

**WESTERN WASHINGTON UNIVERSITY
BOARD OF TRUSTEES
MINUTES
February 10, 2011**

1. CALL TO ORDER

Chair Dennis Madsen called the regular meeting of the Board of Trustees of Western Washington University to order at 3 p.m., February 10, 2011, in Old Main 340, Bellingham, Washington.

Chair Madsen said he is pleased that the university is looking deeply at the issues and challenges it faces and creating opportunities from those challenges. He said the afternoon discussion on strategic planning and Key Performance Indicators (KPIs) are part of that self-examination.

Trustee Sharpe welcomed new trustee Karen Lee, noting that a formal introduction will be given tomorrow.

President Shepard, on behalf of the university, extended a warm welcome to Trustee Lee.

Board of Trustees

Ramiro Espinoza
Betti Fujikado, Secretary
Karen Lee
Dennis Madsen, Chair
Ralph Munro, Vice Chair
Phil Sharpe
Dick Thompson
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
Paul Cocks, 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
Steve Swan, Vice President for University Relations
Richard Van Den Hul, Vice President for Business and Financial Affairs
Colin Watrin, President, Associated Students

2. REPORT AND DISCUSSION OF IMPLEMENTING THE UNIVERSITY MISSION, VISION AND STRATEGIC GOALS

▪ Emerging Strategic Goals Within Divisions

The President thanked the Board for participating in the afternoon discussion on implementing the strategic plan that was adopted in December. He said the vice presidents and their colleagues are working on how to utilize the strategic plan to guide and direct the university in its next steps. The President asked the trustees for their input and to relate from their experiences how to take a strategic direction and translate it into an operational and tactical one.

Catherine Riordan, Provost and Vice President for Academic Affairs, introduced the presentation. The Provost said since the adoption of the new strategic plan, the vice presidents have begun talking with people in their divisions and asking how best to move forward with the new plan.

The Provost said they will highlight two priority objectives: (1) access to and within the university; and (2) effectiveness and efficiency initiatives. She also asked the trustees for their advice on the following questions:

- How do we manage an appropriate level of ambition when the budget situation seems so bleak?
- How do we support strategic thinking when core functions are being cut?
- How do we avoid undermining the confidence in Western as we enter into our campaign? Chair Madsen asked for clarification. The Provost explained that if people were to think that Western is struggling due to limited state funding, they might wonder if this is the right time to participate in a campaign.
- How do we sustain the morale of our employees and students as we move forward?

Eileen Coughlin, Vice President for Student Affairs and Academic Support Services

Vice President Coughlin discussed how her division is working on access and putting people together at the table across divisions. In order to reposition Student Affairs in the marketplace they are looking at tuition discounting and considering bringing in a consultant to review Western's tuition discounting capabilities. She explained that improving the way the university awards its state tuition waivers could provide better leverage of dollars we have.

Vice President Coughlin said Student Affairs is partnering internally between vice presidents, but when it comes to repositioning itself in the marketplace there are challenges ahead. She said how we partner with existing entities like the Northwest Higher Education Coalition is important. She said, by partnering with each other and with outside entities, the university can provide better leverage of its dollars.

Vice President Coughlin gave the example of working with Vice President Bowers when she was on a recent trip in New York visiting a parent. The parent talked about Western's out-of-state recruitment ability and how he would like to help with prospective connections. He thought it would be likely that private school students in his region would be interested in attending Western. She said this might sound small, but this is the type of leveraging that the vice presidents are doing.

Chair Madsen lauded the shift from working in silos to current cross-divisional work among the vice presidents.

Stephanie Bowers, Vice President for University Advancement

Vice President Bowers emphasized the need for scholarship dollars. She provided data on scholarship support to better inform the Board on the size and scope of Western scholarships. She said that over the last ten years, scholarships have increased over 128 percent. She said that this year the total amount provided to Western students from endowment earnings and annual funds was approximately 1.7 million dollars. She acknowledged that though the increase is great, the Foundation started from a low base.

Vice President Bowers said that 19 percent of scholarship dollars awarded goes to new students through admissions for either single or multiple year commitments. She said the number of full tuition or four-year scholarships are few. Many of the scholarships are designated for a particular major most scholarships are for retention and not recruitment. She said that balance is important, but there is a current need for recruitment scholarships.

Bowers highlighted access and said that access is one of the four pillars of the campaign. She provided her thoughts on how University Advancement deploys its resources in a strategic way. She said in her role as vice president there are things that can be done long-term, like the opportunities provided by the campaign, and also in the short-term, such as the Seattle and Bellingham Business Forums. The forums, which began as a public relations piece, evolved into an opportunity for raising scholarships. Between the two forums, they raise approximately \$125,000 for scholarships.

Trustee Lee commented on the total scholarship dollars and thought the amount was low given the size of Western. She asked if there weren't more philanthropic dollars, like Gates Scholarship guarantees or other national scholarships that are available for students. Vice President Bowers explained the differences between private, national scholarships, which may go to students without application to the university, and WWU Foundation scholarships.

Steve Swan, Vice President for University Relations

Vice President Swan addressed access and collaboration related to branding and integrated marketing. He said what was special throughout the branding initiative was the sense of shared purpose. The branding project leadership consisted of a 15-member committee of people across campus including, student leaders, faculty, staff, and community members. He said that efforts were made to reach out and incorporate as much stakeholder feedback as well.

Vice President Swan said that moving forward the focus is on integrated marketing and approaching it from a shared purpose perspective. The group of representatives will engage in access mapping of what Western has, things that we do well, and things we could do better. He said creating a family of marketing materials is another objective, as is working with the deans of the colleges to develop uniform messaging. Swan said that his area is involved in Western's home Web page reconstruction project, and he is pleased with the shared purpose approach in which it is managed.

Chair Madsen said what intrigued him was the recurring theme of access and what it is that will open the door to access.

Trustee Munro commented, emphasizing the importance of staying positive during difficult times; staying creative, which it sounded like the university is doing; and the importance of using social media. He said that good things can come out of tough times.

Catherine Riordan, Provost and Vice President for Academic Affairs

The Provost discussed the importance of getting students into classes and through to their degrees. To address this, she said that Academic Affairs completed a review of bottlenecks, and is now focusing on time to degree and reviewing curriculum. She said her areas are looking at the financial realities of the future and what they can afford to do. In the past two weeks, all but one academic department has revisited its curriculum and paid close attention to time to degree. The Provost reported that the response showed that faculty and staff have their heart in their work and care about students. She said that sustaining the creativity and morale of faculty and staff and the belief that we can get through this difficult time is critical. Other universities have already begun to raid our exceptional science faculty.

Richard Van Den Hul, Vice President for Business and Financial Affairs

Vice President Van Den Hul said the division started work on its strategic plan with meetings across campus, including town halls, meetings with deans, chairs, and departments. He said the goal is to determine what areas we already do well and where we can improve.

Van Den Hul said concerning access, that BFA mostly relates to facilities: to make sure that students can get into classes and have classrooms that are accessible, with up-to-date technology. Looking at recruitment and retention, he said there is tangible evidence that students come to Western for its beauty and physical location. During times of cuts, we need to consider how best to maintain our grounds and facilities.

Trustee Thompson said that higher education is taking a bigger beating than other state budget areas because it is the most discretionary program, due to the fact that it has no constitutional or statutory protection. He said that as we feel battered, to remember the context and honor the fact that it is everywhere and not just in higher education. He said the economy has produced the problem, and we need to understand it isn't just about us, but a part of a bigger problem.

▪ **Key Performance Indicators and Student Outcomes**

President Shepard transitioned the group into a discussion on Key Performance Indicators. The President said the assertion in higher education is not that we do not measure things, but rather that we measure too many things. President Shepard discussed accountability measurements and highlighted the differences between Dashboard Indicators and Key Performance Indicators. He said the private sector looks at Dashboard Indicators due to its ability to monitor things in real time; however, in higher education the measurements are different. The university has chosen not to use the term "dashboard" for the indicators but instead will use the term Key Performance Indicators (KPIs).

Provost Riordan introduced John Lawson, Vice Provost for Information Technology and Chief Information Officer, and Steve VanderStaay, Vice Provost for Undergraduate Education.

Vice Provost VanderStaay said that one of the purposes of developing strategic indicators is to help track Western's progress in fulfilling its goals. He explained the close alignment

between goals and indicators and said that the selection of indicators presented today is preliminary.

VanderStaay demonstrated how to view indicators interactively on the Web by clicking on a goal. In keeping with the theme of access, he provided an example of what that indicator looks like. To track progress on access, they viewed the percentage of freshmen retained the second year. He said that access is defined not just as bringing the students to campus, but seeing that they are successful as well. He also said that the most important indicator of quality is retention, because if you lose the student after freshmen year they won't graduate. Trustee Sharpe asked how the University of Washington achieves a 93 percent retention rate. VanderStaay said there are several reasons, but one is that 13 percent of students that come to Western plan to transfer and attend as a jumping-off point, where the University of Washington isn't approached that way.

VanderStaay also provided indicators for graduation retention rates. He provided a comparison of six-year graduation rates for students of color at Western, when compared to Western's 20 IPED comparison universities. VanderStaay clarified that IPEDs is the Department of Education's statistical warehouse and some years ago the Board of Trustees selected 20 universities across the nation they wanted to compare with Western. He showed the composite data of those 20 universities and their graduation rates for students of color. VanderStaay reported that Western continues to get better against our comparison group. Currently, Western's rate is 20 percent higher than those 20 universities combined.

Trustee Lee asked how Western defines "students of color". Vice President Coughlin said the definitions are defined federally, and if Western doesn't follow those definitions the comparisons aren't accurate.

Trustee Sharpe expressed concern on using six-year statistical information. Trustee Thompson said that the issues of credits to degree and double majors largely impacts a longer time to degree.

Trustee Fujikado said regarding access, if there is only 1.7 million dollars for scholarships, of which 19 percent are for students entering, that is a major issue for the university. She said that access has to do with where the money is coming from and how the institution is doing in terms of those dollars. She suggested that be a KPI and that the dashboard is the tool to look at over time. She asked how the university measures rigorous and engaging baccalaureate and graduate education.

President Shepard said one of the most difficult efforts of higher education is how to measure quality. He said it remains a challenge for all in higher education.

Vice Provost Lawson introduced Bob Schneider, Director of Administrative Computing Services. Lawson commended Schneider and his team because, despite having his staff reduced, Schneider led his team to not only improve Western's ability to provide meaningful KPIs, but has also helped through process redesign. The resulting implementation has provided Western with more administrative and academic efficiencies. Lawson and Provost Riordan thanked Schneider for his work.

Lawson said the focus of the demonstration is to present the changes being made to the Key Performance Indicators that are accessible to the Board and to the public through the Provost's Office Web page (<http://www.wvu.edu/provost/>). He informed the Board that they would participate in an interactive presentation on the KPIs, using computers set up in front of them. Under the direction of Rick Nichols, Academic Technology User Services

Supervisor, five student employees assisted the Board: Becca Smith, a senior in Anthropology; Nahn Nguyen, a senior in Mathematics; Tucker Siemens, a sophomore in Computer Science; Pippa Hemsley, a freshman in Secondary Education; and Joe McCollum, a freshman in Pre-Med.

Vice Provost Lawson directed the trustees through Western's Web site to the Key Performance Indicators page (<http://jweb.admcs.wvu.edu/KPI/>). The page presents nine graphs illustrating various metrics. From the KPI page, tabs allow the viewer to access admission and student data that illustrate trend indicators.

The Provost noted that much statistical data is on the Voluntary System of Accountability (VSA). She explained that VSA can be accessed from her Web page, under measures of accountability, under College Portrait. Vice Provost VanderStaay demonstrated the College Portrait Web site. He said the agreement with College Portrait is that every university will provide every university that participates the same data so that parents can assess indicators, such as retention, graduation rates, and cost calculations.

Trustee Lee asked about diversity information and if it is tied into campus systems or compiled manually. Schneider responded that most of the data comes directly out of the university's data warehouse and is loaded automatically. It does have the capability to manually load the parameters for a KPI if we don't have the data in the database.

Trustee Lee asked about the retention statistic that showed Western students of color are retained at lower rates than other students at Western. She said if this is a weak area for Western, how would we determine if we are making progress? The Provost said that there will be new methods to track that progress.

The Provost highlighted a new tool that Information Technology Services is implementing called PerformancePoint. She said once it becomes operational, this would be the interface for the new KPIs and it is extremely powerful and easy to use. She thanked Schneider and Lawson for leading their teams to make that happen. She also acknowledged Ming Zhang, Director of Institutional Research, who has been instrumental in helping retrieve the data definitions that allow us to do much of this work.

Vice Provost Lawson, the Provost, and the Board thanked the students for assisting the trustees on the computers.

3. EXECUTIVE SESSION MAY BE HELD FOR PURPOSES AUTHORIZED IN RCW 42.30.110

At 4:30 p.m. Chair Madsen announced that the Board would go into Executive Session for approximately one hour to discuss personnel and litigation 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 5:55 p.m. the Board of Trustees meeting adjourned with no action to report.