

**WESTERN WASHINGTON UNIVERSITY  
BOARD OF TRUSTEES**

**REGULAR MEETING  
April 15, 2010**

**I. CALL TO ORDER**

Chair Phil Sharpe called the regular meeting of the Board of Trustees of Western Washington University to order at 3:01 p.m. in OM 340, Western Washington University, Bellingham, WA.

**Board of Trustees**

Betti Fujikado  
Sarah Ishmael  
Howard Lincoln  
Dennis Madsen  
Ralph Munro  
Phil Sharpe, Chair  
Peggy Zoro

**Western Washington University**

Bruce Shepard, President  
Wendy Bohlke, Assistant Attorney General  
Sherry Burkey, Associate Vice President for University Relations  
Paul Cocke, Director, University Communications  
Eileen Coughlin, Vice President for Student Affairs and Academic Support Services  
Paula Gilman, Executive Director of University Planning and Budgeting  
Sue Guenter-Schlesinger, Vice Provost for Equal Opportunity and Employment Diversity  
Matt Jarrell, Associated Students President  
Dan Lerner, President, Faculty Senate  
Nancy Phillips, Interim Secretary to the Board / Assistant to the Vice President, Business and Financial Affairs  
Catherine Riordan, Provost and Vice President for Academic Affairs  
Steve Swan, Vice President for University Relations  
Kathy Wetherell, Interim Vice President for Business and Financial Affairs

**II. SPECIAL REPORTS**

**A. 2011-2013 Capital Budget Request and 2011-2021 Capital Plan**

President Shepard stated that the capital planning process is one of the greater challenges to be open and transparent on the campus due to its complexity. Recommendations for approval will be brought to the June Board meeting. The capital planning process has changed from past years. Interim Vice President Wetherell briefly reviewed the new capital planning process. An e-form was created so anyone on campus could submit a capital project request, making it a bottom-up process. Submitted requests were routed through the departments to the deans and to the vice presidents. The University Planning and Resources Council (UPRC), a subcommittee of the Faculty Senate, was an added governance step. UPRC submits their

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

recommendations through the Faculty Senate. Wetherell thanked key individuals for their hard work in making the plan come together with an ambitious timeline: Rick Benner, Executive Director of Capital Planning and Development/University Architect; Tim Wynn, Director of Facilities Management; Francis Halle, Manager of Space Management; and, Renée Roberts, Director of Capital Budget.

Rick Benner presented information on two specific projects in the capital budget request and capital plan:

- The Carver Academic Facility Renovation is Priority #3, a design funding request. It is the University's #1 major capital project request (it is referenced as priority #3 as Minor Works are listed as priorities #1 and #2). Predesign funding was received for this project in the 2007-2009 biennium. Carver scored high in the Design Phase in 2009-2011 but did not receive funding. The scope of the project includes about 90,000 gsf of renovation, and about 60,000 gsf of new construction. While it is called a renovation project, it is actually a combination of both renovation and new programs. Some departmental growth is provided for, as well as new classrooms. Updates include mechanical, ventilation, electrical and life safety systems, seismic stability, ADA disability issues, and installation of walls and brick veneer to fit with the campus character. The renovation will meet LEED Silver certification.
- The Armory building project is not included in the capital projects request. The facility was stabilized to prevent further destruction, and determined to be a pilot project for public/private partnership.

President Shepard stated that each of the vice presidents ranks the projects and criteria for their projects. The vice presidents meet as a group and interweave those projects, along with ongoing discussion with UPRC. Wetherell added that while prioritization for each type of project was different, it was a subjective, multi-divisional prioritization process.

Trustee Fujikado suggested additional categorization of the capital projects, such as: (a) what is required to bring the facilities up to a certain standard; (b) enhancement of education; and (c) innovation. She expressed concern that as the University moves forward that allocations will be needed for maintenance. Western must ensure it maintains an appropriate level of maintenance for education, and evaluate how those fit into the world of education. Trustee Sharpe expressed his satisfaction with seeing the categorization structure and the shared governance process.

## **B. Waterfront Development Update**

Vice President Swan reviewed the Waterfront Development Project planning schedule. The addendum to the Environmental Impact Statement is complete, and the summary will be completed in May 2010. The Master Plan process started in January 2010 with the Waterfront Advisory Group, Port and City staff reviewing the original concepts developed by the Waterfront Futures Group. The goal is to complete the Master Plan in June, followed by the review process with the Bellingham Planning Commission, the Port Commission and the City Council review, with the goal of completing the Waterfront Master Plan by December 2010. The waterfront site plan involves five areas of development:

### 1) Marine Trades

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

- 2) Downtown Waterfront (mixed use, some residential (condominiums), and the “Higher Education Institution Zone”)
- 3) Log Pond
- 4) Shipping Terminal
- 5) Cornwall Beach

The Cornwall Beach area is a high priority for the City and would include a footbridge that would run from Boulevard Park over the water up to the Cornwall Beach area. The City has funding for the project and part of the property was acquired from the Port.

The University seeks to occupy a continuous flow of land in the Higher Education Institution Zone that is not interrupted by a road. President Shepard noted that the six acres under discussion is a footprint about the size of Red Square with the buildings around it. Vice President Swan stated that some community members wish to move the space that Western would occupy up to the northwest corner of the waterfront site called the Grainery, which is the first piece of property that is planned for development. The Board agreed that siting for Western must remain in the Higher Education Institution Zone.

Vice President Swan discussed the common question of ‘what is Western going to do on the waterfront’. Western’s long-term vision has, and continues to be the Huxley facility, perhaps in combination with the College of Business and Economics and the College of Sciences and Technology. A lot of good work was done by a preliminary academic planning group that President Morse chaired. From that group a smaller committee began meeting about a year ago to look at what makes sense due to the economic times, capitalizing on the great strengths that WWU possesses as well as this region. A focus on “Green Economy” is being applied to utilize WWU’s strengths, and capitalize on our location on the Pacific Rim. A facility involving the Green Economy resonates with people on and off-campus. The current planning committee arrived at a concept of a ‘community learning center’, a generic facility that can: (a) serve multiple needs of the university, (b) meet multiple needs of other higher education entities in the area, (c) meet the needs of other not-for-profit entities, and (d) meet general community needs as a whole. Western’s extended education summer programs are excited about the possibility of a facility off-campus that is centrally located. Presidents of Whatcom Community College, Northwest Indian College and Bellingham Technical College are also interested in a facility that will bring us together with collaborative programming.

The project’s three phases are:

- Phase I – Ongoing. Western is already located on the waterfront in the Innovation Partnership Zone with its Technology Development Center, a joint endeavor with Bellingham Technical College, located in the Marine Trades area. WWU is also currently in discussions with Bellingham Technical College for a fisheries project on the Whatcom Waterway.
- Phase II – Community Learning Center
- Phase III – The development of major programming and facilities built around a focus on “Green Economy”

Vice President Swan noted that the facility that Western is anticipating, while much smaller than a convention center, would house classrooms during the day with one large lecture area that on weekends could have multi-uses. The facility would be high-tech in nature with a friendly learning environment for all users. A white paper is drafted which discusses these plans in depth.

### **C. “Lessons Learned” – Preparing for the Next Legislative Session**

President Shepard asked the Board to individually share their observations of the recent legislative session – lessons learned from what clear objectives should be, and strategic arguments, positions or emphasis.

Trustee Lincoln stated that much was accomplished in Olympia in positioning WWU on the same plane as the University of Washington and Washington State University.

Trustee Munro agreed with Trustee Lincoln about the accomplishments made in Olympia of bringing Western to the forefront. Western’s reputation remains very high. It seems that Western is in a different category from the past. Even though the economy is starting to recover in certain areas of the state, the state government will lag two to four years behind. The next session will be rougher than this session and it won’t make any difference which party is in power, it will be difficult to meet the needs of the state. Leadership for higher education at the state level is a real question. Higher education is losing Senator Dale Brandland, a proponent for capital construction. WWU needs to continue looking for creative new ideas, such as the learning center at the Waterfront.

Trustee Lincoln noted that the amount of time that President Shepard has spent in Olympia has made a difference. Trustee Munro said he wants every Whatcom and Skagit County legislator to look at Western as their number one priority. That will take students, faculty, unions, administration, trustees – everybody communicating with these legislators. We have several who do not look at Western as a priority. President Shepard said that the combination of students spending and the university’s payroll make close to a \$1 billion impact on this economy each year.

Trustee Ishmael said she received positive feedback from other higher education student leaders and student trustees as leadership and coalitions between the four different universities were discussed. A strong reputation was established in Olympia, especially this year, by working the different sections of the higher education constituencies. The coordination made a huge difference in how Olympia looked at WWU this year. There is a lot to be said about the respect that comes from coordination, which positions WWU next year in a better place than other universities.

Trustee Lincoln asked if tuition setting authority was discussed in Olympia. Burkey said that bold new approaches are needed for the future. Trustee Lincoln commented on a conversation he and Sherry Burkey had with Senator Kilmer and Representative Scott White, encouraging Western to convene a core group of supporters, some elected officials and a cross-section of institutions to start at the grass roots level to get the support to push the state by asking, “What are the state’s expectations of higher education?” Ask the state its beliefs and understandings of what higher education is and is not, and its impact and importance in the community. Trustee Lincoln stated that he hopes Western will follow-up on Representative White’s suggestions.

Trustee Sharpe made four legislative observations:

- 1) There is a huge void for both internal and external spokespersons for higher education. Western should step into the void as the external spokesperson and the internal should be developed. Lay the ground work with 8-10 key legislators and then, at the legislative session, advance the discussion.
- 2) Convene a symposium by gathering the 8-10 individuals and relay a deep understanding of where WWU is now and the impacts. That core group would advance the discussion internally. Western can advance the discussion externally.
- 3) Higher Education is missing an 'innovation' opportunity to address the budget cuts. Western can be the lead in Olympia developing and implementing innovative ideas and practices. Come up with several ideas, do one that makes sense for Western, and go do it. Then people will say, 'Western is doing this.'
- 4) Trustee Sharpe commended President Shepard for his efforts to pull together trustees and regents from the other four-year institutions, and encouraged this continued endeavor.

### **III. EXECUTIVE SESSION**

At 4:35 p.m. Chair Sharpe announced that, as authorized in RCW 42.30.110, the Board convened for Executive Session to discuss legal issues for approximately 10 minutes. No action was taken.

Meeting adjourned at 4.55 p.m.