

New Trustee Orientation

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Attachment A – List of Orientation Items & Student Trustee Paperwork

Attachment B – Disclosure Form for Trustees

Western Washington University
NEW TRUSTEE ORIENTATION

Sample Itinerary

Date:

Time: 10 a.m.

Location: WWU Board Room
516 High Street, Old Main 340
Bellingham, WA 98225

10:00 – 10:15 a.m.	Meet with Board Secretary Board Room	OM 340
10:15 – 10:30 a.m.	Photograph with Dan Levine	Solarium
10:30 – Noon	Meeting with Vice Presidents <ul style="list-style-type: none">• Sabah Randhawa, President• Brent Carbajal, Provost & VP for Academic Affairs• Eileen Coughlin, VP for Student Affairs & Academic Support Services• Rich Van Den Hul, VP for Business & Financial Affairs• Steve Swan, Vice President for University Relations• Stephanie Bowers, University Advancement	OM 340
12:00 – 1:00 p.m.	Lunch with President Randhawa and Board Chair In President's Office	OM 450
1:00 – 1:15 p.m.	Break	
1:15 – 2:15 p.m.	Campus Tour with WWU Student	
2:15 – 2:45 p.m.	Meet with AAG, WWU Legal Counsel	OM 335

WESTERN WASHINGTON UNIVERSITY

FAQs FOR NEW TRUSTEES

Q: How many times a year does the Board meet?

A: The Board has six regular meetings per year and one annual Board Retreat. The regular meetings are held in Bellingham on Thursday and Friday, beginning at 3:00 p.m. on Thursday and adjourning at 12:00 Noon on Friday. Special Meetings are called as needed. The Board holds one of its regular meetings in the Seattle area – usually the February meeting.

Q: How do I receive materials for the Board of Trustee Meeting?

A: Board Meeting Packets are available on the Board of Trustees SharePoint Web site. The campus community and the Trustees have the ability to print and/or download the documents onto their computers.

Q: Will I have the opportunity to review and ask questions regarding the Board meeting agenda items prior to the meeting?

A: An Agenda Review with the President is scheduled two or three days prior to each Board meeting. The reviews are done via a conference call. Because a quorum cannot be present, two calls are scheduled with four Trustees participating each call.

Q: Does the WWU Board of Trustees have subcommittees? How do subcommittees interact with the full Board?

A: The Board of Trustees has two subcommittees, the Audit Committee and the Committee on Trustees. Both Committees meet prior to the regular Board meeting and the Committee Chairs reports on activities of their meetings during the full Board meeting.

Q: Are Trustees required to participate in Commencement Ceremonies?

A: It is not a requirement, but Trustees are invited to participate in Western's Commencement Ceremonies. A calendar of future ceremonies is sent out and Trustees are asked to commit to participating in any ceremonies that fit their personal schedule.

Q: Who provides Commencement Regalia?

A: Commencement regalia (robes, hoods, and mortarboards/tams) is provided by Western.

Q: Are Trustees paid for service on the WWU Board of Trustees?

A: Trustees are not paid to serve on the Board. They are not employees of WWU. However, Trustees travelling from out of town are reimbursed mileage, lodging, and some meals at the State Allowable rate.

Q: Where do I park when I come to campus?

A: Each Trustee receives a Courtesy Parking Permit valid for their entire term on the Board. Trustee Reserved Parking is available in Lot 8G, behind the Old Main building. However, the parking permit is valid for any parking lot on campus.

Q: What is the relationship with the WWU Foundation and the Board of Trustees?

A: The Western Washington University Foundation is the fund-raising arm of the institution. An agreement was entered into with Western and the Foundation empowering the Foundation to solicit and receive contributions, grants, gifts, and property in the name and on behalf of the University.

Q: Are Trustees required to donate financially to WWU?

A: Giving financially to the institution is not a requirement of service as a Trustee. The giving of a personal financial gift is strictly voluntary.

Q: Do Trustees periodically have opportunities to meet with faculty and students?

A: The Faculty Senate President, who represents the faculty, and the Associated Students President, who represents the students, are members of President's Cabinet and regularly attend Board meetings. Faculty and students are often presenters at the meetings and are invited to attend the Board luncheon.

Q: What should an individual trustee do if contacted directly by the media?

A: The Board of Trustees Chair is the spokesperson for the Board. All media questions should be directed to the Chair.

BOARD OF TRUSTEES STATEMENT OF EXPECTATIONS

EACH TRUSTEE IS EXPECTED TO:

- **Make your service on Western's Board a priority among your many volunteer activities**
 - Regularly attend and come prepared to board and committee meetings
 - Commit to continuously learning about the nature of the University (i.e. its history, culture, values, mission, programs, policies, practices, shared governance, etc.)
 - Be engaged in the life and activities of the University
 - Volunteer to help
 - Contribute to the University's fund development program to the extent possible
- **Do your part to ensure that the board meets its formal and fiduciary responsibilities at the highest level of accountability**
 - Foster and protect the integrity of the University's academic mission and values
 - Foster the general welfare of the University and its diverse constituencies
 - Be an ethical steward of the University's good name and public reputation
 - Avoid any conflict of interest or the appearance thereof
- **Consciously strive to establish and maintain a constructive, inter-dependent partnership between the Board and President, and a commitment to the shared governance model.**
 - Operate at the policy level, but be available (typically individually) at the President's request to offer a point of view on issues and concerns.
 - Embrace the principle that only the full Board can exercise authority as the ultimate governing body of the University.
 - Respect the institution's chain of command through appropriate communication and interaction with administrative personnel, faculty, students and other constituencies.

➤ **Foster harmonious relationships within the Board of Trustees**

- Cultivate respectful relationships among your fellow Board members
- Appreciate and leverage the collective strengths of the Board by respecting the rights and privileges of each member and by facilitating their full participation in the deliberations and processes of the Board

➤ **Participate and communicate openly, honestly, and constructively**

- Participate constructively in the deliberations of the Board by asking pertinent and constructive, and by contributing your best counsel
- Be a strong advocate for, and interpreter of, the University to its many publics
- Act and speak as one Board and not as individual Trustees
- Abide by the rule of “No Surprises”



Sue Sharpe, Chair

On October 1, 2012, Governor Christine Gregoire appointed Susan K. Sharpe to Western's Board of Trustees to a term effective until September 30, 2018.

Sharpe, a Bellingham resident, is the Executive Director of Chuckanut Health Foundation. Her professional experience also includes owner of Sue Sharpe Consulting and as a health care planner and hospital manager and executive.

Sharpe has a strong commitment to the community. She serves on the Board of the Northwest Economic Development Council and as a member and former President of the Bellingham Bay Rotary. She has also served on the Whatcom Community Foundation, the Health Policy Committee of Whatcom Alliance for Healthcare Access (WAHA). The WAHA "Transforming Healthcare in Whatcom County" Steering Committee and co-chaired the successful Bellingham School District bond and levy campaign to rebuild Bellingham High School. In 2004 Sharpe was inducted into the Northwest Women's Hall of Fame.

Sharpe has served the State of Washington as a member of the Washington State Health Insurance Partnership Board, as co-chair of the Office of Insurance Commission Healthcare Reform Realization Committee and as past chair of *Community Connect*, a statewide association of community-based health care collaborative.

Sharpe earned her bachelor's degree from Western Washington State College and a MBA from Western Washington University.



Chase Franklin, Vice Chair

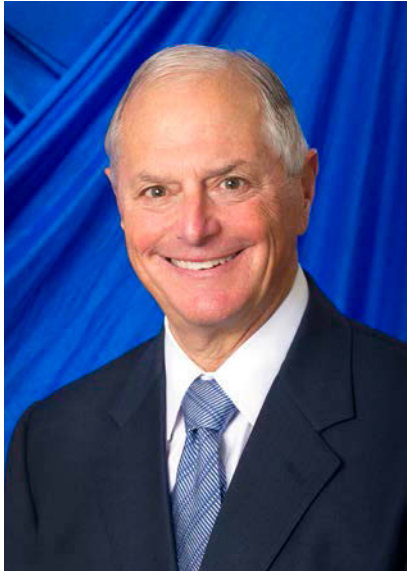
On June 2, 2014, Governor Jay Inslee appointed Chase Franklin to Western's Board of Trustees to fill a six year term through September 30, 2019.

Franklin, a resident of Seattle, is currently a startup advisor, investor and management consultant. Previously he was CEO of Daptiv Inc.; chief of Strategy for Content and Media at Amdocs Ltd., and co-founder and CEO of Qpass Inc. Prior to founding Qpass in 1997, Franklin spent more than a decade at Microsoft Corp. in key product development and management positions. He played a notable role in Microsoft's transition from standalone productivity applications to the Microsoft Office suite. He was part of the original design team for Word for Windows before taking on the integration and interoperation of the elements of Microsoft Office. He later spearheaded some of Microsoft's early interactive TV initiatives, as well as e-commerce and business development within MSN and early internet platform products.

Franklin is the recipient of multiple patents relating to the design of Microsoft and Qpass technologies in the areas of commerce, secure payments, business process automation and customer management in highly scaled network operating environments.

Franklin and his wife, Teri, endowed the WWU College of Business and Economics' Allette and Cayden Franklin Excellence in Teaching Award, named for the Franklins' two children. He also serves as a member of the Advisory Board of the WWU College of Business and Economics' Center for Excellence in Management Education.

Franklin earned his bachelor's degree from Western Washington University in Mathematics and Economics in 1986.



John M. Meyer, Secretary

On October 21, 2015, Governor Jay Inslee appointed John M. Meyer to Western's Board of Trustees to fill a six year term through September 30, 2021.

Meyer, a resident of Mount Vernon, served as a Skagit County Superior Court Judge from 1997 until 2015. He also served as a District Court judge in Skagit County from 1995 to 1997. He was in private practice and partner in the Gilbert and Meyer Law Firm from 1975 to 1994. Prior to that he served as a staff attorney with the Federal Power Commission in Washington, D.C.

Meyer has extensive community and civic involvement by serving as a member on numerous boards, including the Board of Judicial Administration, the Sentencing Guidelines Commission Board, the Washington State Trial Lawyers Association Board, and Skagit Valley College Board; serving as chair of the Board of Judicial Administrations Court Education Committee, the Skagit County Law and Justice Board, and the Skagit Homeless Youth Task Force; serving as dean of the Washington State Judicial College; serving as treasurer of the Superior Court Judges' Association; and serving as president of the University of Washington Alumni Association Board, the Skagit County Bar Association, the Skagit Valley College Foundation, Mount Vernon Kiwanis, and the Skagit Valley Family YMCA.

During his career Meyer has received many honors, including 2009 Judge of the Year, Washington State Association for Justice; and as an honoree in the Skagit Valley College Hall of Fame.

Meyer earned his bachelor's degree in education from the University of Washington and his Juris Doctorate degree from the University of California, Hastings College of the Law.

John and his wife, the former Susan Johnson, have been married 47 years. They have two married daughters and four granddaughters.

**Abigaíl Ramos**

Governor Jay Inslee appointed Abigail Ramos, originally from Sunnyside, Washington as the Western Washington University Student Trustee for a one-year term effective July 1, 2016 until June 30, 2017.

Ramos is a first generation college student and junior at Western and is majoring in Spanish and Political Science, and minoring in English and Law, Diversity and Justice. At Western she has served as vice president for Diversity for the Associated Students. She also was a fellow for the GEAR UP Alumni Leadership Academy; editor-in-chief of the Western student publication AS Review; active in the Western student groups Latino Student Union co-chair, public relations officer for MEChA and the Ethnic Student Center.

Ramos also brings to her appointment as a trustees experience with community service organization such as Familias Unidas por la Justicia and the Migrant Youth Leadership Conference. She also completed an internship this summer with the Northwest Justice Project, an agency that provides free legal services to low-income people, farm workers and migrant populations.



Betti Fujikado

On May 21, 2009, Governor Christine Gregoire appointed Betti Fujikado to Western's Board of Trustees to fill an unexpired term to September 30, 2012 and reappointed her to a term effective October 1, 2012 - September 30, 2018.

Fujikado, a Seattle Resident, is the co-founder of Copacino+Fujikado, a Seattle advertising agency well known for its client roster including The Seattle Mariners, Seattle Convention & Visitors Bureau, Seattle Children's Hospital, and Premiera Blue Cross. She held executive positions from CFO, COO to CEO at a number of Seattle area companies. She started her career as a CPA at Price Waterhouse in 1977.

Fujikado has a strong commitment to the community. She has served on the Pike Place Market Board as well as active participation through her agency with a number of nonprofits including the Seattle Art Museum, Seattle Aquarium, MOHAI, and United Way of King County. Fujikado earned her bachelor's degree from the University of Washington in business administration with an emphasis in accounting. She lives in Seattle with her husband and twin daughters.



Earl Overstreet

On October 1, 2014, Governor Jay Inslee appointed Earl Overstreet to Western's Board of Trustees to fill a six year term through September 30, 2020.

Overstreet, a resident of Greenbank, is president of General Microsystems Inc. (GMI), a Bellevue-based company he founded in 1983. GMI specializes in flexible, innovative information technology (IT) infrastructure products and services for customers with traditional and cloud environments. GMI was awarded the 2008 William D. Bradford Minority Business of the Year Award, and the 2006 Distinguished Business Achievement Award from the University of Washington Foster School Of Business.

Overstreet has served his community in a number of different ways including Chair of the Board of Directors for the Bellevue Chamber of Commerce, as a member of the Central Washington University College of Business Advisory Board, the State of Washington Office of Minority and Women's Business Enterprise's Advisory Committee, the South King County STEM Advisory Committee and on the Bellevue College Presidential Search Advisory Committee.

Overstreet earned his bachelor's degree in mechanical engineering from Case Institute of Technology and his Masters of Business Administration from Case Western Reserve University in his hometown of Cleveland, Ohio. He was inducted into the Spartan Club Hall of Fame for football and track and field. He is a member of Beta Gamma Sigma Honor Society and Alpha Phi Alpha Fraternity.



Karen Lee

On December 10, 2010, Governor Christine Gregoire appointed Karen Lee to Western's Board of Trustees to fill a term through September 30, 2016.

Lee is Chief Executive Officer of Pioneer Human Services, one of the nation's largest social enterprise organizations. Pioneer is often cited as a national model in providing employment services, job training, treatment, counseling, housing, and re-entry services for people overcoming challenges with chemical dependency, mental illness, and criminal histories. Prior to her recent appointment at Pioneer, Lee served for five years as Commissioner of the Washington State Employment Security Department. Lee also held a variety of positions from 1997 to 2005 at Puget Sound Energy and as an Associate Attorney at Preston Gates Ellis (now K & L Gates).

Lee, a Covington resident, is a member of the Washington State Bar Association, president of the National Association of State Workforce Agencies, past president and trustee of the University of Washington Alumni Association, and former member of the Cascade Land Conservancy. Lee was previously named one of the "40 under 40" honorees by the *Puget Sound Business Journal*.

Lee earned her bachelor's degree from the United States Military Academy at West Point, majoring in Russian studies, and holds a law degree from the University Of Washington School Of Law.



Mo West

On October 21, 2015, Governor Jay Inslee appointed Maureen “Mo” West to Western’s Board of Trustees to fill a six year term through September 30, 2021.

West, a resident of Bellingham, is currently a member of the faculty at the University of Washington, Bothell School of Nursing and Health Studies. West has worked as a nurse for over 30 years and has served as an instructor in Western’s RN-BSN program and as adjunct faculty in the School of Health Sciences at Seattle Pacific University. She also has eight years of government experience working as a legislative assistant with the U.S. Senate Committee on Labor and Human Resources, Subcommittee on Disability Policy. West was also a professional staff member to former U.S. Sen. Robert Dole where she was responsible for legislation relating to various health, education, disability and social policy programs.

West has served the Whatcom County community in a number of different ways and has been active on many local non-profit boards including Mt. Baker Planned Parenthood, the Bellingham Festival of Music, PeaceHealth St. Joseph Medical Center Foundation and the Brigid Collins Family Support Center.

West earned her bachelor’s degree in Nursing from the University of Iowa, a master’s of Science in Nursing from the Catholic University of America and her doctorate in Nursing from the University of Washington.

Mission

Western Washington University serves the people of the State of Washington, the nation, and the world by bringing together individuals of diverse backgrounds and perspectives in an inclusive, student-centered university that develops the potential of learners and the well-being of communities.

Vision

Western will build a stronger Washington by being an international leader in active learning, critical thinking, and societal problem solving.

Strategic Goals

- Build upon Western's strengths to address critical needs in the State of Washington.
- Expand student access to rigorous and engaging baccalaureate and graduate education.
- Foster and promote life-long learning and success in an ever-changing world.
- Apply Western's expertise and collaborative approach to scholarship, creativity, and research in ways that strengthen communities beyond the campus.
- Serve as a model for institutional effectiveness, innovation, diversity, and sustainability.

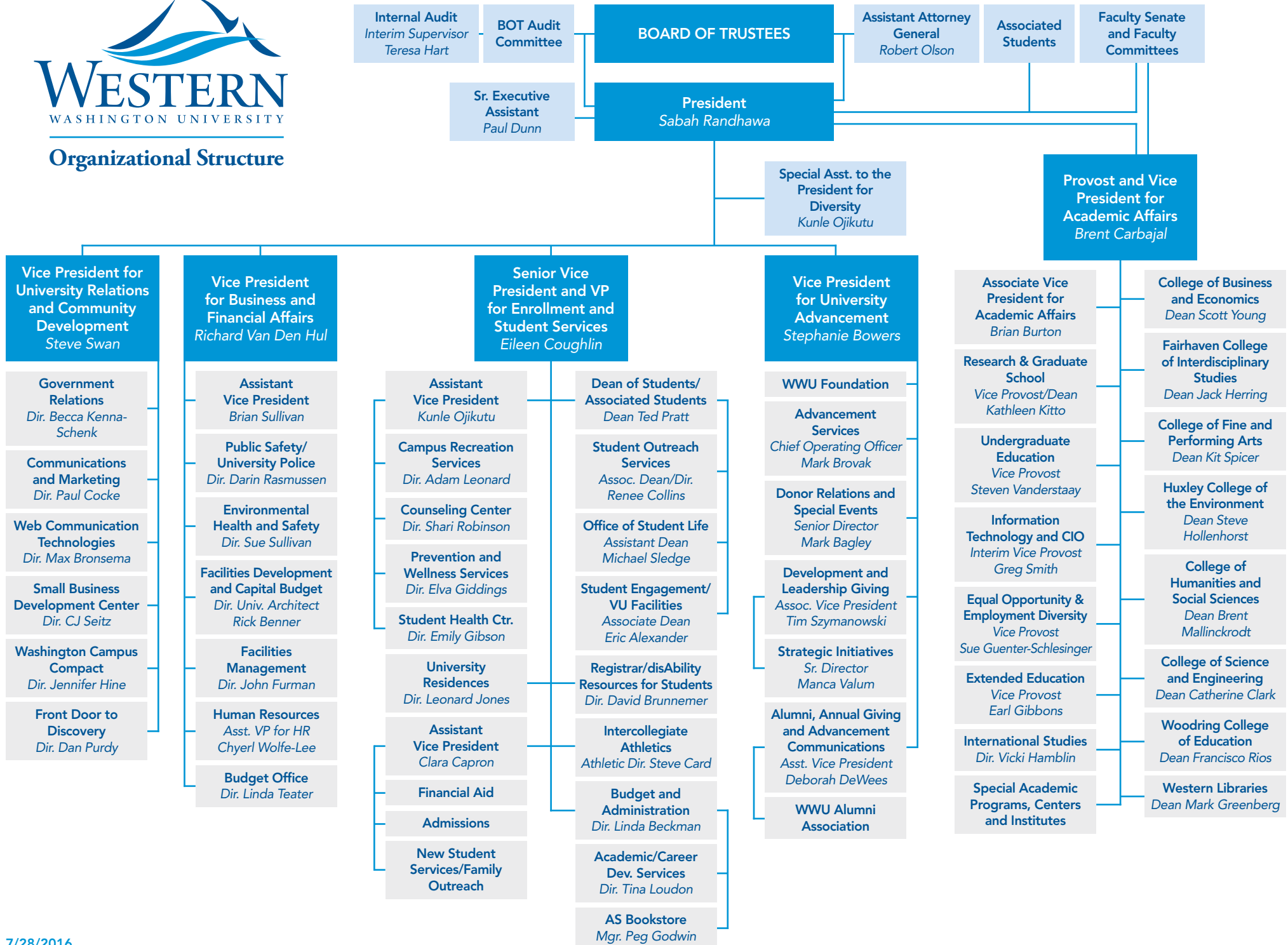
Western ...

- *Exceptional faculty and students engaged in leading edge intellectual inquiry.*
- *Liberal arts are the core strength of our academic programs.*
- *High quality academic programs are central to our mission.*
- *A place to build professional skills and abilities.*
- *Research, scholarship, and creative endeavor are fundamental to the Western experience.*
- *An environment that welcomes and embraces diversity.*
- *Committed to open, passionate, and civil discourse, leading to transparent and well-informed decision-making.*
- *Responsible stewards of resources.*
- *Distinguished by a sense of place and community.*
- *A collaborative environment where faculty, staff, and students contribute to the mission of the University.*
- *Bringing the world to Washington and Washington to the world.*

Active Minds Changing Lives



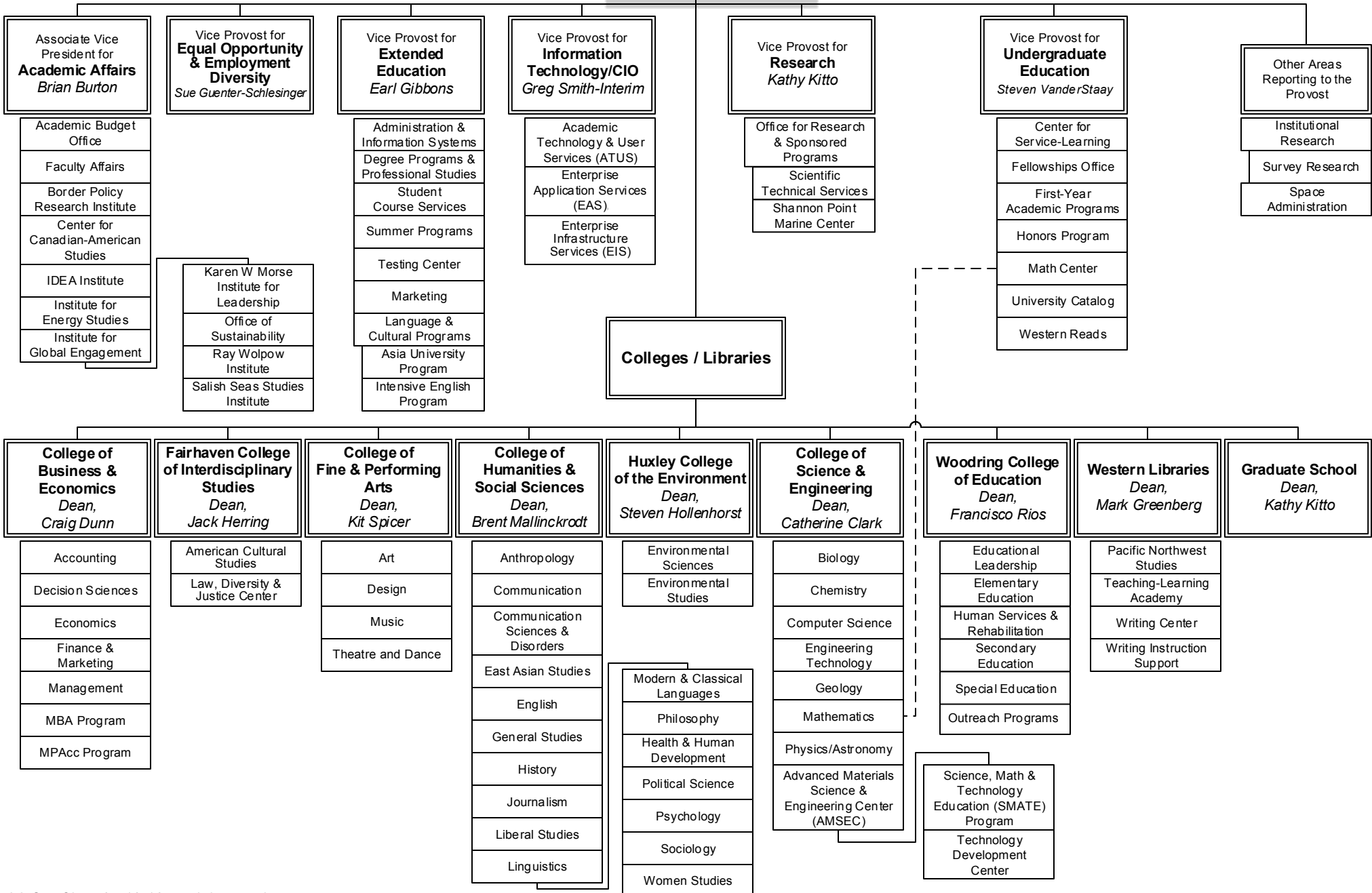
Organizational Structure





**Provost
and
Vice President
for Academic Affairs**
Brent Carbajal

**ACADEMIC AFFAIRS
ORGANIZATION**



Academic Affairs Division Overview

July 2016

The Provost and Vice President for Academic Affairs is the chief academic officer of the University and responsible to the President for providing administrative oversight and academic leadership.

The primary focus of the Provost is to plan, direct and support instructional and research activities at WWU and to work collaboratively with other University administrators, faculty and staff to achieve these objectives. Additional information about the Provost's Office and Academic Affairs division may be found at <http://www.wwu.edu/provost/>.

The units reporting directly to the Provost are noted on the organizational chart with information about the individuals responsible for those units detailed below and on the following pages.

Provost's Office

Brent Carbajal, Provost and Vice President for Academic Affairs

Brian Burton, Associate Vice President for Academic Affairs

Sue Guenter-Schlesinger, Vice Provost, Equal Opportunity and Employment Diversity

Kathleen Kitto, Vice Provost for Research/Dean of the Graduate School

Greg Smith, Interim Vice Provost, Information Technology/CIO

Steven VanderStaay, Vice Provost, Undergraduate Education

Ming Zhang, Director, Institutional Research

Provost's Staff

Melinda Assink, Assistant to the Provost

Will Ruth, President/Provost's Office Receptionist

Academic Colleges

Craig Dunn, Dean, College of Business and Economics

Brent Mallinckrodt, Dean, College of Humanities and Social Sciences

Mark Greenberg, Interim Dean, Western Libraries

Kathleen Kitto Dean, Graduate School

Jack Herring, Dean, Fairhaven College of Interdisciplinary Studies

Catherine Clark, Dean, College of Science and Engineering

Kit Spicer, Dean, College of Fine and Performing Arts

Francisco Rios, Dean, Woodring College of Education

Steve Hollenhorst, Dean, Huxley College of the Environment

Other Units Reporting to the Provost

Earl Gibbons, Vice Provost, Extended Education

Associate Vice President, Vice Provosts and Directors

Brian Burton, Associate Vice President for Academic Affairs

The Associate Vice President for Academic Affairs oversees the Academic Budget Office working together with its staff and others throughout the University on budget issues. The Associate Vice President also collaborates with the Provost on faculty affairs and union issues. The Associate Vice President also oversees several interdisciplinary programs and centers, including:

- Border Policy Research Institute
- Canadian-American Studies Center
- Institute for Global Engagement
- Institute for Energy Studies
- Karen W. Morse Institute for Leadership
- Office of Sustainability
- IDEA Institute InterDisciplinary Entrepreneurship in Action
- Ray Wolpow Institute
- Salish Sea Studies Institute

In addition, the Associate Vice President is involved in strategic planning and strategic initiatives for the University. The Associate Vice President works closely with the Provost, Special Assistant to the Provost, Deans, and others in furthering the University's strategic mission. <http://www.wvu.edu/avpaa/index.shtml>

Earl Gibbons, Vice Provost, Extended Education

Extended Education endeavors to assist WWU departments in their efforts to reach out to the broader community and includes: Independent Learning; Summer Session; Conference Services; Professional Studies; Youth Programs; Senior Programs; and Degree Programs. Summer Session allows students to continue their studies through the summer and speed their progress towards graduation. Extended Education explores outreach opportunities and ways to serve the needs of Washington residents throughout our region and around the State by expanding the offerings available to working adults and place bound individuals unable to easily access programs on the main campus and to address specific needs identified by our community partners. <http://www.wvu.edu/ee/>

Sue Guenter-Schlesinger, Vice Provost for Equal Opportunity and Employment Diversity, ADA Coordinator

The Equal Opportunity Office serves faculty, staff, and students in ensuring that the campus climate is free from discrimination and sexual harassment. Federal and State laws, as well as University policies, protect faculty, staff, and students against discrimination based on the following legally protected characteristics: Race, Color, Creed, Religion, National Origin, Sex (including pregnancy and parenting status), Age, Disability, Marital Status, Sexual Orientation, Gender Identity and Expression, Genetic Information and Veteran Status.

The EO Office also serves as a resource to faculty, staff and students on a wide variety of equal opportunity, affirmative action and diversity related issues. The Office has a growing library of publications and media that deal with these subjects. <http://www.wvu.edu/eoo/>

Kathleen Kitto, Vice Provost for Research/Graduate Dean

The Office of Research and Sponsored Programs (RSP) encourages, facilitates, and supports faculty and student research, creative activities, and scholarly pursuits. Through pre-award, post-award, and compliance, RSP assists faculty and students in areas vital for success in their scholarly endeavors. Pre-award supports individuals and teams during the proposal writing and submission phase, while post-award is responsible for the fiscal management of funded projects. RSP's compliance area focuses on the ethical conduct of research, includes support for human subjects and animal research, and administers university policies in these areas. RSP works closely with Contracts Administration to ensure intellectual property issues, right to publish, and areas important to scholarly pursuits and academic freedom are appropriately established for each project. RSP also provides internal funding in support of scholarly endeavors for faculty and students. Also reporting to the Vice Provost is the Shannon Point Marine Center and Scientific Technical Services. <http://www.wvu.edu/depts/rsp/>

The Vice Provost for Research/Graduate Dean is also responsible for the Graduate School which provides students quality graduate education with opportunities for research and professional development. Graduate programs are intended to prepare able students for teaching, entering professions, career advancement and further advanced study. <http://www.wvu.edu/gradschool/>

Greg Smith, Interim Vice Provost for Information Technology/CIO

The Vice Provost for Information Technology (VPIT) serves as the Chief Information Officer (CIO) at Western and supervises these areas:

- Academic Technology & User Services (ATUS)
- Administrative Computing Services (ADMCS)
- Communications and Technology Services (CTS)

The VPIT/CIO works with all areas of the university to coordinate technology planning and implementation. In addition, the VPIT/CIO initiates programs that maintain Western's top ranking in technological applications and in the use of emerging technologies. <http://www.wvu.edu/vpit/>

Steven VanderStaay, Vice Provost for Undergraduate Education

The Vice Provost for Undergraduate Education reports to the Provost and Vice President for Academic Affairs and works closely with the academic deans, department chairs, faculty, students, student support services, and external agencies to insure the coordination, assessment and improvement of the University's undergraduate programs and curricula. <http://www.wvu.edu/depts/vpue/>

The Office of Undergraduate Education oversees the [American Democracy Project](#), the [Center for Service-Learning](#), the [Fellowships Office](#), [First-year Programs](#), the [Honors Program](#), [University Catalog](#), and [Western Reads](#). The Office of the VPUE also coordinates the annual orientation program for [new faculty](#) members and [department chairs](#).

Ming Zhang, Director of Institutional Research

Western's Office of Institutional Research (OIR) supports institutional planning, policy formulation, and decision making through the development and dissemination of accurate and timely data, reports, and analysis. The OIR is committed to providing support and expertise for

the evaluation and support of assessment activities and data analysis to administrative and academic departments to inform and assist institutional decision-making and planning throughout the university.

The OIR provides analysis and reporting on student characteristics and academic performance, retention and persistence, accountability, classroom utilization, access issues, program evaluation, and support for Western's student data warehouse. Also the OIR produces extensive quarterly reporting on student enrollment, credit hour production, and FTE faculty.

The Office of Survey Research reports to the Director of Institutional Research. <http://www.wvu.edu/ir/>



Legal Services

516 High Street, Old Main 330F
Bellingham, WA 98225-9015
(360) 650-3117

Western Washington University Assistant Attorney General's Office

Introduction

The Washington State Attorney General's Office provides legal services to Western Washington University (WWU). Assistant Attorneys General appointed to WWU serve as legal advisors to the Board of Trustees and initiate or defend lawsuits on behalf of the university. See RCW 28B.10.510.

The Assistant Attorneys General provide quality legal services to the president, vice presidents, deans, faculty, and staff in a variety of areas, including student affairs, risk management, contract drafting and review, real estate, intellectual property, state ethics law, academic and exempt personnel matters, and compliance with public records and open meetings law.

The goal of our office is to provide counsel to prevent or minimize legal risk and costs, reduce litigation exposure, and ensure timely legal compliance with state and federal laws. Our aim is to be efficient, cordial, ethical, reliable and professional in our dealings with others.

The Assistant Attorney General's Office works closely with the Public Records Officer and University Policy Coordinator.

History

The Office of Attorney General has provided legal services to Western Washington University since 1972. Since Western's attorneys are employed by the Office of Attorney General, they divide their time between WWU and the Attorney General's Regional Division located in downtown Bellingham.

During the early years, legal counsel changed frequently with numerous assistant attorneys general assigned to the university. In 1983, Assistant Attorney General Wendy Bohlke was assigned to Western as its full time AAG. Bohlke served the university for 30 years until her retirement in July 2013.

In 2001, Lisa Wochos was hired by the Office of Attorney General to provide part-time education services to the Bellingham Regional Services Division, including WWU, Whatcom Community College, Bellingham Technical College, and Skagit Valley College. After Bohlke's retirement in July 2013, Wochos became Western's full time AAG, and AAG Kerena Higgins was selected to advise Western in a part time capacity while also serving as legal counsel to Bellingham Technical College, Skagit Valley College, and Education Service District (ESD) 189. Higgins, hired by the Office of Attorney General in 2001, has advised Bellingham Technical College since 2007 and Peninsula College in the past, and supervises the Bellingham attorneys who handle higher education clients and the Department of Labor and Industries. Rob Olson joined Higgins at Western in August 2016 and advises WWU on a full time basis. Olson joined the

Office of the Attorney General in 2010, and has advised the Department of Social and Health Services, the Department of Licensing, and the Employment Security Department.

Web Site

Western's Attorney General's Office Web site offers a variety of comprehensive information including a Frequently Asked Questions section, Legal Resources page, and overview of the State Ethics in Public Service Act.

The Web site is located at: <http://www.wvu.edu/attorneygeneral/>.

Attorneys and Staff

Kerena Higgins, Team Leader, Assistant Attorney General

AAG Higgins is a managing attorney with the Attorney General's Office and is part of Western's legal team, covering university legal matters on a part time basis. Higgins also serves as counsel to Bellingham Technical College, Skagit Valley College, and ESD 189.

Rob Olson, Assistant Attorney General

AAG Olson serves as Western's full time Assistant Attorney General, providing legal guidance to the University on a variety of issues.

Dolapo Akinrinade, Public Records Officer and University Policy Coordinator

Dolapo Akinrinade serves as Western's Public Records Officer and University Policy Coordinator. Responsibilities include facilitating public records requests in compliance with university, state and federal laws and guidelines; and coordinating all activities related to university policy creation, revision, and approval processes.

Jennifer Sloan, Assistant to Internal Audit and the Assistant Attorneys General

Jennifer Sloan assists the Internal Auditor Director and Assistant Attorneys General in a broad range of activities that facilitate the operation of university audit and legal services. She also assists the Public Records Officer with processing and preparing records for release.

**Western Washington University
ASSISTANT ATTORNEY GENERAL'S OFFICE
Contact Information**

Kerena Higgins, Team Leader, Assistant Attorney General

WWU Phone	360-650-2040
AGO Downtown	360-676-2047
WWU Email	Kerena.Higgins@wwu.edu
AGO Email	KerenaH@atg.wa.gov

Rob Olson, Assistant Attorney General

WWU Phone	360-650-2050
AGO Downtown	360-676-2195
WWU Email	Rob.Olson@wwu.edu
AGO Email	RobO@atg.wa.gov

Dolapo Akinrinade, Public Records Officer and University Policy Coordinator

Phone	360-650-2728
Fax	360-650-4228
WWU Email	Dolapo.Akinrinade@wwu.edu

Jennifer Sloan, Assistant to Internal Audit and the Assistant Attorneys General

Phone	360-650-3117
Fax	360-650-6197
WWU Email	Jennifer.Sloan@wwu.edu

AGO Downtown

Sarah Reyes, AAG, Section Chief	360-676-2048
Kim Boyd, Administrative Manager	360-676-2193
Reception	360-676-2037
Fax	360-676-2049
AGO Email	KimB@atg.wa.gov

WWU Mailing Address:

Western Washington University
Attorney General's Office
516 High Street, Old Main 330F
Bellingham, WA 98225-9015

AGO Regional Services Mailing Address:

Office of the Attorney General
Regional Services Division
103 East Holly Street, Suite 310
Bellingham, WA 98225

Open Public Meetings Act, RCW Chapter 42.30

Kerena Higgins, Team Leader, Assistant Attorney General

Rob Olson, Assistant Attorney General

I. The Open Public Meetings Act applies to:

- A. Multi-member governing bodies of public agencies.
- B. Committees thereof (established by the Board) (comprising Board members and/or nonmembers) when they (1) act on behalf of the Board; (2) conduct hearings; (3) take testimony; or (4) take public comment. A committee “acts” for the Board when it exercises actual or de facto decision making authority for the Board.
- C. Governing boards of Subagencies (created by legislative action)
- D. Associated Student Government

II. The Open Public Meetings Act *does not* apply to:

- A. Tenure Review Committees (only makes recommendations)
- B. Student Conduct Boards (quasi-judicial)
- C. Program advisory committees
- D. President’s Cabinet (created by the President)
- E. Social gatherings: Permissible to travel, attend functions, etc., as long as a majority of the Board does not take “action.” (Sit at different tables, join different discussions, talk about the Mariners).

III. “Action”

A. **Transaction of official business**, including but not limited to receipt of public testimony, deliberations, discussions, considerations, reviews, and final actions.

B. **“Final Action”**: Collective position or vote by a majority of the Board (not of a quorum), either for or against a proposition. Reaching a consensus is “final action.”

IV. “Meetings”: Any physical or virtual gathering where a majority of the Board takes “action,” including discussions about University business, is subject to the Act:

- A. Study Sessions
- B. Retreats
- C. Phone trees and email conversations by a majority of the Board

V. Regular Meetings: (May take final action on any item, even if not in the original agenda)

- A. RCW 42.30.060: Date fixed by law. *See* WAC 495D-104; RCW 42.30.070: time and location fixed by motion. No “secret ballots.”
- B. RCW 42.30.075: Date, time, and location of regular meetings filed with the State Code Reviser prior to January for the ensuing year.
- C. Board can also schedule a regular board meeting by publishing the meeting in the Code Reviser’s register at least 20 days prior to the meeting (the register is published twice monthly).
- D. Regular Board meeting agendas need to be posted online 24 hours in advance of the meeting, but may be amended at the meeting.

VI. Special Board Meetings: (May only take final action on the business to be transacted in the agenda)

- A. Requires 24 hours’ notice to the trustees unless waived
- B. Requires 24 hours’ notice to media with standing requests to be notified
- C. Must be posted 24 hours in advance of the meeting on the website
- D. Notice must be prominently displayed at main entrance to the University 24 hours in advance
- E. Notice must also be posted 24 hours in advance at the site of the meeting if not at the main office.

VII. Emergency Board Meetings: (Limited to threatened or actual physical harm)

VIII. Adjournments and Continuances

- A. Any meeting may be adjourned by less than a quorum or by the Board secretary.
- B. Written notice of adjournment shall be provided in same manner as for special board meetings.
- C. Notice of adjournment shall be posted on the door with the time, date, and location of the meeting.
- D. Hearings at Board meetings may be continued to subsequent meetings in the same manner as adjournments.

IX. Interruptions prohibiting the orderly conduct of business

- A. May clear the room and adjourn or continue the meeting to another time or location and exclude those who disrupted the meeting.
- B. The media shall be allowed to attend the meeting, unless they were part of the group disrupting the meeting.

X. Executive Sessions: (Generally cannot reach a consensus or decision in executive session)

A. Reasons for Executive Sessions

1. Selection of real estate by lease or purchase when public knowledge would likely cause an increased price.
2. To consider the minimum price for selling or leasing real estate when public knowledge would likely cause a decreased price. Final action selling or leasing the property must be taken in a meeting open to the public.
3. To review negotiations on publicly bid contracts when public knowledge of such consideration would likely cause an increased cost.
4. To receive and evaluate complaints or charges brought against an employee or officer. Upon request of the employee or officer, a public hearing will be held on the charge or complaint.
5. To evaluate the qualifications of an applicant for public employment or to review the performance of a public employee. Salaries must be announced in open session. Discipline or discharge must be done in open session.
6. Discussions with the University's attorney about potential litigation or legal risks that might result from a proposed course of action.

B. Procedures for Calling an Executive Session

1. Before going into executive session must state the purpose of the session and the time.
2. Executive sessions may be extended by the presiding officer.

XI. Exemptions: The Open Public Meetings Act does not apply to:

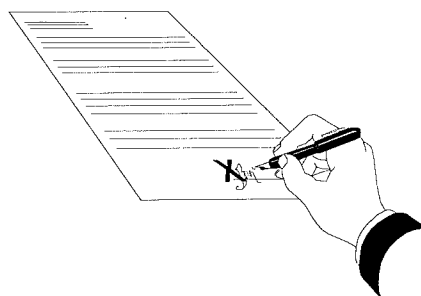
- A. Portion of a meeting that consists of quasi-judicial matters between named parties
- B. Hearings governed by the Administrative Procedures Act, RCW 34.05
- C. Discussions related to the position to be taken on collective bargaining and negotiations.

XII. Penalties for violating the Open Public Meetings Act

- A. Voids action
- B. Requires payment of attorney's fees
- C. \$100 penalty per trustee for willful violation of the Act.
- D. Bad Press

LEGAL OBLIGATIONS OF COLLEGE AND UNIVERSITY TRUSTEES

A Reference Handbook
for
New Trustees



*Prepared for the Colleges
and Universities
of the
State of Washington
by the
Education Division
Office of the Attorney General*

DAVID A. STOLIER
Senior Assistant Attorney General
Chief, Education Division

June 2009

*Adapted from an original work by
retired Senior Assistant Attorney General
RICHARD M. MONTECUCCO*

LEGAL OBLIGATIONS OF COLLEGE AND UNIVERSITY TRUSTEES

A Reference Handbook for New Trustees

David A. Stoler
Senior Assistant Attorney General
Chief, Education Division
(360) 586-0279

EXECUTIVE SUMMARY

I. Board Appointments and Composition

A. Community and Technical Colleges

- Each community and technical college board has five trustees, each of whom must be a resident and qualified elector in the college district. Serving five-year terms, three trustees are required for a quorum, and at least three must vote affirmatively in order for the Board to take action.

B. Regional Universities and The Evergreen State College

- Boards of the regional universities and Evergreen consist of eight members, one of whom shall be a student in good standing. Trustees, other than the student member, hold office for a term of six years. Students hold office for one year from June 1, until a successor is appointed and qualified. Five members constitute a quorum, and two meetings are required each year.

C. & D. University of Washington and Washington State University

- The board of regents of each consists of ten members, one of whom shall be a student in good standing. Trustees, other than the student member, hold office for a term of six years. Students hold office for one year from June 1 until a successor is appointed and qualified. Six members constitute a quorum, and quarterly meetings are required.

E. Other Relevant Boards -- the State Board for Community and Technical Colleges and the Higher Education Coordinating Board

- The nine-member State Board for Community and Technical Colleges generally supervises and controls all curriculum and program offerings and must specifically approve all real estate acquisitions proposed by college boards. The State Board also provides support services to the colleges and represents the broad public interest.

- The nine-member Higher Education Coordinating Board provides planning, coordination, monitoring and policy analysis for higher education. The Board represents broad public interests over the interests of individual colleges and universities.

II. Confirmation, Disqualification and Removal

- A trustee, once appointed and qualified by executing the oath of office, may serve a full term even without Senate confirmation and may serve beyond his/her term until a successor is appointed and qualified.
- If the Governor asks the Senate to return an unconfirmed name and the Senate complies, the trustee's ability to serve is terminated.

III. The Governing Board of Trustees or Regents is a Policy-Making Board

- The Board sets policy and the president or chief executive officer carries on the day-to-day management of the institution consistent with Board policy.
- The Board functions only when it meets. Individuals may not exercise Board powers and should redirect complaints, objections and causes to administration for resolution whenever possible.

IV. College Personnel

A. Administrative Personnel

- The Board hires the president, chief executive officer or chancellor. Consultation with the Attorney General's Office is necessary to ensure that adequate provision is made in the contract of employment for an amicable termination, should that become necessary.
- The Board must have a formal annual evaluation process, but open and honest communication is a joint responsibility of both the Board and the president.

B. Academic Personnel

- Community and technical college academic personnel have the statutory right to collectively bargain with the Board of Trustees on all mandatory subjects of bargaining.
- The community and technical college boards also determine whether to grant or deny tenure to probationary faculty after a peer review process of thorough evaluation and honest criticism.

C. Classified Personnel

- Classified personnel of the universities and community colleges are regulated by merit system, civil service rules; nonacademic personnel at the technical colleges collectively bargain like academic personnel.

V. Statutory Responsibilities

- Each governing board has legislatively imposed duties and the power to operate the institutions, which duties and responsibilities may, by resolution or written order, be delegated to the president or his/her designee.

VI. Other Statutory Duties

A. Open Public Meetings Act

- The meetings of all multi-member governing boards, councils and commissions, or any committees thereof, are open to the public, except for matters authorized to be conducted in executive session, or which are exempt from the act.

B. Public Disclosure Commission Requirements

- In order to prevent conflicts of interest, each trustee must file a detailed financial affairs statement with the Public Disclosure Commission prior to April 15 of each year.
- State agencies and institutions may expend public funds for lobbying by providing information or communicating on matters pertaining to official agency business, or by advocating the official position or interests of the agency to any elected official or officer or employee of any agency, but they may not use the facilities of a public office or agency for or against the election of any person or for or against any ballot proposition.

C. Public Records Act

- All records relating to the conduct of government or the performance of any governmental or proprietary function prepared, retained, used or owned by any state agency are available for inspection and copying, unless exempted by law.

D. Ethics in Public Service

1. *Basic Concepts*

- A trustee is a "state officer" within the meaning of the ethics laws.
- A state officer or employee may not use his/her public position for private benefit, gain or advantage.
- A state officer or employee may not have a financial interest in or engage in any business or professional activity which is in conflict with his/her official duties.
- A state officer or employee may not use his/her official position to secure special privileges or exemptions for him/herself or any other person.

- A state officer or employee may not receive any compensation, gift, reward or gratuity except from the state for performing official duties.

2. *General Rules On Receipt of Gifts*

- A state officer or employee may not accept any gift if it could be reasonably expected to influence the performance or nonperformance of his/her official duties.

3. *Confidential Information*

- A state officer or employee may not disclose confidential information or use it for personal gain or private advantage.

4. *Use of State Resources*

- State resources may not be used for personal gain or private advantage. The Executive Ethics Board has authorized the "de minimis" use of resources under limited circumstances.

5. *Compensation for Outside Activities*

- A state officer or employee may not receive any compensation except from the state for performing official duties.

6. *Honoraria*

- "Honoraria" means money or anything of value for a speech, appearance or article. Honoraria may not be received unless specifically authorized by the state officer's or employee's agency.

7. *Post-State Employment*

- Post-state employment is limited with those with whom the agency has had contractual relations.

8. *Assisting in Transactions*

- State officers or employees may assist persons or entities only in the course of their official duties.

9. *Outside Financial Interests/Financial Interests in Transactions*

- A state officer or employee may not be beneficially interested in a contract made by, through or under his/her supervision.

E. Overexpenditure of Funds

- The Budget and Accounting Act contains severe penalties for the intentional or negligent overexpending or overencumbering of any appropriation made by law, for failing to properly account for any

expenditure by fund, program or fiscal period, or for expending funds contrary to the terms, limits or conditions of any appropriation made by law.

- The Washington Constitution prohibits gifts or loans of public funds to private entities, including private college foundations, with exceptions for intergovernmental transfers, support for the "poor and infirm" and for pension and other trust funds.

VII. Indemnification and Defense

- The state and state employees may be sued for damages just like private parties, without a limit or a cap on the amount of damages.
- The Tort Claims Division is a specialized division with the Attorney General's Office for defending tort lawsuits against the state and state employees engaged in the good-faith scope of their employment.

VIII. Divisions of the Attorney General's Office

- The Attorney General is a constitutional officer. The Office serves as the chief legal office for the State of Washington with ultimate authority to manage all court cases and appeals.
- The Attorney General's Office will identify legal constraints and legal alternatives. The assigned attorney may properly refer to policy and other practical considerations that may be relevant to the college's situation.

IX. Conclusion



BUSINESS AND FINANCIAL AFFAIRS DIVISION OVERVIEW

The Business and Financial Affairs Division is headed by its Vice President, Richard Van Den Hul.

BFA Directors

Rick Benner, Director, Facilities Development and Capital Budget / University Architect
John Furman, Director, Facilities Management
Darin Rasmussen, Chief of Police / Director of Public Safety
Brian Sullivan, Associate Vice President
Sue Sullivan, Director, Environmental Health and Safety
Linda Teater, Director, Budget Office
Chyerl Wolfe-Lee, Assistant Vice President for Human Resources

Vice President's Office Staff

Nancy Phillips, Assistant to the Vice President
Mary Seaton, Administrative Assistant to the Assistant Vice President

About the Division

Associate Vice President – Brian Sullivan

The Associate Vice President reports to and works in partnership with the Vice President for Business and Financial Affairs to provide strong financial leadership and strategic planning initiatives for the University. He is the principal accounting executive, chief controls officer, designated tax official, and provides strong oversight and management for bond issuance and compliance.

The Associate Vice President oversees:

- **Business & Financial Systems**
 - Banner Finance, Purchasing, Accounts payable, Student Accounts Receivable, HR Information Systems, Budget, and other systems. CashNET, eMarket, eProcurement, and Parking T2Flex System
 - PC and desktop software support including Access databases and other Microsoft products
 - Public Safety Communication Equipment and Applications
 - Websites Design and Maintenance
 - Management of BFA Banner Initiatives Portfolio
 - End-to-End Business Process Analysis
- **Business Services**
 - Central Stores, Contract Administration, Mail Services, Print and Copy Services, Purchasing/Procurement, Real Property Management, Surplus, Travel
- **Financial Services**
 - Accounting Services, Accounts Payable, Student Business Office (Cashiers, Loans & Collections, Student Accounts), Treasury Services
- **Risk & Compliance Services** (Office of the Internal Auditor, Risk Management, Policies, Compliance & Public Records)

Budget Office – Linda Teater, Director

The Budget Office has primary responsibility for the planning, development, implementation, and administration of Western Washington University's operating budget. Central elements of these functions include the preparation and submission of the institution's biennial operating budget request, annual allocation plans, and ensuring that financial resource decisions are in concert with the institution's defined strategic planning objectives.

Environmental Health and Safety – Sue Sullivan, Director

Environmental Health and Safety (EHS) assists academic and administrative departments in providing a healthy and safe environment for students, faculty, staff and visitors. EHS facilitates compliance with federal, state, and municipal regulations regarding health, safety, and the environment. Responsibilities include: workers compensation; chemical, biological, and radiological materials management; hazardous building materials management; indoor air quality; occupational safety; fire safety; environmental management; ergonomics; industrial hygiene; emergency planning; chemical spill response; and safety training.

Facilities Development and Capital Planning – Rick Benner, Director / University Architect

In collaboration with Facilities Management, the FD&CB department provides leadership in planning, developing and budgeting for high value, quality, cost-effective facilities and grounds.

Facilities Management – John Furman, Director

Facilities Management (FM) supports Western's academic mission through the planning, development, maintenance and operation of Western's facilities and grounds. This support is accomplished through leadership, teamwork, and commitment to quality customer service for the Western community.

Human Resources Department – Chyerl Wolfe-Lee, Assistant Vice President for HR

The Human Resources (HR) staff is committed to providing best-in-class service, and supports the University mission and goals by engaging employees, and providing knowledge and resources to promote excellence through engagement.

Human Resources: serves as a model for diversity, equity and inclusion; ensures access to knowledge and resources; acts as continuous learners and strives for innovative improvement; and, uses active communication to embody a collaborative culture.

Functional areas include: employee and labor relations; labor negotiations; supervisory counseling/training; payroll processing; benefits processing and counseling; organizational and professional development; employment administration; classification/compensation management; employment inclusion; and disability management.

Public Safety Department – Darin Rasmussen, Chief of Police / Director

Public Safety provides a safe and secure environment within Western's community and protection of its property. It is composed of three departments: University Police, Parking Services, and Sustainable Transportation.

Overview for New Board Members Division of Enrollment and Student Services 2016

Division Mission Statement

The Division of Enrollment and Student Services engages and challenges students in their pursuit of academic and personal excellence through outreach, support services, and co-curricular learning opportunities.

Organization

The Division of Enrollment and Student Services is intentionally structured to support a seamless integration of students' curricular and co-curricular experiences at Western. This is achieved through active partnership with the Academic Affairs Division. Our division is administered by the Vice President for Enrollment and Student Services and its 15 departments include all aspects of a student's experience at Western, from pre-enrollment to graduation. The division also includes many auxiliary operations including University Residences and Dining Services, Associated Students Bookstore, the Student Health Center, the Wade King Student Recreation Center, and numerous fee-for-service programs. (See attached organizational chart.)

Emerging National Issues

- Sexual assault as a national conversation
- Growing Mental Health related concerns
- Campus safety as everyone's responsibility
- National student activism

BACKGROUND

Division Funding Sources and Student Fees

- The Division's 2015-16 annual operating budgets totaled approximately \$64.3 million. Funds applied to annual bond payments are not included in this total. State funding makes up 17.4% of the division's operating budget and 82.6% is self-sustaining (\$53.2 million). The self-sustaining portion includes fees and revenues from the larger auxiliaries: University Residences, the Bookstore, Campus Recreation, Viking Union/Student Activities, Athletics and the Health Center.
- Mandatory student fees totaled \$1,467.75 per academic year for 2015-16 and were 17% of all tuition and mandatory fees for a resident undergraduate. For 2016-17, mandatory fees increased 4.7% (\$69 per academic year) to \$1,536.67, representing 20% of all tuition and mandatory fees due to the 15% decrease in tuition.
- Several areas supported by these fees are required to fund and/or maintain their own facilities, so a portion of the fee goes to bond payments, long-term facility maintenance and annual facility operating costs.
- Many of these fees were initiated by student action, and all have processes in place for student recommendations regarding fee levels and services provided. The Board of Trustees approves all mandatory student fee increases annually at its June meeting.

Enrollment Information

Western Washington University is recognized as the school of choice for students seeking the broad range of opportunities associated with a major university as well as the more individually focused and supportive environment. Academic quality, campus environment, location, reputation and size are primary reasons students choose Western. Our primary competitors for undergraduates are: University of Washington; Washington State University; Central Washington University; Eastern Washington University; Gonzaga University and Seattle University.

Enrollment Statistics for All Enrolled Students – Fall 2015

- 15,332 headcount enrollment
- 14,663 on main campus
- 1,789 taking Extended Education Courses (these courses are taken by both state-funded and non-state funded students)
- 14,625 undergraduates
- 707 graduate students
- 10.7% are non-resident
- 89.3% are WA residents
 - The majority are from King, Snohomish and Whatcom Counties
- 55.7% are female
- 32.8% are the first in their family to attend college
- 24.9% are students of color (a record number and percentage again)
- Average age is 22 years

	Fall 2010	Fall 2011	Fall 2012	Fall 2013	Fall 2014	Fall 2015
Hispanic or Latino	5.3%	5.6%	6.1%	6.7%	7.3%	7.7%
Non-Hispanic Single Race						
American Indian or Alaska Native	1.6%	1.2%	0.8%	0.4%	0.4%	0.4%
Asian	6.3%	6.2%	6.1%	6.2%	6.4%	6.6%
Black or African American	1.9%	1.8%	1.7%	1.5%	1.5%	1.7%
Native Hawaiian or Other Pacific Islander	0.3%	0.2%	0.2%	0.1%	0.2%	0.2%
White	76.3%	76.8%	76.2%	75.5%	74.4%	73.2%
Two or more races	4.0%	5.2%	6.3%	7.3%	7.7%	8.2%
Nonresident alien	1.1%	1.0%	1.0%	1.1%	1.0%	1.0%
Race and ethnicity unknown	3.3%	2.0%	1.5%	1.1%	1.0%	0.9%
<i>Students of color</i>	<i>19.3%</i>	<i>20.1%</i>	<i>21.3%</i>	<i>22.3%</i>	<i>23.5%</i>	<i>24.9%</i>

	Fall 2010	Fall 2011	Fall 2012	Fall 2013	Fall 2014	Fall 2015
Non-Resident	7.3%	8.3%	9.1%	9.6%	10.0%	10.7%
First Generation	31.5%	30.8%	31.3%	31.8%	32.1%	32.8%
Full-time Freshman retention after 1 year	83.8%	84.9%	82.4%	82.6%	82.4%	n/a*

* Fall 2015 Retention will not be available until after Fall 2016 classes begin

Fall 2015 new freshmen on-campus

- 9,915 applications
- 8,166 were admitted (82.4%)
- Characteristics of enrolling freshmen
 - Middle 50% GPA range of admits was 3.28 – 3.80
 - 29.9% are students of color (a record number and percentage)
 - 14.4% are non-residents (California, Oregon, Colorado, Alaska, Idaho are biggest feeders)

Fall 2015 new transfers on-campus

- 2,359 applicants
- 1,725 were admitted (73.1%)
- Characteristics of new transfer students
 - Middle 50% GPA range of admitted students was 2.99 – 3.60
 - Top feeder community colleges are Whatcom, Everett, Bellevue, Skagit
 - 23.5% are students of color

Financial Aid Information

The estimated 2016-2017 total of all quarterly expenses for an undergraduate Western student are \$7,526 for a Washington resident and \$12,174 for an out-of-state student. Expenses include tuition and fees, room and board, books and supplies, transportation, and personal items.

- Full-time undergraduate resident tuition, including fees, is \$2,551.25 per quarter.
- Financial Aid totaling \$141.3 million was disbursed in 2014-2015 (the last completed award year): \$76 million in loans, \$38.5 million in grants, \$11.3 million in student employment, and \$15.5 million in scholarships.
- Approximately 67% of Western students receive some form of financial aid.
- Western-sponsored student employment programs place strong emphasis on offering quality work/learning experiences to students. Approximately 3,100 Western students earn approximately \$10.2 million annually through Western-sponsored student employment programs. In addition, 2,800 Western students found part-time jobs in the Bellingham community via the Student Employment job board.
- During the 2014-2015 academic year, 59% of graduating undergraduates borrowed an average of \$21,403 through student loan programs. These results compare to a state average of 58% borrowing \$24,804 and a national average of 70% borrowing \$35,000.
- Western's federal cohort default rate is 2.9% (cohort year 2012). The Washington State average is 10.1%. The national average is 11.8%.
- Western's net price listed on College Scorecard as published by the U.S. Department of Education after grants and institutional scholarships are subtracted from college costs, is \$16,325. We are neither the least expensive nor most expensive institution among the Washington four-year public institutions (UW \$11,904, WSU \$16,834, CWU \$14,589, EWU \$12,983, TESC \$11,903).

Facility and Bonding Entity Information

- The Housing & Dining System is a bonding entity that was established in 1965. It includes 16 residence halls, the Birnam Wood apartment complex, 3 dining commons, 11 retail food venues, a commissary building, the Viking Union Student Activity complex, and Lakewood (a recreational building on Lake Whatcom).
 - The facilities and contents were valued at \$403.4 million as of June 2015. A long-term Student Auxiliary Capital Plan is updated and presented to the Board of Trustees at least bi-annually to ensure that fiscal capacity exists for maintenance and expansion of the system. The data from a recently completed system-wide facilities condition assessment is being utilized to develop an efficient schedule of future projects. Upgrades to hydronic heating systems in Ridgeway and Fairhaven are expected to be high priorities, together with completion of seismic upgrades. After studying and confirming demand for on-campus private bedroom style housing, the System is proceeding into the design phase for new apartment style housing of up to 200 beds. The new building will be located just north of Buchanan Towers and is planned to open by Fall 2018.
 - The Board of Trustees approved a set of Housing & Dining Principles in 1993 (updated October 2015) to provide guidance for the system's financial planning in areas of revenue and reserve levels, maintenance levels, capital planning, debt service coverage, and occupancy percentages.
 - During Fall 2015, the system provided housing for 3,980, or 27.6% of WWU students. Capacity of the system is 4,038 in total. Over 91% of new first year freshmen live in the residence communities and 34% of new transfer students.
 - The Dining Services contract was rebid in 2012 with Aramark being awarded a 10-year contract. As a part of their contract, Aramark committed to provide \$7.3 million in renovations and acquisition of capital assets.
- Western's Associated Students Bookstore has operated for more than a century with a mission to provide course materials at low cost, maintaining an average 10% discount on textbooks. Discounts result in annual savings of approximately \$500,000 for students. Sales totaled \$6.67 million in 2014-15. Net income from operations was \$163,884 and is shared with the Associated Students, Athletics and a portion retained for re-investment in the Bookstore. The current industry environment is one of tight margins, rising operational costs and multiple course material formats. The Bookstore has and continues to implement new strategic initiatives for competitive services as technology advances and the industry continues to change.
- The Student Recreation Center is funded by a mandatory student-approved Student Recreation (S&A) Fee (\$99 per quarter for 2016-17). The fee covers the 30-year bond debt for construction as well as the ongoing operations and maintenance of the facility. The Student Recreation Center – as a bonding entity separate from the Housing & Dining System – issued \$29.39 million of bonds in February 2002 for construction. The facility received LEED Silver certification and has received multiple design awards.

WWU Athletics

- Western athletics is normally housed in Carver. During the renovation period, basketball and volleyball will compete at Whatcom Community College.
- In 2015-16, approximately 300 students will participate in 15 varsity sports at WWU, six for men and nine for women. WWU has been an official member of NCAA Division II since September 1998.
- Using the NCAA Academic Success Rate, which includes all freshman student-athletes from the fall of 2008 and also accounts for student-athletes who transfer into or out of the institution, WWU posted an 87 percent success rate, compared to the NCAA II national number of 73 percent.
- In 2015-16, 6 WWU student-athletes were named to GNAC Faculty Athletic Representatives Academic All-Star Team with accumulative GPAs of 3.85 or better. A total of 62 student-athletes earned GNAC Academic All-Star status.
- In academic 2015-16, WWU placed 26th among 307 NCAA Division II schools in the Learfield Sports Director's Cup national all-sports standings. The Vikings have had 13 consecutive Top 50 finishes and been among the Top 100 in each of its 18 seasons as a NCAA II member. They had seven straight Top 20 finishes from 2007 to 2014, placing sixth in 2009-10 and seventh in 2010-11.

Student Success

Student success and retention are at the heart of Western's commitment to serving the state of Washington and they continue to be one of the institution's highest priorities for investment. These priorities are aligned with the state of Washington's achievement measures to increase overall degree production, to increase degree production in high demand areas, and to increase degree production and for students from underrepresented groups. Western combines technology with individual advising and mentoring to support student success.

Student Success Collaborative [SSC]

SSC is a data-analytics and advising platform designed to identify pathways to graduation and to achieve efficiency by focusing advising and support services to those most at risk for major declaration and degree completion. The tool enables SSC users to identify those students who are "off path" with the potential to intervene earlier, before academic tragedy occurs. Based on an analysis of 10+ years of historical student academic performance data at Western, the SSC platform enables us to learn from our most resilient students, those who were retained to graduation and to identify markers for their success.

Student Outreach Services focuses on the retention of first-generation and low-income and at-risk students with intensive advising and mentoring. The demands in this area have increased and additional support has been prioritized the University.

Western's Leadership Advantage

Western's Leadership Advantage [WLA], a collaboration of the Division of Academic Affairs and the Division of Enrollment and Student Services, is an integrated leadership development initiative. The Morse Institute of Leadership, led by Academic Affairs, brings focus to leadership studies across the curriculum, including a leadership studies minor. The LEADS Program, directed by Enrollment and Student Services, delivers leadership training and development to students outside of the classroom. LEADS administers LeaderCorps, a leadership peer educator program offering student leader education modules. WLA is designed to maximize Western's long history of actively engaged students who, through action, skills-building and reflection, develop their leadership potential - making "Active Minds, Changing Lives" a reality.

Mental Health Counseling and Related Services

Investments in the Counseling Center, Student Health Center, Student Life/Dean of Students Office, and Prevention and Wellness Services must be made if we are to address both the mental health treatment needs of students and provide more positive mental health promotion for all students.

- In a 2016 National Survey of Counseling Center Directors states (same is true for Western students)"
 - Increasing number of students with prior mental health histories
 - High anxiety + expectations of perfection + poor coping skills leading to low frustration tolerance, difficult decision making, fear of failure, expectations of perfection, lowered motivation, difficult handling conflict, increased self-harm, and substance abuse
- In a 2016 Center for Collegiate Mental Health data shows that 32.9% students seriously considered attempting suicide
- Western Counseling Center Utilization Data for Fall, Winter and Spring Quarters continues to increase each academic year:
 - The total number of individual counseling contacts was 4168 in 2012-13 and increased to 4632 for 2015-16
 - The total number of group counseling contacts was 485 in 2012-13 and increased to 999 for 2015-16
- Student Health Center request all new students (freshmen and transfers) to do a full online health history, including mental health screening
- All students using the health center must complete a new mental health screening annually
- Any student reporting suicidal ideation on screening is contacted same day for assessment with offer for services
- Number of students seen for mental health medication management at the Student Health Center has tripled over five years (over 1500 students in 2015-16)
- Prevention Wellness Services created and implemented a broad application *Bystander Intervention/Empowerment*, an outreach program to teach students skills to successfully intervene when they identify risky situations, see someone in need of assistance, or when offering empathetic support to a friend or roommate who may be struggling.
- During 2015/16, 4,673 new, matriculated WWU students participated in the Haven: Sexual violence awareness and prevention training.

Threat Assessment Team

The University maintains a collaborative, multi-disciplinary Threat Assessment Team that includes law enforcement, mental health professionals, medical professionals and others. This team will identify, assess and manage situations indicating violent or potentially violent behaviors by individuals or groups. The University selects additional educators, administrators or staff members on a case-by-case basis as needed. This team works together to share information regarding actual or potential threatening situation(s). Protected information is only shared as permitted under the Family Educational Right and Privacy Act [FERPA] and other applicable privacy laws.

Student Involvement in University Governance

Western's commitment to an active, engaged and innovative education naturally leads to strong student involvement in University governance. The Associated Students [A.S.], a vigorous governing body, is a key component in the fulfillment of Western's mission. The goals of the Associated Students, as set forth in their mission statement, are to: "support leadership development; ensure student representation in decisions that impact students; provide resources, activities, and information for students; and provide opportunities for students to organize themselves around their special interests." All are done in order to "further achieve the mission of the University and complement classroom education"

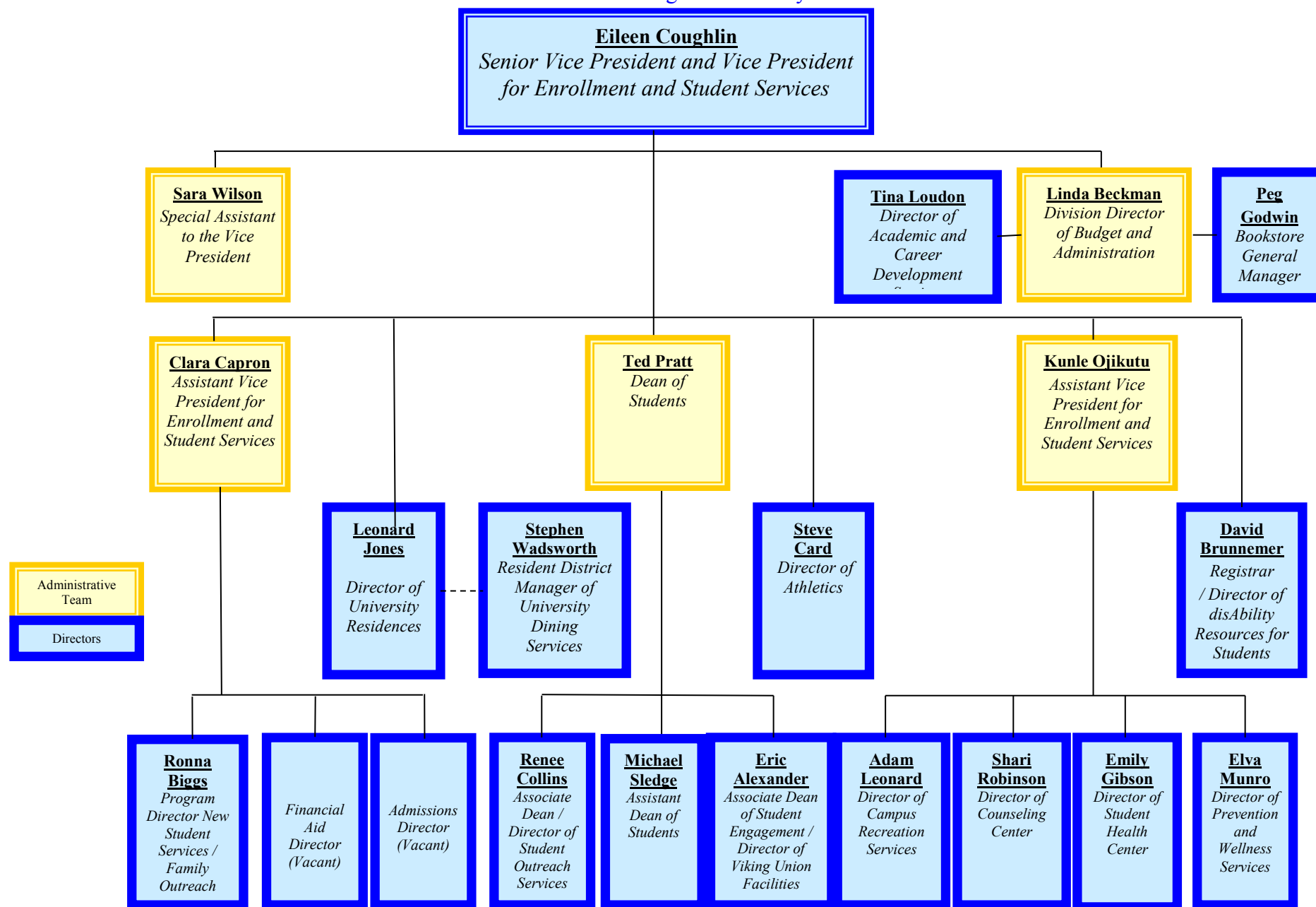
The University values the relationship between the A.S. and the University. The A.S. President meets with the Vice President for Enrollment and Student Services on a bi-weekly basis, to discuss issues of concern, and is advised by the Dean of Students.

Student Rights and Responsibilities Code, WAC 516-21-010

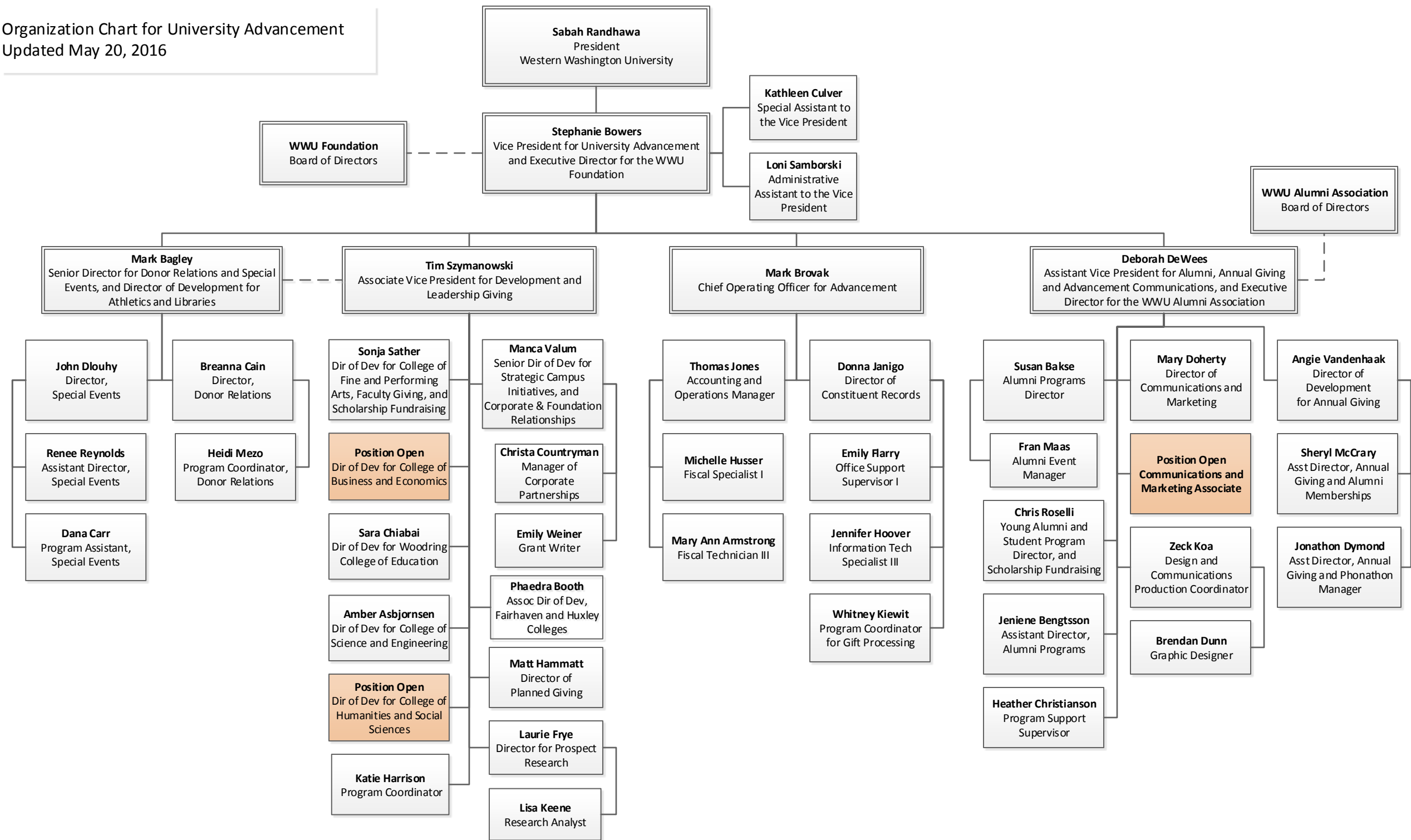
Western Washington University students enjoy the same basic rights, privileges, and freedoms granted to all members of society. At the same time, acceptance of admission to the University carries with it an obligation to fulfill certain responsibilities and expectations as a member of the Western Washington University community. As a condition of enrollment at Western, students must assume responsibility for their own actions and maintain an environment conducive to the academic success, safety, and well-being of others. The objectives of the student conduct system, as set forth in this code, are: to ensure that students act in a manner consistent with high standards of scholarship and behavior, and to maintain the safety and well-being of all members of the university community. The policy and requirements are enumerated in WAC 516-21-010.

Division of Enrollment and Student Services
Western Washington University

Updated: May 2016



Organization Chart for University Advancement
Updated May 20, 2016





MISSION STATEMENT

Foundation:

"By inspiring our community to give, we secure and steward resources that advance scholarship, research and creativity."

Alumni:

"The Mission of the Western Washington University Alumni Association is to strengthen Western by building strong and caring relationships that make a difference among our students, alumni, friends and the greater University community."



UNIVERSITY ADVANCEMENT STAFF BIOS

Vice President

Stephanie Bowers, Vice President for University Advancement and President/CEO of the Western Washington University Foundation

Stephanie came to Western Washington University in January 2001. She serves as the Vice President for University Advancement and recently led the successful \$62 million Western Stands for Washington campaign. She is President and CEO of the WWU Foundation. Stephanie works closely with key leaders and volunteers, engaging alumni, friends and supporters with Western in communities in Washington and throughout the US.

Stephanie's career in public higher education includes leadership roles in advancement at three campuses of the University of Maryland system. She most recently served as Executive Director of Development at Maryland's Smith School of Business, and prior to that held the positions of Assistant Vice President for Alumni and Development and Interim Vice President at her alma mater, Maryland University College (UMUC). She also served as Alumni Director for six years at the University of Baltimore. Stephanie received her bachelor's in English from De Sales University, Center Valley, Pennsylvania and her MGA from UMUC, College Park, MD.

Executive Team

Deborah DeWees, Assistant Vice President for Alumni, Annual Giving and Advancement Communications and Executive Director of WWU Alumni Association

Deborah came to Western Washington University in 1998 and is currently the Assistant Vice President for Alumni, Annual Giving and Advancement Communications. She also serves as the Executive Director of the Western Alumni Association. Prior to this role, Deborah served WWU as Assistant Director for Planned Giving for University Advancement, Director of Development for the College of Business & Economics, College of Arts and Sciences, Fairhaven College, Wilson Library and key university programs.

Deborah's career in public higher education includes advancement roles as Assistant Director of Development for University of Maryland's Smith School of Business, and Executive Vice President for Advancement and Executive Director of Resource Development for Edmonds Community College. She also served as the Public Relations manager with Vyzis Company, a Washington state commercial development and retail organization for three years.

Deborah has a bachelor's in communications with a minor in business administration from Marywood College in Scranton, PA and also studied at the University of Maryland, College Park. She received her designation as a Certified Fundraising Professional in 1990 from the University of Indiana School of Fundraising.

Mark Brovak, Senior Director and Chief Operating Officer

Mark joined the Division of Advancement team as Senior Director and Chief Operating Officer in January of 2012. Mark's responsibilities include oversight of all treasury, accounting and financial reporting aspects of the division as well as all legal and real estate transactions. This is Mark's first position in higher education. Prior to Western, Mark worked for ten years at the Ryzex Group where he served in various roles from Controller, to Vice President of Human Resources, to Director of Corporate Sales.

Mark began his career at Ernst and Young and earned his CPA license while performing audit and assurance work. Mark also spent five years working for a Bellingham-based development company, specializing in North and South American forest products development.

During this time, Mark lived in Venezuela and travelled extensively throughout Chile, Argentina and Peru.

Mark earned his bachelor's in business administration from Pacific Lutheran University in Tacoma, WA.

Tim Szymanowski, Associate Vice President for Development and Leadership Giving

Tim joined Western in August of 2015 as its associate vice president for development and leadership giving. In this newly-created role, Tim oversees Western's development officers as well as being a key member of WWU's University Advancement leadership team.

Tim's professional career has spanned 30 years and 25 countries, encompassing multiple arenas from business, sales and marketing to higher education fundraising. In 2007, after decades in the private sector, Tim joined the development team at Eastern Washington University and most recently served as executive director for development at the University of Hawaii Foundation. His marketing, sales and leadership experiences have proved highly transferable into securing private donor partnerships as well as leading campaign initiatives, while simultaneously coaching and supporting fundraisers in relationship management.



UNIVERSITY-WIDE FUNDING PRIORITIES

Scholarships

All types of scholarships ranging from merit to financial based, for use by admissions, athletics and throughout colleges are historically, and continue to be, the greatest need.

Faculty Development

Private support for faculty and academic departments at Western creates opportunities that ultimately benefit Western's students and the communities and businesses they serve after their graduation. It strengthens the University while enriching the teaching and research experiences for faculty.

WESTERN WASHINGTON UNIVERSITY UNIVERSITY RELATIONS and COMMUNITY DEVELOPMENT DIVISION

The University Relations and Community Development Division was created in 1988 as the External Affairs Division, was reorganized under the title of University Relations in 2008, and was changed to its current name in 2013. The Division is led by Vice President Steve Swan and includes the Offices of Government Relations, University Communications and Marketing, Web Communications Technology, the Small Business Development Center, the Washington Campus Compact, the Front Door to Discovery Program, and also provides leadership for Western's community relations program. A special focus of University Relations and Community Development is to provide institutional leadership for internal and external planning for future expansion of the University campus to the Bellingham Waterfront District.

The University Relations and Community Development Division is responsible for fostering and maintaining effective relationships and communications with the campus community, the neighborhoods and the greater community of Bellingham; with the legislative and executive branches of the local, state and federal governments, providing leadership to all efforts aimed at enhancing the reputation of and appreciation for Western through effective marketing and communication, and collaborating with the community to stimulate economic development and to provide assistance to small businesses within the region.

The Office of Government Relations

The Office of Government Relations is composed of State Government Relations which is led by Director of Government Relations Becca Kenna-Schenk; and Federal Government Relations which is directed by Steve Swan. This office also serves as the primary liaison between Western and the Bellingham City Council and the Whatcom County Council, and to Bellingham Neighborhood Associations. WWU graduate Joe Timmons is the assistant director of government relations. Lorie McNeill, Administrative Assistant, completes the Government Relations team.

The focus of work with the Washington State Legislature and state agencies and the U.S. Congress and federal agencies is in the areas of procurement of public funds and development of policy objectives. Collaborative work is conducted with respective elected officials and their staffs. These efforts are led by staff in the Office of Government Relations, but require a collaborative university approach which includes Western administrators, faculty, staff, unions and other stakeholders. The Government Relations Office is also charged with informing, monitoring and educating the campus community on legislation affecting the University.

The Government Relations Office also has a valued partner in the lobbying firm of Van Ness Feldman, which has offices in Seattle and Washington, D.C. Van Ness Feldman assists the University in the pursuit of federal agency grants and policy development.

Being a good steward of the place Western calls home is an important principle that is lived out through its community relations efforts. The Government Relations Office provides direct connection to city and county government and the various Bellingham neighborhood associations and provides staff representation on the Mayor's Neighborhood Advisory Commission.

The Office of University Communications and Marketing

The Office of University Communications and Marketing is the prime liaison between Western and the public. The office strives to keep the university's campus community, public, media and other stakeholders informed of the university's activities, accomplishments and needs through traditional and new media conduits.

University Communications consists of six communications professionals and one administrative assistant. The staff is comprised of Paul Cocke, director; John Thompson, assistant director; Mary Gallagher, publications editor; Rhys Logan, visual journalist; Chris Baker and Derek Bryson, graphic designers; JT Williams, social media; and Jemma Everyhope-Roser, program assistant. We are currently in the search process for a manager of marketing and social media. The office has developed a well-established internship program with the Department of Journalism and other university departments and typically has three to four part-time interns each quarter in the areas of public relations and new media.

Branding and Marketing

The UCM Office is responsible for ensuring the integrity of the Western brand, for its implementation into the campus community, and that it is used in a consistent and integrated manner. The office works closely with the University Marketing Committee to develop branding and integrated marketing for the university.

Emergency Communications

University Communications is actively involved in planning for and responding to emergency communications needs. This office operates the RAVE emergency communications system, which includes capabilities for rapidly sending out mass cell phone text messages, mass e-mails, social media messages, university homepage messages, and desktop messages, plus an emergency information website.

Graphic Design

Two graphic designers are available to the Western community for the production of print and web based communications. The designers work on a priority basis with top priority given to projects that serve the greater good of the university as a whole.

Media and Public Relations

University Communications sends out news releases to local, statewide, regional and national media. The office distributes news releases via an extensive online media database that is updated regularly. Per a long-established university practice, all news releases must be distributed via this office. The only exceptions are Athletics and the AS (Associated Students – student government) Publicity Center, which distribute news releases for their specific areas.

Online and Print Publications

As print media undergoes significant change and as more news and information distribution migrates online, it becomes increasingly important for this office to become its own publisher and “push out” information, primarily via online and other new media sources. UComm is the major content provider for online, print and other information distribution. The office produces:

- Window, a high-end glossy university magazine featuring significant news, achievements, research and feature stories showcasing the best of Western students, faculty, staff and alumni. It is distributed twice a year to about 110,000 WWU alumni and friends of the university. A web site accompanying the magazine is also available for access.

- Western Today, an online campus newsletter Monday through Friday with a daily listing of news and announcements important to the campus community.
- Western Weekly, a weekly online newsletter about Western news and announcements to external audiences.
- Soundings, a quarterly hybrid online-print newsletter for parents, with regular updates on an accompanying web site.
- Online campus-wide events calendar.
- Online Community Guide to Speakers at Western.

Visual Story Telling

This is the newest operation of UMC and in just one year has made a major impact in marketing and communicating the people and programs that make Western distinctive. Video produced is focused on short visual narratives that are placed on websites across campus and pushed out to the public via social media.

Web sites/Social Media

The operation is responsible for editorial content on the Western homepage and for the coordination of the use of social media by campus programs and departments. That work includes providing content and editorial oversight for other top tier University homepages and the coordination of messaging on Western's Facebook, YouTube, Viking Village and Twitter functions.

The Office of Web Communication Technologies

The group formerly called ATUS Web Services, reorganized under University Relations and Community Development as Web Communication Technologies (Web Tech) in September 2013, plays a critical role in the marketing and promotion of Western with its various stakeholders. The Web Tech team consists of the University Webmaster Max Bronsema and a web development team of Wayne Bakker, Nigel Packer, Alex Waltrip, and talented student assistants.

Web Tech champions standards and best practices, disseminates knowledge, helps practitioners improve their skill sets, and develops products to support Western in the production of professional sites that enhance the reputation of Western. Web Tech supports the continuous improvement of campus websites for accessibility, usability, utility, impact and professional quality by providing product development, knowledge and training, research and support to web producers and procurers across campus.

The Web Tech team works in close collaboration with the writers, designers and the visual story teller in University Communications and Marketing in planning and executing best practices in the marketing and promotion of Western.

The Small Business Development Center

The SBDC program is a fixture in the region that is recognized for the high level of support it provides to the small business community. The SBDC is designed to provide high quality business and economic development assistance to small businesses and nascent entrepreneurs (pre-venture) in order to promote growth, expansion, innovation, increased productivity and management improvement.

Western serves as the local regional partner for the SBDC located in Bellingham. CJ Seitz serves as the SBDC director and is assisted in providing business advising services by Eric Grimstead and Debra Lee, with staff support provided by Haley Halverson.

SBDCs are encouraged to fully utilize the resources of other federal, state and local government, academic and private sector programs concerned with aiding small businesses in order to provide seamless but not duplicative business development assistance at every stage of their growth.

The Washington SBDC network promotes economic vitality within Washington communities by providing expert business advising, demand-driven training, and applied research to existing businesses and entrepreneurs.

The SBDC is funded by Western, the City of Bellingham, the Port of Bellingham, Whatcom County, and the U.S. Small Business Administration.

The Washington Campus Compact

Washington Campus Compact (WACC) was formed in February 1992 by seven Washington higher education presidents. Kenneth P. Mortimer, then president of Western Washington University, assumed a leadership role by chairing the executive committee and hosting the state organization on the WWU campus. The initial goals focused on providing opportunities for students, faculty, and staff to develop a civic ethic; developing a network of service-learning practitioners to share resources and expand strategies; and integrating service-learning into higher education curricula.

Today, Western remains the host campus for WACC, which now serves a growing membership of more than 30 Washington higher education presidents representing two-year public, four-year private, and four-year public institutions. As the field of community service and service-learning in higher education has expanded, so too has Washington Campus Compact. The current organizational vision and mission represent the priorities identified by our member presidents and service-learning practitioners in diverse communities throughout the state.

The WACC was moved into the University Relations and Community Development Division in the fall of 2014. Jennifer Hine is the Executive Director of the WACC and has a staff of nine full and part-time employees.

Western on the Bellingham Waterfront District Project

One of the most dynamic waterfront development projects on the west coast is taking place in Bellingham, Washington, and Western Washington University is excited about being a part of it. Western has planned to be a part of this new development since late in 2002 when the City and Port of Bellingham first began discussions about the potential waterfront project. Western's commitment to expansion of the main campus to the waterfront has been ongoing since that time through active campus-wide planning and through WWU representation on the community's Waterfront Futures Group and the Waterfront Advisory Group.

Western's commitment was raised to another level when it made the first step to acquiring property in the Bellingham Waterfront District. On June 14, 2013, the WWU Board of Trustees approved a Memorandum of Understanding authorizing President Bruce Shepard to transfer ownership of a Western property located at the corner of Hannegan Road and Bakerview Road in Bellingham into Western Crossing Development. WCD, a non-profit corporation created by WWU and the Port of Bellingham, has the property up for sale and proceeds of the sale will be used to purchase property in the Bellingham Waterfront District. That property is composed of six acres located in the Institutional Mixed Use Zone, which the Port of Bellingham is transferring into Western Crossing after final approval of the binding site plan by the Bellingham City Council and Port of Bellingham Port Commission.

Preliminary planning envisions the first WWU facility at the waterfront to be a Community Engagement and Innovation Center that will likely serve as the home for the WWU Extended Education Program, along with other Western entities. The CEIC vision is to serve as a melting pot that also brings the business, not-for-profit, and NGO's communities together in collaboration and partnership with Western and other area higher education entities. A potential key part of the vision of this facility is significant multi-purpose space to enable the hosting of conferences by Extended Education.

Western's expansion to the Bellingham Waterfront District is an on-going three phase process. In Phase I WWU became a partner with Bellingham Technical College in the Technology Development Center in 2009. In Phase 2 WWU envisions the construction of the Community Engagement and Innovation Center. Phase 3 will be the construction of new facilities to house academic programs and possibly institutes as Western grows in the future. Such facilities could be built through partnerships with developers and/or business partners.



BOARD OF TRUSTEES

RULES OF OPERATION

Effective February 13, 2015

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SECTION 1

THE BOARD AND GOVERNANCE

- 1.1 **Board Authority Established by Law.** The authority to govern Western Washington University is vested by law in the Board of Trustees of the University, referred to from this point forward as the “Board.” (See Appendix A for statutory references.)
- 1.2 **Governance Development.** The Board believes that the educational interests of the University are furthered by encouraging an environment of collegiality. Therefore, it has established a system of shared governance in which the various elements of the institution are encouraged to participate. Without limiting its duties or authority, the Board directs its attention to matters of general policy relating to the institution’s mission, educational program, operation, and Strategic Plan.
- 1.3 **Policy Development.** The Board delegates responsibility for the development and administration of policies and management of the institution to the President, or his or her designees, including the appropriate unit or units of internal governance.
- 1.4 **Channel of Authority.** The channel of authority from the Board to the faculty, administrative officers, staff, and students shall be through the President.
 - (a) **University Community Responsible to the President.** All faculty, administrative officers, staff, and students must, through appropriate channels, be responsible to the President, and through the President, to the Board, unless otherwise specifically directed by the Board.
 - (b) **Recommendations for the Board Transmitted to the President.** When faculty, administrative officers, staff, and students bring forward recommended changes to policies, programs, and other matters that require Board consideration, such recommendations should be transmitted to the President and by the President to the Board with his or her recommendation.
 - (c) **President to Engage Discussion.** If the President does not support the recommendations as forwarded, the President will first send it back to the recommending group with a statement of concerns and engage in discussions with the group regarding the proposal before forwarding it to the Board for consideration.
 - (d) **President’s Recommendation and Background Materials to be Provided to the Board.** Background information, perspectives of constituents, and the recommendation of the President will be provided to the Board.
 - (e) **Presidential Oversight of Governance Groups.** The Board has the responsibility for oversight of the President, but delegates authority to the President for oversight of faculty, staff, students, or others engaged in communications or by contract with the University.
 - (f) **Communication to the Board by Governance Groups.** The presidents of the Faculty Senate and Associated Students may, in exceptional circumstances,

communicate directly to the Board collectively through written communication. Copies of such communication will be provided to the President. The presidents of those groups shall serve as the representatives of their respective elected bodies at all Board meetings where they are welcome to address the Board directly.

- 1.5 **Attorney General of Washington Provides Legal Counsel.** The legal advisor to the Board is the Attorney General of Washington. The assistant attorney general assigned by the Attorney General to represent the University shall provide counsel to the University to and through the Board. The assistant attorney general provides legal counsel to the various divisions of the University through the President.

SECTION 2

AUTHORITY, POWERS, AND DUTIES OF THE BOARD

- 2.1 **Title 28B RCW Establishes Board Authority.** The Board derives its authority from the laws of the state of Washington. The Board operates under the provisions of Title 28B and other portions of the Revised Code of Washington (RCW). The powers and duties of the Board include those specifically set forth in Title 28B and all other powers and duties which are necessary or appropriate to carry out the Board's responsibilities and obligations. (See Appendix A.)
- 2.2 **Chair Spokesperson for the Board.** The Chair or his or her designee is the spokesperson for the Board. Individual Board members are encouraged to consult regularly with both the President and the Board Chair on matters of interest. Unless otherwise authorized by the Board, individual Trustees exercise no authority over the institution nor may they make or enter into contracts on behalf of the Board or University.
- 2.3 **Authority Reserved by the Board.** The Board reserves unto itself the following authority (unless specifically delegated in particular instances by definite resolution or motion duly passed by the Board), which it exercises subject to the conditions and limitations of law:
- (a) **To Employ the President.** To employ the President under such terms and conditions as may be negotiated from time to time through a written contract, including, but not limited to, compensation, housing requirements, benefits, and tenure to an academic unit. The Board may also negotiate employment for the spouse/partner of the President upon determining that he/she has appropriate qualifications. The contract(s) shall be authorized in compliance with the Open Public Meetings Law, Chapter 42.30 RCW. (See Appendix A.)
 - (b) **To Administer the Board.** To organize, administer, and operate the Board.
 - (c) **To Adopt Administrative Rules.** To adopt, amend, or repeal rules pursuant to the Administrative Procedure Act (Chapter 34.05 RCW) and any other laws providing rule-making authority – except for Chapter 516-12 WAC, Parking and traffic regulations; Chapter 516-13 WAC, Bicycle, mopeds, and other powered devices; Chapter 516-14 WAC, Appeals from parking violations; and Chapter 516-

15 WAC, Skateboards, foot scooters, skates, and other similar devices. (See Appendix A.)

- (d) **To Approve Budgets.** To approve the operating budget, the services and activities fees budget, and the capital budget for the University.
- (e) **To Structure the University.** To establish or abolish colleges, divisions, schools, departments, and degree programs.
- (f) **To Award Degrees.** To authorize the awarding of degrees for appropriate programs of study, and to authorize the awarding of honorary degrees.¹
- (g) **To Establish Certain Fees.** To establish academic year tuition fees (tuition operating fee and capital building fee), summer session fees, continuing education degree program fees, student services and activities fees, housing and dining fees, and all fees that students enrolled for six (6) or more credit hours are required to pay. The Board delegates its authority to the President to approve all other fees.
- (h) **To Approve Collective Bargaining Agreements.** To facilitate, approve, and enter into collective bargaining agreements with faculty.
- (i) **To Establish Retirement Programs for Employees.** To establish retirement programs for employees as authorized by law.
- (j) **To Retain Fiscal Responsibility.** To retain responsibility for the expenditure of state funds by the University and its agents and employees.
- (k) **To Enter into Certain Agreements.** To enter into agreements with public agencies pursuant to the Interlocal Cooperation Act (Chapter 39.34 RCW) or other appropriate laws. (See Appendix A.)
- (l) **To Purchase or Lease Real Estate.** To authorize the purchase or long-term lease (for more than two years) of real property not located within the boundaries of the campus as described by the Institutional Master Plan for Western Washington University, subject to other approvals that may be required. To authorize extensions of long-term leases of real property. The Board may authorize the purchase of properties not identified in the Institutional Master Plan if it adopts by resolution the rationale for such purchase.
- (m) **To Select Certain Architects and Engineers.** To authorize the selection of professional, architectural, engineering, and related services for the design of public works in instances where the fee for such services will exceed \$300,000.00, or where competitive proposals were not solicited and considered, unless other procedures approved by the Board were followed.

¹ RCW 28B.35.205 states, in part: The Board of Trustees, upon recommendation of the faculty, may also confer honorary bachelor's, master's, or doctorate level degrees upon persons in recognition of their learning or devotion to education, literature, art, or science. No degree may be conferred in consideration of the payment of money or the donation of any kind of property.

- (n) **To Authorize Certain Public Works Contracts.** To authorize the execution of public works contracts for amounts in excess of \$500,000.00, or where competitive proposals were not solicited and considered, unless other procedures approved by the Board were followed.
- (o) **To Establish Self-Supporting Facilities.** To establish self-supporting facilities and to exercise all related authority delegated to the Board pursuant to RCW 28B.10.300 through RCW 28B.10.330, as now or hereafter amended. (See Appendix A.)
- (p) **To Authorize Bonded Indebtedness.** To authorize and approve bonded indebtedness.
- (q) **To Approve the Settlement of Claims.** To approve the settlement of claims against the University for amounts in excess of \$50,000.00.
- (r) **To Name Buildings and Facilities.** To name buildings and facilities in honor of a person or persons in accordance with established Board policy.
- (s) **To Designate an Agent.** To designate such agents as it deems necessary and efficient to solicit and receive gifts for the benefit of the University.
- (t) **To Exercise Authority Reserved to the Board.** To exercise all authority expressly reserved to the Board by recorded resolution or motion, or in rules which have been or are hereafter adopted or amended by the Board pursuant to the provisions of the Administrative Procedure Act, Chapter 34.05 RCW. (See Appendix A.)
- (u) **To Retain All Authority Hereafter Delegated to the Board.** To retain all authority which may be hereafter delegated to the Board by the Legislature of the state of Washington, unless such authority is expressly delegated to the President or President's designee in these rules or by duly adopted resolution.

2.4 **Conflict of Interest Standards**

The following standards apply to each member of the Board of Trustees of Western Washington University and are intended to serve as guidance for everyone serving on the Board.

- (a) **Fiduciary Responsibilities.** Members of the Board serve the public trust and have an obligation to fulfill their responsibilities in a manner consistent with this fact. All decisions are to be made solely on the basis of a desire to promote the best interests of the institution and the public good. The University's integrity must be considered and advanced at all times.

Trustees are often involved in the affairs of other institutions, businesses, and organizations. An effective Board may not always consist of individuals entirely free from perceived, potential, or real conflicts of interest. Although most such conflicts are and will be deemed to be inconsequential, it is every Trustee's responsibility to ensure that the Board is made aware of situations at the University that involve personal, familial, or business relationships.

(b) **Affirmation and Disclosure.** The Board requires each Trustee to annually affirm that the following standards must be adhered to:

1. **Board disclosure of personal, familial, or business relationships.** Each Trustee will disclose to the Board any personal, familial, or business relationship that reasonably could give rise to a perceived, potential, or real conflict of interest, as any such may arise.
 - i. **Public disclosure.** Trustees are required by RCW 42.17.240 to file annual statements with the Public Disclosure Commission relating to business interests and receipt of gifts.
 - ii. **Completion of disclosure form.** Trustees must annually complete the disclosure form provided by the University. The completed forms are retained in the Office of the President.
2. **Disclosure of potential or real conflict of interest.** In the event there comes before the Board a matter for consideration or decision that raises a potential or real conflict of interest for any Trustee, the Trustee shall disclose to the Chair of the Board the existence of a potential or real conflict of interest as soon as possible.
3. **Recording of disclosure in minutes.** The disclosure shall be recorded in the minutes of the meeting where a vote by the Board will occur on the matter.
4. **Seeking counsel regarding disclosure.** In the event a Trustee is uncertain as to the need to make disclosure in a particular instance, the Trustee should seek counsel from the Chair and/or the President of the University. They, in turn, may elect to consult with legal counsel. A Trustee who is aware of potential or real conflict of interest with respect to any such matter shall not vote or participate in discussion in connection with the matter. That Trustee's presence may not be counted in determining whether there exists a quorum for purposes of validating the vote on the matter.

(c) **Situations Which Constitute Conflicts of Interest.** While it is difficult to list all circumstances which create conflicts of interest for individual Trustees, the law defines some situations as prohibited actions. These include:

1. **Assisting another person, whether or not for compensation, in any transaction with the University.** Example: Trustees cannot effect the admission of individual applicants for student status. Trustees might well be involved in admission standards through delegation, but do not make decisions on individual applications.
2. **Use of University resources for personal benefit.** Example: Trustees cannot have office space to conduct their personal business on campus.
3. **Use of official authority for personal gain.** Example: Trustees cannot vote to extend a contract to a business in which they have a significant financial interest.

4. **Receipt of gifts, gratuities, and favors.** Example: Trustees cannot accept money from businesses with which the University has contracts as an inducement from the business to execute/extend a contract; and if gifts have been received during a reporting period, the Trustee must report them to the Public Disclosure Commission.

SECTION 3

APPOINTMENT

- 3.1 **Appointment by the Governor.** The Board is composed of seven members appointed by the Governor of the state of Washington with the consent of the Senate for terms of six years, and one additional university student member, who is appointed annually by the Governor for a one-year term (RCW 28B.35.100).
- 3.2 **Oath to Discharge Duties.** Each member of the Board is required to take an oath to discharge faithfully, impartially, honestly, and to the best of his or her abilities, the duties of a Trustee (RCW 28B.10.520). (See Appendix A.)²
- 3.3 **Selection of Student Trustee.** The Governor shall select the student member from a list of candidates, of at least three and not more than five, submitted by the governing body of the Associated Students.
- 3.4 **Term and Qualification of Student Trustee.** The student member will hold his or her office for a term of one year from the first day of July and until his or her successor is appointed and qualified. The student member shall be a full-time student in good standing at the University at the time of appointment.
- 3.5 **Student Trustee Shall Excuse Himself or Herself.** A student trustee shall excuse himself or herself from participation or voting on matters relating to the hiring, discipline, or tenure of faculty members and personnel as required by RCW 28B.35.100(4), or as it may be amended from time to time. (See Appendix A.)

SECTION 4

RESIGNATION AND REMOVAL

- 4.1 **Resignation.** A Board member may resign from the Board at any time during his or her term by notification submitted to the Governor.

² Normally, a Trustee will serve no more than two full six year terms. Normally, a Trustee appointed to fill the remainder of a former Trustee's term shall be eligible for two full terms if the partial term was not longer than three years.

- 4.2 **Removal Only for Misconduct.** No member of the Board may be removed during the term of office for which appointed, except for misconduct or malfeasance in office (RCW 28B.10.500). (See Appendix A.)

SECTION 5

OFFICERS AND COMMITTEES

- 5.1 **Officers and Terms.** The Board shall elect a Chair, Vice Chair, and Secretary for two-year terms, as the last order of business at the June meeting of the Board every second year. In the event of an interim vacancy in any office, a successor shall be elected to fill the unexpired term.
- 5.2 **Board Chair.** The Chair of the Board shall preside at meetings of the Board and the Chair shall have the customary powers and duties associated with such office (subject to the Board's direction). The Chair shall have full right of discussion and vote. If the Chair is absent or otherwise unable to preside over a meeting of the Board, the Vice Chair shall preside. In the event of the absence of both the Chair and Vice Chair for any meeting of the Board, the Secretary shall then preside. In the absence of all officers, the Board shall designate a Chair for the meeting.
- 5.3 **Board Secretary.** The Secretary of the Board, in addition to other duties specifically imposed by the Board, shall be the second signatory (the Chair being the first) for all documents requiring two signatures from the Board. The Board may authorize other members of the Board to sign documents in the absence of either the Chair or the Secretary. The Secretary shall be responsible for reviewing draft minutes of the Board meetings, which are prepared by staff assigned to the Board.
- 5.4 **Committees May be Established.** The Board or its Chair may establish such standing or special committees as are deemed appropriate. Committees shall advise the Board and the President of the University on matters referred to such committees for consideration.
- 5.5 **Notification of Trustee Violation.** In the event that a Trustee is acting in violation of Section 2.2, the President shall advise the Chair of the activity. The Chair shall direct the Trustee to cease the inappropriate activity. If the Chair is acting in violation, the Vice Chair shall be advised of the activity and shall direct the Chair to cease the inappropriate activity.
- 5.6 **Meetings of Board Committees.** Board committee meetings may be held before regular or special meetings, or at such time and such place as a committee chair may direct from time to time. All committee meetings must be held in conformance with the laws of the state of Washington governing such meetings.
- (a) **Audit Committee.** The Audit Committee of the Board assists the Board in fulfilling its responsibility for oversight of the quality and integrity of the accounting, auditing, and reporting practices of the University, and such other duties as directed by the Board. The Audit Committee's role includes a particular focus on the University's processes to assure effective internal controls, to advise the University on business

and financial risk as such is identified in any audit process, and compliance with significant applicable legal, ethical, and regulatory requirements. (See Appendix B – Board Audit Committee Charter.)

- (b) **Board Governance Committee.** The Board Governance Committee assists the Board in fulfilling its responsibility for institutional governance at the highest level of excellence. The committee is responsible for identifying and recommending best Board governance practices as well as facilitating Board transitions, new trustee orientation, mentoring and engagement, ongoing education and Board self-assessments.

SECTION 6

UNIVERSITY SEAL

- 6.1 **Seal Design Approval.** The design of the seal of Western Washington University shall be approved by the Board.
- 6.2 **University Seal is the Official Legal Seal of the University.** The University Seal is the legal seal of the University and is to be used only for diplomas, transcripts, official certificates, and other documents as designated by the President's Office. As the official legal seal of the institution, its usage must be constrained to official applications.

SECTION 7

MEETINGS OF THE BOARD

- 7.1 **Regular Meetings.** Regular meetings of the Board shall be held on the first or second Thursday and Friday of every other month, unless such dates are changed by Board action at a meeting regularly scheduled or called for that purpose. A copy of such action shall be filed in the President's Office (WAC 516-04-010). (See Appendix A.)
- 7.2 **Annual Schedule of Regular Meetings.** The schedule of meetings shall be determined each year at the regular meeting of the Board prior to the end of each calendar year.
- 7.3 **Special Meetings.** The chair of the Board or a majority of its sitting members may call special meetings of the Board (RCW 42.30.080). (See Appendix A.)
- 7.4 **Quorum.** Five members of the Board constitute a quorum for the transaction of business by the Board. Provided, however, that action by the Board shall require the affirmative vote of at least four members. Provided, where only a quorum of five is present, and the student trustee has excused himself or herself from participation or voting when the matter relates to the hiring, discipline, or tenure of faculty members and personnel, action shall require the affirmative vote of at least three members.
- 7.5 **Public Meetings.** All regular and special meetings at which a quorum of the Board is present shall be open to the public, with the exception of those portions of regular or special meetings specifically declared to be "executive sessions" as allowed by law, or to be otherwise exempt from the provisions of Chapter 42.30 RCW. (See Appendix A.)

- 7.6 **Notice of Agenda.** The President, with concurrence of the Chair of the Board, prepares a written agenda for each regular and special meeting. Copies of the agenda and supporting materials for a meeting are provided to the President and members of the Board and made available to the public approximately one week in advance of the announced meeting. Except as otherwise provided by law, the Chair, President, or any Board member may add additional items to the agenda for regular meetings without notice to the members of the Board or the public. However, the topics at special meetings are restricted to those for which advance notice has been given. Public notice of a special meeting must be made 24 hours in advance of the meeting.
- 7.7 **President as Representative of the University.** The President of the University speaks for the University at meetings of the Board.
- 7.8 **Faculty and Student Representatives.** Because of the unique and integral relationship that the faculty and students bear to the mission of the University, the President of the Associated Students and the President of the Faculty Senate are issued a standing invitation to participate in all of the Board's public meetings.
- 7.9 **Presiding Officer of the Board.** The presiding officer of the Board shall have the right to maintain order, recognize speakers, and to limit the length of time used by a speaker for the discussion of any subject at meetings of the Board; provided, however, that any restriction on debate to be imposed upon members of the Board shall be announced in advance, uniformly applied, and subject to nullification by majority vote.
- 7.10 **Order of Business.** The agenda for regular meetings of the Board should include the following:
- Consent items;
 - Public comment period;
 - Major policy matters and decision options³;
 - Special reports; and
 - Other items or announcements from Trustees, committees, the University President, Vice Presidents, Faculty Senate President, or Associated Students President.
- 7.11 **Appearance Before the Board.** The Chair of the Board may entertain and grant requests of persons to appear at meetings of and speak to the Board as the Chair may determine. In connection with public comment periods at regular meetings, the Chair of the Board:
- may require that prospective speakers sign in prior to speaking;
 - may set time limits for speakers;
 - may limit the time period for public comment; and
 - may halt comments on topics about which the Board is advised that it should not receive comment, such as pending quasi-judicial matters.

³ RCW 28B.15.067(3)(b) requires the Board of Trustees to make public its proposal for tuition and fee increases twenty-one days before the board considers adoption and allows opportunity for public comment. This twenty-one day requirement shall not apply if the legislature has not passed the omnibus appropriations act by May 15th. Ch.228, Laws of 2012.

- 7.12 **Rules of Procedure.** Robert's Rules of Order, latest revised edition, govern the rules of procedure of all meetings of the Board, except where such rules of order are superseded by the Board's Rules of Operations or applicable statutes or regulations.

SECTION 8

AUTHORITY, POWERS, AND DUTIES OF THE PRESIDENT

- 8.1 **President Responsible to the Board.** The President of the University is directly responsible to the Board and subject to its direction.
- 8.2 **Primary University Representative.** In both internal and external affairs, the President shall be the primary representative and spokesperson for the institution to the public. In the internal operation of the University, the President shall be expected to exercise leadership and direction in the management of the University while maintaining effective working relationships with faculty, students, staff, administrators, new internal governance units, and unions representing faculty and staff.
- 8.3 **Principal Administrative Officer.** The President shall be the principal administrative officer of the University and shall have general supervision of all operations and programs of the institution.
- 8.4 **Delegation of Appointing Authority.** The Board delegates to the President the authority to appoint, in the name of the Board, all employees of the University, which include faculty, professional staff, classified staff, and others. Appointments shall be made in writing with copies retained in the individual personnel files. The President shall periodically provide an informational report to the Board concerning faculty appointments. The President is authorized to further delegate appointing authority to the Vice Presidents or other designees.
- 8.5 **Administrative Performance Review.** The President is responsible for conducting periodic performance reviews of administrative staff.
- 8.6 **Delegation as to President's Relatives.** The Board hereby excepts from such delegation of authority in this paragraph the authority to appoint any employee of the University who is related to the President either as sibling, parent, spouse, or offspring. The Board hereby delegates to the Provost the authority to make such hiring decisions, subject to Board review, action, and approval. The Provost will have responsibility pertaining to making letters of offer, evaluations, salary modification, and supervision of any such employee, subject to the review of the Board.
- 8.7 **Appeal of Denial of Tenure.** If the President denies tenure, the candidate may appeal the denial to the Board, which may conduct an adjudicative proceeding pursuant to the Administrative Procedure Act (Chapter 34.05 RCW). (See Appendix A.)
- 8.8 **President Administers Board Policy.** The President shall carry out all rules, regulations, orders, directives, and policies established by the Board, and shall perform all other duties necessary or appropriate to the administration of the University.

- 8.9 **Banking, Credit, and Investment Authority and Further Delegation.** The President of the University shall have the authority to negotiate banking and credit card services, to periodically open and close bank accounts, and to purchase and sell investments in accordance with the Revised Code of Washington, Washington Administrative Code, and University policy. The President may delegate this authority to other administrative officers.
- 8.10 **Security Management Authority and Further Delegation.** The President is fully authorized and empowered to sell, assign, transfer, or otherwise dispose of any and all donated types and kinds of securities, including, but not limited to, stocks, bonds, debentures, notes, rights, options, warrants, and certificates of every kind and nature whatsoever; to enter into agreements, contracts, and arrangements with respect to such security transactions, whether with securities-related individuals or agents; and to execute, sign, or endorse on behalf of Western Washington University. The President may delegate the authority to other administrative officers.
- 8.11 **Board Delegation of Authority and Further Delegation.** The President of the University shall have the authority to exercise in the name of the Board all of the powers and duties vested in or imposed upon the Board by law, except as otherwise specifically reserved or determined by the Board. This grant of authority is general in nature and is as broad and comprehensive as is allowable by law. Except as limited by the Board, the President may delegate authority to other administrative officers or units of internal governance where necessary or appropriate for the effective administration of the University.
- 8.12 **Organizational Structure.** The organizational structure of the University will be established by the President except as otherwise specifically determined by the Board.
- 8.13 **President at Board Meetings.** The President shall be entitled to be present at all regular or special meetings of the Board. The Board may, with the knowledge of the President, hold executive sessions out of the presence of the President to discuss appropriate matters. The substance of the discussions by the Board in executive session will be transmitted to the President by the presiding officer of the Board.
- 8.14 **Board and President Relationship.** The essence of the relationship between the Board and the President shall be one of full mutual confidence, completely open communication, and close consultation.
- 8.15 **Prompt Report Required Regarding Non-Compliance.** If the President fails or refuses to implement or enforce a policy, rule, or regulation which has been adopted by the Board, the President shall promptly inform the Board in writing of the reasons for such failure or refusal.
- 8.16 **Emergency Contract Authority.** The President shall have the power to enter into emergency contracts and agreements without complying with the provisions of these rules, when essential for the protection of health, safety, or property. Such actions shall be immediately reported to the Board.
- 8.17 **Acting President in the Event of a Vacancy.** If a vacancy occurs in the Office of the President, the Provost or principal academic officer shall act as President, unless otherwise determined by the Board.

- 8.18 **Responsibility for Search Process.** When it becomes necessary to name a new President, it is the responsibility of the Board to establish criteria, organize and supervise the selection process, and name the appointee. The final selection shall be the sole responsibility of the Board.
- 8.19 **Presidential Service.** The President serves at the pleasure of the Board.

SECTION 9

PRESIDENTIAL EVALUATIONS

- 9.1 **Annual Objectives.** It is anticipated that the President will set out objectives, goals, and priorities for the next year, subject to Board approval. At the conclusion of each year, the President will report to the Board on his or her progress. The Board will seek confidential input from the Vice Presidents, Faculty Senate President, and Associated Students President.
- 9.2 **Evaluations.** A formal evaluation of the President's performance is made after four years of employment as President. Thereafter, formal evaluations will be every fourth year; provided, however, that the Board may, at its discretion, defer the formal evaluation for an additional year. The Board may also initiate a formal review if desired sooner.
- 9.3 **Criteria and Process for Evaluation.** It is the responsibility of the Board to establish the criteria and process for evaluation and to communicate these in advance to the President. The process will include a "360 degree component," allowing for confidential input to be sought and provided regarding the effectiveness of the President in achieving annual objectives and such other performance measures to be considered. Among other standards and criteria for evaluation, the Board shall consider the following:
- Leadership, internal and external to the institution;
 - Administrative effectiveness;
 - Effectiveness at developing financial and other support for the institution;
 - Communication;
 - Physical and mental health; and
 - Accomplishments and progress toward annual objectives established by the President and the Board.
- 9.4 **Transition Review.** The Board and the President will develop a plan for evaluation of the President's performance at the end of the President's first year.
- 9.5 **Additional Leave May be Requested.** After the third year of a President's appointment, the President shall be entitled to request two months of leave time in addition to annual vacation leave.

SECTION 10

POLICIES

- 10.1 **President Authorized to Adopt Interim Policies.** The Board authorizes the President to adopt interim policies or procedures to meet legal or operational requirements as needs arise, keeping the Board informed of such action.
- 10.2 **Policy and Rule Development.** All of the rules, regulations, policies and procedures governing the operation and organization of the University should, insofar as feasible, be contained in a file system maintained by the Office of the President of the University and his or her delegates. All such written statements approved by the Board and/or the President should, insofar as feasible, be kept current and up to date with amendments, revisions, and additions. These materials shall be maintained electronically and by such other means to ensure ease of public access.
- 10.3 **Materials to be Maintained.** All the following shall be maintained in this manner:
- All adopted policies and procedures.
 - All portions of the Revised Code of Washington and the Washington Administrative Code which apply to WWU (indexed).
 - University rules adopted pursuant to the provisions of Chapter 34.05 RCW and other chapters providing rule-making authority (indexed).
 - Constitution and By-laws of the Faculty Senate.
 - Constitution and By-laws of the Associated Students of Western Washington University.
 - Constitution and by-laws and/or regulations of all other organizations, as directed by the Board.
 - The Faculty Handbook.
 - The Professional Staff Handbook.
 - The Board Rules of Operation, including the Charter of the Board Audit Committee.
 - Collective bargaining agreements pertaining to university faculty and staff.
 - The index maintained by the University Records Center.

SECTION 11

INDUCTION AND ORIENTATION OF TRUSTEES

The President, in consultation with the Chair of the Board, has the responsibility to meet with new Trustees as they are appointed. Together with members of the administration and staff, the President will provide the new Board member with information and material about the institution, its operation, and the nature of trusteeship.

SECTION 12

PER DIEM

No Trustee shall receive a salary or compensation as a Trustee. Trustees are authorized to receive per diem and mileage reimbursements as provided by law in Chapter 43.03 RCW. Unless otherwise directed by the Chair, per diem will normally be paid for each day during which a Trustee attends a Board or Committee meeting or is otherwise engaged in the conduct of duties at the request or invitation of the Chair or the President. (See Appendix A.)

SECTION 13

AMENDMENTS TO BOARD RULES OF OPERATION

These rules may be amended or repealed by a two-thirds majority vote of those members present and constituting a quorum of the Board. These rules may be suspended for a particular meeting or for a particular matter under consideration by a two-thirds majority vote of those members present and constituting a quorum of the Board.

SECTION 14

EFFECTIVE DATE

These amended rules become effective February 13, 2015.

Board of Trustees Rules of Operation Amendment History

Board of Trustee Rules of Operation --Effective January 1, 1990

Amd 020(3)(c) October 7, 1991

Amd 070(3) July 8, 1993

Amd 020(4) October 7, 1994

Amd 070(3) December 2, 1994

Amd 010(2)(3)(4) October 11, 1996

Amd 020(1)(2) October 11, 1996

Amd 020(3)a--u) October 11, 1996

Amd 020(4)b)c) October 11, 1996

Amd 030 October 11, 1996

Amd 050(3)(5) October 11, 1996

Amd 060(1)(6) October 11, 1996

Amd 070(2)--(9) October 11, 1996
Amd 080 October 11, 1996
Amd 090 October 11, 1996
Amd 100 October 11, 1996
Amd 110 October 11, 1996
Amd 030,060 August 7, 1998
Amd 060(1) October 4, 2002
Amd 020(3)q-u) February 6, 2004
Amd 020(3)g) April 19, 2004
Amd 020(3)g) June 11, 2004
Amd 010(2)(3) October 8, 2004
Amd 020(2) October 8, 2004
Amd 020(3)g)l)m)n)r) October 8, 2004

Amd 050(2)(3) October 8, 2004
Amd 060(2)(10) October 8, 2004
Amd 070(3) October 8, 2004
Amd 080 October 8, 2004
Amd 090 October 8, 2004
Amd 110 October 8, 2004
Amd entire set April 30, 2010
Amd 7.10 & 7.11 June 7, 2012
Amd 5.6 (b) June 14, 2013
Amd 5.6 (b) February 13, 2015
Amd 7.12 February 13, 2015
Amd 13 February 13, 2015

Authority: RCW 28B.35.120

APPENDIX A

Washington State Laws and Western Washington University Rules Applicable to Western Washington University

1. Washington State Laws

These references are to chapters of law in the Revised Code of Washington (RCW). The links will take you to the Table of Contents for each chapter. The chapters can be “searched” for words.

- Chapter 28B.10 RCW Colleges and universities generally
<http://apps.leg.wa.gov/RCW/default.aspx?cite=28B.10&full=true>
- Chapter 28B.15 RCW College and university fees
<http://apps.leg.wa.gov/RCW/default.aspx?cite=28B.15&full=true>
- Chapter 28B.35 RCW Regional universities
<http://apps.leg.wa.gov/RCW/default.aspx?cite=28B.35&full=true>
- Chapter 42.30 RCW Open public meetings act
<http://apps.leg.wa.gov/RCW/default.aspx?cite=42.30&full=true>
- Chapter 42.52 RCW Ethics in public service
<http://apps.leg.wa.gov/RCW/default.aspx?cite=42.52&full=true>
- Chapter 42.56 RCW Public records act
<http://apps.leg.wa.gov/RCW/default.aspx?cite=42.56&full=true>
- Chapter 28B.76 RCW Higher education coordinating board
<http://apps.leg.wa.gov/RCW/default.aspx?cite=28B.76&full=true>
- Chapter 28B.92 State student financial aid program
<http://apps.leg.wa.gov/RCW/default.aspx?cite=28B.92&full=true>

- Chapter 28B.130 RCW Transportation demand management programs
<http://apps.leg.wa.gov/RCW/default.aspx?cite=28B.130&full=true>
- Chapter 34.05 RCW Administrative procedure act
<http://apps.leg.wa.gov/RCW/default.aspx?cite=34.05&full=true>
- Chapter 39.04 RCW Public works
<http://apps.leg.wa.gov/RCW/default.aspx?cite=39.04&full=true>
- Chapter 39.34 RCW Interlocal cooperation act
<http://apps.leg.wa.gov/Rcw/default.aspx?Cite=39.34&full=true>
- Chapter 40.14 RCW Preservation and destruction of public records
<http://apps.leg.wa.gov/RCW/default.aspx?cite=40.14&full=true>
- Chapter 41.06 RCW State civil service law
<http://apps.leg.wa.gov/RCW/default.aspx?cite=41.06&full=true>
- Chapter 41.58 RCW Public employment labor relations
<http://apps.leg.wa.gov/RCW/default.aspx?cite=41.58&full=true>
- Chapter 41.76 RCW Public four-year institutions of higher education – faculty labor relations
<http://apps.leg.wa.gov/RCW/default.aspx?cite=41.76&full=true>
- Chapter 42.56 RCW Public records act
<http://apps.leg.wa.gov/RCW/default.aspx?cite=42.56&full=true>
- Chapter 43.03 RCW Salaries and expenses
<http://apps.leg.wa.gov/rcw/default.aspx?cite=43.03&full=true>

2. Washington State Administrative Rules

These references are to Title 516 of the rules in the Washington Administrative Code (WAC) which pertain to WWU. The links will take you to the Table of Contents for each chapter. The chapters can be “searched” for words.

- Chapter 516-04 Board of trustees
<http://apps.leg.wa.gov/wac/default.aspx?cite=516-04&full=true>
- Chapter 516-09 Public records
<http://apps.leg.wa.gov/wac/default.aspx?cite=516-09&full=true>
- Chapter 516-12 Parking and traffic regulations
<http://apps.leg.wa.gov/wac/default.aspx?cite=516-12&full=true>
- Chapter 516-13 Bicycles, mopeds, and other powered devices
<http://apps.leg.wa.gov/wac/default.aspx?cite=516-13&full=true>
- Chapter 516-15 Appeals from parking violations
<http://apps.leg.wa.gov/wac/default.aspx?cite=516-14&full=true>
- Chapter 516-15 Skateboards, foot scooters, skates, and other similar devices
<http://apps.leg.wa.gov/wac/default.aspx?cite=516-15&full=true>
- Chapter 516-23 Student rights and responsibilities code
<http://apps.leg.wa.gov/wac/default.aspx?cite=516-23&full=true>
- Chapter 516-24 General conduct
<http://apps.leg.wa.gov/wac/default.aspx?cite=516-24&full=true>
- Chapter 516-25 External affairs
<http://apps.leg.wa.gov/wac/default.aspx?cite=516-25&full=true>
- Chapter 516-26 Student records
<http://apps.leg.wa.gov/wac/default.aspx?cite=516-26&full=true>

- Chapter 516-28 Standards and procedures for involuntary administrative withdrawal of students at Western Washington University for behavior from mental disorders

<http://apps.leg.wa.gov/wac/default.aspx?cite=516-28&full=true>

- Chapter 516-31 State Environmental Policy Act – Rule

<http://apps.leg.wa.gov/wac/default.aspx?cite=516-31&full=true>

- Chapter 516-34 Leasing of university property for business purposes

<http://apps.leg.wa.gov/wac/default.aspx?cite=516-34&full=true>

- Chapter 516-36 Use of university facilities – Scheduling

<http://apps.leg.wa.gov/wac/default.aspx?cite=516-36&full=true>

- Chapter 516-37 Use of university facilities – Libraries

<http://apps.leg.wa.gov/wac/default.aspx?cite=516-37&full=true>

- Chapter 516-38 Access to campus services

<http://apps.leg.wa.gov/wac/default.aspx?cite=516-38&full=true>

- Chapter 516-39 Media services

<http://apps.leg.wa.gov/wac/default.aspx?cite=516-39&full=true>

- Chapter 516-40 Course materials

<http://apps.leg.wa.gov/wac/default.aspx?cite=516-40&full=true>

- Chapter 516-52 University housing and dining

<http://apps.leg.wa.gov/wac/default.aspx?cite=516-56&full=true>

- Chapter 516-60 Admission and registration

<http://apps.leg.wa.gov/wac/default.aspx?cite=516-60&full=true>

- Chapter 516-108 Practice and procedure

<http://apps.leg.wa.gov/wac/default.aspx?cite=516-108&full=true>

- Chapter 516-133 Organization

<http://apps.leg.wa.gov/wac/default.aspx?cite=516-133&full=true>

- Chapter 516-400 Loss of eligibility – Student athletic participation

<http://apps.leg.wa.gov/wac/default.aspx?cite=516-400&full=true>

APPENDIX B

Western Washington University Audit Committee Charter

Role

The Audit Committee of the Board of Trustees assists the Board of Trustees in fulfilling its responsibility for oversight of the quality and integrity of the accounting, auditing, and reporting practices of the University, and such other duties as directed by the Board. The Committee's role includes a particular focus on the University's processes to assure effective internal controls, to advise the University on business and financial risk as such is identified in any audit process, and to comply with significant applicable legal, ethical, and regulatory requirements. The Committee will oversee: a) matters related to the financial statements of the university and other official financial information provided to the public; b) the system of internal controls, including compliance with applicable policies and procedures and risk management; c) the annual independent audit process, including recommending to the Board of Trustees the appointment, compensation, retention and oversight of the independent auditors engaged to audit the financial statements of the University; d) the effectiveness of the internal audit program; and e) the interactions with the state auditor, as appropriate.

The Committee serves in an advisory capacity to assure the demonstrable integrity, accountability, completeness, and effectiveness of university policies and their implementation, guided by analytical consideration of the magnitude of potential institutional risks and vulnerabilities. The Committee further recommends to the full Board broad policy for ensuring accurate financial reporting, sound risk management, and ethical behavior. The Committee's duties do not replace or duplicate established responsibilities and delegations for university leadership and management. Further, the Audit Committee does not act on behalf of the Western Washington University Board of Trustees, conduct hearings, or take testimony or public comment.

Membership

The membership of the Committee consists of three trustees selected by the Board. The Audit Committee shall include or have access to a financial expert.

Operations

The Committee meets at least four times a year. Additional meetings may occur as the Committee or its chair deems advisable. The Committee will cause to be kept adequate minutes of all its proceedings, and will report on its actions and activities at the next meeting of the Board.

Communications

The internal auditor, independent auditors and state auditor report directly to the Committee. The Committee maintains free and open communication with the internal auditors, the independent auditors, the state auditor, and management, including periodic private sessions with each of these parties.

Relationship between Audit Committee, University Leadership, Internal Auditor, Independent Auditors and State Auditor

The Committee relies on the expertise and knowledge of the university's leadership team, the internal auditor, the independent auditors and the state auditor in carrying out its oversight responsibilities. The President of the University is responsible to the Board and with the counsel of the Audit Committee for ensuring that internal controls are reasonable and determining that the University's financial statements are complete, accurate and in accordance with generally accepted accounting principles. The independent auditors are responsible for auditing the University's financial statements. The state auditor's responsibilities are established by law and carried out pursuant to the policies and procedures dictated by the Washington State Auditor's Office. The internal auditor is responsible for providing an independent appraisal function which evaluates the university's activities to assist the Board of Trustees, President and University leadership team in the discharge of their oversight, management and operating responsibilities.

Audit Committee Responsibilities

In performing its audit oversight responsibilities, the Audit Committee shall:

General:

1. Review the coordination of audit efforts to ensure completeness of coverage, reduction of redundant efforts, the effective use of audit resources, and the use of independent auditors other than the state auditor.
2. Meet with the President in private session to discuss any matters the Committee or the President believes should be discussed privately with the Audit Committee.
3. Review policies and procedures with respect to transactions between the University and trustees, or affiliates of trustees.
4. Review with management and the independent auditor the effect of any regulatory and accounting initiatives, as well as off-balance-sheet structures, if any.
5. Undertake an annual evaluation of the Committee's performance.

Internal Controls, Risk Assessment and Financial Reporting:

1. Inquire of the university leadership team, the internal auditor, the independent auditors and the state auditor about significant risks or exposures, review the University's policies and processes for risk assessment and risk management, and assess the steps management has taken to control such risk to the University.
2. Consider and review the university's internal controls with management and appropriate auditors related to:
 - a. The University's assessment of the effectiveness of its internal controls and any auditor's attestation and report about the University's assessment.

- b. The adequacy of the University's internal controls including computerized information system controls and security.
 - c. Any related significant internal control findings and recommendations of the independent auditors or state auditor together with management responses.
- 3. Periodically, review with the President and the appropriate auditors the University's critical accounting policies.
- 4. Review and oversee procedures for: (a) receipt, retention and treatment of complaints received by the University regarding accounting, internal accounting controls and auditing matters; and (b) the confidential, anonymous submission of employee concerns regarding accounting or auditing matters.

Internal Audit Program:

- 1. Review the responsibilities, functions and performance of the University's internal audit program and consult with management with respect thereto.
- 2. Review and concur with the President's appointment, evaluation, replacement, reassignment, or dismissal of the Director of the Office of the Internal Auditor.
- 3. Review and concur with the President on the appropriate organizational structure, staffing and budget for the Office of the Internal Auditor to enable it to effectively carry out the internal audit program's responsibilities.
- 4. Receive and review all audit, consultation and investigation reports issued by the Office of the Internal Auditor and ensure that management responds appropriately to issues raised.
- 5. Review and make recommendation to the Board of Trustees regarding the Internal Audit schedule. Receive periodic updates from the Office of the Internal Auditor on the status of the audit schedule.
- 6. Annually review the Internal Audit Charter, policies and procedures and recommend changes to the Board of Trustees, as needed.
- 7. Inquire of the Internal Audit Director regarding any difficulties encountered in the course of audits, consultations and special investigations, including any restrictions on the scope of work or on access to required information.
- 8. Meet with the internal auditor in private session to discuss any matters the Committee or the internal auditor believe should be discussed privately with the Audit Committee, and report the results of such meetings to management.

External Audit Activities:

- 1. Recommend to the Board of Trustees the appointment or replacement of the independent auditors and approve the terms on which the independent auditors are engaged for the ensuing fiscal year. The Committee shall solicit the input of management in the selection process.

2. Evaluate the independent auditors' qualifications, performance, and independence, including that of the lead partner.
3. Pre-approve any non-audit services provided by the independent auditors, including tax services.
4. Ensure the periodic rotation of lead or concurring partner for independent auditor and establish appropriate interval for rotation.
5. Resolve any disagreements between management and the independent and/or state auditors.
6. Ensure receipt from the independent auditors of a formal written statement delineating all relationships between the auditors and the University or any other matter that may impact the objectivity and independence of the auditors.
7. Review with the independent auditor, state auditor and university President the scope and plan for the various audits.
8. Upon completion of each audit performed by the independent and state auditors, conduct a detailed review of the audit report with management and the appropriate auditor and discuss any significant findings, recommendations and management's responses.
9. Review with management, independent auditor and state auditor, all matters required to be communicated with the Committee under generally accepted auditing standards.
10. Inquire of the independent and state auditors any difficulties encountered in the course of audits, including any restrictions on the scope of work or on access to required information.
11. Meet with the independent auditors and state auditor in private sessions to discuss any matters the Committee or the auditors believe should be discussed privately with the Audit Committee, and report the results of such meetings to management. In order to assure independence, private sessions shall be held at least once a year.
12. Receive and review all outside audit, investigation and regulatory findings and reports of the university including, but not limited to, those from the State Auditor's Office Whistleblower Program, Executive Ethics Board, and Internal Revenue Service. Ensure that management responds appropriately to issues raised.

Approved by the Board of Trustees April 22, 2005

Revision Approved by Board of Trustees August 3, 2007

Revision Approved by Board of Trustees June 11, 2010

FACULTY HANDBOOK OF WESTERN WASHINGTON UNIVERSITY

I. Introduction

A. Purpose of this Handbook

This *Faculty Handbook* contains statements of institutional policy and procedure duly established by the Board of Trustees and in effect at the time of its adoption. This *Handbook* provides a guide by which the Board of Trustees, Faculty, and Administration conduct their relations with each other in matters of university academics, budget, planning, and policy.

B. Organization of this Handbook

The *Faculty Handbook* applies to all faculty of the University.

Appendices to the *Handbook* may be added by a majority vote of the Faculty Senate, provided they are referenced in the *Handbook*.

Each college and the library will publish a document that applies to governance issues within that college or the library that does not conflict with the *Faculty Handbook*. Certain procedures, regulations, and requirements regarding such matters as hiring and internal governance may differ from college to college but may not conflict with the policies and procedures of the *Faculty Handbook* unless the proposed differences in procedures, regulations, and requirements have been reviewed by the Faculty Senate and approved by the Board of Trustees. In the event of a conflict, the *Faculty Handbook* prevails.

C. Handbook Amendment Procedure

1. The need to review the *Handbook* will be considered by the Board of Trustees annually at the February meeting. It may, however, be reviewed and amended by the Board by motion at its discretion whenever necessary, providing that due notice shall be given of such intention. When not bound by superior authority, the Board shall hear and consider recommendations from affected faculty before taking final action.
2. Proposals for amendment of this *Handbook* may be initiated and presented to the Board (1) by the President of the University who shall, if not sustained by a majority of the faculty, at the same time present the faculty recommendations to the Board; (2) by the Faculty Senate; or (3) by the faculty through signed petition of 25 faculty members.
3. No proposal for amendment shall be acted upon finally and established as policy by the Trustees without due notice to the faculty and without hearing and considering their recommendation. Neither shall any proposal for amendment be acted upon and established as policy by the Trustees without due notice to the President of the University and without hearing and considering the President of the University's recommendation.
4. Amendments to the *Handbook* become effective upon approval by the Board of Trustees or a date set by the Board of Trustees.

II. Western Washington University

A. Organization

1. Western Washington University has seven colleges, the Graduate School, and the University Libraries, each with a dean as chief administrative officer. The colleges are the College of Business and Economics, the College of Fine and Performing Arts, the College of Humanities and Social Sciences, the College of Sciences and Technology, Fairhaven College of Interdisciplinary Studies, Huxley College of the Environment, and the Woodring College of Education. In the remainder of this *Handbook*, the term "colleges" encompasses the units listed above, including the Graduate School and the University Libraries.
2. The President of the University is the chief administrative officer of the University. Five vice presidents have responsibilities as are indicated by their titles: Provost/Vice President for Academic Affairs, Vice President for Business and Financial Affairs, Vice President for Student Affairs, Vice President for Advancement, and Vice President for External Affairs.
3. Appendix 2 gives a detailed organization chart.

B. Governance

1. The governing body of the University is the Board of Trustees. The President of the University is the representative and spokesperson for the Board of Trustees. The faculty, through the Faculty Senate, works closely with the President of the University and Provost/Vice President for Academic Affairs in formulating, implementing, and evaluating university policies. It is the policy of Western Washington University that there shall be meaningful participation by the faculty, through the Faculty Senate or other recognized faculty bodies, in matters relating to university academics, budget, planning and policy in matters at all levels of internal university governance. This is consistent with the University's policy of open participation in governance.
2. The Faculty Senate represents the faculty in matters concerning university academics, budget, planning, and policy. The Executive Council of the Senate prepares the agenda for Senate meetings, meets on a scheduled basis with the President of the University and/or Provost/Vice President for Academic Affairs, and performs such other duties as may be delegated to it by the Faculty Senate.
3. The Faculty Senate consists of 30 voting Senators, and the President of the University and Provost/Vice President for Academic Affairs as ex officio, non-voting members. The powers of the Senate, including those of its Executive Council and other councils, are those defined in the *Constitution of the Faculty of WWU*, which appears as Appendix 1 of this *Handbook*.
4. When a matter of special importance to the faculty is to be decided, the Faculty Senate may call for a General Faculty Assembly for purposes of discussion and recommendation.

III. The Faculty

A. Introduction

1. A faculty member is a person who holds a faculty position as described in the Collective Bargaining Agreement between Western Washington University and United Faculty of Western Washington (the *Faculty Contract*).

2. The Faculty Senate and its committees advance the University's objectives, as set forth in the *Western Washington University Catalog* and the *Strategic Plan of the University*. Department and college faculties are responsible for developing programs and courses that meet university standards and relate to university objectives.
3. The Faculty Senate works collaboratively with other campus units on matters of university budgeting, planning, and policy.

B. Academic Freedom

All faculty are guaranteed academic freedom as set forth in the *1940 Statement of Principles of Academic Freedom and Tenure with 1970 Interpretive Comments* (see Appendix 4), formulated by the Association of American Colleges and Universities and the American Association of University Professors, as expressed in the *Faculty Contract*. Academic tenure follows the *Faculty Contract*.

C. Recruitment Policy

It is the policy of Western Washington University to appoint faculty members who provide evidence of achievement (or the promise of achievement) in teaching, in scholarly or creative endeavors, and in service to the University and community. Unless otherwise specified in the letter of appointment, retention shall be on the basis of continuing effectiveness in these areas. Assessment at all levels is to be carried out in accord with the Department Evaluation Plan (see *Faculty Contract* for definition).

D. Faculty Duties

Faculty at Western pursue excellence in their teaching or librarianship. Faculty are expected to adhere to the principles of faculty conduct contained in the Code of Faculty Ethics (found in Appendix 5 of the *Handbook*).

Tenured and tenure-track faculty engage in research or creative activities of recognized quality, and service including participation in the hiring of faculty within the department.

The Department Evaluation Plan may further define obligations or specify additional obligations, while specific duties of individual faculty may be defined in the letter of offer.

E. Rights and Responsibilities of the Faculty

1. Tenured and Tenure-Track Faculty

Tenured and tenure-track faculty share the same rights and responsibilities with respect to faculty governance, unless otherwise specified by the *Faculty Handbook* or the *Constitution of the Faculty of WWU* (Appendix 1).

2. Non-Tenure-Track Faculty

Non-tenure-track faculty do not have all the rights and responsibilities of faculty with respect to faculty governance. Departmental voting privileges are at the discretion of the department, but shall not extend to issues of appointment, tenure, promotion, or other personnel matters. Faculty Senate voting privileges are described in the *Constitution of the Faculty of WWU* (Appendix 1).

3. Emeritus Status

The title of emeritus may be conferred by the President of the University upon retiring faculty members whose contributions have been deemed outstanding by their peers. Recommendation for the title may be initiated by the faculty member's department or by the appropriate dean; it requires the support of the dean of the college and must be approved by the Provost/Vice President of Academic Affairs. The usual minimum service to Western Washington University is ten years.

In addition to those privileges accorded all retirees, emeritus faculty of Western Washington University are eligible to sit on master's degree candidates' supervisory committees; are listed in the Faculty/Staff Directory and may receive a copy of the directory on written request; are listed in the *Western Washington University Catalog*; are eligible to march in graduation and other formal ceremonies of the University; may be appointed members of Faculty Senate committees; and may use departmental office space and computer access including E-mail on a space-available basis, as determined by the appropriate department. Emeritus faculty do not vote on matters relating to faculty.

IV. Reimbursements and Consulting Policies

A. Reimbursement of Expenses

The University finances, partially or entirely, official attendance at professional meetings of faculty members who represent the institution and who participate in the programs presented at such meetings. Financial arrangements covering travel and expenses must be made in advance with the department chairperson or appropriate unit head. University travel policies and state regulations are available on-line and may be obtained from the department chairperson, appropriate dean or the Division of Purchasing. The Division of Purchasing administers these policies and regulations.

A faculty member seeking travel support should apply to the chairperson and/or dean. The University will reimburse faculty members for travel required by the University.

B. Policy on Consulting and Other Compensated Professional Activities

Introduction

The first obligation of members of the faculty and staff is the preparation for and carrying out of official University duties. Faculty and staff who are full-time are expected to devote full-time effort to their institutional responsibilities. At the same time, the University recognizes that individuals, the University, and the State benefit from faculty and staff involvement in and support of outside organizations and industry. Such involvement provides opportunities to individuals to create and disseminate expert information outside of the traditional university employment structure while simultaneously providing to individuals additional experiences, augmenting their ability to carry out their University responsibilities. The University benefits in its ongoing relationships with the local, regional, national, and international communities it seeks to serve.

University faculty members serving as consultants or engaging in outside compensated professional activities, can be valuable resources to government, industry, public and private organizations. The University encourages faculty members to engage in such activities provided that they do not interfere with the performance of University duties and that no conflict of interest exists.

Full-time faculty members are compensated for full-time service to the University in instruction, research, and public service responsibilities. The University expects that each full-time faculty member will assume a proper share of the functions and responsibilities of the department, college, and the

University. A faculty member may engage in other professional activities beyond the scope of duties as a faculty member within the following guidelines.

Guidelines

These guidelines are designed to protect the integrity of the faculty member-University work relationship.

1. *Professional Activities Commensurate with the University's Mission.* Outside work must be consistent with the University's mission and must enhance the faculty member's professional development. Outside work includes consulting, advising, research, demonstrating, or teaching for other organizations in the areas of professional competence for which the faculty member is employed by Western Washington University. Outside profit-making business activities engaged in for personal monetary gain and which are not related to the area of professional competence for which the faculty member is employed by the University are covered under the state ethics laws. Outside work must be conducted in compliance with the University's policy on Using University Resources.
2. *Non-Interference with Professional Duties.* Outside work must not interfere with a faculty member's normal official University duties, including those non-classroom responsibilities expected of all faculty members, as defined by each college.
3. *Compensation.* Compensation for outside work includes salaries, fees, or gifts. No additional compensation may be accepted by faculty members for tutoring students in courses they teach, or for performing their official duties. Faculty members may accept compensation for outside work only if all of the following conditions are satisfied:¹
 - a. The agreement to do the work is bona fide and the work is actually performed.
 - b. The performance of the work is not within the faculty member's official duties, nor under the faculty member's official supervision.
 - c. The work does not involve assisting others in transactions with state agencies as prohibited by law
 - d. The work is not performed for, nor the compensation received from a person from whom the faculty member is prohibited by law from receiving a gift.²
 - e. The agreement for the outside work is not expressly created or authorized by the faculty member in his or her official capacity or by the University. The university recognizes and fully respects the principle of individual ownership of intellectual property. Research and publication are a central part of a faculty member's responsibility. This research is often deemed valuable by a variety of communities beyond the university, and the university recognizes the right and responsibility of a faculty member to share his or her research as widely as possible. If a faculty member is compensated by anyone beyond the university for research or publication performed as part of the faculty member's duties as a faculty member, the university will not consider that a violation of this policy.
 - f. The work does not require unauthorized disclosure of University confidential information.
4. *Solicitation.* Arranging for outside work must be consistent with the State's Ethics in Public Service Law. If the outside work is for another state agency, the award must satisfy the following additional conditions.

¹ See RCW 42.52.120 (1).

² See RCW 42.52.120 (2).

- a. The award was a result of open and competitive bidding or selection process and more than one bid was received.
 - b. The award was a result of open and competitive bidding or selection process but only one bid was received. In this case the state agency making the award must, prior to the execution of the award, request that the Ethics Board review the award process and advise the faculty member that the award would not conflict with the discharge of the faculty member's official duties.
 - c. The award was not a result of open and competitive bidding or selection process. In this case the state agency making the award must, prior to the execution of the award, request that the Ethics Board review the award process and advise the faculty member that the award would not conflict with the discharge of the faculty member's official duties.
5. *Limits and Approvals.* The University values faculty-student exchanges and expects a high quality performance of teaching, research and service duties. Therefore, full-time faculty must not spend more than the equivalent of one day per week during the academic year in outside compensated professional activities. Exceptions to this limit may be made on the recommendation of the Department Chair, with the approval of the Dean (or other comparable unit administrator), and of the Provost.

All outside work must be disclosed prior to accepting the work, and reported annually by the faculty member to the Department Chair (or comparable unit administrator) who will maintain the reports on file and prepare a report to the Dean. Outside work by a Department Chair or a Dean must be reported to the Provost. Each Dean will submit to the Provost an annual report on outside work by faculty members in the college.

These limits and approvals do not apply to work by full-time faculty on nine-month appointments outside periods of obligated service.

Faculty members who hold part-time appointments (.50 FTE or more) with the University may be self-employed or may accept additional employment outside the University up to a level corresponding to a full-time position without approvals.

The Department Chair (or other comparable unit administrator) must determine whether the outside compensated professional activity by the faculty member will interfere with the performance of official University duties in each specific case. If such work does, in the judgment of the Department Chair (or comparable unit administrator), interfere with the faculty member's performance of University duties or with meeting the faculty member's obligations to the students and the University, the faculty member must either make an acceptable revision of the extent of the proposed activities, or apply for a partial or full leave of absence. If the faculty member does not agree with the judgment of the Department Chair, he/she may appeal to the Dean (or comparable unit administrator), whose decision shall be final.

6. *Use of Facilities.* University facilities (equipment, space, or computers) may not be used for compensated outside work with the exception of compensated professional activities allowed under the above provisions. In all other cases, if the equipment or facilities are unique and are unavailable in the private sector, the faculty member may request approval for use, which must be for a specific project and of a limited duration. Such use must not conflict with the instructional or research activities of the University. Fees for such use shall be determined by the Department Chair or Dean prior to the use. The fees must include overhead costs and be comparable to what the private sector in other cities charges, or to what other universities charge. The fee schedule must be filed with the Vice President for Business and Financial Affairs, and the faculty member authorized to use the facilities or equipment is responsible to the University for payment of the fees.
7. *Responsibility.* The University assumes no responsibility for the competence or performance of a faculty member who engages in outside work for compensation. No such responsibility may be

implied in any advertising or contractual documents. University stationery may not be used for correspondence related to outside work.

V. Creation, Elimination or Merger of a School, College, Academic Department, or Degree Program

A. Creation of a School, College or Academic Department

These procedures are intended to apply to the proposed creation of schools, colleges, and academic departments. These are not intended to apply to programs housed exclusively within a single department or to settle questions within a department regarding the internal allocation of that department's resources. The following standards and procedures will apply:

1. Schools or colleges may be identified as candidates for creation by the Provost. The criteria for creating a school or college will be consistent with the *Strategic Plan of the University* and its colleges.

The decision to create an academic school or college will be based upon the *Strategic Plan of the University* as recommended to the President of the University by the Provost with input from the appropriate Dean(s), faculty, and the Faculty Senate advised by its Standing Committees. The final decision will be made by the Board of Trustees.

2. Departments may be identified as candidates for creation by the appropriate Dean(s) or the Provost. The criteria for creating departments will be consistent with the *Strategic Plan of the University* and its colleges.

In the case of creation of a department, the college will follow procedures developed within the college. The Dean(s) will forward to the Provost a recommendation that will include the recommendations of the college review process, or in its absence, the recommendation of the faculty. The final recommendation of the Provost will be submitted to the President of the University. The final decision will be made by the Board of Trustees.

3. Degree programs may not be created independently of a department of instruction or college, in the case of Fairhaven College of Interdisciplinary Studies or multi-disciplinary graduate programs.
4. Certificate programs may not be created independently of a department of instruction or, in the case of Extended Education programs, must be approved by the appropriate department(s) and curricular bodies.

B. Elimination or Merger of a School, College, Academic Department, or Degree Program

These procedures are intended to apply to the proposed elimination or merger of schools, colleges, academic departments, and degree programs. They are not intended to apply to programs exclusively within a single department or to settle questions within a department regarding the internal allocation of that department's resources. The following standards and procedures will apply:

1. The decision to discontinue formally a school, college, academic department, or degree program will be based primarily upon curricular considerations and the priorities of the *Strategic Plan of the University* as recommended to the President of the University by the Provost with input from the appropriate Dean(s), faculty, and the Faculty Senate advised by its Standing Committees. The recommendation of the Provost and President shall be based primarily on the input received through the processes of faculty governance as provided for below. The final decision will be made by the Board of Trustees.

2. Each college will develop a policy for elimination or merger of a degree program or department. Each college policy will be published in the college governance document. The policies shall address procedures and criteria for elimination or merger and shall identify how faculty input concerning the proposed elimination and merger will be obtained.

The Provost will develop a policy for merger and elimination of a school or college. The policy will address the procedures and criteria for elimination or merger and will identify how faculty input concerning the proposed elimination or merger will be obtained. The policy will be submitted to the Dean(s), and the Faculty Senate advised by its Standing Committees for input. The final policy will be posted on the Faculty Senate website and delivered to the faculty through an email, flyer, or by publication in *FAST*.

3. Schools, colleges, academic departments, or degree programs may be identified as candidates for elimination or merger by the appropriate Dean(s) or the Provost. A school, college, academic department, or degree program may be identified for possible closure or merger if educational policy dictates a change in the priorities of the University or if it no longer contributes to the educational mission of the University. The criteria for eliminating or merging schools, colleges, academic departments, or degree programs will be consistent with the Higher Education Coordinating Board's "Policy and Procedures for the Review of Existing Academic Programs" as well as with the *Strategic Plan of the University* and its colleges.
4. The Provost will initiate a review of a school, college, academic department, or degree program for possible closure or merger.
 - a. In the case of merger or elimination of an academic department or degree program, the college will undertake the review following procedures developed within the college. After review within the college, the faculty recommendation and report, together with the criteria and rationale for the proposed elimination or merger, will be forwarded to the Faculty Senate. The Faculty Senate advised by its Standing Committees will review the proposal and may provide justified recommendations to the Dean(s). The Dean(s) will forward to the Provost a recommendation that will include the recommendations of the college review process. The Dean(s) will also forward to the Provost the reports and recommendations of the Faculty Senate. The final recommendation of the Provost will be submitted to the President of the University and will include the recommendations and reports of the Faculty Senate.
 - b. In the case of a school or college elimination or merger, the Provost will undertake the review following the publication of procedures as per Section V.B.2. The recommendation of the Provost will be submitted to the Faculty Senate. The criteria and rationale for the elimination or merger will be included with the recommendation. The Faculty Senate advised by its Standing Committees may submit justified recommendations and reports to the Provost. The final recommendation of the Provost will be submitted to the President of the University and will include the recommendations and reports of the Faculty Senate.

Board of Trustees 2016-2018 Meeting Dates

2016

February 11 & 12, 2016

April 7 & 8, 2016

June 9 & 10, 2016

August 18 & 19, 2016

October 13 & 14, 2016

December 8 & 9, 2016

2017

February 9 & 10, 2017

April 20 & 21, 2017

June 8 & 9, 2017

August 17 & 18, 2017

October 12 & 13, 2017

December 14 & 15, 2017

2018

February 8 & 9, 2018

April 12 & 13, 2018

June 14 & 15, 2018

August 23 & 24, 2018

October 11 & 12, 2018

December 13 & 14, 2018

Board of Trustees 2016-2018 Meeting Dates

Commencement Ceremony Dates

ACADEMIC YEAR 2015-2016

Fall Ceremony:	December 12, 2015, <i>Performing Arts Center, Main Stage.</i>
	Ceremony One 9:00 am
	Ceremony Two 12:30 pm
	Ceremony Three 4:00 pm
Winter Ceremony:	March 19, 2016, <i>Performing Arts Center, Main Stage.</i>
	Ceremony One 9:00 am
	Ceremony Two 12:30 pm
	Ceremony Three 4:00 pm
Spring Ceremonies:	June 11, 2016, <i>Civic Field, Bellingham.</i>
	Ceremony One 9:00 am
	Ceremony Two 1:30 pm
Summer Ceremony:	August 20, 2016, <i>Performing Arts Center, Main Stage.</i>
	Ceremony One 9:00 am
	Ceremony Two 12:00 pm

ACADEMIC YEAR 2016 -2017

Fall Ceremony:	December 10, 2016, <i>Performing Arts Center, Main Stage.</i>
	Ceremony One 9:00 am
	Ceremony Two 12:00 pm
	Ceremony Three 3:00 pm
Winter Ceremony:	March 18, 2017, <i>Performing Arts Center, Main Stage.</i>
	Ceremony One 9:00 am
	Ceremony Two 12:00 pm
	Ceremony Three 3:00 pm
Spring Ceremonies:	June 10, 2017. <i>Civic Field, Bellingham.</i>
	Ceremony One 9:00 am
	Ceremony Two 1:30 pm
Summer Ceremonies:	August 19, 2017. <i>Performing Arts Center, Main Stage.</i>
	Ceremony One 9:00 am
	Ceremony Two 12:00 pm

2016 WWU Board of Trustees Calendar

BLUE=Regular Board Meetings PINK= Commencement YELLOW= Special Events GRAY=Holiday

1 18	New Year's Day Martin Luther King Jr. Day	<table><tr><th colspan="7">JANUARY 2016</th></tr><tr><th>S</th><th>M</th><th>T</th><th>W</th><th>Th</th><th>F</th><th>S</th></tr><tr><td></td><td></td><td></td><td></td><td></td><td>1</td><td>2</td></tr><tr><td>3</td><td>4</td><td>5</td><td>6</td><td>7</td><td>8</td><td>9</td></tr><tr><td>10</td><td>11</td><td>12</td><td>13</td><td>14</td><td>15</td><td>16</td></tr><tr><td>17</td><td>18</td><td>19</td><td>20</td><td>21</td><td>22</td><td>23</td></tr><tr><td>24</td><td>25</td><td>26</td><td>27</td><td>28</td><td>29</td><td>30</td></tr><tr><td>31</td><td></td><td></td><td></td><td></td><td></td><td></td></tr></table>	JANUARY 2016							S	M	T	W	Th	F	S						1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31							<table><tr><th colspan="7">FEBRUARY 2016</th></tr><tr><th>S</th><th>M</th><th>T</th><th>W</th><th>Th</th><th>F</th><th>S</th></tr><tr><td></td><td>1</td><td>2</td><td>3</td><td>4</td><td>5</td><td>6</td></tr><tr><td>7</td><td>8</td><td>9</td><td>10</td><td>11</td><td>12</td><td>13</td></tr><tr><td>14</td><td>15</td><td>16</td><td>17</td><td>18</td><td>19</td><td>20</td></tr><tr><td>21</td><td>22</td><td>23</td><td>24</td><td>25</td><td>26</td><td>27</td></tr><tr><td>28</td><td>29</td><td></td><td></td><td></td><td></td><td></td></tr></table>	FEBRUARY 2016							S	M	T	W	Th	F	S		1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29						11-12 Board Meeting 15 Presidents Day
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WWU Board of Trustees
List of Orientation Materials

These materials will be handed to you at the Orientation:

- AGB booklet: *Trustee Responsibilities: A Guide for Governing Boards of Public Institutions*
- Disclosure Forms (need to be signed and returned)
- Parking pass

These are links to other helpful electronic resources for the university:

- Annual Report - <http://www.onlinefast.org/wwutoday/annualreport>
- WWU Catalog - <http://catalog.wwu.edu/index.php>
- Campus Directory - <http://www.wwu.edu/directory/>
- Ethical Standards for Washington State Employees; see <http://www.ethics.wa.gov/TRAINING/Training.htm> to use the on-line Ethics Challenge
- Copies of past Board minutes - <https://trustees.wwu.edu>

STUDENT TRUSTEE ONLY – New Hire Paperwork will need to be completed after Orientation, so please bring the following paperwork with you.

a. Paperwork to fill out prior to Orientation

- i. Criminal Conviction Verification Form
(<http://www.wwu.edu/hr/docs/CriminalConvictionVerificationDec09.pdf>)
- ii. W-4 Form (<http://www.irs.gov/pub/irs-pdf/fw4.pdf>)
- iii. Electronic Funds Transfer
(http://west.wwu.edu/hr/forms/docs/EFT_Authorization.pdf)
- iv. Benefits Eligibility Notification
(<http://www.wwu.edu/hr/employment/docs/BenefitsEligibilityNotice.pdf>)

b. Paperwork to bring with you to do in office with staff to verify

- i. I-9 Form (*fill out here, must bring ID's and have HR verify documents*) (<http://www.uscis.gov/sites/default/files/files/form/i-9.pdf>)

c. Forms to be completed electronically on campus

- i. Employee Information Form
(https://esign.wwu.edu/admcs/process/forms/HR/employee_info_form6.aspx?valid=true)
- ii. Affirmative Action Program Data
(https://esign.wwu.edu/admcs/process/forms/HR/affirmative_action_program_data4.aspx?valid=true)

**DISCLOSURE FORM FOR TRUSTEES
WESTERN WASHINGTON UNIVERSITY**

Please complete the following:

1. Are you aware of any relationships with the University between yourself or a member of your family as defined by the letter or spirit of these standards that may represent a conflict of interest?

____ Yes ____ No

If **YES**, please list or elaborate about such relationships and the details or actual or potential financial benefit as you best estimate them.

2. Do you or a member of your family receive, during the past 12 months, any gifts or loans from any source from which the University buys goods or services or otherwise has significant business dealings?

____ Yes ____ No

If **YES**, please list such loans or gifts, their source, and their approximate value.

I certify that the foregoing information is true and complete to the best of my knowledge.

Signature

Name (please print)

Date: _____