

**WESTERN WASHINGTON UNIVERSITY  
BOARD OF TRUSTEES  
Special Meeting  
September 30, 2011**

Chair Dennis Madsen called the Special Meeting to order at 8:25 a.m. at the Seattle Aquarium, Seattle, WA.

**BOARD OF TRUSTEES**

Dennis Madsen, Chair  
Betti Fujikado  
Karen Lee  
Ralph Munro  
Dick Thompson  
Phil Sharpe  
Jacob Whitish  
Peggy Zoro

**WESTERN WASHINGTON UNIVERSITY**

Bruce Shepard, President  
Liz Sipes, Secretary to the Board of Trustees

Mr. Bob Davidson, Director of the Seattle Aquarium welcomed the Board and gave a brief history of the Seattle Aquarium and its operation.

**1. EXPECTATIONS FOR THE RETREAT**

Chair Dennis Madsen said the purpose of the retreat is to discuss the President's Review, the Board's Self-Assessment, Leadership succession, and Board succession. The Board will set priorities for next year, as well as discuss its expectation of how to maintain Western's quality education during the current budget crises.

Other topics for discussion are: capacity, access, faculty/staff retention, diversity, off-campus expansion, state and federal government, next steps of the Strategic Plan, and the Comprehensive Campaign.

**2. YEAR JUST PAST: LESSON LEARNED**

The Board discussed some of the many issues that Western faced last year – the student death, the legislative session and budget cuts, rebasing, pay cuts, and writing a new strategic plan. Bruce Shepard said that the campus was able to handle these tough issues because of the high quality of our faculty and staff, good communication, the campus and Western advocates staying actively engaged in the process, and our commitment to preserving a quality education. In the end, Western had a successful legislative session, and came out stronger because we were all working together.

After reviewing the President's objectives for 2010-11, the Board agreed that he had met those objectives.

- Set and pursue the Olympia agenda
- Move into the silent phase of the comprehensive campaign
- Adopt a focused strategic plan
- Address the "new normal" and keep the campus well positioned
- Keep the campus together

The Board acknowledged that the "new normal" is the continued deterioration of state funding for higher education. There is concern that students from low-income families will not be able to afford to come to Western and receive a high quality education. How do we make Western accessible to the type of students we want to attend?

### **3. EXECUTIVE SESSION**

At 9:17 a.m., Chair Madsen announced that the Board would meet in Executive Session as authorized in RCW 42.30.110 to discuss personnel issues.

At 10:10 the Board reconvened in Open Session and made the following motion:

**MOTION 09-1-2011**                      Ralph Munro moved, upon the recommendation of the Board of Trustees to appoint Sherry Mallory, Ted Pratt, and Lea Aune to serve on an Appeals Committee and appointed Willy Hart and Sara Wilson as alternates, pursuant to Provision 19.4 of the collective bargaining agreement with the United Faculty of WWU.

At 10:12 a.m. Chair Madsen announced a 10 minute break. The Board reconvened at 10:20 a.m.

### **4. BOARD ASSESSMENT AND DEVELOPMENT**

Chair Madsen had called the trustees to get their individual opinions on how they felt the Board was functioning. Members of the Board agreed that the meeting dinner with the President is important for the Board, but they are also interested in attending campus events such as concerts, guest speakers, athletic games.

### **5. SWOC (STRENGTHS, WEAKNESSES, OPPORTUNITIES, CHALLENGES)**

The Board discussed the different higher education options in Washington State – Western Governors' University, WWU, CWU, TESC, etc.

President Shepard addressed Western's SWOC in his Munro Seminar Keynote Address, "**From "A" to "F": The Challenges Facing Public Higher Education in Washington.**" In his address, Shepard noted that the cut to higher education in Washington was higher than any other state. Western has outstanding faculty and staff, but our salaries are not competitive. We have had several failed searches, because of the salary. Olympia needs to address the compensation issue if we are to attract and retain excellent faculty. To continue to attract outstanding students, we need to be able to offer scholarship support, Financial aid, and the State Need Grant. This should be part of the "packaging" of Western.

Shepard noted Western may need to take risks -- are we comfortable with the current size or should be increase enrollment? Should be expand on- campus enrollment or expand by having more off-campus programs, e.g. North Seattle, Everett, Edmonds? Should we shift the mix of undergraduate and graduate programs? Should we offer more classes online? Does it fit with our brand? Western could address state needs at other places and at the same time strengthen our political base. We need to be looking at what are we going to be doing in the future.

At 12:05 Chair Madsen announced a working lunch. The Board continued discussion on faculty/staff retention, retaining our base budget and having flexibility in using our budgeted dollars.

## **6. STRATEGIES AND PRIORITIES LOOKING AHEAD**

The Board discussed and listed priorities for looking ahead to the future.

- Create stronger political base for Higher Education in Olympia
- The "Next Western "
- The Comprehensive Campaign – establish good contacts in the Seattle area
- Leadership team effectiveness/keeping campus together
- Access
- Build diversity on campus in faculty and staff in order to attract diverse students
- Compensation - faculty and staff retention

## **7. PRIORITIES FOR PRESIDENT FOR THE YEAR AHEAD**

The Board set the following priorities for the president for the year ahead.

- Stay health/stay balanced
- The Next Western - keep consistent with new Strategic Plan
- The Comprehensive Campaign
- Access & Quality - show progress
- Seattle – next steps
- Keep campus together

## **8. BOARD PRIORITIES FOR THE YEAR AHEAD**

Chair Madsen gathered input from each trustee prior to this meeting and shared opinions and suggestions on board functioning and meeting effectiveness. Members of the Board favor continuing the Thursday afternoon and Friday morning format as it provides the opportunity to gather informally on Thursday evenings for dinner or possibly a campus event. This social time is an important element in getting to know one another and facilitates board meeting effectiveness. There was general agreement that the topics included in our agendas are a good mix of current issues, strategic initiatives, and governance responsibilities. One area offered up for consideration was agenda time management. The Chair will work to keep future meetings closer to agenda times while insuring that all trustees have an opportunity to weigh in on subjects.

The Board discussed succession planning for members of the Board. Several trustee's terms are expiring and the Board will need replacements both from the Bellingham area and the Seattle area.

The current Board officer appointments will expire in June 2012. The Board discussed potential new officers to be appointed for the 2012-2014 biennium.

The Board briefly discussed Western's Comprehensive Campaign and possible commitment from the Trustees.

The meeting adjourned at 2:23 p.m.