

**WESTERN WASHINGTON UNIVERSITY  
BOARD OF TRUSTEES  
AGENDA  
October 10, 2014**

**FRIDAY, OCTOBER 10, 2014**

**Location: Old Main 340**

**Time: 8:45 a.m.**

**Breakfast for the Trustees and Meeting Attendees**

7:45 to 8:30 am

-Introduction of Convocation Award Winners

- Eugene (Gene) Meyers, Jr, Outstanding Faculty Leadership Award Recipient
- Juliet Holzknacht, Outstanding Classified Staff Award Recipient
- Reneé Collins, Professional Staff Organization Award Recipient
- Korry Harvey, Diversity Achievement Award Recipient
- Maria Timmons Flores, Carl H. Simpson Bridging Award Recipient
- Jeff Carroll, Philip E. Sharpe Jr., Community Engagement Award Recipient
- Salish Sea Ecosystem Conference Team, Team Recognition Award Recipients

**1. CALL TO ORDER, APPROVAL OF MINUTES**

8:45 – 8:50

- Board of Trustees Meeting, August 21, 2014
- Board of Trustees Special Meeting, August 22, 2014

**2. PUBLIC COMMENT**

8:50 – 9:00

**3. RECOGNITIONS AND INTRODUCTIONS**

9:00 – 9:20

- Resolution No. 2014-07, Recognizing the Service of Sherry Burkey, Associate Vice President, University Relations and Community Development
- Becca Kenna-Schenk, Government Relations Director
- Matt Babick, Director, Office of the Internal Auditor

**4. BOARD CHAIR**

9:20 – 9:40

- Resolution No 2014-08 Welcoming Trustee Earl Overstreet
- Summary of Board of Trustees Work Session



**14. INFORMATION ITEMS**

11:55 – 12:00

- a. Academic Affairs Report
- b. Admissions and Enrollment Report
- c. Capital Program Report
- d. University Advancement Report
- e. University Relations and Community Development Report
- f. WWU Annual Report
- g. Office of the Internal Auditor Annual Report

**15. DATE FOR NEXT REGULAR MEETING: December 11, 12, 2014**

**16. ADJOURNMENT**

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

**TO:** Members of the Board of Trustees

**FROM:** President Bruce Shepard

**DATE:** October 10, 2014

**SUBJECT:** **Breakfast Introductions Information**

**PURPOSE:** Information Item

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President Bruce Shepard, Provost Brent Carbajal and Senior Vice President Eileen Coughlin will introduce the following people at lunch as award winners at Western's 2014 Convocation.

### **Eugene (Gene) Meyers, Jr., Outstanding Faculty Leadership Award Recipient**

Gene Myers, Jr., Professor, Environmental Studies, Huxley College of the Environment. Dr. Meyers graduated from Western's Huxley College of the Environment in 1982 and has taught here since 1995, after completing his doctorate at the University of Chicago. Gene's work deals with four inter-related areas: the psychological foundation of children's relation to animals; the ontogenetic development of environmental care and responsibility; the integration of psychology into conservation and sustainability practice; and the teaching of environmental ethics and the preparation of future environmental educators. He helped found the field of Conservation Psychology and is co-author of its first textbook. At Huxley he helps lead the graduate and undergraduate programs in Environmental Education, including programs such as the "Spring Block," and partnerships with area schools and nonprofits. Gene has furthered sustainability efforts at Western through courses, empowering student involvement, and collaboration. He and his wife Mardi Solomon were "Volunteers of the Year" for Bellingham Public Schools in 2013, honoring 9 years of facilitating school ground enhancements to enhance outdoor learning and recreation opportunities. He has served as an officer for several years for the Society for Human Ecology, including two terms as president. He is currently an active member of the Social Science Working Group of the Society for Conservation Biology, and of the International Positive Psychology Association.

The Outstanding Faculty Leadership Award recognizes a faculty member who has made outstanding efforts to serve and enrich the intellectual vitality of the campus and the broader community. These contributions may include service to the university, service-learning programs, outreach programs to the local and broader community and service to the profession. The award includes a \$1,500 stipend for professional service-related activities, made possible through the WWU Foundation.

### **Juliet Holzknicht, Outstanding Classified Staff Award Recipient**

Juliet Holzknicht, Program Coordinator, Conference Housing, University Residences. As Program Coordinator for Conference Housing, Juliet's leadership skills shine during the summer, their busiest season. According to her colleagues, Juliet is the glue that holds the summer Guest Housing staff together, delegating tasks, supporting her student staff and providing others with the tools they need to solve problems. Juliet was a part of the original team that developed the University Residences Ethics Workshop, and she continues to serve as a committee member and workshop facilitator. Juliet does a tremendous amount of customer-service related problem solving with visiting guests and conference groups. Her creativity in this area, and dedication to the institution, has left many, many visitors with a very positive impression of WWU. Juliet graduated from Western in 2010 with a BA in Sociology.

The Outstanding Classified Staff Award recognizes an individual who exemplifies a creative and innovative approach to problem solving and who significantly advances departmental goals and/or university mission through initiative, leadership or scholarly or creative work that contributes to Western's learning community. With the support of the president, the two classified staff unions on campus (WFSE and PSE) together select one of their members to receive this award.

### **Reneé Collins, Professional Staff Organization Award Recipient**

Renee Collins, Associate Dean of Students and Director of Student Outreach Services, Enrollment and Student Services, provides leadership and oversight of a unit that includes Student Outreach Services, Western's LEADS program, and the Ethnic Student Center. Over the course of many years, she has held a variety of roles, including Director of Student Life, and Equal Opportunity and Human Resource specialist. Reneé obtained both her bachelor's and master's degrees from Western, and earned her doctorate in Educational Leadership from Seattle University. In 1999, Reneé was the recipient of the prestigious Community Builders fellowship appointment by the U.S. Department of Housing and Urban Development and attended the Community and Urban Development program at Harvard's Kennedy School of Government. She was the founding president of the Northern Puget Sound N.A.A.C.P. and has lived and worked in the Bellingham community for the past 26 years. In 1994 she received the Cultural Arts Award from the City of Bellingham for being instrumental in lobbying for the Martin Luther King, Jr. official city holiday. Prior to coming to Bellingham, Reneé worked for the Department of Defense as a civilian Personnel Specialist and the Centers for Disease Control and Prevention in the Epidemiology Field Services Department. She is most proud of the Collins family obtaining seven degrees from Western and she is passionate about developing students and staff to become responsible and ethical global leaders.

The Professional Staff Organization Award for Excellence recognizes a member of the professional staff who exemplifies commitment to Western's mission and its faculty, staff and students through one or more of the following: exceptional communication and interpersonal skills; exceptional integrity, professionalism and job performance that inspires excellence in others; exceptional dedication to encouraging initiative, creativity and exploration of new ideas through work and interaction with others.

### **Korry Harvey, Diversity Achievement Award Recipient**

Korry Harvey, Senior Instructor and Assistant Director of Forensics, Department of Communication Studies. Korry has been at Western since 2001 and is a Senior Instructor in the Communication Studies Department, as well as Assistant Director of Forensics. He was instrumental in developing and teaching "Communication, Diversity and Controversy," a course created to help students develop the intellectual and practical skills to engage thoughtfully on the issues they may encounter relating to diversity. Korry has made tremendous contributions as the Assistant Director of Forensics at Western by creating a positive debate-team climate and emphasizing how critical it is to engage each other and the broader world with a myriad of perspectives. His instrumental role in introducing inclusivity and viewpoints of the traditionally underrepresented has strengthened the debate team and contributed to their competitive success. Harvey has served the Northwest Forensic Conference as a leader on the Ethics and Equity Committee, in addition to serving as Board Member and Chair of the Whatcom Human Rights Task Force.

The Diversity Achievement Award recognizes a student, staff, faculty member or office for outstanding contributions to enhance diversity and multicultural understanding on campus and beyond. The recipient of this award has successfully integrated diversity concepts and values into academic curriculum, management and/or operational functions; developed methods for increasing and valuing diversity among students, faculty and/or staff; maximized opportunities to achieve diversity; promoted an understanding and appreciation of differences by contributing to the body of research on diversity or through other endeavors. The award includes a \$1,500 stipend for use in research, teaching or professional enhancement, made possible through the WWU Foundation.

### **Maria Timmons Flores, Carl H. Simpson Bridging Award Recipient**

Maria Timmons Flores, Associate Professor, Elementary Education Department, Woodring College of Education. As the director of an alternative route to teacher education program, Dr. Maria Timmons Flores works with local schools to foster the development of highly trained, culturally and ethnically diverse teachers. She is the faculty leader of the "Building Bridges with Migrant Youth," a mentoring program which also brings adolescent students from migrant backgrounds to campus to consider higher education options. Dr. Timmons Flores was instrumental in developing a collaboration with the Burlington-Edison and Mt. Vernon school districts as well as Skagit Valley College to forge a pathway for students of color interested in becoming teachers. On campus, Maria has worked with faculty in Fairhaven College on the development of the new Education and Social Justice minor. Within Woodring College, she was co-chair of the Equity and Diversity Committee, the primary leadership group guiding Woodring's work around equity, inclusion, and diversity. Her commitment

to change in pursuit of equity and justice spans Western's colleges and reaches into local communities and educational institutions.

Carl H. Simpson worked at Western for 25 years as a professor and administrator, and was dedicated to building bridges between intellectual, interpersonal and administrative worlds. He acknowledged people's strengths and helped them find and give their best. He sought to unite divisions within academia through kindness, enthusiasm and creativity. The Carl H. Simpson Bridging Award recognizes and supports efforts to create bridges and forge new paths for others to follow and build upon. The award benefits a WWU student, staff or faculty member who has demonstrated an innovative approach to bridging an aspect of academic or campus life and bettering the Western community. The award includes \$1,000 stipend made possible through the Carl H. Simpson "Bridging" Fund endowment.

### **Jeff Carroll, Philip E. Sharpe Jr., Community Engagement Award Recipient**

Jeff Carroll, Assistant Professor, Department of Psychology, College of Humanities and Social Sciences. Dr. Carroll's scientific work is focused on Huntington's Disease (HD), a fatal neurodegenerative disorder that currently has no successful treatments, despite 20 years passing since the identification of the mutant gene responsible for the disease. He also has an interest in gene silencing approaches to HD therapeutics, particularly using antisense oligonucleotides (ASOs). Jeff's doctoral and postdoctoral studies all involved using mouse models to understand basic mechanisms of HD and preclinical testing of therapeutic interventions in these models. During his doctoral training he worked with Michael Hayden at the University of British Columbia, and his postdoctoral studies were conducted under the supervision of Marcy MacDonald at Massachusetts General Hospital and Harvard Medical School. As well as conducting research, Jeff is a member of an HD family and himself carries the mutation which causes the disease.

The Philip E. Sharpe, Jr. Community Engagement Award recognizes a faculty or staff member or group of Western employees for their involvement in outstanding community service, including outreach and engagement activities that benefit the well-being of the community at large or an individual or individuals in the community.

### **Salish Sea Ecosystem Conference Team, Team Recognition Award Recipients**

The Salish Sea Ecosystem Conference had been a mainstay of research on the Puget Sound and Georgia Basin ecosystems since the 1990s, but had floundered without a home and adequate funding since 2011. Through an 18-month long collaborative effort including Canadian-American Studies, Huxley College, Extended Education, University Communications, the Western Foundation and WWU Web Communication Technology, this team effectively planned and executed the largest Salish Sea Conference in history, with over 1200 attendees, at the Washington State Convention Center. The Team leveraged on- and off-campus partnerships to coordinate the event planning, provide academic leadership, and raise over \$155,000 in funds from off-campus sources. Thanks to the Team's collaborative approach, the Salish Sea Conference has not only set a new standard of excellence but is established on solid financial footing for years to come.

#### Individual Team Members

Don Alper	Lindsay Bureaux	Chris Hussein	Marie Raney
Elliott Smith	Mary Gallagher	Thomas Jones	Katy Stevick
Matthew Anderson	Marlene Harlan	Wayne Landis	Tina Storer
Diana Bakkom	Chuck Hart	April Markiewicz	Joshua Tataran
Derek Bryson	Courtney Hiatt	Alesha Perrin	

The Team Recognition Award recognizes a team of staff and faculty (and possibly students) who exemplify cooperation, collaboration and open communication and whose partnership on a project significantly advances departmental goals and/or university mission. The team that receives this award has built effective collaborative relationships across different work units, groups or departments; worked to reach agreements while considering multiple perspectives; created a team environment that promotes cooperation, communication, trust, and respect for differences; developed a partnership that seeks input and involvement of those affected by decisions; placed team goals above personal goals while achieving a distinctive result or product.

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

**TO:** Members of the Board of Trustees  
**FROM:** President Bruce Shepard  
**DATE:** Friday, October 3, 2014  
**SUBJECT:** **Approval of the Minutes**  
**PURPOSE:** Action Items

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**Purpose of Submittal:**

Approval of the Board of Trustees Meeting Minutes.

**Proposed Motion:**

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

- Approval of the Minutes of the Board of Trustees Meeting, Thursday, August 21, 2014
- Approval of the Minutes of the Special Board of Trustees Meeting, Friday, August 22, 2014

**Supporting Information:**

Minutes of Thursday, August 21, 2014 and Attachments

Minutes of Friday, August 22, 2014

**WESTERN WASHINGTON UNIVERSITY  
BOARD OF TRUSTEES  
MEETING MINUTES  
THURSDAY, August 21, 2014**

**1. CALL TO ORDER**

Chair Karen Lee called the regular meeting of the Board of Trustees of Western Washington University to order at 11:20 p.m., Thursday, August 21, 2014 in the Board of Trustees Conference Room, Old Main 340, at Western Washington University in Bellingham, Washington.

**Board of Trustees**

Karen Lee, Chair  
Sue Sharpe, Vice Chair  
Dick Thompson, Secretary  
Betti Fujikado  
Chase Franklin  
Carly Roberts  
Ralph Munro

**Western Washington University**

Bruce Shepard, President  
Brent Carbajal, Provost and Vice President for Academic Affairs  
Eileen Coughlin, Senior VP, Vice President for Enrollment and Student Services  
Richard Van Den Hul, Vice President for Business and Financial Affairs  
Stephanie Bowers, Vice President for University Advancement  
Steve Swan, Vice President for University Relations and Community Development  
Spencer Anthony-Cahill, Faculty Senate President  
Annika Wolters, Associated Students President  
Lisa Wochos, Assistant Attorney General  
Sherry Burkey, Associate Vice President for University Relations and Community Development  
Paul Cocke, Director, University Communications  
Barbara Sandoval, Assistant to the President and Secretary to the Board of Trustees  
Elissa Hicks, Assistant Secretary to the Board of Trustees

**2. EXECUTIVE SESSION MAY BE HELD TO DISCUSS PERSONNEL, REAL ESTATE AND LEGAL ISSUES AS AUTHORIZED IN RCW 42.30.110.**

At 11:21 a.m. Chair Lee announced that the Board would convene in Executive Session for approximately thirty minutes to discuss a personnel matter with counsel as authorized in RCW 42.30.110 (1)(g).

The Board returned to open meeting at 11:50 a.m. with no action to report, and recessed the meeting for lunch.

The Trustees, President Shepard and Vice Presidents enjoyed a casual lunch with presenter David Schumacher, Director, Office of Financial Management, two newly hired administrators Catherine Clark, Dean, College of Science and Engineering, Erika McPhee-Shaw, Director, Shannon Point Marine Center, and retiring director Don Alper, Center for Canadian-American Studies and Border Policy Research Institute.

The board returned from lunch and reconvened the meeting at 1:07 p.m.

### **3. 2015 – 2017 BUDGET OUTLOOK**

Chair Lee moved this item forward in the agenda and introduced David Schumacher, Director, Office of Financial Management. Schumacher's presentation addressed the difficult challenges the Governor's office faced developing their state budget. He said that there seemed to be an expectation across the state that bad times are behind us and that state revenue is recovering, but he noted that revenue is not yet where it was before the recession. Schumacher said Washington's economy is rebounding, but at a slower pace than hoped for. He pointed out that state revenue collections are at historically low levels compared to the overall economy and projected revenue growth for the next several fiscal years is relatively flat. Schumacher said that the flat projection creates a challenge for the upcoming 2015-2017 budget because there isn't enough money for state mandates and new programs like the McCleary Decision.

Schumacher was asked whether the 15% reduction exercise that the Governor asked the state Universities to participate in would be reflected in the Governor's first budget draft. Schumacher said that those numbers would be reflected in that draft as required, but there would also be a proposal with ideas for modest tuition growth and revenue. When asked about how the increase in the student population and increased pressure on both K-12 and higher education facilities would be reflected in the budget, Schumacher explained how the caseload is calculated in regards to the budget forecast. Trustees asked about the funding possibilities for the Carver Academic Building renovation project in the upcoming budget. Schumacher said there is likely capacity for this project in the capital budget noting that the financial market has improved which allows for more borrowing capacity. He added that the Governor is aware of the need for this project.

President Shepard said that the six state institutions chose not to participate in the line item budget exercise because they felt it would lead to the loss of faculty and students and asked Schumacher if the lack of full participation would lead to bigger cuts for those not participating. Schumacher said that the Governor's office would like organizations to show how devastating these cuts would be to make a case for change. He said ultimately those not required by law to participate will do what they feel is best for their organizations.

### **4. APPROVAL OF MINUTES**

MOTION 08-01-2014: Trustee Sharpe moved that the Board of Trustees of Western Washington University, upon the recommendation of the President, approve the following minutes:

- Board of Trustees Meeting, June 12, 13, 2014

The motion carried.

## **5. PUBLIC COMMENT**

As per amended RCW 28B.35.110, time was provided for public comment at the August 21, 2014 regular meeting of the Board of Trustees. There were no requests for public comment.

## **6. BOARD CHAIR**

Chair Lee said that Resolution No. 2014 - 04 Thanking Trustee Peggy Zoro would be moved to a future meeting when Trustee Zoro would be able to attend. Lee then formally welcomed Trustees Franklin and Roberts to the Board.

MOTION 08-02-2014: Trustee Fujikado moved that the Board of Trustees, approve Resolution 2014-05 Welcoming Trustee Chase Franklin.

The motion carried.

Trustee Franklin said a few words of thanks and noted that he was looking forward to serving on the Board and working with the other trustees.

MOTION 08-03-2014: Trustee Munro moved that the Board of Trustees, approve Resolution 2014-06 Welcoming Trustee Carly Roberts.

The motion carried.

Trustee Roberts said a few words of thanks adding that she was looking forward to serving on the Board and for the learning opportunities ahead.

Chair Lee continued with her chair report speaking about her participation on the Washington Student Achievement Council (WSAC) noting that the council participated in the Governor's budget exercise at their last meeting and decided to take the 15% cut from the State Need Grant. Chair Lee stated that WSAC discussed the need for a stable funding source for students in need so their scholarship dollars and opportunities don't follow the ebb and flow of the state general fund budget.

## **7. UNIVERSITY PRESIDENT**

President Shepard reflected on the excellence of Western and how it is practiced in daily campus life. He outlined a recent day on campus that exemplified Western's excellence. Shepard said that he is looking forward to the new academic year and all the energy new students and new faculty bring to Western.

## **8. ASSOCIATED STUDENTS**

Associated Students President Annika Wolters reported that she attended the United States National Student Association Conference at the University of California Irvine campus and brought back tools to help with some of the AS Board's current efforts on campus. Wolters noted that recent vigils held on campus for Michael Brown were successful. When asked by Trustees what issues were facing students around the country, Wolters said that discussions at the national conference focused on students of color and diversity issues and sexual assaults on and off campus.

## **9. FACULTY SENATE**

Faculty Senate President Spencer Anthony-Cahill introduced himself and outlined some of the overarching themes for the faculty senate for the upcoming academic year including working with Enrollment and Student Services to ensure faculty involvement in enrollment planning and working with Extended Education, via the newly formed Senate Extended Education Committee. He said that the senate will also be working to ensure faculty engagement in addressing details of the "Six Questions" that President Shepard addressed in last year's convocation speech. Anthony-Cahill said the senate continues to work with the Equal Opportunity Office and the Associated Students Board regarding the classroom environment question on the course evaluations.

Chair Lee announced a break at 2:32 p.m. The Board returned and reconvened the meeting at 2:47 p.m.

## **10. CONSENT ITEMS**

Chair Lee introduced the consent items. There were no questions or discussion.

MOTION 08-04-2014: Trustee Franklin moved that the Board of Trustees of Western Washington University, upon the recommendation of the president, approve the following consent items:

- Approval of Summer Quarter Degrees
- Delegation of Authority to Award Construction Contract for Multipurpose Field Storage/Locker Room Expansion, PW 685

The motion carried.

## **11. APPROVAL OF 2015-2017 BIENNIAL OPERATING BUDGET REQUEST**

Vice President for Business and Financial Affairs Richard Van Den Hul gave a brief outline of the 2015-2017 Biennial Operating Budget request that Western will be submitting to the Governor's Office of Financial Management ([see Attachment A](#)). Van Den Hul said the budget was driven by Western's mission to serve the people of the State of Washington and to build upon Western's strengths to address critical needs in the state of Washington. The request also included items critical to maintaining and enhancing Western's strengths such as compensation

for faculty and staff as well as operations and maintenance funding necessary to operate the campus facilities and infrastructure.

Van Den Hul said the request was developed through a budget process designed to be open, transparent and bottom up noting that the details of the process for the budget request were shared with the Board in April and June.

Trustees expressed appreciation at seeing the ongoing process in order to be informed when it came to making a decision on the final budget. Trustees asked whether the budget request showed the budget reduction that the Governor had asked for and President Shepard said that it would be made acceptable to OFM's guidelines before submission. Trustees were pleased with the decision packages and felt they would have a real impact on Western and have a good chance of being funded by the legislature.

MOTION 08-05-2014: Trustee Thompson moved that the Board of Trustees of Western Washington University, upon the recommendation of the President, approve the attached 2015-2017 biennial operating budget request of \$124,981,999 in state funds, in support of academic, administrative and departmental operations. With concurrence of the Board Chair, the President may make minor adjustments to the approved budget request in response to subsequent instructions from the Office of Financial Management or to advance consistency among the submissions of Washington's six public baccalaureate institutions.

The motion carried.

## **12. APPROVAL OF BOARD GUIDELINES FOR SERVICES & ACTIVITY COMMITTEE AND DELEGATION OF AUTHORITY**

Senior Vice President and Vice President for Enrollment and Student Services Eileen Coughlin said that the proposed changes were the result of a recent audit which identified needed changes in the Board of Trustees guidelines for compliance with State law for Student Activities fees.

Coughlin said that the Board of Trustees Services and Activities Fee Committee Guidelines were updated and address the restriction of the use of S&A Fee dollars for administrative costs unrelated to the program or to fund costs for the core academic functions of the University. She said that the delegation of authority motion addresses the interpretation of the RCW and would provide a delegation of authority from the BOT to the S&A Fee constituent group to allow transfers as long as they are within the original intent of the program presented to the S&A Fee Committee.

Coughlin said the Board of Trustees Guidelines for the S&A Committee and the Delegation of Authority were discussed and reviewed by the Board Audit committee at the June meeting.

When asked what differences the Board would see, Coughlin said that the Trustees would see more detail on the fees they approve each spring, the delegation of authority, if used, would be brought to the board for their information, and members of the S&A fee committee may come and watch any approvals by the Board of Trustees.

**Guidelines Motion**

MOTION 08-06-2014: Trustee Thompson moved that the Board of Trustees of Western Washington University, upon recommendation of the President, approve the Board of Trustees Guidelines for the S&A Committee as proposed in the attached.

The motion carried.

**Delegation of Authority Motion**

MOTION 08-07-2014: Trustee Thompson moved that the Board of Trustees of Western Washington University, upon recommendation of the President, approve the Board of Trustees Delegation of Authority to the S&A Fee Committee as proposed in the attached.

The motion carried.

**13. CAMPAIGN UPDATE**

Stephanie Bowers, Vice President for University Advancement reported that as of July 31<sup>st</sup> the campaign was at \$41.4 million. Bowers gave an example of a recent gift from a donor for the Mongolian Art and History Collection at the library explaining how the donor came to find Western's exceptional collection and wanted to provide a way for the University to preserve and increase the collection. Bowers also gave a brief overview of the official campaign launch scheduled for Friday, October 24 on campus and November 6<sup>th</sup> at the Seattle Business Forum.

**14. OPEN PUBLIC MEETINGS ACT: TRAINING FOR GOVERNING BOARDS**

Lisa Wochos, Assistant Attorney General said that earlier this year the Washington State Legislature enacted the Open Government Trainings Act to ensure training of public officials, including members of governing boards, and employees in public records, records management, and open public meetings. She said that the new laws represent an effort by the legislature to support the rights of citizens to participate in the democratic process of open public government and limit the violations outlined in the Open Public Meetings Act by providing routine training and broaden awareness. Wochos proceeded with the Open Public Meetings Act training. She also noted that the required Public Records Act training will happen at a future Board meeting.

## **15. AUDIT COMMITTEE REPORT**

Trustee Dick Thompson, Audit Committee Chair, gave a brief summary of the committee's discussion from the recent committee meeting. He said that the committee decided to postpone their self-evaluation until they had a third trustee member for the committee. Thompson said that an Internal Audit Director has been hired and will start on campus the last week in August and is eager to work on projects that had been postponed in the interim. Trustee Thompson thanked Teresa Hart and Paul Schronen for their efforts in the Internal Audit office during the transition.

## **16. COMMITTEE ON TRUSTEES REPORT**

Trustee Sue Sharpe, Committee on Trustees Chair, welcomed Trustee Franklin to the committee and confirmed that the next new trustee to the Board would be appointed to the Audit Committee. She stated that the committee discussed Trustee transitions and how to prepare new Trustees for their roles and responsibilities.

## **17. INFORMATION ITEMS**

### **a. Academic Affairs Report**

Provost Carbajal provided a written report with an update on the new faculty hired for the 2014-15 academic year.

There was a comment from a Trustee saying that they had heard good things about the Western programs at Olympic College Poulsbo and the recent Bellingham Festival of Music, and were pleased they are hearing these good things about Western from people outside of the University.

### **b. Annual & Quarterly Grant Report**

Provost Carbajal provided a written report regarding concerning grant awards for the period of April 1, 2014 – June 30, 2014 and fiscal year 2013/14.

### **c. Admissions and Enrollment Report**

Vice President Coughlin provided a written report regarding the university's general enrollment and admissions for Fall Quarter 2014.

Trustees had questions regarding the reason for the transfer student due date adjustment outlined in the report. Coughlin said the decision was made after discovering Western's deadline was later than other similar institutions. She said that an earlier deadline would provide admission decisions to transfer students much earlier than in previous years and would have a positive impact on yield. Coughlin said that transfer student confirmations are up 12% this fall and that her division anticipates approximately 1,050 transfer students this fall, compared to 938 last year.

**d. University Advancement Report**

Vice President Bowers provided a written report on the university's Alumni Relations and Western Foundation activities.

**e. Capital Program Report**

Vice President Van Den Hul provided a written report on the university's capital projects.

**f. University Relations and Community Development Report**

Vice President Swan provided a written report documenting recent activities of University Relations and Community Development.

**g. Lunch Introduction Information**

Biographies for the invited lunch guests were provided for reference purposes.

**18. DATE FOR NEXT REGULAR MEETING: October 9 & 10, 2014**

**19.** The meeting adjourned at 4:06 p.m.

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

**TO:** Members of the Board of Trustees  
**FROM:** President Bruce Shepard by Vice President Richard Van Den Hul  
**DATE:** August 21, 2014  
**SUBJECT:** **Operating Budget Request for Biennium 2015-2017**  
**PURPOSE:** Action Item

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**Purpose of Submittal:**

Board approval is required for Western's 2015-2017 Biennial Operating Budget Request for submission to the Governor's Office of Financial Management.

**Proposed Motion:**

MOVED, that the Board of Trustees of Western Washington University, upon the recommendation of the President, approve the attached 2015-2017 biennial operating budget request of \$124,981,999 in state funds, in support of academic, administrative and departmental operations. With concurrence of the Board Chair, the President may make minor adjustments to the approved budget request in response to subsequent instructions from the Office of Financial Management or to advance consistency among the submissions of Washington's six public baccalaureate institutions.

**Supporting Information:**

Western Washington University  
Proposed 2015-2017 Biennial Operating Budget Request  
State Appropriations and Net Tuition Operating Fee Revenue

	<u>FY 2015-16</u>	<u>FY 2016-17</u>	<u>FY 2015-17</u>
Requested State Support	\$59,709,073	\$65,272,926	\$124,981,999



Bruce Shepard, President

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## **MEMORANDUM**

**TO:** Members of the Board of Trustees  
**FROM:** Bruce Shepard, President  
**DATE:** August 21, 2014  
**SUBJECT:** *Proposed Biennial Operating Budget Request for 2015-2017*

### **Background**

The 2015-2017 Biennial Operating Budget Request is driven by Western's mission to serve the people of the State of Washington. The request features decision packages previously discussed with the Board in April and June. These packages grow from our strategic goal to "Build upon Western's strengths to address critical needs in the state of Washington." The request also includes items critical to maintaining and enhancing Western's strengths. These items include compensation for faculty and staff as well as operations and maintenance funding necessary to operate the campus facilities and infrastructure.

The request was developed through a budget process designed to be open, transparent and bottom up. The detail of the processes for the budget request and strategic plan have been previously shared with the Board. The following provides information on the items included in the request.

### **Compensation**

I summarize our vision fairly simply: to apply our considerable strengths to meet the critical needs of Washington. Our most fundamental responsibility, then, is to sustain those critical strengths. Higher education is a mission-driven and talent-based enterprise. Consequently, the ability to fulfill our mission – our commitment to Washington as a proudly public university – and the ability to provide the highest quality instruction, research and services to students and other stakeholders requires competitive compensation to attract and retain quality faculty and staff. Western's compensation programs' objectives are designed to:

- Attract, retain, engage, and motivate talent that contributes to Western's excellence;
- Provide compensation programs that are fair; equitable; transparent; administered in a consistent, predictive and timely manner; and which can adapt to significant changes in the market and the dynamics of the organization; and

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- Assist employees in understanding how their position and performance plays a role in accomplishing Western's objectives by encouraging open communication at all levels.

Although the state investment in Western improved during the 2013-15 Biennium, it did not overcome the state's disinvestment in higher education during the previous four years. The percentage of state allocation and tuition revenue to the overall budget is still skewed 35%-65% placing the burden of the cost for higher education on students and their families. While the institutional cost of a four-year higher education experience has not increased at Western over that time period, increases in student tuition are a result of the shifts in state funding.

Western will again be working vigorously with the state legislature to seek funding for the following employee compensation issues:

- Faculty are the backbone of the university. The challenge regarding faculty compensation is a historical challenge for Western and has long been an unmet priority for the institution. This challenge ultimately impacts our ability to best serve the people of the state of Washington.
- Exempt (professional) staff have received only one increase (FY14) since 2008. We have implemented a new compensation/classification system and are ready to implement salary increases to meet our goals.
- Classified staff have received limited increases since 2008 for step increases. Starting in FY14 some long-standing employees received a new step (Step M) increase last year. In spring of 2014, Washington State released its 2014 Total Compensation Survey for Classified Staff. The survey results indicated wages paid to the great majority of Western's classified staff employees are below market; in many instances, wages were determined to be 25% or more below market. Western passionately supports a full or partial implementation of this salary survey.
- Student wages also need adjustments for both teaching assistants (TAs) and student labor. Our TA compensation scale lags comparable schools, which hinders our graduate programs. The student labor wage scale has not been adjusted for many years. We have not received additional state funding as the state minimum wage increased our cost and compressed the compensation grid.

The challenge of competitive compensation is large. However, we must temper that fact with the realization that, given the state's multiple and immediate fiscal challenges, requests here must be kept to a level that will be taken seriously. Just as the state built this problem over multiple biennia, it is going to take multiple biennia to address it.

In order to maintain the excellence of Western, compensation remains our top priority. The request includes funding an amount equivalent to a 4% per year increase for all employees. Actual increases will be dependent on the level of funding received, collective bargaining agreements and the Professional Staff Compensation Plan. Budget implications for increases other than 4% can be found in Attachment 1.

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### Maintenance and Operations

The 2015-2017 Biennial Operating Budget Request includes \$1,840,751 due to renovations to the Carver Academic Building, the Commissary, and the Minor Works Program, and for cost increase in utilities and the M&O budget. While the actual renovation costs are submitted through the capital budget process, the state recognizes that each new capital project contributes additional maintenance and operational costs for the facility once completed.

### Decision Packages

The following decision packages apply Western's strengths to critical state needs. We are required by the Office of Financial Management (OFM) to submit them in prioritized order. The items presented here and on the table on page 6 are in the order we recommend the Board adopt. The total cost of each item can be found on the table on page 6. Detailed budget information for each item can be found in Attachment 2.

### 15% Reduction

We have been instructed by OFM to submit a decision package detailing a 15% reduction in our total state allocation and then indicate what we would propose to add back. Through the collaboration of the Council of Presidents, the Interinstitutional Committee of Legislative Officers (ICLO), and the budget officers for each of the six institutions, the higher education sector has decided each institution's decision package will detail the magnitude of this reduction and the unintended consequences on our campus if this reduction becomes reality. In order to achieve a 15% reduction in state funding, Western would have to reduce enrollment equivalent to 1,759 student FTE or increase resident undergraduate tuition. Without giving consideration to the price elasticity of tuition and the effects it has on enrollment, backfilling a 15% reduction in state funding would already require a double-digit increase in tuition.

We must point out that reliance on tuition to backfill a 15% cut would be seriously damaging for Washington. Study after study is clear: our economy needs ever-greater numbers of baccalaureate prepared Washingtonians. However, the size of the high school graduating class in our state is flat and projected to remain so. Among these graduates, the proportion coming from families of lower economic means is increasing. Dramatic tuition increases, if not balanced by need-based aid, will shrink the number of Washingtonians who can or will access baccalaureate education precisely when brighter futures for our state require that the number be increased.

Other alternatives are equally unacceptable. Through the "Great Recession," Washington was a national "leader" in the magnitude of the cuts it made to state support for public 4-year higher education. Western has come through those times protecting the quality of academic programs. This came at a cost. Basic institutional academic and student support services are, as several studies document, now stretched dangerously thin. Indeed, in our just completed regional accreditation review, we are directed to *increase* operational and support service positions as a condition of our continuing accreditation. I do not recall, in my career, having previously seen such a no-mincing-the-words direction from an external accreditation review team. This is a long way of saying that, should there be further reductions, we would no longer be able to spare the academic side.

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What might such reductions on the academic side look like? As with the possibilities already discussed, *there are no acceptable alternatives*. Meeting a 15% cut through reductions in faculty and, hence in class sections would mean about 1,650 fewer class sections per year with enormous repercussions for either number of students served or time to degree. Looking at the macro level a cut of 15% would be equal to the state support budgets for three of Western's seven colleges. Cutting into the question more finely, academic program by academic program, we first must realize that per student marginal instructional cost is, with the heavy dependence on tuition now a fact of life, about equal to what each student pays in tuition. That means cutting an average cost academic program saves nothing (because cost savings are balanced by tuition foregone). Cutting below average cost programs actually makes our fiscal situation worse. We only save money if we cut the higher cost, higher demand programs.

Lastly, do understand that we cannot be specific about any particular cuts to academic programs. First, there is our obligation to protect continuing excellence: to even discuss specific academic programs hypothetically would do decades-long damage to one of Washington's most important long-term investments – its public universities. Good students and faculty leave; prospective faculty and students do not come. Second, there are the strategic budgeting processes you appropriately require that we follow: open, bottom up, data substantiated, transparent, and accountable strategic budgeting processes that are routinely used to bring you our recommendations on operating budget and that would be used to address budget reductions should those eventuate.

So, Western's decision package response to the "15% reduction" format proposed by OFM will not include any specific reductions, but will indicate any actual reductions will need further analysis and will be made through our normal bottom-up, transparent, inclusive budget process with final approval by the Board of Trustees.

So much for the "15% Reduction Decision Package" we are asked to propose. Our intention, should you concur, is to submit this item to OFM at the high level of generality I have just used and using similar language. From this, it logically follows then, that we will not be suggesting piecemeal, step-by-step restorations of the cut. Rather, and again if you concur, we will simply propose full restoration and then move to additional decision packages.

#### *Applying Western's Strengths to Critical State Needs*

These are the decision packages you have previously seen as our strategic budget request process unfolded.

#### *Student Success*

Western Washington has a proven track record in the retention and graduation of our students and as a result is well positioned to serve the incoming first generation; low income; and underrepresented students who are the state's future. Western recognizes the importance of positive, proactive and timely interventions for this population and has been a national leader in emerging retention programs including the "Student Success Collaborative" pilot. This program taps into big data and identifies individual student risk by utilizing historical risk trends by academic record. Western is also piloting a first generation early move in program for fall 2014. The proposal builds on our

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success by investing in intentionally targeted core support programs along with the development of an imbedded “First Generation” residence hall advising outreach program.

### Clinical Doctorate in Audiology

This proposal is for a clinical doctorate program in audiology that meets the 2014 Standards for Accreditation of Graduate Education Programs in Audiology and Speech-Language Pathology\*. The program will provide academic and clinical opportunities that are consistent with the 2012 Standards for the Certificate of Clinical Competence in Audiology and will result in a clinical doctorate in Audiology (Au.D.). In the past Western Washington University offered an audiology graduate degree at the master’s level. As of 2007, the *entry-level degree* in audiology has been a clinical doctorate. For this reason in 2005, Western placed most of the graduate level audiology curriculum in moratorium. Western continues to offer undergraduate and graduate audiology courses that will be incorporated into the Au.D. curriculum. Western also has a fully functioning on-campus clinic that provides audiology services that include hearing and balance testing, hearing aid evaluation and fitting, and aural rehabilitation. These academic and clinical offerings have been maintained in accordance with national accreditation and certification standards. The clinic serves infants to adults throughout Whatcom County. The offering of this degree would enable WWU to meet local, state, and national demand and will take advantage of space, curricula, and staff already in place. New resources will be needed, but current resources form a good foundation on which to begin. The clinical doctorate program in audiology will produce 12 highly qualified audiologists per year, *doubling* the number of audiologists produced in the state of Washington each year.

\*The accreditation standards are determined by the Council on Academic Accreditation in Audiology and Speech-Language Pathology (CAA) of the American Speech-Language-Hearing Association (ASHA)

### Vehicle Engineering

The purpose of this proposal is to create an interdisciplinary Vehicle Engineering program at Western Washington University. The Vehicle Engineering program would be a unique interdisciplinary engineering program that would prepare graduates for critical state industries such as composites and transportation, including, but not limited to, the aerospace industry. This proposal builds off Western’s existing strengths in Manufacturing Engineering, Plastics and Composites Engineering, and Electrical Engineering, as well as Western’s well known and highly successful Vehicle Research Institute and Industrial Technology-Vehicle Design program. This proposal would increase the number of accredited engineering graduates at Western by 30% over currently planned levels, and it has the unanimous support of the Industrial Advisory Committee of the current Industrial Technology-Vehicle Design program.

### Engineering Geology

Western Washington University is addressing the state and national priorities to protect people and property from geological hazards. We seek support to establish new Engineering Geology BS and MS programs, the first in Washington State. The outcome will be more robust land-use planning and policies which are informed by qualified licensed engineering geologists trained to characterize geological features and hazards - landslides, river and coastal erosion, earthquake threats, flooding- to protect the health and welfare of our citizens by reducing risks and adverse impacts of these hazards on public works and property. The new Engineering Geology Program will include:

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- A BS degree program in Engineering Geology- designed to serve 50-70 majors and produce 20-30 BS graduates each year,
- An MS degree program in Engineering Geology- designed to provide additional training and education for geologists in the profession, and
- Programs designed to include a significant component of policy, planning, and service to work with local, state, and regional agencies on issues related to Engineering Geology.

**Board Approval Requested**

For the Board’s review, consideration and approval, a summary table of the proposed 2015-2017 Biennial Operating Budget Request for state appropriations is included in the following chart.

Please be advised that changes to the final request amounts may occur after the August Board meeting as the Biennial Operating Budget document is prepared for publication and submission to the Governor’s Office of Financial Management.

Western Washington University			
Proposed 2015-17 Biennial Operating Budget Request			
State Appropriations			
2013-15 Biennial Operating Budget Request	FY 15-16	FY 16-17	2015-17
State Appropriations Carryforward Base	51,889,000	51,906,000	103,795,000
Maintenance and Operations	401,611	1,439,140	1,840,751
Salary Increases - 4% Increase per Year	4,305,255	8,814,579	13,119,834
Mandated 15% Reduction Decision Package	(7,783,350)	(7,785,900)	(15,569,250)
Restoration of mandated 15% Reduction Decision Package	7,783,350	7,785,900	15,569,250
State Appropriations Carryforward Base with Maintenance Adjustments	\$56,595,866	\$62,159,719	\$118,755,585
Addressing Critical Needs in the State of Washington:			
1 - Student Success and Achievement	1,187,381	1,187,381	2,374,762
2 - Audiology Clinical Doctorate	697,766	697,766	1,395,532
3 - Vehicle Engineering	629,348	629,348	1,258,696
4 - Engineering Geology	598,712	598,712	1,197,424
Critical Needs Subtotal	3,113,207	3,113,207	6,226,414
Total Operating Budget Request for 2013-15 State Appropriations	\$59,709,073	\$65,272,926	\$124,981,999
% Increase for Addressing Critical Needs and Maintaining Current Operations	5.50%	5.01%	5.24%

**Attachments:**

**Attachment 1: Staff Compensation Detail**

**Attachment 2: Decision Package Budget Detail**

**Attachment 1: Staff Compensation Detail**

	1% -1% **			2% -2% **		
	2015-2016	2016-2017	2015-2017	2015-2016	2016-2017	2015-2017
<i>State Appropriations &amp; CPA*</i>	1,076,313	2,165,380	3,241,693	2,152,627	4,356,271	6,508,898
<i>Self-Sustaining Funds</i>	359,238	722,731	1,081,969	718,475	1,453,977	2,172,452
<i>All Funding Sources</i>	1,435,551	2,888,111	4,323,662	2,871,102	5,810,248	8,681,350

3% -3% **		
2015-2016	2016-2017	2015-2017
3,228,941	6,572,671	9,801,612
1,077,713	2,193,738	3,271,451
4,306,654	8,766,409	13,073,063

4% -4% **		
2015-2016	2016-2017	2015-2017
4,305,255	8,814,579	13,119,834
1,436,952	2,942,015	4,378,967
5,742,207	11,756,594	17,498,801

5% -5% **		
2015-2016	2016-2017	2015-2017
5,381,568	11,081,994	16,463,562
1,796,189	3,698,802	5,494,991
7,177,757	14,780,796	21,958,553

\*Capital Projects Account

\*\*Includes incremental benefits at 18.5%

**Attachment 2: Decision Package Budget Detail**

WESTERN WASHINGTON UNIVERSITY  
BIENNIAL DECISION PACKAGE PROPOSAL  
Student Success and Achievement

RESOURCES	FY 2015-16	FY 2016-17	TOTAL
Fund 001, General Fund - State	\$1,187,381	\$1,187,381	\$2,374,762
<b>Total Resources</b>	<b>\$1,187,381</b>	<b>\$1,187,381</b>	<b>\$2,374,762</b>

USES (EXPENDITURES)	FY 2015-16	FY 2016-17	TOTAL
Faculty	\$0	\$0	\$0
Graduate Teaching/Research Assistants	\$37,765	\$37,765	\$75,530
Professional Staff	\$712,102	\$712,102	\$1,424,204
Classified	\$0	\$0	\$0
<b>Salaries and Wages - Total</b>	<b>\$749,867</b>	<b>\$749,867</b>	<b>\$1,499,734</b>
<b>Employee Benefits</b>	<b>\$279,560</b>	<b>\$279,560</b>	<b>\$559,119</b>
<b>Goods, Services, and Travel</b>	<b>\$157,954</b>	<b>\$157,954</b>	<b>\$315,908</b>
<b>Total Expenditures</b>	<b>\$1,187,381</b>	<b>\$1,187,381</b>	<b>\$2,374,762</b>

STAFFING FTE	FY 2015-16	FY 2016-17	TOTAL
Faculty	0.00	0.00	0.00
Graduate Teaching /Research Assistants	6.18	6.18	6.18
Exempt Professional	15.96	15.96	15.96
Classified	0.00	0.00	0.00
<b>Total FTE</b>	<b>22.13</b>	<b>22.13</b>	<b>22.13</b>

WESTERN WASHINGTON UNIVERSITY  
BIENNIAL DECISION PACKAGE PROPOSAL  
Audiology Clinical Doctorate

	FY 2015-16	FY 2016-17	TOTAL
Fund 001, General Fund - State	\$697,766	\$697,766	\$1,395,532
<b>Total Resources</b>	<b>\$697,766</b>	<b>\$697,766</b>	<b>\$1,395,532</b>
<b>USES (EXPENDITURES)</b>			
Faculty	\$206,200	\$206,200	\$412,400
Graduate Teaching/Research Assistants	\$26,000	\$26,000	\$52,000
Professional Staff	\$0	\$0	\$0
Classified	\$209,412	\$209,412	\$418,825
<b>Salaries and Wages - Total</b>	<b>\$441,612</b>	<b>\$441,612</b>	<b>\$883,225</b>
<b>Employee Benefits</b>	<b>\$138,489</b>	<b>\$138,489</b>	<b>\$276,979</b>
<b>Goods, Services, and Travel</b>	<b>\$117,664</b>	<b>\$117,664</b>	<b>\$235,328</b>
<b>Total Expenditures</b>	<b>\$697,766</b>	<b>\$697,766</b>	<b>\$1,395,532</b>
<b>STAFFING FTE</b>			
Faculty	3.00	3.00	3.00
Graduate Teaching /Research Assistants	2.00	2.00	2.00
Exempt Professional	0.00	0.00	0.00
Classified	3.84	3.84	3.84
<b>Total FTE</b>	<b>8.84</b>	<b>8.84</b>	<b>8.84</b>

WESTERN WASHINGTON UNIVERSITY  
BIENNIAL DECISION PACKAGE PROPOSAL  
Vehicle Engineering at Western

	FY 2015-16	FY 2016-17	TOTAL
Fund 001, General Fund - State	\$629,348	\$629,348	\$1,258,695
<b>Total Resources</b>	<b>\$629,348</b>	<b>\$629,348</b>	<b>\$1,258,695</b>
<b>USES (EXPENDITURES)</b>			
Faculty	\$363,500	\$363,500	\$727,000
Professional Staff	\$35,000	\$35,000	\$70,000
<b>Salaries and Wages - Total</b>	<b>\$398,500</b>	<b>\$398,500</b>	<b>\$797,000</b>
<b>Employee Benefits</b>	<b>\$122,933</b>	<b>\$122,933</b>	<b>\$245,866</b>
<b>Goods, Services, and Travel</b>	<b>\$107,915</b>	<b>\$107,915</b>	<b>\$215,829</b>
<b>Total Expenditures</b>	<b>\$629,348</b>	<b>\$629,348</b>	<b>\$1,258,695</b>
<b>STAFFING FTE</b>			
Faculty	5.00	5.00	5.00
Graduate Teaching /Research Assistants	0.00	0.00	0.00
Exempt Professional	1.00	1.00	1.00
Classified	0.00	0.00	0.00
<b>Total FTE</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>

WESTERN WASHINGTON UNIVERSITY  
BIENNIAL DECISION PACKAGE PROPOSAL  
Establishing an Engineering Geology BS Degree at WWU

<b>RESOURCES</b>	<b>FY 2015-16</b>	<b>FY 2016-17</b>	<b>TOTAL</b>
Fund 001, General Fund - State	\$598,712	\$598,712	\$1,197,424
<b>Total Resources</b>	<b>\$598,712</b>	<b>\$598,712</b>	<b>\$1,197,424</b>

<b>USES (EXPENDITURES)</b>			
Faculty	\$310,000	\$310,000	\$620,000
Graduate Teaching/Research Assistants	\$13,000	\$13,000	\$26,000
Professional Staff	\$45,000	\$45,000	\$90,000
Classified	\$3,816	\$3,816	\$7,632
<b>Salaries and Wages - Total</b>	<b>\$371,816</b>	<b>\$371,816</b>	<b>\$743,632</b>
<b>Employee Benefits</b>	<b>\$118,751</b>	<b>\$118,751</b>	<b>\$237,501</b>
<b>Goods, Services, and Travel</b>	<b>\$108,145</b>	<b>\$108,145</b>	<b>\$216,291</b>
<b>Total Expenditures</b>	<b>\$598,712</b>	<b>\$598,712</b>	<b>\$1,197,424</b>

<b>STAFFING FTE</b>			
Faculty	5.00	5.00	5.00
Graduate Teaching /Research Assistants	1.00	1.00	1.00
Exempt Professional	1.00	1.00	1.00
Classified	0.00	0.00	0.00
<b>Total FTE</b>	<b>7.00</b>	<b>7.00</b>	<b>7.00</b>

**WESTERN WASHINGTON UNIVERSITY**  
**BOARD OF TRUSTEES**  
**SPECIAL MEETING**  
**MINUTES**  
**FRIDAY, August 22, 2014**

Chair Karen Lee called the Board of Trustees Special Meeting to order on August 22, 2014 at 8:18 a.m. in the Compass Room of the Hotel Bellwether, One Bellwether Way, Bellingham, WA 98225.

**BOARD OF TRUSTEES**

Karen Lee, Chair  
Sue Sharpe, Vice Chair  
Dick Thompson, Secretary  
Chase Franklin  
Betti Fujikado  
Carly Roberts

**WESTERN WASHINGTON UNIVERSITY**

Bruce Shepard, President  
Barbara Sandoval, Assistant to the President/Secretary to the Board of Trustees

**FACILITATOR**

Dr. John W. Moore, Penson Associates, Inc.

Chair Lee and President Bruce Shepard provided welcoming remarks. Dr. John Moore, Penson Associates, was introduced as the meeting facilitator. Moore provided the trustees with an overview of his experience, his history with Western, and the purpose of the work session.

**1. REVIEW OF BASIC CONCEPTS AND BEST PRACTICES**

Dr. Moore reviewed the partnership between the Board of Trustees and the President describing it as an inter-dependent relationship built on mutual respect and shared accountabilities. He reviewed board member responsibilities and outlined the six phases of a presidency.

Chair Lee announced a break at 8:45 a.m. and the Board reconvened at 8:55 a.m.

Moore continued to review and facilitate discussion on the Board/President relationship. He discussed the role of the Board chair and the traits that characterize a successful chair. Moore reviewed best practices for boards and discussed the potential flashpoints for the Board-President relationship.

Chair Lee announced a break at 10:10 am. The Board reconvened at 10:25 am and Chair Lee announced that the Board would convene in Executive Session for approximately five hours to discuss personnel matters as authorized in RCW 42.30.110 (1)(g).

The Board returned to open session at 3:50 pm with no action to report and adjourned the meeting.

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

**TO:** Members of the Board of Trustees

**FROM:** Bruce Shepard, President

**DATE:** October 10, 2014

**SUBJECT:** **Public Comment Period**

**PURPOSE:** Information Item

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**Purpose of Submittal:**

RCW 28B.10.110 requires that the governing boards of regional universities provide for public comment at meetings and follow procedures for open public meetings in the Open Public Meetings Act.

Persons wishing to comment will sign in between 8:30 – 8:40 a.m. the day of the Board of Trustees meeting. The signup sheet will be given to the Board Chair at 8:40 a.m.

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

**TO:** Members of the Board of Trustees  
**FROM:** President Bruce Shepard  
**DATE:** October 10, 2014  
**SUBJECT:** **Recognitions and Introductions**  
**PURPOSE:** Information Item

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President Bruce Shepard, Provost Brent Carbajal and Senior Vice President Eileen Coughlin will introduce the following people for their outstanding achievements and service to the University or as newly hired staff.

- Resolution No. 2014-07, Recognizing the Service of Sherry Burkey, Associate Vice President, University Relations and Community Development
- Becca Kenna-Schenk, Government Relations Director
- Matt Babick, Director, Office of the Internal Auditor

**Resolution No. 2014-07, Recognizing the Service of Sherry Burkey, Associate Vice President, University Relations and Community Development**

RESOLUTION NO. 2014-07  
A RESOLUTION OF THE BOARD OF TRUSTEES OF  
WESTERN WASHINGTON UNIVERSITY  
RECOGNIZING THE SERVICE OF  
*Sherry Burkey*

**WHEREAS**, in 2005, **SHERRY BURKEY** was appointed by President Karen W. Morse as the Associate Vice President for External Affairs and Director of Government Relations at Western Washington University; and

**WHEREAS**, **SHERRY BURKEY** brought to her appointment as Associate Vice President for External Affairs and the Director of Government Relations experience as Director of External Affairs at the University of Washington School of Medicine, Associate Vice President for University Relations and Director of Government Relations, as well as Associate and Assistant Director of Government Relations at the University of Washington; and

**WHEREAS**, **SHERRY BURKEY** served as a legislative assistant to United States Senator Henry M. (Scoop) Jackson, and as a legislative aide on the U.S. Senate Committee on Labor and Human Services Subcommittee on Health which was chaired by Senator Ted Kennedy; and

**WHEREAS**, **SHERRY BURKEY** received her undergraduate degree from the University of Washington; and

**WHEREAS**, under **SHERRY BURKEY**'s exceptional leadership, Western Washington University has experienced a most successful collaboration with the Washington State Legislature, one that has left her footprint of success on new or

enhanced physical facilities and academic programs, funding for faculty and staff positions and salaries, and for overall student success; and

**WHEREAS**, under **SHERRY BURKEY**'s guidance, Western secured more than \$248 million for 27 capital projects, including the new state-of-the-art Academic Instruction Center, the remodeling of Miller Hall and Fraser Hall, and the planning and design funding for the renovation of the Carver Academic Facility; and received funding for numerous programs, including the Behavioral Neuroscience Program, the Advanced Materials Science and Engineering Center, the Institute for Energy Studies, the conversion of the Engineering Technology Program to Engineering, the growth of the Computer Science Program; and the securing of state-wide funding that enabled a zero percent tuition increase for students; and

**WHEREAS**, **SHERRY BURKEY** has been selected to receive the Marvin D. "Swede" Johnson Award for achievement in government relations from the Council for the Advancement and Support of Education (CASE), the first person from the Pacific Northwest to be recognized in the 20 year history of the award; and

**WHEREAS**, **SHERRY BURKEY** will be retiring from Western to pursue new adventures in the next chapter of her life; and

**NOW, THEREFORE BE IT RESOLVED** that the Board of Trustees of Western Washington University offers thanks and commendation to **SHERRY BURKEY** on her many achievements and exemplary service as Associate Vice President for University Relations and Community Development and Director of Government Relations.

**PASSED AND APPROVED** by the Board of Trustees of Western Washington University at its regular meeting on October 10, 2014.

### **Becca Kenna-Schenk, Government Relations Director**

Becca Kenna-Schenk has been hired as the Director of Government Relations at Western Washington University effective September 15, 2014, she will succeed Sherry Burkey, who is retiring. As director of Government Relations, she will part of Western's Division of University Relations and Economic Development, which is led by Vice President Steve Swan and will serve as an advocate and liaison for Western with the Legislature, Governor and other agencies.

Kenna-Schenk, was most recently director of Government Relations for the Washington Student Achievement Council. Kenna-Schenk has a bachelor's degree from Oberlin College in Oberlin, Ohio and a master's of Public Administration from The Evergreen State College. Prior to her service with the Washington Student Achievement Council, she worked as a policy analyst for the Senate Democratic Caucus in the state Senate; as a graduate policy intern with the Office of Program Research with the state House of Representatives; as an assistant coordinator with the state Senate; and as a legislative assistant with the Senate Democratic Caucus.

### **Matt Babick, Director, Office of the Internal Auditor**

Matt Babick was hired as Director of Internal Audit at Western Washington University following a national search. He succeeds former Internal Audit Director Kim Herrenkohl, who left Western to take a position as chief deputy auditor for San Juan County.

Babick has a bachelor's degree in Public Administration from San Diego State University and a master's in Public Administration from the University of Southern California. He has more than 25 years of experience, most recently as a special investigator with the California State Auditor. His experience in higher education is extensive, including as a university auditor for California State University, Fresno; as director of internal audit for El Paso (Texas) Community College and as management auditor for the California State University Board of Trustees, Long Beach. Babick is also a certified internal auditor, certified fraud examiner, certified law enforcement auditor, and certified government audit professional.

The Office of the Internal Auditor reports functionally to the Audit Committee of the Board of Trustees and administratively to the President. The Office of the Internal Auditor is committed to assisting WWU management and staff in achieving their oversight, operating and management responsibilities through independent reviews designed to evaluate and promote the system of internal controls established by management.

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

**TO:** Members of the Board of Trustees  
**FROM:** Karen Lee, Chair, Board of Trustees  
**DATE:** Friday, October 10, 2014  
**SUBJECT:** **Board Chair Report**  
**PURPOSE:** Information Item

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**Purpose of Submittal:**

Board Chair Karen Lee will report to members of the Board and President Shepard and his staff on topics related to the Board of Trustees.

- Resolution No 2014-08 Welcoming Trustee Earl Overstreet
- Summary of Board of Trustees Work Session



**RESOLUTION NO. 2014-08**

**A RESOLUTION OF THE BOARD OF TRUSTEES OF  
WESTERN WASHINGTON UNIVERSITY**

**WELCOMING TRUSTEE**

***Earl Overstreet***

**WHEREAS**, on October 1, 2014, Governor Jay Inslee appointed **EARL OVERSTREET** of Bellevue, Washington, to serve a term on the Western Washington University Board of Trustees through September 30, 2020; and

**WHEREAS, EARL OVERSTREET** brings to his appointment as a trustee over 40 years of professional experience in the business, information technology and services industry communities, currently as the founding chief executive for General Microsystems Incorporated (GMI), and previously at Wyle Labs Electronic Marketing Group and General Electric; and

**WHEREAS, EARL OVERSTREET** has proven his exceptional business leadership by General Microsystems Incorporated being awarded the 2008 William D. Bradford Minority Business of the Year Award and the 2006 Distinguished Business Achievement Award from the University of Washington Foster School of Business, as well as the 2007, 2008 and 2014 Class III Supplier of the Year Award from the Northwest Minority Supplier Development Council; and

**WHEREAS, EARL OVERSTREET** has shown commitment to serve his community by serving as Chair of the Board of Directors for the Bellevue Chamber of Commerce, as a member of the Central Washington University College of Business Advisory Board, the State of Washington Office of Minority and Women's Business Enterprise's Advisory Committee, the South King County STEM Advisory Committee and on the Bellevue College Presidential Search Advisory Committee; and

**WHEREAS, EARL OVERSTREET** received his bachelor's degree in mechanical engineering from Case Institute of Technology and his Masters of Business Administration from Case Western Reserve University in Cleveland, Ohio; and

**WHEREAS, EARL OVERSTREET** has declared his commitment to serve as a member of the Western Washington University Board of Trustees; and

**NOW, THEREFORE BE IT RESOLVED** that the Board of Trustees of Western Washington University officially extends a warm welcome to **EARL OVERSTREET** as he begins his term on the Board.

**PASSED AND APPROVED** by the Board of Trustees of Western Washington University at its regular meeting on October 10, 2014.

ATTEST:

A handwritten signature in black ink, appearing to read "Karen Lee".

Karen Lee, Chair

A handwritten signature in black ink, appearing to read "Dick Thompson".

Dick Thompson, Secretary

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

**TO:** Members of the Board of Trustees

**FROM:** Bruce Shepard, President

**DATE:** Friday, October 10, 2014

**SUBJECT:** **President's Report**

**PURPOSE:** Information Item

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**Purpose of Submittal:**

President Shepard will present brief reflections on issues of interest to the Board.

# 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:** October 10, 2014

**SUBJECT:** **Associated Students**

**PURPOSE:** Associated Students Report

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**Purpose of Submittal:** Information

AS President Annika Wolters will brief the Board of Trustees on current activities of the Associated Students.

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

**TO:** Members of the Board of Trustees  
**FROM:** President Bruce Shepard by Senior Vice President Eileen Coughlin  
**DATE:** October 10, 2014  
**SUBJECT:** **Fall Opening**  
**PURPOSE:** Discussion item

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**Purpose of Submittal:** To provide an overview of fall opening and Enrollment for Fall 2014

Supporting Information: Western welcomed just under 2800 freshmen to the campus this fall. Official enrollment will be reported at the BOT meeting. The official total enrollment is based on the October 3<sup>rd</sup> peak data and is projected to be similar to last year. The enrolled freshmen are more diverse and an increased number are first generation students which reflects Washington High School graduates.

University Residences move in was well organized and welcomed 4054 students into the Residences halls with the support of 296 volunteer HELPS many of whom were freshman themselves. University Residences designed Residence Hall shirts and distributed them prior to student convocation which created a sense of community as many of the students wore their hall shirts to the celebration.

Fall opening was smooth and students were welcomed back with many large and small celebrations including the Out of State student Dinner; WOOT; Ethnic Student Center reception on October 1, Red Square info Fair (an Associated Students annual event), along with fall orientation and advising for students who were unable to attend summer orientation (292). Western Reads selected "Boys in the Boat" for this fall's book and each freshman student was provided a copy of the book as a part of their welcome to Western.

The Tuesday evening before classes was the fall student convocation with a packed house and overflow in an adjacent room as students were welcomed by the President, a faculty representative, and the AS President followed by a video and welcome/receiving line. Some in attendance commented it was the best ever convocation as students attended despite the rain. They stayed for the fireworks which capped the evening. Video clips of major events can be found on Western Today as reflect the enthusiasm of our new students as well as upper classman who welcomed them to campus.

**Attachment: 09-26-14 Admission Stats Detail**

**Preliminary numbers for new students prior to final count**

Category	Applied			Admitted			Confirmed			Confirm not WDrawn			Enrolled per Admissio		
	2014	2013	13Total	2014	2013	13Total	2014	2013	13Total	2014	2013	13Total	2014	2013	13Total
Total Freshmen/Running Start	9283	9508	9508	7850	7958	7958	3120	3093	3093	2885	2847	2793	2795	2792	2792
Freshmen Running Start	7764	7970	7970	6552	6676	6676	2470	2510	2510	2285	2314	2276	2215	2276	2276
Students of Color	1519	1538	1538	1298	1282	1282	650	583	583	600	533	517	580	516	516
African American	3307	3151	3148	2588	2422	2420	898	807	808	829	726	711	795	710	711
Native American/Alaska Native	532	495	495	328	287	287	117	108	108	113	96	95	104	95	95
Hispanic/Latino	281	259	259	225	194	194	115	77	77	111	68	68	108	68	68
Asian American/Pacific Islander	864	782	782	631	584	584	233	213	213	212	193	190	203	190	190
Caucasian	1630	1615	1615	1404	1357	1357	433	409	409	393	369	357	380	357	357
Other/Multi-racial	5891	6273	6273	5192	5475	5475	2198	2258	2258	2034	2098	2061	1979	2060	2060
International	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Unknown	59	47	47	41	32	32	14	15	15	13	11	10	12	10	10
Male	36	37	37	29	29	29	10	13	13	9	12	12	9	12	12
Female	3799	3842	3842	3154	3100	3100	1330	1313	1313	1234	1207	1180	1194	1180	1180
Unknown Gender	5484	5666	5666	4696	4858	4858	1790	1780	1780	1651	1640	1613	1601	1612	1612
WA Resident	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Non-Resident	7386	7800	7800	6225	6437	6437	2724	2697	2697	2527	2496	2452	2450	2451	2451
Unknown Resident	1823	1644	1644	1595	1494	1494	396	396	396	358	351	341	345	341	341
First Generation	74	64	64	30	27	27	0	0	0	0	0	0	0	0	0
Total Transfers	3093	3036	3037	2319	2246	2246	1013	925	926	942	853	832	911	832	832
WA CC Priority	2337	2192	2192	1689	1573	1574	1269	1132	1133	1129	1018	942	1011	936	938
Other Transfers	1588	1517	1517	1187	1126	1126	933	858	858	829	778	721	741	717	717
Students of Color	749	675	675	502	447	448	336	274	275	300	240	221	270	219	221
African American	589	526	525	398	367	367	289	256	256	248	226	206	217	205	205
Native American/Alaska Native	84	105	105	44	59	59	32	37	37	27	32	28	23	28	28
Hispanic/Latino	87	69	69	60	49	49	41	36	36	39	33	32	33	31	31
Asian American/Pacific Islander	194	143	143	134	107	107	101	78	78	88	69	63	83	63	63
Caucasian	224	209	209	160	152	152	115	105	105	94	92	83	78	83	83
Other/Multi-racial	1658	1601	1601	1229	1157	1158	950	843	844	855	761	712	775	708	709
International	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Unknown	79	50	50	54	37	37	24	23	23	20	21	14	14	13	14
Male	11	15	15	8	12	12	6	10	10	6	10	10	5	10	10
Female	1108	1120	1120	763	742	743	580	537	538	519	493	451	462	447	448
Unknown Gender	1229	1072	1072	926	831	831	689	595	595	610	525	491	549	489	490
WA Resident	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Non-Resident	1950	1837	1833	1474	1380	1378	1152	1040	1038	1032	945	881	939	880	877
Unknown Resident	342	299	301	212	189	191	116	92	95	97	73	61	72	56	61
First Generation	45	56	58	3	4	5	1	0	0	0	0	0	0	0	0
Total Transfers	1036	972	971	719	682	682	552	501	501	491	446	414	438	414	413

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

**TO:** Members of the Board of Trustees

**FROM:** President Bruce Shepard by Provost Brent Carbajal

**DATE:** October 10, 2014

**SUBJECT: ASHOKA UPDATE**  
Brent Carbajal, Provost and Vice President for Academic Affairs  
Brian Burton, Associate Vice President for Academic Affairs

**PURPOSE: Presentation**

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**Purpose of Submittal:**

Launched in 2008, Ashoka U offers the Changemaker Campus designation to leading institutions in social innovation education. These institutions share the vision for higher education to become the next global driver of social change by transforming the educational experience into a world-changing experience. The purpose of the Changemaker Campus designation is to recognize colleges and universities that have embedded social innovation as a core value and showcase the ways in which they have built supportive environments for changemaking across the entire institution – from admissions to curriculum, career services, and community and alumni engagement. Through the Changemaker Campus designation Ashoka U highlights innovative models and strategies of university-based social innovation at the most advanced institutions.

Information about Western's Changemaker Campus designation will be provided at the October Board meeting.

**Supporting Information:**

<http://ashokau.org/programs/changemaker-campus/>

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

**TO:** Members of the Board of Trustees

**FROM:** President Bruce Shepard by:  
Richard Van Den Hul, Vice President for Business and Financial Affairs  
Steve Swan, Vice President for University Relations and Community Development

**DATE:** October 10, 2014

**SUBJECT: Emergency Communications System Update**

**PURPOSE:** To present an update on the emergency communication system at Western Washington University.

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### **Purpose of Submittal:**

Vice Presidents Van Den Hul and Swan will lead a briefing for the Board of Trustees on Western's current initiative to upgrade its emergency communications system and protocols.

The University deploys the Western Alert system which uses a number of notification elements – including emergency building enunciation, text, email, social media and web messages – to provide the campus community with information when an emergency or threat occurs. The Western Alert system meets Clery Act requirements for timely notifications.

Through a series of actions Western has reviewed the current Western Alert system and determined that campus readiness and reaction can be enhanced with incorporation of the latest upgrades in technology and streamlining of communications protocols.

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

**TO:** Members of the Board of Trustees

**FROM:** Spencer Anthony-Cahill, Faculty Senate President

**DATE:** September 25, 2014

**SUBJECT:** Report from the Faculty Senate

**PURPOSE:** Information Item

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The WWU Faculty Senate Executive Committee held its annual retreat on Friday Sept 19, 2014. The following emerged as top priorities for 2014-2015:

- 1) Establish significant faculty involvement on a strategic enrollment planning committee
- 2) On issues related to student retention:
  - a) Work with the AS to identify and implement effective strategies for improving classroom climate at WWU
  - b) Provide a Senate recommendation on continuation of the Student Success Collaborative
  - c) Determine what would be needed to increase faculty engagement in advising of students
- 3) Ensure that the SEEC has a clear charge, and establishes a collegial and productive working relationship with Extended Education.
- 4) Resume faculty reviews of senior administrators.
- 5) Work with EOO to establish "informal resolution" procedures that are clear, meet the objectives of EOO, and are supported by the faculty.
- 6) Respond to the WSGE report once it has been submitted.

**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 of the WWU Foundation

**DATE:** October 10, 2014

**SUBJECT:** **Campaign Update**

**PURPOSE:** Discussion Item

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**Purpose of Submittal:**

Stephanie Bowers, Vice President for University Advancement and Executive Director of the WWU Foundation, will provide an update to the board on the Western Washington University campaign.

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

**TO:** Members of the Board of Trustees  
**FROM:** Dick Thompson, Chair, Board Audit Committee  
**DATE:** Friday, October 10, 2014  
**SUBJECT:** **Board Audit Committee Report**  
**PURPOSE:** Information Item

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**Purpose of Submittal:**

Chair Thompson will 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:** Sue Sharpe, Chair, Board Committee on Trustees  
**DATE:** Friday, October 10, 2014  
**SUBJECT:** **Board Committee on Trustees Report**  
**PURPOSE:** Information Item

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**Purpose of Submittal:**

Chair Sharpe will report to members of the Board of Trustees and the University President and his staff topics related to the Board Committee on Trustees.

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

**TO:** Members of the Board of Trustees

**FROM:** President Bruce Shepard by Provost Brent Carbajal

**DATE:** October 10, 2014

**SUBJECT:** **Academic Report: Mission Fulfillment Indicators**

**PURPOSE:** Information Item

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**Purpose of Submittal:**

Western received notice on July 28, 2014, that its spring, 2014, Resources and Capacity Report was accepted by the Board of Commissioners of the Northwest Commission on Colleges and Universities (NWCCU). This acceptance extends Western's good standing with NWCCU until its Spring, 2017, comprehensive evaluation, which is now called the Year-Seven Mission Fulfillment and Sustainability Self-Evaluation Report.

**Supporting Information:**

*Mission Fulfillment Indicator Report -- attached*

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# Mission Fulfillment Indicators

September, 2014

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Western received notice on July 28, 2014, that its spring, 2014, Resources and Capacity Report was accepted by the Board of Commissioners of the Northwest Commission on Colleges and Universities (NWCCU). This acceptance extends Western's good standing with NWCCU until its Spring, 2017, comprehensive evaluation, which is now called the Year-seven Mission Fulfillment and Sustainability Self-Evaluation Report.

In preparation for the Year-seven Report, we would like to document that a formal status report, relative to mission and core theme fulfillment, was shared with the campus community and Board of Trustees. For the sake of simplicity, we have divided this status report into two components. The report before you is a status report of University performance relative to the indicators of mission fulfillment. A larger status report documenting performance relative to core theme fulfillment will be presented in January, 2015.

Western's Mission Statement reads:

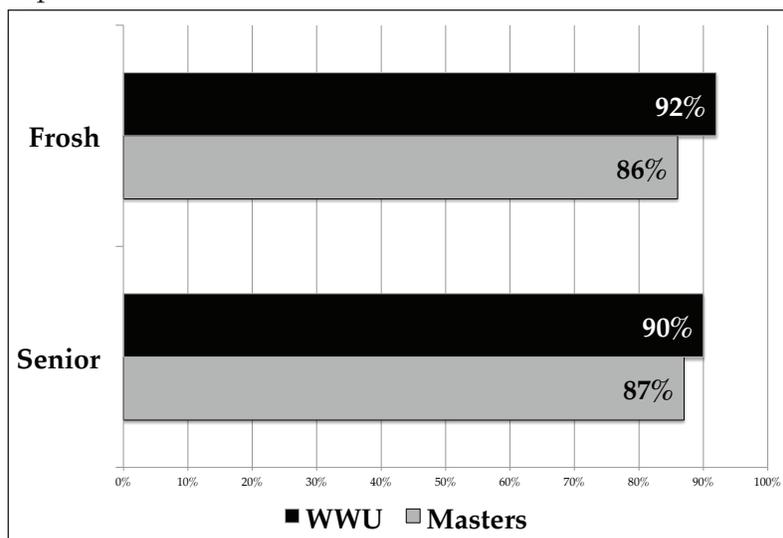
Western Washington University serves the people of the State of Washington, the nation, and the world by bringing together individuals of diverse backgrounds and perspectives in an inclusive, student-centered university that develops the potential of learners and the well-being of communities.

Ten indicators of mission fulfillment were developed by the UPRC in 2010, following development and approval of the University's new mission and strategic plans. Following advice of the Faculty Senate, Western divided its indicators of Mission Fulfillment into two categories: "Sustaining Indicators of Mission Fulfillment," and "Aspirational Indicators of Mission Fulfillment." This division was recommended because at that time we did not know if state support would be sufficiently restored to permit us to achieve the aspirational components of our mission, which assumed a return to previous levels of state support.

## SUSTAINING INDICATORS OF MISSION FULFILLMENT

1. **85-90% of seniors continue to rate their entire educational experience as good or excellent (NSSE).**

Percentage of NSSE participants rating their overall experience as "Excellent" or "Good"



2. **More than 50% of graduating seniors continue to report that they collaborated with a professor on a research or creative activity outside of course or program requirements (OSR Senior Exit Survey).**

Percentage of graduating seniors reporting they had collaborated with a professor on a research or creative activity outside of course of program requirements.

2011	2012	2013
58%	59%	56%

3. **Graduation rates for students of color remain at least 10% better than the mean rate of our IPEDS comparison group.**

6-year graduation rates for students of color: WWU v. IPEDS comparison groups

	2011	2012
WWU	67.2%	58.0%
IPEDS comparison group	38.8%	40.0%
BOT comparison group	55.7%	56.8%

**4. The four-year graduation rate is 40% or better.**

4-Yr graduation rates

Cohort Year	Grad Rate
2008	39.4%
2009	39.5%
2010	39.3%

**ASPIRATIONAL INDICATORS OF MISSION FULFILLMENT**

**1. Document 1,000,000 annual hours of community service and engagement among faculty, students and staff.**

In 2012, Western was able to roughly estimate the number of community service and volunteer hours contributed by its faculty, students and staff by analyzing three data sources: figures provided by the Center for Service-Learning, a staff survey conducted by Human Resources, and annual Woodring College of Education reports. Extrapolating from these sources, it was very conservatively estimated that Western was contributing about 750,000 hours to the local community annually. Researchers are currently working on a methodology to more accurately estimate this figure, which is reasoned to reach the million hours figure.

**2. Increase state-defined “high-demand” graduates to 830 a year.**

Total number of high demand degrees awarded

2010	732
2011	792
2012	827
2013	961
2014	1018

**3. Increase the six-year graduation rate to 71%.**

**4. Increase the graduation rate for low-income (Pell Grant eligible) students to 65%.**

**5. Increase the student of color graduation rate to 66%.**

6-Yr graduation rates: overall, students of color, and Pell Grant eligible

Cohort Year	Overall	Pell Grant Eligible	Students of Color
2006	67.1%	59.4%	58.3%
2007	69.2%	64.9%	60.1%
2008	71.2%	64.2%	63.7%

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**6. Increase total BA degrees to 3,245 per year.**

Total number of degrees awarded

2010	3,063
2011	2,997
2012	3,199
2013	3,330
2014	3,170

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

**TO:** Members of the Board of Trustees  
**FROM:** President Bruce Shepard by Senior Vice President Eileen Coughlin  
**DATE:** October 10, 2014  
**SUBJECT:** **Admissions and Enrollment Report**  
**PURPOSE:** Information item

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**Purpose of Submittal:** To provide a general update on enrollment and admissions

**October 2014 Enrollment and Admissions Report**  
Prepared by Clara Capron,  
Assistant Vice President for Enrollment and Student Services

On September 16, Admissions hosted one of nine Washington Council's Fall Counselor Workshops. Over 60 high school counselors from Whatcom, Skagit and Island counties joined representatives from 25 colleges and universities, as well as key policy makers from Washington state agencies, to receive updates about program offerings and changes to high school graduation requirements for the 2014-15 school year. Presenters included representatives from every public baccalaureate in the state, the Independent Colleges of Washington, the State Board for Community and Technical Colleges, Washington Student Achievement Council, the Office of the Superintendent for Public Instruction, and the local community and technical colleges. In addition to hosting the September 16 workshop, Admissions sent a representative to each of the other eight events throughout our state to ensure that high school counselors received relevant updates.

Given Western's goal of diversifying non-resident enrollment to include a larger percentage of international students, the Office of Admissions has been working with Academic Affairs Department of International Programs in developing a comprehensive international student outreach plan. The strategy will capitalize on international students currently studying in Washington high schools and community colleges, as well as focus on enhancing brand recognition and relationship building with Chinese students and parents via an online partnership with Zinch China, the leading college search website in China.

Admissions has partnered once again with Western's Office of Communication and Marketing and Extended Education to advertise in the Seattle Times special education edition, "On Course". This includes a half-page advertisement, quarter-page advertorial, and digital ads. The largest digital ad will run the Friday and Saturday before our Western Fall Welcome visit event for prospective students and will encourage event attendance.



**Capital Program Report  
Board of Trustees  
October 10, 2014**

**MAJOR/INTERMEDIATE CAPITAL PROJECTS**

• **Nash Hall Renovation**

The work for summer 2014 phase 1 was completed and students have moved back into Nash Hall. Phase 2 for floors 4 – 6 work is scheduled for summer 2015.

• **Classroom and Lab Upgrades – Phase 2**

There are three components to this work:

1. PW679A includes classroom and lab upgrades in the Ross Engineering Technology Building and the Biology Building, which began construction on June 16, 2014. Work was substantially completed and areas are available for start of classes.
2. The PW679 construction document phase design is underway and will include upgrades to rooms in the Performing Arts Center, Bond Hall, and Fine Arts, with alternates in Fairhaven Academic, the Ross Engineering Technology Building, and the Environmental Studies Center. The scope of work includes media equipment, interior finishes and furnishings, electrical, mechanical and plumbing, fire alarm, and suppression. A construction contract for Phase 2 is scheduled to be brought to the February 2015 Board of Trustees meeting for approval. Work is scheduled to start Spring Quarter 2015, and to be completed and operational by Summer Quarter 2015.
3. The final component, PW681, will renovate Haggard Hall rooms 245 and 246 to create a multi-disciplinary digital media center to be used for teaching and student work. The project also includes work in Parks Hall to develop a mediated finance lab (mock trading floor). The project is currently in the construction document design phase. A construction contract is scheduled to be brought for approval to the Board at the February 2015 meeting. Construction is scheduled to start Spring Quarter 2015 in Parks Hall, and Summer Quarter 2015 in Haggard Hall.

• **Performing Arts Center Exterior Renewal**

The majority of the work was substantially complete by the start of fall quarter. Additional work was required on the west wall of the Concert Hall to address corrosion discovered within the wall. This additional work is scheduled to be complete by the end of October 2014.

• **North Campus Utility Upgrade**

Work progress continues to go well on the project. New 12,470 volt service equipment has been installed in Old Main, which is now connected to the new 12,470 volt system. The project will continue to install new equipment and bring the north campus residence halls onto the new system by the project's scheduled completion date of December 31, 2014.

- **Ridgeway Kappa Renovation**

Completion of contract documents by CNJA Architects is underway. These documents will address demolition, hazardous material abatement, installation of new fire suppression and automatic central fire alarm systems, seismic mitigation, and replacement of interior finishes. A construction contract is scheduled to be brought to the February 2015 Board of Trustees meeting. Construction is scheduled to start Spring Quarter 2015 and be complete by start of Fall Quarter 2015.

## **OTHER SMALLER PUBLIC WORKS PROJECTS**

- **Wilson Library Clay Tile Roof and Multiple Roof Replacements**

The roofing replacement work for the Wilson Library 1927 clay tile assembly, Fine Arts gallery and penthouse, and Parks Hall entry is complete.

- **Replace Steam Piping at Ridgeway Complex**

The work to replace deteriorated steam, condensate and compressed air piping in the Ridgeway complex is complete.

- **Central Campus Steam Upgrades**

The central campus steam system upgrade work is complete.

## **2015-17 CAPITAL PLANNING PROCESS**

Western's 2015-2025 Ten Year Plan and 2015-2017 Capital Budget Request, and the 2015-2017 major and intermediate project proposals were submitted to the Office of Financial Management.

For more information about the major projects, the Capital Program, and the Capital Planning Process, visit the Office of Facilities Development and Capital Budget website: <http://www.wvu.edu/wwuarchitect/>.

# UNIVERSITY ADVANCEMENT REPORT

OCTOBER 2014



Summer is traditionally our quietest time, yet campaign gifts continued to flow in. And the sunny weather here in the Pacific Northwest made our President's Society summer BBQs more festive than ever.

## CAMPAIGN RESULTS THROUGH AUGUST 31, 2014



## ADVANCEMENT FAST FACTS

JULY 1- AUGUST 31, 2014

We welcomed **1,162 annual fund gifts from 792 donors totaling \$246,770**. We are currently gearing up for our Phonathon and direct mailings which kick off at the beginning of October.

Alumni Association Memberships currently stand at **3,075**.

Four Alumni Association events – encompassing culture, sports, networking and edible goodies – engaged a total of **551 attendees**.

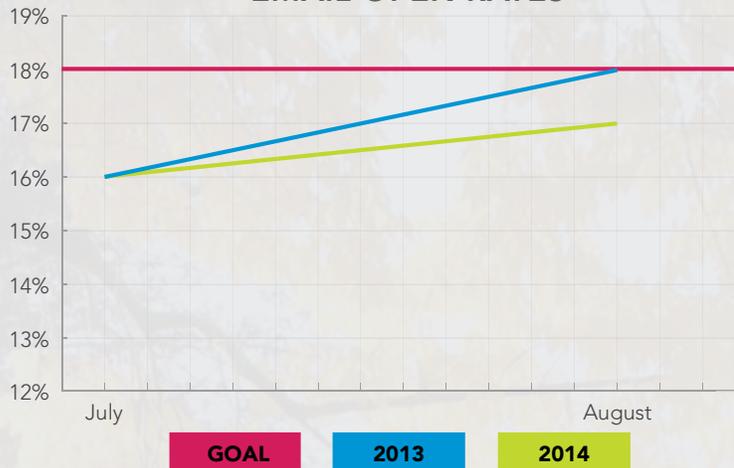
And our ASK! Program continues to grow by leaps and bounds: as of August 31, we had **722 registered mentors**. On average, an alumnus/a is contacted every other day by a Western student interested in job advice, resume suggestions, and interview tips.

This summer we secured **10** new major gifts that together totalled **\$1,280,216.25**.

# ENGAGEMENT METRICS

JULY AND AUGUST ARE TYPICALLY LESS ACTIVE IN TERMS OF BOTH COMMUNICATIONS AND SOCIAL MEDIA ENGAGEMENT, BUT WE HELD A STEADY AUDIENCE THROUGH POSTS PROMOTING OUR SUMMER EVENTS AND ALUMNI NEWS.

### EMAIL OPEN RATES



AT THE PRESIDENT'S SOCIETY BELLINGHAM SUMMER BBQ, WE GRILLED AND SERVED

**350 LBS OF SALMON**



SOUND PARTNERSHIP: WE NOW HAVE CO-BRANDED WWU-SEATTLE SOUNDERS "RUFFNECK" SCARVES, WITH ALL PROCEEDS SUPPORTING THE ALUMNI ASSOCIATION SCHOLARSHIP FUND. GO VIKINGS!

# ENGAGEMENT

## EVENTS FROM JULY-SEPT



The Bellingham President's Society Salmon BBQ was a relaxed, festive affair.

The summer President's Society Salmon BBQs were a smashing success with more than 400 people attending events in the Puget Sound area and in Bellingham. One hundred and thirty guests enjoyed dinner at the Willows Lodge Herb Garden in Woodinville, an all-time high for this annual event in King County. And nearly 300 people came to the park-like home of Don and Joyce Pulver ('87) in Bellingham to enjoy the balmy weather and plenty of fresh salmon barbecued by local real estate agent and Western supporter Greg Grant.

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President Shepard and Provost Carbajal hosted the first ever Legacy Lunch – an event created to honor retired faculty and spouses and retired campus leadership – on September 4. Last spring, President Shepard asked President Emeritus Ken Mortimer to convene a steering

committee to develop the concept and program for this inaugural event that will now occur each fall. Nearly 60 guests attended the lunch and enjoyed a presentation by assistant professor of environmental sciences, Dr. Brooke Love, on her research on ocean acidification.

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Over the summer WWU Alumni Association events continued to provide opportunities for Vikings to enjoy time together across the region. Members of the Western community gathered in Everett for dinner and a show – the fabulous musical *Funny Girl* – at the Village Theatre on July 18.

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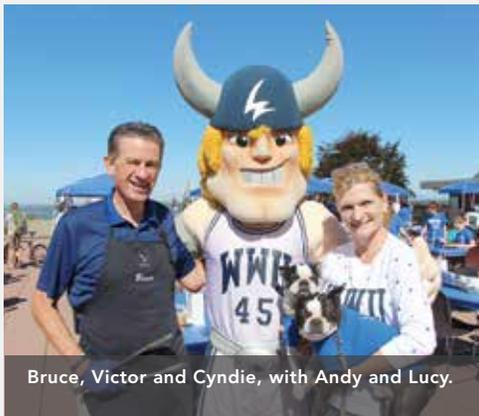
On August 10, WWU Alumni staff hosted a lunch event to accompany the matinee of a new production of the play *Monster Keeper* at the

WWU Performing Arts Center. This event reached capacity with guests socializing before enjoying the campus production by Western's Department of Theatre and Dance. WWU professor Deborah Currier was the director and playwright of the performance: she adapted from the middle-reader story *Demon Keeper* by Bellingham-based author Royce Buckingham. Both Buckingham and Currier were on hand to discuss the story and production.

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On August 10, WWU Alumni and friends gathered at Everett Memorial Stadium to see the Everett AquaSox take on the Spokane Indians. The sunshine, camaraderie and popular WWU goodie bags were enough to keep the fans distracted from what ended up being a no-hitter for the AquaSox. The Western crowd won the cheer-off, however!

# ENGAGEMENT CONTINUED...



Bruce, Victor and Cyndie, with Andy and Lucy.



The prize wheel was a tremendous hit!



WWU staff enjoying the breezy, blue-festooned day, brats, cupcakes and all.

WWU Alumni Association welcomed the new academic year in grand tradition with our 7th Annual Get Your Blue On BBQ on September 10. This event, which officially kicks off the Get Your Blue On program for the year, brings the WWU campus together to celebrate their pride, showcase the strength of the Western community and encourages everyone to “fly their Viking colors” all year long. This year, 278 attendees made up of faculty, staff and students joined us on the sunny – and boisterously breezy! – PAC Plaza to enjoy lunch, music, socializing and spin-the-wheel prizes. President Bruce Shepard joined campus chefs at the grill to serve up brats, veggie burgers and other tasty delights. Cyndie Shepard, accompanied by pups Lucy and Andy, also welcomed in the new academic year with fellow Western

colleagues. The Woods Coffee owner Wes Herman presented a check to Bruce – a portion of the sales of the signature dark roast Viking Blend coffee – which will be added to the \$62,000 the Alumni Association contributes each year to support student scholarships. This year’s new addition, a very generous raffle with prizes that included gift certificates to The Steakhouse, San Juan Cruises and Mount Baker Theatre, also contributed to student scholarships. It was a dynamic, fun-filled afternoon, from dancing to the tunes of the Prozac Mountain Boys to the color-appropriate icing on the Get Your Blue On cupcakes!

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On September 11, Tim Nord ('81) hosted a Huxley College event at his Olympia home for environmental

science professionals – all Western alums – many of whom work in fields related to the cleanup of contaminated sites. Huxley dean Steve Hollenhorst and associate professor Ruth Sofield provided an update on the college. Sofield also spoke about the new Science and Management of Contaminated Sites program that is preparing WWU graduates for jobs in the field of environmental science. Nord shared his own story of involvement with Western, the deep fulfillment it has brought to him and the ongoing opportunities for engagement including: offering internships to students; conducting informational interviews with students; mentoring students; speaking in a Huxley class; and making a gift to support the college. Guests were encouraged to engage similarly with the college.

# UPCOMING EVENTS

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**SEPTEMBER 27** – WWU Day @ Seattle Sounders in Seattle

**SEPTEMBER 27** – Harrington Field Dedication on Campus

**SEPTEMBER 28** – Wine Tasting in Tenino

**OCTOBER 6** – Athletic Scholarship Dinner for donors and recipients on Campus

**OCTOBER 11** – Curling in Canada

**OCTOBER 16** – Jazz Western Style in North Bend

**OCTOBER 18** – Viking Soccer vs. SPU and NNU on Campus

**OCTOBER 24** – Campaign Launch and Gala on Campus; Alumni board meeting,

**NOVEMBER 5** – Ask An Alum (formerly Perfect Your Pitch) on Campus

**NOVEMBER 6** – Western Leadership Forum and Lunch in Seattle

**NOVEMBER 7** – Campaign Launch Gala in Seattle

**DECEMBER 2** – Holiday Reception at the Seattle Museum of History and Industry

**DECEMBER 4, 5, 8, 9** – Holiday Receptions in Bellingham (home of Bruce and Cyndie Shepard)

**DECEMBER 6** – Western in L.A.: Wine Tasting Tour in Santa Barbara area

**DECEMBER 11** – Senior Celebration on Campus

**DECEMBER 12** – Foundation Governing Board meeting on campus

**DECEMBER 13** – Graduation on Campus

# WHY WE DO WHAT WE DO...

Established in 2008 in honor of former WWU Geology professor Ross Ellis, the Ross Ellis Geology Field Trip Endowment funds student research trips and field-mapping courses for scores of Geology undergraduates. It is a vital resource for WWU's growing undergraduate Geology program.

"Enrollment is going through the roof because of the need for more scientists," explains Bernard Housen, geology professor and chair of the department. "This increase in enrollment and interest in a traditional, field-based geology degree, has meant high numbers in our field-mapping courses, both of which are required for the major. At a time when other geoscience programs are cutting back on field-mapping, reducing students' time in the field, eliminating such courses or farming out their instruction to other programs, our faculty appreciate being able to continue offering this critical aspect of education. These are the capstone professional experience courses of the department."

The fund, made possible by generous gifts from Kathy ('70) & Robert Digges, Dwight ('72) & Diane ('71) Walters and Joseph Vance – as well as dozens of alumni and friends – stands at nearly \$300,000.



In the field: WWU students reconstructing geological history in Dillon, Montana, 2014.

With each trip, students hit a range of locations, observing, identifying and describing geological features. In the spring, students explored various sites, including Pt. Reyes, the Marin Headlands, and Joshua Tree. This summer's destinations were focused primarily in Montana.

"A decade ago we had between 10 to 20 students in these classes,"

says Housen. "Now we get up to 30 students every time. This fund ensures that we maintain teaching, research and training quality in the face of declining state funding and increasing student enrollment." Ensuring, in other words, that Western continues its commitment to provide our students with the experiential education that they deserve.

## NEW FACES IN ADVANCEMENT

**Ashia Radke has joined the Advancement staff as a program assistant with the special events and stewardship offices. She is a 2014 WWU grad with a degree in English**

**Literature and a minor in French. She served as a Student Ambassador for two years and worked in the Foundation Office as a student employee for three years.**

**Brendan Dunn has joined the Advancement division as a graphic designer. He recently**

**completed a graphic design program at the Seattle Central College's Creative Academy. Before that, he practiced law as an assistant attorney general in Washington and Oregon. When he is not designing things, Brendan enjoys hiking and kayaking in the Pacific Northwest.**

**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 and Community Development

**DATE:** October 10, 2014

**SUBJECT:** **University Relations Report**

**PURPOSE:** Information Item

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**Purpose of Submittal:**

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

**Supporting Information:**

Report Attached

**WESTERN WASHINGTON UNIVERSITY  
OFFICE OF THE VICE PRESIDENT FOR UNIVERSITY RELATIONS AND  
COMMUNITY DEVELOPMENT**

**REPORT FROM THE VICE PRESIDENT TO THE BOARD OF TRUSTEES**

**OFFICE OF COMMUNICATIONS AND MARKETING**

Our skilled professionals worked hard on a wide range of online, print, social media, video and graphic design communications and marketing, which included:

- New Media Coordinator **Matthew Anderson** continues to oversee very strong growth in social media at Western. Instagram is performing admirably compared to other schools. The University of Washington, for example, has 10.9K followers to our 5.1K, despite being three times as large. Our engagement rate (the percentage of our followers who like or comment on each photo) of 15 percent is among the best in the country. At last check, the University of Virginia was tops with 15.5 percent, while most schools are below 10 percent.
- Other social media numbers for the 2013-14 school year: Facebook – actual growth of 5,655 or a 22.47 percent increase; Twitter – actual growth of 2,640 or 38.1 percent increase; and Tumblr – actual increase of 499 or 98.6 percent increase.
- Our social media campaign to welcome new students, faculty and staff back to the university was a resounding success. [Take a look](#) at some of the things being said and posted about the event online.
- Visual journalist **Rhys Logan** has been producing compelling, effective videos, such as his [interviews with students and parents during move-in day](#) at campus dorms and [students celebrating Welcoming Convocation](#).
- The University Relations Annual Report, compiled by Publications Editor **Mary Gallagher**, is now online at [www.wvu.edu/annualreport](http://www.wvu.edu/annualreport). This year's edition includes a video introduction for the first time. In other big news, our back-to-school edition of Soundings was the most successful ever: 18 percent of those who received the email about Soundings clicked through to the actual website. Popular stories included those about move-in day, ideas for exploring off campus with students, a preview of Fall Family Open House and an update about financial aid. Our next big project is Window magazine, which will include stories highlighting the Western Stands for Washington campaign.
- Media highlighted a new academic year at Western, including Seattle Times Higher Education reporter Katherine Long's account of [her son attending Western as a freshman](#). And media also noted [Western's high ranking by U.S. News & World Report](#). Also, the Skagit Valley Herald, in a front-page story, featured the research of [WWU Biology Professor Robin Kodner](#).
- **Graphic design projects** by **Chris Baker** and **Derek Bryson** with campus offices included: new design for Admission website; posters, banners, and postcards for Career Services, New Student Services and Western Reads; template design for College of Science and Engineering website; template design for Extended Education website; Commencement tickets; posters for author Daniel Handler (Lemony Snicket) appearance on campus; media guides for men's and women's basketball for Athletics; design help with student publication Klipsun; Guide to University Residences.

## **GOVERNMENT RELATIONS**

### **State Relations**

We are proud to announce that Becca Kenna-Schenk has been named director of Government Relations at Western Washington University. She is succeeding Sherry Burkey who has served as Associate Vice President for University Relations and Community Development and Director of Government Relations since 2005. Sherry is retiring effective October 13.

Becca began her position at Western on September 15 and has the good fortune of transitioning with Sherry until her retirement on Oct. 13. She most recently served as the director of Government Relations for the Washington Student Achievement Council.

Kenna-Schenk has a bachelor's degree from Oberlin College in Oberlin, Ohio and a master's of Public Administration from The Evergreen State College. Prior to her service with the Washington Student Achievement Council, she worked as a policy analyst for the Senate Democratic Caucus in the state Senate; as a graduate policy intern with the Office of Program Research with the state House of Representatives; as an assistant coordinator with the state Senate; and as a legislative assistant with the Senate Democratic Caucus.

Please go to this [link](#) to see the press release announcing Becca's appointment.

A search process is currently underway to fill the assistant director of government relations position. Brad Sherman, who served as the government relations specialist from January 3, 2013, through June of 2014, resigned to accept a position as a staff analysis for the Republican Caucus in Olympia.

We are also pleased to announce that Sherry Burkey has been selected to receive the 2014 Marvin D. "Swede" Johnson Achievement Award, one of two state government relations awards presented annually by the Council for Advancement and Support of Education (CASE), the American Association of Community College (AACC), the Association of Public Land-grant Universities (APLU) and the American Association of State Colleges and Universities (AASCU).

The Marvin D. "Swede" Johnson Award recognizes an individual who has made an extraordinary contribution to the advancement, quality, and effectiveness of state relations on behalf of their institution or state system of higher education. The award will be presented as part of the Higher Education Government Relations Conference taking place December 3-5, 2014 in New Orleans.

### **Federal Relations**

Earlier this summer, the U.S. Senate Committee on Health, Education, Labor, and Pensions (HELP) released a "discussion draft" of its bill to reauthorize the Higher Education Act. The Committee indicated that it plans to formally mark up a bill this fall, and requested comments from the higher education community by Friday, August 29, 2014. While hearings are expected through the fall months, actual action on the bill is not expected to happen in 2014.

The reauthorization of the Higher Education Act is an important piece of legislation for Western and higher education. President Bruce Shepard communicated Western's position on the various provisions outlined in Senator Tom Harkin's proposed legislation to Senators Murray and Cantwell, Congressman Rick Larsen and Congresswoman Suzan DelBene. WWU's

positions are in alignment with positions taken by the American Association of State Colleges and Universities (AASCU).

In his letter President Shepard addressed a number of key issues, including expansion and greater access for federal student aid. He also encouraged opposition to proposals that would increase federal regulation and reporting requirements, noting that higher education needs to be accountable, but not at the expense of more expenditures and more bureaucracy. He also asked opposition to a provision that would hold colleges accountable for how well their graduates are able to repay their loans.

## **WASHINGTON CAMPUS COMPACT**

To better align the synergies between the two organizations, the Washington Campus Compact became a part of University Relations and Community Development this fall. Jennifer Hine is the Executive Director of the WACC and has a staff of nine full and part-time employees.

Washington Campus Compact (WACC) was formed in February 1992 by seven Washington higher education presidents. Kenneth P. Mortimer, then president of Western Washington University, assumed a leadership role by chairing the executive committee and hosting the state organization on the WWU campus. The initial goals focused on providing opportunities for students, faculty, and staff to develop a civic ethic; developing a network of service-learning practitioners to share resources and expand strategies; and integrating service-learning into higher education curricula.

Today, Western remains the host campus for WACC, which now serves a growing membership of more than 30 Washington higher education presidents representing two-year public, four-year private, and four-year public institutions. As the field of community service and service-learning in higher education has expanded, so too has Washington Campus Compact. The current organizational vision and mission represent the priorities identified by our member presidents and service-learning practitioners in diverse communities throughout the state.

## **WEB COMMUNICATION TECHNOLOGY**

Web Communication Technologies (WebTech) had a busy summer and our most ambitious deliverable this summer was the new Admissions site. We used a dramatic new silent background video technique to attract the interest of prospective students, plus provided our best marketing material in an infographic format that we think we appeal to all. Since our students keep telling us "if you see Western you'll want to go to school here" we believe that visually immersing them in the Western experience should be powerful. The results can be seen at <http://admissions.wvu.edu>.

In addition we delivered several other new or redesigned sites including the Chemistry Department site <http://cse.wvu.edu/chemistry>, Teaching Math History <http://www.wvu.edu/teachingmathhistory>, and Institutional Research <http://www.wvu.edu/ir> and two departments within CFPA: Music <http://cfpa.wvu.edu/music> and Art <http://cfpa.wvu.edu/art>.

## WESTERN WINDOW TV SHOW

A synopsis of the latest episode of the Western Window TV Show, which is telecast on KVOS-TV via Comcast Cable on the west side of the mountains is listed below. This student intern produced show is aired Sunday mornings at 7 a.m. on KVOS and is also televised daily in Bellingham on BTV-10. Here is a [link](#) to the archives of the shows.

### Episode 18

This month's show is hosted by Chris Roselli of the WWU Alumni Association and Western's Danica Kilander, the manager of ASHOKA at WWU.

- *Table Talk* – In a departure from the usual format of shorter magazine style segments, this month's Western Window features Western's Danica Kilander and recent alumnus Mario Orallo-Molinero in a single longer segment called "Table Talk." Danica and Mario discuss how Mario's education at Western set the foundation for his work creating a support system in Bellingham for those affected by suicide and how he is using his innate gifts to help change the lives of others.

**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  
and Community Development

**DATE:** October 10, 2014

**SUBJECT:** **WWU Annual Report**

**PURPOSE:** Information Item

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**Purpose of Submittal:**

The Western Washington University Annual Report for 2013-2014 is attached.

**Supporting Information:**

Report Attached



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# ANNUAL REPORT

2013-14

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*Active Minds Changing Lives*



# Highlights of 2013-14

- Western's new **partnership with Olympic College in Poulsbo** brings higher education opportunities to the Olympic and Kitsap peninsulas.
- The College of Sciences and Technology becomes the **College of Science and Engineering**.
- Our global reach expands with **five new partnerships with universities in Asia**.
- **Students lead the push** to end bottled water sales on campus.
- Faculty and staff **break records giving to the Combined Fund Drive**, which raises funds for local, regional and international charities.
- Western hosts **the state's first conference on sustainability in higher education**.
- **Gifts help create new offerings** in entrepreneurship and international accounting – and fund construction of a much-needed multipurpose field.

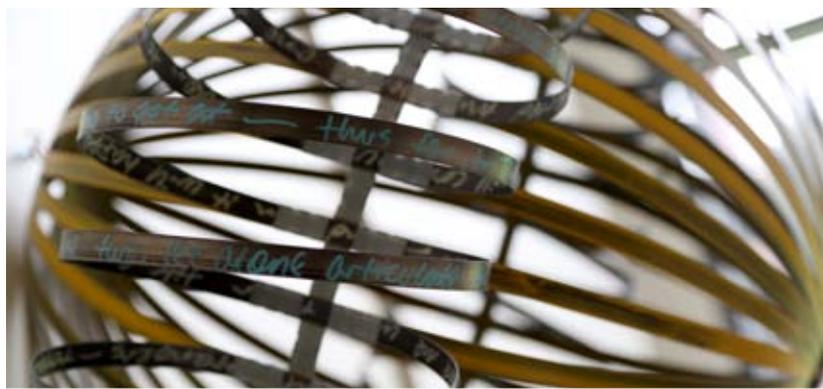


## Western is nationally distinctive as:

- The medium-sized school with the **most alumni in the Peace Corps** – for the second year in a row.
- The **top public, masters-granting university** in the Pacific Northwest.
- The 10th-best university in the nation for **service to community and region**, according to Washington Monthly magazine.
- A **best value in public education**, according to Kiplinger's Personal Finance.

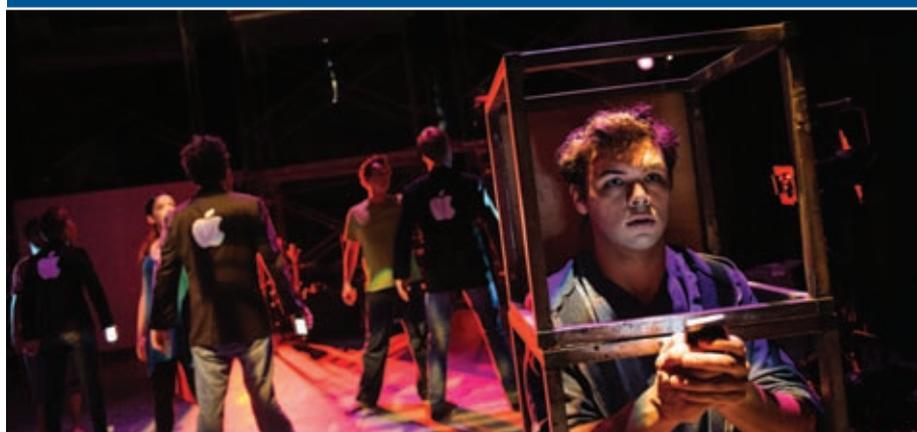
## Students achieve national recognition by:

- Winning **more Fulbright scholarships** than students at any other public, master's granting institution.
- Winning the **Pacific Rim Collegiate Cyber Defense Competition** – and placing fourth in the national competition.
- Earning a spot as a top-five finalist in PRWeek's National **Student of the Year** contest.
- Winning \$10,000 in the **Environmental Innovation Challenge** for a solar window business plan.
- **Tackling a realistic supply chain problem to win** the first Boeing Northwest Case Competition.
- Reaching the **Final Four** in women's soccer.
- Winning **first and second place** in the women's javelin at the NCAA II National Outdoor Track and Field Championships.



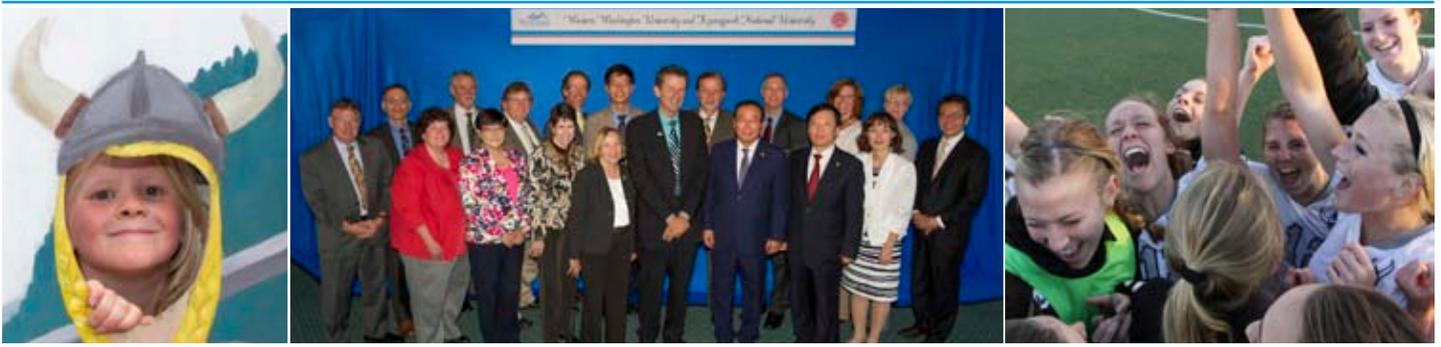
## Faculty engage in innovative research:

- The Department of Biology's Benjamin Miner's NSF-funded study of **sea star wasting disease** continues to receive national attention.
- Psychology's David Sattler went to the Philippines weeks after Super Typhoon Haiyan to study **resiliency following natural disasters**.
- Art's Garth Amundson and Pierre Gour won a Bellagio Center Residency from the Rockefeller Foundation to **explore the concepts of home, identity and security** for bi-national queer couples.
- Geology's Colin Amos and coauthors published research **linking groundwater depletion and increased seismic activity** in California's Sierra Nevada and Coast Ranges.



## Faculty and staff are national leaders:

- Psychology's Jeff Carroll was named **Huntington's Disease Society of America's Researcher of the Year** with a colleague for their outreach efforts.
- The National Association of Therapeutic Schools and Programs gave Recreation's Keith Russell a **Leadership Award**.
- Nursing's Casey Shillam was selected to study healthcare leadership as a **Robert Wood Johnson Foundation Executive Nurse Fellow**.
- Geology's Scott Linneman is **Washington's Professor of the Year**, according to the Carnegie Foundation for the Advancement of Teaching and the Council for the Advancement and Support of Education.
- English faculty Suzanne Paola, Kristiana Kahakauwila, Carol Guess and Kathryn Trueblood received **critical praise for their recent works**.



## Western invites collaboration with the community by:

- **Helping 575 businesses** through the WWU Small Business Development Center secure more than \$5.6 million in financing and investment.
- Offering **free services to the community**, from psychological counseling to income tax preparation.
- **Partnering with regional school districts** to provide after-school enrichment programs, boost student achievement and encourage more students of color to consider careers in education.
- Sending students to devote nearly **77,000 hours with nonprofit organizations** in curriculum-related service-learning activities in the community and around the world.



See the entire report at:

[www.wvu.edu/annualreport](http://www.wvu.edu/annualreport)

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

**TO:** Members of the Board of Trustees

**FROM:** President Bruce Shepard and Board Audit Committee by Matt Babick, Director of Internal Audit

**DATE:** October 10, 2014

**SUBJECT:** **2013-2014 Office of the Internal Auditor Annual Report**

**PURPOSE:** Information Item

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**Purpose of Submittal:**

To provide the Board of Trustees an annual overview of the 2013-2014 operations of the Office of the Internal Auditor. Report includes descriptions of internal audit services, results of audit activities, and the 2013-2015 Internal Audit Schedule.

**Supporting Information:**

- *2013-2014 Annual Report to the Board of Trustees* – document attached.



**2013 - 2014  
ANNUAL REPORT TO  
THE BOARD OF TRUSTEES**



**Office of the Internal Auditor  
Western Washington University**

**October 10, 2014**

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**Western Washington University  
Office of the Internal Auditor**

**2013-2014 ANNUAL REPORT  
TO THE BOARD OF TRUSTEES**

**INTRODUCTION**

The purpose of the annual report is to provide the Audit Committee and Board of Trustees with information on the university's internal audit program.

**Historical Information:**

The Office of the Internal Auditor has been providing internal auditing services to Western since the early 1980s. The oversight responsibilities for the internal audit program have changed over the years. In 2001, Internal Audit's reporting structure was changed from the division of Business and Financial Affairs (BFA) to the President's Office. The reporting responsibilities changed again May 1, 2005, when the Board of Trustees adopted the Audit Committee Charter. The Charter established that the Office of the Internal Auditor would report functionally to the Audit Committee of the Board of Trustees and administratively to the President. The Internal Audit Office was a one-person department until December 2005, when an additional staff auditor and a half-time administrative assistant were hired.

**2013-2014 Governance Highlights:**

The Audit Committee held five meetings between July 1, 2013 and June 30, 2014. The President and Office of the Internal Auditor participated in each of these meetings as did management from Business and Financial Affairs for relevant agenda items. The Audit Committee meetings also included entrance and exit meetings with the Washington State Auditor's Office for the university's financial statement and accountability audits.

The former Internal Audit Director, Kim Herrenkohl, resigned from her position effective March 28, 2014. Teresa Hart, Director of Financial Services, was appointed as the Interim Managing Supervisor of Internal Audit. Following a national search for the Internal Audit Director, Matthew Babick was hired and begins work in August 2014.

**PURPOSE**

Internal Auditing is an independent function established within the university to examine and evaluate its activities as a service to the organization. The objective of the Office of the Internal Auditor is to assist the Board of Trustees, President and University Management in the discharge of their oversight, management and operating responsibilities. This objective is accomplished by providing analyses, appraisals, recommendations and information about the activities reviewed

by the Office of the Internal Auditor. The Office of the Internal Auditor assesses the efficiency and effectiveness of internal controls with the goal of promoting effective controls at reasonable costs to the university. The internal audit function is an integral part of the institution and plays an important role in the management control system by measuring and evaluating controls. The internal audit review and appraisal process does not in any way relieve other university personnel of the responsibilities assigned to them.

Western Washington University's Office of the Internal Auditor is committed to the professional practice of internal auditing. Internal Audit's functional reporting to the Audit Committee of the Board of Trustees and administrative reporting to the President of the university provides the ability to maintain the proper level of independence noted as best practice as well as the Institute of Internal Auditor's standards. In addition, independence requires that the Internal Auditors perform work freely and objectively.

The Office of the Internal Auditor performs internal operational, compliance, and financial related audits of programs, services, departments and accounts that come under the budget authority of the University. Internal Audit performs four types of audit services:

1. Assurance Services: Assurance services are objective reviews of evidence for the purpose of providing an independent assessment. The scope and nature of assurance services includes reviewing and evaluating for: operational efficiencies and effectiveness; reliability of financial and operational systems; adequacy and clarity of policies and procedures; compliance with university policy and state and federal law; safeguarding of assets; and accomplishment of objectives and goals.
2. Consulting Services: Consulting services are advisory and include counsel, advice, facilitation, process design and limited training. The objective of consulting services is to add value in the development or modification of processes, procedures, and controls to minimize risk and achieve objectives. The nature and scope of particular consulting services are agreed upon with management. Internal Audit will not assume management's responsibilities in order to maintain appropriate objectivity and independence.
3. Special Investigations: Investigations evaluate allegations of unethical business practices and financial and operational misconduct to determine if allegations are substantiated and to prevent future occurrences.
4. Follow-up Engagements: Follow-up engagements evaluate plans and actions taken to correct reported conditions.

Final audit reports are distributed to the Audit Committee, President, Vice Presidents, and Deans or Directors involved in the audit. The President and appropriate university management have an opportunity to review and discuss all draft reports. Written responses are requested from management and are included in the audit reports to provide information on the university's plans to address the issues identified in the reports.

## **Internal Audit Schedule and Risk Assessment Processes:**

As outlined in Internal Audit's charter, policy and procedure, the Office of the Internal Auditor creates a risk-based annual audit schedule to maximize the effective use of Western's Internal Audit resources. The audit schedule is developed with input from the Audit Committee, President, Provost, Vice Presidents, and other university management. Audit services are coordinated with external auditors to reduce duplication of efforts and increase audit coverage of the university.

At the April 3, 2014 Audit Committee meeting, committee members and the President agreed that until a new director was hired, Internal Audit would focus on the follow-up audits listed on the 2013-2015 Internal Audit Schedule (approved by the Board of Trustees on June 14, 2013). Any necessary updates to the schedule will be addressed after the new Internal Audit Director arrives.

## **RESULTS OF 2013-2014 AUDIT ACTIVITIES**

Summaries of the audit reports issued and other activities conducted by the Office of the Internal Auditor during fiscal period July 1, 2013 through June 30, 2014 are provided below:

### **Services & Activities Fee Process Audit**

The focus of the audit was to ensure that Services and Activities (S&A) fees were administered and used in a consistent and transparent manner, were in compliance with applicable regulations and university guidance, provided students with a strong voice, and that controls over budgeting and administration of S&A fees were operating effectively, efficiently, and in accordance with management's criteria and legal requirements.

We made recommendations related to:

- Governance documentation and participation
- Compliance with the Open Public Meetings Act
- Transparency and accessibility of web-based S&A fee information
- Transparency, accuracy, and consistency of budget proposal information
- Student voice in the S&A budgeting and expenditure processes
- Expenditures inconsistent with the approved use or state authorities
- Segregation of revenues generated using S&A funds
- Consistency and transparency of reserve S&A fee monies and processes
- Compliance with state authorities and university guidance regarding transfer of S&A funds

### **Vending Machine Contracts Follow-Up Audit** (Original report issued on July 29, 2005.)

All original recommendations have been completed.

### **Quarterly Audit of President's Expenses**

Internal Audit was delegated responsibility from the Audit Committee of the Board of Trustees to perform a quarterly audit of all state-funded travel and entertainment expense reimbursements to President Shepard. During fiscal year 2013-2014, Internal Audit performed four audits and reported

on the results to the Audit Committee. Our review concluded that all reimbursed expenses were allowed by state rules.

**Other Audit and Consulting Activities:**

In addition to scheduled audit activities, the Office of the Internal Auditor performs the following activities throughout the year:

- Questions and advice consulting services \*\*
- Department ethics training upon request
- Participation on university committees, including Policy Technical Review Committee and Banner Initiatives Projects
- Participation in audit meetings and discussions with the State Auditor’s Office
- Tracking incidents of reportable losses or other illegal activities to the State Auditor’s Office
- Liaison to the State Auditor’s Office Whistleblower Program

\*\* Internal Audit receives questions and requests for advice throughout the year. These inquiries require research and summary opinions and advice. Internal Audit works closely with the Assistant Attorney Generals in responding to many of these requests.

	2013	2012	2011	2010	2009	2008	2007	2006	2005	2004
Number of questions and requests for advice received by Internal Audit per calendar year	88	85	77	71	77	80	66	68	68	60

**QUALITY ASSURANCE**

The Office of the Internal Auditor evaluates its audit and consultation services to ensure useful and high quality service, compliance with university policies and audit standards, and development of staff.

**Customer Surveys:**

One of the primary methods to obtain feedback on the effectiveness of Internal Audit’s audit and consultation services, as well as the value received by audit clients, is through Internal Audit’s Customer Survey process. The Office of the Internal Auditor’s Customer Survey forms are sent to the Vice Presidents and members of management, faculty and/or staff most involved in the audit or consultation after the completion of the review. Internal Audit considers the feedback



*“My experience with the Internal Audit staff has always been professional and very helpful. Even where there might be areas of disagreement or different interpretations these interactions are clear, communicative, and fruitful.”*

*“The audit recommendations importantly highlighted significant areas that will improve the operation of the Services and Activities Fee Committee.”*

**Western Washington University  
Office of the Internal Auditor  
2013-2015 Internal Audit Schedule**

**2013-2014**

**2014-2015**

OPERATIONAL/FINANCIAL AUDITS	OPERATIONAL/FINANCIAL AUDITS
<p><b>Ethics Program</b></p> <p>To review and evaluate the design and implementation of the University's ethics-related objectives, programs, and activities for efficiency, effectiveness and compliance.</p> <p><b>Huxley College - Audit of Fee Expenditures</b> * <b>REMOVED (4/3/14 Audit Committee Meeting)</b></p> <p>To review and evaluate Huxley Colleges' course and lab, service and facility rental fees for compliance with the university's processes.</p> <p><b>Services and Activities Fee Process</b> * <b>COMPLETE</b></p> <p>To review and evaluate the operational efficiency, effectiveness and compliance of the University's processes for administering services and activities fees.</p> <p><b>Athletics Department – Financial Operations</b></p> <p>To review and evaluate the efficiency, effectiveness and compliance of the Athletic Department's financial operations.</p>	<p><b>Grant Administration Process</b></p> <p>To review and evaluate the operational efficiency, effectiveness and compliance of the University's grant processes.</p> <p><b>Laboratory Chemicals Audit</b></p> <p>To review and evaluate the administration and handling of the University's laboratory chemicals for safety and compliance.</p> <p><b>Student Sports Clubs</b></p> <p>To review and evaluate student sports clubs fundraising processes for efficiency, effectiveness and compliance.</p> <p><b>Housing and Dining Services</b></p> <p>To review and evaluate the operational efficiency, effectiveness and compliance of Housing and Dining Operations.</p>

**2013-2014**

**2014-2015**

<p><b>Student Travel Abroad Oversight Compliance</b></p> <p>To review and evaluate if all events or programs where Western Washington University students travel and study outside of the United States are administered under the direction of the Center for International Studies in compliance with University policies.</p> <p><b>Fraud Risk Management Program - Assessment</b></p> <p>To evaluate the University’s fraud risk management practices and controls to determine if the potential risk of fraud is reasonably managed.</p> <p><b>Registrar’s Office</b></p> <p>To review and evaluate the operational efficiency, effectiveness and compliance of the Registrar’s Office operations.</p> <p><b>Cash Audits</b></p> <p>This on-going project monitors the efficiency, effectiveness and compliance of the University’s cash handling processes.</p> <p><b>Quarterly President Expense Reviews</b></p> <p>To review the President’s state-funded travel and entertainment expenses for compliance with state rules and University policies.</p>	<p><b>Admissions Fee Process</b></p> <p>To review and evaluate the operational efficiency, effectiveness and compliance of the University’s admission fee processes.</p> <p><b>Cash Audits</b></p> <p>This on-going project monitors the efficiency, effectiveness and compliance of the University’s cash handling processes.</p> <p><b>Quarterly President Expense Reviews</b></p> <p>To review the President’s state-funded travel and entertainment expenses for compliance with state rules and University policies.</p>
<p style="text-align: center;"><b>FOLLOW UP AUDITS</b></p> <ul style="list-style-type: none"> <li>• Vending Machine Contracts * <i>COMPLETE</i></li> <li>• Purchasing Card Audit * <i>COMPLETE</i></li> </ul>	<p style="text-align: center;"><b>FOLLOW UP AUDITS</b></p> <ul style="list-style-type: none"> <li>• Property Management Contract Consultation * <i>IN PROCESS</i></li> <li>• Lakewood Center Use of Resources Special Investigation * <i>COMPLETE</i></li> </ul>

**15. DATE FOR NEXT REGULAR MEETING**

- **December 11, 12, 2014**

## **16. Adjournment**