

Annual Report

Academic Year '12 – '13



**UNIVERSITY OF CALIFORNIA,
WASHINGTON CENTER**

1608 Rhode Island Ave., NW • Washington, DC

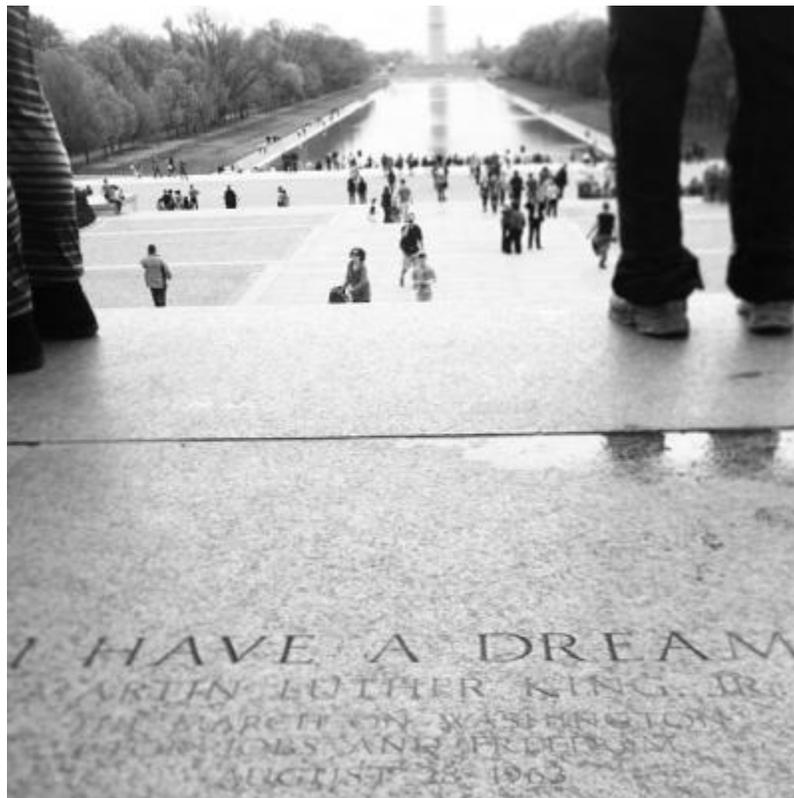
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Introduction

The University of California, Washington Center (UCDC) has published an annual report since Fiscal Year 2005-2006. The annual report serves to introduce UCDC and explain its activities to the wide variety of constituencies it serves within the UC community and to assess the operations of this system-wide program of the University of California over the past year. The pages that follow describe the Washington Center in depth with particular attention to its governance structure, details about its various operational units (academic, residential, student services, facilities, parking, tech, research leases, and events), finances and most importantly the students who come from the UC system to work and study in Washington, DC.

The upcoming year '13 – '14 begins the tenure of UCDC's third Executive Director, Helen Shapiro, and the start of a new chapter in the dynamic life of this unique, system-wide venture.



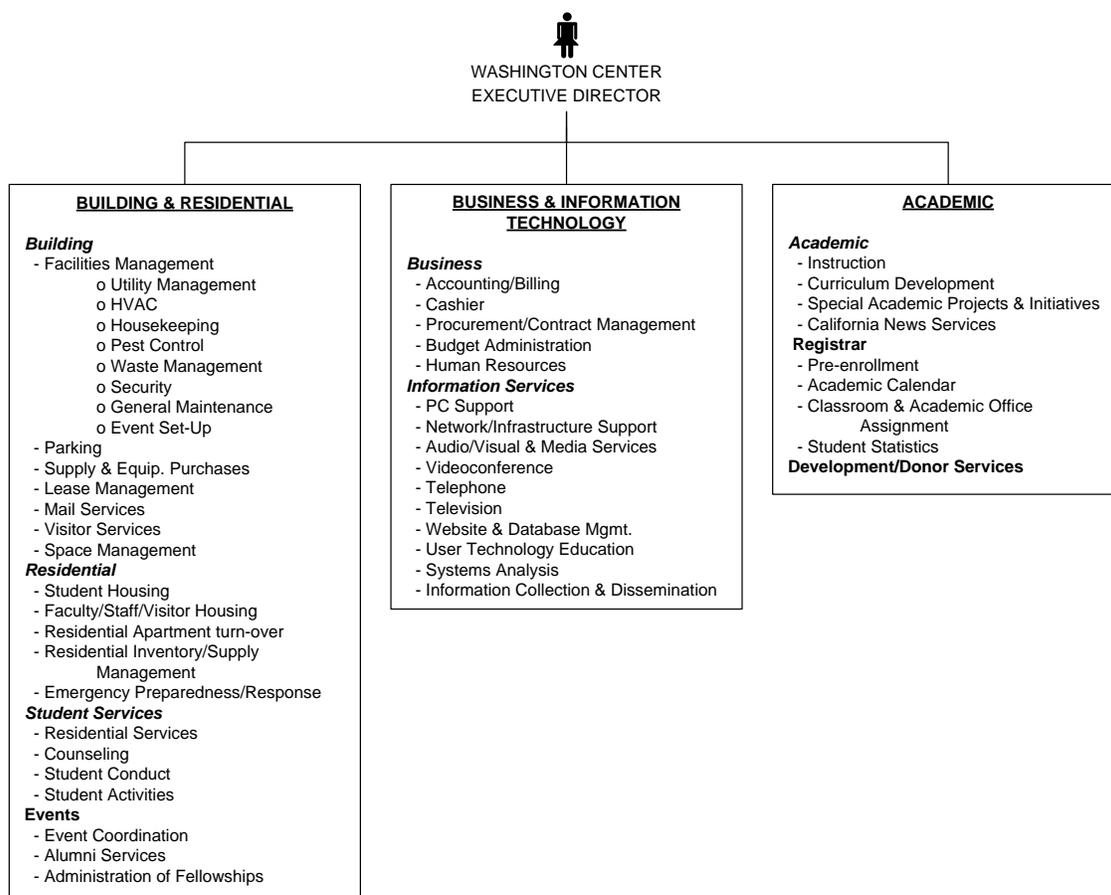
“The UCDC program exceeded all my expectations. It allowed me a relatively independent setting to work, research, and enjoy. I think that I have grown more in the past 10 weeks with the help of the faculty and staff than I have my entire college career.”

Testimonial from a Spring '13 Quarter UCDC Student

Governance and Operational Structure

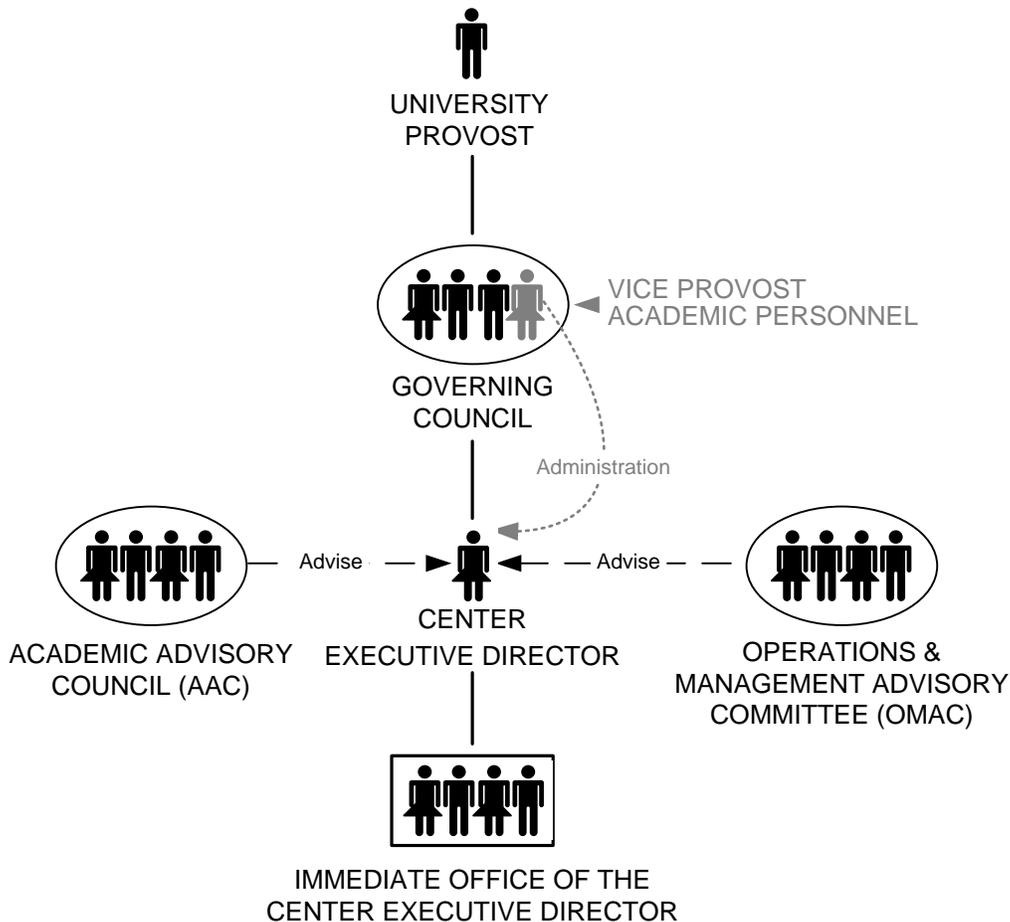
The University of California has had an experiential learning program in Washington, DC since 1990. This initially consisted of individual academic programs of the University of California’s Davis, Los Angeles and Santa Barbara campuses. They were eventually joined by programs from Santa Cruz, Berkeley, 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, students & 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.



Organization of Services Provided by UCDC

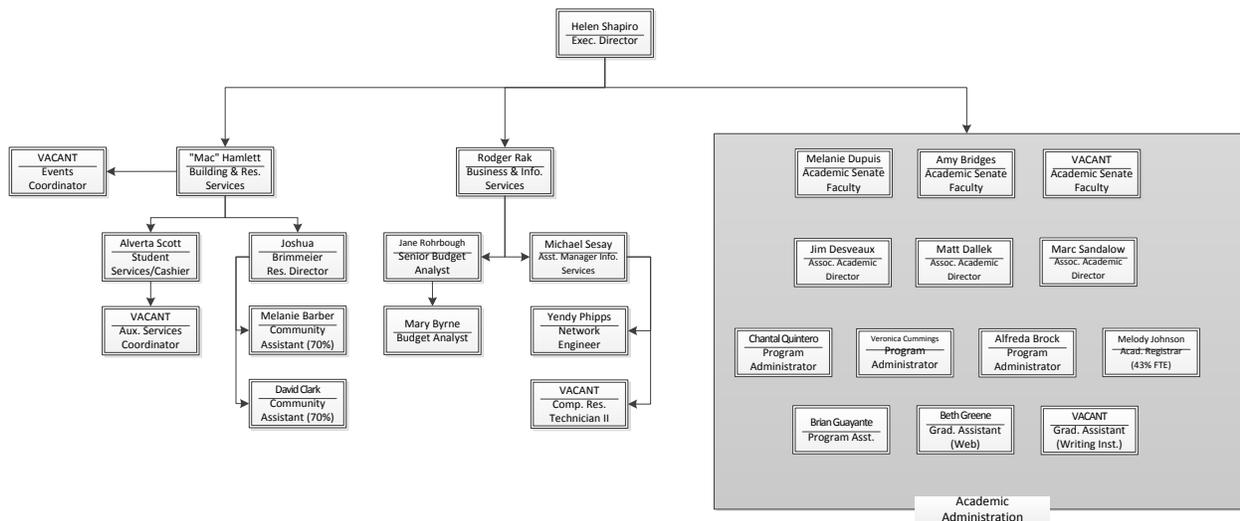
The UC Washington Center is a unit organized under the Department of Academic Personnel (AP) within the University of California Office of the President's (UCOP) Division of Academic Affairs. Governance of the Washington Center is provided by a Governing Committee of senior UC management and representatives 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 Personnel, 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 the Immediate Office of the Executive Director (as of 9/1/13)

Academic

Introduction

UCDC is a system-wide academic program providing experiential learning opportunities for UC students in Washington, DC. As a system-wide program, UCDC is responsible for the development and delivery of curriculum, engaging visiting faculty and cultivating internship opportunities for students. 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. Un-themed core 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 '12 – '13 a total of 560 UC undergraduate students participated in the UCDC academic year program. An additional 122 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	Total	Fall	Winter	Spring	Total
UC Academic								
Berkeley	26		26	52	25		21	46
Davis	30	27	30	87	31	25	27	83
Irvine	23	20	23	66	23	20	23	66
UCLA CAPPP	30	27	30	87	29	27	30	86
Merced	8		4	12	7		4	11
Riverside	20	17	20	57	19	15	19	53
San Diego	30	27	30	87	31	26	21	78
Santa Barbara	31	28	31	90	32	21	21	74
Santa Cruz	22	19	22	63	22	18	23	63
Other Academic								
Michigan	20		24	44	28		28	56
Pennsylvania	12		12	24	8		8	16
Washington U. at St. Louis	20		20	40	13		13	26
University of Sydney		20		20		20		20
Other	2		2	4	2		2	4
QUARTER	186	185	186	537	187	172	164	523
SEMESTER	88	0	88	176	83	0	76	159
TOTAL	274	185	274	713	270	172	240	682

Commitments & Participation by Campus for Academic Year '12-'13

John Cage Festival

Washington DC was the site of the largest United States centennial birthday celebration of *avant-garde* artist John Cage (1912 - 1992). UCDC served as the nexus for this seven day festival of Cage's life and art in early September 2012. Festival events included art shows, concerts, workshops, recitals, educational events, lectures, and panels at venues throughout the city. Festival events culminated in a performance at UCDC of "*STEPS*": *A Composition for a Painting to be Performed by Individuals and Groups (2nd notation, 2006)*; a fusion of movement and painting which he choreographed with longtime collaborator Merce Cunningham. Dancers from the Merce Cunningham troupe dipped their feet into black ink to perform "*STEPS*" on a 20-yard- by 72-inch-wide piece of paper in the multi-purpose room.



Collaboration with Mount Vernon & the National Symphony Orchestra



george WASHINGTON performed by the National Symphony Orchestra at the Kennedy Center.
Photo by Ross Karre

In summer 2012, UCDC, Mount Vernon and the National Symphony Orchestra entered into an agreement to create a new musical composition about George Washington. This composition entitled *george WASHINGTON* is written by Pulitzer Prize winning composer Roger Reynolds. The composition's video and aural components were developed at UCDC and at UC San Diego. Professor Reynolds is a UC University Professor as well as visiting faculty at UCDC. The composition was performed on October 3, 4 and 5 as the 2013-2014 by the National Symphony Orchestra as its season opener at the John F.

Kennedy Center for the Performing Arts.

Summer Term

In Summer 2012, UCDC offered an expanded summer curriculum of four academic courses and two for-credit internship options. All told, UCDC had 125 enrollments in Summer 2012—more than tripling its enrollments over Summer 2011. For the first time, UCDC 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 of academic summer coursework at UCDC and interning a minimum of 24 hours a week for ten weeks was eligible to apply. UCDC 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 2012 summer course evaluations were strong as well. Summer students gave the four academic courses an overall average rating of superior. The superior rating matched the strong course evaluations achieved during the academic year.

	UCB	UCD	UCI	UCLA	UCR	UCSB	UCSC	TOTAL
Spies! The Politics of Intelligence (Lester)	2	4	1	5	2	12	1	27
Campaigns & Elections (Signer)	2	1	1	3	1	5		13
Intensive Writing and Skills Building Seminar (Drutman)		12	2	3	7	3		27
Internship (4 units)	1*	16		2	1*	17		37
Internship (8 units)		2				16**		18
Independent Study		1		2				3
	5	36	4	15	11	53	1	125

*unaffiliated students (not participating through their campus summer programs)

**one UCSB student decreased internship units to 4 with campus approval

Summer '12 Term Enrollments

UCDC also posted a strong Summer 2013, consolidating the gains made in Summer 2012. UCDC expanded its course offerings, giving students the choice of five academic courses (Spies; foreign policy in the Middle East; intensive-writing; science policy; and independent research). The Center again offered the internship course (for four or eight units), seeing a 30 percent jump in enrollments in the four-unit option over 2012. Overall, UCDC achieved 132 enrollments with students participating from virtually every UC campus. The average rating for the question of whether the course was a valuable learning experience was superior — matching the strong academic evaluations for academic-year courses. The Center also awarded nine fellowships and built a new summer web site to assist students in finding the information that they need. Finally, the Center enrolled five Purdue engineering students in eight units of internship credit and four units of Science Policy, establishing a precedent for outside collaborations in future years.

UCDC's collaboration and revenue sharing agreement with UCLA has worked quite well, and our hope is that we would renew the agreement for 2014. 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 serious academics with internships, and the summer program generates additional revenue for the Center to offset student fellowships, building upkeep, and instructional costs. 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.

	UCB	UCD	UCLA	UCR	UCSB	UCSC	UCSD	Purdue	Other	TOTAL
Spies! The Politics of Intelligence (Lester)		6			10		1		1	18
Foreign Policy in the Middle East (Cook)		3	2	1	5		2			13
Intensive Writing and Skills Building Seminar (Drutman)	1	8		3			2			14
Science Policy (Windham & Goldston)		3		1	3			5		12
Internship (4 units)		17	3	1	22	1		5		49
Internship (8 units)		2			7			5		14
Independent Study		1	3		6	1	1			12
	1	40	8	6	53	2	6	5	1	132

Summer '13 Term Enrollments

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. Consultations and drop-in office hours provide students with specific help with their 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 can feature UCDC Alumni as guest speakers.

Student participation (e.g., attendance at workshop or event, one-on-one counseling) from all UC campuses in each quarter ranges from 50-75 contacts each term. 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.

Unfortunately, due to budget constraints the summer 2013 professional development program was not offered, and in fall 2013 the Alumni/Mentor component was suspended do to program budget cut and further review during the transition to the new Center Executive Director.

While each quarter offerings are unique based on unique opportunities in DC, specific past 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”
- Monday Evening Career Panels and ‘Speed Networking’ sessions
- “Considering Graduate or Law School? Current Job Markets and Other Considerations”
- “Tips for Pursuing ‘International’ Careers”
- “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 full semester externship program providing experiential learning through a full time placement in a government agency, nonprofit or advocacy organization. The Program includes law students from Berkeley, UCLA, UC Davis, and UC Irvine. The program combines a weekly seminar 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 implemented in the nation’s capital. During four months’ total immersion in the theory and practice of Washington lawyering, students have contact with all three branches of the Federal government, independent regulatory agencies, and advocacy nonprofits. Participating students receive 13 units of credit for successful completion of the Program, including 10 units for the placement and 3 units for the companion seminar.



UCDC Law program hosts US Supreme Court Justices Breyer and Scalia. Center Forums with the Justices are open to all UCDC students, alumni, faculty and staff.

California News Service

The California News Service, a UCDC project since 2009, has established itself as a reliable and credible provider of stories for newspapers and other outlets throughout California. Under the direction of UCDC Associate Academic Director and former journalist Marc Sandalow, UC students/interns have reported and written news stories for more than 30 California newspapers, many of which have been featured on the front page. Many students have parlayed the experience to get a start on journalism careers at well-known outlets including the *San Francisco Chronicle*, *Politico* and NPR's *Marketplace* as well as graduate work at prestigious institutions including Columbia University Graduate School of Journalism and UC Berkeley's Graduate School of Journalism.

Stories highlight the Washington-California connection. Recent topics include a survey of gun ownership rates among California lawmakers, the difficulty California immigrants would experience on a "path to citizenship" under immigration reform proposals, and features on local participants at a White House science fair. News stories carry the students' byline, and identify the news service as a journalism project of the University of California's Washington Center.

More than 25 interns have published over 500 stories since the program was established. Stories have appeared in the *Los Angeles Daily News*, *Bakersfield Californian*, *San Jose Mercury News*, *San Francisco Chronicle*, *Santa Cruz Sentinel*, *North County Times*, *Fairfield Republic*, *Stockton Record*, *Chico Enterprise Record*, *Daily Cal*, and the *Aggie*, among others.



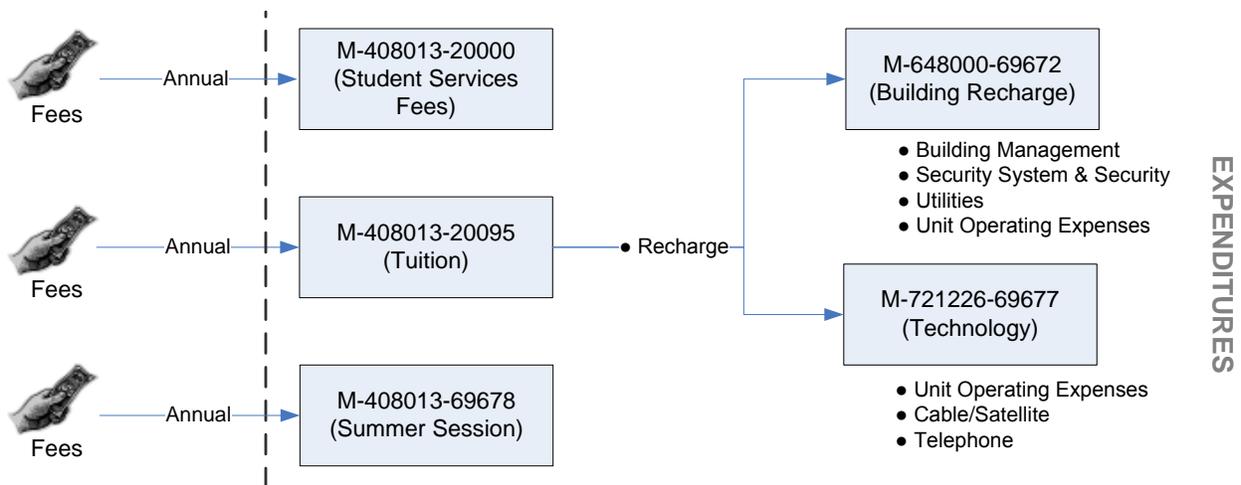
Funding the Academic Program

Manager: Melanie DuPuis

Related FAUs: M-408013-20000, M-408013-20095, M-408013-69678

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. Revenue from the Summer '12 term amounted to \$60,218. 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. A portion of this expense is presently funded by an allocation from the UC Office of the President.



Academic Operations Funding Flow (as of July 1, 2013)

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 Summer Science initiative.

In the academic year 2012-13, 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 '12, 6 in winter '13 and 7 in spring '13. The total elective participation by UC students was 68% for fall '12, 79% for winter '13 and 59% for spring '13.

The fall '12 academic term offered 9 research seminars – 3 un-themed and 6 themed. Topics included Congress, Media, International Relations and Washington Focus. Thirty-six percent of students enrolled in un-themed; 64% enrolled in themed. In the winter/spring '13 academic term 8 research seminars were offered – 3 un-themed and 5 themed. Topics included Congress, Media, International Relations and Washington Ethics. Thirty-three percent enrolled in un-themed; 67% enrolled in themed. In spring quarter '13, 8 research seminars were offered – 2 un-themed and 6 themed. Topics included Congress, Washington Focus, International Policy, Media and Art. Forty-three percent enrolled in un-themed; 57% enrolled in themed.

The Center hosted 10 visiting 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 2012-13 is provided as a supplement to this report.

Course	Instructor	UC	PhD	Discipline	Term
<i>Fall '12 Term</i>					
Impact of Image: How Media Affects Politics	Schank			Communication	Quarter
U.S. Foreign Policy	Preble		•	Political Science	Quarter
Lobbying and Advocacy in Washington	Drutman		•	Political Science	Quarter
U.S. Labor History: 1877 to Present	Frank	•	•	History	Quarter
Washington Ethics	Clark		•	Political Science	Quarter
Energy: Powering Economy in Era Climate Change	Mufson			Political Science	Quarter
Anthropology of Food and Drink	Brandes	•	•	Anthropology	Semester
Washington Ethics	Clark		•	Political Science	Semester
<i>Winter/Spring '13 Term</i>					
Tablets to Cloud	Head	•	•	Anthropology	Quarter
Contemporary Democratic Theory	Warnke	•	•	Political Science.	Quarter
Political Economy of Trade, Finance and Debt	Arruda de Almeida	•	•	Political Science	Quarter
Green Politics: Science/Policy of Environmentalism	Eilperin			Political Science	Quarter
Museums: Past, Present, Future	Dawson			Political Science	Quarter
Crime and Delinquency	Sutton	•	•	Sociology	Quarter
Beyond Sovereignty	Starrels			Political Science	Semester
Ensuring Food Safety	Ekperigin		•	Political Science	Semester
<i>Spring '13 Quarter</i>					
Crime and Delinquency	Sutton	•	•	Sociology	Quarter
From Clay Tablets to the Cloud	Head	•	•	Political Science	Quarter
U.S. Foreign Policy	Preble		•	Political Science	Quarter
Arts in the Capital	Reynolds	•	•	Arts	Quarter
The Moving Image	Guggenheim			Arts	Quarter
Race and Ethnicity in American Politics	Abrajano	•	•	Political Science	Quarter
Sustainability and Social Change	DuPuis	•	•	Sociology	Quarter

Academic Year '12-'13 Electives

UCDC Website

UCDC new website (www.ucdc.edu) went online in 2012-2013, the first overhaul of the center's Internet presence since the building opened in 2001.

The web page now includes hundreds of up-to-date pages featuring information for students, prospective students, parents, faculty, internship sponsors, event planners, and alumni.

Starting in Fall 2013, students are able to register for courses, both research seminars and electives, through the web page, which controls class sizes and produces up-to-date rosters. Alumni can find ways to connect with other Washington area UC graduates. Event planners can see layout of the center's meeting rooms, and view an availability calendar. AAC members can read meeting agendas and background material on the governance page.

The volume of material, and the potential for more, is staggering. It includes academic calendars, class schedules, contact information for faculty, pages containing course materials, descriptions of the program and links to campuses. In addition, it is a location for information on the summer program, science and arts sessions, activity sign-ups, technical support, a housing handbook, advice on finding internships, arriving in Washington and local restaurants.

The site is updated constantly. Weekly "web" meetings provide a forum for anyone who wants to contribute. Information on upcoming forums and programs keep the page fresh. A feed of university information updates automatically. The web page is also a vehicle to quickly disseminate information on Washington events or incidents in the building. The web page also features regular profiles of successful students or faculty, a way of broadcasting accomplishments to the outside world as well as prospective students.

A "Photo of the Week" contest elicited the hundreds of student photo submissions, many of which are prominently featured throughout the web page.

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 which further 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 '12-'13, UCDC hosted 50 events earning approximately \$122,000 in gross revenue. This is roughly equal to half of the revenue generated in the previous fiscal year. Construction of a new building at a site that abuts the Center generated a volume of noise that made UCDC's first floor events venues unusable for much of summer and fall 2012. The bulk of this year's income was from external organizations. UCDC hosted 33 non-UC events generating revenues of \$104,000. Seventeen additional events were hosted by UC affiliated organizations for revenues of \$18,000.

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.



US Supreme Court Justice Scalia addresses UCDC students at a recent Center Forum.

Congressional Internship Orientation

UCDC has 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. 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

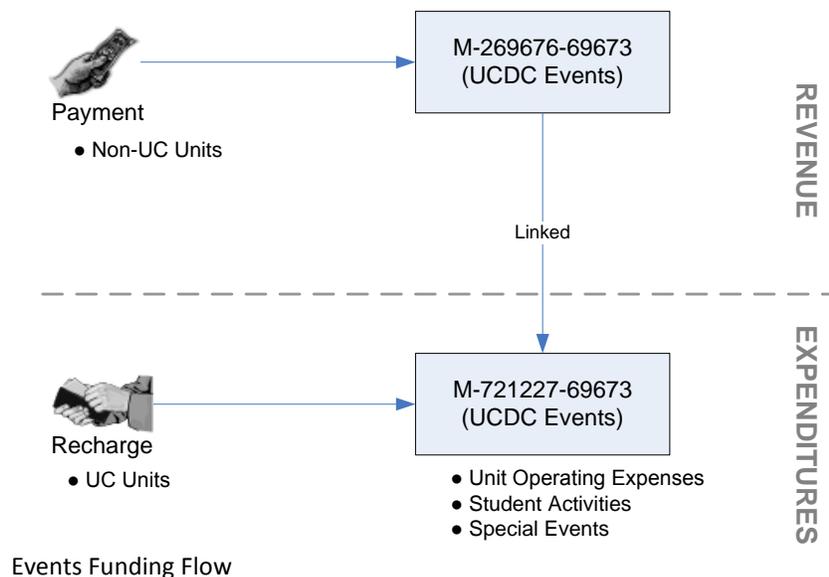


Representative Doris Matsui and Winter 2013 Matsui Fellowship Recipients

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 '12-'13, \$32,000 in Matsui Fellowships were awarded to twenty-one recipients.

Career Panels, Networking, Alumni Development

UCDC 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. Also, recent alumni and prospective students are welcomed at Center Forums, graduate program information sessions, and more. Each term, young alumni are invited to UCDC 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.



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

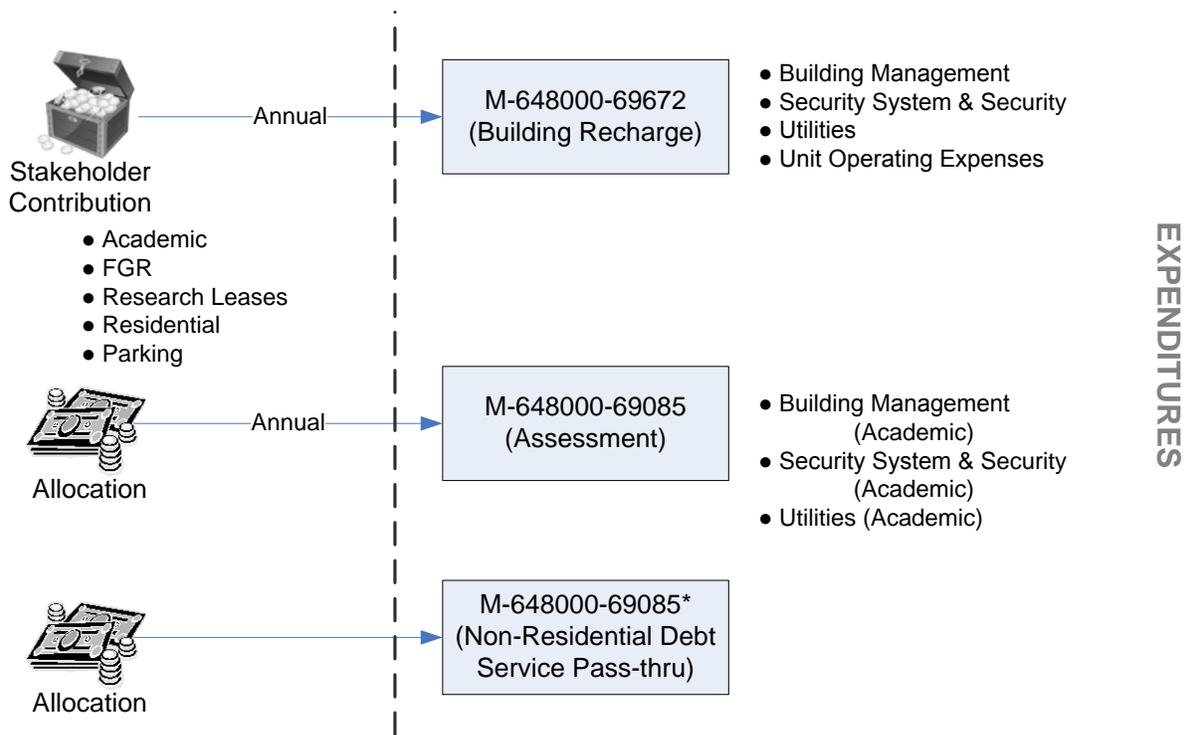
All building contracts except for building access and life safety monitoring, and indoor plant maintenance are the responsibility of Complete Building Services (CBS). CBS is currently in their 6th year of a 5 year contract with a 5 year extension option. CBS manages all of the physical plant areas as 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, and two Maintenance Mechanics.

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 '12-'13 our guest housing operation received \$55,304 in revenue. Of that \$35,174 was from recharges to campus programs.



Facilities Management Funding Flow

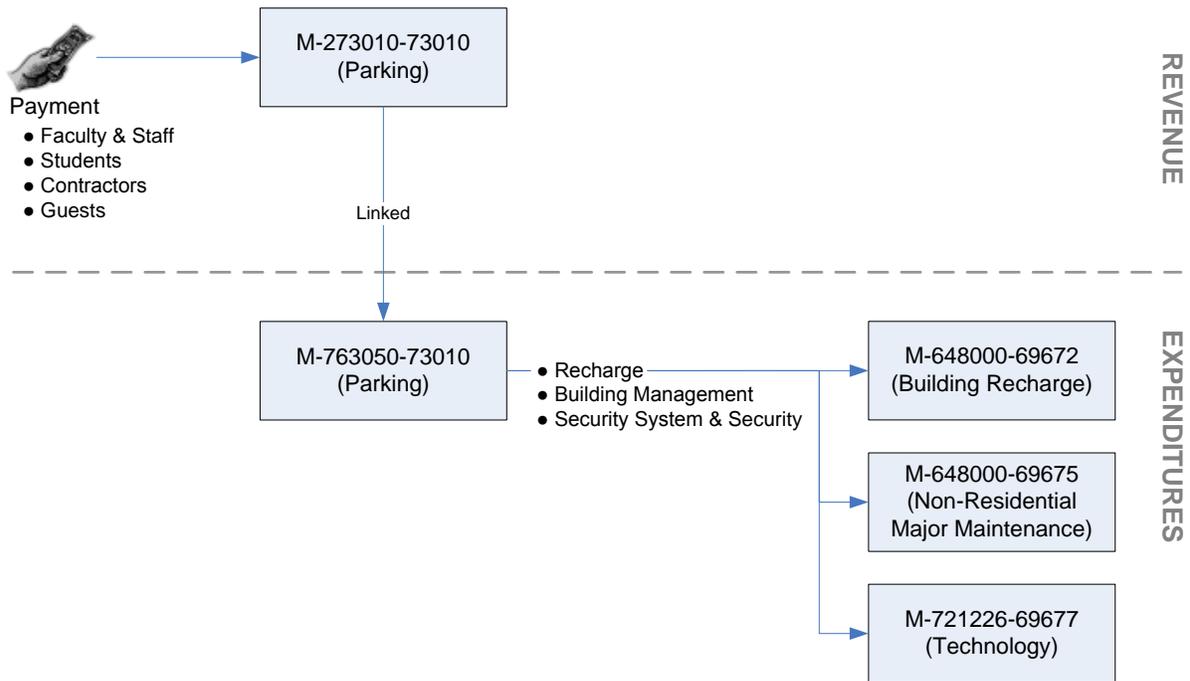
**The UC Washington Center facility at 1608 Rhode Island Ave., NW in Washington, DC is owned and operated by the University of California, Office of the President. By long-standing agreement, UCOP covers UCDC's annual Non-Residential Debt Service. Non-Residential Debt Service is on floors 1 through 3 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 12-13 we had about 33 people participating in monthly parking. Daily parking is available for faculty, staff, students and guests of the Center as well. For Fiscal Year '12-'13, the parking operation received \$55,954 in revenue. Of that, \$1,475 was from recharges of campus programs.



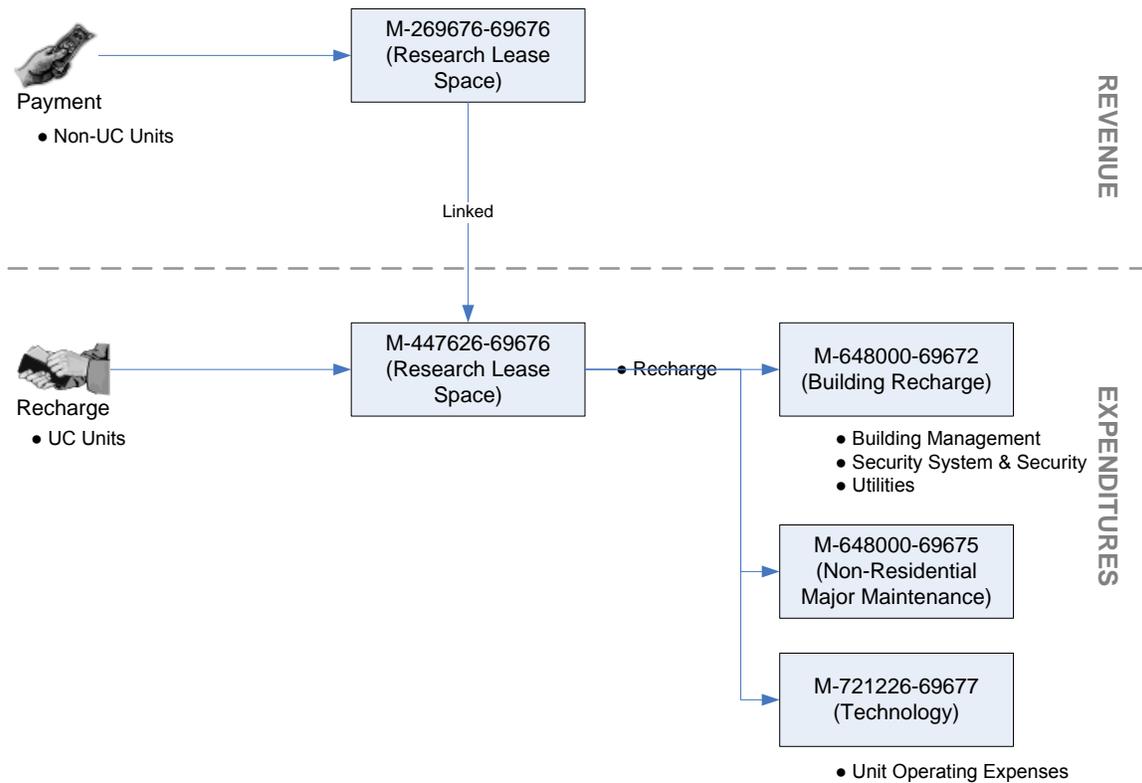
Parking Funding Flow

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 '12-'13 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 2012-2013 included Penn State, The University of Georgia, The University of New Mexico, and The College of William and Mary. For Fiscal Year '12-'13 the Office Lease operation received \$154,724 in revenue including \$48,717 in campus recharges.



Lease Management Funding Flow

Residential Services

Manager: Josh Brimmeier

Related FAUs: M-273000-73000, M-763045-73000

Introduction

The Residential Life Office is comprised of the Residential Life Director, Student Services Coordinator, Auxiliary Services Coordinator, and two Community Assistants (CAs). The Residential Life team is responsible for the governance and safety of the students residing in the center. Residential Life creates programs, educational opportunities, and community service events which help our residents to become more aware global citizens. Our staff seeks to create a strong and collaborative community and encourages student engagement with events and activities designed to enhance the out of the classroom experience. This year, the Residential Life team continued the tradition of encouraging students to become active and engaged community members by organizing utilizing the Residential Advisory Council (RAC). RAC put on 6 programs from January 2013-June 2013 including several cultural events.

Mission

The Residential Life Office supports the University of California's mission by fostering co-curricular opportunities and providing quality facilities and services that enhance student growth and development in a residential living/learning environment.

Philosophy

All members of the University of California, Washington Center's Residential Life Office are dedicated to student-centered programs, services, and interactions. We are committed to continuous learning. Our operating style is transparent and responsive to students' needs and interests through partnerships with students, faculty, staff, alumni, and guests.

The Residential Life Office endeavors to provide a safe, secure, healthy, clean, and well-maintained environment that supports learning beyond the traditional classroom boundaries. As a result of living in the Washington Center, students will further develop: academic skills, leadership skills, professional aptitude, personal skills, civic and community responsibility, and an understanding and appreciation of human differences.



UCDC Resident Advisory Council (RAC) sponsors a work project at the DC Kitchen

The Community Assistants

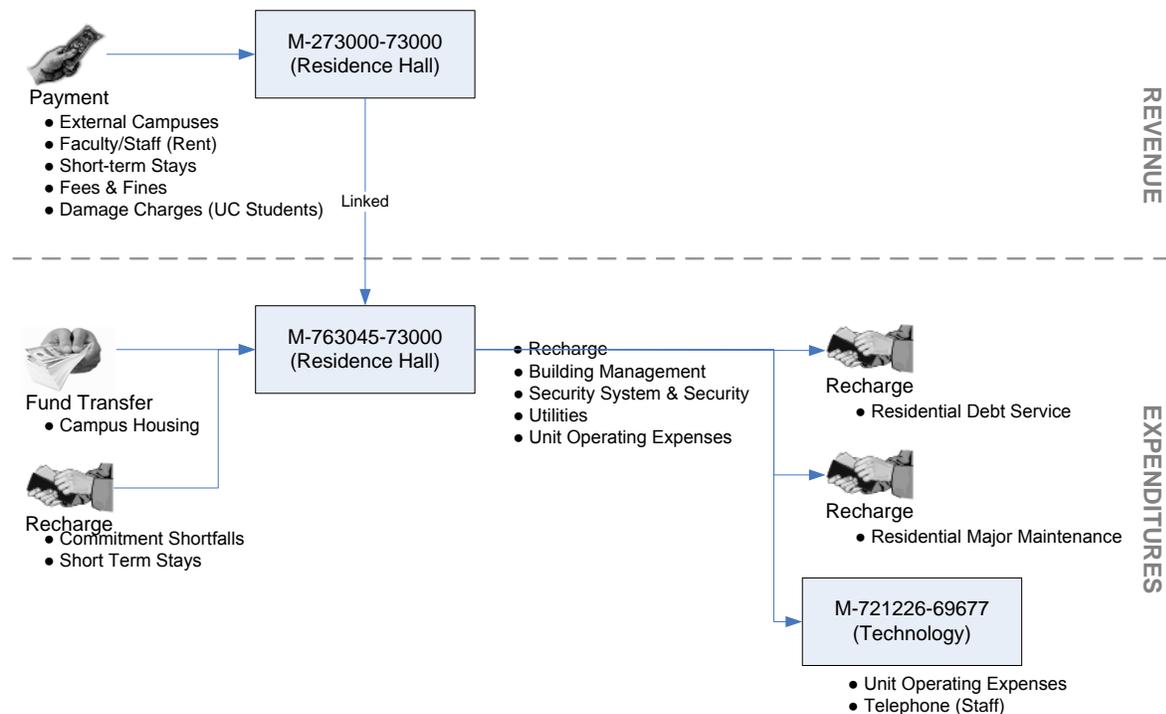
The Community Assistants (CAs) are live-in staff members. They serve as the first line of response to critical incidents in the UC Washington Center’s Residential Floors. Most have experience service as Residence Advisors on a UC Campus and have been students in the UCDC program previously and have their Bachelor’s Degrees from a University of California Campus. This shared experience assists them in their efforts to relate to and be a resource for students. The CAs and Residential Life Staff work to maintain a safe environment by maintaining a 24-hour on call duty phone for emergency response.

Mental Health Services

UCDC’s Residential Life program contracts with Parkhurst and Associates to provide mental health resources to the residents of the Center. This program began during the 2007-2008 academic year. Residents have the option of participating in small group therapy sessions, making individual appointments with counselors, or attending walk-in hours offered two evenings a week at the Center. During the ‘12-‘13 Academic Year, 32 students were seen for a variety of reasons most of which could be considered issues relating to transitions (both geographically and in some cases life shifts as students prepare to graduate).

Programming Model

The Residential Life Office at UCDC operates a programming model which incorporates learning outcomes and categorizes programs based on the learning outcomes. CAs are required to program in all categories throughout the year while also giving thought to the safety, feasibility, and inclusiveness of the programs. The programming categories include: Social, Community Service, Inclusion/Social Justice, Wellness, District of Columbia Experience, Partnership Programs, and Passive Programs/Bulletin Boards.



Residential Services Funding Flow

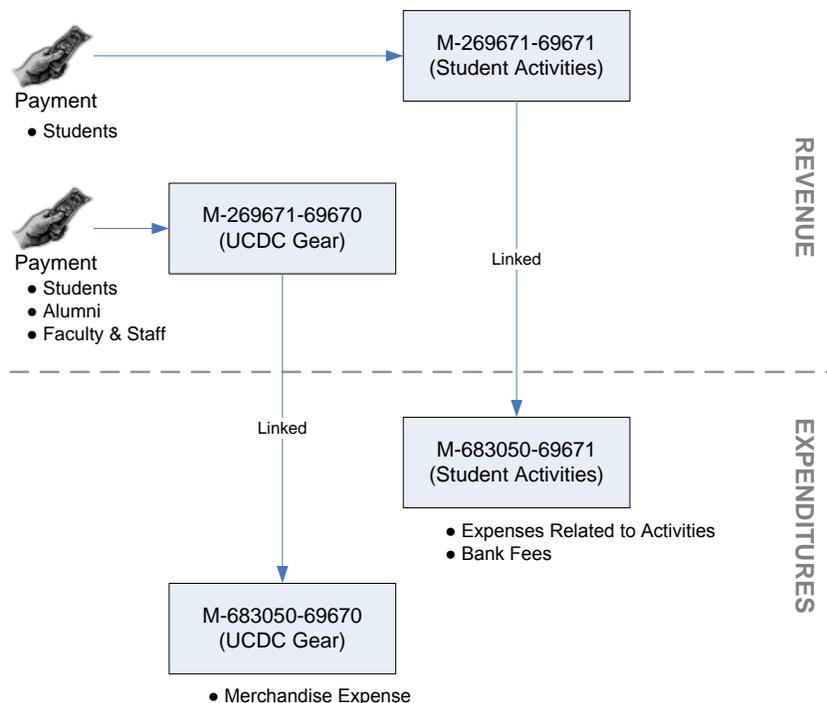
Student Services

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. 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 '12-'13 Student Services sponsored twenty-four trips or activities with a total of 1,021 spaces available for students. Total revenue from student trips was \$26,142.

The Student Services unit also sells a line of UCDC branded items to students. UCDC Gear includes a variety of 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 revenues income for FY '12-'13 were \$2,540. A credit card Point-of-Sale device was installed in the Residential Life office in December so this was the first year where students could pay with a credit card.



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 technology; e-mail, personal computing and network services, telephones, television and classroom A/V as well as numerous other online academic, administrative and business systems.

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 and an Enterprise Infrastructure Engineer. The principal duties of the Computer Resource Specialist is to provide support of faculty & staff personal computing, management of the student computer lab and 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 provides maintenance and support of all network-based services (including network servers).

Network Accounts Managed:	2,230
Network Accounts Created:	2,124
Center Managed PCs:	291
Personally-Owned Network Devices Registered:	1,463
Network Servers & Appliances	59
Telephones	111
Televisions	115
A/V-enabled Classrooms	11

This year UCDC brought a new AV enabled classroom online. This room located on the 2nd floor (classroom 210) doubles as both a classroom and an events venue. A/V technology was upgraded in classroom 311A. This is the last of the classrooms in our first technology renewal cycle to be upgraded.

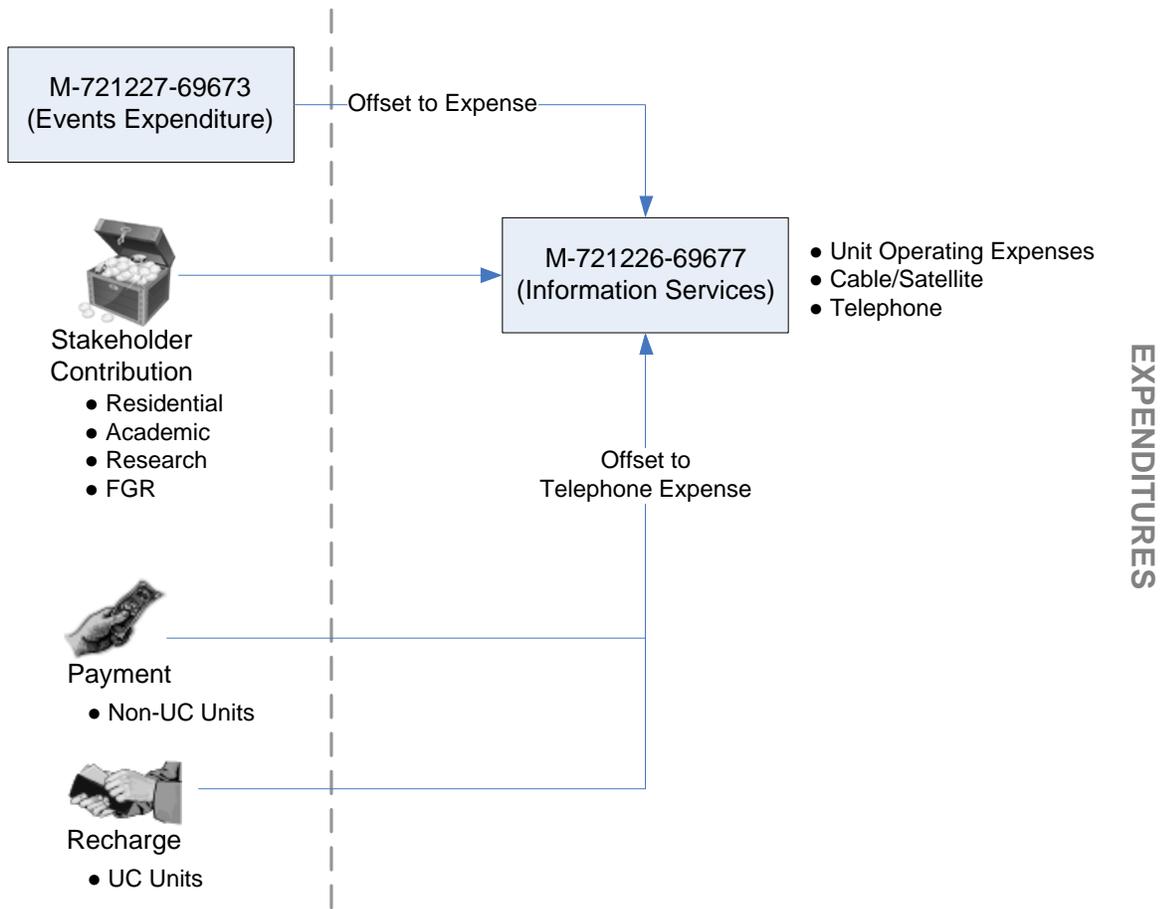
On Memorial Day 2012, a fire on the third floor of UCDC caused extensive flooding including within the 2nd floor Data Center. Both network core switches were lost to water damaged and were subsequently replaced. Recovering from the collateral effects of the fire and planning for mitigation from future disasters set the tone for this last year. UCDC embarked on a major effort to update and harden its Data Center. Unused or outdated cabling and equipment was removed from the Data Center. Moreover the open air frames where equipment was hung were replaced by cabinets. Moving the network equipment into cabinets consolidated the equipment into a smaller space and made the equipment less susceptible to overhead flooding from the upper floors. Additional layers of redundancy were implemented on UCDC's core switches, routers and firewalls as well as to the facility's internet access and to its network infrastructure between floors.

The multi-year www.ucdc.edu website renewal and upgrade begun in 2011 continued this year. A new online course enrollment and management system was successfully implemented with the Winter '13 term. This was achieved with off-the-shelf products including GoSignMeUp to track course enrollments, Blackboard for the online management of courses and TurnItIn's plagiarism detection system. The

delivery of a new Student Information System (SIS) is expected in October. This new SIS is custom designed to enable UCDC and campus UCDC programs to track students from initial application through acceptance and participation. It is anticipated that additional modules for online acceptance of recommendation letters and tracking of student internships that were not included in the initial project requirements will be added in the upcoming year.

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.
Network support
Daily monitoring, management & maintenance of network servers; (file/print, e-mail, web, etc.); Creation and administration of network and e-mail user and group accounts and directories; Install and upgrade network server software and hardware; 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.
Telephone
Technical support & maintenance of facility telephone system.
Television
Technical support & maintenance of facility television system;
Website and database management
Website & database creation and management; Creation of content for website.
Administration & Other
Inventory management; Systems analysis; Emergency communications.



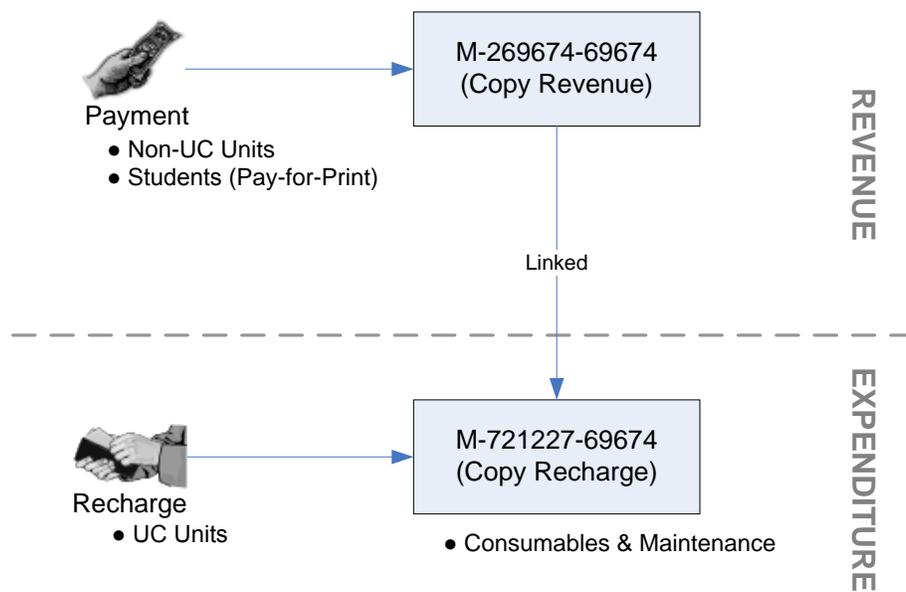
Information Services Funding Flow

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 is 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: Melanie DuPuis

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: Melanie DuPuis

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: Melanie DuPuis

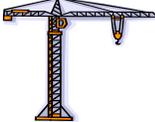
Related FAU: M-408010-40045

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).

	Funding Source
 <p><u>Unit Operating Expenses</u></p> <ul style="list-style-type: none"> • Academic • Building Management • Events • Information Services • Residential Services <ul style="list-style-type: none"> ○ Student Activities ○ UCDC Gear ○ Mental Health Services 	<ul style="list-style-type: none"> • Student Fees (Academic) • Allocation from UCOP (Academic) • Facilities Matrix Recharge (Building Management & Information Services) • Fees & Recharges (Events & Student Activities)
 <p><u>Utilities</u></p> <ul style="list-style-type: none"> • Electric • Gas • Water/Sewer 	<ul style="list-style-type: none"> • Actual expenses charged to Stakeholders based on Facilities Matrix Recharge allocations
 <p><u>Debt Service</u></p> <ul style="list-style-type: none"> • Residential • Non-Residential 	<ul style="list-style-type: none"> • Student Fees & Other Income (Residential) • Allocation from UCOP (Non-Residential)
 <p><u>Major Maintenance</u></p> <ul style="list-style-type: none"> • Residential • Non-Residential 	<ul style="list-style-type: none"> • Student Fees & Other Income (Residential) • Surplus from Research Leases & Parking • Recharge from Events • Ad hoc Funding
 <p><u>Technology Infrastructure Renewal</u></p>	<ul style="list-style-type: none"> • Surplus from Research Leases & Parking • Recharge from Events • Ad hoc Funding
 <p><u>Internet</u></p>	<ul style="list-style-type: none"> • Allocation from UCOP—ITS

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. Stakeholders include the Residential, Parking and Research Lease operations as well as the Academic unit and Federal Governmental Relations. 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 '12-'13 the student residential rate was \$1,139 a month. This was a 3.0% 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).

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 '12-'13 the total debt service payment was \$1,708,958. The residential share came to \$1,151,084 and was fully funded by the Center's residential operation. The non-residential share was \$557,874.

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

Financials for FY '12-'13 through FY '14-'15

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 '12-'13 through FY '14-'15 below.)



UCDC students at the Tidal Basin, Summer Term 2013

APPROPRIATIONS/REVENUE

	'12-'13 (Actual)	'13-'14	'14-'15
Student Fees	1,902,572	1,934,550	1,981,550
TOTAL FEE REVENUE	1,902,572	1,934,550	1,981,550
UCOP Contribution	310,742	556,902	561,522
<i>Academic Program (including support for facilities overhead)</i>	172,925	414,611	414,611
<i>FGR Support</i>	137,817	142,291	146,911
UCOP Contribution to Non-Res. Debt Service ¹	572,450	552,933	552,653
UCOP IR&C Contribution to Internet Access	32,400	32,400	32,400
TOTAL UCOP APPROPRIATIONS	915,592	1,142,235	1,146,575
Residential ²	3,458,023	3,381,000	3,482,430
Research Leases	154,724	160,000	164,800
Parking	55,957	69,300	69,300
Events	122,000	210,000	210,000
Copying Services	9,655	10,000	10,000
TOTAL OTHER REVENUE	3,800,360	3,830,300	3,936,530
TOTAL APPROPRIATIONS/REVENUE	6,618,524	6,907,085	7,064,655

EXPENDITURES

	'12-'13	'13-'14	'14-'15
Academic	1,712,638	1,765,777	1,785,884
Residential	714,014	735,434	757,497
Research Leases	97,954	97,393	100,315
Parking	123	125	125
Events	265,410	190,000	195,700
Copying Services	11,470	12,000	12,000
Building Management ³	1,208,411	1,244,663	1,282,003
Technology Operations	441,326	454,537	468,163
Debt Service ^{1, 4}	1,722,102	1,698,170	1,697,228
Internet Access	32,400	32,400	32,400
TOTAL EXPENDITURES	6,205,848	6,230,499	6,331,315

ANNUAL BALANCE	412,676	676,586	733,339
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CARRYFORWARD ⁵	4,087,893	4,353,981	4,562,805
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UPGRADES / DEBT SERVICE

	'12-'13	'13-'14	'14-'15
Debt Service Reserve	100,000	100,000	100,000
Major Maintenance Sub-total ^{6, 7}	-	117,762	268,308
Technology Renewal	46,587	250,000	300,000
TOTAL UPGRADES/DEBT SERVICE	146,587	467,762	668,308

ANNUAL OPERATING POSITION ⁸	4,353,981	4,562,805	4,627,837
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DEBT SERVICE/UPGRADE RESERVE (cumulative) ⁹	656,974	756,974	856,974
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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. In FY '12-'13 occupancy exceeded initial projections. This is a trend which seems to be continuing in FY '13-'14.

³ Includes Building Management, Security & Security Systems & Utilities expenses; routine building maintenance also 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.

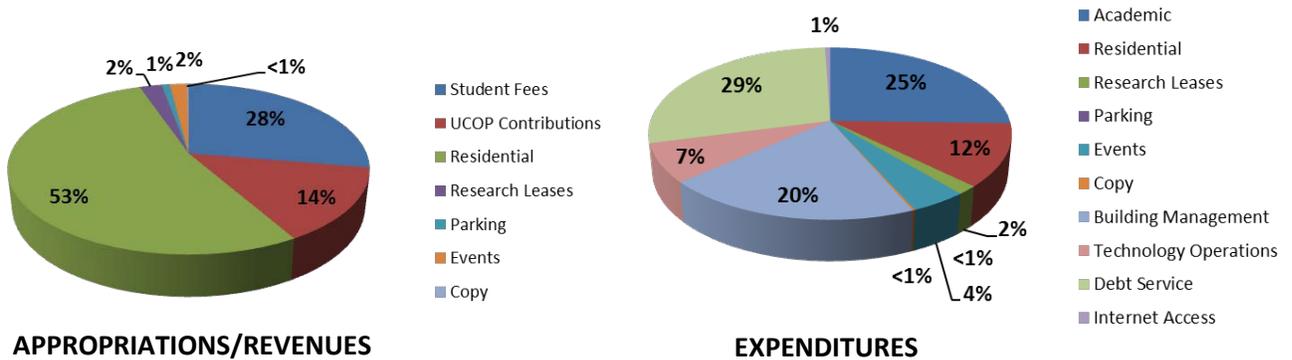
⁶ Floors 4 - 11 for the purpose of major maintenance are considered residential. Residential major maintenance is supported out of residential operations revenues. In FY '12-'13 there were no major maintenance expenses.

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

⁸ Annual Operating Position is (Annual Balance + Carryforward) - Upgrades/Debt Service

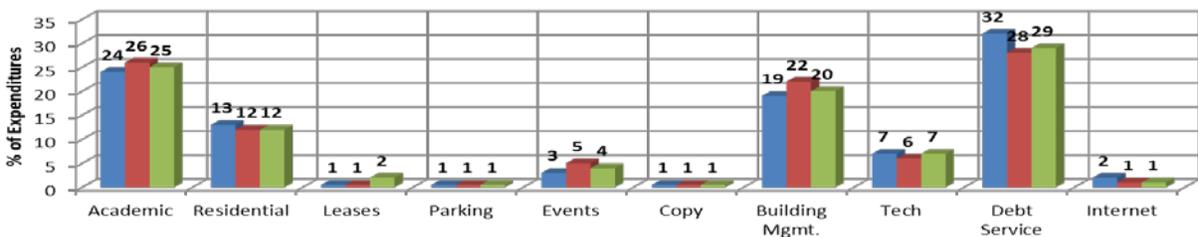
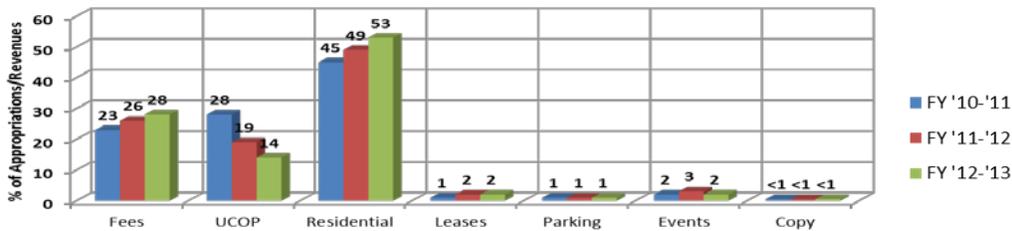
⁹ Debt Service/Upgrade Reserve to be maintained w/at least 25% of debt svc balance (about \$431K); surplus reserve to be used as needed for major maintenance and/or upgrades.

Comparison of Appropriations/Revenues and Expenditures for FY '12-'13



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 2013-14.

Building Operating Expenses	2013-2014	Residential	%	Parking	%	Academic	%	Research	%	FGR	%
Operating Expenses											
Building Management	\$ 914,788	\$ 558,021	61.0%	\$ 9,148	1.0%	\$ 256,141	28.0%	\$ 38,421	4.2%	\$ 53,058	5.8%
Security System & Security	\$ 248,133	\$ 178,656	72.0%	\$ 12,407	5.0%	\$ 32,257	13.0%	\$ 10,422	4.2%	\$ 14,392	5.8%
Cable/Satellite	\$ 970	\$ 786	81.0%	\$ -	0.0%	\$ 184	19.0%	\$ -	0.0%	\$ -	0.0%
Technology	\$ 453,586	\$ 29,483	6.5%	\$ -	0.0%	\$ 306,170	67.5%	\$ 43,091	9.5%	\$ 74,842	16.5%
Sub-total Operating Expenses	\$ 1,617,477	\$ 766,945		\$ 21,555		\$ 594,753		\$ 91,933		\$ 142,291	
Utilities (Estimated)											
Electric	\$ 304,244	\$ 219,055	72.0%	\$ -	0.0%	\$ 54,764	18.0%	\$ 12,778	4.2%	\$ 17,646	5.8%
Gas	\$ 62,745	\$ 45,176	72.0%	\$ -	0.0%	\$ 11,294	18.0%	\$ 2,635	4.2%	\$ 3,639	5.8%
Water/Sewer	\$ 101,867	\$ 87,605	86.0%	\$ -	0.0%	\$ 9,168	9.0%	\$ 1,528	1.5%	\$ 3,565	3.5%
Sub-Total Utilities	\$ 468,855	\$ 351,837		\$ -		\$ 75,226		\$ 16,942		\$ 24,851	

Notes

- Annual Transfer of Funds
- Recharge of Expenses Performed Monthly (estimated annual expense)

Facilities Matrix for FY '13-'14

- ❖ **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 stakeholder. 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 directly charged actual utility expenses on a monthly basis.

The UCDC Student Academic Year '12 – '13



**UNIVERSITY OF CALIFORNIA,
WASHINGTON CENTER**

1608 Rhode Island Ave., NW • Washington, DC

INTRODUCTION

The information contained in this report was compiled by the Office of the Registrar 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 participants from Berkeley, Davis, Irvine, Los Angeles, Merced, Riverside, Santa Barbara, Santa Cruz and San Diego.

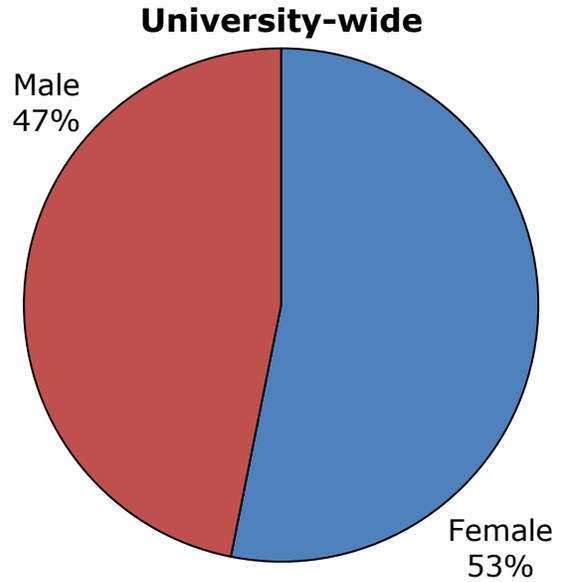
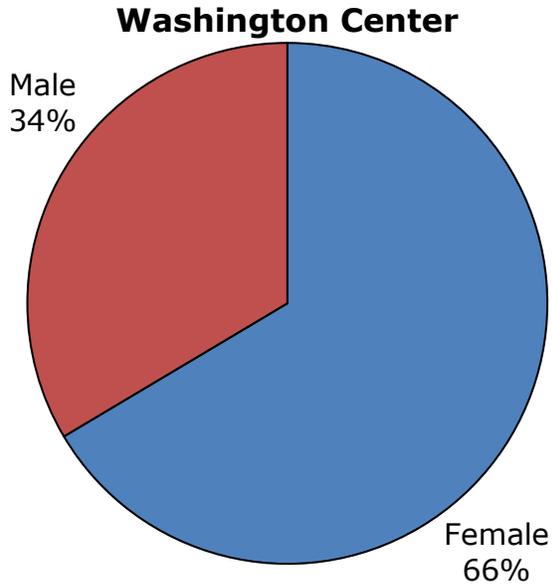
This reports highlights current and historical student data in the areas of gender, ethnicity, age, academic status, parental college attendance, parental income, participant grade point average at time of application, major, as well as internship and academic participation while at UCDC.

UC Campus Participation Commitments

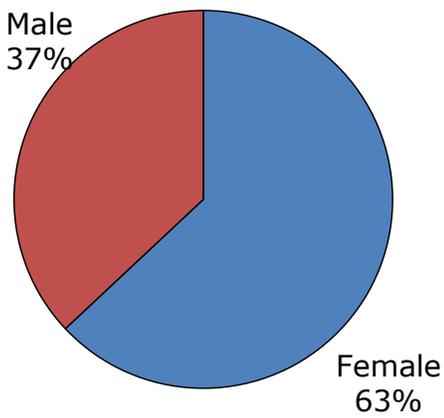
Campus	Enrollment				AY Total	Total
	Summer	Fall	Winter	Spring		
Berkeley	68	26	26	-	52	120
Davis	30	30	30	30	90	120
Irvine	40	23	19	23	65	105
Los Angeles	35	30	30	30	90	125
Merced	0	8	4	-	12	12
Riverside	15	20	15	20	55	70
San Diego	15	30	27	30	87	102
Santa Barbara	30	31	23	31	85	115
Santa Cruz	-	22	22	22	66	66
Total	233	220	196	186	602	835

GENDER

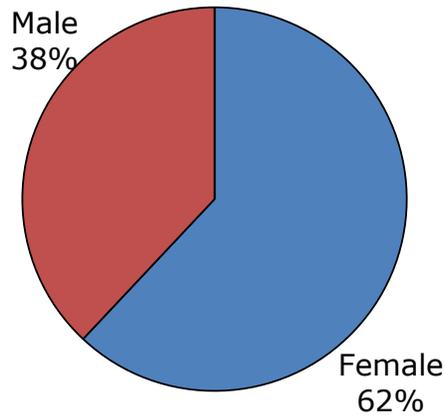
Comparison to UC as a Whole for Academic Year 2012–2013



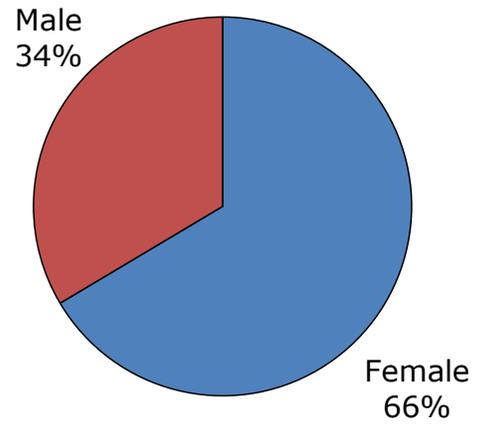
Comparison of gender at the Center over last 3 academic years



2010–2011



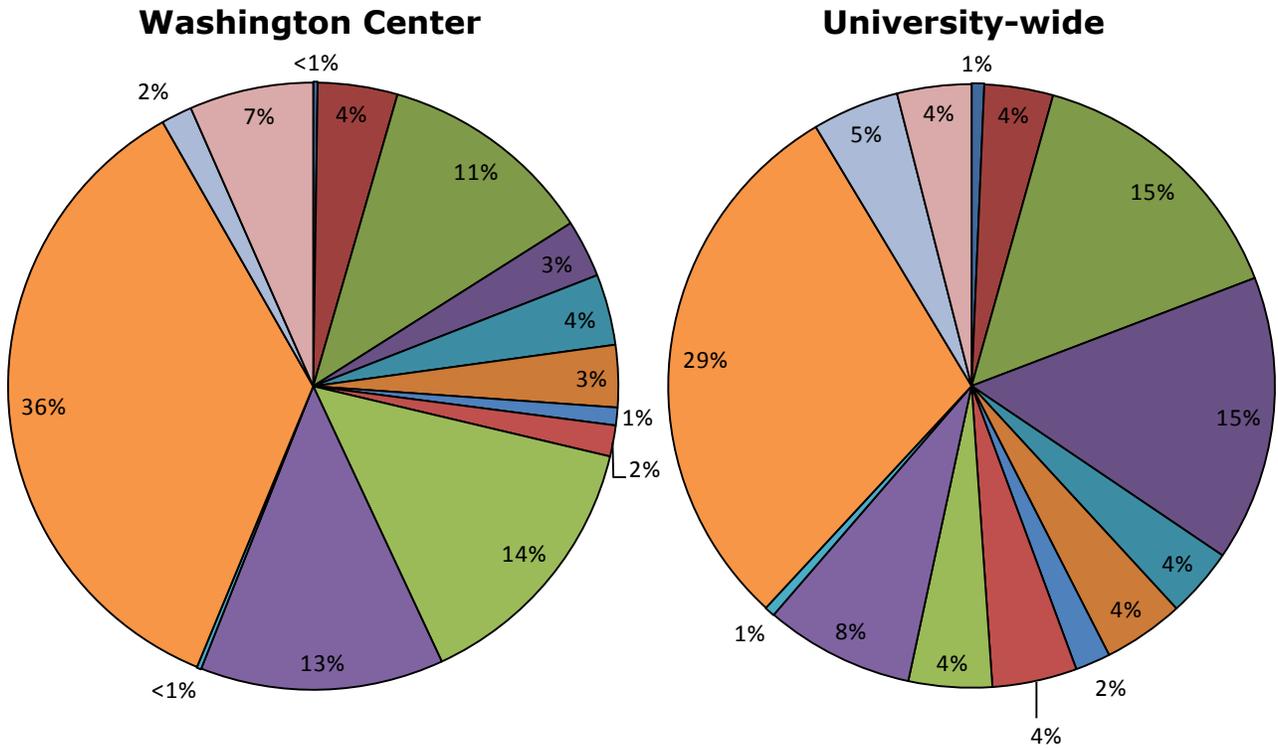
2011–2012



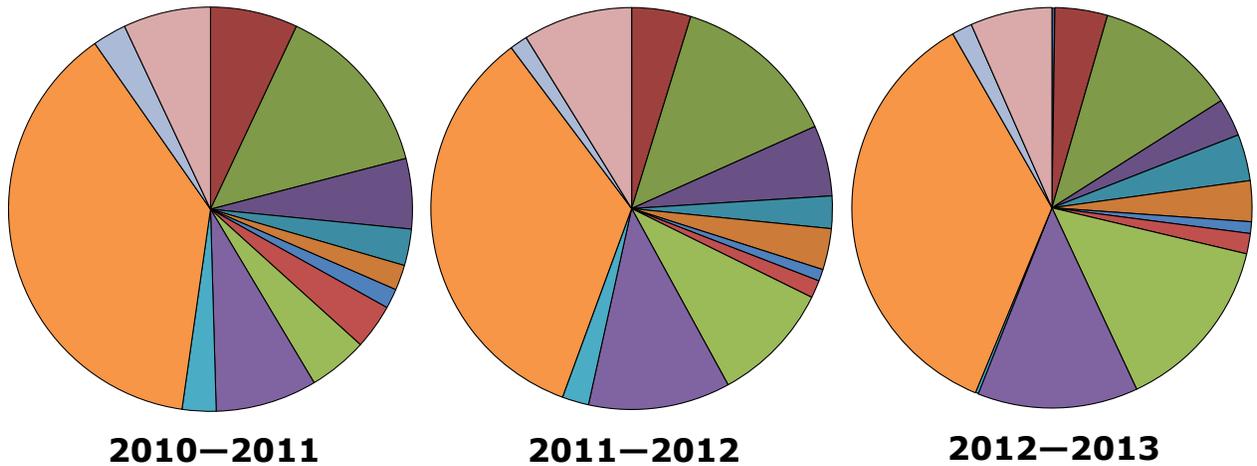
2011–2013

ETHNICITY

Comparison to UC as a Whole for Academic Year 2012–2013



Comparison of ethnicity at the Center over last 3 academic years

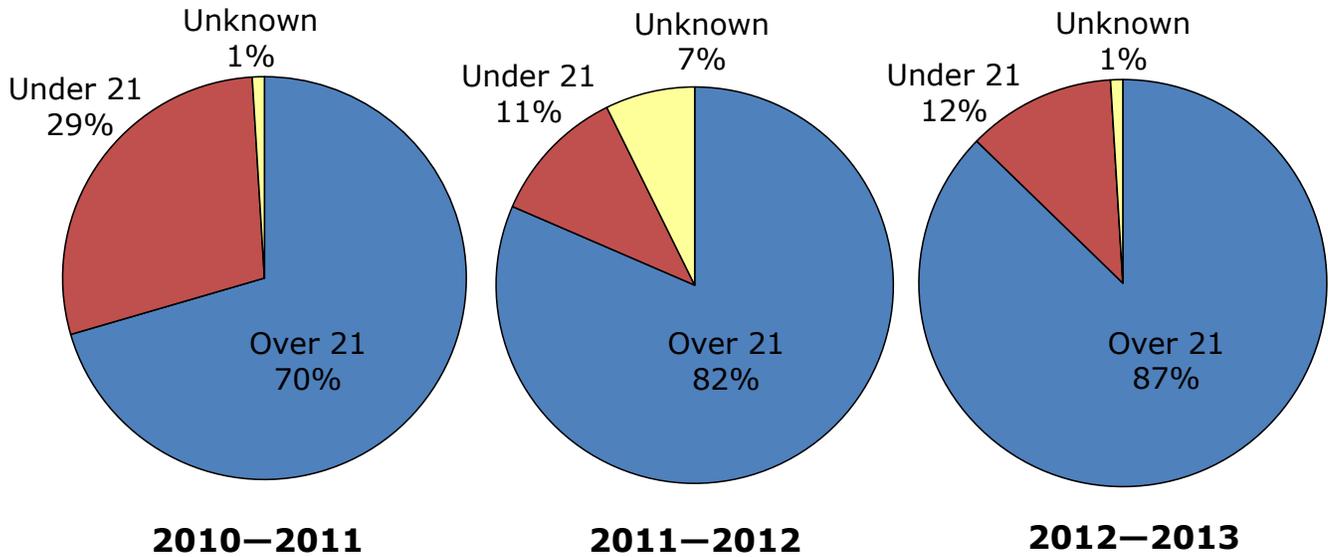


- American Indian/Alaskan Native
- Black/African American
- Chicano/Mexican American
- Chinese/Chinese American
- East Indian/Pakistani
- Fillipino American/Filipino
- Japanese/Japanese American
- Korean/Korean American
- Latino/Other Spanish American
- Other Asian
- Pacific Islanders/Micro/Polynesian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

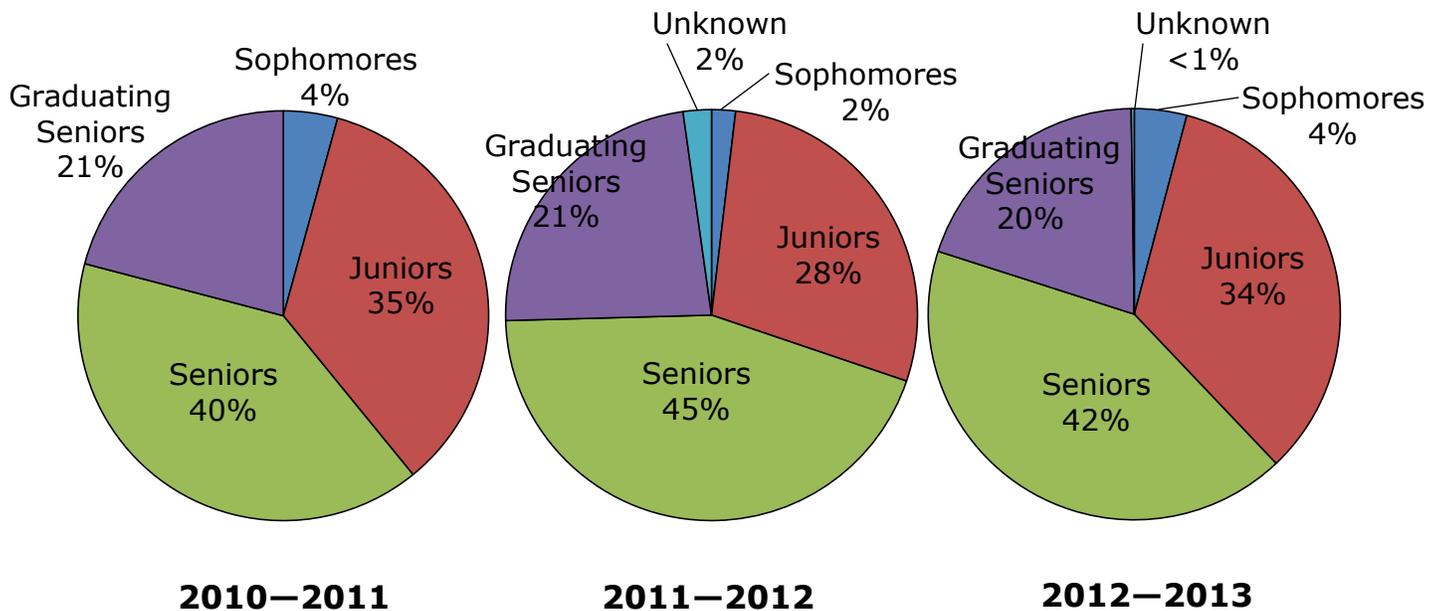
STUDENT AGE & ACADEMIC STATUS

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



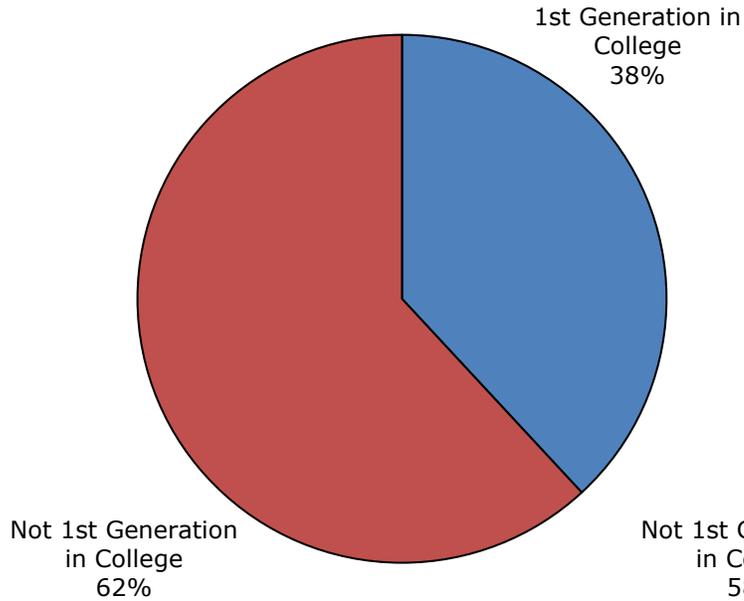
Breakout of academic status over the last 3 academic years



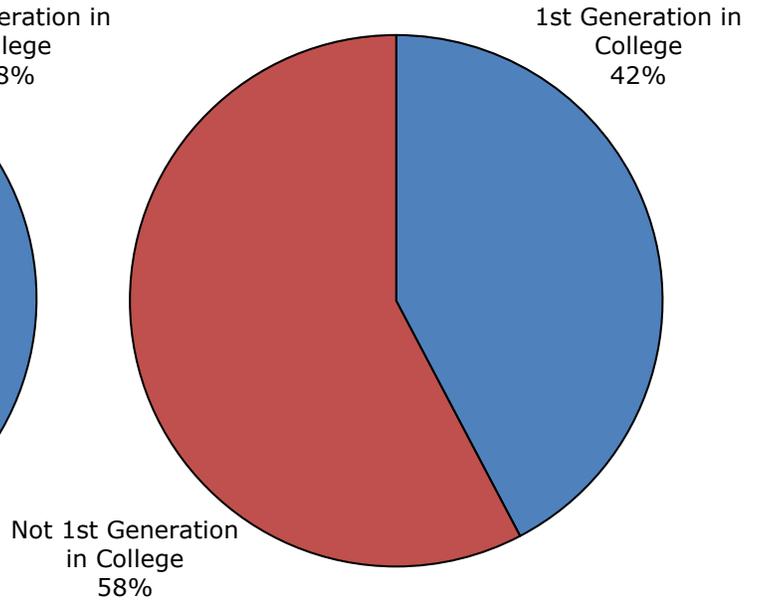
PARENTAL COLLEGE ATTENDANCE

Comparison to UC as a Whole for Academic Year 2012–2013

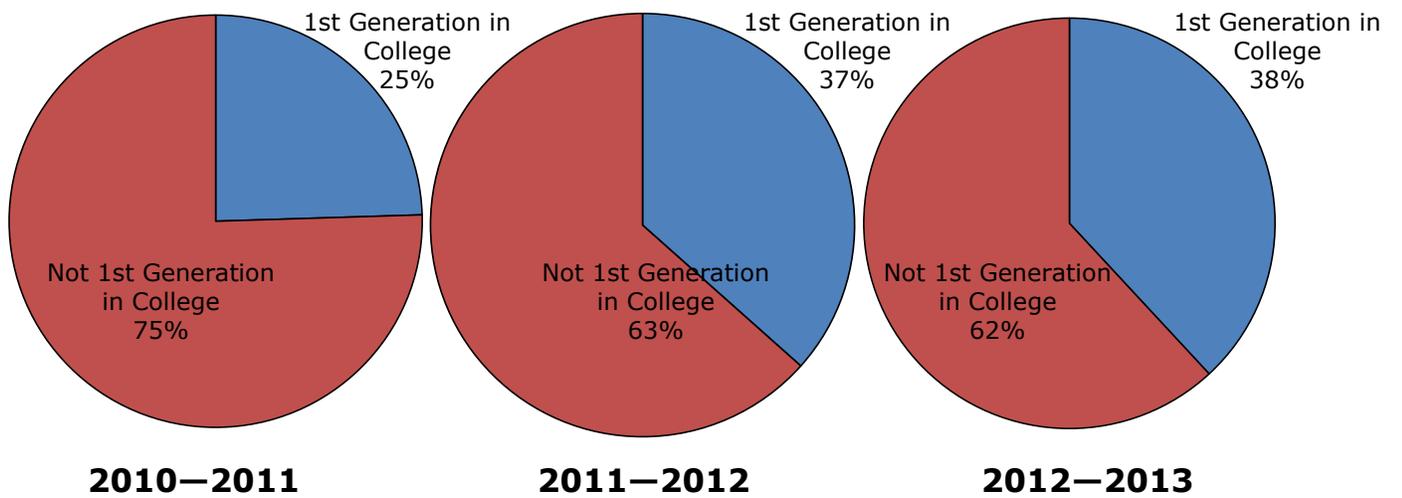
Washington Center



University-wide*



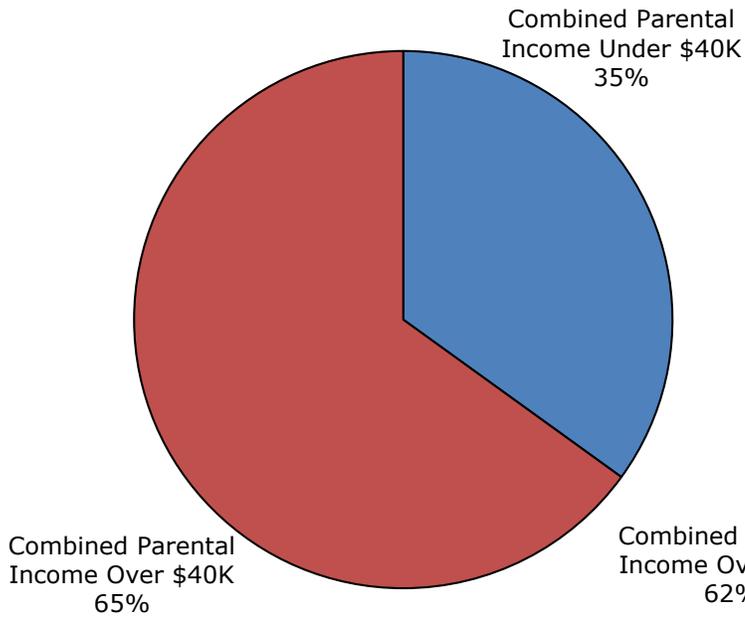
Comparison of parental college attendance at the Center for the last 3 academic years



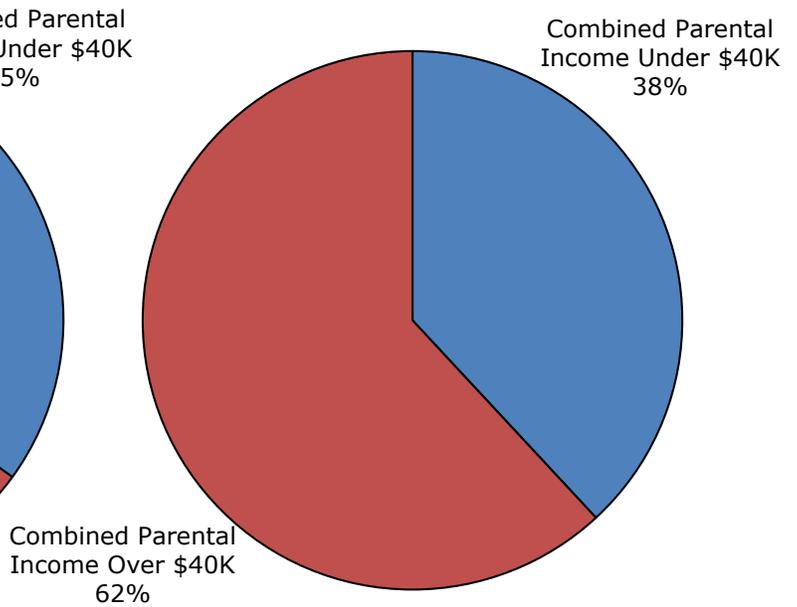
PARENTAL INCOME

Comparison to UC as a Whole for Academic Year 2012–2013

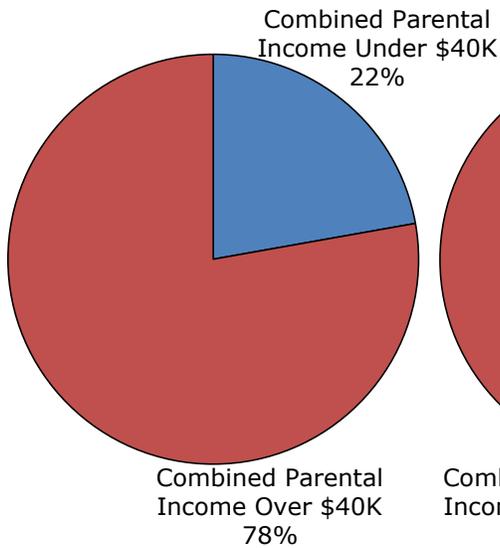
Washington Center



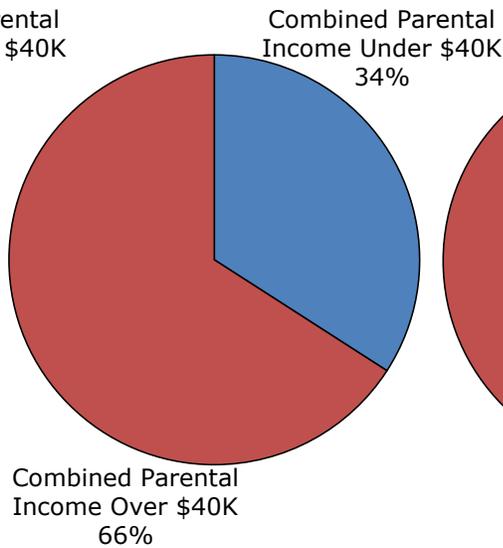
University-wide*



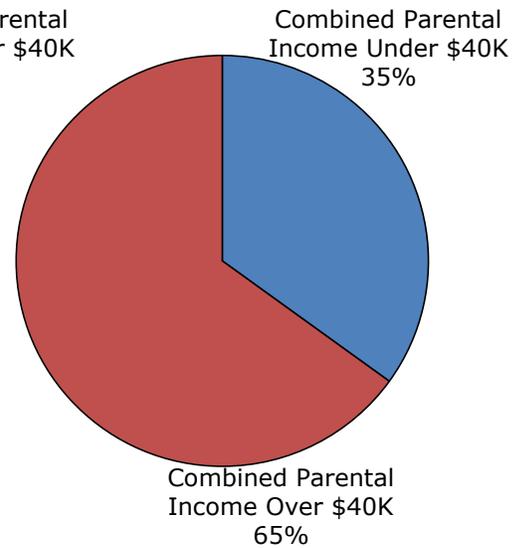
Comparison of combined parental income at the Center for the last 3 academic years



2010–2011



2011–2012

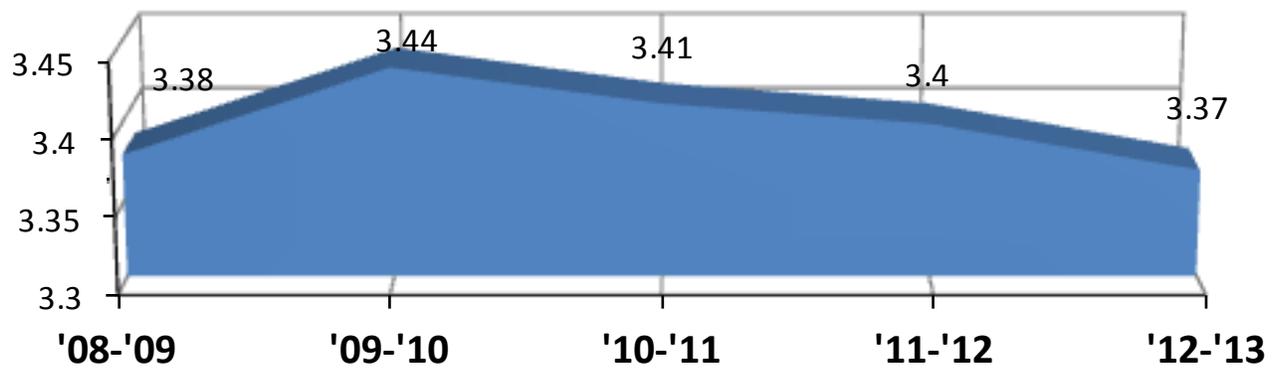


2012–2013

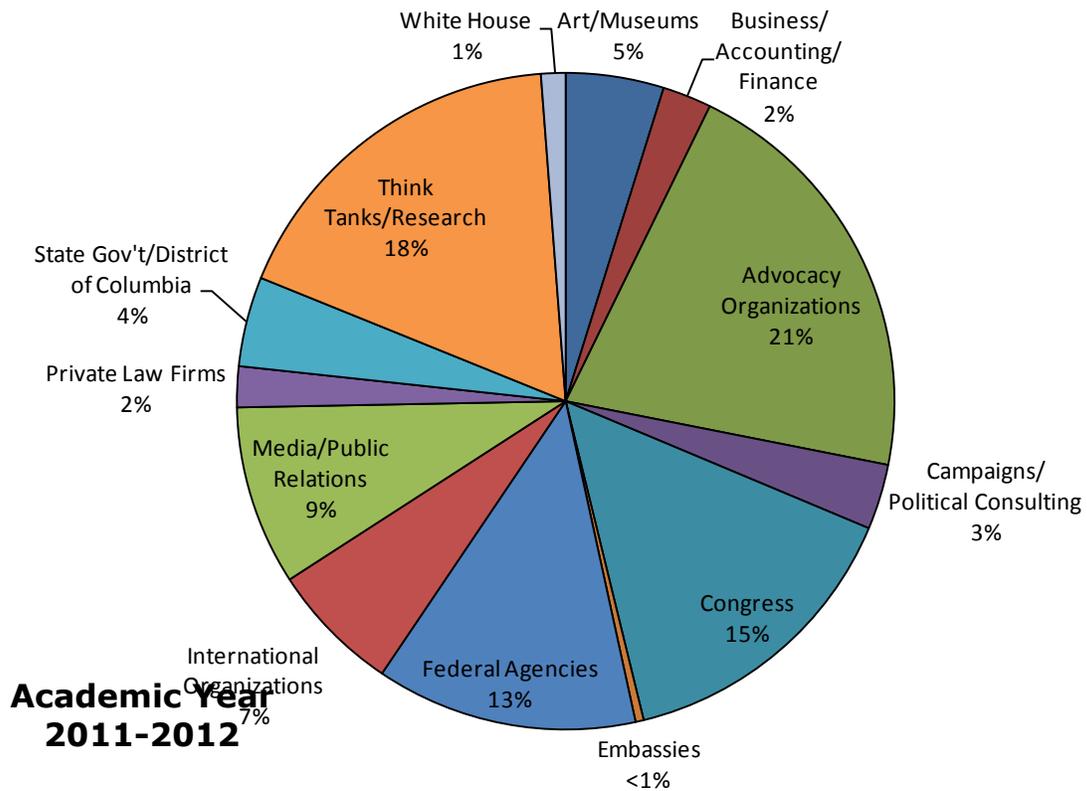
AVERAGE GPA OF PROGRAM PARTICIPANTS

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

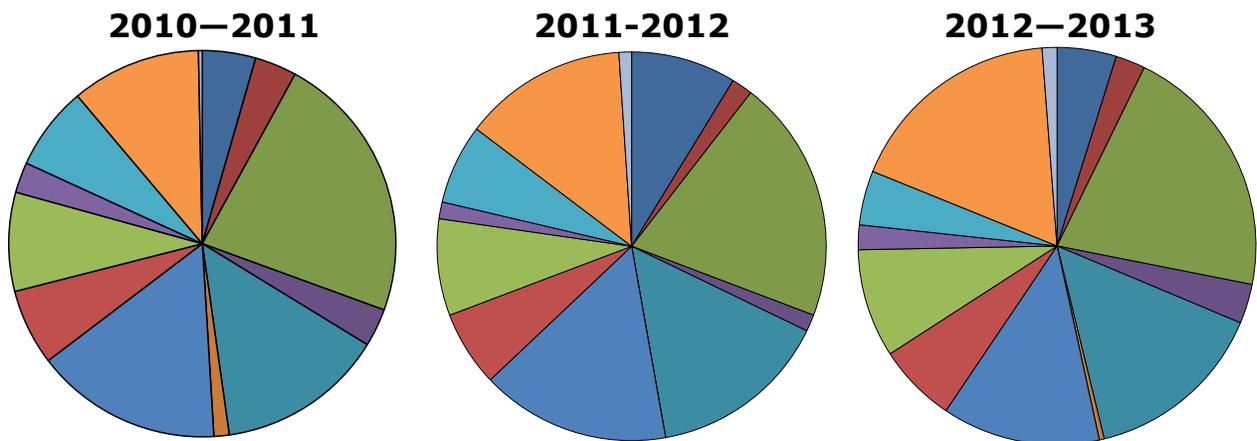
Average center-wide GPA over the last 5 academic years



INTERNSHIPS

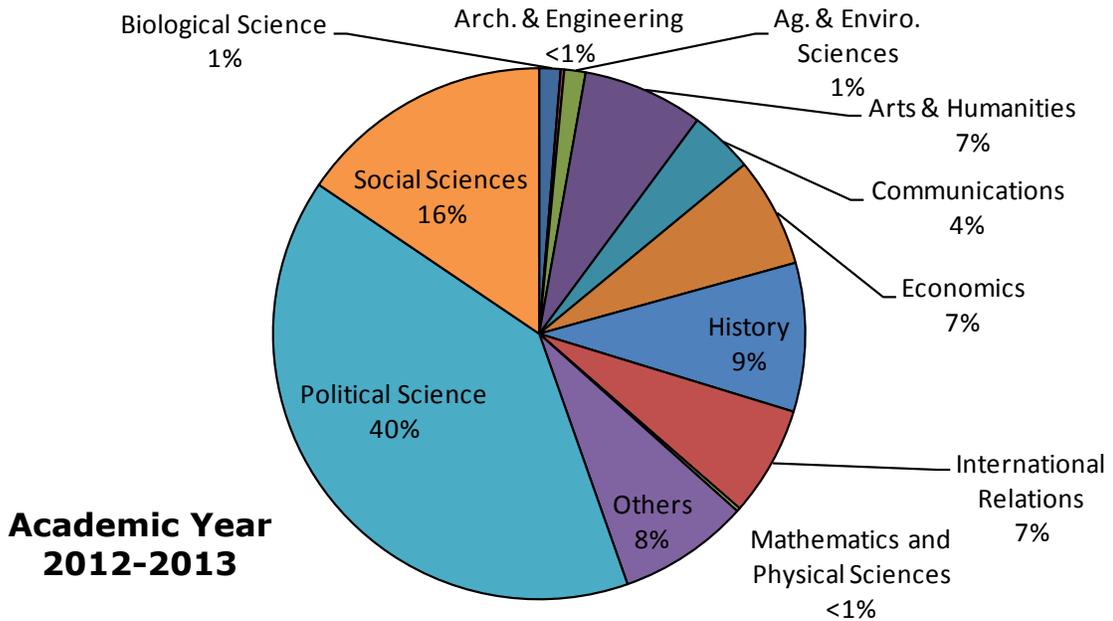


Comparison of internships at the Center over last 3 academic years

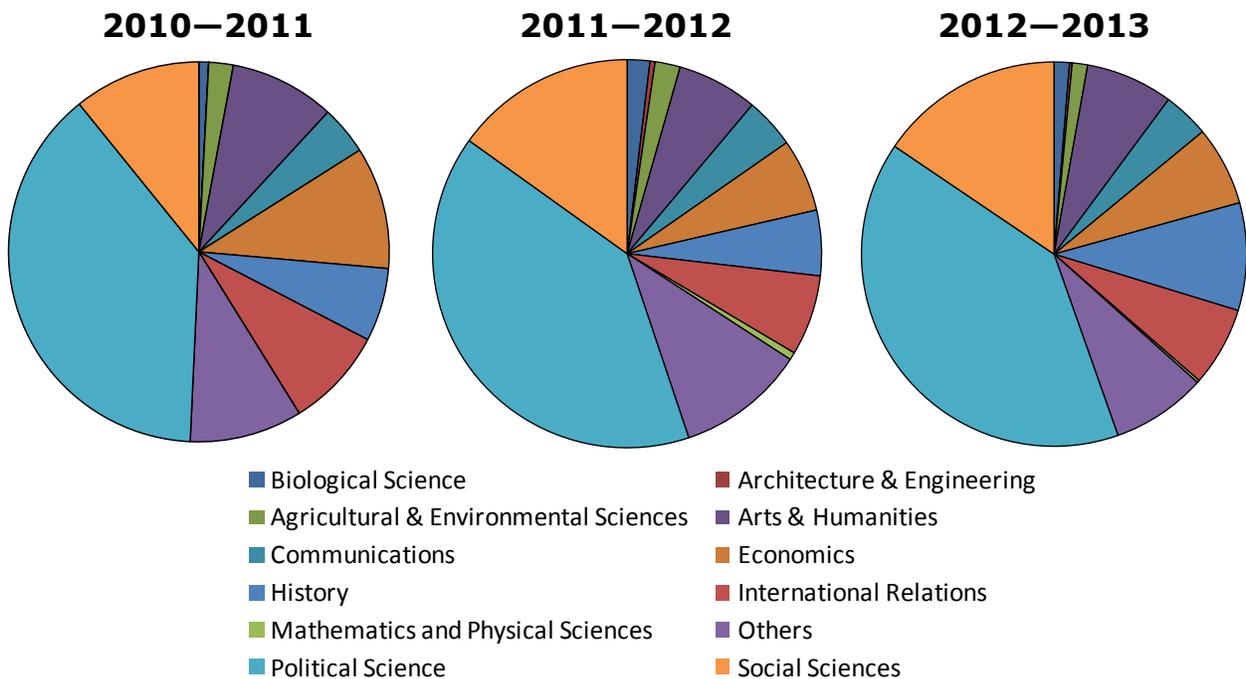


- Art/Museums
- Advocacy Organizations
- Congress
- Federal Agencies
- Media/Public Relations
- State Gov't/District of Columbia
- White House
- Business/Accounting/Finance
- Campaigns/Political Consulting
- Embassies
- International Organizations
- Private Law Firms
- Think Tanks/Research

MAJORS



Comparison of majors at the Center over last 3 academic years

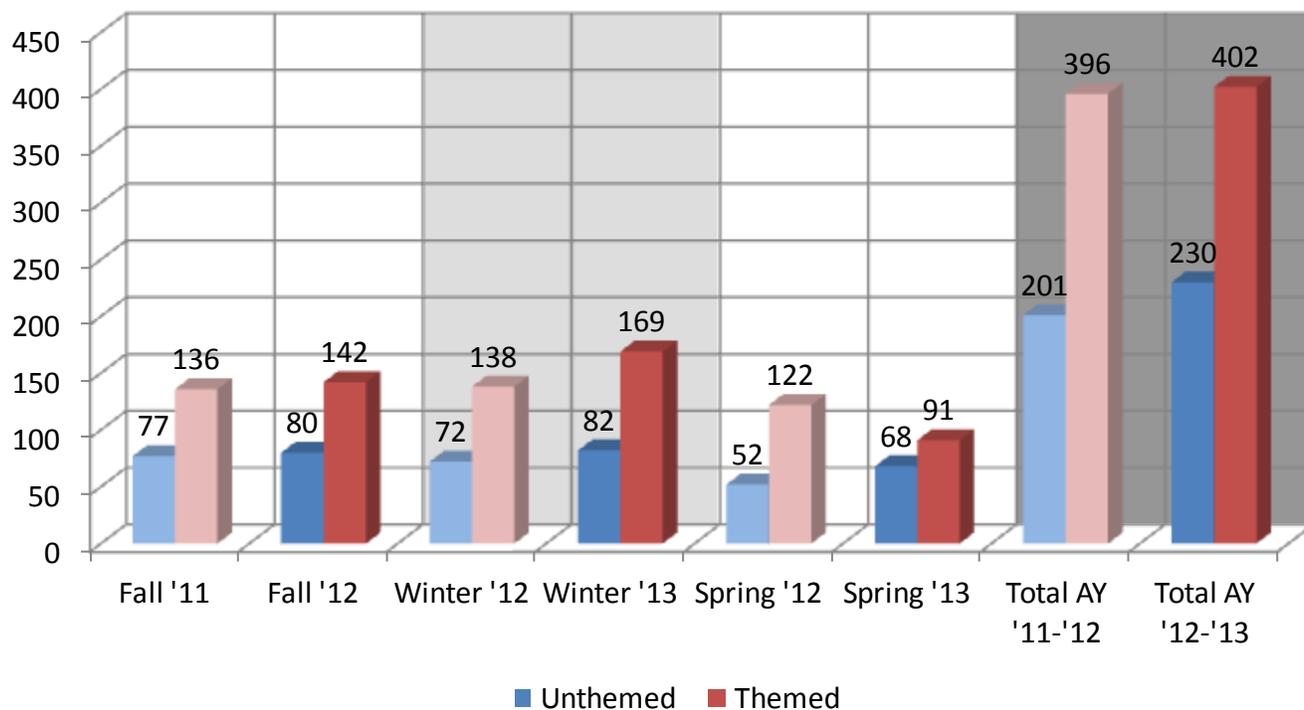


Notes:

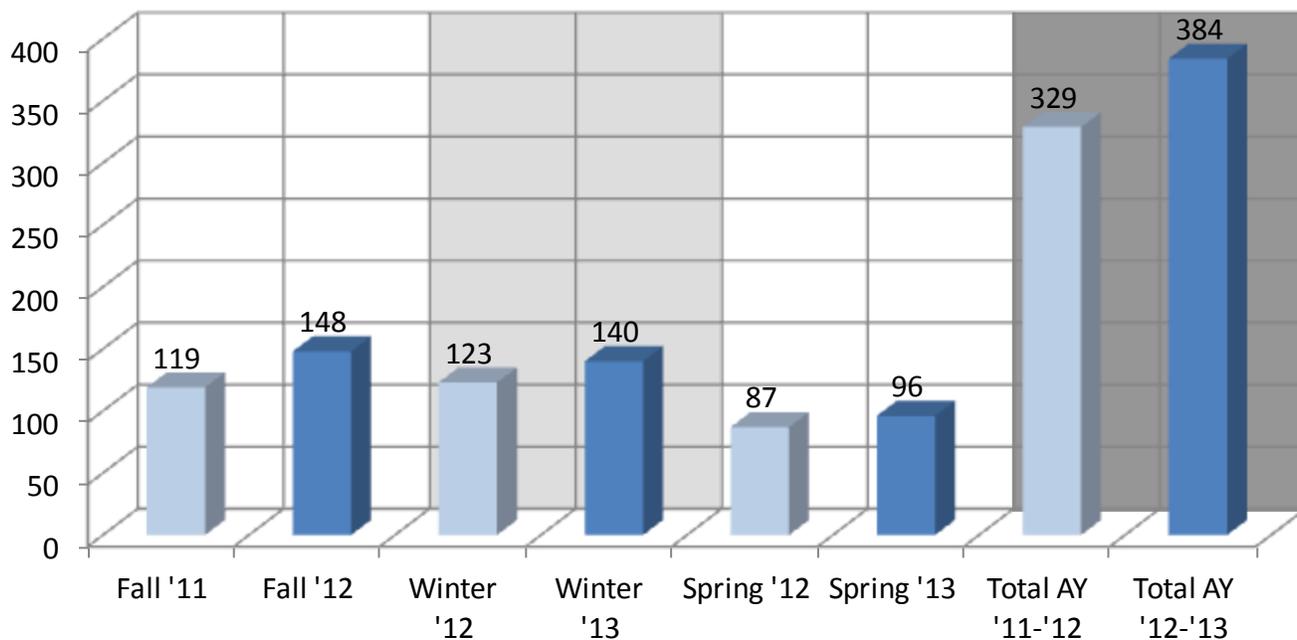
- Agricultural and Environmental Sciences including Animal Physiology, Conservation, etc.
- Arts & Humanities include Cultural & Ethnic Studies, Fine & Performing Arts, Language, Liberal Studies, Literature, Rhetoric, Philosophy, etc.
- Biological Science includes Biology, Biochemistry, Bioengineering, 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 '11-'12 & '12-'13



Participation in Electives: AY '11-'12 & '12-'13



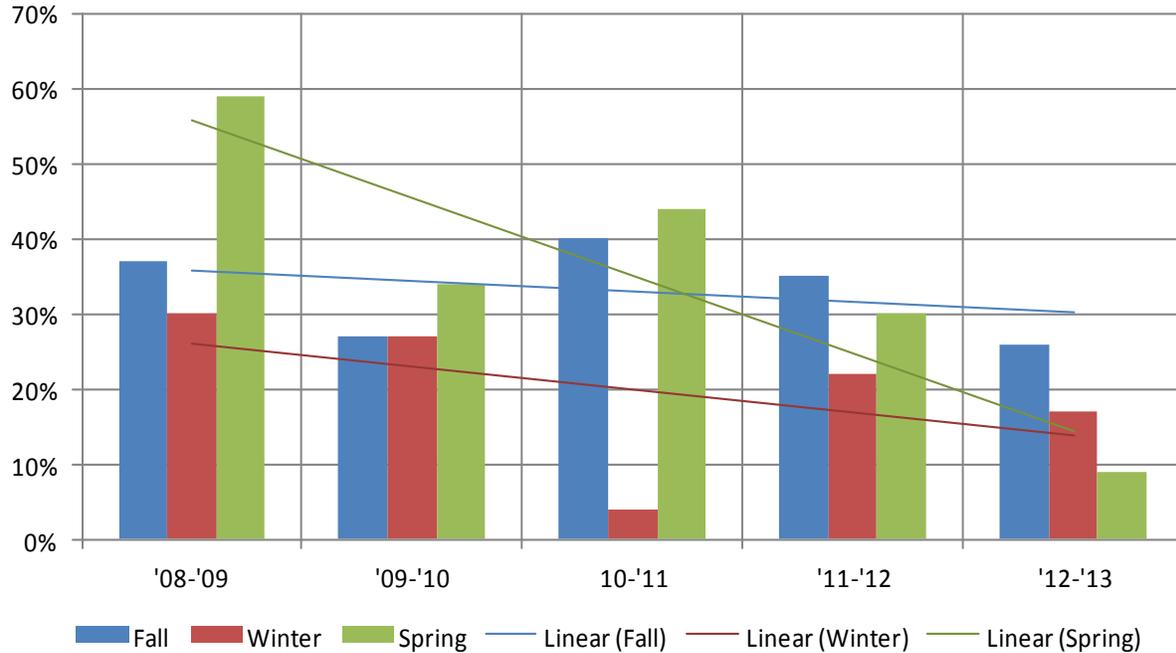
Notes:

- 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.

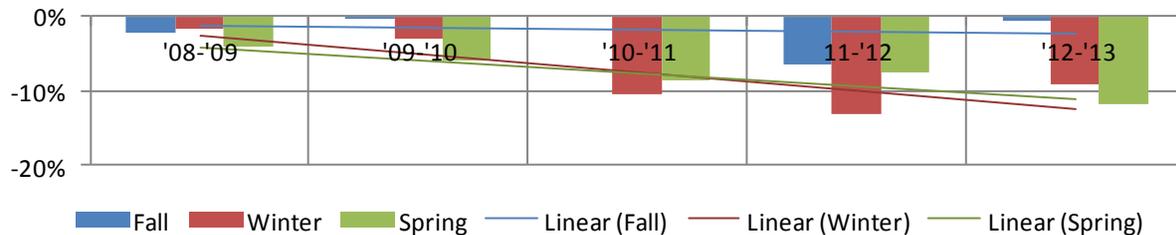
APPLICATION & PARTICIPATION

Aggregate: AY '08–'09 through '12–'13

Percent of Applications Above Bed Commitment



Percent of Participants Below Bed Commitment

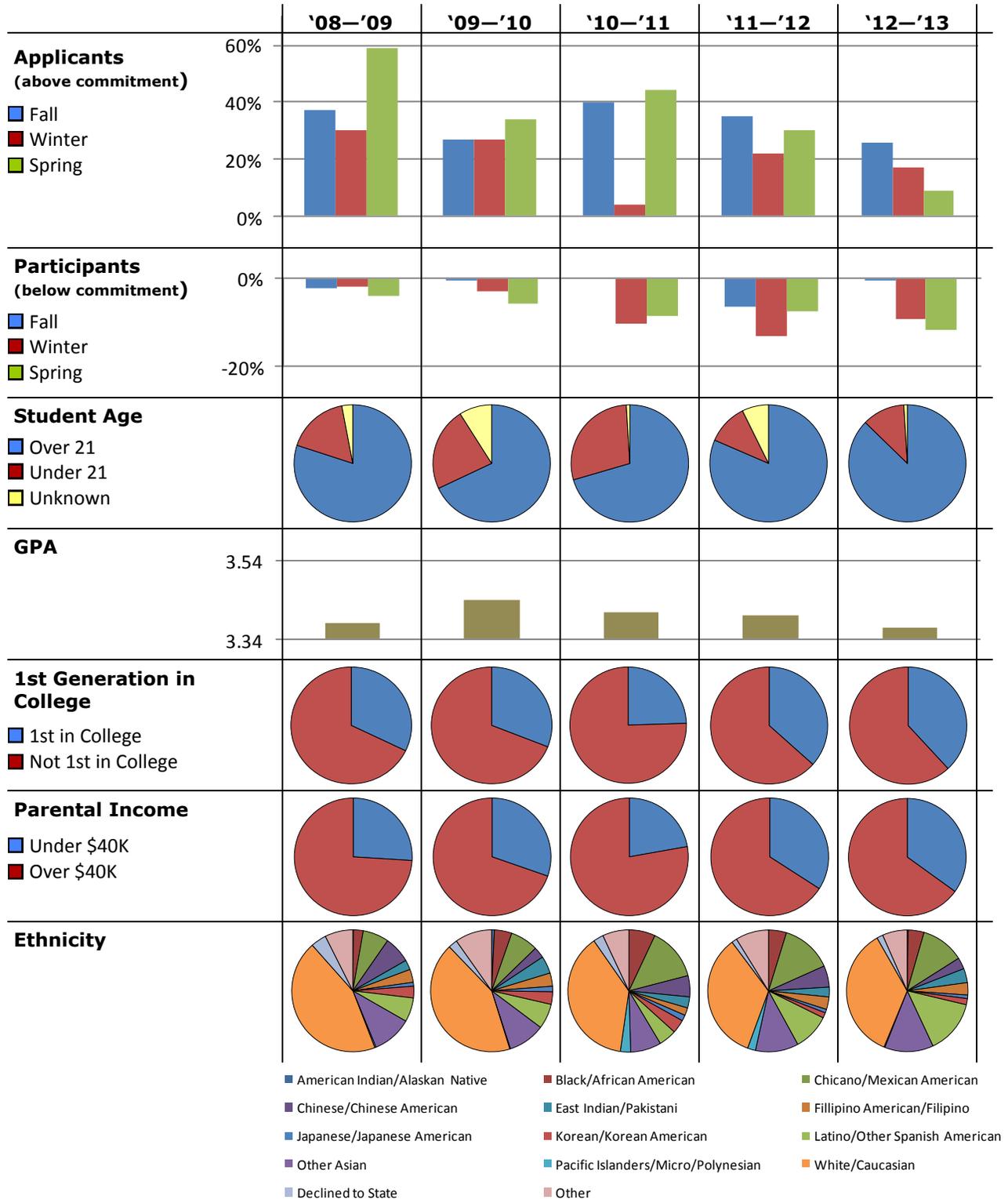


Commitments & Actuals

	'08-'09		'09-'10		'10-'11		11-'12		'12-'13	
	Commitment	Actual								
Fall	237	232	238	237	220	220	220	206	220	219
Winter	231	227	234	227	220	197	236	205	195	177
Spring	203	195	204	192	186	170	186	172	186	164

APPLICATION & PARTICIPATION

Aggregate Comparison: AY '08-'09 through '12-'13



DATA TABLES '12—'13

Core Applicant Statistics

	UCB	UCD	UCI	UCLA	UCM	UCR	UCSB	UCSC	UCSD	Total
Number of Participants	56	87	66	83	11	53	75	63	78	572
Average GPA of Participants	3.51	3.34	3.25	3.66	3.19	3.14	3.40	3.43	3.37	3.37
Female	32	66	52	51	7	40	44	42	46	380
Male	24	21	14	32	4	13	31	21	32	192
First Generation in College	23	28	26	24	5	30	29	21	32	218
Combined Parental Income under \$40K	26	24	34	20	3	22	26	21	24	200

Ethnicity

	UCB	UCD	UCI	UCLA	UCM	UCR	UCSB	UCSC	UCSD	Total	%
American Indian/Alaskan Native	0	0	0	0	0	0	0	0	1	1	0.24
Black/African American	1	5	2	2	1	2	1	1	3	18	4.24
Chicano/Mexican American	6	4	5	5	0	11	6	9	3	49	11.53
Chinese/Chinese American	3	4	2	0	0	0	0	1	3	13	3.06
East Indian/Pakistani	1	5	2	1	1	2	0	2	2	16	3.76
Filipino American/Filipino	0	1	3	0	0	2	0	1	7	14	3.29
Japanese/Japanese American	0	1	2	0	0	0	0	0	1	4	0.94
Korean/Korean American	0	0	3	0	0	1	0	0	3	7	1.65
Latino/Other Spanish American	3	5	9	6	1	14	12	8	3	61	14.35
Other Asian	2	14	14	7	1	2	3	3	9	55	12.94
Pacific Islanders/Micro/Polynesian	0	0	1	0	0	0	0	0	0	1	0.24
White/Caucasian	14	26	13	24	2	4	27	18	23	151	35.53
Declined to State	0	0	1	1	0	0	2	3	0	7	1.65
Other	3	6	2	4	0	6	3	2	2	28	6.59
	33	71	59	50	6	44	54	48	60	425	100.00

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.