

Western Washington University
Board of Trustees
Agenda
April 15, 2011

FRIDAY, April 15, 2011

Location: Old Main 340

Time: 8:00 a.m.

1. CALL TO ORDER, APPROVAL OF MINUTES

8:00 – 8:05

- Board of Trustees Meeting, February 10 and 11, 2011

2. RECOGNITIONS AND INTRODUCTIONS

8:05 – 8:20

- Robert Mitchell, Geology – Digges Professorship
- Ryan Brown – NCAA Division II National Champion in Indoor Pole Vault
- Paul Madison, Sports Information Director – College Sports Information Directors of America Hall of Fame

EXECUTIVE COMMENTS

3. BOARD CHAIR REPORT

8:20 – 8:30

4. UNIVERSITY PRESIDENT

8:30 – 8:40

5. ASSOCIATED STUDENTS

8:40 – 8:50

- Associated Students Strategic Plan

6. FACULTY SENATE

8:50 – 9:00

- Information Item: Constitution Bylaw Amendments

ACTION ITEMS

7. CONSENT ITEMS

9:00 – 9:10

- Delegation of Authority to Award Construction Contract for Residential Wireless Implementation (PW 638)
- Delegation of Authority to Award Construction Contract for Completion of Buchanan Towers Addition (PW 640)
- Construction Contract for Ridgeway Beta Renovation (PW 631)

8. AWARDING AN HONORARY DEGREE

9:10 – 9:15 Presentation: Bruce Shepard, President

9:15 – 9:25 Discussion

9. APPROVAL OF HOUSING AND DINING RATES

9:25 – 9:35 Presentation: Eileen Coughlin, Vice President for Student Affairs
Willy Hart, Director, University Residences and Dining Services

9:35 – 9:45 Discussion

10. APPROVAL OF AMENDMENTS TO INTERNAL AUDIT POLICY AND PROCEDURE

9:45 – 9:50 Presentation: Peggy Zoro, Chair, Audit Committee

9:50 – 10:00 Discussion

BREAK 10 to 10:15 a.m.

DISCUSSION ITEMS

11. CAMPAIGN UPDATE

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

10:25 – 10:35 Discussion

- Discussion Regarding Policy U6000.02 Naming University Facilities

12. 2011-2013 CAPITAL BUDGET REQUEST UPDATE

10:35 – 10:40 Presentation: Rich Van Den Hul, Vice President for Business and Financial Affairs

10:40 – 10:50 Discussion

13. **OLYMPIA UPDATE**
10:50 – 11:05 Presentation: Steve Swan, Vice President for University Relations
Sherry Burkey, Associate Vice President for University Relations
11:05 – 11:20 Discussion

REPORTS

14. **AUDIT COMMITTEE REPORT**
11:20 – 11:30 Presentation: Peggy Zoro, Chair, Audit Committee
11:30 – 11:35 Discussion

15. **INFORMATION ITEMS**
11:35 – 11:45 Presentation:
11:45 – 11:55 Discussion

- Admissions and Enrollment Summary
- Alumni Association Report
- Capital Program Report
- Development Report
- Quarterly Grant Report
- University Relations Report

16. **DATE FOR NEXT REGULAR MEETING: June 9, 10, 2011**

17. **ADJOURNMENT 12 p.m.**

18. **LUNCH**

Academic Presentation: Highlights from the College of Fine and Performing Arts

Featuring: Jeffrey Gilliam, Professor of Music; Deborah Currier, Chair of Theatre and Dance; and Theatre Student Award Recipients

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

TO: Members of the Board of Trustees
FROM: President Bruce Shepard
DATE: April 15, 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:

- February 10, 11, 2011 Board of Trustees Meeting

Supporting Information:

Minutes of the February 10, 11, 2011 Board of Trustees Meeting

**WESTERN WASHINGTON UNIVERSITY
BOARD OF TRUSTEES
MINUTES
February 10, 2011**

1. CALL TO ORDER

Chair Dennis Madsen called the regular meeting of the Board of Trustees of Western Washington University to order at 3 p.m., February 10, 2011, in Old Main 340, Bellingham, Washington.

Chair Madsen said he is pleased that the university is looking deeply at the issues and challenges it faces and creating opportunities from those challenges. He said the afternoon discussion on strategic planning and Key Performance Indicators (KPIs) are part of that self-examination.

Trustee Sharpe welcomed new trustee Karen Lee, noting that a formal introduction will be given tomorrow.

President Shepard, on behalf of the university, extended a warm welcome to Trustee Lee.

Board of Trustees

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

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
Paul Cocks, 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
Steve Swan, Vice President for University Relations
Richard Van Den Hul, Vice President for Business and Financial Affairs
Colin Watrin, President, Associated Students

2. REPORT AND DISCUSSION OF IMPLEMENTING THE UNIVERSITY MISSION, VISION AND STRATEGIC GOALS

▪ Emerging Strategic Goals Within Divisions

The President thanked the Board for participating in the afternoon discussion on implementing the strategic plan that was adopted in December. He said the vice presidents and their colleagues are working on how to utilize the strategic plan to guide and direct the university in its next steps. The President asked the trustees for their input and to relate from their experiences how to take a strategic direction and translate it into an operational and tactical one.

Catherine Riordan, Provost and Vice President for Academic Affairs, introduced the presentation. The Provost said since the adoption of the new strategic plan, the vice presidents have begun talking with people in their divisions and asking how best to move forward with the new plan.

The Provost said they will highlight two priority objectives: (1) access to and within the university; and (2) effectiveness and efficiency initiatives. She also asked the trustees for their advice on the following questions:

- How do we manage an appropriate level of ambition when the budget situation seems so bleak?
- How do we support strategic thinking when core functions are being cut?
- How do we avoid undermining the confidence in Western as we enter into our campaign? Chair Madsen asked for clarification. The Provost explained that if people were to think that Western is struggling due to limited state funding, they might wonder if this is the right time to participate in a campaign.
- How do we sustain the morale of our employees and students as we move forward?

Eileen Coughlin, Vice President for Student Affairs and Academic Support Services

Vice President Coughlin discussed how her division is working on access and putting people together at the table across divisions. In order to reposition Student Affairs in the marketplace they are looking at tuition discounting and considering bringing in a consultant to review Western's tuition discounting capabilities. She explained that improving the way the university awards its state tuition waivers could provide better leverage of dollars we have.

Vice President Coughlin said Student Affairs is partnering internally between vice presidents, but when it comes to repositioning itself in the marketplace there are challenges ahead. She said how we partner with existing entities like the Northwest Higher Education Coalition is important. She said, by partnering with each other and with outside entities, the university can provide better leverage of its dollars.

Vice President Coughlin gave the example of working with Vice President Bowers when she was on a recent trip in New York visiting a parent. The parent talked about Western's out-of-state recruitment ability and how he would like to help with prospective connections. He thought it would be likely that private school students in his region would be interested in attending Western. She said this might sound small, but this is the type of leveraging that the vice presidents are doing.

Chair Madsen lauded the shift from working in silos to current cross-divisional work among the vice presidents.

Stephanie Bowers, Vice President for University Advancement

Vice President Bowers emphasized the need for scholarship dollars. She provided data on scholarship support to better inform the Board on the size and scope of Western scholarships. She said that over the last ten years, scholarships have increased over 128 percent. She said that this year the total amount provided to Western students from endowment earnings and annual funds was approximately 1.7 million dollars. She acknowledged that though the increase is great, the Foundation started from a low base.

Vice President Bowers said that 19 percent of scholarship dollars awarded goes to new students through admissions for either single or multiple year commitments. She said the number of full tuition or four-year scholarships are few. Many of the scholarships are designated for a particular major most scholarships are for retention and not recruitment. She said that balance is important, but there is a current need for recruitment scholarships.

Bowers highlighted access and said that access is one of the four pillars of the campaign. She provided her thoughts on how University Advancement deploys its resources in a strategic way. She said in her role as vice president there are things that can be done long-term, like the opportunities provided by the campaign, and also in the short-term, such as the Seattle and Bellingham Business Forums. The forums, which began as a public relations piece, evolved into an opportunity for raising scholarships. Between the two forums, they raise approximately \$125,000 for scholarships.

Trustee Lee commented on the total scholarship dollars and thought the amount was low given the size of Western. She asked if there weren't more philanthropic dollars, like Gates Scholarship guarantees or other national scholarships that are available for students. Vice President Bowers explained the differences between private, national scholarships, which may go to students without application to the university, and WWU Foundation scholarships.

Steve Swan, Vice President for University Relations

Vice President Swan addressed access and collaboration related to branding and integrated marketing. He said what was special throughout the branding initiative was the sense of shared purpose. The branding project leadership consisted of a 15-member committee of people across campus including, student leaders, faculty, staff, and community members. He said that efforts were made to reach out and incorporate as much stakeholder feedback as well.

Vice President Swan said that moving forward the focus is on integrated marketing and approaching it from a shared purpose perspective. The group of representatives will engage in access mapping of what Western has, things that we do well, and things we could do better. He said creating a family of marketing materials is another objective, as is working with the deans of the colleges to develop uniform messaging. Swan said that his area is involved in Western's home Web page reconstruction project, and he is pleased with the shared purpose approach in which it is managed.

Chair Madsen said what intrigued him was the recurring theme of access and what it is that will open the door to access.

Trustee Munro commented, emphasizing the importance of staying positive during difficult times; staying creative, which it sounded like the university is doing; and the importance of using social media. He said that good things can come out of tough times.

Catherine Riordan, Provost and Vice President for Academic Affairs

The Provost discussed the importance of getting students into classes and through to their degrees. To address this, she said that Academic Affairs completed a review of bottlenecks, and is now focusing on time to degree and reviewing curriculum. She said her areas are looking at the financial realities of the future and what they can afford to do. In the past two weeks, all but one academic department has revisited its curriculum and paid close attention to time to degree. The Provost reported that the response showed that faculty and staff have their heart in their work and care about students. She said that sustaining the creativity and morale of faculty and staff and the belief that we can get through this difficult time is critical. Other universities have already begun to raid our exceptional science faculty.

Richard Van Den Hul, Vice President for Business and Financial Affairs

Vice President Van Den Hul said the division started work on its strategic plan with meetings across campus, including town halls, meetings with deans, chairs, and departments. He said the goal is to determine what areas we already do well and where we can improve.

Van Den Hul said concerning access, that BFA mostly relates to facilities: to make sure that students can get into classes and have classrooms that are accessible, with up-to-date technology. Looking at recruitment and retention, he said there is tangible evidence that students come to Western for its beauty and physical location. During times of cuts, we need to consider how best to maintain our grounds and facilities.

Trustee Thompson said that higher education is taking a bigger beating than other state budget areas because it is the most discretionary program, due to the fact that it has no constitutional or statutory protection. He said that as we feel battered, to remember the context and honor the fact that it is everywhere and not just in higher education. He said the economy has produced the problem, and we need to understand it isn't just about us, but a part of a bigger problem.

▪ **Key Performance Indicators and Student Outcomes**

President Shepard transitioned the group into a discussion on Key Performance Indicators. The President said the assertion in higher education is not that we do not measure things, but rather that we measure too many things. President Shepard discussed accountability measurements and highlighted the differences between Dashboard Indicators and Key Performance Indicators. He said the private sector looks at Dashboard Indicators due to its ability to monitor things in real time; however, in higher education the measurements are different. The university has chosen not to use the term "dashboard" for the indicators but instead will use the term Key Performance Indicators (KPIs).

Provost Riordan introduced John Lawson, Vice Provost for Information Technology and Chief Information Officer, and Steve VanderStaay, Vice Provost for Undergraduate Education.

Vice Provost VanderStaay said that one of the purposes of developing strategic indicators is to help track Western's progress in fulfilling its goals. He explained the close alignment

between goals and indicators and said that the selection of indicators presented today is preliminary.

VanderStaay demonstrated how to view indicators interactively on the Web by clicking on a goal. In keeping with the theme of access, he provided an example of what that indicator looks like. To track progress on access, they viewed the percentage of freshmen retained the second year. He said that access is defined not just as bringing the students to campus, but seeing that they are successful as well. He also said that the most important indicator of quality is retention, because if you lose the student after freshmen year they won't graduate. Trustee Sharpe asked how the University of Washington achieves a 93 percent retention rate. VanderStaay said there are several reasons, but one is that 13 percent of students that come to Western plan to transfer and attend as a jumping-off point, where the University of Washington isn't approached that way.

VanderStaay also provided indicators for graduation retention rates. He provided a comparison of six-year graduation rates for students of color at Western, when compared to Western's 20 IPED comparison universities. VanderStaay clarified that IPEDs is the Department of Education's statistical warehouse and some years ago the Board of Trustees selected 20 universities across the nation they wanted to compare with Western. He showed the composite data of those 20 universities and their graduation rates for students of color. VanderStaay reported that Western continues to get better against our comparison group. Currently, Western's rate is 20 percent higher than those 20 universities combined.

Trustee Lee asked how Western defines "students of color". Vice President Coughlin said the definitions are defined federally, and if Western doesn't follow those definitions the comparisons aren't accurate.

Trustee Sharpe expressed concern on using six-year statistical information. Trustee Thompson said that the issues of credits to degree and double majors largely impacts a longer time to degree.

Trustee Fujikado said regarding access, if there is only 1.7 million dollars for scholarships, of which 19 percent are for students entering, that is a major issue for the university. She said that access has to do with where the money is coming from and how the institution is doing in terms of those dollars. She suggested that be a KPI and that the dashboard is the tool to look at over time. She asked how the university measures rigorous and engaging baccalaureate and graduate education.

President Shepard said one of the most difficult efforts of higher education is how to measure quality. He said it remains a challenge for all in higher education.

Vice Provost Lawson introduced Bob Schneider, Director of Administrative Computing Services. Lawson commended Schneider and his team because, despite having his staff reduced, Schneider led his team to not only improve Western's ability to provide meaningful KPIs, but has also helped through process redesign. The resulting implementation has provided Western with more administrative and academic efficiencies. Lawson and Provost Riordan thanked Schneider for his work.

Lawson said the focus of the demonstration is to present the changes being made to the Key Performance Indicators that are accessible to the Board and to the public through the Provost's Office Web page (<http://www.wvu.edu/provost/>). He informed the Board that they would participate in an interactive presentation on the KPIs, using computers set up in front of them. Under the direction of Rick Nichols, Academic Technology User Services

Supervisor, five student employees assisted the Board: Becca Smith, a senior in Anthropology; Nahn Nguyen, a senior in Mathematics; Tucker Siemens, a sophomore in Computer Science; Pippa Hemsley, a freshman in Secondary Education; and Joe McCollum, a freshman in Pre-Med.

Vice Provost Lawson directed the trustees through Western's Web site to the Key Performance Indicators page (<http://jweb.admcs.wvu.edu/KPI/>). The page presents nine graphs illustrating various metrics. From the KPI page, tabs allow the viewer to access admission and student data that illustrate trend indicators.

The Provost noted that much statistical data is on the Voluntary System of Accountability (VSA). She explained that VSA can be accessed from her Web page, under measures of accountability, under College Portrait. Vice Provost VanderStaay demonstrated the College Portrait Web site. He said the agreement with College Portrait is that every university will provide every university that participates the same data so that parents can assess indicators, such as retention, graduation rates, and cost calculations.

Trustee Lee asked about diversity information and if it is tied into campus systems or compiled manually. Schneider responded that most of the data comes directly out of the university's data warehouse and is loaded automatically. It does have the capability to manually load the parameters for a KPI if we don't have the data in the database.

Trustee Lee asked about the retention statistic that showed Western students of color are retained at lower rates than other students at Western. She said if this is a weak area for Western, how would we determine if we are making progress? The Provost said that there will be new methods to track that progress.

The Provost highlighted a new tool that Information Technology Services is implementing called PerformancePoint. She said once it becomes operational, this would be the interface for the new KPIs and it is extremely powerful and easy to use. She thanked Schneider and Lawson for leading their teams to make that happen. She also acknowledged Ming Zhang, Director of Institutional Research, who has been instrumental in helping retrieve the data definitions that allow us to do much of this work.

Vice Provost Lawson, the Provost, and the Board thanked the students for assisting the trustees on the computers.

3. EXECUTIVE SESSION MAY BE HELD FOR PURPOSES AUTHORIZED IN RCW 42.30.110

At 4:30 p.m. Chair Madsen announced that the Board would go into Executive Session for approximately one hour to discuss personnel and litigation 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 5:55 p.m. the Board of Trustees meeting adjourned with no action to report.

**WESTERN WASHINGTON UNIVERSITY
BOARD OF TRUSTEES
MINUTES
February 11, 2011**

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 8:02 a.m., February 11, 2011, in Old Main 340, Bellingham, Washington.

Chair Madsen thanked staff for an interesting presentation yesterday. He announced that agenda items #8 and #9 would be withdrawn from the agenda to allow time for an Executive Session at the close of the meeting.

Board of Trustees

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

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 Cocks, 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 2-1-2011 Ralph Munro moved, that the Board of Trustees of Western Washington University, upon the recommendation of the President, approve the minutes of the September 28 and 29, 2010 Board Special Meeting and the December 9 and 10, 2010 Board of Trustees Meeting.

Trustee Thompson, newly appointed on November 9, 2010, and absent December 10, abstained from approving the September 28, 29, and December 10, 2010 meeting minutes. Trustee Lee, newly appointed on December 10, 2010, abstained from

approving the September 28, 29, and December 9, 10, 2010 meeting minutes.

The motion passed.

2. RECOGNITIONS AND INTRODUCTIONS

Catherine Riordan, Provost and Vice President for Academic Affairs, asked Arlan Norman, Dean for the College of Sciences and Technology, to introduce Professor Leger. Provost Riordan announced that Dean Norman will be retiring on September 1, 2011, and that he has been a tremendous leader of his college and the university.

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

Dr. Janelle M. Leger, whose joint appointment with the Physics and Chemistry Departments was created as part of the Advanced Materials Science and Engineering Center's (AMSEC's) decision package, has recently received a National Science Foundation (NSF) Early Career award. The Career Award 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 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. 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.

Provost Riordan asked Brent Carbajal, Dean of the College of Humanities and Social Sciences, to introduce faculty member Kathleen Saunders.

Kathleen Saunders, Anthropology – Eleanor Roosevelt Global Citizenship Award

Kathleen Saunders came to Western's Anthropology Department 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. 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 2010-2011 Eleanor Roosevelt Global Citizenship Award by the Center for Public Anthropology. Named to honor the 20th century's "First Lady of the World," only a select few – less than one percent of the faculty teaching introductory anthropology courses throughout North America – receive this award.

Provost Riordan asked Steve VanderStaay, Vice Provost for Undergraduate Education, to introduce Dr. Compston.

Christine Compston, Director of Western's Fellowships Office

Christine Compston, director of Western's Fellowships Office, mentors students in the application process for distinguished fellowships and coordinates the many activities

involved including, interviews, faculty recommendations, and lengthy applications. Distinguished fellowships are an important marker of a university's success and service to its students. Under Dr. Compston's leadership, the number of Western students who receive distinguished fellowships each year has more than tripled. 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 *Where in Time is Carmen Sandiego?* a PBS production. [Note: Ms. Compston has since passed away.]

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

Each year, the National Resource Center (NRC) 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, Dr. VanderStaay was recognized nationally as one of five semi-finalists 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; Freshman Interest Groups; First Year Experience; and Western Reads. Dr. VanderStaay also serves as the university's accreditation liaison officer and has a faculty appointment in the Department of English.

Chair Madsen congratulated all of those acknowledged.

3. BOARD CHAIR

Chair Madsen revisited a topic from the December 2010 Board meeting, when Trustee Fujikado disclosed that her business partner Jim Copacino was providing marketing work on behalf of the Western Washington University Foundation. To establish that no conflict of interest occurred, Chair Madsen asked Senior Counsel Bohlke to review the matter. Bohlke reported that there was no evidence of conflict of interest. She said the work done for the WWU Foundation by Mr. Copacino was provided at 50 percent of the firm's normal rate. She also determined that Trustee Fujikado provided work for the WWU Foundation *gratis* on this project.

▪ Resolution No. 2011-01 Welcoming Trustee Karen Lee

Chair Madsen recognized new trustee Karen Lee and asked Trustee Sharpe to read Resolution No. 2011-01.

Trustee Sharpe said it was a privilege to welcome Trustee Lee to the Board. He shared highlights of Trustee Lee's career, including a period of time when they both worked together at Puget Sound Energy, where Lee was head of Gas Operations. He concluded by saying that Trustee Lee brings to the job of trustee a remarkable record of service to our country and to higher education. He said we are fortunate to have Trustee Lee with us.

Trustee Lee said that it is a privilege to work around students and an honor to be involved in their education.

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 her 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.

4. PRESIDENT'S REPORT

▪ WWU Programs Serving Everett

President Shepard discussed the leadership of University Center of North Puget Sound, located on the campus of Everett Community College. He said there was proposed legislation that University Center be reassigned from Everett Community College to

Washington State University. The President said that Western has taken a position in opposition to that legislation.

The President said that Western serves more students than any other university at University Center, has operated programs there for over 15 years, and partners with six higher education institutions. He said that whatever leadership the state chooses, Western will be there to serve, and in the overall scheme of things, this is not a threat to Western.

Trustee Thompson said that for the last four or five years, he has been a consultant to the Mayor of Everett on a variety of issues. As the University Center issues came to surface, Trustee Thompson said he recused himself from involvement on either side. He said he would not be involved in any strategies or discussions with Western's Board of Trustees regarding Everett.

▪ **Campaign Update and Status of the Feasibility Study**

Vice President Bowers handed out a timeline for the Campaign Feasibility Study for Western Washington University Foundation. Bowers said that she appreciated Trustee Madsen's appointment of Trustee Zoro as the liaison to the WWU Foundation.

Bowers reported that her office is in the process of completing the Campaign Prospectus. Over the next several weeks, they will be holding interviews, conducted by the Collins Group, to gather information for the Campaign Feasibility Study. The interviews will continue through the beginning of May. Bowers said that University Advancement will also hold focus groups with its Foundation Board and Alumni Board, and she would like to hold a similar focus group with members of the Board of Trustees. She suggested that small interviews could be conducted near the April Board meeting or another option would be doing on-line surveys.

Chair Madsen said there would likely be time for small groups of trustees to meet in April.

Vice President Bowers said that the Collins Group will complete their analysis and submit a final report, and it will go to the Board at its June meeting.

5. ASSOCIATED STUDENTS

Colin Watrin, Associated Student (AS) President, reported to the Board on the following matters:

- Plans are underway for student leaders to participate in a federal lobbying trip in Washington D.C.
- Associated Students is developing a strategic plan. Watrin said five key values have been identified: student representation; university collaboration; student development; inclusion; and social responsibility.
- Associated Students is developing a more cohesive marketing strategy by reviewing branding and marketing initiatives.
- The AS is reviewing job descriptions for its 200 student employees. Watrin said they are converting all the job descriptions to be results-based rather than task-based. The goal

is to create job descriptions that have common outcomes or goals so that vice presidents and programs have the same succinct goals and outcomes.

- Watrin also reported on Associated Students events and said they are updating the election code for the upcoming AS elections.

Chair Madsen asked if the Associated Students was also involved on the university access project. Vice President Coughlin said they are not specifically, but his question made a good point of how the university might better coordinate, from a student government standpoint, on those efforts.

6. FACULTY SENATE

Scott Pearce, Faculty Senate President, said that the Senate is working on themes similar to Associated Students. He said the Senate is working on removing past boundaries and fostering civil dialogue. He reported that he is working towards a smooth transition for Professor David Meyer, next year's Faculty Senate President. Because of the short turnaround, he wants Meyer to be well-prepared for the job.

Pearce said the Faculty Senate is working on a review and possible amendments to the Faculty Handbook. The Senate is also working with President Shepard and Provost Riordan on assigning Senate representatives to participate in budget discussions. The Senate has been working with the Provost to establish guidelines for fostering faculty governance with a focus on governance at the Colleges. As part of that movement towards collaboration, informal activities have been planned such as lunches, politicking, international studies, and developing ideas for bringing talented students to campus in the next few years.

Trustee Sharpe said that he has observed a university culture shift and asked what is driving the collaboration. Pearce said that President Shepard and Provost Riordan have actively encouraged it.

President Shepard said that open and transparent communication is a two-way responsibility and that Western's faculty have really stepped forward.

Madsen asked about the faculty involvement in processes in Olympia. Pearce said that faculty representatives include, Bill Lyne, Faculty Associate to the President and Provost; Marsha Riddle-Buly, Faculty Legislative Representative; and Steven Garfinkle, United Faculty of Western Washington President.

7. CONSENT ITEMS

Chair Madsen asked how many winter quarter degrees would be given. Provost Riordan said there will be 473 undergraduate degrees awarded for winter quarter.

MOTION 2-2-2011 Phil Sharpe moved, that the Board of Trustees of Western Washington University, approve the following consent item:

- Approval of Winter Quarter Degrees

Ralph Munro seconded the motion. The motion passed unanimously.

8. BRANDING AND THE CAPITAL CAMPAIGN

Vice President Swan handed out new marketing materials including posters and a Brand Guide. He described the information available in the Brand Guide and demonstrated the brand Web page, "Brand Central". He presented a video that was created for the new brand. He gave credit to Steve Brummel, Marketing Manager for Intercollegiate Athletics, who produced the video on behalf of the branding team.

Vice President Swan reported that the brand rollout was conducted on January 26 and was well received. He said for the most part the campus has expressed a sense of excitement with the new brand. Swan said that focus has shifted from the brand to work related to the Capital Campaign. He said there would be specialized publications for the campaign, including the university magazine, *Window*.

Swan reported on the development of a Western-specific TV show on KVOS. There was further discussion of WWU television advertisements. Trustee Thompson said he had colleagues on the Seattle Sports Commission who had expressed interest in community-centered material and that future advertising spots would likely be possible. Vice President Coughlin said that Western's Athletics Department had to actively sell ads to pay for costs, and that it is critical to be able to do so during a time of limited resources.

Trustee Sharpe commented on advertising in an academic community and thought this could be received negatively. He said he does not believe that to be true, but can understand that perception. Faculty Senate President Pearce said it would likely be received either negatively or indifferently. President Shepard said that peoples' opinions have shifted and evolved beyond that negative position. Chair Madsen said if the advertising allows us to attract students, this will enable faculty and staff to feel better about the role they play in making this a successful university. Trustee Thompson said that the mark matters and having a mark that people identify with positively matters.

Trustee Espinoza said, regarding the branding initiative, if there is some reticence from the campus community, he believes they will get on board because faculty, staff, and students have an investment in the institution. He said how our new students accept the university's brand is important, because they are Western's ambassadors and how they own Western's brand is important.

Vice President Bowers transitioned the discussion by saying Western alumni and supporters are pleased with the branding materials and excited about the campaign. She said that having the new branding tools to describe Western is a great beginning. She also highlighted the collaborative efforts of the two staff teams. She thanked Paul Cocke, Director of University Communications, and Deborah DeWees, Director of Alumni Relations, who are co-leading the communications team.

Bowers said that campaign materials, like the new brand, follow a bold and adventurous theme. She said the campaign materials are some of the first public personifications that will be used for external audiences of the branding initiative. Bowers said that the campaign prospectus is aligned with the branding messages. She provided examples of how the brand characteristics are reflected in campaign components.

Chair Madsen asked Vice President Bowers to explain what a feasibility study is, when it will be complete, and what information the university will garner from it. Bowers said that the feasibility study is meant to test the university's ability to raise one hundred million dollars.

She said the study will determine what potential Western supporters' opinions are about Western and its leadership. She said the study is about Western's reputation in the community and campaign components. It will also determine whether these individuals would be interested in helping support financially or helping support from a leadership perspective in the campaign. Bowers said, she would make a recommendation to the President by the June Board meeting, and the President would make his recommendation to the Board on how Western will proceed with the campaign.

9. COST OF INSTRUCTION AND ACCESS TO CLASSES

Provost Riordan presented on the topic of cost of instruction and how it relates to student access to classes. She discussed the direct cost to the student and costs of the university to provide student education. She explained how cost per student can be discounted by tuition waivers, grants, or scholarships, and that financial assistance is subtracted from total educational costs. She presented a graph that illustrates the cost of education per student and that students are paying a greater proportion of the cost.

The Provost showed a graph that highlighted the real cost of education per student, which has remained constant from 1991 to 2010. She said people think because tuition is rising that the cost of education is rapidly increasing, but she said that is not the case. She said the graph looks at all Washington State institutions and considers costs for room and board and comes up with a weighted cost of attendance. When scholarships are included a discounted rate is calculated.

Trustee Thompson said the state's commitment to fund higher education has declined over the years and now a greater proportion of that commitment is received in the form of scholarships and tuition costs. He sees this as one of the larger problems state universities currently have.

The Provost discussed the following considerations for future decision making on costs:

- Time to Degree. As students stay longer at Western, it costs families more.
- High Demand Degrees. High demand degrees incur a high cost to deliver. She said that capping enrollments in Western's higher-cost programs could be an option.
- Faculty Salaries. Faculty salaries are a significant driver of departmental costs and there is not as much flexibility there. Another cost factor is the blending of faculty and the balance between the tenure, tenure track and non-tenure track faculty.
- Class Size. Class size is also a factor, along with managing classroom space.
- Reduction of Elective Courses. Presently it is difficult for students to access advanced courses outside of their major and this will become more difficult in the future.

Provost Riordan asked Vice Provost VanderStaay to give an update on access to classes, which is also referred to as the bottleneck initiative. VanderStaay said the initiative provided an additional 400 seats in the College of Humanities and Social Sciences and an additional 1,000 seats in the College of Science and Technology. He also discussed a wait-list initiative that allowed students to register and wait for a seat to open. Because of this new process, thousands of students were able to get into the classes they wanted.

At 10 a.m. the Chair called for a 15 minute break.

The meeting reconvened at 10:20 a.m.

10. OLYMPIA UPDATE

Sherry Burkey, Associate Vice President for University Relations, provided an update on legislative activities in Olympia. She said that Western has a great team of people supporting its initiatives on legislative matters. She said that the focus in Olympia is on the budget, and she said there is a greater interest in what has happened to higher education than in year's past. Burkey said there is much educating of the approximately 23 new legislators, which provides an opportunity to inform them on higher education and higher education institutions.

Burkey highlighted two bills. The first stems from the Governor's Higher Education Task Force recommendations that turned into a bill, which has strong support from the business community. The focus of this bill is the importance of higher education to the state's economy and advocates for no further cuts to higher education. The recommendations of this bill include tuition-setting authority and an endowment piece. The second piece of legislation is House Bill 1795 The Educational Opportunity Act, introduced by Representative Reuven Carlyle. This bill gives institutions four years of unlimited tuition-setting authority up to 7 percent and, any tuition above that, 50 percent would go to financial aid. She said that the model does not work well, but Representative Carlyle is open to working with higher education groups. She said that there will likely be one bill that is a combination of the Governor's bill and the Carlyle bill or perhaps tuition will be addressed in the final budget.

Burkey described other various bills such as the bill to eliminate the Higher Education Coordinating Board; the Everett bill, which has received strong support from the Everett community; and the development of a bill that provides leverage of Veteran's services and in addition, highlights the Northwest Higher Education Coalition that Western is involved in.

The following topics were also discussed: Senate supplemental budget; capital budget; and state-based financial aid. Burkey discussed with the Board the average state funding per budgeted FTE student in Washington State higher education institutions, including community and technical colleges.

Burkey announced an Alumni Association Valentine's event in Olympia on February 14 to recognize all Western alums who are working in the State Capitol.

11. AUDIT COMMITTEE REPORT

Trustee Zoro, Chair of the Audit Committee, reported on the February 10 Audit Committee meeting and noted the following:

- The committee approved the minutes of the December 9, 2010 Audit Committee meeting.
- Chair Zoro provided a report on the university's Request for Qualification process for obtaining a vendor to perform a second phase review of the university's unrelated business income tax activities. Four proposals were received and evaluated. In January, the Audit Committee voted electronically to approve contracting with the recommended vendor with the expectation that the work will begin in February.
- The Audit Committee received a semi-annual Internal Controls Report from Vice President Van Den Hul.

- The Audit Committee, President Shepard, and Internal Audit discussed responsibilities and process for receiving, reviewing, and approving requests for unscheduled internal audit activities.
- Kim Herrenkohl, Internal Audit Director, updated the committee on Internal Audit projects, provided copies of customer surveys, and reported on the fourth quarter review of the President's expenses.
- The committee met separately with Internal Audit and the President as provided by the Audit Committee Charter.

12. INFORMATION ITEMS

- **Alumni Relations Report**

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

- **Annual University Police Report**

Vice President Van Den Hul provided an annual update of the University Police Department.

Trustee Espinoza asked about the relationship between the City of Bellingham Police and University Police related to the party patrols. Vice President Coughlin said the patrols are a return to what had been done in the past that was effective. The patrols are based on neighbors calling and saying there is a problem in the neighborhood. She said it is a collaborative approach between the two police departments where they respond to community issues when there is disruption and under-age drinking. Vice President Coughlin said she understands that some students are not happy with the approach, but it is based on feedback from the community when there are student parties in the neighborhood.

- **Capital Program Report**

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

- **Carnegie Foundation Classification**

Provost Riordan provided a report on Western having receiving the 2010 Community Engagement Classification from the Carnegie Foundation for the Advancement of Teaching.

Chair Madsen asked what impact the classification has had on the institution. The Provost said it gives credibility to Western's claim of community connections that our faculty, students, and staff have made. It also represents that the university is nationally recognized as an engaged campus.

- **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.

- **First Year Experience – *Dialogue***

Provost Riordan provided a report on first-year initiatives as were published in *DIALOGUE*, Issue No. 14, January 2011.

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

Vice President Coughlin provided a programmatic and fiscal report to the Board on the University Housing and Dining System.

- **Quarterly Grant Report**

Provost Riordan provided information from the Office of Research and Sponsored Programs concerning grant awards for the period of July 1, 2010 through December 31, 2010 and fiscal year 2010-11.

- **University Relations Report**

Vice President Swan provided a written report on the recent activities of University Relations and reported that he and President Shepard would be in Washington D.C. in early March to pursue the university's federal agenda, including jobs, Veteran's programs, and economic development. Western students on this trip will address federal work study, rollbacks on Pell Grants, and a number of other initiatives.

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

14. EXECUTIVE SESSION MAY BE HELD FOR PURPOSES AUTHORIZED IN RCW 42.30.110

At 11:18 a.m. Chair Madsen announced that the Board would go into Executive Session for approximately 40 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 noon the Board of Trustees meeting adjourned with no action to report.

15. ADJOURNMENT

The meeting adjourned at noon. The Board proceeded to lunch where they listened to an academic presentation on Solar Energy Research that was 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: April 15, 2011
SUBJECT: Recognitions and Introductions

Robert Mitchell, Geology, Digges Professorship

Robert Mitchell, faculty member in the Department of Geology since 1996, has been appointed the first Robert H. and Kathleen Digges Distinguished Professor of Geology. The Digges professorship was established at Western in 2010, in part through an endowment funded by the estate of the late Dr. Kathleen Digges. Dr. Digges was a 1971 graduate of the Geology Department, who went on to medical school and became distinguished in the areas of obstetrics and gynecology. The Digges professorship is awarded to support teaching and research related to engineering geology.

Professor Mitchell's research includes numerical modeling of fluid flow and solute transport in unsaturated ground-water systems, aquifer characterization and the impact of agricultural processes on ground water quality. His teaching expertise includes environmental geology, engineering technology and ground water hydrology. He publishes actively on his research and is a leader in curriculum development and innovation in Western's Geology Department.

Ryan Brown – NCAA Division II National Champion in Indoor Pole Vault

Ryan Brown a Western Washington University senior pole vaulter is the first individual in school history to win back-to-back national championships. Brown, from Bellingham, Washington, successfully defended his national championship in the men's pole vault, clearing 17 feet 2-3/4 inches (5.25 meters), on March 12, 2011, at the NCAA Division II Indoor Track and Field Championships held in Albuquerque. Brown also is the defending NCAA II outdoor national pole vault champion.

Brown entered the competition as the nation's top-ranked vaulter with a school-record mark of 17-5. His winning effort was four inches better than the runner-up and was 3-3/4 inches higher than his winning effort last year of 16-11. Earlier this season, Brown took top honors for the fourth straight year at the Great Northwest Athletic Conference Championships.

Brown also has been named the Division II 2011 National Indoor Male Field Athlete of the Year by the United States Track and Field and Cross Country Coaches Association.

Paul Madison, Sports Information Director – College Sports Information Directors of America (CoSIDA) Hall of Fame

Paul Madison, longtime Sports Information Director at Western Washington University, has been selected to the College Sports Information Directors of America (CoSIDA) Hall of Fame as part of the 2011 class to be inducted June 28 at Marco Island, Florida.

Madison has served as Western's Sports Information Director for 44 years. He initially began sports information work as a student in 1966 and has been with the Department of Athletics ever since. During his time at Western, Madison has seen his field move from one featuring mimeograph machines and game statistics done by hand to web sites and computerized statistics instantly streamed across the world.

In 1993, Madison received the Ike Pearson Award, given annually by the NAIA Sports Information Directors Association for outstanding contributions to the profession. He also served as Chair of the GNAC Sports Information Directors Committee for nine years and also served as a member of the CoSIDA Board of Directors in 2000-2001.

**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: April 15, 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.

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

TO: Members of the Board of Trustees

FROM: Bruce Shepard, President

DATE: April 15, 2011

SUBJECT: **President's Report**

PURPOSE: Information Item

Purpose of Submittal:

President Shepard will update members of the Board on campus-community matters.

**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: April 15, 2011

SUBJECT: **Associated Students**

PURPOSE: Associated Students Report

Purpose of Submittal:

Colin Watrin, AS president, will brief the Board on the first-ever Associated Students of Western Washington University Strategic Plan, adopted in March 2011.

Supporting Information:

The Associated Students Strategic Plan is attached below.



Associated Students of Western Washington University Strategic Plan

This comprehensive plan will set a strategic direction for the organization. It will include mission, values, and objectives of the organization.

Mission:

We, the Students of Western Washington University, have the right and responsibility to achieve a system of shared governance. For this purpose the Associated Students of Western Washington University (ASWWU) has been established. The ASWWU will:

- Foster students' rights and responsibilities
- Promote the general welfare of students
- Establish channels of communication within the University
- Represent student interests and opinions to the University Administration, Board of Trustees, and appropriate governmental agencies

Objective:

The ASWWU exists to ensure student representation in decisions that impact students; support leadership development; provide resources, activities, and information for students; and provide opportunities for students to organize themselves around their special interests, in order to further achieve the mission of the university and complement classroom education.

Values:

The Associated Students is a constantly changing and innovative organization that evolves to fit current student needs while following our mission. Though current student needs change through the years, the Associated Students as an organization holds core values which are central to our mission and provide a framework for collective leadership. The core values identified by the Associated Students are:



Associated Students of Western Washington University

Strategic Plan

Student Representation:

The Associated Students believes in empowering students to represent student interests at all levels of decision-making. We encourage and provide opportunities for students to participate in decisions related to programming, budgeting, policy-making, and short-term and long-term actions. This representation occurs internally through managing a program of student activities and services and externally through communication with the University Administration, the Board of Trustees, the Faculty Senate, and appropriate governmental agencies. Through this, we empower students to take part in the shared governance of Western Washington University in all issues related to students.

Collaboration:

The Associated Students believes that a collaborative environment is the best way to optimize the resources and support available to students. To achieve this, we believe in building strong partnerships, both internally and externally, by practicing open communication, working toward shared goals, and addressing the needs of stakeholders equitably.

The Associated Students plays a dual role as its own organization and as a part of the Western Washington University structure. In this dual role, the Associated Students forges connections and intentionally looks for creative ways to collaborate. Collaboration between AS departments and offices allow us to explore intersectionality of identities, reach new communities, and share resources. External collaboration allows us to outreach to new student populations, creates new leadership opportunities, and improves our relationships with members of our campus community. As a part of improving strengthening partnerships across our campus, the Associated Students strives for increased communication between students, faculty, staff, and administrators.

Student Learning and Development:

The Associated Students affirms that the educational experience of students extends beyond the classroom. We believe this co-curricular learning is crucial for the personal and professional development of students. We encourage students to grow through developing and applying their knowledge, skills, values, as well as their sense of self and of community.



Associated Students of Western Washington University

Strategic Plan

The Associated Students provides development opportunities for students through employment and work-study positions, internship experience, volunteer opportunities, club involvement and other collaborative efforts. The program of student activities developed through these opportunities in turn provides services, activities, and events for the greater student population. These services, activities, and events are used to develop and nurture the lifelong learning processes of Western students.

Inclusion:

The Associated Students appreciates the importance of being inclusive and accessible to all Western Washington University students. Ensuring inclusion of all students allows us to develop a community of diverse perspectives and interests. As an organization we place a high value on inclusion and strive to constantly reach out to student populations across campus.

We strive to honor the contributions of all members of the Western community by listening to varying perspectives while providing a safe space to dialogue. As an organization we have a strong commitment to diversity and non-discrimination. We are open to every student regardless of age, ethnicity, race, sex, gender identity, nationality, religious and/or ethical beliefs, sexual orientation, size, socioeconomic background, and disabilities.

Community and Social Engagement:

The Associated Students believes in creating and fostering affirming spaces in which students are able to connect with peers around common interests and interests they deem important. These spaces are intended as welcoming communities which give students a place to belong, develop a sense of self, and build relationships with their peers. The growth of these communities results in an abundance of engagement opportunities being extended to the greater student body in the form of educational and entertainment events, organizational involvement, and participation in governance and various projects and initiatives.

We believe in encouraging the exploration of diverse ideas and opinions in order to broaden areas of knowledge and interest within our student population. As a part of this broad knowledge and interests, we believe in enriching our communities by supporting student initiatives that reflect the values, goals, and needs of the current student body. We believe that this intentional encouragement is the best way to empower Western students to be the change-makers of tomorrow.



Strategic Objectives:

The AS Board of Directors, as elected officials and managers of the AS organization, have identified strategic directions that will move the AS toward fulfilling the mission and upholding the values of the AS. The strategic directions identified by the AS Board of Directors are:

- ❖ Support student representation in decisions which impact students.
- ❖ Increase understanding, knowledge and a sense of ownership of the AS Organization.
- ❖ Improve the internal structure of the AS organization
- ❖ Improve collaboration with organizations and university departments outside of the Associated Students

Support for student representation in decisions which impact students.

- The AS will develop more effective methods of actively reaching out to students to identify issues of interest or concern.
- The AS will develop a method of responding to identified student interests and concerns.
- The AS will strengthen the AS committee system to be more effective decision-making bodies.
- The AS will develop training system for students to become effective committee members.
- The AS will develop a system for the AS Board of Directors to be more accountable to the student body.

Increase knowledge and understanding of the AS organization.

- Internal AS departments and offices will know they are a part of the AS and understand how they fit within the context of the organization.
- Western Students will be able to articulate the impact that the AS has had on their Western experience
- The AS will improve the accessibility of AS services, resources, activities, and opportunities for students.
- The AS will implement information-dissemination and marketing strategies that will ensure that the offerings and messages of the organization reach a broader segment of the student body.



Improve the internal structure of the AS organization

- Identify key outcomes, concepts, and trainings for the AS-wide staff development program, as well as a long-term method assessing all AS training programs.
- Improve support for AS departmental trainings and centralize information related to individual training topics.
- Maximize the effectiveness of the AS Club system by establishing infrastructural improvements that will allow for better system-wide communication, assessment, utilization tracking, and inter-club coordination.
- AS employees will have legacy documents related to job responsibilities, tasks, and other information relevant to the position.
- The AS will have updated, accessible, and consistent policies and procedures in the Peabody format.
- The AS will develop a clear methodology for the gathering and dissemination of statistics, demographic information, and information crucial to internal operations.
- The AS will intentionally support student groups which are traditionally not reached out to or included. These groups include but are not limited to: 1st year students, graduate students, transfer students and out-of-state students.
- The AS will provide programming and services that increase support and enhance student's academic experience including opportunities for faculty and staff to interact.

Improve collaboration with organizations and university departments outside of the Associated Students

- Identify and collaborate with offices and organizations on the WWU main campus regarding issues of importance to students.
- Better utilize the expertise on Western's campus to improve AS services and opportunities for students
- Develop and improve State-wide coalitions and relationships with other student organizations and student governments.

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

TO: Members of the Board of Trustees

FROM: President Bruce Shepard for Senate President Scott Pearce

DATE: April 15, 2011

SUBJECT: Faculty Senate

PURPOSE: Information Items

Scott Pearce, Faculty Senate President, will provide a verbal report to the Board and present amendments to bylaws of the Faculty Constitution. Bylaw amendments are information only and have been approved by the Faculty Senate.

Supporting Documents:

Amendments to bylaws of the Faculty Constitution:

- Bylaw 7.2 – Faculty Legislative Representative
- Bylaw 7.7 – Senate Library Committee

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

TO: Members of the Board of Trustees

FROM: President Bruce Shepard on behalf of Senate President Scott Pearce

DATE: April 15, 2011

SUBJECT: Faculty Handbook **ByLaw 7.7: Senate Library Committee**

PURPOSE: Information Item

On February 28, 2011, the Faculty Senate *approved* the revised *Senate Library Committee* charge (without change to the membership) in the Bylaws of the Faculty Handbook of Western Washington University (old material struck through, new material follows):

~~BL7.7 Senate Library Committee.~~

~~The Library Committee's primary roles are to provide advice to the Dean of the Libraries and to provide liaison between the faculty and the university libraries. The committee will provide advice as part of the Libraries' planning process and on matters brought to it by the Dean of the Libraries.~~

~~The committee meets several times each quarter and periodically reviews Library policies, including acquisition policies. The committee assesses how those policies support the University's academic programs and strategic goals.~~

~~The Library Committee shall work with the libraries to improve the levels of Information Literacy of students and faculty.~~

BL7.7 Senate Library Committee.

The Senate Library Committee's (SLC) role is to help the library support the University's mission. To do so, the SLC will: **1)** provide advice and recommendations to the Dean of the Libraries and **2)** serve as liaison between the faculty and Dean of Libraries. Specifically, the committee shall:

- Review documents provided by the Dean of Libraries
- Provide advice on current and future policies and procedures relating to the library's collections, services, facilities and budget
- Introduce the Dean of Libraries to the opinions and sentiments of the faculty at large
- Assist, by way of recommendations, the development of library collections to improve levels of information literacy and research for faculty, students, and staff
- Encourage use of the library
- Meet regularly each quarter.

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

TO: Members of the Board of Trustees

FROM: President Bruce Shepard on behalf of Senate President Scott Pearce

DATE: April 15, 2011

SUBJECT: Faculty Handbook **Bylaw 7.2: Faculty Legislative Representative**

PURPOSE: Information Item

*On February 28, 2011, the Faculty Senate approved the following **Bylaw 7.2: Faculty Legislative Representative**. This replaces the whole of section 7.2, including all its sub-sections:*

The Faculty Senate shall maintain a Faculty Legislative Representative (FLR) and a Deputy Faculty Legislative Representative (DFLR). The FLR represents the Faculty of Western Washington University in relations with the Legislature and individual legislators. The FLR shall be guided by policies approved by the Faculty Senate upon recommendation from the Executive Council. The DFLR shall assist the FLR in his or her duties. The FLR will seek to coordinate legislative activities with those of Western's administration, the Council of Faculty Representatives, The Associated Students of Western, and the United Faculty of Western Washington. When possible, collaboration among the aforementioned is recommended.

The FLR, the DFLR, the past Legislative Representative (in the year immediately following his or her service) and the President-elect of the Faculty Senate shall constitute the delegation of the Faculty of Western Washington University to the Council of Faculty Representatives.

Every other spring, coinciding with the short session of the Washington State Legislature, the Faculty Senate will elect a new DFLR who will serve one year as DFLR, followed by two years as FLR, followed by one year as past FLR, for a total of four years served:

Year 1: New Deputy assists incumbent FLR.

Year 2: Deputy becomes new FLR, assisted by previous FLR.

Year 3: FLR serves second year, assisted by newly elected Deputy

Year 4: FLR becomes past Legislative Representative, assisting the new FLR

The FLR shall serve as a voting member of the Senate Executive Council during the two year term. To carry out the responsibilities of the position, the FLR will receive release time of 0.33 from the year's assigned course load, estimated by credits; when the result carries a remainder, release time will be calculated upwards. In negotiation with the FLR's department, the release time can be arranged and combined to provide more release when needed (e.g. complete course release winter, no course release fall). The department is advised to negotiate release from teaching and campus obligations during the winter quarter of both sessions, and through spring quarter of the long session. The partial FTEF shall be returned to the FLR's unit. The Provost shall arrange administrative support for the FLR. The FLR will regularly report to the Senate Executive and Senate during the session. The DFLR is not compensated but is reimbursed when fulfilling the duties of the FLR (e.g. travel to attend a meeting).

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

TO: Members of the Board of Trustees
FROM: President Bruce Shepard
DATE: April 15, 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:

- Delegation of Authority to Award Construction Contract for residential wireless implementation (PW 638)
- Delegation of Authority to Award Construction Contract for completion of Buchanan Towers Addition (PW 640)
- Construction contract for Ridgeway Beta Renovation (PW 631)

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 Vice President Van Den Hul

DATE: April 15, 2011

SUBJECT: **Delegation of Authority to Award Construction Contract for Residential Wireless Implementation (PW 638)**

PURPOSE: Action Item

Purpose of Submittal:

Award a construction contract for the Residential Wireless Implementation, PW 638. Contract award following Board action. Construction to start June 13, 2011 for Phase 1 and June 11, 2012 for Phase 2.

Proposed Motion:

MOVED, upon the recommendation of the President, that the President or his delegate is hereby authorized to award contracts and execute documents for the construction of the Residential Wireless Implementation.

Supporting Information:

This project includes the construction of cabling, raceway, cutting and patching to install wireless data access points in all residence halls.

There are four (4) alternate bid items that include enclosures for access points, Fairhaven Commons, Viking Commons and Ridgeway Commons. The scheduled bid date is May 13, 2011.

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

Hargis Engineers, Seattle, WA, prepared the plans and specifications for this project. The project construction will be in two phases. Phase 1 is scheduled to be substantially complete September 16, 2011, and Phase 2 September 14, 2012.

The estimated construction cost of the project is \$950,000.

Source of Funding:

Housing & Dining System – Non-appropriated

WESTERN WASHINGTON UNIVERSITY ITEM SUBMITTED TO THE BOARD OF TRUSTEES

TO: Members of the Board of Trustees

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

DATE: April 15, 2011

SUBJECT: **Delegation of Authority to Award Construction Contract for Completion of Buchanan Towers Addition (PW 640)**

PURPOSE: Action Item

Purpose of Submittal:

Award a construction contract for Completion of Buchanan Towers Addition, PW 640. Contract award following Board action. Construction to start May 30, 2011.

Proposed Motion:

MOVED, upon the recommendation of the President, that the President or his delegate is hereby authorized to award a construction contract and execute documents for the completion of the Buchanan Towers Addition.

Supporting Information:

This project includes corrective work and uncompleted work from the Buchanan Tower Addition project including architectural finishes, sealing the building envelope, fire sprinkler corrections, and fire alarm system. The project will also include some minor bid alternates for building and site improvement items not included in the Buchanan Towers Addition project.

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

RMC Architects, Bellingham, prepared the plans and specifications for this project. The project is scheduled to be substantially complete August 2011. A contractor will not be selected until after the April Board meeting. Construction will likely begin prior to the June Board meeting in order to timely achieve substantial completion, allowing the dormitory building to be used for housing of enrolled 2011 Fall Quarter students.

The estimated construction cost of the project is \$750,000.

Source of Funding:

University Residences Bonds

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

TO: Members of the Board of Trustees

FROM: President Bruce Shepard by Vice President Van Den Hul

DATE: April 15, 2011

SUBJECT: **Construction Contract for Ridgeway Beta Renovation (PW 631)**

PURPOSE: Action Item

Purpose of Submittal:

Award a construction contract for the Ridgeway Beta Renovation. Contract award following Board action. Construction to start June 15, 2011.

Proposed Motion:

MOVED that the Board of Trustees of Western Washington University, upon the recommendation of the President, award a contract to Andersen Construction, Seattle, WA, for the amount of \$3,139,000.00 (base bid, plus alternates 1, 2, 3, and 7) for the construction contract to renovate Ridgeway Beta.

Supporting Information:

This project includes the installation of a fire sprinkler system, the upgrade of the existing fire alarm and detection system, replacement of the exterior windows, structural seismic mitigation, hazardous materials mitigation, and replacement of lighting, flooring and paint.

This project was advertised for competitive bidding on February 16 with the bid opening held at 4 p.m. on March 21, 2011. Four bids were received by the University (see attached bid summary).

CNJA Architects, Everett, WA, prepared the plans and specifications for this project.

Source of Funding:

Housing & Dining System – Non-appropriated

Alternate No.	Description & Bid Item	Andersen Const	Boss	Colacurcio	Tiger
		1	2	3	4
	Base Bid Ph1	\$ 1,616,000.00	\$ 1,930,715.00	\$ 1,997,000.00	\$ 2,069,700.00
	Base Bid Ph2	\$ 712,000.00	\$ 712,917.00	\$ 1,182,000.00	\$ 1,034,870.00
1	HDPE piping	\$ -	\$ (1,769.00)	\$ 7,800.00	\$ (500.00)
2	Replace student and utility closet doors	\$ 190,000.00	\$ 193,873.00	\$ 180,300.00	\$ 214,000.00
3	Replace exterior windows	\$ 598,000.00	\$ 532,609.00	\$ 528,800.00	\$ 660,700.00
4	Masonry cleaning, sealing & exterior painting	\$ 40,500.00	\$ 134,447.00	\$ 161,700.00	\$ 136,300.00
5	Paint existing doors to remain if Alt 2 not acc	\$ 22,300.00	\$ 27,547.00	\$ 37,300.00	\$ 34,000.00
6	Paint existing windows to remain if Alt 3 not acc	\$ 87,000.00	\$ 27,510.00	\$ 119,900.00	\$ 110,000.00
7	Replace existing kitchens 831A & 832	\$ 23,000.00	\$ 9,638.00	\$ 14,800.00	\$ 22,000.00
	sub total	\$ 3,139,000.00	\$ 3,377,983.00	\$ 3,910,700.00	\$ 4,000,770.00
	8.70% sales tax	\$ 273,093.00	\$ 293,884.52	\$ 340,230.90	\$ 348,066.99
	Base bid plus Alts 1-3, 7: Total	\$ 3,412,093.00	\$ 3,671,867.52	\$ 4,250,930.90	\$ 4,348,836.99

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

TO: Members of the Board of Trustees

FROM: President Bruce Shepard and the Faculty Senate Executive Council

DATE: April 15, 2011

SUBJECT: **Awarding an Honorary Degree**

PURPOSE: Action Item

Purpose of Submittal:

Pursuant to RCW 28B.35.205, the Board of Trustees, upon recommendation of the faculty, may authorize the awarding of honorary bachelor's, master's, or doctorate level degrees to individuals "in recognition of their learning or devotion to education, literature, art, or science."

Western Washington University Board of Trustees *Rules of Operation*, Section 2.3 Authority Reserved by the Board, authorizes the awarding of honorary degrees [Section 2.3(f)]. The Faculty Senate Executive Council is responsible for reviewing nominations and recommending candidates for honorary degrees to the President. President Shepard will, on receipt of nominations, forward his recommendation to the Chair of the Board of Trustees.

Proposed Motion:

MOVED, that the Board of Trustees of Western Washington University, delegates its authority to select a recipient of an honorary degree to its Chair subject to confirmation at its June 2011 meeting.

**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: April 15, 2011
SUBJECT: Housing and Dining Rate Increases for 2011-2012
PURPOSE: Action Item

Purpose of Submittal:

To obtain approval from the Board for increases in rates for Housing and Dining room and board for 2011-2012.

Points to Consider:

- The majority of the rate increase is to address capital plan expenditures. Most operating cost increases are offset through operating cost reductions, such as terminating the lease of the New York apartments and reducing purchase of equipment, services, and supplies. A potential increase for meal plans, pending negotiation of the food service contract bid, has been factored in.
- The proposed 4.0% rate increase allows investment for scheduled renovations, is below the rate increase range of 4.5% – 5.0% projected in the 10-year capital plan, and is sensitive to students' total WWU cost.
- Western's housing and dining rates are expected to be in the middle of the Washington public state universities. Meaningful comparison is complicated by the schools' different meal plan programs.
- The proposed rate increases are integral to the 10-year capital plan which, in the upcoming year, includes:
 - Start of sprinkler upgrades for Ridgeway Beta and design for Mathes
 - Start of two-year installation of wireless access points in all residential areas
 - Completion of the Buchanan Towers addition
- The current long-term capital plan, shared at the Trustee's December 2010 meeting, was based on the approximate rate increases shown below. Capital plan revisions and adjustments to inflation estimates may result in changes to these estimates.

Year	<u>FY08</u>	<u>FY09</u>	<u>FY10</u>	<u>FY11</u>	<u>FY12</u>
<i>Estimated</i>	4.50%	4.50%	5.00%	4.75%	4.75%
<i>Actual/proposed</i>	4.50%	4.50%	4.75%	4.25%	4.00%

Year	<u>FY13</u>	<u>FY14</u>	<u>FY15</u>	<u>FY16</u>	<u>FY17</u>
<i>Estimated</i>	4.75%	4.75%	4.75%	4.75%	4.75%

Supporting Information:

- Housing and Dining Proposed Rates (an updated copy of document shared with student groups)
- Housing and Dining Proposed Operations for 2010-11 and 2011-12
- Rate Comparison Charts
- Ten-year Rate History

Source of Funding:

Housing and Dining System

Action/Decision Needed from the Board:

Approval of the proposed room and board rates for 2011-2012.

Proposed Motion:

MOVED, that the Board of Trustees of Western Washington University, upon recommendation of the President, approve the Housing and Dining rates as proposed in the attached. The 2011-2012 proposed rates call for a 4.0 percent increase in residence hall and Birnam Wood apartment rental rates.

**WESTERN WASHINGTON UNIVERSITY
HOUSING & DINING SYSTEM
2011-2012 PROPOSED RATES**

**Presented to the Residential Advisory Committee, Residence Hall Association &
Associated Students Board of Directors**

PRO-FORMA SUMMARY:

March 3, 2011

Updated March 14, 2011

Introduction

The attached budget and rates represent the recommendations for fiscal year 2011-12. The challenging fiscal climate facing the State and WWU has introduced complexities and uncertainties into this year's process. This rate package is presented prior to the campus knowing the extent of the State's fiscal expectations for WWU, the ramifications of which may affect the System. The campus dining contract was bid out this year and financial negotiations are not expected to conclude prior to setting rates for next year. The System's leadership has presented a budget and rate proposal which maintains core functions of the residential program while recognizing the fiscal uncertainty that awaits the campus. The proposed rate and fee increase has been thoughtfully considered relative to the total cost for students to attend Western. As with every year, a major influence for planning came from the University's Strategic Action Plan and standards and expectations outlined in the Principles for the Housing & Dining System. This recommended budget meets those standards and ensures that management attends to the necessary reserve fund balances, planned major maintenance, debt service coverage, and capital planning. Room and Board revenue is based on a slight increase in occupancy from the current fiscal year. The figures and explanatory text reflect student input from surveys and committees as well as the most recent projections for revenue and expenditures.

The Capital Plan

The Student Affairs Housing & Dining Capital Plan ensures that the System's facilities meet Western's enrollment plan, meet or exceed the Board of Trustees fiscal principles, invests in infrastructure to ensure longevity, health and safety, and responds to changing student needs and expectations. Fiscal Year 2012 brings the start of the Ridgeway Beta fire sprinkler installation and general renovation and design planning for the Mathes fire sprinklers; installation of wireless access points in all of the residential facilities will begin. The Buchanan Towers renovation is scheduled to be completed in FY2012. Capital projects planned over the next 10 years include continued fire sprinkler additions, scheduled replacement of fire and safety alarms, upgrades to radiant heat systems, and seismic upgrades.

Why is a Housing Rate Increase Needed?

The proposed rates represent the System's continued efforts to provide a quality program at an affordable cost. The attached documents review the impacts of the additional costs to the system, and the results of the responses to those impacts. The

larger increases include an increase in the institutional overhead assessment, anticipated dining rate increases, and an increase in contributions to the System's capital plan for planned renovations. In the midst of this pressure residential programs and services are expected to continue at a high quality level. System staff continues to look for efficient operating means and methods to bring services to students. State funds are not used to support the Housing & Dining System.

Proposed Rate Increase:

- The proposed residence hall and Birnam Wood rate increase is 4%.
- The budget and rate materials presented herein show that the System can support its 2011-12 programs with a rate increase of 4% based on our current understanding of a dynamic fiscal environment. This increase recognizes that additional costs may be possible and seeks to give students realistic information to help their financial planning for the coming year.
- The 4% increase is consistent with the long-range financing plan presented to the Board of Trustees and the Residence Hall Association which projects annual increases in the 4-5% range over a ten-year period.

Impact of the Rate Increases

- Residence Halls: At a 4% increase, a double room w/125-Block Meal Plan increases \$37/month or \$337 for the school year.
- Birnam Wood: With 4 residents per unit: At a 4% increase the rent increases \$12.33/month or \$111 for the school year.

Background Information and Revenue & Expenditure Details:

Comments and figures pertaining to FY2012 are compared to the FY2011 proposed budget and rates presented at the April 2010 Board of Trustees meeting (revised Fall 2010 to address opening occupancy adjustments).

Revenue Highlights and Assumptions

- Opening System occupancy for September 2011 at 20 additional students.
- Additional residence hall beds from the anticipated opening of Buchanan Towers East and a reduction in off-campus leased apartments.
- Slight increase in anticipated conference revenues and commissions.
- The Building Fee figure, in part, reflects a fee increase proposed by Viking Union management that will be reviewed and acted on through a separate process in spring quarter.
- Overall, the budgeted Operating Revenue increase is \$2,006,141 or 5.8% over FY2011's proposed budget.

Operating Expenditures Highlights and Assumptions

- Wages and Benefits increase \$39,000 or 0.63%. Primary drivers for the increase are health benefits and room and board increase for resident advisors. There are no State cost-of-living increases, but classified staff step increases are incorporated. Position reductions are reflected in these figures.
- The variance in food services is due to a) the uncertainties in the potential dining rate since dining services bids are still being evaluated and will not be final until late spring; b) the addition of meal plans from the opening of the 100 beds at Buchanan Towers. In addition, the figure reflects the growth in voluntary meal plans not in place at the FY2011 budget writing.
- Utilities: While most utilities increased slightly, reductions were found in natural gas expenditures as the market continues to remain favorable for the University.
- Maintenance: A \$53,000 or 2.8% increase over FY2011 is shown on the attached document, but the FY2012 expenditure compared to the revised FY2011 budget, which reflected recharge increases communicated in June 2010, actually shows a slight decrease in University Residences maintenance expenditures.
- Rentals and operating leases decrease \$268,000 or 73% due to the termination of the New York apartment leases.
- Institutional Services, which includes University Police charges and the University's Administrative Services Assessment (ASA) increases 25%. The ASA increases from 4% of adjusted revenue to a 5% assessment.
- Budgeted operating expenditures are projected to increase by \$1,099,955 or 4.6%. The operating expenditures total includes \$552,000 of expense reductions.

Non-Operating Expenditures Highlights and Assumptions

- Allocations for major repairs and planned renovations increase \$93,000 or almost 2.9%. This investment in the existing facilities keeps the System within targeted levels per the fiscal principles established by the Board of Trustees.
- Transfer to the System's capital plan increases \$1 million or 65%. Upcoming projects include significant fire sprinkler additions, follow-up work on the Buchanan Towers addition, and the installation of wireless access points in all residential areas.
- Overall, budgeted non-operating expenditures and transfers increase \$906,000 or 8.7%.

**WESTERN WASHINGTON UNIVERSITY - HOUSING AND DINING SYSTEM
PROPOSED OPERATIONS FOR BUDGET YEARS ENDED JUNE 30, 2011 & 2012**

	PROPOSED BUDGET 2010-11 As Presented to BOT		DRAFT BUDGET 2011-12 As of 3/10/11		PERCENT CHANGE		DIFFERENCE BUDGET \$
REVENUES							
Room and Board Payments	\$29,558,000	1	\$31,509,000	2	6.60%	3	\$1,951,000
Room and Board Fees and Penalties	142,500		142,500		0.00%		0
S & A Fee Distribution	1,253,000		1,253,000		0.00%		0
Investment Income	117,000		102,000		-12.82%		(15,000)
Bond Interest Subsidy	318,574		318,574		0.00%		0
Housing Rentals	134,650		136,650		1.49%		2,000
Viking Union	170,464		161,564		-5.22%		(8,900)
Conferences	524,069		554,069		5.72%		30,000
Commissions	493,800		522,300		5.77%		28,500
Building Fee	1,507,393		1,519,934	4	0.83%		12,541
Other	87,150		93,150	5	6.88%		6,000
Total Revenues	\$34,306,600		\$36,312,741		5.85%		\$2,006,141
OPERATING EXPENDITURES							
Salaries & Benefits	\$6,104,891		\$6,143,653	6	0.63%		\$38,762
Food Service	9,518,422		10,405,870	7	0.00%		\$887,448
Communications	255,785		255,485		-0.12%		(\$300)
Electricity	732,951		763,343		4.15%		\$30,392
Heat	1,589,933		1,449,933	8	-8.81%		(\$140,000)
Water/Sewer	393,673		396,227		0.65%		\$2,554
Refuse Disposal/Recycling	265,422		266,651		0.46%		\$1,229
Television Cable	123,725		111,725		-9.70%		(\$12,000)
Maintenance & Repairs	1,937,630		1,991,070		2.76%		\$53,440
Operating Supplies	227,550		231,365		1.68%		\$3,815
Equipment	237,055		296,424	9	25.04%		\$59,369
Insurance	463,630		457,852		-1.25%		(\$5,778)
Rentals and Operating Leases	365,156		97,014	10	-73.43%		(\$268,142)
Institutional Services & ASA	1,007,832		1,261,896	11	25.21%		\$254,064
Assigned Student Affairs Costs	53,000		78,000		47.17%		\$25,000
Other Expenditures	601,947		772,049	12	28.26%		\$170,102
Total Operating Expenditures	\$23,878,602		\$24,978,557		4.61%		\$1,099,955
NON-OPERATING EXPENDITURES/TRANSFERS							
Bond Debt Service	\$5,465,895		\$5,465,895		0.00%		\$0
R&R/ Minor Cap./Public Works Projects	3,186,760		3,280,023		2.93%		93,263
Other Transfers	221,811		25,000				(196,811)
Transfer for capital plan support	1,553,532		2,563,266	13	65.00%		1,009,734
Total Non-Operating Expenditures	\$10,427,998		\$11,334,184		8.69%		\$906,186
Total Expenditures	\$34,306,600		\$36,312,741		5.85%		\$2,006,141
EXCESS (DEFICIT) OF REV OVER EXP	\$ 0		\$ 0				\$ 0

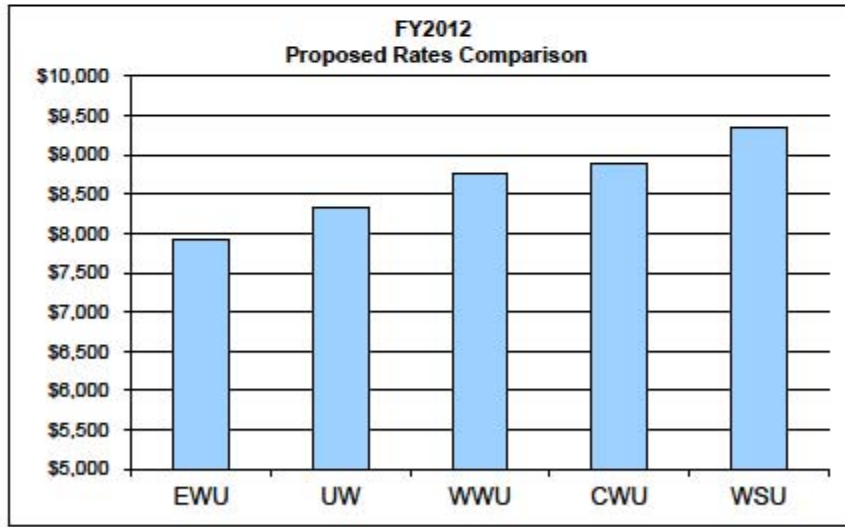
SEE FOOTNOTES FOR EXPLANATIONS

FOOTNOTES TO THE ATTACHED HOUSING & DINING SYSTEM PROPOSED BUDGET

- (1) The 2010-11 Budget, as approved by the WWU Board of Trustees April 2010, is shown to compare with the FY2012 proposed budget. After Fall opening, adjustments were made based on an analysis of opening residence hall and apartment occupancy. Those October 2010 revisions are not shown here.
- (2) Opening occupancy for Fall FY2012 is shown at 4,060, an increase of 14. The actual System occupancy for the Fall opening FY2011 was 4,046.
- (3) The 2011-12 residence hall and Birnam Wood rate increase is proposed at 4% in this pro-forma budget. The variance between that rate and the R&B revenue variance is due to changes in occupancy and meal plan purchases.
- (4) Building Fee variance due to a) FY2011's figure being based on projected income and a rate increase that did not become final until June 2010; b) A Fee increase proposed by the Viking Union which will be reviewed and acted on via a separate process in Spring Quarter.
- (5) Other Income includes: Western Card replacements, Ticket Sales, and interdepartmental support recharges.
- (6) Salary/Benefit increase due to Classified step increases, benefits increase and student staff wages tied to room & board rate increase.
- (7) The Food Service line incorporates expenses for residential dining, catering, conference dining and departmental food costs. The variance shown is due to the anticipation of a board plan price increase (dining bids are currently under review), additional meal plans due to the addition of the Buchanan Towers beds, and increased voluntary meal plans.
- (8) Heat expenditures reduced due to favorable natural gas procurement climate.
- (9) Increase primarily due to emergency communications equipment.
- (10) Reduction in rental/lease expense due to terminating the leased apartments in Fall 2011.
- (11) Line item total includes institutional services recharge (ASA) and the expense for University Police Greencoats (Safety Assistants). The WWU ASA assessment rate for FY2012 is 5% vs. 4% for FY2011.
- (12) Increase in "Other" due to anticipated division/campus support transfers, and the anticipated re-programming of the System's occupancy projection program.
- (13) The "Transfer for Capital Plan Support" is an allocation representing Operating, Non-Operating and Building Fee funds to be placed into the System's Renewal & replacement Reserve Fund for planned Capital Plan projects For University Residences and the Viking Union.

**WASHINGTON PUBLIC UNIVERSITIES
RESIDENCE HALL ROOM & BOARD PLAN COSTS
FY2012 (as of 2/22/11)
For a Double Room with Best-as-Possible Program & Meal Plan Comparison:**

	EWU	UW	WWU	CWU	WSU
	Gold	"Level 4"	125 Block	"Large"	Level 2
Type of Meal Plan	Meals & Points	Declining Balance	Meals & Points	Declining Balance	Declining Balance
Elements of the Meal Plan	1.5 - 5.5 meals/wk plus Points	Equivalent of 13-15 meals/wk	Approx. 12+ meals/wk + \$450 Points	Equivalent to Approx. 14 meals/wk	Equivalent to Approx. 14 meals/wk
What you'd see on their web page	\$7,900	\$8,340	\$8,756	\$8,878	\$9,088
Additional Charges not part of the base	\$30	\$0	\$0	\$0	\$254
Total Cost of a Double Room and Meals:	\$7,930	\$8,340	\$8,756	\$8,878	\$9,342
Rate of Increase Over 2010-11	Proposed 7.5%	Proposed 2.3% - 3.4%	Proposed 4.0%	estimated 5.0%	Approved 2.7%



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

TO: Members of the Board of Trustees

FROM: Board Audit Committee and President Bruce Shepard

DATE: April 15, 2011

SUBJECT: Approval of Amendments to Internal Audit Policy and Procedure

PURPOSE: Action Item

Purpose of Submittal:

Based on a recent review and discussion of the Audit Committee Charter and the Internal Audit Charter and policies as they relate to Internal Audit resources and unscheduled audit requests, the Audit Committee with President Shepard, requests the Board's approval of the following amended Internal Audit documents:

- POL-U1500.01 Establishing Internal Audit Activities
- PRO-U1500.01B Requesting Internal Audit Services During the Year

Proposed Motion:

MOVED, that the Board of Trustees of Western Washington University, upon recommendation of the Board of Trustees Audit Committee and President Shepard, approve amendments to POL-U1500.01 Establishing Internal Audit Activities; and PRO-U1500.01B Requesting Internal Audit Services During the Year.

Documents Attached:

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

- POL-U1500.01 Establishing Internal Audit Activities
- PRO-U1500.01B Requesting Internal Audit Services During the Year

POLICY

Effective Date: September 16, 2002
 Approved by: President's Council
 Revised: October 6, 2006
 Approved by: Board of Trustees
 Revised: April 16, 2010
 Approved by: Board of Trustees
 Revised: June 11, 2010
 Approved by: Board of Trustees
 Revised: <<Date Approved by BOT>>
 Approved by: [Board of Trustees](#)

Authority: Internal Audit Charter

Cancels: See Also: PRO-U1500.01A Creating the Internal Audit Schedule
 PRO-U1500.01B Requesting Internal Audit Services During the Year

POL-U1500.01 ESTABLISHING INTERNAL AUDIT ACTIVITIES

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

Definition:

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

1. **Office of the Internal Auditor Will Create a Biennial Audit Schedule** (PRO-U1500.01A)
2. **Internal Audit Director Will Solicit Input When Creating the Audit Schedule**
(PRO-U1500.01A)
3. **Draft Audit Schedule Will Be Discussed with the President and Audit Committee**
(PRO-U1500.01A)
4. **Audit Committee Reviews and Makes Recommendations Regarding Audit Schedule to Board of Trustees**
5. **Board of Trustees Receives Recommended Audit Schedule and Approves Schedule**
6. **Audit Schedule Can Include Assurance, Consulting and Follow-Up Audit Activities**
7. **Audit Schedule Will Allow for Contingencies**

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

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

POLICY

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

9. ~~Internal Audit Director~~ ~~President~~ Approves All Unscheduled Audit Requests Before Audit Commences

Internal Audit Director completes Intake Form and sends form to the President. The President evaluates unscheduled audit requests, ~~and~~ makes the disposition decision to perform, postpone or deny the audit request and documents disposition on Intake Form. Internal Audit Director ~~notifies~~ advises the ~~President~~, Audit Committee ~~and Board of Trustees~~ of ~~approved~~ unscheduled audit requests and disposition. Audit Committee communicates with Board of Trustees as needed.

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

POLICY

Effective Date: September 16, 2002
Approved by: President's Council
Revised: October 6, 2006
Approved by: Board of Trustees
Revised: April 16, 2010
Approved by: Board of Trustees
Revised: June 11, 2010
Approved by: Board of Trustees
Revised: <<Date Approved by BOT>>
Approved by: Board of Trustees

Authority: Internal Audit Charter

Cancels: See Also: PRO-U1500.01A Creating the Internal Audit Schedule
PRO-U1500.01B Requesting Internal Audit Services During the Year

POL-U1500.01 ESTABLISHING INTERNAL AUDIT ACTIVITIES

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

Definition:

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

1. **Office of the Internal Auditor Will Create a Biennial Audit Schedule** (PRO-U1500.01A)
2. **Internal Audit Director Will Solicit Input When Creating the Audit Schedule**
(PRO-U1500.01A)
3. **Draft Audit Schedule Will Be Discussed with the President and Audit Committee**
(PRO-U1500.01A)
4. **Audit Committee Reviews and Makes Recommendations Regarding Audit Schedule to Board of Trustees**
5. **Board of Trustees Receives Recommended Audit Schedule and Approves Schedule**
6. **Audit Schedule Can Include Assurance, Consulting and Follow-Up Audit Activities**
7. **Audit Schedule Will Allow for Contingencies**

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

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

POLICY

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

9. President Approves All Unscheduled Audit Requests Before Audit Commences

Internal Audit Director completes Intake Form and sends form to the President. The President evaluates unscheduled audit requests, makes the disposition decision to perform, postpone or deny the audit request and documents disposition on Intake Form. Internal Audit Director advises the Audit Committee of unscheduled audit requests and disposition. Audit Committee communicates with Board of Trustees as needed.

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

PROCEDURE

Effective Date: September 16, 2002
 Approved by: President's Council
 Revised: October 6, 2006
 Approved by: Board of Trustees
 Revised: April 16, 2010
 Approved by: Board of Trustees
 Revised: June 11, 2010
 Approved by: Board of Trustees
 Revised: <<Date Approved by BOT>>
 Approved by: [Board of Trustees](#)

Authority: Internal Audit Charter

Cancels:

See Also: POL-U1500.01 Establishing Internal Audit Activities

PRO-U1500.01B REQUESTING INTERNAL AUDIT SERVICES DURING THE YEAR

Action by: *Action:*

Interested Parties

1. **Communicates** via phone, mail, e-mail, fax, web form or in person with the Office of the Internal Auditor to notify Auditor of their request for audit services.
2. **Meets or talks** on phone with Internal Audit Director to discuss specific request for audit services, if necessary. Note: Requests can be submitted anonymously which would not allow any follow up communications with the interested parties.

Internal Audit
Director

3. **Documents** Interested Parties' request for audit services [on Intake Form](#).
4. [Evaluates request and in discussion with the President, offers insights, background, and advice.](#) ~~Determines if an audit, consolation or investigation should be performed and priority of the work; or whether it should be postponed or denied.~~
5. [Sends Intake Form to President.](#) ~~Notifies the President, Audit Committee and Board of Trustees of all approved unscheduled audit requests.~~

PROCEDURE

Action by:

Action:

- ~~6. **Notifies** interested party of the decision with an anticipated start date if applicable.~~
6. **Evaluates** request for unscheduled audit and **determines** if the audit, consultation or investigation should be performed. Further, the President decides: if not to be performed, whether other approaches should be undertaken and if to be performed, the determinations to be made after consultation with the Internal Audit Director and based upon most effective use of available resources to assure continuing institutional integrity.
7. **Notifies** the Internal Audit Director of the disposition and **sends** a signed copy of the Intake Form to the Internal Audit Director.
8. **Advises** the Audit Committee about the unscheduled audit request and disposition of request.
9. If requestor is known, **notifies** the requesting Interested Party of the disposition of the audit request.
10. Periodically **reviews** with President and Internal Audit Director the record of disposition of request in order to offer guidance and direction on the continuous improvement of the process.
11. **Retains** the ability to discuss disposition of particular requests with the President and Internal Audit Director together or in their regularly scheduled independent meetings with the Committee.

PROCEDURE

Effective Date: September 16, 2002
 Approved by: President's Council
 Revised: October 6, 2006
 Approved by: Board of Trustees
 Revised: April 16, 2010
 Approved by: Board of Trustees
 Revised: June 11, 2010
 Approved by: Board of Trustees
 Revised: <<Date Approved by BOT>>
 Approved by: Board of Trustees

Authority: Internal Audit Charter

Cancels:

See Also: POL-U1500.01 Establishing Internal Audit Activities

PRO-U1500.01B REQUESTING INTERNAL AUDIT SERVICES DURING THE YEAR

Action by: Action:

- | | |
|-------------------------|---|
| Interested Parties | <ol style="list-style-type: none"> 1. Communicates via phone, mail, e-mail, fax, web form or in person with the Office of the Internal Auditor to notify Auditor of their request for audit services. 2. Meets or talks on phone with Internal Audit Director to discuss specific request for audit services, if necessary. Note: Requests can be submitted anonymously which would not allow any follow up communications with the interested parties. |
| Internal Audit Director | <ol style="list-style-type: none"> 3. Documents Interested Parties' request for audit services on Intake Form. 4. Evaluates request and in discussion with the President, offers insights, background, and advice. 5. Sends Intake Form to President. |
| President | <ol style="list-style-type: none"> 6. Evaluates request for unscheduled audit and determines if the audit, consultation or investigation should be performed. Further, the President decides: if not to be performed, whether other approaches should be |

PROCEDURE

Action by:

Action:

undertaken and if to be performed, the determinations to be made after consultation with the Internal Audit Director and based upon most effective use of available resources to assure continuing institutional integrity.

7. **Notifies** the Internal Audit Director of the disposition and **sends** a signed copy of the Intake Form to the Internal Audit Director.

Internal Audit
Director

8. **Advises** the Audit Committee about the unscheduled audit request and disposition of request.

9. If requestor is known, **notifies** the requesting Interested Party of the disposition of the audit request.

Audit Committee

10. Periodically **reviews** with President and Internal Audit Director the record of disposition of request in order to offer guidance and direction on the continuous improvement of the process.

11. **Retains** the ability to discuss disposition of particular requests with the President and Internal Audit Director together or in their regularly scheduled independent meetings with the 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: April 15, 2011

SUBJECT: **Campaign Update and Review/Discussion of University Naming
Policy**

PURPOSE: Discussion Item

ATTACHED: POL-U6000.02 Naming University Facilities

CAMPAIGN UPDATE

Our campaign consultant, The Collins Group, is on schedule to complete the feasibility study by June. Out of approximately 50 interviews, nearly 40 have been completed and there are 5 additional interviews scheduled. Only 4 individuals have declined participation.

UNIVERSITY NAMING POLICY

Background:

In 2003 with Board of Trustees' agreement, Western passed a policy regarding naming University facilities. The policy was based on best practices at the time, and was implemented promptly so as to name the Wade King Student Recreation Center in recognition of a generous gift by Mary and Frank King. That policy calls for the naming of all university facilities, regardless of stature, to be approved at the Trustee level.

Current Situation:

As Western prepares for a comprehensive campaign, deans and vice presidents have been in discussion about recognition levels for gifts that span \$25,000 to \$10 Million. With the policy currently in place, every gift naming recognition process would call for Trustee approval, including, for example, the naming of a practice studio in Fine and Performing Arts.

A preliminary review of best practices shows that universities have moved toward reserving the naming approval of Trustees to whole buildings only. With few exceptions, all other namings are delegated to the university president.

Western would like to streamline our policy and thus we have started the dual review process. The university community is currently studying and commenting on a new draft from the internal prospective. The discussion on April 15th by the Trustees will bring the governance perspective.

April 15th meeting discussion:

- Comments, questions and feedback from the Trustees regarding this direction?
- What other information is needed in order to finalize this matter at the June meeting?

POLICY

Effective Date: June 13, 2003

Approved By: Board of Trustees

Authority: RCW 28B.35.120; WWU Board Rules of Operation, Section 020(3)S

Cancels: This policy revises, merges and replaces all previous naming policies including but not limited to *Facilities: Naming University Facilities* (POL 3680 and POL 350-30).

POL-U6000.02 NAMING UNIVERSITY FACILITIES

This policy applies when naming university facilities in honor of an individual or group of individuals.

Definition:

- **University Facilities:** All university buildings, wings, labs, classrooms, lecture halls, libraries, meeting spaces, offices and all interior components; recreational or athletic facilities, plazas, fountains, roadways, parks and other natural or physical external features of university property. This policy does not apply to the naming of colleges, institutes, programs, endowments or scholarships.

1. Board Of Trustees Authorizes The Naming Of University Facilities

The Board of Trustees reserves unto itself the authority, "To name buildings and facilities in honor of a person or persons." [WWU *Board of Trustees Rules of Operation*, Section 020(3)S.]

2. The Office Of The President Administers And Implements This Policy

- The Trustees delegate authority to the president to engage in preliminary discussions for a specific naming opportunity, in consultation with the Trustee Liaison to the WWU Foundation.
- The Vice President for University Advancement is responsible for recommending appropriate recognition levels.

3. The Naming Of A University Facility For An Individual Or Group Of Individuals Is A High Honor

4. Consideration May Be Given For Naming University Facilities When A Monetary Gift To The University Or Its Foundation Is Made

- Consideration may be given to naming facilities to recognize a benefactor or benefactor's designee whose financial contributions to the university represent significant philanthropy in the history of the campus.

POLICY

- Consideration may be given to naming facilities to recognize a benefactor or benefactor's designee whose gift represents some or all of the costs of a specific project. Recommended recognition level in this case will be based on the current needs of the University and gifts that represent an amount equal to if not greater than gifts donated by individuals or entities for whom University facilities have been named in the past.

5. **Consideration May Be Given For Naming University Facilities Without A Monetary Gift To The University**

- Consideration may be given to naming facilities without a gift to the university if an individual has achieved distinction in academic, administrative, service, or other exceptional ways that have contributed significantly to the welfare of the University.
- Facilities will not be named for current government officials, current university employees, or current trustees.

6. **The Integrity Of The Benefactor Will Be Maintained**

No naming will be approved or continued (once approved), that will call into serious question the public respect of the University.

7. **Monetary Gifts Will Be Honored In Perpetuity**

Once a university facility has been named after a benefactor, it will be honored in perpetuity. The University reserves the right to determine the form which such recognition may take, in the event that circumstances change, e.g., a facility no longer exists.

8. **A Plaque Or Other Commemorative Tribute May Be Placed To Acknowledge The Individual Or Group Of Individuals For Whom A Facility Is Named**

A plaque or memorial may be installed within or outside the facility to acknowledge the person or persons for whom it is named.

WESTERN WASHINGTON UNIVERSITY
2011-2013 Capital Budget Request Update

Board of Trustees
April 15, 2011

On April 4, 2011, the House Capital Budget Committee released their proposed 2011-2013 capital budget. The proposed House budget provides a total of \$27.913 million for Western's capital project requests as compared with the Governor's proposed 2011-2013 capital budget of \$22.157 million. The House budget increase of \$5.756 million is in support of Western's capital project requests for the North Campus Utility Upgrade, Performing Arts Exterior Renewal, and a predesign study for the Academic Services and Performing Arts Facility.

The proposed Governor's capital budget and the proposed House capital budget both include support for Minor Works Preservation projects (\$8.264M), Classroom and Lab Upgrades (\$4.799M), and Fraser Hall Renovation (\$4.48M). In addition, both of the proposed budgets continue the practice of shifting \$3.614 million in operating costs to the capital budget by means of the Preventive Facility Maintenance and Repairs appropriation.

It is expected the proposed 2011-2013 Senate capital budget will be released the week of April 11th, if not sooner. Following release of the proposed Senate capital budget, a conference committee of legislative leadership will be established to develop a Conference budget for submittal to the Governor.

Please refer to the attached spreadsheet for a detailed comparison of Western's 2011-2013 Capital Budget Request, Governor Gregoire's capital budget recommendations and the proposed House capital budget.

WESTERN WASHINGTON UNIVERSITY

2011-2013 CAPITAL REQUEST

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

R. Roberts 4/4/11

PROJECT LISTING		WWU Request - Sept. 2010		Gov. Gregoire Budget - Dec. 2010		House Budget - April 4 2011		Senate Budget		Conference Budget	
		Bonds	Local	Bonds	Local	Bonds	Local	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		8,264,000				
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					350,000				
7	CLASSROOM & LAB UPGRADES	4,799,000			4,799,000	3,506,000	1,293,000				
8	NORTH CAMPUS UTILITY UPGRADE	3,529,000				3,529,000					
9	FRASER HALL RENOVATION	4,480,000		4,480,000		4,480,000					
10	PERFORMING ARTS EXTERIOR RENEWAL	2,877,000				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		3,614,000				
TOTAL BY FUND SOURCE		48,915,000	9,035,000	10,912,000	11,245,000	14,392,000	13,521,000	-	-	-	-
BIENNIUM TOTAL - ALL FUNDS			57,950,000		22,157,000		27,913,000		-		-

**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: April 15, 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: April 15, 2011
SUBJECT: **Audit Committee Report**
PURPOSE: Information Item

Purpose of Submittal:

Chair Zoro will report to members of the Board of Trustees and university staff on 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 Vice President Eileen Coughlin

DATE: April 15, 2011

SUBJECT: **Admissions and Enrollment Summary**

PURPOSE: Information Item

Purpose of Submittal:

To provide specific information on enrollment planning consulting.

In an effort to reposition Western in the changing environment of enrollment planning in higher education, the Office of Admissions and Enrollment Planning (in collaboration with the Office of Financial Aid) is inviting consulting firms through an RFP process to submit proposals. The request includes bids to conduct an analysis and make recommendations regarding price elasticity, financial aid/discounting and awarding strategies. The consultant will provide advice on awarding strategies that maintain and enhance Western's niche as tuition increases and financial aid availability is decreased. Proposals must demonstrate the capability to provide deliverables by summer 2011 to allow Western to begin implementation in time to impact enrollment beginning fall 2012.

Updates will be provided at the June BOT meeting.

**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: April 15, 2011

SUBJECT: **Alumni Association Report**

PURPOSE: Information Item

Purpose of Submittal:

Provide an update to the Board on Alumni Association activities.

Supporting Information:

Report Attached.

OFFICE OF ALUMNI ASSOCIATION

News

We continue to prioritize providing relevant engagement opportunities for our alumni and greater Western community. The Western Alumni Association has launched a Travel Program that provides 24 educational, adventure and luxury travel tour options for guests to choose through 2012. We have had eight registrants since the March launch.

Part of the role of the Alumni Association is to build pride, loyalty and lifelong connections to Western in order to strengthen the University. It is vital that we develop exciting programs that appeal to alumni and connect them to the story of Western. The Western Alumni Association is again joining forces with the Office of New Student Services/Family Outreach, academic programs, student groups and the greater Bellingham community to host the second annual Back 2 Bellingham Alumni and Family Weekend on May 13-15. The College of Business & Economics and College of Fine & Performing Arts are having reunions, and more than 125 educational, social and recreational activities are planned including reunions for individual departments, student organizations and other campus groups.

Alumni Events

We continue to focus on ongoing broad-based engagement opportunities. Since July, we have planned and executed 26 events and programs with an additional 7 coming up in the next three months.

RECENT PROGRAMMING INCLUDES:

Student Programming	Broad Based Alumni Programs
3/17 – Senior Celebration	2/16 – WWU vs. Central Men’s Basketball Pre-Game Bash (campus)
3/19 – 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 (Hotel Bellwether, Bellingham)
	4/2 – Take off with Technology Tour: Future of Flight Museum at Boeing (Everett)

UPCOMING PROGRAMS:

Student Programming	Broad Based Alumni Programs
6/8-9 – Senior Celebration	4/6 – Traveling Professor (Seattle)
6/10 – Outstanding Graduation Ceremony	5/12-13 – Alumni Awards (campus)
6/11 – Graduation	5/13-15 – Back 2 Bellingham Weekend (campus)
	7/9 -10 – SW Washington/Portland Wine Tasting
	7/14 – Grandparents U
	7/17-25 – Grand Canyon Family Trip

WESTERN WASHINGTON UNIVERSITY

Capital Program Report

Board of Trustees

April 15, 2011

MAJOR CAPITAL PROJECTS

- **Miller Hall Renovation**

The Phase 2 construction of the Miller Hall Renovation continues to progress as planned. Demolition of all interior finishes is complete and construction for the new classrooms, offices and public spaces is well underway. Installation of new windows is substantially complete and the building is beginning to be weather-tight. Framing and rough-in work in the basement is on schedule. The installation of the two new elevators has begun. Work on both of the new elevators will be progressing at the same time. The new accessible exterior entry ramp on Red Square has begun.

The new courtyard collaboration space was completed on the interior allowing for the first event to be held in the space on February 19th. Some work on the exterior of the collaboration space is still ongoing.

The project is still on track for LEED Silver status. Completion of Phase 2 is still scheduled to occur during the fall quarter of 2011.

- **Buchanan Towers Addition**

Western terminated the contract with Ebenal Construction on February 16, 2011. University staff are in negotiations with Ebenal Construction regarding outstanding project related issues. A separate project is being issued for bid, PW640, to complete the project and correct non-conforming work. A Delegation of Authority to award a construction contract for PW640 will be presented at the April Board meeting.

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. Final negotiations with City staff regarding the street vacations took a little longer than anticipated but have now been completed and are awaiting approval by the City Council this month.

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 Stephanie Bowers
Vice President for University Advancement and
Executive Director, WWU Foundation

DATE: April 15, 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

The Collins Group is in the midst of conducting feasibility study interviews with WWU donors and prospects. To date, 25 interviews have been completed and 18 more are scheduled in the coming weeks. Our goal is 50 total interviews. Only four individuals have declined to be interviewed, an extremely low “no” rate according to Collins.

The 14th annual Seattle Business Forum will occur on Monday, April 25 with Bill Ayer, President and CEO of Alaska Airlines and Alaska Air Group, as the keynote speaker. The event will be held at the Seattle Westin and Western-in-Seattle committee members continue to solicit sponsorships. Lead sponsors to date include Moss Adams, Costco, Dimension Systems and Wells Fargo Bank. Total scholarship dollars raised are on track to exceed last year’s record amount.

Gifts of Note

A gift of \$10,000 from Dorothy Stimpson to the Center for Pacific Northwest Studies to catalogue the papers of her late husband.

A gift of \$15,000 from Kirk Radke to support the Radke Family Scholarship Endowment.

\$100,000 from Jerry and Truc Thon.

Gifts of \$25,000 from Dimension Systems and \$20,000 from Costco to support scholarships through sponsorship of the Seattle Business Forum.

A gift of \$25,000 from Kimberly-Clark to support Huxley College programs.

A gift of \$10,000 from the Frazier Family Foundation in support of annual scholarships.

Upcoming Events

April 25 – Seattle Business Forum – Seattle Westin

May 13 – Gathering of WWU 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

August 2 or 3 – Seattle area President’s Club summer BBQ

August 9 or 10 – Bellingham area President’s Club summer BBQ

**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: April 15, 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 – March 31, 2011 and fiscal year 2010/11.

Supporting Information:

- Grant awards/totals for the period 7/1/10 – 3/31/11
- Grant awards for the fiscal year 2010/11

Grant Awards for the Period 1/1/11- 3/31/11

The total amount of grants and contracts received this period was \$ 3,146,362. This includes both new awards and additions to existing awards.

Department	Award Total	# New Awards	# Additions
Campus Compact	300,000	1	
Canadian/American Studies	49,018	1	
Chemistry	363,334	2	
Computer Science	590,480	1	
Critical Juncture Institute	100		1
Center for Economic Vitality	664,726	1	
Geology	10,450		1
Huxley	187,000	2	1
Physics/Astronomy	230,490	2	
Psychology	386,731	1	
Shannon Point Marine Center	361,973	1	2
Woodring College of Education	2,060		1
Total	\$3,146,362	12	6

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	300,000		2,173,596
Canadian/American Studies		178,944	49,018		227,962
Chemistry	274,457	33,500	363,334		671,291
College Sciences & Technology	570,619				570,619
Computer Science			590,480		590,480
Critical Juncture Institute	105,000		100		105,100
Ctr for Economic Vitality	40,000	181,100	664,726		885,826
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	10,450		69,919
Human Svcs & Rehabilitation	150,000	150,000			300,000
Huxley	109,814	11,760	187,000		308,574
Physics/Astronomy	1,833		230,490		232,323
Psychology	372,736		386,731		759,467
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	361,973		691,225
Woodring College of Education	296,003	2,400	2,060		300,463
Total	\$ 5,500,347	\$ 1,632,966	3,146,362	-	\$ 10,279,675 10,279,675

**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: April 15, 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

GOVERNMENT RELATIONS

State Relations

The state legislature has been in session since January 10th and Western's presence in Olympia has been noticed every day. Led by the excellent work of Sherry Burkey and with a team approach of support from students, faculty and classified unions, trustees and administration, Western has worked diligently to advance its agenda and influence decision making as much as possible.

In preparation for that budget, Western worked hard to address a serious ongoing issue, that being the fact that Western has been underfunded by \$18M biennially when compared to the average of Eastern, Central, and Evergreen. Knowing that Governor Gregoire's proposed budget would make the historical inequity for Western even worse, a great deal of work has been done behind the scenes to educate legislators to this fact. On April 4th, the Washington State House of Representatives released its proposed budget for the next two years and it appears the message was heard in that chamber. While the cuts to higher education as a whole are most serious, they are less so for Western. If this were to be the final budget, it would enable Western to approach the additional cuts on a more equal footing with the other universities. The Senate budget is expected to be released the week of April 11th. Because the two budget proposals are likely to be quite different, a compromise "conference budget" will then have to be agreed upon. The final great unknown is what will come out of the conference budget committee.

An important reason Western has been effective in its efforts is because of the good work of Western Advocates, an entity created by the Western Alumni Association and the United Faculty of Western Washington. This organization has worked strategically with students, alumni, parents and Western's various advisory boards in urging communications to legislators in support of Western and public higher education. In addition, the administration, student leadership, union leadership, and faculty leadership have been meeting weekly during the legislative session to coordinate efforts and discuss issues.

Sherry Burkey will provide a comprehensive report on this legislative session at the Trustees meeting on April 15th.

Federal Relations

President Shepard and Vice President Swan made a trip to Washington, D.C. March 8-10 to pursue Western's federal agenda. The trip was different than most trips to Capitol Hill, and for two very different reasons.

The first was that the visits to Congressional Offices and to some federal agencies included three Western Associated Students leaders: Colin Watrin, President; Byron Starkey, Vice-President for Governmental Affairs; and Iris Maute-Gibson, Lobbyist. A staff member of Congressman Jay Inslee remarked that in her many years working on

Capitol Hill it was the first time that she experienced a university leader and student leaders working in partnership in representing a higher education institution. The students were truly impressive in expressing themselves on the issues most important to them, as well as supporting the entire Western agenda. The event the students no doubt will remember the most was shaking hands with Secretary of State Hillary Clinton at the conclusion of a Congressional hearing.

The Western federal agenda included policy related issues involving: The Dream Act, Accountability of For-Profit Colleges and Federal Background Checks. The remainder focuses on seeking funding related issues or seeking sources of funding for: Federal Work Study / Pell Grants, Compass 2 Campus program, Canadian Border Policy Institute, National Center for Economic Vitality, Veterans Programs (Washington Compact), creation of a Renewable Energy Degree, funding for the Bellingham waterfront development, and funding for the Corporation for National and Community Service (AmeriCorps Program).

The second reason the trip was different than most is that it is apparently the start of the “no earmark (appropriations) era” in Washington, D.C. It was clear from the visits to the various Senate and House offices and to federal agencies that people are not sure how the new rules for federal funding procurement are being defined. It is clear that federal agencies will be playing a more significant role in the future and we did plan our schedule accordingly. Meetings were held with staff members at the State Department, Department of Education and the Department of Commerce.

UNIVERSITY RELATIONS

Branding and Marketing

Implementation of the new Western brand continues and with good results. Presentations to various groups across campus are very positive and practical application of the brand promise is evident operationally and visually. Evidence that the brand is truly reflective of the Western culture is heard in budget discussions all the way through student recruitment tours.

The University Marketing Committee has been reconstituted and its meetings regularly include discussions about the brand promise and how it is brought to life in units across campus. The group is engaging in discussions about the various ways the brand characters can be defined in respective units and the multiple ways they can be brought to life visually. In addition, the group is providing critical analysis of new marketing and information pieces units are producing in hard copy and web based applications. Discussions are also taking place regarding a more strategically directed use of resources in the overall marketing of Western

Website Reconstruction

The Website Project Working Team is meeting regularly and has used information gathered from extensive survey work to guide its efforts. The Team's current work has led to the creation of a subcommittee on Taxonomy and Navigation, two critical components to a successful new website. The structuring of hierarchy and navigation are two subjects that survey responders are concerned about.

The Team has also discussed ways to involve students in the design process and is hosting “Umbrella Days” one day a week for three weeks under a tent in Red Square to

facilitate the involvement. Viking Village and other on-line interactions are also being used.

“Umbrella Days” began in April with three major purposes: 1) communicate that a new homepage is coming and that it will be principally outward facing, 2) invite participation in the process, and 3) communicate brand guidelines (which is a tertiary need). The Umbrella Days have a different purpose than the more in-depth Usability Tests which will be conducted in a separate forum. Umbrella dates will be April 1, 15, 29 and May 6, 20.

Western TV Show

Western Window, the new television show which will be broadcast on KVOS-TV of Bellingham will debut in May. It will be a monthly 30-minute show that involves a partnership between Western, Black Dog Productions of Bellingham and KVOS-TV. A non-broadcasted pilot will be produced in April and will then be refined for the May pilot.

The show is and will be student driven with 15 interns signed on for the spring quarter. Students will participate in all positions required to bring a television program to life during their internship experience. Western faculty and professional staff from KVOS and Black Dog Productions are mentoring the students and providing the professional expertise needed to produce a broadcast quality program. Patrick Dizney, a faculty member in the College of Fine and Performing Arts, will serve as the host for the show.

OFFICE OF UNIVERSITY COMMUNICATIONS

Publications/Web/Social Media/Graphic Arts

New Media Coordinator Matthew Anderson is leading efforts to coordinate campus offices using **social media** on behalf of WWU. This group will be instrumental in ensuring that Western’s messaging is consistent across all communication media. The **WWU Facebook page** is at 10,720 fans, a growth of more than 7 percent from January and more than 26 percent from six months ago. **Our Twitter** audience is growing at a similar rate, and together these media represent a greatly important means of communicating Western’s story with those who care about the university.

Marketing Manager John Thompson is leading efforts to complete Western’s new **Style Guide**, a nuts-and-bolts how-to guide on using the new brand, wordmark, and logo.

Publications editor Mary Gallagher is in the home stretch of editing and designing the spring 2011 edition of **Window magazine**. We think readers will really enjoy our features on award-winning alumni such as Eric Dinerstein, a leading scientist with the World Wildlife Fund working to save the habitat of wild tigers; Victor Cruz, who's enjoying a successful second career as a wine maker in Washington state, and Rick Anderson, CEO of Moss Adams LLP, the largest accounting firm on the West Coast.

Program assistant Pam Smith continued connecting university faculty experts and community organizations through the **University’s Speakers Bureau**. **Karen Bradley**, chair of the Sociology Department, presented to the American Association of University Women, “Why Women are Underrepresented in Math and Science,” on Feb. 12 in Bellingham.

Graphic designer Chris Baker worked on a wide range of projects, including reports, brochures, postcards and other materials from many campus offices, including a revised Western Card, Window magazine, the Bellingham Review book, and the student publication Klipsun.

Media Highlights

Outstanding stories that brought strong media attention to Western included:

Several media stories focused on state funding cuts to higher education. **President Bruce Shepard** was quoted in a [Seattle Times article](#) Feb. 24 on university budget cuts. A **Tacoma News Tribune** story about the impacts of budget cuts to higher education included a quote from [WWU Trustee Ralph Munro](#). Also, a March 1 student rally on budget cuts was covered by [KOMO TV](#) and **KING 5 TV** and a later panel discussion, which included **Provost Catherine Riordan** and **AS VP Byron Starkey**, was covered by a front-page **Bellingham Herald** article, **KOMO TV**, and the Herald also later ran a [strongly supportive editorial on March 8](#).

DATE FOR NEXT REGULAR MEETING

- **June 9, 10, 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: Highlights from the College of Fine and Performing Arts
Featuring: Jeffrey Gilliam, Professor of Music; Deborah Currier, Chair of Theatre and Dance; and Theatre Student Award Recipients

PURPOSE: Informational Item

Purpose of Submittal:

Department of Music: In the College of Fine and Performing Arts, concert pianists had been booked on a regular basis to perform in the Concert Hall on what Music faculty and students have referred to over the years as the “new” Steinway piano. That “new” piano was purchased in 1978. Heavily used pianos in academic institutions age at the rate of seven years for every year of age so simple multiplication tells us that the “new” Steinway is as old as our country! Many of the pianos our Music students use are quite old, and Dean Guyette is determined to change that, even if only one piano at a time. After some discussion, a key donor agreed to use part of his legacy to provide about half the funding needed for a new nine-foot concert grand piano if it could be named after his former Music professor, Ford Hill, and Dean Guyette set about fundraising for the rest of the money. That goal was met at the CFPA Masked Ball and Auction in February.

In anticipation of raising the remainder of the money, the Dean dispatched Music professor, Jeffrey Gilliam, to New York City to the showroom of the Steinway & Sons factory, makers of some of the finest pianos in the world. Because each Steinway is made by hand, each has a unique sound and personality. Professor Gilliam’s task was to play and assess the concert grand pianos in the showroom and choose the one that had the very best qualities for Western. Dean Guyette unveiled the new Ford Hill Steinway concert grand piano as a highlight of the Masked Ball to the delight of all the guests and Associate Professor Emeritus Ford Hill inaugurated the truly new Steinway grand piano with a special first public performance.

Department of Theatre Arts: The Kennedy Center American College Theatre Festival (KCACTF) Region VII was held at Humbolt State University in Arcata, California in February. KCACTF is the premier educational and competitive event for theatre students in the United States. WWU theatre students made an impressive showing in the competitive events, garnering some top awards including two trips to Washington, D.C. to compete in at the national KCACTF in April.

Over 700 college students from Washington, Oregon, Idaho, Montana, Colorado, Nevada and Wyoming attend the Regional Festival each year, and Western students won five of the finalist positions in different categories. Out of 17 directing competition students, senior James Tweedale took 1st place. From among 16 critics writing competitors, senior Kiki Penoyer won 1st place and junior Austin Bridges took 2nd. Both James and Kiki will be attending the national Festival in April to compete with the seven other regional winners in their events. Out of 205 Irene Ryan Scholarship acting competitors, six WWU nominees and their partners competed. Four of the six made it to the semi-finals cut of 32 actors, and three of the six made it to the final round cut of 16. Senior Justin Shepherd took 3rd, and junior Adam Syron won the Classical Actor Award.

All in all, WWU had the most well-rounded and diverse award-winners at the festival!