WESTERN WASHINGTON UNIVERSITY
BOARD OF TRUSTEES
AGENDA

THURSDAY, April 3, 2014
Location: OM 340
Time: 3:00 p.m.

1. CALL TO ORDER
   3:00 – 3:05

2. GRADUATE PROGRAMS
   3:05 – 3:50
   Presentation: Brent Carbajal, Provost and Vice President for Academic Affairs
   Kathy Kitto, Dean, Graduate School & Vice Provost for Research &
   Sponsored Programs
   Kristi Lemm, Graduate Council Representative

3. 2015-17 DECISION PACKAGE PROPOSALS
   3:50 – 4:35
   Presentation: Richard Van Den Hul, Vice President for Business and Financial Affairs
   Linda Teater, Director, Budget Office

4. EXECUTIVE SESSION MAY BE HELD TO DISCUSS PERSONNEL, REAL ESTATE AND
   LEGAL ISSUES AS AUTHORIZED IN RCW 42.30.110.
   4:35 – 5:00
1. CALL TO ORDER
Purpose of Submittal:

The graduate programs at Western Washington University are well aligned with Western’s mission, vision, and strategic goals and contribute significantly to each of Western’s five strategic goals. The mission of the Graduate School itself is to advance, promote, and serve graduate faculty, students and programs through advocacy, leadership, and oversight. Consistent with WWU’s mission, eight types of graduate degrees are offered: Master of Arts, Master of Science, Master of Education, Master of Business Administration, Master of Music, Master of Professional Accounting, Master in Teaching, and Master of Fine Arts (new, Fall 2013). Five objectives guide our diverse set of graduate programs at Western: preparing qualified professionals to be certified for professional associations; preparing highly-qualified teachers; providing postgraduate education and training in disciplines by emphasizing research methods and skills for completing an independent research project; preparing students to enter PhD programs or other advanced study; and providing advanced training for practicing professionals. Several of our degree offerings are also accredited by external agencies. Graduate programs that result in educator certification are accredited by the National Council for the Accreditation of Teacher Education (NCATE). The College of Business and Economics is accredited by the Association to Advance Collegiate Schools of Business (AACBS) at both the graduate and undergraduate levels. The Department of Communication Sciences and Disorders is accredited by the American Speech-Language-Hearing Association’s Council on Academic Accreditation in Audiology and Speech-Language Pathology (ASHA) and by NCATE. The mental health and school counseling programs are accredited by Council for Accreditation of Counseling and Related Educational Programs (CACREP). The Rehabilitation Counseling program is accredited by the Council on Rehabilitation Education (CORE). The University is a member of the Council of Graduate Schools (CGS) and adheres to the general policies and criteria established by this national association. Western offered its first entirely distance learning masters’ degree in Continuing and College Education starting last academic year. During budget reductions, five low enrollment masters programs or options were either closed or placed in moratorium (meaning no new students are admitted). The Master in Professional Accounting was revitalized this academic year and a new MFA was successfully launched.
Currently, there are 670 active graduate students, while there are an additional 268 “dormant” graduate students. Active is the term used for graduate students actively enrolled in the current quarter. Dormant is the term for students pursuing a graduate degree, but are not actively enrolled in the current quarter. Graduate students contribute significantly to instruction and mentoring of our undergraduates. This year there will be about 240 different graduate students serving as Teaching Assistants (TA’s). This equates to roughly 180 TA positions or about 90 FTE’s, with about 60% being funded from the graduate school and 40% by the colleges. Another 60+ graduate students are currently working as research assistants. Since July 2012, graduate students are no longer eligible for federally subsidized student loans. About two-thirds of the graduate enrollment is within two colleges (40% within Woodring College of Education; 27% within the College of Humanities and Social Sciences). The remaining third is fairly evenly divided among the College of Business and Economics, the College of Sciences and Technology, and the Huxley College of the Environment. There is also a small program within the College of Fine and Performing Arts.

This academic year the Graduate School is conducting an appraisal for each of our graduate programs. According to the Council of Graduate Schools, “an appraisal provides] critical information about the size and stability of the program, its future faculty resources and student market, its equipment and space needs, its strengths and weaknesses, and its contribution to the mission of the institution. It helps set goals and directions for the future and ensures that overall academic planning and budget decisions are based on real information and agreed-upon priorities, not vague impressions or theoretical schemes.” Completing the appraisal is the first step in a process designed to help the Graduate Council create guidelines for future strategic investment in graduate education at Western. The Graduate Council will thoroughly review the information provided during the summer and fall of 2014, and this review will be incorporated into discussions timed with the next University budget cycle.
Graduate Education at Western

Kathleen Kitto, Dean of the Graduate School
Kristi Lemm, Chair of the Graduate Council

This document was presented at the Board of Trustees meeting and has been added to the meeting packet after the presentation.
Mission:

Graduate School and Graduate Council

Advance, promote, and serve graduate faculty, students and programs through advocacy, leadership, and oversight

Shared governance – essential!
Why the Master’s Degree?

Unemployment by Educational Attainment in 2012

- Professional Degree: 2.1%
- Doctoral Degree: 2.5%
- Master’s Degree: 3.5%
- Bachelor’s Degree: 4.5%
- Associate’s Degree: 6.2%
- Some College, No Degree: 7.7%
- High School Diploma: 8.3%
- Less than a H.S. Diploma: 12.4%


Median Annual Earnings in 2012

- Doctoral Degree: $84,448
- Professional Degree: $90,220
- Master’s Degree: $67,600
- Bachelor’s Degree: $55,432
- Associate’s Degree: $40,820
- Some College, No Degree: $37,804
- High School Graduate: $33,904
- Less than a H.S. Diploma: $24,492

New Pathways & Opportunities
Size and Scope

- 670 Active Students
- 278 “Dormant” Students
- 36 Programs
- 8 Types of Degrees
  - Master of Arts
  - Master of Science
  - Master of Education
  - Master in Teaching
  - Master of Business Administration
  - Master of Professional Accounting
  - Master of Music
  - Master of Fine Arts
Graduate Program Characteristics

• Highly Selective – Many Applications
  • Speech Language Pathology (181 apps for 22 slots)
  • Mental Health Counseling (48 apps for 6 slots)
  • Geology (45 apps for 6 slots)

• Unique to the Region
  • Marine and Estuarine Science Program, Environmental Science, Environmental Education (option with the North Cascades Institute), Master of Fine Arts (multi-genre and hybrid writing)
Graduate Program Characteristics

- Low Terms to Degree (6-8 quarters)
  - School Counseling
  - Creative Writing, English Studies
  - Environmental Education
  - MBA
  - Mathematics
  - Master in Teaching
  - Speech Language Pathology

- Proven Outcomes
  - Speech Language Pathology – 95% - 100% Placement, 100% Pass Rate on Praxis Standard Exam
Meeting the Needs of the State

- Master of Business Administration and Master in Teaching - Everett
- Educational Administration – Olympic Peninsula, Tacoma
- College and Continuing Education – 100% on-Line
- Certificates – Principals, Superintendents
- School Counselor, Mental Health Counseling, Rehabilitation Counseling, Literacy, Sport Psychology, Experimental Psychology, Mathematics, Biology, Chemistry, Computer Science, Geology
Types of Projects

• Redevelopment
• Program Appraisals
• Graduate Student Success
  • Active and Dormant Students
  • Time-to-Degree
  • Thesis Writing
  • Professional Development
  • Rapid Response, Enhanced Processes
  • Sense of Place
• Thriving Graduate Programs and Students
Recent Major Curriculum Redevelopment

- **Master of Professional Accounting**
  *Offers students the opportunity to earn a master's degree in accounting while meeting the 5th year educational requirement to become a Certified Public Accountant.*

- **Master of Fine Arts**
  *WWU now provides terminal degree for Creative Writing program*
Master of Professional Accounting

Western's Master of Professional Accounting program (MPAcc) is a selective program that builds on the strength and diversity of our accounting courses while maintaining our focus on small classes and accessible faculty.

If you are a qualified junior, you should consider our 3+2 Integrated option, through which you can begin your graduate studies a year earlier than most.

Frequently asked questions: MPAcc FAQ

<table>
<thead>
<tr>
<th>Why MPAcc?</th>
<th>3+2 Integrated</th>
<th>4+1 Traditional</th>
<th>Admission Requirements</th>
</tr>
</thead>
</table>

The 3+2 Integrated MPAcc is designed for outstanding junior-level students. Successful applicants receive both conditional admission to the MPAcc at the end of their junior year and permission to take a limited number of graduate level courses during their senior year that count toward both their undergraduate and graduate degrees. A 3+2 MPAcc student’s program would look something like the following, and a student could receive the MPAcc with as few as 36 credits beyond a bachelor’s degree.

**Important Note:** To qualify for CPA exam eligibility, a student must have completed a minimum of 225 total quarter credits.

The **RED BLOCKS** are undergraduate courses. **GREEN BLOCKS** are graduate courses.

**Fourth Year Courses**

- ACCT 461
- ACCT 470
- Colloquium FWS
- MPAC Course
- MPAC Course

**Remaining Undergrad Requirements**

**Fifth Year Courses**

- Colloquium FWS
- Supporting Field
- Supporting Field
- Supporting Field
- One Additional Course Under Advisement
- Capstone + Comprehensive Exam II
Making Waves: THE CREATIVE WRITING MFA

Western Washington University

TOP TEN REASONS TO EARN AN MFA IN CREATIVE WRITING FROM WESTERN WASHINGTON UNIVERSITY

1. A multi-genre focus: We support you in developing your writing in at least two genres, as well as cross-genre work and hybrid forms.
2. You'll study with award-winning graduate faculty dedicated to teaching, scholarship, and creative work.
3. We offer writing workshops in creative writing, literature, film, pedagogy, and cultural studies.
4. You'll have a close working relationship with faculty on your customized advisory committee.
5. We offer paid Graduate Assistantship positions, where you are trained to teach first-year composition, or can assist faculty with their research.
6. Our alumni go on to receive critical acclaim in their work, including a Lambda Literary Award winner and a best-selling novelist. Many students proceed to PhD programs at prestigious research and teaching universities.
7. We foster close community with your peers. As members of a cohort, you develop strong bonds as you move through your two-year program together.
8. You gain editing experience by working on the award-winning literary journal Bellingham Review.
9. You'll live in a beautiful place, with Mt. Baker to the north, the San Juan Islands to the west, Vancouver to the north, and Seattle to the south.
10. You'll enjoy Bellingham, the "city of salmon and rain," a small town that has excellent film, theater, music, restaurants, lakes, and biking trails.

"Literature of Pulpable Quality"

The Anna Childs Award in Creative Nonfiction
The Tobias Wolff Award in Fiction
The 48th Parallel Poetry Award

Deadline March 15, 2014

$1,000 prize and publication.

Our Creative Writing Faculty:

Left to right, up to down:

BRENDA MILLER
Director of Graduate Studies
Creative Nonfiction, Poetry, and Hybrid Forms

SUZANNE FAOLA
Creative Nonfiction, Poetry, and Hybrid Forms

CAROL GUESS
Fiction, Creative Nonfiction, Poetry, and Hybrid Forms

KATHRYN TRUEBLOOD
Fiction and Editing & Publishing

ELIZABETH J. PADZ
Fiction, Poetry, and Hybrid Forms

KELLY MAGEE
Fiction, Creative Nonfiction, and Hybrid Forms

BRUCE BEASLEY
Poetry and Slam Poetry

KRISTINA KARAKILICA
Fiction and Creative Nonfiction

UNDERGRADUATE BA IN ENGLISH WITH AN EMPHASIS IN CREATIVE WRITING

Courses include Editing and Publishing, Slam Poetry, Lyric Essay, and Non-traditional Forms. Opportunity to publish in our undergraduate literary arts journal, Jeopardy, now celebrating its 50th year.

Graduate Program, Department of English
360-650-3232 | MS 9055 | Bellingham, WA | Application Deadline: January 15
Visit the WWU English Department Website for more information.
Recruiting
Program Appraisals

- Different from Program Reviews
- Strategic Focus
- Where have you been? Where are you now? Where are you going?
- Future uses for appraisals
Timeline for Appraisals

- Due End of Spring Quarter 2014
- Review Begins in Summer 2014
- Graduate Council Review in Fall 2014
- Graduate Council Recommendations Winter 2015
Components of the Appraisals

- Program Overview
- Student Recruitment, Enrollment, Retention
- Student and Alumni Success
- Faculty Engagement in Graduate Programs
- External Reviews
- Resources
- TA Positions
- Conclusion/Summary
Teaching Assistants

- 240 Different Students this AY
- ~ 180 TA Positions = 90 FTEs
- Teach Sections – Faculty Supervision
  - English 101
  - Lower Division Mathematics
- Lead Discussion Sections in Large GURS
- Supervision and Lab Instruction in Science
- Grade Homework and Tests
Alumni

• Master’s Degree Graduates (2011-2012)

• Bachelor’s Degree Graduates (2011-2012)

• Master’s Degree Starting Salaries:
  • Highest in Computer Science, MBA, and Speech Language Pathology
Alumni

• Kristopher Rhoades, PhD
  Director, Neuropsychology and Rehabilitation Psychology, Director, Memory Wellness Clinic, Virginia Mason Medical Center
Dr. Rhoades on his Mental Health Counseling Program

“The emphasis on cross-cultural and non-majority cultural factors provided a critical framework to approach individuals and the field in a divergent and inclusive way.

The opportunity to step outside the confines of the traditional program requirements. ... I was encouraged to take additional courses in measurement, statistics and research methodology, ultimately taking a third year and completing a more complex thesis.

The connections my faculty members had with other universities and programs afforded an opportunity to step forward through incredible numbers of applicants for competitive programs. The quality of the education, however, allowed me to be competitive ...”
Graduate Student Success

- Modern Application Processes
- Time-to-Degree
- Active and Dormant Students
- Thesis Writing
- Professional Development
- Showcasing Their Work
- Rapid Response to Needs
- Sense of Place
Graduate Education at Western
WESTERN WASHINGTON UNIVERSITY
ITEM SUBMITTED TO THE BOARD OF TRUSTEES

TO: Members of the Board of Trustees
FROM: President Bruce Shepard by: Richard Van Den Hul, Vice President for Business and Financial Affairs Linda Teater, Budget Director
DATE: April 4, 2014
SUBJECT: 2015-2017 Decision Package Proposals
PURPOSE: Presentation and Discussion

Purpose of Submittal:

At the December 2013 Board meeting Provost Carbajal and Vice President Van Den Hul presented an overview of Western’s planning and budgeting process showing how it is bottom-up, transparent and collaborative while tying budget decisions to strategic plans. The divisions have now submitted 13 decision package proposals for consideration to be part of our FY 2015-2017 budget request. The proposals have been presented to the University Planning and Resources Council (UPRC), the Deans and audio cast to the campus and placed on the University’s website.

This discussion adds a step in our usual bottom up, transparent strategic budgeting process. The Board is seeing all the proposals that have made it through the process of scrutiny and selection at the division level. These proposals are now being considered at the university level and we welcome Board insight as that process transpires. In the past, Board involvement occurred after that university-level review had resulted in a subset of proposals deemed ready for and worthy of Board consideration.

After Board discussion at the April Board meeting, and after receiving UPRC and campus input, the President, Vice Presidents and Deans will develop a list of recommendations, and share those recommendations with the UPRC and the campus for comment prior to returning to the Board in June for its penultimate review. The Board will act in August to adopt a proposed 2015-17 budget request incorporating decision packages as the Board sees fit.

Please review the attached proposals for discussion at the meeting. Starter questions could include:

- Which proposals best prepare Western to fulfill its mission now and into the future?
- Which proposals best prepare Western to fulfill State needs?
- Which proposals will garner the most support by State policy makers?
- Which proposals lever external funds or support?
2015-2017 Decision Package Proposals *(click on link for electronic document)*

- **Compensation**
  Compensation will again be our top priority. The compensation request is put together at the University level. More information will be provided at the June Board meeting for approval in August.

- **Big Data/Analytics at Western** *(http://www.wwu.edu/upb/1517DP/AA/bigdata/BigDataTOPOST.pdf)*

- **Bringing the World to Western** *(http://www.wwu.edu/upb/1517DP/AA/CIS/worldtoWWUTOPOST.pdf)*

- **Computational Science at Western** *(http://www.wwu.edu/upb/1517DP/AA/Computsci/CISTOPOST.pdf)*

- **Computer Security** *(http://www.wwu.edu/upb/1517DP/AA/compsec/compsecTOPOST.pdf)*

- **Energy Studies** *(http://www.wwu.edu/upb/1517DP/AA/energy/energyTOPOST.pdf)*

- **Statistics** *(http://www.wwu.edu/upb/1517DP/AA/stats/statisticsTOPOST.pdf)*

- **Audiology Clinical Doctorate** *(http://www.wwu.edu/upb/1517DP/AA/audiology/audForPOST.pdf)*

- **Building Science Infrastructure, Capacity and Capability** *(http://www.wwu.edu/upb/1517DP/AA/buildsci/BuildingScienceTOPOST.pdf)*

- **Engineering Geology BS Degree** *(http://www.wwu.edu/upb/1517DP/AA/enggeo/enggeoTOPOST.pdf)*

- **Higher Education Support Services for the Next Generation** *(http://www.wwu.edu/upb/1517DP/AA/hesupportservices/hesupportservtopost.pdf)*

- **Next Generation Computer Science and Engineering** *(http://www.wwu.edu/upb/1517DP/AA/nextgen/nextgenTOPOST.pdf)*

- **Vehicle Engineering** *(http://www.wwu.edu/upb/1517DP/AA/ve/VehEnginTOPOST.pdf)*

- **Investing in Student Success and Achievement** *(http://www.wwu.edu/upb/1517DP/ESS/studentsuccess/StudentsuccessTOPOST.pdf)*

**Maintenance Level Request***

- **Maintenance and Operations**
  
  *The Maintenance and Operations request put forward by BFA is for informational purposes.*

A summary table of all proposals can be found here. *(http://www.wwu.edu/upb/1517DP/Summary1517DPRequestForm.pdf)*
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<th>FTE 2015-16</th>
<th>One Time 2015-16</th>
<th>Total Cost 2015-16</th>
<th>Amount 2016-17</th>
<th>FTE 2016-17</th>
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* The M&O request put forward by BFA is for informational purposes. The costs associated are not included in this summary.
4. **EXECUTIVE SESSION**

Executive Session may be held to discuss personnel, real estate, and legal issues as authorized in RCW 42.30.110.