

**WESTERN WASHINGTON UNIVERSITY  
BOARD OF TRUSTEES  
SPECIAL MEETING  
MINUTES  
Friday, August 23, 2013**

Chair Peggy Zoro called the Board of Trustees Special Meeting to order on August 23, 2013 at 9:05 a.m. in the Compass Room of the Hotel Bellwether, One Bellwether Way, Bellingham, WA 98225.

**BOARD OF TRUSTEES**

Peggy Zoro, Chair  
Betti Fujikado, Secretary  
Karen Lee, Vice Chair  
Dennis Madsen  
Heather Flaherty  
Sue Sharpe  
Dick Thompson

**WESTERN WASHINGTON UNIVERSITY**

Bruce Shepard, President  
Paul Dunn, Senior Executive Assistant to the President  
Barbara Stoneberg, Secretary to the Board of Trustees  
Elissa Hicks, Assistant Secretary to the Board of Trustees

**1. LOOKING BACK: THE 5 YEAR JOURNEY**

Board members and President Shepard discussed what they have learned and observed about Western and higher education in general over the past five years since President Shepard started at the University.

Chair Peggy Zoro announced a break at 10:35 p.m. and the Board reconvened at 10:50 p.m.

**2. LOOKING AHEAD STRATEGICALLY**

Board members and President Shepard discussed what they see as external opportunities and challenges for the University and how best to use them as catalysts for positive changes and improvements for the Western community as a whole. They also had an in-depth discussion on the internal strengths of Western and the university's possible vulnerabilities.

Chair Peggy Zoro announced a break at 12:10 p.m. and the Board reconvened for a working lunch at 12:20 p.m.

**3. LOOKING AHEAD STRATEGICALLY (continued)**

Board members and President Shepard continued their discussion regarding opportunities and challenges for the University in the coming year and beyond. They discussed possible strategies in educational direction, state and national support and funding, and internal directions. They also discussed what they see as their priorities for the upcoming year

specifically and what they see as individual priorities and goals for the University as a whole. The themes and insights that emerged will be used by President Shepard as he uses Opening Convocation remarks to pose questions concerning Western's agenda for the years ahead.

Chair Peggy Zoro announced a break at 2:10 p.m. and the Board reconvened at 2:25 p.m.

**4. REVIEW RELATIONSHIP OF BOARD AND PRESIDENT**

The Board members and President Shepard discussed how they see their interaction and working relationships over the past year. They also discussed the need to continue open and transparent decision making for the benefit of the Western community as a whole.

**5. REVIEW FUNCTIONING OF THE BOARD**

Board members discussed with President Shepard and staff what they needed to support them in their role as Trustee. They also discussed the need to formalize best practices and expectations of board members.

**6. TRANSITION PLANNING**

Board members and President Shepard discussed possibilities of improving the new trustee orientation process for trustees that will be appointed to replace the trustees whose terms will be expiring in the next year. The Trustees brainstormed some of the best ways to introduce these new appointees to the Board and how to mentor new trustees so as not lose institutional knowledge of experienced trustees.

The meeting recessed at 3:27 p.m. with no action to report.