

**WESTERN WASHINGTON UNIVERSITY
BOARD OF TRUSTEES
AGENDA**

THURSDAY, April 3, 2014

Location: OM 340

Time: 3:00 p.m.

1. CALL TO ORDER

3:00 – 3:05

2. GRADUATE PROGRAMS

3:05 – 3:50

Presentation: Brent Carbajal, Provost and Vice President for Academic Affairs
Kathy Kitto, Dean, Graduate School & Vice Provost for Research &
Sponsored Programs
Kristi Lemm, Graduate Council Representative

3. 2015 -17 DECISION PACKAGE PROPOSALS

3:50 – 4:35

Presentation: Richard Van Den Hul, Vice President for Business and Financial Affairs
Linda Teater, Director, Budget Office

**4. EXECUTIVE SESSION MAY BE HELD TO DISCUSS PERSONNEL, REAL ESTATE AND
LEGAL ISSUES AS AUTHORIZED IN RCW 42.30.110.**

4:35 – 5:00

1. CALL TO ORDER

WESTERN WASHINGTON UNIVERSITY ITEM SUBMITTED TO THE BOARD OF TRUSTEES

TO: Members of the Board of Trustees

FROM: President Bruce Shepard by Provost Brent Carbajal

DATE: April 3, 2014

SUBJECT: Graduate Programs
Brent Carbajal, Provost and Vice President for Academic Affairs
Kathleen Kitto, Vice Provost for Research/Dean, Graduate School
Kristi Lemm, Chair, Graduate Council

PURPOSE: Presentation and Discussion Item

Purpose of Submittal:

The graduate programs at Western Washington University are well aligned with Western's mission, vision, and strategic goals and contribute significantly to each of Western's five strategic goals. The mission of the Graduate School itself is to advance, promote, and serve graduate faculty, students and programs through advocacy, leadership, and oversight. Consistent with WWU's mission, eight types of graduate degrees are offered: Master of Arts, Master of Science, Master of Education, Master of Business Administration, Master of Music, Master of Professional Accounting, Master in Teaching, and Master of Fine Arts (new, Fall 2013). Five objectives guide our diverse set of graduate programs at Western: preparing qualified professionals to be certified for professional associations; preparing highly-qualified teachers; providing postgraduate education and training in disciplines by emphasizing research methods and skills for completing an independent research project; preparing students to enter PhD programs or other advanced study; and providing advanced training for practicing professionals. Several of our degree offerings are also accredited by external agencies. Graduate programs that result in educator certification are accredited by the National Council for the Accreditation of Teacher Education (NCATE). The College of Business and Economics is accredited by the Association to Advance Collegiate Schools of Business (AACBS) at both the graduate and undergraduate levels. The Department of Communication Sciences and Disorders is accredited by the American Speech-Language- Hearing Association's Council on Academic Accreditation in Audiology and Speech-Language Pathology (ASHA) and by NCATE. The mental health and school counseling programs are accredited by Council for Accreditation of Counseling and Related Educational Programs (CACREP). The Rehabilitation Counseling program is accredited by the Council on Rehabilitation Education (CORE). The University is a member of the Council of Graduate Schools (CGS) and adheres to the general policies and criteria established by this national association. Western offered its first entirely distance learning masters' degree in Continuing and College Education starting last academic year. During budget reductions, five low enrollment masters programs or options were either closed or placed in moratorium (meaning no new students are admitted). The Master in Professional Accounting was revitalized this academic year and a new MFA was successfully launched.

Currently, there are 670 active graduate students, while there are an additional 268 “dormant” graduate students. Active is the term used for graduate students actively enrolled in the current quarter. Dormant is the term for students pursuing a graduate degree, but are not actively enrolled in the current quarter. Graduate students contribute significantly to instruction and mentoring of our undergraduates. This year there will be about 240 different graduate students serving as Teaching Assistants (TA’s). This equates to roughly 180 TA positions or about 90 FTE’s, with about 60% being funded from the graduate school and 40% by the colleges. Another 60+ graduate students are currently working as research assistants. Since July 2012, graduate students are no longer eligible for federally subsidized student loans. About two-thirds of the graduate enrollment is within two colleges (40% within Woodring College of Education; 27% within the College of Humanities and Social Sciences). The remaining third is fairly evenly divided among the College of Business and Economics, the College of Sciences and Technology, and the Huxley College of the Environment. There is also a small program within the College of Fine and Performing Arts.

This academic year the Graduate School is conducting an appraisal for each of our graduate programs. According to the Council of Graduate Schools, “an appraisal provides] critical information about the size and stability of the program, its future faculty resources and student market, its equipment and space needs, its strengths and weaknesses, and its contribution to the mission of the institution. It helps set goals and directions for the future and ensures that overall academic planning and budget decisions are based on real information and agreed-upon priorities, not vague impressions or theoretical schemes.” Completing the appraisal is the first step in a process designed to help the Graduate Council create guidelines for future strategic investment in graduate education at Western. The Graduate Council will thoroughly review the information provided during the summer and fall of 2014, and this review will be incorporated into discussions timed with the next University budget cycle.

Graduate Education at Western



Kathleen Kitto, Dean of the Graduate School
Kristi Lemm, Chair of the Graduate Council

This document was presented at the Board of Trustees meeting and has been added to the meeting packet after the presentation.

Mission:

Graduate School and Graduate Council

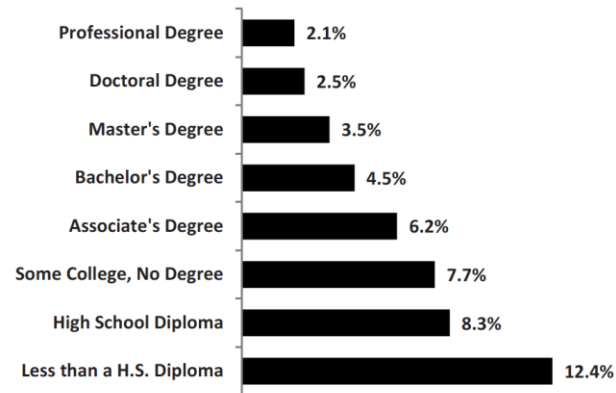
Advance, promote, and serve graduate faculty, students and programs through advocacy, leadership, and oversight

Shared governance – essential!



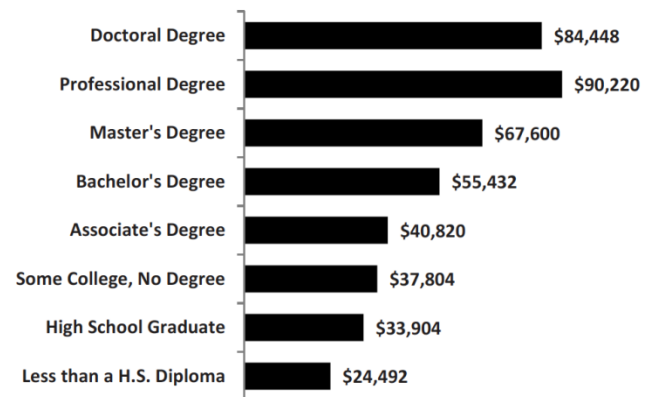
Why the Master's Degree?

Unemployment by Educational Attainment in 2012



Source: Bureau of Labor Statistics, *Current Population Survey* (2012 data), < http://www.bls.gov/emp/ep_table_001.htm >

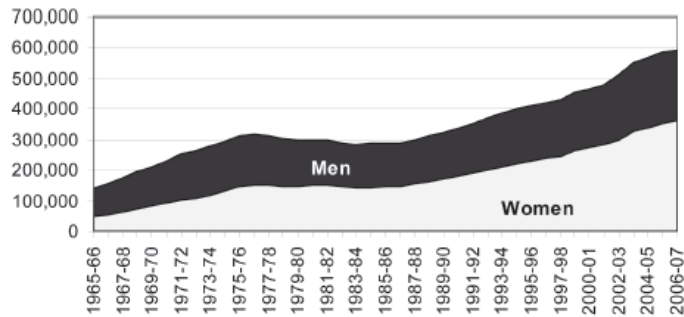
Median Annual Earnings in 2012



Source: Bureau of Labor Statistics, *Current Population Survey* (2012 data)

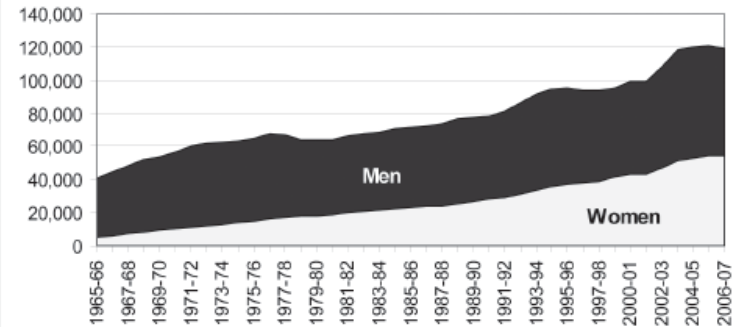
New Pathways & Opportunities

Figure 1. Master's Degrees Awarded in the U.S. by Gender, 1965-66 to 2006-07



Note: Data for 1998-99 were not available.
Source: National Science Foundation, 2010

Figure 2. Master's Degrees Awarded in STEM Fields in the U.S. by Gender, 1965-66 to 2006-07



Note: Data for 1998-99 were not available.
Source: National Science Foundation, 2010

Size and Scope



- 670 Active Students
- 278 “Dormant” Students
- 36 Programs
- 8 Types of Degrees
 - Master of Arts
 - Master of Science
 - Master of Education
 - Master in Teaching
 - Master of Business Administration
 - Master of Professional Accounting
 - Master of Music
 - Master of Fine Arts

Graduate Program Characteristics

- Highly Selective – Many Applications
 - Speech Language Pathology (181 apps for 22 slots)
 - Mental Health Counseling (48 apps for 6 slots)
 - Geology (45 apps for 6 slots)
- Unique to the Region
 - Marine and Estuarine Science Program, Environmental Science, Environmental Education (option with the North Cascades Institute), Master of Fine Arts (multi-genre and hybrid writing)

Graduate Program Characteristics

- Low Terms to Degree (6-8 quarters)
 - School Counseling
 - Creative Writing, English Studies
 - Environmental Education
 - MBA
 - Mathematics
 - Master in Teaching
 - Speech Language Pathology
- Proven Outcomes
 - Speech Language Pathology – 95% - 100% Placement, 100% Pass Rate on Praxis Standard Exam

Meeting the Needs of the State

- Master of Business Administration and Master in Teaching - Everett
- Educational Administration – Olympic Peninsula, Tacoma
- College and Continuing Education – 100% on-Line
- Certificates – Principals, Superintendents
- School Counselor, Mental Health Counseling, Rehabilitation Counseling, Literacy, Sport Psychology, Experimental Psychology, Mathematics, Biology, Chemistry, Computer Science, Geology

Types of Projects

- Redevelopment
- Program Appraisals
- Graduate Student Success
 - Active and Dormant Students
 - Time-to-Degree
 - Thesis Writing
 - Professional Development
 - Rapid Response, Enhanced Processes
 - Sense of Place
- Thriving Graduate Programs and Students



Recent Major Curriculum Redevelopment

- **Master of Professional Accounting**
Offers students the opportunity to earn a master's degree in accounting while meeting the 5th year educational requirement to become a Certified Public Accountant.
- **Master of Fine Arts**
WWU now provides terminal degree for Creative Writing program





Master of Professional Accounting

Western's Master of Professional Accounting program (MPAcc) is a selective program that builds on the strength and diversity of our accounting courses while maintaining our focus on small classes and accessible faculty.

If you are a qualified junior, you should consider our 3+2 Integrated option, through which you can begin your graduate studies a year earlier than most.

Frequently asked questions: [MPAcc FAQ](#) 

- Why MPAcc?
- 3+2 Integrated
- 4+1 Traditional
- Admission Requirements

The 3+2 Integrated MPAcc is designed for outstanding junior-level students. Successful applicants receive both conditional admission to the MPAcc at the end of their junior year and permission to take a limited number of graduate level courses during their senior year that count toward both their undergraduate and graduate degrees. A 3+2 MPAcc student's program would look something like the following, and a student could receive the MPAcc with as few as 36 credits beyond a bachelor's degree.

Important Note: To qualify for CPA exam eligibility, a student must have completed a minimum of 225 total quarter credits.

The **RED BLOCKS** are undergraduate courses. GREEN BLOCKS are graduate courses.

Fourth Year Courses

ACCT 461 ACCT 470	Colloquium FWS MPAC Course MPAC Course	Remaining Undergrad Requirements
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Fifth Year Courses

Colloquium FWS MPAC Course MPAC Course MPAC Course	Supporting Field Supporting Field Supporting Field	One Additional Course Under Advisement	Capstone + Comprehensive Exam 5
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Making Waves: THE CREATIVE WRITING MFA

Western Washington University



TOP TEN REASONS TO EARN AN MFA IN CREATIVE WRITING FROM WESTERN WASHINGTON UNIVERSITY

1. **A multi-genre focus:** We support you in developing your writing in at least two genres, as well as cross-genre work and hybrid forms.
2. **You'll study with award-winning graduate faculty** dedicated to teaching, scholarship, and creative work.
3. **We offer exciting seminars in creative writing,** literature, film, pedagogy, and cultural studies.
4. **You'll have a close working relationship with faculty** on your customized advisory committees.
5. **We offer paid Graduate Assistantship positions,** where you are trained to teach first-year composition, or can assist faculty with their research.
6. **Our alumni go on to receive critical acclaim in their work,** including a Lambda Literary Award winner and a best-selling novelist. Many students proceed to PhD programs at prestigious research and teaching universities.
7. **We foster close community with your peers.** As members of a cohort, you develop strong bonds as you move through your two-year program together.
8. **You gain editing experience by working on the award-winning literary journal Bellingham Review.**
9. **You'll live in a beautiful place,** with Mt. Baker to the east, the San Juan Islands to the west, Vancouver to the north, and Seattle to the south.
10. **You'll enjoy Bellingham, the "city of subdued excitement,"** a small town that has excellent film, theater, music, restaurants, lakes, and hiking trails.



www.bireview.org

"Literature of Palpable Quality"

The Arnie Dillard Award in Creative Nonfiction
The Tobias Wolff Award in Fiction
The 48th Parallel Poetry Award

Deadline: March 15, 2014

\$1000 prize and publication.



Left to right, top to bottom:

BRENDA MILLER
Director of Graduate Studies
Creative Nonfiction and Hybrid Poems

SUZANNE PAOLA
Creative Nonfiction, Poetry, and Hybrid Poems

OLIVER DE LA PAZ
Poetry and Hybrid Poems

BRUCE BEASLEY
Poetry and Slam Poetry

CAROL GUESS
Fiction, Creative Nonfiction, Poetry and Hybrid Poems

KATHRYN TRUEBLOOD
Fiction and Editing & Publishing

KELLY MAGEE
Fiction, Creative Nonfiction, and Hybrid Poems

KRISTIANA KAHAKAUWILA
Fiction and Creative Nonfiction

UNDERGRADUATE BA IN ENGLISH WITH AN EMPHASIS IN CREATIVE WRITING

Courses include Editing and Publishing, Slam Poetry, Lyric Essay, and Non-traditional Forms. Opportunities with our undergraduate literary arts journal, Jeopardy, now celebrating its 50th year.



Graduate Program, Department of English
360-650-3232 | MS 9055 | Bellingham, WA | Application Deadline: January 15
Visit the WUEnglish Department Website for more information.

Recruiting



Program Appraisals



- Different from Program Reviews
- Strategic Focus
- Where have you been? Where are you now?
Where are you going?
- Future uses for appraisals

Timeline for Appraisals

- Due End of Spring Quarter 2014
- Review Begins in Summer 2014
- Graduate Council Review in Fall 2014
- Graduate Council Recommendations Winter 2015



Components of the Appraisals

- Program Overview
- Student Recruitment, Enrollment, Retention
- Student and Alumni Success
- Faculty Engagement in Graduate Programs
- External Reviews
- Resources
- TA Positions
- Conclusion/Summary

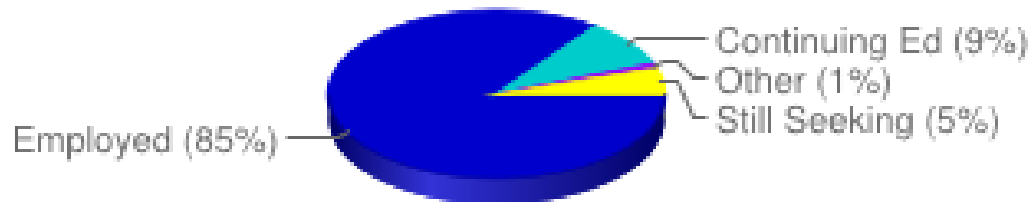


Teaching Assistants

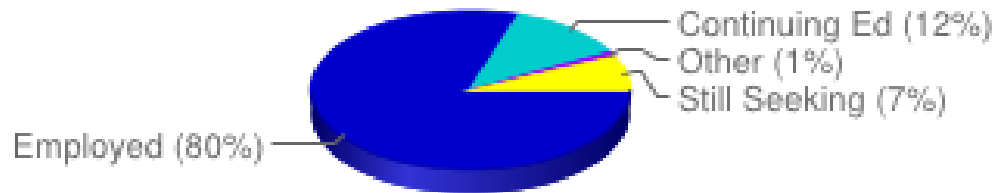
- 240 Different Students this AY
- ~ 180 TA Positions = 90 FTEs
- Teach Sections – Faculty Supervision
 - English 101
 - Lower Division Mathematics
- Lead Discussion Sections in Large GURS
- Supervision and Lab Instruction in Science
- Grade Homework and Tests

Alumni

- Master's Degree Graduates (2011-2012)



- Bachelor's Degree Graduates (2011-2012)



- Master's Degree Starting Salaries:

- Highest in Computer Science, MBA, and Speech Language Pathology

Alumni

- **Kristopher Rhoades, PhD**

Director, Neuropsychology and Rehabilitation Psychology, Director, Memory Wellness Clinic, Virginia Mason Medical Center



MAYOR'S OFFICE FOR SENIOR CITIZENS
COFFEE HOUR

Join us for a conversation with **Dr. Kristopher Rhoades**.

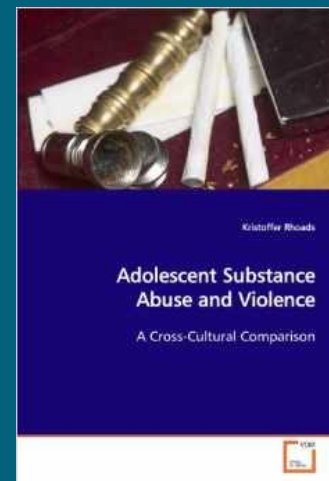
Learn more about neuropsychology and the testing that is available for suspected memory loss disorders.

Thursday, May 10
11 AM - noon

Boland NW Senior Center
5429 32nd NW, Seattle 98107

The Mayor's Office for Senior Citizens Coffee Hour brings community elders closer to City officials and explore a variety of topics of interest to older adults. They provide opportunities for seniors to learn about City programs and services and give officials an opportunity to hear from elders. Older adults receive ongoing age information about health, aging, legal and planning issues, and more. Refreshments are served. Coffee hours are held the 3rd Thursday of every month.


www.seattle.gov/seo
206.465.8500 | seniors@seattle.gov



Kristopher Rhoades

Adolescent Substance Abuse and Violence

A Cross-Cultural Comparison



Dr. Rhoades on his Mental Health Counseling Program

*“The emphasis on **cross-cultural** and **non-majority cultural** factors provided a critical framework to approach individuals and the field in a **divergent and inclusive way**”*

*The opportunity to **step outside** the confines of the traditional program requirements. ... I was encouraged to take additional courses in measurement, statistics and research methodology, ultimately taking a third year and completing a more complex thesis.*

*The connections my faculty members had with other universities and programs afforded an opportunity to **step forward through incredible numbers** of applicants for competitive programs. **The quality of the education**, however, allowed me to be competitive ...”*

Graduate Student Success

- Modern Application Processes
- Time-to-Degree
- Active and Dormant Students
- Thesis Writing
- Professional Development
- Showcasing Their Work
- Rapid Response to Needs
- Sense of Place



Graduate Education at Western



WESTERN WASHINGTON UNIVERSITY ITEM SUBMITTED TO THE BOARD OF TRUSTEES

TO: Members of the Board of Trustees

FROM: President Bruce Shepard by:
Richard Van Den Hul, Vice President for Business and Financial Affairs
Linda Teater, Budget Director

DATE: April 4, 2014

SUBJECT: **2015-2017 Decision Package Proposals**

PURPOSE: Presentation and Discussion

Purpose of Submittal:

At the December 2013 Board meeting Provost Carbajal and Vice President Van Den Hul presented an overview of Western's planning and budgeting process showing how it is bottom-up, transparent and collaborative while tying budget decisions to strategic plans. The divisions have now submitted 13 decision package proposals for consideration to be part of our FY 2015-2017 budget request. The proposals have been presented to the University Planning and Resources Council (UPRC), the Deans and audio cast to the campus and placed on the University's website.

This discussion adds a step in our usual bottom up, transparent strategic budgeting process. The Board is seeing all the proposals that have made it through the process of scrutiny and selection at the division level. These proposals are now being considered at the university level and we welcome Board insight as that process transpires. In the past, Board involvement occurred *after* that university-level review had resulted in a subset of proposals deemed ready for and worthy of Board consideration.

After Board discussion at the April Board meeting, and after receiving UPRC and campus input, the President, Vice Presidents and Deans will develop a list of recommendations, and share those recommendations with the UPRC and the campus for comment prior to returning to the Board in June for its penultimate review. The Board will act in August to adopt a proposed 2015-17 budget request incorporating decision packages as the Board sees fit.

Please review the attached proposals for discussion at the meeting. Starter questions could include:

- Which proposals best prepare Western to fulfill its mission now and into the future?
- Which proposals best prepare Western to fulfill State needs?
- Which proposals will garner the most support by State policy makers?
- Which proposals lever external funds or support?

2015-2017 Decision Package Proposals (click on link for electronic document)

- **Compensation**
Compensation will again be our top priority. The compensation request is put together at the University level. More information will be provided at the June Board meeting for approval in August.
- **Big Data/Analytics at Western** (<http://www.wvu.edu/upb/1517DP/AA/bigdata/BigDataTOPOST.pdf>)
- **Bringing the World to Western** (<http://www.wvu.edu/upb/1517DP/AA/CIS/worldtoWWUTOPOST.pdf>)
- **Computational Science at Western** (<http://www.wvu.edu/upb/1517DP/AA/Computsci/CISTOPOST.pdf>)
- **Computer Security** (<http://www.wvu.edu/upb/1517DP/AA/compsec/compsecTOPOST.pdf>)
- **Energy Studies** (<http://www.wvu.edu/upb/1517DP/AA/energy/energyTOPOST.pdf>)
- **Statistics** (<http://www.wvu.edu/upb/1517DP/AA/stats/statisticsTOPOST.pdf>)
- **Audiology Clinical Doctorate** (<http://www.wvu.edu/upb/1517DP/AA/audiology/audForPOST.pdf>)
- **Building Science Infrastructure, Capacity and Capability**
(<http://www.wvu.edu/upb/1517DP/AA/buildsci/BuildingScienceTOPOST.pdf>)
- **Engineering Geology BS Degree** (<http://www.wvu.edu/upb/1517DP/AA/enggeo/enggeoTOPOST.pdf>)
- **Higher Education Support Services for the Next Generation**
(<http://www.wvu.edu/upb/1517DP/AA/hesupportservices/hesupportservtopost.pdf>)
- **Next Generation Computer Science and Engineering**
(<http://www.wvu.edu/upb/1517DP/AA/nextgen/nextgenTOPOST.pdf>)
- **Vehicle Engineering** (<http://www.wvu.edu/upb/1517DP/AA/ve/VehEnginTOPOST.pdf>)
- **Investing in Student Success and Achievement**
(<http://www.wvu.edu/upb/1517DP/ESS/studentsuccess/StudentsuccessTOPOST.pdf>)

Maintenance Level Request*

- Maintenance and Operations

**The Maintenance and Operations request put forward by BFA is for informational purposes.*

A summary table of all proposals can be found here.

<http://www.wvu.edu/upb/1517DP/Summary1517DPRequestForm.pdf>

FY15-17 Decision Package Summary Budget Requests

As of 2/24/2014

STATE OPERATING BUDGET (State Appropriations & Tuition)

DESCRIPTION	2015-16 Recurring		One Time	2015-16 Total Cost	2016-17 Recurring		One Time	2016-17 Total Cost
	Amount	FTE			Amount	FTE		
Presentations Scheduled for February 26, 2014 (listed alphabetically-<i>not in order of presentation</i>)								
1 Academic Affairs Big Data/Analytics	543,728	4.0	194,000	737,728	1,189,471	10.0	150,000	1,339,471
2 Academic Affairs Bring the World to Western	431,929	3.4	10,000	441,929	431,129	3.4	0	431,129
3 Academic Affairs Computational Science at Western	960,198	10.0	845,000	1,805,198	1,311,731	14.0	0	1,311,731
4 Academic Affairs Computer Security	449,650	4.0	115,000	564,650	555,061	5.0	0	555,061
5 Academic Affairs Energy Studies	386,864	4.5	124,000	510,864	606,164	6.5	100,000	706,164
6 Academic Affairs Statistics	257,198	4.0	136,000	393,198	492,635	8.0	0	492,635
Presentations Scheduled for March 5, 2014 (listed alphabetically-<i>not in order of presentation</i>)								
1 Academic Affairs Audiology Clinical Doctorate	132,700	1.5	24,000	156,700	676,166	8.8	24,000	700,166
2 Academic Affairs Building Science Infrastructure	427,234	4.5	1,864,900	2,292,134	1,901,333	23.0	455,000	2,356,333
3 Academic Affairs Engineering Geology	628,212	7.0	470,000	1,098,212	598,712	7.0	0	598,712
4 Academic Affairs Higher Education Support Services for the Next Generation	921,130	5.0	275,000	1,196,130	938,417	5.0	0	938,417
5 BFA Maintenance and Operations	475,509	0.0	3,000	478,509	1,322,265	0.0	0	1,322,265
6 ESS Investing in Student Success & Achievement	748,283	16.6	26,000	774,283	746,203	16.6	0	746,203
7 Academic Affairs Next Generation Computer Science and Engineering	625,075	8.0	275,000	900,075	922,578	11.0	130,000	1,052,578
8 Academic Affairs Vehicle Engineering	430,811	4.0	680,000	1,110,811	621,148	0.0	100,000	721,148
TOTAL	7,418,521	76.5	5,041,900	12,460,421	12,313,013	118.4	959,000	13,272,013

This document was presented at the Board of Trustees meeting and has been added to the meeting packet after the presentation.

* The M&O request put forward by BFA is for informational purposes. The costs associated are not included in this summary.

4. EXECUTIVE SESSION

Executive Session may be held to discuss personnel, real estate, and legal issues as authorized in RCW 42.30.110.