

**WESTERN WASHINGTON UNIVERSITY  
BOARD OF TRUSTEES  
MINUTES  
December 9, 2010**

**1. CALL TO ORDER**

Chair Dennis Madsen called the regular meeting of the Board of Trustees of Western Washington University to order at 3:05 p.m., December 9, 2010, in Old Main 340, Bellingham, Washington.

**Board of Trustees**

Ramiro Espinoza  
Betti Fujikado, Secretary  
Dennis Madsen, Chair  
Ralph Munro, Vice Chair  
Phil Sharpe  
Dick Thompson

**Western Washington University**

Bruce Shepard, President  
Suzanne Baker, Interim Secretary to the Board of Trustees  
Wendy Bohlke, Assistant Attorney General  
Paul Cocke, Director, University Communications  
Eileen Coughlin, Vice President for Student Affairs and Academic Support Services  
Paul Dunn, Senior Executive Assistant to the President  
Paula Gilman, Executive Director for University Planning and Budgeting  
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

**2. RESOLUTION NO. 2010-10 WELCOMING TRUSTEE DICK THOMPSON**

Chair Madsen introduced new trustee Dick Thompson. He said that Thompson is a life-long resident of the State of Washington. He grew up in Everett, is a graduate of Western Washington University, and holds a law degree from the University of Washington. He said that Thompson worked in a variety of state government positions, under three governors: Secretary to the Department of Social and Health Services; Director of the Office of Financial Management; and Chief of Staff. When highlighting Thompson's career, Madsen described him as a "utility player". Madsen welcomed Thompson and read Resolution No. 2010-10.

**RESOLUTION NO. 2010-10**

**A RESOLUTION OF THE BOARD OF TRUSTEES OF  
WESTERN WASHINGTON UNIVERSITY  
WELCOMING TRUSTEE RICHARD J. THOMPSON**

WHEREAS, on November 9, 2010, Governor Christine Gregoire appointed Richard J. Thompson of Olympia, Washington, to serve a term on the Western Washington University Board of Trustees through September 30, 2015; and

WHEREAS, Richard J. Thompson brings to his appointment as a trustee a long and distinguished record of public service in the State of Washington, serving under three governors: Governor Gary Locke; Governor Booth Gardner; and Governor Christine Gregoire; and

WHEREAS, Richard J. Thompson brings to his appointment as a trustee years of higher education experience in executive positions at the University of Washington, including serving as Director of Government Relations; and

WHEREAS, Richard J. Thompson has served his community by being actively involved in numerous volunteer activities, serving on several boards, and providing consulting services on leadership, public policy, and tax and budget issues; and

WHEREAS, Richard J. Thompson earned his bachelor's degree in Political Science at Western Washington University and a law degree from the University of Washington School of Law; and

WHEREAS, Richard J. Thompson has declared his commitment to serve as a member of the Western Washington University Board of Trustees;

NOW, THEREFORE BE IT RESOLVED, that the Board of Trustees of Western Washington University officially extends a warm welcome to Richard J. Thompson 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 December 9, 2010.

Trustee Thompson acknowledged his wife, Mary Thompson, who was present at the meeting. He also acknowledged his father, a graduate of Bellingham Normal School, who had great love and affection for Western. Thompson said that his father would be very proud of his participation on Western's Board of Trustees.

Thompson told a memorable story of being in class at Western when it was learned that the President of the United States had been shot. He was sitting in class when he observed the U.S. flag being lowered to half mast, signaling that the President had died. He said it is a sad but significant memory he will always have from his time at Western.

### **3. SPECIAL REPORTS**

#### **a) Discussion of Waterfront Master Plan**

President Shepard introduced the presentation of the Bellingham Waterfront Master Plan. He extended a warm welcome to the representatives from the Port of Bellingham and the City of Bellingham.

Steve Swan, Vice President for University Relations, said that during the past year he had the opportunity to observe the team partnered by the city and the port, which he referred to as the Dream Team. He acknowledged that plans have not developed as quickly as originally envisioned, but the staff from both agencies have persisted and created a great plan. He directed the trustees to *The Waterfront District Draft Sub-Area Plan*. (Document handed out at the meeting.)

Swan said now that a draft waterfront plan is complete, the city and port are receiving input from the community. He said this is an opportunity for the Board to provide feedback. He introduced Les Reardanz, from the City of Bellingham, and Sylvia Goodwin and Mike Stoner from the Port of Bellingham.

Mike Stoner said he was pleased to be on Western's campus once again, and his team is receptive to comments the Board may have on the waterfront proposals. Stoner displayed a photo of the Bellingham waterfront that shows the waterfront in year's past when it thrived with local industry. He said that Georgia-Pacific ran the paper mill approximately 40 years and employed over 1,000 people. At that time, he said, the waterfront was defined by the old shoreline. In addition to the Georgia-Pacific operation, other waterfront activities included the Chevron boat plant and two municipal garbage dumps. The Port of Bellingham and the City of Bellingham collaborated on a plan to transition the city to a new waterfront.

Stoner said two other partners were involved in the collaboration: WWU and the Department of Ecology. The Department of Ecology made an early commitment to assist in the cleanup of industrial contamination from the past. He said costs for the cleanup are over \$100 million, so the assistance from the Department of Ecology helps to move things forward. The state also has made a commitment to fund half of the costs from state grants. He said despite the environmental challenges, there are high expectations for the project to maintain sustainable strategies. The entire waterfront area has been recognized as a LEED neighborhood pilot program.

Stoner said that the project plan is poised to move forward and acquire approval. He described the public process, including numerous meetings with the Bellingham City Council and the Port of Bellingham, and the work provided by the Waterfront Futures Group and the Waterfront Advisory Group, both of which the university has participated.

Les Reardanz restated that much of the work shown in the sub-area plan was prepared by the Waterfront Advisory Group. He noted that one member of their team, Linda Stewart, was absent. She had an accident earlier in the day and was unable to attend.

Reardanz said that from the public process, community design objectives were adopted and incorporated into the master plan and include plans for Western Washington University. He said that one of the fundamental objectives was the redesign of the street grid. He said after review and deliberation, the street grid was approved by the City Council and the Port Commission. He pointed out on the street grid poster access points that connect from

downtown and the proposed area where Western's campus would be located. He said that the Environmental Impact Study (EIS) has been completed and presents the street grid design as the preferred alternative. He said the Transportation Analysis portion of the EIS demonstrated the connection points through downtown and moving people from one site to the other. The other transportation component was developing a "mode shift" by setting goals to move multi-modal transportation from single-occupancy-only to alternative modes, such as bus, bicycle, and pedestrian. The intent is to encourage livability and walkability in the waterfront development areas.

Chair Madsen asked about the relocation of the railroad. Reardanz said relocating the rail tracks is part of the phasing plan and requires raising Cornwall Bridge to a height to get the rail underneath. He said that the project is currently unfunded at this time, and groups are working on obtaining funding.

Trustee Munro asked for the location of the meander line and the harbor line. Stoner pointed out the inner-harbor line and the outer-harbor line on the poster board. Munro asked if Western owns the property planned for future use. Stoner said that at the planning phase, six acres have been identified for a future Western Washington University campus. He said a number of processes need to take place prior to procuring the property. President Shepard said that the university has a strategy of acquiring the initial six acres using one-third legislative requests, one-third fundraising, and one-third land swap.

Trustee Munro asked if the area was under tribal jurisdiction. Stoner said that two local tribes are involved, the Lummi Nation and the Nooksack Tribe. He said that both have fishing ground and tribal treaty rights in this area and the Port has been working with the tribes for the last 15 years on the waterfront development.

Goodwin described some of the key elements of the waterfront project and said because of the large scope of the project, 200 acres, the project was divided it into a number of different planning areas, including:

- A marine industrial area for marine trades, the existing shipping terminal, and other job creation use;
- A mixed use area near Cornwall Avenue where commercial/office/residential can mingle with retail, restaurant, and entertainment uses; and
- An institutional mixed use area, the area envisioned for WWU.

Goodwin said there are design guidelines that apply throughout the district, but there is a provision that if there is campus plan, it would be separate from the district plan and separate design guidelines would be allowable.

Goodwin said the plan has draft development regulations for issues such as floor area ratio, building height, view corridors, and parking. She said that all of the design guidelines will contribute to make a sustainable community under LEED standards.

Goodwin said community members have expressed concerns about height and views. She said a lot of time was spent on view corridors for the project. She pointed out where view corridors have been placed in the design. Each corridor has a different height, from as low as 25 feet to as high as 200 feet (next to the bluff). She discussed parking issues for the area. She said to provide for condominium and other commercial development, adequate parking must be planned. However, to prevent the entire site from being dominated by parking, the strategy is to make it available but not too obtrusive.

Trustee Sharpe asked about the relationship of the plan, regarding height and density, with the Interlocal Agreement that exists between the Port and the City. He said the Interlocal Agreement allows certain density levels and requires certain infrastructure and asked if the sub-area plan matches those densities or if there would be a new Interlocal Agreement. Goodwin said that Interlocal Agreements change over time, but the original Interlocal Agreement did not specify a certain density. She said it identifies a six-million square foot overall development, and the early phase is approximately two million.

Vice President Swan commented that the university engaged in a character study in 2009, and in the drafting of the sub-area plan, the principles and design from the character study were applied.

President Shepard asked how much rise in sea level is being planned for. Goodwin said that the waterfront development plan provides for a two to four feet rise in sea level. She said the University of Washington has a Climate Change Group that has done a sea level rise study that has provided data used for the project. Stoner said the calculation varies depending on the time period being planned. For a long-range vision, such as 50 years, you would plan for a 48-inch sea level rise, but in areas developed in the shorter term, a shorter design frame would be appropriate.

Stoner talked about the various phasing of the project and presented poster boards with visual images of the following:

- Proposed WWU campus;
- Siting of green space that projects 33 acres of parks;
- Sketch of a promenade and public access to the waterfront; and
- Log Pond Park in the Georgia-Pacific area.

Stoner said the plan includes 15,000 feet of shoreline restoration, and the industrial shoreline would be transitioned into a soft-bank shoreline, similar to Marine Park in Fairhaven. Stoner talked about the timing of bringing projects online. Phases 1 and 2 would occur over the next ten years with a focus on the northern part of the site. The work at Cornwall Beach is expected to come online in 2013.

Trustee Thompson asked about the existing buildings. Stoner said the Grainery Building appears to have the most potential for restoration and is scheduled for reuse. Thompson expressed that both he and his wife have a strong interest in the historic preservation of buildings.

Stoner presented a depiction of Phase 3, which would begin in the next 10 to 15 years, when the marine trades would come online and the development of an additional boat basin. In Phase 4, the railroad would be relocated and Cornwall Bridge rebuilt. At that point, Bloedel Avenue can be extended all the way across the northern part and frame the WWU campus.

Reardanz said that the project ties together old town, downtown, and the waterfront. He said the next steps are to submit a plan to the City Planning Department for presentation to the Planning Commission. The documents then go through the Planning Commission and public hearings will be held. Recommendations from the hearings are forwarded to the Port Commission and City Council for ultimate adoption.

Chair Madsen thanked the group for the update and said the Board will be following the project closely.

**b) Western Libraries: Preserving the Past, Looking to the Future**

Catherine Riordan, Provost and Vice President for Academic Affairs, introduced Chris Cox, Dean of University Libraries. She said that Dean Cox has been at Western since 2007 and has been extensively published on innovations to libraries, and that he has been instrumental in not only physical changes to Western's library, but also to how people access information from the library.

Cox said that many things have changed in the way libraries work. He showed a picture of Wilson Library in 1930 as an example of the traditional library. He noted the uncomfortable chairs, tables, students studying, collections on shelves, and a Librarian monitoring activities. He showed another photo of the card catalog system. He said now Western Libraries have an on-line catalog where you can input your views of books and search through millions of selections.

Cox described the challenges for today's academic library:

- Students see libraries as "museums of books" and many go to the Web first.
- A declining usage of print materials and services. Cox said that only approximately 38 percent of what Western has on its shelves gets used on a regular basis.
- Competition from companies such as Google, Amazon, and Barnes and Noble.
- A variety of budget challenges.
- Lack of understanding of the library's impact on student learning.

Cox said that when he came to Western, one of his first jobs was to work with staff and faculty to develop a strategic plan for the library. He said that many of the challenges addressed in the library's strategic plan relate to bringing Western Libraries into the 21st Century.

Cox presented a list of *Roles for the 21st Century Academic Library*:

Information Access Versus Ownership. Cox said that collections are going electronic. Tools such as the Kindle are starting to make some books, magazines, and newspapers go online. Also that many journals, government publications, and media are going electronic.

Cox explained that Western is a member of the Orbis Cascade Alliance which includes 36 libraries in Oregon and Washington, where the university can get items through the courier service Summit. Summit is a way to get items in a couple of days from any of the university and colleges that are part of the group.

Building Unique Collections. Cox said there is a movement from purchased to curated content. He said building on collections that are about Western and unique to Western and to Whatcom County is important. Items that are unique to Western can be what we are known for across the country.

Digital Collections. The library is digitizing selected, high demand, unique materials from the library's collection and making them available to the public. Donations have allowed the digitizing of all Western newspapers from the first issue to the current. The project is anticipated to be completed a year from now.

Move Resources and Services to Where the Users Are. Cox said that the library needs to be where the students are. Library resources and services need to be accessible to students where and when they need them. Tools such as Google Scholar, BlackBoard, and Viking Villages, utilize technology to make the user's research experience easier.

Educate Students to Find, Use, and Evaluate Information. Cox said that the Reference Desk is changing. Rather than interact at the Reference Desk, students can obtain information by instant messaging reference, cell phone text, or Twitter.

Make Library Space an Intellectual and Social Destination on Campus. He said that students today want a variety of things from library spaces, such as up-to-date technology, wireless access for phones, group study space, and quiet study space. Cox showed slides of the Student Technology Center that moved in a year ago and Zoe's Bookside Bagels that opened this year. Cox said that students stay in the library longer when food options are available and opportunities to collaborate with other students. He described the Daylight Lounge as a space that offers a variety of recreational materials, like best-selling novels and current DVDs. He described the learning commons approach, where students can use a variety of service points all in one area. He gave an example of a learning commons at Middlebury College.

Cox talked about the Reading Room space in Wilson Library. He said it is a historic space in the heart of the library, but the problem is that students are not utilizing the space for study.

Trustee Munro said that the Wilson Library is one of three great spaces in the State of Washington: the Capitol Rotunda in Olympia; the University of Washington Library; and Wilson Library at Western. He said the dilemma is how to solve the usage problem without disturbing the original design. Cox agreed. He said the goal is to not change the architecture of the space and to retain the style of the era, but also make the space more conducive to current student learning practices.

Cox discussed the library's metrics of success. He said that the number of people walking into the library is over one million for the first time since 1991, a year after Haggard opened. He said there was a slight increase of circulation in 2009-2010, bucking a national trend. Also the library was commended by the NWCCU for strategic planning.

Cox asked the Board for its thoughts about the library and what they would like to see in the future.

Trustee Espinoza said that he was surprised to learn that Viking Village is part of the library. He said it has great utility in many different ways, both as a communication tool but as a center for students, faculty, and staff to have conversations that they would not have otherwise. He is wondering if that could be better utilized and advertised.

Trustee Thompson said the use of current technology is a way of life for the library's customers, and there are efficiency advantages from the increased technology.

President Shepard asked Dean Cox to expand upon the economic values of technology. Cox said that in many ways electronic ways are not less costly than print. He said the collections of electronic journals are what are in demand, not print. He said the library could get printed versions at a discount and run the risk of getting behind the times, or move forward for an additional cost and purchase the electronic version. He also talked about

licensing agreements that are unique to campuses that charge extra for access. He said the economics of the way information is changing is costing more and there is an additional cost for access.

Trustee Sharpe asked about the library as a source for scholarly research for faculty. He said from his observations, older people like to read information in print and younger people are comfortable with electronic information. He asked what forms faculty like and use. Cox said with electronic journals, faculty are jumping on board like students in terms of wanting quick access to research. He said the model is different with books, and that faculty place great value in Western's collection of texts. Students, however, don't hold the same value for the books. Cox said that it is important to strike a balance between the two.

Faculty Senate President Pearce confirmed what Dean Cox said. He said he doesn't have a preference for the type of medium faculty receive texts, but that the key to the library is really "text" and maintaining the process of having faculty and students regularly and deeply read into texts, rather than bits and pieces that come through electronically.

Trustee Sharpe said that content has quickly improved on the Web.

Trustee Fujikado, in agreement with Pearce, commented on information access versus ownership and spoke to the importance of maintaining a baseline of information in both its digital and physical forms. She suggested the university and its libraries get the greatest success from the collections that are unique to Western and distinguish themselves between other university libraries nationally.

Fujikado said that the noble purpose of a library is a pursuit of intelligence. She said the pursuit of intelligence happens in many different ways, which is part of the university's challenge. She encouraged the library to set a high-level vision and achieve its noble purpose.

Chair Madsen said it was a fascinating presentation. He offered his reflections on the library's offering of popular CDs and novels and ways in which the library accommodates students. He challenged whether or not the university is enhancing learning or accepting behaviors that may need to be modified.

Madsen thanked Dean Cox for a great presentation.

#### **4. EXECUTIVE SESSION**

At 4:55 p.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. He said that no action would be taken and adjournment would occur at the end of the closed session.

At 5:20 p.m. the Board of Trustees meeting adjourned with no action to report.