

**WESTERN WASHINGTON UNIVERSITY  
BOARD OF TRUSTEES  
MINUTES  
June 9, 2011**

**1. CALL TO ORDER**

Chair Dennis Madsen called the regular meeting of the Board of Trustees of Western Washington University to order at 3:03 p.m., June 9, 2011, in Old Main 340, Bellingham, Washington.

**Board of Trustees**

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

**Western Washington University**

Bruce Shepard, President  
Wendy Bohlke, Assistant Attorney General  
Stephanie Bowers, Vice President for University Advancement  
Sherry Burkey, Associate Vice President for University Relations  
Paul Cocks, 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 of Planning & Budgeting  
Scott Pearce, President, Faculty Senate  
Catherine Riordan, Provost and Vice President for Academic Affairs  
Liz Sipes, Secretary to the Board of Trustees  
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 opened the meeting thanking those who advocated for Western in Olympia. Because of their hard work, the state budget for Western is better than originally expected.

President Shepard welcomed Margaret Curtis, outgoing President of the Western Foundation Board, and Jerry Thon, the incoming Western Foundation President.

**2. SPECIAL REPORTS**

**A. MULTIPURPOSE & SOFTBALL FIELD BRIEFING**

Stephanie Bowers, Vice President for University Advancement, presented information on a potential "gift in place" of design and construction of a softball field and design of a multipurpose field. This is an opportunity for the Western Foundation to partner with the university to

improve these recreational fields on Western's campus. The gift in place includes full design and construction ready documents for the planned multipurpose field, and full design and first stage renovation for the softball field, to include installation of field turf.

Bowers reported that over 65% of Western's students participate in some kind of intramural club or intercollegiate activity. Because of the limited year round space, there is a lot of competition among the activities for the available space. Bowers also noted that there is the potential for the many soccer teams around Whatcom County also wanting to use the multipurpose field. Bowers said the donors have submitted letters of intent to do the design, the dollars to complete the design and commitments of company resources to complete the first stage renovation of the softball field.

Rich Van Den Hul, Vice President for Business & Financial Affairs said the Campus Master Plan includes softball fields and multipurpose fields. With the construction of these proposed fields we could increase the usability of the fields but this would require the rerouting of South College Way. Van Den Hul noted that the current softball field is not regulation and Western cannot host college tournaments or high school games. He noted that these new fields would improve the view of campus, helping to recruit students and bringing more people to campus. By allowing others to use the field, we would also be generating revenue for Western.

Van Den Hul said clear understandings would be developed between all partners. The university will need assurance from the Foundation that they will be able to deliver the project and the Foundation will need clear agreements with the donors. The project will be built to the university's standards and specifications and the university can provide the project management expertise to the Foundation. Van Den Hul noted that the donors are experts in this field and have done work elsewhere in the state. The area will be leased or licensed to the Foundation during the duration of the project and then returned to the university upon completion. Van Den Hul said that the university will save approximately \$44,000/year on maintenance and the cost of rental and transportation costs to off-campus fields. He said these types of fields need to be replaced every 10 – 15 years, but would be eligible for State Minor Capital Program funding or could be funded through the annual maintenance operational savings.

In response to a question concerning dedicating this space for recreational use considering the limited space on campus, Van Den Hul said that the Institutional Master Plan included fields in this area as part of the original plan for the future growth of the campus.

Trustee Thompson noted this mix of private and state funding for university projects will be more common in the future. He supports and looks forward to the completion of a successful construction project.

## **B. REPORT ON THE CAMPAIGN FEASIBILITY STUDY**

Stephanie Bowers, Vice President for University Advancement introduced Aggie Sweeney, President & CEO of The Collins Group. Sweeney presented an Executive Summary of the WWU Campaign Planning/Feasibility Study. The results have already been presented to The Western Foundation Board of Directors and the Campaign Study Advisory Committee.

The study concluded that Western is ready to move forward with the "quiet phase" of its five to six year comprehensive campaign. Sweeney said Western's top supporters encourage the university to concentrate on those pillars where we are uniquely positioned to be an academic leader and to set as aggressive a goal as possible.

Sweeney said that in the study research phase, the Collins Group heard from 111 individuals, including 104 donor units/households. In addition they interviewed 41 individuals, corporations or foundations that were identified as top donor prospects for Western. Sweeney said there are six elements -- organizational strength, leadership, case for support, giving potential, internal readiness, and climate and timing – that are key to a successful comprehensive campaign. Study participants identified the following key strengths of Western: 1) intensive and meaningful faculty-student relations, 2) attractive location and campus, and 3) graduates who are prepared and compelled to make the world a better place.

Sweeney said that Western's top supporters encourage the University to concentrate on those areas where we are uniquely positioned to be a leader: 1) Leadership; 2) P-12 education; 3) Technology, science and sustainability; and 4) Access to higher education. Western should advance aggressively over the next two years to expand campaign leadership, secure personally significant gifts from board members, develop potential gifts at all levels, and at that time set as aggressive a goal as possible.

Margaret Curtis, President of the Western Foundation Board, reported that the board is very enthusiastic and hopes to set a campaign goal of \$50 million.

**WESTERN WASHINGTON UNIVERSITY  
BOARD OF TRUSTEES**

**RESOLUTION NO. 2011-05 TO ENDORSE  
THE WWU FOUNDATION COMPREHENSIVE CAMPAIGN  
IN SUPPORT OF  
WESTERN WASHINGTON UNIVERSITY**

WHEREAS, Western Washington University Foundation (the Foundation) has completed a comprehensive study and planning process to assess the feasibility of a comprehensive campaign to support Western Washington University; and

WHEREAS, the President of Western Washington University, Bruce Shepard, has actively led and supported the study and planning process, engaging numerous constituents through 100 Community Conversations; and

WHEREAS, the campaign prospectus developed by the campus identified key areas in need of private support for Western Washington University, and the prospectus has been well received by key constituents and supporters of Western; and

WHEREAS, declining State support for the public universities of Washington have amplified the need for private support; and

WHEREAS, the Foundation Board of Directors has resolved to commence the campaign quiet phase on July 1, 2011;

NOW THEREFORE BE IT RESOLVED, that the Board of Trustees of Western Washington University heartily endorses the Foundation's decision to proceed with a comprehensive campaign in support of Western Washington University.

MOTION 6-1-2011

Ralph Munro moved that the Board of Trustees of Western Washington University accept Resolution No. 2011-05 to endorse the WWU Foundation Comprehensive Campaign in Support of Western Washington University.

Motion carried.

### **C. STABLE FUNDING FOR PUBLIC HIGHER EDUCATION IN WASHINGTON: EXPLORING NEEDS, DEMINSIONS, OPTIONS**

Two papers for discussion were included in the Trustees meeting packet: 1) *Needed: A New Approach to Funding Washington Public Higher Education*, by Denis Curry; and 2) *Performance-based Funding: A Re-Emerging Strategy in Public Higher Education Financing*, AASCI Policy Matters.

President Shepard opened the discussion on the need for stable funding for public higher education in Washington. Shepard said that in researching this issue there is very little information available. He sees this as an opportunity for WWU to be a leader not only in Washington State, but also nationally.

Shepard said universities will only find stability by continually changing – not focus on what has always been done, not focus on what the goals for our state were yesterday, but what are the goals going to be for our state tomorrow?

Trustee Munro said there is a new model of university out there in the newly established “WGU Washington,” a nonprofit, online university created through a partnership with the nationally and regionally accredited Western Governors University. Earning a degree through an online university is appealing to a lot of people. We need to figure out what is going to be Western’s model.

Trustee Thompson noted that more students are enrolled in UW, a research university, than are enrolled in all the Washington State comprehensive universities combined. Many are earning the same kind of degree that could be earned at comprehensive institution at a lower cost. He said with the pyramid approach, (the research institutions with the smaller enrollment, the comprehensives a larger enrollment and the CC system, the largest enrollment) would re-distribute dollars in a way that would allow more access and would help stabilize public higher education. Burkey noted that the UW branch campuses were developed to emphasize undergraduate education and keep the research emphasis at UW’s main campus.

Trustee Sharpe said we are currently essentially funding tuition on a sliding scale with higher tuition, State Need Grants and hopefully Work Study, as suggested in the Curry paper. If we don’t raise tuition and support the system, the system will go down.

There was further discussion of defining the publicly-purposed institution, understanding the importance of that public purpose, and the role the Trustees play. It was noted that potential donors will want to know that the university’s administration and trustees are running the institution as efficiently as possible and that their donations are being well spent. The “rebasings” at Western is indicative that we are looking at a new approach to being efficient with public higher education and public revenue. The Trustees will talk further on this issue at future Board meetings.

### **3, EXECUTIVE SESSION**

At 4:25p.m. Chair Madsen announced that the Board would go into Executive Session for approximately 30 minutes to discuss matters as authorized by RCW 42.30.110.

At 5:00 p.m. the Board of Trustees meeting adjourned with no action to report.