through the UCDC website but also targeted email messages, postings, etc. In just two quarters we have effectively launched the alumni mentorship program, and will continue to build our pool of interested alumni to provide more targeted matches. Alumni have also expressed appreciation for this additional avenue to 'give back' beyond just making a monetary donation. We also aim to explore further ways to track students' progress from initial goals assessments through their career development over the next couple of years.

UCDC Law Program
The UCDC Law Program is a uniquely collaborative, full-semester externship program in Washington, DC.

The program combines a weekly seminar-style course with a full-time field placement to offer law students an unparalleled opportunity to learn how Federal statutes, regulations, and policies are made, changed, and understood in the nation's capital. During four months' total immersion in the theory and practice of Washington lawyering, students will have contact with all three branches of the Federal government, independent regulatory agencies, and advocacy nonprofits. The Program includes law students from Berkeley, UCLA, UC Davis, and UC Irvine. Students will receive 13 units for successful completion of the program: 10 units for the field placements and 3 units for the required companion course, "Law and Lawyering in the Nation's Capital." Enrollment ranges between 15 and 35 students. The students participating in this program are usually second or third year law students.

UCDC Law students meet with US Supreme Court Justice Breyer

California News Service
The California News Service provides a unique opportunity for prospective journalists to publish their work back home. Under the direction of UCDC Associate Academic Director Marc Sandalow, students report and write on issues of particular interest to California readers. Their work is published, under their byline, in newspapers throughout the state. Stories have ranged from the impact of President Obama's health care reforms on California to how National Parks are responding to federal budget cuts. Each story identifies the news service as a journalism project of the University of California's Washington Center.

The California News Service has had more than 300 stories published in more than 30 California newspapers since its start in 2009, including the *San Francisco Chronicle*, *Los Angeles Daily News*, *Bakersfield Californian* and the *San Jose Mercury News*.

Funding the Academic Program
Manager: Bruce Cain
Related FAUs: M-408013-20000, M-408013-20095, M-408013-20293

The UCDC system-wide academic program is funded by a transfer of Tuition and Student Services Fees less a deduction of 30% for return to Financial Aid from each participating UC campus. The campus contributions are equivalent to that campus's student participation in the UCDC program. At the start of the fiscal year, UCOP transfers an amount equal to the total participation fees to UCDC. Campuses are then charged by the UCOP Budget Office for their share of these fees.

Also, in Summer '12, UCDC entered into a revenue sharing agreement with UCLA Summer Sessions. UCDC receives an approximately 52% share of tuition fees paid to UCLA. In addition to unit operating expenses, the academic unit pays a share of Building Management, Security System & Security, Utilities and Technology expenses. These expenses are allocated to the academic program through the Facilities Matrix Recharge.
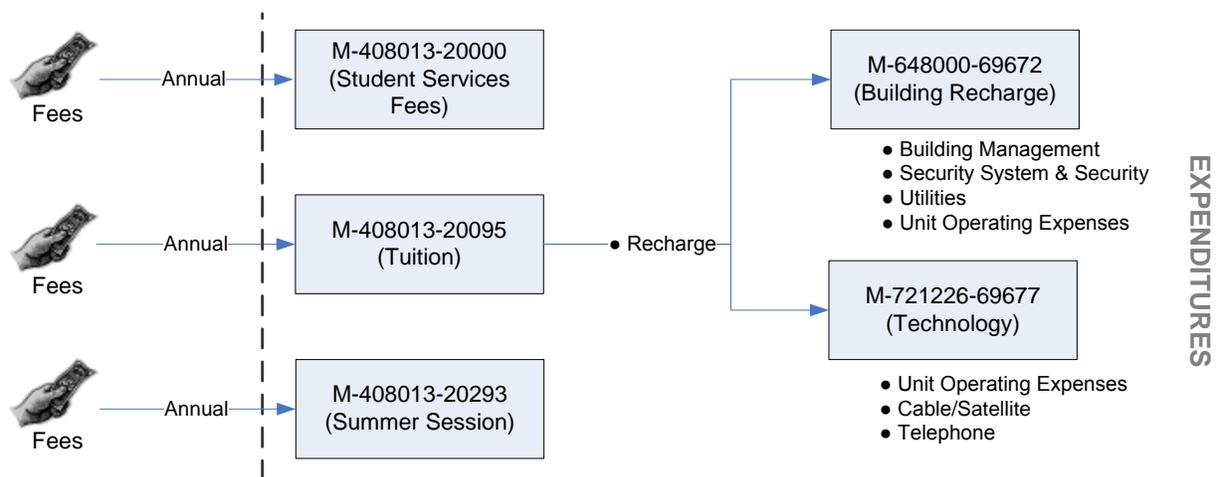
Academic Operations Funding Flow (as of July 1, 2012)

Registrar
The Registrar of the UC Washington Center works closely with the Executive Director to create and oversee the quarter and semester elective course matrix for each term as well as the themed and un-themed research seminars. The Registrar serves as faculty liaison and is responsible for creating and updating a Faculty Resource Guide, providing initial faculty orientation to the UCDC academic program, procuring textbooks and/or readers, assisting with appointments and serving as ongoing point of contact for faculty throughout each academic term. In addition, the Registrar ensures campus sponsorship of electives, reconciles student elective registration, assists with coordination of reporting of grades, assigns classrooms, generates pre-enrollment reports and course rosters, maintains the pre-enrollment system, develops an annual academic calendar with campus programs and UCDC operational units, oversees end-of-term course evaluations, gathers statistical information and prepares an annual report. With the development of a new website, the Registrar creates, revises and uploads course information in the Academic section. The Registrar also assumes responsibility for working directly with UCLA Extension to set up and oversee the ongoing winter academic program with The United States Study Centre at the University of Sydney, and acts as primary liaison/point of contact with the director of the program. The Registrar also serves as Point of Contact for the Spring Arts Program and the new Summer Science initiative.

In the academic year 2011-12, the Center offered a total of 23 quarter and semester track electives in a variety of disciplines including, political science, international relations, economics, communications, arts and humanities, history, and social science. Through the semester course track, semester students may enroll and earn credit in electives offered by the academic programs of Berkeley, Merced, University of Michigan, University of Pennsylvania, Notre Dame and Washington University, St. Louis. Semester based students had an opportunity to choose from 7 electives in the fall term and 8 electives in the spring term. Quarter system students chose from 6 electives in fall '11, 6 in winter '12 and 6 in spring '12. The total quarter elective participation was 52% for fall '11, 40% for winter '12 and 88% for spring '12.

The fall '11 academic term offered 9 research seminars – 3 un-themed and 6 themed. Topics included Congress, Media, Presidency, Sustainability, International Relations and Washington Focus. Thirty-four percent of students enrolled in un-themed; 66% enrolled in themed. In the winter '12 academic term 10 research seminars were offered – 4 un-themed and 6 themed. Topics included Congress, Media, Presidency, Sustainability, International Relations, Washington Ethics and Art. Thirty-two percent enrolled in un-themed; 68% enrolled in themed. In spring quarter '12, 7 research seminars were offered – 2 un-themed and 5 themed. Topics included Congress, Washington Focus, International Policy, Media and Art. Thirty-three percent enrolled in un-themed; 67% enrolled in themed.

The academic offerings for summer '12 included *Spies! The Politics of Intelligence, Campaigns and Elections*, *Intensive Writing and Skill-Building Seminar* and *Washington DC Internship*. Enrollment in courses tripled from Summer '11 to Summer '12.

The Center hosted 25 instructors from within the Washington community. They not only taught electives but also were encouraged to participate in Center forums and other special events. Carrels were provided for numerous graduate fellows conducting independent research. As an ongoing

initiative, faculty and graduate fellows met every two weeks for lunch to discuss their research and other relevant topics.

UCDC student statistical information for academic year 2011-12 is provided as a supplement to this report.

Course	Instructor	UC	PhD	Discipline	Term
Fall '11 Term					
History of Washington through Art	Dawson			Art	Quarter
Energy: Powering Economy in Era of Climate Change	Mufson			Political Science	Quarter
Lobbying/Advocacy in Washington	Drutman		●	Political Science	Quarter
US Foreign Policy	Preble		●	International Relations	Quarter
US Health Care	Bridges	●	●	Political Science	Quarter
Beyond Sovereignty	Starrels		●	Political Science	Quarter
Spies: Intelligence Fact and Fiction	Lester		●	Political Science	Semester
US Supreme Court	Bravin			Political Science	Semester
Winter/Spring '12 Term					
Food & Agriculture in Modern History	Janes		●	History	Quarter
History of Washington through Art	Dawson			Art	Quarter
Bureaucracy & Public Management	Desveaux	●	●	Political Science	Quarter
Global Environmental Protection	Decanio	●	●	Economics	Quarter
Behind Bully Pulpit	Shesol			Political Science	Quarter
Middle East Politics	Garfinkle		●	Political Science	Quarter
Political Reform	Cain	●	●	Political Science	Semester
Ensuring Food Safety	Ekperigin		●	Anthropology	Semester
Spring '12 Quarter					
US Foreign Policy	Preble		●	International Relations	Quarter
Green Policy	Eilperin			Political Science	Quarter
All-UC Music Composition	Reynolds	●	●	Music	Quarter
History of Non-Profits	Soskis		●	Political Science	Quarter
Arts in Our Capital	Antosca			Art	Quarter
Political Theater	Scheie	●	●	Drama	Quarter
Summer '12 Term					
Spies! The Politics of Intelligence	Lester		●	Political Science	Quarter
Campaigns and Elections	Signer		●	Political Science	Quarter
Intensive Writing & Skill-Building	Drutman		●	Professional	Quarter

Academic Year '11-'12 Electives

Events
Manager: Janou Gordon
Related FAUs: M-269673-69673, M-721227-69673

Introduction
Among its many missions UCDC provides space to units of the University of California, associated organizations and others in the Higher Education community for the purpose of hosting conferences, lectures, symposia and other meetings, etc. furthering the purpose of education and research. It also provides space for events sponsored by the University for UC alumni, or for meetings of recognized alumni groups or for University fund raising activities (including solicitation of donations for the University or UCDC or acknowledgement of a donation).

UCDC has a variety of venues from the 2,600 sq. ft. Multi-purpose room and Auditorium (1,500 sq ft) to classroom and conference rooms. The Event Services unit provides coordination and planning of room scheduling, room setups, event security, event cleanup, catering coordination, housing coordination and general support. In addition, events may utilize UCDC's extensive A/V infrastructure.

In FY '11-'12, UCDC hosted 103 events earning over $202,000 in gross income. The bulk of this income was from external organizations, approximately $126,000. 32 of these events were sponsored by UC organizations and 71 events were for organizations external to the University.

Center Forums
Among the activities coordinated by the Event Services unit is the Monday Night Center Forum speaker series. Center Forums provide an opportunity for students at the Washington Center to meet informally with preeminent scholars, politicians, professionals, journalists, and scientists. Guests are drawn from a broad spectrum of fields and endeavors, and the Forum promotes opportunities for dialogue between students and guests. Each term, UCDC hosts at least eight Center Forums. Forums have an average attendance of approximately 65 participants.

Authors Thomas Mann and Norman Ornstein talk to UCDC students about their new book "It's Even Worse than It Looks".

Congressional Internship Orientation
UCDC in partnership with Professor Mike Shenkman have developed a program to provide UC Congressional interns and Matsui fellows with training that orients them to their Hill environment and positions them to take full advantage of their internships. Professor Shenkman is a Fellow of the Center for Law and Politics at Columbia Law School, a former legislative fellow with the U.S. Senate Committee on the Judiciary and board member of the Robert T. Matsui Foundation. In an effort to prepare UC students for Hill internships, UCDC sponsors a Congressional Internship Orientation and Training session each term. The training draws from curriculum provided to new House staff. Each session covers topics such as Internship Expectations: Coping with Reality, Laying the Groundwork for a Fulfilling Internship, Ethics, Safety, and Security in a Congressional Office, Writing Constituent Mail Workshop, and Making the Most of Your Internship.
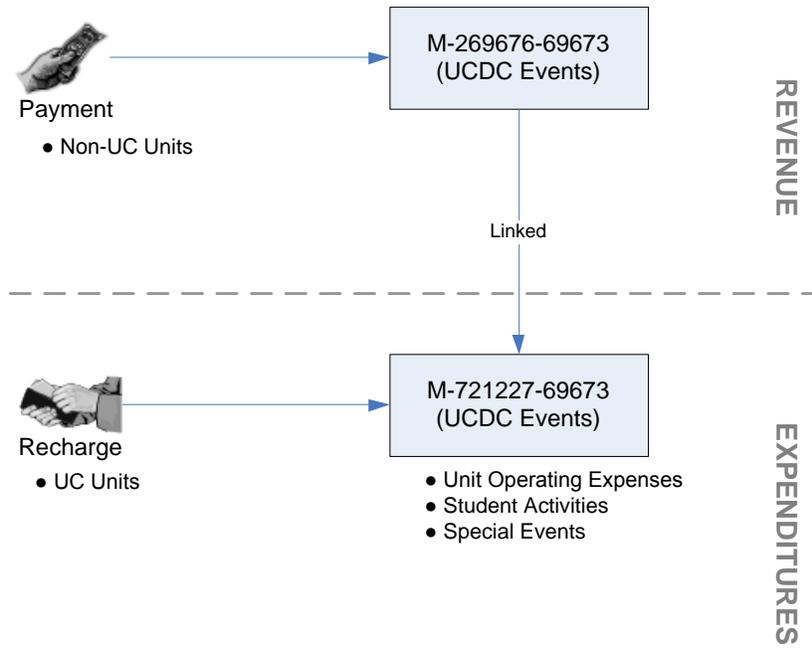
Matsui Fellowships

The Robert T. Matsui-University of California Congressional Fellowship honors the late Robert T. Matsui, a distinguished graduate of U.C. Berkeley and the U.C. Hastings College of Law, who represented the people of Sacramento in the U.S. House of Representatives for more than a quarter century until his passing in 2005. The fellowship provides a package of financial support (usually $1,500 per student), placement assistance, and special training and programming for outstanding UC students who devote their term in Washington to working for the Congress. The Fellowship recognizes that Congressional internships are the inspiration and launching point for the careers of some of the most distinguished public servants in the Nation. Members of Congress and their constituents depend on interns for their work. In addition, Congressional interns gain an important vantage point on American public life, valuable professional networking and communications skills, and an important credential for students who later wish to return to work in Congress or elsewhere in Federal or California government. In FY '11-'12, $31,000 in Matsui Fellowships were awarded to twenty recipients. Eighteen recipients received awards of $1,500 and two received awards of $2,000.

Rep. Doris Matsui and Matsui Fellowship Recipient

Career Panels, Networking, Alumni Development

In addition to serving as a key resource for current students, the UC Washington Center seeks to provide UC alumni in the DC metropolitan area with ongoing career, educational and social networking opportunities. Alumni groups are invited to use the Center for club meetings, social gatherings, and professional networking. Many students have begun to identify the Center as a "UC Embassy" in Washington, attracting recent alumni and prospective students for guest lectures, graduate program information sessions, and more. Each term, young alumni are invited to the Center for a UC Alumni Career Networking Night that provides current UCDC students the opportunity to hear from local UC Alumni who work in the public sector, Capitol Hill, media, the private sector, and science and technology.

Payment
- Non-UC Units

M-269676-69673
(UCDC Events)

Linked

Recharge
- UC Units

M-721227-69673
(UCDC Events)

- Unit Operating Expenses
- Student Activities
- Special Events

Events Funding Flow

Building Services
Manager: Mac Hamlett
Related FAUs: M-648000-69672, M-648000-37658, M-648000-69085

Introduction
The UC Washington Center Building Services are managed by the Manager of Building and Housing Services and provide ongoing services to the Center community for maintenance and housing needs. The Manager is responsible for the overall maintenance and operation of the facility, including the preparation of apartments during quarterly 'turn-overs' as well as a host of other services. Following are brief descriptions of these units within Building Services:

Facilities Management
All building contracts except for building access and life safety monitoring, and indoor plant maintenance are the responsibility of Complete Building Services (CBS). CBS is currently in their fifth year of a 5 year contract with a 5 year extension option. CBS manages all of the physical plant areas as well as housekeeping and custodial services, trash removal, pest control, elevator service, security services, and the quarterly turn-over of the residential apartments. Through the use of an on-line maintenance request system and a computerized Maintenance Management System, all maintenance, preventative, corrective, and emergency, is requested and tracked. The CBS on-site staff includes a Project Coordinator, two Maintenance Mechanics, and an AV Tech to support the Events and Academic programs.

Mail Services
All mail and packages for the Center faculty, staff, and students is delivered in bulk and sorted by Building and Residential Services staff. Since the Center faces a tremendous amount of turnover throughout the year, the majority of mail delivered is for previous students and faculty. Priority mail is returned while non-priority mail is destroyed per United States Postal Standards and Practices. The Center coordinates with over six package delivery companies such as FedEx, UPS and private courier services. Mail is sorted daily and delivered to mailboxes on the 3rd floor for faculty and staff, and the 4th floor for residential students.

Visitor Services
In support of the visitor services program at the Center, Building Services provides access items (keys, access cards, IDs) to guests of the Center. For residential guests, vacant apartments are prepared for incoming guests and amenities are provided including linens, towels, and toiletries. The Center also has accommodated conference participants that are either held within the UCDC Center or the surrounding areas. In Fiscal Year '11 – '12 the Center renovated two efficiency apartments. These renovations have provided two more low-cost options for short-term stays for guests of the Center. In Fiscal Year '11-'12 our guest housing operation received $34,097 in revenue and $20,072 in campus recharges.
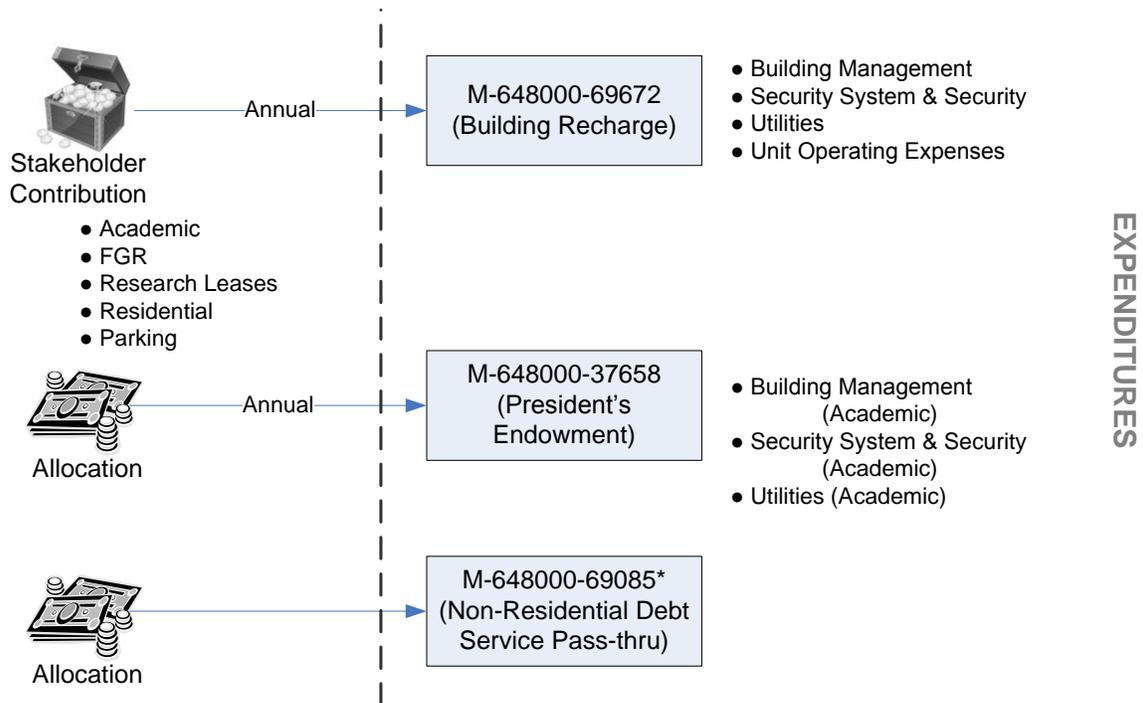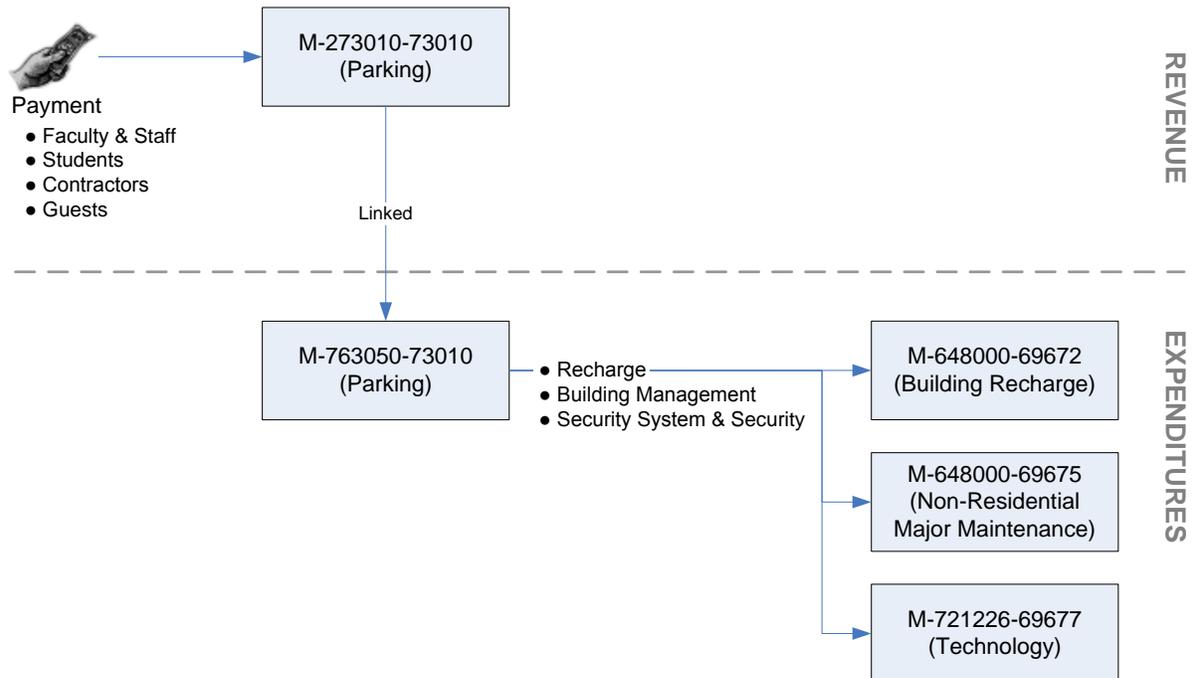
Facilities Management Funding Flow

By long-standing agreement, UCOP covers UCDC's annual Non-Residential Debt Service. Non-Residential Debt Service is on floors 1 through 3 which include public space, research leases, FGR and the academic program areas.

Parking
Manager: Mac Hamlett
Related FAUs: M-273010-73010, M-763050-73010

The Center has 42 available parking spaces on a two-level parking garage located under the building. Monthly parking is provided to faculty, staff, and students, as well as CBS on-site employees. For fiscal year 11-12 we had about 35 people participating in monthly parking. Daily parking is available for faculty, staff, students and guests of the Center as well. For Fiscal Year '11-'12, the parking operation received $44,008 in revenue and $2,900 in campus recharges.

Parking Funding Flow

Lease Management
Manager: Mac Hamlett
Related FAUs: M-269676-69676, M-447626-69676

The Center leases office space to several research and academic entities. For Fiscal Year '11-'12 the Center continued its lease relationship with the Inter-University Program in Latino Studies, the Institute on Global Conflict and Cooperation, Rady School of Management, UCSF Department of Biopharmaceutical Science in the School of Pharmacy, and the California Institute for Federal Policy Research, The UC Berkeley School of Public Health, CONNECT, Terra Global Capital, and The University of Notre Dame Washington Program. Office and classroom space is also leased to the University of Pennsylvania Washington Academic Program, the University of Michigan Washington Program. Other Universities leasing classroom space from the Center in fiscal year 2011-2012 included Penn State, The

University of Georgia, The University of New Mexico, and The College of William and Mary. For Fiscal Year '11-'12 the Office Lease operation received $105,137 in revenue and $45,916 in campus recharges.
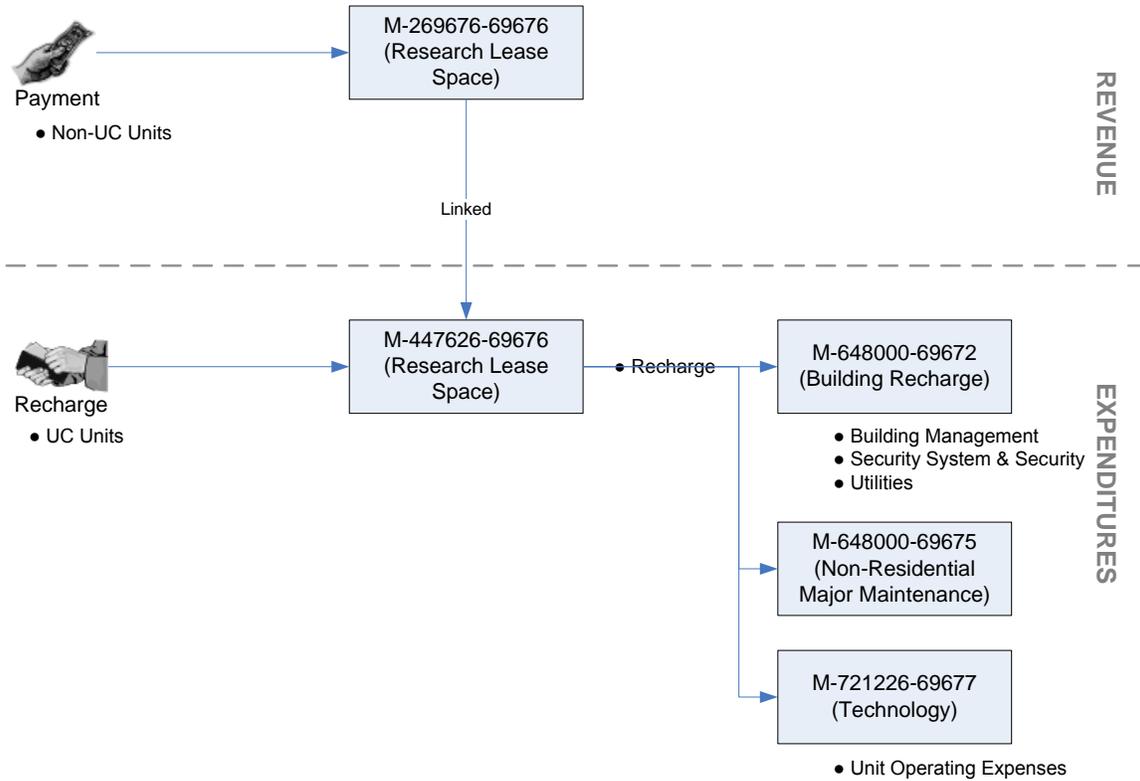
Lease Management Funding Flow

Residential Services
Manager: Katie Williams
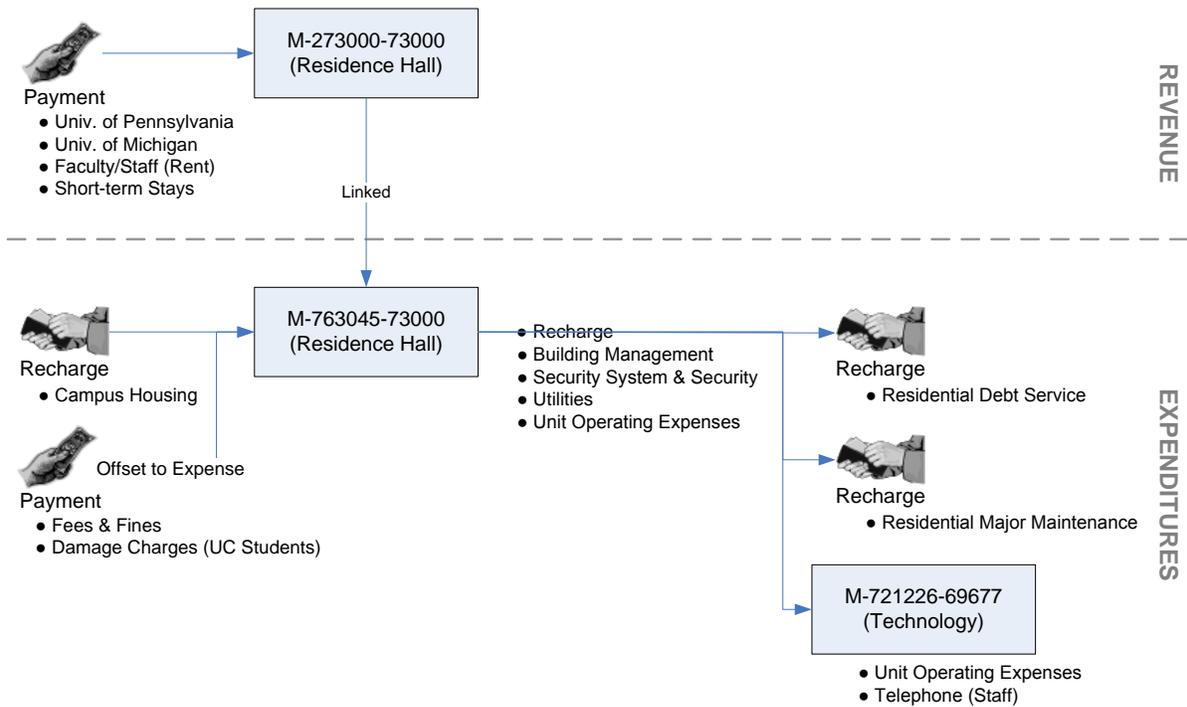Related FAUs: M-273000-73000, M-763045-73000

Introduction
The Residence Life Office includes the Resident Director (RD), Student Activities Coordinator, Auxiliary Services Coordinator and two Community Assistants (CAs). Our Residence Life staff is directly responsible for the governance and well-being of our residents, and we actively support the academic mission of the UC Washington Center. Our staff seeks to develop a sense of community and to encourage students to exercise their creativity in an intellectually challenging and stimulating environment. The Residence Life program continued its commitment toward student driven leadership with the Residence Advisory Council (RAC) which is composed of students from all of the UC campuses, plus University of Michigan, University of Pennsylvania, and Washington University of St. Louis students who are participating in the Center's academic program and living in the building. RAC members assist in community building and planning programming for their fellow students as well as bring resident concerns to the attention of building management.

The Community Assistants
Community Assistants (CAs) are live-in staff members who serve as primary residential resources, and can assist with problems or concerns that students have while staying in the Center. All have experience as resident advisors and most are former UCDC students. As a consequence, they have significant knowledge and experience with student concerns and Center resources. They are available to help students with any questions or problems that occur during their term in DC. CAs work on average 28 hours a week and provide after-hours coverage through the 24/7 duty cell phone. One of their major roles is to create and maintain a community which promotes academic, personal, and social growth. In 2011-2012 the CAs provided a host of programs for the residents including, trips to major monuments of Washington, the National Zoo, local DC cultural spots, student talent show, movie nights, ice cream socials and picnics on the National Mall.

Mental Health Services
The Center's Mental Health Services program was launched in the 2007-2008 academic year. The service is provided by Parkhurst and Associates, who participate in all start of term orientation sessions, lead small group sessions and hold evening office hours at the Center for one-on-one counseling sessions. In academic year '11-'12, sixty-two students took advantage of the one-on-one counseling sessions. This utilization is slightly above the national average for university counseling centers of 3.5 – 5% as reported by the Association for University and College Counseling Center Directors. The principal reported motivations for seeking counseling services included anxiety over the UCDC program workload, issues with student internships, social and emotional issues such as cultural and geographic changes and homesickness. Additionally, there appears to be an uptick in anxiety about post-graduation prospects for employment.

REVENUE

M-273000-73000
(Residence Hall)

Payment
● Univ. of Pennsylvania
● Univ. of Michigan
● Faculty/Staff (Rent)
● Short-term Stays

Linked

EXPENDITURES

Recharge
● Campus Housing

M-763045-73000
(Residence Hall)

● Recharge
● Building Management
● Security System & Security
● Utilities
● Unit Operating Expenses

Recharge
● Residential Debt Service

Payment
● Fees & Fines
● Damage Charges (UC Students)

Offset to Expense

Recharge
● Residential Major Maintenance

M-721226-69677
(Technology)

● Unit Operating Expenses
● Telephone (Staff)

Residential Services Funding Flow

Student Services

Manager: Alverta Scott
Related FAUs: M-269671-69671, M-683050-69671, M-269670-69670, M-683050-69670

Throughout each term, the UC Washington Center sponsors a variety of activities that includes: trips to historical sites, museums, theaters, sporting events, cultural activities and area attractions (most trips are to sites outside of the Washington, DC area.) There is no charge for some activities, but there are others that require a fee to participate. The fee covers transportation, admission, tour guide fees, etc. All activities have a limited number of spaces that are available to students on a first-come-first-served basis. All activities are posted on the UC Washington Center website. Students can sign up online using a credit or debit card. If students do not have access to a credit or debit card, they can sign up in person with the student activities coordinator and pay by check or money order. All trips are chaperoned by a community assistant or a UC Washington Center staff member, faculty or graduate fellow. In FY '11-'12 Student Services sponsored twenty-four trips or activities with a total of 1,220 slots available for students. Of these slots only fifty were unfilled. These openings were distributed among the sixteen for fee activities. All free activities were fully subscribed.

The Student Services unit also inaugurated a new line of business in UCDC Gear. UCDC Gear includes a variety of UCDC branded items such as T-shirts, sweatshirts, lanyards, tote bags, ID holders, Camelbak© water bottles and mugs. Items are sold to students, alumni, faculty & staff at the Residential Life office. Gross sales income for the first year was $2,207.00.
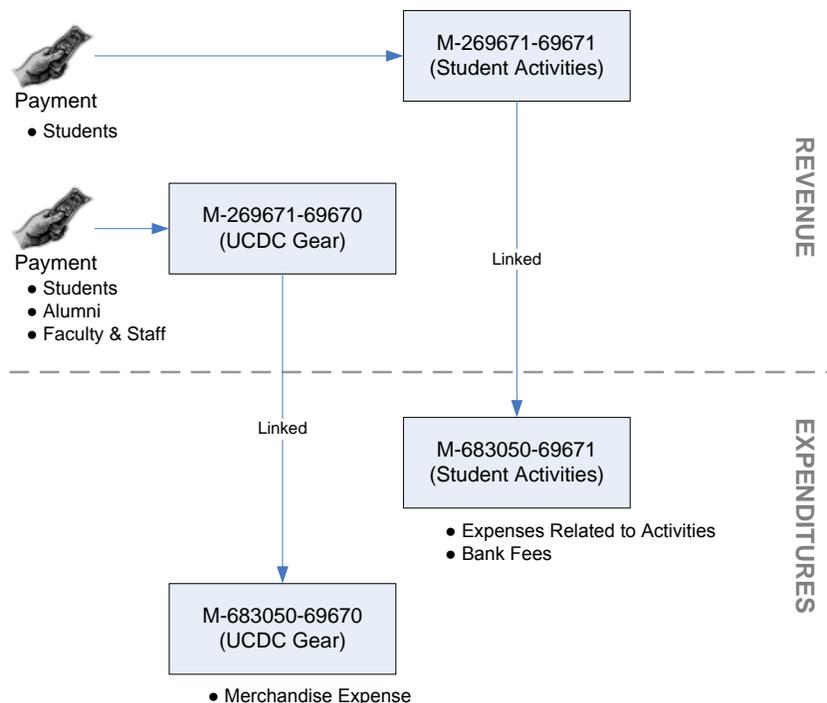
Student Services Funding Flow

Information Services
Manager: Rodger Rak
Related FAUs: M-721226-69677

Introduction
The UC Washington Center is an ongoing technology operation where information technology is fundamental to its teaching, research, and public service mission. The Center's interaction with its wide range of constituencies (students, teaching and research faculty, staff and others) is facilitated by its technology; e-mail, computer and network services, telephones, television and distance learning as well as numerous other academic, administrative and business systems.

Network Accounts Managed:	3,048
Network Accounts Created:	1,452
Center Managed PCs:	293
Personally-Owned Network Devices Registered:	2,628
Network Servers & Appliances	62
Telephones	111
Televisions	115
A/V-enabled Classrooms	11

Daily operations of the Information Services unit are overseen by the Assistant Manager of Information Services. The Assistant Manager doubles as UCDC's Network Services Manager. The unit also includes a Computer Resource Specialist II, Enterprise Infrastructure Engineer and an A/V Support Specialist. The principal duties of the Computer Resource Specialist is to provide support of faculty & staff desktop computing, management of the student computer lab and secondary support of classroom A/V. The management of network resources is divided into two parts—infrastructure and network services. The Enterprise Infrastructure Engineer is responsible for the maintenance and support of the Center's network infrastructure as well as its telephone and television infrastructures. The Network Services Manager is responsible for maintenance and support of all network-based services (including network servers). The A/V Support Specialist provides principal support of classroom A/V resources and A/V for events.
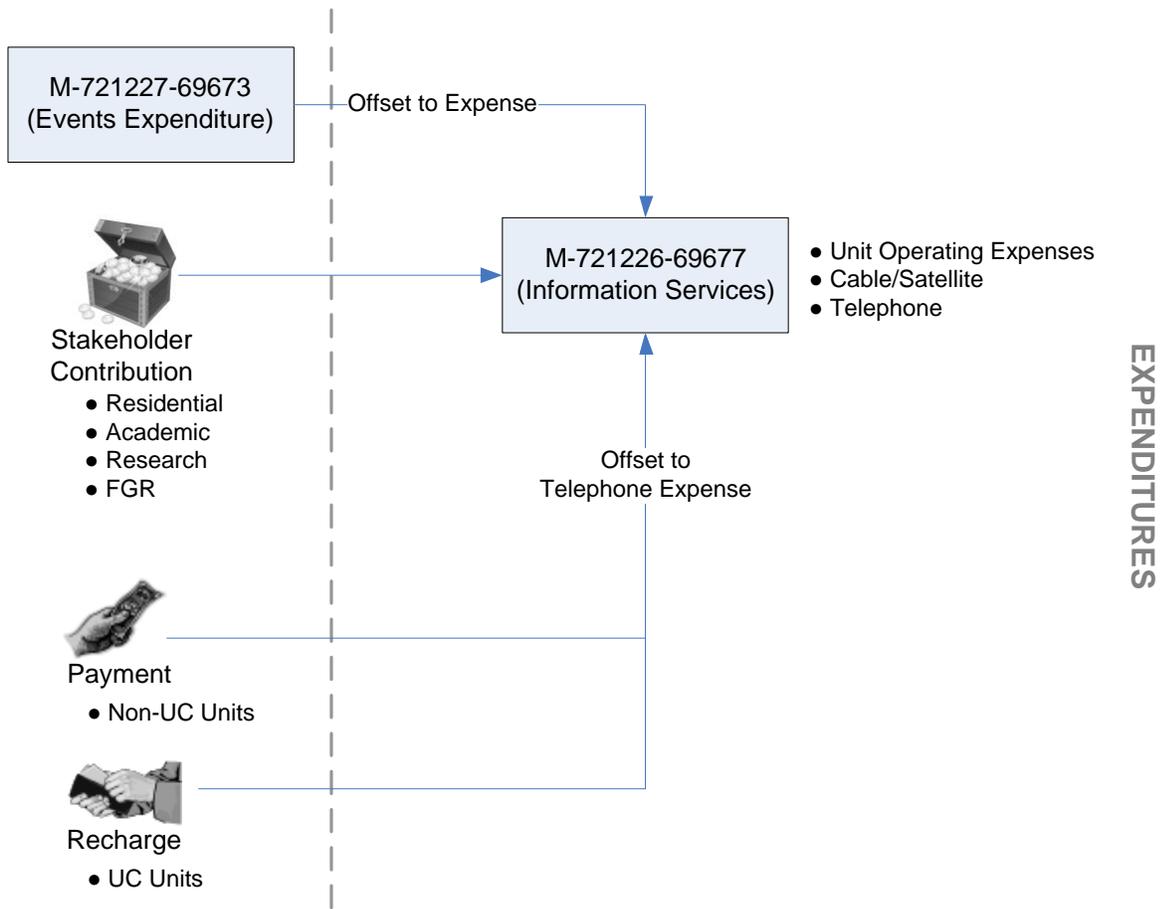
FY '10 –'11 saw the completion of the first technology renewal cycle. The next cycle does not commence until FY '13-'14. This year, UCDC took advantage of the lull to upgrade and expand its wireless network throughout the facility and to expand network monitoring capabilities through the addition of Infoblox NetMRI network monitoring tool. Further, Phase I of the multi-year www.ucdc.edu website renewal and upgrade was completed in the Spring. Phase I included an overhaul of the website's "look and feel" and the integration of the Drupal Content Management System. Phase II the overhaul and upgrade of UCDC's Cold Fusion based Student Information System was begun in the Summer and continues apace. Also, after an extensive review of Learning Management Systems, the Center settled upon Blackboard's Learn software. This will be integrated with GoSignMeUp's hosted service for student registration and TurnItIn's hosted service for plagiarism management.

On Memorial Day 2012, a fire on the third floor of UCDC caused extensive flooding including within the 2nd floor Data Center. Both network core switches were lost to water damaged and were subsequently replaced. Network services at UCDC were out for over 24 hours until replacements could be swapped in.

The chart below is an overview of the services provided by the Information Services unit of the Center to its constituencies.

PC support

Technical support of faculty and staff computer hardware and core software;

Management and support of student computer labs including computer hardware, core software and 'pay-as-you-go' network printing system.

Network support

Daily monitoring, management & maintenance of network servers (file/print, e-mail, web, database, terminal services, etc.);

Creation and administration of network and e-mail user and group accounts and directories;

Backups of network data;

Install and upgrade network server software and hardware;

Troubleshoot network hardware and software problems;

Network server security management.

Network infrastructure management (routers, switches and firewalls)

Daily monitoring, management & maintenance of network infrastructure (routers, switches and firewalls, etc.);

Install and upgrade network infrastructure software and hardware;

Troubleshoot network infrastructure hardware and software problems;

Network infrastructure security management.

Audio/Visual support & media services

Technical support of A/V enabled classrooms and events;

Operation of specialized audio & video equipment;

Creation of digital and A/V content (such as instructional videos and presentations).

Videoconference support

Videoconference scheduling, technical support & maintenance of videoconference system.

Telephone

Review and analysis of telephone/telecommunication vendor invoices;

Technical support & maintenance of facility telephone system.

Television

Technical support & maintenance of facility television system;

Support of the Center's internal TV channels (Channels 1.1 & 2.2).

Website and database management

Website & database creation and management;

Creation of content for website.

Training

Preparation of training materials and handbooks;

Training of student, faculty & staff user training (one-on-one & group settings).

Administration & Other

Inventory management;

Systems analysis;

Emergency communications.

Information Services Funding Flow

Copy/Printing Services
Manager: Rodger Rak
Related FAUs: M-269674-69674; M-721227-69674

UCDC provides pay-as-you-go copy, scanning and network printing to students in its Student Computer Lab. Students use a debit card to pay for these services. Debit cards may be recharged with cash at a self-serve machine on the 1st floor. Self-serve copy and network printing services are provided to faculty and staff via an established recharge protocol which was re-vetted in 2010 by the UCOP Recharge Committee. Black and White printing, copying and scanning cost five cents per page. Color printing costs fifteen cents per page. Faculty and staff copy & printing expenses are invoiced/recharged on a quarterly basis.
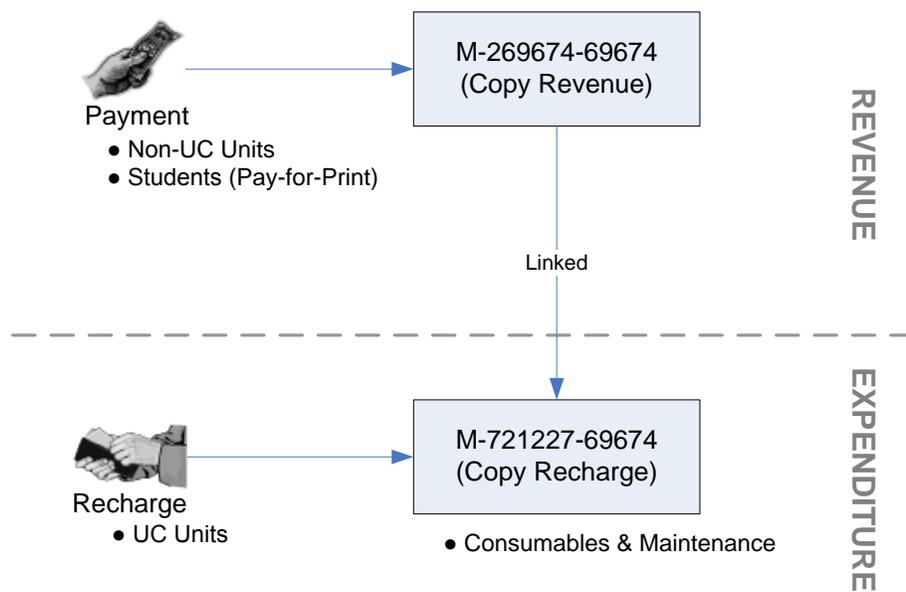
Copy/Printing Services Funding Flow

Major Maintenance Reserve
Manager: Mac Hamlett
Related FAU: M648000-69675 (Non-Residential)

This reserve was created as a means for funding major maintenance expenses such as repair and replacement of major building equipment and systems (for instance, boilers, HVAC systems, etc.). Planning for major maintenance (residential and non-residential) is laid out in the Center's 30 year building maintenance plan. The unusual nature of the Center, which combines an auxiliary self-supporting residential operation with other non-residential operations of the university in one facility, necessitates that funding for major building maintenance be separated into two parts. The residential operation as the largest stakeholder provides 66% of the total annual contribution to the major maintenance reserve. The residential major maintenance reserve is maintained within the Residential expenditure account. The remaining 34% is contributed by non-residential operations of the Center.

Other Funds
Robert T. Matsui Forums
Manager: Bruce Cain
Related FAU: M-408010-40027

This is used to fund forums or seminars at UCDC in topics relating to public service. Funding for this activity is provided by The Matsui Foundation for Public Service.

Robert T. Matsui Congressional Fellowships
Manager: Bruce Cain
Related FAU: M-408010-40031

Provides fellowships to UCDC students engaged in internships on Capitol Hill. Funding for this award is provided by The Matsui Foundation for Public Service.

Reilly and Others Fellowship
Manager: Bruce Cain
Related FAU: M-408010-40045

This fund is used for fellowships awarded to worthy UCDC students. Funding for this award is provided by Clinton Reilly Holdings of San Francisco and other sources.

UCDC Financials

Introduction
The Center's principal expense obligations are the operating expenses of its service units (Academic, Building Management, Residential Services & Information Services), utilities, debt service on the original construction loan, creation and maintenance of a reserve for major maintenance, regular renewal of its technology infrastructure, renewal of other fixtures & furnishings and access to the Internet (see chart of principal obligations below).

Obligation	Funding Source

Unit Operating Expenses
• Academic
• Building Management
• Events
• Information Services
• Residential Services
    ○ Student Activities
    ○ Mental Health Services
	• Student Fees (Academic)
	• Allocation from UCOP (Academic)[1]
	• Facilities Matrix Recharge (Building Management & Information Services)
	• Fees & Recharges (Events & Student Activities)

Utilities • Electric • Gas • Water/Sewer	• Actual expenses recharged to Stakeholders based on Facilities Matrix Recharge allocations
Debt Service • Residential • Non-Residential	• Student Fees & Other Income (Residential) • Allocation from UCOP (Non-Residential)
Major Maintenance • Residential • Non-Residential	• Student Fees & Other Income (Residential) • Surplus from Research Leases & Parking • Recharge from Events • Ad hoc Funding
Technology Infrastructure Renewal	• Surplus from Research Leases & Parking • Recharge from Events • Ad hoc Funding
Internet	• Allocation from UCOP—ITS

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[1] FY '12-'13 is the last year for this allocation.

In 2002, the Facilities Matrix Recharge was formalized as the methodology for the allocation of core operational costs (building management, security, information services and utilities) among the principal stakeholders of the Center. Other independent recharges for copying and event services were established as well. Telephone charges remain a direct pass through to building occupants. The other principal component of the Center's operation is the UC system-wide academic program.

Also as an auxiliary operation UCDC provides residential housing to student participants and visiting faculty and staff. In FY '11-'12 the student residential rate was $1,106 a month. This was a 3.5% increase over the previous year. UCDC is a participant in the UC Housing System (UCHS) system. As a condition for the approval of external financing the UC Regents, in January 1999 stipulated that repayment of the residential portion of the debt "shall be made from the net revenues of the University of California Housing System (UCHS) with the condition that so long as such portion of debt is outstanding, the UCHS fees shall be established at levels sufficient to meet all requirements of the UCHS Revenue Bond Indenture and to provide excess net revenues sufficient to pay the debt service and related obligations of this portion of the proposed financing…" In addition to student and faculty housing rents, the residential operation receives commissions from the laundry machines, vending machines and an ATM.

The Center provides three other services. These are parking, lease space to University & non-profit research groups and events. Gross revenues collected by these services are generated as usage fees or rents and are used to offset expenses specific to the service. Per an agreement with UCOP net revenues from parking and research leases are then allocated via 50/50 split to reserves for non-residential major maintenance and technology renewal. This step is intended to encourage greater local incentive and responsibility for non-residential major maintenance and technology renewal. Contributions to major maintenance and technology renewal are made from events revenues as laid out in its formal recharge plan (see Events Services Business Plan—June 2010).

The principal amount of the debt service on the building is $27,835,000 and is allocated 66% residential and 34% non-residential. The Center's residential housing operation must cover the debt service share through housing rents. The Office of the President pays the non-residential share of the debt service. The debt service loan was refinanced in 2011 reducing the total interest payment due. In FY '11—'12 the total debt service payment was $1,700,523. The residential share came to $1,146,751 and was fully funded by the Center's residential operation. The non-residential share was $553,772.

At the end of FY '10—'11 the major maintenance reserve stood at $4,351,422.

UCDC has a 500MB Internet connection courtesy of special funding from Information Technology Services (ITS) at UCOP.

A Note on the May '12 Fire
On Labor Day 2012, a small fire spontaneously started in a paper shredder on the 3rd floor. The fire itself was quickly stopped by the building's fire suppression system. However smoke and water damage was considerable. Also, firefighters responding to the call smashed several windows and doors. Total fire damage amounted to approximately $544,000. UCDC is working with the university's insurer to recover the cost of loss and fire damage.

Academic Reception after the fire on Labor Day, 2012

Financials for FY '10-'11 through FY '13-'14

UCDC uses a methodology for representing its corporate level financials recommended by the Financial Subcommittee of the UCDC Governing Council. Under this methodology, appropriations and expenses are recorded in the final location of activity. This ensures that transactions are counted only one time. Additionally, UCDC adopted a new format for the presentation of its corporate level financials modeled on a modified profit and loss statement (See Financial Statement for FY '10-'11 through FY '13-'14 below.)

UCDC students in front of the White House, Spring Quarter 2012

APPROPRIATIONS/REVENUE

	'11-'12 (Actual)	'12-'13 (Projected)	13-'14 (Budget)
Student Fees	1,634,206	1,840,939	1,845,473
TOTAL FEE REVENUE	**1,634,206**	**1,840,939**	**1,845,473**
UCOP Contribution	605,842	310,742	142,291
Academic Program (including OMP)	*472,358*	*172,925*	*0*
FGR Support	*133,484*	*137,817*	*142,291*
UCOP Contribution to Non-Res. Debt Service [1]	553,772	553,144	552,933
UCOP IR&C Contribution to Internet Access	74,560	32,400	32,400
TOTAL UCOP APPROPRIATIONS	**1,234,174**	**896,286**	**727,624**
Residential [2]	3,156,546	3,173,081	3,268,273
Research Leases	151,054	200,500	206,515
Parking	46,908	54,000	54,000
Events	202,348	200,000	200,000
Copying Services	12,710	12,900	12,900
TOTAL OTHER REVENUE	**3,569,566**	**3,640,481**	**3,741,688**
TOTAL APPROPRIATIONS/REVENUE	**6,437,946**	**6,377,706**	**6,314,785**

EXPENDITURES

	'11-'12	'12-'13	'13-'14
Academic	1,580,713	1,720,508	1,887,283
Residential	733,062	740,000	762,200
Research Leases	11,464	11,000	11,000
Parking	-	100	100
Events	271,190	190,000	190,000
Copying Services	11,567	19,176	13,000
Building Management [3]	1,370,936	1,400,000	1,442,000
Technology Operations	379,029	441,326	454,556
Debt Service [1, 4]	1,700,523	1,698,672	1,698,230
Internet Access	74,560	32,400	32,400
TOTAL EXPENDITURES	**6,133,044**	**6,253,182**	**6,490,769**

	'11-'12	'12-'13	'13-'14
ANNUAL BALANCE	**304,902**	**124,524**	**(175,984)**

	'11-'12	'12-'13	'13-'14
CARRYFORWARD [5]	**4,351,422**	**4,087,893**	**3,728,851**

UPGRADES / DEBT SERVICE

	'11-'12	'12-'13	'13-'14
Debt Service Reserve	100,000	100,000	100,000
Major Maintenance Sub-total [6, 7]	123,572	83,566	117,762
Technology Renewal [8]	344,859	300,000	300,000
TOTAL UPGRADES/DEBT SERVICE	**568,431**	**483,566**	**517,762**

	'11-'12	'12-'13	'13-'14
ANNUAL OPERATING POSITION [9]	**4,087,893**	**3,728,851**	**3,035,105**

	'11-'12	'12-'13	'13-'14
DEBT SERVICE/UPGRADE RESERVE *(cumulative)* [10]	**556,974**	**656,974**	**756,974**

NOTES:

[1] Floors 1 - 3 for the purpose of debt service are considered non-residential. Under an agreement with UCOP in spring '08, UCOP fully funds non-residential debt service for the UC Washington Center. This agreement was re-iterated in Winter '12 by UCOP senior management.

[2] Includes Student Services unit.

[3] Includes Building Management, Security & Security Systems & Utilities expenses; routine building maintenance included in expense.

[4] Floors 4 - 11 for the purpose of debt service are considered residential. UCHS policy requires that the UC Washington Center residential operations meet annual debt service contribution.

[5] Carry Forward includes reserves from the residential and building services operations. These reserves are set aside for contingencies such as major maintenance and unscheduled emergency maintenance.

[6] Floors 4 - 11 for the purpose of major maintenance are considered residential. Residential major maintenance is supported out of residential operations revenues.

[7] Floors 1 - 3 for the purpose of major maintenance are considered non-residential.

[8] Schedule for technology renewal is laid out in the annual technology plan of the UC Washington Center which is reviewed by the UC Washington Center Operations & Management Advisory Committee (OMAC).
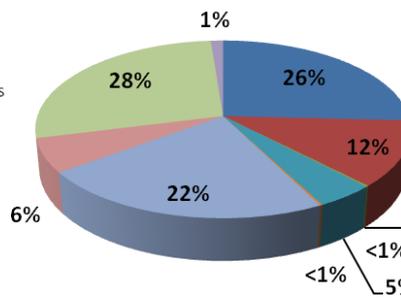[9] Annual Operating Position is (Annual Balance + Carryforward) - Upgrades/Debt Service

[10] Debt Service/Upgrade Reserve to be maintained w/at least 25% of debt svc balance (about $460K); surplus reserve to be used as needed for major maintenance and/or upgrades.

Comparison of Appropriations/Revenues and Expenditures for FY '11-'12
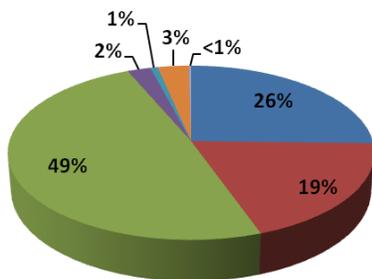
APPROPRIATIONS/REVENUES   **EXPENDITURES**

Facilities Matrix Recharge

The basic model for the financial structure of the UC Washington Center (UCDC) was outlined in the draft business plan prepared by Financial Management in the Office of the President before the opening of the current facility in 2001. The "Matrix" was based on a cost recovery system that formally allocates a share of the cost for services of centralized building, security, technology and utility costs among the Center's principal stakeholders. The principal stakeholders of UCDC include Residential, Parking, Academic, Research and the Office of Federal Governmental Relations (FGR). Allocations of the expense are expressed as a percentage share of cost of the budgets for building and for technology. The chart below shows the allocations for FY 2012-13.

Building Operating Expenses	2012-2013	Residential	%	Parking	%	Academic	%	Research	%	FGR	%
Operating Expenses											
Building Management	$ 883,853	$ 539,150	61.0%	$ 8,839	1.0%	$ 247,479	28.0%	$ 37,122	4.2%	$ 51,263	5.8%
Security System & Security	$ 239,511	$ 172,448	72.0%	$ 11,976	5.0%	$ 31,136	13.0%	$ 10,059	4.2%	$ 13,892	5.8%
Cable/Satellite	$ 951	$ 770	81.0%	$ -	0.0%	$ 181	19.0%	$ -	0.0%	$ -	0.0%
Technology	$ 440,375	$ 28,624	6.5%	$ -	0.0%	$ 297,253	67.5%	$ 41,836	9.5%	$ 72,662	16.5%
Sub-total Operating Expenses	$ 1,564,690	$ 740,993		$ 20,814		$ 576,049		$ 89,017		$ 137,817	
Utilities (Estimate)											
Electric	$ 427,585	$ 307,861	72.0%	$ -	0.0%	$ 76,965	18.0%	$ 17,959	4.2%	$ 24,800	5.8%
Gas	$ 320,793	$ 230,971	72.0%	$ -	0.0%	$ 57,743	18.0%	$ 13,473	4.2%	$ 18,606	5.8%
Water/Sewer	$ 78,204	$ 67,255	86.0%	$ -	0.0%	$ 7,038	9.0%	$ 1,173	1.5%	$ 2,737	3.5%
Sub-Total Utilities	$ 826,581	$ 606,087		$ -		$ 141,746		$ 32,605		$ 46,143	

Notes

☐ Annual Transfer of Funds

☐ Monthly Recharge of Expense (estimated expense)

Facilities Matrix for FY '12-'13

- ❖ Building Management – Building Management includes non-security costs associated with the master building management contract with Complete Building Services (CBS) and the operating costs of the Building Management unit. CBS provides building maintenance and custodial services. Percentage allocations for building management expenses are based on the assignable square feet occupied by each stakeholder.

- ❖ Security System & Security – Percentage allocations for security system & security expenses are based on assignable square feet occupied by each stakeholder modified by utilization of security services. The utilization of security services modifier is based on the average number of building access cards issued to a particular shareholder. As security services are provided 24 hours a day, seven days a week, 365 days a year, this methodology provides the best measure of activity and resources dedicated to providing security services to each stakeholder.

- ❖ Cable/Satellite – Percentage allocations for cable/satellite service are based on the number of TV outlets provided to a stakeholder. The residential portion of the Center is by far the biggest consumer of this service.

❖ Technology – Provides funding for the Information Services unit. Percentage allocations for technology are based on a series of time/motion studies.

❖ Utilities – UCDC utility expenses include electric, gas and water/sewer. The percentage allocations for each utility are determined based on assignable square feet occupied by each stakeholder modified by utilization. Not surprisingly the largest consumer of utilities is the residential program. Budget amounts for utilities are based on an analysis of trends in previous years as well as research on forecasted rates. If necessary, utility budgets are revised mid-year to account for unforeseen changes in utility costs and/or utilization. The principal stakeholders are charged actual utility expenses on a monthly basis.

Annual Report
Academic Year '11 – '12

The UCDC Student

![UCDC logo] **UNIVERSITY OF CALIFORNIA, WASHINGTON CENTER**
1608 Rhode Island Ave., NW ● Washington, DC

INTRODUCTION

The information contained in this report was compiled by the Information Services unit of the University of California, Washington Center (UCDC) from data drawn from the UC Washington Center Student Information System as well as other sources. The UC system-wide academic program of the Center includes partici-pants from Berkeley, Davis, Irvine, Los Angeles, Merced, Riverside, Santa Barbara, Santa Cruz and San Diego.

GENERALS *GENDER*

Comparison to UC as a Whole for Academic Year 2011—2012

Washington Center

Male
38%

Female
62%

University-wide

Male
47%

Female
53%
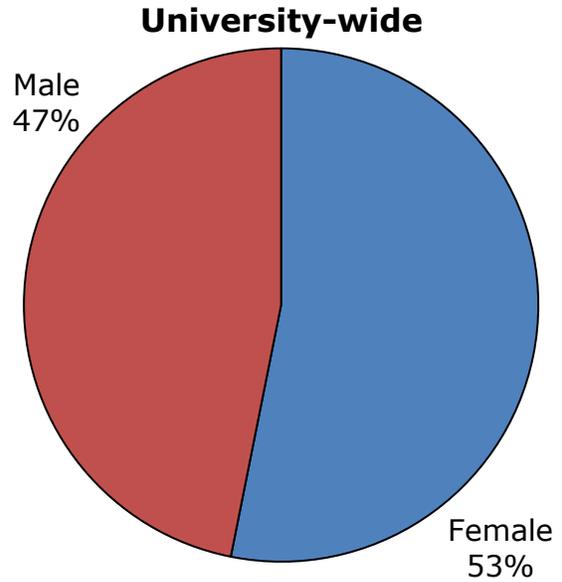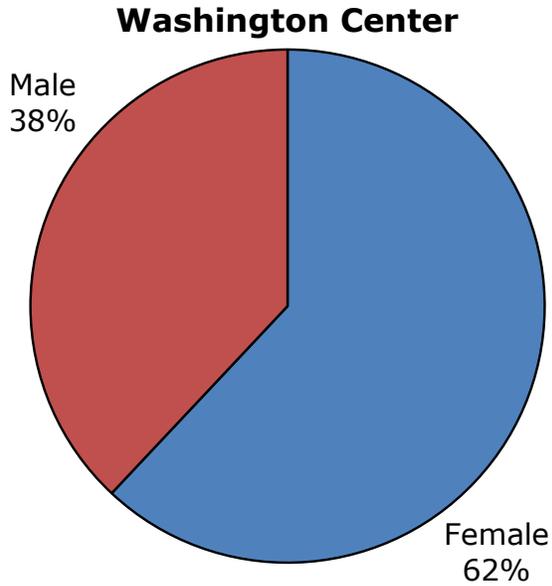
Comparison of gender at the Center over last 3 academic years

Male
31%

Female
69%

2009—2010

Male
37%

Female
63%

2010—2011

Male
38%

Female
62%
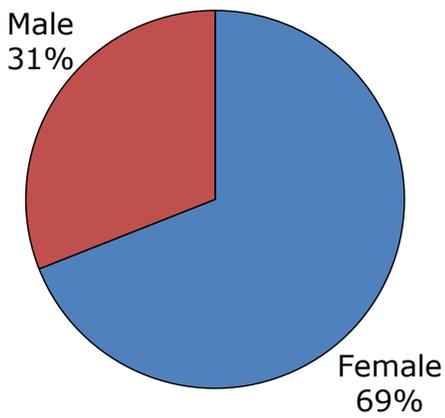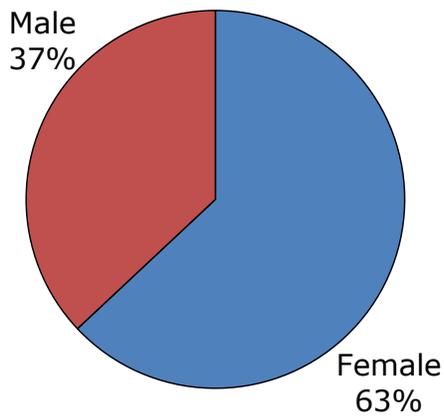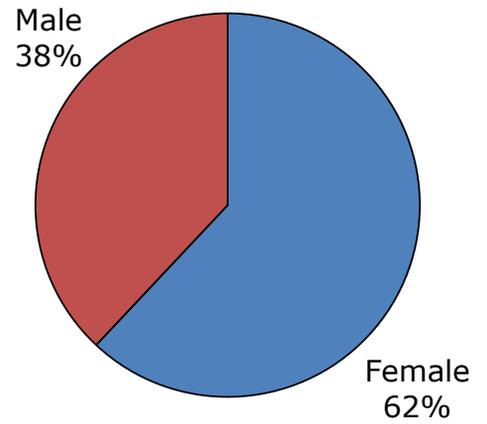
2011—2012

ETHNICITY

Comparison to UC as a Whole for Academic Year 2011—2012

Washington Center

University-wide
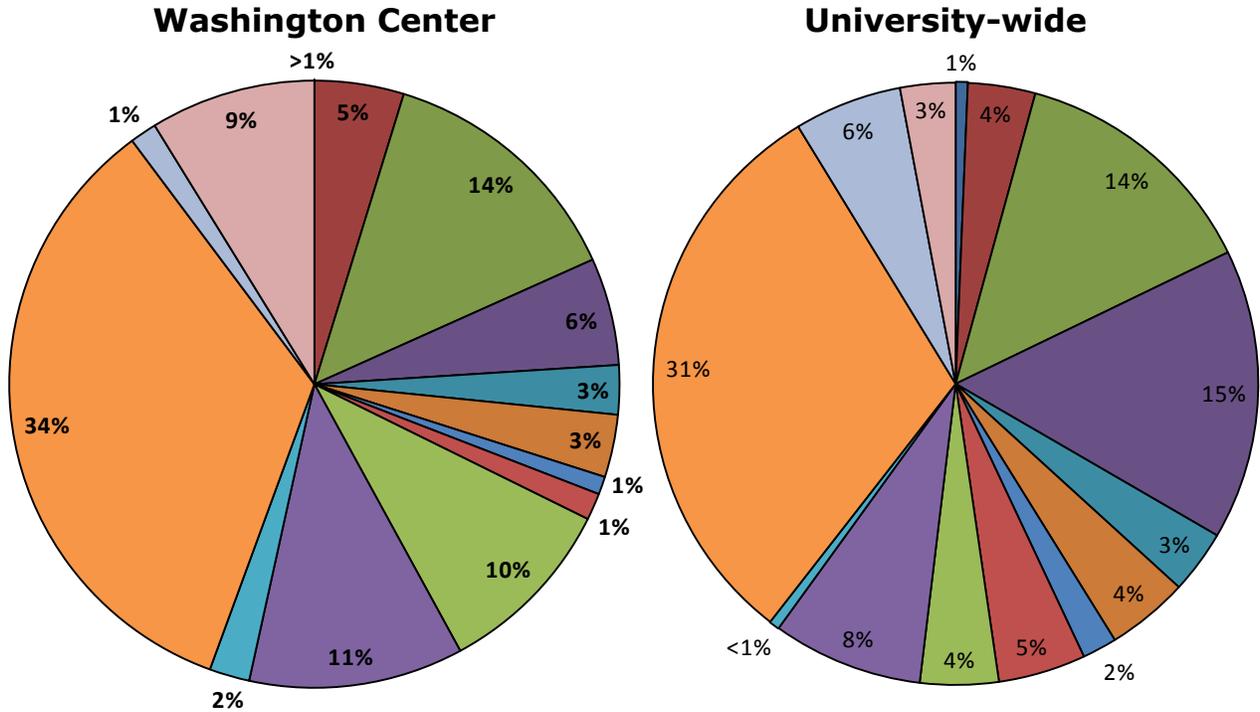
Comparison of ethnicity at the Center over last 3 academic years

2009—2010

2010—2011

2011—2012
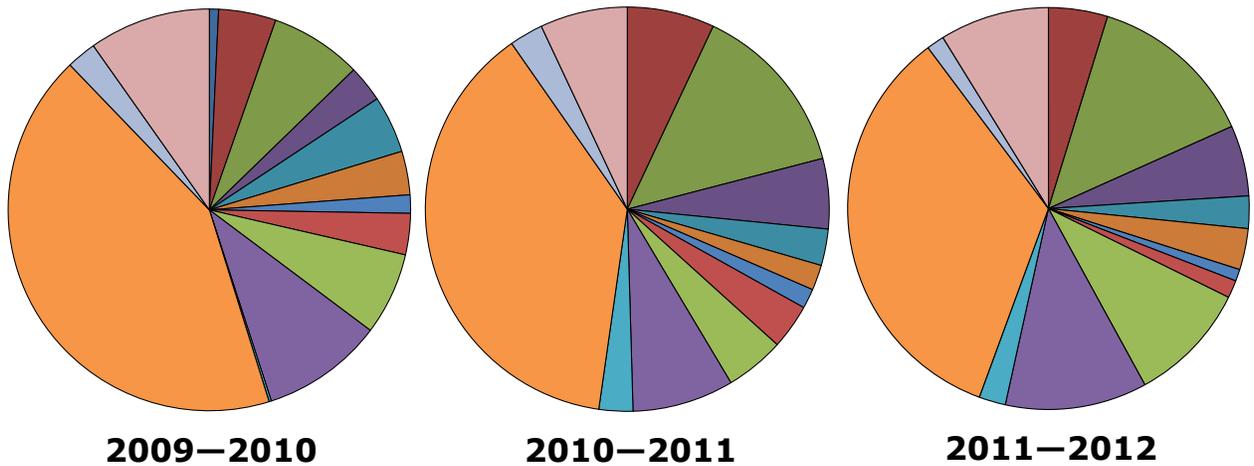
- ■ American Indian/Alaskan Native
- ■ Black/African American
- ■ Chicano/Mexican American
- ■ Chinese/Chinese American
- ■ East Indian/Pakistani
- ■ Fillipino American/Filipino
- ■ Japanese/Japanese American
- ■ Korean/Korean American
- ■ Latino/Other Spanish American
- ■ Other Asian
- ■ Pacific Islanders/Micro/Polynesian
- ■ White/Caucasian
- ■ Declined to State
- ■ Other

STUDENT AGE & ACADEMIC STATUS

Almost all students enrolled in the Center's undergraduate academic program are upper division undergraduates.

Breakout of students 21 or older over the last 3 academic years

2009—2010
- Unknown 9%
- Under 21 23%
- Over 21 68%

2010—2011
- Unknown 1%
- Under 21 29%
- Over 21

2011—2012
- Unknown 7%
- Under 21 11%
- Over 21 82%
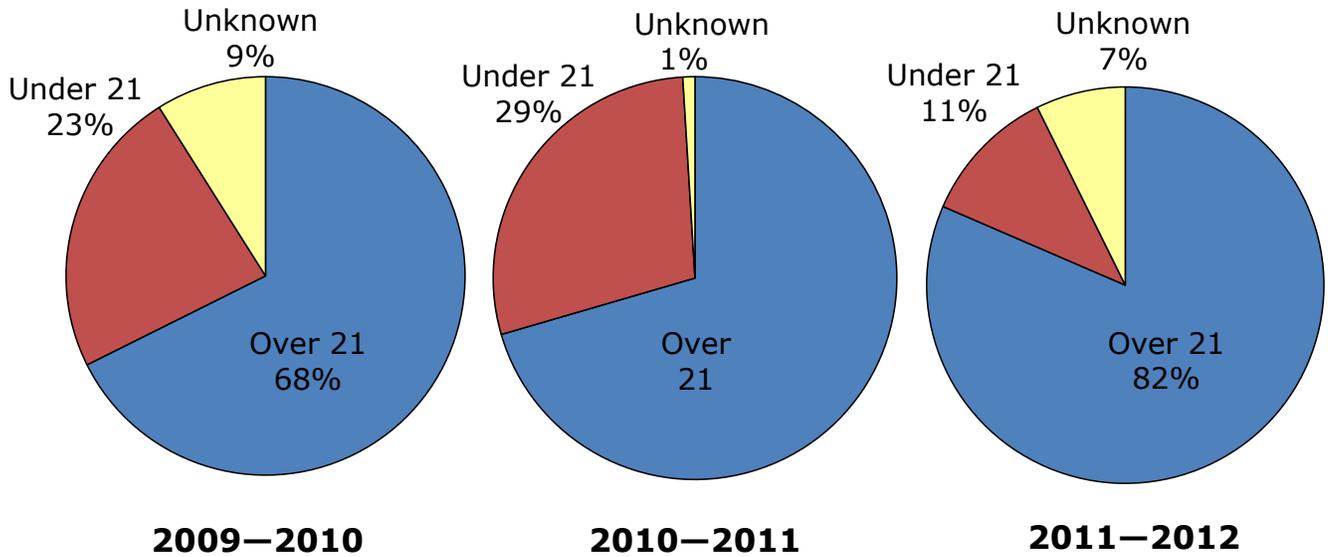
Breakout of academic status over the last 3 academic years

2009—2010
- Sophomores 8%
- Graduating Seniors 22%
- Juniors 34%
- Seniors 36%

2010—2011
- Sophomores 4%
- Graduating Seniors 21%
- Juniors 35%
- Seniors 40%

2011—2012
- Unknown 2%
- Graduating Seniors 21%
- Sophomores 2%
- Juniors 28%
- Seniors 45%
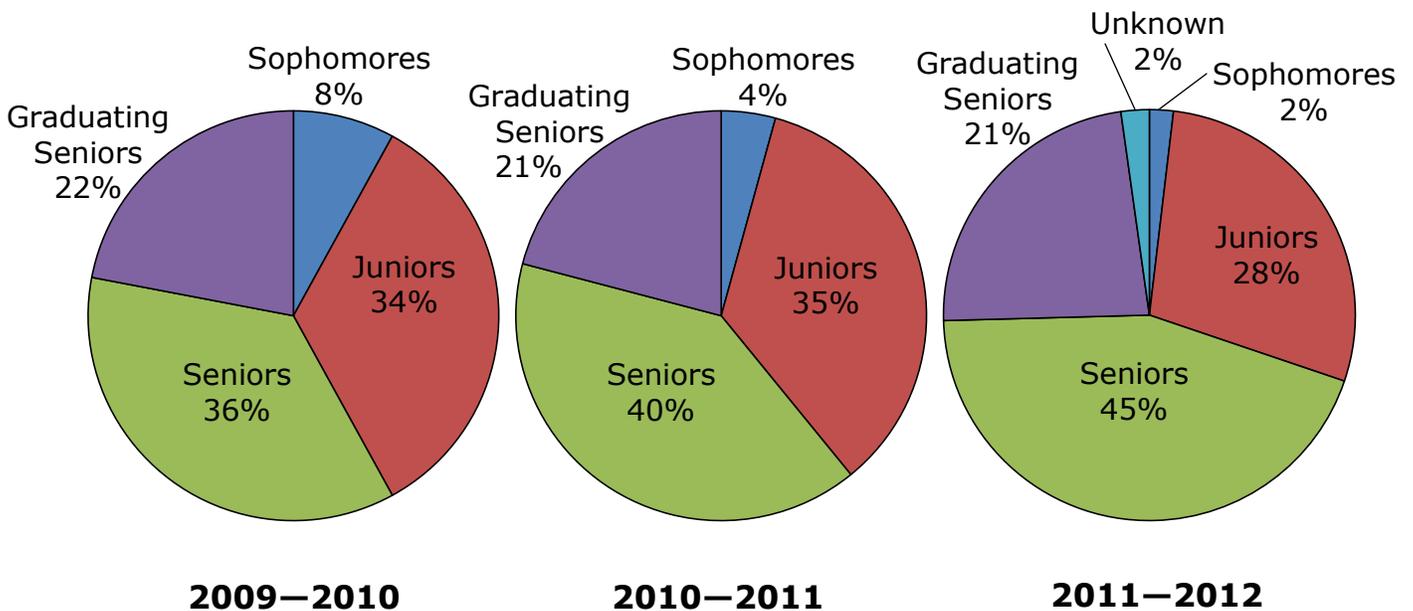
PARENTAL COLLEGE ATTENDANCE

Comparison to UC as a Whole for Academic Year 2011—2012

Washington Center

1st Generation in College 37%

Not 1st Generation in College 63%

University-wide

Unknown 6%

1st Generation in College 39%

Not 1st Generation in College 55%
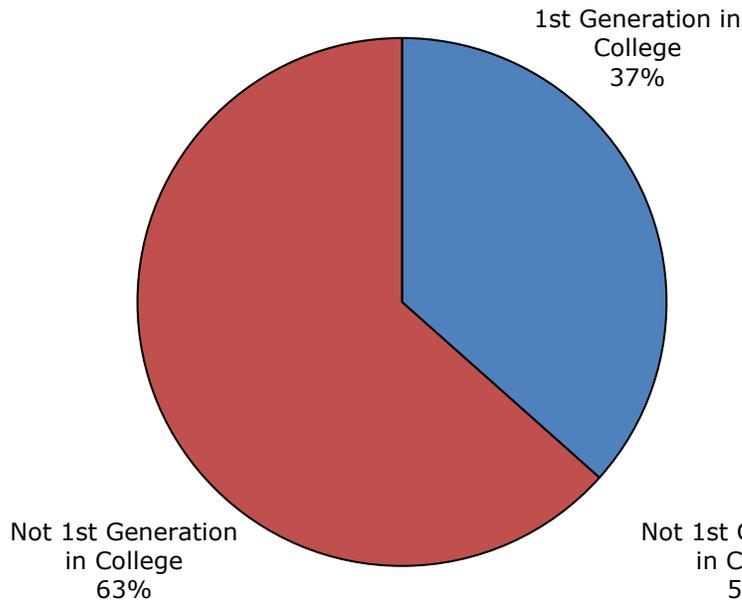
Comparison of parental college attendance at the Center for the last 3 academic years

1st Generation in College 32%

Not 1st Generation in College 68%

2009—2010

1st Generation in College 25%

Not 1st Generation in College 75%

2010—2011

1st Generation in College 37%

Not 1st Generation in College 63%
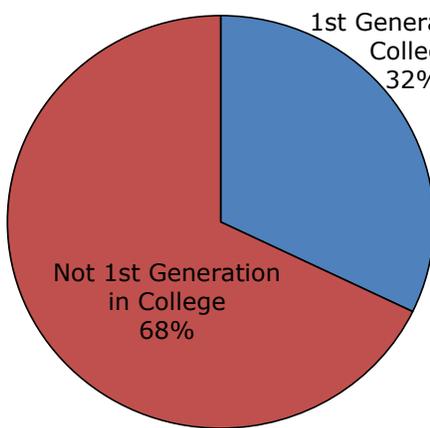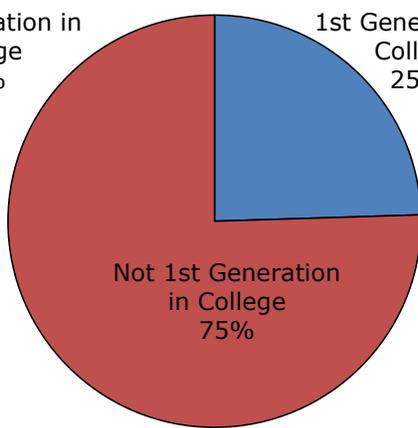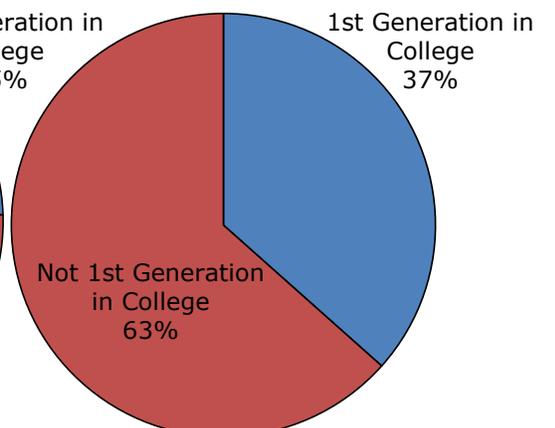
2011—2012

PARENTAL INCOME

Comparison to UC as a Whole for Academic Year 2011—2012

Washington Center

Combined Parental Income Under $40K
34%

Combined Parental Income Over $40K
66%

University-wide

Unknown
18%

Combined Parental Income Under $40K
34%

Combined Parental Income Over $40K
48%
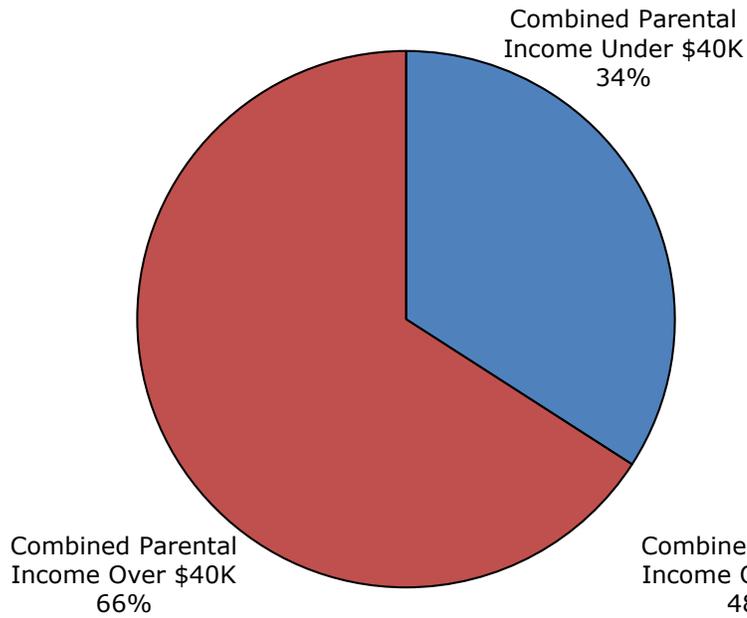
Comparison of combined parental income at the Center for the last 3 academic years

Combined Parental Income Under $40K
30%

Combined Parental Income Over $40K
70%

Combined Parental Income Under $40K
22%

Combined Parental Income Over $40K
78%

Combined Parental Income Under $40K
34%

Combined Parental Income Over $40K
66%

2009—2010

2010—2011

2011—2012
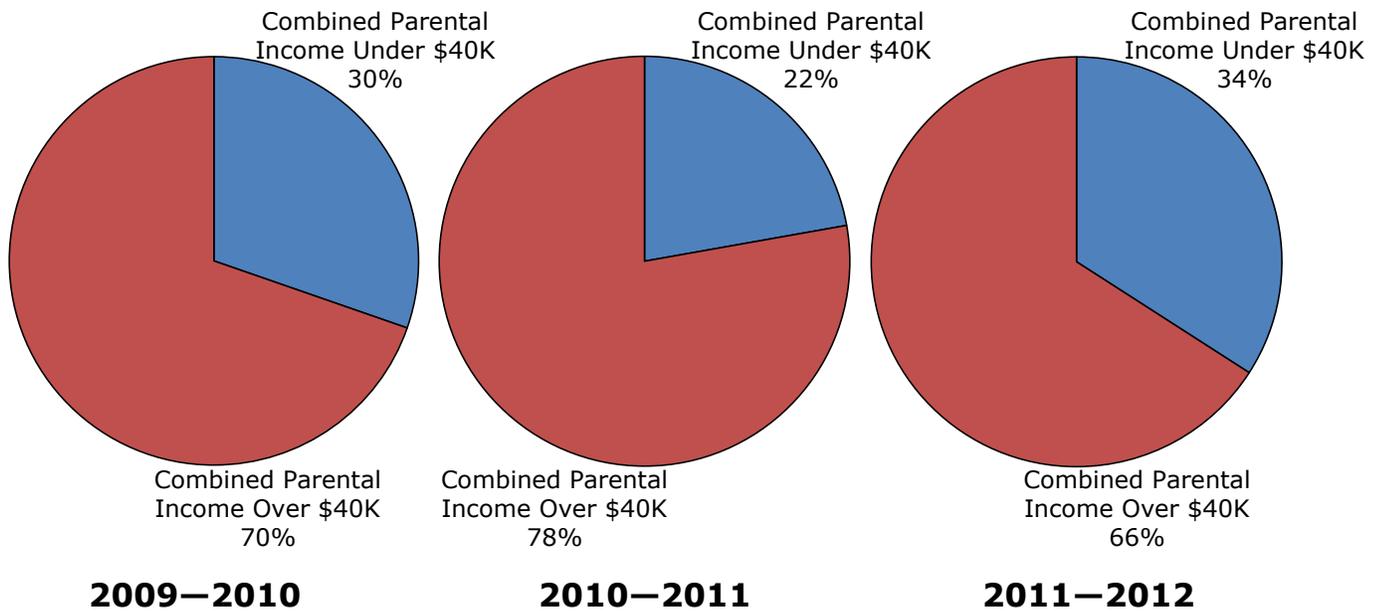
AVERAGE GPA OF PROGRAM PARTICIPANTS

Average GPA information is tabulated from self-reported data drawn from the UCDC student information system.

Average center-wide GPA at the Center over last 5 academic years

Year	GPA
'07-'08	3.45
'08-'09	3.38
'09-'10	3.44
'10-'11	3.41
11-'12	3.4

INTERNSHIPS

White House 1%
Business/ Accounting/ Finance 2%
Art/Museums 9%
Think Tanks/Research 14%
State Gov't/District of Columbia 7%
Private Law Firms 1%
Media/Public Relations 8%
International Organizations 6%
Federal Agencies 16%
Advocacy Organizations 20%
Campaigns/ Political Consulting 1%
Congress 15%
Embassies >1%

Academic Year 2011-2012
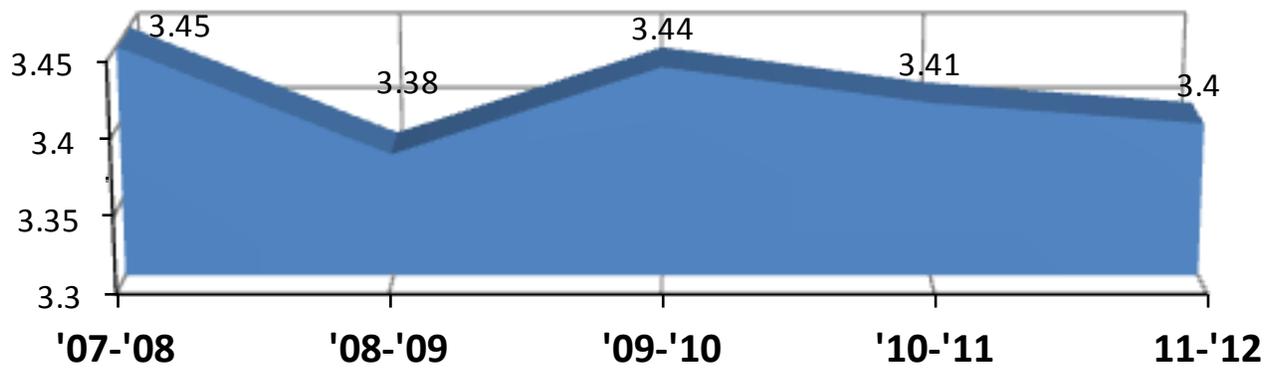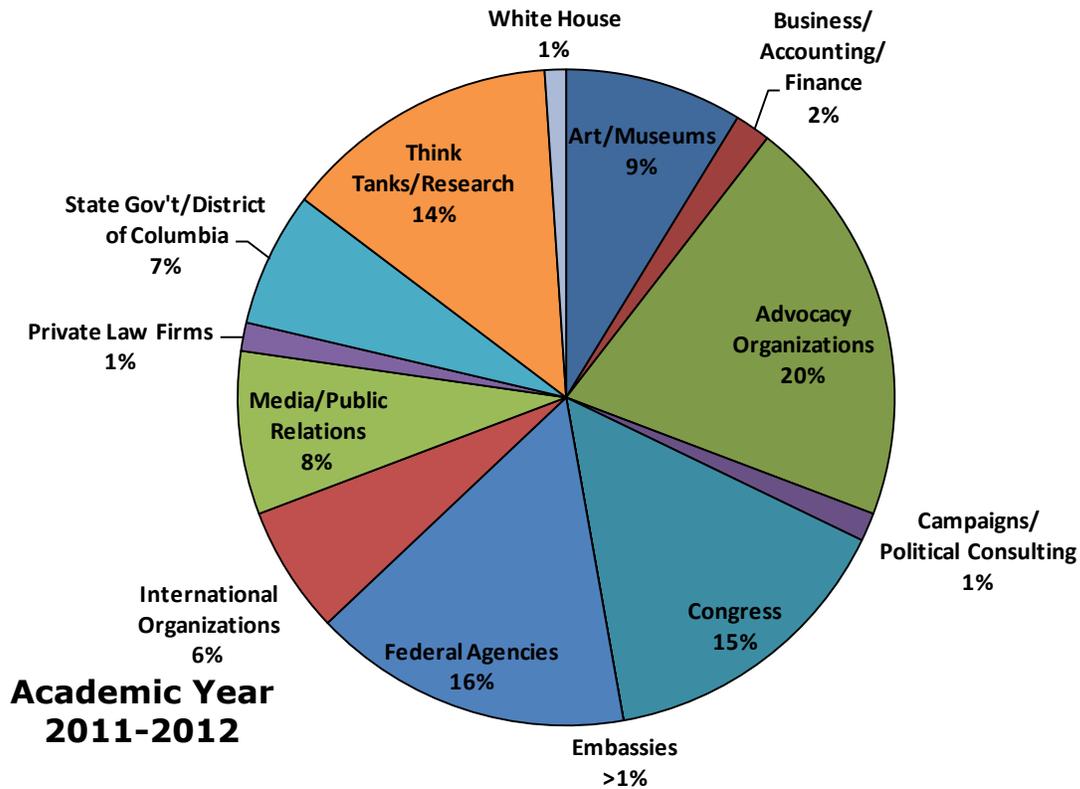
Comparison of internships at the Center over last 3 academic years

2009—2010   2010-2011   2011—2012
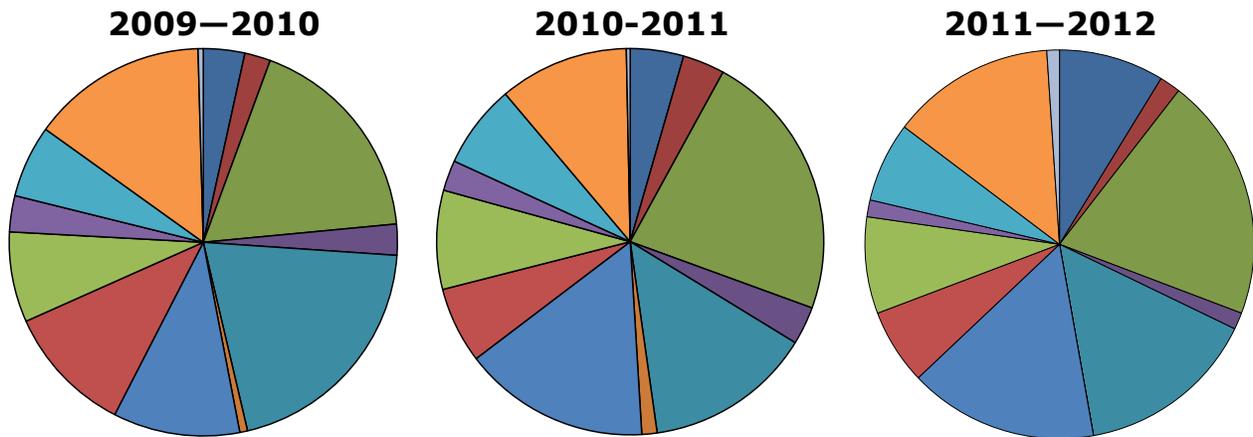
- ■ Art/Museums
- ■ Advocacy Organizations
- ■ Congress
- ■ Federal Agencies
- ■ Media/Public Relations
- ■ State Gov't/District of Columbia
- ■ White House
- ■ Business/Accounting/Finance
- ■ Campaigns/Political Consulting
- ■ Embassies
- ■ International Organizations
- ■ Private Law Firms
- ■ Think Tanks/Research

MAJORS

Academic Year 2011-2012

Biological Science 2%
Arch. & Engineering <1%
Ag. & Enviro. Sciences 2%
Arts & Humanities 7%
Communications 4%
Economics 6%
History 5%
International Relations 7%
Mathematics and Physical Sciences 1%
Others 11%
Political Science 40%
Social Sciences 15%
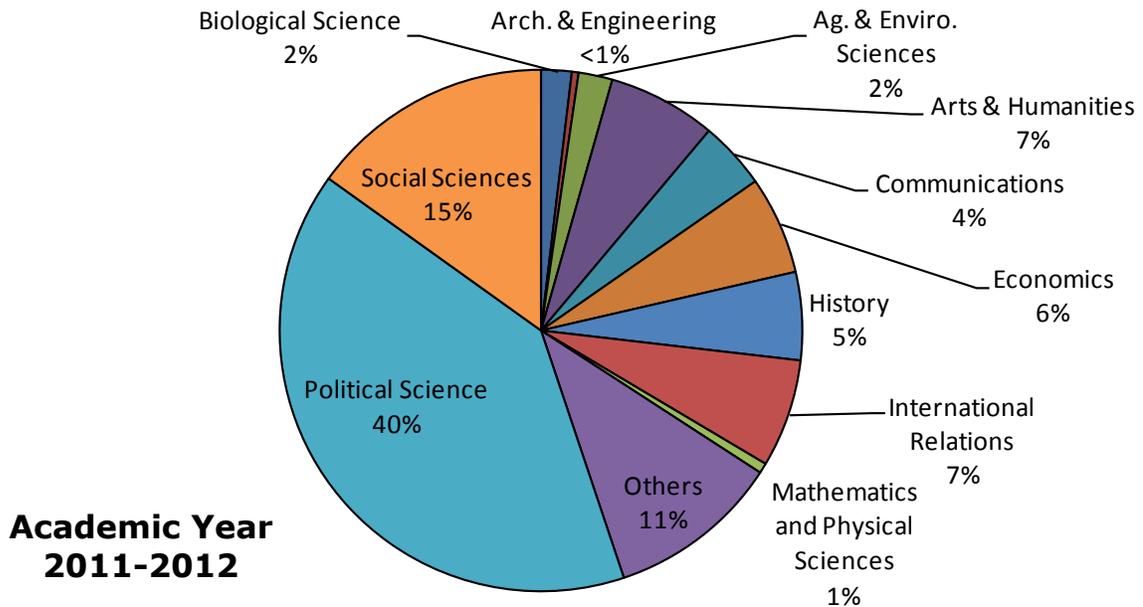
Comparison of majors at the Center over last 3 academic years
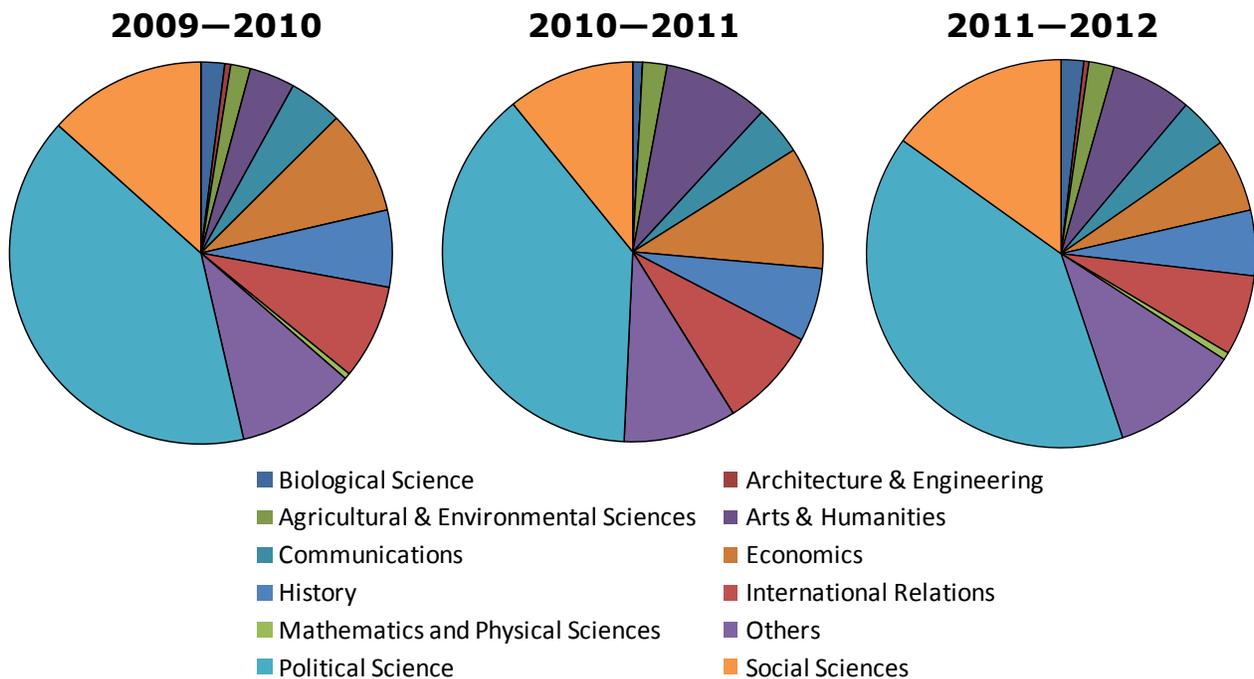
2009—2010   **2010—2011**   **2011—2012**

- ■ Biological Science
- ■ Architecture & Engineering
- ■ Agricultural & Environmental Sciences
- ■ Arts & Humanities
- ■ Communications
- ■ Economics
- ■ History
- ■ International Relations
- ■ Mathematics and Physical Sciences
- ■ Others
- ■ Political Science
- ■ Social Sciences

Notes:
● Agricultural and Environmental Sciences including Animal Physiology, Conservation, etc.
● Arts & Humanities include Cultural & Ethnic Studies, Fine & Performing Arts, Language, Liberal Studies, Literature, Rhetoric, Philosophy, etc.
● Biological Science includes Biology, Biochemistry, Bioengineering, Cell Biology, etc.
● Mathematics and Physical Sciences includes Chemistry, Chemical Engineering, Physics, etc.
● Others includes majors that are not readily classifiable into a larger discipline.
● Social Sciences include Anthropology, Criminology, Education, Geography, Psychology, Sociology, Social Policy, etc.

COURSE PARTICIPATION

Participation in Seminars: AY '10—'11 & '11—'12

Fall '10: Unthemed 80, Themed 139
Fall '11: Unthemed 77, Themed 136
Winter '11: Unthemed 89, Themed 115
Winter '12: Unthemed 72, Themed 138
Spring '11: Unthemed 74, Themed 93
Spring '12: Unthemed 52, Themed 122
Total AY'10-'11: Unthemed 243, Themed 347
Total AY'11-'12: Unthemed 201, Themed 396

■ Unthemed   ■ Themed
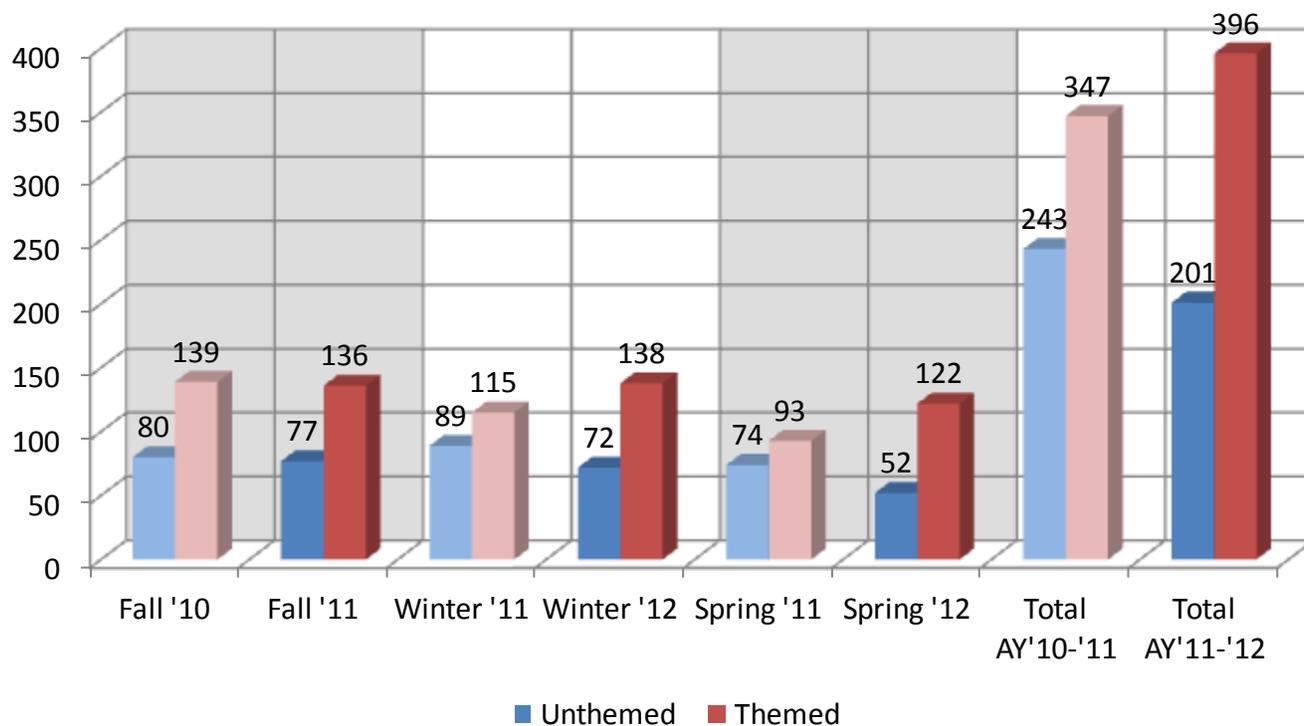
Participation in Electives: '10—'11 & '11—'12

Fall '10: 128
Fall '11: 119
Winter '11: 140
Winter '12: 123
Spring '11: 72
Spring '12: 87
Summer '11: 41
Summer '12: 125
Total '10-'11: 381
Total '11-'12: 454
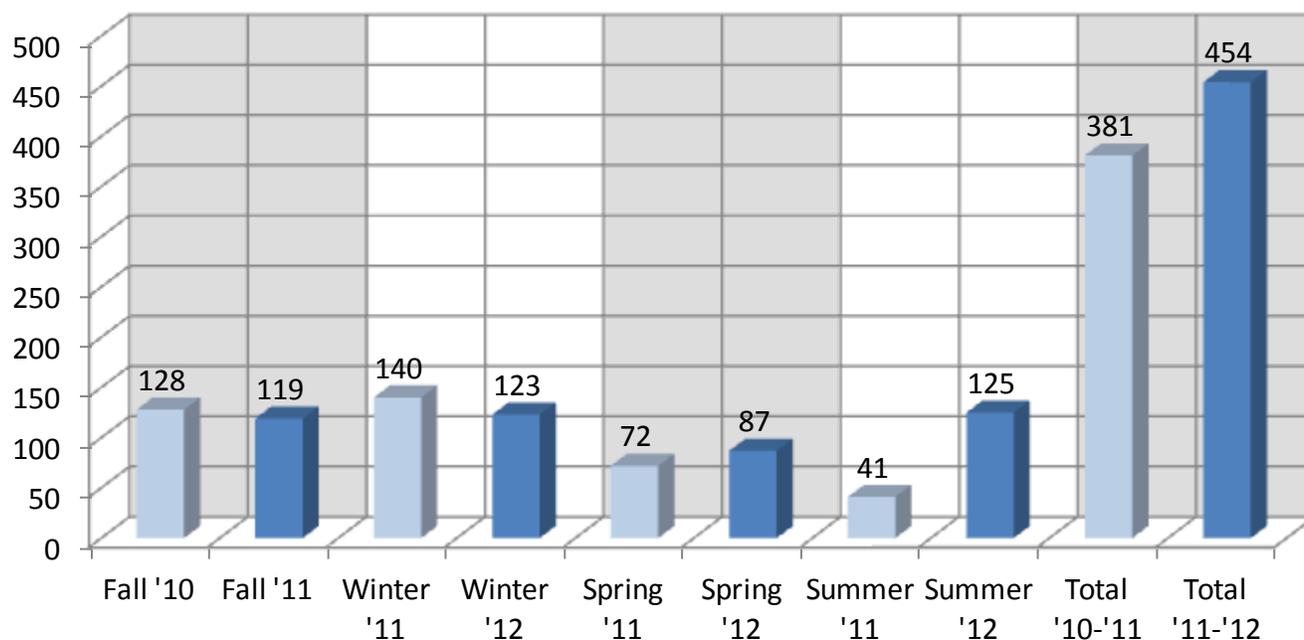
Notes:
- Fall and Winter terms include quarter and semester participation for UC students. Spring is for quarter students only.
- Research seminars were not offered in summer term.

DATA TABLES '11—'12

Core Applicant Statistics

	UCB	UCD	UCI	UCLA	UCM	UCR	UCSB	UCSC	UCSD	Total
Number of Participants	57	90	66	92	11	41	62	69	75	563
Average GPA of Participants	3.58	3.27	3.41	3.61	3.11	3.35	3.39	3.48	3.35	3.40
Female	29	60	45	62	9	20	37	40	47	349
Male	28	30	21	30	2	21	25	29	28	214
First Generation in College	21	36	29	31	5	17	16	24	27	206
Combined Parental Income under $40K	27	31	27	23	3	16	18	18	29	192

Ethnicity

	UCB	UCD	UCI	UCLA	UCM	UCR	UCSB	UCSC	UCSD	Total	%
American Indian/Alaskan Native	0	0	0	0	0	0	0	0	0	0	0.00
Black/African American	3	8	0	1	2	0	1	5	0	20	4.75
Chicano/Mexican American	4	6	8	10	16	2	5	4	2	57	13.54
Chinese/Chinese American	1	5	3	5	1	2	2	5	0	24	5.70
East Indian/Pakistani	1	1	0	4	2	1	0	1	1	11	2.61
Fillipino American/Filipino	0	3	3	2	2	0	0	4	0	14	3.33
Japanese/Japanese American	0	0	1	0	0	1	1	1	0	4	0.95
Korean/Korean American	1	0	3	0	0	0	1	1	0	6	1.43
Latino/Other Spanish American	4	4	9	6	11	3	1	3	0	41	9.74
Other Asian	7	9	5	6	3	3	5	6	4	48	11.40
Pacific Islanders/Micro/Polynesian	0	1	1	0	5	0	0	2	0	9	2.14
White/Caucasian	10	17	12	28	7	27	20	23	0	144	34.20
Declined to State	2	1	0	1	0	0	2	0	0	6	1.43
Other	4	9	4	7	3	4	5	1	0	37	8.79

Internships

	UCB	UCD	UCI	UCLA	UCM	UCR	UCSB	UCSC	UCSD	Total	%
Art/Museums	0	4	3	4	0	5	2	5	2	25	8.74
Business/Accounting/Finance	1	1	1	0	0	0	1	0	1	5	1.75
Advocacy Organizations	2	12	8	29	1	1	2	2	1	58	20.28
Campaigns/Political Consulting	0	0	0	3	0	0	0	1	0	4	1.40
Congress	1	4	2	18	0	3	1	7	7	43	15.03
Embassies	0	0	0	0	0	0	0	0	0	0	0.00
Federal Agencies	3	12	8	10	0	2	2	3	5	45	15.73
International Organizations	1	5	1	0	1	2	2	1	5	18	6.29
Media/Public Relations	2	5	1	3	2	4	1	1	4	23	8.04
Private Law Firms	0	0	0	1	0	1	0	0	2	4	1.40
State Gov't/District of Columbia	0	7	3	5	0	1	3	0	0	19	6.64
Think Tanks/Research	3	9	0	11	0	0	4	6	6	39	13.64
White House	0	0	0	2	0	0	0	0	1	3	1.05

Majors

	UCB	UCD	UCI	UCLA	UCM	UCR	UCSB	UCSC	UCSD	Total	%
Biological Science	0	2	0	0	2	2	0	1	2	9	1.89
Architecture & Engineering	0	2	0	0	0	0	0	0	0	2	0.42
Agricultural & Environmental Sciences	1	5	0	0	0	1	1	1	1	10	2.10
Arts & Humanities	1	1	6	0	2	6	3	10	3	32	6.71
Communications	2	4	1	2	0	2	5	0	4	20	4.19
Economics	0	9	0	3	1	2	3	7	4	29	6.08
History	1	4	1	10	0	2	2	5	1	26	5.45
International Relations	2	7	4	2	0	3	5	1	8	32	6.71
Mathematics and Physical Sciences	0	0	0	1	0	1	0	0	1	3	0.63
Others	5	3	14	4	2	7	7	2	7	51	10.69
Political Science	23	25	17	48	2	9	17	19	31	191	40.04
Social Sciences	10	11	7	6	1	14	5	11	7	72	15.09

Notes:

Agricultural and Environmental Sciences including Animal Physiology, Conservation, etc.

Arts & Humanities include Cultural & Ethnic Studies, Fine & Performing Arts, Language, Liberal Studies, Literature, Rhetoric, Philosophy, etc.

Biological Science includes Biology, Biochemistry, Bioengineering, Cell Biology, etc.

Mathematics and Physical Sciences includes Chemistry, Chemical Engineering, Physics, etc.

Others includes majors that are not readily classifiable into a larger discipline.

Social Sciences - includes Anthropology, Criminology, Education, Geography, Psychology, Sociology, Social Policy, etc.