

**WESTERN WASHINGTON UNIVERSITY
BOARD OF TRUSTEES
MINUTES
October 8, 2010**

1. CALL TO ORDER – APPROVAL OF MINUTES

Chair Dennis Madsen called the regular meeting of the Board of Trustees of Western Washington University to order at 8:03 a.m., October 8, 2010, in Old Main 340, Bellingham, Washington.

Board of Trustees

Ramiro Espinoza
Betti Fujikado, Secretary
Dennis Madsen, Chair
Ralph Munro, Vice Chair
Phil Sharpe
Peggy Zoro

Western Washington University

Bruce Shepard, President
Suzanne Baker, Interim Secretary to the Board of Trustees
Wendy Bohlke, Assistant Attorney General
Stephanie Bowers, Vice President for University Advancement
Sherry Burkey, Associate Vice President for University Relations
Paul Cocke, Director, University Communications
Eileen Coughlin, Vice President for Student Affairs and Academic Support Services
Paul Dunn, Senior Executive Assistant to the President
Scott Pearce, President, Faculty Senate
Catherine Riordan, Provost and Vice President for Academic Affairs
Barbara Stoneberg, Assistant to the President
Steve Swan, Vice President for University Relations
Richard Van Den Hul, Vice President for Business and Financial Affairs
Colin Watrin, President, Associated Students

Chair Madsen moved to amend the proposed minutes of the April 19, 2010 Board meeting by correcting the spelling of Jerry Thon's name.

MOTION 10-1-2010

Ralph Munro moved that the Board of Trustees of Western Washington University, upon the recommendation of the President, approve the following consent item:

- Approve the minutes of the August 19, 2010 Board of Trustees meeting **as amended**. Approve the August 20, 2010 Board of Trustees meeting as presented.

The motion passed unanimously.

2. RECOGNITIONS AND INTRODUCTIONS

President Shepard asked the vice presidents to present the recognitions and introductions.

Faculty Award Recipients

Catherine Riordan, Provost and Vice President for Academic Affairs, introduced the 2009-2010 Faculty Award Recipients:

- Excellence in Teaching Award – Rich Brown, Assistant Professor, Theatre Arts
- Outstanding Faculty Leadership Award – Daniel Larner, Professor, Fairhaven College
- Diversity Achievement Award – Kathleen Kitto, Professor, Sciences and Technology

Outstanding Classified Staff Award Recipient

Rich Van Den Hul, Vice President for Business and Financial Affairs, introduced the first-ever Outstanding Classified Staff Award Recipient and the Professional Staff Award for Excellence.

- Heidi Zeretzke, Grounds and Nursery Specialist, Facilities Management

Professional Staff Award for Excellence

- Bill Managan, Assistant Director of Operations, Facilities Management

Team Recognition Award

Provost Riordan introduced the Team Recognition Award recipients, the Advanced Materials Science and Engineering Center (AMSEC). AMSEC has 22 faculty members, representing five academic departments, two staff, and more than 30 undergraduates enrolled in its minor degree program. She said this group of faculty and staff exemplify cooperation, collaboration, and open communication.

- Advanced Materials Science and Engineering Center: Kathleen Kitto; Bernie Housen; Brad Johnson; Janelle Leger; Stephen McDowall; Polly Berseth

Associated Students Board of Directors

Eileen Coughlin, Vice President for Student Affairs, said that Colin Watrin's Student Body President Address was the best she has ever heard at a Convocation. She stated her appreciation for the leadership provided by the AS Board of Directors under difficult circumstances the last couple of weeks.

Coughlin asked Ted Pratt, Dean of Students and advisor to the Associated Students Board of Directors, to introduce the AS Board.

Pratt noted that Bernard Ikegwuona, AS Vice President for Diversity, had a class and was unable to attend the meeting. Pratt asked that each of the vice presidents introduce themselves. Each vice president stated where they are from and their areas of concentration for the academic year.

Colin Watrin, President
Byron Starkey, Vice President for Governmental Affairs
Jamin Agosti, Vice President for Student Life
Benjamin Brockman, Vice President for Business and Operations
Alisha Beck, Vice President for Activities
Ramon Rinonos-Diaz, Vice President for Academic Affairs
Bernard Ikegwuona, Vice President for Diversity (absent)

Chair Madsen said it is possible to miss someone equally deserving when you recognize people. He said in reading through the annual report in the Board packet, he got a true sense of the amount of team work and collaboration on campus that impacts lives and makes a difference in this state. He congratulated those who were acknowledged as well as the countless others whose individual accomplishments make this a great institution.

3. BOARD CHAIR

Chair Madsen and President Shepard provided a summary of the September 28 and 29, 2010 Board of Trustees Retreat. He said that once a year the Board meets for the purpose of assessing progress made at the institution and to discuss future plans and focus. He said that the Board accomplished both.

There was a review of the President's performance, where the trustees provided input to the President as to what we see as progress. This year we talked to faculty, students, and administrators to get their perspective on the progress the institution has made and the role that President Shepard has played in this. Madsen said that this is a new type of assessment.

Madsen said that a Board of Trustees assessment was done as well. What were our accomplishments and how do we think we can improve.

The second portion of the retreat was spent looking at the road ahead. Challenges we face and the future agenda of the university. He said that all agreed on the four fundamental cornerstones:

- Set and pursue an Olympia agenda
- Keep the campus together
- Moving into the silent phase of the comprehensive campaign
- Adopting a focused strategic plan

The President noted his appreciation to the Board for their engagement and support.

Madsen said that the Board is very pleased with the progress that President Shepard and the institution have made.

Trustee Munro thanked Stephanie Bowers, Vice President for University Advancement, and her staff for their assistance at the retreat.

4. UNIVERSITY PRESIDENT

President Shepard reported that the university is in a time of grieving for the loss of a member of our community. He appreciated Chair Madsen taking a moment of silence at

yesterday's Board Meeting. The President spoke of the phases of tragedy: prevention; intervention; tragedy; and recovery.

Trustee Munro said that he had spoken to a number of parents and they were pleased at the response and the information they received. He asked about the university's emergency alert system. Vice President Coughlin provided information on the university alert system. Paul Cocke, Director of University Communications, said that approximately 2,000 students are signed up to receive cell phone alerts. He said that all students receive e-mail communication from the emergency alert system; however, they need to sign up and provide cell phone numbers to be able to receive emergency text alerts.

▪ **Campaign Update**

Vice President Bowers gave an update on the university's campaign. She said that meetings were underway with Campaign Feasibility Consults, The Collins Group, and with the Alumni Board. She said that beginning October 18 people will be invited to participate in the feasibility study, which includes interviews and focus groups. These meetings will wrap up by Thanksgiving. A preliminary report will be provided to the Board of Trustees and the Foundation Board at their December meetings.

5. ASSOCIATED STUDENTS

Colin Watrin, AS President, provided a report to the Board. He said that the response from the campus community on the passing of Western student Dwight Clark has been amazing. He thanked his team of vice presidents with getting the word out to students and said that their ability to mobilize students quickly has been incredible. He said that there is a Remembrance Wall for Dwight Clark in Red Square.

Watrin gave a report of fall quarter start up. He talked about the AS involvement in legislative efforts. They have been involved with voter registration. Last year they registered 500 students to vote, and this year their goal is to double that. He said they exceeded that by far and have registered 1,390 new voters. He also reported that they have been working on a legislative strategy within the university that the student, faculty, staff, and administrators come together this summer to talk about how to present Western's legislative strategy to Olympia. The Ethnic Student Center is celebrating its 20th anniversary this year.

Trustee Espinoza commended the AS Board for their leadership over the last several weeks in regards to their organization during a tragic time. He acknowledged the stress of the situation, and thought they did an excellent job in representing students.

6. FACULTY SENATE

Scott Pearce, Faculty Senate President, thanked President Shepard, Provost Riordan, and the vice presidents for the thought and care they took during the latest budget cut. He expressed the appreciation of the faculty, when concerns were voiced about consolidating the Music Library with the main library that the administration collaborated with the Senate to carefully consider alternatives. He said this is an example of keeping the university together as discussed earlier.

Pearce reported on the following activities:

- Working with the University Planning and Resources Council;
- Reviewing shared governance in the colleges;
- Discussing the strategic plan with the Senate;
- Holding the General Faculty Assembly on October 20;
- “Going global” and working with Interim Director of International Studies, Roger Gilman, to discuss a white paper on international studies.
- Looking at GURs and ways to foster greater coherence from which people can work on their professional development and majors.
- Representing a faculty presence in Olympia, together with the Associated Students and Sherry Burkey.

Trustee Sharpe said that Pearce had asked a question to the Board, soliciting views of where the university is headed in the future, and he had not received an answer. He said that he had done historical research on Western last year looking at transitioning presidents. In looking back, Western was a teacher’s college that turned into a teaching university, but he said where we go in the future, he does not know. Pearce said that if the Board has any particular thoughts, to contact him and he will bring them up to the faculty’s attention. He said that the university is evolving and he thinks the Board is leading the way and allowing us to think carefully about which direction we are moving.

Chair Madsen said that he wasn’t prepared to answer Pearce’s question. He said that he used to think that he knew where Western needed to grow to progress. He said that the more he works with faculty, students, and staff the more he realizes that an outsider is not able to provide that kind of perspective and insight. He said that the decisions about what the university evolves into, given the challenges we face and the shifts in the marketplace, are best left to the people in this room to work on. He senses a rising degree of trust and collaboration happening at the university. He said that the discussion on the strategic plan that was heard yesterday is part of a process that has been building.

7. CONSENT ITEMS

Trustee Sharpe recused himself from the consent item discussion and stepped out of the room.

MOTION 10-2-2010

Betti Fujikado moved that the Board of Trustees of Western Washington University, upon the recommendation of the President, approve the following consent item:

- Award a construction contract to Tiger Construction, Everson, Washington, for the amount of \$748,000 [base bid plus alternates 1, 2A, 3A (quantity 4), 3B (quantity 9), and 4] to construct the Physical Plant Addition and Alterations Project (PW 626).

The motion passed.

Trustee Sharpe returned to the meeting.

8. APPROVAL OF ADDITIONAL 2010-11 OPERATING BUDGET REDUCTIONS FOR SUBMISSION TO OFFICE OF FINANCIAL MANAGEMENT

President Shepard said that the state fiscal situation further deteriorated and revenue projections fell short. The Governor had to exercise her constitutional responsibilities to reduce expenditures. For Western it means a reduction of slightly more than 3 million dollars. The President thanked all who was involved in the process, and said that he was impressed with the team work. He noted one modification from the original proposal regarding the branch library consolidation involving the holdings of the music collections. He said a group has been formed to look at possible alternatives. The President added that the Legislature will convene in January and they will again adopt a budget for 2010-11. Depending on what happens, the Board may see this matter again.

Trustee Espinoza said that he struggles with the current budget situation. He realizes how central some of the cuts are and what a serious state the university is in. He said that he supports the process and the method that the President has used to lead the campus through this.

Trustee Sharpe said that the process makes the Board's job easier, because the criteria was established long ago. He said that some will disagree with the outcome, but if the process is properly applied, you need to trust the collective judgment of the best minds of the faculty, staff, and students.

MOTION 10-3-2010 Ralph Munro moved that the Board of Trustees of Western Washington University, upon the recommendation of the President, approve the university's supplemental 2010-11 Operating Budget Request, including the Governor's required \$3,042,000 or 6.287 percent General Fund-State reduction. This reduction, if enacted by the 2011 legislature, will decrease Western's base General Fund-State appropriation for 2010-11 from \$48,391,000 to \$45,349,000.

The motion passed unanimously.

9. APPROVAL OF AGREEMENT BETWEEN WESTERN WASHINGTON UNIVERSITY AND THE WESTERN WASHINGTON UNIVERSITY FOUNDATION

President Shepard said that this is the same document that went before the Board in August. This revised agreement replaces the 1995 Agreement Between Western Washington University and the WWU Foundation. The purpose of the agreement is to formalize the relationship between the two entities and establish in a public agreement the parameters for development activities. The President said that much of the discussion in August focused on language that would prohibit the Foundation's ability to hire employees. Since August, a review was done of similar agreements at a number of institutions. He said that what is being presented is consistent with how this is done routinely at other institutions. He said the new language allows for hiring through contractual methods. He said that legal counsel has reassured him that her highest priority of concern is met by the language.

MOTION 10-4-2010 Ralph Munro moved that the Board of Trustees of Western Washington University, upon the recommendation of the President, approve the Agreement Between Western Washington University and the Western Washington University Foundation.

Further, that the Board of Trustees of Western Washington University authorize the Chair of the Board of Trustees to execute the Agreement on behalf of the Board of Trustees. Agreement is attached as **Attachment A**.

The motion passed unanimously.

At 9:10 a.m. the Chair called for a 15 minute break.

The meeting reconvened at 9:35 a.m.

Chair Madsen commented that the meeting agenda moved swiftly, which caused him to wonder if it was complacency that made that so. He said after reflection, that he thinks agenda items are being expedited because of the work and preparation that has gone into the items beforehand, like the budget and Foundation Agreement matters.

Madsen said that the agenda would change to the following order: Fall Opening to Item 10; Accreditation to Item 11; Real Food Challenge to Item 12.

10. FALL OPENING

Vice President Coughlin reported on fall opening enrollment numbers. She said that Western has a total enrollment of 14,979 and state-funded-only enrollment of 14,095. She said this is a 2.8 percent increase over last year's numbers. The university's retention is 85.1 percent freshmen-to-sophomore, the second highest it has ever been.

Coughlin said that the student-of-color number went up by a full percent, from 18.66 to 19.5 percent. The number of students-of-color freshmen only, went up 2 percent from the year before. She said this is great success in this arena, and means that the university needs to continue to provide the necessary support and continue recognizing diversity.

She reported that the non-resident enrollment increased from 7.24 to 7.68 percent, and the average incoming GPA for freshmen is 3.48 approximate to what it was last year.

Coughlin said the data reflects positively on the university. Given the budget reductions it will be a challenging time considering the university is so full; however, it reflects well about the job we are doing and that we are attracting great students.

Trustee Munro asked how Western's enrollments compare with other universities. Coughlin said that the information has not been posted yet, but that the comparison Western posts includes retention and yields and many universities who participate in the exactly same data, enabling people to search and compare information. Coughlin said they take particular care at who we are competing with.

President Shepard said that non-resident student enrollment will increase as the university solicits out-of-state students.

Trustee Sharpe asked about statistical information and how the new electronic waiting list is helping in that regard. Provost Riordan discussed the progress being made utilizing the new electronic waiting list software.

11. NORTHWEST COMMISSION ON COLLEGES AND UNIVERSITIES FOCUSED INTERIM ACCREDITATION EVALUATION

Provost Riordan thanked Steve VanderStaay, Vice Provost for Undergraduate Education, and Roger Thompson, History faculty, for their work on the accreditation and invited them to present an overview.

VanderStaay provided the group with a definition of accreditation: *a process of peer review by which a university is assessed according to a set of standards*. As state employees, all employees must be assessed and all programs must undergo performance assessment. He said we have the ability of defining our own standards and assessing ourselves with the help of colleagues from other universities.

Western's accreditation was reaffirmed in 2008, following a ten-year self-study and onsite visit. The Northwest Commission on Colleges and Universities (NWCCU) identified four recommendations that they ask that the university carries out over the next two years. The four recommendations relate to:

- Transparency and faculty participation in resource decisions;
- Assessment;
- The Library's strategic plan; and
- The University's committee structure.

Thompson, Chair of the Academic Coordinating Commission, discussed Western's response to the Commission's recommendations.

Trustee Zoro asked what the trustees could do to prepare for the interim site visit. Thompson said that he felt that the accreditation committee will look at how Western responded to the recommendations. The Board could convey how quickly and effectively the university responded to the July 2008 recommendations. He also noted the importance of the new administrative hires and the effective team that was built the last year or two.

VanderStaay gave the example of how the university worked together to update the library strategic plan. He said that Western hired a dean to make that happen and that dean is fulfilling that goal. He said these types of key steps, demonstrate evidence-based decisions.

12. REAL FOOD CHALLENGE

Vice President Coughlin introduced the topic of partnership with food service and student leadership around sustainable foods. Coughlin asked Willy Hart, Director of University Residences, to introduce the students.

Hart introduced Western student presenters Emmett Cloud and Alyson Simeone.

Simeone said that the project was inspired from a variety of sources. It started at a grassroots level two years ago when she and three other students applied to get a scholarship to go to the Real Food Challenge conference in Portland, Oregon. The group brought back ideas from the conference to develop a Real Food Challenge at Western.

She said that the program manifested last year in a class called The Campus Sustainability Planning Studio. Simeone and three other students calculated the food at Western through

the Dining Services and compared it to other campus to see how Western compared with its availability of sustainable food.

She explained that there are two parts to the Real Food Challenge: the network and the calculator. The network consists of 333 colleges and universities across the country who are involved in the Challenge. Through that organization they are able to use one another as resources, as well as compare and contrast programs. The second part of the Real Food Challenge is the calculator itself, which calculates the amount of sustainable or real food purchased by universities.

Someone defined real food as: Real food truly nourishes the producers, the earth, communities and consumers and it is synonymous with sustainable food. She described the real food calculator as an Excel spreadsheet where formulas have been entered by students and food professionals across the country to calculate the sustainability of food products. Components of the calculator include: how local is the food, is it fair trade, was it raised or processed under humane conditions, and is it ecologically sound.

Western calculated the food at University Residences dining halls during a one-month period and had 14 percent in Real Food purchases. Seemingly a low number, but the group was inspired that it was more than the school they did their baseline comparison on. She said the group works with local farms, small-scaled organic farms; organic dairies or any food that had a Food Alliance Certification or Fair Trade Certification.

The group emphasized the importance of getting food from local farmers. One of the farms that Western works with is Growing Washington Farms and as a result of the relationship, Western has become Washington's largest customer and the largest farm-to-campus food program in Washington State. The campus has received over a hundred varieties of organically grown produce.

13. AUDIT COMMITTEE REPORT

Board Audit Committee Chair Zoro affirmed that the members of the Audit Committee are Betti Fujikado, Phil Sharpe, and herself.

Zoro said the Audit Committee met yesterday and approved the minutes of the June 10, 2010 Audit Committee meeting and the minutes of the September 21, 2010 special meeting. She reported that the Committee met representatives from the State Auditor's Office, who presented a plan of their accountability and compliance audit.

She reported that Vice President Van Den Hul led a discussion of options for obtaining financial statement audit services for the years 2010-11. She said that there has been much deliberation at the last two meetings regarding services for the financial statement audit. Three selection opportunities: (1) issuing a Memorandum of Understanding with the State Auditor's Office; (2) going through a formal Request for Proposal for an external auditor; and (3) extending the current contract with KPMG, the existing auditors. Zoro said that the Audit Committee Charter states that the committee is responsible for making a recommendation to the Board on the appointment or replacement of the independent auditors and that the terms of the engagement are approved by the Audit Committee based on these responsibilities.

Vice President Van Den Hul provided an overview of how the Audit Committee arrived at their recommendation for the Board's consideration.

Zoro moved the following motion, seconded by Ralph Munro.

MOTION 10-5-2010 Ralph Munro seconded the motion, upon the recommendation of the Board of Trustees Audit Committee, the appointment of the Washington State Auditor's Office to perform the financial statement audit, starting with the June 30, 2011 financial statement, for a period not to exceed three years.

The motion passed unanimously.

Zoro completed her report. The Internal Audit Director provided the Audit Committee with a recently issued Whistleblower Report from the State Auditor's Office and also updated the Committee on the status of Internal Audit projects.

Chair Madsen opened the meeting for other items for discussion.

Trustee Sharpe asked for an update on university branding initiative. Vice President Swan talked about the role that branding strategies played in the sub-committee work related to the mission, vision, and strategic goal. He said that he was pleased with the good discussion that surrounded between the brand strategy and the creation of the new strategic goals that faculty were enthused and used the branding initiative as a guide.

Trustee Sharpe said an individual asked him why \$80,000 was spent on branding when the money could have been used to hire or retain people. He suggested that the campus articulates why the branding initiative is worthwhile to the university. President Shepard responded that the initiative was a priority of the university and that the project did not use state funds, so those dollars would not have been available to hire a state employee.

14. INFORMATION ITEMS

▪ **Alumni Relations Report**

Vice President Bowers provided a written report on the university's Alumni Relations.

▪ **Capital Program Report**

Vice President Van Den Hul provided a written report on the university's Capital Program.

▪ **Development Report**

Vice President Bowers provided a written report on recent activities of the Western Washington University Foundation.

▪ **Office of the Internal Auditor Annual Report**

Kim Herrenkohl, Internal Audit Director, presented an annual report to the Board on the Office of the Internal Auditor.

▪ **Quarterly Academic Program Report**

Provost Riordan provided a brief report on the recent activities of Academic Affairs.

- **Quarterly Grant Report**

Provost Riordan provided a report from the Office of Research and Sponsored Programs concerning grant awards for the period of July 1, 2010 through September 30, 2010.

- **WWU Annual Report**

- **University Relations Report**

Vice President Swan provided a written report on the recent activities of University Relations.

15. MEETING EVALUATION AND FUTURE AGENDA TOPICS

16. DATE FOR NEXT REGULAR MEETING: December 9, 10, 2010

17. EXECUTIVE SESSION

At 11:10 a.m. Chair Madsen announced that the Board would go into Executive Session for approximately 10 minutes to discuss personnel matters as authorized in RCW 42.30.110.

At 11:20 p.m. the Board returned to open meeting with no action to report.

18. ADJOURNMENT

The Board adjourned the meeting at 11:20 a.m. and proceeded to lunch to hear a presentation from the Vehicle Research Institute (VRI). Eric Leonhardt, VRI Director, along with members of the Viking 45 Team shared their experiences at the \$10 Million Progressive Automotive X-Prize Competition in Detroit.