

Western Washington University
Board of Trustees
Agenda
February 5, 2010

FRIDAY, FEBRUARY 5, 2010

Location: OM 340
Time: 8:00 a.m.

1. **CALL TO ORDER, APPROVAL OF MINUTES**
8:00 – 8:05
 - Minutes of the Board of Trustees Meeting, December 10 & 11, 2009

2. **RECOGNITIONS AND INTRODUCTIONS**
8:05 – 8:20
 - Dr. Emily Gibson, Student Health Center
 - Resolution No. 2010-01 Recognizing Academic Custodial Services

3. **BOARD CHAIR REPORT**
8:20 – 8:35
 - Resolution No. 2010 – 02 Thanking Board Member John D. Warner

4. **UNIVERSITY PRESIDENT**
8:35– 8:45
 - **Vice President for Business & Financial Affairs Search**
Eileen Coughlin, Search Committee Chair

5. **ASSOCIATED STUDENTS**
8:45– 8:55

6. **FACULTY SENATE**
8:55 – 9:05

ACTION ITEMS

7. **CONSENT ITEMS**
9:05 – 9:10
 - Approval of Winter Quarter Degrees
 - Delegation of Authority to Award Buchanan Towers Fire Alarm and Sprinklers Construction Contract (PW595)
 - Delegation of Authority to Award Classroom Mediation 2010 Construction Contract (PW614)
 - Approval of Construction Contract for Haggard Hall/Wilson Library Renovation for ATUS (PW620)
 - Approval of Amendment to August 2010 Board of Trustees Meeting Date

Western Washington University will become the premier public comprehensive university in the country through engaged excellence.

DISCUSSION ITEMS

8. REVISIONS OF BOT RULES OF OPERATION

9:10 – 9:20 Presentation: Wendy Bohlke, Senior Counsel, AAG
9:20 – 9:30 Discussion

9. ADMISSION AND ENROLLMENT TRENDS

9:30 – 9:40 Presentation: Karen Copetas, Director, Office of Admissions
9:40 – 9:50 Discussion

BREAK 9:50 – 10:05

10. CAMPAIGN PRIORITIES

10:05 – 10:15 Presentation: Stephanie Bowers, Vice President for University Advancement
10:15 – 10:25 Discussion

11. LEGISLATIVE UPDATE

10:25 – 10:35 Presentation: Steve Swan, Vice President for University Relations
Sherry Burkey, Associate Vice President for University Relations
10:35 – 10:45 Discussion

12. BRANDING AND MARKETING UPDATE

10:45 – 10:55 Presentation: Steve Swan, Vice President for University Relations
10:55– 11:05 Discussion

REPORTS

13. AUDIT COMMITTEE REPORT

11:05– 11:15 Presentation: Amendments to Internal Audit Charter, Policies and Procedures
Peggy Zoro, Chair
11:15 – 11:25 Discussion:

14. INFORMATION ITEMS

11:25– 11:45
Enrollment and Admissions Summary
Alumni Relations Report
Campus Safety/University Police Annual Report
Capital Program Report
Development Report
Quarterly Grant Report
Mid-Year Housing & Dining Report
University Relations Report

15. MEETING EVALUATION & FUTURE AGENDA TOPICS
16. ADJOURNMENT: 12:00 p.m.
17. DATE FOR NEXT REGULAR MEETING: April 15 & 16, 2010
18. LUNCH PRESENTATION - *"Instructional Technology in Hybrid and On-line Courses"*
Steve VanderStaay, Vice Provost for Undergraduate Education

**WESTERN WASHINGTON UNIVERSITY
ITEM SUBMITTED TO THE BOARD OF TRUSTEES**

TO: Members of the Board of Trustees

FROM: President Bruce Shepard

DATE: February 5, 2010

SUBJECT: **Approval of Minutes**

PURPOSE: Action Items

Purpose of Submittal:

Approval of the Board of Trustee Meeting Minutes.

Proposed Motion:

MOVED, that the Board of Trustees of Western Washington University, upon the recommendation of the president, approve the following minutes:

- Approval of the Minutes of the Board of Trustee Meeting, December 10 & 11, 2009

Supporting Information:

Minutes of December 10 & 11, 2009

**WESTERN WASHINGTON UNIVERSITY
BOARD OF TRUSTEES**

**REGULAR MEETING
December 10, 2009**

I. CALL TO ORDER

Chair Phil Sharpe called the regular meeting of the Board of Trustees of Western Washington University to order at 3:00 p.m. in OM 340, Western Washington University, Bellingham, WA.

Board of Trustees

Betti Fujikado
Sarah Ishmael
Dennis Madsen
Ralph Munro
Phil Sharpe, Chair

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John Warner

Western Washington University

Bruce Shepard, President
Wendy Bohlke, Assistant Attorney General
Sherry Burkey, Associate Vice President for University Relations
Paul Cocks, Director, University Communications
Eileen Coughlin, Vice President for Student Affairs & Academic Support Services
Paula Gilman, Exec. Director of University Planning & Budgeting
Sue Guenter-Schlesinger, Vice Provost for Equal Opportunity & Employment Diversity
Matt Jarrell, President, Associated Students
Dan Larner, President, Faculty Senate
Catherine Riordan, Provost & Vice President for Academic Affairs
Elizabeth Sipes, Secretary to the Board of Trustees
Barbara Stoneberg, Administrative Assistant to the President
Steve Swan, Vice President for University Relations
Kathy Wetherell, Interim Vice President for Business & Financial Affairs

II. SPECIAL REPORTS

A. Capital Planning & Budget Process

President Shepard reported that per the Board's charge, Western's processes are becoming more open and transparent, and engage the campus community. Great progress has been made in many areas including the Operating Budget. Shepard reported that The Office of Capital Planning and Development was established to improve the efficiencies and enhance transparency of the Capital Planning Process.

Kathy Wetherell, Interim Vice President of Business & Financial Affairs, reported that when they started this project they found that Western's planning process was very complex as was the process at the State level.

Wetherell presented the redesign of the Capital Planning Process. Some of the goals are to provide better planning and scheduling, better project execution, better assessment of projects and better project oversight. A new Capital Planning and Development website has been developed to provide more transparency. Rick Benner, Exec. Director, Office of Capital Planning & Development/University Architect, demonstrated the new site that includes Planning Principles and Guidelines, as well as a direct link to the President's 15 Initiatives and the WWU Strategic Plan. The campus planning process should be informed by the campus strategic plan and relate to those initiatives.

Wetherell reviewed the 2011-13 Five Step Capital program Process Timeline. A copy was included in the Board packet. At Step 4 in the process timeline, the University Planning and Resource Council (UPRC) considers Vice Presidential priorities and makes recommendations. The UPRC is a standing committee of the Faculty Senate, consisting of faculty, vice presidents, and representatives of students and other employee groups, that looks at all budget and finance matters. The President and Vice President will consider UPRC recommendations and other priorities and form recommendations to the Board. Wetherell said the Board of Trustees will receive a status report at every step of the process.

Wetherell asked two of policy questions of the Board:

- What do you consider the Board's role in implementing WWU's Institutional Master and Strategic Plans as they relate to capital planning?
- What approaches should be used to finance the ongoing physical development and renovation of the campus as we transition to a publicly purposed university, in the face of declining state operating and capital budgets and a growing backlog of deferred capital maintenance?

Trustee Warner said that historically the Board has approved the Capital Planning Budget and the Capital Planning Projects. The Board should have an agreement and understanding of how projects are prioritized and how they relate to the Strategic Plan.

Chair Sharpe said the Board also needs to stay on top of deferred maintenance and to take care of the existing buildings.

Trustee Madsen suggested that Western look at new ways of addressing the cost of our capital needs, i.e. using capital assets owned by others. President Shepard responded that the university is investigating ways of sharing facilities with BTC, and is also looking at expanding the capacity of our buildings by utilizing them outside the regular business hours.

Trustee Warner said Western also needs to look at ways of securing private money to offset declining state funding.

Trustee Munro said that it is important that we keep up the physical appearance of the campus. It was agreed that a sense of place is important when a student is deciding whether or not to attend Western.

Warner said it is also important to consider the technology of the future when deciding on renovations or new buildings. Buildings will not be used like they are today.

B. Activity-Based Costing

Kathy Wetherell, Interim Vice President for Business and Financial Affairs, and Paula Gilman, Exec. Director for Planning and Budgeting presented a PowerPoint on Activity Based Costing (ABC). ABC is a cost accounting approach where costs are assigned to individual activities in order to identify efficiencies and maintain quality. For example, what does it cost to deliver an undergraduate English course or program? What does it cost to hire a new employee? Shepard said this approach makes us more accountable and provides opportunities to understand the implications of the choices made in the strategic budgeting process. Shepard said that Western will develop the tools to have ABC available routinely to the Board.

Gilman said that ABC is not budgeting but is a bottom-up analytical process to enhance budgeting. It would identify efficiencies and possibly identify the needs for additional investment. Currently Western's budgeting process mirrors Olympia's. Gilman said it is difficult to measure performance when you are only looking at accounting information. ABC would promote strategic financial planning at the university; provide clear evidence of our ability to manage costs; and show how budget cuts impact quality and how spending patterns at Western match our planning priorities and mission.

Gilman said that ABC could help us be more transparent and validate that Western is clearly communicating our costs, effectiveness and efficiencies to the community; help us modify activities to produce additional efficiencies without affecting quality; better understand cross subsidies; and help us evaluate that we are delivering quality student learning at a reasonable price.

Wetherell said there are three options for implementing an Activity Based Costing exercise: 1) Status quo (manual process to cost activities with existing financial systems), 2) building ABC into Banner financial system or 3) analyze Software options.

Wetherell said there are both opportunities and challenges of Activity Based Costing. ABC facilitates better management decisions, clearly identifies higher and lower costs activities, and promotes easier benchmarking with other programs/institutions. ABC also offers some challenges in that not many higher education institutions use ABC; people substitute numbers for judgment, and it is time-intensive to implement.

Trustee Fujikado said that there are other challenges in budgeting and financial reporting for a public-purposed university -- 1) stewardship, 2) decision making/benchmarking, and 3) justification -- how will ABC be reported to the legislature, how will you present the need for more private dollars, and how will it be presented to parents and students. Fujikado reported that many health care facilities are using Activity Based Costing. A meeting with a health care facility and Western could be set up so that we could learn about the process they used to implement ABC.

Gilman said there are two forms of ABC: 1) analytic ABC where the focus is on one area (department, program, course) and we look for results to support decisions that need to be made, and 2) set up all university accounting systems so that everything is identified by ABC. Activity Based Costing is difficult to implement in higher education, but it could be done. The labor and cost of setting up would be high, but in the long run it could be a better system. Sharpe said that ABC could have application in certain parts of the university and it could be set up for a "test run." The real value of the process would be at the academic departmental

level. Wetherell said that departments already of the ability to do ABC, by looking at the fine levels of detail.

Because there is a perception in Olympia that higher education is very inefficient, Munro said anything that we can produce that shows that we have looked at ways to save money and do things more effectively is very valuable.

III. EXECUTIVE SESSION

At 4:37 p.m. Chair Sharpe announced that as authorized in RCW 42.30.110, the Board would convene in Executive Session for approximately 20 minutes to consider a personnel contract issue.

Meeting adjourned at 5:00 p.m.

**WESTERN WASHINGTON UNIVERSITY
BOARD OF TRUSTEES**

**REGULAR MEETING
December 11, 2009**

I. CALL TO ORDER, APPROVAL OF MINUTES

Chair Phil Sharpe called the regular meeting of the Board of Trustees of Western Washington University to order at 8:02 a.m. in OM 340, Western Washington University, Bellingham, WA.

Board of Trustees

Betti Fujikado
Sarah Ishmael
Dennis Madsen
Ralph Munro
Phil Sharpe, Chair
John Warner
Peggy Zoro, Vice Chair – via conference call

Western Washington University

Bruce Shepard, President
Wendy Bohlke, Assistant Attorney General
Stephanie Bowers, Vice President for University Advancement
Sherry Burkey, Associate Vice President for University Relations
Eileen Coughlin, Vice President for Student Affairs & Academic Support Services
Matt Jarrell, President, Associated Students
Dan Larner, President, Faculty Senate
Catherine Riordan, Provost & Vice President for Academic Affairs
Elizabeth Sipes, Secretary to the Board of Trustees
Barbara Stoneberg, Administrative Assistant to the President
Steve Swan, Vice President for University Relations
Kathy Wetherell, Interim Vice President for Business & Financial Affairs

MOTION 12-1-09

Trustee Sarah Ishmael moved that the Board of Trustees of Western Washington University, upon the recommendation of the President, approve the following as amended:

- Minutes of the September 24 and 25, 2009 Board of Trustees Retreat
- Minutes of the Board of Trustees Meeting, October 8 and 9, 2009

Motion passed unanimously.

Chair Phil Sharpe announced modifications to Item 4 of the Board agenda. President Shepard will report on the implication to the Governor's budget proposal which came out earlier this week.

2. RECOGNITIONS AND INTRODUCTIONS

Catherine Riordan, Provost and Vice President for Academic Affairs introduced:

- Tina Storer, Education and Curriculum Specialist in the Center for Canadian-American Studies, who received an international education award as organizer of the annual Study Canada Institute, the premiere national social studies program of its kind in the U.S. She is also a leader in the National Council for Social Studies.
- Carmen Werder, Director of the Teaching-Learning Academy, for participation in the Carnegie Foundation Academy for the Scholarship of Teaching and Learning; and recognition of contributions by student Megan Otis.

EXECUTIVE COMMENTS

3. BOARD CHAIR REPORT

The Board Chair Report was deferred until after the budget discussion.

4. UNIVERSITY PRESIDENT

- **Vice President for Business and Financial Affairs Search**

President Shepard advised that the Vice President for Business and Financial Affairs search is underway, chaired by Vice President Coughlin. Vice President Coughlin reported the committee has received orientation and is in the quiet phase of identification of candidates. Greenwood/Asher & Associates is assisting WWU in the search endeavor.

- **Implications of Governor's Budget Proposal**

President Shepard reported the state continues to see a deteriorating situation with revenues, and demands of state services, with an estimated shortfall of approximately \$2.6 billion. The Governor is required to provide a supplemental budget that is balanced without using additional revenue sources. The Governor's budget for higher education proposes for the second year of the biennium a further budget reduction for all of higher education (the six baccalaureate institutions and the community college system) of about \$89.5 million. Western had already developed a budget for the second year of the biennium based on a reduction in state support of about 29%. In addition, it is proposed that the State Need Grant be reduced by 60%, or \$147 million and the amount of the awards would be reduced from 100% to 47%. Also, the state contributions to Work Study would be cut by about \$34 million and the state merit aid would be cut by about \$12 million. These proposed cuts are actually over 90% of the funds available in those particular areas.

The Governor has said she will introduce a budget in January that will provide for revenue needs, and it will be a high priority to fully fund the State Need Grant program.

President Shepard expressed concern of immediate consequences for WWU students and students across the state simply because of the uncertainty. Families around the state are questioning if their high school seniors can go to college next year. These same families are trying to decide if their sons and daughters currently in college can afford to return. The Governor also stated she has no intention of restoring that \$89.5 million reduction. The consequences for the budget as currently proposed by the Governor would reduce WWU's budget for the second year of the biennium by about \$3.8 million. To put that in context, the budget that the Board has seen was the operating budget with tuition and federal stimulus dollars added. The annual operating budget for next year was cut by a little over \$6 million. To take out of that same year another \$3.8 million is more than half again as much, 60% deeper than the cut that has already been made. The cuts we have already made eliminated 164 positions and reduced class offerings by between 10% and 15%. As we take the cuts significantly deeper for next year, the implications for student access, time to degree, retention and graduation are going to be even more serious.

President Shepard said that WWU budget cuts will be discussed in a transparent, well informed and open way, and we will minimize the damage that can be done.

WWU must be more effective in Olympia, focusing on seeking restoration of part of the \$89.5 million cut. Shepard said that actual cut was \$74.1 million. The Governor decided to add \$14 million to the community colleges for new programs (which gets counted as 'higher education' as far as the Federal stimulus funds are concerned), allowing the cut to be made larger. Over the last 15 years more state dollars have gone into community colleges than into the baccalaureate institutions. Washington State ranks 47 out of 50 in the baccalaureate opportunities provided to our population. We need a robust system of higher education and not one that is imbalanced.

President Shepard said the upcoming legislative session will develop the budget for 2011-2013. Western needs to be politically active and continue the "call to action" efforts that have begun by our Trustees, faculty staff, unions, alumni, boards, and our friends in the community.

Trustee Munro stated that the economy could recover but WWU could still have budget cuts. Legislators are not hearing from higher education in the way that they should. They hear from lobbyists, faculty and trustees, but they have to hear from the parents. A system must be designed where the legislature hears from the parents.

Vice President Bowers noted that a specifically integrated approach is needed – media coverage, private sector involvement, as well as parents.

Trustee Sharpe said that this summer the presidents and the chairs of the boards of trustees/regents of the four year institutions met with the Governor. She asked for their help to create a case for higher education. They agreed to work with the Council of Presidents and next week Trustees Madsen, Munro and Sharpe meet at the University of Washington with representatives from all boards of the four year institutions to discuss strategies.

Trustee Sharpe stated that another issue higher education is struggling with is articulating the issues. The Council of Presidents assembled the polling data about how the public perceives higher education in particular. The data indicated, across the board, that higher education is a 'nice' thing to have. Sharpe said there is a moral imperative as we are affirmatively wasting the most incredible resource we have -- the minds and intellect of our people. The other issue is, what are the long term implications of these near term actions? Legislators are looking at a

near term fix. We need to look at all options and their long-term implications. We educate the students and prepare educators or the State of Washington. The impact on K-12 is huge.

Trustee Warner observed that too much of the argument for four year institutions is based upon economic development. We are not allowing our kids in Washington State to participate in the economy because we are putting road blocks in their way, especially the disadvantaged. We must make the case that we need robust financial aid for the disadvantaged students – the kids that don't have the money to get a four year education. It is social policy, not human development.

Trustee Ishmael concurred with Trustee Warner, stating that one of the major conversations in this state has been economic development or liberal arts education and leadership. This crisis may have the opportunity to bring that conversation to light. Secondly, she expressed the sustainability of that action. WWU must ensure the advocacy group or advocacy block can be sustainable throughout decades, allowing us to build on the leadership.

Sherry Burkey noted that higher education is not something legislators hear about. An alumni advocacy group is being created of alumni and friends that would be educated and prepared to work with legislators, write that thoughtful letter at the appropriate time and get involved politically. We are working closely this year with the faculty leadership from around the state. The six institutions have met with student and faculty leadership to discuss the impact of the budget cuts on the students' education and the social issues. Higher education is pulling together in a way that has not been seen for a long time with alumni, friends, faculty, and students working together. Legislators who are our friends are asking us to be more visible and be heard.

Trustee Ishmael expressed her concern of how we will engage the community colleges community. We are seen as an entire block of higher education with community and technical colleges. The state invested over \$14 million at the expense of the four years, but how do we successfully tackle that issue without hindering the progress we need to make in the coming decades?

President Shepard responded that for many months WWU has been building relationships and forming the strategies and among those is a regional alliance of WWU with the two year institutions in our area. The first meeting of the group is next week.

Trustee Munro asked about other possible revenue sources available. President Shepard responded that WWU organized a meeting of just the regional presidents, faculty union leadership, student leadership, union leadership. One of the topics of discussion was dedicated increases in gambling revenues, for example, for higher education.

Sherry Burkey noted that several WWU faculty wrote letters to the legislature at the last session. More is needed statewide, and WWU is working closely with the other baccalaureates, community colleges and various coalitions. WWU has alumni and teachers in every single district and Vice President Swan is leading that effort to mobilize all of those forces, raising the visibility.

Trustee Ishmael stated that the higher education student trustees are meeting next week and discussing specific roles as student trustees and what the student community is doing as well on a state-wide initiative. The conversation about new revenues and income taxes is that it should happen out of necessity, however there shouldn't be a shift of focus from holding the

state accountable and making sure that we don't hear phrases such as, 'higher education is our rainy day fund'.

5. ASSOCIATED STUDENTS

A.S. President Matt Jarrell reported that he attended residence hall councils and introduced primarily freshmen to the associated students. He received good information by asking what they liked and didn't like. A.S. President Jarrell also noted that he participates in the Teaching-Learning Academy weekly. The recurring theme from students is mentorship. WWU does not have a program for underclassmen to relate to upperclassmen, or for upperclassmen to start networking for career skills and for companies out there. The A.S. Board will take the remainder of 2009-10 to look into what the students want out of a mentorship program and leave that legacy in research for the 2010-11 A.S. Board to continue the effort. It is an important endeavor especially in this economic time.

On January 18, 2010, the A.S. is hosting a Viking Lobby Day in Olympia. Thirty five students are signed up to attend – twice as many students as last year. The students will meet with legislators on the appropriations and higher education committees, and with Governor's staff. The first objective is to make sure that the students' voice is heard, that the quality of education at Western will be heard if the cuts continue, and the direct ramifications to the future of the state. The second objective is to protect financial aid to be accessible to all students for access to higher education. Jarrell thanked President Shepard for keeping the students involved.

Jarrell discussed numerous meetings with Trustee Ishmael and the A.S. Vice President for Governmental Affairs Morgan Holmgren, developing a plan for January 2010. Discussions included talking with the other universities, having a full day in Olympia, or a rally on every campus. Jarrell is drafting a letter to the students on how to get involved, that this is their time. The A.S. is also working with the Washington Student Association on a unified voice with all of the state's four-year universities.

6. FACULTY SENATE

Dan Lerner, President of the Faculty Senate, stated that the primary concerns are academic, policy and program. So far there have not been radical consequences, but that it is a matter of time before they will be dealing with those problems. The Academic Coordinating Commission, a standing committee of the Senate, has already begun to deal with the upcoming budget reduction.

The Faculty Senate has been involved in increasing communication across the campus between the units of the administration by increasing Senate reports on faculty activities, getting faculty to ask the Senate questions and getting answers back, and getting faculty involvement. For example, branding effort; admissions – trends and recruiting; working with Sherry Burkey and President Shepard and leaders of the UFWW, coordinating efforts with the legislature; and, future graduate programs.

7. CONSENT ITEMS

MOTION 12-02-09

Trustee Fujikado moved that the Board of Trustees of Western Washington University, upon the recommendation of the President, approve the following consent items:

- Approval of Fall Quarter Degrees
- Approval of Summer Session 2010 Fees

Summer Session 2010 tuition would be set at \$163.00 per credit for undergraduate courses and that student tuition be charged on a per credit basis. Non-resident students would pay tuition at \$173.00 per credit for Summer Session. The Summer Registration Fee would increase to \$70.00 per student. Graduate tuition for resident and non-resident students would remain at \$202.00 and \$212.00 per credit, respectively, for Summer Session.

Motion passed unanimously.

8. AMENDMENT TO PRESIDENT'S EMPLOYMENT CONTRACT

Chair Sharpe stated that the Trustees completed their evaluation of President Shepard's first year of employment. The evaluation process affirmed to the Trustees that Bruce Shepard has the skills to meet the institution's needs and help move WWU toward its mission. The two year extension of the contract has no economic impact on WWU, as there is no increase of compensation. It is an affirmation of WWU's commitment to Bruce Shepard, and a reaffirmation of his commitment to WWU. On behalf of the Board, Trustee Sharpe stated that in the last year the channels of communication have opened across the campus, as well as the unfettering of the talents of staff, faculty and students. Our way of thinking has been challenged. There has been a tireless commitment to our community by President Shepard.

MOTION 12-03-09

Trustee Munro moved that the Board of Trustees of Western Washington University approve a two year extension to the Employment Contract for Bruce Shepard.

Abstention by Sarah Ishmael. Motion passed.

9. KEY PERFORMANCE INDICATORS

Dr. Dennis Murphy, Dean Emeritus, College of Business and Economics, presented an overview of Key Performance (Dashboard) Indicators. A PowerPoint presentation was previewed, and a handout distributed of dashboard indicators.

At 9:55 a.m. Chair Sharpe announced a ten minute break. At 10:05 a.m. the Board reconvened in OM 340.

10. POSITIONING OF WWU GRADUATES TO BE SUCCESSFUL IN TODAY'S MARKETPLACE

Eileen Coughlin, Vice President for Student Affairs and Academic Support Services, introduced Joanne DeMark, Leadership Development Specialist, who provided a demonstration of the WWU Leadership E-folio. A leadership portfolio is a means for a student to track leadership experience. An e-folio is an electronic method to track and reflect upon leadership knowledge, skills, values, attitudes and experiences. The software tool, purchased by WWU, will enable students to document leadership learning and experiences, guide reflection about leadership learning, and make leadership learning more explicit. Information entered into the e-folio culminates in a website that can be conveyed through a cover letter, resume, or vita to have leadership strengths easily represented. Any WWU student may utilize the Optimal Resume E-folio application to create an electronic portfolio representing their major/discipline.

11. CLIMATE ACTION PLAN

President Bruce Shepard stated that several years ago WWU made a commitment to be carbon neutral within a time period to be established, and to develop a plan to reach that objective. It is a commitment WWU is proud of. The planning is underway on campus and is getting wider engagement and questions, particularly in these economic times.

Kathy Wetherell, Interim Vice President for Business and Financial Affairs, presented an overview of the Draft Climate Action Plan. In January 2007 President Karen W. Morse signed the Presidents' Climate Commitment. This initiative is sponsored by college and university presidents across the country. It is a high visibility effort to address global warming through a joint commitment to achieve climate neutrality.

Proposed plan strategies are conservation or energy savings projects, for example the proposed "10x10 Program" which aims to reduce utility consumption in four pilot buildings by ten percent by the end of calendar year 2010; lighting retrofits; efficient motor replacements; exit sign upgrades and building performance adjustments have already realized approximately 4% reduction in energy use. Another option, which is already in use, is Renewable Energy Credits (RECs), or carbon offsets. This option is used in place of buying 'green power', so even if you don't buy 100% green power off the grid you can still offset your carbon footprint by purchasing RECs. RECs have a cost and that money is used to support financial incentives for developers to build more renewable energy projects. Achieving climate neutrality could involve purchasing enough of these credits to neutralize our greenhouse gas emissions.

The final strategy is to study replacing on-campus utility generation with green generation, such as biomass gasification, which would replace natural gas steam generation on campus. Once the costs are quantified related to these strategies and it is decided which strategies to pursue, the Draft Climate Action Plan will be submitted to President Shepard for adoption.

President Shepard stated that University Planning and Resource Council will be discussing the Draft Climate Action Plan. One of the questions is of priorities. Every dollar WWU spends is an opportunity cost – we don't spend a dollar on something else. What do we get out of a dollar we spend to convert our boilers to biomass? In terms of priorities we need to look first at the opportunities to tangibly demonstrably reduce our carbon impact, given there are issues of opportunity cost.

Trustee Warner noted his philosophical concern with renewable energy credits. His sense is that they are more like a charitable contribution and it doesn't seem like we are actually doing our part. He would prefer spending the funds on boilers.

Trustee Ishmael said that the big push for carbon neutrality came from students, and asked how the Draft Climate Action Plan fit in with the renewable energy fee. A.S. President Jarrell stated that in 2004 an A.S. club presented a proposal for a Green Energy Fee. The power source is now all green on campus. WWU purchases renewable energy credits. This is the fifth year of the Green Energy Fee and is up for renewal. The A.S. has developed a student majority committee to review renewal of the Green Energy Fee, with final approval of the Green Energy Fee by the Board of Trustees.

12. LEGISLATIVE UPDATE

Vice President Swan stated that University Relations is making a concerted effort to increase WWU's presence in Washington, DC and visited in December to build relationships and create awareness of WWU's future appropriation requests. Meetings were held with both federal senators, Congressmen Larson and Dicks, staff members from the Higher Education Committee. With the support of the WWU Foundation, a reception was hosted for WWU alumni who work on Capitol Hill, organizing them into a network. They were responsive and welcome the opportunity to champion WWU's needs and programs.

Meetings are underway with WWU faculty who are active entrepreneurially in pursuing federal opportunities. This involves a change of culture with the faculty.

A capital project under consideration is a collaboration with Bellingham Technical College's Fisheries Program. University Relations is working to create more partnerships and coalitions through efforts with the other higher education institutions. It is resonating well with elected officials. A minimum of four trips per year is planned for meetings in Washington, DC, with the support of lobbyist Rick Agnew. Appropriations of new requests will be coming up in early 2010 and will be followed up aggressively with a number of different opportunities.

Trustee Munro requested a one-page update from Washington, DC lobbyist Rick Agnew at future Board meetings.

Sherry Burkey commented that within higher education the conversations will be to reduce the \$89.5M cut to higher education, as well as tuition, tuition flexibility and systems design. The four-year institutions collectively are preparing a 'management efficiencies' legislation package to reduce state bureaucracy as well requirements by other agencies which cause higher education to be less efficient. Key legislators have asked where WWU wants the next dollar spent. WWU testified on six proposals last week and legislators asked for more details. Examples are additional faculty for WWU's math program, as seating is now at capacity; and, the Destination Graduation program to help people who are within 25 credits of graduation to complete their degrees. All requests are focused on the priorities of the Higher Education Coordinating Board Master Plan.

Trustee Munro recommended inviting legislators annually to a Board meeting to present an update of their efforts.

13. PLANNING FOR 2011-13 GENERAL THEMES

President Shepard stated that the budget process is complicated. WWU must be responsive to the Governor's supplemental budget, but at the same time build WWU's budget proposals and decide whether to forward to Olympia for the coming biennium. The budget instructions will be sent to units with themes to consider. The themes for 2011-13 will be formed through what is heard from the "100 Conversations" which will be summarized for the Board and the campus. Theme examples are: (a) actions that will allow WWU to leverage other funds (federal lobbying program); (b) improving WWU's image on the web; (c) improving marketing (create a brand); (d) more strategic enrollment planning and management; (e) addressing extra needs of growing veteran and disabled student populations; (f) K-12 outreach; (g) ensuring degrees are earned and granted in a timely fashion; (h) getting good decision makers on and off campus; (i) installing Banner Budget and initiating Activity Based Costing; (j) compensation; and, (k) developing a destination university while strengthening regional partnerships.

Trustee Munro noted that WWU should think outside the box for other sources of funding, for example, Bellingham's waterfront offers an incredible opportunity for revenue. President Shepard advised a waterfront update will be provided later in the Board meeting.

14. CAMPAIGN PLANNING

Stephanie Bowers, Vice President for University Advancement, updated the Board on the Foundation activities related to "100 Conversations" and Foundation Capital Campaign planning. The Collins Group of Seattle will conduct a joint campaign retreat with Alumni and Foundation Boards in January. A separate retreat will be held with major fundraising staff, Deans, Vice Presidents and other partners across campus.

Also underway is development of new donor strategies, extra research of best practices across the country, processes and policies needed to run a campaign, and strengthening our on- and off-campus partnerships. University Relations and University Advancement are together developing a campaign communications plan.

Trustee Warner noted that for the Capital Campaign, the biggest challenge is addressing student financial aid, as WWU needs to be able to offset the impending increase of tuition. Vice President Bowers stated that scholarship fundraising is at the heart of the Foundation's endeavors. Fundraising is also emphasized for faculty support and student recruitment.

President Shepard stated that until this year Washington State had a program of matching endowment dollars. That program is no longer in effect, leaving WWU short of funds for programs such as the Distinguished Professorship and others. There is the serious potential of losing large donor gifts due to the lack of matching state funds.

15. AUDIT COMMITTEE REPORT

- KPMG Exit Interview

Trustee Madsen, Acting Chair of the Board Audit Committee, reported that the Board Audit Committee met with KPMG for the University's Exit Interview. KGMP had no significant deficiencies or material weaknesses in the auxiliary and university audits. KGMP particularly

noted that cooperation with the Business and Financial Affairs division has been the best in their experience and work with audit clients. Financial reporting and accounting is accurate, and special thanks is due to Shonda Shipman, Accounting Director.

- State Auditor Exit Interview

The state auditors examined the University records and reported to the Board Audit Committee in an Exit Interview. The state auditors looked at auditing, accountability and legal compliance. The state auditors reviewed the following areas: safeguarding assets and inventory; payroll; personal services contracts; student fees; purchases and payments; open public meetings records; cash receipting; fuel credit cards; grants; and, conflict of interest. The state auditors found no significant deficiencies in any area and were laudatory of the way WWU handles its affairs in complying with policies and procedures.

- Internal Audit

The Director of Intern Audit, Kim Herrenkohl, updated the Board Audit Committee with the twenty-one projects that were tasked for completion in 2009-10. The most significant is the IT Security audit, which is an ongoing concern for most institutions. Also reviewed were the President's expenses for the quarter, as well as the audit charter and recommended revisions to bring to current standards.

16. INFORMATION ITEMS

- **Admissions and Enrollment Planning Report**

Trustee Sharpe stated that in measuring the impacts of tuition increases, areas might be diversity yield, retention, and student activity. Economic diversity was discussed. Vice President Coughlin noted that low income / first generation students are tracked. President Shepard discussed default rates on tuition, room and board in residence halls in the current times; it is not just the students from the lowest income groups that are affected by the economic downturn.

Trustee Warner suggested tracking the number of WWU students who are under the federal assistance program – is it increasing or decreasing. Also track the number of students attending WWU through the College Bound program – is it increasing or decreasing. Trustee Sharpe suggested tracking through dashboard indicators.

Trustee Ishmael discussed also tracking the effect of the State Need Grant and Work Study, which is facing complete elimination. Another indicator is tracking students who are now forced to attend school solely on loans. By tracking socio-economic status WWU can see the entire picture of all income levels and where the university can target who is being squeezed out, rather than having a picture that focuses on just one section. Vice President Coughlin indicated that 20% of WWU students are on the State Need Grant. Over 400 students are employed through the Work Study program. Trustee Warner indicated that as WWU's tuition increases the university is competing with students who may attend private institutions. Those private institutions have endowment funds where they can discount tuition and pick-up students, which becomes a bigger challenge for WWU. Vice President Coughlin expressed concern that students will not be able to afford to live on campus but rather will live at home. Student Affairs

is looking at the University of Washington's housing trend, which is now pushing for more out-of-state freshmen students.

Trustee Ishmael also suggested tracking students with multiple jobs and how that affects time to degree as well. Some students are taking on three or more jobs, working full-time while taking 15 or more credits. Trustee Munro stated that information like this is needed from faculty.

- **Alumni Relations Report**

An update was provided to the Board on Alumni Relations activities.

- **Development Report**

An update was provided to the Board on Western Washington University Foundation activities.

- **University Relations Report**

Steve Swan, Vice President for University Relations, discussed the "Branding" initiative. A presentation will be given to the Board at the February 2010 meeting.

Vice President Swan reported that the Waterfront initiative is at a critical time. On January 10, 2010 the City and Port will hear a proposal submitted on TIGER grant funds, roughly a \$42 million package submitted as part of a federal stimulus program. Follow-up detail was requested by the federal government. The project badly needs the federal funds. Those funds would allow for the railroad to be relocated. The Cornwall bridge must be torn down and rebuilt, and railroad crossings must be upgraded. These were all critically important for the railroad to sign on to the project. The City and the Port also made submission for high speed rail funds.

The NOAA appeal was successful, however this does not mean NOAA will relocate to Bellingham.

WWU's waterfront project timeline is being adjusted because of the economic situation. Under discussion is a "Community Education Center", a multi-purpose type of facility that will allow WWU to conduct classes on the waterfront.

- **Quarterly Report on Grants and Contracts**

Trustee Fujikado asked if grant awards had increased or decreased. Provost Catherine Riordan indicated it is down from what would be expected from historical trends but further evaluation will be made. President Shepard stated that the degree of competitive federal grants and contracts is a testament to the quality of the faculty at WWU. Investment must be made in the supporting infrastructure to assist in leveraging faculty activities.

- **Capital Program Report**

An update on major capital projects and other capital items and projects of interest was provided to the Board of Trustees.

- **Student Right to Know / Clery Act**

An update was provided to the Board regarding the University's compliance with the federal Jeanne Clery Disclosure of Campus Security Policy and Campus Crime Statistics Act.

- **2008/09 University Financial Statements**

Copies of the University Financial Statements were provided to the Board.

17. MEETING EVALUATION & FUTURE AGENDA TOPICS

18. ADJOURNMENT

The meeting adjourned at 12:00 p.m.

19. DATE FOR NEXT REGULAR MEETING: February 4 & 5, 2010

20. LUNCH PRESENTATION

Steve VanderStaay, Vice Provost for Undergraduate Education, presented "Innovations in Teaching and Learning at Western Washington University" at lunch in the Solarium.

**WESTERN WASHINGTON UNIVERSITY
ITEM SUBMITTED TO THE BOARD OF TRUSTEES**

TO: Members of the Board of Trustees

FROM: President Bruce Shepard

DATE: February 5, 2010

SUBJECT: Recognition of Faculty & Staff

Dr. Emily Gibson, Student Health Center

The Peace Health Medical Staff has chosen Dr. Emily Gibson to receive a “**Physician of Excellence**” award for 2010. Gibson received this award for her 20+ years in behavioral health and chemical dependency patient care at St. Joseph Hospital and for her work in community patient care, as well as her work at Western Washington University.

Dr. Gibson is the Medical Director of the Student Health Center. She earned her A.B. from Stanford University and her M.D. from the University of Washington. She is a member of the St. Luke’s Foundation Board and was recently appointed to the Public Health Advisory Board for Whatcom County.

RESOLUTION NO. 2010-01

**A RESOLUTION OF THE BOARD OF TRUSTEES OF
WESTERN WASHINGTON UNIVERSITY
CONGRATULATING THE ACADEMIC CUSTODIAL SERVICE**

WHEREAS, The Academic Custodial Service Team won the 2009 Green Cleaning Grand Award for Schools and Universities from American School and University magazine, the top award given in the category nationally; and

WHEREAS, The Academic Custodial Service Team was awarded the Honorable Mention in the 2008 Green Cleaning Award for Schools and Universities from American School and University magazine; and

WHEREAS, The Academic Custodial Service Team has improved the sustainable practices used by its team members consistently on a year to year basis thereby significantly improving the quality of life and learning environment at Western Washington University; and,

WHEREAS, Western Washington University has established itself as a Sustainable Destination University through the efforts of many groups like the Academic Custodial Service; and

WHEREAS, Western Washington University wishes to acknowledge the contribution of those groups to the achievement of the University's mission and its position as one of the pre-eminent publicly purposed Universities in the United State.

NOW, THEREFORE BE IT RESOLVED, that the Board of Trustees of Western Washington University officially recognizes the Academic Custodial Service Team for its accomplishment and extends to the team the Board's gratitude and best wishes on behalf of the entire University Community.

PASSED AND APPROVED by the Board of Trustees of Western Washington University at its regular meeting on February 5, 2010.

Philip E. Sharpe, Jr., Chair

ATTEST:

Dennis Madsen, Secretary

**WESTERN WASHINGTON UNIVERSITY
ITEM SUBMITTED TO THE BOARD OF TRUSTEES**

TO: Members of the Board of Trustees
FROM: Phil Sharpe, Chair, Board of Trustees
DATE: February 5, 2010
SUBJECT: **Board Chair Report**
PURPOSE: Information Item

Purpose of Submittal:

Board Chair Phil Sharpe will report to members of the Board, and the university president and his staff, topics related to the Board of Trustees:

- Resolution 2010 – 02 Recognizing the Service of Board Member John D. Warner

RESOLUTION NO. 2010 - 02

**A RESOLUTION OF THE BOARD OF TRUSTEES OF
WESTERN WASHINGTON UNIVERSITY
RECOGNIZING THE SERVICE OF BOARD MEMBER
JOHN D. WARNER**

WHEREAS, JOHN D. WARNER of Seattle, Washington was appointed by Governor Gary Locke on April 2, 1999 to serve on the Western Washington University Board of Trustees and was reappointed to a second Board term by Governor Locke on September 18, 2003; with the appointment extended to February 5, 2010 by Governor Christine Gregoire, and

WHEREAS, JOHN D. WARNER brought to his appointment as trustee exceptional knowledge, experience, and insight stemming from his experience as Chief Administrative Officer and Senior Vice President of the Boeing Company; and

WHEREAS, JOHN D. WARNER also brought to the University 30 years' experience with The Boeing Company in an array of assignments, ranging from service as an engineer in the Supersonic Transport program to vice president of engineering for Boeing's Commercial Airplane Group, president of Boeing Computer Services; and

WHEREAS, JOHN D. WARNER also brought to the University his experience as a member of the Puget Sound Regional Council's Prosperity Partnership, the Washington Learns Higher Education Advisory Committee, a board member of the Pacific Science Center, IslandWood, KCTS- 9, the Alliance for Education, and The Seattle Foundation; and

WHEREAS, JOHN D. WARNER earned his undergraduate and graduate degrees, including a doctorate in aeronautical engineering, from the University of Michigan; and was a Boeing Sloan Fellow at the Stanford Graduate School of Business, and was elected to the National Academy of Engineering; and

WHEREAS, JOHN D. WARNER as a resident of Seattle and having served two terms as trustee on the Board, and as Chair of the Board of Trustees 2004-2006, contributed his time to the stewardship of the University above and beyond the usual expectations for board service; and

WHEREAS, JOHN D. WARNER contributed to the increased stature and the future potential of Western Washington University through his participation in numerous activities and decisions affecting the University;

NOW, THEREFORE BE IT RESOLVED, by the Board of Trustees that **JOHN D. WARNER** be and is hereby honored for outstanding service and dedication to the University and is extended the gratitude and best wishes of the entire University community.

PASSED AND APPROVED by the Board of Trustees of Western Washington University at its regular meeting on February 5, 2010.

Philip E. Sharpe, Jr., Chair

ATTEST:

Dennis Madsen, Secretary

**WESTERN WASHINGTON UNIVERSITY
ITEM SUBMITTED TO THE BOARD OF TRUSTEES**

TO: Members of the Board of Trustees

FROM: Bruce Shepard, President

DATE: February 5, 2010

SUBJECT: **President's Report**

PURPOSE: Information Item

Purpose of Submittal:

President Shepard and Dr. Eileen Coughlin, Chair of the VPBFA Search Advisory Committee, will update the Board on the search for Vice President for Business & Financial Affairs.

**WESTERN WASHINGTON UNIVERSITY
ITEM SUBMITTED TO THE BOARD OF TRUSTEES**

TO: Members of the Board of Trustees
FROM: President Bruce Shepard on behalf of the Associated Students
DATE: February 5, 2010
SUBJECT: **Associated Students**
PURPOSE: Associated Students Report

Purpose of Submittal:

Matt Jarrell will update the Board of Trustees regarding the Associated Students' recent activities.

**WESTERN WASHINGTON UNIVERSITY
ITEM SUBMITTED TO THE BOARD OF TRUSTEES**

TO: Members of the Board of Trustees
FROM: President Bruce Shepard behalf of the Faculty Senate
DATE: February 5, 2010
SUBJECT: Faculty Senate
PURPOSE: Information Item

Dan Lerner, President of the Faculty Senate, will present an oral update of recent Faculty Senate activities.

**WESTERN WASHINGTON UNIVERSITY
ITEM SUBMITTED TO THE BOARD OF TRUSTEES**

TO: Members of the Board of Trustees
FROM: President Bruce Shepard
DATE: February 5, 2010
SUBJECT: **Consent Items**
PURPOSE: Action Items

Purpose of Submittal:

Approval of the university recommendations provided on the consent item agenda.

Proposed Motion:

MOVED, that the Board of Trustees of Western Washington University, upon the recommendation of the president, approve the following consent items:

- Approval of Winter Quarter Degrees
- Delegation of Authority to Award Buchanan Towers Fire Alarm and Sprinklers Construction Contract (PW595)
- Delegation of Authority to Award Classroom Mediation 2010 Construction Contract (PW614)
- Approval of Construction Contract for Haggard Hall/Wilson Library Renovation for ATUS (PW620)
- Approval of Amendment to August 2010 Board of Trustees Meeting Date

Supporting Information:

Materials supporting the consent item agenda are attached.

**WESTERN WASHINGTON UNIVERSITY
ITEM SUBMITTED TO THE BOARD OF TRUSTEES**

TO: Members of the Board of Trustees

FROM: President Bruce Shepard by Provost Catherine Riordan

DATE: February 5, 2010

SUBJECT: **Approval of Degrees**

PURPOSE: Action Item

Purpose of Submittal:

Board of Trustees responsibility to approve awarding of degrees

Proposed Motion:

MOVED, that the Board of Trustees of Western Washington University, on recommendation of the faculty and subject to the completion of any unmet requirements, approves awarding undergraduate and graduate degrees to the candidates listed in the files of the Registrar and Graduate Dean, for Winter Quarter 2010, effective March 20, 2010.

Supporting Information:

Lists on file with the Registrar and Graduate Dean.

**WESTERN WASHINGTON UNIVERSITY
ITEM SUBMITTED TO THE BOARD OF TRUSTEES**

TO: Members of the Board of Trustees

FROM: President Bruce Shepard by Interim Vice President Kathy Wetherell

DATE: February 5, 2010

SUBJECT: **Delegation of Authority to Award
Construction Contract for Buchanan Towers Fire Alarm and
Sprinkler Upgrade, PW595**

PURPOSE: Action Item

Purpose of Submittal:

Award a construction contract for the Buchanan Towers Fire Alarm and Sprinkler Upgrade, PW595. Contract award following Board action. Construction to start March 19, 2010.

Proposed Motion:

MOVED, upon the recommendation of the President, that the President or his delegate is hereby authorized to award contracts and execute documents for the construction of the Buchanan Towers Fire Alarm and Sprinkler Upgrade.

Supporting Information:

This project includes the construction of Buchanan Towers Fire Alarm and Sprinkler Upgrade, involving Fire alarm system and Fire sprinkler system upgrades with associative architectural flooring and ceiling finishes, ceiling lighting, new access doors and electronic key card access, new casework and structural components triggered by the upgrade.

There is one alternate bid item included to replace existing kitchen uppers cabinets with open shelves.

This project was advertised for competitive bidding on January 8, 2010 with the bid opening held February 3, 2010. The low bid for this contract will be determined by a Bid Analysis evaluation process.

Rolluda Architects, Seattle WA, prepared the plans and specifications for this project. The project construction is scheduled to be substantially complete August 27, 2010.

The estimated construction cost of the project is \$ 2,620,000.

Source of Funding:

Housing and Dining System – Non-appropriated

WESTERN WASHINGTON UNIVERSITY ITEM SUBMITTED TO THE BOARD OF TRUSTEES

TO: Members of the Board of Trustees

FROM: President Bruce Shepard by Interim Vice President Kathy Wetherell

DATE: February 5, 2010

SUBJECT: **Delegation of Authority to Award
Construction Contract for Classroom Mediation, PW614**

PURPOSE: Action Item

Purpose of Submittal:

Award a construction contract for Classroom Mediation, PW 614. Contract award following Board action. Construction to start March 24, 2010.

Proposed Motion:

MOVED, upon the recommendation of the President, that the President or his delegate is hereby authorized to award contracts and execute documents for the construction of the Classroom Mediation

Supporting Information:

This project includes the upgrading of finishes and mediation in several classrooms, lecture rooms, and computer labs across campus. The base bid includes work in lecture rooms Parks Hall 104, 146, and 228; seminar room Parks Hall 220; classrooms Arntzen Hall 18, Environmental Science 313 and 413. Scope of work includes new flooring, patch and paint, ceilings, lighting, electrical, voice, data, teaching podia, media equipment, security, fire alarm, doors, door hardware, window coverings. Two lecture rooms in Parks Hall (146 and 224) will also have fixed tables and chairs replaced.

There are ten (10) alternate bid items that include additional rooms: classrooms Humanities 108 and 110; and computer labs used for teaching classes in Arntzen Hall 05, Bond Hall 319, Fine Arts 101, Haggard Hall 101, 112, and 245. Two of the alternates propose to do work in Haggard Hall 101 during Fall Quarter 2010, and Haggard Hall 112 during Winter Quarter 2011.

The low bid for this contract will be determined by a Bid Analysis evaluation process.

SHKS Architects, Seattle, Washington, prepared the plans and specifications for this project. Bids are scheduled to be received February 10, 2010. Work is scheduled to start

March 24, 2010. The project construction base bid is scheduled to be substantially complete the end of Summer Quarter, 2010.

The estimated construction cost of the project is \$1,050,000.

Source of Funding:

State Building Construction Account – Appropriated

**WESTERN WASHINGTON UNIVERSITY
ITEM SUBMITTED TO THE BOARD OF TRUSTEES**

TO: Members of the Board of Trustees

FROM: President Bruce Shepard by
Interim Vice President Kathy Wetherell

DATE: February 5, 2010

SUBJECT: **Construction Contract for
Haggard Hall/Wilson Library Renovation for
Academic Technology and User Services (ATUS), PW 620**

PURPOSE: Action Item

Purpose of Submittal:

Award a construction contract for the Haggard Hall/Wilson Library Renovation for Academic Technology and User Services (ATUS) project, PW 620. Contract award is proposed to follow Board action. Construction is anticipated to begin on March 1, 2010.

Proposed Motion:

MOVED that the Board of Trustees of Western Washington University, upon the recommendation of the President, award a contract to Regency Northwest, Bellevue, WA, for the amount of \$679,000.00 (w/o sales tax), for the Renovation for ATUS construction contract.

Supporting Information:

This project will provide new facilities for ATUS as they are relocated out of Miller Hall. The ATUS video production staff and studio functions will be relocated to Haggard Hall. All of the associated Iris Switch electronic equipment will also be relocated from Miller Hall to Haggard Hall. Additionally, the project will provide student video editing rooms. The library stacks and Modern Classical Languages Lab displaced by this renovation will be relocated to Wilson Library.

This project was advertised for competitive bidding on December 28, 2009 with the bid opening held at 3:00 P.M on January 21, 2010. Twelve bids were received by the University (see attached bid summary of three lowest bids). RMC Architects of Bellingham, prepared the plans and specifications for this project.

Source of Funding:

WWU Capital Projects Account – Appropriated

BID SUMMARY

**Job: PW 620 Haggard Hall/Wilson Library
Renovation for Academic Technology and User Services**

Date: January 21, 2010

Company	Base Bid
Regency NW	\$679,000
Franklin Corp.	\$695,300
Kirtley-Cole	\$699,000
Ebenal General	\$809,000
Myers General	\$707,448
Wellman-Zuck	\$731, 523
Collecurchio	\$727,000
Razz Construction	\$755,000
Roosendahl	\$789,465
Tiger	\$718,000
Vertical	\$735,000
Faber	\$739,500

**WESTERN WASHINGTON UNIVERSITY
ITEM SUBMITTED TO THE BOARD OF TRUSTEES**

TO: Members of the Board of Trustees
FROM: President Bruce Shepard
DATE: February 5, 2010
SUBJECT: Approval of Amendment to August 2010 Board Meeting Date
PURPOSE: Consent Item

Purpose of Submittal:

At the August 21, 2009 Board of Trustees meeting, the Board adopted the following meeting schedule for the year 2010:

- February 4 & 5, 2010
- April 15 & 16, 2010
- June 10 & 11, 2010
- August 12 & 13, 2010
- October 7 & 8, 2010
- December 9 & 10, 2010

There was discussion of rescheduling the August meeting to coincide with the August 2010 Commencement Ceremonies. It was agreed to review this at a later date.

Following a survey of the Trustees, it is recommended that the August 2010 Board of Trustees meeting date be changed to August 19 & 20, 2010 to coincide with the August 20, 2010 Summer Commencement Ceremonies.

Proposed Motion:

MOVE that the Board of Trustees of Western Washington University amend the date of August 12 & 13, 2010 Board of Trustees meeting to August 19 & 20, 2010.

Publicity:

Upon approval, the meeting schedule will be updated and submitted to the Code Reviser's Office and Office of University Communications.

**WESTERN WASHINGTON UNIVERSITY
ITEM SUBMITTED TO THE BOARD OF TRUSTEES**

TO: Members of the Board of Trustees

FROM: President Bruce Shepard by Senior Counsel Wendy Bohlke

DATE: February 5, 2010

SUBJECT: Revisions to WWU Board of Trustees Rules of Operation

PURPOSE: Information Item

Purpose of Submittal:

The Board of Trustees, having had a comprehensive review of the WWU Board of Trustees Rules of Operation, will discuss revisions to the Rules of Operation.

Supporting Information:

WWU Board of Trustees Rules of Operation, Draft 1/12/10



BOARD OF TRUSTEES

RULES OF OPERATION

Effective XXXXX

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Rules of Operation 1 21 10 dft w

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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 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 ~~she or he~~ 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 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 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 of Trustees. 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. [sentence order switched from current version]
- 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.
 - (b) **To Administer Board.** To organize, administer and operate the Board of Trustees.
 - (c) **To Adopt Administrative Rules.** To adopt, amend or repeal rules pursuant to the Administrative Procedures 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, and other similar devices.

- (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.ⁱ
- (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 and ~~extended education 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. ~~including the Student Recreation Center fee; non-academic building fees; health services fee; technology fee;~~
- (h) **To Approve Collective Bargaining Agreements.** To facilitate, approve and enter into collective bargaining agreements with ~~employees~~ 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. **[to be discussed after review of limits at other regional universities.]**

- (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 of Trustees were followed.
- (o) **To Establish Self-Supporting Facilities.** To establish self-supporting facilities and to exercise all related authority delegated to the Board of Trustees 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.
- (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 of Trustees 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 ~~Higher Education Administrative Procedures Act, Chapter 28B.19 RCW,~~ and 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 The standards apply to each member of the Board of Trustees of Western Washington University.~~ The standards 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 of Trustees 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 executive/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). ~~The student member shall excuse himself or herself from participation or voting on matters relating to the hiring, discipline, or tenure of faculty members and personnel.~~ **[This sentence is moved to 3.4 below]**
- 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.) ¹
- 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.

¹ 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.

SECTION 4

RESIGNATION AND REMOVAL

- 4.1 **Resignation.** A Board member may resign from the Board at any time during his or her term. The written resignation must be submitted to the Governor and the Chair of the Board. The Board Chair notifies the members of the Board and the President.
- 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.)

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 by 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 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 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.)

SECTION 6

UNIVERSITY SEAL

6.1 **Seal Design Approval.** The design of the seal of Western Washington University shall be approved by the Board of Trustees.

6.2 **University Seal is the Legal Official Seal of 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 schedule 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.
- 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 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 student 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 generally include the following:
- Consent items;
 - Major policy matters and decision options;
 - Special reports; and
 - Other items or announcements from Trustees, committees, the University President, Vice Presidents, Faculty Senate President, or Associated Students President.

OPTIONS [option a) – both the Board Chair and President are notified; option b), only the Board Chair is notified]

- 7.11 a) **Communications to the Board.** Any person who wishes to bring a matter to the attention of the Board may submit it in writing to the Secretary to the Board of Trustees at the following address: c/o Office of the President, Mail Stop 9000, Western Washington University, Bellingham, Washington, 98225. The Secretary shall bring such

written communications to the attention of the Chair of the Board and the President of the University for direction as to response or transmittal to the Board.

- 7.11 b) **Communications to the Board.** Any person who wishes to bring a matter to the attention of the Board may submit it in writing to the Secretary to the Board of Trustees at the following address: c/o Office of the President, Mail Stop 9000, Western Washington University, Bellingham, Washington, 98225. The Secretary shall bring such written communications to the attention of the Chair of the Board for direction as to response or transmittal to the Board.

OPTIONS [option a) leaves to Chair's discretion whether persons may address the Board; option b) requires people to seek in writing permission to speak, under limits set by the Chair; option c) allows people to ask to speak at meetings, by seeking permission at the beginning of the meeting, leaving the Chair complete discretion whether and how to grant the request]

- 7.12 a) **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 of Trustees as the Chair may determine.

- 7.12 b) **Appearance Before the Board.** Public testimony regarding an issue may be permitted provided that the hearing of such testimony has been approved by the President and the Chair of the Board. The Chair of the Board may reasonably limit the amount of time allocated for public testimony on particular issues for each speaker and may limit testimony to assure that it is germane to the specific matter under consideration. Individuals seeking to address the Board must communicate their request to the President no fewer than three calendar days prior to a regular meeting.

- 7.12 c) **Appearance Before the Board.** Those who wish to speak to the Board at the Board meeting may, at the beginning of the meeting, lodge a request to speak. The Chair may approve or deny requests; if approved, a person may speak at such time and length as may be approved and designated by the Board Chair.

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

SECTION 8

AUTHORITY, POWERS, AND DUTIES OF THE PRESIDENT

- 8.1 **President Responsible to Board.** The President of the University is directly responsible to the Board of Trustees 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 of Trustees, which may conduct an adjudicative proceeding pursuant to the Administrative Procedure Act (Chapter 34.05 RCW) .
- 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, 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 ~~subsection 020(3)~~ 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 Reports.** It is anticipated that the President will ~~make set out~~ objectives, goals and priorities for the next year, subject to Board approval. annual reports to the Board. 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~~ three 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.
- In addition to a formal evaluation provided for above, ~~the Board and the President shall engage in an informal discussion of the President's performance at least annually.~~
- 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 systems-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. And together with members of the administration and staff, 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.

SECTION 13

AMENDMENTS TO BOARD RULES OF OPERATION

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 XXXXXX.

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
Authority: RCW 28B.35.120

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APPENDIX A

Statutory References for Western Washington University

These references are to chapters of law in the Revised Code of Washington (RCW). The links set out here 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>

Chapter 28B.76 RCW

Higher education coordinating board

<http://apps.leg.wa.gov/RCW/default.aspx?cite=28B.76&full=true>

Chapter 28B.92 RCW

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>

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 compliance with significant applicable legal, ethical, and regulatory requirements. The Committee will oversee: a) the accounting and financial reporting processes of the University; b) the external audits of the University's financial statements, 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; c) the effectiveness of the internal audit program; and d) interacts with state auditor, as appropriate.

The Committee's duties do not replace or duplicate established management responsibilities and delegations. Instead, the Committee serves in an advisory capacity to guide the direction of management's actions and recommends to the full Board broad policy for ensuring accurate financial reporting, sound risk management, and ethical behavior.

Membership

The membership of the Committee consists of three trustees selected by the Board.

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 is expected to maintain 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, Management, Internal Auditor, Independent Auditors and State Auditor

The Committee relies on the expertise and knowledge of management, the internal auditor, the independent auditors and the state auditor in carrying out its oversight responsibilities. Management of the University is responsible 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 state auditor. 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 management in the discharge of their oversight, management and operating responsibilities. It is not the duty of the Committee to plan or conduct audits, to determine that the financial statements are complete and accurate and in accordance with generally accepted accounting principles, to conduct investigations, or to assure compliance with laws and regulations or the University's standards of business conduct, codes of ethics, internal policies, procedures and controls.

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 management in private session to discuss any matters the Committee or management 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. Undertake an annual evaluation of the Committee's performance

Internal Controls, Risk Assessment and Financial Reporting:

1. Inquire of management, 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. Review with management 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. Approve the annual Internal Audit schedule and any significant unscheduled audits and consulting requests that arise during the year. Receive periodic updates from the Office of the Internal Auditor on the status of the annual 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. Resolve any disagreements between management and the independent auditors or state auditor.
4. 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.
5. Review with the independent auditor, state auditor and management the scope and plan for the various audits.
6. 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.*
7. Review with management, independent auditor and state auditor, all matters required to be communicated with the Committee under generally accepted auditing standards.
8. *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.*
9. 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.
10. Receive and review all outside audit, investigation and regulatory findings and reports of the university, such as those from the State Auditor's Office

Whistleblower program, Executive Ethics Board, Internal Revenue Services, etc.
Ensure that management responds appropriately to issues raised.

ⁱ 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.

DRAFT

**WESTERN WASHINGTON UNIVERSITY
ITEM SUBMITTED TO THE BOARD OF TRUSTEES**

TO: Members of the Board of Trustees

FROM: President Bruce Shepard on behalf of Vice President Eileen V. Coughlin

DATE: February 5, 2010

SUBJECT: Admission and Enrollment Trends

PURPOSE: Discussion Item

Purpose of Submittal:

Karen Copetas, Western's Director of Admissions and Enrollment Planning, will present information on recent trends in admissions and enrollment.

**WESTERN WASHINGTON UNIVERSITY
ITEM SUBMITTED TO THE BOARD OF TRUSTEES**

TO: Members of the Board of Trustees

FROM: President Bruce Shepard by Stephanie Bowers
Vice President for University Advancement and
Executive Director, WWU Foundation

DATE: February 5, 2010

SUBJECT: **Campaign Priorities**

PURPOSE: Discussion Item

Purpose of Submittal:

Provide an update to the Board on Campaign Priorities.

**WESTERN WASHINGTON UNIVERSITY
ITEM SUBMITTED TO THE BOARD OF TRUSTEES**

TO: Members of the Board of Trustees

FROM: Bruce Shepard, President for Steve Swan, Vice President for University Relations

DATE: February 5, 2010

SUBJECT: **Legislative Update**

PURPOSE: Discussion Item

Purpose of Submittal:

Steve Swan, Vice President for University Relations, and Sherry Burkey, Associate Vice President for University Relations will give an update on legislative activities.

**WESTERN WASHINGTON UNIVERSITY
ITEM SUBMITTED TO THE BOARD OF TRUSTEES**

TO: Members of the Board of Trustees
FROM: President Bruce Shepard by Steve Swan, V.P. for University Relations
DATE: February 5, 2010
SUBJECT: **Branding and Marketing Update**
PURPOSE: Discussion Item

Purpose of Submittal:

Steve Swan, Vice President for University Relations, will give an update on Branding and Marketing.

WESTERN WASHINGTON UNIVERSITY ITEM SUBMITTED TO THE BOARD OF TRUSTEES

TO: Members of the Board of Trustees

FROM: Board Audit Committee and President Bruce Shepard

DATE: February 5, 2010

SUBJECT: Approval of Amendments to the Internal Audit Charter, Policies and Procedures

PURPOSE: Action Item

Purpose of Submittal:

To obtain Board approval of the following amended Internal Audit documents:

- Office of the Internal Auditor Charter
- POL-U1500.01 Establishing Internal Audit Activities
- POL-U1500.02 Distributing Internal Audit Schedule
- PRO-U1500.01A Creating the Internal Audit Schedule

Proposed Motion:

MOVED, that the Board of Trustees of Western Washington University, upon recommendation of the Board of Trustees Audit Committee, approve amendments to the Office of the Internal Auditor Charter; POL-U1500.01 Establishing Internal Audit Activities; POL-U1500.02 Distributing Internal Audit Schedule; PRO-U1500.01A Creating the Internal Audit Schedule.

Background:

The Office of the Internal Auditor has been providing internal auditing services to Western since the early 1980s. The oversight responsibilities for the Internal Audit program have changed over the years. In May 1, 2005, the Board of Trustees adopted the WWU Audit Committee Charter which established that the Office of the Internal Auditor would report functionally to the Audit Committee of the Board of Trustees and administratively to the President's Office.

The WWU Audit Committee Charter states that the Audit Committee's role is to assist 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. In addition, it states that the Audit Committee shall "annually review the Internal Audit Charter, policies and procedures and recommend changes to the Board of Trustees, as needed."

The current Office of the Internal Auditor Charter, policies and procedures were adopted by the Board of Trustees in June 2002 and amended October 2006.

Consistent with providing professional internal audit services, Western's Office of the Internal Auditor strives to conform to the Institute of Internal Auditor's (IIA) Standards for the Professional Practice of Internal Auditing. To comply with recent changes to the IIA Standards (effective January 1, 2009), amendments to the Office of the Internal Auditor Charter were proposed and reviewed by the Audit Committee. The proposed amendments do not change roles or responsibilities of the President's Office or the Audit Committee of the Board of Trustees.

Also reviewed during this time were Internal Audit policies and procedures related to the internal audit schedule process. Because the Internal Audit program adopted a biennial internal audit process rather than an annual process, amendments were proposed and presented to the Audit Committee for review.

Documents Attached:

The following documents are attached, first in strike-through format and then with edits incorporated:

- WWU Office of the Internal Auditor Charter
- POL-U1500.01 Establishing Internal Audit Activities
- PRO-U1500.01A Creating the Internal Audit Schedule
- POL-U1500.02 Distributing Internal Audit Schedule

**WESTERN WASHINGTON UNIVERSITY
OFFICE OF THE INTERNAL AUDITOR**

CHARTER

PURPOSE:

The purpose of this charter is to define the authority and responsibilities of the Western Washington University Office of the Internal Auditor. This charter is approved by the University Board of Trustees of Western Washington University.

Internal auditing is an independent, objective assurance and consulting activity designed to add value and improve an organization's operations. It helps an organization accomplish its objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, control, and governance processes.

~~Internal Auditing is an independent appraisal function established within the University to examine and evaluate its activities as a service to the organization. The objective of the Office of the Internal Auditor is to assist the Board of Trustees, President and University management in the discharge of their oversight, management and operating responsibilities. This objective is accomplished by providing analyses, appraisals, recommendations and information about the activities reviewed by the Office of the Internal Auditor. The Office of the Internal Auditor assesses the efficiency and effectiveness of internal controls with the goal of promoting effective controls at reasonable costs to the University. The internal audit function is an integral part of the institution and plays an important role in the management control system by measuring and evaluating the controls. The internal audit review and appraisal process does not in any way relieve other University personnel of the responsibilities assigned to them.~~

Western Washington University is committed to the professional practice of internal auditing. The Office of the Internal Auditor will uphold the principles of integrity, objectivity, confidentiality, and competency as defined in the Institute of Internal Auditors Code of Ethics and will adhere to the *International Standards for the Professional Practice of Internal Auditing (Standards)*.

ORGANIZATION AND AUTHORITY:

~~The Office of the Internal Auditor is a vital part of the University and functions in accordance with University policies. The Office of the Internal Auditor reports functionally to the Audit Committee of the Board of Trustees and administratively to the President's Office to permit independent and unbiased judgments essential to the proper conduct of audits.~~

Internal Audit participates in Audit Committee meetings and has free and open communication with the Audit Committee of the Board of Trustees. Internal Audit presents an annual report of its operations to the Board of Trustees.

The Office of the Internal Auditor is authorized to have access to information including computer files, records, property and personnel of the University excluding individual user's computer passwords. University units will submit information and records in a timely manner and in the form specified by the Office of the Internal Auditor.

~~Western Washington University is committed to the professional practice of internal auditing. Internal audits shall be conducted in conformance with the Institute of Internal Auditor's Standards for the Professional Practice of Internal Auditing and Western Washington University's Internal Audit Manual.~~

INDEPENDENCE:

Internal Audit management and staff will be independent of the activities that they review. In performing the audit function, the Office of the Internal Auditor has no direct responsibility for, nor authority over, any of the activities reviewed. Independence requires that the Internal Auditor carry out work freely and objectively. The Internal Auditors are not to subordinate their judgment on audit matters to the opinions of others.

TYPES OF AUDIT SERVICES:

1. ~~Regular audits~~
2. ~~Follow up audits~~
3. ~~Consultation reviews~~
4. ~~Special investigations~~
5. ~~Advice and training~~

RESPONSIBILITIES

A biennial, risk based audit schedule is created each year which allows for contingencies that develop during the year. The audit schedule is developed with input from the Audit Committee, President, Provost, Vice Presidents, and other university management and approved by the Audit Committee of the Board of Trustees. Audit services are coordinated with external auditors ~~the State Auditor's Office~~ to reduce duplication of efforts and increase audit coverage of the University. ~~The annual audit plan is developed with input from the Audit Committee, President, Provost, Vice Presidents, and other university management and approved by the Audit Committee of the Board of Trustees.~~

The Office of the Internal Auditor performs internal operational, **compliance**, and financial **related** audits of programs, services, departments and accounts that come under the budget authority of the University. **Internal Audit performs four types of audit services:**

1. Assurance Services: Assurance services are objective reviews of evidence for the purpose of providing an independent assessment. The scope and nature of assurance services includes reviewing and evaluating for: operational efficiencies and effectiveness; reliability of financial and operational systems; adequacy and clarity of policies and procedures; compliance with university policy and state and federal law; safeguarding of assets; and accomplishment of objectives and goals.
2. Consulting Services: Consulting services are advisory and other service activities include counsel, advice, facilitation, process design and limited training. The objective of consulting services is to add value in the development or modification of processes, procedures, and controls to minimize risk and achieve objectives. The nature and scope of particular consulting services are agreed upon with management. Internal Audit will not assume management's responsibilities in order to maintain appropriate objectivity and independence.
3. Special Investigations: Investigations evaluate allegations of unethical business practices and financial and operational misconduct to determine if allegations are substantiated and to prevent future occurrences.
4. Follow-up Engagements: Follow-up engagements evaluate plans and actions taken to correct reported conditions.

DUTIES AND RESPONSIBILITIES:

1. ~~To perform internal operational and/or financial audits of programs, services, departments and accounts that come under the budget authority of the University.~~
2. ~~To report all Internal Audit findings to the Audit Committee, President and appropriate university management.~~
3. ~~To prepare written Internal Audit reports on the results of the audit engagement and evaluate the University's plans or actions to correct reported concerns.~~
4. ~~To provide Internal Audit recommendations to management to assist them in maintaining reasonable control processes.~~
5. ~~To develop a risk based annual audit schedule and obtain the approval of the Audit Committee.~~
6. ~~To coordinate Internal Audit services with the State Auditor's Office and other outside auditing firms.~~
7. ~~To proactively consult with University departments and committees to provide internal control considerations.~~
8. ~~To perform special investigations due to such allegations as fraud, theft, waste, or abuse and recommend control improvements.~~
9. ~~To advise university personnel in understanding proper controls, regulations and efficient and effective operations.~~

OBJECTIVES OF A REGULAR AUDIT:

1. ~~To develop an audit plan which focuses on the program's or department's high risk areas, including the specific concerns of University management.~~
2. ~~To appraise the efficiency and effectiveness of internal control systems and processes.~~
3. ~~To evaluate the reliability and integrity of financial and operational systems and information.~~
4. ~~To evaluate the adequacy of policies and procedures which have a significant impact on the success of the operations.~~
5. ~~To assess the level of compliance with University policy and State and Federal law.~~
6. ~~To review the controls in place for safeguarding University assets.~~
7. ~~To review operations or programs for the accomplishment of their objectives and goals.~~
8. ~~To provide management with recommendations for improving operations, reducing risks and maintaining compliance with policies and regulations.~~

AUDIT REPORTS:

Prior to the creation of the draft audit report, the results of the audit engagement are communicated to the appropriate, designated members of management. The Office of the Internal Auditor creates written audit reports ~~which at the conclusion of the audit fieldwork.~~ The audit reports are submitted in draft form first to the President and then if appropriate to the Provost, ~~and/or~~ Vice President, Dean and department under review, depending on the audit engagement. The Office of the Internal Auditor will meet with appropriate university personnel to discuss the draft report, make agreed upon changes and submit a final draft report to appropriate management requesting written responses to ensure that the information in the draft report is clear, concise and accurate. ~~Final draft audit reports are updated if necessary based on exit meeting(s) discussions at the Internal Audit Director's discretion. Final draft audit reports are issued requesting written responses from the area(s) under review. Written responses shall that~~ include corrective action plans directed toward addressing each of the recommendations, in the final draft audit report. Management's responses are incorporated into the final audit report. Copies of the final audit reports are distributed to the Audit Committee of the Board of Trustees, President and Provost, Vice President or Dean whose areas were reviewed. Persons receiving final audit reports from the Office of the Internal Auditor may distribute copies of the report to appropriate staff.

**WESTERN WASHINGTON UNIVERSITY
OFFICE OF THE INTERNAL AUDITOR**

CHARTER

PURPOSE:

The purpose of this charter is to define the authority and responsibilities of the Western Washington University Office of the Internal Auditor. This charter is approved by the University Board of Trustees of Western Washington University.

Internal auditing is an independent, objective assurance and consulting activity designed to add value and improve an organization's operations. It helps an organization accomplish its objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, control, and governance processes. The internal audit review and appraisal process does not in any way relieve other University personnel of the responsibilities assigned to them.

Western Washington University is committed to the professional practice of internal auditing. The Office of the Internal Auditor will uphold the principles of integrity, objectivity, confidentiality, and competency as defined in the Institute of Internal Auditors Code of Ethics and will adhere to the *International Standards for the Professional Practice of Internal Auditing (Standards)*.

ORGANIZATION AND AUTHORITY:

The Office of the Internal Auditor reports functionally to the Audit Committee of the Board of Trustees and administratively to the President's Office to permit independent and unbiased judgments essential to the proper conduct of audits.

Internal Audit participates in Audit Committee meetings and has free and open communication with the Audit Committee of the Board of Trustees. Internal Audit presents an annual report of its operations to the Board of Trustees.

The Office of the Internal Auditor is authorized to have access to information including computer files, records, property and personnel of the University, excluding individual user's computer passwords. University units will submit information and records in a timely manner and in the form specified by the Office of the Internal Auditor.

INDEPENDENCE:

Internal Audit management and staff will be independent of the activities that they review. In performing the audit function, the Office of the Internal Auditor has no direct responsibility for, nor authority over, any of the activities reviewed. Independence requires that the Internal Auditor carry out work freely and objectively. The Internal Auditors are not to subordinate their judgment on audit matters to the opinions of others.

RESPONSIBILITIES:

A biennial, risk based audit schedule is created which allows for contingencies that may develop. The audit schedule is developed with input from the Audit Committee, President, Provost, Vice Presidents, and other university management and approved by the Audit Committee of the Board of Trustees. Audit services are coordinated with external auditors to reduce duplication of efforts and increase audit coverage of the University.

The Office of the Internal Auditor performs internal operational, compliance, and financial related audits of programs, services, departments and accounts that come under the budget authority of the University. Internal Audit performs four types of audit services:

1. **Assurance Services:** Assurance services are objective reviews of evidence for the purpose of providing an independent assessment. The scope and nature of assurance services includes reviewing and evaluating for: operational efficiencies and effectiveness; reliability of financial and operational systems; adequacy and clarity of policies and procedures; compliance with university policy and state and federal law; safeguarding of assets; and accomplishment of objectives and goals.
2. **Consulting Services:** Consulting services are advisory and other service activities include counsel, advice, facilitation, process design and limited training. The objective of consulting services is to add value in the development or modification of processes, procedures, and controls to minimize risk and achieve objectives. The nature and scope of particular consulting services are agreed upon with management. Internal Audit will not assume management's responsibilities in order to maintain appropriate objectivity and independence.
3. **Special Investigations:** Investigations evaluate allegations of unethical business practices and financial and operational misconduct to determine if allegations are substantiated and to prevent future occurrences.
4. **Follow-up Engagements:** Follow-up engagements evaluate plans and actions taken to correct reported conditions.

AUDIT REPORTS:

Prior to the creation of a draft audit report, the results of the audit engagement are communicated to the appropriate, designated members of management. The Office of the Internal Auditor creates written audit reports which are submitted in draft form first to the President and then to the Provost, Vice President, Dean and department under review, depending on the audit engagement. The Office of the Internal Auditor will meet with appropriate university personnel to discuss the draft report, make agreed upon changes and submit a final draft report to appropriate management requesting written responses that include corrective action plans directed toward addressing each of the recommendations. Management's responses are incorporated into the final audit report. Copies of the final audit reports are distributed to the Audit Committee of the Board of Trustees, President and Provost, Vice President or Dean whose areas were reviewed. Persons receiving final audit reports from the Office of the Internal Auditor may distribute copies of the report to appropriate staff.

POLICY

Effective Date: October 6, 2006

Approved By: Board of Trustees

Authority: Internal Audit Charter

Cancels: Policy approved by President's Council
effective September 16, 2002See Also: PRO-U1500.01A
PRO-U1500.01B**POL-U1500.01 ESTABLISHING INTERNAL AUDIT ACTIVITIES**

This policy applies to all Internal Audit activities performed at Western Washington University.

Definitions:

Interested Parties: Western Washington University Board of Trustees, President, Provost, Vice Presidents, managers, employees, students and other persons.

1. **Office ~~Of~~ ~~The~~ Internal Auditor ~~Shall-Will~~ Create ~~An Annual- a Biennial~~ Audit Schedule** (PRO-U1500.01A)
2. **Internal Audit Director ~~Shall-Will~~ Solicit Input When Creating ~~The~~ Audit Schedule** (PRO-U1500.01A)
3. **Audit Schedule Will Be Discussed with the President ~~A~~ and Then Formally Approved By ~~The~~ Audit Committee** (PRO-U1500.01A)
4. **Audit Schedule Can Include ~~Audits Assurance, Consultations Consulting~~ and Follow-Up Audit Activities**
5. **Audit Schedule Will Allow for Contingencies**

In order to participate in special projects or consultations on an as needed basis the audit schedule will not allocate all of the Office of the Internal Auditor's available hours for each year but will provide some unscheduled time to allow audit activities to be added during the year.

6. **Interested Parties May Request Audit Services During ~~The~~ Year**

Audit services can be requested after the ~~annual~~ audit schedule is established and published by contacting the Office of the Internal Auditor. (PRO-U1500.01B)

7. **Audit Committee Will Approve All Significant Unscheduled Audit Requests Before Audit Commences** (PRO-U1500.01B)

If the unscheduled audit request is estimated to require more than one week to complete, the Audit Committee must approve the request. The Internal Audit Director will forward all unscheduled requests to the Audit Committee with the President's recommendation. The Audit Committee discusses the

POLICY

request with the President and Internal Audit Director as deemed appropriate. Internal Audit Director will notify the President or designee about the approved, unscheduled audit requests.

An exception to this policy exists when the Internal Audit Director reasonably deems that an emergency exists and all members of the Audit Committee are unavailable to approve the request. If both of these conditions are present, the Internal Audit Director will contact the President to obtain approval or denial of the request for audit services and notify the Audit Committee as soon as possible. However, if the audit request raises concerns about the President, the Internal Audit Director will seek approval or denial of the request for audit services from the Board Chair and notify the Audit Committee and President as soon as possible.

8. Internal Audit Director Can Approve Short Term Unscheduled Audit Requests

A short term audit request is an audit activity that is estimated to take less than one week to complete.

9. Interested Parties Can Contact ~~T~~the Office of the Internal Auditor Directly ~~T~~to Obtain Advice

POLICY

Effective Date: October 6, 2006

Approved By: Board of Trustees

Authority: Internal Audit Charter

Cancels: Policy approved by President's Council
effective September 16, 2002See Also: PRO-U1500.01A
PRO-U1500.01B**POL-U1500.01 ESTABLISHING INTERNAL AUDIT ACTIVITIES**

This policy applies to all Internal Audit activities performed at Western Washington University.

Definitions:

Interested Parties: Western Washington University Board of Trustees, President, Provost, Vice Presidents, managers, employees, students and other persons.

1. **Office of the Internal Auditor Will Create a Biennial Audit Schedule** (PRO-U1500.01A)
2. **Internal Audit Director Will Solicit Input When Creating the Audit Schedule** (PRO-U1500.01A)
3. **Audit Schedule Will Be Discussed with the President and Then Formally Approved By the Audit Committee** (PRO-U1500.01A)
4. **Audit Schedule Can Include Assurance, Consulting and Follow-Up Audit Activities**
5. **Audit Schedule Will Allow for Contingencies**

In order to participate in special projects or consultations on an as needed basis the audit schedule will not allocate all of the Office of the Internal Auditor's available hours for each year but will provide some unscheduled time to allow audit activities to be added during the year.

6. **Interested Parties May Request Audit Services During the Year**

Audit services can be requested after the audit schedule is established and published by contacting the Office of the Internal Auditor. (PRO-U1500.01B)

7. **Audit Committee Will Approve All Significant Unscheduled Audit Requests Before Audit Commences** (PRO-U1500.01B)

If the unscheduled audit request is estimated to require more than one week to complete, the Audit Committee must approve the request. The Internal Audit Director will forward all unscheduled requests to the Audit Committee with the President's recommendation. The Audit Committee discusses the request with the President and Internal Audit Director as deemed appropriate. Internal Audit Director will notify the President or designee about the approved, unscheduled audit requests.

POLICY

An exception to this policy exists when the Internal Audit Director reasonably deems that an emergency exists and all members of the Audit Committee are unavailable to approve the request. If both of these conditions are present, the Internal Audit Director will contact the President to obtain approval or denial of the request for audit services and notify the Audit Committee as soon as possible. However, if the audit request raises concerns about the President, the Internal Audit Director will seek approval or denial of the request for audit services from the Board Chair and notify the Audit Committee and President as soon as possible.

8. Internal Audit Director Can Approve Short Term Unscheduled Audit Requests

A short term audit request is an audit activity that is estimated to take less than one week to complete.

9. Interested Parties Can Contact the Office of the Internal Auditor Directly to Obtain Advice

POLICY

Effective Date: October 6, 2006

Approved By: Board of Trustees

Authority: Internal Audit Charter

Cancels: Policy approved by President's Council
effective September 16, 2002

See Also: POL-U1500.01

POL-U1500.02 DISTRIBUTING ~~ANNUAL~~ INTERNAL AUDIT SCHEDULE

This policy applies to the Office of Internal Auditor's ~~Annual~~ Audit Schedule.

1. Internal Audit Director Distributes Approved ~~Annual~~ Audit Schedule

The Internal Audit Director will send the Audit Committee, President, Provost, and Vice Presidents a copy of the approved ~~annual~~ audit schedule.

2. Audit Committee, President, Provost ~~A~~ and Vice Presidents Distribute Approved Audit Schedule ~~To~~ Their Appropriate Staff

POLICY

Effective Date: October 6, 2006

Approved By: Board of Trustees

Authority: Internal Audit Charter

Cancels: Policy approved by President's Council
effective September 16, 2002

See Also: POL-U1500.01

POL-U1500.02 DISTRIBUTING INTERNAL AUDIT SCHEDULE

This policy applies to the Office of Internal Auditor's Audit Schedule.

1. Internal Audit Director Distributes Approved Audit Schedule

The Internal Audit Director will send the Audit Committee, President, Provost, and Vice Presidents a copy of the approved audit schedule.

2. Audit Committee, President, Provost and Vice Presidents Distribute Approved Audit Schedule to Their Appropriate Staff

PROCEDURE

Effective Date: October 6, 2006

Approved By: Board of Trustees

Authority: Internal Audit Charter

Cancels: Procedure approved by President's Council
effective September 16, 2002

See Also: POL-U1500.01

PRO-U1500.01A CREATING THE ~~ANNUAL~~ INTERNAL AUDIT SCHEDULEAction by:Action:Internal Audit
Director

1. **Creates** a memorandum notifying Audit Committee, President, Provost, Vice Presidents, Deans, Directors and Chairs that the Office of the Internal Auditor is establishing ~~the their annual~~ Audit Schedule for the succeeding two year period. This memo also solicits suggestions for audit services and identification of university risks.
2. **Sends** memorandum requesting management's audit priorities to University management via interoffice mail or e-mail system.
3. **Performs** a risk assessment of the University's programs and departments, **reviews** prior audit work and prior denied audit requests and **considers** prior communications with university's external auditors regarding university operations and risks.
4. **Consults** with University Internal Control Officer (ICO) to discuss ICO's annual risk assessment to identify risks to be considered for audit.

Provost, Vice President,
Deans, Directors &
Chairs

5. **Calls, Writes, E-mails or Faxes** the Internal Audit Director to notify the auditor of their request(s) for audit services.
6. **Meets or talks** on phone with Internal Audit Director to discuss specific request for audit services, if necessary.

Internal Audit
Director

7. **Documents** all audit requests by President, Provost, Vice Presidents, Deans, Directors and Chairs.
8. **Compiles** all audit requests for discussion with the President or designee from steps 3, 4, 5 and 6.
9. **Meets** with the President or designee, **discusses** management's and Internal Audit's lists of audit priorities and **obtains** the President's audit priorities.

PROCEDURE

Action by:

Action:

- | | |
|-------------------------|---|
| | 10. Creates a preliminary annual -Audit Schedule. |
| | 11. Meets with Audit Committee, discusses preliminary annual -Audit schedule document and obtains Audit Committee’s audit priorities. |
| Audit Committee | 12. Reviews preliminary annual -Audit Schedule and discusses audit priorities with Internal Audit Director and staff. |
| Internal Audit Director | 13. Creates final Audit Schedule and sends to Audit Committee for approval. |
| Audit Committee | 14. Approves the annual -Audit Schedule. |

PROCEDURE

Effective Date: October 6, 2006

Approved By: Board of Trustees

Authority: Internal Audit Charter

Cancels: Procedure approved by President's Council
effective September 16, 2002

See Also: POL-U1500.01

PRO-U1500.01A CREATING THE INTERNAL AUDIT SCHEDULEAction by:Action:Internal Audit
Director

1. **Creates** a memorandum notifying Audit Committee, President, Provost, Vice Presidents, Deans, Directors and Chairs that the Office of the Internal Auditor is establishing the Audit Schedule for the succeeding two year period. This memo also solicits suggestions for audit services and identification of university risks.
2. **Sends** memorandum requesting management's audit priorities to University management via interoffice mail or e-mail system.
3. **Performs** a risk assessment of the University's programs and departments, **reviews** prior audit work and prior denied audit requests and **considers** prior communications with university's external auditors regarding university operations and risks.
4. **Consults** with University Internal Control Officer (ICO) to discuss ICO's annual risk assessment to identify risks to be considered for audit.

Provost, Vice President,
Deans, Directors &
Chairs

5. **Calls, Writes, E-mails or Faxes** the Internal Audit Director to notify the auditor of their request(s) for audit services.
6. **Meets or talks** on phone with Internal Audit Director to discuss specific request for audit services, if necessary.

Internal Audit
Director

7. **Documents** all audit requests by President, Provost, Vice Presidents, Deans, Directors and Chairs.
8. **Compiles** all audit requests for discussion with the President or designee from steps 3, 4, 5 and 6.
9. **Meets** with the President or designee, **discusses** management's and Internal Audit's lists of audit priorities and **obtains** the President's audit priorities.

PROCEDURE

Action by:

Action:

- | | |
|-------------------------|--|
| | 10. Creates a preliminary Audit Schedule. |
| | 11. Meets with Audit Committee, discusses preliminary Audit schedule document and obtains Audit Committee’s audit priorities. |
| Audit Committee | 12. Reviews preliminary Audit Schedule and discusses audit priorities with Internal Audit Director and staff. |
| Internal Audit Director | 13. Creates final Audit Schedule and sends to Audit Committee for approval. |
| Audit Committee | 14. Approves the Audit Schedule. |

**WESTERN WASHINGTON UNIVERSITY
ITEM SUBMITTED TO THE BOARD OF TRUSTEES**

TO: Members of the Board of Trustees

FROM: President Bruce Shepard on behalf of Vice President Eileen V. Coughlin

DATE: February 5, 2010

SUBJECT: Enrollment and Admissions Summary

PURPOSE: Information Item

Purpose of Submittal:

To provide a general update on enrollment and admissions

Supporting Information:

See attached.

February 2010 Enrollment and Admissions Report

Prepared by Karen Copetas, Director of Admissions and Enrollment Planning
January 2010

Winter 2010

- The total headcount for winter 2010 is 14,132 including 779 non-state-funded students.
- Undergraduate retention reached a record high, with 92.62% of fall 2009 students enrolled winter quarter, compared with 91.44% continuing from fall 2008. It appears that this increase is *not* primarily due to seniors delaying graduation.
- Students of color comprise 18.85% of state-funded enrollment, slightly higher than the fall 2009 high of 18.66%. That includes 387 African American students, exactly the same number as our record high in Fall 2008 - prior to dropping football.

Spring 2009

- While spring quarter transfer applications are 15% higher than in the previous two years, academic quality is slightly weaker.
- Spring quarter new student enrollment targets are the same as for spring 2009

2009 – 10 annual average FTE

- Annual average FTE is projected to be 2.4% over state funding from 2008 – 09 and nearly 10% over the adjusted 2009 – 2010 state-funding.

2010 – 11 Enrollment Planning

- The current budget uncertainty will require tremendous flexibility throughout the admissions and enrollment planning cycle.
- With a preliminary enrollment target the same as in 2009 – 2010 and retention continuing to increase, we are exploring the possibility of reducing the size of the incoming freshman or transfer class in order to hold state-funded enrollment at a manageable level.

Fall 2010 – Freshman application sneak preview

- With a March 1 freshman application deadline and May 1 confirmation deadline, the Admissions crystal ball is still quite fuzzy.
 - Freshman applications are running 2% – 3% behind last year, from Washington resident applicants as well as from non-residents.
 - While Caucasian and Asian-America applications are down, we currently have a slight increase in African-American, Latino and Native American applications.
 - Notes about freshman applications at peer institutions:

- UW- Seattle application deadline has passed and they report a 1% increase in Washington resident applications.
- We currently do not have accurate information regarding applications to other publics or privates in the region.
- While highly selective colleges nationwide are reporting significant increases in freshman applications, high school counselors in Washington are reporting that finances are a huge issue for students across the economic spectrum, and more students and parents than ever are questioning the value of a significantly higher priced private college/university in comparison to a public university.

Fall 2010 – Transfer application sneak preview

- With an application deadline of April 1, we have received less than 20% of our expected total. Currently, transfer applications are equal to last year at this time.
- While community college enrollment is up across the state, much of that increase is in Adult Basic Education and Workforce Training. Enrollment of students in academic transfer programs, other than Running Start, is not uniformly up across the state.

**WESTERN WASHINGTON UNIVERSITY
ITEM SUBMITTED TO THE BOARD OF TRUSTEES**

TO: Members of the Board of Trustees

FROM: President Bruce Shepard by Stephanie Bowers
Vice President for University Advancement and
Executive Director, WWU Foundation

DATE: February 5, 2010

SUBJECT: **Alumni Association Report**

PURPOSE: Information Item

Purpose of Submittal:

Provide an update to the Board on Alumni Relations activities.

Supporting Information:

Report attached

OFFICE OF ALUMNI RELATIONS

News

Alumni Association membership has seen a 10% growth over the last 12 months, growing to 2,890 members.

We continue the quarterly distribution of the eNewsletter **Western Wire** to more than 40,000 alumni with a 21% open rate.

Providing exciting and relevant student programming such as quarterly Senior Celebrations and the Grad Pack initiative have resulted in an average of 17% of the graduates who participated in the last three commencements purchasing a Pack. The Packs include Western gear and a membership in the Alumni Association.

Enhancing the awards and recognition culture within the Alumni Association continues to be a priority. The 2010 Alumni Awards recipients were confirmed during the January 23rd Board of Directors meeting:

Larry “Go Vikings!” Taylor Alumni Service Award – Jerry Thon ('75)

Young Alumnus of the Year - Scott Harrington ('98)

Distinguished Alumnus Awards – *(one from each college)*

Paul Merriman ('66) College of Business & Economics

Theodore Bestor ('73) Fairhaven College of Interdisciplinary Studies

Erin Wall ('98) College of Fine & Performing Arts

Simon Blackwell ('84) College of Humanities & Social Sciences

Gail Bingham ('75) Huxley College of the Environment

Peter Greenberg ('70) College of Sciences & Technology

Robert Watt ('72) Woodring College of Education

Lifetime Achievement Award - Don Olcott, Jr. ('81 & '86)

Legacy Family of the Year – The Hartstra/Hayden/Mehl/Scott Family ('30-'90)

Alumni Community Service Recognition – Sid Hammond ('67) (deceased)

They will be recognized during the May 13th Alumni Awards Celebration Dinner.

Part of the role of the Alumni Association is to build pride, loyalty and lifelong connections to Western in order to strengthen the University. Developing exciting programs that appeal to alumni and connect them to the story of Western is vital. The Western Alumni Association is joining forces with the Office of New Student Services/Family Outreach, academic programs and student groups to host the most comprehensive reunion weekend Western has ever offered on May 14-16th: The Back 2 Bellingham Alumni and Family Weekend. In addition to Huxley and Fairhaven's all college reunions to celebrate their 40th anniversaries, more than 22 individual departments, student organizations and other campus group have reunions planned.

Alumni Events

Ongoing broad based engagement opportunities that provide opportunities for alumni to engage with Western continue to be a focus.

Recent Programs include:

STUDENT PROGRAMMING

December 10 – Senior Celebration, Campus

December 12 – Commencement

Upcoming Programs:

STUDENT PROGRAMMING

March 18 – Senior Celebration, Campus

March 20 – Commencement

YOUNG ALUMNI PROGRAMS

February 6 - Curling in Canada, Canada

February 25 - Rock & Bowl, Bellevue, WA

BROAD-BASED ALUMNI PROGRAMS

February 13 - Wine Tasting, Issaquah, WA

March 12– Wine Tasting in Olympia, Olympia, WA

March 13 – Wine Tasting in Portland, Portland, OR

May 13 - Alumni Awards Celebration, Western's Campus

May 14 – 16 – All Alumni Reunion: Back to Bellingham Weekend

May 26 – New Board Orientation, Everett, WA

September 8 – Get Your Blue On BBQ & Blue Grass Concert, Campus

January 29, 2011 – Alumni Scholarship Dinner, Campus

GOLDEN VIKING PROGRAMS

July 14-15 - Golden Vikings' Reunion, Campus

July 16 - Grandparents U BBQ, Campus

**WESTERN WASHINGTON UNIVERSITY
ITEM SUBMITTED TO THE BOARD OF TRUSTEES**

TO: Members of the Board of Trustees

FROM: President Bruce Shepard by Interim Vice President Kathy Wetherell

DATE: February 5, 2010

SUBJECT: **Annual University Police Report**

PURPOSE: Information Item

Purpose of Submittal:

To provide an annual update of the University Police Department.

Supporting Information:

The University Police Department is under the direction of Director of Public Safety/Chief of Police Randy Stegmeier.

The department's Strategic Plan pursues three primary goals:

- 1) Reduce crime, disturbances, and incidents that pose potential threats of violence or create a fear of crime in the community;
- 2) Strengthen community awareness, involvement and interaction with the Public Safety Department; and,
- 3) Develop the organization's internal capacity and ability to promote and nurture the Community Oriented Policing philosophy among departmental personnel.

State Level Participation

Chief Stegmeier currently serves as the chair of the University Policing Committee of the Washington Association of Sheriffs and Police Chiefs (WASPC). WASPC is the state's recognized professional organization for law enforcement related issues and has significant influence in Olympia. Chief Stegmeier has also been elected to a position of the Executive Board of WASPC and serves on the Legislative Committee.

The University Policing Committee meets quarterly and has established memoranda of understanding among the six agencies for mutual aid agreements for responding to major disasters or events. The six departments are also creating a "best practice" policy for dealing with threats of violence and response to violent situations on campus.

The committee is working with WASPC on a request for funding for mapping of our buildings through federal sources. This request will be handled through WASPC, requiring no work from our agencies and will not be seeking state funding in our time of financial crisis.

Community Participation

Staff actively participates in professional associations and task force programs, including community committees, professional law enforcement associations, parking consortiums (public and private entities), and community-based crime suppression and safety task forces, as well as campus committees.

The **Campus - Community Coalition** continues to combat high risk drinking through education, prevention and enforcement; however this program has evolved into an organization that is addressing many more and diverse issues that affect the relationships between the campus and surrounding communities. The University has stepped up and taken over funding of the coalition in partnership the Bellingham Police Department, since the grant funding expired this year.

There is increasing interest from **Whatcom Community College** and from **Bellingham Technical College** to become partners in this organization, as well. Department members, including the chief, have regularly attended **Coalition** meetings, **Neighborhood Association** meetings, and **Hospitality Resource Alliance** group meetings.

As a charter member and co-participant in the **Violence Against Women Grant** programs, the department is an active campus resource. Police officers receive specialized training to recognize and respond to crimes of violence. The chief has been asked to become an advisory board member of the **Domestic Violence and Sexual Assault Services** of Whatcom County.

A **Live Scan Automated Fingerprint Identification System** was implemented in 2006 and continues to enhance the process and timeliness of submitting fingerprints for criminal history records checks. Primarily designed for pre-employment and teacher-candidate required checks, the system is also used for criminal identification purposes. Our department successfully completed over 400 criminal history checks in a two-week period to facilitate the initial **Compass2Campus** program this fall.

In efforts to keep up with technology, the **Communications Center** continually upgrades both its Computer Aided Dispatch/Records Management System software and its method of access to the state and federal law enforcement communications and data systems. The UPD now connects to the state Intergovernmental Network for better access to the county, state and federal information systems. The Department participates with county law enforcement agencies in the **Whatcom Exchange Network (WENET)** to share law enforcement, jail and prosecutor records, providing improved efficiency in real-time records checking. Plans are moving forward to integrate WENET with a similar system in the King County metropolitan area. Additionally, access was acquired for the **Western States Information Network**.

The department has focused much of its training on the concept of hosting regional training at WWU rather than the more expensive method of sending staff away to training. We hosted an **Interview and Interrogation** course that provided training to four of our personnel as well as personnel from several other northwest Washington law enforcement agencies and we will be co-hosting a class on "**Emotional Survival for Police Officers**" with the Bellingham Police Department in March.

We have acquired a two-part video training program for students, faculty and staff titled "**Shots Fired on Campus....When Lightning Strikes**" and "**Flashpoint.**" We are showing these videos as part of a "**How to Survive**" class for campus members. The videos have been presented to hundreds of students, staff and faculty members. We are working toward making these presentations a part of new student orientation and new employee orientation programs.

The department received several grants from the **Traffic Safety Commission** that allowed its officers to participate with other agencies in emphasis traffic enforcement activities. These activities include “Click-It or Ticket” seatbelt enforcement, DUI emphasis patrols, cross-walk safety activities and general traffic enforcement. One of our officers completed a grant writing class and successfully wrote and acquired grant funding for new radar and Lidar equipment for traffic enforcement.

The department leads a **Safety Assessment Team** (Threat Assessment), consisting of representatives from Student Affairs, Judicial affairs, UPD, Counseling Services, Residential Life and the Student Health Center. This group meets on a routine basis, as well as when necessary to deal with potentially threatening situations, to strengthen the collective ability to resolve or mitigate issues of concern. The collaborative team of professionals has functioned well to respond to several serious incidents affecting the University. This team received training as a group this year and is functioning very effectively.

WWU Programs

The University maintains a **comprehensive alarm system** that also permits concurrent use for alarm systems for fire, duress, intrusion and access control. With these features in mind, the University Police Department and the Lockshop are immersed in utilizing these new technologies within the University facilities and grounds.

- **Alarm Standards** are now being discussed and implemented into new and retrofitted building projects on campus. These alarms terminate at the 24-7 Dispatch Center. Also within this program we are exploring the use of closed-circuit television to enhance the alarms with “real time” viewing of the alarmed area(s). The Cashier’s Office is on-line, with several other high priority areas targeted for installation, including open computer labs and other vulnerable areas on campus.
- The conversion of Western’s buildings from the conventional key methods to electronic monitoring and controls for access is underway. Electronic controls are installed at the Student Recreation Center, the Communications Facility, the Academic Instructional Center and the Campus Services Building and will become part of the Miller Hall renovation. This access system will be directly linked to the existing infrastructure on campus.

By use of the **Proximity Cards** to replace keys, Western will realize long-term savings and added security to the facilities. Locksets and alarms will be governed by use of cards that can be added or purged from the systems upon demand. This feature will minimize the risks associated with lost or stolen keys.

The **Community Services Officer** program utilizes uniformed police officers who present programs to the community dealing with Crime Prevention, Personal Safety, Property Protection, Substance Abuse and other topics.

Crime Prevention through Environmental Design is now part of all new construction on campus. Members of the Department of Public Safety are assigned to any new building design committees and are charged with review of requests for alarms, emergency telephones, and access standards to high liability areas on campus.

The **Bicycle Patrol** program coordinates bicycle safety efforts to heighten awareness to the central campus core of the campus bicycle regulations, and to allow more personalized contact with students, faculty and staff.

Professional standards and training is a cornerstone in the development of competent police officers and civilian personnel, and a requirement of the accreditation standards. Officers are expected to demonstrate mental and physical skills that include strong written and verbal communication abilities, knowledge of relevant laws, officer safety techniques, and proficiency at skills that support proper patrol procedures. We have acquired an on-line training program that allows officers to train individually on a variety of police subjects. This program also tracks, grades, and records the officer's progress and when subject matter was reviewed.

Recruitment and retention of well-educated and trained commissioned officers is a tremendous source of concern for all police departments. Western has a competitive salary structure for its police officers and supervisors, and turnover has diminished to predictable levels of attrition. During 2009, we lost one seven-year veteran to a change of career. The quality and dedication of the new officers speaks directly to these efforts and initiatives. Public safety departments should represent the public they serve. To be truly effective in meeting this commitment, we have actively embarked upon seeking qualified affected class members for police officer positions.

Within the current commissioned police complement of 11 sworn uniformed officers, 36% are female or other affected class. Fifty percent of our command/supervisory staff is also similarly comprised (75% if we include the 40+ group). This representation of female and minority commissioned officers is atypical in the surrounding law enforcement community, and is a noteworthy benchmark for Western.

State and Federal Reporting

The **Jeanne Clery Student Right-to-Know and Campus Security Act**, passed by Congress in 1990, and constantly modified, is in response to concerns about crime and security at postsecondary education institutions. This Act requires institutions to disclose information about campus safety policies and procedures, and to provide statistics concerning whether certain crimes took place on campus. The program is a mandatory nationwide reporting effort that tracks statistical information of the seven most serious criminal offenses within geographical areas and reporting districts.

Student Affairs compiles the on-going annual crime statistics for the "In Brief" publication, and ensures compliance with Federal Register guidelines. Updated information is provided annually in this brochure for new and returning students, staff and faculty. Police agencies also report monthly activity through the Uniform Crime Reporting (UCR) Program. UCR information is included in the Clery Act (Student Right-to-Know) reporting, along with information about liquor and drug law violations, weapons possession, and incidents of student misconduct.

2009 Activity

The UCR is the current standard for Law Enforcement agencies to report summary data to state and federal authorities. It is used for comparison purposes and for local and national trend analysis. Agencies report data on major crimes. University Police UCR data is presented comparing 2009 with the annual statistics for 2008:

- UCR Part I offenses for 2008 numbered 182 and the number for 2009 rose slightly to 195. It is significant that these numbers, which represent crimes defined as 'serious' by the FBI, remain low for a campus of our size.

Officers have made fewer arrests in 2009 than in 2008. A significant factor in the reduction in the number of arrests is having fewer officers available for proactive patrol. Due to turnover, training time, and an officer being deployed on active military duty, we have operated at a minimum coverage level for much of this year. In this mode, officers are very limited in their activities and spend the majority of their time responding to calls. Once an officer is engaged in a report or an arrest, his or her "activity" is effectively suspended until completion of that detail.

- Total arrests were 295 in 2009 compared to 380 in 2008.
- Use and possession of illicit drugs arrests increased from 24 in 2008 to 28 in 2009.
- Arrests for liquor law offenses, such as minor in possession remained relatively constant with 27 in 2009 compared to 29 in 2008.
- Driving Under the Influence (DUI) increased from 36 to 49.

The UCR reflects the most serious of offenses; however, those incidents represent a very small portion of the overall activity of the UPD. A comparison of the total calls-for-service (calls that necessitate an action by an officer or employee) shows a very consistent call average of just over 10,000 for this and the last two years.

WESTERN WASHINGTON UNIVERSITY

Capital Program Report

Board of Trustees

February 5, 2010

MAJOR CAPITAL PROJECTS

- **Miller Hall Renovation**

The Miller Hall Renovation project is approximately 33% through construction of Phase 1, renovation of the 1960's wing. The GC/CM contractor, Dawson Construction, and the A/E team led by Mahlum Architects are working with University staff as the construction work progresses. Woodring College of Education is occupying temporary offices in the 1940's portion of Miller Hall and will do so for approximately another eight months.

The majority of the demolition within the 1960's portion of the building was completed in late January. Limited demolition began in a portion of the 1940's building for the new electrical room for the entire building in late January. Work currently includes wall framing, rough mechanical and electrical on all levels. Shop drawings and submittals on products and finishes prepared by the subcontractors are being reviewed by the GC/CM, A/E team and the University.

Furnishings, computers and other related interior furnishings were put out to bid in late January. Bidding is being handled by the University Contracts Administration office. Bids are scheduled to be awarded on these items by mid March with installation occurring in the 1960's building starting in late June of this year.

Renovation of Miller Hall is on schedule. This phase of the work will continue until substantial completion on August 18, 2010. Current occupants of the 1940's wing will then be relocated into new and temporary offices in the renovated 1960's building prior to the start of fall quarter. Renovation of the 1940's building follows immediately after the building is empty with renovation of the entire building scheduled to be complete by the end of 2011.

- **Buchanan Towers Addition**

The contractor is close to finishing the framing for the five story building and the installation of building systems rough-in is underway. The work is progressing slower than anticipated and is approximately 3 to 6 weeks behind schedule. The University has informed the contractor of our concern and has requested that they provide a plan to ensure that the August 2010, scheduled date of Substantial Completion is met.

OTHER CAPITAL ITEMS AND PROJECTS OF INTEREST

- **Chemistry Building Addition**

The exterior enclosure of the addition is complete. Exterior metal cladding panels are being installed. Select areas of the existing building are being renovated to accommodate new Chemistry and Biology research labs. These areas have substantial portions of mechanical and electrical systems installed. All interior walls have been constructed and finishing is in progress.

In the coming weeks, the exterior panel installation will be completed. Laboratory casework installations are scheduled to begin. Mechanical and electrical work will continue.

The construction and consulting teams are working well together on this project. There have been no significant construction cost or schedule difficulties to date. The project is anticipated to be completed before Fall Quarter 2010.

- **Wilson Library Special Collections**

Construction is now complete on the 6th floor and the Special Collections department has moved into their renovated space. The 2nd floor student study area received new carpet and door hardware and is complete. The basement compact shelving installation will be the last area of work and is scheduled to be complete in February.

- **Academic Instructional Center**

Western Washington University has been awarded Leadership in Energy and Environmental Design (LEED) certification from the U.S. Green Building Council on the Academic Instructional Center. LEED certification provides independent, third-party verification that a building project is environmentally responsible, profitable and a healthy place to live and work.

Among the environmentally friendly concepts in the 120,000 square foot facility are solar shading, natural ventilation and heat recovery, energy and water efficiency, on-site use of excavated materials and the recycling of construction waste.

- **2009-11 Capital Minor Works Program**

The 2009-2011 Capital Minor Works public works projects are all (with seven exceptions) in the final stages of design and are scheduled to be bid and awarded during the February-May time period. The seven remaining minor works projects are those which can be executed during the next academic year without impacting classroom access or the classroom environment. Facilities Design & Construction has hired additional project management staff in order to expend all 2007-09 and 2009-11 minor work appropriations by June 30, 2011.

- **2011-13 Capital Planning Process**

Approximately 240 requests have been submitted into the system and are posted on the Capital Planning and Development webpage (<http://www.wvu.edu/wwuarchitect/>). Planning Unit Leaders have completed their reviews of those requests and have forwarded their recommendations to the Vice Presidents. Based upon newly-developed evaluation criteria, the President and Vice Presidents are in the process of developing an initial draft Ten-Year Capital Plan to share with the campus community and University Planning & Resources Council (UPRC) in February. Comments from this group and further review in March will lead to the President's recommendation of a draft 2011-13 Capital Request and Ten-Year Plan at the Board of Trustees April meeting. Refinement of the request and plan will occur in April and May, with a final plan coming to the Board for approval in June.

For more information about the major projects please visit our Facilities Management website at <http://www.wvu.edu/depts/fm/Services/FDCA/index.html>.

For more information about the Capital Program and the 2011-13 Capital Planning Process see <http://www.wvu.edu/wwuarchitect/>.

**WESTERN WASHINGTON UNIVERSITY
ITEM SUBMITTED TO THE BOARD OF TRUSTEES**

TO: Members of the Board of Trustees

FROM: President Bruce Shepard by Stephanie Bowers
Vice President for University Advancement and
Executive Director, WWU Foundation

DATE: February 5, 2010

SUBJECT: **Development Report**

PURPOSE: Information Item

Purpose of Submittal:

Provide an update to the Board on Western Washington University Foundation activities.

Supporting Information:

Report attached

OFFICE OF DEVELOPMENT

By mid-January, 54 of the “100 Community Conversations” had occurred or had firm dates. Many more are in the planning stages and we are averaging 3-5 conversations per week. Attendees continue to provide valuable feedback and truly appreciate the opportunity to be involved in the initiative.

On Monday, January 11, vice presidents, deans and development officers met with fundraising consultants from The Collins Group to talk in greater detail about campaign preparations. The all-day session focused on team building, time commitments, and strategy development. The Collins Group also facilitated an afternoon joint meeting of the Foundation and Alumni Boards on January 23 to test campaign priorities and messaging that has been developed.

The Bellingham Business Forum will be held March 18 at the Bellwether Hotel. Bill Ayer, President of Alaska Air, will be our speaker. The Seattle Business Forum has a tentative commitment from Tod Leiweke, CEO of the Seattle Seahawks and Seattle Sounders, to be the keynote speaker. A date in late April/early May and location are being determined.

Gifts of Note

A gift of \$100,000 from Anne and Wayne Gittinger to support the greatest needs of the University.

A total of \$45,000 from the Mark and Blanche Harrington Foundation of Mercer Island to support the men’s soccer program as well as scholarships for both Accounting majors and men’s soccer players.

A final distribution of nearly \$19,000 from the estate of Eugenia Fairbanks, bringing the total gift to more than \$550,000.

A gift of \$50,000, towards the \$95,000 pledge, from the Paul Allen Family Foundation to support the Vehicle Research Institute’s entry into The X Prize competition.

Upcoming Events

February 19 and 22, March 2 and 3 – Annual Scholarship Lunches

March 12 – Quarterly Foundation Board of Directors meeting

March 18 – Bellingham Business Forum, noon, Hotel Bellwether

TBD – Seattle Business Forum

June 4 – Bellingham President’s Club recognition event

**WESTERN WASHINGTON UNIVERSITY
ITEM SUBMITTED TO THE BOARD OF TRUSTEES**

TO: Members of the Board of Trustees

FROM: President Bruce Shepard by Provost Catherine Riordan

DATE: February 5, 2010

SUBJECT: **Quarterly Report on Grants & Contracts**

PURPOSE: Informational Item

Purpose of Submittal:

Information from the Office of Research and Sponsored Programs concerning grant awards for the period October 1, 2009 – December 31, 2009.

Supporting Information:

- Grant awards/totals for the period 10/1/09 – 12/31/09
- Grant awards for the period – details

The total amount of grants and contracts received this period was \$2,193,352. This includes both new awards and additions to existing awards.

Department	Award Total	# New Awards	# Additions
Campus Compact	16,500	1	
Canadian/American Studies	30,681	2	
Center for Economic Vitality	619,120	1	
Chemistry	47,161	1	1
College Business & Economics	9,144	1	
Critical Juncture Institute	22,050	1	
Geology	80,537	1	
Huxley	879,438	4	2
Physical Educ, Health & Recreation	74,714	1	
Science, Math & Technology	268,912	2	
Shannon Point Marine Center	80,808	1	1
Student Affairs	10,112	1	
Woodring	54,175	1	3
Total	<u>\$ 2,193,352</u>	<u>18</u>	<u>7</u>

WESTERN WASHINGTON UNIVERSITY

SUBJECT:	Grant Awards for the period 7/1/09-12/31/09			
Department	7/1/09- 9/30/2009	10/1/09- 12/31/2009	1/1/10-	Fiscal Year 2009-10
Anthropology	\$ 68,055			68,055
Biology	306,738			306,738
Campus Compact	348,343	\$ 16,500		364,843
Canadian/Am Studies	133,602	30,681		164,283
Center for Economic Vitality	330,860	619,120		949,980
Center for International Studies	86,000			86,000
Chemistry	100,000	47,161		147,161
College Business & Economics		9,144		9,144
Critical Juncture Institute	103,500	22,050		125,550
Eng/Technology	38,295			38,295
Geology	530,152	80,537		610,689
Huxley	332,554	879,438		1,211,992
Physical Educ, Health & Recreation		74,714		74,714
Physics/Astronomy	100,000			100,000
President's Office	4,500			4,500
Science, Math & Tech				
Education	574,615	268,912		843,527
Shannon Point Marine Center	93,324	80,808		174,132
Student Affairs		10,112		10,112
Woodring College of Education	1,492,898	54,175		1,547,073
Total	\$ 4,643,436	\$ 2,193,352		6,836,788
				6,836,788

**WESTERN WASHINGTON UNIVERSITY
ITEM SUBMITTED TO THE BOARD OF TRUSTEES**

TO: Members of the Board of Trustees

FROM: President Bruce Shepard on behalf of Vice President Eileen V. Coughlin

DATE: February 5, 2010

SUBJECT: **Mid-Year Housing and Dining Report**

PURPOSE: Information Item

Purpose of Submittal:

To provide a programmatic and fiscal report to the Board on the University's Housing and Dining System.

Supporting Information:

See attached.

**WESTERN WASHINGTON UNIVERSITY
STUDENT AFFAIRS**

**Mid-Year Housing and Dining Report
February 2010**

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WESTERN WASHINGTON UNIVERSITY

Student Affairs

Mid-Year Housing and Dining Report February 2010

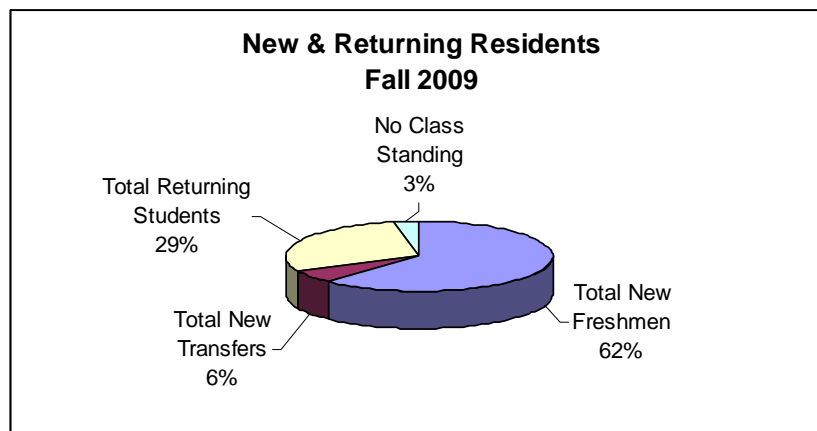
The Western Experience: Engaged Excellence in the Residential Communities

Students in University Residences enhance their Western experience in diverse and inclusive communities that foster active learning, leadership, social responsibility, civic engagement, and effective citizenship: supported by a high quality, attractive and sustainable campus environment.

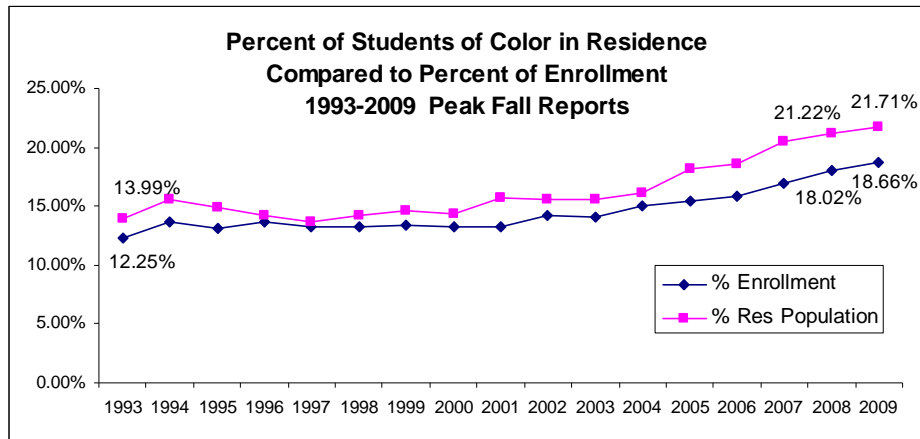
Occupancy and Demographics

After the unexpected peak in demand for fall 2008, demand for occupancy in 2009 was reduced by a planned 100. Slightly lower enrollment of new students and limiting the beds number available to returning students made this successful.

- Opened fall 2009 with 4,018 residents, a decrease of 108 from fall 2008.
- Expect to meet or exceed the Housing & Dining System Guiding Fiscal Principle of 90% average annual occupancy.
- Approximately 29% of all students enrolled fall term lived on campus.
- Overall the mix of students living on campus saw a slight increase in new freshmen and a slight decrease in new transfer students.



- The percent of students of color in residence increased slightly to 21.7%
- Over the past 16 years, students of color increased from 14% to almost 22% of the residential population and generally slightly higher than the percent enrolled.



- 90.5% of freshmen students of color chose to live on campus compared with 92% in 2008.

Financial Performance (through December 2010)

Revenues were down slightly compared to last year, driven by lower occupancy and a drop in conference services revenue. Operating expense decreased by 7.8%. The system is projected to be on budget for 2009-10 and to meet all of its guiding fiscal principles including adequate funding for projects identified in the 10-year capital plan.

	<u>Change from Previous Year (Adjusted #'s)</u>	
+Revenues	<i>Down \$ 532,893</i>	<i>3.0% Decrease</i>
<u>-Less Operating Expenses</u>	<u><i>Down \$ 808,705</i></u>	<i>7.8% Decrease</i>
=Net Operating Revenues	<i>Up \$ 275,812</i>	<i>3.7% Increase</i>
<u>-Less Non-Operating Expenses</u>	<u><i>Down \$2,154,900</i></u>	<i>49% Decrease</i>
=System Net Revenues	<i>Up \$2,430,712</i>	<i>79% Increase</i>

Year-to-Date Revenues

- Room-and-board-plan revenue through December 2008 was 0.9% lower with a small decrease in occupancy.
- Conference revenue (adjusted for food billing) decreased by a 30% reduction in bed nights.
- Investment income decreased \$26,500 or 49% due to reduced interest rates and smaller fund balances.
- Total system revenue to date (including student fees, conference and one-time revenues) was 2.99% less than the prior year.

Year-to-Date Operating Expenses

- Salaries and benefits costs were 2.5% higher than this time last year due cost of benefits, classified step increases, and student wage increases.
- Food costs are 18% lower reflecting the blend of fewer residential students and a reduction in conference food expenses due to a change in the billing process.
- Total utility expenditures decreased 8%, mostly influenced by a 21% decrease in natural gas/heating expense.
- Total system operating expenditures to date decreased by \$808,705 or 7.8%.

Net Operating Revenues

- Year-to-date net operating revenues are \$275,812 or 3.7% higher than last year. Net operating revenues for the full fiscal year are expected to be at budget.

Non-Operating Expenses

- Year-to-date expenses for budgeted non-operating projects, which exclude bond-funded and capital plan projects, decreased \$182,000 or 20%, due to the change in scope and expense in several projects.
- Bond debt service increased \$249,500 or 10.7% due to the issuance of 2009 bonds for the Buchanan Towers Addition. In addition, \$80,500, a portion of the annual Build America Bonds subsidy from the 2009 bonds, was received in FY2010 and is currently shown in operating revenue.

System Net Revenue

- Year-to-date overall net revenue increased \$2,431,000 or 79% and on track to fund projects identified in the 10 year capital plan.

Cold Beverage Contract

The extended contract with Walton Beverage expires in September 2010. A consultant is reviewing the existing contract and general marketplace "landscape" to advise WWU regarding the structure of the cold beverage and snack contracts.

Diversity

Substantial investments continued in diversity related activities for hall programming and staff development.

- In collaboration with Admissions and Student Outreach Services, 34 \$1,000 MAP dining scholarships were awarded.
- The Migrant Youth Leadership Conference was organized in collaboration with Teaching English to Speakers of Other Languages (TESOL), history faculty, Admissions and Student Outreach Services. Eighty middle and high school migrant students from Skagit and Whatcom Counties visited Western to learn about college including a sponsored lunch in the Viking Commons.
- In support of Student Outreach Services, \$300 in early arrival fees were waived or reduced for 60 who participated in the Strategies for Success program.
- Assistance was provided to the Student Coalition for Immigrant Rights to show a documentary about undocumented students and the issues faced after high school graduation.
- Professional and student staff training focused on a multicultural competence.

Student Leadership Development

Programs and activities in the residential communities contributed to and complemented the overall campus Leadership Advantage program.

- In partnership with the Western Leadership Advantage, residence life staff was part of the leadership-conference planning group.
- In collaboration with the Western Leadership Advantage, a staff member of WLA visited nine hall councils to orient new student leaders to the e-portfolio.
- Western hosted the 2009 Pacific Affiliate of College and University Residence Halls (PACURH), a regional student leadership conference for schools in California through British Columbia. The conference was a huge success with 326 participants from 46 institutions and many national guests.

Sustainability

- In collaboration with the Residents' Resource & Awareness Program (ResRAP) Coordinator in the Office of Sustainability, "eco-reps" were recruited for each hall council. The ResRAP and eco-reps planned the "Go for the Green" residence hall energy reduction challenge being implemented again this winter term.
- The Birnam Wood food composting program was improved, purchasing small food collection buckets and compostable liners funded through the hall council.
- Tray-less dining was instituted in all residential dining locations resulting in a 30% reduction in food waste.
- A sustainability coordinator student position was created as liaison to Growing Washington, local farms and vendors to increase local food purchases. Foods purchased from Whatcom and Skagit County farmers included: \$21,530 (over 13,000 pounds) of fresh vegetables primarily from Growing Washington and Twin Sisters Mushrooms; \$6,357 for local fresh apples and apple cider from Bellewood Acres; and \$101,683 for milk and ice cream products from Edaleen Dairy.
- Lighting and wall outlets were replaced as part of the Puget Sound Electric Efficiency and Rebate Program to invest in energy efficiency.

Residence Education

The resident advisors had two key meetings with residents during fall term: facilitating creation of the roommate or suitemate agreement, and encouraging residents to reflect on their experiences during the quarter.

Roommate Agreements: During fall term, more than 95% of new students (first-year and transfer) developed a roommate or suitemate agreement facilitated by the RA.

Other highlights:

- Fairhaven Cluster Housing: In this second year, 36 students participated in this living-learning community for incoming Fairhaven students. Programs for the cluster students were planned collaboratively with Fairhaven faculty and staff and included topics such as global issues such as genocide in Rwanda, and conversations over meals with scholars visiting Fairhaven College.
- Honors Cluster Housing: Thirty students participated. Collaboration with the Honors Program resulted in strong programs this fall. For example, an opening social and dinner in Viking Commons attended by Honors faculty and an evening conversation previewing upcoming course offerings.
- Fall Orientation and Late Night: Fall Orientation events (Western Reads, Western Acts, and Convocation), Late Night events (Recreation Center and Viking Union) and community development events were well attended.
- Civic Engagement: Fairhaven staff and students in partnership with Associated Students Child Development Center cleaned up the CDC playground (restored sand and cleaned up plant debris). In collaboration with Extended Education and Summer Programs, Edens Hall and Higginson Hall hosted local Girl Scout troops to tour a residence hall and participate in a dinner conversation.

Student Conduct

- The student conduct system engages students in an active learning process to reflect on their behavior and compare that to their own and Western's values and goals. The number and downward trend of violations has been stable even while the number of students in residence increased by 200 between 2001 and 2008.

- Incoming first-year students were more likely to violate the alcohol and drug polices than returning students. Data shows that almost 50% of the violations occur in fall term and typically highest within the first six weeks. A week-by-week look at violations indicates the conduct system reduced alcohol- and drug-related behaviors in the residence halls.

Residential Facilities

Failures of infrastructure resulted in unanticipated expense and impact on the student living experience. Fairhaven had three significant flooding incidents during heavy rains and students formed bucket brigades during early morning hours.

- Four positions were eliminated. Two positions were combined into one and one entry level clerical position was created.
- Recommended facility checks were instituted in response to last year's flooding in Ridgeway Gamma from a frozen radiator pipe during the winter break.
- Phase two fire sprinklers were installed in Fairhaven Residences to complete the two-year project at a cost of \$4.4 million.
- Construction began on the new residence hall adjacent to Buchanan Towers.
- Miller Market renovation package was bid.

Dining

- Sales of residential meal plans increased to 3,785, an increase of 95 from last year. The sale of 495 off-campus meal plans more than offset an expected decline due to lower occupancy in the residence halls.
- Catering sales declined about 8% from last year with a loss of almost \$40,000 through November. Lower cost alternatives such as casual catering and pot luck exemptions requests have increased.
- Retail sales were \$1,283,366, down from \$1,432,226 last year, driven by declines at the Viking Union Market and at Miller Market, the latter operating in a trailer due to building renovation. Three of the nine retail locations made a positive contribution.
- The Sustainable Health program was instituted to help students make well-informed eating and lifestyle choices. A complete list of menu items with ingredients and nutritional values is located at each dining commons.
- In support of the Student Homeless Outreach Team, about 100 guests were invited to eat at the Viking Commons. Students donated their guest meals to provide a meal fee to those homeless in the community.
- Donations for the Helping Hands Food Drive increased by 300%, representing 620 pounds of collected food compared to 150 pounds last year.
- The October satisfaction survey showed overall increases in customer satisfaction with Ridgeway Commons improving the most.

Overall Customer Satisfaction	Fairhaven Commons	Ridgeway Commons	Viking Commons
October 2009 (October 2008)	69% (66%)	52% (36%)	50% (43%)

Examples of Evidence-Based Decision Making

Below are two examples of evidence-based decisions:

1. Reduce Alcohol Related Behaviors
2. Review Publications

1. Reduce Alcohol Related Behaviors Outcome

- Reduce alcohol related behaviors in the residence halls.

Data

- Between 1999 and 2004, 45-52% of alcohol related behaviors occurred in fall term and the first two to four weeks in fall had the most incidents.
- Four residential communities typically accounted for 54% of alcohol-related behaviors.
- Students found in violation were 64% male, had lower AI scores of 53.5 compared to 57.7 for others, and a lower GPA of 2.67 compared to 2.88.
- Alcohol-related behaviors were reviewed with campus partners at the end of fall and spring terms.

Decisions

- In partnership with Academic Advising, refer freshmen with alcohol violations to Academic Success Workshops.
- Assign two additional resident advisers to Ridgeway Beta/Gamma.
- In partnership with Prevention and Wellness Services, assign additional Lifestyle Advisors to the residence halls in fall term.
- Increase social program opportunities early in fall term including partnerships with Late Night and Fall Orientation programs.
- Reduce the time between the violation occurrence and the conduct meeting to one week or less.
- Engage student leaders in a decision to increase the number of beds in alcohol-free floors and buildings for fall 2008: 1,077 up from 955 the previous year.

Results

- Fall 2008 alcohol-related behaviors as a percent of fall average occupancy was 6.48 %, below the 10-year average of 7.61%.
- Annual alcohol-related behaviors in Ridgeway Beta decreased from 89 in 2005 to 53 in 2008; Ridgeway Gamma decreased from 97 to 45; Buchanan Towers decreased from 56 to 47; and Fairhaven Residences increased from 73 to 140.

2. Publication Review Outcome

- Update marketing publications to align them with student learning outcomes and the University Residences Web site.

Data

- Contacted peer universities for their best practice
- Read articles from the ACUHO-I *Talking Stick* and from Best Web Practice journals
- Surveyed a representative sample of incoming freshmen and their families by phone

- Considered budget constraints
- Desired to incorporate sustainable practice and recycled materials in our publications

Decisions

- Design/writing style more like an effective web page, not a conventional print publication
 - Content: vigorously concise
 - Graphic design: minimalistic
 - Writing style: useful and familiar
 - Information design: “scannable”
- Page count: half the page count
- Paper selection: 100% post consumer waste

Results

- *Guide to University Residences* is now half the size and almost half the cost
- 100% post consumer waste aligns with our mission and sustainable practice

Review

- Review of student/family reaction will begin in spring

**WESTERN WASHINGTON UNIVERSITY
ITEM SUBMITTED TO THE BOARD OF TRUSTEES**

TO: Members of the Board of Trustees
FROM: President Bruce Shepard by Steve Swan, V.P. for University Relations
DATE: February 5, 2010
SUBJECT: **University Relations Report**
PURPOSE: Information Item

Purpose of Submittal:

A written report is provided on the recent activities of University Relations.

Supporting Information:

Report Attached

**WESTERN WASHINGTON UNIVERSITY
OFFICE OF UNIVERSITY RELATIONS**

REPORT FROM THE VICE PRESIDENT TO THE BOARD OF TRUSTEES

Government Relations

The Government Relations staff has been actively engaged in political advocacy on both the federal and state fronts the past several months. Federal activity has been on campus and with Bellingham Technical College in preparing appropriation requests which are due to Senators Maria Cantwell and Patty Murray February 12th, and to Congressman Rick Larsen on March 1st. It is anticipated that four appropriation requests will be submitted. A report on those requests will be made to the Trustees on February 5th.

President Shepard and VP's Bowers and Swan will be traveling to Washington, D.C. on February 22 to 24 to advocate in support of Western appropriation requests. A "100 Conversations" will also be held, an event that is being hosted by Western alumni Dan Beard who is the Chief Administrative Officer for the U.S. House of Representatives.

Western's state efforts are being led by Associate Vice-President Sherry Burkey with assistance from Bill Lyne and Jane Vroman. The state focus has shifted to Olympia where the weak economy has placed additional stress on the state budget and created the need for more damaging cuts to all public sectors.

The Government Relations Office has now relocated to Olympia for the 2010 Supplemental Legislative Session. The session officially began on Monday, January 11 at noon.

The first week began quickly with Governor Gregoire introducing her "Book Two" supplemental budget. The Governor is required to submit balanced budget recommendations to the legislature mid-December. With an additional revenue shortfall of \$2.6B for the 09-11 biennium, her budget recommended cuts totaling over \$90 million to the higher education sector (4 year public baccalaureates and community colleges). Western's cut is \$3.8 Million or approximately 6.5% (on top of the already 29% or \$43M cut to our general operating fund from the 2009 session). In addition to the \$90 Million in cuts, the Governor recommends \$147 Million in cuts to the State Need Grant program; a critical financial aid program for tens of thousands of Washington State students and additional cuts to other financial aid programs.

Immediately following these recommendations Governor Gregoire announced she could "not live" with these cuts. Coining her December recommendations as her "Book One" budget, she vowed to come back to the legislature with new recommendations based on finding savings and adding a revenue package. She held true to her promise and on the second day of the legislative session she unveiled her "Book Two" budget assuming additional revenue (from new federal stimulus money and some new revenue proposals). In her Book Two budget she completely restored the State Need Grant program, but, unfortunately, did nothing to restore the cuts to our base budgets. This lack of restoration represents an uphill battle for the four year sector and a tough road ahead.

The Governor's budget reductions plus possible revenue increases are the main focus of legislative activity but the conversation around tuition-setting authority is another tough issue this legislative session.

There are currently five pieces of legislation that have been introduced that deal with tuition. Senator Ken Jacobsen, Democrat, Seattle, has introduced two tuition bills. The first, Senate Bill (SB) 5710, authorizes Boards of Regents and Trustees to set tuition at the state universities and college. He also assumes a “high tuition, high financial aid” model. His other bill, SB 6276, only grants tuition-setting authority at the University of Washington. SB 6625 is yet another tuition bill, sponsored by Senator Joseph Zarelli, Republican, Ridgefield. Senator Zarelli links many accountability requirements to tuition setting. He does allow us to set tuition, but only after very strict guidelines on how that is to be done and what students are to pay. HB 2822/SB 6509 would give the Higher Education Coordinating Board (HECB) tuition setting authority. This bill becomes problematic in that we would need to “recommend” to the HECB our tuition increase before we actually write our budgets for the year. Finally, companion bills HB 2946 and SB 6562 are tuition bills sponsored by Representative Kathy Haigh, Democrat, Shelton (Chair of the House Education Appropriations Committee) and Senator Derek Kilmer, Democrat, Gig Harbor (Chair of the Senate Higher Education and Workforce Development Committee), respectively. These two bills allow the Boards of Regents and Trustees to set resident undergraduate tuition. The average annual compounded rate of change of undergraduate full-time tuition fees may not exceed ten percent based on the preceding fifteen years or fourteen percent in any year. The bills also increase the institutional commitment to student financial aid from 3.5% to 4.5% of all tuition revenue. The bill links Performance Agreements and outcomes with the authority to set tuition. These two bills are the primary vehicles Western is working through for tuition flexibility.

On January 20 as part of a panel of all six of the public baccalaureate presidents, President Bruce Shepard testified to the Senate Higher Education and Workforce Development committee on several of the above tuition bills, including SB 6562. All of the Presidents of the four year universities and college are working closely with one-another to come to consensus on the issue of tuition flexibility.

We have seen a variety of other pieces of legislation so far this session. Among the more notable bills, SB 6503, closing state agencies on specified dates, otherwise known as the “furlough” bill, would require WWU to close one day a month for the remainder of the year. Faculty, students and staff critical for students (police officers, the health center, dining service) would be exempt from the furloughs. New language has been added to the legislation that allows for flexibility. Instead of furlough, agencies have until May 1, 2010 to develop a plan on achieving the reductions internally by taking the following actions:

- Employee leave without pay (includes mandatory & voluntary temporary layoffs)
- Reductions in agency workforce
- Compensation reductions
- Reduced work hours
- Voluntary retirement, separation, and other incentive programs

If we do not submit a plan, we must close on the 13 dates specified in the bill starting in June 2010.

SB 6382, reducing the cost of state government operations by restricting compensation – the salary “freeze” bill – looks to be well on its way to passage.

HB 2655/SB 6355 – Expanding the higher education system upon proven demand – incorporates the HECB System Design Plan that we have been working on since last spring. The System Design Plan sets out a detailed plan on how Washington plans to grow its higher education sector in the years to come.

HB 2979, Regarding Higher Education Performance Agreements, simplifies the performance agreement process by eliminating duplicative reporting criteria and restructures the committee. We continue to work with the prime sponsor and other stakeholders for a result that fits Western best.

HB 2479 would exempt fees for descendants of deceased fire-fighters and law enforcement officers who died in the line of duty.

HB 2617/SB 6426 would eliminate certain boards and commissions in WA State. Among those eliminated is the Capital Advisory Projects Review Board (CPARB), a board Western has found useful and helpful. Rick Benner, Western Executive Director of Capital Planning and University Architect, wrote a letter to the legislature outlining our position.

HB 2743/SB 6290, regarding collective bargaining for certain employees of higher education and related boards and HB 2859, regarding administration at institutions of higher education, are also two bills we have been working on.

The campus community is fully engaged in reviewing these and other bills to assess the impact on Western.

To view an entire list of bills the Government Relations office is following please visit the Government Relations website at: <http://www.wvu.edu/univrelations/govrelations/index.shtml>

President Shepard and Vice President Steve Swan have been to Olympia several times to meet with legislators. On January 18 and 19 they met with over a dozen legislators including most of the policy and fiscal chairs as well as Senate Majority Leader, Lisa Brown. Much of the information they take away from these meetings is invaluable to furthering our legislative agenda.

As well as meeting with legislators and following legislation, we continue to work with the students and our faculty representatives. It is absolutely imperative in this difficult budget climate that we represent WWU with one voice and message. We are encouraged by the dedication of our faculty, staff and students in advocating for Western. Their help is not enough, though. More than ever we are in critical need of every voice – trustees, students, faculty, staff, parents, alumni, community members - that can advocate for higher education. We must work to restore the cuts to our base budget and the cuts to financial aid proposed by the Governor.

We will continue to keep you informed as the session progresses.

If you have any questions while we are in Olympia please do not hesitate to contact us.

Sherry Burkey and Jane Vroman
Sherry.burkey@wwu.edu; Jane.vroman@wwu.edu
360-739-0350 360-580-2325

University Branding Initiative

The first phase of the WWU branding process has moved into its final stages with current efforts being a vetting process involving the Western Branding Leadership Team and commercial partner, Lyric, Inc., to determine a Positioning Statement, Brand Personality, Elevator Story, and Reasons to Believe. The most recent creative work of the group included participation from a group of six students with diverse backgrounds. Interestingly, the highly energized session resulted in products that were endorsed unanimously by the students, faculty, staff and community participants. The final products will be shared with the Trustees in the near future.

The process has now moved into Tagline creation process, an activity that is expected to be completed in mid-February. Recommendations regarding the retention of, or creation of, a new logo and graphic elements will also be made in February.

A detailed report on the data gathered from students, alumni, faculty and staff, and other stakeholders will be shared with the Trustees at its February 5th meeting. The same data will be made available to the WWU community during the last week of January.

In the Qualitative and Quantitative portions of research for the branding initiative, Lyric conducted 25 in-depth personal interviews with students and alumni, faculty and staff, the board of trustees, WWU Foundation and Alumni Association Board of Directors, legislators and non-WWU stakeholders. Lyric also surveyed nearly 400 students and alumni and more than 500 WWU faculty and staff also participated in the branding survey. The students and alumni interviewed were segmented by the college they are affiliated with or by undeclared status.

University Communications

In preparation for the completion of the Western branding initiative, early foundation work continues on the reconstruction of the Western Washington University website. The project is being led by a committee composed of members of the departments of Academic Technology and User Services, Marketing and Communications, and Government Relations.

An early recommendation from the branding initiative is that serious consideration be given to a complete reconstruction of the WWU website. That recommendation confirms desires that have been expressed by multiple stakeholders of Western over the past year. The goal of the project is to create a website that addresses both the internet and intranet needs of Western. The website will also be a critical tool in presenting and promoting the new Western brand. The new website will enable WWU to maximize its potential in marketing to its multiple constituent groups while also meeting its communications needs externally and internally.

The initial phase of planning, which is being conducted without any new funds, is focused on mapping and functionality to develop a website that is as user friendly and functional as is possible. Actual construction will require additional one-time funds as existing staff and resources are inadequate to complete the project.

The Office of University Communications continued to work on a wide array of projects, including developing an increased ability to provide information via various online and new media methods.

Online/Publications

Our news and information Web site, **Western Today** (<http://onlinefast.org/wwutoday>), has continued to evolve, disseminating the news of the day on campus as well as stories about Western in the media. A compilation of this news and information also is provided via a weekly version, *Western Weekly*.

Our office also helped develop President Bruce Shepard's new blog. **Bruce's Blog** is available on his Web site at <http://www.wvu.edu/president/blog/>. The blog will feature periodic entries by President Shepard on topics of interest to the campus community.

We're working hard producing the next editions of **Window magazine** and the **Soundings online newsletter** for families. And we're continuing to improve the Web sites for both publications.

We're also developing a new Web site for this year's **President's Report**, which will include stories and photographs illustrating how private philanthropy can have a life-changing effect at WWU. Going online-only with the President's Report saves on paper and printing costs and allows us to bring stories to life through video and audio clips.

University Communications' **graphic artists** completed a large volume of graphics work for the campus, including fliers, brochures, posters, cards, Admissions materials, Athletics programs and the WWU calendar, and assisted with graphic work on other university publications such as Woodring College's *Educator* newsletter, Huxley College publication *The Planet* and various promotional materials for events such as *Canada Week*.

We have scheduled five faculty members in coming weeks to speak in the community as part of the **university's Speakers' Bureau**. **Tom Dorr**, Director of the Center for Economic Vitality, spoke on Dec. 10 to the Sunrise Rotary Club on "Economic Vitality."

Our office also continues to perform its outreach function with regional and national media, having sent out more than 90 press releases to these media outlets in the Fall Quarter, with topics ranging from campus events to faculty research.

Emergency Communications

The Office of University Communications assisted with a few episodes of emergency communications, including following the death of a WWU student in the Sehome arboretum. Text and e-mail alerts were sent out explaining the situation.

Our office also developed a "Crisis Communications from Home Binder," a quick contact reference to be used in emergency situations.

Media Highlights

Note: The previously exhaustive media listing has been replaced, for the sake of brevity, by this summary of major media stories about Western. A more extensive listing of media stories – grouped by category – that reference Western is now available via the [Knowledge Bank](#) at Western Today. More prominent media stories included:

- Psychology Professor **Ira Hyman's** research showing how few people walking across Red Square and talking on **cell phones** noticed a **student on a unicycle dressed as a clown** continued to draw strong media attention, including a Jan. 16 *New York Times* story that ran national via the *New York Times news wire*. In addition, a film crew was on campus in late January from the *Canadian Broadcasting Corp.* doing a story on Hyman's research, including recreating the clown riding the unicycle in Red Square. *The Spokesman-Review* newspaper on Jan. 18 also reported on Prof. Hyman's testimony before the Legislature on the distractions caused by cell phone use.
- President **Bruce Shepard's** testimony, about bills before the legislature granting public universities tuition-setting authority, before the state Senate Higher Education & Workforce Development Committee on Jan. 20 was televised live by *TVW* along with the testimony by the presidents of Washington state's other five four-year institutions.
- Western was included in a number of media stories on the **state budget**, including in a Dec. 12 story in the Bellingham Herald, on the December **Board of Trustees meeting** and budget discussion; in a Jan. 22 column by *Seattle Times* editorial page editor Ryan Blethen supporting the concept of tuition-setting authority; and in a Jan. 12 story in the *Seattle Times* on tuition-setting authority. WWU Financial Aid Director Clara Capron was interviewed Jan. 25 by *KPLU Radio* about the impacts associated with the possible cut in funding for State Work Study.
- **State Sen. Dale Brandland's** tour of the construction site for the renovation of **Miller Hall** was featured in the Bellingham Herald.
- *The Everett Herald* in their Sunday edition, Jan. 17, ran a guest column by Woodring College Dean **Stephanie Salzman** on the state's future depending on adequately funding education and providing support for well-trained teachers.
- A film crew from the German television show "*Auto Mobil - Das VOX Automagazin*" visited Western's campus Jan. 14 to film a segment about the **Vehicle Research Institute's** participation in the **Progressive Auto X-Prize -- Future Vehicle Technologies**. Western is one of only two colleges in the nation participating in the competition offering a \$10 million prize for development of a car that gets 100 miles to the gallon. The show is set to air Jan. 24 in Germany.
- *Kiplinger Personal Finance Magazine* ranked WWU among the **top 100 best values** in public colleges in the nation. Western's ranking was included in Kiplinger's Feb. 10 edition. WWU's Kiplinger's ranking ran in local and area media, including Jan. 4 in the *Puget Sound Business Journal*.
- *The Skagit Valley Herald* on Jan. 25 ran a story about **Shannon Point Marine Center's** new public education effort, funded by grants and donations, on issues affecting the oceans.
- On Jan. 17, the *Seattle Times* ran a guest column by **Johann Neem**, associate professor of History at Western, on the grassroots legacy of Martin Luther King Jr.
- Media extensively covered the name "**Salish Sea**" being chosen over "Twitter" as the **American Name Society's "Name of the Year."** The Salish Sea is defined as the inland waterway in Washington and British Columbia that includes Puget Sound, the Strait of Juan de Fuca and the Strait of Georgia. The name "Salish Sea" was conceived a decade ago by **Bert Webber**, a retired Western professor.
- Psychology Professor **David Sattler** wrote a guest column Jan. 6 in the *Bellingham Herald* on the five-year anniversary of the **2004 tsunami** that struck 12 countries bordering the Indian Ocean. Sattler established the International Tsunami Museum (tsunamimuseum.org) in Khao Lak, Thailand, and produced a tsunami video in Thai to educate people about tsunamis.

- *The Seattle Daily Journal of Commerce* on Dec. 23, *Bellingham Herald* on Dec. 28, and the *Northwest Business Monthly* in their February edition noted that the **Academic Instructional Center had received LEED designation** for its many sustainability features.
- **The Bellingham Herald** also ran a story Dec. 1 about Western's **Academic Custodial Services** winning a national green cleaning award. The award also was featured in the nationally distributed *American School & University magazine*.

Waterfront Project

WWU's internal planning committee continues to meet on a regular basis and is currently drafting a White Paper which will outline its vision and possible plans for a Western facility and programming at Western Crossing. While the long-range vision of an institute focused on "Green Business" is still very alive, the group's most recent work is directed toward a Community Learning Center that would meet multiple needs of Western and the community. The group feels a Community Learning Center can provide an interdisciplinary approach to offerings promoting a unique opportunity for academic departments and professionals to share strengths in a collaborative manner. The very preliminary vision of this facility is that it would have a large common area for lectures, meetings or exhibition space with up to 8-12 flexible classrooms that would offer state-of-the-art technology to promote and encourage connections with field and subject experts nationally and internationally. The vision also includes office space for faculty and support staff as well as for WWU outreach programs. It is also felt that a facility of this nature could possibly better position Western and the community to host smaller conferences that it is currently not positioned to host. Space limitations and parking issues keep WWU from hosting many events on the main campus. Parking and accessibility would not be an issue at the waterfront.

A major consideration in this new vision is the fact that the current economic and budget challenges facing the public and private sectors make a multi-purposed facility more probable than a dedicated structure. There is interest from a number of other entities in the area in the construction of a facility of this type.

MEETING EVALUATION & FUTURE AGENDA TOPICS

ADJOURNMENT

DATE FOR NEXT REGULAR MEETING

- **April 15 & 16, 2010**

**WESTERN WASHINGTON UNIVERSITY
ITEM SUBMITTED TO THE BOARD OF TRUSTEES**

TO: Members of the Board of Trustees

FROM: President Bruce Shepard by Provost Catherine Riordan

DATE: February 5, 2010

SUBJECT: Academic Presentation:
Instructional Technology in Hybrid and On-line Courses
Steven VanderStaay, Vice Provost for Undergraduate Education

PURPOSE: Informational Item

Purpose of Submittal:

This presentation includes two case studies. In the first, Dr. Sandra Daffron will describe how the Continuing and College Education (CCE) program developed a course model to teach the same material in the classroom and online to maximize class enrollment, and to create a flexible program for the students using proven e-learning techniques and 'green' paperless student resources. In the second, instructor Pam Kuntz will describe the on-line course she created for the Dance program.

Ariel Cleasby-Heaven, program manager in Extended Education, and John Farquhar, the ATUS manager for multimedia and web development, will attend to answer questions about the present and future of instructional technology at Western.

Guests:

Steven VanderStaay, Vice Provost for Undergraduate Education
Terrell Williams, Interim Executive Director, Extended Education and Summer Programs
John Farquhar, ATUS Manager for Multimedia and Web Development
Ariel Cleasby-Heaven, Program Manager, EESP
Sandra Daffron, Associate Professor, Educational Leadership