



## DISCUSSION ITEMS

### 10. CENTER FOR SERVICE LEARNING – A FACULTY PERSPECTIVE

9:40 – 9:50 Presentation: Steve Vanderstaay, Vice Provost for Undergraduate Education  
Tim Costello, Director, Center for Service Learning  
Sheila Webb, Asst. Professor, Journalism

9:50 – 10:00 Discussion

## BREAK 10:00 – 10:30

### 11. COLLEGE OF SCIENCES & TECHNOLOGY – POSSIBILITIES OF ENGINEERING AT WESTERN

10:30 – 10:40 Presentation: Jeff Wright, Dean, College of Sciences & Technology  
Todd Morton, Professor, Engineering Technology  
Brad Johnson, Professor, Physics/Astronomy  
Geoff Matthews, Professor, Computer Science

10:40 – 10:50 Discussion

### 12. CAMPAIGN UPDATE

10:50 – 11:00 Presentation: Stephanie Bowers, Vice President for University Advancement

11:00 – 11:10 Discussion

### 13. OLYMPIA UPDATE

11:10 – 11:20 Presentation: Sherry Burkey, Associate Vice President for University Relations

11:20 – 11:30 Discussion

### 14. INFORMATION ITEMS

11:30 – Noon

- Academic Affairs
- Alumni Relations Report
- Annual University Police Report
- Annual Sustainability Report – Executive Summary
- Capital Program Report
- Development Report
- Enrollment and Admissions Summary
- Mid-Year Housing and Dining Report
- Quarterly Grant/Contract Report
- University Relations Report

15. DATE FOR NEXT REGULAR MEETING: April 12, 13, 2012

16. ADJOURNMENT: 12 p.m.

17. LUNCH – Manufacturing and Supply Chain Management Presentation

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

**TO:** Members of the Board of Trustees  
**FROM:** President Bruce Shepard  
**DATE:** February 10, 2012  
**SUBJECT:** **Approval of Minutes**  
**PURPOSE:** Action Items

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**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:

- December 8, 9, 2011

**Supporting Information:**

Minutes of the December 8, 9, 2011 Board of Trustees Meeting

**WESTERN WASHINGTON UNIVERSITY  
BOARD OF TRUSTEES  
MINUTES  
December 8, 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 3:00 p.m., December 8, 2011, in OM 340, Western Washington University, Bellingham, WA.

**Board of Trustees**

Betti Fujikado, Secretary  
Karen Lee (via conference phone)  
Dennis Madsen, Chair  
Ralph Munro, Vice Chair  
Phil Sharpe  
Dick Thompson  
Jacob Whitish

**Western Washington University**

Bruce Shepard, President  
Wendy Bohlke, Assistant Attorney General  
Paul Cocke, Director, University Communications  
Paul Dunn, Sr. Executive Assistant to the President  
Eileen Coughlin, Vice President for Student Affairs and Academic Support Services  
Paula Gilman, Exec. Director, University Planning & Budgeting  
Karen Stout, President, Faculty Senate  
Catherine Riordan, Provost and Vice President for Academic Affairs  
Liz Sipes, Secretary to the Board of Trustees  
Steve Swan, Vice President for University Relations  
Richard Van Den Hul, Vice President for Business and Financial Affairs

**2. SPECIAL REPORTS**

**A. WESTERN'S TOWN-COMMUNITY COLLABORATIONS**

- **Western Window TV**

Steve Swan, Vice President for University Relations, presented *Western in the Community*, describing programs that Western is currently involved with to build partnerships, improve quality of life, assist nonprofits, and promote volunteerism off campus. The programs include Compass 2 Campus, Center for Economic Vitality, Shannon Point Marine Center, and the Border Policy Research Institute. Also contributing to community relations are the College of Fine and Performing Arts, Woodring College of Education, and the Departments of Psychology and PEHR. He noted that Western students volunteer thousands of hours through such programs as the Center for Service Learning and

Washington Campus Compact. Swan said that Western is committed to being a “good neighbor” with the people that live in our community.

Swan noted that Western is regularly engaged with the Bellingham City Council, the Port of Bellingham, and in neighborhood meetings, etc., Western’s faculty and staff also sit on many community not-for-profit boards.

As a part of our efforts to connect Western with the community, we are creating **The Western Window TV Show**. This project is completely student intern driven and the first show is scheduled for January 2012. Swan demonstrated with a show on Western’s Audiology Clinic.

Swan reported that we are also creating a webpage titled “*The Difference that Western Makes*” showcasing Western’s awards, recognitions, etc.

- **Successful Partnerships with Regional School Districts in Science & Math Education**

Pinky Nelson, Director of SMATE; Shannon Warren, CRISP&SPECK-8 Project Director; and Scott Ellis, Principal of Blaine High School reported on the progress made in science & math education in the regional school districts.

Nelson said they have been engaged in Science Education activities such as preparation of the highest quality K-12 science teachers, development of innovative science education curricula, development of partnerships with community college and K-12, focusing on the improvement of K-16 science teaching, research and faculty grants, etc.

Nelson said there are many challenges in integrating science at all school levels. He noted that Washington ranks 46<sup>th</sup> among the states in the amount of science taught in elementary schools.

Shannon Warren, explained the CRISP and SPECK- 8 grant project partnerships between SMATE and six school districts. The projects include Professional Learning Communities (PLCs) to improve science content and knowledge, and teacher instruction. During the school year teachers attend monthly PLC meetings, peer observation groups, and during the summer months several workshops are offered.

Nelson presented graphs showing improvement in students’ science scores; a result of these partnerships.

At 3:50 p.m. Chair Madsen announced at 10 minute break. The meeting reconvened at 4:00 p.m. Chair Madsen and President Shepard welcomed members of the Western Foundation Board to the meeting.

## **B. STUDENT DEBT, SCHOLARSHIP CONSULTANT, INTERNSHIPS**

Eileen Coughlin, Vice President for Enrollment and Student Services opened the discussion by stating that throughout the country there is a growing concern about the affordability of

higher education. She noted that Western students graduate with less debt than the state or national average. However, because of the current economy and less state support, the debt load is increasing for our students and their families. Coughlin said that scholarships are available for qualified students, and Western is looking at ways that we can be more strategic and effective in our approach to Need Based Financial Aid so that more can benefit from a higher education.

Coughlin reported that research suggests that Internships, paid or unpaid, increase the students likelihood of employment and a higher job salary. Strategic planning efforts are underway to bring more internship and job placement opportunities to our students. Western now has the ***Viking Career Link*** that provides information about internships or career opportunities that match the student's profile. More need to be added to the system.

Coughlin asked how Western, the Board of Trustees, the Western Foundation, Alumni, parents, etc., can partner to provide internship opportunities, scholarships, and career placement to Western students? Discussion followed with the Trustees and members of the Western Foundation Board. There were several suggestions made to increase internships, including offering stipends to the students, marketing to potential employers, etc. Also discussed was the repackaging of unrestricted and recruitment scholarship packages, and making scholarships available to students for the four years they are enrolled at Western.

### **3. EXECUTIVE SESSION**

At 4:55 p.m. Chair Madsen announced the Board would convene into Executive Session for approximately 30 minutes to discuss personnel and legal issues as authorized in RCW 42.30.110.

The Board reconvened in Open Session at 5:30 p.m. No action was taken.

The meeting recessed at 5:32 p.m.

**WESTERN WASHINGTON UNIVERSITY  
BOARD OF TRUSTEES  
MINUTES  
December 9, 2011**

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

Chair Dennis Madsen reconvened the meeting of the Board of Trustees of Western Washington University at 8:05 a.m., December 9, 2011, in Old Main 340 at Western Washington University.

**Board of Trustees**

Betti Fujikado, Secretary  
Dennis Madsen, Chair  
Ralph Munro, Vice Chair  
Phil Sharpe  
Dick Thompson  
Jacob Whitish

**Western Washington University**

Bruce Shepard, President  
Wendy Bohlke, Assistant Attorney General  
Stephanie Bowers, Vice President for University Advancement  
Sherry Burkey, Associate Vice President for University Relations  
Paul Cocke, Director, University Communications  
Eileen Coughlin, Vice President for Student Affairs and Academic Support Services  
Paul Dunn, Sr. Executive Assistant to the President  
Paula Gilman, Exec. Director of University Planning & Budgeting  
Karen Stout, President, Faculty Senate  
Catherine Riordan, Provost and Vice President for Academic Affairs  
Liz Sipes, Secretary to the Board of Trustees  
Steve Swan, Vice President for University Relations  
Richard Van Den Hul, Vice President for Business and Financial Affairs

MOTION 08-01-2011      Ralph Munro moved, that the Board of Trustees of Western Washington University, upon the recommendation of the President, approve the minutes of the Special Board of Trustees Meeting, September 30, 2011 and the minutes of the Board of Trustees Meeting, October 13, 14, 2011.

Motion carried.

## 2. RECOGNITIONS AND INTRODUCTIONS

- **Jeff Wright, Dean, College of Sciences and Technology**

Catherine Riordan introduced Jeff Wright, Dean of the College of Sciences & Technology. Prior to coming to Western, Wright served as Dean of the College of Engineering and helped to build the 10<sup>th</sup> campus of the University of California at Merced. He was most recently a professor of Engineering at UC/Merced and founding co-director of the Center for Computer and Information Technology Research in the Interest of Society (CITRIS). Wright received his doctorate from John Hopkins University and his bachelor's and master's degrees from the University of Washington.

- **Francisco Rios, Dean, Woodring College of Education**

Catherine Riordan introduced Francisco Rios, Dean of the Woodring College of Education. Rios most recently served as professor and chair of the Educational Studies Department in the College of Educational and founding director of the Social Justice Research Center at the University of Wyoming. Previously he served as interim associate dean of the College of Education at California State University – San Marcos. Rios received his master's and doctorate degrees in Educational Psychology from the University of Wisconsin-Madison.

- **Pinky Nelson, Science & Math Technology Education (SMATE)**

George "Pinky" Nelson, Director of Science & Math Technology Education (SMATE) was recognized for his outstanding work in Science and Math education. The mission of the Science, Mathematics and Technology Education program at WWU is to be a national model of the highest quality preparation of future elementary and secondary sciences teachers; to participate in research and dissemination of new knowledge in science education and education reform to the university and K-12 communities; and as a valuable science education resource to the university and broader communities.

## 3. BOARD CHAIR REPORT

Chair Madsen read into the record, Resolution No. 2011-07 Recognizing the Life Service of Ark Chin.

### RESOLUTION NO. 2011-07

#### A RESOLUTION OF THE BOARD OF TRUSTEES OF WESTERN WASHINGTON UNIVERSITY RECOGNIZING THE LIFE AND SERVICE OF ARK GEOW CHIN

**WHEREAS**, on February 9, 1924 **ARK CHIN** was born to Jing Teung Chin and Yu Sung Chin in a small village in Tai Shan, China; and

**WHEREAS**, **ARK CHIN** came to the United States at 10 years of age to work in his father's restaurant while attending school; and



**WHEREAS, ARK CHIN** was studying at the University of Washington when he was drafted to serve in the 100<sup>th</sup> Army Infantry in the European Theater of World War II, where he was twice wounded and decorated with the Purple Heart and a Bronze Star; and

**WHEREAS, ARK CHIN** returned after the war to complete his bachelor's and master's degrees in civil engineering at the University of Washington; and

**WHEREAS, ARK CHIN** joined the consulting firm of Cary & Kramer, eventually becoming the president, chief executive officer and chairman of the board of Kramer, Chin & Mayo; and

**WHEREAS, ARK CHIN** received numerous accolades, including Engineer of the Year by the American Council of Engineering Companies, First Citizen of Seattle, and the Spirit of America Award from the Ethnic Heritage Council; and

**WHEREAS, ARK CHIN** was an extraordinarily dedicated philanthropist and global community servant, building an orphanage in China near his birthplace, and leading fundraising efforts with his wife, Winnie, to establish the Kin On Nursing Home in Seattle; and

**WHEREAS, ARK CHIN** served as a Chair and Trustee at Western Washington University from 1974-1980, and as a Regent at the University of Washington from 1998-2004; and

**WHEREAS, ARK CHIN** gave generously to create scholarships at Western Washington University and the University of Washington, and was a lifelong advocate for education as the path to opportunity and success in life; and

**WHEREAS, ARK CHIN** passed away on November 13, 2011, leaving behind legacies of high personal achievement, civic leadership, and heartfelt care for his community;

**NOW, THEREFORE BE IT RESOLVED** that the Board of Trustees of Western Washington University expresses its gratitude, commendation, and great admiration for **ARK CHIN's** many accomplishments, and exemplary service as past Trustee and Chairman of the Board of Trustees at Western Washington University.

Dated and signed this 9th day of December, 2011.

#### **4. UNIVERSITY PRESIDENT**

Bruce Shepard, President, noted that the Governor and Legislature are currently in deliberations about the state budget. Shepard said that Western is advocating a balanced approach that includes new revenue that will allow Western to continue to contribute to brighter futures for Washington. In the months ahead, Western advocates must all aggressively offer their guidance and support to our legislators as they work to get us through this crisis.

Shepard has outlined several options for Western to consider depending on the level of budget cut we receive. They can be accessed at: <http://www.wvuadvocates.org/governor-budget-proposal/>

## 5. ASSOCIATED STUDENTS

Anna Ellermeier, Associated Students President, was unable to attend the meeting because of an illness. No verbal report was given. A written report was shared with Eileen Coughlin, Vice President for Enrollment and Student Services.

## 6. FACULTY SENATE

Karen Stout, Faculty Senate President, presented the revisions to the Bylaws in the Faculty Handbook. She reported that the Faculty Senate, worked on the Consensual Relationships and the Conflict of Interest policies; changes in Senate committee leadership; the shift to online teaching evaluations; and had discussions on issues in Olympia. Stout announced that as a result of Western's rebasing effort, 21 new faculty members have been hired.

## 7. CONSENT ITEMS

MOTION 12 -1-2011      Ralph Munro moved that the Board of Trustees of Western Washington University, upon the recommendation of the President, approve the following consent items:

- Approval of Fall Quarter Degrees
- Approval of 2012 Summer Session Tuition and Fees
- Approval of Consultant Ranking and Delegation of Authority to Award Consultant Contract for Fraser Hall Renovation, PW 657

Motion carried.

## 8. AMENDMENT TO CHAPTER 516-23 WAC, STUDENT RIGHTS AND RESPONSIBILITIES CODE

Eileen Coughlin, Vice President for Enrollment and Student Services, introduced the Amendment to Chapter 516-23 WAC, Student Rights and Responsibilities Code. Coughlin reported that the Office of the Dean of Students thoroughly reviewed the Western's student conduct code, which had not been reviewed since 2002.

MOTION 12-2-2011      Phil Sharpe moved that the Board of Trustees of Western Washington University, upon the recommendation of the President, approves repealing Chapter 516-23-WAC, Student Rights and Responsibilities Code, and adopts new Chapter 516-21 WAC, Student Rights and Responsibilities Code. Chapter 516-23 WAC shall remain in effect until the new rules go into effect, 31 days after filing with the Office of Code Reviser.

Motion carried.

## 9. CAMPAIGN UPDATE

Stephanie Bowers, Vice President of University Advancement and Executive Director, WWU Foundation, provided a progress report on Campaign activities. Gift pledges from both the WF Board and the Board of Trustees have been received. With these pledges, Western will have reached its first \$1 Million of the campaign.

Bowers distributed copies of the ***Western Stands for Washington Campaign***, a descriptive brochure to be used with prospective donors. The goal of the campaign is to raise \$50 Million for Western. Bowers said the Western Foundation will form the Campaign Leadership Team and continue to seek more gifts of support.

Bowers also reported that renovation of the softball field is proceeding. Bowers said this is a private/public partnership and renovations will be completed by March 2012.

At 9:40 a.m. Chair Madsen announced a 20 minute break. The meeting convened at 10:00 a.m. in OM 340.

## 10. LIBRARY COLLABORATION AND RESOURCES IN WHATCOM COUNTY

Chris Cox, Dean of Libraries; Joan Airoidi, Whatcom County Library System; Pam Kiesner, Bellingham Public Library; Linda Lambert, Whatcom Community College; Valerie McBeth, Northwest Indian College, and Jane Blume, Bellingham Technical College, presented ***Whatcom Libraries Collaborate, a Six-Library Success Story***.

Membership in the collaboration includes Bellingham Public Library, Bellingham Technical College, Northwest Indian College, Whatcom County Library System, Whatcom Community College, and Western Washington University. With the collaboration of these regional libraries, Western students, faculty and the Bellingham community are provided better services and greater access to library resources. The libraries have a Group Catalog eliminating the need to search many catalogues. Only one Public Library Card is needed to check out materials from any Whatcom County public or college library and materials can be returned to any library, including area grocery stores. This program enhances Western's reputation as a community partner.

Whatcom Reads! a community-wide reading and discussion program is intended to encourage all Whatcom County resident to read the same book and create a county-wide book club experience. A copy of the 2012 book, ***In the Presence of the Enemy***, by Elizabeth George was provided to the Trustees.

## 11. OLYMPIA UPDATE

Sherry Burkey, Associate Vice President of University Affairs, reported that the Special Legislative Session began on November 28, 2011 with the task to cut \$2 Billion from the current biennial budget. The governor has proposed a revenue package that includes ½ cent increase in sales tax; however legislators are looking at different revenue sources to avoid the tax increase. Burkey said higher education is working closely together for a balanced approach and testifying about the impacts of additional budget cuts. A series of hearings on capital budget, enrollment issues, efficiency issues, etc. have also been scheduled. Burkey reported that

Western is involved in the conversation about the governor's recommendations on aerospace and the need to add more resources to create more engineers.

Burkey said there is a lot of interest in the State Need Grant. Rep. Carlyle is drafting a bill on some aspect of reforming the State Need Grant Program and will be asking for Western's participation. Burkey reported that the governor's office, institutions and legislative leadership are working to have a package of regulatory reform issues and are also looking at a series of reforms to eliminate some duplicative reporting.

## **12. AUDIT COMMITTEE REPORT**

Trustee Sharpe reported on the Board Audit Committee Meeting on December 8, 2011. The committee:

- Received the State Auditor's report on WWU's Financial Statement, and the four auxiliaries: AS Student Bookstore, Parking Services; Wade King Student Recreation Center, and Housing & Dining Services. The State Auditor noted the excellent Internal Controls at Western. They will also be conducting the 2012 Audit.
- Received updates on the Internal Auditor's Office.
- Met in private session with the Internal Auditor as required by Audit Committee Charter, Internal Audit Program: #8.
- Met private session with the President as required by Audit Committee Charter, General: #2.

## **13. INFORMATION ITEMS**

- **Alumni Relations Report**

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

- **Capital Program Report**

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

- **Development Report**

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

- **Enrollment and Admissions Summary**

Vice President Eileen Coughlin provided a general update on the university's enrollment and admissions.

Trustee Sharpe commented that early admittance is good for the university in recruiting quality students. Coughlin said that a lot of that is a result of recruitment packaging.

- **Quarterly Report on Grants Contracts**

Provost Riordan provided information from the Office of Research and Sponsored Programs concerning grant awards from the period July 1, 2011 – September 30, 2011 and fiscal year 2011/12.

- **Quarterly Academic Report**

Provost Riordan provided a written report on Western's overall six-year graduation rate. Riordan said that the graduation rates for the Students of Color is very good and an area of strength for Western.

- **Refunding for Student Recreation Fee Revenue Bonds Series 2002**

Vice President Rich Van Den Hul provided information on the Refunding for Student Recreation Fee Revenue Bonds. The Board will consider the Bond Resolution at the February 2012 meeting.

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

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

- **University Relations Report**

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

- **2010-2011 University Financial Report**

Vice President Rich Van Den Hul provided the 2010-2011 Annual Financial Report of Western Washington University.

- **2010 Housing and Dining Financial Report**

Vice President Rich Van Den Hul provided the 2010 Housing and Dining Financial Report.

- **2010 Wade King Student Recreation Center Financial Report**

Vice President Rich Van Den Hul provided the 2010 Wade King Student Recreation Center Financial Report.

- **2010 A.S. Bookstore Financial Report**

Vice President Rich Van Den Hul provided the 2010 Associated Students Bookstore Financial Report.

- **2010 Parking Financial Report**

Vice President Rich Van Den Hul provided the 2010 Parking Financial Report.

**14. FUTURE AGENDA TOPICS**

- In-State and Out-of-State student Ratio

**15. DATE FOR NEXT REGULAR MEETING: February 9, 10, 2012**

**16. ADJOURNMENT**

The meeting adjourned at 11:20 a.m.

**17. LUNCH**

The Trustees were joined at lunch by the recently Promoted and Tenured & Promoted Faculty members.

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

**TO:** Members of the Board of Trustees  
**FROM:** President Bruce Shepard  
**DATE:** February 10, 2012  
**SUBJECT:** Recognition of Faculty and Staff

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**Bob Schneider, Director of Administrative Computer Services (ADMCS)**

Bob is the Director of Administrative Computer Services (ADMCS) and oversees the group responsible for our Banner ERP software, related databases, business intelligence, data warehouses, and a myriad of smaller but still critical administrative systems. Bob has been at Western since 1996. Prior to Western, Bob was Assistant Director of Administrative Computing at Portland State University for 12 years. He has been managing Banner and related systems since 1990 and has recently completed a seven year term on the Board of SETA, the national Banner user group.

Bob is being recognized not only for his continued leadership in ADMCS and contributions to many projects such as the Banner Finance Initiatives and the Millennium data warehouse implementation but for the recent national recognition given to Western by *University Business* magazine for being named as a "Model of Efficiency" for our E-sign process. At the request of business and academic units, ADMCS has developed over 200 electronic forms that include signature and routing processes. The system routinely processes over 75,000 forms each year. The result has been faster business processing time, better audit trails, a dramatic reduction in paper use, and, as the award indicates, increased efficiency for all.

**Billie Watts, Application Systems Manager, ADMCS**

Billie is an Application Systems Manager in ADMCS. She has served in that role for the past 10 years but has been with Western since 1992. She has been in the information technology field for nearly 40 years. In this capacity she has used business process analysis and project management skills to streamline processes and design computer solutions that have benefited Western and that have become models for other universities. She oversees many systems but one of her primary roles is the Student Information System portion of Banner.

Billie is being recognized for her leadership and collaboration skills in bringing Western a mindset of continual improvement and, like the Banner Initiative project in the finance area, improvements to many processes that touch the Student Information System and are critical to our students, faculty and staff. Among the projects she has led for ADMCS are:

- Scholarship Processing (a dramatic reduction in processing time and effort that has resulted in better service for our student awardees)

- Financial Aid Paperless Processing (again a dramatic reduction in processing time and paper use.)
- Admissions Paperless Processing (in development - reduction in processing time and paper use)
- Registrars Paperless Processing (in development - reduction in processing time and paper use)
- Non Tenure Track Hiring Process (in development – this project will dramatically streamline the process to hire NTT faculty and will result in more timely hiring and payroll process)
- Academic Coordinating Commission Curriculum Change Process (in development – working with the Faculty Senate as well as academic departments, this project will significantly improve our ability to consider curriculum changes which in turn will allow our faculty to address time-to-degree issues and curricular coherence to improve our student’s experience at Western and address state needs.

Billie has worked exceptionally well in collaboration with our Enrollment and Student Services Division including the Registrar’s Office, Admissions, Financial Aid, as well as the Provost’s Office and, most importantly, our faculty through the Faculty Senate and it’s committees. These, and other projects, require that Billie and Bob work collaboratively with all areas of the institution and they have done so with passion and an institutional view. We are pleased to recommend them to you for recognition.

**Tina Loudon, Director, Academic and Career Development Services & Susan Anderson, Career Counselor III, Academic and Career Development Services**

Western Washington University ranks second among medium-sized colleges and universities with alumni serving as Peace Corps volunteers in the 2012 rankings. WWU’s graduates have a long tradition of serving as Peace Corps volunteers in Africa, Asia, the Caribbean, Latin America, Eastern Europe and the Middle East. As a Peace Corps volunteer, they have put their skills, education and training to practical use and made a difference in areas such as:

- environmental planning or education
- TESL, secondary education, vocational education or teacher training
- business advising, cooperative development or information technology
- community development, youth programs, or social services
- health or AIDS/HIV education,
- sustainable agriculture or forestry

Tina Loudon and Susan Anderson will accept this recognition on behalf of Western and its Peace Corps volunteers.



# WWU Recognized for Alumni Peace Corps Volunteers; Ranks Second on List of Medium-Sized Universities

*All-time Highest Ranking for Western*

Contact: Paul Cocke, director, University Communications, (360) 650-3350

BELLINGHAM – Western Washington University ranks second among the top medium-sized colleges and universities with alumni serving as Peace Corps volunteers in the 2012 rankings.

This is the highest ever ranking for Western. Last year the university was ranked third among medium-sized colleges and universities.

“Western graduates foster thriving communities throughout our state, nation and world. This Peace Corps ranking shows the commitment of our alumni to make a difference and to give back to others,” said WWU President Bruce Shepard.

Since the inception of the Peace Corps, 847 Western alumni have served as volunteers; 73 Western alumni currently are serving.

In the rankings for medium-sized schools, George Washington University tops the list, followed by Western, American University, Cornell University and the University of Vermont. And Western also has more alumni serving than a number of notable schools, including Boston College, Georgetown University, University of Notre Dame, Syracuse University, Tufts University, and Brown University.

WWU alumna Stephanie Van Cleave is serving as a health volunteer in Turkmenistan. “I was motivated to join Peace Corps because it’s a great opportunity to gain professional and multi-cultural experience, travel, and to challenge the way you think,” Van Cleave said. “Two years is a long time to commit to living in a foreign country but it is a short time to commit to improving yourself in ways not acquirable in the States.”

Colleges and universities are ranked according to size of the student body. Small schools are those with less than 5,000 undergraduates, medium-sized schools are those with between 5,001 and 15,000 students and large schools are those with more than 15,000 students. To view the entire list, visit the Peace Corps website at: [http://www.peacecorps.gov/index.cfm?shell=resources.media.press.view&news\\_id=1955](http://www.peacecorps.gov/index.cfm?shell=resources.media.press.view&news_id=1955)


Other highly ranked schools in Washington include the University of Washington, ranked second among large schools.

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

**TO:** Members of the Board of Trustees  
**FROM:** Dennis Madsen, Chair, Board of Trustees  
**DATE:** February 10, 2012  
**SUBJECT:** Board Chair Report  
**PURPOSE:** Information Item

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**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:** February 10, 2012

**SUBJECT:** President's Report

**PURPOSE:** Information Item

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**Purpose of Submittal:**

President Shepard will offer brief reflections on issues of interest to the Board.

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

**TO:** Members of the Board of Trustees

**FROM:** President Bruce Shepard on behalf of the Associated Students

**DATE:** February 10, 2012

**SUBJECT:** **Associated Students**

**PURPOSE:** Associated Students Report

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**Purpose of Submittal:**

AS President Anna Ellermeier will brief the Board of Trustees on recent activities of the Associated Students including the attached AS Legislative Agenda.

**Supporting Information:**

ASWWU 2012 State Legislative Agenda



# **Associated Students of Western Washington University**

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## *2012 Legislative Agenda*

Legislative Mission: The Associated Students of Western Washington University, the recognized student governance organization on campus, advocates measures that protect the institutional integrity that fosters a student's personal growth and prepares them to make a positive contribution in our society.



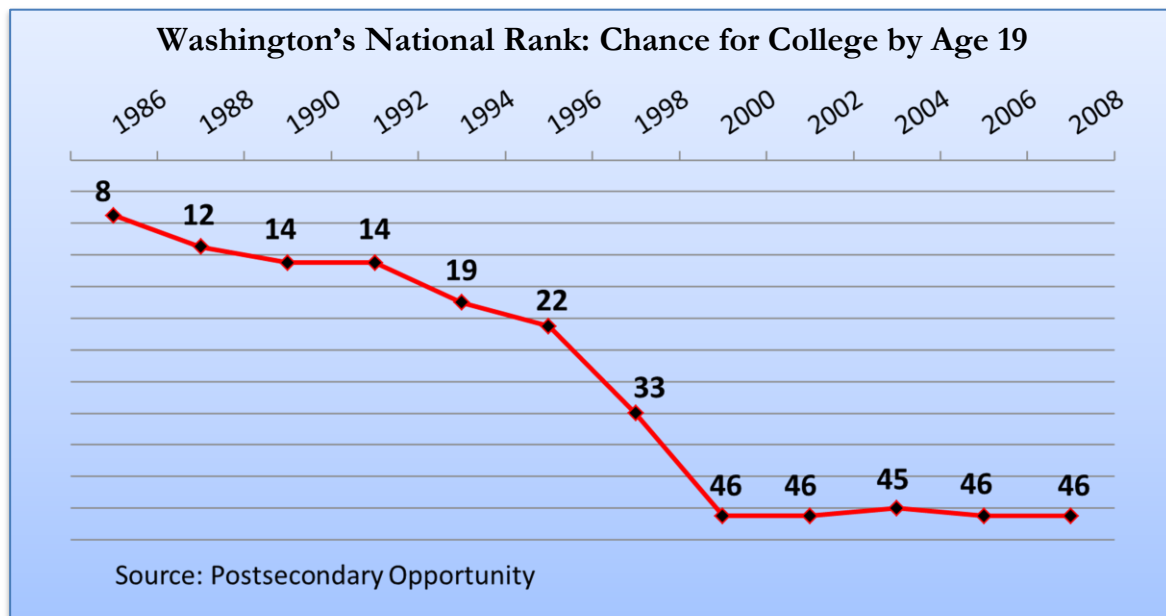


## Associated Students of Western Washington University 2012 State Legislative Agenda

### GUIDING PRINCIPLES

The Western Washington University Associated Students' Legislative Agenda, rooted in an unwavering commitment to preserving higher education opportunities for current and future students at Western Washington University, is articulated through the following foundational values:

- **Higher education is a public good that provides significant benefits to individuals and the state of Washington.** Increased public funding to higher education is necessary in order for our state to continue to receive significant and lasting societal gains. These include tangible returns through economic productivity and increased tax revenues, but even more fundamentally, through the promotion of an enlightened citizenry and greater social cohesion and inclusion.
- **The opportunity to pursue higher education is the right of every individual, regardless of financial resources.** Stable operating and financial aid funding, as well as policy changes are requisite components for actualizing this ideal.



*"If it was not for financial aid (grants), getting an education would not have been an option. Going to Western has made a difference in my life and now I can make a difference in others."*

*-Tom Barkholz, Class of 2011*



**Associated Students of Western Washington University  
2012 State Legislative Agenda**

**FROM THE ASSOCIATED STUDENTS PRESIDENT AND  
VICE PRESIDENT FOR GOVERNMENTAL AFFAIRS**

Dear Colleagues:

On behalf of the students at Western Washington University, we are pleased to present to you the Associated Students of Western Washington University (ASWWU) Legislative Agenda. This annual statement of policy principles and positions directs our student advocacy on current and developing legislative matters regarding WWU students, Washington State higher education institutions, and the overall state of higher education. In short, this document represents the voices of 14,842 current students at WWU, as well as those yet to enroll.

This difficult supplemental budget, coupled with the state's divestment in higher education throughout the past two decades, makes it extremely challenging for students at WWU to be successful. The deleterious cuts made to WWU's operating budget are resulting in unsustainably high tuition, decreased access to essential academic support services, larger class sizes, expansion of already overwhelming debt burdens, and the consolidation and elimination of world-class academic programs. More critical to WWU students is that the legislature maintains affordability for our most vulnerable students by maintaining funding for financial aid, particularly the State Work Study program.

At no point in the history of our state or country has access to affordable and quality public higher education been more important or pressing. Washington State stands at the precipice of opportunity. Support for higher education is critical at this juncture, and it will require a courageous commitment on the part of our leaders to seize the future for our students and for our state.

ASWWU urges policymakers to fulfill their constitutional commitments to WWU students and their families, as well as to our state. We look forward to working with you to ensure that public higher education remains an unwavering right of every individual. Laying the foundation for individual and state economic prosperity through the investment in public higher education is in the enduring preeminent interests of all of the citizens of Washington.

Sincerely,

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Anna Ellermeier  
AS President

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Iris Maute-Gibson  
AS VP for Governmental Affairs



# Associated Students of Western Washington University 2012 State Legislative Agenda

## PRIORITY LEGISLATIVE AGENDA

*Legislative Mission:* The Associated Students of Western Washington University, the recognized student governance organization on campus, advocates measures that protect the institutional integrity that fosters a student’s personal growth and prepares them to make a positive contribution in our society.

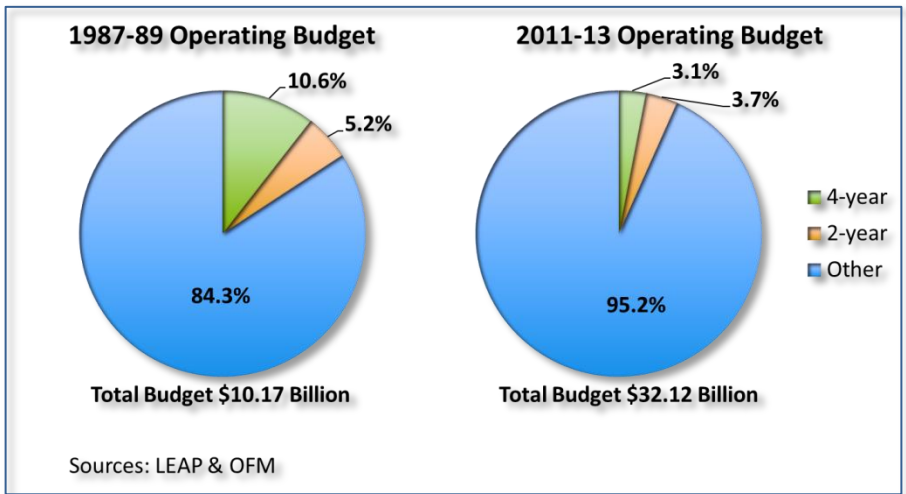
### INVESTMENT IN HIGHER EDUCATION

*ASWWU affirms it is vital that the state focuses on the value of supporting higher education as an essential state service. Students have borne the burden of continually inadequate funding of institutions of higher education.*

“To attend public two- and four-year colleges in Washington, students and families pay more than the U.S. average as a portion of family income.”  
Source: Nat’l Center for Public Policy and Higher Education

- Support the increase of state funding for higher education as a policy and supplemental budget priority. Oppose further deleterious and disproportionate cuts to the operational funding of Western Washington University.

“If I did not have financial aid I would not be in college, unless I took out loans to cover every cent of it...If I did not have work study I would have to work a job that is not as flexible around my changing schedule and understanding of homework needs. Work study is not a want, but a need.”  
-Emily Granston, Current WWU student and State Work Study Recipient



### AFFORDABILITY

*ASWWU believes that our state must have a reinvigorated and strengthened investment in need-based aid programs that facilitate increased access to public higher education opportunities in Washington State. We will pursue legislation and funding that ease economic barriers for students to attend and succeed at WWU.*

- Oppose further unsustainable and irresponsible reductions to all forms of financial aid.
- Prioritize advocacy for legislation and funding that increases access to State Work Study.
- Support sufficient funding legislation to sustain the value of State Need Grant awards by ensuring appropriations for eligible, yet underfunded students.





## Associated Students of Western Washington University 2012 State Legislative Agenda

### STUDENT VALUES LEGISLATIVE AGENDA

#### ACCESS AND ATTAINMENT

*ASWWU defines access as ensuring that all individuals who wish to pursue a higher education have the opportunity to do so, regardless of their socioeconomic, demographic, geographic, or academic backgrounds.*

- Actively Promote the passage of The DREAM Act at the state and federal level; encouraging Washington to provide eligibility for in-state tuition rates to qualified students without proper documentation.

#### ACCOUNTABILITY AND STUDENT REPRESENTATION

*The ASWWU recognizes the inherent value achieved from including the student voice and vote in all decisions, which affect students as current participants and stakeholders in our system of public higher education, especially in the current budgetary atmosphere where students and their families are burdened with greater responsibility to fund these state institutions.*

- Support the appointment of a voting student member on every community and technical College Board of trustees or regents.
- Support efforts that retain and improve student representation and membership in all planning for the future of higher education.
- Support legislation that grants student fee autonomy to students, including but not limited to the Services and Activity (S&A), health, student building, technology, and recreation fees. Per RCW 28B.15.014, we support Washington State Auditor, Brian Sonntag's language that we need to "ensure charges to restricted student activity funds are for the express purpose of funding student activities and programs."
- Support student review and student approval of mandatory course fees.

#### QUALITY STUDENT EXPERIENCE

*The ASWWU seeks to ensure a fulfilling college and academic experience for all university students.*

- Support legislation and funding that improves student campus safety and ability to respond to emergencies on campus.
- Support legislation that strengthens anti-bullying and harassment legislation and oversight measures.
- Support legislation and funding that improves accessibility for students with disabilities by enhancing on-campus resources and services, and by improving the physical accessibility of campus.
- Support increased funding of campus childcare programs through fully funding the state matching grant system as detailed in RCW 28B.135.010 administered to institutions of higher education.
- Support funding to increase access to affordable and quality healthcare on campus.



## Associated Students of Western Washington University 2012 State Legislative Agenda

### **DIVERSITY**

*The ASWWU recognizes that diversity is imperative for an optimal learning environment that prepares students for future career success and work in a global society by enhancing social development and self-awareness, promoting critical thinking, and broadening perspectives.*

- Support measures that keep tuition accessible for a diverse student body, underrepresented students.
- Support measures that restrict university tuition setting authority to ensure tuition increases are matched with increases in financial aid funding.
- Support measures encouraging active recruitment and retention of a highly qualified and diverse student body, faculty and staff as well as the appropriations that ensure it.
- Support legislation that mandates a holistic review of applicants in the admission process, while taking into account race, ethnicity, religion, national origin, sexual orientation, gender identity/expression, ability, and socio-economic conditions.
- Support legislation that allows students to participate in government institutions; predominantly public higher education.

### **ENVIRONMENT**

*The ASWWU is “dedicated to fostering environmental consciousness on campus. We are committed to fostering person-earth awareness, systems thinking and action. We believe environmental stewardship is a thread that weaves purposeful, passionate communities.” (AS Environmental Center Mission)*

- Oppose the proposed coal terminal at Cherry Point because of its potential for harmful impacts to the global and local environment, the local economy, community health, social equity, and the WWU community.
- Encourage the legislature to enable higher education institutions to become carbon neutral, and affirm a commitment to the development and use of renewable and sustainable energy technologies.
- Support legislation that requires minimization of environmental impact due to the construction of new state buildings and raises LEED certification requirements for all new state buildings on college and university campuses.
- Support legislation that incentivizes recycling and composting programs at all public higher education institutions.
- Support local control of universities with regard to green energy programs, with specific attention to student input.
- Support a state mandate that food service contractors for state institutions of higher education serve food grown sustainably within Washington State or a reasonable distance when available.
- Support providing students with viable transit services, and encouraging sustainable transportation practices.



## Associated Students of Western Washington University 2012 State Legislative Agenda

### **FACULTY**

*The ASWWU asserts that a dedicated, diverse faculty is the cornerstone of a quality higher education experience.*

- Support legislation that promotes student review of all faculty for evaluating teaching effectiveness and ability to be taken into account in faculty decisions.
- Support increases in faculty salary in the form of a full funding commitment by the State, and not as an increase in student costs.
- Support legislation that provides for full time faculty positions to be tenure track.

### **STUDENT DEBT**

*The ASWWU asserts that as student loans are increasingly being used to keep up with the rising rates of education, as well as a disincentive for continued higher education, it is essential that the attainment process be accessible to a diverse population of students.*

- Assert that funding the State Work Study Program and University Operating budgets will provide access to wrap around services for students seeking financial counseling.

### **REVENUE**

*Acknowledge that if the state utilizes solely their current revenue sources any expenditures in one part of the budget is funding which will be cut from other areas in a way, which will immediately and adversely affect students in the other aspects of their lives as jobholders, family members, parents and holistic human beings living as participants in our city, state, and nation.*

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

**TO:** Members of the Board of Trustees

**FROM:** President Bruce Shepard on behalf of the Faculty Senate

**DATE:** February 10, 2012

**SUBJECT:** Faculty Senate

**PURPOSE:** Information Item

---

Karen Stout, Faculty Senate President, will brief the Board on recent activities of the Faculty Senate.

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

**TO:** Members of the Board of Trustees

**FROM:** President Bruce Shepard

**DATE:** February 10, 2012

**SUBJECT:** **Consent Items**

**PURPOSE:** Action Items

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**Purpose of Submittal:**

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

**Proposed Motion:**

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

- Approval of Winter Quarter Degrees

**Supporting Information:**

Materials supporting the consent item agenda are attached.

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

**TO:** Members of the Board of Trustees  
**FROM:** President Bruce Shepard by Provost Catherine Riordan  
**DATE:** February 10, 2012  
**SUBJECT:** **Approval of Degrees**  
**PURPOSE:** Action Item

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**Purpose of Submittal:**

Board of Trustees responsibility to approve awarding of degrees

**Proposed Motion:**

MOVED, that the Board of Trustees of Western Washington University, on recommendation of the faculty and subject to the completion of any unmet requirements, approves awarding undergraduate and graduate degrees to the candidates listed in the files of the Registrar and Graduate Dean, for Winter Quarter 2012, effective March 17, 2012.

**Supporting Information:**

Lists on file with the Registrar and Graduate Dean.

<b><i>Students</i></b>	<b><i>March 2012</i></b>	<b><i>Comparison: March 2011</i></b>
<i>Undergraduates</i>	519	475
<i>Masters</i>	31	27

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

**TO:** Members of the Board of Trustees

**FROM:** President Bruce Shepard by:  
Vice President Rich Van Den Hul, Business and Financial Affairs  
Sr. Vice President Eileen Coughlin, Enrollment and Student Services

**DATE:** February 10, 2012

**SUBJECT:** **Resolution No. 2012-01 Authorizing the Refinancing of the Student Recreation Center Fee Revenue Bonds Series 2002 and Provide Up To \$2.5 Million for Recreation Improvements**

**PURPOSE:** Action Item

### **Purpose of Submittal:**

Authorize the sale of Student Recreation Center Fee Revenue and Refunding Bonds, Series 2012 to refinance Student Recreation Center Fee Revenue Bonds Series 2002, and provide up to \$2.5 million for recreation improvements.

### **Supporting Information:**

The issuance and sale of Student Recreation Center Fee Revenue and Refunding Bonds requires the approval of the Board of Trustees. A Resolution is proposed for the sale of Bonds, including delegation of authority to the President or Vice President for Business and Financial Affairs to determine the method, timing and details of the Bond sale. Currently the market conditions are such that refunding the Student Recreation Center Fee Revenue Bonds Series 2002 could result in cost savings of approximately \$170,000 per year.

Resolution No. 2012-01 will authorize the President or Vice President for Business and Financial Affairs to sign the necessary documents for the execution and delivery of the bonds and make other determinations relative to the bond refinancing, including the method of sale, as described in the Bond Resolution and summarized in the attachment.

### **Proposed Motion:**

MOVED that the Board of Trustees of Western Washington University, upon the recommendation of the President, adopt Resolution No. 2012-01 (attached) authorizing the issuance of Student Recreation Center Fee Revenue and Refunding Bonds, Series 2012, including delegation of authority as outlined in the Bond Resolution. The Bond Resolution includes refunding of certain bonds and provides up to \$2.5 million additional Bond proceeds for recreation improvements. The improvements will be reviewed and approved by recommendation of the Student Recreation Center's S&A Fee Committee.

### **Supporting Information (Attached):**

- Summary of Financing Terms
- Resolution No. 2012-01 Student Recreation Center Fee Revenue and Refunding Bonds, Series 2012

**WESTERN WASHINGTON UNIVERSITY**  
**Board of Trustees**  
**February 10, 2012**

**STUDENT RECREATION FEE REVENUE AND  
REFUNDING BONDS RESOLUTION, SERIES 2012-01**

**Summary of Financing Terms**

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***Overview***

It is proposed that Bonds be issued to refinance the Student Recreation Fee Revenue Bonds, Series 2002, for the purpose of locking in lower interest rates and debt service savings, and to pay costs of issuance of the Bonds. As the issuance of Refunding Bonds provides an opportunity to consider any new project financing needs funded from Recreation Center revenues to be aggregated into the financing for overall efficiency, the Bond issue may include up to \$2.5 million for recreation improvements. The improvements are subject to review and approval by recommendation of the Student Recreation Center's S&A Fee Committee.

***Bonds to be Refunded***

<b><u>Student Recreation Fee Revenue Bonds, Series 2002</u></b>	
Original Par	\$29,390,000
Outstanding Par	\$25,005,000
Callable Par	\$24,345,000
Call Date	5/1/2012
Interest	4.30 – 5.00%
Final Maturity	5/1/2033

***Sale of Bonds***

Authority to determine the details of the Bonds and Bond sale will be delegated to the President or Vice President for Business and Financial Affairs. Delegated actions include the following:

- Determine whether Improvement Bonds in an amount up to \$2,500,000 will be issued;
- Establish the method of sale (competitive or negotiated);
- Determine whether a debt service reserve fund is required and in what amount;
- Approve final interest rates;
- Approve maturity dates and principal maturing each year;
- Approve aggregate principal amount of bonds; and
- Approve redemption rights.

Delegated authority will expire December 31, 2012.



**Security for Bonds:** A lien on the revenue of the Student Recreation Center, including the SRC Fee approved by the students, and related revenue.

**Use of Proceeds:** To refund the outstanding Student Recreation Fee Revenue Bonds, Series 2002, in order to reduce overall debt service and provide for funding of up to \$2,500,000 for recreation improvements.

**Size of Bond Issue:** Up to \$27,000,000. The final size of the Bond issue will be based on the amount required to prepay the 2002 bonds, provide up to \$2,500,000 for additional recreation improvements, and pay all costs of issuance.

**Term of Bonds:** Final maturity is currently May 1, 2033, consistent with the 2002 Bonds. Based on discussions with students regarding new project financing, the bond term may be extended up to seven years (May 1, 2040).

**Interest Rates:** The savings estimates are based on a TIC of 3.81% (current market as of early January 2012), and the Refunding will provide significant savings even if rates increase up to 4.30%. The average interest rate on the Refunded Bonds is 4.99%.

**Minimum Savings Target:** The Bond Resolution establishes the net present value (NPV) aggregate savings (after payment of all costs of issuance) with respect to all Refunded Bonds to be at least equal to five percent (5.0%) of the principal amount of the Refunded Bonds. Current market estimates NPV savings of 10.26% which would produce annual savings of \$170,600.

***Estimated Savings from Current Refunding (Assumes 3/21/2012 Bond Closing)***

	TIC%	NPV Savings	NPV%	Average Annual Savings
Current Market -25bps	3.59%	\$2,973,900	12.60%	\$205,100
<b>Current Market Scale</b>	<b>3.81%</b>	<b>\$2,421,500</b>	<b>10.26%</b>	<b>\$170,600</b>
Current Market +25bps	4.09%	\$1,824,600	7.73%	\$131,600
Current Market +50bps	4.29%	\$1,283,100	5.44%	\$ 94,600

\* Current Market as of January 6, 2012

**Proposed Sale Date:** The bond sale is currently targeted for March 2012, and timing will be determined based upon market conditions.

**Financial Advisor:** SDM Advisors, Inc. (Susan Musselman)

**Bond Counsel:** K&L Gates (Cynthia Weed)

WESTERN WASHINGTON UNIVERSITY

RESOLUTION NO. 2012-01

A RESOLUTION OF THE BOARD OF TRUSTEES OF WESTERN WASHINGTON UNIVERSITY PROVIDING FOR THE AUTHORIZATION, SALE, ISSUANCE AND DELIVERY OF STUDENT RECREATION FEE REVENUE AND REFUNDING BONDS IN AN AGGREGATE PRINCIPAL AMOUNT OF NOT TO EXCEED \$27,000,000, TO PROVIDE PART OF THE FUNDS NECESSARY FOR IMPROVEMENTS TO RECREATIONAL FACILITIES OF THE UNIVERSITY, TO REFUND CERTAIN OUTSTANDING STUDENT RECREATION FEE REVENUE BONDS OF THE UNIVERSITY AND PAY THE COSTS OF ISSUANCE OF SUCH BONDS; AUTHORIZING THE AUTHORIZED REPRESENTATIVE OF THE UNIVERSITY TO APPROVE THE INTEREST RATES, FINAL PRINCIPAL AMOUNTS, AND REDEMPTION RIGHTS; AND PROVIDING FOR THE PAYMENT OF AND ESTABLISHING THE SECURITY FOR SUCH BONDS.

ADOPTED: FEBRUARY 10, 2012

Prepared by:

K&L GATES LLP  
Seattle, Washington

WESTERN WASHINGTON UNIVERSITY  
RESOLUTION NO. 2012-01

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\* This Table of Contents and the Cover Page are for convenience of reference and are not intended to be a part of this Resolution.

WESTERN WASHINGTON UNIVERSITY

RESOLUTION NO. 2012-01

A RESOLUTION OF THE BOARD OF TRUSTEES OF WESTERN WASHINGTON UNIVERSITY PROVIDING FOR THE AUTHORIZATION, SALE, ISSUANCE AND DELIVERY OF STUDENT RECREATION FEE REVENUE AND REFUNDING BONDS IN AN AGGREGATE PRINCIPAL AMOUNT OF NOT TO EXCEED \$27,000,000, TO PROVIDE PART OF THE FUNDS NECESSARY FOR IMPROVEMENTS TO RECREATIONAL FACILITIES OF THE UNIVERSITY, TO REFUND CERTAIN OUTSTANDING STUDENT RECREATION FEE REVENUE BONDS OF THE UNIVERSITY AND PAY THE COSTS OF ISSUANCE OF SUCH BONDS; AUTHORIZING THE AUTHORIZED REPRESENTATIVE OF THE UNIVERSITY TO APPROVE THE INTEREST RATES, FINAL PRINCIPAL AMOUNTS, AND REDEMPTION RIGHTS; AND PROVIDING FOR THE PAYMENT OF AND ESTABLISHING THE SECURITY FOR SUCH BONDS.

WHEREAS, Western Washington University (the "University") is in need of student recreational facilities (hereinafter defined as the "Project"); and

WHEREAS, students of the University voted by referendum on February 23 and 24, 2000, to impose upon themselves a fee (the "SRC Fee") for the purpose of paying the costs of constructing, operating and maintaining the Recreation Center as authorized by RCW 28B.15.610; and

WHEREAS, the Legislature, pursuant to RCW 28B.10.300 through RCW 28B.10.330, inclusive, (the "Bond Act") authorized the University to issue and sell revenue obligations to provide funds for recreational facilities of the University; and

WHEREAS, it is in the best interest of the University to issue additional bonds under the Bond Act in a principal amount to provide not more than \$2,500,000 of net Bond proceeds (net

of costs of issuance) (the “Improvement Bonds”) in order to obtain long term financing for additions, renovation and improvements to recreational facilities of the University; and

WHEREAS, the University has outstanding its Student Recreation Fee Revenue Bonds, Series 2002, issued under date of February 1, 2002, pursuant to Resolution No. 2002-01 (the “2002 Bond Resolution”), maturing in principal amounts and bearing interest as follows:

Maturity Years (May 1)	Principal Amounts	Interest Rates
2012	\$ 640,000	4.30%
2013	670,000	4.40
2014	700,000	4.50
2015	725,000	5.00
2016	765,000	5.00
2017	805,000	5.00
2018	845,000	5.00
2019	885,000	5.00
2020	930,000	5.00
2021	975,000	5.00
2022	1,020,000	5.00
2023	1,075,000	5.00
2027	4,870,000	5.00
2033	9,330,000	5.00

(the “2002 Bonds”); and

WHEREAS, the 2002 Bonds maturing on and after May 1, 2013 (the “Refunded Bonds”), are subject to optional redemption at the option of the University in whole or in part on any date on or after May 1, 2012 at par; and

WHEREAS, the University has been advised that substantial debt service savings may be obtained by refunding the Refunded Bonds through the issuance of bonds herein authorized to be issued (the “Refunding Bonds”); and

WHEREAS, it appears to the Board of Trustees that it is in the best interest of the University that the Improvement Bonds and the Refunding Bonds be combined into a single

issue of Revenue and Refunding Bonds in the aggregate principal amount of not to exceed \$27,000,000 (the “Bonds”); and

WHEREAS, under the terms of the 2002 Bond Resolution, the University is authorized to issue additional bonds having a parity of lien on Recreation Center Revenues (as hereinafter defined) with the 2002 Bonds; and

WHEREAS, the Board has determined to delegate to the President and Treasurer certain matters relating to the manner and timing of sale of the Bonds;

NOW, THEREFORE, BE IT RESOLVED BY THE BOARD OF TRUSTEES OF WESTERN WASHINGTON UNIVERSITY, as follows:

Section 1.     Definitions. The terms defined in this Section 1 shall, for all purposes of this Resolution (including the recitals) and of any Resolution supplemental hereto, have the following meanings:

*Acquired Obligations* means the Government Obligations acquired by the University under the terms of this Resolution and the Escrow Agreement to effect the defeasance and refunding of the Refunded Bonds.

*Additional Bonds* means one or more series of additional obligations of the University issued on a parity of lien with the Bonds in accordance with Section 11 of this Resolution.

*Aggregate Annual Debt Service* means Annual Debt Service for all Outstanding Parity Bonds and all Parity Bonds authorized but unissued unless such Parity Bonds are authorized to provide permanent financing in connection with the issuance of short term obligations.

*Annual Debt Service* means, for any specified Fiscal Year, the sum of the amounts required to be paid into the Bond Fund, in such Fiscal Year, to pay (a) the interest due in such Fiscal Year on all outstanding Parity Bonds, excluding interest to be paid from the proceeds of

the sale of Parity Bonds, (b) the principal of all outstanding Serial Bonds due in such Fiscal Year, and (c) the sinking fund requirement, if any, for such Fiscal Year. For purposes of the Additional Bonds test in Section 11, with respect to Parity Bonds bearing variable rates of interest, Debt Service shall include an amount for any period equal to the amount which would have been payable for principal and interest on such Parity Bonds during such period computed on the assumption that the amount of variable rate Parity Bonds Outstanding as of the date of such computation would be amortized (i) in accordance with the mandatory redemption provisions, if any, set forth in the Resolution authorizing the issuance of such Parity Bonds, or if mandatory redemption provisions are not provided, during a period commencing on the date of computation and ending on the date thirty (30) years after the date of issuance; (ii) at an interest rate equal to the rate published as the Bond Buyer Revenue Bond Index for municipal revenue bonds within the thirty (30) day period prior to the date of calculation (if such index is no longer published, another nationally recognized index for municipal revenue bonds maturing in twenty (20) to thirty (30) years); (iii) to provide for essentially level annual debt service of principal and interest over such period.

***Approved Bid*** means the winning bid submitted for a series of the Bonds if such series is sold by Competitive Sale.

***Authorized Representative of the University*** means the President of the University.

***Available Funds*** means money received from collection of the SRC Fee, plus Recreation Center Revenue.

***Average Annual Debt Service*** means, for each series of Parity Bonds, the aggregate Annual Debt Service in all years between the date of calculation and the final scheduled maturity thereof, divided by the number of years between such dates.

**Beneficial Owner** means the person named on the Bond Register as having the right, without a physical certificate evidencing such right, to transfer, to hypothecate and to receive the payment of the principal of and the interest on each Bond, when due.

**Board** means the Board of Trustees of the University, which exists and functions pursuant to chapter 28B.35 RCW, as heretofore and hereafter amended.

**Bond Act** means RCW 28B.10.300 through RCW 28B.10.330, inclusive, as heretofore or hereafter amended.

**Bond Counsel** means an attorney or firm of attorneys whose opinion is accepted in the national tax-exempt capital markets as to the issuance and validity of municipal securities and as to the interest paid thereon being exempt from federal income taxation, which attorney or firm has been approved by, selected by or retained by the University from time to time.

**Bond Fund** means the Recreation Center Bond Fund maintained pursuant to Section 8 hereof.

**Bond Insurance Policy** means the insurance policy, if any, issued by the Insurer guaranteeing the scheduled payment of principal of and interest on the Bonds when due as provided therein.

**Bond Purchase Contract** means, if the Bonds shall be sold by Negotiated Sale, the purchase contract relating to the Bonds between the University and the Underwriter.

**Bond Register** means the registration records for the Bonds maintained by the Registrar.

**Bonds** means the Western Washington University Student Recreation Fee Revenue and Refunding Bonds, 2012, authorized to be issued by this Resolution.

**Bond Year** means each one-year period that ends on the date selected by the University. The first and last Bond Years may be short periods. If no day is selected by the University



before the earlier of the final maturity date of the Bonds or the date that is five years after the date of issuance of the Bonds, Bond Years end on each anniversary of the date of issue and on the final maturity date of the Bonds.

***Business Day*** means a day which is not a Saturday, Sunday or other day on which commercial banks in the cities of Seattle, Washington and New York, New York, are authorized or required by law to close.

***Call Date*** means the date on which bonds will be prepaid, as selected by the University, which date will be no earlier than May 1, 2012.

***Closing Date*** means the date and time when the Bonds are delivered to the successful bidder for the Bonds in exchange for payment in full therefor.

***Code*** means the Internal Revenue Code of 1986, as heretofore or hereafter amended, together with all corresponding and applicable final, temporary or proposed regulations and revenue rulings as issued or amended with respect thereto by the United States Treasury Department or the Internal Revenue Service to the extent applicable to the Bonds.

***Common Reserve Fund*** means the “Common Reserve Fund” established pursuant to Section 8 of this Resolution.

***Common Reserve Requirement*** means the lowest of (i) maximum Aggregate Annual Debt Service with respect to Outstanding Covered Bonds; (ii) 125 percent of average Annual Debt Service with respect to Outstanding Covered Bonds; and (iii) 10 percent of the initial principal amount of each series then Outstanding of Covered Bonds. The Common Reserve Requirement shall be determined and calculated as of the date of issuance of each series of Covered Bonds (and recalculated upon the issuance of a subsequent series of Covered Bonds and also, at the University’s option, upon the payment of principal of Covered Bonds) and provided

that if, as a result of the issuance of Additional Bonds, the increase in the Common Reserve Requirement of Additional Bonds would require that an amount be contributed to the Common Reserve Fund that is more than the Tax Maximum, the Common Reserve Requirement shall be adjusted to require a contribution equal to the Tax Maximum.

***Competitive Sale*** means the process by which the Bonds (or a portion of them) are sold through the public solicitation of bids from underwriting firms.

***Covered Bonds*** means any Parity Bonds, designated as Covered Bonds secured by the Common Reserve Fund.

A ***Credit Event*** occurs when (a) a Qualified Letter of Credit terminates, (b) the issuer of Qualified Insurance or a Qualified Letter of Credit shall become insolvent or no longer be in existence, or (c) a Qualified Letter of Credit or Qualified Insurance no longer meets the requirements established therefor in the definition thereof.

***Credit Facility*** means a policy of municipal bond insurance, a letter of credit, surety bond, line of credit, guarantee, standby purchase agreement or other financial instrument issued by a third party whose debt obligations are rated at the time of issuance of such Credit Facility by at least two Rating Agencies at rating(s) not lower than the then current long term rating on the Parity Bonds which Credit Facility obligates a third party to make payment or provide funds for the payment of financial obligations of the University, including but not limited to payment of the principal of, interest on or purchase price of Parity Bonds or meeting reserve requirements therefor. For purposes of this Resolution, a Credit Facility includes any Qualified Insurance and/or Qualified Letter of Credit.

***Credit Facility Issuer*** means the issuer of any Credit Facility.

***DTC*** means The Depository Trust Company of New York, as depository for the Bonds, or any successor or substitute depository for the Bonds.

***Escrow Agent*** means the escrow agent, if any, selected by the Authorized Representative of the University in accordance with Section 9 of this Resolution.

***Escrow Agreement*** means the Escrow Deposit Agreement, if any, to be dated as of the date of the Closing Date of the Bonds substantially in the form attached hereto as Exhibit A.

***Fiscal Year*** means the University's duly adopted fiscal year.

***Fund*** means any special fund created by this Resolution and pledged as security for the Parity Bonds pursuant to this Resolution.

***Government Obligations*** has the meaning given to such term in RCW Chapter 39.53, as the same may be amended from time to time, provided that such obligations are noncallable and are obligations issued or unconditionally guaranteed by the United States of America.

***Improvement Bonds*** means that portion of the Bonds authorized to be issued herein, in a principal amount to provide not more than \$2,500,000 of net Bond proceeds (net of costs of issuance), for the purpose of financing the cost of the improvements to recreational facilities approved by the Board.

***Insurer*** means such bond insurance company, if any, from which a Bond Insurance Policy, if any, may be acquired for the Bonds, in accordance with this Resolution.

***Legislature*** means the Legislature of the State.

***Letter of Representations*** means the Blanket Issuer Letter of Representations from the University to DTC.

**Liquidity Facility** means a line of credit, standby purchase agreement or other financial instrument or any combination of the foregoing, which obligates a third party to make payment or to provide funds for the payment of the purchase price of Parity Bonds.

**Liquidity Facility Issuer** means the issuer of any Liquidity Facility.

**Moody's** means Moody's Investors Service, Inc., a corporation duly organized and existing under and by virtue of the laws of the State of Delaware, and its successors and assigns, except that if such corporation shall be dissolved or liquidated or shall no longer perform the functions of a securities rating agency, then the term **Moody's** shall be deemed to refer to any other nationally recognized securities rating agency (other than S&P) selected by the Authorized Representative of the University.

**MSRB** means the Municipal Securities Rulemaking Board or any successor to its functions. Until otherwise designated by the MSRB or the Securities and Exchange Commission, any information, reports or notices submitted to the MSRB in compliance with the Rule are to be submitted through the MSRB's Electronic Municipal Market Access system ("EMMA"), currently located at [www.emma.msrb.org](http://www.emma.msrb.org).

**Negotiated Sale** means the process by which the Bonds (or a portion of them) are sold by negotiation to one or more underwriting firms selected by the Authorized Representative of the University.

**Net Proceeds**, when used with reference to Bonds, means the principal amount of such Bonds, plus accrued interest and original issue premium, if any, and less original issue discount, if any, and proceeds, if any, deposited in the Common Reserve Fund.

**Official Notice of Sale** means, if the Bonds shall be sold by Competitive Sale, the notice of Bond sale authorized to be given in Section 16 of this Resolution.

**Official Statement** means the Official Statement of the University pertaining to the sale of the Bonds, in either preliminary or final form.

**Opinion of Bond Counsel** means an opinion in writing of Bond Counsel.

**Opinion of Counsel** means an opinion in writing of a lawyer admitted to practice in the State.

**Outstanding**, when used as of a particular time with reference to Parity Bonds, means all Parity Bonds delivered hereunder except:

(a) Parity Bonds canceled by the Registrar or surrendered to the Registrar for cancellation;

(b) Parity Bonds paid or deemed to have been paid within the meaning of this resolution; and

(c) Parity Bonds in lieu of or in substitution for which replacement Parity Bonds shall have been executed by the University and delivered by the Registrar hereunder.

**Parity Bonds** means the Bonds and any Additional Bonds.

**Person** means any natural person, firm, joint venture, association, partnership, business trust, corporation, public body, agency or political subdivision thereof or any other similar entity.

**Private Person** means any natural person engaged in a trade or business or any trust, estate, partnership, association, company or corporation.

**Private Person Use** means the use of property in a trade or business by a Private Person if such use is other than as a member of the general public. Private Person Use includes ownership of the property by the Private Person as well as other arrangements that transfer to the Private Person the actual or beneficial use of the property (such as a lease, management or incentive payment contract or other special arrangement) in such a manner as to set the Private

Person apart from the general public. Use of property as a member of the general public includes attendance by the Private Person at municipal meetings or business rental of property to the Private Person on a day-to-day basis if the rental paid by such Private Person is the same as the rental paid by any Private Person who desires to rent the property. Use of property by nonprofit community groups or community recreational groups is not treated as Private Person Use if such use is incidental to the governmental uses of property, the property is made available for such use by all such community groups on an equal basis, and such community groups are charged only a *de minimis* fee to cover custodial or security expenses.

***Project*** means improvements to the recreational facilities of the University as approved by the Board.

***Project Fund*** means the fund designated as the “Recreation Center Construction Fund” maintained pursuant to Section 9 of this Resolution.

***Qualified Insurance*** means any non-cancelable municipal bond insurance policy or Surety Bond issued by any insurance company licensed to conduct an insurance business in any state of the United States (or by a service corporation acting on behalf of one or more such insurance companies) (i) which insurance company or companies are rated, at the time of issuance of the policy or Surety Bond, as the case may be, in one of the two highest Rating Categories by one or more of the Rating Agencies for unsecured debt or insurance underwriting or claims paying ability or (ii) if as a result of the issuance of its policies, the obligations insured thereby to be rated in one of the two highest Rating Categories at the time of issuance of the policy or surety bond by one or more of the Rating Agencies.

***Qualified Letter of Credit*** means any irrevocable letter of credit issued by a financial institution, which institution maintains an office, agency or branch in the United States and is

rated, at the time of issuance of the letter of credit, in one of the two highest long term Rating Categories by one or more of the Rating Agencies.

**Rating Agency** means Moody's or S&P.

**Rating Category** means the generic rating categories of a Rating Agency, without regard to any refinement or gradation of such rating category by a numerical modifier or otherwise.

**RCW** means the Revised Code of Washington, as now in existence or hereafter amended, or any successor codification of the laws of the State of Washington.

**Record Date** means the 15<sup>th</sup> day of the calendar month immediately preceding each interest payment date or, as to any date upon which defaulted interest on the Bonds is to be paid, the date established by the Registrar as the special record date for the payment of such defaulted interest.

**Recreation Center** means the comprehensive recreational facilities and amenities voted by referendum of the students of the University on February 23 and 24, 2000.

**Recreation Center Revenues** means the gross revenues received from the ownership and operation of the Recreation Center. Other Service and Activity Fees, sport club dues, and intermural team fees are not a part of the Recreation Center Revenues.

**Redemption Date** means the date upon which any Bonds are to be redeemed, determined as provided in Section 3 hereof.

**Refunded Bonds** means the 2002 Bonds maturing on and after May 1, 2013.

**Refunding Bonds** means the net portion of the Bonds issued herein, not to exceed \$24,500,000, to be used for the purpose of refunding the Refunded Bonds.

**Registered Owner** of any Bond means the person named as the Registered Owner of such Bond on the Bond Register.

**Registrar** means the fiscal agency of the State of Washington, whose duties include registering and authenticating the Bonds, maintaining the Bond Register, transferring ownership of the Bonds, and paying the principal of and interest on the Bonds.

**Renewal and Replacement Reserve Account** means the Renewal and Replacement Reserve Account so designated and established by Section 7 hereof and maintained pursuant to Section 7 hereof.

**Renewal and Replacement Reserve Requirement** means \$250,000; *provided, however,* that the Renewal and Replacement Reserve Requirement shall be subject to adjustment as provided in Section 7 of this Resolution.

**Revenue Account** means the Student Recreation Revenue Account established pursuant to Section 7(a) hereof.

**Rule** means Rule 15c2-12(b)(5) adopted by the SEC under the Securities Exchange Act of 1934, as the same may be amended from time to time.

**Savings Target** means a net present value dollar amount at least equal to five percent (5.0%) of the principal amount of the Refunded Bonds.

**SEC** means the Securities and Exchange Commission.

**S&P** means Standard & Poor's Ratings Services, a Division of The McGraw-Hill Companies, Inc., and its successors and assigns, except that if such corporation or division shall be dissolved or liquidated or shall no longer perform the functions of a securities rating agency, then the term **S&P** shall be deemed to refer to any other nationally recognized securities rating agency (other than Moody's) selected by the Authorized Representative of the University.



***Serial Bonds*** means the portion of the Bonds, if any, designated as “Serial Bonds” in the Bond Purchase Contract or Approved Bid for such Bonds and any Parity Bonds hereafter provided for in the Resolution authorizing their issuance.

***SRC Fee*** means the services and activities fee (initially approved by referendum of the students of the University on February 23 and 24, 2000) to pay costs of constructing, operating and maintaining the Recreation Center. The SRC Fee was set initially in the dollar amount of \$80 per quarter for each student enrolled for six or more credits and is currently set in the dollar amount of \$95 per quarter. The SRC Fee may be decreased from the dollar amount initially approved as long as the coverage covenant in Section 12 is met.

***State*** means the State of Washington.

***Tax Maximum*** means the maximum dollar amount permitted by the Code to be allocated to a Bond reserve account from Bond proceeds without requiring a balance to be invested at a restricted yield.

***Term Bonds*** means the portion of the Bonds, if any, designated as “Term Bonds” in the Bond Purchase Contract or Approved Bid for such Bonds and any Parity Bonds hereafter provided for in the Resolution authorizing their issuance.

***Treasurer*** means the Vice President for Business and Financial Affairs of the University or any successor to the functions of such office, and also shall include any designee of the Treasurer for the performance of specific functions under this Resolution.

***2002 Bond Resolution*** means Resolution No. 2002-01 adopted on February 8, 2002 authorizing the 2002 Bonds.

**2002 Bonds** means the Student Recreation Fee Revenue Bonds, Series 2002 of the University issued pursuant to the 2002 Bond Resolution, issued under date of February 1, 2002, and presently outstanding in the aggregate principal amount of \$24,235,000.

**Uncovered Bonds** means Parity Bonds that will not be secured by the Common Reserve Fund.

**Underwriter** means, the underwriter(s) of the Bonds if the Bonds are sold by Negotiated Sale or the successful bidder submitting the Approved Bid if the Bonds are sold by Competitive Sale.

**University** means Western Washington University, a higher educational institution of the State of Washington, the main campus of which is located at Bellingham, Washington.

**Rules of Interpretation.** In this Resolution, unless the context otherwise requires:

(a) The terms “hereby,” “hereof,” “hereto,” “herein,” “hereunder” and any similar terms, as used in this Resolution, refer to this Resolution as a whole and not to any particular article, section, subdivision or clause hereof, and the term ‘hereafter’ shall mean after, and the term ‘heretofore’ shall mean before, the date of this Resolution;

(b) Words of the masculine gender shall mean and include correlative words of the feminine and neuter genders and words importing the singular number shall mean and include the plural number and vice versa;

(c) Words importing persons shall include firms, associations, partnerships (including limited partnerships), trusts, corporations and other legal entities, including public bodies, as well as natural persons;

(d) Any headings preceding the text of the several articles and sections of this Resolution, and any table of contents or marginal notes appended to copies hereof, shall be

solely for convenience of reference and shall not constitute a part of this Resolution, nor shall they affect its meaning, construction or effect;

(e) All references herein to “articles,” “sections” and other subdivisions or clauses are to the corresponding articles, sections, subdivisions or clauses hereof; and

(f) Whenever any consent or direction is required to be given by the University, such consent or direction shall be deemed given when given by the Authorized Representative of the University or his or her designee, respectively, and all references herein to the Authorized Representative of the University shall be deemed to include references to his or her designee, as the case may be.

Section 2. Authorization and Purpose of Bonds; Bond Details.

(a) *Authorization and Purpose of Bonds.* The Board hereby authorizes the sale and issuance of Revenue and Refunding Bonds in the aggregate principal amount of not to exceed \$27,000,000 to make improvements to recreational facilities of the University as approved by the Board, refund the Refunded Bonds and to finance all or a part of the costs of issuance.

(b) *Bond Details.* The Bonds shall be issued in one or more series, to be designated as “Western Washington University Student Recreation Fee Revenue and Refunding Bonds, Series 2012”, with such additional designations as shall be deemed necessary or appropriate for purposes of identification, shall be dated as of the date of initial delivery, shall be fully registered as to both principal and interest, shall be in the denomination of \$5,000 each, or any integral multiple thereof, provided that no Bond shall represent more than one maturity, shall be numbered separately in such manner and with any additional designation as the Registrar deems necessary for purposes of identification, bear interest at the per annum rates, payable on the dates and maturing in principal amounts set forth in the Approved Bid or Bond Purchase Contract,

pursuant to Section 16. The Bonds shall be obligations only of the Bond Fund and the Common Reserve Fund if the Bonds are designated as Covered Bonds, and shall be payable and secured as provided herein. The Bonds are not general obligations of the University. The Bonds shall not constitute an indebtedness of the University within the meaning of the constitutional provisions and limitations of the State of Washington.

Section 3. Right of Prior Redemption and Purchase.

(a) *Optional Redemption.* The Bonds shall be subject to optional redemption on the dates, at the prices and under the terms set forth in the Bond Purchase Contract or Approved Bid approved by the Authorized Representative of the University pursuant to Section 16.

(b) *Mandatory Redemption.* The Bonds shall be subject to mandatory redemption to the extent, if any, set forth in the Bond Purchase Contract or Approved Bid and as approved by the Authorized Representative of the University pursuant to Section 16.

(c) *Extraordinary Optional Redemption.* The Bonds are subject to extraordinary optional redemption prior to maturity by the Registrar, upon the request of the University, in whole or in part on any date at a redemption price equal to 100 percent of the principal amount thereof, plus accrued interest to the redemption date, in an aggregate amount not to exceed any available proceeds of casualty insurance which the University receives as a result of major damage to or destruction of any portion of the Recreation Center.

(d) *Purchase of Bonds.* The Bonds may be purchased at any time, to the extent that such Bonds are offered to the University at any price deemed reasonable by the Treasurer but only to the extent of Gross Revenue available after providing for the payments required by paragraphs (b)(1) through (6) of Section 7 of this Resolution.

(e) *Effect of Optional Redemption/Purchase.* To the extent that the University shall have optionally redeemed or purchased any Term Bonds since the last scheduled mandatory redemption of such Term Bonds, the University may reduce the principal amount of the Term Bonds of the same maturity to be redeemed in like aggregate principal amount. Such reduction may be applied in the year specified by the Authorized Representative of the University.

(f) *Selection of Bonds for Redemption.* As long as the Bonds are held in book-entry only form, the maturities to be redeemed shall be selected by the University and, within a series and maturity, the selection of Bonds of such series to be redeemed shall be made in accordance with the operational arrangements in effect at DTC. If the Bonds are no longer held in uncertificated form, the selection of such Bonds to be redeemed shall be made as provided in this subsection (f). If the University redeems at any one time fewer than all of the Bonds having the same series and maturity date, the particular Bonds or portions of Bonds of such series and maturity to be redeemed shall be selected by lot (or in such other manner determined by the Registrar) in increments of \$5,000. In the case of a Bond of a denomination greater than \$5,000, the University and Registrar shall treat each Bond as representing such number of separate Bonds each of the denomination of \$5,000 as is obtained by dividing the actual principal amount of such Bond by \$5,000. In the event that only a portion of the principal sum of a Bond is redeemed, upon surrender of the such Bond at the principal office of the Registrar there shall be issued to the Registered Owner, without charge therefor, for the then unredeemed balance of the principal sum thereof, at the option of the Registered Owner, a Bond or Bonds of like series, maturity and interest rate in any of the denominations herein authorized.

(g) *Notice of Redemption.*

(1) Official Notice. Unless waived by any owner of Bonds to be redeemed, official notice of any such redemption (which notice, in the case of a conditional redemption, shall state that redemption is conditioned by the Registrar on the receipt of sufficient funds for redemption) shall be given by the Registrar on behalf of the University by mailing a copy of an official redemption notice by first class mail at least twenty (20) days and not more than sixty (60) days prior to the date fixed for redemption to the Registered Owner of the Bond or Bonds to be redeemed at the address shown on the Register or at such other address as is furnished in writing by such Registered Owner to the Registrar.

All official notices of redemption shall be dated and shall state:

- (A) the redemption date,
- (B) the redemption price,
- (C) if fewer than all Outstanding Bonds are to be redeemed, the identification by series and maturity (and, in the case of partial redemption, the respective principal amounts) of the Bonds to be redeemed,
- (D) that on the redemption date, provided that in the case of optional redemption the full amount of the redemption price is on deposit therefor, the redemption price will become due and payable upon each such Bond or portion thereof called for redemption, and that interest thereon shall cease to accrue from and after said date,
- (E) the place where such Bonds are to be surrendered for payment of the redemption price, which place of payment shall be the principal office of the Registrar, and

(F) that the notice of redemption may be withdrawn and the proposed redemption of Bonds cancelled if for any reason funds will not be available on the date fixed for redemption.

Unless the University has revoked the notice of redemption, on or prior to any redemption date, the Treasurer shall deposit with the Registrar an amount of money sufficient to pay the redemption price of all the Bonds or portions of Bonds which are to be redeemed on that date.

Failure to give notice as to redemption of any Bond or any defect in such notice shall not invalidate redemption of any other Bond.

Notwithstanding the foregoing, if the Bonds are then held in book-entry only form, notice of redemption to any Registered Owner or beneficial owner of Bonds, shall be given only in accordance with the operational arrangements then effect at DTC but not less than thirty (30) days prior to the date of redemption.

(2) Effect of Notice; Bonds Due. Official notice of redemption having been given as aforesaid, the Bonds or portions of Bonds so to be redeemed shall, on the redemption date (unless in the case of conditional redemption the conditions have not been fulfilled and the notice or redemption therefore withdrawn), become due and payable at the redemption price therein specified, and from and after such date such Bonds or portions of Bonds shall cease to bear interest. Upon surrender of such Bonds for redemption in accordance with said notice, such Bonds shall be paid by the Registrar at the redemption price. Installments of interest due on or prior to a mandatory redemption date shall be payable as herein provided for payment of interest. Upon surrender for any partial redemption of any Bond, there shall be prepared for the Registered Owner a new Bond or Bonds of the same series and maturity in the aggregate amount

of the unpaid principal. All Bonds which have been redeemed shall be canceled and destroyed by the Registrar and shall not be reissued.

(3) Additional Notice. In addition to the foregoing notice, further notice may be given by the University as set out below, but no defect in said further notice nor any failure to give all or any portion of such further notice shall in any manner defeat the effectiveness of a call for redemption if notice thereof is given as above prescribed. Each further notice of redemption given hereunder shall contain the information required above for an official notice of redemption plus (A) the CUSIP numbers of all Bonds being redeemed; (B) the date of issue of the Bonds as originally issued; (C) the rate of interest borne by each Bond being redeemed; (D) the maturity date of each Bond being redeemed; and (E) any other descriptive information needed to identify accurately the Bonds being redeemed. Each further notice of redemption may be sent at least twenty (20) days before the redemption date to each party entitled to receive notice pursuant to Section 19 of this Resolution, and to the original purchaser of the Bonds or to its business successors, if any, and to such persons (including securities repositories who customarily at the time receive notices of redemption in accordance with rules promulgated by the Securities and Exchange Commission) and with such additional information as the Registrar deem appropriate, but such mailings shall not be a condition precedent to the redemption of such Bonds.

(4) Use of CUSIP Numbers. Upon the payment of the redemption price of Bonds being redeemed, each check or other transfer of funds issued for such purpose shall bear the CUSIP number identifying, by maturity, the Bonds being redeemed with the proceeds of such check or other transfer.

(5) Amendment of Notice Provisions. The foregoing notice provisions of this Section 3, including but not limited to the information to be included in redemption notices and



the persons designated to receive notices, may be amended by additions, deletions and changes in order to maintain compliance with duly promulgated regulations and recommendations regarding notices of redemption of municipal securities.

Section 4. Place and Medium of Payment. The principal of, premium, if any, and interest on the Bonds shall be payable in lawful money of the United States of America. Interest on the Bonds shall be calculated on the basis of a three hundred sixty (360) day year consisting of twelve, thirty (30) day months. For so long as all Bonds are in fully immobilized form, such payments of principal and interest thereon shall be made as provided in the operational arrangements of DTC as referred to in the Letter of Representations.

In the event that the Bonds are no longer in fully immobilized form, interest on the Bonds shall be paid by check or draft mailed (or by wire transfer to a Registered Owner of such Bonds in aggregate principal amount of \$1,000,000 or more who so requests) to the Registered Owners of the Bonds at the addresses for such Registered Owners appearing on the Bond Register on the 15<sup>th</sup> day of the month preceding the interest payment date. Principal and premium, if any, of the Bonds shall be payable upon presentation and surrender of such Bonds by the Registered Owners at the principal office of the Registrar.

Section 5. Registration.

(a) *Registrar/Bond Register.* The University hereby specifies and adopts the system of registration for the Bonds as approved by the State Finance Committee of the State of Washington from time to time. The University shall cause a bond register to be maintained by the Registrar. So long as any Bonds remain Outstanding, the Registrar shall make all necessary provisions to permit the exchange and registration of transfer of Bonds at its principal corporate trust office. The Registrar may be removed at any time at the option of the Treasurer upon prior

notice to the Registrar, the Insurer, and a successor Registrar appointed by the Treasurer. No resignation or removal of the Registrar shall be effective until a successor shall have been appointed and until the successor Registrar shall have accepted the duties of the Registrar hereunder. The Registrar is authorized, on behalf of the University, to authenticate and deliver Bonds transferred or exchanged in accordance with the provisions of such Bonds and this resolution and to carry out all of the Registrar's powers and duties under this Resolution. The Registrar shall be responsible for its representations contained in the Certificate of Authentication on the Bonds.

(b) *Registered Ownership.* The University and the Registrar, each in its discretion, may deem and treat the Registered Owner of each Bond as the absolute owner thereof for all purposes and neither the University nor the Registrar shall be affected by any notice to the contrary. Payment of any such Bond shall be made only as described in Section 4 hereof, but such Bond may be transferred as herein provided. All such payments made as described in Section 5 shall be valid and shall satisfy and discharge the liability of the University upon such Bond to the extent of the amount or amounts so paid.

(c) *DTC Acceptance/Letter of Representations.* To induce DTC to accept the Bonds as eligible for deposit at DTC, the University has executed and delivered a Letter of Representations to DTC.

Neither the University nor the Registrar will have any responsibility or obligation to DTC participants or the persons for whom they act as nominees (or any successor depository) with respect to the Bonds in respect of the accuracy of any records maintained by DTC (or any successor depository) or any DTC participant, the payment by DTC (or any successor depository) or any DTC participant of any amount in respect of the principal of or interest on

Bonds, any notice which is permitted or required to be given to Registered Owners under this Resolution (except such notices as shall be required to be given by the University to the Registrar or to DTC (or any successor depository)), or any consent given or other action taken by DTC (or any successor depository) as the Registered Owner. For so long as any Bonds are held in fully immobilized form hereunder, DTC or its successor depository shall be deemed to be the Registered Owner for all purposes hereunder (except as provided in Section 19 of this resolution), and all references herein to the Registered Owners shall mean DTC (or any successor depository) or its nominee and shall not mean the owners of any beneficial interest in such Bonds.

If any Bond shall be duly presented for payment and funds have not been duly provided by the University on such applicable date, then interest shall continue to accrue thereafter on the unpaid principal thereof at the rate stated on such Bond until such Bond is paid.

(d) *Use of Depository.*

(1) The Bonds shall be registered initially in the name of “CEDE & CO.”, as nominee of DTC, with one Bond maturing on each of the maturity dates for the Bonds in a denomination corresponding to the total principal therein designated to mature on such date. Registered ownership of such immobilized Bonds, or any portions thereof, may not thereafter be transferred except (A) to any successor of DTC or its nominee, provided that any such successor shall be qualified under any applicable laws to provide the service proposed to be provided by it; (B) to any substitute depository appointed by the Treasurer pursuant to subsection (2) below or such substitute depository’s successor; or (C) to any person as provided in subsection (4) below.

(2) Upon the resignation of DTC or its successor (or any substitute depository or its successor) from its functions as depository or a determination by the Treasurer to

discontinue the system of book entry transfers through DTC or its successor (or any substitute depository or its successor), the Treasurer may hereafter appoint a substitute depository. Any such substitute depository shall be qualified under any applicable laws to provide the services proposed to be provided by it.

(3) In the case of any transfer pursuant to clause (A) or (B) of subsection (1) above, the Registrar shall, upon receipt of all outstanding Bonds, together with a written request of the Treasurer, issue a single new Bond for each maturity then outstanding, registered in the name of such successor or such substitute depository, or their nominees, as the case may be, all as specified in such written request of the Treasurer.

(4) In the event that (A) DTC or its successor (or substitute depository or its successor) resigns from its functions as depository, and no substitute depository can be obtained, or (B) the Treasurer determines that it is in the best interest of the beneficial owners of the Bonds that such owners be able to obtain such bonds in the form of Bond certificates, the ownership of such Bonds may then be transferred to any person or entity as herein provided, and shall no longer be held in fully-immobilized form. The Treasurer shall deliver a written request to the Registrar, together with a supply of definitive Bonds, to issue Bonds as herein provided in any authorized denomination. Upon receipt by the Registrar of all then outstanding Bonds together with a written request of the Treasurer to the Registrar, new Bonds shall be issued in the appropriate denominations and registered in the names of such persons as are requested in such written request.

(e) *Registration of Transfer of Ownership or Exchange; Change in Denominations.* If the Bonds are no longer held in book-entry only form, the transfer of any Bond may be registered and Bonds may be exchanged, but no transfer of any such Bond shall be valid unless

such Bond is surrendered to the Registrar with the assignment form appearing on such Bond duly executed by the Registered Owner or such Registered Owner's duly authorized agent in a manner satisfactory to the Registrar. Upon such surrender, the Registrar shall cancel the surrendered Bond and shall authenticate and deliver, without charge to the Registered Owner or transferee therefor, a new Bond (or Bonds at the option of the new Registered Owner) of the same series, date, maturity and interest rate and for the same aggregate principal amount in any authorized denomination, naming as Registered Owner the person or persons listed as the assignee on the assignment form appearing on the surrendered Bond, in exchange for such surrendered and canceled Bond. If the Bonds are no longer held in book-entry only form, any Bond may be surrendered to the Registrar and exchanged, without charge, for an equal aggregate principal amount of Bonds of the same date, maturity and interest rate, in any authorized denomination or denominations. The Registrar shall not be obligated to register the transfer or to exchange any Bond during the fifteen (15) days preceding the date any such Bond is to be redeemed.

(f) *Registrar's Ownership of Bonds.* The Registrar may become the Registered Owner of any Bond with the same rights it would have if it were not the Registrar, and to the extent permitted by law, may act as depository for and permit any of its officers or directors to act as member of, or in any other capacity with respect to, any committee formed to protect the right of the Registered Owners of Bonds.

(g) *Registration Covenant.* The University covenants that, until all Bonds have been surrendered and canceled, it will maintain a system for recording the ownership of each Bond that complies with the provisions of Section 149 of the Code.

Section 6. Form, Execution and Authentication of Bonds.

(a) *Form of Bonds.* The Bonds shall be in substantially the following form:

UNITED STATES OF AMERICA

NO. \_\_\_\_\_

\$ \_\_\_\_\_

STATE OF WASHINGTON  
WESTERN WASHINGTON UNIVERSITY  
STUDENT RECREATION FEE REVENUE AND REFUNDING BONDS, 2012

INTEREST RATE:     %

MATURITY DATE:

CUSIP NO.:

REGISTERED OWNER:

PRINCIPAL AMOUNT:

Western Washington University (the "University"), hereby acknowledges itself to owe and for value received promises to pay to the Registered Owner identified above, or registered assigns, on the Maturity Date identified above, the Principal Amount indicated above and to pay interest from \_\_\_\_\_, 2012, or the most recent date to which interest has been paid or duly provided for, until payment of this Bond at the Interest Rate set forth above, payable on \_\_\_\_\_ 1, 2012, and semiannually thereafter on the first days of each succeeding May and November. Both principal of and interest on this Bond are payable in lawful money of the United States of America. Interest shall be paid as provided in the Blanket Issuer Letter of Representations (the "Letter of Representations") by the University to The Depository Trust Company ("DTC"). Principal shall be paid as provided in the Letter of Representations to the Registered Owner or assigns upon presentation and surrender of this Bond at the principal office of the fiscal agency of the State of Washington (the "Registrar").

This Bond is one of an authorized issue of Bonds of like date and tenor, except as to number, amount, rate of interest and date of maturity, in the aggregate principal amount of \$\_\_\_\_\_ (the "Bonds"), and is issued pursuant to Resolution No. 2012-01 (the "Bond Resolution") passed by the Board of Trustees of the University on February 10, 2012 [to provide funds to make improvements to recreational facilities of the University,] refund certain outstanding Revenue Bonds of the University and pay costs of issuance of the Bonds. Capitalized terms used in this Bond and not otherwise defined shall have the meanings given them in the Bond Resolution.

The University reserves the right to redeem the Bonds maturing on and after May 1, \_\_\_\_\_, in whole or in part on any date on or after May 1, \_\_\_\_\_, at par, plus accrued interest to the date of redemption.

The Bonds are payable solely from the special fund of the University known as the "Recreation Center Bond Fund, including all accounts therein" (the "Bond Fund") [and the Common Reserve Fund] maintained by the Bond Resolution in the office of the Treasurer of the

University. The University has irrevocably obligated and bound itself to pay into the Bond Fund out of the SRC Fee and Recreation Center Revenues or from such other money as may be provided for such purpose certain amounts necessary to pay and secure the payment of the principal and interest on such bonds.

The University has pledged to set aside from the Revenue Account out of the Recreation Center Revenues and the SRC Fee and to pay into the Bond Fund the various amounts required by the Bond Resolution to be paid into and maintained in such Fund within the times provided by the Bond Resolution.

To the extent more particularly provided by the Bond Resolution, the amounts so pledged to be paid of Available Funds into the Bond Fund shall be a lien and charge thereon equal in rank to the lien and charge upon such Recreation Center Revenue and SRC Fee of the amounts required to pay and secure any Revenue Bonds hereafter issued on a parity with the Bonds and superior to all other liens and charges of any kind or nature.

The University covenants that it will perform all the covenants of this Bond and of the Bond Resolution, and reference is hereby made to the Bond Resolution for a complete statement of such covenants.

This Bond is a special limited obligation of the University and is not an obligation of the State of Washington or any political subdivision thereof other than the University, and neither the full faith and credit nor the taxing power of the University or the State of Washington is pledged to the payment of this Bond.

This Bond shall not be valid or become obligatory for any purpose or be entitled to any security or benefit under the Bond Resolution until the Certificate of Authentication has been manually signed by the Registrar.

It is hereby certified that all acts, conditions and things required by the Constitution and statutes of the State of Washington to exist, to have happened, been done and performed precedent to and in the issuance of this Bond have happened, been done and performed and that the issuance of this Bond and the bonds of this series does not violate any constitutional, statutory or other limitation upon the amount of bonded indebtedness that the University may incur.

The University has caused this Bond to be executed by the manual or facsimile signature of the Chair of the Board of Trustees and to be attested by the manual or facsimile signature of the Secretary of the Board of Trustees, and has caused the seal of the University to be impressed or imprinted on this Bond, as of this \_\_\_\_ day of \_\_\_\_\_ 2012.

WESTERN WASHINGTON UNIVERSITY

By \_\_\_\_\_ /s/  
Chair, Board of Trustees

ATTEST:

\_\_\_\_\_/s/  
Secretary, Board of Trustees

The Registrar's Certificate of Authentication on the Bonds shall be in substantially the following form:

CERTIFICATE OF AUTHENTICATION

This is one of the Student Recreation Fee Revenue and Refunding Bonds, Series 2012 of Western Washington University, dated \_\_\_\_\_, 2012, described in the Bond Resolution.

WASHINGTON STATE FISCAL  
AGENCY, as Registrar

By \_\_\_\_\_  
Authorized Signatory

(b) *Execution and Authentication of Bonds.* The Bonds shall be executed on behalf of the University by the Chair of the Board and shall be attested by the Secretary of the Board by either manual or facsimile signatures. In the event that any of the officers of the University who shall have executed or attested the Bonds shall cease to be officers of the University before the Bonds shall have been issued and delivered by the University, the Bonds nevertheless may be delivered and issued, and upon such delivery and issue, shall be binding upon the University as though those officers who signed the same had continued to be such officers of the University.



Further, the Bonds may be signed on behalf of the University by such an officer who, on the date of execution of the Bonds, is a proper officer of the University, although on the date borne by the Bonds such officer shall not have held such office.

The Bonds shall be signed under the official seal of the University, and said seal, or a facsimile thereof, shall be impressed, imprinted or otherwise reproduced thereon. If a facsimile seal is used, such facsimile or reproduced seal is hereby adopted as the official seal of the University for such Bonds.

No Bond shall be valid or obligatory for any purpose nor shall the Registered Owner of such Bond be entitled to any right or benefit hereunder, unless the Registrar shall have signed manually on such Bond a Certificate of Authentication appearing on such Bond. Such Certificate of Authentication upon any Bond shall be conclusive evidence that the Bond so authenticated has been duly issued under this Resolution and that the Registered Owner is entitled to the benefits of this Resolution. No Bond shall be authenticated except in accordance with this Section 6.

Section 7. Revenue Account.

(a) *Revenue Account.* The University has established a special fund to be maintained separate and apart from all other funds and accounts of the University, and known as the “Student Recreation Revenue Account” (the “Revenue Account”).

The University covenants to deposit or cause to be deposited into the Revenue Account, upon receipt, all Recreation Center Revenue and the SRC Fee and the net income earned on investments in the Revenue Account.

(b) *Flow of Funds; Priorities.* The University covenants to use the money and investments in the Revenue Account, and pledges such money and investments, solely for the following purposes (in order of priority):

(1) For transfers to the Bond Fund to pay the principal of, interest on or premium, if any, on the Bonds;

(2) To pay costs of operation and maintenance of the Recreation Center and the related student recreation programs;

(3) To make all payments required to be made into the Common Reserve Fund to maintain the Common Reserve Requirement if there are Outstanding Covered Bonds, and into any other reserve fund or account established for Parity Bonds that are Uncovered Bonds or to meet a reimbursement obligation with respect to any Qualified Insurance or Qualified Letter of Credit or other credit enhancement device, if so required by Resolution of the Board;

(4) For transfers to the Renewal and Replacement Reserve Account necessary to meet and maintain the Renewal and Replacement Reserve Requirement;

(5) For transfers to any special funds established for the payment of principal of and interest on any Revenue Bonds or other revenue obligations having a lien upon the money and investments in the Revenue Account junior and subordinate to the lien of the Bonds;

(6) For establishment of reasonable operating reserves; or

(7) For the purchase of any Outstanding Bonds and/or Parity Bonds at any price deemed reasonable to the Authorized Representative of the University or the defeasance of Outstanding Bonds and/or Parity Bonds.

(c) *Transfers from Revenue Account to Bond Fund.* On or before the day prior to the due date thereof, or, with respect to any Bonds that are insured, the fifth day prior to the due date thereof, and continuing for so long as any Bonds are Outstanding, the University covenants to transfer to the Bond Fund from the Revenue Account, money and investments equal to the interest or principal or premium, if any, coming due on the Bonds on such due date. The University also may reduce the amount of any transfer required to be made to the Bond Fund on the day, or, with respect to any Bonds that are insured, the fifth day, immediately preceding each interest payment date by an amount equal to all amounts available to pay principal, interest or premium on the Bonds on deposit therein and to the extent that such amounts have not previously been credited against such payments.

(d) *Renewal and Replacement Reserve Account.* The University has established a special trust fund designated as the “Renewal and Replacement Reserve Account,” and shall keep such Renewal and Replacement Reserve Account separate and apart from all other accounts and moneys held by it, and shall administer such Renewal and Replacement Reserve Account as provided in this Section 7(d).

(1) *Deposits.* As of June 30, 2008, the University updated its Capital Renewal Management Plan, and established an annual deposit requirement of \$250,000 each fiscal year, from 2009 through 2014. Prior to June 30, 2013 and each five years thereafter, the University shall update the Capital Renewal Management Plan, which plan shall identify future capital expenditure requirements for the Recreation Center and recommend the Renewal and Replacement Reserve Requirement for the following five years. The University will use its best efforts to follow such plan, including a modification, if any, of the Renewal and Replacement

Reserve Requirement and shall establish prior to each such June 30, the Renewal and Replacement Reserve Requirement in effect for the next five years.

(2) Disbursements. The moneys deposited in the Renewal and Replacement Reserve Account shall be disbursed at any time upon the written request of the University to pay expenses under the Capital Renewal Management Plan, non-routine maintenance and upgrade expenses of the Recreation Center and/or for unanticipated capital needs for the Recreation Center.

The moneys credited to the Renewal and Replacement Reserve Account shall not be commingled, except for investment purposes, with any other moneys of the University. Any moneys remaining in the Renewal and Replacement Reserve Account after all Parity Bonds are no longer Outstanding may be used for any purpose of the University.

Section 8. Bond Fund and Common Reserve Fund.

(a) Bond Fund. A special fund of the University designated the “Recreation Center Bond Fund” (the “Bond Fund”) is hereby authorized to be created in the office of the Treasurer for the purpose of paying and securing the payment of Parity Bonds, which Fund is to be drawn upon for the sole purpose of paying the principal of, premium, if any, and interest on Parity Bonds, as the same shall become due.

(1) The University hereby obligates and binds itself, and the Treasurer is hereby authorized and directed, as soon as the Bonds are delivered and paid for, to set aside from the proceeds of the sale thereof and pay into the Bond Fund all accrued interest received thereon.

(2) The University hereby further obligates and binds itself, and the Treasurer is hereby authorized and directed, to set aside and pay into the Bond Fund from the Revenue Account, those amounts which, together with any money on hand in the Bond Fund, are

necessary to pay the interest on the Bonds, and to pay the principal of the Bonds as such principal and interest become due and payable.

(3) Said amounts so pledged in subsection (b) of this section to be paid out of the Revenue Account into the Bond Fund and into the Common Reserve Fund as hereinafter provided, are hereby declared to be a prior lien and charge upon the Recreation Center Revenue and the SRC Fee and/or the monies in the Revenue Account superior to all other charges of any kind or nature whatsoever except that the amounts so pledged are equal in rank to any charges upon such Recreation Center Revenue and the SRC Fee and/or the monies in the Revenue Account which may hereafter be made to pay and secure the payment of the principal of and interest on any Additional Bonds.

(b) *Common Reserve Fund.* The Treasurer is hereby authorized and directed to establish a Common Reserve Fund for the purpose of securing the payment of the principal of, premium, if any, and interest on all Covered Bonds. The Authorized Representative of the University is further authorized to designate or not to designate the Bonds as Covered Bonds or in the alternative to establish a separate reserve account within the Bond Fund for the purpose of securing the Bonds. Any such separate reserve shall be funded and administered as provided herein with respect to the Common Reserve Fund, although the separate account would secure only the Bonds of this issue, and the dollar amount of the reserve requirement would be set forth in the Official Notice of Sale or Purchase Contract. The Resolution authorizing the issuance of each series of Additional Bonds may provide that the series of Additional Bonds will be issued as "Covered Bonds" or, in the alternative, provide whether a separate reserve securing only that series of Additional Bonds should be established. The Common Reserve Fund may be established as a separate fund or maintained as an account or subaccount within the Bond Fund.

The Common Reserve Fund shall be maintained in an amount not less than the Common Reserve Requirement, subject to permitted withdrawals of amounts in excess of the Common Reserve Requirement, of amounts to pay debt service on Covered Bonds in the event of a deficiency in a Bond Fund for Covered Bonds, of amounts to pay the principal of, premium, if any, and interest on all Outstanding Covered Bonds, of amounts being replaced by Qualified Insurance or a Qualified Letter of Credit, and of amounts required to prevent any Bonds from becoming “Arbitrage Bonds,” in each case as provided herein. The Common Reserve Requirement shall be maintained by deposits of cash and/or qualified investments, a Qualified Letter of Credit or Qualified Insurance, or a combination of the foregoing. To the extent that the University obtains a Qualified Letter of Credit or Qualified Insurance in substitution for cash or securities in the Common Reserve Fund, all or a portion of the money on hand in the Common Reserve Fund shall be transferred to the fund or account, specified by the Authorized Representative of the University within the limitations permitted by the tax covenants, if any, for the Covered Bonds. In computing the amount on hand in the Common Reserve Fund, Qualified Insurance and/or a Qualified Letter of Credit shall be valued at the lower of the face amount thereof and the amount available to be drawn thereunder, and all other obligations purchased as an investment of moneys therein shall be marked-to-market, at least once annually and at the time of any withdrawal from the Common Reserve Fund. As used herein, the term “cash” shall include U.S. currency, cash equivalents and evidences thereof, including demand deposits and certified or cashier’s checks; and the deposit to the Common Reserve Fund may be satisfied by the transfer of qualified investments to such account. If a deficiency in the Common Reserve Fund shall exist as a result of the foregoing valuation, such deficiency shall be made up in equal monthly installments within a year thereafter.

If the balance on hand in the Common Reserve Fund is sufficient to satisfy the Common Reserve Requirement, interest earnings thereon shall be applied as provided in the following sentences. Whenever there is a sufficient amount in the Bond Funds for the Covered Bonds and the Common Reserve Fund to pay the principal of, premium, if any, and interest on all Outstanding Covered Bonds, the money in the Common Reserve Fund may be used to pay such principal and interest. So long as the money left remaining on deposit in the Common Reserve Fund is not less than the Common Reserve Requirement, money in the Common Reserve Fund may be transferred to the fund or account specified in writing by the Authorized Representative of the University within the limitations permitted by the tax covenants for the Covered Bonds. The University also may transfer out of the Common Reserve Fund any money required to prevent any Bonds from becoming “Arbitrage Bonds.”

If a deficiency in any Bond Fund for a series of Covered Bonds shall occur immediately prior to an interest payment date, such deficiency shall be made up from the Common Reserve Fund by the withdrawal of cash therefrom for that purpose (including cash provided by the sale or redemption of obligations held in the Common Reserve Fund, in such amounts as will provide cash in the Common Reserve Fund sufficient to make up any such deficiency with respect to the Covered Bonds), and if a deficiency in any Bond Fund for a series of Covered Bonds still exists immediately prior to the interest payment date for such series of Covered Bonds and after the transfer of cash from the Common Reserve Fund to such Bond Fund, the University shall then draw from any Qualified Letter of Credit or Qualified Insurance then credited to the Common Reserve Fund in sufficient amount to make up the deficiency. If the amount in the Common Reserve Fund is insufficient to make up all deficiencies in the Bond Fund(s) for all Covered Bonds coming due on a Covered Bond payment date, the deficiencies shall be made up on a pro

rata basis based on the principal, if any, and interest payments coming due on Covered Bonds on such interest payment date. Any draw on a Qualified Letter of Credit or Qualified Insurance shall be made at such times and under such conditions as the agreement for such Qualified Letter of Credit or such Qualified Insurance shall provide. Reimbursement may be made to the issuer of any Qualified Letter of Credit or Qualified Insurance in accordance with the reimbursement agreement related thereto, and after making necessary provision for the payments required to be made in paragraphs (b)(1) and (2) of Section 7 of this Resolution. If the University shall have failed to make any payment required to be made under such reimbursement agreement for the Covered Bonds, the issuer shall be entitled to exercise all remedies available at law or under this Resolution; provided, however, that no acceleration of the Bonds shall be permitted, and no remedies that adversely affect the beneficial owners of the Bonds shall be permitted. Any deficiency created in the Common Reserve Fund by reason of any such withdrawal shall be made up within two years, from Qualified Insurance or a Qualified Letter of Credit or out of Net Revenues (or out of any other moneys on hand legally available for such purpose), in twenty-four (24) equal monthly installments, after first making necessary provision for all payments required to be made into the Bond Funds for Covered Bonds within such year.

In making the payments and credits to the Common Reserve Fund required by this Section 8, to the extent that the University has obtained Qualified Insurance or a Qualified Letter of Credit for specific amounts required pursuant to this section to be paid out of the Common Reserve Fund, such amounts then available to be drawn under such Qualified Insurance or a Qualified Letter of Credit shall be credited against the amounts required to be maintained in the Common Reserve Fund by this Section 8 to the extent that such payments and credits to be made are to be made or insured by the issuer of such Qualified Insurance, or are to be made or



guaranteed by a Qualified Letter of Credit. If a Credit Event occurs, the Common Reserve Requirement shall be satisfied (A) within one (1) year after the occurrence of such Credit Event with other Qualified Insurance or another Qualified Letter of Credit, or (B) within three (3) years (in three equal annual installments) after the occurrence of such Credit Event, out of Recreation Center Revenues (or out of other money on hand and legally available for such purpose) after first making necessary provisions for all payments required to be made into the Bond Fund for Covered Bonds.

(e) *Use of Excess Money.* Money in the Bond Fund not needed to pay the interest or principal and interest next coming due on any Outstanding Bonds or to maintain required reserves therefor may be used to purchase or redeem and retire Bonds. Money in the Revenue Fund, the Bond Fund and the Common Reserve Fund, if any, may be commingled for investment purposes and may be invested in any investments legal for the University.

Section 9. Application of Bond Proceeds and Call for Redemption of Refunded Bonds.

(a) *Improvement Bonds.* The Treasurer currently maintains a fund of the University (the "Project Fund") into which the proceeds of the Improvement Bonds shall be deposited at the time of closing. Money on hand in the Project Fund shall be used to pay the costs of or reimburse the University for the payment of the costs of the Project and the costs of funding a proportionate share of costs of issuance of the Bonds. The Treasurer or his/her designee may invest money in the Project Fund in legal investments for University funds. Earnings on such investments shall accrue to the benefit of the fund earning such interest. Any part of the proceeds of the Bonds remaining in the Project Fund after all costs of the Project have been paid

(including costs of issuance) may be used for any recreational capital purpose of the University or may be transferred to the Debt Service Account.

(b) *Refunding Bonds.* Unless the Refunded Bonds will be redeemed simultaneous with delivery of the Bond proceeds, the proceeds of sale of the Refunding Bonds in the dollar amount certified by the University to the Escrow Agent shall be delivered to the Escrow Agent for the purpose of defeasing the Refunded Bonds and paying related costs of issuance.

Money received by the Escrow Agent from Bond proceeds and other money provided by the University, shall be used immediately by the Escrow Agent upon receipt thereof in accordance with the terms of the Escrow Agreement to defease the Refunded Bonds as authorized by the 2002 Bond Resolution, and to pay costs of issuance of the Refunding Bonds. If the Refunded Bonds will not be paid and redeemed on the date of issuance of the Bonds, the University shall defease the Refunded Bonds and discharge such obligations by the use of money deposited with the Escrow Agent to purchase certain Government Obligations (which obligations so purchased, are herein called "Acquired Obligations"), bearing such interest and maturing as to principal and interest in such amounts and at such times which, together with any necessary beginning cash balance, will provide for the payment of:

- (1) interest on the Refunded Bonds coming due on the Call Date; and
- (2) the redemption price (100% of the principal amount thereof) on the Call

Date of the Refunded Bonds.

Such Acquired Obligations shall be purchased at a yield not greater than the yield permitted by the Code and regulations relating to acquired obligations in connection with Refunding Bond issues.

(b) *Appointment of Escrow Agent.* The Authorized Representative of the University is hereby authorized to determine whether or not an Escrow Agent will be required and, if so, to appoint a qualified banking association to act as the escrow agent (the “Escrow Agent”) for the Refunded Bonds. A beginning cash balance, if any, and Acquired Obligations shall be deposited irrevocably with the Escrow Agent in an amount sufficient to defease the Refunded Bonds. The proceeds of the Refunding Bonds remaining after acquisition of the Acquired Obligations and provision for the necessary beginning cash balance shall be utilized to pay expenses of the acquisition and safekeeping of the Acquired Obligations and expenses of the issuance of the Refunding Bonds and/or returned to the University for the payment of such expenses.

(c) *Call for Redemption of Refunded Bonds.* If the Refunded Bonds will not be redeemed on the date of issuance of the Bonds, the University hereby irrevocably sets aside sufficient funds out of the purchase of Acquired Obligations from proceeds of the Refunding Bonds to make the payments described in Section 9(a) of this Resolution.

The University hereby irrevocably calls the Refunded Bonds for redemption on the Call Date in accordance with terms of the 2002 Bond Resolution pursuant to which the Refunded Bonds was issued authorizing the redemption and retirement of the Refunded Bonds prior to their fixed maturities.

Said defeasance and call for redemption of the Refunded Bonds shall be irrevocable on the date of issuance of the Bonds if the Refunded Bonds are scheduled for redemption on that date (and the conditions of redemption have been satisfied) or, as applicable, after the final establishment of the escrow account and delivery of the Bond Proceeds and/or Acquired Obligations to the Escrow Agent.

The Escrow Agent or the Authorized Representative of the University as applicable, is hereby authorized and directed to provide for the giving of notice of the redemption of the Refunded Bonds in accordance with the applicable provisions of the 2002 Bond Resolution pursuant to which the Refunded Bonds was issued. The Treasurer of the University is authorized and requested to provide whatever assistance is necessary to accomplish such redemption and the giving of notice therefor.

The Escrow Agent or the Authorized Representative of the University, as applicable, is hereby authorized and directed to pay to the Treasurer of the University, or, at the direction of the Treasurer of the University, to the fiscal agency or agencies of the State of Washington, sums sufficient to pay, when due, the payments specified in of Section 9(a) of this Resolution. All such sums shall be paid from the moneys and Acquired Obligations deposited with said Escrow Agent pursuant to the previous subsection of this Resolution, and the income therefrom and proceeds thereof. All moneys and Acquired Obligations deposited with said bank and any income therefrom shall be held, invested (but only at the direction of the Treasurer) and applied in accordance with the provisions of this Resolution and with the laws of the State of Washington for the benefit of the University and owners of the Refunded Bonds.

If the Refunding Bond proceeds are deposited with an Escrow Agent, the University will take such actions as are found necessary to see that all necessary and proper fees, compensation and expenses of the Escrow Agent for the Refunded Bonds shall be paid when due.

In order to carry out the purposes of the preceding subsection of this Resolution and this subsection, the Treasurer of the University is authorized and directed to execute and deliver an Escrow Agreement to the Escrow Agent if the Authorized Representative of the University determines that an Escrow Agent will be required, when the provisions thereof have been fixed

and determined. A form of such agreement is attached hereto as “Exhibit A,” and the final form of the Escrow Agreement may be modified to meet the actual terms of the Refunding.

Section 10. Investment of Funds. The University covenants to direct the investment and reinvestment of money deposited in the Revenue Account and the Bond Fund only in those investments in which agencies of the State are authorized to invest pursuant to State law.

Section 11. Additional Bonds.

(a) The University shall have the right to issue one or more series of Additional Bonds to finance the repair, renovation, alteration or betterment of the Recreation Center or related or additional recreational facilities, or to refund or advance refund any Parity Bonds, if:

(1) The University is not in default of any of its covenants and undertakings in connection with all Outstanding Bonds; and

(2) The University has received a certificate of the Treasurer of the University, approved by the Board, based upon the appropriate audited annual financial reports of the University, to the effect that annual Recreation Center Revenues (taking into account any Board approved increases in the SRC Fee and/or known increases in student enrollment) plus the average dollar amount of the SRC Fee collected during the average of the two most recent Fiscal Years for which audited financial statement are available immediately preceding the date of issuance of such Additional Bonds, will be at least equal to (i) the Annual Debt Service with respect to all Parity Bonds to be Outstanding following the date of issuance of such Additional Bonds, plus (ii) annual costs of maintenance, operation and programs of the Recreation Center, including insurance premiums, costs of repair and replacement and other costs properly allocable to the Recreation Center.

(b) Nothing herein shall prevent the University from granting a lien or liens which are junior and subordinate to the lien of any Outstanding Bonds against the Recreation Center Revenue or the SRC Fee and the money and investments in the Revenue Account.

Section 12. Additional Covenants of the University. So long as any Bonds are Outstanding, the University makes the following covenants.

(a) *Coverage Covenant.* The University shall set rates and charges for the use of the Recreation Center and/or shall maintain or increase the SRC Fee to provide amounts sufficient to pay operating, maintenance and program expenses of the Recreation Center, to provide for repair and replacement of components thereof, to pay insurance premiums with respect thereto and to pay other costs properly allocable to the Recreation Center and to recover amounts sufficient to pay debt service (taking into account anticipated receipts of the SRC Fee as well as other receipts and allocations made available by the University) with respect to all Outstanding Parity Bonds. The SRC Fee may be decreased from the dollar amount initially approved as long as the coverage covenant in this subsection is met.

(b) *Payment of Debt Service.* The University shall pay or cause to be paid the principal of and the interest on all Outstanding Bonds on the dates, at the places, from the sources of funds and in the manner, all as provided herein;

(c) *Maintenance of the Recreation Center.* The University will at all times keep and maintain or cause to be maintained the Recreation Center in good repair, working order and condition, and will at all times operate the same and the business or businesses in connection therewith in an efficient manner and at a reasonable cost and maintain the Renewal and Replacement Reserve Requirement.

(d) *Maintenance of Records.* The University shall keep accurate financial records and proper books relating to the receipt and expenditure of Recreation Center Revenue and, within one hundred eighty (180) days following the end of each Fiscal Year, to furnish upon request to any Registered Owner requesting in writing a copy of the same, copies of financial reports reflecting in reasonable detail the receipt and use of Recreation Center Revenue, and the University's compliance with the material provisions of this Resolution;

(e) *Insurance.* The University shall procure and maintain such public liability insurance as is prudent and as is customarily carried by similar institutions engaged in activities of comparable size. The University will also procure and maintain such property and business interruption insurance coverages as are prudent and customarily carried by similar institutions engaged in activities of comparable size.

Section 13. Tax Covenants.

(a) *Arbitrage Covenant.* Without limiting the generality of the foregoing, the University covenants that it will not take any action or fail to take any action with respect to the proceeds of sale of the Bonds or any other funds of the University which may be deemed to be proceeds of the Bonds pursuant to Section 148 of the Code and the regulations promulgated thereunder which, if such use had been reasonably expected on the date of delivery of the Bonds to the initial purchasers thereof, would have caused the Bonds as "Arbitrage Bonds" within the meaning of such term as used in Section 148 of the Code.

The University will comply with the requirements of Section 148 of the Code and the applicable regulations thereunder throughout the term of the Bonds.

(b) *Private Person Use Limitation for Bonds.* The University covenants that for as long as the Bonds are Outstanding, it will not permit:

(2) More than ten (10) percent of the Net Proceeds of the Bonds to be used for any Private Person Use; and

(2) More than ten (10) percent of the principal or interest payments on the Bonds in a Bond Year to be directly or indirectly: (A) secured by any interest in property used or to be used for any Private Person Use or secured by payments in respect of property used or to be used for any Private Person Use, or (B) derived from payments (whether or not made to the University) in respect of property, or borrowed money, used or to be used for any Private Person Use.

The University further covenants that, if:

(3) More than five (5) percent of the Net Proceeds of the Bonds are to be used for any Private Person Use; and

(4) More than five (5) percent of the principal or interest payments on the Bonds in a Bond Year are (under the terms of this resolution or any underlying arrangement) directly or indirectly: (A) secured by any interest in property used or to be used for any Private Person Use or secured by payments in respect of property used or to be used for any Private Person Use, or (B) derived from payments (whether or not made to the University) in respect of property, or borrowed money, used or to be used for any Private Person Use, then, (i) any Private Person Use of the Recreation Center or Private Person Use payments described in subsection (4) hereof that is in excess of the five percent limitations described in such subsections (3) or (4) will be for a Private Person Use that is related to the state or local governmental use of the Recreation Center, and (ii) any Private Person Use will not exceed the amount of Net Proceeds of the Bonds used for the state or local governmental use portion of the Recreation Center to which the Private Person Use of such portion of the Recreation Center relates. The University further covenants



that it will comply with any limitations on the use of the projects by other than state and local governmental users that are necessary, in the opinion of its bond counsel, to preserve the tax exemption of the interest on the Bonds. The covenants of this section are specified solely to assure the continued exemption from regular income taxation of the interest on the Bonds.

(c) *Designation.* The Bonds shall not be “qualified tax-exempt obligations” for purchase by financial institutions pursuant to Section 265(b)(3) of the Code.

Section 14. No Recourse Against Individuals. No Registered Owner shall have any recourse for the payment of any part of the principal or redemption price, if any, of or interest on the Bonds, or for the satisfaction of any liability arising from, founded upon, or existing by reason of, the issuance or ownership of such Bonds against the officers of the University or officers or members of the Board in their individual capacities.

Section 15. Defeasance. In the event that money and/or Government Obligations maturing or having guaranteed redemption prices at the option of the owner at such time or times and bearing interest to be earned thereon in amounts (together with such money, if any) sufficient to redeem and retire part or all of the Bonds in accordance with their terms, are hereafter irrevocably set aside in a special account and pledged to effect such redemption and retirement, then no further payments need be made into the Bond Fund or any account therein for the payment of the principal of and interest on the certain Bonds so provided for, and such Bonds shall then cease to be entitled to any lien, benefit or security of this resolution, except the right to receive the funds so set aside and pledged and notices of early redemption, if any, and such Bonds shall no longer be deemed to be Outstanding hereunder, or under any Resolution authorizing the issuance of bonds or other indebtedness of the University.

The University shall provide notice of defeasance of Bonds to Registered Owners of Bonds defeased and to each party entitled to receive notice under agreements for continuing disclosure.

Section 16.    Sale of Bonds. The Board has determined that it is in the best interest of the University to delegate to the Authorized Representative of the University the authority to determine whether the Improvement Bonds will be issued, to determine whether the Bonds will be Covered Bonds, or whether the Bonds will be issued as Uncovered Bonds (including whether Uncovered Bonds will be secured by a separate reserve) and the authority to approve the manner of sale, the final interest rates, maturity dates, aggregate principal amount, principal amounts of each maturity, redemption rights and other terms and conditions of the Bonds. The Authorized Representative of the University is hereby authorized to determine whether the Improvement Bonds will be issued, to determine whether the Bonds will be issued as Covered Bonds, or whether the Bonds will be issued as Uncovered Bonds (including whether Uncovered Bonds will be secured by a separate reserve) and to approve the manner of sale, the final interest rates, maturity dates, aggregate principal amount, principal maturities and redemption rights for the Bonds in the manner provided hereafter so long as (i) the aggregate principal amount of the Bonds does not exceed \$27,000,000, (ii) the maximum maturity date of the Bonds does not extend beyond the year 2040, (iii) the true interest cost for the Bonds does not exceed 4.40 percent; (iv) with respect to the Refunding Bonds, the net present value aggregate savings with respect to all Refunded Bonds to be realized as a result of the refunding of the Refunded Bonds (after payment of all costs of issuance) is at least equal to the Savings Target and (v) with respect to the Improvement Bonds, improvements are reviewed and approved by recommendation of the Student Recreation Center's S&A Fee Committee.

In determining whether the Improvement Bonds will be issued, and whether the Bonds will be issued as Covered Bonds (the Common Reserve Requirement if lower than the Common Reserve Requirement specified in this Resolution), or whether the Bonds will be issued as Uncovered Bonds (including whether Uncovered Bonds will be secured by a separate reserve), the final interest rates, maturity dates, aggregate principal amount, principal maturities and redemption rights of the Bonds, the Authorized Representative of the University, in consultation with University staff and the University's financial advisor, shall take into account those factors that, in his or her judgment, will result in the lowest true interest cost on the Bonds to their maturity, including, but not limited to current financial market conditions and current interest rates for obligations comparable in tenor and quality to the Bonds.

Initially, the Authorized Representative of the University is hereby authorized to determine whether the Bonds shall be sold by Negotiated Sale or by a Competitive Sale. If a series of the Bonds is sold by Negotiated Sale, the Authorized Representative of the University shall select one or more underwriting firms to underwrite the applicable series of the Bonds through a process of soliciting proposals for underwriting. Upon the selection of one or more underwriters, the Authorized Representative of the University shall negotiate the terms of sale for the Bonds, including the terms described in this section, in a contract of sale (each, a "Bond Purchase Contract"). If the Bonds are sold by Competitive Sale, sealed bids will be received by the Authorized Representative of the University or the Competitive Sale will be undertaken by electronic means, in the manner and on such date and time as the Authorized Representative of the University hereafter shall determine. The Authorized Representative of the University will approve the bid offering to purchase the Bonds at the lowest true interest cost to the University at such price as shall be determined at the time of sale by the Authorized Representative of the

University, plus accrued interest to the date of delivery, on all the terms and conditions set out in the applicable Official Notice of Sale.

All bids submitted for the purchase the Bonds shall be as set forth in the applicable Official Notice of Sale or otherwise as established by the Authorized Representative of the University which will be furnished upon request made to the Authorized Representative of the University.

Subject to the terms and conditions set forth in this Section 16, the Authorized Representative of the University is hereby authorized to accept an Approved Bid in a Competitive Sale and/or execute the final form of a Bond Purchase Contract in a Negotiated Sale, upon his or her approval of the final interest rates, maturity dates, aggregate principal amount, principal maturities and redemption rights set forth therein. Following the sale of the Bonds, the Authorized Representative of the University shall provide a report to the Board, describing the final terms of the Bonds approved pursuant to the authority delegated in this section.

Upon the adoption of this Resolution, the proper officials of the University, including the Authorized Representative of the University, are authorized and directed to undertake all other actions necessary for the prompt sale, execution and delivery of the Bonds and further to execute all closing certificates and documents required to effect the closing and delivery of the Bonds in accordance with the terms of the Official Notice of Sale, Approved Bid and/or Bond Purchase Contract.

The Authorized Representative of the University is authorized to ratify and to approve for purposes of the Rule, on behalf of the University, an Official Statement for each Bond Series (and any Preliminary Official Statement) and any supplement thereto relating to the issuance and

sale of each series of the Bonds and the distribution of the Bonds pursuant thereto with such changes, if any, as may be deemed by him/her to be appropriate.

The authority granted by this section shall remain in effect until December 31, 2012.

Section 17. Bond Insurance. The payments of the principal of and interest on the Bonds, or principal maturities thereof may be insured by the issuance of the Bond Insurance Policy. The Authorized Representative, with the assistance of the University's financial advisor, is hereby further authorized and directed to solicit proposals from municipal bond insurance companies for the issuance of a Bond Insurance Policy. In the event that the Authorized Representative of the University receives multiple proposals, the Authorized Representative of the University may select the proposal having the lowest cost and resulting in an overall lower interest cost with respect to the applicable series of the Bonds. The Authorized Representative of the University may execute a commitment received from each Insurer selected by the Authorized Representative of the University. The Board further authorizes and directs all proper officers, agents, attorneys and employees of the University to cooperate with each Insurer in preparing such additional agreements, certificates, and other documentation on behalf of the University as shall be necessary or advisable in providing for the applicable Bond Insurance Policy. To the extent that the Bonds are insured by a Bond Insurance Policy, the Insurer of each maturity of the Bonds so insured shall be deemed to the Registered Owner of such Bonds for all purposes, including consent, under this Resolution.

Section 18. Determination of Registered Owners' Concurrence. In determining whether the Registered Owners of the requisite aggregate principal amount of Outstanding Bonds have concurred in any demand, request, direction, consent or waiver under this Resolution, Bonds which are owned by or held in the name of the University shall be disregarded

and deemed not to be Outstanding for the purpose of any such determination. Bonds so owned which have been pledged in good faith may be regarded as Outstanding for the purposes of this Section 18 if the pledgee shall establish to the satisfaction of the University the pledgee's right to vote such Bonds and that the pledgee is not the University.

Section 19. Undertaking to Provide Ongoing Disclosure. The Authorized Representative of the University is authorized to, in his or her discretion, execute and deliver a certificate regarding continuing disclosure in order to assist the Underwriter in complying with Section (b)(5) of the Rule.

Section 20. Contract-Savings Clause. The covenants contained in this Resolution, the Bonds and the provisions of the Bond Act shall constitute a contract between the University and the Registered Owners of the Bonds and shall be construed in accordance with and controlled by the laws of the State of Washington. If any one or more of the covenants or agreements provided in this Resolution to be performed on the part of the University shall be declared by any court of competent jurisdiction and final appeal, if any appeal be taken, to be contrary to law, then such covenant or covenants, agreement or agreements shall be null and void and shall be deemed separable from the remaining covenants and agreements in this resolution and shall in no way affect the validity of the other provisions of this Resolution or of the Bonds.

Section 21. Immediate Effect. This Resolution shall take effect immediately upon its adoption.

ADOPTED AND APPROVED by the Board of Trustees of Western Washington University, at a regular meeting held this 10<sup>th</sup> day of February, 2012.

WESTERN WASHINGTON UNIVERSITY

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Chair, Board of Trustees

ATTEST:

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Secretary of the Board

**EXHIBIT A**

**ESCROW DEPOSIT AGREEMENT**

**WESTERN WASHINGTON UNIVERSITY  
STUDENT RECREATION FEE REVENUE AND REFUNDING BONDS, 2012**

THIS ESCROW AGREEMENT, dated as of \_\_\_\_\_, 2012 (herein, together with any amendments or supplements hereto, called the "Agreement") is entered into by and between Western Washington University (herein called the "University") and \_\_\_\_\_ as escrow agent (herein, together with any successor in such capacity, called the "Escrow Agent"). The notice addresses of the University and the Escrow Agent are shown on Exhibit A attached hereto and made a part hereof.

**WITNESSETH:**

WHEREAS, the University heretofore has issued and there presently remain outstanding the obligations described in Exhibit B attached hereto (the "Refunded Bonds"); and

WHEREAS, pursuant to Resolution No. 2012-01 adopted on February 10, 2012 (the "Bond Resolution"), the University has determined to issue its Student Recreation Fee Revenue and Refunding Bonds, Series 2012 (the "Bonds"); and

WHEREAS, a portion of the proceeds of the Bonds are being used for the purpose of providing funds to pay the costs of refunding the Refunded Bonds; and

WHEREAS, pursuant to the Bond Resolution, the Refunded Bonds have been designated for redemption prior to their scheduled maturity dates and, after provision is made for such redemption, the Refunded Bonds will come due in such years, bear interest at such rates, and be payable at such times and in such amounts as are set forth in Exhibit C attached hereto and made a part hereof; and

WHEREAS, when Escrowed Securities have been deposited with the Escrow Agent for the payment of all principal and interest of the Refunded Bonds when due, then the Refunded Bonds shall no longer be regarded as outstanding except for the purpose of receiving payment from the funds provided for such purpose; and

WHEREAS, the issuance, sale, and delivery of the Bonds have been duly authorized to be issued, sold, and delivered for the purpose of obtaining the funds required to provide for the payment of the principal of, interest on and redemption premium (if any) on the Refunded Bonds when due as shown on Exhibit C attached hereto;

NOW, THEREFORE, in consideration of the mutual undertakings, promises and agreements herein contained, the sufficiency of which hereby are acknowledged, and to secure the full and timely payment of principal of and the interest on the Refunded Bonds, the University and the Escrow Agent mutually undertake, promise and agree for themselves and their respective representatives and successors, as follows:



## **Article 1. Definitions**

### **Section 1.1. Definitions.**

Unless the context clearly indicates otherwise, the following terms shall have the meanings assigned to them below when they are used in this Agreement:

*Escrow Fund* means the fund created by this Agreement to be established, held and administered by the Escrow Agent pursuant to the provisions of this Agreement.

*Escrowed Securities* means the noncallable Government Obligations described in Exhibit D attached to this Agreement, or cash or other noncallable obligations substituted therefor pursuant to Section 4.2 of this Agreement.

*Government Obligations* means direct, noncallable (a) United States Treasury Obligations, (b) United States Treasury Obligations - State and Local Government Series, (c) non-prepayable obligations which are unconditionally guaranteed as to full and timely payment of principal and interest by the United States of America or (d) REFCORP debt obligations unconditionally guaranteed by the United States.

*Paying Agent* means the fiscal agency of the State of Washington, as the paying agent for the Refunded Bonds.

### **Section 1.2. Other Definitions.**

The terms “Agreement,” “University,” “Escrow Agent,” “Bond Resolution,” “Refunded Bonds,” and “Bonds” when they are used in this Agreement, shall have the meanings assigned to them in the preamble to this Agreement.

### **Section 1.3. Interpretations.**

The titles and headings of the articles and sections of this Agreement have been inserted for convenience and reference only and are not to be considered a part hereof and shall not in any way modify or restrict the terms hereof. This Agreement and all of the terms and provisions hereof shall be liberally construed to effectuate the purposes set forth herein and to achieve the intended purpose of providing for the refunding of the Refunded Bonds in accordance with applicable law.

## **Article 2. Deposit of Funds and Escrowed Securities**

### **Section 2.1. Deposits in the Escrow Fund.**

Concurrently with the sale and delivery of the Bonds the University shall deposit, or cause to be deposited, with the Escrow Agent, for deposit in the Escrow Fund, the funds (from the proceeds of the Bonds and a cash contribution by the University) sufficient to purchase the Escrowed Securities and pay costs of issuance described in Exhibit D attached hereto, and the Escrow Agent shall, upon the receipt thereof, acknowledge such receipt to the University in writing.

## **Article 3. Creation and Operation of Escrow Fund**

### **Section 3.1. Escrow Fund.**

The Escrow Agent has created on its books a special trust fund and irrevocable escrow to be known as the Refunding Account (the “Escrow Fund”). The Escrow Agent hereby agrees that upon receipt thereof it will deposit to the credit of the Escrow Fund the funds and the Escrowed Securities described in Exhibit D attached hereto and pay Costs of Issuance as described in Exhibit D. Such deposit, all proceeds therefrom, and all cash balances from time to time on deposit therein (a) shall be the property of the Escrow Fund, (b) shall be applied only in strict conformity with the terms and conditions of this Agreement, and (c) are hereby irrevocably pledged to the payment of the principal of and interest on the Refunded Bonds, which payment shall be made by timely transfers of such amounts at such times as are provided for in Section 3.2 hereof. When the final transfers have been made for the payment of such principal of and interest on the Refunded Bonds, any balance then remaining in the Escrow Fund shall be transferred to the University, and the Escrow Agent shall thereupon be discharged from any further duties hereunder.

### **Section 3.2. Payment of Principal and Interest.**

The Escrow Agent is hereby irrevocably instructed to transfer to the Paying Agent from the cash balances from time to time on deposit in the Escrow Fund, the amounts required to pay the principal of the Refunded Bonds at their respective redemption dates and interest thereon to such redemption dates in the amounts and at the times shown in Exhibit C attached hereto.

### **Section 3.3. Sufficiency of Escrow Fund.**

The University represents that, based upon the information provided by SDM Advisors, Inc., the successive receipts of the principal of and interest on the Escrowed Securities will assure that the cash balance on deposit from time to time in the Escrow Fund will be at all times sufficient to provide moneys for transfer to the Paying Agent at the times and in the amounts required to pay the interest on the Refunded Bonds as such interest comes due and the principal of the Refunded Bonds as the Refunded Bonds are paid on an optional redemption date prior to maturity, all as more fully set forth in Exhibit E attached hereto. If, for any reason, at any time, the cash balances on deposit or scheduled to be on deposit in the Escrow Fund shall be insufficient to transfer the amounts required by the Paying Agent to make the payments set forth

in Section 3.2. hereof, the University shall timely deposit in the Escrow Fund, from any funds that are lawfully available therefor, additional funds in the amounts required to make such payments. Notice of any such insufficiency shall be given promptly as hereinafter provided, but the Escrow Agent shall not in any manner be responsible for any insufficiency of funds in the Escrow Fund or the University's failure to make additional deposits thereto.

#### **Section 3.4. Trust Fund.**

The Escrow Agent or its affiliate, shall hold at all times the Escrow Fund, the Escrowed Securities and all other assets of the Escrow Fund, wholly segregated from all other funds and securities on deposit with the Escrow Agent; it shall never allow the Escrowed Securities or any other assets of the Escrow Fund to be commingled with any other funds or securities of the Escrow Agent; and it shall hold and dispose of the assets of the Escrow Fund only as set forth herein. The Escrowed Securities and other assets of the Escrow Fund shall always be maintained by the Escrow Agent as trust funds for the benefit of the owners of the Refunded Bonds; and a special account thereof shall at all times be maintained on the books of the Escrow Agent. The owners of the Refunded Bonds shall be entitled to the same preferred claim and first lien upon the Escrowed Securities, the proceeds thereof, and all other assets of the Escrow Fund to which they are entitled as owners of the Refunded Bonds. The amounts received by the Escrow Agent under this Agreement shall not be considered as a banking deposit by the University, and the Escrow Agent shall have no right to title with respect thereto except as a trustee and Escrow Agent under the terms of this Agreement. The amounts received by the Escrow Agent under this Agreement shall not be subject to warrants, drafts or checks drawn by the University or, except to the extent expressly herein provided, by the Paying Agent.

### **Article 4. Limitation on Investments**

#### **Section 4.1. Investments.**

Except for the initial investment in the Escrowed Securities, and except as provided in Section 4.2 hereof, the Escrow Agent shall not have any power or duty to invest or reinvest any money held hereunder, or to make substitutions of the Escrowed Securities, or to sell, transfer, or otherwise dispose of the Escrowed Securities.

#### **Section 4.2. Substitution of Securities.**

At the written request of the University, and upon compliance with the conditions hereinafter stated, the Escrow Agent shall utilize cash balances in the Escrow Fund, or sell, transfer, otherwise dispose of or request the redemption of the Escrowed Securities and apply the proceeds therefrom to purchase Refunded Bonds or Government Obligations which do not permit the redemption thereof at the option of the obligor. Any such transaction may be effected by the Escrow Agent only if (a) the Escrow Agent shall have received a written opinion from a firm of certified public accountants that such transaction will not cause the amount of money and securities in the Escrow Fund to be reduced below an amount sufficient to provide for the full and timely payment of principal of and interest on all of the remaining Refunded Bonds as they become due, taking into account any optional redemption thereof exercised by the University in connection with such transaction; and (b) the Escrow Agent shall have received the unqualified

written legal opinion of its bond counsel or tax counsel to the effect that such transaction will not cause any of the Bonds or Refunded Bonds to be an “Arbitrage Bond” within the meaning of Section 148 of the Internal Revenue Code of 1986, as amended.

## **Article 5. Application of Cash Balances**

### **Section 5.1. In General.**

Except as provided in Section 2.1, 3.2 and 4.2 hereof, no withdrawals, transfers or reinvestment shall be made of cash balances in the Escrow Fund. Cash balances shall be held by the Escrow Agent in United States currency as cash balances as shown on the books and records of the Escrow Agent and, except as provided herein, shall not be reinvested by the Escrow Agent; provided, however, a conversion to currency shall not be required (i) for so long as the Escrow Agent’s internal rate of return does not exceed twenty (20) percent, or (ii) if the Escrow Agent’s internal rate of return exceeds twenty (20) percent, the Escrow Agent receives a letter of instructions, accompanied by the opinion of nationally recognized bond counsel, approving the assumed reinvestment of such proceeds at such higher yield.

## **Article 6. Redemption of Refunded Bonds**

### **Section 6.1. Call for Redemption.**

The University hereby irrevocably calls the Refunded Bonds for redemption on their earliest redemption dates, as shown on Appendix A attached hereto.

### **Section 6.2. Notice of Redemption/Notice of Defeasance.**

The Escrow Agent agrees to give a notice of defeasance and a notice of the redemption of the Refunded Bonds pursuant to the terms of the Refunded Bonds and in substantially the forms attached hereto as Appendices A and B attached hereto and as described on said Appendices A and B to the Paying Agent for distribution as described therein. The Notice of Defeasance shall be given immediately following the execution of this Agreement, and the Notice of Redemption shall be given in accordance with the Resolution authorizing the Refunded Bonds. The Escrow Agent hereby certifies that provision satisfactory and acceptable to the Escrow Agent has been made for the giving of Notice of Redemption of the Refunded Bonds.

## **Article 7. Records and Reports**

### **Section 7.1. Records.**

The Escrow Agent will keep books of record and account in which complete and accurate entries shall be made of all transactions relating to the receipts, disbursements, allocations and application of the money and Escrowed Securities deposited to the Escrow Fund and all proceeds thereof, and such books shall be available for inspection during business hours and after reasonable notice.

## **Section 7.2. Reports.**

While this Agreement remains in effect, the Escrow Agent quarterly shall prepare and send to the University a written report summarizing all transactions relating to the Escrow Fund during the preceding financial quarter, including, without limitation, credits to the Escrow Fund as a result of interest payments on or maturities of the Escrowed Securities and transfers from the Escrow Fund for payments on the Refunded Bonds or otherwise, together with a detailed statement of all Escrowed Securities and the cash balance on deposit in the Escrow Fund as of the end of such period.

## **Article 8. Concerning the Paying Agent and Escrow Agent**

### **Section 8.1. Representations.**

The Escrow Agent hereby represents that it has all necessary power and authority to enter into this Agreement and undertake the obligations and responsibilities imposed upon it herein, and that it will carry out all of its obligations hereunder.

### **Section 8.2. Limitation on Liability.**

The liability of the Escrow Agent to transfer funds for the payment of the principal of and interest on the Refunded Bonds shall be limited to the proceeds of the Escrowed Securities and the cash balances from time to time on deposit in the Escrow Fund. Notwithstanding any provision contained herein to the contrary, the Escrow Agent shall have no liability whatsoever for the insufficiency of funds from time to time in the Escrow Fund or any failure of the obligors of the Escrowed Securities to make timely payment thereon, except for the obligation to notify the University promptly of any such occurrence.

The recitals herein and in the proceedings authorizing the Bonds shall be taken as the statements of the University and shall not be considered as made by, or imposing any obligation or liability upon, the Escrow Agent.

The Escrow Agent is not a party to the proceedings authorizing the Bonds or the Refunded Bonds and is not responsible for nor bound by any of the provisions thereof (except to the extent that the Escrow Agent may be a place of payment and paying agent and/or a paying agent/registrant therefor). In its capacity as Escrow Agent, it is agreed that the Escrow Agent need look only to the terms and provisions of this Agreement.

The Escrow Agent makes no representations as to the value, conditions or sufficiency of the Escrow Fund, or any part thereof, or as to the title of the University thereto, or as to the security afforded thereby or hereby, and the Escrow Agent shall not incur any liability or responsibility in respect to any of such matters.

It is the intention of the parties hereto that the Escrow Agent shall never be required to use or advance its own funds or otherwise incur personal financial liability in the performance of any of its duties or the exercise of any of its rights and powers hereunder.

The Escrow Agent shall not be liable for any action taken or neglected to be taken by it in good faith in any exercise of reasonable care and believed by it to be within the discretion or power conferred upon it by this Agreement, nor shall the Escrow Agent be responsible for the consequences of any error of judgment; and the Escrow Agent shall not be answerable except for its own neglect or willful misconduct, nor for any loss unless the same shall have been through its negligence or bad faith.

Unless it is specifically otherwise provided herein, the Escrow Agent has no duty to determine or inquire into the happening or occurrence of any event or contingency or the performance or failure of performance of the University with respect to arrangements or contracts with others, with the Escrow Agent's sole duty hereunder being to safeguard the Escrow Fund, to dispose of and deliver the same in accordance with this Agreement. If, however, the Escrow Agent is called upon by the terms of this Agreement to determine the occurrence of any event or contingency, the Escrow Agent shall be obligated, in making such determination, only to exercise reasonable care and diligence, and in event of error in making such determination the Escrow Agent shall be liable only for its own willful misconduct or its negligence. In determining the occurrence of any such event or contingency the Escrow Agent may request from the University or any other person such reasonable additional evidence as the Escrow Agent in its discretion may deem necessary to determine any fact relating to the occurrence of such event or contingency, and in this connection may make inquiries of, and consult with, among others, the University at any time.

### **Section 8.3. Compensation.**

The University shall pay to the Escrow Agent fees for performing the services hereunder and for the expenses incurred or to be incurred by the Escrow Agent in the administration of this Agreement pursuant to the terms of the Fee Schedule attached hereto as Appendix C. The Escrow Agent hereby agrees that in no event shall it ever assert any claim or lien against the Escrow Fund for any fees for its services, whether regular or extraordinary, as Escrow Agent, or in any other capacity, or for reimbursement for any of its expenses as Escrow Agent or in any other capacity.

### **Section 8.4. Successor Escrow Agents.**

Any corporation, association or other entity into which the Escrow Agent may be converted or merged, or with which it may be consolidated, or to which it may sell or otherwise transfer all or substantially all of its corporate trust assets and business or any corporation, association or other entity resulting from any such conversion, sale, merger, consolidation or other transfer to which it is a party, *ipso facto*, shall be and become successor escrow agent hereunder, vested with all other matters as was its predecessor, without the execution or filing of any instrument or any further act on the part of the parties hereto, notwithstanding anything herein to the contrary.

If at any time the Escrow Agent or its legal successor or successors should become unable, through operation of law or otherwise, to act as Escrow Agent hereunder, or if its property and affairs shall be taken under the control of any state or federal court or administrative body because of insolvency or bankruptcy or for any other reason, a vacancy shall forthwith exist in the office of Escrow Agent hereunder. In such event the University, by

appropriate action, promptly shall appoint an Escrow Agent to fill such vacancy. If no successor Escrow Agent shall have been appointed by the University within sixty (60) days, a successor may be appointed by the owners of a majority in principal amount of the Refunded Bonds then outstanding by an instrument or instruments in writing filed with the University, signed by such owners or by their duly authorized attorneys-in-fact. If, in a proper case, no appointment of a successor Escrow Agent shall be made pursuant to the foregoing provisions of this section within three (3) months after a vacancy shall have occurred, the owner of any Refunded Bond may apply to any court of competent jurisdiction to appoint a successor Escrow Agent. Such court may thereupon, after such notice, if any, as it may deem proper, prescribe and appoint a successor Escrow Agent.

Any successor Escrow Agent shall be a corporation organized and doing business under the laws of the United States or the State of Washington, authorized under such laws to exercise corporate trust powers, having its principal office and place of business in the State of Washington, having a combined capital and surplus of at least \$100,000,000 and subject to the supervision or examination by federal or state authority.

Any successor Escrow Agent shall execute, acknowledge and deliver to the University and the Escrow Agent an instrument accepting such appointment hereunder, and the Escrow Agent shall execute and deliver an instrument transferring to such successor Escrow Agent, subject to the terms of this Agreement, all the rights, powers and trusts of the Escrow Agent hereunder. Upon the request of any such successor Escrow Agent, the University shall execute any and all instruments in writing for more fully and certainly vesting in and confirming to such successor Escrow Agent all such rights, powers and duties.

The obligations assumed by the Escrow Agent pursuant to this Agreement may be transferred by the Escrow Agent to a successor Escrow Agent if (a) the requirements of this Section 8.4 are satisfied; (b) the successor Escrow Agent has assumed all the obligations of the Escrow Agent under this Agreement; and (c) all of the Escrowed Securities and money held by the Escrow Agent pursuant to this Agreement have been duly transferred to such successor Escrow Agent.

## **Article 9. Miscellaneous**

### **Section 9.1. Notice.**

Any notice, authorization, request, or demand required or permitted to be given hereunder shall be in writing and shall be deemed to have been duly given when mailed by registered or certified mail, postage prepaid addressed to the University or the Escrow Agent at the address shown on Exhibit A attached hereto. The United States Post Office registered or certified mail receipt showing delivery of the aforesaid shall be conclusive evidence of the date and fact of delivery. Any party hereto may change the address to which notices are to be delivered by giving to the other parties not less than ten (10) days prior notice thereof.

## **Section 9.2. Termination of Responsibilities.**

Upon the taking of all the actions as described herein by the Escrow Agent, the Escrow Agent shall have no further obligations or responsibilities hereunder to the University, the owners of the Refunded Bonds or to any other person or persons in connection with this Agreement.

## **Section 9.3. Binding Agreement.**

This Agreement shall be binding upon the University and the Escrow Agent and their respective successors and legal representatives, and shall inure solely to the benefit of the owners of the Refunded Bonds, the University, the Escrow Agent and their respective successors and legal representatives.

## **Section 9.4. Severability.**

In case any one or more of the provisions contained in this Agreement shall for any reason be held to be invalid, illegal or unenforceable in any respect, such invalidity, illegality or unenforceability shall not affect any other provisions of this Agreement, but this Agreement shall be construed as if such invalid or illegal or unenforceable provision had never been contained herein.

## **Section 9.5. Washington Law Governs.**

This Agreement shall be governed exclusively by the provisions hereof and by the applicable laws of the State of Washington.

## **Section 9.6. Time of the Essence.**

Time shall be of the essence in the performance of obligations from time to time imposed upon the Escrow Agent by this Agreement.

## **Section 9.7. Notice to Moody's, Fitch and Standard & Poor's.**

In the event that this Agreement or any provision thereof is severed, amended or revoked, the State shall provide written notice of such severance, amendment or revocation to Moody's Investors Service at 7 World Trade Center at 250 Greenwich Street, New York, New York, 10007, Attention: Public Finance Rating Desk/Refunded Bonds, Fitch Ratings at One State Street Plaza, New York, New York, 10004, Attention: Public Finance Rating Desk/Refunded Bonds and to Standard & Poor's Ratings Group, 55 Water Street, New York, New York 10041, Attention: Municipal Bond Department.



**Section 9.8. Amendments.**

This Agreement shall not be amended except to cure any ambiguity or formal defect or omission in this Agreement. No amendment shall be effective unless the same shall be in writing and signed by the parties thereto. No such amendment shall adversely affect the rights of the holders of the Refunded Bonds. No such amendment shall be made without first receiving written confirmation from the rating agencies (if any) which have rated the Refunded Bonds that such administrative changes will not result in a withdrawal or reduction of its rating then assigned to the Refunded Bonds. If this Agreement is amended, prior written notice and copies of the proposed changes shall be given to the rating agencies which have rated the Refunded Bonds.

EXECUTED as of the date first written above.

**WESTERN WASHINGTON  
UNIVERSITY**

\_\_\_\_\_  
Title: \_\_\_\_\_

**[ESCROW AGENT]**

\_\_\_\_\_  
as Authorized Signer

- Exhibit A — Addresses of the University and the Escrow Agent
- Exhibit B — Description of the Refunded Bonds
- Exhibit C — Schedule of Debt Service on Refunded Bonds
- Exhibit D — Description of Beginning Cash Deposit (if any) and Escrowed Securities
- Exhibit E — Escrow Fund Cash Flow
- Appendix A — Notice of Redemption
- Appendix B — Notice of Defeasance
- Appendix C — Fee Schedule

**EXHIBIT A**  
**Addresses of the University and Escrow Agent**

University: Western Washington University  
516 High Street, Old Main 405  
Bellingham, Washington 98225  
Attention: Vice President, Business and Financial Affairs

Escrow Agent: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
Attention: \_\_\_\_\_

## EXHIBIT B

### Description of the Refunded Bonds

Western Washington University  
Student Recreation Fee Revenue Bonds, Series 2002

Maturity Years (May 1)	Principal Amounts	Interest Rates
2013	\$ 670,000	4.40%
2014	700,000	4.50
2015	725,000	5.00
2016	765,000	5.00
2017	805,000	5.00
2018	845,000	5.00
2019	885,000	5.00
2020	930,000	5.00
2021	975,000	5.00
2022	1,020,000	5.00
2023	1,075,000	5.00
2027	4,870,000	5.00
2033	9,330,000	5.00

**EXHIBIT C**  
**Schedule of Debt Service on the Refunded Bonds**

Date	Interest	Principal/ Redemption Price	Total
	\$		\$
		\$	
	\$	\$	\$

**EXHIBIT D**  
**Escrow Deposit**

I. Cash \$ \_\_\_\_\_

II. Other Obligations

<u>Description</u>	<u>Maturity Date</u>	<u>Principal Amount</u>	<u>Interest Rate</u>	<u>Total Cost</u>
		\$	%	\$
		\$		\$

III. Costs of Issuance

**EXHIBIT E**  
**Escrow Fund Cash Flow**

<u>Date</u>	<u>Escrow Securities Principal</u>	<u>Escrow Securities Interest</u>	<u>Cash Receipts</u>	<u>Cash Disbursement</u>	<u>Cash Balance</u>
	\$	\$	\$	\$	

**APPENDIX A  
NOTICE OF REDEMPTION\***

**Western Washington University  
Student Recreation Fee Revenue Bonds, Series 2002**

NOTICE IS HEREBY GIVEN that Western Washington University has called for redemption on May 1, 2012, of its outstanding Student Recreation Fee Revenue Bonds, Series 2002 (the “Refunded Bonds”).

The Refunded Bonds will be redeemed at a price of one hundred percent (100%) of their principal amount, plus interest accrued to May 1, 2012. The redemption price of the Refunded Bonds is payable on presentation and surrender of the Refunded Bonds at the office of:

The Bank of New York Mellon  
Worldwide Securities Processing  
2001 Bryan Street, 9th Floor  
Dallas, TX 75201

Wells Fargo Bank, National Association  
Corporate Trust Department  
-or- 14<sup>th</sup> Floor  
999 Third Avenue  
Seattle, WA 98104

Interest on all Refunded Bonds or portions thereof which are redeemed shall cease to accrue on May 1, 2012.

The following Refunded Bonds are being redeemed:

Maturity Years (May 1)	Principal Amounts	Interest Rates	CUSIP Nos.
2013	\$ 670,000	4.40%	959878HM4
2014	700,000	4.50	959878HN2
2015	725,000	5.00	959878HY8
2016	765,000	5.00	959878HZ5
2017	805,000	5.00	959878JA8
2018	845,000	5.00	959878JB6
2019	885,000	5.00	959878JC4
2020	930,000	5.00	959878JD2
2021	975,000	5.00	959878JE0
2022	1,020,000	5.00	959878JF7
2023	1,075,000	5.00	959878JG5
2027	4,870,000	5.00	959878JK6
2033	9,330,000	5.00	959878JL4

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\* This notice shall be given not more than sixty (60) nor less than thirty (30) days prior to May 1, 2012 by first class mail to each registered owner of the Refunded Bonds. In addition, notice shall be mailed at least thirty-five (35) days prior to May 1, 2012 to: The Depository Trust Company of New York, New York; Merrill Lynch & Co., MBIA Insurance Corporation, Moody’s Investors Service; Standard & Poor’s Ratings Services; Fitch Ratings; and to the MSRB.

By Order of Western Washington University

The Bank of New York Mellon, as Paying Agent

Dated: \_\_\_\_\_

Withholding of twenty eight (28) percent of gross redemption proceeds of any payment made within the United States may be required by the Jobs and Growth Tax Relief Reconciliation Act of 2003 (the "Act") unless the Paying Agent has the correct taxpayer identification number (social security or employer identification number) or exemption certificate of the payee. Please furnish a properly completed Form W-9 or exemption certificate or equivalent when presenting your Bonds.



## APPENDIX B

### Notice of Defeasance\* Western Washington University Student Recreation Fee Revenue Bonds, Series 2002

NOTICE IS HEREBY GIVEN to the owners of that portion of the above-captioned Bonds with respect to which, pursuant to an Escrow Agreement dated \_\_\_\_\_, 2012, by and between Western Washington University (the "University") and \_\_\_\_\_ (the "Escrow Agent"), the University has deposited into an escrow account, held by the Escrow Agent, cash and non-callable direct obligations of the United States of America, the principal of and interest on which, when due, will provide money sufficient to pay each year, to and including the respective maturity or redemption dates of such Bonds so provided for, the principal thereof and interest thereon (the "Defeased Bonds"). Such Defeased Bonds are therefore deemed to be no longer outstanding pursuant to the provisions of Resolution No. 2002-01 of the University, authorizing the issuance of the Defeased Bonds, but will be paid by application of the assets of such escrow account.

The Defeased Bonds are described as follows:

Student Recreation Fee Revenue Bonds, Series 2002 (Dated: February 1, 2002)

Maturity Years (May 1)	Defeased Amounts	Interest Rates	CUSIP Nos.	Call Date (100%)
2013	\$ 670,000	4.40%	959878HM4	05/01/2012
2014	700,000	4.50	959878HN2	05/01/2012
2015	725,000	5.00	959878HY8	05/01/2012
2016	765,000	5.00	959878HZ5	05/01/2012
2017	805,000	5.00	959878JA8	05/01/2012
2018	845,000	5.00	959878JB6	05/01/2012
2019	885,000	5.00	959878JC4	05/01/2012
2020	930,000	5.00	959878JD2	05/01/2012
2021	975,000	5.00	959878JE0	05/01/2012
2022	1,020,000	5.00	959878JF7	05/01/2012
2023	1,075,000	5.00	959878JG5	05/01/2012
2027	4,870,000	5.00	959878JK6	05/01/2012
2033	9,330,000	5.00	959878JL4	05/01/2012

\* This notice shall be given immediately by first class mail to each registered owner of the Defeased Bonds. In addition, notice shall be mailed to: The Depository Trust Company of New York, New York; The Bank of New York Mellon, as Fiscal Agent; Moody's Investors Service; Standard & Poor's Ratings Services; Fitch Ratings; Merrill Lynch & Co., MBIA Insurance Corporation and to the MSRB.

### Information for Individual Registered Owner

The addressee of this notice is the registered owner of Bond Certificate No. \_\_\_\_\_ of the Defeased Bonds described above, which certificate is in the principal amount of \$\_\_\_\_\_. All of which has been defeased as described above.

**APPENDIX C**  
Fee Schedule

Escrow Agent Fee: See Attached

**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:** February 10, 2012

**SUBJECT:** Awarding an Honorary Degree

**PURPOSE:** Action Item

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**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.

In the proposed motion, two ends are sought. First is to obtain Board approval to award an honorary doctorate to internationally renowned sculptor, Mr. Do-Ho Suh. This proposal has been approved by the Faculty Senate Executive Committee, is recommended by the university president, and, following past practice, has been discussed by the Board Chair and president, prior to contacting Mr. Suh. Nomination materials for Do-Ho Suh are included in the Board materials.

Second, the motion continues the process previously established by action of the Board for considering recommendations for honorary degrees. There are nuances here that have to be negotiated – making sure an award approved by the Board is welcome by the recipient, making sure an awardee who finds the award acceptable is not then denied by the Board – and the approach of delegating the selection to the Chair working with the president has suited us well to this point.

**Proposed Motion:**

MOVED, that the Board of Trustees of Western Washington University, approve the award of an honorary doctoral degree to Mr. Do-Ho Suh. Further, the Board delegates its authority to select future recipients of an honorary degree to its Chair in consultation with the University President and subject to confirmation at a future meeting.

Submitted January 4, 2012

### **WWU Honorary Degree Nomination for Do-Ho Suh**

For outstanding original and creative accomplishments in the fine arts, Do-Ho Suh is hereby nominated to receive an honorary doctorate from Western Washington University. Ideally the artist would receive the award when he is on campus to complete the installation of his sculpture, "Cause and Effect" in the Academic Instructional Center in the summer of 2012.

#### **Reason for Nomination:**

Do-Ho Suh is an internationally renowned artist best known for his intricate sculptures that defy conventional notions of scale and site-specificity, drawing attention to the way viewers occupy and inhabit public space, and the interplay between collectivity and individuality. In several of the artist's floor sculptures, viewers are encouraged to walk on surfaces composed of thousands of miniature human figures. In "Some/One" (part of the permanent collection of the Seattle Art Museum; see examples of work below), the floor of the gallery is blanketed with polished military dog tags. Evocative of the way an individual soldier is part of a larger troop or military body, these dog tags swell to form a hollow, ghost-like suit of armor at the center of the room.

Constantly moving between studios in New York City and his native Korea, and overseeing the installation of his work around the world, Do-Ho Suh's work investigates the notions of 'home' and migration, both spatial and psychological. Whether addressing the dynamic of personal space versus public space, or exploring the fine line between strength in numbers and homogeneity, Suh's sculptures continually question the identity of the individual in today's increasingly transnational, global society. Awarding Suh this recognition dovetails with, and would bring recognition to, Western's commitments to increasing internationalism and global awareness in the curriculum and the student body.

Beyond his international reputation, Do-Ho Suh is a good choice to receive the honorary doctorate from Western because of its distinguished history of curating art in public places. Western's selection panels have always chosen artists who excel in the field of sculpture, and the university has allowed artists to choose their own sites across the entire campus, thereby integrating art with both the terrain, architecture and the social climate of campus. Western has selected artists with a world view who have interests in art as architecture, the natural environment, and social interaction. Today, Western has one of top 10 acclaimed university collections in the United States. Awarding the honorary degree to Suh at the time of the sculpture installation would simultaneously affirm several of Western's signature values.

#### **Accomplishments & Honors:**

Since 2000 Suh has had six one-person exhibitions in New York City. In 2001 he represented Korea in the prestigious Venice Biennale and had a retrospective of his work at the Seattle Art Museum in 2002. In 2010 he participated in the Venice Biennale Architecture Exhibition and the Liverpool Biennial. Through January 2012 he is featured in the Seattle Art Museum exhibition "Luminous: The Art of Asia." He will have a major show of his work this spring in Seoul.

Do Ho Suh's work is represented in major museum collections, such as the Seattle Art Museum, Walker Art Gallery, Minneapolis, and The Museum of Modern Art, New York. His public commissions include the FDA building in Silver Springs, Md.; Johnson County Community College in Overland Park, Kan.; and the Unsung Founders Memorial at the University of North Carolina, Chapel Hill. He has completed a commission for the Stuart Collection at the University of California, San Diego.

Submitted January 4, 2012

[http://seattletimes.nwsourc.com/html/thearts/2016960589\\_suh11.html?cmpid=2628](http://seattletimes.nwsourc.com/html/thearts/2016960589_suh11.html?cmpid=2628)

**Examples of Work:**

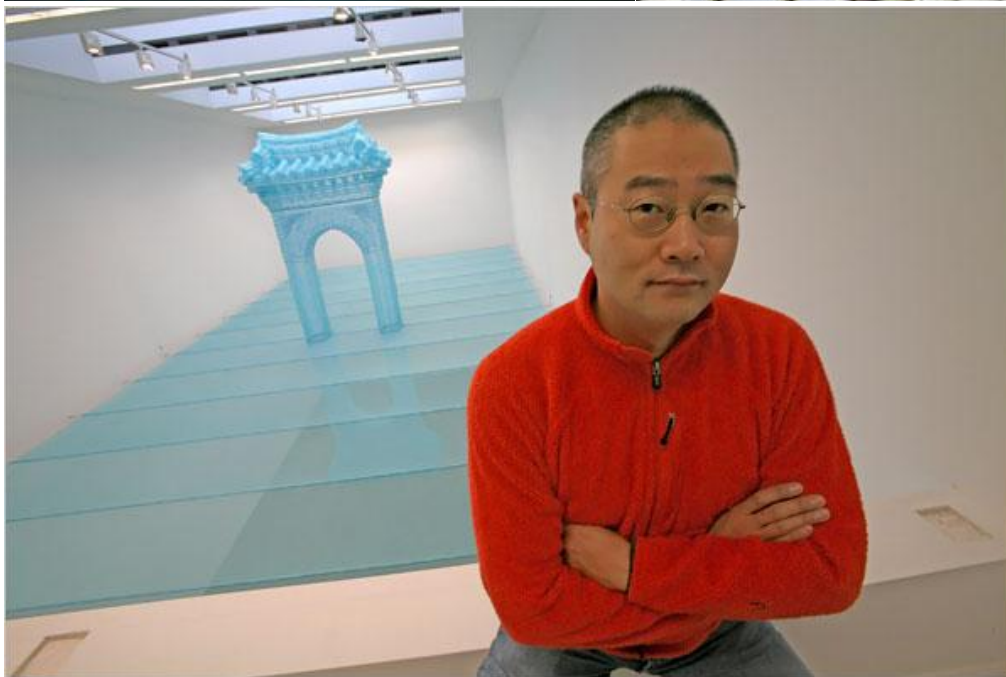


**“cause and effect” 2007**

Installation at the gallery Lehman Maupin. (Similar to what will be installed at WWU AIC.)

In *Cause & Effect* (2007), a circular, tornado-like funnel takes shape out of tiny acrylic figures stacked on one another's shoulders, a precarious installation that results in the entire piece resting (quite literally) on the sole central figure's feet. Its particular pathos draws from the fact that though the sheer force of collective effort is realized through the mobilization of the individual, the individual is profoundly powerless on his own.

Submitted January 4, 2012

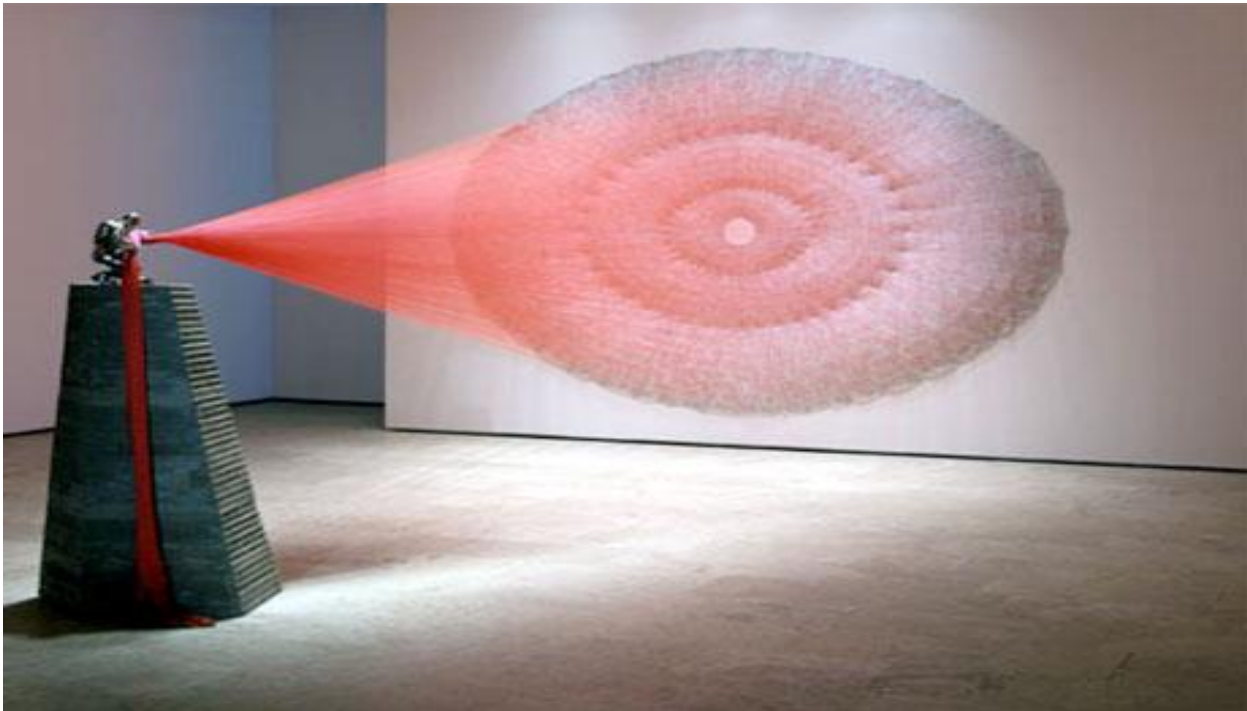


**'reflection', 2005**

Large scale installation at the Hermes gallery in Tokyo. Sculpture consists of two gates made from nylon fabric which are separated by a translucent fabric 'floor', appearing to be a reflection.



Submitted January 4, 2012



**'paratrooper I', 2004**

installation at the gallery lehmann maupin, new york

image courtesy gallery lehmann Maupin



Submitted January 4, 2012



**'karma', 2003**

Installation at the Artsonje Center, Seoul, Korea

Submitted January 4, 2012



'Floor'



**'some/one', Venice Art Biennial, 2001**

*Some/One* represents artist Do Ho Suh's interest in individual and collective identity. In the tradition of minimalist sculpture (works by artists such as Donald Judd, Dan Flavin and Carl André) Do Ho Suh's work explores how installation and sculpture pieces transform public and private spaces. His works are rich in content and aesthetics. Unlike some minimalist sculptures, they contain a painstaking amount of intricate detail that is not always apparent at first sight but is an integral part of the artwork. *Some/One*, as the title of the work indicates, juxtaposes the collective—represented by a larger-than-life armor sculpture—and the individual, consisting of life-size shiny-metal dog tags, each unique and representing a single soldier. This allegory is carried forward by contrasting the hard,



Submitted January 4, 2012

insensitive character of armor with the delicate aspect of the dog tags, which are made up of thin sheets of metal and embody the poetic symbolism of fallen warriors.

The work became part of the Seattle Art Museum's permanent collection in 2001.



**Staircase-V, 2008.**

Collection Thyssen-Bornemisza Art Contemporary. Image courtesy of the Artist and Lehmann Maupin Gallery, New York.

**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 10, 2012

**SUBJECT:** **Center for Service Learning – A Faculty Perspective**

**PURPOSE:** Presentation and Discussion

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**Purpose of Submittal:**

Professor Sheila Web will describe the use of service learning methods in her Visual Journalism course. Dr Webb's presentation will draw on a case study of her own students, illustrating the way in which well-structured service-learning projects create dynamic and applied classroom settings where learning is integrated with real-world experience that leverages Western's resources for the benefit of the community.

# 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 10, 2012

**SUBJECT:** **College of Sciences and Technology – Possibilities of Engineering at Western**

**PURPOSE:** Presentation/Discussion

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## **Purpose of Submittal:**

Because Washington is expected to become the state with the third largest fraction of demand for STEM—Science, Technology, Engineering, and Mathematics—jobs in the U.S. by 2018, and based on our already exceptional record of producing science, technology, mathematics, and computer science graduates, Western hopes to launch an aggressive new Engineering program. This will be by far the most cost effective way of producing quality engineers and helping to meet the growing needs of the State of Washington.

Built upon Western's world-class Engineering Technology program, the transition to Engineering will maintain our focus on exceptional hands-on teaching/learning experiences guided by strong corporate partnerships. Western has proven leadership in the creation of strong engineering programs and well established laboratory and design facilities needed for a rapid transition to accredited engineering graduates. Local and regional corporate and industry support for Engineering@Western is very strong and will assure rapid growth during difficult economic times.

A very rapid transition is possible because of our core strengths:

- The Department of Engineering Technology at Western has a long history of producing graduates who are both well-grounded in the fundamentals of engineering technology, and skilled in the use of cutting edge technical fabrication and analytical design technologies. Our student retention rates are among the highest in the country, and our strong programs in Chemistry, Biology, Physics, Mathematics and Computer Science will enable our program to be created quickly with only minor course and curriculum changes.
- Western has well-established technical lab facilities providing our students with state-of-the-practice experiences in hands-on and computer-aided design, manufacturing, testing and analysis of engineering systems.

- The recently hired Dean of the College of Sciences and Technology at Western was previously recruited by the University of California to create the School of Engineering at what was then the new campus of the University of California at Merced, and prior to that was instrumental in creating engineering education programs at Purdue University.
- Support for Engineering@Western by corporations and industry in the region has been overwhelming. Including that from the Port of Bellingham, the Bellingham Technology Development Center—a facility that includes a 2,400 sq. ft. workforce development and training lab and a 3,800 sq. ft. R&D laboratory—the nearly 100 corporate member Technology Alliance Group of Bellingham, and the Innovation Resource Center (IRC) promoting technical development and jobs creation in the Northwest US and Western Canada.

With modest recurring support from the state of at least \$1.5M, Western would begin producing at least 50 B.S. engineering graduates, with the potential for aggressive future growth. The dean and other representatives from CST look forward to this opportunity to provide members of the Board of Trustees with additional information about this exceptional opportunity.

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

**TO:** Members of the Board of Trustees

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

**DATE:** February 10, 2012

**SUBJECT:** Campaign Update

**PURPOSE:** Discussion Item

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**Purpose of Submittal:**

Stephanie Bowers, Vice President for University Advancement and Executive Director of the WWU Foundation, will provide an update to the Board on the Western Washington University Campaign.



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

**TO:** Members of the Board of Trustees

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

**DATE:** February 10, 2012

**SUBJECT:** **Olympia Update**

**PURPOSE:** Discussion Item

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**Purpose of Submittal:**

Sherry Burkey, Associate Vice President for University Relations will give an update on the 2012 Legislative Session.

## 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 10, 2012

**SUBJECT:** **Academic Affairs: Complete to Compete Performance Plan**

**PURPOSE:** Information Item

*Complete to Compete* is a performance initiative developed by the National Governor's Association (NGA), for whom Washington State's Governor, Christine Gregoire, is chair. The data and narratives in this report are Western's *Complete to Compete Performance Plan*, the legislative response to the NGA initiative.

The NGA is concerned about the state of higher education in the country. As noted on their web site, while "America has enjoyed the reputation of having the best higher education system in the world, far too few students are completing their education and not receiving a degree or certificate." This has "resulted in the fact that nearly one dozen nations have passed us by in college completion, making our economy increasingly vulnerable to international competition."

The NGA goes on to say that "States have led the charge to reform K-12 education, and the time has come for governors, higher education executive officers, and campus leaders to work together to make marked improvements in college completion and productivity. *Complete to Compete* enlists the help of all governors to make our nation a global leader in college completion."

*Complete to Compete* relies heavily on data. Indeed, NGA notes that "...reliable metrics are essential for states under current fiscal constraints. Information on the progress toward, and degree completion of, all students in higher education allows state leaders to gauge whether policies are successful and helps inform future funding decisions."

This report includes the baseline data on the metrics that have been identified as those Washington State will use in its *Complete to Compete* efforts. Also find both a brief and extended (Appendix A) narrative addressing Western's work toward improved completion, plus some more detailed data (Appendix B).

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## Institutional Performance Plan: Western Washington University

<b>(a) Time and credits to degree</b>			
Metric	Source	2009-10 Baseline	2014-2015 Target
Time to degree: Full-time, First-time (years)	local	4.3	4.3
Credits to degree: Full-time, First-time (credits)	local	183.1	183.1
<b>(b) Retention and success of students from low-income, diverse, or underrepresented communities</b>			
Metric	Source	2009-10 Baseline	2014-2015 Target
Fall-to-fall retention rate: New Full-time, First-time	PCHEES	84.2%	84.2%
Fall-to-fall retention rate: New Full-time, First-time Pell Grant recipients	PCHEES	78.6%	78.6%
Four-year Graduation Rate: New Full-time, First-time cohort	PCHEES	39.9%	39.9%
Four-year Graduation Rate: New Full-time, First-time Pell Grant recipients	PCHEES	30.8%	30.8%
Six-year graduation Rate: New Full-time, First Time	local	68.9%	68.9%
Six-year graduation Rate: New Full-time, First Time Pell Grant Recipients	local	61.4%	61.4%
<b>(c) Degree-production in high-employer demand programs of study and critical state need areas</b>			
Metric	Source	2009-10 Baseline	2014-2015 Target
Total Number of Bachelor's Degrees Awarded	PCHEES	3,062	3,062
Number of Bachelor's Degrees Awarded, High Demand	PCHEES	728	830
Number of Bachelor's Degrees Awarded, Pell Grant Recipients	PCHEES	921	921
Total Number of Advanced Degrees Awarded	PCHEES	330	330
<b>WWU Institutional-Specific Measures</b>			
Metric	Source	2009-10 Baseline	2014-2015 Target
Percent of Bachelor's Degree Recipients either Employed or Continuing their Education	local	86.2%	86.2%
Percent Bachelor Degree Recipients with No Loan Debt	local	44.3%	44.3%
Student of Color 6-Year Graduation Rate	local	64.3%	64.3%

## Western Washington University: Performance Plan Narrative

Western Washington University is ranked by *U.S. News and World Report* as the finest masters-granting university in the region and the second-best in the entire West, including a region stretching from the Mississippi River to the Pacific Ocean. The state's third-largest higher education institution, Western is among the most selective public higher education institutions in the Pacific Northwest. Western's fall 2010 enrollment was 14,979 full- and part-time students; 19% of students are students of color. More than 100,000 of Western's graduates live in Washington. The University has won national recognition for its community service and engagement, its green energy and environmental practices, and for the Peace Corps participation of its graduates. *Kiplinger's* ranks Western 38<sup>th</sup> in its list of the nation's 100 "Best Values" in public colleges and universities based on quality and cost.

Western is one of Washington State's most efficient universities, boasting the lowest cost per degree in the state. Key indicators of university quality, while historically high for Western, have continued to improve over the last decade. Fall-to-fall retention for freshmen has risen from 81% prior to 2002 to 84% in 2010. Six-year graduation rates have risen from 61% for the 2000 cohort to 73% for the 2005 cohort. Similarly, four-year graduation rates have risen from 28% for the 2000 cohort to 38% for the 2007 cohort. Graduation rates for Native Americans, Latino students, and African American students are among the best in the nation for public, masters-granting universities.

While teaching is at the core of what Western does, the university is also a powerful engine of academic research and creative productivity. Faculty and students are engaged in cutting-edge research project exploring cheaper, more efficient solar panels, designs for a lightweight hybrid bus, new treatments of schizophrenia, the ecological effects of removing the Elwha River Dam, mid-ocean volcano analysis, and faster movement of cargo at the Canadian border, just to name a few.

Western pursues open, transparent and continual improvement processes. When internal analyses demonstrated that delays in major declaration and course access bottlenecks were impacting time to degree for many students, the university implemented a strategic improvement initiative, coordinated across all divisions. This initiative includes mandatory advising, a streamlined major declaration process, accelerated two-year transfer programs, a parent communication campaign to reinforce a four-year graduation expectation, and *Viking Landing: Making the Most of Your GURs*, an information and dialog session preceding every quarterly registration period to help students navigate their general education requirements. To aggressively target course access bottlenecks, Western made additional budget cuts and shifted resources to rapidly fund additional sections in high-demand courses, created technical tools to improve course planning and initiated a wait-listing procedure that prioritizes enrollment based on need.

Western is also committed to increasing degree-production in high-employer demand programs and in critical areas of state needs. Over the last five years, Western has rebased, shifting resources to hire faculty and expand course offerings in high-employer demand programs of study that meet critical state needs. Between 2005 and 2011, STEM graduates increased by 29% and STEM majors increased by 49%.

Western faces several challenges in its efforts to continue to improve. These include faculty being hired away because of non-competitive and low salaries, the precipitous drop in state support, faculty and staff reductions, the rising cost of tuition, salary compression and the general decline in the economic resources of students and their families.

# APPENDIX A

## COMPLETE TO COMPETE PERFORMANCE PLAN: WESTERN WASHINGTON UNIVERSITY

### EXTENDED NARRATIVE

#### **Time- and Credits-to-Degree**

##### Metrics

**Average time to degree for full-time, first-time students** = Over the last five years, this measure has improved.

**Credits-to-Degree** = Over the last five years, this measure has remained relatively flat, improving slightly.

##### Initiatives for Improvement

1. To reduce **DELAYED MAJOR DECLARATION**, Western now requires mandatory advising and a major declaration plan at 105 credits; instituted Viking Landing, a quarterly departmental and interest area fair; streamlined the major declaration process; and established first-year transfer programs for English and Psychology.
2. To reduce **PURPOSEFULLY DELAYED GRADUATION**, Western instituted a parent communication campaign; reinforced the 4-year expectation through advising; and established a graduation incentive review.
3. To reduce **COURSE ACCESS BOTTLENECKS**, Western created technical tools to improve course planning; initiated a wait-listing procedure that prioritizes enrollment based on need; shifted resources to fund additional sections of high-demand courses; created additional sections in response to student demand; and streamlined curricula to simplify prerequisites and speed time-to-degree

##### Challenges to Improvement

The challenges Western faces in reducing or maintaining time- and credits-to-degree include faculty reductions; budget reductions; the tightened job market; tuition increases; and the fact that Western's is the youngest student body in the state.

## Retention and Success of Students, Including those from Low-Income or Underrepresented Communities

### Metrics

**Fall-to-fall retention for new full-time, first-time students** = Western's retention rate for new full-time, first-time students has remained consistently high.

**Fall-to-fall retention for new full-time, first-time Pell Grant recipients** = Western's retention rate for Pell Grant recipients has held relatively flat but is not at par with our retention of non Pell Grant students.

**Four-year graduation rate: new full-time, first-time students** = Western's four-year graduation rate has increased.

**Four-year graduation rate: new full-time, first-time Pell Grant recipients** = Western's four-year graduation rate for Pell Grant recipients has been strong and relatively flat but is not yet at par with Western's overall four-year graduation rate.

**Six-year graduation rate: new full-time, first-time cohort** = Western's six-year graduation rate has steadily improved and now approaches 70%, well above the national average.

**Six-year graduation rate: new full-time, first-time Pell Grant recipients** = Western's six-year graduation rate for Pell Grant recipients has risen steadily but is not yet at par with the overall six-year graduation rate.

### Initiatives for Improvement

1. **THE FRESHMAN INTEREST GROUP (FIG)** program, which has a demonstrated record of improving retention and graduation rates, has been expanded to include clusters specifically designed to attract students from historically underrepresented communities.
2. **STUDENT OUTREACH SERVICES (SOS)** offers advising, mentors and peer and cultural events to "empower underrepresented students in achieving academic competency and personal goals."
3. **THE ETHNIC STUDENT CENTER** supports clubs, support groups and activities to create a "safe and supportive environment for historically underrepresented groups and allies."

### Challenges to Improvement

The challenges Western faces in improving the retention and success of students, especially those from low-income or underrepresented communities include staff reductions, which have eliminated positions in student support services; the rising cost of tuition, which has forced students to work longer hours while enrolled in school; and reductions in state work study programs. In addition, because Pell Grant recipients typically enter Western with lower SAT scores than non-Pell Grant recipients, a slightly lower graduation and retention rate is expected. Finally, given their financial risks, Pell Grant recipients would be expected to work more during college, thereby delaying their graduation.

## **Degree-production in High-employer Demand Programs of Study and Critical State Need Areas**

### Metrics

**Total Number of Bachelor's Degrees Awarded** = Over the last five years this metric improved and then fell, peaking in 2009. The total number of degrees awarded in 2010 is roughly the same as 6 years ago.

**Number of Bachelor's Degrees Awarded, High Demand** = Over the last five years this metric has steadily improved.

**Number of Bachelor's Degrees Awarded, Pell Grant Recipients** = Over the last five years this metric has steadily improved.

**Number of Advanced Degrees Awarded** = Over the last five years this metric has declined by approximately 10%.

### Initiatives for Improvement

1. Western has "re-based," shifting resources to hire faculty and expand course offerings in high-employer demand programs of study and critical state needs, including STEM majors.
2. Western has eased major declaration requirements in high-employer demand areas, such as Computer Science.
3. Western has secured National Science Foundation funding, and private donations, to provide scholarship support for students in high-employer demand areas, such as Math and Computer Science.
4. Western has created dedicated support programs to increase graduation and retention rates in high-employer demand programs of study and critical state needs.

### Challenges to Improvement

Western faces many challenges to improvements in degree-production in high-employer demand programs of study and critical state needs. Salary compression has led to resignations in STEM areas as faculty are hired away to teach elsewhere. Budget reductions and hiring freezes have prevented us from replacing these faculty, creating a lack of instructors and classes in key areas of expertise pertinent to high demand programs and critical state needs. Additionally, most majors associated with many high demand areas and critical state need include labs and other specialized services that require infrastructure and investment.

## Institutional Metrics

### Metric 1

**Percent of bachelor's degree recipients either employed or continuing their education** = Western's percentage of bachelor's degree recipients either employed or continuing their education has fallen steadily over the past five years.

#### Initiatives for Improvement

1. Western's institutional research has determined that our graduates are much more likely to be employed if they complete a professional internship during their academic experience. In response we have aggressively expanded our data base of internships and have collaborated with other institutions in identifying national and regional internships, as well as area internships.
2. Western's Career Center has established a matching and notification service to immediately match students with internship and career opportunities that fit their skill profile.
3. Western has expanded its Alumni Surveys, creating customized surveys that query recent graduates on their advising and career services experience at Western. Based on feedback from these surveys, departments have expanded their career services advising.
4. Western has established professional boards of industry representatives in key areas, such as Engineering Technology and the energy sector, so that academic programs can rapidly adjust curricula to meet employer needs.

#### Challenges to Improvement

Western faces many challenges to improvements in the percentage of bachelor's degree recipients. Most importantly, the recession has diminished job opportunities for our graduating students. In addition, many students can no longer afford to attend graduate school.

### Metric 2

**Percent of bachelor's degree recipients with no loan debt** = The percentage of bachelor's degree recipients with no loan debt has fallen slightly over the past five years. Western's average student loan debt for bachelor's degree recipients has increased steadily, growing by more than \$2,000.00 since 2005.

#### Initiatives for Improvement

1. Western has worked hard to secure external funding to support scholarships for students through federal grant opportunities. Western received a STEM grant of more than half a million dollars for this purpose in 2011.
2. The Western Foundation has initiated an ambitious campaign to raise \$20,000,000.00 in funds for scholarship support.



3. Western's Office of Financial Aid advises students regarding scholarship opportunities and strategies for reducing loan debt.
4. Western has rebased, shifting resources to support more students with scholarships. Over the past five years, we've increased our total scholarship disbursements from around three to over six million dollars.
5. Western has expanded opportunities for student employment in order to provide more students with work so that they can reduce their reliance on loans.

### Challenges to Improvement

Western faces many challenges to its efforts to lower the percentage of bachelor's degree recipients with no loan debt. These include the rising costs of tuition, falling state and federal support for work study, and the impact of the recession on family finances.

### **Metric 3**

**Student of color 6-year graduation rate** = Western's 6-year graduation rate for students of color has risen steadily over the past five years and is far above the national average.

### Initiatives for Improvement

1. Student Outreach Services (SOS) offers advising, mentors and peer and cultural events to "empower underrepresented students in achieving academic competency and personal goals."
2. The Ethnic Student Center supports clubs, support groups and activities to create a "safe and supportive environment for historically underrepresented groups and allies."

### Challenges to Improvement

Western faces many challenges to efforts to improve the 6-year graduation rate for students of color. These challenges include staff reductions which have eliminated positions associated with student support services, and the rising cost of tuition, which has forced students to work longer hours while enrolled in school

APPENDIX B

COMPETE TO COMPLETE PERFORMANCE PLAN:  
WESTERN WASHINGTON UNIVERSITY  
DETAILED DATA FIGURES AND TABLES

Figure 1: Credits to Degree

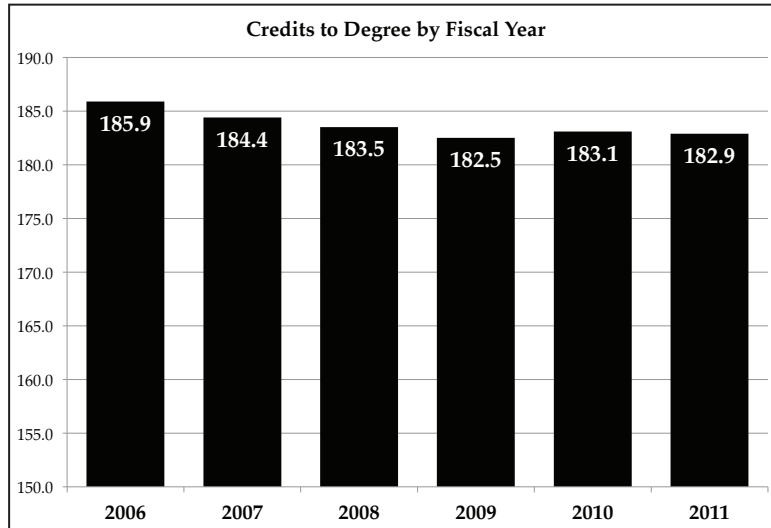


Table 1: Fall-to-Fall Retention Rate • New Full-time, First-time Freshmen

	Fall 04	Fall 05	Fall 06	Fall 08	Fall 10
<b>All students</b>	84.1%	85.9%	83.8%	83.9%	83.8%
<b>African American</b>	82.0%	83.8%	81.5%	69.6%	88.4%
<b>Hispanic</b>	80.7%	82.7%	78.4%	80.5%	84.0%
<b>Native American</b>	76.7%	84.6%	76.7%	83.6%	80.6%
<b>Pell Grant recipients</b>	79.0%	83.0%	80.4%	78.6%	83.0%

Table 2: Four-Year Graduation Rate • New Full-time, First-time Cohort.

	2003	2004	2005	2006	2007
<b>All students</b>	35.3%	35.9%	39.9%	35.1%	37.5%
<b>Pell Grant recipients</b>	33.4%	26.8%	30.0%	29.7%	32.2%

Table 3: Six-Year Graduation Rate • New Full-time, First-time Cohort.

	2001	2002	2003	2004
<b>All students</b>	65.8%	68.7%	68.8%	68.9%
<b>Pell Grant recipients</b>	59.8%	64.4%	65.1%	61.4%

Table 4: Percent of Bachelor's Degree Recipients either Employed or Continuing their Education. (Data Source = Career Services.)

2005-06	2006-07	2007-08	2008-09	2009-10
94%	92%	89%	84%	86%

Table 5: Percent of Bachelor's Degree Recipients with no loan debt. (Data Source = Office of Financial Aid.)

2005-06	2006-07	2007-08	2008-09	2009-10
45%	46%	46%	46%	44%

Table 6: Six-Year Graduation Rate • Students of Color. (Data Source = Office of Institutional Research.)

Fall, 2000 Cohort	Fall, 2001 Cohort	Fall, 2002 Cohort	Fall, 2003 Cohort	Fall, 2004 Cohort
54%	61%	64%	64%	64%

APPENDIX C  
COMPETE TO COMPLETE PERFORMANCE PLAN:  
WESTERN WASHINGTON UNIVERSITY  
DATA DEFINITIONS

**Time-to-degree:** Average years to degree for undergraduate degree recipients who began at Western as first-time, full-time students and graduated with a single major and single degree. Calculated as the number of elapsed terms (including summer) from the student's first enrollment at Western until the degree term, divided by four.

**Credits-to-degree:** Total number of credits earned at the time of degree by undergraduate degree recipients who began at Western as first-time, full-time students and graduated with a single major and single degree.

**Fall-to-fall Retention Rate:** The percent of the fall entering first-time, full-time cohort that is enrolled the following fall term.

**Fall-to-fall Retention Rate, Pell Grant Recipients:** A subset of first-time students who receive the Pell Grant during their first year.

**Four-year Graduation Rate:** The percent of the fall entering first-time, full-time cohort that graduate within four years.

**Four-year Graduation Rate, Pell Grant Recipients:** A subset of first-time students who receive the Pell Grant during their first year.

**Six-year Graduation Rate:** The percent of the fall entering first-time, full-time cohort that graduate within six years.

**Six-year Graduation Rate, Pell Grant Recipients:** A subset of first-time students who receive the Pell Grant during their first year.

**Total Number of Bachelor's Degrees Awarded.**

**Total Number of Bachelor's Degrees Awarded, High Demand:** The number of bachelor's degrees awarded in disciplines that are in high demand as defined by the Office of Financial Management. For Western, areas of high demand are in departments of Biology, Chemistry, Communication Science & Disorders, Computer Science, Decision Sciences, Special Education, Engineering Technology, Environmental Studies, Environmental Sciences, Geology, Mathematics, PE (health-related fields), Physics, Behavioral Neuroscience and Science Education.

**Number of Bachelor's Degrees Awarded, Pell Grant Recipients:** The subset of bachelor's degrees awarded to students who have ever received the Pell Grant.

**Total Number of Advanced Degrees Awarded.**

**Percent of Bachelor's Degree Recipients either Employed or Continuing their Education:** Data from Western's annual *Employment Survey* of students surveyed 3-6 months after graduation.

**Percent Bachelor Degree Recipients with no Loan Debt:** Data from Western's financial aid document *Cumulative Student Debt: Undergraduate Loan Debt at Graduation*. Documents students earning their first Bachelor's degree who accumulated no educational debt during enrollment at Western. Educational debt includes federal Direct Loan (subsidized and unsubsidized), Perkins Loan, state loans (a few Alaska loans), and Western-certified alternative bank loans. Students may have accumulated credit card debt and/or parents may have taken loans, but these are not accounted for.

**Six-year Graduation Rate, Students of Color:** A subset of first-time students of color (Hispanic, African American, Asian, Native American or Pacific Islander).

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

**TO:** Members of the Board of Trustees

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

**DATE:** February 10, 2012

**SUBJECT:** Alumni Association Report

**PURPOSE:** Information Item

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**Purpose of Submittal:**

Provide an update to the Board on Alumni Relations activities.

**OFFICE OF ALUMNI RELATIONS**

**News**

Mary Doherty joined the staff in January as the Alumni Marketing & Communications Manager.

The alumni-student online mentoring program, Ask! continues to grow and have impact. 552 Western alumni participate as **mentors with 25% indicating internship availability for students**. More than 3,200 different searches of Ask mentors by students have taken place. **The mentors live in 16 states, three countries, and D.C. with a majority in the Puget Sound Region.**

Dining with Vikings launches in March and will provide an intimate opportunity for 10 select students to dine at a key Western supporter's home in order to strengthen the relationship and commitment to Western by exposing the host to high caliber students.

The Alumni online social communities, Twitter, Facebook and LinkedIn currently exceed 11,000 members and are growing rapidly with an average weekly increase of 159 members. **LinkedIn** surpassed 5,000 members in January with 58% working in the Puget Sound area and 27% in a senior management position.

**Alumni Events**

Ongoing broad-based engagement opportunities continue to be a focus. Since October 2011, we have planned and executed 16 events and programs including three that were sold out with an additional 32 in the upcoming eight months:

**RECENT PROGRAMMING INCLUDES:**

<b>Student Programming</b>	<b>Broad Based Alumni Programs</b>
	10/8 Oktoberfest on Bellingham Bay-Sold out!
	10/9-10/22 Travel Program: China
	10/15 Alumni and Family Day @ Seattle Sounders-Sold out!
On-going ASK! Promotion	10/15-10/23 Travel Program: Peru
On-going GYBO/Western Wednesday events	10/24-11/4 Travel Program: Mediterranean Cruise
	10/25-11/3 Travel Program: Tuscany
	11/3-6 Disney Classic Basketball Tournament
	11/5-11/12 Travel Program: Chile & Argentina
	11/19 GYBO Admin Luncheon
12/8 Senior Celebration	11/27-12/4 Travel Program: Mexican Riviera Cruise
12/10 Graduation	12/9 Zoo Lights @ Pt. Defiance Zoo
	12/1 Seattle Networking event at WAC
	1/28 Pre-game Bash WWU vs CWU – Sold out!

**UPCOMING PROGRAMS:**

<b>Student Programming</b>	<b>Broad Based Alumni Programs</b>
3/15 Senior Celebration	2/4 Curling in Canada!-Sold out!
3/17 Graduation	2/9 Travel Program
	2/22 Whatcom READS! Live Video Stream
	2/17-2/26 Travel Program: Egypt Cruise
	3/2 Hockey Night Out
	3/TBD Dining with Vikings
	3/16-21 Mariners Spring Fling in Arizona
	3/21 Martinis with Drizzle
	3/25 "Hello, Dolly!" Play and Reception
	4/10 Travel Program: Beijing
On-going ASK! Promotion	4/19 Western in DC Happy Hour
On-going GYBO/Western Wednesday events	4/20 Travel Program: East Coast
	4/21-4/29 Travel Program: Holland Cruise
	4/21 Board Meeting
	5/17 Alumni Awards Celebration Dinner
	5/18 Alumni Awards Breakfast
	5/18-5/20 B2B Alumni & Family Weekend
	6/9-6/20 Travel Program: Baltic Cruise
6/6-6/7 Senior Celebration	6/10 Seattle Aquarium and Cruise
	6/10-6/21 Travel Program: Burgundy & Provence Cruise
6/8 Outstanding Grad Ceremony	6/11-6/19 Travel Program: Paris Cruise
6/9 Graduation	6/22 Board Meeting
	6/23 Woodinville Wine Tasting
	7/10-7/11 Golden Viking Reunion
	7/12 Grandparent U BBQ

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

**TO:** Members of the Board of Trustees

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

**DATE:** February 10, 2012

**SUBJECT:** **Annual University Police Report**

**PURPOSE:** Information Item

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**Purpose of Submittal:**

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

**Supporting Information:**

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

The department's Strategic Plan pursues three primary goals:

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

*State Level Participation*

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

The University Policing Committee meets quarterly. The committee has a mutual aid agreement with the six agencies for responding to major disasters or events, and a "best practice" policy for dealing with threats of violence and response to violent situations on campus. During 2011, several departments conducted exercises in emergency response, including Eastern Washington University and the University of Washington where Western personnel participated as observers of their operations. Western also conducted a "table top" Active Shooter Exercise that involved our administration and operational personnel.

### Community Participation

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

The **Campus - Community Coalition** continues to combat high risk drinking through education, prevention and enforcement. This program has evolved into an organization that is addressing many more and diverse issues that affect the relationships between the campus and surrounding communities. The University continues the funding of the coalition in partnership with the Bellingham Police Department (BPD), since the grant funding expired. **Whatcom Community College** and **Bellingham Technical College** have become active partners in this organization, as well. Chief Stegmeier is a member of the **Coalition's Steering Committee** and he and other department members regularly attend **Coalition** meetings, **Neighborhood Association** meetings, and **Hospitality Resource Alliance** group meetings. Western's Police Department (UPD) officers also participate in the **Advice on Tap** program in the downtown establishments with the State Liquor Control Board and BPD officers.

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

As a charter member and co-participant in the **Violence Against Women Grant** programs, the UPD is an active campus resource. Police officers receive specialized training to recognize and respond to crimes of violence.

The **Live Scan Automated Fingerprint Identification System** enhances the process and timeliness of submitting fingerprints for criminal history records checks. Primarily designed for pre-employment and teacher-candidate required checks, the system is also used for criminal identification purposes. Our department successfully completed hundreds of criminal history checks each quarter to facilitate the **Compass2Campus** program.

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

Public Safety's two-part video training program for students, faculty and staff, "**Shots Fired on Campus....When Lightning Strikes**" and "**Flashpoint**" is being shown as part of a "**How to Survive**" class for campus members. The videos have been presented to hundreds of students,



staff and faculty members. We have added the “**Flashpoint**” video to our homepage so that all staff, students and faculty members may have easy access to this important safety information.

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

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

### WWU Programs

Through a close working relationship with the **Office of University Communications** and the **Department of Environmental Health and Safety**, a multi-faceted **Alert System** is in place that makes it possible to text-message and email students, faculty and staff within minutes of an event that may pose an immediate threat to the campus. Our system now also includes a campus-wide “voice annunciation” system that was developed by Western personnel and is “state of the art” in its capabilities. This system uses our current fire alarm system to facilitate voice messages to be transmitted throughout campus buildings.

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

- **Alarm Standards** continue to be discussed and implemented into new and retrofitted building projects on campus. These alarms terminate at the 24-7 Dispatch Center. Also within this program we continue to explore the use of closed-circuit television to enhance the alarms with “real time” viewing of the alarmed area(s). The Cashier’s Office is on-line, with several other high priority areas targeted for installation, including open computer labs and other vulnerable areas on campus.
- The conversion of Western’s buildings from the conventional key methods to electronic monitoring and controls for access is continuing. This access system is directly linked to the existing infrastructure on campus.

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

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

The **Bicycle and Skateboard Patrol** program coordinates bicycle and skateboard safety efforts to heighten awareness to the central campus core of the campus regulations, and to allow more personalized contact with students, faculty and staff. Updated codes have been put in place, new signage has been installed and an educational program conducted to make bicyclists and skateboarders aware of the changes affecting them. UPD officers also began a strong enforcement program this fall and have already cited nearly 100 violators, who continue to ignore the rules in place for the “walk zones”.

**Professional standards and training** is a cornerstone in the development of competent police officers and civilian personnel, and a requirement of the accreditation standards. Officers are expected to demonstrate mental and physical skills that include strong written and verbal communication abilities, knowledge of relevant laws, officer safety techniques, and proficiency at skills that support proper patrol procedures. We have acquired an on-line training program that allows officers to train individually on a variety of police subjects. This program also tracks, grades, and records the officer’s progress and when subject matter was reviewed. In 2011, our department again surpassed the state-mandated training hours for commissioned personnel and received state certification for meeting the standard.

**Recruitment and retention** of well-educated and trained commissioned officers is a tremendous source of concern for all police departments. Western has a competitive salary structure for its police officers and supervisors, and turnover has diminished to predictable levels of attrition. During 2011, we hired one replacement officer, who has recently graduated from the state academy and is now in our **Field Training Program**.

Within the current commissioned police complement of 12 sworn uniformed officers, 42% are female or other affected class. Fifty percent of our command/supervisory staff is also similarly comprised (75% if we include the 40+ group). This representation of female and minority commissioned officers is atypical in the surrounding law enforcement community, and is a noteworthy benchmark for Western.

#### State and Federal Reporting

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

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

### 2011 Activity

The UCR is the current standard for Law Enforcement agencies to report summary data to state and federal authorities. It is used for comparison purposes and for local and national trend analysis. Agencies report data on major crimes. The UPD's UCR data compares 2011 with the annual statistics for 2010 and 2009:

- UCR Part I offenses for 2011 numbered 170, in line with previous years, following a three-year low of 148 in 2010. It is significant that these numbers, which represent crimes defined as 'serious' by the FBI, remain low for a campus of our size.

Officers made more arrests in 2011 than in 2010 or 2009. A significant factor in the increase of the number of arrests is having more officers available for proactive patrol. With less turnover and not having the burden of an officer being deployed for active duty, our numbers "on the street" were better in 2011.

- Total arrests were: 415 in 2011; 262 in 2010; and 295 in 2009. The primary reasons for the increase in overall arrests are a result of Party Patrol activity, a collaborative program between the City of Bellingham Police Department and WWU Police Department.
- Use and possession of illicit drugs arrests were 53 in 2011, 17 in 2010 and 28 in 2009, reflecting a broader use of marijuana on campus.
- Arrests for liquor law offenses, such as minor in possession increased slightly to 121 in 2011 compared to 99 in 2010 and 27 in 2009.
- Driving Under the Influence (DUI) arrests were 36 in 2011, 21 in 2010, and 49 in 2009 (our highest ever).

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

EXECUTIVE SUMMARY & HIGHLIGHTS

2010 - 2011

# Western Sustainability *Report*



For the full report visit: [www.wvu.edu/sustain/resources/publications/WesternSustainabilityReport2010-11.pdf](http://www.wvu.edu/sustain/resources/publications/WesternSustainabilityReport2010-11.pdf)

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# Executive Summary & Highlights

The 2010-2011 *Western Sustainability Report* contains a representation of sustainability initiatives, projects, and curriculum from departments, offices, and organizations across campus since the last edition in 2008. This document measures Western's progress in 12 categories following a basic model set forth by the Sustainability Tracking and Rating System (STARS), a campus sustainability tool created by the Association for the Advancement of Sustainability in Higher Education. These categories are able to describe many, but not all, of the curriculum and research developments, operational strategies, and outreach efforts that contribute to the character of *Western Sustainability*. To articulate strengths and weaknesses each category is divided into five subcategories, which include an Introduction, Area Updates, Metrics, Program Strengths, and Program Suggestions. Since the last edition of the Report, Western has seen a marked integration of sustainable thought and activity into the areas of academics, operations, and outreach.

## ACADEMICS

Curricular sustainability initiatives exist in every college on Western's campus and in many cases these independent programs are working toward complimentary goals.

- The Faculty Sustainability Academy, formed by faculty members, began to meet voluntarily on a quarterly basis in 2008 to organize Western's sustainability programs and develop methods for

furthering sustainability education. Approximately 30 faculty are currently and actively invested in the Academy.

- A series of surveys distributed between 2008 and 2011 indicate approximately 120 additional faculty members either teach sustainability curriculum in their classes or have professional interest in sustainability education. Survey data shows that over 900 Western classes contain some sustainability information, while 20-25 classes are "sustainability focused."
- Following the Academy's lead, President Bruce Shepard called for a Sustainability Institute Initiative (SII) in 2009. From 2009 to 2011, staff and volunteers who formed the SII worked to monitor and support academic integration, transdisciplinary studies, and independent sustainability efforts between faculty, departments, and colleges.
- Between 2009 and 2011 the SII, the Academy, and student advocates successfully launched a three-part General Education course sequence titled "Sustainability Literacy" and drafted curriculum concepts for several minors and majors in Sustainability. Due to strong, goal-oriented progress from faculty, staff, and students, the SII remains a strategic goal of Western, but did not receive funding in 2011. The Academy continues to meet on a regular basis and the Sustainability Literacy sequence is offered for winter and spring quarters of 2012.
- The College of Business and Economics has been recognized for its efforts to integrate sustainability into the MBA program by ranking 74th globally within the 2010 Beyond Grey Pinstripes list of "green" business schools from the Aspen Institute.

## OPERATIONS

The physical throughput of Western includes our energy and water use, CO2 and solid waste production, transportation, green building and other aspects that contribute to Western's "footprint."

- In 2009, the Board of Trustees approved Western's *Climate Action Plan* (CAP) setting Western on the path to climate neutrality by 2050.
- In support of this and other sustainability goals, students voted in 2009 to invest into a *Green Energy Fee* at \$260,000 per year for on-campus sustainability projects, along with both permanent and student staff to coordinate these efforts. As of January 2011, six projects will have begun, including a \$167,000 solar array on the Environmental Studies building.

- In 2011, also in support of the CAP, the Office of Sustainability launched the *10x12 Program* including improved monitoring, building operational changes, and departmental behavior change campaigns forecasted to produce \$50,000 annually in energy savings.
- Also in support of the CAP and campus sustainability goals, in 2011 Facilities Management completed contract agreements with energy savings company McKinstry, to implement \$3.2 million in energy conversation retrofits. Projected conservation is a 4.5% decrease in energy use with \$227,000 to \$370,000 saved annually.
- Western has completed two *LEED-certified buildings* within this period, the architecture-award-winning Academic Instructional Center and the Miller Hall Remodel boasting Western's first vegetated roof.
- The Sierra Club recognized these combined efforts in 2011, making Western 13th in the nation for universities in reducing carbon emissions. The Environmental Protection Agency (EPA) lists Western as the 17th largest higher education purchaser of renewable energy in the U.S., due to student purchases of Renewable Energy Credits. Despite these efforts, Western's 2011 gross carbon emissions are 23% higher than targets laid out in the CAP.
- Waste reduction efforts have redoubled, including organic waste composting efforts in several campus buildings, "landfill" labeling of campus trash bins, and an end-of-the-year recycling and reuse program throughout neighborhoods around Western.
- Our Academic Custodial Services staff have been recognized three times as being among the five "*greenest*" *cleaning operations in the nation*, including #1 in 2010. The *Princeton Review* gave Western a 93 out of 99 points within its *Guide to 311 Green Schools*.

## OUTREACH

Adoption of sustainable practices in energy, waste, food, and residence life has been boosted by a number of on-campus student advocates and our connection with campuses regionally.

- Students for Renewable Energy launched a campus-wide marketing campaign to encourage students to vote for the Green Energy Fee and its support of campus projects at over \$260,000 annually.
- Quarterly waste audits have been performed for the past two years by the Air and Waste Management Club with data collected being used for development of organic waste recycling options.

- In 2009, Students for Sustainable Food, in coordination with the Office of Sustainability, proposed adopting the goals of the *Real Food Challenge*, a national initiative aimed at getting campuses to 20% local food by the end of 2012. To help meet this goal, a Sustainable Food System Coordinator student position was created.
- 2011 marked the fifth year of the Resident Resource Awareness Program reaching out to 4,000 Western students through peer EcoRep educators and the "Go for the Green" conservation contest. Western has also begun to link with institutions regionally to further campus sustainability efforts.
- In 2010, Bellingham Technical College, Northwest Indian College, Whatcom Community College and Western Washington University began meeting twice quarterly to share resources, combine efforts, and look for opportunities to overcome challenges together. This Northwest Higher Education Sustainability Consortium (NWHESC) has advanced efforts to assess the carbon footprint of all member institutions through an inter-campus project, and put forth a multi-campus green jobs program proposal to the EPA.

## NATIONAL TRACKING

The culmination of these efforts has been catalogued and recorded using STARS, an assessment framework created by a number of higher education institutions, including Western, to highlight leading programs in the various dimensions of campus sustainability. Our own efforts now stand at a preliminary 55-60% or "silver" rating, placing Western squarely in the middle of those campuses nationally striving for a sustainable future.

## OFFICE OF SUSTAINABILITY

Throughout these initiatives, the Office of Sustainability (OS) performs the roles of advocate, program developer, manager, liaison, and progress tracker. The OS acts as a hub for campus sustainability efforts to connect people, examine ideas, and promote strategies and has played a key role in each of the 10 initiatives below:

- **President's Climate Commitment (PCC)** – The OS acts as liaison to the American College and University President's Climate Commitment, and produced the 2009 Climate Action Plan and annual Greenhouse Gas Inventories to judge progress toward climate neutrality.

- **10x12 Program** – The 10x12 Program is a partnership between campus operations and volunteer Departmental Conservation Coordinators aimed at goal of a 10% reduction in utility consumption by the end of 2012. This program includes building operations, energy conservation retrofits, and a departmental behavior change campaign.
- **Sustainable Transportation (ST) Program** – The ST Program combines the efforts of employee and student transportation to manage student bus pass distribution, offer commute trip reduction assistance, and promote safe and low-carbon strategies for students, staff and faculty.
- **Residence Resource Awareness Program (ResRAP)** – Each year 35 volunteer “EcoReps” encourage over 4,000 residents to turn off lights, take shorter showers, and sort their waste to win the “Go for the Green” conservation contest. This program, supported by University Residences, has created utility reductions including a winter quarter electricity decrease of 20% on average for three years.
- **Green Energy Fee** – The OS led development of the current program through partnership with the Associated Students, Facilities Management, and Facilities Development and Capital Budget. \$275,000 is allocated annually for the development of pilot projects to demonstrate technical and financial feasibility, and motivate the campus to adopt sustainable practices. This student fee also pays for the purchase of Renewable Energy Credits to offset the carbon emissions from Western’s electrical energy consumption.
- **Zero Waste Western** – This coordinated effort with the Associated Students Recycle Center aims to eliminate landfill waste from Western. Sorting stations, removal of stand-alone classroom trashcans, improved signage, and departmental waste assessments have greatly improved waste sorting.
- **Real Food Challenge** – This joint student/Dining Services/OS project created the goal of 20% local foods by the end of 2012 through connection with local farmers, seasonal menus, and student education. Purchases for October and November of 2011 equaled 19% local foods.
- **Campus Sustainability Planning Studio (CSPS)** – The CSPS has created over 30 proposals for Western and the surrounding community dealing with energy efficiency, waste reduction, conservation education, local foods, and more. These projects have formed the basis for many campus initiatives.
- **NWHESC** – Founded by the OS, the NWHESC brings together five regional colleges to share resources, create joint goals, and link the campuses for the common goal of regional sustainability.
- **Sustainability Tracking and Rating System (STARS)** – The OS provides research on Western sustainability metrics for this national campus sustainability performance rating system. STARS allows Western to identify both achievements as well as areas needing improvement relative to peers and other institutions across the U.S.

## NEXT STEPS

The next phase of *Western Sustainability* includes creation of a comprehensive Campus Sustainability Plan, enhanced metrics and goal setting for areas beyond CO2 emissions, and increased connection with regional campuses for attainment of sustainability goals.

## SUSTAINABILITY INDICATORS SUMMARY

	BASE YEAR	PERFORMANCE YEAR	DELTA	TREND*
<b>CAMPUS</b>				
Gross eCO <sub>2</sub> Emissions (MT eCO <sub>2</sub> )	2005: 37,084	2011: 41,057	+10% eCO <sub>2</sub> emissions	
Net eCO <sub>2</sub> Emissions (MT eCO <sub>2</sub> )	2007: 26,977	2011: 1,885	-93% eCO <sub>2</sub> emissions	
eCO <sub>2</sub> Goal per WWU CAP (MT eCO <sub>2</sub> )	2011 Goal: 31,744	2011 Performance: 41,057	+23% eCO <sub>2</sub> emissions	
eCO <sub>2</sub> per FTE Student (MT eCO <sub>2</sub> )	2007: 3.34	2011: 2.89	-15% eCO <sub>2</sub> emissions	
eCO <sub>2</sub> per Building Sq. Ft. (MT eCO <sub>2</sub> )	2007: 13.1	2011: 11.8	-10% eCO <sub>2</sub> emissions	
Electrical Use per FTE Student (kWh/FTE)	2007: 2,957	2011: 2,759	-7% kWh/FTE	
Electrical Use per Building Sq. Ft. (kWh/Sq.Ft.)	2007: 12.00	2011: 11.23	-6% kWh/FTE	
Natural Gas per FTE Student (Therms/FTE)	2007: 189.6	2011: 182.5	-4% Therms/FTE	
Natural Gas per Building Sq. Ft. (Therms/Sq.Ft.)	2007: 0.77	2011: 0.74	-4% Therms/Sq.Ft.	
All Campus Energy Use per FTE Student (MMBTU/FTE)	2007: 28.6	2011: 27.0	-4% MMBTU/FTE	
All Campus Energy Use per Building Sq. Ft. (MMBTU/Sq.Ft.)	2007: 0.116	2011: 0.110	-5% MMBTU/Sq.Ft.	
Total Sq.Ft. LEED Certified or Higher	TBD	TBD	TBD	TBD
Water Consumption (gallons/FTE)	TBD	TBD	TBD	TBD
Compostable/Recyclable Items in Waste Stream	N/A	2011: 85%		
% student reporting non-SOV taken 3 or more times per week	2008: 88%	2010: 76%	-13% non-SOV	
% employees reporting non-SOV trips taken during survey week	2007: 45%	2009: 46%	-1% non-SOV	
WWU Boardings on WTA Buses	2009: 2,965,074	2010: 2,840,809	-4% boardings	
Reams 100% Recycled Paper Purchased	TBD	TBD	TBD	TBD
10x12 Program Stats	TBD	TBD	TBD	TBD
<b>CULTURE</b>				
Go For the Green Electricity Use Reductions	2008: 13%	2011: 22%	TBD	TBD
Go For the Green Resident Signatures on Heat and Waste Reduction Pledges	2008: 15%	2011: 50%	TBD	TBD
<b>CURRICULUM</b>				
"Sustainability-Focused" Degree Offerings	N/A	2011: 6	-	-
Sustainability-Focused Classes	N/A	2011: 20	-	-
Sustainability-Related Classes	N/A	2011: 900	-	-
Total Sustainability-Related Research Grants (in % of total WWU grants)	N/A	2011: 36%	-	-





## Capital Program Report

Board of Trustees

February 10, 2012

### **MAJOR/INTERMEDIATE CAPITAL PROJECTS**

- **Carver Academic Renovation**

The University has contracted with LMN Architects of Seattle, Washington to design the renovation of the Carver Academic Facility. The LMN Architects consultant team, along with Western representatives, is currently in the process of verifying the information supplied in the 2008 Predesign. They are also in the process of 3-D digitally measuring the building to assist in developing the design documents.

A request for proposals (RFP) from General Contractor/Construction Manager (GC/CM) firms was published on December 16, 2011. Nine proposals were received on January 11, 2012. The review committee shortlisted four firms and will interview them on February 2, 2012. A RFP will be sent to those firms considered most qualified following the interviews. Those firms will submit bids for the GC/CM fee and bid general conditions. The firm receiving the highest score from the RFP, interview and bid will be the successful firm and will then enter into a preconstruction services contract for the project. The preconstruction services contract includes assistance during the design phase with such things as development of construction sequencing within an occupied facility, value engineering, constructability review, cost estimating, and building investigations to understand all of the existing building systems.

Construction is planned to start in late 2013 or early 2014 and be completed spring of 2016, but is dependent upon state funding.

- **Fraser Hall Renovation**

The University contracted with Mahlum Architects of Seattle, Washington to design the renovation of Fraser Hall. The renovation will upgrade Fraser Hall to address building issues such as HVAC and building envelope, access and code issues within the current building by adding elevator access to all levels and constructing accessible restroom facilities. Programmatic needs will be addressed, such as replacement of fixed seating and the addition of technology to support learning modalities.

Programming and design has begun with construction documents scheduled to be completed and ready for bidding by late summer 2012. Construction is scheduled to begin spring of 2013 with final completion by winter quarter 2014.

- **Classroom and Lab Upgrades**

The University contracted with RMC Architects of Bellingham, Washington to design classroom and lab upgrades in multiple buildings. Work includes: hazardous materials abatement; new lecture podium systems with computer, video and projection equipment; projection screen; whiteboards; modifications to doors, walls and ceilings; new flooring, ceilings and acoustical wall treatments; modifications to mechanical and electrical systems; and updated furnishings in some rooms.

RMC Architects is scheduled to complete design by mid-February 2012. Western will solicit bids from general contractors in March 2012. The construction contract will be brought to the April 2012 Board of Trustees meeting for approval. Construction will start in June 2012 following spring Commencement. Work will occur in one or two phases: summer of 2012 and possibly fall of 2012. All work during the summer is scheduled to be complete by the start of Fall Quarter 2012. All work during fall is scheduled to be complete by Winter Quarter 2013.

## **2013-15 CAPITAL PLANNING PROCESS**

As mentioned in the December 2011 Board of Trustees Capital Program Report, having gathered initial input from the University Planning and Resources Council (a subcommittee of the Faculty Senate), and the campus community, the Vice Presidents are currently working on their recommendations to the President for the 2013-2023 Ten Year Capital Plan. The draft plan will be presented to the Board of Trustees at their April 2012 meeting with action anticipated in June 2012.

Additionally, minor capital requests (projects from \$25,000 to \$2,000,000) have been solicited from the campus, prioritized by their respective divisions and are currently under review for inclusion in the 2013-2015 Capital Budget Request.

For more information about the major projects, the Capital Program, and the Capital Planning Process, visit the Office of Facilities Development and Capital Budget website: <http://www.wvu.edu/wwuarchitect/>.

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

**TO:** Members of the Board of Trustees

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

**DATE:** February 10, 2012

**SUBJECT:** Development Report

**PURPOSE:** Information Item

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**Purpose of Submittal:**

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

**Supporting Information:**

Report attached

## **OFFICE OF DEVELOPMENT**

Campaign priorities for the upcoming quarter include visiting with each member of the Foundation Board to discuss campaign commitments as well as board positions for the coming years. Campaign leadership structure decisions are in progress with anticipated outcomes by end of May.

Four new staff have joined the University Advancement team. Tom Jones came on board as the Finance Officer, and Mary Ann Armstrong has assumed the duties of the Fiscal Technician to support accounting operations. Loni Samborski is the new assistant to Vice President Bowers. Additionally, Joseph Hunter recently accepted our offer to become Senior Director of Development and Leadership Gifts; he is expected to join our team in mid-March.

Kimberly Harris, President and CEO of Puget Sound Energy, will be the speaker at the 15<sup>th</sup> Annual Seattle Business Forum. Staff are working together to secure a date.

The Clean Energy Launch Board members have created a resource development committee and have committed to raising the private dollars needed for the minor and major in Clean Energy.

### **Gifts of Note**

A gift of \$25,000 from Ingersoll Rand to support the development of the new Clean Energy program.

A gift of \$51,000 from Frank and Mary King for their on-going support of scholarships for student-athletes and the Wade King Recreation Center.

\$25,000 from the Mark and Blanche Harrington Foundation to support men's soccer and the Accounting program.

A gift of \$20,000 from Costco to provide scholarships for students participating in the Western Leadership Scholars program.

A gift of \$10,000 from the St. Luke's Foundation to support the Whatcom Medical Society Scholarship.

A gift of \$10,000 from Moss Adams which is matching gifts made by Moss Adams employees to support a program endowment for the Accounting Department.

### **Upcoming Events**

February 22 – Bellingham-area welcome event for Woodring Dean Francisco Rios

February 29 – Bellingham-area scholarship lunch

March 7 – Bellingham-area scholarship lunch

March 22 – Foundation Board meeting

May 19 – 3<sup>rd</sup> Annual Gathering of Advocates

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

**TO:** Members of the Board of Trustees

**FROM:** President Bruce Shepard by Vice President Eileen Coughlin

**DATE:** February 10, 2012

**SUBJECT:** Enrollment and Admissions Summary

**PURPOSE:** Information Item

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**Purpose of Submittal:**

To provide a general update on enrollment and admissions

**Supporting Information:**

**Winter quarter 2012 enrollment**

- Winter 2012 FTE is 12,689, up 0.3%. We have 14,313 students, down 0.3% from last year's headcount of 14,351.
- We are on target to have essentially the same enrollment as last academic year.
- Undergraduate enrollment is up 0.6% compared with last winter, and graduate enrollment is down 8.5% (539 compared with 589 in winter 2011). We had more new transfers this winter than last, and about the same as two years ago. The largest increase is among seniors – we have 189 more seniors this winter than last, an increase of 4.6%.
- 8.2% (1,114) of state-funded students are non-resident, up from 7.6% last winter.

**Fall 2012 Admissions Landscape**

For fall quarter 2012, the deadline for freshman applications was changed to January 31, as opposed to March 1 in prior years. This earlier deadline poses some challenges in terms of anticipating our overall application activity – we do not have an exact historical model upon which we can base our projections. The earlier date, as well as the fact it is simply a change from our past pattern, could result in a lack of predictability. Significant efforts have been implemented to sensitize our prospective students to the earlier deadline. We will be monitoring closely the activity to and through the deadline to determine appropriate strategies.

- Two targeted populations are showing gains in application activity: students of color and high achieving students. To date, underrepresented student

applications exceed last year's, and students whose Academic Index are in the highest ranges (80 – 100) exceed last year's levels to date as well. We have implemented specific initiatives to grow these important populations of new students over the last year, and application projections demonstrate a positive trend. It is important to note that while these applications are up, there is no guarantee that yield will follow the application trend. We will continue to strengthen relationships with these groups of applicants with various yield measures to build these students.

- Non-resident applications are running ahead of Fall 2011 to date, with notable increases from California, Oregon, Alaska, and Colorado; slight increases from Idaho, Arizona and Hawaii; and a slight decrease from Montana.
  - We anticipate enrolling 30 additional new nonresident undergraduates for Fall 2012 compared to Fall 2011.
  - We have implemented an improved nonresident tuition waiver strategy based on the report from Scannell & Kurz, Inc.
  
- Western welcomes the first cohort of Washington State College Bound Scholars for Fall 2012, with 581 applicants to date. As the Higher Education Coordinating Board continues to develop and improve its system of tracking the College Bound Scholars, the Office of Admissions has taken initiative to reach out to high school counselors, community-based organization advisors, and college access programs to identify and recruit College Bound Scholars. Admissions partnered with Washington College Access Now and Northwest Alliance for College Access for program support and grant funding of College Bound Scholars outreach initiatives.

**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 Coughlin

**DATE:** February 10, 2012

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

**PURPOSE:** Information Item

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**Purpose of Submittal:**

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

**Supporting Information:**

See attached.

**WESTERN WASHINGTON UNIVERSITY  
Enrollment and Student Services**

**Mid-Year Housing and Dining Report  
February 2012**

**EXECUTIVE SUMMARY ..... 3**

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*Staff gathers for Western Wear Wednesday photo.*



**WESTERN WASHINGTON UNIVERSITY**  
**Enrollment and Student Services**  
**Mid-Year Housing and Dining Report**  
**February 2012**

**EXECUTIVE SUMMARY**

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

**OCCUPANCY & DEMOGRAPHICS (Appendix I)**

- Fall opening occupancy was 4,029 which is expected to meet or exceed the Housing and Dining Fiscal Principle of 90% average annual occupancy. Occupancy was consistent with historical averages: 92% of new freshmen and 30% of new transfers resided in university housing, and 23% of residents were students of color.
- Fall-term attrition was 3.93%.

**HOUSING & DINING SYSTEM FINANCIALS (Appendix II)**

- The System is projected to be on budget for 2011-12 and to meet all the Guiding Fiscal Principles.
- Net operating revenues are up 13.4 % with operating expenses down 1.1%.
- System net revenues decreased by 41.6% driven by planned increases for non-operating and capital projects.

**RESIDENTIAL EDUCATION (Appendix III)**

- Residential students engaged in two facilitated discussions with their resident advisors. Participation was 96% for roommate relationships and 92% for academic success.
- Staff engaged in collaborations to support students at risk for financial difficulty.
- Students and staff engaged in activities to promote diverse and inclusive communities.
- Staff provided leadership in collaborative effort to develop the "Academic Care Team" to improve coordination of outreach and support for academically unsuccessful students.
- Two hundred and twenty-seven students were elected or appointed to hall leadership positions, up from 200 last year. Students of color hold 21% of the leadership positions.
- Most conduct activity was within a typical range.

**RESIDENTIAL FACILITIES**

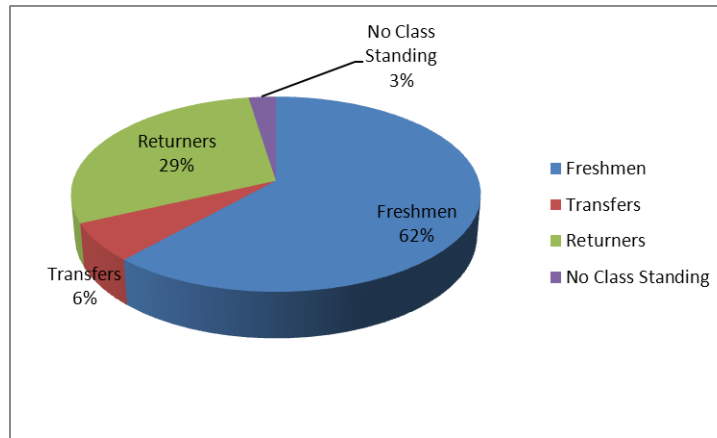
- Scheduled capital plan projects were completed, including phase one sprinklers installed in Ridgeway Beta.
- Buchanan Towers East construction was completed and opened for Fall 2011.
- Completed building improvements included new furnishings for student rooms in Buchanan Towers and Ridgeway Beta and replacement of subfloors in Edens Hall.

**UNIVERSITY DINING SERVICES (Appendix IV)**

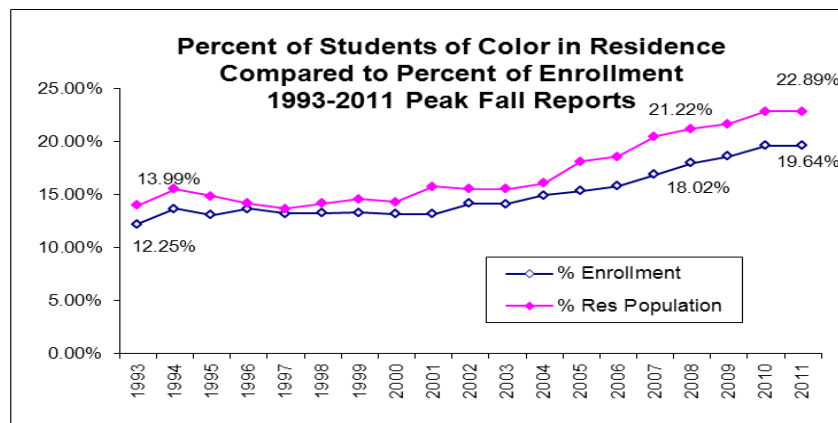
- Meal plan membership increased by 98, 2.4% over last fall quarter, driven by adding 100 new beds in Buchanan Towers East.
- \$4.5 million of renovations were completed between June and October, 2011. Platforms included Ridgeway Commons, Arntzen, Viking Union Market & Café, and The Haven.
- Real Food purchases exceeded the 20% goal for 2012. A sustainable lunch was served as part of Western's Sustainability Week.

## APPENDIX I: Occupancy and Demographics

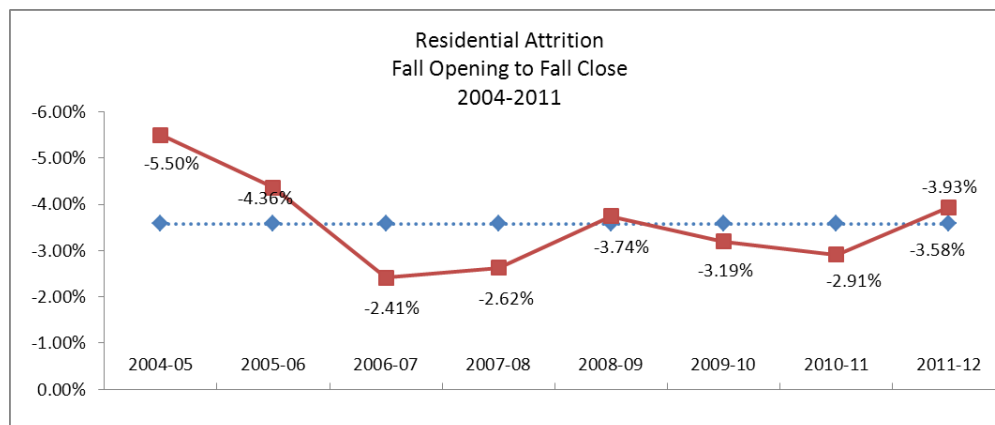
- The mix of students living on campus is consistent with the long-term historical trend.



- The percent of students of color in residence was steady at 22.89%, slightly higher than the percent enrolled.



- Attrition during fall quarter was 3.93%, slightly above the 2004-11 average of 3.58%.



## **APPENDIX II: Housing and Dining System Financials (through December 2011)**

### Summary

	<u>Change from Previous Year (Adjusted #'s)</u>	
+Revenues	<i>Up \$ 1,042,083</i>	<i>5.8% Increase</i>
<u>-Less Operating Expenses</u>	<i>Down \$ 107,674</i>	<i>1.1% Decrease</i>
=Net Operating Revenues	<i>Up \$ 1,149,757</i>	<i>13.4% Increase</i>
<u>-Less Non-Operating Expenses</u>	<i>Up \$ 2,566,278</i>	<i>49.6% Increase</i>
=System Net Revenues	<i>Down \$ 1,416,521</i>	<i>41.6% Decrease</i>

### Year-to-Date Revenues

- Total System revenue to date (including student fees, conference and one-time revenues) was 5.8% greater than the prior year.
- Viking Union revenue increased \$51,347 or 3.2% due primarily to the increase in the building fee.
- Room and resident meal plan revenue through December 2011 was 4.8% higher than the prior year, driven by a 4.0% rate increase and a slight increase (four students or 0.09%) for the fall quarter average occupancy.
- Meal plan membership increased 2.4% over last fall while sales of off-campus meals decreased by 1.8%, both the result of adding 100 new beds in Buchanan Towers East and terminating the lease for 78 beds.

### Year-to-Date Operating Expenses

- Total system operating expenditures to date decreased by 1.1%.
- Salaries & benefits costs were 1.4% higher.
- Food costs are 2.8% higher primarily from the increase in meal participation.
- Total utility expenditures increased 15.6% due to a temporary change in the method of recording gas costs, and an increase in the City of Bellingham storm water fee.
- Rentals and leases decreased 80% due to ending the apartment leases.

### Net Operating Revenues

- Year-to-date net operating revenues are 13.4% higher than last year. Net operating revenues for the full fiscal year are projected to be at budgeted levels.

### Non-Operating Expenses

- Year-to-date non-operating expenses increased by 49.6% due to planned expenses for renovations and major repairs. The larger projects included Phase One Ridgeway Beta Sprinklers and phase one installation of wireless access.
- Debt service payments were comparable to the prior year.

## **APPENDIX III: Residential Education**

### Student/Resident Advisor (RA) Dialogues

- 96% of new residents participated in roommate dialogues facilitated by RAs; they shared who they are, what their past living situations were like, and their preferred communication styles, forming the basis for a roommate agreement.
- 92% of all residents participated in an individual conversation with their RA about why they chose to go to college, how they define academic success, and if their current academic performance is congruent.

### Collaborations

- Financial Aid Services provided follow-up to 30 residential students who had their aid suspended and no petition to restore.
- Academic advisors and resident directors will meet in January with 450 residential students who struggled fall term (GPA below 2.0 and/or dropped more than 5 credits).
- [Office of Sustainability](#), 40% of organic waste is being composted by Birnam Wood students. Compost picked up by the Associated Students Recycle Center and delivered to Green Earth Technologies, a compost plant in Lynden, WA.
- The Academic Care Team is comprised of representatives from several university departments who come together to examine student circumstances and academic issues needing collaborative input and action in order to respond to the academic needs of students in departmental initiatives.

### Diverse and Inclusive Communities

- Sponsored 72 residential students to attend the Ethnic Student Center conference, up significantly from 42 last year.
- Collaborated with Admissions and Woodring to sponsor the [Migrant Youth Leadership Conference](#).



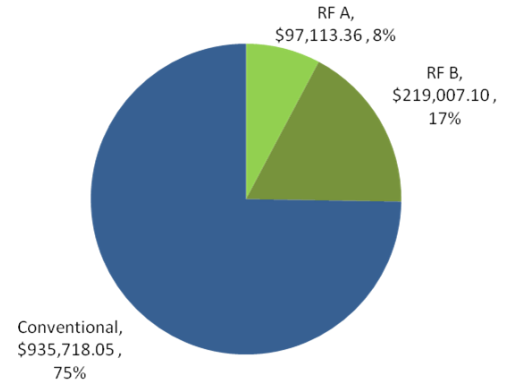
### Conduct

- Alcohol violations during fall term decreased from 200 to 177 and drug violations (mostly marijuana) increased from 45 to 97. Students are sent to ADCAS for a first-time violation and few students (about 40) have a second violation.
- Residence hall staff and hall councils provided “late night programming” every weekend in an effort to reduce behaviors involving alcohol and other drugs.
- 127 copyright violation allegations involving 88 residents were reported compared to 247 last fall.

## **APPENDIX IV: University Dining Services**

### Real Food Challenge

The “Real Food Challenge” is the campus standard measure for sustainable food purchases with the goal to achieve a total of 20% [Real Food A & B](#) purchases by the end of 2012. Real Food purchases represented 25% of \$1,251,839 food purchased in the residential and retail dining as measured during the months of October and November.



### Sustainable Lunch

2,050 lunches were served in residential dining on October 26, 2011 as part of Western’s Sustainability Week. It was the largest single-day purchase for sustainable food, including 1,000 lbs. of fresh produce, 300 lbs. of Wild Coho filets, and 250 lbs. of Draper Valley Chicken.

**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 10, 2012

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

**PURPOSE:** Informational Item

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**Purpose of Submittal:**

Information from the Office of Research and Sponsored Programs concerning grant awards for the period October 1, 2011 – December 31, 2011 and fiscal year 2011/12.

**Supporting Information:**

- Grant awards/totals for the period 10/1/10 – 12/31/11
- Grant awards for the fiscal year 2011/12

**Grant Awards for the Period October 1, 2011 – December 31, 2011**

The total amount of grants and contracts received this period was \$1,344,767. This includes both new awards and additions to existing awards.

<b>Department</b>	<b>Award Total</b>	<b># New Awards</b>	<b># Additions</b>
Campus Compact	1,197,096	2	2
Center for Economic Vitality	50,000	1	
Chemistry	9,970		1
Engineering Technology	15,312		1
Geology	10,000	1	
Huxley	10,765	1	1
Science, Math, Tech Education	41,622		1
Shannon Point Marine Center	5,330	1	
Woodring College of Education	4,672		3
<b>Total</b>	<b>\$1,344,767</b>	<b>6</b>	<b>9</b>

SUBJECT: YTD Grant Awards

<b>Department</b>	<b>7/1/11- 9/30/2011</b>	<b>10/1/11- 12/31/2011</b>	<b>1/1/12- 3/31/2012</b>	<b>4/1/12- 6/30/2012</b>	<b>Fiscal Year 2011-12</b>
Anthropology	133,688				
Biology	57,566				
Business & Economics	56,000				
Campus Compact	685,000	1,197,096			
Canadian/American Studies	16,857				
Center for Economic Vitality	180,000	50,000			
Chemistry	207,000	9,970			
Critical Juncture Institute	4,500				
Engineering Technology		15,312			
English	121,934				
Geology		10,000			
History	164,914				
Huxley	141,212	10,765			
Mathematics	160,178				
Science, Math & Tech Education	497,152	41,622			
Shannon Point Marine Center	279,506	5,330			
Woodring College of Education	1,707,082	4,672			
	\$	\$	\$	\$	\$
Total	4,412,589	1,344,767	-	-	5,757,356







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

**TO:** Members of the Board of Trustees

**FROM:** President Bruce Shepard by Steve Swan, V.P. for University Relations

**DATE:** February 10, 2012

**SUBJECT:** **University Relations Report**

**PURPOSE:** Information Item

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**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 legislature wrapped up the 30 day December Special Session on December 15th and passed a budget that reduced the State operating budget by about \$400 M.

The remainder of the budget deficit, approximately \$1.4B is the main focus of the regular Supplemental Legislative Session that began on January 9<sup>th</sup>.

The sixty day session has the challenge of passing a balanced budget and the challenge of trying to put together a revenue package to buy back some of the cuts.

The Governor's budget proposal was released in December and includes cuts to higher education of approximately 17% or \$160 M for higher education. The Governor included a revenue proposal that would buy back the cuts proposed for higher education. The revenue proposal would need a 2/3 vote of the legislature to pass and if they are only able to get a simple majority the proposal would need to be voted on by the people in an election sometime this Spring. Western is working closely to add WWU students to a Governor's proposal to add more engineering graduates.

The Legislature is considering policy bills affecting Western and Higher Education including a bill that would put in place the successor to the HECB, a bill that exempts higher education from certain competitive contracting requirements for goods and services and personal service contracts and extending equipment maintenance services contracts, a bill dealing with capital reforms for higher education including exception to the predesign review and increasing limits on minor works projects, and a bill eliminating duplicative reporting in higher education. We are also dealing with bills to do with funding State Work Study, Student Auditing Committee, Student Governance changes, accountability and performance bills, retirement bills and an open courseware bill.

President Shepherd and Steve Swan have been in Olympia for many meetings with legislators and are scheduled for additional days in Olympia in the upcoming weeks.

We also had Trustees Madsen and Munro spend a day in Olympia with other Trustees and Regents from the 2 year and 4 year institutions meeting with legislators.

We continue to work closely with faculty and students to best represent WWU during this challenging session.

Federal Relations

For the second consecutive year President Bruce Shepard and Vice-President Steve Swan will be partnering with the leaders of Western's Associated Students in meetings on Capitol Hill in Washington, D.C. The student delegation will be led by AS President Anna Ellermeier and VP Iris Maute-Gibson. This year's trip is scheduled to take place the week of April 16-20. It will include visits with both of Washington's U.S. Senators and with Congressman Rick Larsen and other members of the state's congressional delegation.

As all are aware the state has been awarded an additional congressional district, an action which led to the creation of new boundaries for each of the existing congressional districts. Western Washington University will continue to be located in the 2<sup>nd</sup>

Congressional District which is represented by Congressman Rick Larsen. In the new redistricting, the northern boundary of the 2<sup>nd</sup> District is located just north of the Western campus boundary.

## UNIVERSITY RELATIONS

### Waterfront Development

Regularly scheduled meetings are now being held between Western and the Port of Bellingham regarding possible expansion of the Western campus to the Bellingham waterfront. The meetings are focused on infrastructure development timelines and Western's process for planning. WWU is currently engaged in discussions with its higher education partners (Bellingham Technical College, Northwest Indian College and Whatcom Community College) about their programmatic interests in a Community Learning Center.

Additional activity is taking place at the former Georgia Pacific paper mill site as demolition of a number of buildings is now taking place. Work is also taking place at the southern tip of the property where park green space is being developed.

## OFFICE OF UNIVERSITY COMMUNICATIONS

Our skilled professionals worked hard on a wide range of online, print, social media, video and graphic design communications and marketing, which included:

- A recent **Window magazine** cover story won a **Silver Award for feature writing** in the regional [CASE](#) (national education association) contest. The winning story, "[Before They're Gone,](#)" chronicles Huxley alum Eric Dinerstien's efforts with World Wildlife Fund to save the habitat of the wild tiger. The Spring 2011 story in the magazine edited by Mary Gallagher was judged to be among the best feature stories in college and university publications in the region including Washington, Oregon, Idaho, Montana, Alaska, British Columbia, Alberta, Manitoba and Saskatchewan.
- Three staff members who are halfway through **video training** from Northwest Film School. The purpose of the training is for staff to learn skills necessary to create high-quality video projects for the WWU website, Western Today, WWU YouTube site and any other appropriate venues.
- Matthew Anderson is working with the Office of Admissions to redesign **Western's YouTube site**, both in look and in content, to better appeal to prospective students while remaining attractive to other audiences, as well. He also is adding to our [social media guidelines and best practices](#). The office continues monitoring content on the social media forum, [Viking Village](#); the student coordinator is finalizing site guidelines.
- Successfully placing **stories in media** that enhance Western's reputation, including stories on a project by Engineering Technology faculty member Nicole Larson and her students on building houses in Haiti out of recycled plastic. King 5 TV did a story, which can be seen at: <http://www.king5.com/video/featured-videos/WWU-students-build-houses-for-Haiti-out-of-recycled-trash-138012383.html> The story also ran in the Bellingham Herald: [WWU students working to help Haitians use plastic trash to make new homes](#) The Herald, KIRO

- and KGMI radio and other media also ran stories that [WWU ranks in Kiplinger magazine's top 100 best value universities](#)
- Final preparation supervised by John Thompson for the printing and dissemination of the **university Style Guide**, a comprehensive how-to document to assist university offices.
  - Completion of **graphic design projects** by Chris Baker and Derek Bryson with many campus offices, including completing the UUW University Calendar, creating website pages for a mentoring website, Athletics, University Residences, Admissions, colleges, and academic departments.
  - Booking **faculty speakers** by Pam Smith through [Western's Speakers Bureau](#).

## **DATE FOR NEXT REGULAR MEETING**

- **April 12, 13, 2012**

# ADJOURNMENT



## **MANUFACTURING AND SUPPLY CHAIN MANAGEMENT PROGRAM**

Western's Manufacturing and Supply Chain Management Program is designed in partnership with industry, taught by accomplished faculty, and continuously reviewed for content relevance by its advisory board. The curriculum for a B.S. degree in Manufacturing and Supply Chain Management prepares students with the tools and understanding to be productive contributors and future leaders in the global manufacturing industry.

### **Presenters:**

Matthew Christian

Interned at Dextra Building Products, Guangzhou

Graduation Date June 2012

Currently working part time at Heath Tecna, future employer is unknown

Sarah Bowling

Interned at Nordstrom

Graduation Date June 2012

No future employer yet, but I will be interning with Boeing in the upcoming summer

Henry Cheung

Interned at The Everett Clinic

Graduation Date June 2012

Future employer not known

William Weisdepp

Interned at The Boeing Company

Graduation Date March 2012

Future employer: The Boeing Company

Steve Ross

Professor and Chair

Department of Decision Sciences

at WWU since September, 1989