

**WESTERN WASHINGTON UNIVERSITY  
BOARD OF TRUSTEES  
AGENDA  
FRIDAY, OCTOBER 11, 2013**

**1. CALL TO ORDER, APPROVAL OF MINUTES**

Chair Peggy Zoro called the regular meeting of the Board of Trustees of Western Washington University to order at 8:05 a.m., Friday, October 11, 2013 in the Board of Trustees Conference Room, Old Main 340, at Western Washington University in Bellingham, Washington.

**Board of Trustees**

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

**Western Washington University**

Bruce Shepard, President  
Brent Carbajal, Provost and Vice President for Academic Affairs  
Eileen Coughlin, Senior VP, Vice President for Enrollment and Student Services  
Richard Van Den Hul, Vice President for Business and Financial Affairs  
Stephanie Bowers, Vice President for University Advancement  
Steve Swan, Vice President for University Relations and Community Development  
Johann Neem, Faculty Senate President  
Carly Roberts, Associated Students President  
Lisa Wochos, Assistant Attorney General  
Sherry Burkey, Associate Vice President for University Relations and Community Development  
Paul Cocke, Director of University Communications  
Paul Dunn, Senior Executive Assistant to the President  
Barbara Stoneberg, Assistant to the President and Secretary to the Board of Trustees  
Elissa Hicks, Assistant Secretary to the Board of Trustees

Chair Zoro added an action item to the agenda regarding presidential compensation.

MOTION 10-1-2013: Trustee Munro moved, that the Board of Trustees of Western Washington University, upon the recommendation of the President, approve the following minutes:

- Board of Trustees Meeting, August 22, 2013
- Board of Trustees Special Meeting, August 23, 2013

The motion passed unanimously.

## 2. PUBLIC COMMENT

Per Substitute House Bill 2313, time was provided for public comment at the October 11, 2013 regular meeting of the Board of Trustees. There were no requests for public comment.

## 3. RECOGNITIONS AND INTRODUCTIONS

- **Brian Burton, Associate Vice President of Academic Affairs**

Brent Carbajal, Provost and Vice President for Academic Affairs introduced Brian Burton, former dean of the College of Business and Economics, who was appointed Associate Vice President for Academic Affairs on September 30th. Burton will head up the Academic Budget Office, overseeing a number of staff and interdisciplinary programs, and will coordinate strategic planning with the provost.

Burton has been at Western since 1995, and has served as MBA program director and associate dean. He earned his bachelor's degree in journalism, an MBA in management, and PhD in strategic management and philosophy, all from Indiana University. He has published papers in major philosophical and empirical journals in the social issues in management field, including Business Ethics Quarterly, Journal of Business Ethics, Business & Society, and Teaching Business Ethics. Burton is married with two sons; an avid historian, he has also published two books on the Civil War.

- **Craig Dunn, Interim Dean, College of Business and Economics**

Provost Carbajal introduced Craig Dunn, former Associate Dean of the College of Business and Economics (CBE) who was appointed to serve as Interim Dean for CBE serving until as a national search takes place for a permanent dean.

Dunn, who began at Western in 2005, has an MBA from California State University, Bakersfield and a doctorate in Business Policy/Strategy from Indiana University. He also is an Associate Professor at Western and an Associate Professor Emeritus of San Diego State University, in both instances specializing in business and society issues. He is active in the International Association for Business and Society (IABS) – publisher of the journal Business & Society – serving on the Board of Fellows as well as past president. Dunn is widely published and he has received numerous awards for teaching and scholarship.

- **Susan Cahill, Outstanding Classified Staff Award Recipient**

Provost Carbajal introduced Susan Cahill who is a Supervisor of Certification and Accreditation at Woodring College of Education. For nearly ten years, Cahill has been making sure that Woodring students are on track to become certified, assisting them down their paths in any way she can. Before working in higher education, she worked for the Olympia School District as the assistant to the director for Special Programs at Olympia High School. She earned her bachelor's degree in Government and Journalism from California State University in Sacramento, and after graduation she was a legislative reporter for the League of Women Voters.

The Outstanding Classified Staff Award recognizes an individual who exemplifies a positive and creative approach to problem solving and innovation that significantly advances departmental goals and/or University Mission. With the support of the President, the two classified staff unions on campus (WFSE and PSE) together select one of their members to receive this award.

- **David Davidson, Professional Staff Award of Excellence Recipient**

Provost Carbajal and Don Alper, Director of Canadian-American Studies Program, introduced David Davidson who is an Associate Director at the Border Policy Research Institute. Davidson has served as the Associate Director of the Border Policy Research Institute (BPRI) at Western since 2005. Before his position at BPRI, he served as the City Administrator in Sumas for eight years and has gained a wealth of experience with the border between Whatcom County and Canada over the last 20 years. He earned his master's degree in Computer Science from the University of Virginia and a master's degree in Public Administration from the University of Washington.

The Professional Staff Organization Award for Excellence annually recognizes a professional staff employee for an assortment of exceptional efforts and contributions to Western.

- **Steven Sulkin, Diversity Achievement Award Recipient**

Provost Carbajal introduced Steven Sulkin, the retired former Director of the Shannon Point Marine Center. Steve had been at Western since 1985 and was the director of the Shannon Point Marine Center for 28 years before his retirement this past summer. Sulkin developed the Minorities in Marine Science Undergraduate Program, which introduces Native American, Alaskan Native, African American, Latino/Hispanic and Pacific Islander students to the possibility of pursuing careers in the marine sciences. He earned his master's and doctorate in Marine Biology from Duke University in 1971. Sulkin has been on the editorial board of the scientific journal Estuarine, Coastal and Shelf Science since 1990.

The Diversity Achievement Award recognizes outstanding contributions to enhancing multiculturalism on campus and beyond. The award comes with a \$1,500 stipend for use in research, teaching or professional enhancement, made possible by the Western Foundation.

- **David Willett, Philip E. Sharpe Jr., Community Engagement Award Recipient**

Provost Carbajal introduced David Willett who is the project manager for the Office of Facilities Development and Capital Budget at Western. Outside the university, Willett is an active community volunteer. He has been a board member of With Change in Mind, a company that creates humanitarian travel adventures. He has volunteered at Bellingham's Lighthouse Mission, and since 2010, he has been a member of the City of Bellingham's Design Review Board. On a recent service trip to manage the construction of a playground for an orphanage in Malawi, Africa, he taught the older children to mix concrete, read plans, and help with the project, while learning new skills.

The Philip E. Sharpe, Jr. Community Engagement Award is given in recognition of a faculty or staff member or group of Western employees involved in outstanding community service, including outreach and engagement activities that benefit the well-being of the community or an individual(s) in the community.

- **Multi-Purpose Field Team, Team Recognition Award Recipients**

Eileen Coughlin, Senior VP, Vice President for Enrollment and Student Services introduced the Multi-Purpose field team, noting that several years ago the campus recognized a need for a year-round multi-purpose field that would be available to all students, sport clubs and varsity athletics. Making this vision a reality required several years of close collaboration between 26 staff, students and faculty members from across the campus. Thanks to their cooperative

approach, transparent communication and hard work, Harrington Field, currently under construction on the south end of Western's campus, will greatly improve campus life for current and future generations of Western students, faculty and staff.

Individual Team Members: Mark Bagley, Western Foundation; Linda Beckman, Enrollment and Student Services; Rick Benner, Facilities Development/Capital Budget; Mark Brovak, University Advancement; Steve Brummel, Athletics; Steven Card, Athletics; Travis Connell, Athletics; Clark Cripps, Campus Recreation; Lynda Goodrich, Athletics; Teresa Hart, Treasury Services; Tamara Jansen, Recreation Center Advisory Committee; Adam Leonard, Campus Recreation; Barbara Lewis, Business Services; Pete Lockhart, Campus Recreation; Sally McKechnie, Business Services; Justin Moore, Recreation Center Advisory Committee; Sara Nichols, Western Foundation; Kunle Ojikutu, Enrollment and Student Services; Sara Richards, AS Board; Diana Rosen, Facilities Development/Capital Budget; Marie Sather, Campus Recreation; Ed Simpson, Facilities Development/Capital Budget; Amy Suiter, Athletics; Brian Sullivan, Business and Financial Affairs; Mike Ulrich, Accounting Services; David Willett, Facilities Development/Capital Budget.

#### **4. BOARD CHAIR**

Trustee Zoro gave an oral report of the Board special meeting from August 23<sup>rd</sup>. Zoro said that the Trustees discussed Western's progress over the last five years, and looked strategically ahead for the years to come. They discussed internal and external opportunities for the university, and how to effectively provide mentoring and orientation to the new board members. Chair Zoro also explained the process that the Board goes through to make a decision and that thoughtful consideration of all the facts and discussion go into each and every decision and proposal that comes before the board.

#### **5. UNIVERSITY PRESIDENT**

President Shepard started by congratulating Trustee Karen Lee and pointing out that the Seattle Times had a great article spotlighting Pioneer Human Services and its impact in the Puget Sound community. Shepard then talked about the new academic year and the new programs that have begun at the University.

He introduced the Trustees to the six questions he posed at Opening Convocation and how he will interact and gather information from the Western community over the coming year.

1. How can we most effectively respond, university-wide, to the changing demography of Washington high school graduates and transfers?
2. What can we do, right here at Western, to keep access to a quality college education affordable?
3. How do we make sure, in the years ahead, we are not as White as we are today?
4. When it comes to our goal of applying strengths to Washington's needs, what should we give priority to doing off of our campus?
5. How is Western going to play in a future where leading universities, of necessity, are fully globally engaged?
6. What, in the years ahead, are to be the roles of the liberal arts and sciences at Western?

## **6. ASSOCIATED STUDENTS**

AS President Carly Roberts outlined some of the ideas that the AS Board will be focusing on this year which include, adding diversity and inclusion questions to teacher evaluations, starting a rental advocacy program on campus, and adding a local liaison/external relations position to the AS employment positions. Roberts also highlighted the AS's successful voter registration drive on campus this fall that managed to register more students than any other in state institutions.

## **7. FACULTY SENATE**

Johann Neem, Faculty Senate President provided an update about happenings within the Faculty Senate. Neem stated that the academic coordinating commission which oversee curriculum is assisting with transitions within programs like engineering.

## **8. CONSENT ITEMS**

Chair Zoro introduced the consent item and Vice President Richard Van Den Hul provided a brief summary of the proposed work for Consultant Contract Award for North Campus Utility Upgrade, PW678.

MOTION 10-2-2013: Trustee Munro moved that the Board of Trustees of Western Washington University, on the recommendation of the President, approves the following consent item:

- Consultant Contract Award for North Campus Utility Upgrade, PW678

The motion passed unanimously.

## **9. AMENDMENT TO PRESIDENT'S EMPLOYMENT CONTRACT**

Chair Zoro introduced this agenda item that was added at the beginning of the meeting. President Shepard excused himself from the room so that people could speak freely. Chair Zoro said how pleased the Board of Trustees have been with the outstanding leadership that Western has experienced since President Shepard arrived, his commitment to transparency, the incredible leadership team he has built and his consistently excellent yearly comprehensive evaluations. Chair Zoro said that the Board is proposing a four percent salary increase for the President. She said that the Board wanted to express their appreciation for all he does for the University. The Trustees praised Shepards leadership and the direction that Western is headed. Chair Zoro noted that they were recognizing him at the same percentage level increase that Western's excellent faculty and staff recently received.

MOTION 10-3-2013: Trustee Thompson moved, that the Board of Trustees of Western Washington University approve Amendment No. 1 to the Employment Contract for President Bruce Shepard to increase the President's annual salary by 4 percent to \$312,000 beginning on today's date. All other terms and conditions are to remain the same.

The motion passed unanimously.

Chair Zoro announced a break at 8:59 am. The board returned and reconvened the meeting at 9:23 am.

## **10. FALL OPENING**

President Shepard asked Eileen Coughlin, Sr. VP & VP for Enrollment & Student Services to present the next item. Coughlin started by providing numbers for this year's enrollment at Western:

- Total enrollment for 2013 14,950, a 1% increase.
- Undergraduate enrollment also saw a 1% increase.
- Western's yield is up 1.5% (admitted students vs. enrolled).
- Freshman class total of 2,792.
- Transfer students total of 938.
- Non-resident students total of 12%, a decrease of 1%.
- Graduate education was down for fall. Continuing students were down from program phase outs, and up in graduates for continuing programs, but not enough to offset the decrease.
- Extended education is up, but is a small part of total enrollment.

Coughlin said that there has been a small decrease (3.45 in 2012 to 3.42 2013) in the average incoming GPA score, but that small of a change is not a concern, because Western's commitment to diversity is much more important. She noted that those small changes indicate Western is serving under represented students and serving the needs of all the students of the state. Coughlin added that she is pleased with this year's strong enrollment and incoming freshman class.

Trustee Lee asked about the diversity of the incoming freshman class asking if there are enough support services to support this increased diversity. Coughlin said that this freshman class is 25 percent students of color, and her division is looking at how to improve services to those students and is developing a plan to assess the effectiveness of those services.

There was also discussion about the drop in transfer student rates and the overall enrollment of graduating seniors across the state. Coughlin explained that there are fewer high school graduates overall and that translates to fewer incoming students throughout the state.

## **11. SERVICE LEARNING IN SOUTH AFRICA**

Brent Carbajal, Provost and Vice President for Academic Affairs introduced Vernon Johnson, Professor, Political Science Department along with students Kara Kepple and Ruta Nanivadekar. Johnson provided a brief overview of the class that he teaches which qualifies for both political science and human service credits, Political Science 437g and Human Services 437g, South Africa: Nongovernmental Organizations in Development. The class is designed to offer students a service-learning experience which combines academic instruction with community-based learning through service projects that meet community needs. The class offers students the opportunity to explore the richness and diversity of African communities, while examining social justice issues, and making a contribution to the well-being of the community at large. Johnson said the students explore the growing role of nongovernmental organizations (NGOs) in bringing community development to this dynamic and promising African country. The class embodies the instructors' belief that citizen to citizen and community to community networks are an essential component of sustainable international development.

Student Kara Kepple gave a brief presentation of her human services research regarding, "Living in Privilege, Living in Adversity: Experiences of Women in South Africa." Student Ruta Nanivadekar also gave a presentation of her political science and Sociology research regarding, "African Immigrants in South Africa."

Trustees had questions about the program in general and what kind of students, degrees and interest fields participate in this kind of study abroad program. Johnson said there are more human service students; but that they have had students from almost every major on campus participate at one time or another.

## **12. CAMPAIGN UPDATE**

Stephanie Bowers, Vice President for University Advancement reported on the University Campaign, stating that the campaign was at \$31.8 million dollars as of October 11, 2013. Bowers said she is pleased with the progress of the campaign and is grateful for the strong team that is working in her division and for all the great inroads that they have made throughout this process. She mentioned a recent donation to the campaign from former state Senator Harriet Spanel to name the planetarium in honor of her deceased husband and former physics professor Les Spanel.

## **13. AUDIT COMMITTEE REPORT**

Trustee Dick Thompson, Chair of the Board Audit Committee, gave a brief report of the meeting that took place on Thursday, October 10<sup>th</sup>. Thompson reported that the committee was introduced to Western's new information technology security specialist and how impressed he was with the levels of computer security here at Western. There was discussion on the new Standards & Poor rating of A+ that Western had received. The Audit committee also had their annual entrance interview with the State Auditor's office about what to expect from their independent audit.

## **14. COMMITTEE ON TRUSTEES REPORT**

Trustee Karen Lee, Chair of the Board Committee on Trustees provided a brief report from the Board Committee on Trustees from October 10<sup>th</sup>. Lee said the group focused their discussions on how to prepare for the future turnover of the Board and how to effectively orientate newly appointed board members.

## **15. INFORMATION ITEMS**

### **a) Academic Affairs Report**

Provost Carbajal provided a written report about Westerns newest tenure track faculty members.

### **b) Quarterly Grant Report**

Provost Carbajal provided a written report regarding information from the Office of Research and Sponsored Programs concerning grant awards for the period of April 1, 2013 through June 30, 2013 and fiscal year 2012/13.

**c) University Advancement Report**

Vice President Bowers provided a written report on the university's Alumni Relations and Western Foundation activities.

**d) Capital Program Report**

Vice President Van Den Hul provided a written report on the university's capital projects. There was also a update regarding the altered schedule of the multi-purpose field project and the reason for the delays.

**e) University Relations and Community Development Report**

Vice President Swan provided a written report documenting recent activities of University Relations and Community Development.

**f) WWU Annual Report**

A copy of Western's Annual Report was provided to the Trustees. Western Washington University's Annual Report is a look back at the many accomplishments of students, faculty and staff throughout the past year.

**g) Internal Auditor Annual Report**

Kim Herrenkohl, WWU Director of Internal Audit provided the Board the annual overview of 2012-2013 operations of the Office of the Internal Auditor. The report included descriptions of internal audit services, results of audit and investigative activities, goals for the upcoming academic year, and the 2013-2015 Internal Audit Schedule.

**h) 2014 Washington Higher Education Sustainability Conference Update**

Vice President Van Den Hul provided a written update of the 2014 Washington Higher Education Sustainability Conference, which will be hosted by and held at Western Washington University on February 6 and 7, 2014.

Chair Zoro announced a break at 10:55 am. The board returned and reconvened the meeting at 11:05 am.

**16. CONVERSATIONS ON HIGHER EDUCATION AND REVENUE CHALLENGES FACING WASHINGTON STATE**

President Shepard introduced Representative Reuven Carlyle, 36<sup>th</sup> District Representative and Chair of the Washington State House of Representatives Finance Committee and is a member of the House Appropriations Committee and House Appropriations Subcommittee on Education. Carlyle proceeded to discuss this past legislative session in Olympia and the legislatures thinking about higher education and various funding aspects. He talked about the fact that higher education policy and funding opportunities are changing and members are feeling that change and trying to formulate language to reflect that change.

There was discussion with the Trustees regarding performance measures and underserved student populations and how those two different ends of the spectrum can coexist in the higher education realm. Carlyle agreed that institutions need to take chances and that services need to be available so that everyone has the same opportunity to succeed adding that graduate completion rate is what really matters.

Trustees discussed how much support the state institutions should expect from the legislature and from Governor Inslee's administration in the coming years. Carlyle said Western has been historically an active player in engaging the legislature and administration and that will continue to be beneficial in the years to come. He noted that there are proposals that will be introduced in the coming years and the information that Western provides helps to shape proposals and has had a huge impact on members' ability to make a difference for this institution. Carlyle said he believes that Governor Inslee has some focused areas of interest in higher education such as research and development, but not necessarily higher education as a whole. Carlyle added that he is optimistic about Inslee's support for education overall.

Carlyle discussed the recent emergence of online schools and how they are changing brick and mortar schools. He said there still needs to be some long term data regarding these kinds of programs and that legislative policy shouldn't necessarily change until that data has been thoroughly vetted. Trustees asked about Carlyle's view on time to degree and credits to degree and the difference between the two in regards to funding. The DREAM Act was also a point of discussion. Carlyle believes that education is the only path forward for both individuals and society as a whole, and that it needs to be open for all to be able to create educated citizens, not just workers.

**17. DATE FOR NEXT REGULAR MEETING: December 12, 13, 2013**

**18.** The meeting adjourned at 11:58 a.m.

**19. LUNCH**

The Trustees and invited guests enjoyed an Overview of the New Nursing Program at Western presented by Dr. Casey Shillam, Director, Nursing Program and Jill Mount, PhD, RN, Assistant Professor during lunch in the Solarium.