

**Western Washington University
Board of Trustees
Agenda**

FRIDAY, FEBRUARY 13, 2009

Location: OM 340

Time: 8:30 a.m.

I. CALL TO ORDER, APPROVAL OF MINUTES

8:30 - 8:35

- Board of Trustees Meeting, December 11 & 12, 2008

II. RECOGNITIONS AND INTRODUCTIONS

8:35 - 8:40

- Steve Swan, Vice President for University Relations

III. EXECUTIVE COMMENTS

A. Board Chair Report

8:40 – 9:00

1. Elimination of Football Program

Spokesperson for savewwufootball.com

Bruce Shepard, President

2. Revision of BOT Rules of Operation

Wendy Bohlke, Legal Counsel, AAG

B. University President

9:00 – 9:15

1. Report on Progress in Implementing Current UFWW Contract

Dennis Murphy, Provost/Vice President for Academic Affairs

Bill Lyne, President, UFWW

2. Update on Vice Presidential Searches

Bruce Shepard, President

3. Waterfront Development Update

Bruce Shepard, President

C. Associated Students

9:15 – 9:25

D. Faculty Senate

9:25 – 9:35

BREAK – 9:35 – 9:45

IV. ACTION ITEMS

A. Consent Items:

9:45 - 9:50

- Approval of Winter Quarter Degrees
- Delegation of Authority to Award Construction Contract for Miller Hall Renovation – Stimulus Phase (PW 465)
- Approval of Consultant Contract for Design Phase Services for Lincoln Creek Transportation Center (PW 590)

*Western Washington University will become the premier public comprehensive university in
the country through engaged excellence.*

V. DISCUSSION ITEMS

A. Potential Housing and Dining System Bonds Sale for Buchanan Towers Addition

9:50 – 10:00 Presentation: George Pierce, V.P. for Business & Financial Affairs
Susan Musselman, Principal & Financial Advisor, Dashen
Musselman, Inc.

10:00 – 10:15 Discussion

B. Mid-Year Housing & Dining Report

▪ **Report on Ridgeway Flooding**

10:15 – 10:25 Presentation: Eileen Coughlin, V.P. for Student Affairs & Academic
Support Services

George Pierce, V.P. for Business & Financial Affairs

10:25 – 10:40 Discussion

BREAK: 10:40 – 10:50

C. Legislative Update

10:50 – 11:05 Presentation: Sherry Burkey, Associate Vice President for University Relations

11:05 – 11:15 Discussion

VI. COMMITTEE REPORTS

A. Audit Committee Report

11:15- 11:20

VII. INFORMATION ITEMS

11:20 – 11:30 Admissions Report
Alumni Relations Report
Development Report
University Relations Report
Quarterly Grant Report
Major Capital Projects Status Report

VIII. MEETING EVALUATION & FUTURE AGENDA TOPICS

11:30 - 11:40

IX. ADJOURNMENT

11:40

X. DATE FOR NEXT REGULAR MEETING: April 2 & 3, 2009

XI. LUNCH PRESENTATION

12:00 Lunch

12:15 *“Wringing Cleaner Transportation Fuels from Dirtier Resources: Linking
Fundamental and Applied Sciences in the Energy Field,”*

Mark Bussell, Professor, Chemistry, co-presenter

John Hayes, Chemistry Undergraduate, Junior year, co-presenter

12:30 Discussion

*Western Washington University will become the premier public comprehensive university in
the country through engaged excellence.*

**WESTERN WASHINGTON UNIVERSITY
BOARD OF TRUSTEES**

**REGULAR MEETING
December 11, 2008**

I. CALL TO ORDER

Chair Phil Sharpe called the regular meeting of the Board of Trustees of Western Washington University to order at 3:00 p.m., December 11, 2008 in Old Main 340, Western Washington University, Bellingham,

Board of Trustees

Hannah Higgins
Howard Lincoln
Dennis Madsen, Secretary
Kevin Raymond
Phil Sharpe, Chair
John Warner

Western Washington University

Bruce Shepard, President
Wendy Bohlke, Assistant Attorney General
Sherry Burkey, Acting Vice President for External Affairs
Patricia Woehrlin, Senior Director of Gift Planning, Western Foundation
Eileen Coughlin, Vice President for Student Affairs & Academic Support Services
Matthew Liao-Troth, Faculty Senate President
Dennis Murphy, Provost and Vice President for Academic Affairs
George Pierce, Vice President for Business and Financial Affairs
Paula Gilman, Executive Director for University Planning and Budgeting
Elizabeth Sipes, Secretary to the Board of Trustees
Barbara Stoneberg, Administrative Assistant to the President

Chair Sharpe announced that he would need to leave the meeting at 3:50 p.m.

II. SPECIAL REPORTS

A. Draft Operating Budget Process

Three draft documents were included in the Board of Trustees meeting packets: 1) *Principles and Guidelines for Campus Supplemental Budget Reallocations*, 2) *Campus-Level Supplemental Process for Changing the 2009-11 Budget*, and 3) *Strengths, Challenges, Opportunities and Threats, Surveying the Landscape for Budget Planning*. President Shepard said that these documents were posted on the website and the campus community has commented directly and through a community forum.

Shepard presented an overview of the magnitude the budget shortfall could have on Western. He said that the Governor has not released her budget and the legislature has not passed the state budget, but the budget challenge is very clear. An estimated \$5.7B shortfall in the state's biennial budget represents 40% of the Flexible portion of the state budget, which includes Higher Education. In preparation for the budget reduction, Western has been reviewing and eliminating lower-enrollment courses for the fall, has put a hard hiring freeze in place, has had discussion with the unions regarding flexibility to adjust positions and move employees, and has targeted possible reductions. Through a campus community forum we have received 150 recommendations from the campus community on how we can reduce expenditures.

Shepard said that by doing this process correctly, we will be a stronger and better university in the future.

Paula Gilman presented ***Principles, Guidelines and Process, 2008-09 and 2009-11 Budgets***. She reviewed the Governor's proposed State Supplemental Budget reduction and the reduction to Western Washington University. Gilman explained that the 2008-09 budget reduction is being covered from institutional reserves and by the divisions. Plans for the budget reductions are being currently being formulated by the Provost, Vice President and others in their respective divisions.

Gilman explained that with the 2008-09 Governor's proposed supplemental budget reduction and a hypothetical additional 20% reduction for the year, Western's state budget reduction for the 2009-10 could be \$18.5M or \$37M for the 2009-11 Biennium.

A tuition increase could offset some of the reduction. Gilman explained that both our Undergraduate Non-Resident tuition and our Graduation tuition rates are higher than the national average, however Western's Undergraduate Resident tuition is lower than the national average. Gilman noted that when student tuition is raised, the state always gives a corresponding amount to the HECB to cover the State Need Grant for the lowest income students.

Gilman said the Principles and Guidelines for Campus Supplemental Budget Reallocations are for making changes to previously adopted budgets. The 2009-10 annual budget and the 09-11 biennial budget, previously approved by the Board of Trustees, need to be modified to reflect the potential budget reductions. Gilman explained the principles, guidelines, and the process for making changes to previously adopted university budgets. Gilman said the Governor releases her budget on December 19, 2008 and at that time the President and Vice Presidents will recommend a targeted budget reduction for WWU. The different planning units on campus will work to produce budget proposals within that set target. The proposals will then be published on the web for the campus community and formal budget hearings are planned for early spring. Drawing upon the feedback from these, the vice presidents and college deans will draft a budget recommendation for the university. This will be posted on the web and additional feedback will be solicited from the campus community. After thorough consideration of all advice, and working with the President, a final budget proposal for the 2009-2010 will be brought to Trustees for consideration at the June 12, 2009 meeting. The process for formulating the 2010-2011 budget will begin shortly thereafter.

It was noted that the units have already set some budget reduction targets and are working on very specific reductions now, e.g. not filling faculty position, some program reduction, and turning the lights off in the gym.

In response to a question, President Shepard said at the hearing process, each unit leader will present their proposed reduction and its affect their and other units. They will be asked to present a Strengths, Challenges, Opportunities, and Threats (SCOT) analysis for their units and how it fits with the university's mission and strategic plan. It will be a very transparent process and everyone will have the opportunity to be engaged and have input.

The Trustees thanked Gilman for her very comprehensive report.

II. Executive Session

At 4:15 p.m. Secretary Madsen announced that the Board would go into Executive Session to discuss real estate and pending legal matters authorized under RCW 42.30.110 for approximately 15 minutes.

Meeting adjourned at 4:30 p.m.

**WESTERN WASHINGTON UNIVERSITY
BOARD OF TRUSTEES**

**REGULAR MEETING
December 12, 2008**

I. CALL TO ORDER

Chair Phil Sharpe called the regular meeting of the Board of Trustees of Western Washington University to order at 8:05 a.m., December 12, 2008 in Old Main 340, Western Washington University, Bellingham,

Board of Trustees

Hannah Higgins
Howard Lincoln
Dennis Madsen, Secretary
Kevin Raymond
Phil Sharpe, Chair
John Warner

Western Washington University

Bruce Shepard, President
Wendy Bohlke, Assistant Attorney General
Sherry Burkey, Acting Vice President for External Affairs
Stephanie Bowers, Vice President for University Advancement
Eileen Coughlin, Vice President for Student Affairs & Academic Support Services
Matthew Liao-Troth, Faculty Senate President
Erik Lower, Associated Students President
Dennis Murphy, Provost and Vice President for Academic Affairs
George Pierce, Vice President for Business and Financial Affairs
Paula Gilman, Executive Director for University Planning and Budgeting
Buff Schoenfeld, Executive Assistant to the President
Elizabeth Sipes, Secretary to the Board of Trustees
Barbara Stoneberg, Administrative Assistant to the President

APPROVAL OF MINUTES

MOTION 12-1-08

Howard Lincoln moved that the Board of Trustees of Western Washington University, upon the recommendation of the President, approve the following:

- Minutes of the Board of Trustees Retreat, September 25 & 26, 2008 as modified
- Minutes of the Board of Trustees Meeting, October 2 & 3, 2008

Motion passed unanimously.

II. RECOGNITION AND INTRODUCTIONS

- Provost Murphy introduced Francis Halle, Director of Space Administration and Planning. Francis was the Regional Manager of Facilities Development for the Vancouver Coastal Health Authority. He holds a degree in Interior Design from the University of Manitoba School of Architecture.
- Provost Murphy introduced Steven Vanderstaay, Vice Provost for Undergraduate Education. Steve is a professor of English and has taught at WWU since 1995. He holds a B.A. and M.A. from the University of Washington and a Ph.D. from the University of Iowa.

III. EXECUTIVE COMMENTS

A. Board Chair Report

Chair Sharpe added to the agenda Resolution #2008-13 and Resolution #2008-14.

Resolution # 2008-13

A Resolution of the Board of Trustees of Western Washington University To Honor the Accomplishments of Karen W. Morse And Joseph G. Morse

WHEREAS: Karen W. Morse served as the President of Western Washington University from 1993-2008; and

WHEREAS, over her 15-year tenure, Karen's dedicated, persistent commitment to the quality of engaged excellence at the university has elevated WWU's reputation as one of the premier public comprehensive universities in the country; and

WHEREAS: Joe Morse's enthusiastic support of Karen and of the university, in addition to his own contribution to math and science education and to the Chemistry Department, deserves special recognition for having made a significant difference for Western; and

WHEREAS: their continuing involvement in the university and the community will contribute to the prestige, value, and quality of the university into the future;

NOW THEREFORE BE IT RESOLVED by the Board of Trustees of Western Washington University that:

1. Karen W. Morse is hereby formally designated "President Emeritus" of Western Washington University, with all of the rights, duties, and privileges appertaining thereunto;
2. That Professor Emeritus Joe Morse is hereby designated a "Lifelong Friend" of Western Washington University; and

3. All present and future Presidents, Trustees, and officials and members of the Western Washington University community are called upon to extend every appropriate courtesy, support, hospitality, and honor to the Morse's in furtherance of the spirit and intent of this Resolution and in recognition of their outstanding contributions to the welfare and reputation of the institution.

Adopted unanimously this 12th day of December, 2008 at Bellingham, Washington.

MOTION 12-2-08 John Warner moved that the Board of Trustees upon the recommendation of the President, adopt Resolution #2008-13 to Honor The Accomplishments of Karen W. Morse and Joseph G. Morse.

Motion passed unanimously.

The Trustees thanked President Emeritus Karen Morse and Joe Morse for their dedication to Western and wished them the best for the future.

RESOLUTION NO. 2008-14

A RESOLUTION OF THE BOARD OF TRUSTEES OF WESTERN WASHINGTON UNIVERSITY AFFIRMING THE DELEGATION OF AUTHORITY TO THE TRUSTEE LIAISON TO THE WWU FOUNDATION FOR REVIEW OF PRESIDENTIAL EXPENSES

WHEREAS, the powers and duties of the Board of Trustees include those specified in Title 28B RCW and all other powers and duties which are necessary or appropriate to carry out the Board's responsibilities and obligations; and

WHEREAS, the Board of Trustees reserves unto itself the authority to employ the President under such terms and conditions as may be negotiated from time to time through written contract; and

WHEREAS, the duties of the President include a responsibility to cultivate and steward private supporters of the University; and

WHEREAS, the Chair of Western Washington University's Board of Trustees or his or her designee is responsible for reviewing the expenses of the President; and

WHEREAS, the Chair or his or her designee has designated Trustee Madsen as the Board Liaison to Western Washington University Foundation; and

WHEREAS, Western Washington University Foundation and Western Washington University previously agreed as follows:

- WWU Foundation is established to secure and manage private resources for the benefit of the University; and

- WWU Foundation provides financial support for the President to cultivate and steward private supporters of the University; and
- WWU Foundation will make its books and records available to the Trustees or its designee.

Therefore, be it Resolved:

The Board Liaison to WWU Foundation is hereby delegated responsibility to review WWU Foundation expenses for development services of WWU President Bruce Shepard on a quarterly basis; and

The Board Liaison to the WWU Foundation will report the results of his/her review to the Board Audit Committee.

PASSED AND APPROVED by the Board of Trustees of Western Washington University at its regular meeting on December 12, 2008.

MOTION 12-3-08 Howard Lincoln moved that the Board of Trustees, upon the recommendation of the President, adopt Resolution 2008-14 Delegating Authority to the Trustee Liaison to the WWU Foundation for Review of Presidential Expenses.

Motion passed unanimously.

B. University President Report

President Shepard reported that he will formalize the feedback from his listening sessions with faculty and staff in a Mid-Year Report to the campus community and the Board of Trustees in February. Shepard said that preparations are underway for the Fall Commencement Ceremonies on Saturday, December 13, 2008.

1. Provost Search Report

Dr. Craig Dunn, Chair of the Provost Search Advisory Committee, reviewed the search timeline and search process. Of the 160 applications received, 8 candidates were interviewed at a neutral-site and three were brought to campus. In keeping with complete transparency of the process, the finalists' cover letters and resumes, videos of their campus open forum, and a Candidate Interview Feedback form were available on the search website. At the conclusion of the on-campus interviews, President Shepard met with the search committee. Shepard said there was clear consensus on the candidates and he is in conversation with the preferred candidate at this time.

Chair Sharpe suggested Dunn write a final report to synthesize the search experience for future search committee chairs.

2. Endowment Investment Report

Vice Presidents George Pierce and Stephanie Bowers provided the Board with an overview of the University Endowments and the WWU Foundation Endowments.

Pierce said that in 2005 an Endowment Investment Committee was formed to review the university endowments every 2-3 months. Smith-Barney was chosen as the financial manager following an RFP process. Information on endowment growth was included in the Board packets.

Bowers said because of the current economic crisis, the endowments are experiencing no growth and are actually losing money. Bowers said the Foundation is strategizing to find ways to continue to support the campus. Bowers will update the Board at the February meeting.

3. Waterfront Development Update

President Shepard updated the Board on the current status of the waterfront development. Shepard said that given the university's vision to become the premier public comprehensive university in the nation, we need to decide what will allow us to advance toward that goal while taking the unique opportunity to be on the waterfront. A campus committee is further clarifying how our presence on the waterfront can benefit the university. Shepard said in planning the waterfront development, we also need to keep our options open for future needs of the university.

4. Identify Theft Red Flags Rule

Wendy Bohlke, Assistant Attorney General, provided an update on the Identify Theft Red Flags Rule. In 2007 the Federal Trade Commission issued a rule intended to reduce the risk of identity theft, effective November 1, 2008. Enforcement has been delayed until May 1, 2009.

President Shepard and the university's Executive Policy Group reviewed and approved an interim policy, POL-U3000.01 Identifying, Detecting and Responding to Identity Theft Red Flags and Notices of Address Discrepancies, effective November 1, 2008 – May 1, 2009.

In response to a question as to WWU's process for ensuring that personal information is not compromised, John Lawson, Vice Provost for Information Technology/CIO, said there are multiple layers of security protecting Western's data. Lawson said that under the direction of the Board Audit Committee, a Request for Quote and Qualifications (RFQQ) to conduct an IT Security Audit of the university is in process. Western also participated in a vulnerability scan coordinated by the Northwest Academic Computing Consortium (NWACC). Lawson said that Western is very diligent in complying with all federal regulations in this area. The Data Incident Response Team is also in place to evaluate and respond to any incidences if necessary.

C. ASSOCIATED STUDENTS

Erik Lowe reported that the Associated Students and the administration are working together on many legislative issues. Sarah Ishmael, Vice President for Legislative and Governmental Affairs, presented the Associated Students Western Washington University State Legislative Agenda for 2009. Discussion followed regarding tuition setting authority and possible increases of tuition, financial aid and state need grants.

President Shepard suggested that a future AS legislative agenda could include the Student Trustee's limited ability to participate in some Board meeting agenda issues.

D. FACULTY SENATE

Matthew Liao-Troth presented the revisions to the Constitution of the Faculty – Bylaw 7, and revisions to the Faculty Handbook -- Bylaw 7.4 the Academic Coordinating Commission and, Bylaw 7.7 the Senate Library Committee.

IV. ACTION ITEMS

- a. Approval of Faculty Handbook Revisions.

Matthew Liao-Troth reviewed the revised Faculty Handbook. Revisions were made so that the handbook does not conflict with the Collective Bargaining Agreement with the UFWW. Corrections were also made to the out-dated Operating Procedure and College governance documents will not be included in handbook.

MOTION 12-4-08 Dennis Madsen moved, that the Board of Trustees of Western Washington University, upon the recommendation of the President, approve the Faculty Handbook revisions approved by final vote of the Faculty Senate on November 24, 2008 as amended by the provision dealing with Reimbursements and Consulting Policies from the Faculty Senate Executive Committee.

Motion passed unanimously.

- b. Consent Items

MOTION 12-5-09 John Warner moved that the Board of Trustees of Western Washington University, upon the recommendation of the President, approve the following consent items:

- Fall Quarter Degrees
- Summer Session Fees 2009
- The Amended:
 - WWU Retirement Plan, WWU 401(a)
 - Supplemental Retirement Plan
 - WWU Voluntary Investment program
- Delegation of Authority to Make Changes to
 - WWU Retirement Plan
 - WWU 401 (a) Supplemental Retirement Plan
 - WWU Voluntary Investment Program
- Delegation of Authority to Lease property at the Innovation Partnership Zone
- Delegation of Authority to Award Construction Contract for New Biology Greenhouse (PW 574)

At 9:22 a.m. Chair Sharpe announced a 10 minute break. The Board reconvened at 9:35 a.m.

V. DISCUSSION ITEMS

A. Performance Agreement & Washington State Quality Awards

Provost Murphy presented an update on the status of the Performance Agreement, part of the HECB Master Plan for Higher Education in Washington. Western's Performance Agreement was submitted to the State in November and subsequent meetings and discussion have taken place on a state-wide level. Murphy said the institutions are waiting for further instruction.

Murphy reported that the State is requiring all state agencies to apply for the Washington State Quality Award. A committee representing each sector of the university was appointed to complete Western's 2008 Washington State Quality Award Assessment Application. A copy of the application was distributed.

B. Dash Board Indicators

Provost Murphy led a discussion of prospective *Dash Board* indicators for WWU. Murphy said a lot of data about Western exists, but it needs to be readily available for operational purposes. A list of Key Performance Indicators (KPI's) including admission rates, student/faculty ratios, budget information, productivity measures, etc, was distributed. The Board will review and indicate what kinds of data they would like to see on a regular basis. Trustees said they would like to include information on Western's strengths, challenges, opportunities, and other information that would be useful to them as trustees.

C. Sustainability Update

Vice President George Pierce and Seth Vidana, Sustainability Coordinator, provided the Board with an overview of the Office of Sustainability's 2008 Campus Sustainability Report. The report provides a broad overview of sustainability efforts on Western's campus. It was noted that Western is moving ahead in "the middle of the pack" in these efforts. Pierce said that because of the current budget crisis, we are working with efforts that don't require a large investment. Some of the older academic buildings have been retrofitted in the electrical lighting area with seed money from grants. Tim Wynn, Director of Facilities Management, said that additional resources are needed to retrofit the heating and ventilation systems of these buildings to see any substantial energy savings. President Shepard also noted that we are considering lowering the heat in the buildings to obtain some budget savings.

The Board of Trustees voiced their support for Western's effort towards offering an interdisciplinary curriculum that will enable each Western student to graduate with a thorough knowledge of sustainability issues facing today's world.

D. Washington Student Lobby

Erik Lowe, Associated Students President, presented information regarding the Washington Student Lobby (WSL) fee. The objectives of the WSL are to represent student interests before the State Legislature and other venues on issues related to accessible, affordable, and high quality education; to inform students about issues of political significance; and to facilitate cooperation and communication among students through the state. Currently students have an opt-in fee system to fund Western's membership. The AS proposals is to put a referendum to

student vote that would abolish the current WSL fee and establish in its place a “Legislative Action Fee.” This would allow the AS to have more control over the collection method, the amount of the fee, and flexibility on how it will be spent.

E. Beta Testing of Electronic Board Books

John Lawson, Vice Provost for Information Technology/CIO and Liz Sipes, Secretary to the Board of Trustees presented a brief test of the Sharepoint Board of Trustees website. Board packets for the February 12 & 13, 2008 meeting will be available to the Trustees on this site.

VI. COMMITTEE REPORTS

A. Audit Committee Report

Trustee Howard Lincoln, Chair of the Board Audit Committee, reported on the December 11 meeting. The committee:

- Approved the 2009 meeting schedule;
- Met with external auditors from KPMG who presented the financial statements for the university and four auxiliaries. No significant deficiencies or material weaknesses were identified in any of the audits;
- Heard a report from John Lawson, Vice Provost for Information Technology/CIO and Kathy Wetherell, Assistant Vice President for Business & Financial Affairs, on the Federal Trade Commission’s new Red Flag Rules;
- Heard an update on the on-going audit from the State Auditor’s Office. The State Auditors will present their report on the February Audit Committee meeting;
- Heard an update from the Internal Auditors Office; and
- Met separately with the Internal Auditor and the President as provided by the Audit Committee’s Charter.

VII. INFORMATION ITEMS

A. Admissions and Enrollment Planning Report

Vice President Eileen Coughlin provided a written update on enrollment and admissions.

B. Alumni Association Report

Vice President Bowers provided a written report on the activities of the Office of Alumni Relations. The Alumni Association has initiated a three year pilot program to raise revenue through membership.

C. Development Report

Vice President Bowers provided a written update on WWU Foundation activities.

D. External Affairs Report

Sherry Burkey, Acting Vice President for External Affairs provided a written update on the recent activities of External Affairs. Burkey said that Representative Kelli Linville has been named chair of the Appropriations Committee.

E. Quarterly Report on Grants and Contracts

Provost Murphy provided written information concerning grant awards totaling \$3,952,994 for the period July 1, 2008 – September 30, 2008.

F. Major Capital Projects Status Report

Vice President Pierce provided a written update on the major capital projects.

G. Student Right-to-Know and Clery Act

Vice President Coughlin provided the Board will information regarding Western Washington University's compliance with the federal Jeanne Clery Disclosure of Campus Security Policy and Campus Crime Statistics Act.

Vice President Pierce distributed a copy of the Annual University Policy Report.

H. 2007-2008 Financial Report for Western Washington University

Vice President George Pierce provided copies of the University's 2007-2008 Financial Report and copies of the 2008 Financial Reports for the auxiliaries: Wade King Student Recreation Center, University Residences Housing and Dining System, Parking and Transportation, and Associated Students Bookstore.

VIII. MEETING EVALUATION

The Trustees said they are pleased with the new meeting format.

IX. ADJOURNMENT

Meeting adjourned at 11:32 a.m.

X. DATE FOR NEXT REGULAR MEETING: February 12 & 13, 2009

XI. LUNCH PRESENTATION

Dr. Arunas Oslapas, Engineering Technology, presented "Remade 2008," an annual project conducted by the Junior Industrial Design class.

Biography

Steve Swan
Western Washington University
Bellingham, WA

Steve Swan is Western Washington University's new vice president for University Relations. Steve will have responsibility for the University's overall external relations, marketing and communications. WWU president Bruce Shepard has expanded the position to include "presidential initiatives" as assigned, such as the waterfront development project; and enhancing the transparency and effectiveness of University decision-making.

Steve comes to Western from the University of Wisconsin-Green Bay where he led the Advancement Division, supervising the Alumni, Development, Government Relations and Marketing and Communications Offices.

Prior to joining then-Chancellor Bruce Shepard's leadership team in February, 2004, he worked as the president of Ultimate Sports Apparel of Green Bay, a company he founded in 2000. He previously served as the executive director of University Advancement at UW-Green Bay from 1995 through 1999. Before moving into administration, he was an assistant men's basketball coach from 1985 to 1995. He was the sports information director, men's basketball recruiter and an assistant football coach at UW-Stevens Point from 1977 through 1985. In 1976 he served as the press secretary to Congressman Robert J. Cornell in Washington, D.C.

A De Pere, Wis., native, Steve earned a bachelor's degree in journalism from UW-Eau Claire in 1976.

**WESTERN WASHINGTON UNIVERSITY
ITEM SUBMITTED TO THE BOARD OF TRUSTEES**

TO: Members of the Board of Trustees
FROM: Phil Sharpe, Chair, Board of Trustees
DATE: February 13, 2009
SUBJECT: **Elimination of Football Program**
PURPOSE: Information Item

Purpose of Submittal:

Chair Sharpe will update the Board on the elimination of the WWU Football Program. Two spokespersons from the savewwufotball.com will have the opportunity to present some of their ideas for the Board's consideration.

**WESTERN WASHINGTON UNIVERSITY
ITEM SUBMITTED TO THE BOARD OF TRUSTEES**

TO: Members of the Board of Trustees

FROM: President Bruce Shepard by Senior Counsel Wendy Bohlke

DATE: February 13, 2009

SUBJECT: Amendments to BOT Rules of Operation

PURPOSE: Information Item

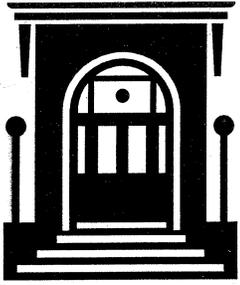
Purpose of Submittal:

Senior Counsel Wendy Bohlke will lead a discussion on the review and amendment process to the *WWU Board of Trustees Rules of Operation*. This document was last amended October 8, 2004.

Once a sufficient review of the Rules of Operation has been completed, the Board may adopt amendments by resolution at a future meeting.

Supporting Information:

WWU Board of Trustees Rules of Operation



WESTERN WASHINGTON UNIVERSITY

Western Washington University Board of Trustees Rules of Operation

**Board of Trustee Policies
Effective January 1, 1990**

Amd 020(3)(c) October 7, 1991
 Amd 070(3) July 8, 1993
 Amd 020(4) October 7, 1994
 Amd 070(3) December 2, 1994
 Amd 010(2)(3)(4) October 11, 1996
 Amd 020(1)(2) October 11, 1996
 Amd 020(3)a—u) October 11, 1996
 Amd 020(4)b)c) October 11, 1996
 Amd 030 October 11, 1996
 Amd 050(3)(5) October 11, 1996
 Amd 060(1)(6) October 11, 1996
 Amd 070(2)—(9) October 11, 1996
 Amd 080 October 11, 1996
 Amd 090 October 11, 1996
 Amd 100 October 11, 1996
 Amd 110 October 11, 1996
 Amd 030,060 August 7, 1998
 Amd 060(1) October 4, 2002
 Amd 020(3)q—u) February 6, 2004
 Amd 020(3)g) April 19, 2004
 Amd 020(3)g) June 11, 2004
 Amd 010(2)(3) October 8, 2004
 Amd 020(2) October 8, 2004
 Amd 020(3)g)l)m)n)r) October 8, 2004
 Amd 050(2)(3) October 8, 2004
 Amd 060(2)(10) October 8, 2004
 Amd 070(3) October 8, 2004
 Amd 080 October 8, 2004
 Amd 090 October 8, 2004
 Amd 110 October 8, 2004

Authority: RCW 28B.35.120

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**Section 010.
THE BOARD AND
GOVERNANCE.**

(1) The authority to govern Western Washington University is vested by law in the Board of Trustees of the University, hereinafter referred to as the "Board."

(2) The Board believes that the educational interests of the University are furthered by encouraging an environment of collegiality. Therefore, it has established a system of shared governance in which the various elements of the institution are encouraged to participate. Without limiting its duties or authority, the Board directs its attention to matters of general policy relating to the institution's mission, educational program, operation, and Strategic Plan. The Board delegates responsibility for the development and administration of policies and management of the institution to the President, or his or her designees, including the appropriate unit or units of internal governance.

(3) The channel of authority from the Board to the faculty, administrative officers, staff and students shall be through the President. All faculty, administrative officers, staff and students shall, through appropriate channels, be responsible to the President, and through the President, to the Board, unless otherwise specifically directed by the Board. When faculty, administrative officers, staff, and students bring forward recommended changes to policies, programs, and other matters that require Board consideration, such recommendations should be transmitted to the President and by the President to the Board with his or her recommendation. If she or he does not support the recommendation as forwarded, the President will first send it back to the recommending group with a statement of concerns and engage in discussions with the group regarding the proposal before forwarding it to the Board for consideration. Background information, perspectives of constituents, and the recommendation of the President should be provided to the Board. The Board authorizes the President to adopt interim policies or procedures to meet legal or operational requirements consistent with Section 070(6) of these rules as needs arise, keeping the Board informed of such action. This rule reflects that the Board has the responsibility for oversight of the President, but delegates authority to the President for oversight of faculty, staff, students or others engaged in communications or by contract with the University. The presidents of the Faculty Senate and Associated Students may, in exceptional circumstances, communicate directly

to the Board collectively through written communication. A copy shall be provided to the President. The presidents of those groups shall serve as the representatives of their respective elected bodies at all Board meetings where they are welcome to address the Board directly.

(4) The legal advisor to the Board is the Attorney General of Washington. The assistant attorney general assigned by the Attorney General to represent the University shall provide counsel to the University to and through the Board of Trustees. The assistant attorney general shall provide legal counsel to the various divisions of the University through the President.

**Section 020.
AUTHORITY, POWERS, AND
DUTIES OF THE BOARD.**

(1) The Board of Trustees derives its authority from the laws of the State of Washington. The Board operates under the provisions of Title 28B and other portions of the Revised Code of Washington. The powers and duties of the Board include those specifically set forth in Title 28B and all other powers and duties which are necessary or appropriate to carry out the Board's responsibilities and obligations.

(2) Unless otherwise authorized by the Board, individual Trustees exercise no authority over the institution nor may they make or enter into contracts on behalf of the Board or University. The Chair or his or her designee is the spokesperson for the Board. Individual Board members are encouraged to consult regularly with both the President and the Board Chair on matters of interest.

(3) The Board of Trustees reserves unto itself the following authority (unless specifically delegated in particular instances by definite resolution or motion duly passed by the Board), which it exercises subject to the conditions and limitations of law:

- a) To employ the President under such terms and conditions as may be negotiated from time to time through a written contract, including, but not limited to, compensation, housing requirements, benefits, and tenure to an academic unit. The Board may also negotiate employment for the spouse/partner of the President upon determining that he/she has appropriate qualifications. The contract(s) shall be authorized in compliance with the Open Public Meetings Law, Chapter 42.30 RCW.
- b) To organize, administer and operate the Board of Trustees.
- c) To adopt, amend or repeal rules pursuant to the Administrative Procedures Act (Chapter 34.05

RCW) and any other laws providing rule-making authority—except for Chapter 516-12 WAC, Parking and Traffic regulations; Chapter 516-13 WAC, Bicycle Traffic and Parking Regulations; Chapter 516-14 WAC, Appeals from Parking Violations; and Chapter 516-15 WAC, Skateboards.

- d) To approve the operating budget and capital budget for the University.
- e) To establish or abolish colleges, divisions, schools, departments, and degree programs.
- f) To authorize the awarding of degrees for appropriate programs of study.
- g) To establish schedules for the following fees: tuition fees (operating fee and capital building fee), including summer session and extended education fees; services and activities fees, including the recreation center fee; non-academic building fees; health services fee; technology fee; and housing and dining fees for students and employees.
- h) To approve and enter into collective bargaining agreements with employees.
- i) To establish retirement programs for employees.
- j) To retain responsibility for the expenditure of state funds by the University and its agents and employees.
- k) To enter into agreements with public agencies pursuant to the Interlocal Cooperation Act (Chapter 39.34 RCW) or other appropriate laws.
- l) To authorize the purchase or long-term lease (for more than two years) of real property not located within the boundaries of the campus as described by the Institutional Master Plan for Western Washington University, from time to time, subject to other approvals that may be required. The Board may authorize the purchase of properties not identified in the Institutional Master Plan if it adopts by resolution the rationale for such purchase.
- m) To authorize the selection of professional, architectural, engineering, and related services for the design of public works in instances where the fee for such services will exceed \$100,000, or where competitive proposals were not solicited and considered, unless other procedures approved by the Board of Trustees were followed.
- n) To authorize the execution of public works contracts for amounts in excess of \$500,000, or where competitive proposals

were not solicited and considered, unless other procedures approved by the Board of Trustees were followed.

- o) To establish self-supporting facilities and to exercise all related authority delegated to the Board of Trustees pursuant to RCW 28B.10.300 through RCW 28B.10.330, as now or hereafter amended.
- p) To authorize and approve bonded indebtedness.
- q) To approve the settlement of claims against the University for amounts in excess of \$50,000.
- r) To name buildings and facilities in honor of a person or persons in accordance with established Board policy.
- s) To exercise all authority expressly reserved to the Board of Trustees by recorded resolution or motion, or in rules which have been or are hereafter adopted or amended by the Board pursuant to the provisions of the Higher Education Administrative Procedures Act, Chapter 28B.19 RCW, and the Administrative Procedures Act, Chapter 34.05 RCW.
- t) To retain all authority which may be hereafter delegated to the Board of Trustees by the Legislature of the State of Washington, unless such authority is expressly delegated to the President or President's designee.

(4) Conflict of Interest Standards. The following standards apply to each member of the Board of Trustees of Western Washington University. The standards are intended to serve as guidance for everyone serving on the Board of Trustees.

a) Fiduciary Responsibilities. Members of the Board of Trustees serve the public trust and have an obligation to fulfill their responsibilities in a manner consistent with this fact. All decisions are to be made solely on the basis of a desire to promote the best interests of the institution and the public good. The University's integrity must be considered and advanced at all times.

Trustees are often involved in the affairs of other institutions, businesses and organizations. An effective Board may not always consist of individuals entirely free from perceived, potential or real conflicts of interest. Although most such conflicts are and will be deemed to be inconsequential, it is every Trustee's responsibility to ensure that the Board is made aware of situations at the University that involve personal, familial, or business relationships.

b) Affirmation and Disclosure. The Board of Trustees requires each Trustee to affirm that:

1) these standards will be adhered to; and

2) each will disclose to the Board any personal, familial or business relationship that reasonably could give rise to a perceived, potential or real conflict of interest, as any such may arise.

(i) Public Disclosure. Trustees are required by RCW 42.17.240 to file annual statements with the Public Disclosure Commission relating to business interests and receipt of gifts.

(ii) Western Washington University Form. Trustees shall complete the disclosure form provided by the University. The completed forms will be retained in the Office of the President.

In the event there comes before the Board of Trustees a matter for consideration or decision that raises a potential or real conflict of interest for any Trustee, the Trustee shall disclose to the Chair of the Board the existence of a potential or real conflict of interest as soon as possible. The disclosure shall be recorded in the minutes of the meeting where a vote by the Board will occur on the matter. In the event a Trustee is uncertain as to the need to make disclosure in a particular instance, the Trustee should seek counsel from the Chair and/or the President of the University. They, in turn, may elect to consult with legal counsel. A Trustee who is aware of potential or real conflict of interest with respect to any such matter shall not vote or participate in discussion in connection with the matter. That Trustee's presence may not be counted in determining whether there exists a quorum for purposes of validating the vote on the matter.

c) Situations which constitute conflicts of interest. While it is difficult to list all circumstances which create conflicts of interest for individual Trustees, the law defines some situations as prohibited actions. These include:

1) Assisting another person, whether or not for compensation, in any transaction with the University. Example: Trustees cannot effect the admission of individual applicants for student status. Trustees might well be involved in admission standards through delegation, but do not make decisions on individual applications.

2) Use of University resources for personal benefit. Example: Trustees cannot have office space to

conduct their personal businesses on campus.

3) Use of official authority for personal gain. Example: Trustees cannot vote to extend a contract to a business in which they have a significant financial interest.

4) Receipt of gifts, gratuities, and favors. Example: Trustees cannot accept money from businesses with which the University has contracts as an inducement from the business to execute/extend a contract; and if gifts have been received during a reporting period, the Trustee must report them to the Public Disclosure Commission.

Section 030. APPOINTMENT.

The Board is composed of seven members appointed by the Governor of the State of Washington with the consent of the Senate for terms of six years, and one additional university student member, who is appointed annually by the governor for a one-year term. (RCW 28B.35.100) The student member shall excuse himself or herself from participation or voting on matters relating to the hiring, discipline, or tenure of faculty members and personnel. Each member of the Board is required to take an oath to discharge faithfully, impartially, honestly, and to the best of his or her abilities, the duties of a Trustee. (RCW 28B.10.520)

Section 040. REMOVAL.

No member of the Board may be removed during the term of office for which appointed, except for misconduct or malfeasance in office. (RCW 28B.10.500)

Section 050. OFFICERS AND COMMITTEES.

(1) The Board shall elect a Chair, vice chair, and secretary for two-year terms, as the last order of business at the June meeting of the Board every second year. In the event of an interim vacancy in any office, a successor shall be elected to fill the unexpired term.

(2) The Chair of the Board shall preside at meetings of the Board and the Chair shall have the customary powers and duties associated with such office (subject to the Board's direction). The Chair shall have full right of discussion and vote. If the Chair is absent or otherwise unable to preside over a meeting of the Board, the vice chair shall preside. In the event of the absence of both the Chair and vice chair for any meeting of the Board, the Secretary shall then preside. In the absence of all officers, the Board shall designate a Chair for the meeting.

(3) The Secretary of the Board, in addition to other duties specifically imposed by the Board, shall be the second signatory (the Chair

being the first) for all documents requiring two signatures from the Board. The Board may authorize other members of the Board to sign documents in the absence of either the Chair or the secretary. The Secretary shall be responsible for reviewing draft minutes of the Board meetings, which are prepared by staff assigned to the Board of Trustees.

(4) The Board or its Chair may establish such standing or special committees as are deemed appropriate. Committees shall advise the Board and the President of the University on matters referred to such committees for consideration.

(5) In the event that a Trustee is acting in violation of Section 020(2), the President shall advise the Chair of the activity. The Chair shall direct the Trustee to cease the inappropriate activity. If the Chair is acting in violation, the Vice Chair shall be advised of the activity and shall direct the Chair to cease the inappropriate activity.

Section 060. MEETINGS OF BOARD.

(1) Regular meetings of the Board shall be held on the first or second Friday of every other month, unless such date is changed by Board action at a meeting regularly scheduled or called for that purpose. A copy of such action shall be filed in the President's office. (WAC 516-04-010)

(2) The Board shall attempt to hold meetings each year at locations off campus to allow attendance by citizens from other parts of the state. The schedule of meetings shall be determined each year at the regular meeting of the Board prior to the end of the calendar year.

(3) The Chair of the Board or a majority of its sitting members may call a special meeting of the Board. (RCW 42.30.080)

(4) Five members of the Board shall constitute a quorum for the transaction of business by the Board. Provided, however, that action by the Board shall require the affirmative vote of at least four members. Provided, where only a quorum of five is present, and the student trustee has excused himself or herself from participation or voting when the matter relates to the hiring, discipline, or tenure of faculty members and personnel, action shall require the affirmative vote of at least three members.

(5) All regular and special meetings at which a quorum of the Board is present shall be open to the public, with the exception of those portions of regular or special meetings specifically declared to be "executive sessions" as allowed by law, or to be otherwise exempt from the provisions of RCW Chapter 42.30.

(6) The President of the University, with concurrence of the Chair of the Board, shall prepare a written agenda for each regular and special meeting. Copies of the agenda and supporting materials for a meeting shall be provided to the President and members of the Board and made available to the public approximately one week in advance of the announced meeting. Except as otherwise provided by law, the Chair, President, or any Board member may add additional items to the agenda for regular meetings without notice to the members of the Board or the public. However, the topics at special meetings are normally restricted to those for which advance notice has been given.

(7) The President of the University shall speak for the University at meetings of the Board.

(8) Because of the unique and integral relationship that the faculty and students bear to the mission of the University, the President of the Associated Students and the President of the Faculty Senate are issued a standing invitation to participate in all of the Board's public meetings.

(9) The presiding officer of the Board shall have the right to maintain order, recognize speakers, and to limit the length of time used by a speaker for the discussion of any subject at meetings of the Board; provided, however, that any restrictions on debate to be imposed upon members of the Board shall be announced in advance, uniformly applied, and subject to nullification by majority vote.

(10) The agenda for regular meetings of the Board should generally include the following:

- Consent items;
- Major policy matters and decision options;
- Special reports;
- Other items or announcements from Trustees, committees, the University President, Vice Presidents, Faculty Senate President, or Associated Students President.

Section 070. AUTHORITY, POWERS, AND DUTIES OF THE PRESIDENT.

(1) The President of the University shall be directly responsible to the Board of Trustees and shall be subject to its direction.

(2) In both internal and external affairs, the President shall be the primary representative and spokesman for the institution to the public. In the internal operation of the University, the President shall be expected to exercise leadership and direction in the management of the University while maintaining effective working relationships with fac-

ulty, students, staff, administrators, and the internal governance units.

(3) The President shall be the principal administrative officer of the University and shall have general supervision of all operations and programs of the institution. The Board delegates to the President the authority to appoint, in the name of the Board of Trustees, all employees of the University, which include faculty, administrative exempt, classified, and others. The President shall periodically provide an informational report to the Board concerning faculty appointments. The President is authorized to further delegate appointing authority to the Vice Presidents or other designees. Appointments shall be made in writing to the affected faculty, with copies retained in the individual faculty personnel files. If the President denies tenure, the candidate may appeal the denial to the Board of Trustees, which may conduct an adjudicative proceeding pursuant to the Administrative Procedures Act, Chapter 34.05 RCW. The President shall carry out all rules, regulations, orders, directives and policies established by the Board, and shall perform all other duties necessary or appropriate to the administration of the University. The Board hereby exempts from such delegation of authority in this paragraph the authority to appoint any employee of the University who is related to the President either as sibling, parent, spouse, or offspring. The Board hereby delegates to the Provost the authority to make such hiring decisions, subject to Board review, action, and approval. The Provost will have responsibility pertaining to making letters of offer, evaluations, salary modification, and supervision of any such employee, subject to the review of the Board of Trustees.

(4) The President of the University shall have the authority to negotiate banking and credit card services, to periodically open and close bank accounts, and to purchase and sell investments in accordance with the Revised Code of Washington, Washington Administrative Code, and University policy. The President may delegate this authority to other administrative officers.

(5) The President of the University is fully authorized and empowered to sell, assign, transfer or otherwise dispose of any and all donated types and kinds of securities, including, but not limited to, stocks, bonds, debentures, notes, rights, options, warrants, certificates of every kind and nature whatsoever; to enter into agreements, contracts and arrangements with respect to such security transactions, whether with securities-related individuals or agents; and

to execute, sign or endorse on behalf of Western Washington University. The President may delegate the authority to other administrative officers.

(6) The President of the University shall have the authority to exercise in the name of the Board all of the powers and duties vested in or imposed upon the Board by law, except as otherwise specifically reserved or determined by the Board. This grant of authority is general in nature and is as broad and comprehensive as is allowable by law. Except as limited by the Board, the President may delegate authority to other administrative officers or units of internal governance where necessary or appropriate for the effective administration of the University.

(7) The organizational structure of the University will be established by the President except as otherwise specifically determined by the Board.

(8) The President shall be entitled to be present at all regular or special meetings of the Board. The Board may, with the knowledge of the President, hold executive sessions out of the presence of the President to discuss appropriate matters. The substance of the discussions by the Board in executive session will be transmitted to the President by the presiding officer of the Board.

(9) The essence of the relationship between the Board and the President shall be one of full mutual confidence, completely open communication, and close consultation.

(10) If the President fails or refuses to implement or enforce a policy, rule or regulation which has been adopted by the Board, the President shall promptly inform the Board in writing of the reasons for such failure or refusal.

(11) The President shall have the power to enter into emergency contracts and agreements without complying with the provisions of subsection 020(3) of these rules, when essential for the protection of health, safety, or property. Such actions shall be immediately reported to the Board.

Section 080. PRESIDENTIAL EVALUATION.

It is anticipated that the President will make annual reports to the Board. Unless the Board determines an earlier review is necessary, a formal evaluation of the President's performance shall be made after three years of employment as President. Thereafter, formal evaluations will be every fourth year provided however that the Board may, at its discretion, defer the formal evaluation for an additional year. The Board may also

initiate a formal review if desired sooner. It is the responsibility of the Board to establish the criteria and process for evaluation and to communicate these in advance to the President. Among other standards and criteria for evaluation, the Board shall consider the following:

- A. Leadership, internal and external to the institution;
- B. Administrative effectiveness;
- C. Effectiveness at developing financial and other support for the institution;
- D. Communication;
- E. Physical and mental health; and
- F. Accomplishments and progress toward annual objectives established by the President and the Board.

In addition to a formal evaluation provided for above, the Board and the President shall engage in an informal discussion of the President's performance at least annually.

Performance reviews of administrative staff are the responsibility of the President.

After the third year of a President's appointment, the President shall be entitled to request two months of leave time in addition to annual vacation leave.

If a vacancy occurs in the office of the President, the Provost or principal academic officer shall act as President, unless otherwise determined by the Board.

When it becomes necessary to name a new President, it is the responsibility of the Board to establish criteria, organize and supervise the selection process, and name the appointee. The final selection shall be the sole responsibility of the Board.

The President shall serve at the pleasure of the Board of Trustees.

Section 090. POLICIES.

All of the rules, regulations, policies and procedures governing the operation and organization of the University should, insofar as feasible, be contained in a file system maintained by the Office of the President of the University. All such written statements approved by the Board and/or the President should, insofar as feasible, be kept current and up-to-date with amendments, revisions, and additions.

Copies of these documents shall also be located in the Wilson Library where they shall be open to inspection by any person. Access to such materials may also be provided through various electronic means. The file system should, insofar as feasible, contain the following:

(1) All portions of the Revised Code of Washington and the Wash-

ington Administrative Code which apply to WWU (indexed).

(2) University rules adopted pursuant to the provisions of Chapter 34.05 RCW and other chapters providing rule-making authority (indexed).

(3) Constitution and By-laws of the Faculty Senate.

(4) Constitution and By-laws of the Associated Students of Western Washington University.

(5) Constitution and by-laws and/or regulations of all other organizations, as directed by the Board.

(6) The Faculty Handbook.

(7) The Exempt Professional Staff Handbook.

(8) The Board Rules of Operation.

(9) All adopted policies not otherwise referenced in this section, to the extent the Board or its secretary directs that such policies be included in the policy file.

Section 100. INDUCTION AND ORIENTATION OF TRUSTEES.

The President, in consultation with the Chair of the Board, has the responsibility to meet with new Trustees as they are appointed, and together with members of the administration and staff, provide the new board member with information and material about the institution, its operation, and the nature of trusteeship.

Section 110. PER DIEM.

Trustees are authorized to receive per diem and mileage reimbursements as provided by law in Chapter 43.03 RCW. Unless otherwise directed by the Chair, per diem will normally be paid for each day during which a Trustee attends a Board or Committee meeting or is otherwise engaged in the conduct of duties at the request or invitation of the Chair or the President.

Section 120. AMENDMENTS TO BOARD RULES OF OPERATION.

These rules may be altered, amended or repealed and new provisions may be adopted at any regular or special meeting of the Board by affirmative vote of not less than four members of the Board.

Section 130. SUSPENSION OF RULES.

These rules may be suspended for a particular meeting or for a particular matter under consideration by a 2/3 majority vote of those members present and constituting a quorum of the Board.

Section 140. EFFECTIVE DATE.

These rules become effective January 1, 1990.

**WESTERN WASHINGTON UNIVERSITY
ITEM SUBMITTED TO THE BOARD OF TRUSTEES**

TO: Members of the Board of Trustees

FROM: President Bruce Shepard by Provost Dennis R. Murphy

DATE: February 13, 2009

SUBJECT: Report on Progress in Implementing Current UFWW Contract

PURPOSE: Informational Item

Purpose of Submittal:

The Collective Bargaining Agreement between Western Washington University and United Faculty of Western Washington University was approved by the Board of Trustees and become effective on June 14, 2008.

The Board will be provided with a brief summary of issues related to the agreement to date followed by an opportunity for questions.

**WESTERN WASHINGTON UNIVERSITY
ITEM SUBMITTED TO THE BOARD OF TRUSTEES**

TO: Members of the Board of Trustees
FROM: Bruce Shepard, President
DATE: February 13, 2009
SUBJECT: Update on Vice Presidential Searches
PURPOSE: Information Item

Purpose of Submittal:

President Shepard will provide a report of the current status of the Provost/Vice President for Academic Affairs and the Vice President for Business & Financial Affairs searches.

Supporting Documents:

- Summary of Provost/VP for Academic Affairs Search
- Summary of VP for Business & Financial Affairs Search

**Western Washington University
Board of Trustees
February 13, 2009**

Update on Provost/Vice President for Academic Affairs Search

The Provost Search Advisory Committee met on January 16 to discuss the resumed search process. The committee and Dr. James Appleberry, Academic Search consultant, identified individuals from the current applicant pool to reconsider. An additional 20 applications were received by the January 30 deadline.

The committee met again on February 6 to select 15 – 18 intermediate candidates for reference checking. On February 20 the committee will meet to identify 8-10 semi-finalists to invite for a neutral site interview.

Three or four finalists will be invited for on-campus interviews scheduled for April 6 – 17, 2009.

Western Washington University
Board of Trustees
February 13, 2009

Update on Vice President for Business and Financial Affairs Search

The Business and Financial Affairs Vice President's Search Advisory Committee narrowed the applicant pool to five semi-finalists. After consultation with the committee President Shepard invited three candidates to campus:

- Nathaniel T. "Buster" Brown, CPA, most recently Vice President and Chief Financial Officer at Vulcan, Inc.
- Craig Morris, Interim Vice President for Finance and Administration at Southern Oregon University
- Janice Stroh, President of CFO Management Solutions, and previously Vice President for Business and Finance at Eastern Michigan University

All three candidates have completed their campus visits. On February 11 the VP BFA Search Advisory Committee will meet to discuss the candidates, following which the committee will meet with President Shepard on February 13. It is anticipated that President Shepard will initiate discussions with his preferred candidate soon after that meeting.

**WESTERN WASHINGTON UNIVERSITY
ITEM SUBMITTED TO THE BOARD OF TRUSTEES**

TO: Members of the Board of Trustees

FROM: Bruce Shepard, President

DATE: February 13, 2009

SUBJECT: Waterfront Development Update

PURPOSE: Information Item

Purpose of Submittal:

President Shepard will provide a report of the current status of the Waterfront Development Project.

**WESTERN WASHINGTON UNIVERSITY
ITEM SUBMITTED TO THE BOARD OF TRUSTEES**

TO: Members of the Board of Trustees

FROM: President Bruce Shepard on behalf of the Associated Students

DATE: February 13, 2009

SUBJECT: **Associated Students**

PURPOSE: Executive Comments—Associated Students

Purpose of Submittal:

Erik Lowe, President of Western's Associated Students, will provide an oral report regarding the Associated Students.

**WESTERN WASHINGTON UNIVERSITY
ITEM SUBMITTED TO THE BOARD OF TRUSTEES**

TO: Members of the Board of Trustees
FROM: President Bruce Shepard for Senate President Matthew Liao-Troth
DATE: February 13, 2009
SUBJECT: Faculty Senate.
PURPOSE: Information Items

Matthew Liao-Troth, Faculty Senate President, will update the Board on the current activities of the Faculty Senate.

**WESTERN WASHINGTON UNIVERSITY
ITEM SUBMITTED TO THE BOARD OF TRUSTEES**

TO: Members of the Board of Trustees
FROM: President Bruce Shepard
DATE: February 13, 2009
SUBJECT: **Consent Items**
PURPOSE: Action Items

Purpose of Submittal:

Approval of the university recommendations provided on the consent item agenda.

Proposed Motion:

MOVED, that the Board of Trustees of Western Washington University, upon the recommendation of the president, approve the following consent items:

- Approval of Winter Quarter Degrees
- Delegation of Authority to Award Construction Contract for Miller Hall Renovations – Stimulus Phase (PW 465)
- Consultant Contract for Design Phase Services for Lincoln Creek Transportation Center (PW 590)

Supporting Information:

Materials supporting the consent item agenda are attached.

**WESTERN WASHINGTON UNIVERSITY
ITEM SUBMITTED TO THE BOARD OF TRUSTEES**

TO: Members of the Board of Trustees

FROM: President Bruce Shepard by Provost Dennis R. Murphy

DATE: February 13, 2009

SUBJECT: **Approval of Degrees**

PURPOSE: Action Item

Purpose of Submittal:

Board of Trustees responsibility to approve awarding of degrees

Proposed Motion:

MOVED, that the Board of Trustees of Western Washington University, on recommendation of the faculty and subject to the completion of any unmet requirements, approves awarding undergraduate and graduate degrees to the candidates listed in the files of the Registrar and Graduate Dean, for Winter Quarter 2009, effective March 21, 2009.

Supporting Information:

Lists on file with the Registrar and Graduate Dean.

**WESTERN WASHINGTON UNIVERSITY
ITEM SUBMITTED TO THE BOARD OF TRUSTEES**

TO: Members of the Board of Trustees

FROM: President Bruce Shepard by Vice President George Pierce

DATE: February 13, 2009

SUBJECT: Delegation of Authority to Award Construction Contract for Miller Hall Renovation – Stimulus Phase (PW 465)

PURPOSE: Action Item

Purpose of Submittal:

Award a construction contract for the Miller Hall Stimulus Phase work for PW 465. Contract award following Board action. Construction to start April 2009.

Proposed Motion:

MOVED, upon the recommendation of the President, that the President or his delegate is hereby authorized to award contracts and execute documents for the construction of the Miller Hall Renovation – Stimulus Phase.

Supporting Information:

This project responds to Governor Gregoire's State Stimulus Package. Work would include site mobilization, hazardous materials abatement and demolition of non-occupied areas, purchase of select long-lead materials and construction support services. The Board's approval would allow Western to initiate the construction phase portion of the GC/CM contract with Dawson Construction; giving Dawson authority to bid and enter into subcontracts for this work. This work is being moved up from the original start date in Fall 2009.

Mahlum Architects, Seattle, WA, are preparing the plans and specifications for this project.

The project award is also contingent upon the allotment of state appropriations. The estimated construction cost of this phase of the project is +/- \$3,000,000.

Source of Funding: State Building Construction Account – Appropriated

WESTERN WASHINGTON UNIVERSITY ITEM SUBMITTED TO THE BOARD OF TRUSTEES

TO: Members of the Board of Trustees

FROM: President Bruce Shepard by Vice President George Pierce

DATE: February 13, 2009

SUBJECT: **Consultant Contract for Design Phase Services for
Lincoln Creek Transportation Center (PW 590)**

PURPOSE: Action Item

Purpose of Submittal:

Approval of a consultant contract for design phase services for Lincoln Creek Transportation Center. Award following Board action. Services to start in February.

Proposed Motion:

MOVED, that the Board of Trustees of Western Washington University, upon the recommendation of the President, award a consultant contract to David Evans & Associates, Bellingham, WA, for a fee of \$580,160 (including reimbursables), to provide design phase services for construction of the Lincoln Creek Transportation Center.

Supporting Information:

David Evans & Associates was selected in an RFQ process to provide master plan and design services for the development of the Lincoln Creek Transportation Center (LCTC). David Evans & Associates completed the LCTC Master Plan in 2006, as well as the initial construction project which provided stream restoration for Lincoln Creek on the northern border of the site in 2007. This contract is to provide design phase services for:

1. Stormwater retention and treatment to be located in the north portion of the lot and paving and improvements to the north portion of the site.
2. Pavement and improvements to the south portion of the lot, transit shelters and improved transit access, and right-of-way improvements.

Funding for the construction phase of the two projects is anticipated from federal stimulus funds. In accordance with guidelines governing the stimulus funds, construction must be underway within 180 days of the passage of the enabling legislation. Given approval of the federal legislation and award of this consultant contract, construction could be started as early as May for this project. Both phases of the project are scheduled to be complete by the end of 2009.

Source of Funding: Federal Transit Administration Grant Funds

Western Washington University
Board of Trustees
February 13, 2009

**Potential Housing & Dining System Bonds Sale for
Buchanan Towers Addition**

Susan Musselman, the University's Financial Advisor, will present a summary of the state of the capital markets and outline implications for proposed tax-exempt bond financing for construction of the Buchanan Towers Addition, proposed for late spring 2009.

Proposed Buchanan Towers Addition Project

The project will expand the existing Buchanan Towers residence hall to the east, into the area of the existing parking lot. The addition includes approximately 37,000 square feet on five levels and contains 105 beds. Each floor will have five, four bed suites clustered and spaced along a corridor increasing the amount of perimeter surface area to provide day lighting and natural ventilation, qualities of sustainability that contribute to the projects goal of attaining a USGBC LEED Silver rating. The architectural design forms a building mass that brings Buchanan Towers to a smaller scale. The main axis of the building has been realigned to improve the arrival to campus experience. The shading that results from this design reduces heat gain in the corridors.

The suite living units will have (2) 2-person bedrooms that share a bath room, living room and study area. The units are designed to be modified in the future to include a kitchenette that could respond to the demands of students seeking a more independent apartment style of living. The level five suites are designed with two story mezzanine lofts that provide an additional bed.

Each floor has a shared laundry and a public area that serves as a lounge or living room.

The project includes renovation of the first floor of Buchanan Towers and a small addition to the front that will be approximately 6,700 sf. The space includes a café seating area, casual study alcoves, convenience retail, administrative offices, computer lab, bicycle storage and bike maintenance, and common toilet facilities. It is organized to create a new prominent front door main entrance for the facility to enhance the WTA bus stop.

Site work includes virtually the entire area south and east of Buchanan Towers. This includes removing the current 96 space parking lot, and replace with 36 spaces along a fire department access drive on the north side of the facility. Site storm water will now be collected and properly treated in landscape rain gardens, with controlled flow and release through underground vaults. Sidewalks and pathways on site will be developed for movement through the site and along Bill McDonald Parkway, and to improve connections to the bus stop and to enhance pedestrian safety.

The \$11.8 million MACC includes construction costs for the new student rooms, renovation of the first floor including the retail food service location, some site work, parking, fire access and LEED related costs. The \$18 million project cost includes consultant services (\$1,987,000) furniture/equipment (\$738,060), construction sales tax (\$1,159,000), university project management fees (\$741,400), and other costs (\$215,000) that include permits, specialty equipment, and in-house construction and coordination.

Project Schedule Highlights

- Design team is currently preparing construction documents
- Bid phase - April 15 thru May 18
- Anticipate GC contract for approval at June meeting of BOT
- Request sale of bonds
- Bond sale
- General Contractor NTP July 7
- Substantial Completion August 2010
- Occupy September 2010

Existing Buchanan Towers

- Construction completed in 1971, 8 stories, 101,000 square feet, 424 beds

Current Economic Conditions Impacts on the University— Revenue, Financing and Investments



**WESTERN WASHINGTON
UNIVERSITY**

AS OF FEBRUARY 3, 2009

**Susan Musselman
DashenMusselman, Inc.**

360-445-0138

susan@dashenmusselman.com

Overview



- **Current Economic Impacts on the University**
 - State Funding
 - Budgets and Fund Balance
 - Fundraising
 - Investments
 - Financing

Investment Income



- Government funds are limited by statute and policy. **Safety – Liquidity – Yield.** Does not include stock, equity and other investments that have suffered greatly in 2008.
- Endowment funds are invested in broader array of investments, including stock, equity and other investments that suffered greatly in 2008.
- We all know that Investment Income is based on the amount of money invested, and the earnings on those investments
- With reduced revenue, less funds are available for investment

Governmental Investments



- **Treasury Yields are very low, especially in the shorter maturities that are used by municipalities**
 - 30 day -- .19% 60 day -- .26% 90 day -- .35%
 - 2 year -- .88% 5 year – 1.75% 10 year – 3.75%
- **CD Yields are relatively high, but may include risk and handling costs – can be 1 to 4%, depending on term**
- **University “local” funds may be invested in the Local Government Investment Pool (LGIP), a liquid fund – currently yields approximately 1.2%**

Financial Markets



- Financial and credit markets are highly segmented, especially in the current market
- Municipal bond market is a separate marketplace, operating independent of corporate and/or treasury bond markets and the stock market
- Many traditional market relationships are not tracking in the current market
- We cannot draw conclusions from one market to the next
- Focus here is on the “municipal financing” markets

Financing Markets - Liquidity

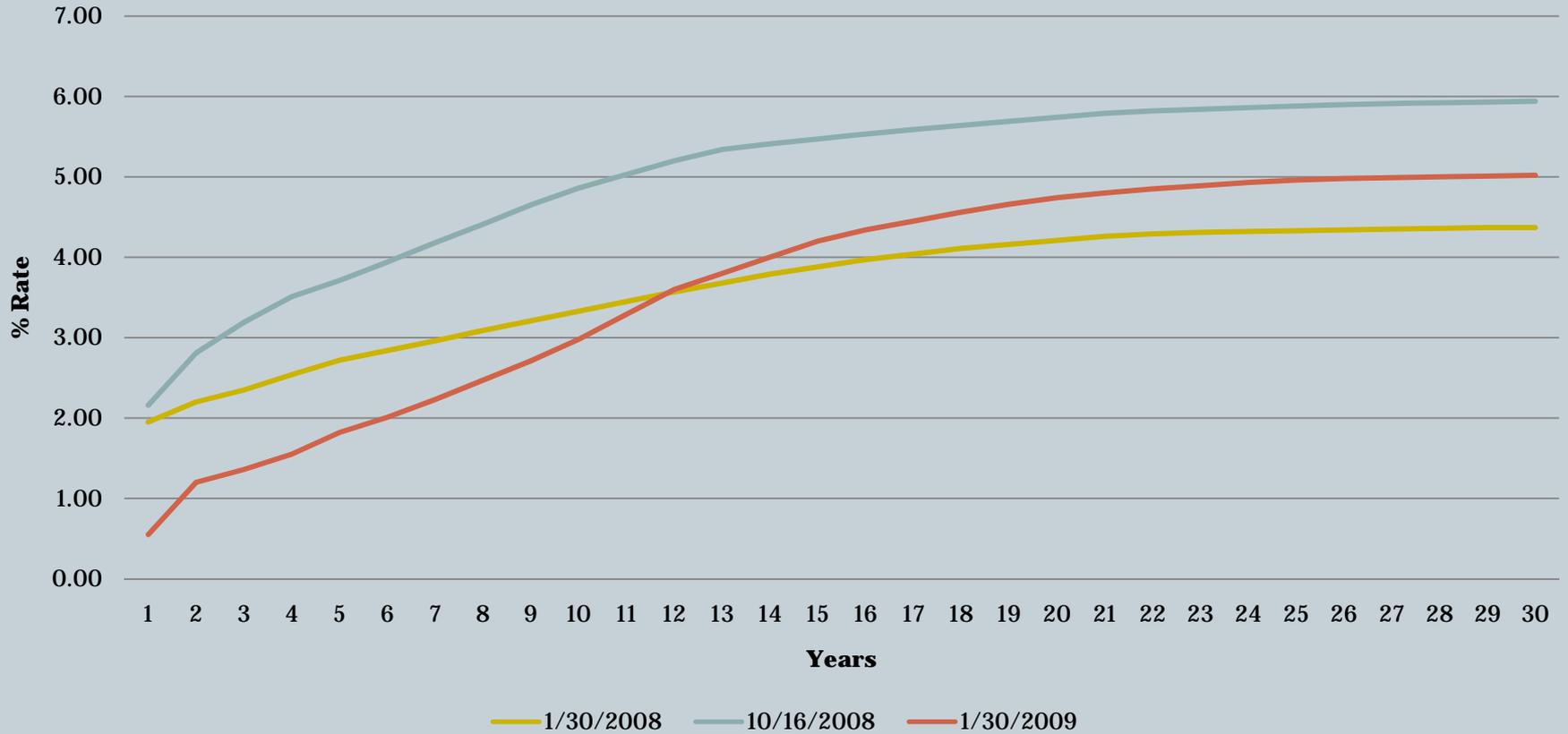


- **Lack of liquidity in markets is affecting municipal borrowers in several ways:**
 - Banks are less willing to provide credit/liquidity support required for variable rate bond issues;
 - Reduced investor demand for municipal bonds – greatest investor demand is currently from retail investors
 - Increased supply of bonds in secondary market, as large institutional investors liquidate municipal bond holdings
 - Growing supply of borrowers wanting to issue bond, waiting on the side-lines – record high levels (\$10 billion visible supply 1/30/09 vs. \$16 to \$20 billion in December 2008)

Comparative Bond Yield Curves



**Market Yield Curve
Municipal Market Data Index**



Financing Impacts – Bond Credit



- Bond insurance was used for approximately 80% of “bread and butter” financing prior to 2008, due to Aaa/AAA/AAA ratings and added security, therefore lowest cost to borrowers
- No bond insurer is currently rated “triple A” by all three rating agencies (previously 8 were) -- (While Berkshire Hathaway is “triple A” rated, it only serves issuers over \$100 million)
- Investors must now distinguish between credit quality on their own, and cannot rely on insurance to shield them from credit risk
- “Credit spreads” have widened, especially below AA, and when comparing revenue bonds to “GO” bonds

Note: State rating from Moody’s Investors Service is Aa1; UW is Aa1 General or Aa3 Revenue; WSU is Aa3 or A1 Revenue; WWU, CWU, EWU are A2

Bond Insurer Ratings



Insurer Ratings - as of 1/22/09

	<u>Moody's</u>		<u>S&P</u>		<u>Fitch</u>
AMBAC	Baa1	Outlook Developing	A	Negative Outlook	Not Rated
Assured Guaranty	Aa2	Stable Outlook	AAA	Stable Outlook	AAA Stable Outlook
Berkshire Hathaway	Aaa	Stable Outlook	AAA	Stable Outlook	Not Rated
CIFG	Ba3	Outlook Developing	BB	Outlook Developing	Not Rated
FGIC	Caa1	Negative Outlook	CCC	Negative Outlook	CCC Evolving
FSA *	Aa3	Outlook Developing	AAA	Negative Watch	AAA Negative Watch
MBIA	Baa1	Outlook Developing	AA	Negative Outlook	Not Rated
Syncora Guarantee**	Caa1	Under review	B	Developing Watch	Not Rated

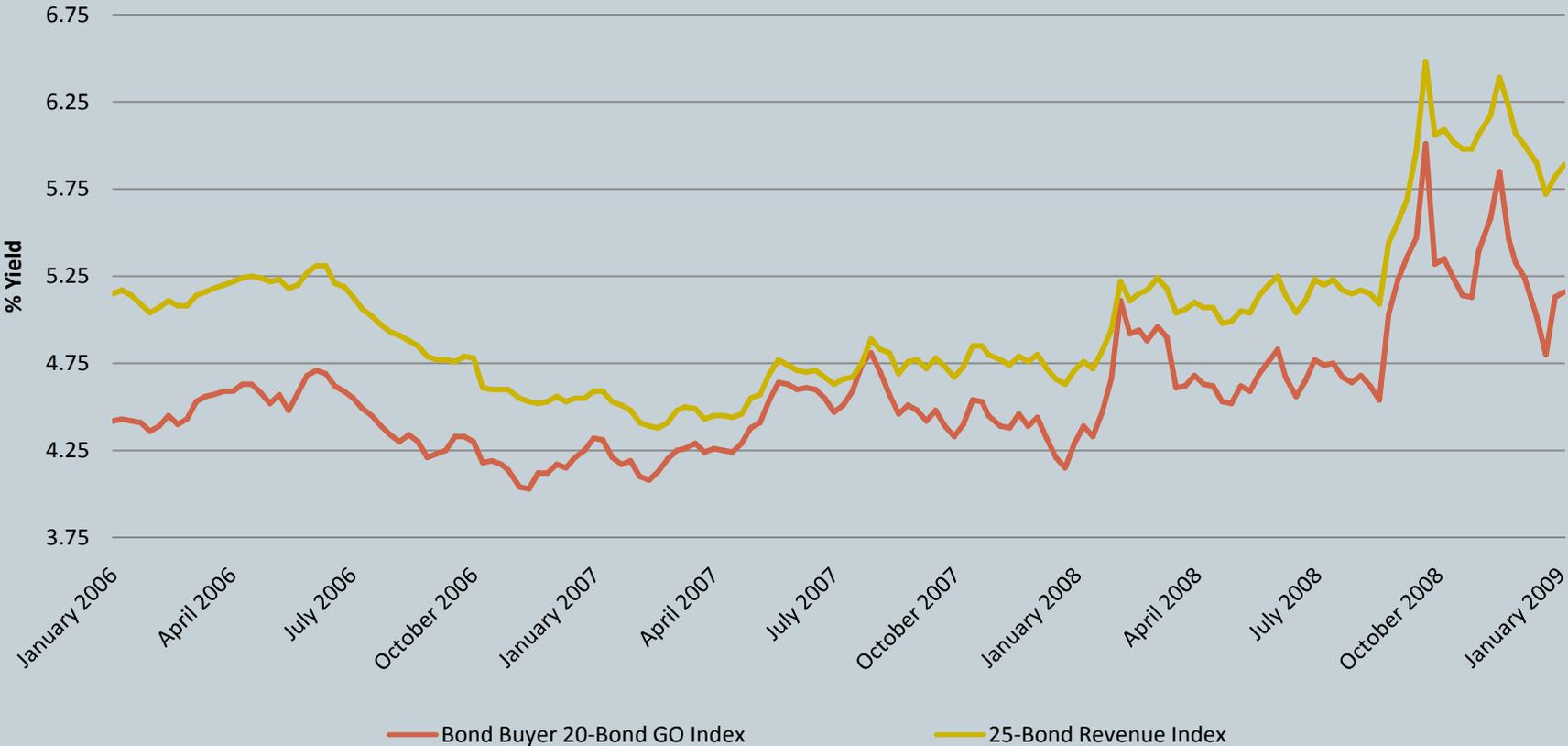
* FSA is being acquired by Assured Guaranty; expected to be completed by end of March 2009.

** Formerly XL Capital Assurance.

Comparative Bond Rates – 3 Yr View



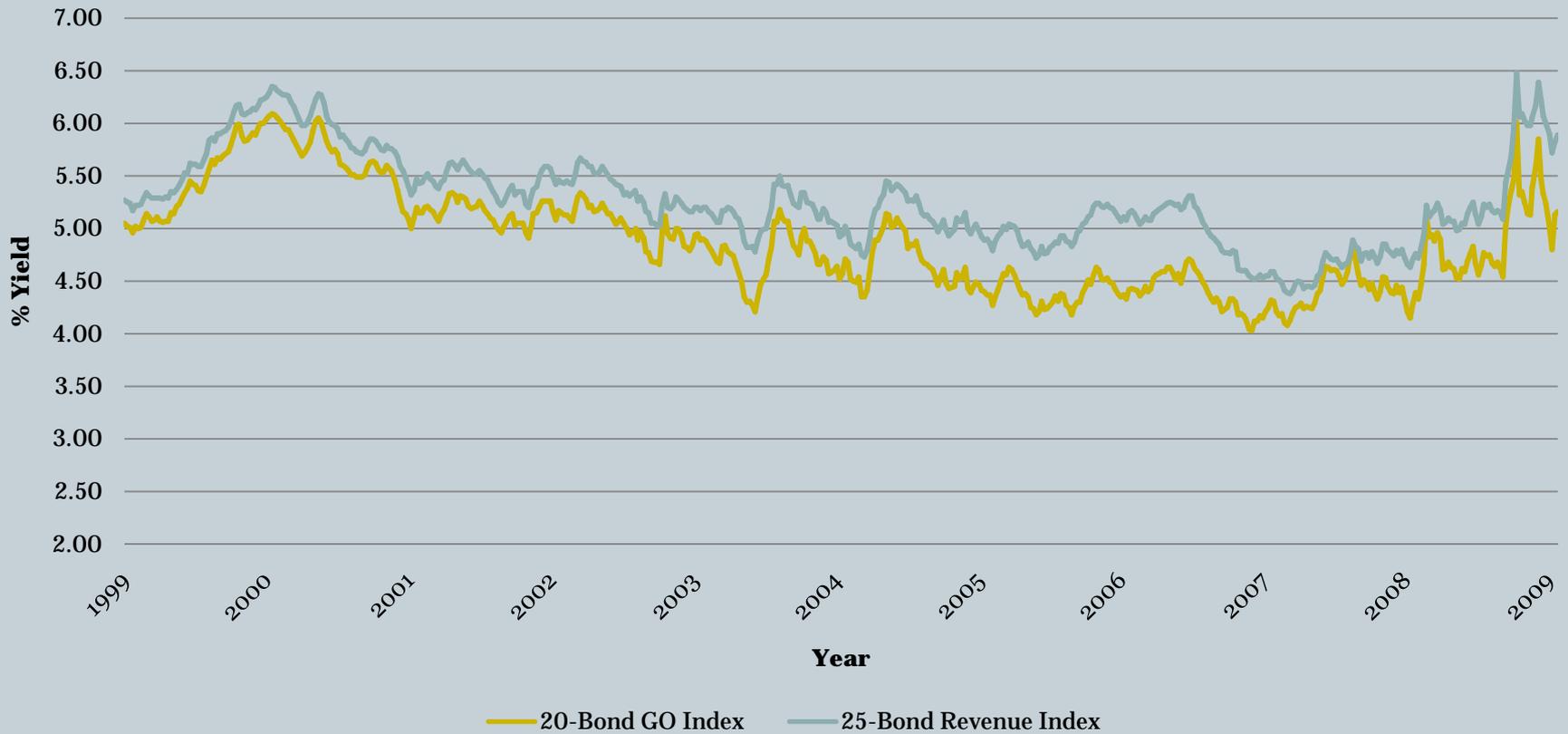
Bond Buyer 20-Bond GO Index and 25-Bond Revenue Index
Three Years January 2006 to 2009



Comparative Bond Rates – 10 Year View



**20-Bond GO Index vs. 25-Bond Revenue Index
1999-2009**



Municipal Bond Market Volume



- Historically, bond issuance volume averages \$4 to \$5 Billion each week (nationally)
- From September to December, volume was down to \$250 Million to \$1Billion each week – has increased in 2009
- Issuers still need to borrow -- many are delaying financing for larger amounts (i.e., over \$200 million)
- Over-riding concern about delaying financing is that interest rates may generally increase, resulting in higher borrowing cost

Visible Supply – Municipal Bonds



- **Back-log of borrowing needs is resulting in historical levels of pending supply (i.e. bonds to be issued)**
 - **\$9 Billion 30-Day Visible Supply**
 - **January 2009 volume exceeds January 2008 by 5%**
- **As market corrects, we expect to see more issuance volume, which may keep interest rates elevated, based on supply-demand**
- **Large financings (\$400 million+) are generally being broken into smaller issuance, and hard for market to sell**

Municipal Bond Market Reality



- Interest rates are highly volatile in the current market
- Long term interest rates are up, above 5-year and 10-year averages
 - 20-Bond BBI= 5.16% versus 4.29% a year ago (4.88% 10-Yr Average)
 - 25-Bond RevDex= 5.89% versus 4.71% a year ago (5.26% 10-Yr Average)
- Short term interest rates are down
 - Weekly variable (SIFMA) = 0.53% versus 2.20% a year ago
- Certain market segments are impacted more than others
 - AAA GO versus BBB+ Revenue - 3.05% 10 year/1.80% 20 year
- **“Typical” bond issues are getting sold (\$5 to \$50 million).**
- **Revenue bonds and below AA-rated are impacted the most.**

Impact on University Borrowing



- If the University were to issue 30-year revenue bonds today, the average interest rate is estimated at 5.50 to 5.75% (20-year revenue bonds 5.0 to 5.25%)
- For a \$20 million 30-year bond issue, each $\frac{1}{2}$ of 1% change = approximately \$80,000 per year in debt service
- Important to retain flexibility
 - Method of Sale of Bonds
 - Timing of Sale – potentially sell earlier or later than usual
 - Project budget – can additive or deductive alternates be used?

Preliminary Timing Overview



- **4/3** BOT updated on Project and Financing Plan
- **Apr-May** Prepare Legal and Disclosure Documents
- **May** Construction Bids Received
- **Late May** Bond Rating Application
- **6/12 *** BOT approve construction contract and Bond Resolution (delegation for bond sale)

* Could use special meeting to increase timing flexibility

**WESTERN WASHINGTON UNIVERSITY
ITEM SUBMITTED TO THE BOARD OF TRUSTEES**

TO: Members of the Board of Trustees

FROM: President Bruce Shepard on behalf of Vice President Eileen V. Coughlin

DATE: February 13, 2009

SUBJECT: **Mid-Year Housing and Dining Report**

PURPOSE: Information Item

Purpose of Submittal:

To provide a programmatic and fiscal report to the Board on the University's Housing and Dining System.

Supporting Information:

See attached.

**WESTERN WASHINGTON UNIVERSITY
STUDENT AFFAIRS**

**Mid-Year Housing and Dining Report
February 2009**

Contents	Page
OCCUPANCY AND DEMOGRAPHICS	2
FINANCIAL PERFORMANCE (THROUGH DECEMBER 2008).....	3
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ASSESSMENT	7

WESTERN WASHINGTON UNIVERSITY

Student Affairs

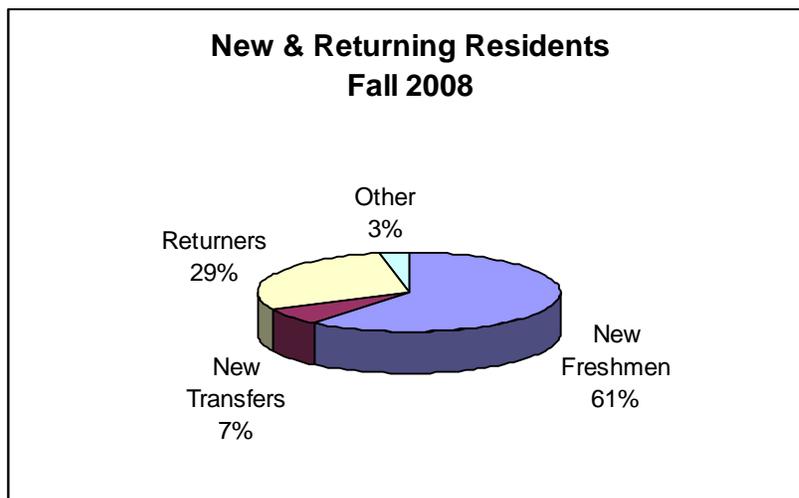
Mid-Year Housing and Dining Report February 2009

The Western Experience: Engaged Excellence in the Residential Communities

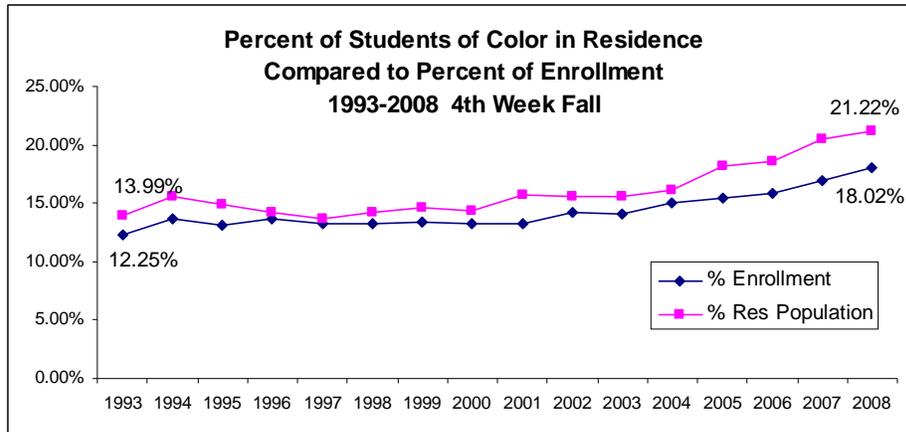
Students in University Residences enhance their Western Experience in diverse and inclusive communities that foster active learning, leadership, social responsibility, civic engagement, and effective citizenship: supported by a high quality, attractive and sustainable campus environment.

Occupancy and Demographics

- Opened fall 2008 with 4,110 residents (101% occupancy), an increase of 127 from fall 2007, with 61 students in temporary assignment in host rooms and 18 students housed in a hotel.
- Almost 30% of all students enrolled fall term lived on campus.
- Expect to meet or exceed the Housing & Dining System Guiding Fiscal Principle of 90% average annual occupancy.
- 140 beds added at a cost of \$408,000, 53 in existing buildings, 83 beds leased off campus, 21 beds in a hotel.
- Overall the mix of students living on campus (chart below) did not change from last year.



- The percent of the residential population who are students of color rose to 21.22%, up from 20.52 % last year (chart below). Over the past 15 years students of color have increased from almost 14% to 21% of the residential population and generally slightly higher than the percent enrolled. Almost 92% of freshman students of color chose to live on campus compared with 93% in 2007. Students of color represented almost 24% of the student population returning to live on campus.



- Fall 2008 occupancy suggests that plans to build a new residence hall to open Fall 2010 remain viable.

Financial Performance (through December 2008)

The System is projected to be on budget for 2008-09 and to meet all of its Guiding Fiscal Principles. Compared to last year:

- Gross revenue increased by 11.5%.
- Operating expenses increased by 13.2%.
- Expense for facilities projects increased by 41%.
- System net revenue dropped by 16.9%.

Year-to-Date Revenues

- Room and board revenue was up 13% as a result of the 4.5% rate increase, increased fall occupancy, and students buying higher-level meal plans.
- Conference revenue increased 11.6% driven by a rate increase and an 8% increase in bed nights.
- The commission revenue is under analysis.
- Investment income decreased \$38,000 or 41% due to reduced interest rates and smaller fund balances.
- Year-to-date net operating revenues are \$647,968 or 9.3% higher than last year. Net operating revenues for the full fiscal year are projected to be at budgeted levels.

Year-to-Date Expenses

- Salaries and benefits costs are 5.3% higher due to cost of living and benefit increases and the filling of vacant positions.
- Food costs were 25% higher due to students purchasing higher-level meal plans, an 80% increase in off-campus meal plans, and a 32% increase in conference dining invoices.
- Utility expenditures increased 7.5%, influenced by a 42% increase in water/sewer which is under analysis.
- Rental & leases increased \$195,000 or almost 400% due to the added leased rooms off campus.
- Renovations and major repairs (Budgeted non-operating projects plus capital plan projects) increased \$1,296,000 or 41% due to the Fairhaven and Gamma sprinklers.

Diversity

Substantial investments continued in diversity-related activities for hall programming and staff development.

- More than 150 students attended a presentation by Michael Benitez Jr.: “The Institutionalization of Activism and Manifest Apathy: Empowering the Disempowered”. In partnership with the Western Leadership Advantage program participants reflected on their roles as leaders and educators in the context of diversity and social justice, to think critically within these communities and how intergenerational disconnect has led to a lack of systemic advocacy for historically oppressed and marginalized groups.
- Eighteen \$1,000 Multicultural Achievement Program dining scholarships have been awarded through Student Outreach Services. Recipients receive \$1,000 on their Western dining account to use at residential and retail dining locations.
- In collaboration with Student Outreach Services the early arrival fees were waived for the eight student staff and \$5 of the early arrival fee for 52 students who participated in the Strategies for Success program.
- Two catered multicultural events were given financial support to offset the cost of preparing authentic dining experiences. The Filipino American Student Association and in collaboration with Student Outreach Services lunch tickets were provided for the Migrant Youth Conference.
- A resident director who openly identifies as transgender volunteered to serve as the advisor for TransPort, establishing a connection to a new AS club for students to create a positive, respectful support system for people who identify as transgender, transsexual, gender-variant, intersexed, non-identified, etc.
- Professional and student staff training: Resident advisor pre-service training included skill-building on Panning and Scanning; Resident director training included a day-long retreat facilitated focused on multicultural competence. Staff attended a series of brownbag lunch discussions.

Student Leadership Development

Programs and activities in the residential communities contributed to and complimented the overall campus leadership advantage program.

- The University Residences Leadership Conference provided orientation and training for about 80 student leaders and focused on three learning outcomes: explore leadership opportunities at Western; transform and strengthen personal skills; and define “success” to achieve individual and group goals.
- Close to 160 students are serving in formal leadership positions in hall councils. Students leaders plan social and educational activities for other residents, contribute to discussions regarding administrative processes (e.g. dining meal plans, room and board rates, policies), and strengthen personal skill sets.
- Thirteen students participated in the annual Pacific Affiliate of College and University Residence Halls (PACURH) student leadership conference and submitted the winning bid to host the PACURH 2009 conference that will bring between 350-450 students and advisors from colleges and universities across the Pacific/Western region.
- University Dining is one of the top three Student Management Programs within Sodexo nationwide. Nearly 40 students are employed in this capacity and completed a one week Leadership Training program.

Sustainability

Campus dining reflected sustainable practices.

- Dining Program: Local milk from Edaleen Dairy was in all dining halls. Wasabi Sushi provided packaged, fresh sushi in three retail locations with sales increasing to more than 300 servings daily. Compostable cups were used in campus retail locations. Food scraps were collected from kitchens and residential dining halls provided over 6,000 pounds of composting materials each week. Customer-side composting was newly implemented at the Viking Union Market and Atrium this fall. Residential dining went tray-less during the summer and weekends during the school year reducing waste by 34%.
- The Alternative Transportation Desk was opened in Buchanan Towers in October 2008 in collaboration with the Sustainable Transportation Office. The short-term program is to assess current and future resident student transportation-related costs and environmental impacts. Students receive bus, train, and walking resources to plan trips in and around Bellingham, Whatcom County, and the I-5 corridor.
- Residential facilities: Efficient light bulbs installed in Ridgeway Gamma; completed Puget Sound Energy upgrades in the Ridgeway and Viking Commons for a rebate of about \$9,000; almost 45% percent of cleaning supplies for bathrooms and floors are green; purchased used furniture and refurbished student lounge furniture instead of purchasing new.

Residence Education

In collaboration with a faculty advisory group, the Residence Education Model piloted last year was reviewed, improved and implemented this fall. Marcia Baxter-Magolda's theory of self-authorship was adopted to provide a conceptual foundation for the model. Along with the lessons learned from the first year, this theory led us to adjust the model's overarching educational goal to be "helping students further their epistemological, intrapersonal, and interpersonal development by using an active learning process (experience, reflection, integration and application) to explore topics of contemporary relevance with faculty, staff and other residents."

The resident advisors developed in-depth relationships with most of their residents using this programming model, helping resident advisors more effectively connect students to each other and to campus resources. They held three key individual meetings with residents during fall term: (1) to review the resident advisors' role in the community, (2) to facilitate a roommate or suitemate agreement, and (3) to help residents reflect on their experiences during the quarter. They sponsored social programs, floor meetings, and other activities intentionally designed to help students form inclusive communities.

Other highlights:

- Fairhaven Cluster Housing: 39 students participated in a collaborative effort with the Fairhaven Dean to re-establish living-learning community for incoming Fairhaven students in Fairhaven residence hall.
- Honors Cluster Housing: The Honors Students were assigned in a cluster on one floor of Higginson Hall. Participation decreased from 48 to 35.
- Freshman Interest Group (FIGs): Thirty-one FIGs students were housed in two residential communities. One resident director and the associate director of University Residences, residence life were FIGS instructors for fall 2008.

- Fall Orientation and Late Night: Fall Orientation events (Western Reads, Western Acts, and Convocation) and Late Night events (Recreation Center and Viking Union) in addition to the hall and floor community development events.
- Civic Engagement: Sixty-seven residential students participated in the projects in a national day of service on October 25th called Make a Difference Day (MADD). Service projects were coordinated by New Student Services / Family Outreach, Residence Life, the Ethnic Student Center, and the Whatcom Volunteer Center and Bellingham Parks & Recreation.

Student Conduct

The student conduct system engages students in an active learning process to reflect on their behavior and compare that to their own and Western's values and goals.

- Students placed on disciplinary probation for alcohol or drug policy violations were encouraged to discuss the situation with their parents. Sixty-five parents were called to ensure awareness their student was on probation, typically the result of a first marijuana violation or second alcohol violation, and if desired, engaged in a conversation about their student and how to best provide support.
- A perceived rise in the number of students in crisis this fall resulted in tracking the number and nature of behavior contracts with students. While historical comparisons are not available it appears the increase over past fall quarters has been significant.

Suicide ideation	6 (two were transported)
Severe depression	2 (one self cutter, one left school)
Severe anxiety	3
Severe bi-polar	1
Alcohol poisoning transport	4

Campus Dining

- Residential meal plans changed from six weekly and unlimited plans to four primarily meal plans: unlimited, and three quarterly block plans: 125, 100, and 75. All plans included \$150/quarter Dining Dollars (formerly Flex Points).
- The average number of meals served in the three dining halls during a regular week of fall quarter classes was 37,250.
- The Viking Union Market was partially renovated during the summer to create three new venues: Mediterranean Grill, Chick-fil-A Express and Market Fresh Soups. During the summer and fall terms an extended review and public campus conversation about the Chick-fil-A platform took place.
- University Dining Services reflected the traditions and culture of the campus with promotions of "Battle in Seattle Week," a theme dinner "Feast before the Fight", the Fall Barbeque Opening, Halloween and Thanksgiving special theme dinners.

Residential Facilities

The greatest facility challenge has been breakdowns associated with the campus utility infrastructure particularly water and sewer lines. Five residential buildings were affected by utility-related breakdowns. The result has been flooding, expensive emergency repairs, and significant inconvenience to residents including temporary relocation of 28 students at various times to a hotel or other campus rooms. Repairs have been largely completed. Recent events support longstanding observations that adequate

investments in campus infrastructure are needed to avoid untimely and costly breakdowns.

On December 23, 2008 a radiator burst on the 4th floor of Ridgeway Gamma. Repair from the resulting water damage was estimated to be \$650,000 of which \$250,000 will be paid from Housing and Dining funds and the remainder from insurance. Investigation of the cause by the University's Risk Management is ongoing. Student rooms are scheduled to be ready for occupancy by February 6, 2009.

Progress continued on the Capital Plan outlined at the December 2007 Board of Trustees meeting.

- Fire sprinklers were installed in Ridgeway Gamma and half of Fairhaven with year-to-date costs at \$239,859 and \$674,630 respectively.
- Thirteen beds were added late in the summer to meet the unexpected higher demand for on-campus housing. Space conversions and late purchases for furniture stretched staff capacities and institutional procedures to purchase, clean, and move furniture. The cost to renovate, purchase, and transport furniture was \$358,389.
- The design development process for the new residence hall was substantially completed in December 2008. Total project costs are \$18 million with a construction estimate of \$11.6 million.
- Viking Union Market Renovation, 3 new venues \$555,132
- Edens North seismically upgraded \$247,255
- Fairhaven exteriors \$139,111
- Fairhaven 11/12 elevator upgrade \$242,352
- Birnam Wood shower/tub replacement \$151,311
- Nash Hall bathrooms \$161,322
- Dining equipment purchases \$ 70,919

Conferences and Guest Housing

Efforts to produce net revenue were successful.

- In collaboration with Extended Education and Summer Programs a flexible rate structure was set to increase conference income.
- Revenue increased by almost 5.5% and net revenue went from a loss of \$67,636 to a gain of \$25,000 due to extensive operating cost savings.
- Conference and Guest Housing collaborated with the following offices to support services to the University: Extended Education and Summer Programs, New Student Services and Family Outreach, Alumni, Athletics, Admissions, Wade King Student Recreation Center, and academic departments such as Philosophy, Fine Arts, English, Canadian-American Studies, and Woodring College.
- 6,600 guests from 75 conference groups stayed for almost 30,000 bed nights.

Assessment

Assessment efforts assure that intended outcomes are the result of decisions and judgments informed by measurable evidence.

- Collaboration with Testing and Assessment as a resource for data analysis and as a survey distributor for our Quality of Life survey.

- The annual Quality of Life survey was sent to residential students. The survey questions provide feedback based on the University Residences mission statement and student learning outcomes.

Western Washington University
Board of Trustees
February 13, 2009

Report on Ridgeway Gamma Flooding

Early in the morning of December 23, 2008, building control technicians responded to multiple trouble reports from the fire alarm system in Ridgeway Gamma Stack 4. The technicians found water coming out of the building on multiple floors of the building. Entering the building, they found that a radiator had burst in room 441 sending hot water cascading down through the floors of the building. The steam and hot water caused faults in the fire alarm system which reported with trouble alarms.

Hot water saturated the walls, floors, ceilings and personal belongings in the 16 rooms and four bathrooms in Gamma Stack 4. The director of University Residences and the director of Facilities Management conferred on December 23 and determined that the damage was too extensive to be expeditiously repaired with Facilities Management personnel. It was considered critical to return the student rooms to operational status as rapidly as possible. Therefore, the President of Western Washington University declared an emergency in accordance with RCW 28B.10.350(4) on December 24, 2008.

With the authority of the Emergency Declaration, Belfor USA was contacted to assess the damage and begin the repair. Belfor USA is a Michigan based company with offices in Seattle, which specializes in the rapid repair of water and fire damaged buildings. Belfor immediately responded and was on site on December 24 to do an assessment and start removing and inventorying the furniture, equipment and personal possessions in Gamma Stack 4. At the same time, the insurance carrier for University Residence was notified of the damage and a pending claim.

The residents of Gamma Stack 4 were notified by University Residences of the damage on December 24. Arrangements were made to move the students to other rooms on campus when they returned from winter break. When possible, roommates were kept together. The students picked up their possessions after they were processed by Belfor.

Belfor worked on a time and material basis within a 'not-to-exceed' estimate of \$650,000 to renovate Gamma Stack 4, including mitigation of the water damage to furnishings and personal possessions. Belfor completed its work on February 1, 2009. Students began moving back into Gamma Stack 4 on February 6. Final accounting of the costs is in process and appears to be within the original not-to-exceed amount. Of the estimated \$650,000 cost for repair, \$250,000 will be paid from Housing and Dining funds and the remainder from insurance. Investigation of the cause by the University's Risk Management office is ongoing.

**WESTERN WASHINGTON UNIVERSITY
ITEM SUBMITTED TO THE BOARD OF TRUSTEES**

TO: Members of the Board of Trustees

FROM: Bruce Shepard, President for Sherry Burkey, Associate Vice President for University Relations

DATE: February 13, 2009

SUBJECT: **Legislative Update**

PURPOSE: Information Item

Purpose of Submittal:

Sherry Burkey, Associate Vice President for University Relations, will brief the Board on pending legislative bills that are relevant to the university and the Board of Trustees.

**WESTERN WASHINGTON UNIVERSITY
ITEM SUBMITTED TO THE BOARD OF TRUSTEES**

TO: Members of the Board of Trustees
FROM: Howard Lincoln, Chair, Board Audit Committee
DATE: February 13, 2009
SUBJECT: **Board Audit Committee Report**
PURPOSE: Information Item

Purpose of Submittal:

To report to members of the Board of Trustees and the university president and his staff topics related to the Board Audit Committee.

**WESTERN WASHINGTON UNIVERSITY
ITEM SUBMITTED TO THE BOARD OF TRUSTEES**

TO: Members of the Board of Trustees

FROM: President Bruce Shepard on behalf of Vice President Eileen V. Coughlin

DATE: February 13, 2009

SUBJECT: **Admissions and Enrollment Planning Report**

PURPOSE: Information Item

Purpose of Submittal:

To provide a general update on enrollment and admissions

Supporting Information:

See attached

General Enrollment and Admissions Update
Prepared by the Office of Admissions and Enrollment Planning
February 2009

Winter 2009

- Winter 2009 enrollment is right on target, as Admissions brought transfer enrollment down to 250 - 270 new students compared with the past two years of exceptionally large transfer enrollment.

Spring 2009

- Spring quarter transfer applications are 15% higher than in the previous two years; the middle 50% GPA range of applicants is a 2.5 – 3.2, consistent with last year's applicant quality.
- We expect to enroll 150 new transfers and 10 new freshmen, the same number as spring 2008.
 - There has been a small decline in the number of applicants earning a transfer associate degree from a Washington community college and a slight increase in the number of students applying to transfer from a baccalaureate institution.
 - The University of Washington – Seattle Campus has announced a significant reduction in the number of new transfer students enrolling spring quarter. This may have a slight positive impact on WWU spring enrollment.

2008 – 09 Annual Average FTE

- Annual average FTE is projected to be 1.2 – 1.5% over state-funding. Annual average FTE in 2007 – 08 was .99% over state funding.
- While the uncertain economy may very well impact retention, continuing student enrollment patterns were very similar to previous years. We will continue to monitor various factors to identify changes that may impact overall enrollment.

Fall 2009

- With a March 1 freshman application deadline and May 1 confirmation deadline, the Admissions crystal ball is quite fuzzy. The admission cycle began earlier this year and included first-time merit scholarship priority deadline of January 31.
 - Freshman applications are running 5% – 10% ahead of last year, primarily in Washington resident applicants.
 - African-American and Native American applications are running slightly behind last year's record numbers, while Hispanic and Asian American applications are up.
 - Academic quality is up.
 - It is too early to identify income level or financial need of the applicant pool.

- Significant changes in the admissions process have enabled us to admit students and award merit scholarships in a much more timely manner – nearly 800 more freshmen have been admitted compared with last year at this time.
 - We expect this earlier notification may positively impact enrollment patterns.
 - The number of applications is up at this time but is expected to level out by the deadline.
 - We also plan to have a large waiting list in order to provide a buffer in these unpredictable and uncertain economic times.
- Notes about freshman applications at peer institutions:
 - UW- Seattle application deadline has passed and they report a 7.5% increase, primarily from international applicants.
 - Application deadlines for the other public universities, including the branch campuses of UW and WSU, have not yet passed so it is too early to report on them.
 - Several area independent colleges are experiencing drops in applications.
- Although transfer applications are more than 20% ahead of last year, we expect that increase to level out as we approach the April 1 application deadline.
- It is too early to predict the impact of economic uncertainty on admissions yield in either new student enrollment or continuing student enrollment. A variety of prediction scenarios are being modeled for planning purposes.

Enrollment Planning for 2009 - 10

- The current budget uncertainty will require tremendous flexibility throughout the admissions and enrollment planning cycle. Preliminary targets include the following. Updated projections will be provided if anything changes.

	Sum 09 <i>projected</i>	Sum 08 <i>actual</i>	Fa 2009 <i>projected</i>	Fa 2008 <i>actual</i>	Win 10 <i>projected</i>	Win 09 <i>projected</i>	Spr 10 <i>projected</i>	Spr 09 <i>projected</i>
new freshmen	1	1	2,700	2,697	45	45	5	5
new transfers	45	38	900	900	270	270	150	150
total headcount			13,852	13,777	13,352	13,279	12,699	12,631

**WESTERN WASHINGTON UNIVERSITY
ITEM SUBMITTED TO THE BOARD OF TRUSTEES**

TO: Members of the Board of Trustees

FROM: President Bruce Shepard by Stephanie Bowers
Vice President for University Advancement and
Executive Director, WWU Foundation

DATE: February 13, 2009

SUBJECT: **Alumni Association Report**

PURPOSE: Information Item

Purpose of Submittal:

Provide an update to the Board on Alumni Relations activities.

Supporting Information:

Report attached

OFFICE OF ALUMNI RELATIONS

News

- Jeremy Mauck joined the Alumni Association staff as the Assistant Director of Membership programs and Marketing in December. Jeremy received his BA from Washington State University in Communications and spent several years working in the Marketing, Public Relations and Communications fields for several organizations including Werner Paddles and KAVU before receiving his MBA from Western in 2008. Over the next five months, Jeremy is responsible for five critical projects to move the Association's mission forward:
 1. create & launch the Western Alumni website that will be a model of excellence for our peer institutions;
 2. develop, write and execute an e-Newsletters for each of the Colleges;
 3. develop, write and execute an all alumni quarterly e-Newsletter;
 4. develop and execute a comprehensive membership acquisition campaign for the young alumni segment; and
 5. lead the marketing campaign for the Starbuck's & Western Alumni Association Partnership

Enhancing the awards and recognition culture within the Alumni Association continues to be a priority. The 2009 Alumni Awards recipients were confirmed during the January 31st Board of Directors meeting:

Distinguished Alumnus Awards – (one from each college)

Russell Wilson, '79 – College of Business and Economics
Ellen Weinberg Dreyfus, '74 – Fairhaven College of Interdisciplinary Studies
Steven Arnold, '79 – College of Fine and Performing Arts
Kevin Jackson, '92 – College of Humanities and Social Sciences
Mike Town, '84 & '85 – Huxley College of the Environment
Kathleen Grega Digges, '71 – College of Sciences and Technology
Ronald H. LaFayette, '69 – Woodring College of Education

Lifetime Achievement Award - Paul Rady, '80

Larry "Go Vikings!" Taylor Alumni Service Award – Moose & Vi Zurline, '50

Young Alumnus of the Year - John Main, '94

Legacy Family of the Year – The Bowman Family

Alumni Community Service Recognition – Bill Kalenius, '74

The 2009 Alumni Awards Celebration will be held on May 15th.

Increased engagement of the Western community is a strategic thrust of the Alumni Association and is being met with successful results. As of December 31, 2008, there are several indicators including the following:

- over the past 12 months, the number of alumni we can mail to has increased by 2.9% for a total of 86,704;
- total Alumni Association memberships have increased by 37.2% in last year, growing to 2,713;
- we have experienced a 39% increase in alumni who have become Alumni Association members over the past 12 months, growing to 2,418; and

- December 1, 2008, of the alumni who are Alumni Association members, 297 have donated since July 2008, a 93% increase in donors from our Alumni Association membership over the same five months in 2007.

Expanding and creating relevant programming for our key audiences: alumni, students and parents, is an ongoing priority of the Alumni Association. Of the 15 programs since July 2008, ten have sold-out and three have exceeded capacity while serving more than 5,550 individuals.

Alumni Programs

Part of the role of the Alumni Association is to build pride, loyalty and lifelong connections to Western in order to strengthen the University. One way that this is accomplished is through broad-based engagement opportunities.

Recent Programs include:

THE TRAVELING PROFESSOR SERIES

January 29 - The Traveling Professor in Bellingham – “Economic Forecast for Western Washington” by Professor Hart Hodges - SOLD OUT

STUDENT PROGRAMMING

December 11 – Senior Celebration on campus

December 13 – Commencement

January 31 – Alumni Leaders & Scholarship Supper, Bellingham

BROAD-BASED ALUMNI PROGRAMS

December 20 – ***The Color Purple***, Paramount Theatre & dessert social - ***SOLD OUT***

Upcoming Programs:

THE TRAVELING PROFESSOR SERIES

February 26th – Western-in-Southern CA “How to Survive During Tough Economic Times”, San Diego

February 26th - Financial Future in uncertain economic times Workshop, Portland

March 3– Financial Future in uncertain economic times Workshop, Seattle

March 4 – Financial Future in uncertain economic times Workshop, Bellingham

STUDENT PROGRAMMING

March 19 – Senior Celebration on campus

June 9-10 – Senior Celebration on campus

June 12 – Outstanding Grad Ceremony

June 13 – Commencement

BROAD-BASED ALUMNI PROGRAMS

March 20 – Whatcom/Skagit/Island County Segment “Curling in Canada,” Vancouver, BC

April 4-5 – “The Back to Bellingham Weekend,” Bellingham, WA
April 23-24 – Alumni Board of Directors meeting and retreat
May 15 – Alumni Awards Celebration, Campus
May 16-17 – “Relay for Life,” Bellingham, WA
May 27 – Western in Whatcom County “Western Alumni Wine Tasting and Social”
July 15-17 – Western’s Reunion Program – Golden Vikings Segment “2009 Golden Vikings Reunion”
July 16-17 – “Grandparent ‘U’,” Bellingham, WA
August 30 – Western in Whatcom County “2nd Annual ‘Get Your Blue On’ BBQ,” Bellingham, WA

ALUMNI TRAVEL SERIES 2009

February 14 – 16 – Alumni Weekend in Whistler, BC
February 26th – Western-in-Southern CA “How to Survive During Tough Economic Times,” San Diego, CA
March 27-29– “Western In Arizona Weekend,” Phoenix, AZ
June 26 – 28 – Wine Country Tour, Eastern Washington
July 1-7 - Cruising Remote Waters of SE Alaska

**WESTERN WASHINGTON UNIVERSITY
ITEM SUBMITTED TO THE BOARD OF TRUSTEES**

TO: Members of the Board of Trustees

FROM: President Bruce Shepard by Stephanie Bowers
Vice President for University Advancement and
Executive Director, WWU Foundation

DATE: February 13, 2009

SUBJECT: **Development Report**

PURPOSE: Information Item

Purpose of Submittal:

Provide an update to the Board on Western Washington University Foundation activities.

Supporting Information:

Report attached

OFFICE OF DEVELOPMENT

More than 50 guests are expected to attend the welcome reception for Bruce and Cyndie Shepard in Washington DC on February 10 at the US Capitol. The event is hosted by WWU alumnus Dan Beard ('66) who is the Chief Administrative Officer for the US House of Representatives.

The Western-in-Seattle committee continues its planning for the Seattle Business Forum to be held April 13 at the Westin. Alan Mulally, President and CEO of Ford Motor Company, will be the keynote speaker. Sponsorship levels will remain the same as last year and the committee has indentified many areas in which expenses can be cut, resulting in more funds available for scholarships. The committee is working with Mr. Mulally's office to coordinate his schedule and looking for additional opportunities for him to interact with guests and WWU students.

Invitations have been mailed to more than 200 scholarship donors inviting them to the annual Scholarship Lunches to be held in late February/early March. These lunches are an ideal way for those who provide scholarships to meet the recipients.

A reception to welcome Steve and Karen Swan to Bellingham was held January 25 at the Shepard home. More than 70 guests attended.

Gifts of Note

A gift of \$10,000 from Don Hagen to complete his pledge to establish an athletic scholarship endowment.

A gift of \$10,000 from Kirk Radke to add to the August and Carol Radke Scholarship Endowment.

\$25,000 from the Associated Students to add to the five Ethnic Student Center Scholarship Endowment funds.

A gift of \$20,000 from Washington Mutual to support Woodring College of Education's Youth Outreach Initiative, Youth 4 Real.

A gift of \$50,000 from Dennis Madsen to support the Inspired for Teaching Excellence Endowment Scholarship in Woodring College of Education.

A total of \$15,000 from The Ryland Group to support the Theatre Department and Viking Athletics.

\$25,000 from Costco to support the Leadership Advantage program.

A total of \$45,000 from the Mark and Blanche Harrington Foundation to support the Accounting Department and men's soccer.

\$25,000 from Kirsti Charlton to establish a graduate fellowship. The amount will be matched by the HEC Board.

Upcoming Events

February 10 – Presidential Launch Event in Washington DC

Late February/early March – Annual Scholarship Donor/Student lunches

March 27-28 – Foundation Board retreat

April 13 – Seattle Business Forum featuring a keynote address by Alan Mulally, President and CEO, Ford Motor Company, noon, The Westin

May 8 – Scholarship Donor and President's Club Reception in Seattle

Personnel

Meredith Jarvis has been hired as the gift processor for the Foundation. Meredith previously held the position, but has recently moved back to Bellingham from Seattle where she had worked at the University of Washington.

**WESTERN WASHINGTON UNIVERSITY
ITEM SUBMITTED TO THE BOARD OF TRUSTEES**

TO: Members of the Board of Trustees

FROM: President Bruce Shepard by Steve Swan, V.P. for University Relations

DATE: February 13, 2009

SUBJECT: **University Relations Report**

PURPOSE: Information Item

Purpose of Submittal:

A written report is provided on the recent activities of University Relations.

Supporting Information:

Report Attached

**WESTERN WASHINGTON UNIVERSITY
OFFICE OF UNIVERSITY RELATIONS**

REPORT FROM THE VICE PRESIDENT FOR UNIVERSITY RELATIONS

Building of Relationships

I have received a very warm welcome on campus, in the community, and in Olympia since officially starting in my position on January 5, 2009. Introducing myself and the building of relationships has been a top priority for me during my first month at Western. President Shepard has graciously facilitated the establishment of relationships off campus.

Activities:

- Joined President Shepard in breakfast meetings with Bellingham Mayor Dan Pike and Bellingham Port Director Jim Darling.
- Joined President Shepard and Paul Cocke in meeting with the editorial board of the Bellingham Herald on January 14th.
- Toured the Western Armory property on January 15th.
- Along with President Shepard met with Happy Valley Neighborhood Association Board of Directors and toured that neighborhood.
- Joined President Shepard, Sherry Burkey and Paul Cocke in meeting with the editorial board of the Seattle PI on January 19th in Seattle
- Participated with President Shepard and Sherry Burkey in meetings on January 19th and 20th in Olympia with Representatives Mike Hope, Mike Sells, Reuven Carlyle, John Driscoll, Lynn Kessler, Kathy Haigh, Hans Dunshee, Skip Priest, Dave Quall, and Deb Wallace and Senators Lisa Brown, Dale Brandland, Rodney Tom and Dale Kilmer. We also met with Ann Daley of the HECB and attended a dinner party hosted by former Secretary of State Ralph Munro.
- Attended the Bellingham Sunrise Rotary Club meeting at the Bellingham Country Club on January 22nd where President Shepard was the guest speaker.
- My wife, Karen, and I were the guests of honor at a welcome reception that Bruce and Cyndie Shepard graciously hosted at their home on January 25th. The guest list included governmental leaders from the area, Port of Bellingham officials, WWU administrators, WWU Trustees, and leaders from the business and not-for-profit communities. We were able to have contact with approximately 75 people at this event.
- Attended a listening session with President Shepard at the Shannon Point Marine Center on January 30th. Received a tour of the facility from Steve Sulkin.
- Attended a meeting of the Board of Directors of the WWU Alumni Association on February 1st.
- Attended the WWU Alumni Association Scholarship Dinner on February 1st.
- Attended a briefing on February 2nd on the Economic Stimulus Package hosted by Congressman Rick Larson. I had the opportunity to introduce myself to Congressman Larson and we had a brief conversation.
- Have conducted individual meetings with the Academic Deans of the seven colleges at Western.

Waterfront Project

- Attended a meeting of the Waterfront Advisory Group on January 14th.
- Attended a briefing meeting on January 29th along with Vice President Stephanie Bowers at the offices of the Port of Bellingham where we met with staff members Lydia Bennett and Dodd Snodgrass to discuss the Innovation Partnership Zone at the Waterfront.
- Along with several WWU representatives, I met with Rick Kozuback of Global Entertainment and two officials from LMN Architects of Seattle on January 22nd to discuss their interest in building an event and conference center and hotel as a part of the Waterfront project.
- Participated with Buff Schoenfeld in a meeting on February 2nd with 10 area architects regarding Western's interests in the Waterfront Development project. That group is providing a report to the public on its work and findings regarding the Waterfront project.

Communications

- I am part of a team that is meeting on a regular basis to proactively discuss communications and marketing issues related to the decision to drop football from the intercollegiate athletics program.
- I have met with the WWU Marketing Committee and received a report on the group's activities to date. There is an overwhelming consensus for the need for an integrated marketing plan for Western. Individual colleges and support units have begun, or are currently engaged, in branding and marketing initiatives. All recognize the need for a university-wide branding process to be conducted as a precursor to any university marketing effort.
- Working in conjunction with Vice President Stephanie Bowers, we are in the early planning stages of laying the framework for a WWU branding initiative. This will be an effort that includes oversight and direction from alumni who are experts in the field of branding, with the initiative being driven by WWU leadership.
- While it is most desirable to have an integrated marketing plan driving the process, internal discussions are being conducted to discuss improvements in the way Western presents itself via its website. These discussions have included input from the deans of the colleges in my meetings with them and in meetings with leadership and staff from ATUS.

LEGISLATIVE RELATIONS REPORT

Declining state revenues are the dominate theme of this years legislative session. The session began on January 12th and immediately we began dealing with news of significant drops in revenue collections and accelerating job losses that were not projected in the November revenue forecast.

In the first week, legislative budget committees, the Senate Ways and Means Committee, the House Ways and Means Committee, and the House Education Appropriations Committee, held budget hearings on the Governor's Supplemental Budget and the Governor's 09-11 Operating budgets.

The House Capital Committee also held hearings on the proposed 09-11 Governor's Capital budget and on the Governor's stimulus package that includes \$59 million for WWU's Miller

Hall renovation project. Olympia budget writers are closely following the debate in Washington D.C. on the Federal Stimulus Package. Expectations are that the stimulus package will be passed sometime around President's Day.

The legislative policy committees, House Higher Education and Senate Higher Education & Workforce Development, are beginning to grapple with the implications of the proposed budget cuts on higher education. Enrollment growth, tuition, performance agreements, accountability and expanding baccalaureate programs are among the issues being discussed. Hundreds of bills have been introduced and we are actively working on dozens of them including public works bills, remedial education, collective bargaining, bullying, faculty on the governing board, building fee, tuition waivers, mentoring, tuition setting and technology.

With the session only four weeks old, President Shepard has already spent considerable time in Olympia meeting with legislators. On January 19th and 20th, along with Vice President Steve Swan, he met with a dozen legislators. On the 30th, President Shepard and the other five presidents of the four-year public higher education institutions requested a meeting with Senators Rodney Tom and Derek Kilmer to discuss the deteriorating state budget and its impact on the universities. On February 3rd, the Presidents were asked to come to Olympia to meet with Representative Deb Wallace and Senator Derek Kilmer to talk more about budget. Bruce is scheduled to testify before the Senate Higher Education Committee on February 11th on a Senate proposal that adds an additional 50% budget cut to the Governor's 14% budget cut recommendations.

Karen Copetas, WWU's Director of Admissions participated in a panel on enrollment and higher education access at the Senate Higher Education Committee.

Cyndie Shepard made a presentation to the House Higher Education Committee on the Phuture Phoenix program and legislation has now been introduced to establish a pilot program at WWU to develop a similar mentoring program. Director of Human Resources, Chyerl Wolfe-Lee, has been asked to testify on a higher education collective bargaining bill being heard by the House Commerce and Labor Committee on February 4th.

Seth Vidaña, WWU's Director of Sustainability, participated in a panel on sustainability before the Senate Environment, Water and Energy Committee.

Former Secretary of State Ralph Munro and his wife Karen hosted a dinner at their home in Olympia to introduce Bruce and Cyndie to legislators and friends.

Paula Gilman and her staff have been busy responding to countless budget questions from legislative staff. Olympia staff sing their praises.

We are working closely with Morgan Holmgren, WWU's student lobbyist and with Professor John Purdy, WWU's faculty legislative representative and representative of our classified staff to present a unified Western lobbying effort.

We expect the legislature is going to move quickly to pass a supplemental budget. The House and the Senate are moving "belt tightening" bills through the process now. A supplemental budget may be passed as early as mid-February. The 2009-2011 operating

and capital budgets will be developed with the updated information from the March revenue forecast and the federal stimulus package.

We are in the fourth week of the 15 week legislative session with much hard work ahead. The legislature is going to have to make some very tough decisions in order to build a balanced budget. We are not going to like the final budget but we are working to get the best outcome possible for Western in this very difficult year.

If you have any questions or suggestions, please feel free to contact us.

Sherry Burkey
Associate Vice President of University Relations and
Director of Legislative Relations

Jane Vroman
Legislative Relations Specialist

OFFICE OF UNIVERSITY COMMUNICATIONS

The Office of University Communications continued to work on a wide array of projects, including developing an increased ability to provide information via various online methods.

Online

The new **WWU Events Calendar** Web site is up and full of events, and we're working out the final bugs before the official public launch. Previously Western has had several separate online calendars; the new system will bring all those calendars together in an integrated, user-friendly system, which also will be utilized on campus for space reservations.

We are using a small Flip video camera to produce interviews and short informational online segments for the university. We also are meeting with ATUS to discuss the future of Western's Web presence and Internet capabilities on campus. And we have created and added pages for Athletics and Sustainability to the **Excellence at Western Web site**, and continue to promote the **multimedia Web site** highlighting the research efforts of biology assistant professor Eric DeChaine.

University Communications is nearing completion of a **web site for Window magazine**. The site will be up in time for the launch of the spring edition. We also are working on revamping the **FAST (faculty-staff newsletter) Web site**, with the expectation we will be phasing out the print version of FAST and replacing it with a combination of the online version and Western Today.

Our weekday morning campus e-mail publication, **Western Today**, continues to evolve and now is supporting more multimedia while carrying the important news of the day featuring faculty, students and staff from WWU. We are collating a readership survey on Western Today. **Western Weekly**, a weekly digest of Western Today, now goes out to a growing list of external subscribers.

Publications

Writing and photography is under way for the spring edition of **Window magazine**. We're hoping the second issue of our full-color, glossy magazine will be sent to readers in early to mid-May. The winter edition of **Soundings** has been sent to families, complete with several stories letting families know about resources available to help with paying for college. We've also revamped the **Soundings Web site** to make it much more dynamic. We prepared and published a briefing booklet to help inform the state Legislature about Western's 2009-2011 biennial budget request. And we have begun an external outreach across campus, as part of research for **Western marketing efforts**, to determine who is sending what publications, to what groups and how they are sending those (print or online).

Emergency Communications

The **PIER emergency notification system** was used several times to very good effect during the snowstorms over winter break, alerting the campus to closures and other weather news. Later winter quarter, University Communications will train University Police and staff with the Environmental Health & Safety Office on how to send **emergency e-mail and text messages** via the PIER emergency response. This office, working with Gayle Shipley of Environmental Health & Safety, Psychology Professor David Sattler, an expert on disaster messaging, and University Police Chief Randy Stegmeier, continue to refine **e-mail and cell phone text message templates**. And efforts continue to encourage people to sign up their cell phones; research has shown that at other campuses cell phone text messaging has worked during emergencies when other methods did not. To date, over 70 percent of students, 40 percent of staff, and 23 percent of faculty have provided their cell phone numbers to receive emergency text messages. The national average for students providing their cell phone numbers to universities is about 30 percent, so Western is well ahead.

Awards

University Communications' Matthew Anderson recently won **two silver awards** from the Council for the Advancement and Support of Education (CASE). Those were for: a **multimedia Web site** highlighting the research efforts of biology assistant professor Eric DeChaine, and a story about Western custodian **Thomas Tran** published in FAST.

MEDIA HIGHLIGHTS

International / National media:

The New York Times on Nov. 21 reported that Western was among first 22 competitors granted registered team status for the **Progressive Insurance Automotive X Prize**, the start of a quest to win the \$10 million prize for designing a clean and superefficient car of the future. Similar stories also appeared Nov. 25 in *Wired.Com* and on Nov. 20 in the Seattle online publication *xEconomy*.

Eric Leonhardt, director of the **Vehicle Research Institute**, was quoted in a Jan. 28 article on *CNN.com* on the future of the solar car.

On Nov. 18 the *UPI* news service ran a national story on research at Western and the University of Washington about the effects on children of moving during their elementary

school years. Lead author **Diana H. Gruman**, assistant professor of psychology at Western, was quoted in the story.

NBC - Dallas/Fort Worth on Nov. 24 quoted **Jay Teachman**, professor of Sociology at Western, on a story on the effects of the economic crisis on divorces.

Marie Eaton, professor and former dean of Fairhaven College, was quoted Jan. 22 in the national higher education news outlet *Inside Higher Education* about the evaluation system at Fairhaven College.

The New York Daily News in an article on Jan. 26 about indigenous people included a quote from **James Loucky**, professor of anthropology at Western. The story originally appeared in the *Seattle Times*.

The McClatchy.com web site featured a story on Nov. 26 about Western students **Tony Carrigan** and **Nicole Schierberl**, who went to Peru to study what happens when tourism goes awry and how to get it right.

Business in Vancouver on Nov. 21 featured Western's **Border Policy Research Institute**, which offered its preliminary research on border trends to a roundtable during the Canadian American Business Council on Nov.12 in Vancouver.

Core77.com featured **Jason Morris**, assistant professor of Industrial Design, on his findings from a survey of software requirements for industrial design jobs.

The decision to end the football program at Western led to national, regional and local coverage, including: interviews with Vice President for Student Affairs **Eileen Coughlin** and Athletic Director **Lynda Goodrich** on the *Lou Dobbs Show on CNN* on Jan. 9; Associated Press stories that appeared nationally and statewide, as well as interviews and articles on local and Seattle radio and TV. Editorials in the *Seattle Times*, *Everett Herald* and *Bellingham Herald* all voiced strong support for WWU President **Bruce Shepard** and the decision to end the football program. Efforts by opponents of the decision have been reported on in local and area media.

Regional media:

The state's budget crisis and how higher education will be affected led to numerous media stories. President **Bruce Shepard** was quoted in many media outlets on Western's response to the budget situation, including Nov. 23, Dec. 3 and Dec. 16 in the *Seattle Times*; Nov. 24 in the *Skagit Valley Herald*; and Dec. 5 in the *Bellingham Herald*. During a Jan. 19 editorial board meeting with the *Seattle P-I*, Bruce Shepard's interview, which included discussion of budget issues as well as the decision on the football program, was videotaped by the P-I and run on *YouTube*. **Sherry Burkey**, director for Legislative Relations, also was quoted by several media on Western's response to the budget situation, including Nov. 24 in the *Skagit Valley Herald* and Nov. 24 in the *Seattle Times*. **Karen Copetas**, director of Admissions, also was quoted in the *Seattle P-I* Jan. 23. On Jan. 23 the *Seattle Times* ran a guest editorial titled "Keep college tuition affordable" that was written by **AS President Erik Lowe**.

The induction of **George “Pinky” Nelson**, director of SMATE, into the **U.S. Astronaut Hall of Fame** drew news coverage, including Jan. 22 in *Space.com*, on Jan. 29 in the *Seattle P-I*, on Jan. 30 in the *Seattle Times* and via the national public relations online outlet *PR Newswire*.

The Seattle Daily Journal of Commerce on Jan. 5 ran a story about the opening of Western’s new **Academic Instructional Center**. *The Bellingham Herald* also ran a story about the AIC on Jan. 5.

Western’s expansion of programs in **Everett** drew good media coverage, including a favorable Dec. 14 editorial in the *Everett Herald*, and a story Nov. 24 in the *Everett Herald*, which included a quote by **Stephanie Salzman**, dean of Woodring College of Education. The *Everett News Tribune* on Dec. 17, the *Mukilteo Tribune* on Dec. 18 and the *Snohomish County Business Journal* in their December edition also reported on Western’s expansion in Everett.

The Peace Corps ranking of Western as the sixth-largest provider of Peace Corps volunteers from alumni of medium-sized schools in 2008 was included in Jan. 13 stories in the *Seattle Times* and *Bellingham Herald*.

A Jan. 23 article in the *Puget Sound Business Journal* featured former Western trustee **Craig Cole**, who now is a University of Washington regent.

The Peninsula Daily News on Jan. 16 featured Western alumnus **Richard Duff**, who designed the exterior of the 2010 Buick LaCrosse, General Motors’ answer to Lexus-level luxury sedans.

The Grays Harbor Daily World ran a feature story Jan. 11 about Hoquiam City Planner and WWU alumna **Alissa Thurman**, who studied planning and environmental policy at Western.

The Seattle Examiner on Jan. 5 ran a story about a group of Western Recreation students who went to the Makah reservation in Neah Bay to look at **community-based tourism**.

The Seattle P-I on Jan. 2 ran a feature story on **Miss Washington, Janet Harding**. She is a year from finishing a degree in Elementary Education at Western and plans to become a teacher with a certification in special education

The Tacoma News-Tribune on Jan. 2 noted that the Port of Tacoma had hired Western alumnus **Jason Jordan** as its Senior Environmental Project Manager.

The Tacoma News-Tribune on Dec. 31 ran a feature story on Western student **Casey Knowles**, who received national attention in March when her family discovered she was featured in a Hillary Rodham Clinton campaign ad.

The Skagit Valley Herald on Dec. 16 featured Western alumnus **Wanambisi Edward Wesekania**, and his plans to return to his home village in Kenya and train people in agricultural and organic gardening. However, those plans have been put on hold by the violence now wracking Kenya.

The Daily Journal of Commerce on Dec. 16 noted that Western's **Institute for Global and Community Resilience** has been awarded a \$140,000 grant to investigate what keeps local farms viable. The institute is a program in the **Huxley College of the Environment**.

The Everett Herald on Dec. 9 featured Western alumnus and natural healer **Jorge Ruiz Chacón**.

The Longview Daily News on Dec. 8 ran a feature story on WWU alumnus and **state poet Laureate Sam Green**.

The Seattle P-I on Nov. 25 ran a story about WWU alumna **Margaret Willson** and her efforts in helping to form a Seattle-based organization to rescue Brazilian girls from a future of prostitution and violence.

Local media:

The Bellingham Herald on Jan 16 reported that Western would get \$57.5 million to renovate **Miller Hall** as part of Gov. Chris Gregoire's efforts to stimulate Washington state's economy over the next two years by speeding up construction projects.

The Bellingham Herald ran a staff-written obituary Dec. 27 on former legislator and Western administrator **H.A. "Barney" Goltz**. The same story also ran in the *Seattle Times*. *The Herald* also ran a column about Goltz, which included mention of a memorial service for him Jan. 11 at Western.

The Bellingham Herald on Jan. 12 featured Theatre Professor **Jim Lortz**' film "My Name is Noémi," a film biography of Holocaust survivor Noémi Ban. The film project also was featured Jan. 7 in the *Lynden Tribune*.

Hart Hodges, director at Western's **Center for Economic Business Research**, was quoted Dec. 10 in the *Bellingham Herald* about the local economic outlook; on Dec. 17 in the *Herald* on the effect of the recession on consumers; and on Jan. 14 in the *Herald* on a drop in the latest sales tax figures.

Tom Dorr, director at Western's **Small Business Development Center**, was quoted Jan. 25 in the *Bellingham Herald* on the fact that this area is not immune to or insulated from a national economic meltdown.

The **waterfront** also drew media attention, including in the December edition of the *Bellingham Business Journal*, which included an interview with President **Bruce Shepard** on his efforts to assist Port and city officials to resolve some of their disputes. *The Business Journal* also praised Shepard for his efforts in an editorial. *The Bellingham Herald* on Dec. 9 also mentioned Western in a story about the possibility of **NOAA** moving to Bellingham. That same story also ran Dec. 10 in the *Peninsula Daily News*.

The Bellingham Herald on Jan. 29 quoted **Charese Jones**, a 21-year-old senior in the Human Services program at Western, during the first Bellingham/Whatcom County Project Homeless Connect in Bellingham.

Todd Donovan, political science professor, was interviewed for a story Jan. 20 in the *Bellingham Herald* on President Obama's inauguration.

The Bellingham Herald reported that **Mario Orallo**, a Western student who campaigned for Obama, spoke about moving toward the future and doing something great together during a celebration of Martin Luther King's dream and the new Obama Administration.

The Bellingham Herald reported Jan. 12 on the **Critical Junctures Institute** launched by Western and St. Joseph Hospital to help people improve their health.

Tim Pilgrim, associate professor of Journalism, was quoted in a Jan. 10 story in the *Seattle P-I* about the announcement that newspaper could close soon because of financial problems.

Scott Miles, an assistant professor of planning and environmental policy at Western's Huxley College of the Environment, was quoted in a story in the *Bellingham Herald* Dec. 31 about the city of Bellingham's style.

A burst pipe damaging Western's **Ridgeway Gamma complex** led to stories Dec. 29 in the *Seattle Times*, *Olympian*, *Bellingham Herald* and other media outlets.

The *Bellingham Herald* on Dec. 26 ran a story about Cami Ostman and **Bill Pech**, and their quest to run seven marathons on seven continents. Pech is the director of the Asia University program at Western.

Eric Grimstead, certified business advisor of the Small Business Development Center at Western, was quoted in the December edition of the *Bellingham Business Journal* about unique marketing efforts by businesses.

The Ferndale Record-Journal reported that Western alumna **Kathy Green** had been named Ferndale Woman of the Year.

The Bellingham Herald reported Dec. 10 that WWU's **Katie Warner** had earned All-American honors. Warner, Western women's soccer defender, was named a first-team All-American by the National Soccer Coaches Association of America.

**WESTERN WASHINGTON UNIVERSITY
ITEM SUBMITTED TO THE BOARD OF TRUSTEES**

TO: Members of the Board of Trustees
FROM: President Bruce Shepard by Provost Dennis R. Murphy
DATE: February 13, 2009
SUBJECT: **Quarterly Report on Grants & Contracts**
PURPOSE: Informational Item

Purpose of Submittal:

Information from the Office of Research and Sponsored Programs concerning grant awards for the period October 1, 2008 – December 31, 2008 and for the 2008/09 fiscal year to-date.

Supporting Information:

- Grant awards/totals for the period 10/1/08 – 12/31/08
- Grant awards for the period – details
- Grant awards/totals for the period 7/1/08 – 12/31/08

Grant Awards for the Period 10/1/28-12/31/08

The total amount of grants and contracts received this period was \$719,700. This includes both new awards and additions to existing awards.

Department	Award Total	# New Awards	# Additions
Anthropology	\$ 35,209	1	
Campus Compact	56,500	2	
Canadian/American Studies	27,006	2	
Geology	10,000	1	
Huxley	40,910	1	2
Psychology	14,535	1	
Science, Math & Technology Education	277,657	1	1
Small Business Development Center	27,117	1	
SPMC	169,908	1	
Woodring College of Education	60,858	2	2
Total	<u>\$ 719,700</u>	<u>13</u>	<u>5</u>

WESTERN WASHINGTON UNIVERSITY

TO: Moheb Ghali
 FROM: Rose-Mary Barstad
 DATE: 12.18.08
 SUBJECT: Grant Awards for the period 7/1/08-12/31/08

Department	7/1/08- 9/30/2008	10/1/08- 12/31/2008	1/1/09- 3/31/2009	4/1/09- 6/30/2009	Fiscal Year 2008-09
Anthropology		35,209			35,209
Biology	56,905				56,905
Campus Compact	702,600	56,500			759,100
Canadian/Am Studies		27,006			27,006
Chemistry	360,000				360,000
Eng/Technology	151,000				151,000
Environmental Health & Safety	29,486				29,486
Geology	194,469	10,000			204,469
Human Services & Rehab	300,000				300,000
Huxley		40,910			40,910
Physical Educ, Health & Rec	3,000				3,000
Physics/Astronomy	154,601				154,601
Psychology	52,078	14,535			66,613
Science, Math & Tech Education	677,467	277,657			955,124
Sciences & Technology	199,194				199,194
Shannon Point Marine Center	564,903	169,908			734,811
Small Bus Development Center	41,400	27,117			68,517
Sociology	112,609				112,609
Woodring College of Education	353,282	60,858			414,140
Total	3,952,994	719,700	-	-	4,672,694

WESTERN WASHINGTON UNIVERSITY

Major Capital Projects Status Report

Board of Trustees

February 13, 2009

BUCHANAN TOWERS ADDITION

The Buchanan Towers Addition project, PW528, is in the Construction Document (CD) Phase of the design process. This phase is scheduled to end in early April when the project will start the bid phase. Bids will be received on May 19 and it is expected that a contract with the general contractor will be presented to the Board at the June meeting.

The design team has recently completed a document package that was submitted to the City of Bellingham's Building Services Department for the building permit review. On January 7 the City provided a Notice of Decision on the Preliminary Design Review and Planned Development Applications, without conditions.

MILLER HALL RENOVATION

The project has completed the Design Development phase. The GC/CM contractor, Dawson Construction, is in the process of reviewing the Design Development drawings and preparing their Design Development phase construction estimate. Once the contractor completes the estimate it will be compared to the architect's Design Development phase estimate. At that time the two parties will work to reconcile their estimates and present one Design Development estimate to WWU for approval before proceeding to the construction document phase of the project.

In response to Governor Gregoire's State Stimulus Package, an accelerated phased construction award is scheduled to be brought to the Board for Delegation of Approval at the February meeting. This will allow abatement and selective demolition to occur in the 1960's wing of the building in April.

**VIII. MEETING EVALUATION & FUTURE AGENDA
TOPICS**

IX. ADJOURNMENT

X. DATE FOR NEXT REGULAR MEETING

April 2 & 3, 2009

Wringing Cleaner Transportation Fuels from Dirtier Resources: Linking Fundamental and Applied Sciences in the Energy Field

Mark E. Bussell* and John Hayes#
Department of Chemistry
Western Washington University

Reflecting the depletion of crude oil reserves (and other factors such as global politics), the sources and amounts of crude oil imported to the United States have changed dramatically in recent years. In 1993, the largest source of crude oil imports to the U.S. was Saudi Arabia, while in 2006 the largest source was Canada. In 2002, 60% of Canadian crude oil production was in the form of synthetic crude derived from oil sands. The high impurity levels (primarily sulfur and nitrogen) in heavy and unconventional crude oils present major challenges to the petroleum industry at a time that environmental regulations in the United States, Japan and in many western European countries are dramatically lowering allowable sulfur levels in transportation fuels. The use of ultralow sulfur transportation fuels results in the emission of fewer pollutants as well as more efficient use of the fuels.

Our research focuses on the development of new catalytic materials for a critical process in the petroleum industry – hydrodesulfurization (HDS) – in which sulfur impurities are selectively removed from crude oil. The materials currently being investigated in our laboratory range from new structural phases (e.g. cobalt-molybdenum sulfide aerogels) of current industrial catalyst compositions to a new class of catalysts based on metal phosphides. This research is carried out with undergraduate and M.S. student coworkers in laboratories in the WWU Chemistry Department and the Advanced Materials Science and Engineering Center (AMSEC), as well as at the Environmental Molecular Sciences Laboratory user-facility of the Pacific Northwest National Laboratory in Richland, WA. In addition to catalysts prepared in our laboratory, we are investigating novel catalytic materials prepared by collaborators at Wayne State University (Detroit, MI) and Northwestern University (Evanston, IL).

This research has been funded from external sources since 1991, including five consecutive research grants from the National Science Foundation starting in 1994. Forty three undergraduate and 12 M.S. level students have been involved in this research program, working part-time during the academic year and full-time during summers. Over 20 of these students have pursued graduate studies in chemistry or professional degrees. Graduate schools attended include the UW-Seattle (4), UC-Berkeley (3), UCLA, Caltech, Cornell University, and CU-Boulder. Six former students are now faculty at Central Washington University (Anthony Diaz), Lower Columbia Community College (John Harold), Purdue University (Garth Simpson), St. Lawrence University (Samantha Glazier), San Jose State University (John Logan), and Simon Fraser University (Byron Gates). In addition, Professor Bussell has mentored two postdoctoral fellows; they are now faculty members at James Madison University (Kathryn Layman) and Joliet Junior College (Patrick Mills).

*Faculty member

#Undergraduate student