

**Western Washington University
Board of Trustees
Agenda
February 11, 2011**

FRIDAY, February 11, 2011

**Location: Old Main 340
Time: 8:00 a.m.**

1. CALL TO ORDER, APPROVAL OF MINUTES

8:00 – 8:05

- Board of Trustees Special Meeting, September 28, 29, 2010
- Board of Trustees Meeting, December 9, 10, 2010

2. RECOGNITIONS AND INTRODUCTIONS

8:05 – 8:20

- Janelle Leger, Physics and Chemistry – National Science Foundation Early Career Award
- Kathleen Saunders, Anthropology – Eleanor Roosevelt Global Citizenship Award
- Christine Compston, Special Assistant, Fellowship Office
- Steven VanderStaay, Vice Provost for Undergraduate Education, Semifinalist for 2011 Outstanding First-Year Student Advocates

EXECUTIVE COMMENTS

3. BOARD CHAIR REPORT

8:20 – 8:30

- Resolution No. 2011-01 Welcoming Trustee Karen Lee

4. UNIVERSITY PRESIDENT

8:30 – 8:35

- WWU Programs Serving Everett

5. ASSOCIATED STUDENTS

8:35 – 8:40

6. FACULTY SENATE

8:40 – 8:45

ACTION ITEMS

7. CONSENT ITEMS

8:45 – 8:50

- Approval of Winter Quarter Degrees

DISCUSSION ITEMS

8. FINANCIAL STATEMENTS AND OPERATING BUDGETS

8:50 – 9:00 Presentation: Bruce Shepard, President

9:00 – 9:10 Discussion

9. STRATEGIC BUDGETING UPDATE AND PROCESS FOR THE NEXT BIENNIUM AND BEYOND

9:10 – 9:20 Presentation: Bruce Shepard, President

9:20 – 9:50 Discussion and Perspectives from the Board of Trustees

BREAK 9:50 – 10:05

10. BRANDING AND THE CAPITAL CAMPAIGN

10:05 – 10:15 Presentation: Steve Swan, Vice President for University Relations

Stephanie Bowers, Vice President for University Advancement

10:15 – 10:30 Discussion

11. COST OF INSTRUCTION AND ACCESS TO CLASSES

10:30 – 10:40 Presentation: Catherine Riordan, Provost and Vice President for Academic Affairs

Steven VanderStaay, Vice Provost for Undergraduate Education

10:40 – 10:50 Discussion

12. OLYMPIA UPDATE

11:05 – 11:15 Presentation: Steve Swan, Vice President for University Relations

Sherry Burkey, Associate Vice President for University Relations

11:15 – 11:30 Discussion

REPORTS

13. AUDIT COMMITTEE REPORT

11:30 – 11:40 Presentation: Peggy Zoro, Chair, Audit Committee

11:40 – 11:50 Discussion

14. **INFORMATION ITEMS**

11:50 -- Noon

- Alumni Relations Report
- Annual University Police Report
- Capital Program Report
- Carnegie Foundation Classification
- Development Report
- Enrollment and Admissions Summary
- First Year Experience - *Dialogue*
- Mid-Year Housing and Dining Report
- Quarterly Grant Report
- University Relations Report

15. **DATE FOR NEXT REGULAR MEETING:** April 14, 15, 2011

16. **ADJOURNMENT** 12 p.m.

17. **LUNCH**

- **ACADEMIC PRESENTATION: SOLAR ENERGY RESEARCH**
Presented by Advanced Materials Science and Engineering Center (AMSEC)

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

TO: Members of the Board of Trustees
FROM: President Bruce Shepard
DATE: February 11, 2011
SUBJECT: **Approval of Minutes**
PURPOSE: Action Items

Purpose of Submittal:

Approval of the Board of Trustees Meeting Minutes.

Proposed Motion:

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

- September 28 and 29, 2010 Board Special Meeting
- December 9 and 10, 2010 Board of Trustees Meeting

Supporting Information:

Minutes of the September 28, 29, 2010 Board Special Meeting

Minutes of the December 9, 10, 2010 Board of Trustees Meeting

**WESTERN WASHINGTON UNIVERSITY
BOARD OF TRUSTEES
SPECIAL MEETING
MINUTES**

September 28 & 29, 2010

I. CALL TO ORDER

Chair Dennis Madsen called the Special Meeting of the Board of Trustees of Western Washington University to order at 12:40 p.m. at the IslandWood Conference Center, Bainbridge Island, WA.

Board of Trustees

Ramiro Espinoza
Betti Fujikado
Howard Lincoln
Dennis Madsen
Ralph Munro
Phil Sharpe
Peggy Zoro

Western Washington University

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

Facilitator

John Moore, Penson & Associates, Inc.

II. OPENING COMMENTS

Chair Madsen welcomed everyone and said the Board is meeting in special session to reflect on what they have accomplished and weigh in on areas as they go forward. Madsen noted that Western is currently in a transition phase from state support to private support.

President Shepard opened by referring to his remarks on marketing and branding and the upcoming comprehensive campaign from his address at Opening Convocation. He said that Western is in the right place to move forward.

John Moore, Penson & Associates, thanked the Board for the invitation to facilitate the meeting. He noted that Western's Board of Trustees is an exemplary model for Board performance and partnership with the President.

III. GETTING RE-ACQUAINTED

Moore engaged the trustees in discussion as to why they serve on the Board and asked what the Board's most distinctive quality or strength is.

All agreed that the Board:

- Works well together and makes informed decisions as a group;
- Has opportunities to engage with students, staff, and faculty on the process of making decisions;
- Hired a good president and Western now has a strong leadership team;
- Has an opportunity to provide public service;
- Experiences personal satisfaction from developing friendships with other Board members; and
- Enjoys seeing students succeed and having a small role in their success.

It was noted that as trustee appointments expire, the Board needs to be proactive in identifying potential Board members who share the same values to continue to be a highly functional Board.

IV. SUMMARY FROM THE 2009 SPECIAL MEETING

The Board reviewed the highlights of the 2009 Special Meeting. President Shepard noted that as his role becomes more external, there is a question as to, "Who is running the university?" Shepard said that Western has a first-rate administrative team and a first-rate Provost. He said it is the Provost's role to articulate the academic vision of the university and it is of strategic importance that the Board helps the Provost be successful.

The purpose of the 2010 Special Meeting is to (1) conduct the annual performance review of President Shepard; (2) conduct a Board self-assessment; and (3) talk about strategic issues before the university. The President's objectives for 2011 will be the outcome of the Board's strategic thinking on the issues.

There was brief discussion of succession planning and Moore will share an article on the subject to the Board. Moore said it is not only important to discuss succession planning for the President but also for the Provost.

V. THE PRESIDENT'S ANNUAL PERFORMANCE REVIEW

President Shepard prepared a confidential self-assessment which was shared with the Board Chair and trustees only. The Board of Trustees and internal constituencies also completed a confidential review of the President's progress over the past 12 months. This was shared with the Board and the President only. The Board Chair, in preparation for the performance review and at the request of the president, also obtained confidential input from student and faculty governance leaders as well as from direct reports to the President.

At 1:57 p.m. Chair Madsen announced the Board would go into Executive Session to discuss personnel as authorized under RCW 42.30.110 for approximately one hour and that no action will be taken. The meeting reconvened in open session at 3:05 p.m.

At 3:05 p.m. Chair Madsen announced a 15 minute break. The meeting reconvened at 3:20 p.m.

VI. STRATEGIC ENVIRONMENTAL SCAN

President Shepard said the vice presidents met on September 9, 2010, to discuss the university's Strengths, Weaknesses, Opportunities, and Threats (SWOT). He shared the confidential SWOT analysis with the Board.

Moore asked Board members how they interpret Western's Strengths, Weaknesses, Opportunities, and Threats. He noted that the SWOT will ultimately shape the university's Strategic Plan.

The Board divided the SWOT into external and internal categories:

A. EXTERNAL

THREATS:

- Political leadership who do not fully understand higher education
- Leadership for higher education in transition at state level
- Competing marketplace
- Governor in second term
- Recruitment and retention of faculty
- Higher education story not told
- Danger to President's "honeymoon" period and status
- Economy
- Shift by state to pass costs onto students
- Private institutions

OPPORTUNITIES:

- Bruce fill leadership roles at state level
- Tell Western's story (brand)
- Comprehensive campaign (plays on Western's strengths)
- Put in place plans for recruiting and retaining faculty
- Society's need for educated college graduates
- Technology
- Reward people through recognition
- Connect to community
- Global education

B. INTERNAL

WEAKNESSES:

- Staffing in Legislative Affairs
- Faculty issues (i.e. recruitment, retention, development)
- Untold brand
- Burn out of people
- Aging facilities
- Need for "creative rewards"
- Support for Student Services (i.e. advising, mental health, etc.)

- Global/international education
- Faculty/staff spread thin

STRENGTHS:

- Bruce's leadership
- Below average tuition and high financial aid
- Coordinated Legislative program
- Student focus
- Uniform academic quality
- Brand
- Dedicated employees
- High student retention
- Access to quality faculty (student/faculty ratio, relationships)
- Agreement on importance of undergraduate education
- Quality of students/graduates
- Diverse academic community

The question was raised, "How do we know if we have cut too far?" President Shepard responded that when Western becomes a mediocre university, i.e. TA teaching, adjunct teaching, large classes, etc., we know we have cut too far. He reiterated that this must not be allowed to happen to Western.

Chair Madsen announced a five minute break at 4:45 p.m. The meeting reconvened at 4:50 p.m.

VII. BOARD ASSESSMENT AND DEVELOPMENT

A Board Assessment Survey had been completed by the Board of Trustees prior to the meeting. The Board and the President discussed the findings from the survey and identified opportunities for continuing growth and development. The Board agreed on the following:

- Briefing books still too large – overviews of each item should be 2 pages in length.
- President's interim letter to the Board is not needed.
- Continue the Thursday Board dinners. The dinners are important, especially for new trustees. The Board values the time for informal interaction.
- Invite Deans for discussion at Thursday meetings.
- Board members will sit as a group during the Thursday meetings.
- On occasion, the Board will socialize with the administrative team.
- When resources are available, the Board Room should be configured to more effectively support multi-media presentations and interpersonal interactions.

The Board also discussed what might be done to enhance the effectiveness of the Board. The following ideas were suggested:

- The Board should be better informed on higher education issues. (Read *The Chronicle of Higher Education*. Relevant articles should be copied and distributed.)

- Thursday afternoon sessions should address national issues in higher education that affect Western;
- Each Trustee brings a different skill set. Draw on the diversity of thought and background experience of each Board member.

The Board also discussed the new trustee orientation process and suggested the following changes:

- Extend the meeting with the Vice Presidents to 1-1/2 hours;
- Add a tour of Western to learn about and see students;
- Consider a short orientation prior to each Board meeting, rather than all in one day;
- Tailor each orientation to the individual trustee;
- A Board member acts as a mentor to a newly appointed trustee; and
- Establish a Trustee-in-Residence Day.

The Board discussed priorities for 2010-11 and made the following suggestions:

- Provide assistance during the Legislative Session.
- Assist in the comprehensive campaign.
- Draft a different business model/structure for the university. For example:
 - Expand summer enrollment
 - Offer “bottle-neck” programs during the summer
 - Employ faculty during the summer
 - Offer summer school in King County
- How do we market Western’s niche?
- The Board discussed the indicators as to the shape/condition of the university. They need to know the strategic focus of the university to quantify if the institution is in good condition. How can the President let the Board know what shape the university is in? Key Performance Indicators (KPI) have been developed and are a good indicator. [Western’s current KPI are accessible through the Provost’s Web site.] The quality of the institution is defined in terms of time to degree, professor/student ratio, etc.

At 6:00 p.m. the meeting adjourned for the day.

At 8:03 a.m. on September 29, 2010, the meeting reconvened and continued a discussion.

VII. LEADING IN TURBULENT TIMES: REQUIREMENTS FOR BECOMING A PREMIER PUBLICLY PURPOSED UNIVERSITY

The Board discussed what is the “new normal” in higher education. Moore said that universities are doing business in a different way -- they are doing more with fewer resources. He said things are changing fast and are not going back to their old ways. Institutions are transforming; demographics are changing; and there is competition among institutions for students, private and public dollars, and qualified faculty.

The trustees discussed Western’s transformation and the Board’s transformation to the new normal. Trustee Sharpe said that technology needs to be used, but we still need human interaction. What does Western need to do to hold the connection together? Western also

needs to develop a culture that when decisions are made, they are carried out. The role of the Board will change over time as needed.

The Board outlined what they needed to focus on in the future. The following suggestions were made:

- Obtain more federal monies to enhance research.
- Look at branch campuses.
- Investigate regional partnerships/alliances.
- Begin the process of educating legislators on consequences of the choices they make. Ask the legislators what they want the four-year institutions to do.

The trustees asked President Shepard to provide 8 to 15 bullets that the public needs to know about Western. They said these could come from the “100 Conversations” and should be shared with the trustees.

In discussing Western’s vision, the Board agreed that Western should downplay being the best in the nation, but focus on the difference Western makes. We need to create a sense of ownership for Washington State and strive to become Washington’s premier university.

The trustees suggested that a tool kit of factoids be created on the importance of higher education. The four regional institutions could work together to develop a tool kit that would be shared not only with parents and students, but also with the business community.

It was suggested that institutions begin to develop a strategy to forge a coalition between higher education and business. The Board suggested that two or three issues be developed and communicated within Bellingham and Whatcom County and expanded to King County. Identify and talk to Boards of organizations funded by the state. Trustee Lincoln suggested that President Shepard contact the Chair of the Washington Roundtable as that group is conducting studies in some of these areas.

VIII. PRESIDENT’S OBJECTIVES

The Board discussed President Shepard’s objectives for the future.

- Develop a focused Strategic Plan.
- Work with the Faculty Senate leadership to develop an understanding of the President’s need to be away from campus to work on legislative session and the comprehensive campaign.
- Develop relationships with philanthropic foundations.
- Address the “new normal” and keep the campus well positioned.
- Keep the Board well informed as things happen.

How they can help over the next year:

- Attend Board meetings and provide feedback to the President.
- Develop strategies to be effective in the comprehensive campaign.
- Monitor the institution’s effectiveness and financial health as changes are made.
- Invite legislators to all university events (welcome and introduce).

The meeting adjourned at 10:25 a.m.

**WESTERN WASHINGTON UNIVERSITY
BOARD OF TRUSTEES
MINUTES
December 9, 2010**

1. CALL TO ORDER

Chair Dennis Madsen called the regular meeting of the Board of Trustees of Western Washington University to order at 3:05 p.m., December 9, 2010, in Old Main 340, Bellingham, Washington.

Board of Trustees

Ramiro Espinoza
Betti Fujikado, Secretary
Dennis Madsen, Chair
Ralph Munro, Vice Chair
Phil Sharpe
Dick Thompson

Western Washington University

Bruce Shepard, President
Suzanne Baker, Interim Secretary to the Board of Trustees
Wendy Bohlke, Assistant Attorney General
Paul Cocke, Director, University Communications
Eileen Coughlin, Vice President for Student Affairs and Academic Support Services
Paul Dunn, Senior Executive Assistant to the President
Paula Gilman, Executive Director for University Planning and Budgeting
Scott Pearce, President, Faculty Senate
Catherine Riordan, Provost and Vice President for Academic Affairs
Barbara Stoneberg, Assistant to the President
Steve Swan, Vice President for University Relations
Richard Van Den Hul, Vice President for Business and Financial Affairs
Colin Watrin, President, Associated Students

2. RESOLUTION NO. 2010-10 WELCOMING TRUSTEE DICK THOMPSON

Chair Madsen introduced new trustee Dick Thompson. He said that Thompson is a life-long resident of the State of Washington. He grew up in Everett, is a graduate of Western Washington University, and holds a law degree from the University of Washington. He said that Thompson worked in a variety of state government positions, under three governors: Secretary to the Department of Social and Health Services; Director of the Office of Financial Management; and Chief of Staff. When highlighting Thompson's career, Madsen described him as a "utility player". Madsen welcomed Thompson and read Resolution No. 2010-10.

RESOLUTION NO. 2010-10

**A RESOLUTION OF THE BOARD OF TRUSTEES OF
WESTERN WASHINGTON UNIVERSITY
WELCOMING TRUSTEE RICHARD J. THOMPSON**

WHEREAS, on November 9, 2010, Governor Christine Gregoire appointed Richard J. Thompson of Olympia, Washington, to serve a term on the Western Washington University Board of Trustees through September 30, 2015; and

WHEREAS, Richard J. Thompson brings to his appointment as a trustee a long and distinguished record of public service in the State of Washington, serving under three governors: Governor Gary Locke; Governor Booth Gardner; and Governor Christine Gregoire; and

WHEREAS, Richard J. Thompson brings to his appointment as a trustee years of higher education experience in executive positions at the University of Washington, including serving as Director of Government Relations; and

WHEREAS, Richard J. Thompson has served his community by being actively involved in numerous volunteer activities, serving on several boards, and providing consulting services on leadership, public policy, and tax and budget issues; and

WHEREAS, Richard J. Thompson earned his bachelor's degree in Political Science at Western Washington University and a law degree from the University of Washington School of Law; and

WHEREAS, Richard J. Thompson has declared his commitment to serve as a member of the Western Washington University Board of Trustees;

NOW, THEREFORE BE IT RESOLVED, that the Board of Trustees of Western Washington University officially extends a warm welcome to Richard J. Thompson as he begins his term on the Board.

PASSED AND APPROVED by the Board of Trustees of Western Washington University at its regular meeting on December 9, 2010.

Trustee Thompson acknowledged his wife, Mary Thompson, who was present at the meeting. He also acknowledged his father, a graduate of Bellingham Normal School, who had great love and affection for Western. Thompson said that his father would be very proud of his participation on Western's Board of Trustees.

Thompson told a memorable story of being in class at Western when it was learned that the President of the United States had been shot. He was sitting in class when he observed the U.S. flag being lowered to half mast, signaling that the President had died. He said it is a sad but significant memory he will always have from his time at Western.

3. SPECIAL REPORTS

a) Discussion of Waterfront Master Plan

President Shepard introduced the presentation of the Bellingham Waterfront Master Plan. He extended a warm welcome to the representatives from the Port of Bellingham and the City of Bellingham.

Steve Swan, Vice President for University Relations, said that during the past year he had the opportunity to observe the team partnered by the city and the port, which he referred to as the Dream Team. He acknowledged that plans have not developed as quickly as originally envisioned, but the staff from both agencies have persisted and created a great plan. He directed the trustees to *The Waterfront District Draft Sub-Area Plan*. (Document handed out at the meeting.)

Swan said now that a draft waterfront plan is complete, the city and port are receiving input from the community. He said this is an opportunity for the Board to provide feedback. He introduced Les Reardanz, from the City of Bellingham, and Sylvia Goodwin and Mike Stoner from the Port of Bellingham.

Mike Stoner said he was pleased to be on Western's campus once again, and his team is receptive to comments the Board may have on the waterfront proposals. Stoner displayed a photo of the Bellingham waterfront that shows the waterfront in year's past when it thrived with local industry. He said that Georgia-Pacific ran the paper mill approximately 40 years and employed over 1,000 people. At that time, he said, the waterfront was defined by the old shoreline. In addition to the Georgia-Pacific operation, other waterfront activities included the Chevron boat plant and two municipal garbage dumps. The Port of Bellingham and the City of Bellingham collaborated on a plan to transition the city to a new waterfront.

Stoner said two other partners were involved in the collaboration: WWU and the Department of Ecology. The Department of Ecology made an early commitment to assist in the cleanup of industrial contamination from the past. He said costs for the cleanup are over \$100 million, so the assistance from the Department of Ecology helps to move things forward. The state also has made a commitment to fund half of the costs from state grants. He said despite the environmental challenges, there are high expectations for the project to maintain sustainable strategies. The entire waterfront area has been recognized as a LEED neighborhood pilot program.

Stoner said that the project plan is poised to move forward and acquire approval. He described the public process, including numerous meetings with the Bellingham City Council and the Port of Bellingham, and the work provided by the Waterfront Futures Group and the Waterfront Advisory Group, both of which the university has participated.

Les Reardanz restated that much of the work shown in the sub-area plan was prepared by the Waterfront Advisory Group. He noted that one member of their team, Linda Stewart, was absent. She had an accident earlier in the day and was unable to attend.

Reardanz said that from the public process, community design objectives were adopted and incorporated into the master plan and include plans for Western Washington University. He said that one of the fundamental objectives was the redesign of the street grid. He said after review and deliberation, the street grid was approved by the City Council and the Port Commission. He pointed out on the street grid poster access points that connect from

downtown and the proposed area where Western's campus would be located. He said that the Environmental Impact Study (EIS) has been completed and presents the street grid design as the preferred alternative. He said the Transportation Analysis portion of the EIS demonstrated the connection points through downtown and moving people from one site to the other. The other transportation component was developing a "mode shift" by setting goals to move multi-modal transportation from single-occupancy-only to alternative modes, such as bus, bicycle, and pedestrian. The intent is to encourage livability and walkability in the waterfront development areas.

Chair Madsen asked about the relocation of the railroad. Reardanz said relocating the rail tracks is part of the phasing plan and requires raising Cornwall Bridge to a height to get the rail underneath. He said that the project is currently unfunded at this time, and groups are working on obtaining funding.

Trustee Munro asked for the location of the meander line and the harbor line. Stoner pointed out the inner-harbor line and the outer-harbor line on the poster board. Munro asked if Western owns the property planned for future use. Stoner said that at the planning phase, six acres have been identified for a future Western Washington University campus. He said a number of processes need to take place prior to procuring the property. President Shepard said that the university has a strategy of acquiring the initial six acres using one-third legislative requests, one-third fundraising, and one-third land swap.

Trustee Munro asked if the area was under tribal jurisdiction. Stoner said that two local tribes are involved, the Lummi Nation and the Nooksack Tribe. He said that both have fishing ground and tribal treaty rights in this area and the Port has been working with the tribes for the last 15 years on the waterfront development.

Goodwin described some of the key elements of the waterfront project and said because of the large scope of the project, 200 acres, the project was divided it into a number of different planning areas, including:

- A marine industrial area for marine trades, the existing shipping terminal, and other job creation use;
- A mixed use area near Cornwall Avenue where commercial/office/residential can mingle with retail, restaurant, and entertainment uses; and
- An institutional mixed use area, the area envisioned for WWU.

Goodwin said there are design guidelines that apply throughout the district, but there is a provision that if there is campus plan, it would be separate from the district plan and separate design guidelines would be allowable.

Goodwin said the plan has draft development regulations for issues such as floor area ratio, building height, view corridors, and parking. She said that all of the design guidelines will contribute to make a sustainable community under LEED standards.

Goodwin said community members have expressed concerns about height and views. She said a lot of time was spent on view corridors for the project. She pointed out where view corridors have been placed in the design. Each corridor has a different height, from as low as 25 feet to as high as 200 feet (next to the bluff). She discussed parking issues for the area. She said to provide for condominium and other commercial development, adequate parking must be planned. However, to prevent the entire site from being dominated by parking, the strategy is to make it available but not too obtrusive.

Trustee Sharpe asked about the relationship of the plan, regarding height and density, with the Interlocal Agreement that exists between the Port and the City. He said the Interlocal Agreement allows certain density levels and requires certain infrastructure and asked if the sub-area plan matches those densities or if there would be a new Interlocal Agreement. Goodwin said that Interlocal Agreements change over time, but the original Interlocal Agreement did not specify a certain density. She said it identifies a six-million square foot overall development, and the early phase is approximately two million.

Vice President Swan commented that the university engaged in a character study in 2009, and in the drafting of the sub-area plan, the principles and design from the character study were applied.

President Shepard asked how much rise in sea level is being planned for. Goodwin said that the waterfront development plan provides for a two to four feet rise in sea level. She said the University of Washington has a Climate Change Group that has done a sea level rise study that has provided data used for the project. Stoner said the calculation varies depending on the time period being planned. For a long-range vision, such as 50 years, you would plan for a 48-inch sea level rise, but in areas developed in the shorter term, a shorter design frame would be appropriate.

Stoner talked about the various phasing of the project and presented poster boards with visual images of the following:

- Proposed WWU campus;
- Siting of green space that projects 33 acres of parks;
- Sketch of a promenade and public access to the waterfront; and
- Log Pond Park in the Georgia-Pacific area.

Stoner said the plan includes 15,000 feet of shoreline restoration, and the industrial shoreline would be transitioned into a soft-bank shoreline, similar to Marine Park in Fairhaven. Stoner talked about the timing of bringing projects online. Phases 1 and 2 would occur over the next ten years with a focus on the northern part of the site. The work at Cornwall Beach is expected to come online in 2013.

Trustee Thompson asked about the existing buildings. Stoner said the Grainery Building appears to have the most potential for restoration and is scheduled for reuse. Thompson expressed that both he and his wife have a strong interest in the historic preservation of buildings.

Stoner presented a depiction of Phase 3, which would begin in the next 10 to 15 years, when the marine trades would come online and the development of an additional boat basin. In Phase 4, the railroad would be relocated and Cornwall Bridge rebuilt. At that point, Bloedel Avenue can be extended all the way across the northern part and frame the WWU campus.

Reardanz said that the project ties together old town, downtown, and the waterfront. He said the next steps are to submit a plan to the City Planning Department for presentation to the Planning Commission. The documents then go through the Planning Commission and public hearings will be held. Recommendations from the hearings are forwarded to the Port Commission and City Council for ultimate adoption.

Chair Madsen thanked the group for the update and said the Board will be following the project closely.

b) Western Libraries: Preserving the Past, Looking to the Future

Catherine Riordan, Provost and Vice President for Academic Affairs, introduced Chris Cox, Dean of University Libraries. She said that Dean Cox has been at Western since 2007 and has been extensively published on innovations to libraries, and that he has been instrumental in not only physical changes to Western's library, but also to how people access information from the library.

Cox said that many things have changed in the way libraries work. He showed a picture of Wilson Library in 1930 as an example of the traditional library. He noted the uncomfortable chairs, tables, students studying, collections on shelves, and a Librarian monitoring activities. He showed another photo of the card catalog system. He said now Western Libraries have an on-line catalog where you can input your views of books and search through millions of selections.

Cox described the challenges for today's academic library:

- Students see libraries as "museums of books" and many go to the Web first.
- A declining usage of print materials and services. Cox said that only approximately 38 percent of what Western has on its shelves gets used on a regular basis.
- Competition from companies such as Google, Amazon, and Barnes and Noble.
- A variety of budget challenges.
- Lack of understanding of the library's impact on student learning.

Cox said that when he came to Western, one of his first jobs was to work with staff and faculty to develop a strategic plan for the library. He said that many of the challenges addressed in the library's strategic plan relate to bringing Western Libraries into the 21st Century.

Cox presented a list of *Roles for the 21st Century Academic Library*:

Information Access Versus Ownership. Cox said that collections are going electronic. Tools such as the Kindle are starting to make some books, magazines, and newspapers go online. Also that many journals, government publications, and media are going electronic.

Cox explained that Western is a member of the Orbis Cascade Alliance which includes 36 libraries in Oregon and Washington, where the university can get items through the courier service Summit. Summit is a way to get items in a couple of days from any of the university and colleges that are part of the group.

Building Unique Collections. Cox said there is a movement from purchased to curated content. He said building on collections that are about Western and unique to Western and to Whatcom County is important. Items that are unique to Western can be what we are known for across the country.

Digital Collections. The library is digitizing selected, high demand, unique materials from the library's collection and making them available to the public. Donations have allowed the digitizing of all Western newspapers from the first issue to the current. The project is anticipated to be completed a year from now.

Move Resources and Services to Where the Users Are. Cox said that the library needs to be where the students are. Library resources and services need to be accessible to students where and when they need them. Tools such as Google Scholar, BlackBoard, and Viking Villages, utilize technology to make the user's research experience easier.

Educate Students to Find, Use, and Evaluate Information. Cox said that the Reference Desk is changing. Rather than interact at the Reference Desk, students can obtain information by instant messaging reference, cell phone text, or Twitter.

Make Library Space an Intellectual and Social Destination on Campus. He said that students today want a variety of things from library spaces, such as up-to-date technology, wireless access for phones, group study space, and quiet study space. Cox showed slides of the Student Technology Center that moved in a year ago and Zoe's Bookside Bagels that opened this year. Cox said that students stay in the library longer when food options are available and opportunities to collaborate with other students. He described the Daylight Lounge as a space that offers a variety of recreational materials, like best-selling novels and current DVDs. He described the learning commons approach, where students can use a variety of service points all in one area. He gave an example of a learning commons at Middlebury College.

Cox talked about the Reading Room space in Wilson Library. He said it is a historic space in the heart of the library, but the problem is that students are not utilizing the space for study.

Trustee Munro said that the Wilson Library is one of three great spaces in the State of Washington: the Capitol Rotunda in Olympia; the University of Washington Library; and Wilson Library at Western. He said the dilemma is how to solve the usage problem without disturbing the original design. Cox agreed. He said the goal is to not change the architecture of the space and to retain the style of the era, but also make the space more conducive to current student learning practices.

Cox discussed the library's metrics of success. He said that the number of people walking into the library is over one million for the first time since 1991, a year after Haggard opened. He said there was a slight increase of circulation in 2009-2010, bucking a national trend. Also the library was commended by the NWCCU for strategic planning.

Cox asked the Board for its thoughts about the library and what they would like to see in the future.

Trustee Espinoza said that he was surprised to learn that Viking Village is part of the library. He said it has great utility in many different ways, both as a communication tool but as a center for students, faculty, and staff to have conversations that they would not have otherwise. He is wondering if that could be better utilized and advertised.

Trustee Thompson said the use of current technology is a way of life for the library's customers, and there are efficiency advantages from the increased technology.

President Shepard asked Dean Cox to expand upon the economic values of technology. Cox said that in many ways electronic ways are not less costly than print. He said the collections of electronic journals are what are in demand, not print. He said the library could get printed versions at a discount and run the risk of getting behind the times, or move forward for an additional cost and purchase the electronic version. He also talked about

licensing agreements that are unique to campuses that charge extra for access. He said the economics of the way information is changing is costing more and there is an additional cost for access.

Trustee Sharpe asked about the library as a source for scholarly research for faculty. He said from his observations, older people like to read information in print and younger people are comfortable with electronic information. He asked what forms faculty like and use. Cox said with electronic journals, faculty are jumping on board like students in terms of wanting quick access to research. He said the model is different with books, and that faculty place great value in Western's collection of texts. Students, however, don't hold the same value for the books. Cox said that it is important to strike a balance between the two.

Faculty Senate President Pearce confirmed what Dean Cox said. He said he doesn't have a preference for the type of medium faculty receive texts, but that the key to the library is really "text" and maintaining the process of having faculty and students regularly and deeply read into texts, rather than bits and pieces that come through electronically.

Trustee Sharpe said that content has quickly improved on the Web.

Trustee Fujikado, in agreement with Pearce, commented on information access versus ownership and spoke to the importance of maintaining a baseline of information in both its digital and physical forms. She suggested the university and its libraries get the greatest success from the collections that are unique to Western and distinguish themselves between other university libraries nationally.

Fujikado said that the noble purpose of a library is a pursuit of intelligence. She said the pursuit of intelligence happens in many different ways, which is part of the university's challenge. She encouraged the library to set a high-level vision and achieve its noble purpose.

Chair Madsen said it was a fascinating presentation. He offered his reflections on the library's offering of popular CDs and novels and ways in which the library accommodates students. He challenged whether or not the university is enhancing learning or accepting behaviors that may need to be modified.

Madsen thanked Dean Cox for a great presentation.

4. EXECUTIVE SESSION

At 4:55 p.m. Chair Madsen announced that the Board would go into Executive Session for approximately 10 minutes to discuss personnel matters as authorized in RCW 42.30.110. He said that no action would be taken and adjournment would occur at the end of the closed session.

At 5:20 p.m. the Board of Trustees meeting adjourned with no action to report.

**WESTERN WASHINGTON UNIVERSITY
BOARD OF TRUSTEES
MINUTES
December 10, 2010**

1. CALL TO ORDER – APPROVAL OF MINUTES

Chair Dennis Madsen called the regular meeting of the Board of Trustees of Western Washington University to order at 8:03 a.m., December 10, 2010, in Old Main 340, Bellingham, Washington.

Board of Trustees

Ramiro Espinoza
Betti Fujikado, Secretary
Dennis Madsen, Chair
Ralph Munro, Vice Chair
Phil Sharpe

Western Washington University

Bruce Shepard, President
Suzanne Baker, Interim Secretary to the Board of Trustees
Wendy Bohlke, Assistant Attorney General
Stephanie Bowers, Vice President for University Advancement
Sherry Burkey, Associate Vice President for University Relations
Paul Cocke, Director, University Communications
Eileen Coughlin, Vice President for Student Affairs and Academic Support Services
Paul Dunn, Senior Executive Assistant to the President
Scott Pearce, President, Faculty Senate
Catherine Riordan, Provost and Vice President for Academic Affairs
Barbara Stoneberg, Assistant to the President
Steve Swan, Vice President for University Relations
Richard Van Den Hul, Vice President for Business and Financial Affairs
Colin Watrin, President, Associated Students

MOTION 12-1-2010 Ralph Munro moved, that the Board of Trustees of Western Washington University, upon the recommendation of the President, approve the minutes of the October 7 and 8, 2010 Board of Trustees Meeting. Ramiro Espinoza seconded the motion.

The motion passed unanimously.

Chair Madsen announced a change to the agenda and moved the Board Chair report to the next item, as a prologue to recognitions of university faculty and staff.

2. BOARD CHAIR

Chair Madsen said at this time of year, he finds himself in a mode of reflecting and giving thanks and thinking about hopes for the future. He said no matter what your religious or philosophical outlook there is specialness about this time of the year.

Madsen referenced a newspaper article on Facebook founder Mark Zuckerberg. The article reported on Zuckerberg's recent pledge to donate a large portion of his wealth. Madsen said that although we don't all have the money of Mr. Zuckerberg, the Western community is very giving. The people of Western have a strong connection to one another and exhibit a desire to be around those who give of themselves. Western gives back in ways that have made a profound impact on our communities, the state, and beyond. He is thankful that he gets to work with an organization that has the deep-seated purpose and values that are embodied in everyone in this room and everyone listening to this broadcast.

Madsen read the peace prayer of St. Francis of Assisi. He said the prayer speaks to the specialness of the people at the university and hopes for the future. He said it is his hope that this university continues to be and become all that it can be.

President Shepard thanked Chair Madsen for his moving words and said, in continuing the theme of those words, that the emphasis of Western's core values is that higher education alone is not enough. He said it is not higher education unless it is put to higher purposes, an example of which he said will be the distribution of diplomas at tomorrow's commencement and summarized by Western's saying, *Active Minds Changing Lives*.

3. RECOGNITIONS AND INTRODUCTIONS

President Shepard asked Richard Van Den Hul, Vice President for Business and Financial Affairs, to introduce the Academic Instructional Center Design Award recipients.

Academic Instructional Center – Ed+C Excellence in Design Awards

Vice President Van Den Hul said that Western's Academic Instructional Center recently received an Honorable Mention Award from *Environmental Design + Construction* magazine for demonstrating outstanding sustainable design. The award was presented at the national Greenbuild conference on November 18 in Chicago, Illinois. The Center is also a LEED certified facility. He said that three staff are being recognized for their exemplary contributions to the success of the academic building. He introduced the following staff and presented them a Certificate of Congratulations:

- Rick Benner, Executive Director, Capital Planning and Development/University Architect
- Ed Simpson, Assistant Director, Facilities Management
- Gil Aiken, Project Manager, Facilities Management

Chair Madsen noted that it is a wonderful building that defines the entrance to campus.

George Kriz, Chemistry – American Chemical Society Award

Catherine Riordan, Provost and Vice President for Academic Affairs, asked Arlan Norman, Dean of the College of Sciences and Technology, to introduce Professor George Kriz.

Dean Norman said that Professor Kriz is a long-time member of Western's Chemistry Department and an outstanding member of the university. Professor Kriz is recognized as the 2010 recipient of the American Chemical Society Division of Chemical Education's Outstanding Service Award. Dean Norman said to be recognized by this prestigious organization is quite an accomplishment. Professor Kriz was cited for leadership in the development of education materials, chairing the Division of Chemical Education Biennial Conference Committee from 2003 to 2006, and for his organization of the 17th Biennial

Conference on Chemical Education (BCCE) that was held at Western Washington University in 2002.

David Meyer, Music – 19th Annual Van Lawrence Fellowship Award

Provost Riordan asked Dan Guyette, Dean of the College of Fine and Performing Arts, to introduce Professor David Meyer.

Dean Guyette introduced Professor Meyer, Associate Professor of Music and Director of Western's Opera Program. Professor Meyer is being recognized as the recipient of the 19th Annual Van Lawrence Fellowship Award. He said this is a prestigious, national award in recognition of contributions to the field of singing, teaching and the use of vocal science. Meyer has also received recognition for his appointment this year to the Scientific Advisory Board of the Voice Foundation.

Sherry Mallory, Associate Dean of Students – NASPA Fred Turner Award for Outstanding Service

Eileen Coughlin, Vice President for Student Affairs and Academic Support Services, said that Sherry Mallory, Associate Dean of Students, was unable to attend the meeting today.

Vice President Coughlin said that Dr. Mallory is recognized as a recipient of the Fred Turner Award for Outstanding Service an award given by the National Association of Student Personnel Administrators (NASPA). Award recipients are evaluated on the basis of their continuous service to NASPA for ten years or more, evidence of significant state or regional leadership, and evidence of ongoing support for and significant contribution to the advancement of NASPA. Mallory has been at Western since 2005, first as Special Assistant to the Vice President for Student Affairs, and now serves as Associate Dean of Students. Coughlin asked Ted Pratt, Dean of Students, to accept the certificate on Dr. Mallory's behalf.

Jim Schuster, Director of Viking Union Facilities – ACUI Vern Solbach Award

Vice President Coughlin introduced Jim Schuster, Director of Viking Union Facilities. She said that Schuster has served the university for 34 years. He was recently awarded the 2010 Association of College Unions International (ACUI) Region 14 Vern Solbach Award. The award is in recognition of outstanding leadership honoring the goals and objectives of the organization which serves college union and student activities professionals. Schuster oversees Lakewood, Viqueen Lodge, Child Development Center, and all Viking Union facilities.

Chair Madsen congratulated all of those acknowledged.

4. PRESIDENT'S REPORT

▪ Resolution No. 2010-11 Recognizing the Service of Stephanie Salzman

President Shepard said that the university wished to recognize Stephanie Salzman, Dean of Woodring College of Education, for her continuing excellence to the university. Under her leadership Woodring continued its tradition of preparing teachers and remains the best college of education in the state. He said that Dean Salzman provided the guidance

necessary to make Western a leading institution nationally for preparing teachers. He reported that Dean Salzman was unable to attend due to family matters.

Chair Madsen asked that Trustee Fujikado read Resolution No. 2010-11.

Trustee Fujikado said this is the first Board resolution that she has read at a Board meeting and that it is especially an honor for her to acknowledge Dean Salzman.

RESOLUTION NO. 2010-11

A RESOLUTION OF THE BOARD OF TRUSTEES OF WESTERN WASHINGTON UNIVERSITY RECOGNIZING THE SERVICE OF STEPHANIE SALZMAN

WHEREAS, in 2002, STEPHANIE SALZMAN was appointed by President Karen W. Morse as Dean of Woodring College of Education at Western Washington University; and

WHEREAS, STEPHANIE SALZMAN brought to her appointment as Dean of Woodring College of Education, experience as a faculty member, associate dean, and director of the Office of Standards and Assessment in the College of Education, Idaho State University; as well as experience as an instructor and student teacher supervisor in the School of Education, California State University, Sacramento; and

WHEREAS, STEPHANIE SALZMAN received her undergraduate degree from the University of California, Los Angeles; her graduate degree from California State University, Sacramento; and her doctorate from University of the Pacific; and

WHEREAS, under STEPHANIE SALZMAN's exceptional leadership, Woodring College of Education has successfully addressed a number of significant goals and is now recognized throughout Washington, and beyond, as a leader in the development and implementation of programs that prepare outstanding teachers, from early childhood to adult education; educational administration leaders; human services professionals; and rehabilitation counselors; and

WHEREAS, under STEPHANIE SALZMAN's guidance, Woodring College of Education has adopted a mission that *fosters community relationships and a culture of learning that advances knowledge, embraces diversity and promotes social justice*; and

WHEREAS, STEPHANIE SALZMAN is a highly effective leader and has served with commitment and distinction as Dean of Woodring College of Education and as a trusted member of the Academic Affairs leadership team; and

WHEREAS, STEPHANIE SALZMAN will be leaving Western to pursue the next stage in her career;

NOW, THEREFORE BE IT RESOLVED that the Board of Trustees of Western Washington University offers thanks and commendation to STEPHANIE SALZMAN for her many achievements and service as Dean of Woodring College of Education.

PASSED and APPROVED by the Board of Trustees of Western Washington University at its regular meeting on December 10, 2010.

Associate Dean Michael Henniger accepted the resolution on Dean Salzman's behalf.

▪ **Program Highlights from Woodring College of Education**

Provost Riordan said that Dean Salzman's last day is January 4, 2011, and Dr. Henniger has accepted the position as Interim Dean of Woodring College of Education. The Provost asked Dr. Henniger to present comments on the many contributions of Dean Salzman.

Dr. Henniger thanked the Board for Dean Salzman's recognition. Henniger said that Dean Salzman has been a remarkable leader at Woodring for the past eight years. He acknowledged the quality faculty and staff throughout the college that made it possible for her to accomplish all the quality achievements at the college. Henniger said that without her vision and leadership, Woodring would have not been able to accomplish as much as it has.

Henniger said that three key points exemplify Dean Salzman's tenure Woodring.

Decision Packages. During Dean Salzman's tenure, Woodring had a number of critical decision packages funded, including Human Services; Secondary Education; Special Education; Early Childhood Education Program; and Teaching English to Speakers of Other Languages.

Strengthened Extended Education Programs. Dean Salzman re-organized and strengthened offerings of Extended Education and turned good programs into outstanding programs. Henniger said this was one of the Dean's biggest challenges as an administrator, but it also was one of her largest successes. Woodring now has model programs in Human Services, Teacher Education, Educational Leadership, and Rehabilitation Counseling, through collaborative partnerships with community colleges in the state.

Assessment and Research-Based Decision Making. Dean Salzman believed that the college needed to do more in assessment and evaluation. In order to accomplish that goal she established a premiere data management system. Through her foresight, Dean Salzman created the Woodring Information System and Data Management Warehouse that is now recognized nationally.

Henniger said that Salzman's tenure as dean was truly extraordinary and she will be sorely missed.

Chair Madsen said that it isn't easy as a leader to come into a quality program and make it better. He said that Dean Salzman was up to the challenge and grew the college further. Chair Madsen wished her well.

MOTION 12-2-2010 Ralph Munro moved, that the Board of Trustees of Western Washington University, approve Resolution No. 2010-11 Recognizing the Service of Stephanie Salzman.

The motion passed unanimously.

5. ASSOCIATED STUDENTS

Colin Watrin, AS President, reported to the Board that the Associated Students Board of Directors is reviewing internal operations of its organization. The review is spearheaded by the AS Vice President for Business and Operations. Areas being addressed include the

Tactile Assessment Program (TAP) and Internship Programs. TAP is a team of people that assess programs and review spending of student funds to serve students in the best possible way. Regarding the Internship Programs, Watrin said work is underway to standardize the internship process, so students can have a good experience and receive credit for their work.

Watrin said that several AS vice presidents have begun work to create a strategic plan for the Associated Students. He said there never has been a plan that guides the organization. The vice presidents are meeting with various offices and programs and looking for common themes and values. He said they have identified five key values for developing a strategic plan: student representation; university collaboration; student development; inclusion; and social responsibility.

Watrin also reported that the Associated Students are preparing for the Legislative Session and referred to the 2011 State Legislative Agenda in the Board packet. The two main issues on the agenda are funding tuition and financial aid. He said there will be a large student effort around legislative issues. He said approximately 50 students will attend Viking Lobby Day in Olympia on January 17, Martin Luther King, Jr. Day.

Chair Madsen thanked Watrin for his involvement and working with the university to keep public education public. He said that during tough budget times there isn't an easy solution, but with the help of students like Watrin perhaps it will make a difference. Madsen said the Board will do what it can to mitigate tuition impacts on Western students while maintaining quality.

6. FACULTY SENATE

Scott Pearce, Faculty Senate President, reported that the Senate's recent focus, with the support of President Shepard and Provost Riordan, has been on shared governance. He said he recently attended a conference on shared governance in Washington D.C. that was hosted by AAUP. He learned to utilize shared governance to build cooperation and a congenial way of decision making. He said the Senate is in the early stages of building principles for shared governance in the colleges. He explained it as a renovation of pre-existing structures by updating them to the 21st century.

Pearce gave the example of the Music Library as a way that the university demonstrated its shared governance principles at the time of difficult budget cuts. He said the President and Provost entered into a complex discussion with faculty that concluded with a decision that is positive for the university. He said that decision helped to build a strong sense of collegiality between the administration and the faculty.

Pearce said that the work on shared governance and how to proceed in the future is part of a broader change to the Faculty Handbook. He reported that the Senate is looking at ways to revise the Handbook and that it may come before the Board later this academic year.

Chair Madsen thanked Senate President Pearce for his involvement surrounding the library issues.

7. CONSENT ITEMS

Trustee Sharpe asked about the item to approve Cyndie Shepard's employment appointment. He said that the Board has not approved incidences where Ms. Shepard is

working but not being compensated. He said the policy outlined in Section 8.6 (*Board Rules of Operation*) does not distinguish between paid or unpaid university work. He said it is important that if Ms. Shepard takes on jobs like the Compass to Campus Program and teaches a university class for no compensation, that those items should come before the Board for approval as required under Section 8.6. Provost Riordan acknowledged the large amount of uncompensated work provided by Ms. Shepard and said that she looks forward to bringing that information to the Board in the future.

Chair Madsen asked about the proposed increase for Summer Session tuition and fees. The Provost said that the increase in fees covers the development and expansion of Extended Education and Summer Programs. She said the university has been offering tuition costs for extended education programs below market rates and the increased tuition and fees aims to bring Western's program costs up to current market rates. She said the 14 percent increase, for in-state students, is the same as last year.

MOTION 12-3-2010 Ralph Munro moved, that the Board of Trustees of Western Washington University, approve the following consent items:

- Approval of Fall Quarter Degrees
- Approval of Summer Session Tuition and Fees for 2011
- Accept and Approve the Employment Appointment for Cyndie Shepard

The motion passed unanimously.

8. UNIVERSITY MISSION, VISION, AND STRATEGIC GOALS

President Shepard said that the new University Mission, Vision, and Strategic Goals mark a significant point in Western's history as it approaches strategically and innovatively moving the university forward. He said often times university strategic plans fail; they are lengthy and difficult to remember, they are developed from the top down, and quickly become outdated. He said Western's plan comes after many conversations with the Board, faculty, staff, and students on how to strategically lead the university. He emphasized the importance of a strategic plan to be adaptable to changing circumstances and new opportunities. He said his role as a leader is to define the university's problems, create the challenges, and hand them off to the talented people who move them forward.

The President said that the University Mission, Vision, and Strategic Goals being presented far exceeds his expectations and emphasized its development from the bottom up. He said he is proud of all the people that were involved with its development.

The President introduced Jeff Newcomer, Engineering Technology Professor and Chair of the University Planning and Resources Council (UPRC). He said that Professor Newcomer led the university effort to develop a new strategic plan.

Newcomer highlighted the items that were changed since the last Board review. He said that after the October Board of Trustees meeting, the UPRC took the Board's advice and made refinements to the draft. It was released to the campus for a comment period and an open forum was held on October 20 for students, faculty, and staff. He said several comments were received from the forum where people thought the plan should better define the university. He said a box was then designed on the right-hand side of the plan that contains defining statements of the university. The UPRC thought it was important to

acknowledge what is important to the campus and yet not create a tedious listing. The last draft was submitted for campus comment on November 5. After all comments were received and reviewed, the UPRC made the final amendments and approved it on November 17. The Faculty Senate considered and approved the final draft on November 22.

Trustee Munro asked what the next steps would be. Newcomer said that the university process is underway and Vice Provost VanderStaay is leading its efforts. Newcomer said the new accreditation standards require the university to build a set of themes, objectives, outcomes, and indicators, which are being built off of the strategic goals. He said that the UPRC is participating in an advisory role.

Newcomer said the other set of steps are budgetary. He said that now that a plan is in place, the colleges and divisions can use it for budgeting decisions and goals. He said the new strategic goals will be used by the UPRC in the development of the capital plan and the operating budget.

President Shepard added that over several years the Board of Trustees have been helpful in directing the university to form dashboard indicators, which the university has done. He suggested creating a subset of the indicators the Board is most interested in and items that were not included that the Board would like to see added. The President said the approach he would like to take is to determine what strategies worked and are agreed upon and let the dashboard indicators logically follow from those.

Trustee Fujikado emphasized the importance of taking the opportunity to bask in the glory of an achievement. She said the Board's job is to say "Congratulations -- job well done." She expressed her admiration for the mission statement and read it aloud:

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

She said that if everyone uses the mission statement as their north star, it is going to be an amazing university.

Chair Madsen said that he is interested in discussing the dashboard that will be driven by the new strategic plan from a Board perspective. He asked about next steps and how it will develop as it goes out to the divisions and colleges. He asked for examples of how that might show up.

- Provost Riordan said the process will begin in January and there will be directions that occur at the divisional levels to focus on the broad strategic goals.
- Vice President Van Den Hul said that the timing worked well with his coming to Western. He said his division has begun to draft a strategic plan process that parallels what the UPRC has done.

Trustee Munro stressed the importance of input from the bottom up. He said it would be good to get the documents out in front of people and ask them where they fit. President Shepard affirmed that process.

- Vice President Coughlin explained that Student Affairs would develop its divisional initiatives and use a bottom-up process. She said her division will be asking how the university strategic goals relate to its various roles.
- Vice President Bowers said that the timing of the strategic goals serves Western well in terms of campaign priorities.
- Vice President Swan said that in terms of marketing and branding, the strategic goals help his division to communicate what the university is all about. He said it enables them to provide integrated messaging to market to communities Western works with.

MOTION 12-4-2010 Ralph Munro moved that the Board of Trustees of Western Washington University, upon recommendation of the President, approve the Western Washington University Mission, Vision and Strategic Goals as presented to replace the 2006 Strategic Plan, effective January 1, 2011.

The motion passed unanimously.

Newcomer thanked the drafting subcommittee of UPRC and other groups for their assistance on the new strategic plan.

9. RESOLUTION NO. 2010-12 AUTHORIZING INVESTMENT OF WESTERN WASHINGTON UNIVERSITY MONIES IN THE LOCAL GOVERNMENT INVESTMENT POOL

Vice President Van Den Hul said that Western currently invests funds in the Local Government Investment Pool by the State Treasurer. The State Treasurer now requires that participating governmental entities evidence authorization through adoption of a resolution by legislative or governing bodies in a format prescribed by the State Treasurer.

Chair Madsen asked where the monies are invested currently. Van Den Hul said that they are very short-term investments, liquid, and safe.

**RESOLUTION NO. 2010-12
AUTHORIZING INVESTMENT OF WESTERN WASHINGTON UNIVERSITY
MONIES IN THE LOCAL GOVERNMENT INVESTMENT POOL**

WHEREAS, pursuant to Chapter 294, Laws of 1986, the Legislature created a trust fund to be known as the public funds investment account, commonly referred to as the Local Government Investment Pool (LGIP), for the deposit of money by an authorized governmental entity for purposes of investment by the State Treasurer; and

WHEREAS, from time to time it may be advantageous to Western Washington University to deposit funds available for investment in the LGIP; and,

WHEREAS, any deposits made on behalf of Western Washington University shall be first duly authorized by the Western Washington University Board of Trustees, its governing body, in this resolution or a subsequent resolution, and a certified copy of said resolution shall be filed with the State Treasurer's Office; and

WHEREAS, the governing body attests by the signature of its members that it is duly authorized and empowered to enter into this agreement, to direct the deposit of Western

Washington University's monies, and to delegate certain authority to make adjustments to the incorporated transactional forms, to the designated individuals herein.

NOW THEREFORE, BE IT RESOLVED that Western Washington University does hereby authorize the deposit and withdrawal of governmental entity monies in the LGIP in the manner prescribed by law, rule and applicable policies and procedures for LGIP.

BE IT FURTHER RESOLVED that Western Washington University has approved the Local Government Investment Pool Transaction Authorization Form (Form) as completed by the Western Washington University's Vice President for Business and Financial Affairs and incorporates said Form into this resolution by reference and does hereby attest to its accuracy.

BE IT FURTHER RESOLVED that Western Washington University designates Western Washington University's President, the "authorized individual", to authorize all amendments, changes, or alterations to the Form or any other documentation including designating other individuals to make deposits and withdrawals on behalf of Western Washington University.

BE IT FURTHER RESOLVED that this delegation ends upon further action by Western Washington University terminating the delegation. It is the responsibility of Western Washington University to notify the State Treasurer's Office immediately when any action has been taken to end this delegation.

BE IT FURTHER RESOLVED that Western Washington University acknowledges that neither the State of Washington nor the State Treasurer guarantees any investment made by the governmental entity in the LGIP and it is possible to lose money by investing in the LGIP. Therefore, Western Washington University agrees to hold the State of Washington, the State Treasurer, and the LGIP harmless from any investment losses incurred as a result of investment with the LGIP.

PASSED AND ADOPTED by the Board of Trustees of Western Washington University, State of Washington, on this 10th day of December, 2010.

MOTION 12-5-2010 Ralph Munro moved that the Board of Trustees of Western Washington University, approves Western Washington University to deposit funds from time to time in the Local Government Investment Pool for purposes of investment by the State Treasurer and hereby adopts Resolution No. 2010-12 Authorizing Investment of Western Washington University in the Local Government Investment Pool.

The motion passed unanimously.

10. UPDATE ON FOCUSED INTERIM ACCREDITATION EVALUATION

On October 20 and 21, 2010, Western hosted Dr. Alan Egger, an evaluator for the Northwest Commission on Colleges and Universities (NWCCU), for a scheduled Focused Interim Evaluation site visit. Professor Egger was on campus to evaluate the university's progress in carrying out the four recommendations provided by NWCCU following the 2008 accreditation self-study evaluation. The four recommendations are related to:

- Transparency and faculty participation in resource decisions;
- Assessment;
- The Library's strategic plan; and
- University committee structure.

Provost Riordan read to the Board several comments received from peers on Western's independent evaluation. The consensus was that Western is to be commended for its ability to respond to the four recommendations. Comments also were made that addressed Western's change of culture, including operational clarity, transparency, and improvements in collegiality and shared purpose. Also to be commended, in the judgment of the commission, are changes in the campus-wide budget process.

In areas of suggested improvement, the Provost reported that further work can be done in the area of student learning outcomes. She said the commission sets high standards and virtually no institution gets a clean bill of health. She said that Western will address this area in a meaningful way.

Trustee Munro asked when the commission would visit in the future. She said the new accreditation process includes an annual engagement. Vice Provost VanderStaay said that the new standards ask the university to live up to its strategic plan. All the work in the university's new strategic plan will make the accreditation process simpler and smoother. He said a report is due on March 1, 2011 and that report requires that Western show clear connections between its accreditation goals and our strategic plan.

Chair Madsen asked about student outcomes. The Provost said that much of what will happen for the strategic plan will be institution-level metrics that the university has. What the commission is looking for is at the level of each of the university's majors and graduate programs that specify learning outcomes. There are metrics or other qualitative ways of assessing whether the students in a program are achieving each one of those learning outcomes.

President Shepard said new student learning outcomes is challenging and represents a shift from saying Western is about teaching to Western is about learning. He said the university's motivation should not be to make an external agency happy, but rather fit learning outcomes within our strategic plan. The President said this subject would make an interesting Thursday afternoon item for the Board.

Trustee Munro asked if there are locations for people to access the standing or accreditation of universities. President Shepard said that the Voluntary System of Accountability Program (VSA) is intended to do that. Vice Provost VanderStaay explained the ways in which comparisons of outcome measures are provided across the nation.

Trustee Sharpe said, regarding a Thursday session, he would like to tie three things together: strategic goals; dashboard; and metrics.

Chair Madsen noted that to be more conversant on the university it is important to have facts available to trustees. He agreed that it would be a good discussion to have for a Thursday meeting.

At 9:38 a.m. the Chair called for a 15 minute break.

The meeting reconvened at 9:50 a.m.

11. BRANDING AND MARKETING UPDATE

President Shepard thanked the Board for its participation and leadership in the university's branding effort. He thanked Vice President Swan for his leadership as well.

Vice President Swan highlighted two popular Western Web sites: *Gaia*, which is popular for the sciences; and *Query*, a resource where people can locate faculty with expertise in a variety of areas and topics. (Handouts distributed at meeting.)

Swan provided an update on the brand initiative and highlighted the following:

- The brand rollout would occur in late January and the new logo will be unveiled at that time as well.
- The timing of the branding initiative works well for a variety of opportunities: transition of the capital plan; Western basketball games on FOX Sports Northwest; and the beginning of a Western-specific TV show on KVOS TV in Bellingham.
- A campus TV station in Western's dorms called KVIK TV, which affords the opportunity for the university to extend its outreach in the community.

Swan reported on the Western Web site reconstruction, which will be a complete overhaul of the home page and Internet structure. The new Web site will be market-oriented and outward facing, and geared to attracting new students and new friends to the university. A campus work group of Web-based professionals are working on the project. The timeline for completion of the new Web site is September 1.

Trustee Fujikado said that the logo is likely being rolled out in context with other branding items. Vice President Swan said he appreciated the input from Trustee Fujikado and her business partner Jim Copacino.

Chair Madsen said that he looks forward to seeing the new logo and how it rolls out. He asked how the university is ensuring that the brand gets appropriately embedded into the institution.

Vice President Swan said there will be two publications that will be available to the university community, a Brand Guide and a Style Guide. He said the Brand Implementation Team, which includes 35 individuals from across campus, will be provided with an explanation of the brand personality and strategy and then engage in discussions throughout campus about living the brand in their areas and throughout the campus community.

President Shepard emphasized the importance of an internal marketing strategy. .

Trustee Fujikado said that Western has a strong three-legged stool: the new strategic plan, the brand, and an additional item that she sees as a one-page budget item. She said the challenges of the budget could go on one page as a starting point. She said one of the challenges is how to represent a budget discussion on one page and integrate Western's brand and strategic plan along with it. She said if these three initiatives can flow together, the university will have a solid framework on which to build.

Chair Madsen said that internal marketing is critical and he was glad to hear that subject brought up. He asked to be notified when the logo is rolled out.

12. CAMPAIGN PRIORITIES

Vice President Bowers said there are overlaps between the brand and the campaign and both are being executed with much intentionality. She said the result is that Western is articulating what Western authentically is. She said that President Shepard has a strong team and that it is up to us to make the university's priorities intentional.

Vice President Bowers reported that the campaign continues to accelerate. She said the brand is being integrated with the campaign materials. It has given the opportunity to strategize the planning process so that in January, when the branding materials are developed, they will reflect the campaign materials. They established a Campaign Communications Committee with members from University Relations and University Advancement. Recently they reviewed portfolios of potential external writers that will assist in developing how the brand will reflect in the campaign materials. She said that with the recommendation of Trustee Fujikado and Jim Copacino, they were able to hire a writer.

Vice President Bowers said that the work of strengthening relationships with supporters is continuing through many meetings and conversations. She said in March 2011 the Collins Group will do formal interviews with approximately 50 individuals and conduct a feasibility focus group study. She said a top priority is to identify the leadership for the campaign.

Trustee Munro asked if there is a list of all the major foundations in the area, is there a site to find members of foundation board members. Vice President Bowers said that there is a publication she could provide to him that has that information.

Chair Madsen said he wanted to clarify that the work of Trustee Fujikado and Jim Copacino is volunteer work and that Western is not contracting with Copacino Fujikado to do any work. President Shepard clarified that the university is not contracting with them; however, the Foundation may wish to do so in the future. Trustee Fujikado said that no money has changed hands. Madsen said that Fujikado's work on behalf of branding and the campaign has been providing her advice. President Shepard said it was *pro bono* and much appreciated. Trustee Fujikado said it is a privilege.

13. COMPASS 2 CAMPUS

President Shepard said that a program like Compass 2 Campus fits in with the strategic direction and vision of the university as Western seeks to be more relevant in the lives of people across Washington State. President Shepard introduced Cyndie Shepard, Compass 2 Campus Program Director.

Ms. Shepard said Compass 2 Campus is a mentoring initiative and a pilot for the State of Washington by House Bill 1986, passed April 21, 2009. She said the bill provides credence to the state's commitment to support this project. She said the program's mission is to create access to higher education through mentoring for traditionally underrepresented, low-income, first-generation students. The program begins for young students in the fifth grade and they are followed through the 12th grade. The goal is for the students to graduate from high school and consider post-secondary education. The program benefits Western students in that it promotes service learning and provides a means for them to give back to their community.

Ms. Shepard noted the goals of the Compass 2 Campus program:

- Introduce fifth grade students to college;
- Empower young students;
- Increase high school graduation rates;
- Boost enrollment into higher education;
- Create opportunities for college students;
- Help our students leadership, communication, and mentoring skills; and
- Strengthen Western's relationships in the community.

Ms. Shepard introduced Shar Sarte Prince, Program Manager. Sarte Prince described the Compass 2 Campus collaborations, including the 220 faculty and staff who opened their offices for the fall tour; Minority Employee Counsel; and Ethnic Student Center. She explained that there is an effort to get diverse Western students to participate in the program as approximately 30 to 35 percent of the Compass 2 Campus students are of color in the K-12 area it serves. Sarte Prince said that the program has a research team that is led by Karen Hoelscher, Professor of Elementary Education. The team includes professors from elementary education, psychology, human services, English Department, and University Residences.

Ms. Shepard said that the program relies on its student mentors. Student mentors are able to enroll for one or more quarters and receive college credit, up to 15 credits. She explained that the Compass 2 Campus program is offered as a Woodring initiative that is part of the Special Education program. She said mentors work in classrooms throughout the fall, winter, and spring quarters. Ms. Shepard introduced Compass 2 Campus mentor, Madison MacDonald.

MacDonald is a junior at Western studying psychology who mentors at Blaine Elementary School. She said she loves the program as it is a great service learning experience and it is rewarding to make a difference in children's lives. She said that the children not only learn academics, but also learn that they are valued and that their hard work will assist them in getting to college. She explained that she works with Title One schools, and some of the children do not have positive role models in their lives. She said the value of having someone that believes in them and tell them they can succeed is a huge deal for them. She said the children need positive role models that care about them, that are trained, and intentional.

Trustee Munro asked how often the mentors see the children. MacDonald said they see them once a week throughout the quarter.

Ms. Shepard said the 5th graders go on a tour of the campus in the fall. She said that 900 5th graders participated this past October. The mentors put in four hours per week as part of the course requirement. She said that the program serves the children from 5th grade through 12th grade. She said a new program of 5th graders is added every year.

Ms. Shepard said that 16 lead students are hired through a Higher Education Coordinating Board work study grant. They are hired as liaisons to the schools and they are trained in leadership, monitor and help mentors, and work with teachers. She introduced lead student Kelly Skillingstead.

Skillingstead said she began the Compass 2 Campus program as a mentor and transitioned to a lead student. She is a senior studying Sociology and planning to graduate in the spring.

Skillingstead said the program has been a great learning opportunity and has helped her communicate better, given her greater confidence, and developed good customer service skills. She said she sees the difference the program has made in people's lives and that her work has contributed in some way.

Ms. Shepard said that the Compass 2 Campus is involved in ten school districts, 16 schools. The mentors provide added support for the students and assist the teachers in the classroom. She introduced Tim Yeomans, Superintendent of the Meridian School District.

Yeomans said that Compass 2 Campus is the number one, best volunteer program he has seen in his 25 years working in public schools. He said he is the superintendent of a rural, poor school district that is challenged in many ways. He said he was first concerned how the students would react in a school that historically been underperforming. He said that the students' experiences resulted in performance data in math and literacy with 5th graders has great improved. He said the Compass 2 Campus volunteers are the number one largest assistance they receive.

Trustee Munro asked who pays for the 5th graders lunch when they visit campus. Ms. Shepard said that the Western Foundation assisted the program in raising money for the field trip to campus, including lunches, busses, and t-shirts. She said they are in the process of writing grants to pay for the program. She said they never intend to take any university dollars to run the program and that the funds come from community involvement.

Chair Madsen said this is a remarkable and emotional program and is what Western's brand is all about.

Trustee Espinoza said in looking at the new strategic plan and the description of what Western is, the values that embody the Compass 2 Campus program is what Western values. Not only in engaging students but also we are members of a community that is greater than ourselves.

Trustee Sharpe said the gift of hope for someone who is hopeless is a powerful gift. He said the first step in moving ahead is to have hope. He also said that those who participate and create that gift of hope can make a difference.

14. SPACE AND UNIVERSITY FACILITIES

President Shepard said he would use this agenda item as an opportunity to note the extraordinary efforts of all the people who responded to the November 23 emergency situation in Old Main. The president described how the sprinkler system pipe burst and the fire suppression system turned on and emergency pumps kicked in pumping vast quantities of water through the system and throughout the floors of Old Main. He said that Francis Halle, Director of Space Administration, was at the scene the night of the incident salvaging papers, files, equipment, and art. The campus rallied quickly the day before Thanksgiving and worked through the holiday down time. The president noted all the fine efforts and expressed his appreciation. President Shepard introduced Francis Halle.

Halle said he would talk about the consolidation of staff currently housed in leased space and how they will be moved to the main campus. Halle said the starting point is to look at vacant and underutilized space and the potential of putting units together. The three buildings with expiring leases are the Costume Shop, Ving! Dance Studio, and the Sehome Professional Center at 32nd Street. Halle said the offices in the Sehome Professional

Center will be vacated by July 2011. Human Resources will be moved to the Humanities Building upon completion of the Miller Hall renovation. Halle said that Woodring College would accommodate Extended Education and Summer Programs (EESP) entirely in Miller Hall, which is an example of combining complimentary operations on campus.

Halle discussed moves within the Libraries. He said the inactive parts of the library collections would be moved into a storage facility, to create more space for student services and further develop the concept of a learning commons. He said that Tutoring Services, currently located in Old Main, would be moved in the library and fits well with the learning commons concept.

Halle explained the moves that will occur at the 32nd Street building, the building owned by the university. He said that there is vacant and underutilized space and the following departments will be moved: Telecommunications, Campus Compact, and Testing Services will be accommodated in this building.

Halle discussed upcoming moves in Old Main. He said that Disability Services will be relocated into the space vacated by Testing Services; since Disability Services also does testing the setup in the old Testing Center works well. He said a plan is underway to utilize the prime first floor space in Old Main to create a centralized, store-front for Financial Services for students that will include the Cashier's Office and Student Accounts.

Halle said that various campus groups have discussed possible changes to the Reading Room in Wilson Library. He said the discussion is not related to the lease consolidation, but to begin a conversation about one of the most significant interior spaces on campus. Students refer to the room lovingly as the Harry Potter Room. Halle said that currently the room is poorly used. Halle showed a photo of a Reading Room at Chapman Learning Commons at the University of British Columbia where the room was updated with fresh paint, new carpet, and added brown leather club chairs and computer tables, but is still true to its original architecture. The students love it and it is well used. He said that something similar could be done in Western's Reading Room. It could be more widely used as a multipurpose function such as seminars, formal events, and other gathering opportunities.

Chair Madsen thanked Halle for the presentation.

15. OLYMPIA UPDATE

Sherry Burkey, Associate Vice President for University Relations, reported that the governor called a special session on Saturday, December 11. The legislature will be looking at a 1.1 billion dollar deficit in the current fiscal year. She said next year's legislative session begins January 10, 2011, and will be dealing with a budget deficit of 3.6 billion to 5.2 billion dollar deficit for the 2011-2013 biennium. She said it is a very difficult time for everyone involved. Burkey said that the governor will put out her budget on December 15.

Burkey said that she continues to work closely with campus student leadership, meeting on a weekly basis with students, faculty, and union leadership to coordinate Western's messaging. She said that going into the session Western has an exceptional team. She said they are also working closely with the other higher education colleges and universities. She said that President Shepard's involvement with the Northwest Higher Education Coalition has been positive. The presidents of the Northwest Higher Education Coalition, along with President Shepard, will participate in an editorial board visit together. Burkey said there are significant opportunities like the coalition at a time of limited resources.

16. AUDIT COMMITTEE REPORT

Trustee Sharpe, Board Audit Committee member, reported on the December 9 Audit Committee meeting.

Sharpe said that the State Auditor's Office presented its Accountability and Compliance Audit. There were no findings and no management letter. He said the Audit Committee has developed a good working relationship with the State Auditor's Office.

Sharpe said that KPMG presented the University Financial Statement Audit and Auxiliaries Report. There were no findings and no management letter. He said that this ends an eight year engagement with KPMG. During the course of the engagement, Western's financial reporting was enhanced significantly. He said the Audit Committee feels comfortable turning the financial audits over to the State Auditor's Office. He said there are financial savings associated with that and Business and Financial Affairs is in a position to maintain the level of financial reporting.

Trustee Sharpe noted that there was a review of President Shepard's expense account for the third quarter and it was zero and therefore no activity to audit.

Chair Madsen opened the meeting for other items for discussion.

Vice President Coughlin called the Board's attention to the Auxiliary Capital Plan Update for University Residences. She said that the document had been updated and uploaded to the Board Web site, but that trustees had not received the updated document in their Board notebooks. Coughlin handed out the updated version. She said the ten-year capital plan included seismic upgrades and sprinklers.

Chair Madsen noted in the Enrollment and Admissions Summary a comment about being over-enrolled this year and enrollments may decline in coming years. Vice President Coughlin said Admissions will try to keep the same enrollment and shape the way enrollment with more emphasis on out-of-state students. President Shepard said the plan is to change the nature of the enrollment in terms of going after high performing, out-of-state international students. The president said it has been a goal of the Board to reach 9 percent out-of-state students, which includes international students.

Madsen asked, under Veteran's Activities, for further information on the veteran's benefits for 36 months. He asked if that was 36 months of schooling. Vice President Coughlin said that the benefit is paid in quarters and therefore is four years of education.

Trustee Espinoza asked if there is a group or meeting for informational purposes for veterans. Vice President Coughlin said that the Northwest Coalition has plans for expanding veterans activities and President Shepard is taking a lead on that.

17. INFORMATION ITEMS

▪ Alumni Relations Report

Vice President Bowers provided a written report on the university's Alumni Relations.

- **Auxiliary Capital Plan Update for University Residences**

Vice President Coughlin provided the Board with information regarding the capital plan for Western's housing and dining facilities.

- **Capital Program Report**

Vice President Van Den Hul provided a written report on the university's capital program.

- **Development Report**

Vice President Bowers provided a written report on activities of the Western Washington University Foundation.

- **Enrollment and Admissions Summary**

Vice President Coughlin provided an update on the university's enrollment and admissions.

- **Quarterly Academic Program Report**

Provost Riordan provided a brief report on the recent activities of Academic Affairs.

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

Vice President Coughlin provided information on Western's compliance with the federal Jeanne Clery Disclosure of Campus Security Policy and Campus Crime Statistics Act.

- **University Relations Report**

Vice President Swan provided a written report on the recent activities of University Relations.

- **Veteran's Activities**

Vice President Coughlin provided an update on progress in serving veterans on Western's campus.

- **2009-2010 University Financial Report**

A copy of the university financial report was included in the Board packet.

- **2009-2010 University Auxiliaries Financial Reports**

Copies of the university auxiliaries financial reports were included in Board packet.

18. DATE FOR NEXT REGULAR MEETING: February 10, 11, 2011

19. ADJOURNMENT

The meeting adjourned at noon. The Board proceeded to lunch where they honored and recognized 15 newly tenured and promoted faculty.

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

TO: Members of the Board of Trustees
FROM: President Bruce Shepard
DATE: February 11, 2011
SUBJECT: Recognition of Faculty and Staff

Janelle M. Leger, Physics and Chemistry – National Science Foundation Early Career Award

Dr. Janelle M. Leger, whose joint appointment position within the Departments of Physics and Chemistry was created as part of the Advanced Materials Science and Engineering Center's decision package, has recently received a National Science Foundation (NSF) Early CAREER award. CAREER is NSF's "most prestigious award in support of junior faculty who exemplify the role of teacher-scholars through outstanding research, excellent education, and the integration of education and research within the context of the mission of their organization." Since joining Western in the Fall of 2008, Dr. Leger has become an extremely active teacher and scholar, having developed two new courses as part of the creation of the new AMSEC minor and involving seven students (from three departments) in her active research program. Dr. Leger is also one of the five PI's (from four departments) on the large interdisciplinary *SOLAR: Tandem Waveguide Solar Luminescent Collector* project that was seeded by AMSEC pilot project funding. She, along with Chemistry faculty members Patrick and Emory, wrote a successful Major Research Instrumentation proposal for a new Atomic Force Microscope. Last year she also received an NSF Faculty Development award. These awards and activities highlight her numerous awards and development projects underway. Before joining Western's faculty, Dr. Leger was an NSF Discovery Corps Postdoctoral Fellow at the University of Washington and received her Ph.D. in Physics from the University of California at Santa Cruz.

Kathleen Saunders, Anthropology – Eleanor Roosevelt Global Citizenship Award

Kathleen Saunders came to the Anthropology Department at Western in the Fall of 2000 directly from graduate studies in Anthropology and Biomedical Ethics at the University of Minnesota, Minneapolis. Her fields of specialization are science, technology, and society and economic anthropology. Professor Saunders was invited to become a Service Learning Faculty Fellow seven years ago. She applied the pedagogy learned in that program to her teaching of Economic Anthropology by incorporating projects around hunger and food insecurity to make the connections between local conditions and global processes. It is this work for which she was awarded the 2010/11 Eleanor Roosevelt Global Citizenship Award by the Center for Public Anthropology, a US and Canadian organization that promotes anthropology in the service of humanity. Named to honor the 20th century's "First Lady of the World," this award recognizes Professor Saunders' exceptionally effective participation in Public Anthropology's Community

Action Online Project as well her wider activities in the public sphere. Only a select few – fewer than one percent of the faculty teaching introductory anthropology courses throughout North America – receive this award. Among Professor Saunder's other honors is the College of Humanities and Social Sciences' Ronald Kleinknecht Excellence in Teaching Award which she received in 2009/10.

Christine Compston, Director of Western's Fellowships Office

Christine Compston is the Director of Western's Fellowships Office. Distinguished fellowships are an important marker of a university's success and service to its students. The successful award of a distinguished fellowship, however, can require a long and coordinated effort involving interviews, faculty recommendations and lengthy student applications. Dr. Compston coordinates these activities and mentors students in the application process. Under Dr. Compston's leadership, the number of Western students who receive distinguished fellowships each year has more than tripled. These fellowships include a Boren Scholarship, a Gilman Scholarship, the Hollings NOAA scholarship, DAAD German Exchange awards, Fulbright Scholarships and Graduate Fellowships from the National Science Foundation, Phi Kappa Phi, Smith College and other institutions. Western students landed so many Fulbright Scholarships last year that the university was recognized as one of the nation's top "Fulbright Producing Universities." In addition to her leadership activities in the university's Fellowships Office, Dr. Compston is an expert on the history of the Supreme Court and her publications include books on Earl Warren and Oliver Wendell Holmes. She has held appointments as a liberal arts fellow at Harvard; as a Fulbright Scholar; as the founding director of the National History Education Network; and as a consultant for the PBS production *Where in Time is Carmen Sandiego?*

Steven VanderStaay, Vice Provost for Undergraduate Education – Semifinalist for 2011 Outstanding First-Year Student Advocates

Every year, the National Resource Center for the First Year Student Experience recognizes individuals on college and university campuses who serve as outstanding advocates for undergraduate first-year students. This year, from among 130 nominees, Steven VanderStaay, Vice Provost for Undergraduate Education, was recognized nationally as one of five semifinalists for the Outstanding First-Year Advocates Award, and will be listed on an honor roll in the program for the awards ceremony at the NRC's upcoming national conference. Included among the accomplishments that made Dr. VanderStaay an exceptionally strong candidate for the Outstanding First Year Advocates Award are: Viking Launch which is a fall early-start program for freshmen framed to support student success, retention and graduation; Freshman Interest Groups which place freshmen from large lecture courses into small group seminars, ensuring they have a smaller, discussion style course in their first semester; First Year Experience which encourages academic departments to allow faculty to offer seminar courses in areas that might normally be offered as large lecture courses, or to offer seminar courses in areas of expertise that they might not normally have an opportunity to teach; and Western Reads which is a campus-wide reading program designed to promote intellectual engagement, community, and conversation. Dr. VanderStaay, who also serves as the university's accreditation liaison officer, has a faculty appointment in the Department of English.

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

TO: Members of the Board of Trustees
FROM: Dennis Madsen, Chair, Board of Trustees
DATE: February 11, 2011
SUBJECT: Board Chair Report
PURPOSE: Information Item

Purpose of Submittal:

Board Chair Dennis Madsen will report to members of the Board and President Shepard and his staff on topics related to the Board of Trustees.

RESOLUTION NO. 2011-01

**A RESOLUTION OF THE BOARD OF TRUSTEES OF
WESTERN WASHINGTON UNIVERSITY
WELCOMING TRUSTEE KAREN LEE**

WHEREAS, on December 10, 2010, Governor Christine Gregoire appointed Karen Lee of Covington, Washington, to serve a term on the Western Washington University Board of Trustees through September 30, 2016; and

WHEREAS, Karen Lee brings to her appointment as a trustee years of experience in government, including serving as Commissioner of the Washington State Employment Security Department; and

WHEREAS, Karen Lee brings to her appointment as a trustee years of business experience in both the for-profit and nonprofit sectors having worked at Puget Sound Energy and her current position as Chief Executive Officer of Pioneer Human Services; and

WHEREAS, Karen Lee brings to her appointment as a trustee an understanding of higher education issues by serving as past president and trustee of the University of Washington Alumni Association; and

WHEREAS, Karen Lee has served her community by being a member of the Washington State Bar Association, president of the National Association of State Workforce Agencies, and former member of the Cascade Land Conservancy; and

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

WHEREAS, Karen Lee has declared his commitment to serve as a member of the Western Washington University Board of Trustees;

NOW, THEREFORE BE IT RESOLVED, that the Board of Trustees of Western Washington University officially extends a warm welcome to Karen Lee as she begins her term on the Board.

PASSED AND APPROVED by the Board of Trustees of Western Washington University at its regular meeting on February 11, 2011.

Dennis Madsen, Chair

ATTEST:

Betti Fujikado, Secretary

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

TO: Members of the Board of Trustees

FROM: Bruce Shepard, President

DATE: February 11, 2011

SUBJECT: President's Report

PURPOSE: Information Item

Purpose of Submittal:

President Shepard will update members of the Board on Western programs serving Everett.

**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 11, 2011

SUBJECT: **Associated Students**

PURPOSE: Associated Students Report

Purpose of Submittal:

Colin Watrin, AS president, will brief the Board on recent activities of the Associated Students.

**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 Faculty Senate
DATE: February 11, 2011
SUBJECT: Faculty Senate
PURPOSE: Information Item

Scott Pearce, Faculty Senate President, will brief the Board on recent activities of the Faculty Senate.

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

TO: Members of the Board of Trustees

FROM: President Bruce Shepard

DATE: February 11, 2011

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

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 11, 2011

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 2011, effective March 19, 2011.

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: Bruce Shepard, President
DATE: February 11, 2011
SUBJECT: Financial Statements and Operating Budgets
PURPOSE: Discussion Item

Purpose of Submittal:

President Shepard will provide Board members with information on operating budgets and how they relate to the university's financial statements. Additional materials are being sent, electronically, to Board members prior to the meeting; these materials will also and simultaneously be available to the campus and the public through the web pages of Western's Office of University Planning and Budgeting.

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

TO: Members of the Board of Trustees
FROM: Bruce Shepard, President
DATE: February 11, 2011
SUBJECT: Strategic Budgeting Update and Process for the Next Biennium and Beyond
PURPOSE: Discussion Item

Purpose of Submittal:

President Shepard will provide Board members with an update on Western's strategic budgeting and explain the university budget process for the next biennium and the future. The need for further discussion of how these processes should be refined will depend upon conclusions reached during the immediately preceding Thursday afternoon Board session.

Supporting Information:

- Budget Planning Directions - attached

WESTERN WASHINGTON UNIVERSITY

PREPARING THE 2011-13 OPERATING BUDGET AND UNIT LEVEL STRATEGIC PLANS

STRATEGIC BUDGETING DIRECTIONS,
CRITERIA, AND GUIDELINES FOR
PREPARING PLANNING UNIT PROPOSALS

JANUARY 13, 2011

PREPARED FOR PLANNING
UNIT LEADERS

PREPARING THE 2011-13 OPERATING BUDGET AND UNIT- LEVEL STRATEGIC PLAN

STRATEGIC BUDGETING DIRECTIONS, CRITERIA, AND GUIDELINES

HOW TO USE THIS DOCUMENT

Earlier, and following our established strategic budgeting processes, we prepared a budget *proposal* for the coming (2011-13) biennium. Come July 1, 2011, we will have to have an actual *operating* budget for Western. This document provides directions, guidelines, and criteria for developing the operating budget.

It all begins, bottom up, with planning units. So, this document is written primarily for planning unit leaders as they fulfill their leadership responsibilities for openly and collegially developing operating budget proposals. The document also describes just how those efforts then become a part of the subsequent planning and budgeting processes. But, getting it right at the beginning is the most critical of all the steps; the pieces that then follow – right up to the president’s final recommendations and the Trustee’s actions -- involve less and less ability to meaningfully shape the budget.

A word of caution, particularly for those who consider themselves old hands at this: It’s a new budget process. There are changes in practice. There are important nuances developed throughout this document. Please do take the time to become familiar with them. And, where you find lack of clarity or are unsure about something, do ask! Deans should ask the Provost. Vice presidents, governance leaders, and the UPRC chair should ask the president.

And, if you think something in here is wrongheaded, do also bring that to the attention of the same folks. This document is our current best thinking, bringing together the thoughts of all the aforementioned, including UPRC and governance leaders. But, where it can be improved – even while in operation – we should not be reluctant to improve it.

HOW TO BEGIN

In a word, “strategically.”

It begins at the planning unit level. It begins with the university’s strategic plan. You, we all, simplified it this fall – down to one page. It is sufficiently central to the planning and budgeting processes that it appears as a part of these guidelines and can be found [here](#).

As possibilities – both possible initiatives and possible reductions – are considered, they should be evaluated against the strategic goals in that plan. And, against the core values that are, also, as integral a part of the university’s strategic direction.

Do also think broadly about the opportunities, even in tough times, to initiate. Universities as dynamic as Western never stop experimenting, improving, trying new approaches. Our old

budgeting processes, focused solely on diminishing state dollars, failed to capture the many undertakings by which highly talented and creative colleagues continue to respond to challenges, yes, but to opportunities as well.

In particular, use the forms to include improvements and efficiencies that do not require state dollars. We are regularly blasted by those who do not know the true story with the assertion that we are inefficient. The data are clear and we regularly cite it: public four-year higher education in Washington leads the nation in standard measures of efficiency and effectiveness. But, it is also true that, in our traditional approaches to budgeting, we do a poor job of capturing and recording these efforts (because they do not involve seeking additional resources). The new budget and planning tables do provide the means to identify all the ways planning units are innovating to pursue initiatives.

We also encourage taking a longer-term view. Yes, the next biennium is going to be tough. But, Western has been here for well over a hundred years and will be here a hundred years from now. Even as budgets lurch from year to year, you always are thinking several biennia into the future – after all, that’s what we do: prepare students, communities for the future. Our strategic budgeting process encourages and seeks to capture that longer term thinking.

It is in these three notions: be strategic, think broadly about what we do and are capable of doing, think well ahead – that this is, actually, much more a planning process than a budgeting process.

And, that captures the ways in which the budget process has changed. In the forms that planning units will use to record and then share, campus wide, the results of their deliberations, in the rationales that will be presented for each initiative, and in the evaluations, recommendations, and decisions that are then made and then justified, you will find these three additional features:

1. Proposed initiatives are presented, considered, and evaluated within the context of specific strategic goals.
2. Proposed initiatives are not limited to only those that depend upon new state support. Indeed, given that there is little likelihood of such support for the next biennium, the initiatives presented will be linked to the other ways we have to accomplish strategic ends.
3. Proposed initiatives may look ahead cross three biennia.

OTHER COMPONENTS OF THE PROCESS

BEING STRATEGIC AT THE PLANNING UNIT LEVEL

While guided by the university-level strategic goals, proposals from planning units must also serve the priorities and directions established by planning units.

Planning units have previously developed analyses of external opportunities and threats as well as internal strengths and challenges. Those certainly should be reviewed and revised as appropriate.

Most planning units have recently completed processes to set or review priorities, needs, and such. The efforts go under any number of labels so we do not prescribe exactly what must be done by planning units. But, where such efforts are in place, they should – once critically and collaboratively reaffirmed or readjusted -- add helpful meat to the “30,000 foot-level” strategic goals the university has, together, agreed upon. Where such efforts are not in place, seeing that they are would also be a good place to begin.

BEING OPEN AND INCLUSIVE

Processes for reaching conclusions vary among the diverse planning units that comprise Western. What works in one area would not be suitable for another unit. So, again, centrally, we do not prescribe a particular process. *This we do require.* As the very first step, the planning unit leader, consulting as appropriate to the culture of the unit, develop a written description of the open and inclusive process by which the unit's operating budget proposals will be developed and finalized. That "plan for planning" is to be available to all members of the planning unit for a period of reflection, comment, and improvement, and then, when finalized, provided to the Office of Budget and Planning where it will become part of the 2011-13 operating budget planning processes and publicly posted as such.

Please note, as UPRC has recently discussed, that "scale" really matters. That is, if taken down to too fine a level in then going bottom up, very small units with all resources connected to personnel will have a challenge discussing options to reduce budgets. This becomes one of the matters to consider within planning units as they prepare their "plan for planning."

BUT UNDERSTAND THERE MAY BE A NEED TO PROCEED CONFIDENTIALLY WHERE OUR PROCESSES SO REQUIRE

Where a planning unit or planning unit leader identifies, as a possibility, the consideration of a program elimination or major reduction, the appropriate vice president is to be notified who will then inform the president. Our policies require that this be done *before* further consideration can proceed. We must and will follow established university policy – including governance consultation (the specifics of which are being refined as this document is being written) – to determine if the consideration of the possibility can be done openly or if, initially, there must be confidential evaluation. The current policy and the rationale for confidential consideration of program eliminations can be found [here](#). There are also critical provisions in our collective bargaining contracts that might come into play; another important reason to consult early on where a program elimination or major reduction may become a possibility for consideration.

THINKING OUTSIDE THE PLANNING UNIT BOX

Where, in your planning unit deliberations, you see opportunities to be more effective or efficient and realization requires changes elsewhere in the university – practices, policies, procedures – please do identify those. If you see efficiencies, whether or not they would involve your planning unit, certainly identify those as well.

Further, when it comes to proposed budget reductions, we have the principle that one planning unit may not meet its initial targets by passing the problem (cut) on to other units. More precisely, what we have said is that the net savings (overall savings minus costs to other units) may be claimed by the planning unit. It works both ways, though. If you see a change in your unit that would create savings that accrue elsewhere, take full credit for the savings. That has happened recently in several ways: e.g., a planning unit deciding to let a lease expire; the lease was being paid centrally; the planning unit got full "credit" for the central savings.

SUPPLEMENTAL DIRECTION AND GUIDANCE

Vice presidents may, for their divisions, provide supplementary direction, guidance, and processes.

TIMING AND THE STATE FUNDING ENVIRONMENT

As is always the case, “bottom up and transparent” requires that we start building our budget before we know what our budget is. The calendar dictates: fiscal year for which we must have an approved budget begins July 1; so, we must have a budget ready to recommend to Trustees at their (early) June meeting; legislature, though, may not finalize the budget until May. In order to do the planning and thinking at the planning unit level, efforts had to begin early. And, much of that has happened. Then, specifics have to be developed, critiqued, and finalized at the planning unit level. Then, there are the steps that must follow including web postings of proposals, audiocast presentations of proposals, and opportunities for governance and other interested collaborators to help improve the final result.

There are biennia when this is no problem. We have submitted a detailed budget request and it ends up being what the legislature, largely, approves. At such times, turning a budget request into an operating budget can be a largely mechanical or bookkeeping exercise. These are not such times.

Our budget request bears very little resemblance to what is likely to emerge from the legislature some months hence. But, what is likely to emerge this time?

There is great uncertainty. We have the Governor’s proposal but, in Washington, each legislative chamber follows a path independent from each other as well as from what the Governor has proposed. And, to come up with a budget number for Western, we have to estimate not only what the state fund appropriation might be but, as well, what will happen on the revenue side, particularly with tuition.

We do not want to estimate low because, then, and in very short order, you would have to go back to the drawing board to find more cuts. Estimate too high and we needlessly create great angst for the people and programs involved in areas that may or may not, in the end, be affected.

Our directions do set targets based upon our best estimates, at this time, of the range of possible cuts we will end up facing for 2011-13. Please be aware that there is more uncertainty, though, about where things will end up than those of us responsible for making the estimate have previously witnessed. As we have always said in the past – but so far have not had to cash in – today’s directions are subject to change if the fiscal situation changes in ways unanticipated.

PREPARING THE UNIT LEVEL STRATEGIC PLAN AND OPERATING BUDGET

THE UNIT STRATEGIC PLAN

[Tables 1-A \(2011-13 Biennium\)](#), [1-B \(2013-15 Biennium\)](#), and [1-C \(2015-17 Biennium\)](#) provide the means for succinctly summarizing, for the rest of campus, the major initiatives comprising the unit-level strategic plan.

In completing these tables, please also:

1. Include a brief introductory more fully developing the key initiatives in the tables with explanations of the logic behind them. Consider the audience to be colleagues across

campus, members of the UPRC, the president, Trustees, and others very much interested in the unit's intended directions but not a part of the unit.

2. Know we understand that anything in Table 1-B or Table 1-C is subject to unilateral change at the planning unit level. Plans are snapshots of our best thinking at a particular point in time and what makes good sense today may be superseded by different thinking or new opportunities tomorrow.
3. Realize that we expect no new state funds for Western in 2010-13. Any initiatives requiring such should be addressed through reallocation at the division (vice presidential) level. Or, made a part of the plans for a subsequent biennium.

One division – Academic Affairs – is comprised of multiple planning units. The work at the planning unit level will then be integrated and presented in a single set of tables for Academic Affairs. The process for going from multiple unit plans to an integrated division plan will be developed by the Provost and Vice President for Academic Affairs in consultation with the deans and the chair of the UPRC.

It may seem Pollyannaish to be thinking creatively biennia out given the current tough times. These times will change, though! And, as the times change, Western will be prepared. Initiatives cannot be quickly pulled together. At least not ones thought through well enough to be persuasive externally and that, internally, most closely align with institutional mission, direction, and values. So, planning units are strongly encouraged, even in these challenging times, to be planning for brighter futures.

Having completed the explicitly identified open and bottom up processes mentioned much earlier, the relevant vice president is responsible for deciding the particulars of the division's strategic plan as presented to campus.

THE 2011-13 OPERATING BUDGET.

Once again, we must look at ways to reduce budgets, achieve savings, and increase revenues as we develop the 2011-13 operating budget. Unfortunately, we have had far too much recent practice doing such, and the processes, forms, and procedures are in place.

Proposals for cuts, revenue increases, and savings must total a number set for each division. The proposals should be guided, to the extent possible, by the university's strategic plan and core criteria. The same basic priorities should be applied by planning units and will be followed throughout the process:

1. Protect core academic mission.
2. Among options of similar centrality to the core mission of the university, protect highest quality.
3. Within the higher order constraints imposed by the preceding two considerations, protect occupied positions.

While those are our long-standing overall criteria, we cannot be sanguine about this clear fact: as was demonstrated during the supplemental cut process for the fiscal year we are now in, it is simply impossible to fully protect core mission or to avoid damaging high quality programs.

Again, Academic Affairs will present the campus with an integrated approach, having started from proposals developed at the planning unit level, paralleling processes used to develop an integrated strategic plan from among the constituent unit plans.

Use the forms provided by the Office of University Planning and Budgets for recording proposed reductions, savings, and revenue increases. And note this nuance:

Organize proposals either in:

- a. Priority order from “take first” to “take last,” or
- b. Within tiers: at cut level X do the following; at Y, do something else (which may or may not include the preceding).

The reason for this additional wrinkle has to do, again, with the different situations of planning units. For some, “a” is the usual approach and works well. For others, a smaller cut might be handled one way while a larger cut would require a different approach.

Having completed the explicitly identified open and bottom up processes mentioned much earlier, the relevant vice president is responsible for deciding the particulars of the 2011-13 operating budget proposals that are to be presented to campus

HOW ARE THE DIVISION-LEVEL TARGETS SET?

As has already been noted, guess work and crystal ball gazing is unavoidable. We must begin developing a budget while we are a long way from knowing what the budget will end up being. And, as has been noted, that crystal ball is unusually murky this time around.

Still, a call has to be made. The president and the vice presidents have made their best estimate of what the final net cut to the university is most likely to be. To that, this time around, they have had to add known additional budget commitments that must be made. Then, two percentages were picked – a lower and a somewhat higher percentage – hoping that the final cut would fall in that range.

While the percentages are not secrets, we also don’t broadcast them. The way the political system works, we are a long ways from having a final budget and if we were to publish plans for “worst case” scenario right off the bat, that would very quickly become, down in Olympia, “best case” baseline while legislators worked to solve budget problems other than ours.

Once the percentages are guessed at, then the consequences are apportioned among divisions in proportion to share of the budget.

As uncomfortable as it may make you feel – presidents and vice presidents certainly feel that way – the word “guessed” was consciously chosen. We are guessing and doing so amidst far greater uncertainty than any of us have previously, over the course of long years, felt. So, do not be surprised if there are subsequent adjustments. Or, if we have to come back and make further adjustments in 2011-12 for the second (2012-13) year of the biennium.

Initial targets, as just explained, are initially applied across the board. This always leads to confusion, though, for final cuts should not be across the board. And, they never have been. Again, a matter for which we have had far too much experience but, if you question this, do check the facts.

Here’s the logical problem. Without knowing what a cut might be in tangible terms, there is no a priori basis setting initial targets differentially. Only after seeing possible consequences – all of us

seeing them – do we have bases for making choices that are guided by our planning principles, strategic goals, and core values. That is how our process has and will continue to work.

WHAT IS NEXT?

This document provides background for the most important steps in the process: those that occur initially and at the level of the planning units. The steps that then follow culminate, eventually, with consideration and action by the Western Board of Trustees. The intermediate opportunities for review, evaluation, and decision-making are identified in other documents available on the web site of the Office of University Planning and Budgeting.

A [timeline](#) can also be found at the same location. Please do understand that the timeline is based upon the assumption that legislative action will be completed on schedule. That may not happen – it did not happen last spring as the legislature took an extra month to complete action. And, as was the case last spring, we must be prepared to adjust the currently posted timeline based upon what transpires in Olympia.

And just as this year's process has been adjusted in light of a critical review of last year's efforts by those involved, upon completion of the 2011-13 operating budget, we will again invite all involved to identify lessons learned ways we can improve subsequent efforts.

**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: December 10, 2010

SUBJECT: **Branding and the Capital Campaign**

PURPOSE: Discussion Item

Purpose of Submittal:

Steve Swan, Vice President for University Relations, and Stephanie Bowers, Vice President for University Advancement will give an update on Branding and the Capital Campaign.

**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 11, 2011

SUBJECT: Cost of Instruction and Access to Classes
Catherine Riordan, Provost & Vice President for Academic Affairs
Steve VanderStaay, Vice Provost for Undergraduate Education

PURPOSE: Informational Item

Purpose of Submittal:

This presentation

- Discusses the factors that influence the cost of education, from an institution's perspective, and also from a students' perspective. The discussion provides background information that informs the variability among costs and opportunities that exist to control costs, and
- Describes the results of the "bottleneck" initiative to rapidly direct funds to open up additional sections of high demand courses necessary for student progress.

Supporting Information:

<http://chronicle.com/article/College-Prices-for-Full-Time/125213/>

<http://chronicle.com/article/Tuition-Fees-interactive/125043/>

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

TO: Members of the Board of Trustees

FROM: President Bruce Shepard by Sherry Burkey, Associate Vice President for University Relations

DATE: February 11, 2011

SUBJECT: **Olympia Update**

PURPOSE: Discussion Item

Purpose of Submittal:

Sherry Burkey, Associate Vice President for University Relations will give an update on the 2011 legislative session.

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

TO: Members of the Board of Trustees
FROM: Peggy Zoro, Chair, Board Audit Committee
DATE: February 11, 2011
SUBJECT: **Audit Committee Report**
PURPOSE: Information Item

Purpose of Submittal:

To report to members of the Board of Trustees and President Shepard and his staff topics related to the Board Audit Committee.

**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 11, 2011

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

The Western Alumni Association in partnership with numerous University Departments, launched a live web-streamed event last week featuring the 2010 Western Read's author. Alumni from as far away as Indonesia participated. Numerous campus lectures and speakers are planned for the upcoming months as we expand this live web-streaming offering including the February 15th Naomi Ban sold-out, campus lecture.

Alumni Association Memberships continue to be a key indicator in engagement with and support of the University. A recent analysis of Life Membership showed that since July,

- 17 former Annual Alumni Association members purchased a Life Membership and 10 purchased a Life Membership as their first Association membership.

Additionally,

- 11.8% of Life Members and 9% of Annual Members have made a gift to the University since July

Alumni Events

Ongoing broad-based engagement opportunities continue to be a focus. Since July, we have planned and executed 20 events and programs with an additional 11 in the upcoming three months including:

RECENT PROGRAMMING INCLUDES:

Student Programming	Broad Based Alumni Programs
12/11 Graduation	1/18 Western Reads Video Streaming
	1/19 Inside Perspective/College Admissions (Bellingham)
	2/9 – Traveling Professor (Bellevue)

UPCOMING PROGRAMS:

Student Programming	Broad Based Alumni Programs
3/17 – Senior Celebration	2/12-19 – Mexican Riviera Cruise
3/19 - Graduation	2/14 – Let Western be your Sweetheart (Olympia)
6/8-9 – Senior Celebration	2/15 – Naomi Ban Presentation (Online)
6/10 – Outstanding Graduation Ceremony	2/16 – WWU vs. Central Men's Basketball Pre-Game Bash (campus)
6/11 - Graduation	2/16 – Basketball View Parties (Seattle, Bellevue, San Diego, Scottsdale, Olympia)
	3/2 – Brews with Bruce (campus)
	3/9–The Evolution of an Investment Idea Presentation (campus)
	4/2 – VIP Tour: Future Flight Museum at Boeing
	4/6 – Traveling Professor (Seattle)
	5/12-13 – Alumni Awards (campus)
	5/13-15 – Back 2 Bellingham Weekend (campus)
	7/14 – Grandparent's U

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

TO: Members of the Board of Trustees

FROM: President Bruce Shepard by Vice President Richard Van Den Hul

DATE: February 11, 2011

SUBJECT: Annual University Police Report

PURPOSE: Information Item

Purpose of Submittal:

To provide an annual update of the University Police Department (UPD)

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 also serves on the Executive Board of WASPC and the Legislative Committee.

The University Policing Committee meets quarterly. The committee has a mutual aid agreement with the six agencies for responding to major disasters or events, and a "best practice" policy for dealing with threats of violence and response to violent situations on campus. The departments are also working toward plans for joint exercises in emergency response, joint operations for major events and other possibilities for combining of resources to improve training and increase efficiencies.

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 taken over funding of the coalition in partnership with the Bellingham Police Department, since the grant funding expired. **Whatcom Community College** and **Bellingham Technical College** have become active partners in this organization, as well. The chief is a member of the **Coalition's Steering Committee** and he and other Department members regularly attended **Coalition** meetings, **Neighborhood Association** meetings, and **Hospitality Resource Alliance** group meetings. UPD officers also participate in the **Advice on Tap** program in the downtown establishments with the State Liquor Control Board and Bellingham PD officers.

The University Police Department has forged a stronger working relationship with the City of Bellingham Police Department through the addition of two UPD officers to the Bellingham Special Weapons and Tactics Team (SWAT) and the re-establishment of joint "Party Patrol" operations in the neighborhoods surrounding the campus. The "Party Patrols" target large parties that draw citizen complaints over noise, traffic, littering and other behavioral issues. It is part of Western's commitment to keeping our students safe and being a "good neighbor" to the communities around Western's Campus.

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 **Live Scan Automated Fingerprint Identification System** enhances 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 hundreds of criminal history checks each quarter to facilitate the **Compass2Campus** program.

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**.

Through the use of some "one-time" salary savings dollars, we have been able to install **Mobile Data Terminals (MDTs)** in our patrol vehicles. This equipment was vital to keep us current with other law enforcement agencies and allows our officers greatly enhanced capabilities in the performance of their duties in the field.

Public Safety's two-part video training program for students, faculty and staff, "**Shots Fired on Campus...When Lightning Strikes**" and "**Flashpoint**" is being shown 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.

UPD officers participated with other agencies throughout Whatcom County in emphasis traffic enforcement activities. These activities included "Click-It or Ticket" seatbelt enforcement, DUI emphasis patrols, cross-walk safety activities and general traffic enforcement. One of our officers submitted three successful requests to the **State Traffic Safety Commission**, providing our Department with training and enforcement equipment that we could not have otherwise acquired.

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. Most team members attended a training program presented by the US Department of Justice Office of Community Oriented Policing in September.

WWU Programs

Through a close working relationship with the **Office of University Communications and the Department of Environmental Health and Safety**, a multi-faceted **Alert System** is in place that makes it possible to text-message and email students, faculty and staff within minutes of an event that may pose an immediate threat to the campus. Soon, that system will include a campus-wide "voice annunciation" system that is in the final phases of testing. This system uses our current fire alarm system to facilitate voice messages to be transmitted throughout campus buildings.

The University's **comprehensive alarm system** 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** continue 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 continue to explore 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 continuing. This access system is directly linked to the existing infrastructure on campus.

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 and Skateboard Patrol** program coordinates bicycle and skateboard safety efforts to heighten awareness to the central campus core of the campus regulations, and to allow more personalized contact with students, faculty and staff. Recently updated codes have been put in place, new signage has been installed and an educational program conducted to make bicyclists and skateboarders aware of the changes affecting them.

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 2010, we lost one six-year veteran to a neighboring police department and had two "new hires" who failed to successfully complete our intensive **Field Training Program**.

Within the current commissioned police complement of 12 sworn uniformed officers, 42% are women or fall into another protected category. 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 publication, and ensures compliance with Federal Register guidelines. Updated information is provided annually 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.

2010 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 2010 with the annual statistics for 2009 and 2008:

- UCR Part I offenses for 2008 numbered 182; the number for 2009 rose slightly to 195 and declined to a three-year low of 148 in 2010. It is significant that these numbers, which represent crimes defined as 'serious' by the FBI, remain low for a campus of our size.

Continuing another trend, officers have made fewer arrests in 2010 than in 2009, and the '09 numbers were down from 2008. A significant factor in the reduction in the number of arrests is having fewer officers available for proactive patrol. Due to turnover and training requirements, 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 262 in 2010; 295 in 2009; and 380 in 2008.
- Use and possession of illicit drugs arrests decreased from 28 in 2009 to 17 in 2010.
- Arrests for liquor law offenses, such as minor in possession increased significantly to 99 in 2010 compared to 27 in 2009 and 29 in 2008.
- Driving Under the Influence (DUI) decreased from 49 to 21.

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 calls for each of the last four years.

WESTERN WASHINGTON UNIVERSITY

Capital Program Report

Board of Trustees
February 11, 2011

MAJOR CAPITAL PROJECTS

- **Miller Hall Renovation**

Phase 2 of the Miller Hall Renovation has been underway since September of 2010. Demolition of all interior finishes on levels 1, 2 and 3 are complete and construction for the new classrooms, offices and public spaces is well underway. All of the new air handling equipment has been installed in level 3 and is being prepared for operation. Demolition of the basement level is on schedule to be completed by the middle of February and new construction in this area will follow immediately. The foundations required for the two new elevators are complete and construction of the new elevator shafts and connecting stairways has begun. The courtyard collaboration space is scheduled to be completed and occupied by the students during the second week of February. The project is still on track for LEED Silver status. Substantial completion of Phase 2 is still scheduled to occur during the fall quarter of 2011.

- **Buchanan Towers Addition**

The contract date for substantial completion was August 16, 2010. As of January 31, 2011 the project has not reached substantial completion.

The University continues to work with the Architect lead design team and the Contractor to complete the work as quickly as possible while attempting to maintain an acceptable standard of quality.

OTHER CAPITAL ITEMS AND PROJECTS OF INTEREST

- **Block Adjacent to Physical Plant Rezone and Street Vacations**

Rezoning of the block west of the Physical Plant from Multi-Family to Institutional has been completed. The 26th Street and alley vacations have been approved by the Hearing Examiner. The University has concluded negotiations with City staff regarding the valuation of the vacations and is awaiting approval by City Council this month.

- **2011-13 Capital Planning Process**

Below is a table from the Capital Budget Office website comparing Western's 2011-2013 Capital Budget Request to the Governor's Budget.

WESTERN WASHINGTON UNIVERSITY

2011-2013 CAPITAL REQUEST

Color Key :
~ Pre-design
~ Design
~ Construction
~ Intermediate project

R.Roberts 12/15/10

PROJECT LISTING	WWU Request - Sept. 2010		Gov. Gregoire Budget - Dec. 2010	
	Bonds	Local	Bonds	Local
1 MINOR WORKS - Preserv. Health, Safety, Code	4,122,000		2,450,000	
2 MINOR WORKS - Preserv. Facilities	6,746,000		3,650,000	500,000
3 MINOR WORKS - Preserv. Infrastructure	2,684,000		332,000	1,332,000
4 MINOR WORKS - Program		9,035,000		
5 CARVER ACADEMIC RENOVATION	6,784,000			
6 ACAD. SERV. & PERFORMING ARTS FACILITY	350,000			
7 CLASSROOM & LAB UPGRADES	4,799,000			4,799,000
8 NORTH CAMPUS UTILITY UPGRADE	3,529,000			
9 FRASER HALL RENOVATION	4,480,000		4,480,000	
10 PERFORMING ARTS EXTERIOR RENEWAL	2,877,000			
11 WIRELESS NETWORK UPGRADE	4,947,000			
12 LAND ACQUISITION - WATERFRONT	7,597,000			
EMERGENCY REPAIRS	-			1,000,000
Preventive Facility Maintenance & Repairs	-	-		3,614,000
TOTAL BY FUND SOURCE	48,915,000	9,035,000	10,912,000	11,245,000
BIENNIUM TOTAL - ALL FUNDS		57,950,000		22,157,000

While the State's capacity to fund Capital work this upcoming biennium is limited, we will be making the case for all of our projects.

- **2013-15 Capital Planning Process**

Discussions have begun regarding improvements to the 2013-2015 Capital Planning process based upon feedback from the 2011-2013 Capital process efforts. Initial improvements include:

- Developing a single set of evaluation criteria in lieu of the two sets (Majors/Intermediates project criteria and Minor Works criteria) in order to simplify the request process.
- Approve the evaluation criteria in time to incorporate into the electronic project request forms to improve the evaluation process.

- Divide the process into two parts (Major/Intermediate projects for Ten Year Capital Plan and Minor Works) and begin earlier to facilitate more time in the process for project evaluation and prioritization.

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/>.

For more information about the 2011-2013 Capital Budget Request and proposals see <http://www.wvu.edu/depts/capitalb/index.shtml>

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 11, 2011

SUBJECT: Carnegie Foundation Community Engagement Classification

PURPOSE: Informational Item

Purpose of Submittal:

Western Washington University has received the *2010 Community Engagement Classification* from the Carnegie Foundation for the Advancement of Teaching. The Carnegie Foundation for the Advancement of Teaching defines community engagement as “the collaboration between institutions of higher education and their larger communities (local, regional/state, national, global) for the mutually beneficial exchange of knowledge and resources in a context of partnership and reciprocity.”

To receive the classification, institutions must operate community outreach programs that meet a need, deepen students' civic and academic learning, enhance community well-being and enrich the scholarship of the institution. Western students, faculty and staff contribute over 750,000 hours of community service a year, based on available data plus conservative estimates. A few examples of Western's community outreach include:

The *Compass 2 Campus* program, which is designed to increase access to higher education by providing an opportunity for local 5th through 12th grade students from traditionally underrepresented and disadvantaged backgrounds to be mentored by university students. The program serves over 800 elementary and secondary school students; nearly that many Western students serve as mentors.

The *Multicultural Outreach Tour (MOTley Tour)* is a literature-based, assembly-style performance geared for K-5th grades. This program reaches over 7500 elementary school students a year.

**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 11, 2011

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

Preparation for the campaign feasibility study continues. The printed prospectus is on schedule and will be complete in late February. The top candidates for the study have been identified and in March they will be invited to participate. The study will continue into April with results expected back from The Collins Group in early June.

Six-month fundraising totals as of December 31, 2010 show a significant increase in gifts received as compared to the same time period last year. Gifts have increased by nearly one million dollars and the number of donors has increased slightly over last year.

Over the past three months, Betty Krejci, Thea Kleiber and Betsy Beirer have left the Foundation staff to pursue other opportunities. Kathleen Culver has been hired to replace Betsy and a current search is underway for a director of leadership gifts.

Gifts of Note

A gift of \$35,000 from Mickey and Carol Ghio to establish a scholarship endowment for science majors.

A total of \$18,280 from US Bank to support scholarships for minority students as well as the Economic Education program within the College of Business and Economics.

More than \$15,000 from Bob Brim to support a student design project within the Industrial Design program focused on emergency housing structures.

\$45,000 from the Harrington Foundation to support the men's soccer program as well as scholarships for both men's soccer and Accounting students.

A gift of \$30,000 from Safeco to support the Woodring Youth Outreach Initiative.

Upcoming Events

February 24, 25, March 1, 2 and 4 – Scholarship lunches to introduce scholarship recipients to their donors

March 24 – Foundation Board meeting

May 13 – Second Annual Convening of Advocates – on campus

May 26 – Seattle-area President's Club Spring reception – Seattle Four Seasons

June 2 – Bellingham-area President's Club Spring reception – Wade King Rec Center

June 8 – Foundation Board meeting

TBD – 14th annual Seattle Business Forum

WESTERN WASHINGTON UNIVERSITY
ITEM SUBMITTED TO THE BOARD OF TRUSTEES

TO: Members of the Board of Trustees
FROM: President Bruce Shepard by Vice President Eileen Coughlin
DATE: February 11, 2011
SUBJECT: **Enrollment and Admissions Summary**
PURPOSE: Information Item

Purpose of Submittal:

To provide a general update on enrollment and admissions

February 2011 Enrollment and Admissions Report

Prepared by Karen Copetas, Director of Admissions and Enrollment Planning#
#

Overall enrollment

- Total headcount for Winter 2011 was 14,351, including 853 non-state supported students.
- Although Fall 2010 headcount was 2.78% larger than Fall 2009, Winter 2011 headcount is only 1.55% over Winter 2010 enrollment. New transfer enrollment was intentionally reduced by 95 students, due to budget constraints.
- 2010–11 non-resident gross tuition revenue is projected to exceed 2009–10 revenue, as a result of expansion of non-resident scholarship offers.
- The preliminary enrollment plan for 2011–12 is to maintain headcount and FTE at levels similar to 2010–11, with a slight increase in non-resident enrollment. Targets will be modified as needed.

Over, please

Fall 2011 Admissions Landscape

- Non-resident applications are running slightly ahead of Fall 2010, with notable increases from California, Idaho and Oregon; slight increases from Arizona and New Mexico; and decreases from Alaska and Colorado.
 - We anticipate an increase of 50 enrolling non-resident freshmen, as well as increased tuition revenue, as a result of continued expansion of scholarship offers

Ongoing Trends/Observations

- The number of projected high school graduates in Washington peaked at 66,800 in Spring 2008, will bottom out at 63,250 in Spring 2012 and reach 66,800 again in Spring 2018. The K–12 population will increasingly be low income, first generation and ethnically diverse.
- Although WA community college enrollments continue to grow, a large percentage of that growth is in Worker Re-training, Adult Basic Education, and Intensive English language programs – all programs that have very low transfer rates.

**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 11, 2011

SUBJECT: **First Year Experience – *DIALOGUE***

PURPOSE: Informational Item

Purpose of Submittal:

The January 2011 issue of *DIALOGUE* describes recent assessments of Western's freshman year and current efforts to improve Western students' first-year experience. These improvement efforts include a new first-year mission, new faculty initiatives, a new fall early start program, a pilot expansion within Honors, and revisions to the FIG program.

Supporting Information:

DIALOGUE, Issue No. 14, January 2011

Improving the Freshman Year

Prepared by Steven Vanderstaay and Gary McKinney

Introduction

This issue of Dialogue describes recent assessments of Westerns freshman year and current efforts to improve our students' first-year experience. These improvement efforts include a new first-year mission, new faculty initiatives, a new fall early start program, a pilot expansion within Honors, and revisions to the FIG program.

Assessing the First Year at Western

Students shape their academic trajectories in their first year in college. Students who establish high initial academic expectations, find a faculty mentor, and get off to a successful first-quarter start are much more likely to graduate than students of similar ability who don't. Consequently, assessments of the freshman year are widely used as a useful indicator of university quality and a powerful predictor of student success. Typical assessments of the freshman year include the freshman retention rate and benchmark survey results from the National Survey of Student Engagement (NSSE).

Assessment results pertaining to the first-year at Western are mixed. On the one hand, our freshman-sophomore retention rate is very high. On the other hand, as reported on the NSSE, our freshman report that they experience slightly less academic challenge, less active and engaged learning, and that they interact with faculty less often than do freshman at other regionals and far-west public universities.

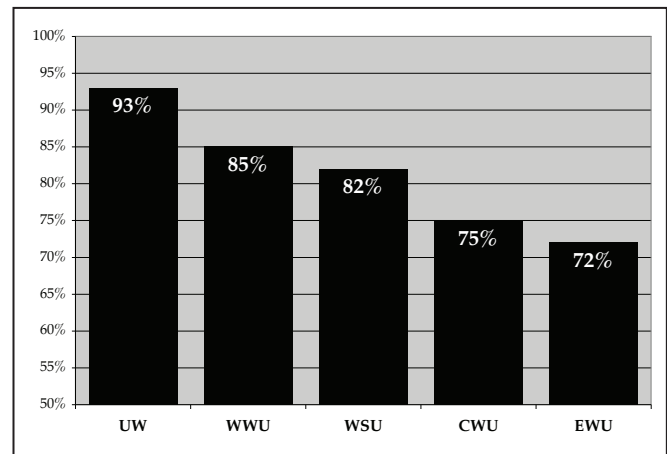
FRESHMAN RETENTION

Few metrics are more important to student academic success and benchmark ratings of university quality than freshman retention. Freshmen return for their sophomore year when they are academically successful and satisfied with their freshman experience. Consequently, retention is widely used as an indicator of university quality by

many rating systems, including ones used by *U.S. News & World Reports* and others.

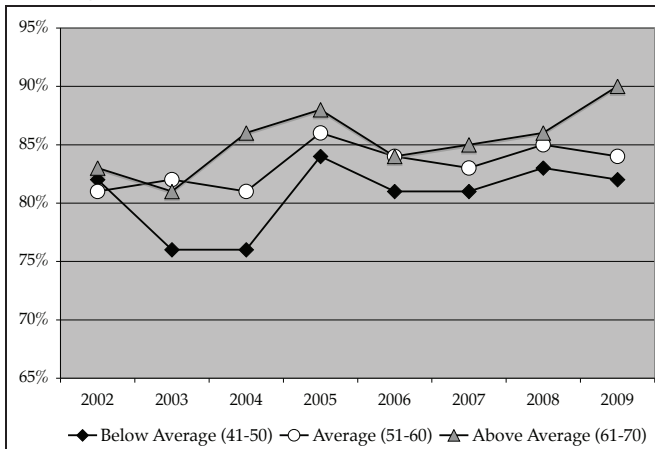
The freshman-sophomore retention rates at Western and the UW have risen slightly over the last few years; in contrast, other state universities have seen modest declines. Rates as of fall, 2010, are displayed in Figure 1.

Figure 1: Freshman to Sophomore Retention Rates, Fall, 2010, Washington State Public Universities.



Several variables shape the likelihood that students will be sufficiently successful and satisfied to return for their sophomore year. Academic index (AI)—a product of high school GPA + SAT score—is the strongest predictor of retention. Since 2001, the average AI of entering Western freshmen has ranged from 57 to 61. To demonstrate the power of this predictor, we disaggregated AI scores into below average (41-50), average (51-60), and above average (61-70). Figure 2 on the next page shows those results. In all but one year, the higher the AI, the more likely the chance a freshman would be retained to his or her sophomore year.

Figure 2: WWU Freshman to Sophomore Retention Rates by AI Scores (Below Average, Average, Above Average)



Controlling for academic index, we can regress for other variables to assess the university's success in retaining specific sectors of students. This analysis demonstrates that freshman-sophomore retention for Western PELL Grant recipients, 1st generation (to go to college) students, and students of color is slightly less (under 3%) than predicted by AI. (See Table 1.)

Table 1: Predicted (based on AI score) vs. Actual Freshman (2009) to Sophomore (2010) Year Retention.

	PELL Recipient	Non-PELL
Predicted Retention	84.5%	86.0%
Actual Retention	82.4%	85.6%
Difference	-2.1%	0.4%
	1st Generation	Non-1st Generation
Predicted Retention	84.6%	85.8%
Actual Retention	81.8%	87.0%
Difference	-2.8%	1.2%
	Student of Color	Non-Student of Color
Predicted Retention	83.5%	86.0%
Actual Retention	80.9%	85.6%
Difference	-2.6%	0.4%

As it turns out, the difference between predicted and actual retention is greatest for students who get off to a bad start and earn a GPA lower than 1.5 in their first term. Retention rates for this sector of students are almost 20% lower than that of students with similar high school records who earn a fall GPA of 1.5 or higher (See Table 2.)

Table 2: Predicted (based on AI score) vs. Actual Freshman (2009) to Sophomore (2010) Year Retention.

	Low Fall Qtr Academic Standing	Good Fall Qtr Academic Standing
Predicted Retention	82.7%	85.8%
Actual Retention	63.6%	88.5%
Difference	-19.1%	2.7%

THE NATIONAL STUDY OF STUDENT ENGAGEMENT

The National Study of Student Engagement (NSSE) asks freshmen and seniors to report various activities associated with rigorous and effective instruction. For instance, for the metric "Level of Academic Challenge," students are asked how much time they spend preparing for class and completing homework and labs, how many formal papers they write, how often they come to class unprepared, how much reading their courses require, and how often their coursework requires that they integrate sources, compare cultural perspectives, make value judgments, and so on. Student responses are scored on a 4-point scale and combined to yield a score that can be compared to that of students at the same institution and students at similar institutions.

Western last administered the NSSE in 2008. It will be administered again this year, 2011.

Seniors at Western report higher levels of satisfaction than do seniors at other universities within our Carnegie class on nearly every metric assessed by NSSE. However, Western freshman report lower scores, and lower rates of satisfaction, than freshman at other regional universities and other far west public universities. Compared to these students, Western freshmen report that they wrote fewer papers, engaged in fewer higher order thinking activities, and spent less time on homework and course activities. Western freshmen also reported fewer interactions with faculty within class, during office hours, and outside of class. These findings are reflected in the NSSE found in Figures 3 and 4.

Figure 3: NSSE Benchmark Scores for “Level of Academic Challenge” by WWU, Far West Public, and Carnegie Classification.

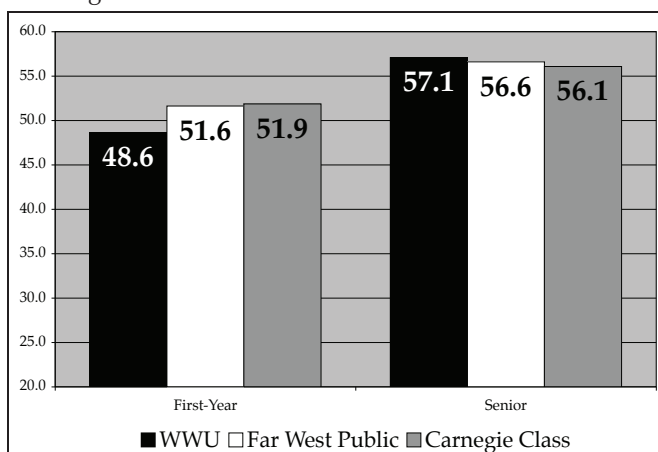
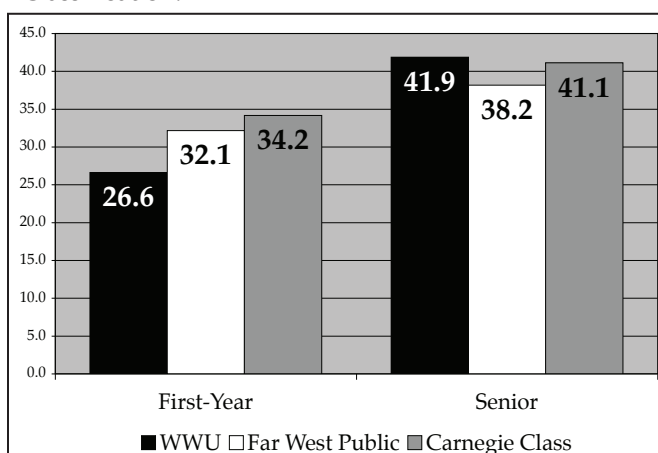


Figure 4: NSSE Benchmark Scores for “Student-Faculty Interaction” by WWU, Far West Public, and Carnegie Classification.



A New First-Year Mission

At Western several offices and programs serve to support students in their first-year. To better coordinate and assess these efforts, and to respond to the 2008 NSSE results, the Vice Provost for Undergraduate Education and the Assistant Vice-President for Student Affairs and Academic Support Services convened a planning group of faculty and staff to propose a first-year mission for the university. This mission statement, endorsed by the ACC in 2010, recognizes that success in one’s major is facilitated by a successful transition to university life that communicates high academic expectations and an understanding of the value and purpose of liberal education.

WESTERN WASHINGTON UNIVERSITY’S FIRST-YEAR MISSION

The first year at Western is a time of significant intellectual and personal development. The entire Western community—faculty, administrators, staff, and students—is committed to helping students...

- understand the intellectual, moral, civic, and personal purposes of their liberal arts education;
- negotiate successfully the academic and personal opportunities and challenges of their first year; and
- connect to Western faculty and the larger campus community.

CENSUS OF FIRST-YEAR PROGRAMS

Publication and distribution of the First-Year Mission has been followed by a census of all first-year programs. We hope that cataloging the many disparate programs within Academic Affairs and Student Affairs that serve freshmen and transfer students will lead to a better and more comprehensive service. For instance, the departmental Distinguished Scholar programs serve freshmen but have not been coordinated with other first-year programs or services.

New Faculty Initiatives

Faculty who participate in First Year Experience (FYE) courses and the Freshman Interest Group (FIG) program serve the first-year mission. However, many faculty feel that a larger effort to improve the academic quality of the freshman year is needed. Faculty have expressed this view in discussions with Senate President Scott Pearce, ACC Chair Roger Anderson, CUE Chair Kathleen Kennedy, VPUE VanderStaay, and in events sponsored by the Faculty GUR group. Many of these discussions concerned coordinated ways to better serve first-year students within fall courses not affiliated with the FYES or FIGS. Topics discussed include:

- Freshmen-only GURs.
- Improved freshman advising.
- Efforts to create an academic first-impression of Western for fall freshmen.
- Brief, common readings about the value and purpose of a liberal arts education.
- Peer support for faculty committed to teaching rigorous and interactive GURs.

Scott Pearce, Kathleen Kennedy, Roger Anderson, and Steve VanderStaay wish to convene a larger meeting of faculty who might wish to lead and participate in faculty initiatives to improve the freshman year. Interested faculty should contact Steve at: Steven.VanderStaay@wwu.edu

A New Fall Early Start Program

In September, 2010 “Viking Launch” (VL), a fall early start program for freshman, was piloted. Nearly 100 freshmen participated in this self-sustaining program, which brought students to campus ten days early for an intensive, two-credit seminar, a day of service-learning, and extended orientation and community-building activities. Viking Launch was a collaborative effort involving University Residences, Extended Education and Summer Programs (EESP), Dining Services, the Office of Admissions and seven academic departments. Plans are to expand this pilot program to 150 freshmen next fall.

Honors Expansion

As part of a larger effort to attract and serve more high-achieving students, Honors recruited an additional 25 students, growing its freshman class from 100 to 125. This expansion raised the percentage of high-achieving non-resident students within Honors to 33%. This boost in well-prepared, non-resident students partially offset a decrease in the preparedness of non-Honors resident students (as measured by AI scores), thereby improving the overall quality of the freshman class. Honors combined the pilot expansion with curriculum improvements, changes in the Honors residence cluster, a new Honors Student Center, and other program improvements. The pilot expansion will be continued for academic year 2011-2012

FIGs Program Revision and Expansion

Modeled after programs at the Universities of Oregon and Washington, Western’s FIG program creates linked clusters of two large lecture courses and one 25-student seminar. For fall, 2010, the FIG program was expanded to 14 clusters and revised to strengthen the academic content of the seminars and to permit academic departments to select the FIG seminar instructors.

FIGS PERFORMANCE INDICATORS

The changes noted above contributed to a successful fall cohort. Consistent with most FIG cohorts, fall 2009 FIG participants entered Western with a lower Academic Index than did non-FIG freshman, yet earned fall quarter grades that were higher than average and higher than predicted. (See Figures 5 and 6 in next column.)

FIG freshman were also less apt to withdraw from a class and less apt to be placed on academic probation. It is also expected that relative to their AI score, FIG participants will be retained to their second year at a rate equal to or more than their non-FIG counterparts. (See Figure 7 in the next column.)

Figure 5: Academic Index by FIG and Non-FIG Freshmen, 2001 through 2010.

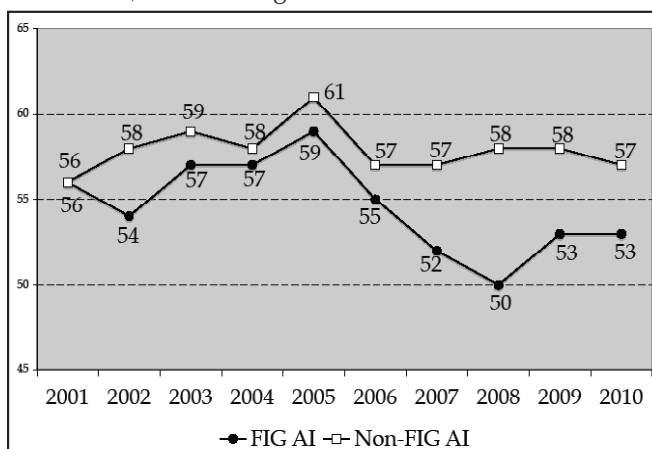


Figure 6: Predicted vs. Actual Fall Quarter GPA’s for FIG Freshmen, 2001 through 2010.

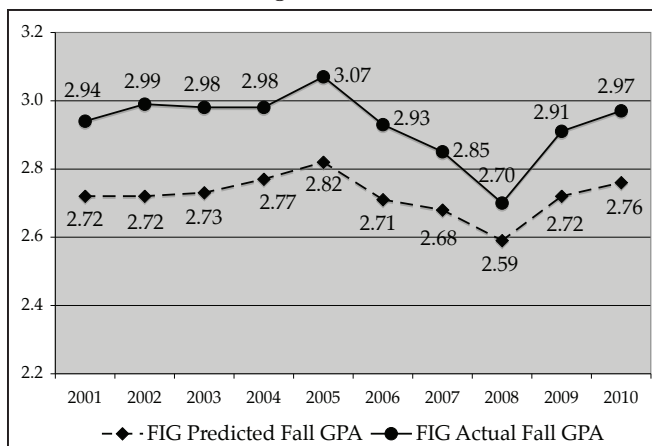
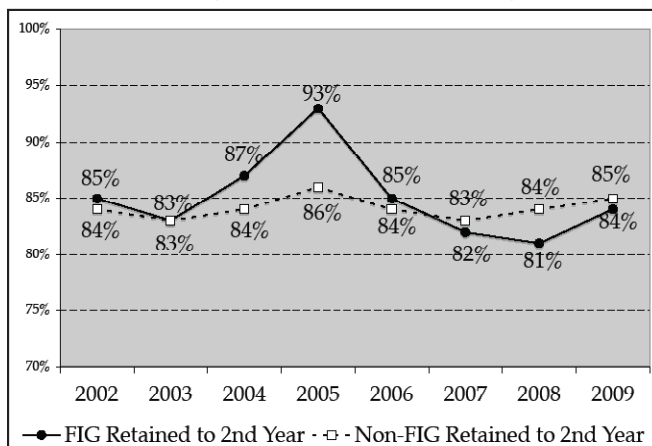


Figure 7: Freshman to Sophomore Retention, FIG vs. non-FIG, entering classes from 2002 through 2009.



AI EFFECT ON RETENTION AND FOUR-YEAR GRADUATION RATES, FIGS AND NON-FIGS FRESHMEN

As noted previously, assessed longitudinally, FIG participants typically demonstrate retention and 4-year-graduation rates that are higher than predicted.

Somewhat surprisingly—because previous analysis of FIG data focused on the lower AI scores—this FIG effect is actually highest for students whose high school GPA and SAT scores place them in the top third of the entering freshman class. (See Figures 8 and 9 below.)

Figure 8: Freshman to Sophomore Retention, Above Average AI Score (61-70) by FIG vs. Non-FIG, 2001 through 2010

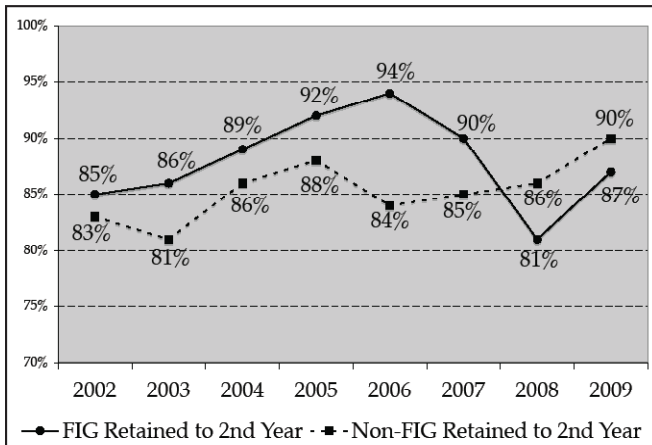
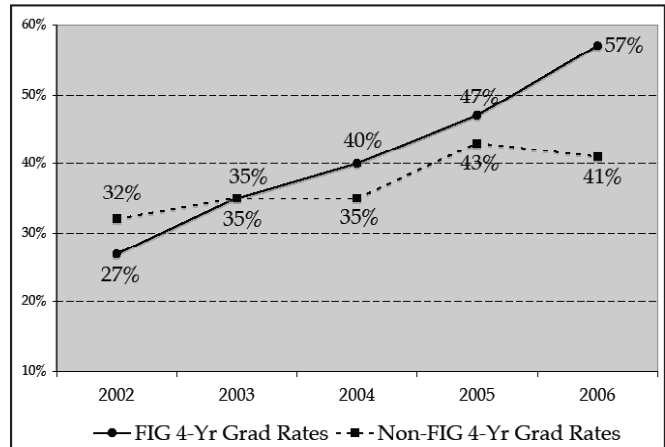


Figure 9: Four-Year Graduation Rates, Above Average AI Score (61-70) by FIG vs. Non-FIG, 2001 through 2010



A full assessment of the FIG program can be found at:
http://www.wvu.edu/depts/vpue/documents/FIGsReport_Fall2010.pdf

Past issues of the Dialogue series can be found at:
<http://www.wvu.edu/depts/vpue/dialogue.shtml>

To read more about the FIG program, go to:
<http://figs.wvu.edu/>

To read more about the Viking Launch program, go to:
http://www.acadweb.wvu.edu/eesp/v_launch/index.shtml

Published by:
 Office of the Vice Provost for Undergraduate Education
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**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 11, 2011

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 2011**

EXECUTIVE SUMMARY3

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WESTERN WASHINGTON UNIVERSITY
Student Affairs
Mid-Year Housing and Dining Report
February 2011

EXECUTIVE SUMMARY

Western's Residential Communities: Active Minds Changing Lives: The residential program is intentionally designed to actively engage new freshmen and transfer students, returning students and international students in their own learning and success, making friends and personal connections. Students are invited to learn how to become more responsible adults in diverse and inclusive communities that foster leadership, sustainability, social responsibility, and civic engagement.

OCCUPANCY (see Appendix I)

- Fall opening occupancy was 4,019 which will meet or exceed the Housing and Dining Fiscal Principle of 90% average annual occupancy. Nearly 23% are students-of-color.

FINANCIAL (see Appendix II)

- Compared to last year, operating revenue is up and expenses are down. We expect to meet FY 2011 operating budget and planned contributions to the capital plan.
- Sixty-seven summer conference groups brought \$541,274 in income, a slight increase over last year.

RESIDENTIAL EDUCATION (see Appendix III)

- An average of 95% of residential students engaged in two facilitated discussions with their resident advisors for roommate relationships and reflection about their transition to Western.
- Student leadership learning outcomes were developed. Nearly 200 students were elected or appointed to hall leadership positions.
- Forty-four students were trained as managers and supervisors for University Dining Services.

RESIDENTIAL FACILITIES (see Appendix IV)

- The ten-year capital plan was updated.
- A new retail dining venue was installed in Wilson Library and three dining venues were renovated.
- New residence hall construction did not achieve substantial completion.

UNIVERSITY DINING SERVICES (see Appendix V)

- Compared to last year, mandatory meal plan participation increased by 6.5%, voluntary meal plan purchases increased by 49%, and Munch Money sales by 15.7%. Catering sales declined by 13%.
- Purchases for the Real Food Challenge increased from 14% last year to 19%.

BIDS (see Appendix VI)

- Competitive bids were awarded to Walton Beverage (Pepsi products) for the campus cold beverage contract and Advantage Vending (Ferndale) for the snack/vending contract worth \$2.8 million and \$420,000 respectively over the 10-year contract period.
- The public bid for the 10-year campus dining contract was let on November 8, 2010.

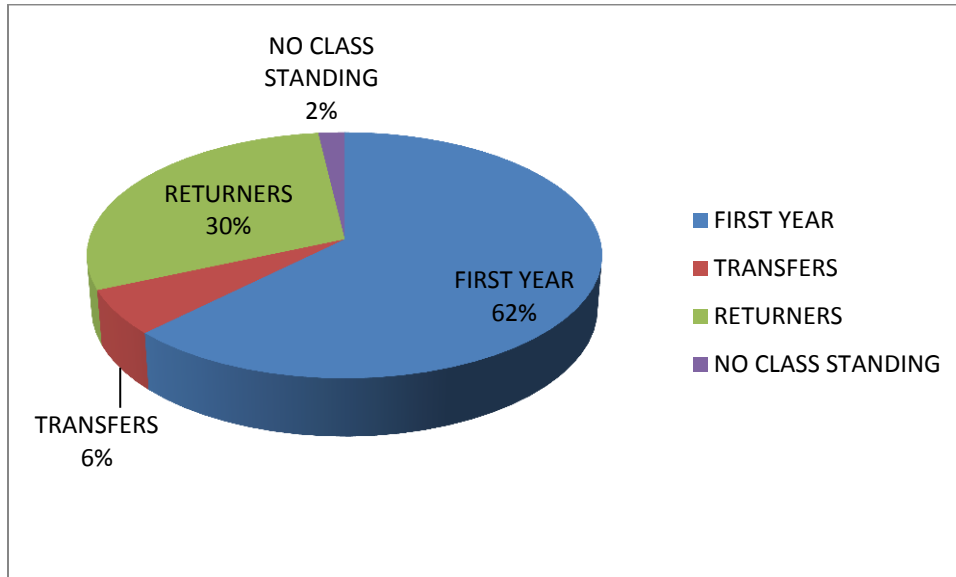
EVIDENCE-BASED DECISION MAKING (see Appendix VII)

- Gender-inclusive housing is being added.
- The lease of 78 beds in the New York Apartments will be discontinued.

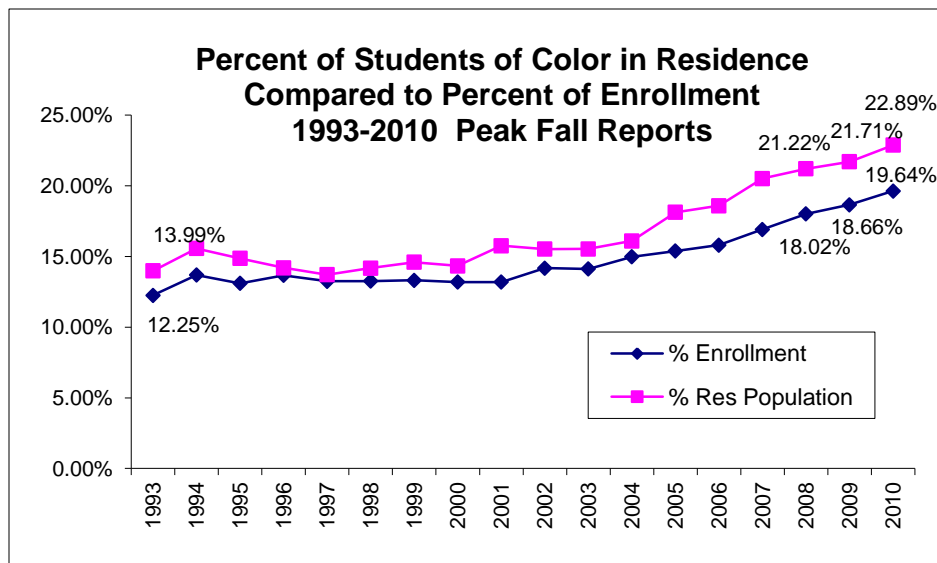
APPENDIX I: Occupancy and Demographics

Occupancy at fall opening was as anticipated the prior winter term during the annual budget development process.

- We opened fall 2010 with 4,019 residents, an increase of 17 from fall 2009.
- We expect to meet or exceed the Housing & Dining System Guiding Fiscal Principle of 90% average annual occupancy.
- Nearly 30% of all students enrolled fall term lived on campus.
- Overall the mix of students living on campus saw a slight increase in returning students. Students with no class standing decreased slightly from a planned decrease in the number of Asia University students in residence fall term.



- The percent of students-of-color in residence increased slightly to 22.89%.



- 92.8% of freshman students-of-color chose to live on campus compared with 90.5% in 2009.

Appendix II: Financial Performance (through December 2010)

A summary of 2010-11 Housing & Dining System year-to-date revenues and expenses through December 2010 (adjusted for the timing of billings and extraordinary events) is shown below with the detail following under the appropriate heading. The System is projected to be on budget for 2010-11 and to meet all of the Board of Trustees Guiding Fiscal Principles.

Change from Previous Year (Adjusted Numbers)

+Revenues	<i>Up \$ 1,090,375</i>	<i>6.4% Increase</i>
<u>-Less Operating Expenses</u>	<u><i>Down \$ 337,164</i></u>	<i>3.7% Decrease</i>
=Net Operating Revenues	<i>Up \$ 1,427,539</i>	<i>17.8% Increase</i>
<u>-Less Non-Operating Expenses</u>	<u><i>Up \$ 391,930</i></u>	<i>8.2% Increase</i>
=System Net Revenues	<i>Up \$ 1,035,609</i>	<i>31.8% Increase</i>

Year-to-Date Revenues

- Room-and-board-plan revenue through December 2010 was 5.6% higher than the prior year. There was a 4.25% rate increase coupled with an increase of 17 students (or 0.85%) at the beginning of fall and increased retention.
- Sales of voluntary meal plans increased \$163,000.
- Viking Union revenue increased \$144,000 (9.9%) due primarily to the 5.7% increase in the building fee.
- Total System revenue to date (including student fees, conference and one-time revenues) was 6.4% greater than the prior year.

Year-to-Date Operating Expenses

- Salaries & benefits costs are 4% lower than this time last year due primarily to planned position reductions.
- Food costs are 3.5% higher reflecting the combination of more residential students and more voluntary meal plan sales.
- Total utility expenditures decreased 8%, mostly influenced by a 35% decrease in natural gas/heating expense.
- Equipment purchases decreased \$136,000 or 71% primarily due to reduced furnishings purchases and the timing of mattress purchases.
- Total system operating expenditures to date decreased by \$337,164 (3.7%).

Net Operating Revenues

- Year-to-date net operating revenues are \$1,427,539 (17.8%) higher than last year. Net operating revenues for the full fiscal year are projected to be at budgeted levels.

Non-Operating Expenses

- Year-to-date expenses for renovations and major repairs (budgeted non-operating projects plus capital plan projects but omitting the bond funded BT project) increased \$66,190 (3%).
- Bond debt service increased \$325,740 (13%) due to the planned increase as documented in the 2009 bonds payment schedule incorporating the Buchanan Towers Addition bonds.

Summer Conferences/Guest Housing

- Total summer conference bed nights increased to 22,855, up from 21,256 last summer. A total of 7,368 guests from 67 groups visited campus. Revenue totaled \$541,274, an increase of \$43,177 over last summer. Collaboration with Extended Education and Summer Programs continues to find strategies to increase summer activity and efforts continue to find operating efficiencies that will reduce costs. Summer conference income provided \$17,000 in administrative services fees.

The number of students receiving an initial past-due account notice, compared to last year, increased by 30% to 92 students. Seven students were eventually evicted as compared to 19 in fall 2009. A revised delinquent account process, developed in partnership with Financial Aid, provided additional time and staff counseling to help students identify financial resources.

Fall 2010 marked the successful start of the Western Card serving as the WTA bus pass for all WWU students. There was a significant amount of collaboration between Western Card staff, Administrative Computing, Sustainable Transportation, and the Associated Students.

APPENDIX III: Residential Education

Roommate Dialogs: Resident advisors facilitated a discussion with new roommates to help them learn about themselves and each other, and establish guidelines for how they would live together.

	Complete Agreement	# of Pairs	%
Fairhaven	293	303	97
Mathes	148	148	100
Kappa	105	109	96
Beta/Gamma	249	270	92
Edens/Higginson	465	488	95
Nash	143	143	100
Buchanan Towers	168	195	97
SHADO	239	254	94
System Total	1810	1910	95%

Reflecting on Transitions: Resident advisors facilitated a discussion with each individual resident to help them reflect on various transitions they had been experiencing.

	# of talks	Occupancy	%	Average length
Nash	322	335	96	19
Fairhaven	547	579	94	23
Edens/Higginson	454	486	93	20
Beta/Gamma	371	416	89	23
SHADO	513	569	90	15.5
Buchanan Towers	358	411	87	19
Mathes	292	292	100	19
Kappa	174	219	79	22
System Total	3031	3307	92%	20 minutes

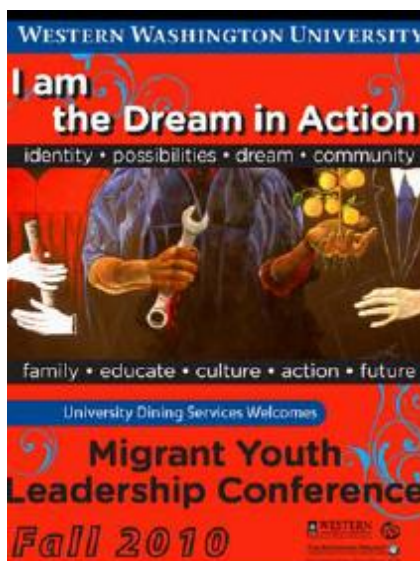
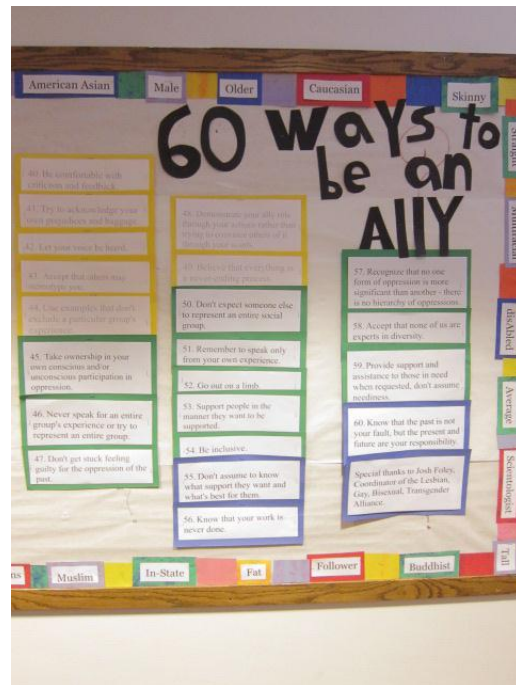
Alcohol violations increased this fall (200) over last fall (150). The first week of fall term and the week of Halloween had the highest number of violations, accounting for about one third of all violations. Drug violations had a slight decline, 45 this fall compared to 49 last fall. As in past years very few students, about 20, violate either the drug or alcohol policy more than once in fall term.

Violations of the technology policy (i.e. illegal file sharing) saw significant increase to 154 in fall 2010 compared to 48 in fall 2009. Contrary to other policy violations, these are discovered and reported by external sources making unclear if it is a result of student behavior changing or simply greater external diligence. Eight students violated this policy a second time compared to one last year.

DIVERSE AND INCLUSIVE COMMUNITIES

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

- In collaboration with Admissions, three \$2,000 and 19 \$1,000 MAP dining scholarships were awarded.
- Sponsored registrations worth \$1,260 for 42 residents to attend the Ethnic Student Center retreat. Hui-Ling Chan, assistant director of Residence Life, co-facilitated a National Coalition Building Institute type activity with Drs. Fabiano, and DeMark. Dr. John Purdie, associate director of University Residences, gave keynote address.
- Collaborated with Admissions and Woodring to sponsor the Migrant Youth Leadership Conference.
- ESC collaboration to promote resident directors to serving as advisors for ESC clubs.



- Resident advisors were given in-service on how to identify and properly respond to bullying, in response to increased national concerns regarding LGBT suicide.
- Encouraged Jewish students to observe Hanukah at their hall desk or other public space in order to promote awareness and fire safety.
- Ridgeway Challenge Cup, now in its 3rd year, continues to be successful method to engage students in their community.
- Ridgeway Hall Councils sponsored its 2nd annual Trick-or-Treating program for ~75 children from the local community. Nash held a similar event targeted to youth from a local economically disadvantaged elementary school.

STUDENT LEADERSHIP DEVELOPMENT

Student leadership learning outcomes were developed to align with the Residence Education Model learning outcomes to more effectively develop student leadership.

Nearly 200 students held one or more elected leadership positions in Hall Council, Residence Hall Association and National Residence Hall Honorary; 20% (39 of 198) are students of color.

	% Students of Color	
National Residence Hall Honorary	36%	4 of 11
Residence Hall Association	19%	4 of 21
Hall Council	21%	37 of 180
Resident Advisors	26%	21 of 80

The number of Eco Reps increased to 42, up from 36 last year. This is the fourth year that the number of Eco Reps has increased.

In collaboration with Dr. DeMark training on Emotionally Intelligent Leadership (EIL) was provided to resident directors to develop methods for using student staff and leaders to help residential students develop EIL next year.

Forty-four students were trained as managers and supervisors for University Dining Services.

An intern from South Dakota State University was hosted through the Association of College and University Housing Officers – International. Participation provided work experience for a new professional and received the benefit of their experience in our operations.

APPENDIX IV: Residential Facilities

The update to the 10-year capital plan was transmitted to the Board of Trustees at the December 2010 meeting. The plan supports four institutional goals:

- 1) Provide housing to support Western's current enrollment plan
- 2) Meet or exceed the Board of Trustees fiscal principles
- 3) Invest in infrastructure to ensure longevity, health and safety
- 4) Respond to the changing student needs and expectations

Non-operating expense was \$598,726 for seven projects, including renovation of the Edens North entryway, new carpet for Ridgeway Commons, Fairhaven Residences laundry room upgrades, BW community room improvements, and Americans with Disabilities Act upgrades.

A new retail dining venue was located in Wilson Library. Zoe's Bookside Bagels opened to with almost \$208,000 in sales during fall term, fourth highest of the 10 retail venues. Three retail dining venues were renovated: Miller Market, The Atrium, and the Haggard Hideaway.



APPENDIX V: University Dining Services

Mandatory meal plans increased by 252 (6.5%) over last fall quarter. Successful marketing contributed to voluntary sales. Voluntary meal plan purchases increased by 35% or 49%? and Munch money sales increased by almost \$38,500, a 15.7% increase over last year.

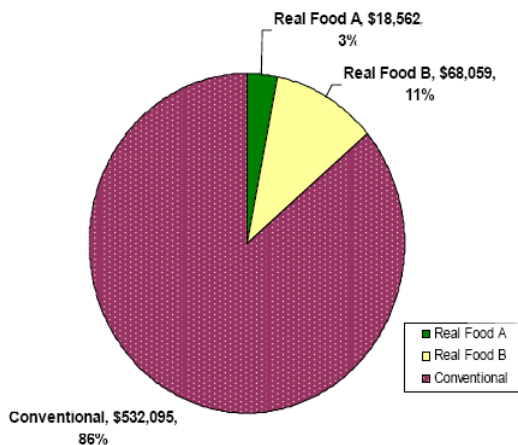


Participation in late night dining increased by 7%, with the weekly average going from 4,400 in fall 2009 to 4,700 in 2010.

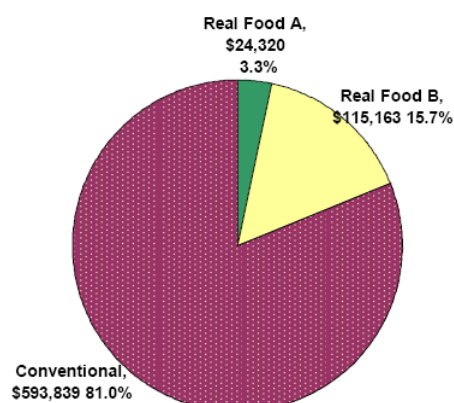
Customer satisfaction surveys were administered in the residential dining commons during fall term. About 400 to 500 students responded for each residential location. Overall satisfaction ranged between 59% and 78%, improved from the 50% to 78% range last year. Overall satisfaction with the quality of food increased at all locations, ranging from 66% in Fairhaven to 44% in Ridgeway. Likely-to-recommend ranged from 88% in Fairhaven to 74% in Ridgeway. Action plans were developed for all locations to continue improvements.

The “Real Food Challenge” is the campus standard measure for sustainable food purchases with the goal to achieve a total of 20% [Real Food A & B](#) purchases by the end of 2012. Food purchases in the residential dining commons were measured during the months of October and November. Real food purchases increased substantially to 19% from 14% last year.

Oct & Nov 2009 Results: 14% Real Food



Oct & Nov 2010 Results: 19% Real Food



APPENDIX VI: Bids

Western Washington University concluded the competitive bidding process for the cold beverage contract and the snack/sundry vending contract. Both contracts are for a 10-year period. A committee of campus constituents reviewed the proposals using rating factors that focused on the alignment with Western's goals, anticipated financial returns, the variety of product available to consumers, and the sustainable practices of the companies under consideration. Walton Beverage, the local Pepsi distributor, was awarded the cold beverage contract and Advantage Vending, from Ferndale, received the snack/sundry vending contract. The beverage contract has a value of \$2.8 million over the contract period and the snack/sundry vending contract is worth \$420,000. As with the previous pouring rights and vending agreements, revenues will be used to support a variety of WWU and departmental programs including Athletics, Recreation Center, and to fund grant proposals submitted to the Cold Beverage Contract Committee.

The public bid for the campus dining contract was issued November 8, 2010. The process to develop a Request for Proposals for the campus dining contract generated a number of suggestions and requests. The Dining Contract Committee, which includes students, faculty, and staff, developed the "summary of key interests and concerns" section of the Request for Proposals through a series of discussions that gave sustained and serious consideration to public comments. The published Request for Proposals represented the collective aspirations of the overall campus community for an exceptional campus dining program that matches the reputation and character of the institution.

APPENDIX VII: Two Examples of Evidence-Based Decisions

(1) Gender Inclusive Housing

Mission: Gender-inclusive housing is designed as an intentional, educational living community affirming the cultural experiences of a diverse residential population. This program is ideal for students whose gender identity and/or gender expression varies from the standard paradigm; lesbian, gay, bisexual, transgender, intersex, queer, and questioning residents as well as their allies, and for students who believe that their gender should not factor into their roommate choice.

Objectives

- Promote life-long learning and success by reinforcing learning through co-curricular and living experiences

Goals:

- Foster student's self-authorship – a keystone of our residence education model
- Acknowledge and affirm the diverse needs of students at Western
- Students will engage with faculty and staff outside of academic coursework

Student Indicators – Students will:

- Make decisions that are consistent with their own articulated values
- Examine their assumptions and recognize that values are not universal
- Be able to articulate to themselves and others their various social identities
- Create and maintain a socially just community
- Engage in co-curricular programming with faculty and staff

Data Support:

- Survey sent to a representative sample of on-campus residents – overwhelming student support for this cluster
- Contacted peer universities for their best practices
- Used Integrated Council for the Advancement of Standards in Higher Education (CAS)/Learning Reconsidered learning and developmental outcomes to identify best housing/residence life program outcomes
- Identified central learning theme using Core Themes, Objectives, Outcomes and Indicators for WWU (approved in December 2010)

Cluster will:

- Be designed as an education-based programming model
- Start small – for first year limit enrollment to non-freshmen
- Assess student indicators on an ongoing basis
- Have evaluation of goal achievement at end of year

(2) Terminate Lease of Off-Campus Apartments

November 29, 2010

Outcome:

Balance supply of beds with anticipated demand from near term enrollment growth while making cost effective use of limited fiscal resources.

Data:

- The supply of beds available for fall opening 2011 is 4,193 as a result of 100 beds coming on-line in Buchanan Towers East.
- Seventy-eight beds are currently leased in the New York apartments. The FY 2010 cost to provide leased space exceeded income by \$88,000 or \$1,128 per bed.
- Anticipated demand for residence hall and double occupancy apartment beds for fall 2011 is 4,060 and is expected to rise to 4,120 by 2013. Demand calculations are +/- 2%.
- Returner process was revised for fall 2009, although not fully implemented, to limit returner demand.
- The average three year returner demand for residence hall beds is 1,064: 686 for residence halls and 378 for Birnam Wood, less than the available beds.

Decisions:

- Reduce supply of beds for fall opening from 4,193 to 4,115 by letting leases for New York apartments expire for fall 2011.
- If actual demand is lower: (1) Offer space available to off-campus returners and Whatcom Community College students. (2) Reduce the number of triple-occupancy beds and/or increasing super-single beds.
- If actual demand is higher: (1) Limit offers to off-campus returners and Whatcom Community students; (2) Limit returner demand; (3) lease off-campus beds, and/or (4) build up to 100 new residence hall beds.

Results:

- House all new freshman and transfer applicants.
- Better manage actual demand for returners.
- Reduce operating costs by \$399,500 avoiding net lost revenue of \$88,500.
- Avoid or postpone adding high cost beds through new construction.

Review:

- Enrollment, occupancy and projections the 4th week of every fall term.
- Capital plan for available funds for new construction.
- Renewal program each spring, gauge student experience and process effectiveness.

**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 11, 2011

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 July 1, 2010 – December 31, 2010 and fiscal year 2010/11.

Supporting Information:

- Grant awards/totals for the period 7/1/10 – 12/31/10
- Grant awards for the fiscal year 2010/11

Grant Awards for the Period 10.1.10-12.31.10

The total amount of grants and contracts received this period was \$1,632,966. This includes both new awards and additions to existing awards.

Department	Award Total	# New Awards	# Additions
Admissions Office	10,000	1	
Biology	6,000		1
Campus Compact	14,500	2	
Canadian/American Studies	178,944	4	
Chemistry	33,500	2	
Ctr for Economic Vitality	181,100	2	
Environmental Health & Safety	512,742	1	
Geology	5,979	1	
Human Svcs & Rehabilitation	150,000	1	
Huxley	11,760	2	
Science, Math & Tech Educ	284,362	2	1
Shannon Pt Marine Center	241,679	1	
Woodring	2,400	1	
Total	<u>\$1,632,966</u>	<u>20</u>	<u>2</u>

Department	7/1/10- 9/30/2010	10/1/10- 12/31/2010	1/1/11- 3/31/2011	4/1/11- 6/30/2011	Fiscal Year 2010-11
Admissions		\$ 10,000			\$ 10,000
AMSEC	\$ 243,212				243,212
Anthropology	127,993				127,993
Biology	35,374	6,000			41,374
Campus Compact	1,859,096	14,500			1,873,596
Canadian/American Studies		178,944			178,944
Chemistry	274,457	33,500			307,957
College Sciences & Technology	570,619				570,619
Critical Juncture Institute	105,000				105,000
Ctr for Economic Vitality	40,000	181,100			221,100
Ctr for International Studies	89,747				89,747
Economics	28,300				28,300
Engineering/Technology	730,500				730,500
Environmental Health & Safety		512,742			512,742
Geology	53,490	5,979			59,469
Human Svcs & Rehabilitation	150,000	150,000			300,000
Huxley	109,814	11,760			121,574
Physics/Astronomy	1,833				1,833
Psychology	372,736				372,736
Public Safety	1,000				1,000
Science, Math & Tech Education	303,600	284,362			587,962
Scientific Tech Services	20,000				20,000
Shannon Point Marine Center	87,573	241,679			329,252
Woodring College of Education	296,003	2,400			298,403
Total	\$5,500,347	\$ 1,632,966	-	-	\$ 7,133,313 7,133,313

**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 11, 2011
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 THE VICE PRESIDENT FOR UNIVERSITY RELATIONS**

REPORT FROM THE VICE PRESIDENT TO THE BOARD OF TRUSTEES

UNIVERSITY RELATIONS

Brand Rollout

The rollout of the new Western repositioning and brand strategy initiative took place on January 26th. The effort was intentionally done in a low key manner in light of the budget environment that the university and the state are currently in.

Two separate meetings were offered to accommodate the varied schedules of the 35 members of the brand implementation team. The members of that team were hand-picked by the leaders of their respective entities with the daily responsibility of working with their peers in maximizing the full potential of the new brand strategy in their areas. Team members left the meetings with a high level of energy and excitement.

Implementation team members were provided with a review of the entire branding process, with the details of the Western brand personality, the new tagline and key talking points, the new logo and key talking points, and with a review of the importance of brand outcomes in the future. Members were provided with a copy of the new Brand Guide and brand character posters. In addition, the new Western Repositioning webpage went live on January 26th. It can be accessed at: <http://www.wwu.edu/identity/>. In addition to the previously mentioned materials which are available on the webpage, two videos which promote the Western brand and a FAQ are also posted on the page. One of the videos is a 60 second ad which was aired for the first time during the Western men's basketball game which was carried on Fox Sports North on the January 26th. It will be shown during two more regionally televised (six state region) Western men's and women's basketball games in February.

The entire branding initiative was paid for with non-state taxpayer funds.

Website Reconstruction

The reconstruction of the Western Website is in full gear as the project working team continues its planning on a regular basis. The team is periodically conducting surveys of users through the use of pop-up questions that appear when a user accesses the main home page. The first of those surveys was conducted over a five day period in January and more than 7,600 people responded. The work team is also meeting in larger sessions with the support committees of technical and design professionals from various campus entities.

The outcome of this effort will be the creation of a new internet which will have an outward focus and the building of an intranet that will be designed to meet the internal functional needs of the campus community. The project will be completed by September 1, 2011.

Western TV Show

Five months of discussion and planning has led to the strong possibility that Western will be producing a monthly 30 minute television show which would be shown on KVOS-TV in Bellingham. The station, whose signal stretches from Vancouver, B.C. to Seattle, is working in partnership with Western and Black Dog Productions of Bellingham in the planning and production of the show.

The show, which is yet to be named, would be intensely student driven with 6-8 student interns working on the show each quarter. The student positions include director, editor, technical director, general assignment reporter and camera operator. Student interest in this effort is high among Journalism and Communications majors as well as students in Fairhaven College and those who work for KVIK-TV, the campus television station. If efforts continue to move forward successfully, the first show is planned to air in March.

Federal Relations

During his State of the Union address in January, President Obama made it very clear that he will not sign any bills that include any earmarks or appropriations. His position is shared by the House Republican leadership. Nonetheless, Western will aggressively continue its efforts to secure federal funding, but will increase its focus on government agencies where substantial opportunities are available.

Government Relations

The 2011 State Legislative Session began on January 10, 2011, and as would be expected the primary focus on daily activities center around the 2011-13 biennial budget and its impact on all sectors of state services. However, both the House and Senate are engaged in Supplemental Budget Bill discussions for the 2009-11 budget and those bills are being closely monitored. In all budget considerations, higher education is being intensely discussed.

All discussions start with the budget. Under Governor Gregoire's 2011-13 biennial budget proposal, higher education would be cut an additional four percent, but the state's universities have worked hard to help the governor and legislators understand that the reality is that it is a 16 percent cut when all proposed cuts are included. President Shepard and counterparts from the other four-year institutions have spent a good deal of time talking with legislators and testifying before the respective House and Senate Higher Education and Ways and Means Committees on the devastating impact that such cuts will have on student and parents and the future of public higher education in the state.

Because of the high number of new members to the Higher Education Committees in both the House and Senate, a good deal of time has been spent in individual meetings with each in providing a baseline understanding of the significant cuts higher education has taken the past two years and the impacts of those cuts both short and long range, and on other major issues it is facing. As opposed to the last session, there is more interest among both new and veteran legislators to reduce cuts and protect the future of higher education.

The Governor's Task Force Bill on Higher Education Financing along with several other bills will be considered by various committees in the next week. These bills have major focus on funding models, accountability and reporting metrics. Another bill that is of great interest to Western is a proposal to create a Washington State University branch campus in Everett.

President Shepard and the other Presidents have done a series of editorial board meetings in efforts to bring the challenges facing higher education to the general public. Tied in with that awareness effort, Western and the other four-year public institutions are working both individually and collectively to expand its efforts in advocacy networking with alumni, parents and friends.

OFFICE OF UNIVERSITY COMMUNICATIONS

Publications/Web/Social Media/Graphic Arts

The Western Washington University **Facebook** page is nearing 10,000 fans, up nearly 1,500 from three months ago. New Media Coordinator **Matthew Anderson** has written new social media guidelines for the university and is putting them into practice across campus.

The team creating the **new website** for WWU continues to meet and make great progress. We have been and are continuing to do scads of research and usability testing to ensure we produce the greatest product possible.

The latest edition of **Soundings**, our online newsletter to families of WWU students, was just released and can be seen at www.wwu.edu/soundings. Analytics show there's an (understandable) interest in any stories related to paying for college. So we think our series about summer jobs, including mini-profiles of WWU students, will be of great interest to families. Families have also told us they want to know more about important events like career fairs, so we've included those dates in the paper version of Soundings that is mailed to them.

Meanwhile, we're developing and writing stories for the next edition of **Window magazine**, including stories about distinguished alumni, the second Back 2 Bellingham event, and the growing number of professors who are incorporating service-learning into their classes. We continue to receive great feedback about Window magazine.

Identity

The office has been working like wildfire to ensure the new identity guidelines are distributed and that all entities on campus have what they need to make the transition, including new logos, Word templates, website banners, etc. We're also providing Web help as needed to ease the transition on other departments throughout campus. **John Thompson**, marketing manager, **Matthew Anderson**, and **Chris Baker**, graphic designer, all have worked very hard on this effort. Chris Baker also is working on a wide range of graphic design projects; the beginning of the year always is a busy time for designing print materials and publications for campus.

Media Highlights

Outstanding stories that brought strong media attention to Western included:

- A Jan. 20 interview with **President Bruce Shepard** with the **Associated Press** on the significance of the steep budget cuts facing state universities ran in media across the state and region, including in the **Seattle Times, Tacoma News Tribune, Olympian, Bellingham Herald**, and in other media.
- A camera crew was on campus Jan. 24 from **TV station News10 in Sacramento, Calif.** To do a story on **Prof. Ira Hyman's** research into cell phone distractions (clown on a unicycle).
- A story on Western **Engineering Technology** students working on new concepts for a **low-weight, high-efficiency bus** in the Technology Development Center at the Bellingham waterfront ran in the **Bellingham Herald, Tacoma News Tribune, Seattle Times, Seattle PI** and in other media.

- **Kiplinger's magazine**, with a circulation of 800,000 readers, ranked Western among the top 100 "best value" public universities that "deliver a stellar education at an affordable price."

DATE FOR NEXT REGULAR MEETING

- **April 14, 15, 2011**

ADJOURNMENT

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 11, 2011

SUBJECT: Academic Presentation: Solar Energy Research
Presented by Advanced Materials Science&Engineering Center (AMSEC)
Janelle Leger, Physics and Chemistry Departments
Trevor Morgan, Undergraduate Research Student

PURPOSE: Informational Item

Purpose of Submittal:

The Advanced Materials Science and Engineering Center (AMSEC) is a program founded in 2007 whose mission is to educate students in materials science, support interdisciplinary research, and enhance competitiveness and innovation of our regional industrial partners. AMSEC brings together faculty and students from Chemistry, Engineering Technology, Geology, and Physics to facilitate interdisciplinary collaborations and synergistic solutions to complex, multifaceted problems. More than 30 undergraduate and graduate students participate in AMSEC faculty research programs, supported by over \$1M in grants. A similar number of undergraduate students are in the process of completing their coursework in our new Materials Science minor. Our nationally recognized faculty, now 26 members strong, direct research programs and internships spanning a broad spectrum of areas, including collaboration with industry to help promote innovation and solve practical materials problems.

Professor of Physics and Chemistry Janelle Leger will describe the SOLAR project, which epitomizes the very essence of an AMSEC seeded collaboration, as it is an interdisciplinary program with five faculty investigators from four departments that will support more than 20 undergraduate researchers over the life-span of the project. The widespread implementation of solar power is currently limited not by the practically feasible efficiency of current technologies, but in the prohibitive cost of those technologies. An alternative approach involves replacing the traditional solar panel with a luminescent solar concentrator, enabling drastic cost reductions. A team of WWU faculty from three different academic departments has recently won a grant from the National Science Foundation SOLAR program to carry out research and development of "Tandem Waveguide Luminescent Solar Concentrators". Dr. Leger, together with undergraduate research student Trevor Morgan, will talk about this work and its potential impact on practical solar power conversion.